

**CITY OF NORFOLK, VIRGINIA**

**APPROVED OPERATING  
AND  
CAPITAL IMPROVEMENT BUDGETS**

For the Fiscal Year July 1, 2011 through June 30, 2012



**N O R F O L K**

*Life. Celebrated Daily.*

# Distinguished Budget Presentation Award



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, 2010. (The review process by GFOA has not commenced for the annual budget for the fiscal year beginning July 1, 2011.)

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we will submit it to GFOA for eligibility.

# Acknowledgements

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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 Approved FY 2012 Budget represents the assistance of many who deserve acknowledgment and appreciation:

- Residents of the City and Civic Leagues, particularly those who attended our community outreach meetings;
- Members of the City's Employee Relations Committees and Retirees Associations;
- City employees who attended our outreach meetings and submitted their suggestions for improvement;
- Budget Advisory Committee members;
- Executive Budget Team;
- Director of Finance;
- Department and Office Directors;
- Members of the Business Community;
- Council Appointees, especially the City Assessor; and
- Constitutional Officers, particularly the City Treasurer and Commissioner of the Revenue

Special recognition and gratitude are due the staff of the Office of Budget and Management who worked to prepare this year's budget.

**Office of Budget and Grants Management Staff**

Sabrina Joy-Hogg, Director

Jose Benitez, Jared Chalk, Paris Colburn, Janine Garcia-Sutton,  
Katherine Goetz, Patricia Harrison and Jessena Robinson

Marcus D. Jones  
City Manager

# City Council's Vision of Norfolk

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The City of Norfolk continues to remain true to its vision. In the early 1990's, City Council established the vision of Norfolk and the current City Council and City Administration remain committed to executing and maintaining the vision.

## ***Vision***

Norfolk is a national leader in the quality of life offered to all its citizens.

This is achieved through effective partnerships between city government and its constituents.

As a result, Norfolk is a physically attractive, socially supportive, and financially sound city.

Here, the sense of community is strong.

Neighborhoods are designed so that people of all ages can know their neighbors and travel the streets and sidewalks in safety.

The sense of community exists city-wide.

Norfolk is known nationally as a strategically located place where there are abundant and fulfilling employment, recreational, and educational opportunities.

## ***Priorities***

- Community Building
- Education
- Public Accountability
- Public Safety
- Regional Partnerships
- Economic Development



# City of Norfolk Government

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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 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. On the first Tuesday of the month, there is a Council worksession held at 2:00 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 Clerk, Breck R. Daughtrey; Real Estate Assessor, Deborah Bunn; and City Auditor, John Sanderlin. The City Manager may be contacted at 664-4242.

# City of Norfolk Government

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Mayor  
Paul D. Frain



Vice-Mayor  
Anthony L. Burfoot  
Ward 3



Council Member  
Andrew A. Protogyrou  
Ward 1



Council Member  
Dr. Theresa W. Whibley  
Ward 2



Council Member  
Paul R. Riddick  
Ward 4



Council Member  
Thomas R. Smigiel  
Ward 5



Council Member  
Barclay C. Winn  
Ward 6

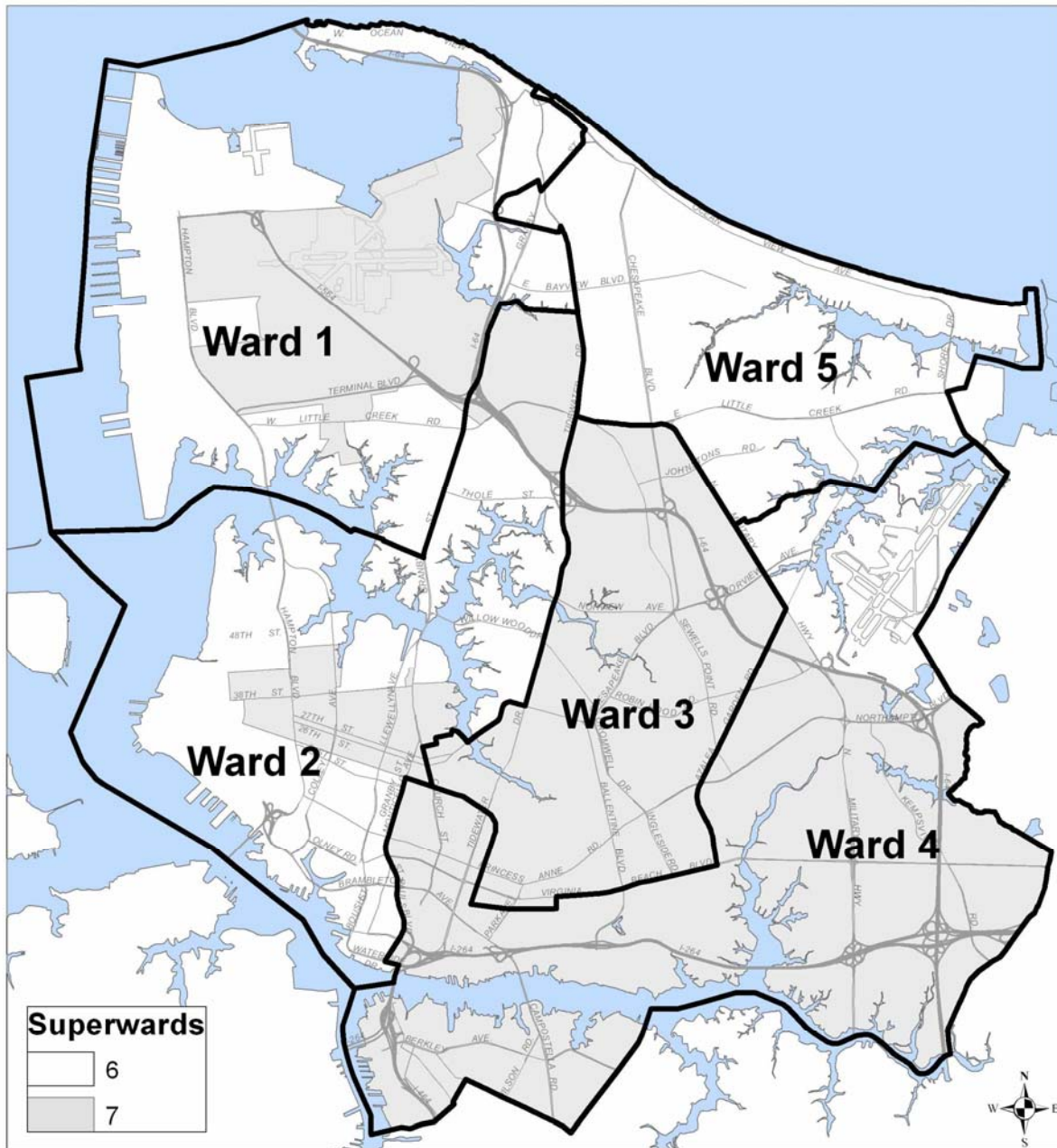


Council Member  
Angelia M. Williams  
Ward 7

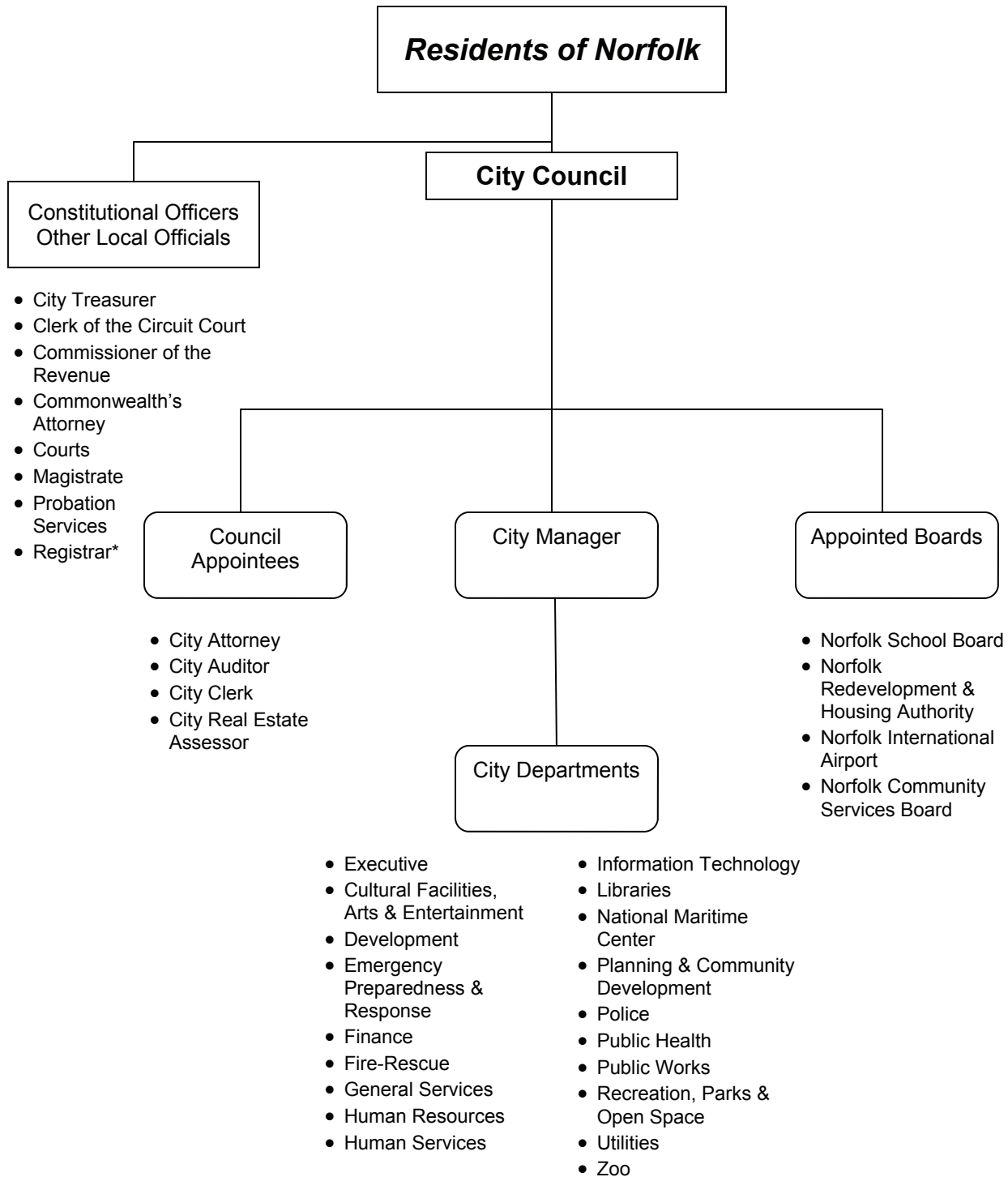


City Manager  
Marcus D. Jones

# City of Norfolk Ward Map



## City of Norfolk Organizational Chart



\* Appointed by State Board of Elections



# NORFOLK

*Office of the City Manager*

July 1, 2011

Honorable Mayor and City Council  
City of Norfolk, Virginia

I respectfully present to you the Approved Fiscal Year 2012 financial plan for the City of Norfolk. A summary of the approved budget is shown in the table below.

Fiscal Year (FY) 2012 Financial Plan	
Fund	Approved Budget
General Fund	795,016,200
Enterprise Funds	124,480,700
Special Revenue Funds	32,226,900
Internal Service Funds	13,197,000
<b>Total Operating</b>	<b>964,920,800</b>
Annual Capital Improvement Plan	151,640,300
<b>Total Operating and Capital</b>	<b>1,116,561,100</b>
Annual Plan for HUD Block Grants	7,448,291
<b>Total Financial Plan</b>	<b>1,124,009,391</b>

The Proposed FY 2012 Budget was presented on April 26, 2011. Based on discussions during three City Council work sessions, several adjustments were made to the Operating Budget, the Capital Improvement Plan and the Annual Plan. The Approved General Fund Operating Budget reflects an increase of \$1,740,087 from the Proposed Budget. The revenue and expenditure adjustments are listed below:

Revenue Adjustments and Redistributions	Amount
Increase federal revenue appropriation for Norfolk Public Schools	\$500,000
Increase personal property tax revenue based on revised estimates	\$1,240,000
<b>Total Adjustments to Revenues</b>	<b>\$1,740,000</b>

Expenditure Adjustments and Redistributions	Amount
Increase expenditure appropriation for Norfolk Public Schools based on additional federal revenue	\$500,000
Adjust Aid to Localities Payment to the Commonwealth	(\$261,961)
Support Virginia First Cities Membership	\$43,261
Support Hampton Roads Sports Commission	\$35,100



Expenditure Adjustments and Redistributions	Amount
Reduce expenditures for Performance Based Grants based on revised estimates	(\$500,000)
Provide a \$500 bonus to employees	\$1,923,600
<b>Total Adjustments to the Expenditures</b>	<b>\$1,740,000</b>

Other adjustments that were made to the Proposed Budget are listed below:

Other Adjustments and Redistributions	Budget	Amount
Provide additional Public Amenities funds to Norfolk Consortium to mitigate reductions	Public Amenities	\$500,000
Transfer funds from Plumb Line CHDO to the CHDO set-aside	Annual Plan/HOME Program	\$88,308
Transfer funds from Community Initiatives Program to Horizons Hampton Roads	Annual Plan/CDBG Program	\$5,700
Transfer governance of McArthur Memorial from the National Maritime Center back to Department of Cultural Facilities, Arts and Entertainment	General Fund	\$0
Accelerate the school construction schedule (no impact on FY 2012 Capital Improvement Budget)	Capital	\$0

The impact of the change to the five-year Capital Improvement Plan is detailed below:

1. School 1 (no change): Completion of Crossroads in FY 2012.
2. School 2 (no change): Begin construction of Campostella in FY 2013 with completion by FY 2014.
3. School 3 (changed): Begin design in FY 2013 with construction in FY 2014 and completion in FY 2015.
4. School 4 (no change): Begin design in FY 2016.

Revised School Construction Schedule						
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Crossroads <sup>1</sup>	\$7,600,000					\$7,600,000
School #2 (Campostella) <sup>2</sup>	\$2,200,000	\$7,550,000	\$5,000,000			\$14,750,000
School #3		\$2,200,000	\$14,800,000	\$5,000,000		\$22,000,000
School #4					\$2,200,000	\$2,200,000
<b>Total</b>	<b>\$9,800,000</b>	<b>\$9,750,000</b>	<b>\$19,800,000</b>	<b>\$5,000,000</b>	<b>\$2,200,000</b>	<b>\$46,550,000</b>

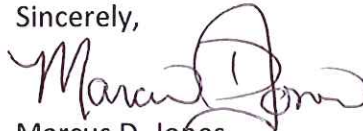
<sup>1</sup> This project has prior year funding of \$17.2 million.

<sup>2</sup> This project has prior year funding of \$7.25 million.

In summary, the Approved FY 2012 Budget includes minor adjustments that ensure support for our valued employees and our outside partners. The Approved FY 2012 Budget is the beginning of the process of building a "well-managed government." During the coming year, we will continue to look at City operations and will identify opportunities for efficiency by continuous analysis and forward thinking.

It is my pleasure to present to you the City of Norfolk's Approved FY 2012 Budget.

Sincerely,

A handwritten signature in dark ink, appearing to read "Marcus D. Jones". The signature is fluid and cursive, with a large initial "M" and a stylized "J".

Marcus D. Jones  
City Manager



# NORFOLK

*Office of the City Manager*

April 26, 2011

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

I respectfully submit to you the Proposed Fiscal Year 2012 financial plan for the City of Norfolk. A summary of the proposed budget is shown in the table below.

<b>Fiscal Year (FY) 2012 Financial Plan</b>	
<b>Fund</b>	<b>Proposed Budget</b>
General Fund base	787,613,761
Fund Adjustments	5,662,352
<b>Total General Fund</b>	<b>793,276,113</b>
Enterprise Funds	124,480,700
Special Revenue Funds	32,226,900
Internal Service Funds	13,197,000
<b>Total Operating</b>	<b>963,180,713</b>
Annual Capital Improvement Plan	151,640,073
<b>Total Operating and Capital</b>	<b>1,114,820,786</b>
Annual Plan for HUD Block Grants	7,448,291
<b>Total Financial Plan</b>	<b>1,122,269,077</b>

The proposed General Fund budget is \$787,613,761 along with \$5,662,352 in adjustments to account for new financial reporting requirements. The total General Fund budget increase without adjustments is 0.3 percent. With adjustments, the General Fund budget is \$793,276,113 or approximately a one percent increase from the FY 2011 Approved Budget. The adjustments are due to the inclusion of two funds, Nauticus and Cruise Ship Terminal, which were previously classified as Special Revenue Funds.

## **GUIDING PRINCIPLES**

The development of the Proposed FY 2012 Budget is the first step in a process to transform municipal operations in the City of Norfolk. New ideas will be welcomed and old ideas will be reconsidered. Existing policies and practices will be improved. We will move forward with a laser focus on the future of our City and our organization. The guiding principle for this budget and future budgets will be building a "well-managed government," which means ensuring the City is effective, efficient, accountable, responsive, inclusive, and customer-focused. In my short tenure as City Manager (less than 100 days), we have begun the process to transform our organization. This process will continue during the coming fiscal year and we will begin laying the groundwork for a new budget process in Fiscal Year 2013.



During the development of the Proposed FY 2012 Budget, we went out into the community and met with hundreds of residents and employees to understand their priorities and hear their suggestions for how to build this budget. I even visited an elementary school to hear from our youngest community members and received such a warm reception that I will continue engaging children and getting them excited about our City. We held numerous cross-departmental meetings where department heads were challenged to identify areas of overlap, areas for cooperation and areas for process improvement. This budget strives to ensure funding goes to our highest-priority programs and our core services. Over the next year, we will take the “well-managed government” principle further and build a budget around initiatives and priorities. The organization will improve how we measure performance, for each program and each employee, with a focus on determining how best to achieve our desired outcomes. The result will be an organization that can show real progress toward its goals, as well as a positive impact on our residents.

#### **FINANCIAL BACKDROP**

##### ***Recession and Recovery***

While the recession officially ended in June 2009, the national and local economies continue to struggle. The housing market is tenuous and our unemployment level remains high. Given these economic conditions, we will have to right-size our organization to become more efficient. We cannot wait for revenues to come back up to pre-recession levels and we cannot depend solely on taxes or fees to address our budget challenges. Changes we make must be structural and on-going. The economic conditions are leading to a process of becoming more efficient and it is my intention that the City should continually challenge itself to improve.

##### ***Revenue Picture***

Approximately 36 percent of the City’s General Fund revenue comes from the Commonwealth, which means state budget actions have a significant impact on the City’s operating budget. While the state has seen some revenue growth in recent months, it continues to decrease spending and reduce aid to localities. The state reduction in FY 2012 includes \$400,000 from local law enforcement support, \$200,000 from jail per diems, \$550,000 from constitutional officers and \$8.6 million from school support. The General Assembly also decided to continue the flexible cut in aid to localities, which will be approximately \$2.8 million in FY 2012. As state aid for K-12 education continues to decline, Norfolk Public Schools must follow the same process of right-sizing the organization. In FY 2011, the City passed on approximately \$2.3 million in state cuts to Constitutional Officers but will not pass on any additional cuts to these Officers in FY 2012.

Real Estate tax revenue makes up a quarter of our total revenue and is our largest locally-generated revenue source. Based on the latest estimate from the Real Estate Assessor’s Office, real estate assessments overall in Norfolk are projected to decline by approximately 4.95 percent in FY 2012 from the previous year. One of our major revenue sources, real estate, is declining for two years in a row and it is not clear when the housing market will begin to grow again. While the housing market is affected by many external factors, the City will be working with residents to help them improve their neighborhoods with the goal of maintaining property values.

#### **BUDGETING BASED ON PRIORITIES**

As key revenues sources are decreasing (real estate and revenue from the Commonwealth), we cannot fund all our existing programs and services. However, the City’s budget will no longer be built around across-the-board cuts. The budget is built around our priorities and funding is dedicated to those

programs and services that best support these priorities. The current City Council priorities are: Community Building, Economic Development, Education, Public Accountability, Public Safety and Regional Partnerships. The Proposed FY 2012 Budget is the first step to ensuring all programs and services are aligned with these priorities and support the City's "well-managed government" philosophy.

### ***Community Building***

Based on what we have heard from residents, we are enhancing our focus on **community building**. The City will become a partner in neighborhood revitalization and help neighbors build up their own neighborhoods. Residents are often eager to take on leadership roles and work on improving their communities; what they need is the City's support. Using the Fairmount Park Civic League and the Greater Park Place Visioning/Engagement Process as examples, we will implement a new "Neighbors Building Neighborhoods" program. Members of the Fairmount Park Civic League have taken the lead in improving their neighborhood by agreeing upon standards and expectations every resident will follow. Residents help other residents understand code requirements and manage their property and residents engage business owners to encourage maintenance of commercial property. Improvements are noticeable and dramatic and the City did not take the lead. Instead, the City acts as a partner. This "Neighbors Building Neighborhoods" program will begin as a pilot in several neighborhoods and its success will be evaluated over the next year.

Over the next year, we will review the City's relationship with Norfolk Redevelopment and Housing Authority (NRHA), one of our key partners in rebuilding and revitalizing our neighborhoods. With changes in eminent domain and our financial limitations, the City's redevelopment strategies – and NRHA's role in those strategies – will have to be revisited. I have met with NRHA staff and we are ready to face this challenge. The City will work with NRHA to determine how each entity can best help improve our neighborhoods. The Department of Planning and Community Development has already begun to shift focus toward a partnership with residents, instead of City-led efforts. We will also examine sharing services or re-aligning our programs. For example, the City's programs may move to NRHA, as NRHA already has similar successful programs.

### ***Economic Development***

**Economic development** will be a key factor in growing our way out of this economic downturn. In order to grow our economy, we need to make our City attractive to businesses and individuals by having public amenities, business opportunities and solid infrastructure. Our Proposed FY 2012 Capital Improvement Plan (CIP) contains several large projects such as the Slover Library and school construction projects and many smaller core projects such as street improvements and bridge repairs.

As we progress towards the review and reaffirmation of our citywide goals and priorities with City Council, our CIP must undergo a comprehensive review to ensure we are continuing to utilize our limited financial resources on efforts that are consistent with our vision for the future of our City. We will study, analyze and implement a funding strategy that is cognizant of our affordability parameters, including making some difficult decisions that are in the best interest of our entire City. Due to the economic downturn and the decrease in real estate values, our ability to afford our planned projects dramatically decreased. In order to bring our CIP closer to our self-imposed affordability parameters, we propose reducing \$71.3 million in previously authorized, closed out projects and future planned projects out of the CIP.



Over the coming year, we will be reviewing all capital projects and determining what is still a priority. This process began during the development of the Proposed FY 2012 Budget but there is still work to be done. There may be projects that were appropriate for a certain time and purpose but are no longer at the same priority. In other projects, funds have been built up and should be spent before authorizing additional funding. Given the financial challenges we have successfully managed through in recent years and those on the horizon, we must focus our attention on our core services. We are pressing the proverbial “reset button” that will allow us to move forward with a fresh new perspective on where we are today, where we want to be tomorrow and the conservative financial approach that results in our realizing our maximum potential.

### ***Education***

During all of our community meetings, residents and employees continually listed **education** as one of the City’s top priorities. We are separate organizations but part of one City, we are committed to working with Norfolk Public Schools (NPS) and ensuring our children receive a top education. First, the City is committed to maintaining our local contribution to NPS. While the School Board requested an additional \$822,000, we believe the current level of funding will provide NPS will sufficient resources to support its educational needs. Initial discussions with NPS staff indicated there are sufficient options available to NPS that will more than meet this additional request for \$822,000. These options include, but are not limited to, additional federal funds and revisions to healthcare cost estimates. The Administration is confident that this \$822,000 funding gap is presently closed.

In order to find efficiencies in both our organizations, City staff has begun meeting with NPS staff to review services both organizations provide to determine if any efforts could be combined. Due to continued declines in state aid, NPS is going through the same exercises as the City such as looking at eliminating redundancy, aligning funding with priorities and ensuring core services remain funded. For example, in the School Board’s Proposed FY 2012 Budget, two elementary schools will close. Like the City will have to do, NPS has acted logically and thoughtfully to “right-size” the number of facilities to the student population.

The Proposed FY 2012 CIP includes \$9.8 million to complete the construction of the new Crossroads K-8 School and continue funding for a second construction and renovation project. The five-year CIP includes \$46.5 million for schools. These funds will be used to complete Crossroads, complete two additional schools and begin work on a fourth school. Additionally, the Proposed FY 2012 CIP includes \$3 million to address major facility maintenance needs throughout the school system. In the five-year CIP, \$15 million is proposed to address these facility needs.

The City’s youth services, which extend beyond the classroom and strive to enhance the education at Norfolk Public Schools, will be combined under a new Bureau of Youth Services. This consolidation allows the City to combine programming for youth ages 5-12 and ages 13-17 and provide a more comprehensive approach to youth services. In addition, the City will improve upon its existing summer youth employment program and build relationships with our local universities to attract our best and brightest young people and grow our future leaders.

### ***Public Accountability***

One of the budget principles identified in our community meetings is **public accountability**. As we transform this organization, we will undertake several initiatives to follow this principle. We are working to build a well-managed organization, which means having the right people in the right place at

the right time to work toward achieving strategic goals. In order to build a more efficient organization, we offered a voluntary retirement incentive program (VRIP), which more than 150 employees elected to take. This budget also proposes the elimination of 69 full-time positions, 18 of which are filled, as an effort to “right-size” the workforce. Eliminated positions are tied to the elimination of a program or a service or the elimination of redundant or underutilized offerings. The Department of Human Resources will work with affected employees to determine if they are a good fit for another vacant position. However, realizing that not every employee may be a good fit, we are offering a severance package for separated employees to assist in their transition.

Though the City must “right-size” its workforce, it will continue its commitment to prudent policies related to personnel. The contribution to our retirement fund is increasing by nearly \$6 million, which will ensure the funding status remains sufficient. The City of Norfolk is one of a few cities that maintains an independent retirement system; most cities in Virginia belong to the Virginia Retirement System (VRS). We will evaluate converting to VRS, as other cities have recently done. We will consider issues such as the impact on current and retired employees, the feasibility given our budget challenges, financial sustainability into the future and how this impacts employee recruitment and retention.

As the organization becomes smaller and more efficient, our facility needs will change. We may no longer need the same amount of City-owned or leased property and will review our existing assets and needs. In addition, two strategies are planned for our fleet of vehicles. First, we will review all our vehicle needs and eliminate what is unnecessary. Second, the debt service budget will include funding for the lease-purchase of waste management and marked police vehicles. These steps will help “right-size” the fleet and ensure our essential needs are met. The same process will take place with our fleet of computers. Some of our other central operations require a comprehensive review, including a thorough analysis of policies and processes, which will take place during the coming year.

### ***Public Safety***

**Public safety** remains a top priority for the City and our residents. While we want to continue funding our departments that keep the City safe, it is important to practice good governance and provide funding to the highest priority programs and services while operating in the most efficient and effective manner possible. In this budget, Police and Fire-Rescue sworn positions will not be eliminated. However, the Departments of Police and Fire-Rescue will be charged with managing their staff to keep overtime costs down. One area of focus for public safety will be equipment needs. In prior years, funding for vehicles has not kept up with the need so that will be a priority in this budget. In addition, we will re-evaluate all Police and Fire facility needs.

### ***Regional Partnerships***

As the City works to increase accountability and transparency, we will ask the same of our local and **regional partners**. Beginning in FY 2012, the City will have formal agreements with all outside agencies that receive City funding and these agencies will be required to provide documentation on their budgets and performance. The goal is not to reduce or eliminate funding for organizations but to ensure City money is supporting our priorities and that accountability and transparency follow taxpayer-provided funds.

The Proposed FY 2012 Budget includes changes for two of our outside partners: the Norfolk Interagency Consortium (NIC) and the Norfolk Community Services Board (CSB). NIC administers the Comprehensive Services Act (CSA) Program, which provides programs and services for at-risk youth and



youth with behavioral challenges. NIC has been integrated into the Department of Human Services in order to align similar services and ensure greater effectiveness. Over the next six months, in conjunction with the CSB, the City will evaluate integrating CSB's services into the City's structure. An interdisciplinary team will be formed to undertake this review. In the Proposed FY 2012 Budget, the City continues to provide local funding to CSB, but at a lesser amount. Even with this level of reduced support, the City will still contribute well above the required match amount. Through preliminary discussions with CSB staff, the Administration anticipates that CSB will find operational efficiencies and use some of its fund balance to back fill the loss in City revenue with no negative impact on service delivery.

As we work to grow our way out of this economic downturn, our outside partners who bring in revenue from tourists and visitors will play a key role. Norfolk is fortunate to have numerous organizations that bring in outside visitors and improve the quality of life for our residents. In order to encourage revenue growth and reduce competition, the City supports the creation of a "Norfolk Arts and Culture Consortium." Following the principle of greater strength in cooperation, the City proposes that our large events partner organizations join a consortium, which will include City departments such as Nauticus, the Zoo and the Department of Cultural Facilities, Arts and Entertainment. The consortium will receive less individual support from the General Fund but this is offset by support from the Public Amenities Fund and revenue from a \$1 increase in the bed tax. The members will determine how to allocate that funding to the highest priorities and those initiatives that will enhance visitor and resident experiences. As this consortium evolves and thrives, the City will look into dedicating a portion of any new revenue or allowing the consortium to keep efficiency savings, thus providing another incentive for cooperation and visitor growth.

#### **CLOSING THE BUDGET GAP**

While we ensured our priorities receive funding in this budget, the development of the budget still began with a \$32 million gap between estimated revenues and expenditures. The gap increased to closer to \$37 million prior to its eventual closure. This budget gap was closed primarily by enhancing tax collections, generating revenue through clearing out accounts, eliminating under-utilized or lower priority programs, sharing service delivery and restructuring the organization to achieve efficiencies. In addition, some of our expenditure projections will be lower than originally estimated.

#### ***Good Governance***

Rather than increasing taxes, we will make every effort to collect taxes that are already due to the City. In the Proposed FY 2012 Budget, we estimate an additional \$1 million in delinquent tax collections. The City Treasurer's Office will be given new tools to increase collections and help grow our revenue base.

Some of the large expenditures ended up being lower than originally estimated, which helped close the budget gap. In particular, the later than expected start for the new Light Rail system lowered the total cost for the City in FY 2012. The City budgeted for a May 1, 2011 opening, which means some funds budgeted in FY 2011 could be used to offset the amount needed in FY 2012. The increase for the City's healthcare costs also ended up lower than originally estimated. Negotiations with our health insurance provider brought the rate increase down from more than 10 percent to 6.4 percent, which helped close the budget gap even further. One of the key factors impacting our lower rate is the City's commitment to the health and wellness of our employees. Our Employee Prevention and Wellness Programs recently won the Platinum Level "Fit Friendly Companies" award by the American Heart Association. Over time, as more of our employees have become engaged in programs, health risks have been

reduced. Small changes can improve the lives of our employees, as well as save significant dollars, so we will continue to support these efforts to incentivize employees to manage their health.

This budget includes approximately \$17 million in resources from carry-forwards, forced savings and cleaning out accounts. Departments across the City were challenged to close out all accounts that were no longer needed based on a change in the scope of work or held funds remaining from completed initiatives. This unprecedented effort “cleared all of the accounting books” in the City. In the majority of cases, one-time revenues are matched with one-time expenditures. However, in some cases, one-time revenues are not matched with one-time expenditures. This will not be a continuing practice of the City. This is not the practice of a well-managed government. However, these remaining one-time revenues saved jobs and eliminated the need to raise the real estate tax rate. As we develop the FY 2013 budget, this structural imbalance will be eliminated through additional cuts or additional on-going resources.

New financial reporting requirements from the Governmental Accounting Standards Board (GASB) require the City to make some changes to its fund structure. Two funds, Nauticus and Cruise Ship Terminal, are classified as Special Revenue Funds in the FY 2011 budget, which means their revenues come from specific sources. However, these funds currently receive General Fund support. Therefore, in the Proposed FY 2012 Budget, these two funds will become part of the General Fund. The General Fund will also have to absorb the fund balances for Nauticus and Cruise Ship Terminal, along with many other fund balances that have not been formally dedicated to a specific purpose. GASB guidelines require the City to consolidate these accounts with balances in them, and these funds become one-time revenues for the Proposed FY 2012 Budget. While this action increases our amount of one-time revenues, the City is following recommended financial practices.

### ***Eliminating Programs and Services***

The Office of Youth and Childhood Development was created in FY 2011 and was given oversight of many neighborhood and youth-related programs. As the City examined its desire to become a leader in providing youth services, it was determined a more focused and comprehensive approach was needed. Upon review, some of these programs have either not been initiated or have not proven to be successful and will no longer be continued. The objectives of the Saving our Children program will be incorporated into multiple City departments, with a focus on the current gang suppression efforts of the Norfolk Police Department and new efforts in the Department of Recreation, Parks and Open Space. The objectives of the Project Focus program will be incorporated into the new Neighbors Building Neighborhoods program within the Department of Community Planning and Development.

The Department of Planning and Community Development’s Design Center will close and some of its current programs will be eliminated. Many of the services currently offered by the Design Center serve very few citizens. For example, fewer than 100 homeowners have used the service in preparation for a permit over the past two years at the Design Center. The architectural design services that will remain are those related to the City’s nonstandard lot program, the tax abatement program and World Changers. Planning will also maintain the Pattern Book for Norfolk Neighborhoods as an information source for home owners. Other programs, such as Neighborhood University and Come Home to Norfolk Now will be repurposed and encompassed within the elements of the new “Neighbors Building Neighborhoods” initiative.



### ***Organizational Improvements and Streamlining***

Several departments and offices that provide internal, centralized services will be merged into a Department of General Services. These include Fleet Management, Facility Maintenance, Purchasing, Storehouse, Real Estate Management, Security Management and Parking. By bringing these internal functions together under one department, we can achieve efficiencies, find synergy, and improve management and oversight of these functions.

In the FY 2011 budget, many new functions moved to the Department of Planning and Community Development. Over the past ten months, the department has identified multiple opportunities for changes in operation that will be more efficient without impacting customer service. In addition, the department has re-examined all of its functions and identified those non-core functions that serve a limited number of citizens. The addition of new programs, such as the new “Neighbors Building Neighborhoods” initiative, will require refocusing staff resources and eliminating older programs that do not fit into the department’s new direction. Reorganization of the Bureau of Neighborhood Quality into three teams rather than the four set up in the current system will permit a reduction in positions without a reduction in service. It will also maintain alignment with Police functions, ensuring continued synergy with the Police Department. The Call Center that currently resides in Communications will move to Planning so that we can improve our communications with residents and our tracking of all neighborhood issues. The staffing level in the building safety bureau will change based on the current level of work, with no resultant change in the customer service level. Similar changes in the staffing level of the Animal Care Center will improve the span of control in the center with no resultant change in customer service level.

As mentioned above, the programs in the Office of Youth and Childhood Development will be provided through a different approach. Some programs will be transferred within the organization to achieve a higher level of effectiveness for youth service delivery. The After the Bell and Model Middle School Programs, the Norfolk Youth Council, and Let’s Move have been transferred to the Department of Recreation, Parks and Open Space. The After Bell and Model Middle School program will continue to operate in conjunction with Norfolk Public Schools. The Youth Council will be better managed to develop future leaders of the City. The Let’s Move program will be incorporated into the Norfolk Wellness and Fitness Center’s Kids Zone program to utilize existing resources. In addition, the Smart Beginnings Program has been transferred to the Department of Human Services for a more coordinated pre-kindergarten effort.

Over the course of the next fiscal year, we will review our Communications and Public Information operations. The City needs a comprehensive approach to communications, both within and outside of Norfolk, and we need to ensure messages are accurate, complete and consistent. The result will be a more coordinated, effective, and potentially streamlined effort.

### ***Shared Service Delivery***

One strategy to achieve efficiencies and realize savings is sharing services. The City can work with outside entities, such as Norfolk Public Schools, to share services and City departments can work with each other to share services. As a result of cross-departmental meetings, we have identified areas where departments can share work to achieve savings. For example, the Department of Communications and Public Information and the Office to End Homelessness reside on the same floor in City Hall and they have agreed to assist each other with completing administrative work. Some of our smaller offices may not need to perform all their functions individually; they can partner with each

other to perform functions or work with larger departments that have the structure in place to assist them with their workload.

In the past, the Sheriff's Office has been a key partner in providing landscaping services through the use of inmates and work-release participants. With significant revenue reductions from the state in FY 2011, the Sheriff was unable to assist Recreation, Parks and Open Space staff with this service. In FY 2012, we improve service delivery by providing additional funding to the Sheriff's Office to supplement the City operations. Recreation, Parks and Open Space will better utilize existing staff to focus on high priority areas around the City. This plan does not take any jobs away from City employees and strives to provide a higher level of overall service.

#### **CONCLUSIONS AND NEXT STEPS**

The Proposed FY 2012 Budget is just the beginning of the process of building a "well-managed government." During the coming year, we will continue to look at city operations and will identify opportunities for efficiency by continuous analysis and forward thinking. We will continue the momentum created by cross-departmental "synergy meetings" and our community outreach meetings.

We have identified many programs and services that require further research; this will be the basis for the development of the FY 2013 budget. Specific areas we will review over the next six months are:

- The Retirement System,
- Outsourcing services: Recycling will be an initial service,
- Records management policies and procedures,
- Printing and copying services,
- Employee certifications and professional development,
- Security and communications in City Hall,
- The Department of Human Services and the Juvenile Detention Center,
- The Department of Information Technology,
- The Department of Human Resources,
- The management of Computer Resource Centers and Neighborhood Resource Centers, and
- Other areas of review as identified through community outreach efforts.


Over the next year, I also recommend reviewing the current City Council priorities to determine if they are still the appropriate citywide priorities for FY 2012 and the future. This review will help us develop our budgeting for priorities process. Beginning with our priorities, we will develop statements that define these priorities, outline goals to achieve them, define program objectives, and identify performance measures to show our progress toward the goals. The FY 2013 budget will look very different and will be built on priority-based budgeting. The budget will be organized around initiatives and priorities, rather than departments and line items.

If we are able to identify additional savings after the beginning of the fiscal year, I propose using a portion of these savings for a performance-based salary adjustment for employees. Without the potential for a performance-based salary adjustment, Norfolk City employees will enter their third year of foregoing salary adjustments while many of our neighboring localities are offering salary increases. Our hard-working employees deserve recognition and reward; however, any salary adjustment will be incorporated into a new system of employee evaluations and performance measurement that support our "well-managed government" principles.



I want to thank all of the department directors, who put forth ideas to achieve savings, identified areas of cooperation and were willing to try new approaches to governance. I also want to thank the Executive Budget Team and the Budget Office for reviewing proposals, evaluating ideas and putting the details of this budget together. Finally, I want to thank all of our dedicated employees, residents and members of the budget advisory committee who submitted hundreds of suggestions for improvement and remain committed to this organization. The process of improvement will take time and teamwork, but it has already begun.

Sincerely,

A handwritten signature in blue ink, reading "Marcus D. Jones". The signature is fluid and cursive, with the first name "Marcus" and last name "Jones" clearly legible, and "D." as a small initial in the middle.

Marcus D. Jones  
City Manager

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# Budget Overview

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# READER'S GUIDE TO THE BUDGET

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## PURPOSE

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The budget is a document that summarizes all public service programs provided by the City government. It is the annual plan for coordinating revenues and expenditures. The budget presented covers the period of July 1, 2011 to June 30, 2012. The amounts for FY 2012 are appropriated by the City Council.

## BUDGET OVERVIEW

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This section provides information on budget and financial policies, fund structures, basis of accounting, the 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 2010 provided in the summaries do not include encumbrances, designations, and carry-forwards and do not reflect all financial adjustments posted after June 30, 2010.

## GENERAL FUND REVENUE AND EXPENDITURE

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The General Fund is used to account for primary government services. A summary of estimated revenue from each source and expenditure by department is provided for the General Fund. For each department within the General Fund, a summary of historical and recommended expenditures is provided. Historical revenue and expenditure amounts for FY 2010 do not include encumbrances, designations, and carry-forwards and do not reflect all financial adjustments posted after June 30, 2010.

## DEPARTMENT BUDGETS

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This section provides detailed information on the budget of each department within the General Fund. Historical revenue and expenditure amounts for FY 2009 and FY 2010 provided in the department summaries do not include encumbrances, designations, and carry-forwards and do not reflect all financial adjustments posted after June 30.

## EDUCATION FUNDS

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This section conveys the proposed Norfolk Public Schools Operating Budget.

## SPECIAL REVENUE, ENTERPRISE, AND INTERNAL SERVICE FUNDS

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These sections provide detailed information on budget related to the City's Special Revenue, Enterprise and Internal Service Funds. Historical revenue and expenditure for FY 2009 and FY 2010 provided in the department summaries do not include encumbrances, designations, and carry-forwards and do not reflect all financial adjustments posted after June 30.

## CAPITAL IMPROVEMENT PLAN

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This section provides detailed budget information on the five-year Capital Improvement Plan. However, the only year certain is the current budget year, FY 2012, with future years reflecting planning and not commitment.

## STATISTICAL/GENERAL INFORMATION

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

## GLOSSARY/INDEX

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The glossary provides definitions of budget-related terms. The index contains an alphabetical reference of information contained in this document.

## ANNUAL PLAN

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This section contains the Annual Plan that identifies the annual funding of the City's priority community development projects and activities as outlined in the Consolidated Plan.



# FINANCIAL POLICIES AND PRACTICES

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## OPERATING BUDGET

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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 must submit 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 proposed expenditures based on detail estimates furnished by departments and other divisions of the City government. The budget is presented in a manner that identifies recommended appropriations, taxes, and estimated revenues with comparative statements. The budget is prepared by fund function 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 the proposed real estate tax rate. The Code of Virginia requires that notice for the public hearing for the proposed real estate tax rate be given to the public at least 30 days prior to the date of the hearing. The public hearing for the operating budget shall be 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 budgetary controls are exercised administratively on an appropriation unit basis over combinations of object categories (budgetary account groups: personal services, materials, supplies and repairs, general operations and fixed charges, equipment, public assistance, all purpose appropriations and debt service), as well as on a line item basis over individual objects (budgetary accounts). Department heads may transfer funds within a departmental budget with approval from the City Manager or the Office of the Budget and Management.

The City Manager is authorized to transfer money within a fund without further approval by City Council. Basic policies and guidelines for the development of the City's annual budget are provided below.

## GENERAL FUND BALANCE RESERVES

---

Annually, after the fiscal year end close, the Department of Finance & Business Services must produce a schedule of all fund variance with the final budget. Analysis of compliance with the City's reserve requirements and a plan for the use of excess funds shall be 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** – The City maintains an assigned general fund balance equal to at least five percent of the annual general fund budget to help mitigate current and future risks and to provide for temporary funding of unforeseen emergency or catastrophic needs. The goal for FY 2011 of \$39,319,806 is based on the FY 2011 General Fund Budget of \$786,396,120, which reflects the budget amendment related to the Virginia Department of Transportation funds for city street maintenance project. However, under GASB 54, including Maritime Center (Nauticus) and Cruise Ship Terminal funds in the General Fund Budget, the goal for FY 2011 would be \$39,606,336.

**Risk Management Reserve** – Because the City is self-insured for many of its risk exposures, the City has targeted a reserve equal to 1.5 times the annual risk management budget of approximately \$7.7 million in the event of major unanticipated workers compensation or general liability claims. The balance in the Risk Management Reserve was enhanced in FY 2010 by \$1,058,409, bringing the Reserve to \$1,898,571.

**Economic Downturn/Leveling Reserve** – The City strives to meet the goal of a \$10 million 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 such as retirement contribution, health insurance, etc. For FY 2011, the City's Economic Downturn/Leveling Reserve is \$2,000,000 or 40 percent of the City's goal of \$10 million.

Reserve	Purpose	Goal FY 2011	Projected FY 2011
Undesignated General Fund Balance	Good management practices recommend the accumulation of undesignated funds to mitigate current and future risks and to provide for temporary funding of unforeseen emergency or catastrophic needs.	39,319,806 (see note above)	41,559,263
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.	11,600,000	1,898,571
Economic Downturn/ Leveling 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 Undesignated Reserve is to be used for catastrophic needs or unforeseen emergencies.	10,000,000	2,000,000

Note: Amounts above exclude reserves for encumbrances and other legally restricted reserves and designations for specific appropriations.

## DEFINITION AND USE OF SURPLUSES

---

The budget is a plan based on the best data available at the time the budget is approved. Budgeted 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 City uses surpluses to meet the aforementioned reserve goals, reduce outstanding debt and avoid future debt. After meeting the City's reserve requirements, excess surplus amounts may be used for the following purposes:

- Retirement of Existing Debt: Surplus funds may be used to pay principal on existing revenue bonds or any other existing debt;
- Capital Replacement Programs: Excess reserves may be directed to provide cash funding for certain capital equipment replacement programs; or,
- Cash Payments for Capital Improvement Projects: Excess funds may be used to provide cash funding for Capital Improvement projects, thereby reducing the future debt burden upon the City.

To the same extent that the City Administration attempts to match one-time revenues with one-time expenses, a one-time surplus is also matched with one-time expenditures.

## DEBT MANAGEMENT

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The Commonwealth of Virginia imposes a legal limit of 10 percent of the assessed valuation of taxed real property as a ceiling in the amount of general obligation borrowings. Based on this legal limit, the City can issue debt in excess of \$875 million (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 internal debt ratios to guide the development of the Capital Improvement Plan (CIP):

- Debt Service as a percent of the general fund budget should not exceed 10 percent; and,
- Net debt as a percent of taxable real estate 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 enterprise operations for Water, Wastewater and Parking bonded debt are a combination of self-supporting, general obligation and revenue bonds. The City's operation for 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 that govern 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 that support the City Council's vision and 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 and citizens.

The CIP should include projects that meet at least one of the City Council established the following policy areas for General Fund supported projects (see CIP section for definitions):

- Education;
- Transportation;
- Economic Development;
- Cultural Facilities;
- Neighborhood Development;
- Public Buildings;
- Parks and Recreation Facilities; and,
- General and Other.

In addition, approved projects must also meet the minimum cost threshold of \$50,000 or more 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 non-general 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 of 12.5 percent for the CIP.

# FUND STRUCTURE

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## FUND STRUCTURE

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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 TYPE

---

Governmental funds consist of the General Fund, Special Revenue Funds, Capital Project Fund, and Debt Service Funds. Most governmental functions of the City are financed through these funds. Governmental funds normally are supported by taxes and intergovernmental revenues. The modified accrual basis of budgeting is used for all governmental funds.

### **General Fund**

The general operating fund of the City accounts for all financial transactions of the general government, except those required or preferred to be accounted for in another fund. The General Fund accounts for the normal recurring activities of the City, such as police, public works, general government, etc. These activities are funded by such revenue sources as general property taxes, other local taxes, licenses and permits, 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 (other than expendable trusts or major capital projects) and require separate accounting because of legal or regulatory provisions, or administrative action.

### **Capital Project Fund**

The Capital Project Fund accounts for the acquisition, construction or renovation of major capital facilities of the City and the School Board.

## PROPRIETARY FUNDS TYPE

---

The City maintains two types of Proprietary Funds - Enterprise Funds and Internal Service Funds. Proprietary Funds account for operations similar to those found in the private sector, and they include the Parking Facilities, Wastewater Utility, and Water Utility 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 budgeting is used for all Proprietary Funds.

### **Enterprise Funds**

#### **Parking Facilities Fund**

The Parking Facilities 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 (fees) for long-term and short-term customer use and fines for parking violations.

**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.

**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. These customers include Norfolk residential, commercial customers, the U.S. Navy, and other regional localities.

**Internal Service Funds**

These funds account for the financing of goods and services supplied to other funds of the City and other governmental units on a cost-reimbursement basis. Internal service funds have been established for the Storehouse and Fleet Management Funds.

## COMPONENT UNIT FUNDS

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**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 Commonwealth of Virginia and educational program grants. Major expenditures are for instructional salaries and facility operating costs for the schools.

**School Operating Fund**

The School Operating Fund is the general fund of the School Board. It is used to account for all financial resources except those required to be accounted for in another fund, such as, the Schools Grants Funds and School Child Nutrition Service described below.

**School Grants Fund**

This fund accounts for revenues and expenditures for Federal, State and other grants for specific programs pertaining to education.

**School Child Nutrition Service**

This fund accounts for the administration of the school breakfast and lunch program.

## FIDUCIARY FUNDS AND PERMANENT FUND

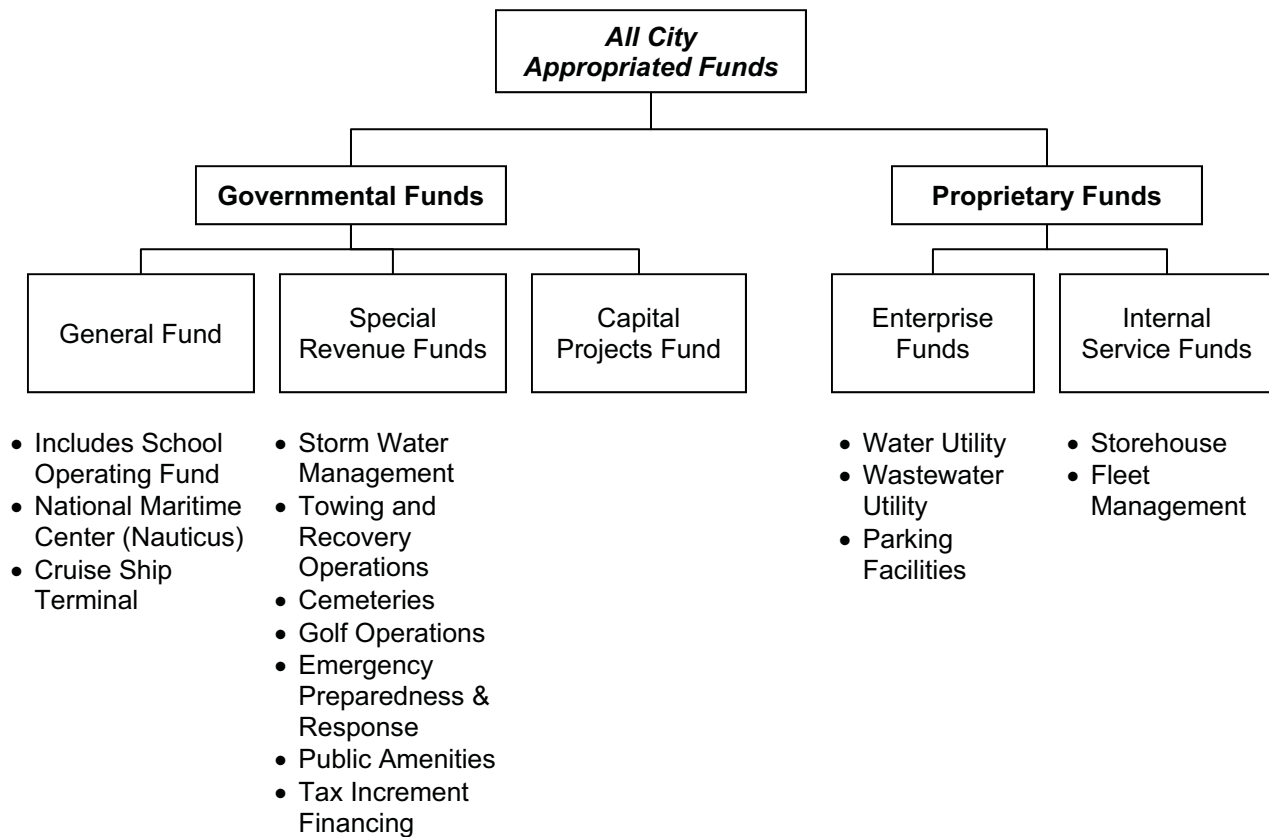
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Fiduciary funds are used to account for resources held for the benefit of parties outside the City. The fiduciary funds include the City's Pension Trust Fund, the Commonwealth of Virginia Agency Fund and the Miscellaneous Agency Fund. The permanent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

# CITY OF NORFOLK FUND STRUCTURE

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## City of Norfolk Fund Structure



# BASIS OF BUDGETING AND ACCOUNTING

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## BASIS OF BUDGETING

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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. The accrual basis of budgeting is generally used 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, however, purchase orders issued and other contractual commitments are considered expenditures when executed. Revenues are recorded when they are measurable and available.

The level of control, or level at which expenditures may not legally exceed the budget, is at the department level for the General Fund and the fund level for all other funds. Any change in appropriation level of the Fund must be approved by the City Council or unless otherwise specified. The City Manager may approve any changes within a Fund which do not require an alteration of the appropriation level. Appropriations lapse at fiscal year-end, except appropriations for the Grants Fund and the Capital Improvement Fund, which are carried forward until such time as the grant or project is completed or terminated.

## BASIS OF ACCOUNTING

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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), as opposed to being expended when paid (Budget);

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



## ACCOUNTING CHANGES – GASB 54

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The Government Accounting Standards Board (GASB) is the agency charged with establishing accounting standards for governments. GASB recently issued Statement 54 (GASB 54) which deals with two main areas: (1) Fund Balance Reporting and (2) Governmental Fund Type Definitions. GASB 54 is in effect for reporting periods after June 15, 2010.

### FUND BALANCE REPORTING

---

Fund balance refers to the difference between assets and liabilities. Prior to GASB 54, there were two components to allocate fund balance: reserved and unreserved. Within unreserved fund balance, there were two sub components: designated and undesignated.

GASB 54 establishes an entirely new scheme for reporting fund balances. The new requirement establishes five different classifications of fund balance, summarized below. The City will be required to report these classifications in its annual audit.

- |                 |   |
|-----------------|---|
| • Non-Spendable | Cannot be spent (legally restricted or in unspendable form)   |
| • Restricted    | Externally imposed (law, creditor, bond covenant)   |
| • Committed     | Constraints approved by City Council  |
| • Assigned      | Constrained by intent by City Council or by the City Manager or by a body to which City Council delegates the authority |
| • Unassigned    | Available to spend, unrestricted  |

### GOVERNMENTAL FUND TYPE DEFINITIONS

---

GASB 54 also deals with the establishment and classification of governmental fund types. In particular, it changes the use and definition of special revenue funds. Under GASB 54, special revenue funds are used to account for a revenue source (or sources) that is restricted or committed to a specified purpose, and that the revenue source should constitute a substantial portion of the resources reported in the fund.

In light of the new definition of special revenue funds under GASB 54, the special revenue funds listed below will have to be reclassified into the General Fund budget. Also, any amounts transferred by the General Fund to these special revenue funds (ie., fund-to-fund transfers) will no longer be reported in the General Fund (GF) budget but will be reflected in their respective operating budgets. The impact of the changes is highlighted throughout the budget document. For comparison, the budget document also highlights the impact of the changes in FY 2011 and FY 2010.

<b>Funds Affected by GASB 54</b>	<b>Changes Implemented in FY 2012</b>	<b>Amount</b>
National Maritime Center (Nauticus)	Operating budget added to General Fund	5,310,200
	Transfer from Departmental Support in GF will be reflected only in Nauticus' budget	-2,276,581
	Transfer from Cultural Facilities in GF will be reflected only in Nauticus' budget	-9,663
Cruise Ship Terminal Fund	Operating budget added to General Fund	2,638,400
Land Acquisition/Revolving Fund	Fund balance will be recorded under Committed General Fund balance	3,517,961
Various Special Revenue Accounts	Remaining balances will be appropriated from GF Fund Balance	5,271,174

# BUDGET PROCESS

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## FORMULATION OF THE CITY MANAGER'S APPROVED BUDGET

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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 timelines for the process, including dates for submission of departmental requests, budget work sessions and public hearings that lead to final adoption of the budget.

Department requests are based on budget instructions. Each request must relate to the organization's program objectives. 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 Fund, Storm Water Fund, Special Revenue Funds (Cemeteries, Emergency Preparedness and Response, Golf Operations, Public Amenities, Tax Increment Financing, and Towing and Recovery Operations), and Internal Service Funds (Fleet Management and Storehouse). Budgets are also individually adopted for a Special Revenue (Grants) Fund. Ordinances are generally approved when a grant to the City has been awarded.

All funds are under formal budgetary 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.

## CITY COUNCIL'S AUTHORIZATION AND APPROPRIATION

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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 submitted by the City Manager. The annual operating budget ordinance appropriates funds, subject to certain conditions, for use by departments. The ordinance authorizes salaries, wages and personnel positions as set forth in the detailed budget document. Amounts appropriated to each department are to be expended for the purposes designated by object group, i.e., categories including: personnel services; materials, supplies and repairs; general operations and fixed charges; equipment; public assistance; all purpose appropriations and debt service.

## CITY MANAGER'S AUTHORIZATION

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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 is authorized to transfer from any department, fund or activity which has a budgetary excess of funds appropriated to any department, fund or activity as necessary.

## BUDGET IMPLEMENTATION

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Once the budget is adopted, it is effective on July 1 and becomes the legal basis for the programs of each department of the City during the fiscal year. No department or other agency of the city government may spend in excess of approved and appropriated amounts. Financial and programmatic monitoring of departmental activities to ensure conformity with the Adopted Budget takes place throughout the year. Copies of the Adopted Budget can be found in the Main Library, on the City Website, or may be obtained from the Office of Budget and Management. Unencumbered appropriations lapse at the end of the fiscal year and are returned to fund balance for re-appropriation. The City Manager is responsible for maintaining a balanced budget at all times. In the event it is identified there is a gap between revenues and expenditures, the City Manager will take such actions necessary to rebalance the budget. Budget amendments may be made by City Council in order 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 decrease the amount of appropriated funds.

## CAPITAL IMPROVEMENT PLAN

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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 is otherwise terminated. Amendments to these budgets are effected by City Council action. The level of budgetary control is on a project basis with additional administrative controls being exercised.

## BUDGETARY PRINCIPLES AND POLICIES

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Budgetary principles and policies include:

- 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 unbudgeted 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;
- Requirement that the City Manager prepare a Five-Year Capital Improvement Plan that incorporates operating costs and is stated in "year of expenditure dollars;" and,
- Provisions for the City to continue its goal to include 12.5 percent of General Capital Improvements in cash (pay as you go) contributions.

# BUDGET CALENDAR

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<b>Date</b>	<b>Responsible Party</b>	<b>Description</b>	<b>Legal Requirement</b>
September 2010	Budget Office	Capital Improvement Plan (CIP) Instructions Provided to Departments	
October 2010	City Departments	Departments Submit CIP Budget Requests	
December 2010	City Departments	Departments Submit FY 2012 Operating Budget Requests	
January -- March 2011	Executive Staff, City Departments, Budget Office	Department Meetings with Budget Staff and Executive Budget Team	
February -- March 2011	Executive Staff, Budget Office, Communications	Budget Community Outreach Program	
April 1, 2011	School Board	School Board presents Proposed Operating Budget to City Council	Code of Virginia 15.2-2503
April 26, 2011	City Manager	City Manager Presentation of Proposed Budget to City Council	City of Norfolk Charter Sec. 67
April 27, 2011	City Clerk	Public Notice of the Operating and Capital Improvement Plan Budgets	Code of Virginia 15.2-2506
April 27, 2011	City Clerk	Public Notice of the Community Development Block Grant (CDBG)	U.S. Dept. of Housing and Urban Development
May 3, 2011	City Council	First City Council Work Session	
May 4, 2011	City Council	Public Hearing on the Operating and Capital Improvement Plan Budgets and the Community Development Block Grant (CDBG)	Code of Virginia 15.2-2506
May 10, 2011	City Council	Second City Council Work Session	
May 17, 2011	City Council	Third City Council Work Session	
May 17, 2011	City Council	Budget Adoption by City Council	City of Norfolk Charter Sec. 68; Code of Virginia 15.2-2506

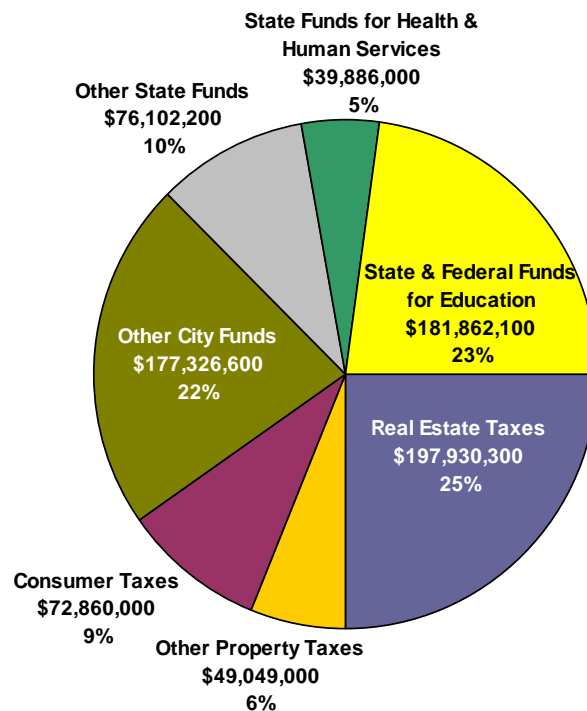
# GENERAL FUND BUDGET OVERVIEW

## FY 2012 Approved General Fund Revenues \$795,016,200

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

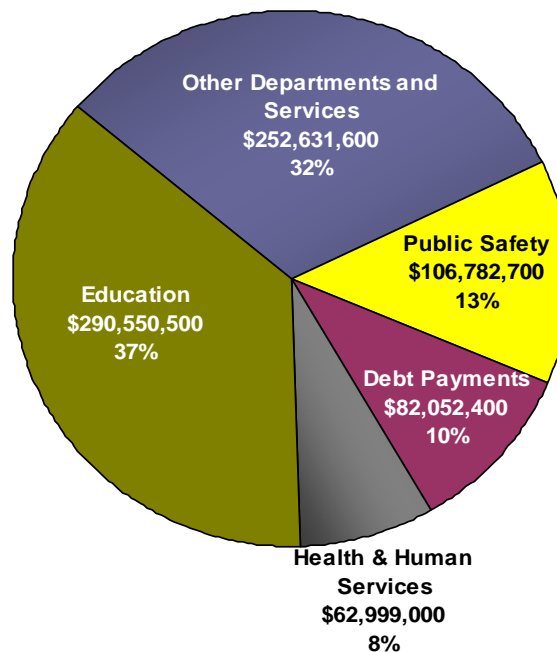
“Other City Funds” include local taxes, fees, fines, rent and interest.

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



## FY 2012 Approved General Fund Expenditures \$795,016,200

In the FY 2012 budget breakdown, "Other Departments and Services" includes public works, libraries, recreation, cultural facilities, economic development, planning, human resources, IT, legislative and executive, finance, courts and sheriff, treasurer, commissioner of revenue, outside agencies, and nondepartmental appropriations.

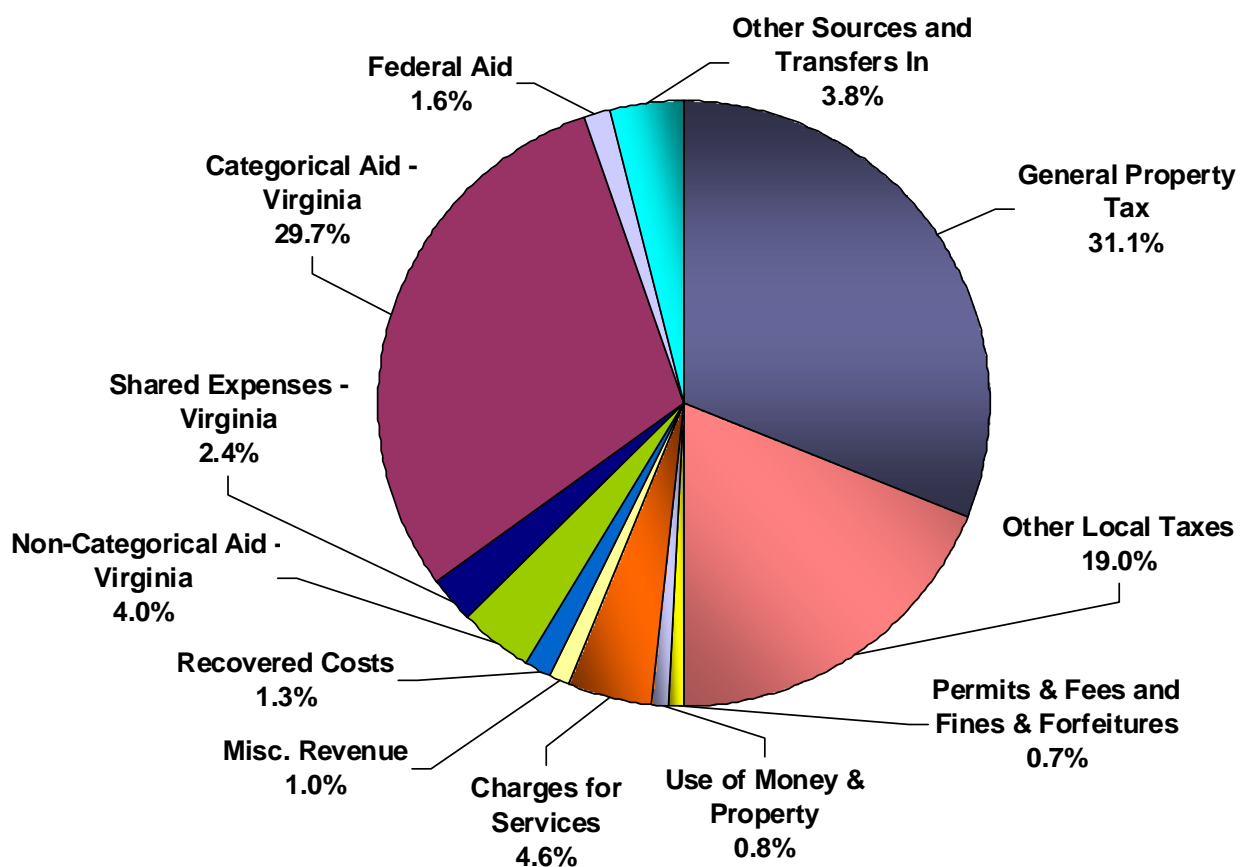


# ESTIMATED GENERAL FUND REVENUES BY SOURCE

The following table compares the General Fund FY 2012 Approved Budget to the FY 2011 General Fund Approved Budget and the FY 2010 Actual. 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 2010 Actual	FY 2011 Approved	FY 2012 Approved	FY 2011 vs. FY 2012	
				\$ Change	% Change
General Property Taxes	256,561,095	251,403,800	246,979,300	-4,424,500	-1.8%
Other Local Taxes	145,065,893	147,748,000	150,730,000	2,982,000	2.0%
Permits and Fees	3,526,259	4,473,000	3,856,300	-616,700	-13.8%
Fines and Forfeitures	1,163,491	1,349,000	1,250,000	-99,000	-7.3%
Use of Money and Property	6,044,924	6,387,000	5,811,300	-575,700	-9.0%
Charges for Services	33,071,699	32,368,100	33,929,900	1,561,800	4.8%
Miscellaneous Revenue	5,113,200	7,670,300	8,298,300	628,000	8.2%
Recovered Costs	8,207,635	10,507,000	10,579,200	72,200	0.7%
Non-Categorical Aid - State	32,164,855	32,262,700	31,857,000	-405,700	-1.3%
Shared Expenses - State	20,032,014	20,254,700	19,153,000	-1,101,700	-5.4%
Categorical Aid - State	270,287,951	244,922,500	236,303,700	-8,618,800	-3.5%
Federal Aid	7,606,449	5,589,600	12,345,200	6,755,600	120.9%
Other Sources & Transfers In	13,307,663	20,703,000	28,260,600	7,557,600	36.5%
<b>Subtotal*</b>	<b>802,153,128</b>	<b>785,638,700</b>	<b>789,353,800</b>	<b>3,715,100</b>	<b>0.5%</b>
* Several accounting adjustments are made below to reflect GASB 54 requirement for governmental fund type definitions:					
Adjustment to reflect the reporting of fund-to-fund transfers no longer required under GASB 54	-3,520,903	-3,220,903	-2,286,200	934,703	-29.0%
National Maritime Center (Nauticus)	4,076,448	5,797,100	5,310,200	-486,900	-8.4%
Cruise Ship Terminal	2,208,547	3,154,400	2,638,400	-516,000	-16.4%
<b>General Fund Total</b>	<b>804,917,220</b>	<b>791,369,297</b>	<b>795,016,200</b>	<b>3,646,903</b>	<b>0.5%</b>

## Approved FY 2012 General Fund Revenues by Source



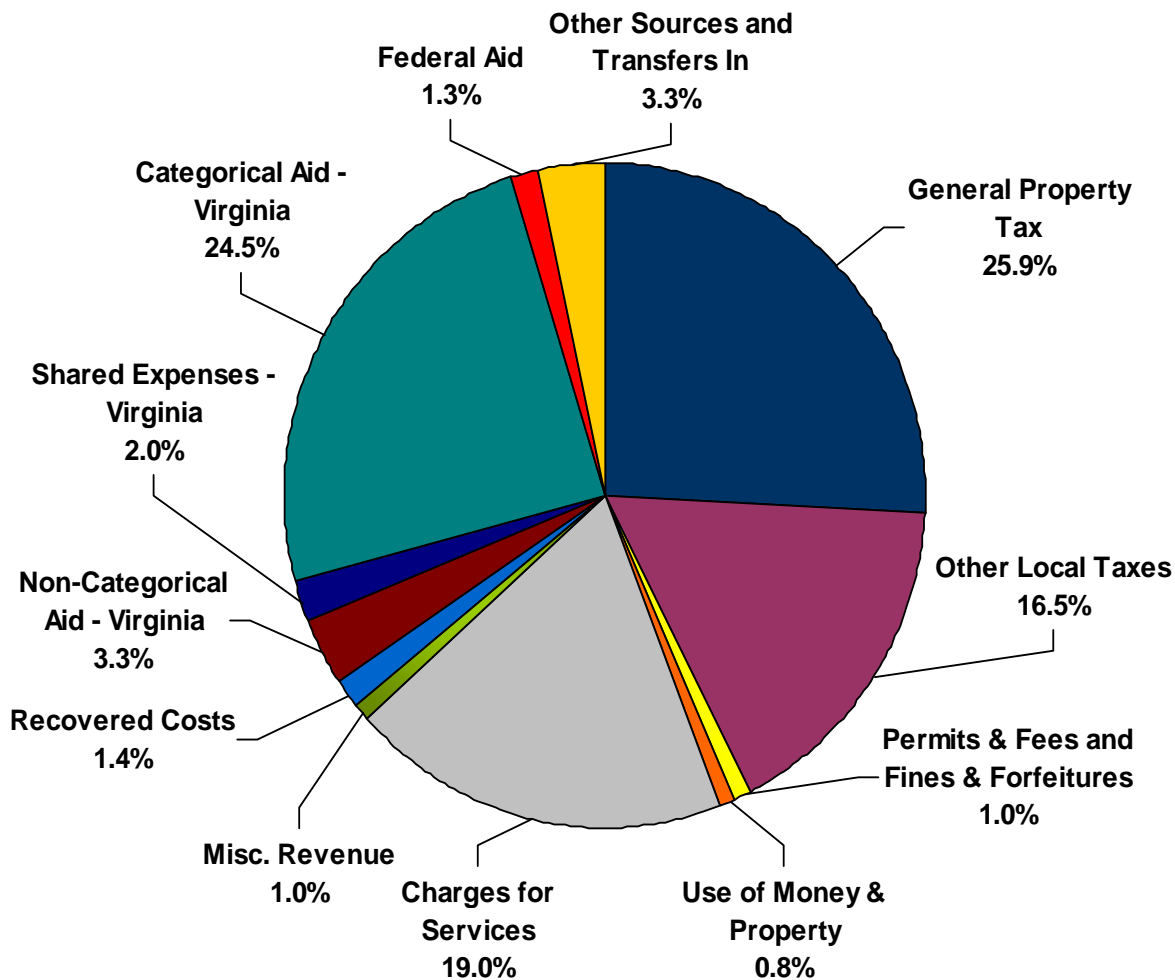


# ESTIMATED REVENUES BY SOURCE (ALL FUNDS)

The following table compares the All Funds FY 2012 Approved Budget as compared to the FY 2011 Approved Budget and the FY 2010 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 2010 Actual	FY 2011 Approved	FY 2012 Approved	FY 2011 vs. FY 2012	
				\$ Change	% Change
General Property Taxes	259,905,395	255,065,600	249,778,621	-5,286,979	-2.1%
Other Local Taxes	153,615,005	156,479,488	159,512,296	3,032,808	1.9%
Permits and Fees	5,835,904	6,671,300	6,026,600	-644,700	-9.7%
Fines and Forfeitures	2,864,118	3,197,000	3,250,000	53,000	1.7%
Use of Money and Property	8,539,969	10,021,798	8,224,090	-1,797,708	-17.9%
Charges for Services	175,981,047	180,027,238	183,187,303	3,160,065	1.8%
Miscellaneous Revenue	5,879,275	8,140,671	9,542,491	1,401,820	17.2%
Recovered Costs	11,273,571	13,490,954	13,731,149	240,195	1.8%
Non-Categorical Aid - State	32,164,855	32,262,700	31,857,000	-405,700	-1.3%
Shared Expenses - State	20,032,014	20,254,700	19,153,000	-1,101,700	-5.4%
Categorical Aid - State	270,287,951	244,922,500	236,303,700	-8,618,800	-3.5%
Federal Aid	7,713,566	5,653,217	12,408,817	6,755,600	119.5%
Other Sources & Transfers In	26,185,462	32,391,334	34,231,933	1,840,599	5.7%
<b>Total*</b>	<b>980,278,132</b>	<b>968,578,500</b>	<b>967,207,000</b>	<b>-1,371,500</b>	<b>-0.1%</b>
* Several accounting adjustments are made below to reflect GASB 54 requirement for governmental fund type definitions:					
Adjustment to reflect the reporting of fund-to-fund transfer no longer required under GASB 54	-3,520,903	-3,220,903	-2,286,200	934,703	-29.0%
<b>All Funds Total</b>	<b>976,757,228</b>	<b>965,357,597</b>	<b>964,920,800</b>	<b>-436,797</b>	<b>0.0%</b>

## Approved FY 2012 Revenues by Source (All Funds)



# ESTIMATED EXPENDITURES BY USE (ALL FUNDS)

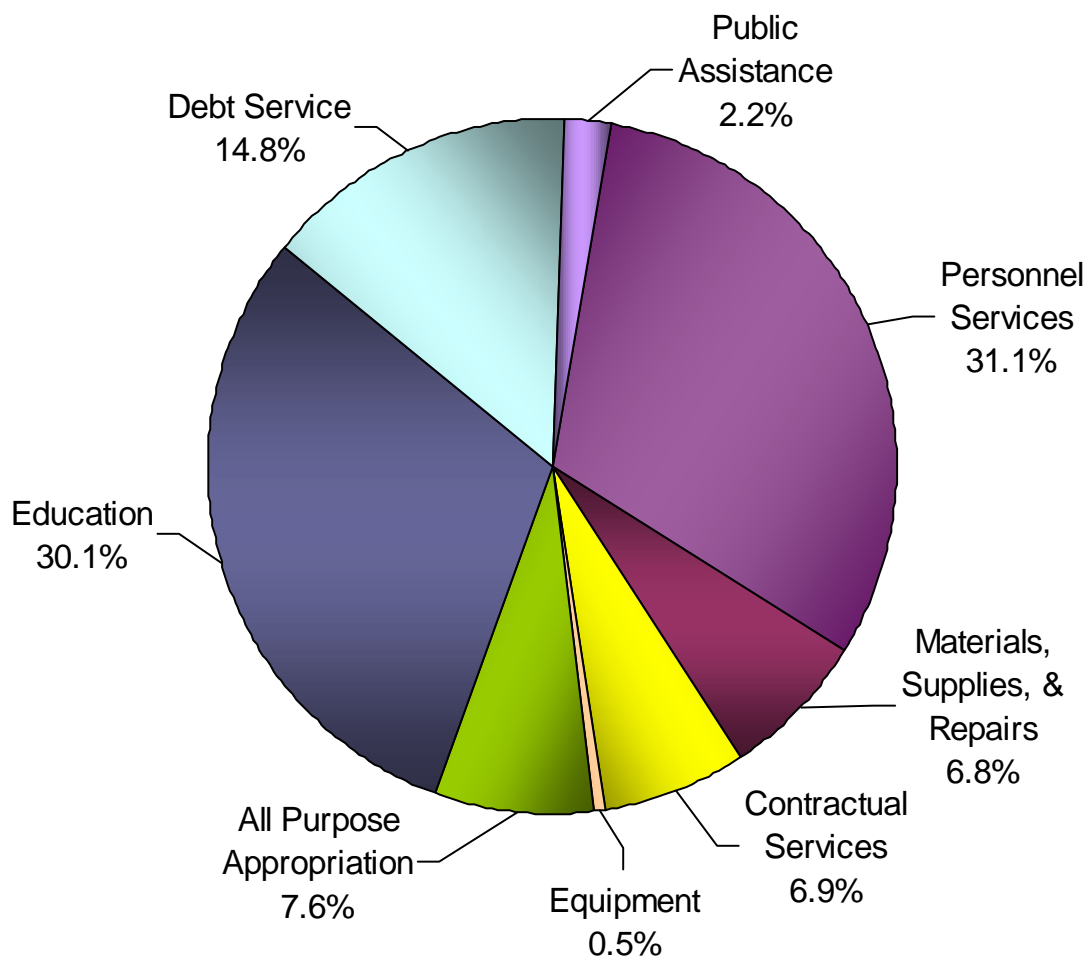
The following table compares the FY 2012 Approved Operating Budget to the FY 2011 Approved Operating Budget and the FY 2010 Actual amount. Funding uses by category are shown to provide an overview of the principal uses of expenditures for all operating funds of the City. Expenditures are contained in those categories where they are originally spent.

Uses	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	FY 2011 vs. FY 2012	
				\$ Change	% Change
Personnel Services	288,301,419	294,096,995	300,403,138	6,306,143	2.1%
Materials, Supplies, & Repairs	58,324,167	63,435,886	65,981,526	2,545,640	4.0%
Contractual Services	75,646,059	74,312,077	66,144,215	-8,167,862	-11.0%
Equipment	5,739,426	6,691,069	5,137,745	-1,553,324	-23.2%
All Purpose Appropriation	69,952,148	75,230,739	74,692,880	-537,859	-0.7%
Education	318,728,374	295,657,800	290,550,500	-5,107,300	-1.7%
Debt Service	104,661,014	137,452,539	143,047,135	5,594,596	4.1%
Public Assistance	19,415,594	21,701,395	21,249,861	-451,534	-2.1%
<b>Total*</b>	<b>940,768,201</b>	<b>968,578,500</b>	<b>967,207,000</b>	<b>-1,371,500</b>	<b>-0.1%</b>

\*Several accounting adjustments are made below to reflect GASB 54 requirement for governmental fund type definitions:

Adjustment to reflect the reporting of fund-to-fund transfers no longer required under GASB 54	-3,520,903	-3,220,903	-2,286,200	934,703	-29.0%
<b>All Funds Total</b>	<b>937,247,298</b>	<b>965,357,597</b>	<b>964,920,800</b>	<b>-436,797</b>	<b>-0.0%</b>

## Approved FY 2012 Expenditures by Use (All Funds)

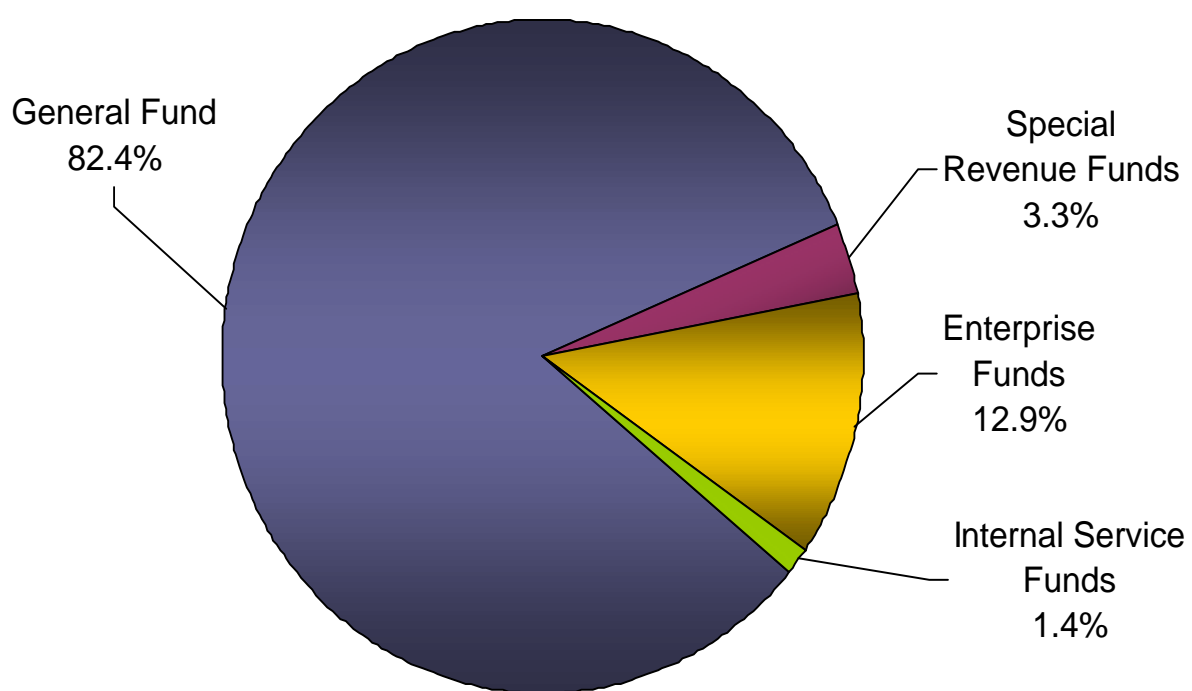


# ESTIMATED EXPENDITURES BY FUND TYPE

The following table compares expenditures by fund type in the FY 2012 Approved Operating Budget with the FY 2011 Approved Operating Budget and the FY 2010 Actual amount.

Fund Type	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	FY 2011 vs. FY 2012	
				\$ Change	% Change
General Fund	794,065,001	791,369,297	795,016,200	3,646,903	0.5%
Special Revenue Funds	39,623,125	36,548,000	32,226,900	-4,321,100	-11.8%
Enterprise Funds	94,535,397	125,152,200	124,480,700	-671,500	-0.5%
Internal Service Funds	12,544,678	12,288,100	13,197,000	908,900	7.4%
<b>Total</b>	<b>940,768,201</b>	<b>965,357,597</b>	<b>964,920,800</b>	<b>-436,797</b>	<b>0.0%</b>

**Approved**  
**FY 2012 Expenditures by Fund Type (All Funds)**

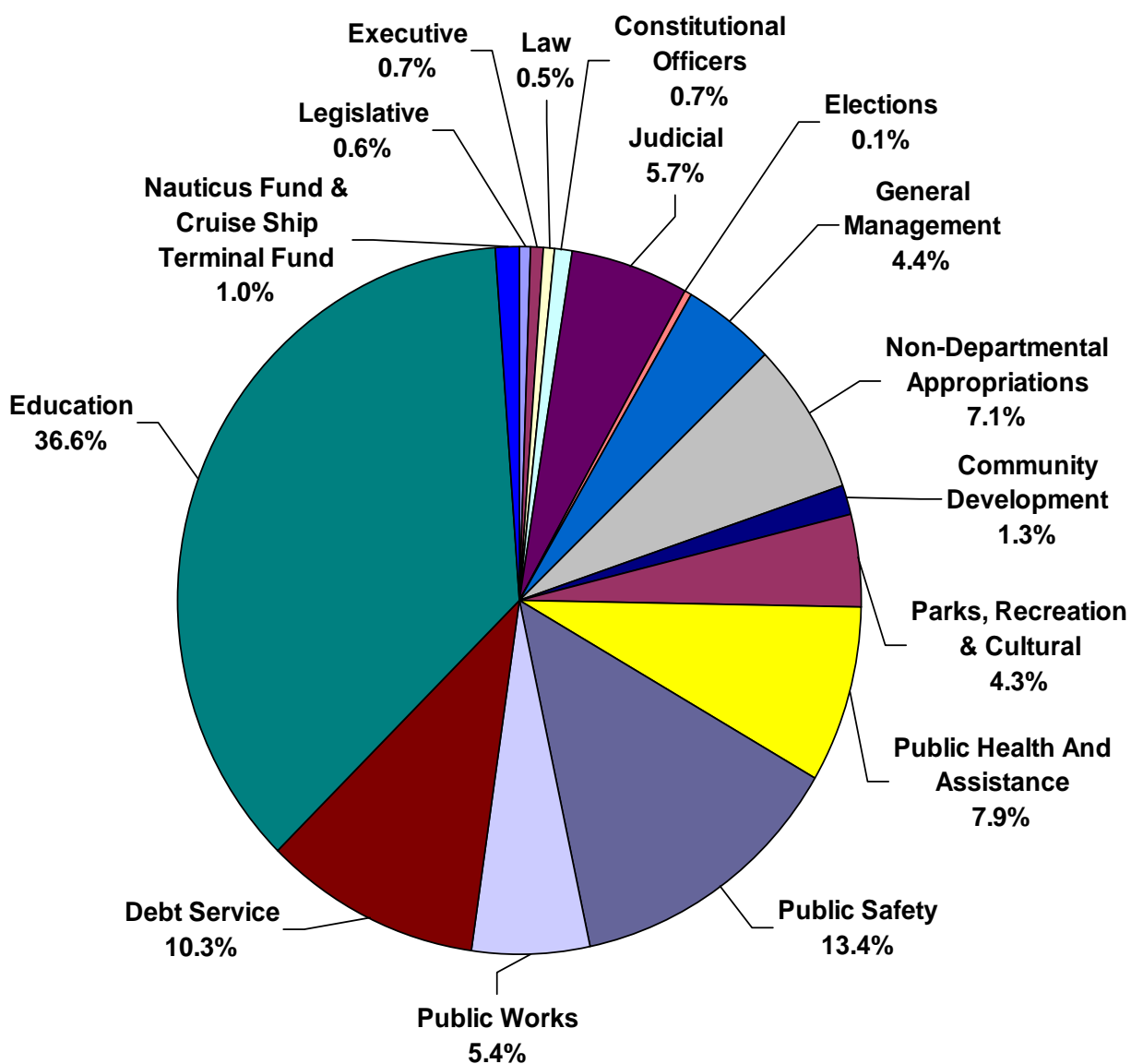


# ESTIMATED GENERAL FUND EXPENDITURES BY AREA

The following table compares the FY 2012 Approved General Fund Operating Budget to the FY 2011 Approved General Fund Operating Budget and the FY 2010 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 2010 Actual	FY 2011 Approved	FY 2012 Approved	FY 2011 vs. FY 2012 \$ Change % Change	
Legislative	4,480,956	4,416,700	4,438,800	22,100	0.5%
Executive	5,336,059	6,658,600	5,170,300	-1,488,300	-22.4%
Law	3,691,381	3,912,500	3,941,200	28,700	0.7%
Constitutional Officers	5,360,023	5,202,200	5,343,900	141,700	2.7%
Judicial	45,206,183	45,630,600	45,634,100	3,500	0.0%
Elections	644,743	618,100	906,300	288,200	46.6%
General Management	31,557,550	17,233,300	35,231,000	17,997,700	104.4%
Non-Departmental	53,095,374	57,969,100	58,455,000	485,900	0.8%
Appropriations	6,892,763	11,245,000	10,615,700	-629,300	-5.6%
Community Development	39,240,601	32,401,800	34,136,000	1,734,200	5.4%
Parks, Recreation & Cultural	61,042,517	63,692,800	62,999,000	-693,800	-1.1%
Public Health & Assistance	102,254,140	105,029,400	106,782,700	1,753,300	1.7%
Public Safety	48,271,390	62,055,300	43,096,900	-18,958,400	-30.6%
Debt Service	68,262,947	73,915,500	82,052,400	8,136,900	11.0%
Education	318,728,374	295,657,800	290,550,500	-5,107,300	-1.7%
<b>Subtotal*</b>	<b>794,065,001</b>	<b>785,638,700</b>	<b>789,353,800</b>	<b>3,715,100</b>	<b>0.5%</b>
*Several accounting adjustments are made below to reflect GASB 54 requirement for governmental fund type definitions:					
Adjustment to reflect the reporting of fund-to-fund transfers no longer required under GASB 54	-3,520,903	-3,220,903	-2,286,200	934,703	-29.0%
National Maritime Center (Nauticus)	4,229,296	5,797,100	5,310,200	-486,900	-8.4%
Cruise Ship Terminal	1,653,330	3,154,400	2,638,400	-516,000	-16.4%
<b>General Fund Total</b>	<b>794,065,001</b>	<b>791,369,297</b>	<b>795,016,200</b>	<b>3,646,903</b>	<b>0.5%</b>

## Approved FY 2012 General Fund Expenditures by Area





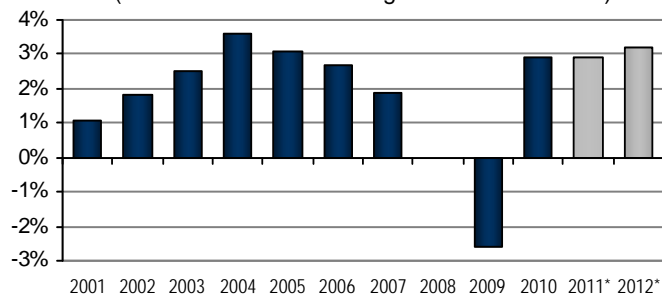
# MAJOR REVENUE SOURCES

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 increase slightly. However, two key revenue sources, the real estate tax and revenue from the Commonwealth, are projected to continue to decline in FY 2012.

## ECONOMIC OVERVIEW

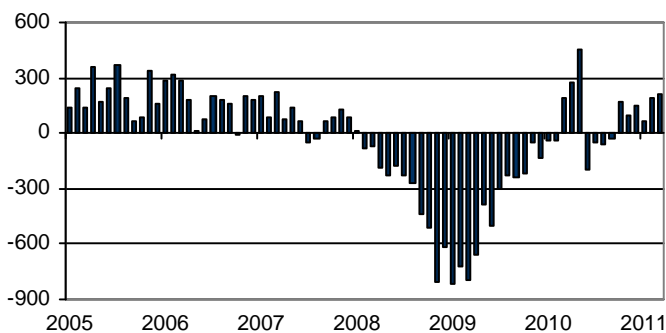
The economy has grown modestly since the national recession technically ended in the 2<sup>nd</sup> quarter of 2009. By the end of 2010, real gross domestic product (GDP), which is the broadest measure of economic activity, has risen back to its pre-recession level. The growth of the economy was driven by consumer spending, businesses building up their inventory, and business investment in equipment and software. The Blue Chip Consensus forecast in April - a consensus forecast by financial institutions and business consultants - projects real GDP to continue to increase slightly above trend growth in 2011 and 2012. However, the pace of the recovery has not been as robust as previous recoveries that followed a deep recession.

**Economic Growth Expected to Continue**  
(Real GDP Annual % Change from Previous Year)



\* Blue Chip Consensus forecast (April 2011)

**Economy Added Jobs in 2010**  
(month-to-month change in the number of jobs)

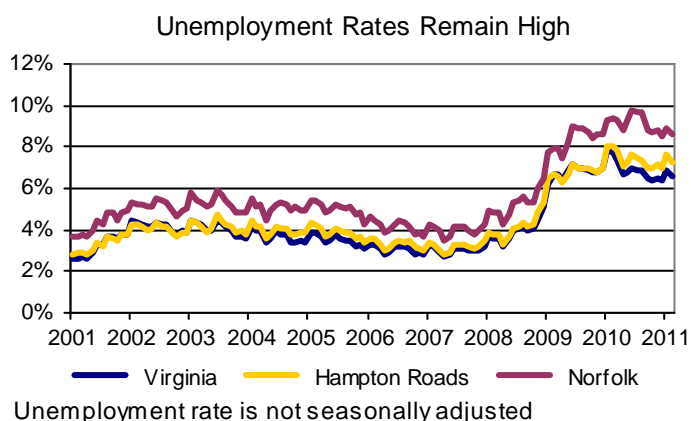
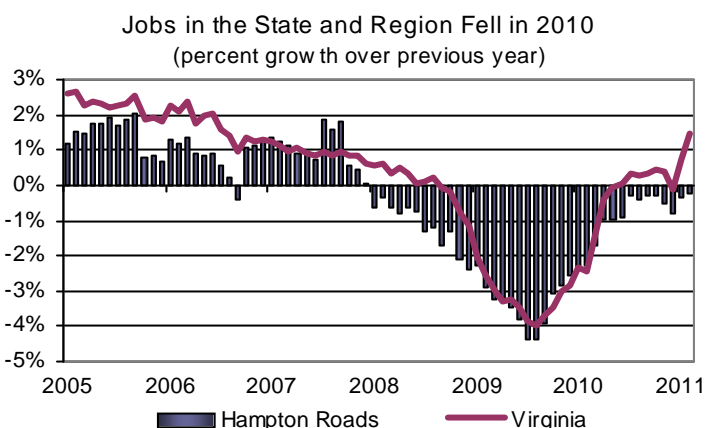


The economy added 940,000 jobs in 2010, the first annual gain since 2007. Job growth continued through the first quarter of 2011. The private sector added about 564,000 jobs during the first three months of the year, while the unemployment rate fell below 9 percent for the first time since April 2009. However, it will take some time for the economy to recover the 8.7 million jobs lost in 2008 and 2009.

Unlike the rest of the nation, the number of jobs in Virginia and in Hampton Roads continued to decline in 2010. However, the job losses have not been as steep as in 2009. In 2010, employment fell by 0.4 percent (15,100 jobs) in Virginia and 1% (7,300 jobs) in Hampton Roads. In comparison, Virginia lost 120,700 jobs in 2009, while Hampton Roads lost 25,600 jobs. The Hampton Roads region continued to have job losses in professional and business services, retail and wholesale trade, and manufacturing continued in 2010.

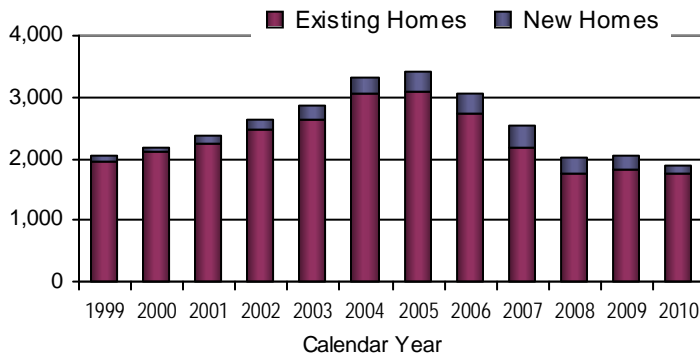
Statewide, through February 2011, the number of jobs has been increasing year-over-year in almost every month except December 2010, since June 2010. However, the Hampton Roads region is still experiencing year-over-year job losses in every month since January 2008.

Although the statewide, regional and local unemployment rates remain high, unemployment has been steadily declining from their historic high point. According to the Virginia Employment Commission (VEC), the state's unemployment rate of 6.6 percent in February 2011 is 1.2 percentage point lower than the historic high of 7.8 percent rate reached in January 2010. Similarly, Norfolk's unemployment rate of 8.6 percent in February 2011 is 1.2 percentage point lower than the rate last year. However, some of the decline can be attributed to fewer people in the labor force. In February 2011, the labor force in Norfolk fell to its lowest level since December 2006.



The economic recovery appears to be having a positive impact on the Commonwealth's fiscal condition. The state's fiscal condition is of consequence to Norfolk, since approximately 36 percent of its general fund resources comes from the state. In FY 2010, the state ended the fiscal year with a slight surplus. In recent months, the state's general fund revenues has been rising steadily, which has led the state to revise upwards its revenue forecast mid-year. Income tax and sales tax, which make up nearly 90 percent of the state's general fund revenue, are closely tied to economic activity. However the recovery of the state's revenues has not resulted in the restoration of the significant reductions in aid to localities made in the previous years.

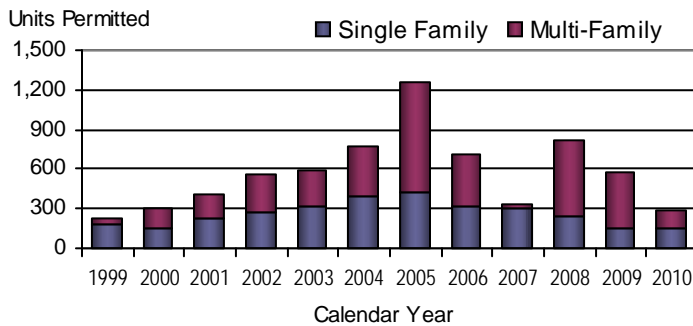
### Homes Sales in Norfolk Declined in 2010



Unlike the Commonwealth, Norfolk's locally generated revenues have not seen the same level of recovery. This is because, like other localities, the City is highly dependent on property taxes, which have declining as a result of the weak housing market and the economy. For FY 2012, the Real Estate Assessor's Office is projecting overall real estate assessments (that is, residential and commercial properties, apartments, and vacant land assessments combined) will decline by 4.95 percent over the previous year. This is the second consecutive decline in overall assessments in Norfolk in over 30

years. Moreover, the 4.95 percent projected decline in FY 2012 is steeper than the 3.1 percent decline in FY 2011. The assessed value of residential properties is projected to decline 4.33 percent, which follows the 4.35 percent decline in FY 2011. Commercial property assessments are projected to decline by 9.3 percent, which is significantly greater than the 0.29 percent decline in FY 2011. The decline in residential assessments is a reflection of the continued weakness in the housing market. The average sales price of homes sold in Norfolk fell 6.3 percent in 2010; however, the decline was significantly less than the 11.2 percent decline in 2009. The assessed value of commercial real estate, income properties in particular, have been impacted by the national recession. In 2010, the overall year-end office vacancy rate in Downtown Norfolk rose to 17.5 percent from 9.4 percent in 2008. However, the increase in the vacancy rate is due, in part, to the completion of the Wells Fargo Tower.

### Housing Units Permitted in Multi-Family Structures in Norfolk Declined in 2010



Residential building activity fell significantly in 2010. The number of housing units permitted for construction decreased in calendar year 2010, mainly due to housing units permitted in multi-family structures. Housing units permitted in single-family structures rose slightly. However, calendar year 2010 did see an increase in the value of building permits issued for non-residential ("commercial") projects, which included the next phase of the Wells Fargo tower, Eastern Virginia Medical Schools (EVMS) research and education building, and the Hampton Roads Transit bus

facility. It is important to note that Norfolk is built out. Consequently, much of the building activity is mainly redevelopment and infill development.

## 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, human services, and central administrative revenue.

The Commonwealth of Virginia provides approximately 36 percent of General Fund revenues which consist 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 a decline in revenues in recent years, the state reduced direct aid to education, HB 599, Constitutional Officers salaries and benefits, jail per diems, and funds for street maintenance and eliminated Norfolk's share of ABC profits and wine tax. In addition, the state has continued to impose an additional flexible cut to Norfolk's state aid to localities since FY 2009. The City has very little discretion on how the revenue from the state are spent. It is important to keep in mind that Norfolk, being landlocked and prohibited from annexation, is restricted from creating funding mechanisms that allow the City to independently make up any deficiencies in state funding.

The remaining revenue comes from the federal government (mainly funds dedicated towards education), recovered costs, inter-fund transfers, and carry-forward funds from accumulated savings. Inter-fund transfers represent a return on investment from the Water and Wastewater utility operations. Carry-forward funds for one-time expenditures are made possible from current and prior year savings.

Preliminary General Fund revenue projections were presented in February, based on historical trends and the latest economic data. Projections were updated through April to incorporate the most recent information available. Estimates for each revenue source are based on the analysis of the collection history and patterns, the underlying drivers that impact the revenue source, and the overall economic environment projected for the City in the coming year. Revenue projections include a FY 2011 end of year estimate and a FY 2012 estimate. After GASB 54 accounting adjustments, the FY 2012 General Fund revenue is \$3.6 million (0.5 percent) above that of FY 2011, bringing total revenues to \$795 million.

### Total General Fund Revenues

Source	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	FY 2011 vs FY 2012	
				\$ Change	% Change
General Property Taxes	256,561,095	251,403,800	246,979,300	-4,424,500	-1.8%
Other Local Taxes	145,065,893	147,748,000	150,730,000	2,982,000	2.0%
Permits and Fees	3,526,259	4,473,000	3,856,300	-616,700	-13.8%
Fines and Forfeitures	1,163,491	1,349,000	1,250,000	-99,000	-7.3%
Use of Money and Property	6,044,924	6,387,000	5,811,300	-575,700	-9.0%
Charges for Services	33,071,699	32,368,100	33,929,900	1,561,800	4.8%
Miscellaneous Revenue	5,113,200	7,670,300	10,098,300	2,428,000	31.7%
Recovered Costs	8,207,635	10,507,000	10,579,200	72,200	0.7%
Non-Categorical Aid-State	32,164,855	32,262,700	31,857,000	-405,700	-1.3%
Shared Expenses - State	20,032,014	20,254,700	19,153,000	-1,101,700	-5.4%
Categorical Aid-State	270,287,951	244,922,500	236,303,700	-8,618,800	-3.5%
Federal Aid	7,606,449	5,589,600	10,545,200	4,955,600	88.7%
Other Sources and Transfers In	13,307,663	20,703,000	28,260,600	7,557,600	36.5%
<b>Subtotal*</b>	<b>802,153,128</b>	<b>785,638,700</b>	<b>789,353,800</b>	<b>3,715,100</b>	<b>0.5%</b>

\*Several accounting adjustments are made below to reflect the GASB 54 requirement for governmental fund type definitions:

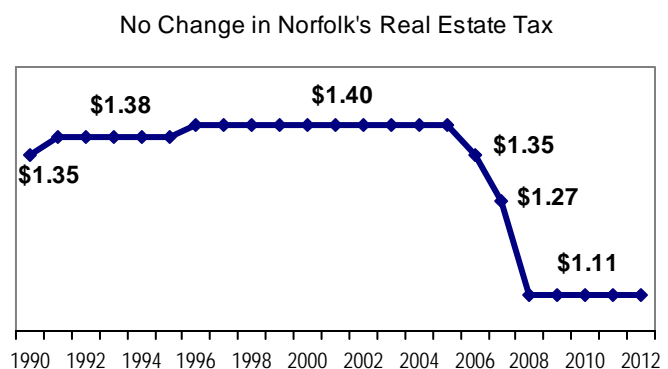
Adjustment to reflect the reporting of fund-to-fund transfers no longer required under GASB 54	-3,520,903	-3,220,903	-2,286,200	934,703	-29.0%
National Maritime Center (Nauticus)	4,076,448	5,797,100	5,310,200	-486,900	-8.4%
Cruise Ship Terminal	2,208,547	3,154,400	2,638,400	-516,000	-16.4%
<b>General Fund Total</b>	<b>804,917,220</b>	<b>791,369,297</b>	<b>795,016,200</b>	<b>3,646,903</b>	<b>0.5%</b>

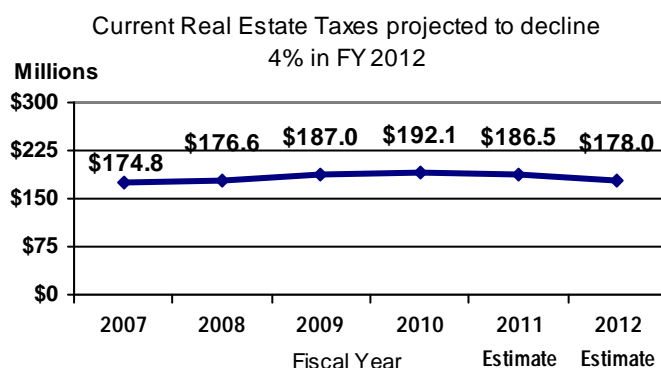
## REVENUE MONITORING

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

## GENERAL PROPERTY TAXES

General Property Taxes are levied on the assessed value of real and personal property and represent approximately 31 percent (\$247 million) of the City's General Fund revenues. Real estate taxes make up the largest component of general property taxes. Current real estate taxes make up about 22 percent (\$178 million) of the FY 2012 revenues. The FY 2012 estimate for current real estate taxes reflects no change in the tax rate of \$1.11 and setting aside \$7.5 million to provide tax relief to seniors and disabled residents and veterans.

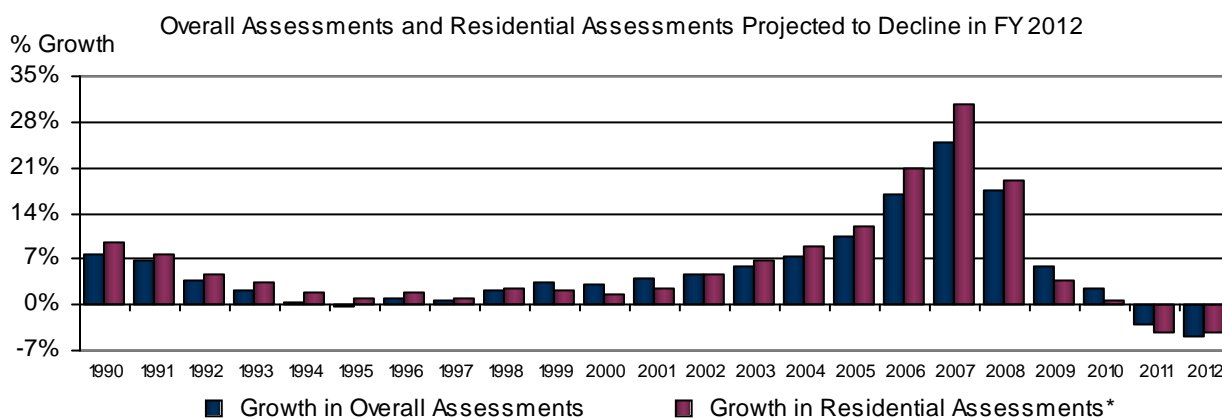




In FY 2012, current real estate taxes will decline 4 percent over the FY 2011 budget. The decline in real estate taxes is based on the Real Estate Assessor's Office projection of a 4.95 percent decline in overall real estate assessments. This is the second consecutive decline in overall assessments in over 30 years. Residential and commercial assessments (excluding vacant land and apartments) are projected to decline by 4.33 percent and 9.3 percent, respectively. However, an increase in collections of delinquent general property taxes is expected to offset some of the decrease in current real estate collections, with

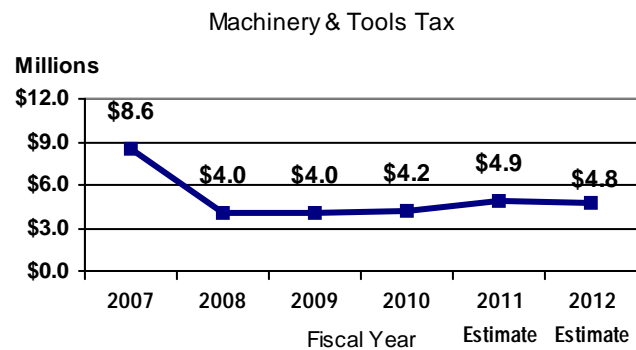
the City's expansion of collection methods. Considerations about the City's growth in real estate assessments and tax rate should also take into account that about 36 percent of real property in the City is tax-exempt mainly due to federal land ownership.

Another key component of general property taxes is the personal property tax, which is levied on all tangible personal property, including motor vehicles, boats, aircraft, business furnishings and office equipment. Household goods and personal effects are exempt. Personal property tax (current) for the General Fund, which totals \$33.9 million, makes up about 4 percent of the FY 2012 estimate and is generally levied on motor vehicles, business personal property (such as, furniture, fixtures, and equipment), recreational and commercial boats, and airplanes. The general tax rate on personal property (current) rate is \$4.33 per \$100 of assessed value. The FY 2012 estimate also assumes a 55% state car tax relief rate for tax year 2012 (that is, tax bills due on June 5, 2012), which is anticipated to fully exhaust relief funds provided to the City by the Commonwealth of Virginia under the Personal Property Tax Relief Act. For qualifying vehicles with an assessed value of more than \$1,000, a 55% rate of tax relief shall be applied to the first \$20,000 in value of the qualifying vehicle. Qualifying vehicles with an assessed value of \$1,000 or less would receive 100% rate of tax relief. In 2004, the state passed legislation that placed a cap on 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 state's personal property tax relief funds rather than a reimbursement of 70 percent of the total property tax eligible for reimbursement. Norfolk's share is \$16,871,056. Personal property tax relief funds received and not used in FY 2012 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.



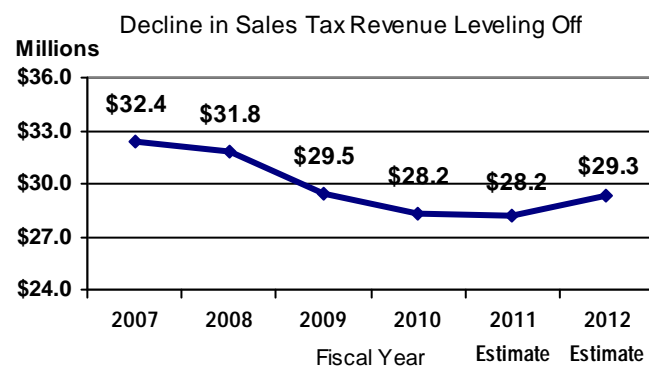
\* excludes residential vacant land and apartments

The machinery and tools tax is the remaining key component of general property taxes. This tax is levied on machinery and tools used in manufacturing, mining, radio and television broadcasting, cable television, dry cleaning or laundry businesses. Revenue from this source has been flat since FY 2008. The significant decline in FY 2008 was due to the Ford Plant closing in June 2007 and General Assembly actions designating idle machinery and tools exempt from taxation.



## OTHER LOCAL TAXES

Other local taxes are comprised of consumer and business-based taxes, including excise taxes on utilities, sales, hotel/motel, restaurant, admissions, and cigarettes, as well as franchise, business license, and recordation taxes. In FY 2012, other local taxes are projected to make up about 19 percent (\$150.7 million) of the City's General Fund revenues.



Sales tax is levied on the selling, distribution, use, or consumption of tangible personal property, the leasing or renting of tangible personal property and the storage of personal property inside or outside Virginia that is for use in Virginia. Revenue from this source is sensitive to the state of the economy, household income, and underlying price level changes. Current year estimates are used in projecting next year's revenues. Changes in the local retail market (such as opening of new stores, performance of existing stores, job growth, consumer confidence, and overall economic health) are used for projecting this revenue. Sales tax receipts are projected to increase by 3.2 percent or \$900,000 over the FY 2011 approved budget, due to a modest recovery of the economy.

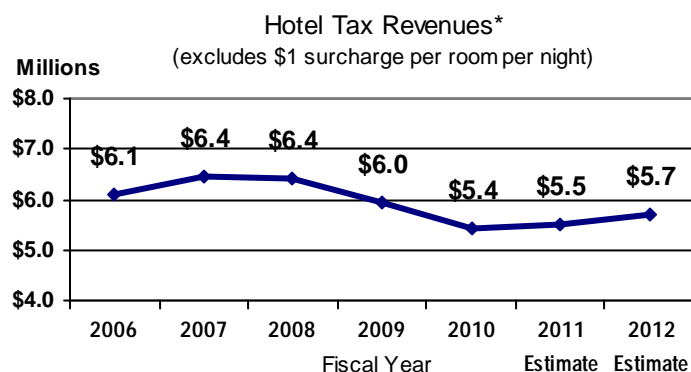
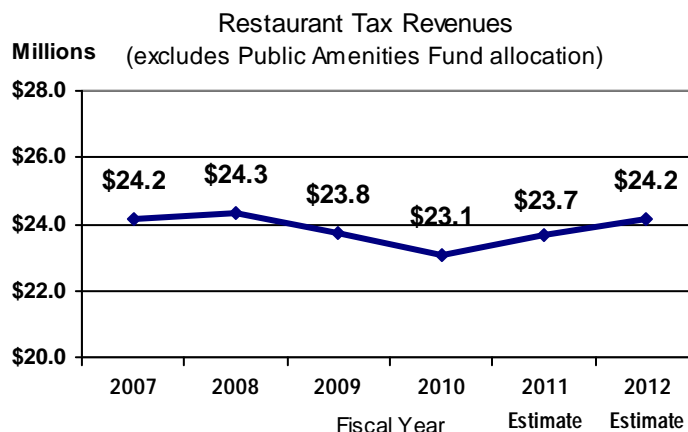
Consumer's utility tax is levied on the purchase of utility service including water, gas, and electricity. The tax is assessed on the amount charged, exclusive of any federal tax. Monthly receipts are monitored and used as a basis for estimating the revenue yield, taking seasonal variations into consideration. The consumer utility tax on telephones, cell phones and cable TV were abolished and replaced by a statewide Communications Sales and Use Tax and the E-911 tax on telephones was replaced by a uniform \$0.75 tax per phone on January 1, 2007. In FY 2012, revenue from the consumer utility tax and communications sales and use tax combined are projected to be level as compared to the FY 2011 budget but are projected to be 2.5 percent above the FY 2011 end of year estimate, which reflects refunds that are projected to occur before the end of the fiscal year.

Business license taxes are collected from anyone who engages in a business, trade, profession, occupation or other activity in the City. It is generally imposed as a percentage of gross receipts. It is also applied to individuals that maintain a place of business, either permanent or temporary, or conduct a business-related activity. Rates vary depending on business classification and amount of gross receipts generated. This revenue source (approximately \$26.3 million) makes up 3.3 percent of General Fund revenues. It is



projected to be 1.1 percent below the FY 2011 budget but 3.3 percent above the FY 2011 end of year estimate due to a modest recovery in the economy.

Restaurant taxes are collected on prepared meals. The tax rate is 6.5 percent of the value of the meal, with one percentage point of the tax rate allocated to the Public Amenities Fund and the remaining 5.5 percentage points allocated to the General Fund. Until the recent economic downturn, restaurant taxes grew due to the increase in the number of restaurants that have opened City-wide including, downtown Norfolk and the Military Highway corridor. In FY 2012, this revenue source is projected to continue to grow modestly by 2.1 percent above FY 2011 budget.



\* excludes Public Amenities Fund allocation

Hotel taxes are levied on hotel rooms rented. The hotel tax rate is 8 percent of the room rate. Like the restaurant tax, one percentage point is allocated to the Public Amenities Fund and the remaining 7 percentage points are allocated to the General Fund. In FY 2012, hotel tax revenue is projected to be 4.6 percent below the FY 2011 budget but is projected to grow 3.6 percent over the FY 2011 end of year estimate. The estimate, however, does not include the revenue from the \$1 surcharge per room night, which was approved by City Council in FY 2006 at the request of the Norfolk

Hotel-Motel Association. The City began collecting this tax on April 1, 2006. Revenue generated from the surcharge is designated solely for the Norfolk Convention and Visitors Bureau for visitor promotion and advertising for conventions and tourism in Norfolk and is budgeted and accounted for as a separate line item from the hotel tax. For FY 2012, the City Council raised the bed tax by an additional \$1 per room night, which will support a new initiative, the Norfolk Arts and Culture Consortium.

Cigarette taxes are projected to increase in FY 2012 due to the increase in the tax rate from 65 cents to 75 cents per pack of 20 cigarettes approved by the City Council. The last time the City Council approved a tax rate increase was in FY 2008, when the rate increased from 55 cents to 65 cents per pack of 20 cigarettes.

## PERMITS AND FEES

Permits are issued to regulate new construction and ensure public safety. Permits, privilege fees, and licenses are comprised of fees from parks and recreation, 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. Revenue from this source represents less than one percent (\$3.9 million) of General Fund revenues, not including the revenues from Nauticus and Cruise Ship Terminal which will be incorporated into the General Fund due to GASB 54.



## FINES AND FORFEITURES

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Fines and forfeitures consist of revenues received from the courts as fines and forfeitures for violations of City ordinances. These provide less than one percent (\$1.25 million) of General Fund revenues.

## CHARGES FOR SERVICES

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Charges for Services consist of revenues from fees for services, including Zoo admission, the serving of legal papers by local law enforcement officers, refuse disposal, court costs, paramedical rescue service, and miscellaneous school fees. This revenue category represents approximately 4 percent (\$33.9 million) of General Fund revenues, not including the revenues from Nauticus and Cruise Ship Terminal which will be incorporated into the General Fund due to GASB 54. The 4.8 percent (or \$1.6 million) increase of charges for services over the FY 2011 budget can be attributed in part to annualizing the increase in zoo admissions and enhanced collection of paramedic rescue/ambulance fees.

## USE OF MONEY AND PROPERTY

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Revenue from the 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. Revenues from this source represent approximately 0.7 percent (\$5.8 million) of the City's General Fund revenues, not including the revenues from Nauticus and Cruise Ship Terminal which will be incorporated into the General Fund due to GASB 54. The FY 2012 estimate is approximately \$576,000 or 9 percent lower than the FY 2011 approved budget. The majority of the decline can be attributed to a projected decrease in interest and earnings of Norfolk Public Schools.

## RECOVERED COSTS

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Recovered costs consist of revenues recovered from expenses associated with employee costs, City and outside agencies, and the public. In FY 2012, recovered costs are projected to be \$10.6 million and constitute 1.3 percent of General Fund revenues. The FY 2012 estimate is 0.7 percent (or approximately \$72,000) above the FY 2011 approved budget.

## MISCELLANEOUS REVENUE

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Miscellaneous revenue consists of revenues that are not classified in the other categories. Included in this category are revenue from payments in lieu of taxes, fee for services from the Navy housing public private venture, and proceeds from land sales. In FY 2012, the City is expecting to receive about \$8.3 million which makes up approximately 1 percent of the General Fund revenues.

## NON-CATEGORICAL AID - VIRGINIA

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Non-Categorical Aid contains State revenues shared with localities without restriction as to use. In FY 2012, non-categorical aid is projected to decrease by approximately 1.3 percent (\$406,000) over the FY 2011 budget, due to the state's reduction of HB 599 funds for local law enforcement. Non-categorical aid makes up about 4 percent (\$31.9 million) of General Fund revenues.

## SHARED EXPENSES

Shared Expenses consist of recovered costs from the State for a portion of the salaries and benefits of constitutional and other offices serving the Norfolk community, including the Sheriff, City Treasurer, Commissioner of the Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney. The shared expenses revenue category makes up about 2 percent (\$19.2 million) of General Fund revenues. The 5.4 percent decrease in FY 2012 reflects the City's intent to use a portion of shared expenses for its share of the state's flexible cut in aid to localities.

## STATE CATEGORICAL AID

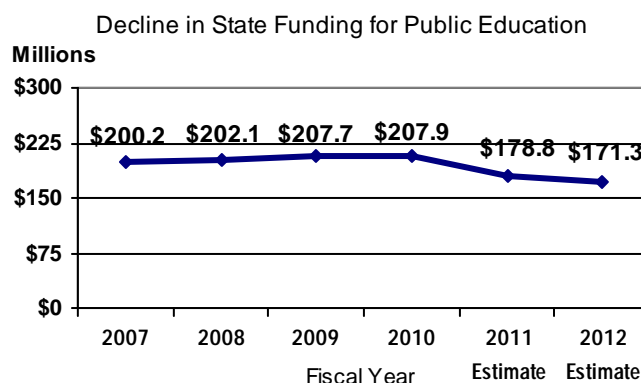
Categorical Aid from the Commonwealth consists of revenues for education, public assistance grants and social service programs, Virginia Department of Transportation (VDOT) funding for street maintenance and port funding, and local adult correctional facility. Categorical Aid constitutes about 30 percent (\$236.3 million) of General Fund revenues. The majority of Categorical Aid (\$171.3 million) is earmarked for education.

Categorical Aid decreased \$8.6 million (3.5 percent) over the FY 2011 budget. The majority of the decline was due to state funds for education.

State funding for education (\$171.3 million) decreased by \$8.6 million (4.8 percent) over the City's FY 2011 approved budget. However, the decrease is offset by \$4.5 million in federal aid that Norfolk Public Schools is anticipating to receive through the Education Jobs Fund. Categorical aid for schools includes the State Sales and Use Tax and State School Funds, which is the revenue from the City's proportionate share of the one percent of the State Sales and Use Tax, designated for education purposes. The City's share is based on the ratio of the number of school age children in the City to the number of school age children statewide. Additionally in FY 2005, half of the one-half cent sales tax increase approved by the General Assembly was earmarked for local school systems and real estate tax relief. This amounts to an additional one-quarter percent on the sales tax dedicated to schools. Half of that quarter percent is distributed in the same manner as the one percent return discussed above. The other half of the quarter percent goes to support the Standards of Quality (SOQ) funding reflected in State School Funds.

State School Funds reflect the schools operational costs. The rate of reimbursements is based on the SOQ formula. Reimbursement rates vary 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 more than funds its share of local effort. Norfolk's composite index increased in the 2010 – 2012 biennium, which increases the City share of funding public education and reduces state's funding. However, the state approved budget includes funding to hold localities harmless from an increase in the composite index; however, the hold harmless funding will not be continued into the 2012-2014 biennial budget.

State reimbursements for the cost of operating the Social Services Department include cost of personnel, fringe benefits, non-personal services, rent for buildings and parking, etc. The reimbursement rate varies by program from 50 to 70 percent of the overall costs incurred.



The 2010 General Assembly modified jail per diem rates. Effective March 1, 2010, per diem payments for local responsible inmates in local or regional jails decreases from \$8 per day to \$4 per day, and changes from \$8 or \$14 per day to \$12 per day for state inmates housed in local jails. Payment for jail contract beds falls to \$8 per day (from \$14 per day). The change in the per diem rate resulted in a \$2 million decline in jail funding.

In FY 2012, the state appropriated a 4 percent increase in street construction and maintenance funds. The funds 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 CATEGORICAL AID

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Federal Categorical Aid primarily consists of education funds from the federal government and is nearly 2 percent (\$12.3 million) of the FY 2012 General Fund revenues. The FY 2012 estimate includes funding from the Education Jobs Fund.

## OTHER SOURCES AND TRANSFERS

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Other Sources and Transfers consist of intra-governmental transfers and carry over funds, which amount to nearly 4 percent (\$28.3 million) of the City's General Fund revenues, not including the revenues from Nauticus and Cruise Ship Terminal which will be incorporated into the General Fund due to GASB 54. The estimate includes: transfers in from non-General Funds (\$12.2 million); carrying forward unspent appropriations from prior years and closeout of accounts; and FY 2011 savings realized from the mid-year reduction.

# TAX RATES AND FEES

Description	FY 2011 Approved	FY 2012 Approved
<b>Property Taxes</b>		
Real Estate (General Tax)	\$1.11/\$100 Assessed Value	\$1.11/\$100 Assessed Value
Real Estate (Downtown Improvement District)	\$1.27/\$100 Assessed Value	\$1.27/\$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
<b>Other Local Taxes</b>		
Amusement and Admissions	10%	10%
Cigarette	65 cents/pack of 20 cigarettes (32.5 mils/cigarette)	75 cents/pack of 20 cigarettes (37.5 mils/cigarette)
Emergency 911 (Landline)	Repealed and replaced by a statewide E-911 tax rate of \$0.75/ line/month	Repealed and replaced by a statewide E-911 tax rate of \$0.75/ line/month
Hotel/Motel Lodging	8%	8%
Bed Tax	\$1 per room night	\$2 per room night
Restaurant Meal	6.5%	6.5%
Motor Vehicle License:		
Small Trailers (<2,000 pounds)	\$6.50	\$6.50
Motorcycles	\$15.00	\$15.00
Cars & Small Trucks	\$26.00	\$26.00
Semi Trailers	\$20.00	\$20.00
Mid-Size Trucks/Vans (>4,000 pounds)	\$31.00	\$31.00
Large Vehicles (19,000 pounds and over)	\$1.60-\$1.80/1,000 pounds of gross weight	\$1.60-\$1.80/1,000 pounds of gross weight
Passenger (>10)	\$0.30/100 pounds of weight (not less than \$26)	\$0.30/100 pounds of weight (not less than \$26)
<b>Refuse Disposal</b>		
<b>Residential</b>		

<b>Description</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Single Units & Multiple Units (four units or less)	\$27.01/unit/month	\$27.01/unit/month
Multiple Units (five units or more)	\$45.27/container/month	\$45.27/container/month
<b>Commercial</b>		
Business 1 times per week	\$59.00/unit/month	\$59.00/unit/month
Business 5 times per week	\$146.24/unit/month	\$146.24/unit/month
Combined Commercial and Residential	\$86.01/unit/month	\$86.01/unit/month
<b>Water and Wastewater Fees</b>		
Water	\$3.87/100 cubic feet	\$4.01/100 cubic feet
Wastewater	\$3.13/100 cubic feet	\$3.26/100 cubic feet
<b>Storm Water Fees</b>		
Residential	\$8.46/month	\$8.70/month
Commercial	\$5.79/month per 2,000 sq. ft.	\$6.00/month per 2,000 sq. ft.
<b>Utility Taxes</b>		
<b>Commercial</b>		
Gas	\$3.225 + \$0.167821/CCF 0-70 CCF + \$0.161552/CCF 71-430 CCF + \$0.15363/CCF on balance/month (Max of \$500/month)	\$3.225 + \$0.167821/CCF 0-70 CCF + \$0.161552/CCF 71-430 CCF + \$0.15363/CCF on balance/month (Max of \$500/month)
Electricity (Manufacturing)	\$1.38 + \$0.004965/kWh 0-3,625,100 kWhs + \$0.004014/kWh on balance/ month (Max of \$53,000/month)	\$1.38 + \$0.004965/kWh 0-3,625,100 kWhs + \$0.004014/kWh on balance/ month (Max of \$53,000/month)
Electricity (Non-Manufacturing)	\$2.87 + \$0.017933/kWh 0-537 kWh + \$0.006330/kWh on balance/month	\$2.87 + \$0.017933/kWh 0-537 kWh + \$0.006330/kWh on balance/month
Telephone (Cellular, Landline)	Repealed and replaced by the State Communications Sales & Use Tax 5% of sales price of services	Repealed and 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
<b>Residential</b>		
Cable and Satellite Service Telephone (Cellular, Landline)	Repealed and replaced by the State Communications Sales & Use Tax	Repealed and 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 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Operating Revenues</b>			
General property taxes	256,561,095	251,403,800	246,979,300
Other local taxes	145,065,893	147,748,000	150,730,000
Permits and fees	3,526,259	4,473,000	4,566,300
Fines and forfeitures	1,163,491	1,349,000	1,250,000
Commonwealth	322,484,820	297,439,900	287,313,700
Federal	7,460,892	5,589,600	12,345,200
Charges for services	33,071,699	32,368,100	36,273,900
Miscellaneous	5,258,757	7,670,300	8,328,300
Recovered costs	8,207,635	10,507,000	10,579,200
<b>Total Operating Revenues</b>	<b>782,800,541</b>	<b>758,548,700</b>	<b>758,365,900</b>
<b>Operating Expenses</b>			
Personnel services	240,032,028	247,803,774	257,297,744
Contractual services	51,173,026	50,057,307	46,348,157
Materials, supplies and repairs	33,526,723	36,034,774	38,758,123
All purpose appropriations	362,440,524	346,514,222	343,988,236
Public assistance	19,041,763	21,701,395	21,249,861
<b>Total Operating Expenses</b>	<b>706,214,064</b>	<b>702,111,472</b>	<b>707,642,121</b>
<b>Operating Income (Loss)</b>	<b>76,586,477</b>	<b>56,437,228</b>	<b>50,723,779</b>
<b>Non-Operating Revenues (Expenses)</b>			
Money and use of property	6,044,924	6,387,000	6,711,300
Capital outlay	(2,404,208)	(3,712,049)	(2,863,849)
Debt service	(65,888,430)	(73,305,834)	(82,083,190)
Acctg. for Encumbrances for Budget not GAAP	1,129,017	-	-
<b>Total Non-Operating Revenue/Expense</b>	<b>(61,118,697)</b>	<b>(70,630,883)</b>	<b>(78,235,739)</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>15,467,780</b>	<b>(14,193,655)</b>	<b>(27,511,960)</b>
Operating transfers in	12,566,907	14,913,000	12,202,900
Operating transfers out	(609,666)	(6,509,345)	(2,427,040)
<b>Total Operating Transfers</b>	<b>11,957,241</b>	<b>8,403,655</b>	<b>9,775,860</b>
<b>Net Income (Loss) (restatement)*</b>	<b>3,510,539</b>	<b>(6,930,200)</b>	<b>(17,736,100)</b>
<b>Beginning fund balance at July 1</b>	<b>58,625,970</b>	<b>77,983,772</b>	<b>71,053,572</b>
<b>Ending fund balance at June 30 (restatement)*</b>	<b>77,983,772</b>	<b>71,053,572</b>	<b>53,317,472</b>

\* Restatement of FY 2010 ending fund balance and FY 2011 net income/(loss) reflects accounting adjustments due to GASB 54. The FY 2010 ending fund balance and FY 2011 net income/(loss) are preliminary pending the completion of the year-end independent financial audit.

## Special Revenue Funds

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Operating Revenues</b>			
General property taxes	3,344,300	3,661,800	2,799,321
Other local taxes	8,549,112	8,731,488	8,782,296
Permits and fees	-	710,000	-
Fines and forfeitures	-	-	-
Commonwealth	-	-	-
Federal	127,135	63,617	63,617
Charges for services	17,154,918	16,301,570	15,602,523
Miscellaneous	1,420,561	455,371	363,587
Recovered costs	305,580	1,641,186	1,751,223
<b>Total Operating Revenues</b>	<b>30,901,606</b>	<b>31,565,032</b>	<b>29,362,567</b>
<b>Operating Expenses</b>			
Personnel services	12,982,460	15,760,939	12,182,947
Contractual services	5,167,736	5,418,904	3,488,874
Materials, supplies and repairs	2,696,299	3,959,731	3,344,937
Depreciation	-	-	-
Bad debt expense	-	-	-
All purpose appropriations	3,720,655	3,952,750	4,888,745
<b>Total Operating Expenses</b>	<b>24,567,150</b>	<b>29,092,324</b>	<b>23,905,503</b>
<b>Operating Income (Loss)</b>	<b>6,334,456</b>	<b>2,472,708</b>	<b>5,457,064</b>
<b>Non-Operating Revenues (Expenses)</b>			
Money and use of property	356,224	2,253,534	865,000
Capital outlay	(1,791,978)	(2,242,045)	(1,485,045)
Interest and fiscal charges	-	-	-
Debt service	(3,945,066)	(7,195,153)	(3,633,391)
<b>Total Non-Operating Revenue/Expense</b>	<b>(5,380,820)</b>	<b>(7,183,664)</b>	<b>(4,253,436)</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>953,636</b>	<b>(4,710,956)</b>	<b>1,203,628</b>
Operating transfers in	6,263,685	6,159,548	817,374
Operating transfers out	(6,913,210)	(6,969,978)	(3,202,961)
<b>Total Operating Transfers</b>	<b>(649,525)</b>	<b>(810,430)</b>	<b>(2,385,587)</b>
<b>Net Change in Fund Balance (restatement)*</b>	<b>304,111</b>	<b>(4,381,186)</b>	<b>(1,181,959)</b>
<b>Beginning fund balance at July 1</b>	<b>15,392,553</b>	<b>13,921,822</b>	<b>9,540,636</b>
<b>Ending fund balance at June 30 (restatement)*</b>	<b>13,921,822</b>	<b>9,540,636</b>	<b>8,358,677</b>

\* Restatement of FY 2010 ending fund balance and FY 2011 net change in fund balance reflects accounting adjustments due to GASB 54. The FY 2010 ending fund balance and FY 2011 change in fund balance are preliminary pending the completion of the year-end independent financial audit.

## SUMMARY OF CHANGES IN NET ASSETS

### Enterprise Funds

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Operating Revenues</b>			
General property taxes	-	-	-
Other local taxes	-	-	-
Permits and fees	-	1,488,300	1,460,300
Fines and forfeitures	-	1,848,000	2,000,000
Commonwealth	-	-	-
Federal	-	-	-
Charges for services	121,582,120	119,182,349	118,271,796
Miscellaneous	3,431,713	15,000	850,604
Recovered costs	-	1,239,865	1,244,600
<b>Total Operating Revenues</b>	<b>125,013,833</b>	<b>123,773,514</b>	<b>123,827,300</b>
<b>Operating Expenses</b>			
Personnel services	31,023,947	26,477,571	26,848,047
Contractual services/Other	11,346,951	17,871,985	15,340,182
Materials, supplies and repairs	16,516,824	16,234,751	15,776,046
Depreciation	20,419,401	-	-
Bad debt expense	414,835	-	-
All purpose appropriations	-	1,950,910	1,068,564
<b>Total Operating Expenses</b>	<b>79,721,958</b>	<b>62,535,217</b>	<b>59,032,839</b>
<b>Operating Income (Loss)</b>	<b>45,291,875</b>	<b>61,238,297</b>	<b>64,794,461</b>
<b>Non-Operating Revenues (Expenses)</b>			
Money and use of property	618,180	1,371,286	646,000
Capital outlay	-	(675,097)	(726,973)
Intergovernmental revenue	65,450		
Contributions	82,302		
Gain/(Loss)-Sale of fixed assets & investments	2,744,446	7,400	7,400
Debt service	(23,584,549)	(51,941,886)	(54,720,888)
<b>Total Non-Operating Revenue/Expense</b>	<b>(20,074,171)</b>	<b>(51,238,297)</b>	<b>(54,794,461)</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>25,217,704</b>	<b>10,000,000</b>	<b>10,000,000</b>
Capital Contribution	366,363	-	-
Operating transfers in	-	-	-
Operating transfers out	(13,054,009)	(10,000,000)	(10,000,000)
<b>Total Operating Transfers/Capital Contrib.</b>	<b>(12,687,646)</b>	<b>(10,000,000)</b>	<b>(10,000,000)</b>
<b>Net Income (Loss)</b>	<b>12,530,058</b>	<b>0</b>	<b>0</b>
<b>Beginning Net Assets at July 1</b>	<b>320,534,149</b>	<b>333,064,207</b>	<b>333,064,207</b>
<b>Ending Net Assets at June 30</b>	<b>333,064,207</b>	<b>333,064,207</b>	<b>333,064,207</b>



## Internal Service Funds

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Operating Revenues</b>			
General property taxes	-	-	-
Other local taxes	-	-	-
Permits and fees	-	-	-
Fines and forfeitures	-	-	-
Commonwealth	-	-	-
Federal	-	-	-
Charges for services	13,473,596	12,175,219	13,039,084
Miscellaneous	153,105	-	-
Recovered costs	-	102,903	156,126
<b>Total Operating Revenues</b>	<b>13,626,701</b>	<b>12,278,122</b>	<b>13,195,210</b>
<b>Operating Expenses</b>			
Personnel services	3,940,624	4,054,711	4,070,100
Cost of Goods Sold	10,491,544	-	-
Contractual services/Other	1,028,623	963,881	964,002
Materials, supplies and repairs	275,056	7,206,630	8,100,020
Depreciation	310,816	-	-
Bad debt expense	-	-	-
All purpose appropriations	-	1,000	1,000
<b>Total Operating Expenses</b>	<b>16,046,663</b>	<b>12,226,222</b>	<b>13,135,122</b>
<b>Operating Income (Loss)</b>	<b>(2,419,962)</b>	<b>51,900</b>	<b>60,088</b>
<b>Non-Operating Revenues (Expenses)</b>			
Money and use of property	1,790	9,978	1,790
Capital outlay	(53,541)	(61,878)	(61,878)
Interest and fiscal charges	-	-	-
Gain/(Loss)-Sale of fixed assets & investments	-	-	-
Debt service	-	-	-
<b>Total Non-Operating Revenue/Expense</b>	<b>(51,751)</b>	<b>(51,900)</b>	<b>(60,088)</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>(2,471,712)</b>	<b>0</b>	<b>0</b>
Operating transfers in	-	-	-
Operating transfers out	-	-	-
<b>Total Operating Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Income (Loss)</b>	<b>(2,471,712)</b>	<b>0</b>	<b>0</b>
<b>Beginning Net Assets at July 1</b>	<b>10,713,795</b>	<b>8,242,083</b>	<b>8,242,083</b>
<b>Ending Net Assets at June 30</b>	<b>8,242,083</b>	<b>8,242,083</b>	<b>8,242,083</b>

# 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.

The purpose of a reserve is to act as the City's "savings" account to meet emergency, non-anticipated needs without jeopardizing the ongoing provision of city services. Reserves help to cushion against cash flow challenges, as seen in FY 2004 with the expenses of Hurricane Isabel. The appropriate size of reserves depends on variability of revenues and expenditures and an organization's cash flow needs.

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. 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 2010, the City Council approved distributing \$1,058,409 from FY 2008 and FY 2009 year-end undesignated funds in accordance with the City's practice to replenish the Risk Management Reserve. Adding these undesignated funds raised the total Risk Management Reserve balance to \$1,898,571.

## General Fund Balance Reserves

Reserve	FY 2010 Actual	FY 2011 Goal	FY 2011 Projected
Unassigned Reserve	41,559,263	39,319,806	41,559,263
Risk Management Reserve	1,898,571	11,600,000	1,898,571
Economic Downturn/ Leveling Reserve	4,000,000	10,000,000	2,000,000
<b>General Fund Balance Reserves at June 30*</b>	<b>47,457,834</b>	<b>60,919,806</b>	<b>45,457,834</b>

Note: Amount excludes reserves for encumbrances and other legally restricted reserves and designations for specific appropriations.

The goal for FY 2011 unassigned reserve of \$39,319,806 is based on the FY 2011 General Fund Budget of \$786,396,120, which reflects the budget amendment related to the Virginia Department of Transportation funds for city street maintenance project.

However, under GASB 54, including Maritime Center (Nauticus) and Cruise Ship Terminal funds in the General Fund Budget, the goal for FY 2011 would be \$39,606,336.

# TRANSFERS FROM/TO

The tables below represent: payments made by the general fund to support capital projects and special revenue funds; transfers from enterprise activities to the general fund; and funds to support capital projects.

**FY 2012**

## From General Fund to:

Capital Improvement Program	1,609,666
Cemetery Fund	200,000
Emergency Preparedness and Response Fund	367,374
Golf Fund	250,000
<b>Total Transfer from General Fund*</b>	<b>2,427,040</b>

\* Reporting of the General Fund transfers to the National Maritime Center (Nauticus) and the Cruise Ship Terminal done in previous years are no longer required under GASB 54.

## To General Fund from:

Water Fund	8,500,000
Wastewater Fund	1,500,000
Broad Creek Tax Increment Financing Fund	2,202,961
<b>Total Transfer to General Fund</b>	<b>12,202,961</b>

## To Capital Improvement Plan from:

General Fund	1,609,666
Public Amenities Fund	1,000,000
<b>Total Transfer to Capital Improvement Plan</b>	<b>2,609,666</b>

# PERSONNEL STAFFING SUMMARY

	FY 2010 Approved	FY 2011 Current	FY 2012 Approved	Change FY 2011 to FY 2012
<b>Total Permanent Positions by Department</b>				
<b>General Fund</b>				
City Council	8	8	8	0
City Clerk	17	14	14	0
City Real Estate Assessor	26	24	23	-1
City Auditor	8	7	7	0
Office of Community Empowerment	3	0	0	0
Office of Youth and Childhood Development <sup>1</sup>	0	8	0	-8
City Manager <sup>1</sup>	21	18	16	-2
Office of Budget & Management	16	15	15	0
Intergovernmental Relations	2	0	0	0
Communications and Public Information <sup>1</sup>	16	19	12	-7
Office to End Homelessness	3	3	3	0
Department of Law	37	35	34	-1
Commissioner of the Revenue	41	38	38	0
City Treasurer	31	31	31	0
Clerk of Circuit Court	51	50	50	0
Circuit Court Judges	5	5	5	0
Commonwealth's Attorney	68	65	65	0
Sheriff and Jail	484	472	472	0
Elections	9	9	9	0
Information Technology	96	97	95	-2
Finance <sup>1</sup>	128	42	33	-9
General Services <sup>1</sup>	0	0	96	96
Human Resources	36	33	27	-6
Planning & Community Development <sup>1</sup>	80	128	117	-11
Development	19	17	17	0
Libraries	98	84	81	-3
Cultural Facilities, Arts & Entertainment <sup>1</sup>	70	67	66	-1
Zoological Park	54	57	56	-1
The National Maritime Center (Nauticus) <sup>2</sup>	34	50	50	0
Neighborhood Preservation	86	0	0	0
Recreation, Parks and Open Space <sup>1</sup>	236	220	214	-6
Cruise Ship Terminal <sup>2</sup>	3	6	6	0
Public Health	36	34	34	0
Human Services	536	497	493	-4
Police	893	869	869	0

	<b>FY 2010 Approved</b>	<b>FY 2011 Current</b>	<b>FY 2012 Approved</b>	<b>Change FY 2011 to FY 2012</b>
Fire-Rescue	517	525	525	0
Public Works <sup>1</sup>	340	422	331	-91
<b>Total General Fund</b>	<b>4,108</b>	<b>3,969</b>	<b>3,912</b>	<b>-57</b>
<b>Special Revenue Funds</b>				
Storm Water Management <sup>1</sup>	83	83	86	3
Towing & Recovery Operations	9	9	9	0
Cemeteries	39	38	35	-3
Emergency Preparedness and Response	91	90	90	0
<b>Total Special Revenue Funds</b>	<b>222</b>	<b>220</b>	<b>220</b>	<b>0</b>
<b>Enterprise Funds</b>				
Water Utility Fund	290	290	290	0
Wastewater Utility Fund	103	103	103	0
Parking Facilities Fund	101	101	89	-12
<b>Total Enterprise Funds</b>	<b>494</b>	<b>495</b>	<b>482</b>	<b>-12</b>
<b>Internal Service Funds</b>				
Storehouse	11	11	11	0
Fleet	66	66	66	0
<b>Total Internal Service Funds</b>	<b>77</b>	<b>77</b>	<b>77</b>	<b>0</b>
<b>Total All Funds</b>	<b>4,901</b>	<b>4,760</b>	<b>4,691</b>	<b>-69</b>

<sup>1</sup> Position changes due to a strategic reorganization. See individual department pages for details.

<sup>2</sup> Previously in Special Revenue Funds

Personnel numbers do not include positions that are part of the Voluntary Retirement Incentive Program.

# CITY INDEBTEDNESS

The Virginia Constitution authorizes a city 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 enterprise operations for Water, Wastewater and Parking bonded debt are a combination of self-supporting, general obligation and revenue bonds. The City's operations for Storm Water, Maritime, and Towing and Recovery bonded debt are intended to be 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, 2011, and for the past four fiscal years.

As of	Taxable Real Property Assessed Value <sup>(1)</sup>	Debt Limit: 10% of Assessed Value	Projected Debt Applicable to Debt Limit	Amount of Debt as % of Debt Limit	Legal Margin for Additional Debt
June 30, 2011 <sup>(2)</sup>	19,312,156,495	1,931,215,650	1,055,897,651	54.68%	875,317,999
June 30, 2010	19,940,273,451	1,994,027,345	889,556,676	44.61%	1,104,470,669
June 30, 2009	19,395,789,387	1,939,578,939	738,173,200	38.06%	1,201,405,739
June 30, 2008	18,401,851,069	1,840,185,107	697,450,234	37.90%	1,142,734,873
June 30, 2007	15,496,207,804	1,549,620,780	579,224,191	37.38%	970,396,589

<sup>1</sup> 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). Taxable real property estimates are as of March 31, 2011.

<sup>2</sup> Estimated – assumes issuance of all previously authorized General Obligation bonds.

## 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 district 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

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Debt service for the City's General Capital Improvements is funded from its general fund. The debt of the enterprise and other fee supported operations are paid from their respective revenues. The City's estimated outstanding bonded indebtedness at the end of FY 2011 is estimated to be \$1,285,813,665.

## GENERAL CAPITAL IMPROVEMENTS–AFFORDABILITY MEASURES

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The City's Capital Improvement Plan for General Capital Improvements (those bonds not supported by self-supporting user fees) is guided by two measures of affordability. These measures or debt limits, based on the approved 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 real estate (not to exceed 3.5 percent)

The FY 2012 Capital Improvement Plan is within the two measures of affordability listed above. However, in order to finance some major essential governmental projects, such as, a new City courthouse, elementary school and a new main library, the City may be challenged to stay within these measures in the outyears of the Capital Improvement Plan.

## ENTERPRISE OPERATIONS DEBT

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Norfolk's Water, Wastewater and Parking Revenue Bond programs are governed by bond indentures of trust, 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 in each respective indenture 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 2011 meet their debt coverage requirements. As previously noted, outstanding Water, Wastewater and Parking bonds are a combination of general obligations of the City and revenue 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.

## COMPUTATION OF LEGAL DEBT MARGIN, JUNE 30, 2011 (ESTIMATED)

Total Assessed Value of Taxed Real Property as of March 31, 2011 (estimated)		<b><u>\$19,312,156,495</u></b>
Debt Limit - 10 percent of Total Assessed Value		<b><u>\$1,931,215,650</u></b>
Amount of Debt Applicable to Debt Limit:		
Gross Debt *	\$1,029,358,112	
General Obligation (QRBs)	10,430,000	
General Obligation (QZABs)	1,684,539	
General Obligation (Guaranty)	1,540,000	
HUD Section 108 Loan	12,885,000	<b><u>\$1,055,897,651</u></b>
Legal Debt Margin		<b><u>\$875,317,999</u></b>
Amount of Debt as a percent of Debt Limit		<b><u>54.68%</u></b>

\*Estimated – assumes issuance of all previously authorized General Obligation Bonds.



# YEARLY MATURITY OF LONG-TERM DEBT

Fiscal Year	General Obligation			General Obligation Equipment			Water Revenue		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2011	58,615,282	32,766,091	91,381,373	2,297,728	567,224	2,864,952	9,875,000	16,527,844	26,402,844
2012	62,413,946	30,263,224	92,677,170	4,299,288	486,001	4,785,289	11,285,000	16,773,159	28,058,159
2013	55,064,324	27,500,069	82,564,393	4,443,057	340,887	4,783,944	11,825,000	16,227,660	28,052,660
2014	48,798,956	25,263,869	74,062,825	3,227,851	268,286	3,496,137	12,400,000	15,652,373	28,052,373
2015	48,891,787	23,211,196	72,102,983	2,236,785	204,354	2,441,139	13,025,000	15,034,060	28,059,060
2016	46,681,394	21,009,437	67,690,831	1,864,822	125,099	1,989,921	13,690,000	14,365,657	28,055,657
2017	43,326,600	18,973,377	62,299,977	1,350,460	45,297	1,395,757	14,405,000	13,648,154	28,053,154
2018	41,650,563	17,158,949	58,809,511	610,000	17,446	627,446	15,170,000	12,878,160	28,048,160
2019	41,511,600	15,282,717	56,794,317	-	-	-	15,990,000	12,064,069	28,054,069
2020	40,330,189	13,722,327	54,052,516	-	-	-	16,850,000	11,202,432	28,052,432
2021	38,400,302	12,043,448	50,443,750	-	-	-	17,765,000	10,286,444	28,051,444
2022	37,554,124	10,642,370	48,196,493	-	-	-	18,720,000	9,326,283	28,046,283
2023	36,109,846	9,165,917	45,275,764	-	-	-	19,755,000	8,310,233	28,065,233
2024	34,838,532	7,717,774	42,556,306	-	-	-	20,830,000	7,228,076	28,058,076
2025	30,683,461	6,391,834	37,075,295	-	-	-	17,320,000	6,211,253	23,531,253
2026	27,748,857	5,150,318	32,899,175	-	-	-	18,265,000	5,265,239	23,530,239
2027	26,679,941	4,031,384	30,711,325	-	-	-	10,870,000	4,516,500	15,386,500
2028	21,671,981	3,035,083	24,707,063	-	-	-	11,410,000	3,973,131	15,383,131
2029	11,720,000	2,113,474	13,833,474	-	-	-	11,985,000	3,404,234	15,389,234
2030	11,865,000	1,637,518	13,502,518	-	-	-	7,010,000	2,956,369	9,966,369
2031	12,005,000	1,199,490	13,204,490	-	-	-	7,330,000	2,633,050	9,963,050
2032	1,495,000	730,348	2,225,348	-	-	-	7,675,000	2,295,228	9,970,228
2033	4,970,000	498,562	5,468,562	-	-	-	5,775,000	1,988,334	7,763,334
2034	1,650,000	387,038	2,037,038	-	-	-	6,045,000	1,713,981	7,758,981
2035	1,730,000	301,206	2,031,206	-	-	-	6,335,000	1,426,625	7,761,625
2036	1,820,000	211,272	2,031,272	-	-	-	6,635,000	1,128,278	7,763,278
2037	1,910,000	116,006	2,026,006	-	-	-	5,515,000	851,656	6,366,656
2038	2,005,000	16,754	2,021,754	-	-	-	5,770,000	598,150	6,368,150
2039	-	-	-	-	-	-	6,030,000	335,956	6,365,956
2040	-	-	-	-	-	-	2,555,000	150,850	2,705,850
	792,141,684	290,541,050	1,082,682,735	20,329,991	2,054,594	22,384,585	350,770,000	219,023,314	569,793,314

Fiscal Year	Parking Revenue*			Wastewater Revenue			Totals		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2011	2,635,000	4,319,683	6,954,683	850,000		850,000	74,273,010	54,180,841	128,453,851
2012	2,565,000	4,176,575	6,741,575	1,225,000		1,225,000	81,788,234	51,698,958	133,487,192
2013	2,690,000	4,051,025	6,741,025	1,725,000		1,725,000	75,747,381	48,119,642	123,867,023
2014	2,835,000	3,918,825	6,753,825	1,725,000		1,725,000	68,986,807	45,103,352	114,090,159
2015	2,970,000	3,779,000	6,749,000	1,725,000		1,725,000	68,848,572	42,228,611	111,077,182
2016	3,085,000	3,654,300	6,739,300	1,725,000		1,725,000	67,046,217	39,154,493	106,200,709
2017	3,240,000	3,512,000	6,752,000	1,725,000		1,725,000	64,047,060	36,178,828	100,225,888
2018	3,385,000	3,362,550	6,747,550	1,725,000		1,725,000	62,540,563	33,417,105	95,957,667
2019	3,545,000	3,206,375	6,751,375	1,725,000		1,725,000	62,771,600	30,553,161	93,324,761
2020	3,755,000	3,056,075	6,811,075	1,725,000		1,725,000	62,660,189	27,980,834	90,641,023
2021	3,945,000	2,871,725	6,816,725	1,725,000		1,725,000	61,835,302	25,201,617	87,036,919
2022	4,145,000	2,678,025	6,823,025	1,725,000		1,725,000	62,144,124	22,646,677	84,790,801
2023	4,350,000	2,474,013	6,824,013	1,725,000		1,725,000	61,939,846	19,950,163	81,890,009
2024	4,555,000	2,259,400	6,814,400	1,725,000		1,725,000	61,948,532	17,205,250	79,153,782
2025	4,780,000	2,034,650	6,814,650	1,725,000		1,725,000	54,508,461	14,637,737	69,146,198
2026	5,025,000	1,797,725	6,822,725	1,725,000		1,725,000	52,763,857	12,213,282	64,977,139
2027	5,275,000	1,548,650	6,823,650	1,725,000		1,725,000	44,549,941	10,096,534	54,646,475
2028	4,840,000	1,287,175	6,127,175	1,725,000		1,725,000	39,646,981	8,295,389	47,942,370
2029	5,100,000	1,032,375	6,132,375	1,725,000		1,725,000	30,530,000	6,550,083	37,080,083
2030	5,195,000	763,850	5,958,850	1,300,000		1,300,000	25,370,000	5,357,736	30,727,736
2031	5,480,000	485,000	5,965,000	875,000		875,000	25,690,000	4,317,540	30,007,540
2032	945,000	190,825	1,135,825	500,000		500,000	10,615,000	3,216,401	13,831,401
2033	990,000	146,425	1,136,425	-		-	11,735,000	2,633,321	14,368,321
2034	1,035,000	99,900	1,134,900	-	-	-	8,730,000	2,200,919	10,930,919
2035	1,090,000	51,250	1,141,250	-	-	-	9,155,000	1,779,081	10,934,081
2036	-	-	-	-	-	-	8,455,000	1,339,550	9,794,550
2037	-	-	-	-	-	-	7,425,000	967,662	8,392,662
2038	-	-	-	-	-	-	7,775,000	614,904	8,389,904
2039	-	-	-	-	-	-	6,030,000	335,956	6,365,956
2040	-	-	-	-	-	-	2,555,000	150,850	2,705,850
	87,455,000	56,757,395	144,212,395	34,075,000	-	34,075,000	1,284,771,676	568,376,353	1,853,148,029

\*Figures exclude debt service due on the City's \$75,305,000 General Obligation Bond Anticipation Notes, Series 2011A and 2011B. The City currently expects to refinance the principal over a longer period prior to the January 1, 2014.

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# General Fund Revenues

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# GENERAL FUND REVENUE SUMMARY

Description	FY 2010 Actual	FY 2011 Approved	FY 2011 Year End Projection	FY 2012 Approved
<b>GENERAL PROPERTY TAXES</b>				
<b>Real Property Taxes</b>				
Current	192,100,280	185,496,900	186,491,649	177,986,800
Delinquent	6,858,082	6,650,000	7,800,000	8,800,000
Interest and Penalties	779,805	650,000	900,000	900,000
Real Estate Tax Refunds	-45,122	-100,000	-2,800,000	-100,000
<b>Subtotal of Real Property Taxes</b>	<b>199,693,045</b>	<b>192,696,900</b>	<b>192,391,649</b>	<b>187,586,800</b>
<b>Downtown Improvement District</b>				
Current	1,651,075	1,627,800	1,627,800	1,633,500
Delinquent	0	0	0	0
<b>Subtotal of Downtown Improvement District</b>	<b>1,651,075</b>	<b>1,627,800</b>	<b>1,627,800</b>	<b>1,633,500</b>
<b>Public Service Corporation</b>				
Current	8,743,038	8,831,300	8,831,300	8,700,000
Delinquent	4,497	25,000	11,000	10,000
<b>Subtotal of Public Service Corp.</b>	<b>8,747,535</b>	<b>8,856,300</b>	<b>8,842,300</b>	<b>8,710,000</b>
<b>Total All Real Property Taxes</b>	<b>210,091,655</b>	<b>203,181,000</b>	<b>202,861,749</b>	<b>197,930,300</b>
<b>Personal Property</b>				
Current	32,965,873	33,915,000	32,800,000	33,920,000
Delinquent	10,056,069	10,000,000	10,585,000	10,579,000
Interest and Penalties	904,004	500,000	945,000	814,000
Personal Property Tax Refund	-1,832,366	-1,000,000	-1,450,000	-1,200,000
<b>Subtotal of Personal Property Tax</b>	<b>42,093,580</b>	<b>43,415,000</b>	<b>42,880,000</b>	<b>44,113,000</b>
<b>Public Service Corporations</b>				
Current	133,627	132,000	119,181	100,000
Delinquent	0	0	0	10,000
<b>Subtotal of Public Service Corporation</b>	<b>133,627</b>	<b>132,000</b>	<b>119,181</b>	<b>110,000</b>
<b>Mobile Home</b>				
Current	8,853	20,000	9,000	9,000
Delinquent	6,597	3,500	7,000	7,000
Interest	826	500	1,000	1,000
<b>Subtotal of Mobile Home</b>	<b>16,276</b>	<b>24,000</b>	<b>17,000</b>	<b>17,000</b>
<b>Machinery &amp; Tools</b>				
Current	3,589,388	4,327,800	3,900,000	4,200,000
Delinquent	628,025	315,000	950,000	600,000
Interest	8,544	9,000	25,000	9,000
<b>Subtotal of Machinery &amp; Tools</b>	<b>4,225,957</b>	<b>4,651,800</b>	<b>4,875,000</b>	<b>4,809,000</b>
<b>Total General Property Taxes</b>	<b>256,561,095</b>	<b>251,403,800</b>	<b>250,752,930</b>	<b>246,979,300</b>
<b>OTHER LOCAL TAXES</b>				
<b>Sales &amp; Use</b>	<b>28,248,772</b>	<b>28,500,000</b>	<b>28,200,000</b>	<b>29,400,000</b>

Description	FY 2010 Actual	FY 2011 Approved	FY 2011 Year End Projection	FY 2012 Approved
Utility Taxes				
Water	5,224,484	5,400,000	5,400,000	5,400,000
Electric	12,888,185	13,000,000	13,000,000	13,150,000
Gas	3,015,348	3,000,000	3,050,000	3,100,000
Communications Sales Tax	19,353,800	19,890,000	19,290,000	19,890,000
<b>Subtotal Consumer Utility Taxes</b>	<b>40,481,817</b>	<b>41,290,000</b>	<b>40,740,000</b>	<b>41,540,000</b>
<b>Business Taxes</b>				
Business License	26,008,918	26,600,000	25,400,000	26,300,000
Franchise	1,405,781	1,350,000	977,968	900,000
Bank Stock	2,424,318	2,000,000	2,400,000	2,700,000
<b>Subtotal Business Taxes</b>	<b>29,839,017</b>	<b>29,950,000</b>	<b>28,777,968</b>	<b>29,900,000</b>
<b>Licenses and Decals</b>				
Motor Vehicle	4,307,875	4,200,000	4,470,000	4,477,000
Boats	79,686	0	115,000	115,000
<b>Subtotal Licenses and Decals</b>	<b>4,387,561</b>	<b>4,200,000</b>	<b>4,585,000</b>	<b>4,592,000</b>
<b>Consumer Taxes</b>				
Recordation	1,596,233	1,800,000	1,600,000	1,600,000
Cigarette	7,175,660	6,850,000	7,000,000	7,580,000
Admissions	3,711,668	4,264,100	4,000,000	4,000,000
Hotel/Motel Room	5,409,021	5,976,500	5,500,000	5,700,000
Hotel (\$1 flat tax)	947,308	1,000,000	1,000,000	2,000,000
Restaurant Food	23,088,305	23,683,400	23,683,400	24,180,000
Estate Probate	38,641	35,000	40,000	38,000
Short Term Rental	141,890	199,000	199,000	200,000
<b>Subtotal Consumer Taxes</b>	<b>42,108,726</b>	<b>43,808,000</b>	<b>43,022,400</b>	<b>45,298,000</b>
<b>Total Other Local Taxes</b>	<b>145,065,893</b>	<b>147,748,000</b>	<b>145,325,368</b>	<b>150,730,000</b>
<b>PERMITS, FEES &amp; LICENSES</b>				
Animal License	90,418	80,000	90,000	95,000
Burglar Alarm License	2,970	2,500	2,800	2,900
Residential Parking Decals	32,711	20,000	30,000	30,000
Building Permit	596,265	643,600	550,000	550,000
Electrical Permit	283,955	336,300	200,000	230,000
Plumbing Permit	183,265	197,000	140,000	145,000
Plan Review Fee	143,565	160,900	120,000	120,000
Mechanical Code Inspection Fee	166,153	184,500	170,000	170,000
Elevator Inspection Fee	112,075	84,200	100,000	100,000
Driveway Permit	16,190	18,000	18,000	10,000
Utility Cut Permit	212,865	118,000	350,000	162,500
Special ROW/ Parking Permit	42,235	665,700	100,500	190,200
Street Construction Permit	4,150	7,700	2,000	82,500
Precious Metal Dealer Permit	21,410	20,000	18,000	19,000
Fire Permit and Inspections	45,400	40,000	45,000	384,600
Wetland Permit	2,875	4,900	4,900	6,300
Zoning Fees	61,465	60,900	73,000	56,600

<b>Description</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2011 Year End Projection</b>	<b>FY 2012 Approved</b>
Excessive Size & Weight Permit	122,550	165,000	165,000	165,000
Taxi Operator Permit	15,980	16,000	15,000	16,000
Foot Race / Bicycle Race Permit	300	0	200	300
Yard/Garage Sale Permit	9,900	11,000	11,000	10,000
Registration Vacant Buildings Fee	4,125	4,600	2,500	4,600
Transfer Fees	5,410	5,500	5,500	5,500
Recreation/Parks Fees	499,185	576,500	450,000	500,000
Recreation/Parks Classes Fees	405,885	411,600	410,000	415,000
Recreation/Parks Concession Fees	5,480	2,500	5,000	5,300
Recreation/Parks Rental Fees	75,325	191,100	80,000	80,000
Recreation/Parks Camp Wakeup	364,152	445,000	300,000	300,000
<b>Total Permits and Fees</b>	<b>3,526,259</b>	<b>4,473,000</b>	<b>3,458,400</b>	<b>3,856,300</b>
<b>Fines &amp; Forfeitures</b>				
Fines & Forfeitures	1,035,398	1,200,000	1,100,000	1,100,000
Fees-Handling Bad Checks	13,375	11,000	14,000	14,000
Penalties-Refuse Violation	34,750	27,000	25,000	25,000
Excess Weight Penalties	25,498	89,000	40,000	60,000
Fines-False Alarm	54,470	22,000	60,000	51,000
<b>Total Fines and Forfeitures</b>	<b>1,163,491</b>	<b>1,349,000</b>	<b>1,239,000</b>	<b>1,250,000</b>
<b>Use of Money and Property</b>				
Interest on Investments	164,976	200,000	100,000	25,000
Other Interest	70,124	875,000	875,000	254,800
Rent - General Properties	3,482,112	3,492,100	3,550,000	3,512,100
Rent - Gov's Magnet School	20,700	16,000	16,000	16,000
Rent - Cultural Convention Center	358,984	300,000	300,000	300,000
Rent - Chrysler Hall	353,612	275,000	350,000	325,000
Rent - VA Stage/Wells Theatre	5,377	3,000	15,000	15,000
Rent - Harrison Opera House	49,182	35,000	50,000	50,000
Rent - Harbor Park-Other	40,676	5,000	13,500	30,000
Rent - Attucks Theater	0	1,000	0	0
Sale Of Salvage Materials	0	0	2,000	1,000
Rent - Equipment	26,514	90,000	14,000	90,000
Ticket System-Cultural Center	530,342	350,000	500,000	500,000
Ticket System-Attucks Theater	0	7,500	0	0
Rent - Picnic Shelters	20,325	20,400	20,400	20,400
Commissions-Jail Telephone	922,000	672,000	672,000	672,000
Commissions-Purchasing Card	0	45,000	0	0
<b>Total Use of Money and Property</b>	<b>6,044,924</b>	<b>6,387,000</b>	<b>6,477,900</b>	<b>5,811,300</b>
<b>Charges for Services</b>				
Court Costs	104,543	87,500	110,000	110,000
Courthouse Security Assessment	365,909	338,500	380,000	380,000
Courthouse Construction Fee	141,395	210,000	240,000	240,000
DNA Charges	2,011	1,900	1,900	1,600
Fees-High Constable	449,747	460,000	475,000	500,000

Description	FY 2010 Actual	FY 2011 Approved	FY 2011 Year End Projection	FY 2012 Approved
Jail Processing Fees	24,425	26,500	22,000	22,500
Charges-Information Systems	1,600	0	0	0
Fees-Court Officers	10,434	10,000	11,000	11,000
Fees-Excess	0	125,000	88,400	90,000
Fees-City Sheriff	38,128	38,100	38,100	38,100
Detention Home Charge For Ward	86,904	145,300	60,000	145,300
Fees-Jail Booking	3,252	3,000	3,000	2,000
Miscellaneous School Fees	3,656,200	4,820,300	4,820,300	3,977,200
Youth Development Fees	7,745	16,500	8,000	4,000
Paramedical Rescue Service	4,464,470	2,600,000	3,600,000	3,600,000
Charges-Insurance	100,000	100,000	100,000	100,000
Charges-Animal Protection	29,286	41,000	35,000	45,000
Police Records And Reports	65,545	67,000	67,000	67,000
Public Vehicle Inspection Certif.	23,346	24,000	22,000	24,000
Non-Emergency Traffic Escort	17,195	24,000	20,000	20,000
Fees-Library Fines	178,660	208,400	190,000	198,000
Charges-Public Works	659,929	901,700	876,700	901,700
Charges-Mat-Street& Bridges	116,712	56,000	56,000	56,000
Zoo Admission	1,238,071	1,804,200	1,500,000	2,038,000
Charges-Transient Yacht	154,740	120,000	130,000	130,000
Sale Of Publications	1,000	1,000	500	500
Sales Surveys-Blueprints-Maps	12,993	27,000	20,000	20,000
Fees-Refuse Disposal	21,115,059	20,107,400	20,900,000	21,206,000
Fees-Small Animal Cremation	0	800	0	500
Fees-Tax Abatement	2,400	3,000	1,500	1,500
<b>Total Charges for Services</b>	<b>33,071,699</b>	<b>32,368,100</b>	<b>33,776,400</b>	<b>33,929,900</b>
<b>MISCELLANEOUS REVENUE</b>				
Payments In Lieu Of Taxes	3,822,665	3,984,200	3,984,200	4,130,000
Navy PPV Payment	0	2,437,000	2,935,547	3,101,400
DMV Select Fees	97,191	90,000	80,000	92,500
Fees-Dup Real Prop Bills	14,005	6,800	2,000	2,000
Sale of Other Property	8,419	7,800	8,000	8,400
Admin. Fees - Delinquent Tax	-1,285	56,000	56,000	200,000
Sale Of Unclaimed Property	0	9,000	0	0
Other Miscellaneous Revenue	1,170,860	1,078,400	1,100,000	762,900
Other Revenue - Community Development	1,345	1,100	1,100	1,100
Proceeds from Sale Of Land	0	0	130,800	0
<b>Total Miscellaneous Revenue</b>	<b>5,113,200</b>	<b>7,670,300</b>	<b>8,297,647</b>	<b>8,298,300</b>
<b>RECOVERED COSTS</b>				
Transport of Prisoner	64,017	100,000	50,000	50,000
Zoo	3,214	2,800	5,000	6,600
Nuisance Abatement	356,734	305,600	305,600	280,000
Retirement Bureau	453,438	480,000	526,000	526,000
Insurance	48,224	2,000	130,573	2,000



Description	FY 2010 Actual	FY 2011 Approved	FY 2011 Year End Projection	FY 2012 Approved
Benefits Program Administration	136	2,000	2,000	4,500
Miscellaneous Salaries-Police	727,092	519,000	607,600	607,600
Employer Hospitalization Contribution	42,314	184,300	184,300	207,000
Community Development	1,906	0	0	0
General Overhead - Water Fund	1,314,500	1,994,800	1,994,800	1,563,400
Debt Service	206,478	2,395,800	2,699,139	2,188,800
Telephone Charges	362,194	372,200	372,200	372,200
Urban Allocation (Light Rail)	898,884	0	0	0
Public Information	3,890	3,500	4,000	4,300
Recoveries & Rebates	130,672	124,000	309,717	938,000
General Overhead-Wastewater Fund	324,200	334,000	334,000	320,600
Information System Support	1,195,945	1,350,000	1,350,000	1,350,000
Jail Meals	375,545	575,000	445,000	445,000
Mail Distribution	19	2,000	0	0
ACR Assessments	8,500	11,000	8,000	8,500
General Overhead-Parking Fund	506,103	459,800	459,800	396,200
Storm Water	615,600	746,400	746,400	746,400
Solid Waste-Public Housing	432,808	432,800	432,800	427,100
Selden Rental Income	135,222	110,000	135,000	135,000
Workforce Development	0	0	0	0
<b>Total Recovered Costs</b>	<b>8,207,635</b>	<b>10,507,000</b>	<b>11,101,929</b>	<b>10,579,200</b>
<b>REVENUES FROM THE COMMONWEALTH</b>				
<b>Non-Categorical Aid</b>				
Taxes-Rolling Stock	181,825	178,000	178,000	178,000
Taxes-Mobile Home Title	10,478	8,000	8,000	8,000
Rental of Passenger Cars	2,977,124	3,175,000	3,175,000	3,175,000
Law Enforcement	11,719,281	11,580,700	11,580,700	11,175,000
Grantors Tax on Deeds	405,092	450,000	400,000	450,000
PPT State Reimbursement	16,871,055	16,871,000	16,871,000	16,871,000
<b>Total Non-Categorical Aid</b>	<b>32,164,855</b>	<b>32,262,700</b>	<b>32,212,700</b>	<b>31,857,000</b>
<b>Shared Expenses</b>				
City Treasurer	529,473	483,800	424,000	454,200
Clerk of the Circuit Court	1,381,393	1,579,600	1,486,000	1,516,100
Commissioner of the Revenue	560,452	555,500	484,000	521,400
Commonwealth Attorney	2,549,843	2,517,600	2,511,240	2,460,100
Registrar/Electoral Board	86,439	87,200	72,955	123,000
Sheriff	14,924,414	15,031,000	14,488,735	14,078,200
<b>Total Shared Expenses</b>	<b>20,032,014</b>	<b>20,254,700</b>	<b>19,466,930</b>	<b>19,153,000</b>
<b>Categorical Aid</b>				
Public Assistance Grants	12,793,239	16,871,200	13,500,200	15,487,200
Social Services Administration	22,241,849	22,308,200	22,200,000	22,441,400
Sales & Use Tax Return	27,514,467	27,776,500	28,917,122	28,926,400
State School Funds	180,393,570	152,168,200	149,850,679	142,399,100
Street Construction & Maintenance	19,411,826	19,411,800	20,169,220	20,976,000

Description	FY 2010 Actual	FY 2011 Approved	FY 2011 Year End Projection	FY 2012 Approved
Group Life Ins. - State Employee	1,880	2,500	2,500	2,500
Retirement - Other State Employee	53,585	94,500	50,000	50,000
Social Security-Other State Employee	70,299	61,500	61,500	62,000
State Library Grant	211,788	178,200	178,358	176,000
Div. of Youth Services Facilities	1,957,400	1,957,400	1,956,760	1,957,400
VA Dept. of Juvenile Justice-VJCCCA	323,727	0	30,618	0
Shared Expenses-Prisoner Housing	3,976,989	2,782,800	2,630,660	2,273,500
Port Funding	609,665	609,700	609,700	609,700
Taxes-Recordation	727,667	700,000	425,000	942,500
<b>Total Categorical Aid</b>	<b>270,287,951</b>	<b>244,922,500</b>	<b>240,582,317</b>	<b>236,303,700</b>
<b>REVENUES FROM THE COMMONWEALTH</b>	<b>322,484,820</b>	<b>297,439,900</b>	<b>292,261,947</b>	<b>287,313,700</b>
<b>FEDERAL AID</b>				
Disaster Relief Aid	145,557	0	1,042,913	1,800,000
Federal School Funds	6,169,251	5,581,600	5,581,600	10,536,600
Social Security Payments-Prisoners	14,400	8,000	10,000	8,600
Federal Stimulus Funds	1,277,241	0	500,000	0
<b>Total Federal Aid</b>	<b>7,606,449</b>	<b>5,589,600</b>	<b>7,134,513</b>	<b>12,345,200</b>
<b>OTHER SOURCES AND TRANSFERS</b>				
Rollover from Last Year	740,756	5,790,000	5,790,000	16,057,700
Transfer from Wastewater 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
Transfer from Special Revenue	2,566,907	4,913,000	4,763,000	2,202,900
<b>Total Other Sources and Transfers</b>	<b>13,307,663</b>	<b>20,703,000</b>	<b>20,553,000</b>	<b>28,260,600</b>
<b>Subtotal*</b>	<b>802,153,128</b>	<b>785,638,700</b>	<b>780,379,034</b>	<b>789,353,800</b>

\* Several accounting adjustments are made below to reflect GASB 54 requirement for governmental fund type definitions:

Adjustment to reflect the reporting of fund-to-fund transfer no longer required under GASB 54	-3,520,903	-3,220,903	-3,220,903	-2,286,200
National Maritime Center (Nauticus)	4,076,448	5,797,100	5,797,100	5,310,200
Cruise Ship Terminal	2,208,547	3,154,400	3,154,400	2,638,400
<b>General Fund Total</b>	<b>804,917,220</b>	<b>791,369,297</b>	<b>786,109,631</b>	<b>795,016,200</b>

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# General Fund Expenditures

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# GENERAL FUND EXPENDITURE SUMMARY

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>LEGISLATIVE</b>			
City Council	338,627	354,200	363,100
City Clerk	1,526,342	1,432,800	1,404,600
City Real Estate Assessor	1,985,929	1,989,200	1,992,100
City Auditor	630,059	640,500	679,000
<b>Total Legislative</b>	<b>4,480,957</b>	<b>4,416,700</b>	<b>4,438,800</b>
<b>EXECUTIVE</b>			
City Manager	1,897,395	2,380,600	1,919,800
Office of Budget & Management	868,548	1,040,900	1,067,700
Intergovernmental Relations	403,830	0	0
Communications and Public Information	1,667,363	1,690,600	1,757,800
Office to End Homelessness	230,928	255,300	425,000
Office of Community Empowerment	267,994	0	0
Office of Youth and Childhood Development	0	1,291,200	0
<b>Total Executive</b>	<b>5,336,058</b>	<b>6,658,600</b>	<b>5,170,300</b>
<b>DEPARTMENT OF LAW</b>	<b>3,691,381</b>	<b>3,912,500</b>	<b>3,941,200</b>
<b>CONSTITUTIONAL OFFICERS (revenue related)</b>			
Commissioner of the Revenue	3,095,925	2,999,500	3,032,300
City Treasurer	2,264,098	2,202,700	2,311,600
<b>Total Constitutional Officers</b>	<b>5,360,023</b>	<b>5,202,200</b>	<b>5,343,900</b>
<b>JUDICIAL</b>			
Clerk of the Circuit Court	2,805,932	2,785,900	2,900,600
General District Court	299,561	309,200	297,800
Juvenile & Domestic Relations Court	79,421	95,800	94,700
Circuit Court Judges	613,057	667,600	636,800
Probation Services	213,307	207,900	174,700
Magistrate	78,786	81,900	38,900
Commonwealth's Attorney	5,458,119	5,511,400	5,382,600
Sheriff and Jail	35,657,999	35,970,900	36,108,000
<b>Total Judicial</b>	<b>45,206,182</b>	<b>45,630,600</b>	<b>45,634,100</b>
<b>OFFICE OF ELECTIONS</b>	<b>644,743</b>	<b>618,100</b>	<b>906,300</b>
<b>GENERAL MANAGEMENT</b>			
Information Technology	9,914,121	10,742,800	10,342,400
Finance	18,594,271	3,741,300	3,198,300
General Services	0	0	18,949,800
Human Resources	3,049,159	2,749,200	2,740,500

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Total General Management</b>	<b>31,557,551</b>	<b>17,233,300</b>	<b>35,231,000</b>
<b>NON-DEPARTMENTAL APPROPRIATIONS</b>			
Departmental Support*	19,137,264	22,139,800	20,031,700
Grant Providers on the City's Behalf	935,000	1,221,550	1,364,138
Grant Recipients	1,988,802	1,913,949	1,706,298
Public-Private Partnerships for City-Owned Facilities	4,795,316	4,564,061	4,482,566
Public-Private Partnerships for Tourism and Special Event Organizations	7,582,854	6,636,045	7,869,343
Public-Private Partnerships to Provide Services	13,967,333	15,433,398	16,478,019
Contractual Obligations	2,306,330	3,773,539	4,187,819
Memberships & Dues	740,128	658,958	701,652
Other Arrangements	1,642,346	1,627,800	1,633,465
<b>Total Non-Departmental Appropriations</b>	<b>53,095,374</b>	<b>57,969,100</b>	<b>58,455,000</b>
<b>COMMUNITY DEVELOPMENT</b>			
Planning and Community Development	4,852,311	9,332,300	8,748,300
Development	2,040,452	1,912,700	1,867,400
<b>Total Community Development</b>	<b>6,892,763</b>	<b>11,245,000</b>	<b>10,615,700</b>
<b>PARKS, RECREATION &amp; CULTURAL</b>			
Libraries	8,374,198	7,331,500	6,978,200
Cultural Facilities, Arts & Entertainment*	5,982,070	6,029,000	6,228,000
Zoological Park	3,453,526	3,833,300	3,939,100
Neighborhood Preservation	5,551,255	0	0
Recreation, Parks and Open Space	15,879,553	15,208,000	16,990,700
<b>Total Parks, Recreation &amp; Culture</b>	<b>39,240,602</b>	<b>32,401,800</b>	<b>34,136,000</b>
<b>PUBLIC HEALTH AND ASSISTANCE</b>			
Public Health	5,294,351	5,573,600	5,537,900
Human Services	55,748,166	58,119,200	57,461,100
<b>Total Public Health And Assistance</b>	<b>61,042,517</b>	<b>63,692,800</b>	<b>62,999,000</b>
<b>PUBLIC SAFETY</b>			
Police	63,950,601	66,081,800	66,494,800
Fire-Rescue	38,303,538	38,947,600	40,287,900
<b>Total Public Safety</b>	<b>102,254,139</b>	<b>105,029,400</b>	<b>106,782,700</b>
<b>PUBLIC WORKS</b>	<b>48,271,390</b>	<b>62,055,300</b>	<b>43,096,900</b>
<b>DEBT SERVICE</b>	<b>68,262,947</b>	<b>73,915,500</b>	<b>82,052,400</b>
<b>EDUCATION FUNDS</b>	<b>318,728,374</b>	<b>295,657,800</b>	<b>290,550,500</b>
<b>SUBTOTAL*</b>	<b>794,065,001</b>	<b>785,638,700</b>	<b>789,353,800</b>

\* Several accounting adjustments are made below to reflect GASB 54 requirement for governmental fund type definitions:

Adjustment to reflect the reporting of fund-to-fund transfer no longer required under GASB 54	-3,520,903	-3,220,903	-2,286,200
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National Maritime Center (Nauticus)	4,229,296	5,797,100	5,310,200
Cruise Ship Terminal	1,653,330	3,154,400	2,638,400
<b>General Fund Total</b>	<b>796,426,724</b>	<b>791,369,297</b>	<b>795,016,200</b>

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# Legislative

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# CITY COUNCIL

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## MISSION STATEMENT

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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.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the City Council is \$363,100. This is a \$8,900 increase from the FY 2011 budget. The 2.5 percent increase is attributable to increased retirement costs.

### Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	285,772	293,191	308,698	317,580
Materials, Supplies & Repairs	0	0	0	0
Contractual Services	50,410	45,436	45,502	45,520
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>336,182</b>	<b>338,627</b>	<b>354,200</b>	<b>363,100</b>

### Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>City Council</b>				
City Council	338,627	354,200	363,100	8
<b>Total</b>	<b>338,627</b>	<b>354,200</b>	<b>363,100</b>	<b>8</b>

# CITY CLERK

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## MISSION STATEMENT

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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 departments of the City, provides support to selected City Council appointed boards, commissions and task forces, and performs such other duties as assigned by City Council.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the City Clerk's Office is \$1,404,600. This is a \$28,200 decrease from the FY 2011 budget. This two percent decrease is attributable to a reduction in promotional expenses and administrative support for the office. The FY 2012 budget includes additional funding for records storage.

## KEY GOALS AND OBJECTIVES

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- Serve as a gateway to local government for City Council, citizens, City departments and outside agencies.
- Provide current and accurate records to the public served.
- Assist the City Council in its public communications.
- Provide effective and timely delivery of information requested.
- Plan and execute City Council events professionally and effectively.
- Provide timely and effective response of the highest quality to City Council.
- Ensure City Council meetings operate with maximum efficiency.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	1,062,015	1,210,771	1,123,063	1,117,657
Materials, Supplies & Repairs	66,095	38,202	49,520	47,440
Contractual Services	392,629	250,751	229,569	208,869
Equipment	23,747	26,618	30,600	30,600
All Purpose Appropriations	183	0	48	34
<b>Total</b>	<b>1,544,669</b>	<b>1,526,342</b>	<b>1,432,800</b>	<b>1,404,600</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Records Management</b>				
Records Management	208,862	213,407	228,890	3
Manage the City's records based upon the purpose for which they were created as efficiently and effectively as possible, and make proper disposition of them after they have served those purposes.				
<b>City Clerk</b>				
Administrative Support To City Council	1,317,479	1,219,393	1,175,710	11
Arrange for the recordation and preservation of City Council proceedings including ordinances, resolutions and other records such as contracts, amendments and lease agreements. Provide staff support to the City Council and Mayor's Office.				
<b>Total</b>	<b>1,526,342</b>	<b>1,432,800</b>	<b>1,404,600</b>	<b>14</b>

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Chief Deputy City Clerk	MAP011	52,582	84,061	1	0	1
City Clerk	CCA002	73,725	129,756	1	0	1
Deputy City Clerk / Administrative Analyst I	MAP010	49,317	78,839	1	0	1
Deputy City Clerk / Executive Assistant to the Mayor	EXE001	65,443	113,028	1	0	1
Deputy City Clerk / Secretary	OPS010	32,456	51,882	3	0	3
Deputy City Clerk / Secretary to the Mayor	OPS013	41,454	66,273	1	0	1
Deputy City Clerk / Senior Secretary	OPS011	35,182	56,247	1	0	1
Deputy City Clerk / Stenographic Reporter	OPS009	29,968	47,912	2	0	2
Micrographics Technician	OPS005	21,987	35,150	1	0	1
Records & Information Clerk	OPS005	21,987	35,150	1	0	1
Records Administrator	MAP008	43,481	69,509	1	0	1
<b>Total</b>				<b>14</b>		<b>14</b>

# CITY REAL ESTATE ASSESSOR

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## MISSION STATEMENT

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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

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The City derives annual revenue as a result of taxes paid based on fair and equitable real estate values. The Real Estate Assessor's office provides an open environment in which citizens can obtain the most accurate and up-to-date information available, 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-tax properties.

## PRIOR YEAR ACCOMPLISHMENTS

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- Completed annual reassessment on all taxable and non-tax properties in the City.
- Completed the Triennial Tax Exempt Property Recertification program required by local ordinance.
- Maintained quality levels of performance and productivity while completing state and locally mandated responsibilities with a reduced level of personnel.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Real Estate Assessor is \$1,992,100. This is a \$2,900 increase over the FY 2011 budget. This less than one percent increase is attributable to adjustments to personnel costs and equipment expenses. This increase is offset by eliminating one vacant position.

## KEY GOALS AND OBJECTIVES

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The continuing goal of the Real Estate Assessor's office is to assess all real property in the City in a fair, equitable and uniform manner. In an effort to provide comprehensive and current data to the public, the following goals are a priority for the coming year:

- Complete annual reassessment on all taxable and non-tax properties in the City.
- Continue updating digital photographic records of all improved properties.
- Continue Residential 5-Year and Commercial 3-Year Field Review Plan.
- Continue to establish written policies and procedures in order to ensure comprehensive and consistent work practices throughout the department.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	1,806,098	1,875,353	1,850,334	1,846,531
Materials, Supplies & Repairs	74,178	75,289	51,716	52,530
Contractual Services	30,775	29,498	80,150	80,150
Equipment	7,003	5,789	7,000	12,889
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>1,918,054</b>	<b>1,985,929</b>	<b>1,989,200</b>	<b>1,992,100</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>City Real Estate Assessor</b>				
City Real Estate Assessor	1,983,129	1,986,050	1,988,950	23
Assess all real property at 100% of market value, provide timely and accurate information on newly constructed buildings, and maintain current and accurate ownership records on individual properties.				
Real Estate Assessment Board Of Review	2,800	3,150	3,150	0
A court appointed board that is responsible for hearing property owner complaints of inequities in real estate assessments.				
<b>Total</b>	<b>1,985,929</b>	<b>1,989,200</b>	<b>1,992,100</b>	<b>23</b>

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Chief Deputy Real Estate Assessor	SRM006	64,848	114,132	1	0	1
City Assessor	CCA002	73,725	129,756	1	0	1
Geographic Information Systems Technician	OPS010	32,456	51,882	1	0	1
Programmer/Analyst V	ITM005	53,063	84,826	1	0	1
Real Estate Appraisal Team Leader	MAP010	49,317	78,839	2	0	2
Real Estate Appraiser II	OPS012	38,172	61,021	5	0	5
Real Estate Appraiser III	OPS014	45,061	72,037	6	0	6
Real Estate CAMA Modeler Analyst	MAP011	52,582	84,061	1	0	1
Real Estate Commercial Project Supervisor	MAP012	56,106	89,693	1	0	1
Software Analyst	ITM002	43,682	69,831	1	0	1
Support Technician	OPS006	23,724	37,926	3	-1	2
Total				24		23

# CITY AUDITOR

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## MISSION STATEMENT

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The City Auditor's office provides independent professional internal auditing services, management advisory, and consulting 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,
- A strong internal control system, and
- Risk Management.

## DEPARTMENT OVERVIEW

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The City Auditor's office provides professional audit and related services including inquiries, investigations, and management advisory. 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.
- 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 whether the results are consistent with established goals and whether the objectives are being carried out as planned.
- Conducting investigations and inquiries of abuse, fraud, and waste.
- Supporting a Fraud Hotline so that citizens and employees may report suspected unlawful and wasteful acts committed by city employees, vendors, etc.
- Evaluating the effectiveness of risk management.

## PRIOR YEAR ACCOMPLISHMENTS

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- Conducted 5 inquiries and investigated 15 reported allegations of fraud, embezzlement, and abuse (the Fraud Hotline was established October 5, 2010).

- Issued 9 audit reports/special reviews and management advisory reports.

## BUDGET HIGHLIGHTS

The total FY 2012 budget for the City Auditor is \$679,000. This is a \$38,500 increase from the FY 2011 budget. This six percent increase is attributable to higher healthcare and retirement costs.

## KEY GOALS AND OBJECTIVES

- Provide continuous progressive and premier independent audit and related professional services in the most timely and efficient manner possible.
- Assure accountability and efficient use of City resources, compliance with applicable regulations and laws, and effectiveness of services and programs.
- Gauge the acceptance and implementation of audit recommendations by City management to ensure accountability.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	627,487	615,194	625,647	664,115
Materials, Supplies & Repairs	3,344	2,997	3,387	3,419
Contractual Services	12,162	11,868	11,466	11,466
Equipment	1,169	0	0	0
<b>Total</b>	<b>644,162</b>	<b>630,059</b>	<b>640,500</b>	<b>679,000</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>City Auditor</b>				
Professional Audit Service	630,059	640,500	679,000	7
Provide professional audit and related services including investigations, inquiries, and management advisory.				
<b>Total</b>	<b>630,059</b>	<b>640,500</b>	<b>679,000</b>	<b>7</b>



## Department Goals and Measures

Strategic Priority: Public Accountability					
<b>Goal</b>					
Continue to provide premier independent audit and related services that ensure accountability of City resources and compliance with applicable regulations and laws.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of audits, investigations, inquiries, and other reports issued.	7	7	9	9	0
Percentage of recommendations accepted/implemented by management.	95	95	95	95	0

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Assistant City Auditor / Audit Analyst	MAP008	43,481	69,509	1	0	1
Assistant City Auditor II	MAP009	46,289	74,003	4	0	4
City Auditor	CCA001	64,848	114,132	1	0	1
Deputy City Auditor	MAP012	56,106	89,693	1	0	1
Total				7		7

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# Executive

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# OFFICE OF YOUTH AND CHILDHOOD DEVELOPMENT

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## BUDGET HIGHLIGHTS

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The Office of Youth and Childhood Development was created in FY 2011 to provide oversight of the various youth-related programs provided by the City. As the City examined its desire to become a leader in providing youth services, it was determined a more focused and comprehensive approach was needed. Accordingly, the initiatives and activities of the current Office of Youth and Childhood Development are re-programmed to achieve a higher level of effectiveness for youth service delivery. Consequently, the functions have been transferred as follows:

- The After the Bell and Model Middle School after school programs, the Norfolk Youth Council and the Let's Move initiative have been transferred to the Department of Recreation, Parks and Open Space. The After the Bell and Model Middle School program will continue to be operated in conjunction with Norfolk Public Schools and the Youth Council will become more focused to develop future leaders of the City. The Let's Move program will be incorporated into the Norfolk Wellness and Fitness Center's Kids Zone Program to maximize existing resources.
- The Smart Beginnings Program has been transferred to the Department of Human Services for a more coordinated pre-kindergarten effort.
- The Saving Our Children objectives will be incorporated into the current gang suppression efforts of the Norfolk Police Department as well as the offerings of the Department of Recreation, Parks and Open Space.
- The Project Focus guiding principles will be incorporated into the new Neighbors Building Neighborhoods program within the Department of Planning and Community Development.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	0	0	692,591	0
Materials, Supplies & Repairs	0	0	223,597	0
Contractual Services	0	0	295,869	0
Equipment	0	0	54,880	0
All Purpose Appropriations	0	0	24,263	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,291,200</b>	<b>0</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Office of Youth and Childhood Development</b>				
Model Middle School Program	0	426,931	0	0
Youth Development Program	0	353,215	0	0
Save Our Children & Project Focus	0	511,054	0	0
<b>Total</b>	<b>0</b>	<b>1,291,200</b>	<b>0</b>	<b>0</b>

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Administrative Assistant II	MAP003	32,158	51,407	1	-1	0
Administrative Secretary	OPS009	29,968	47,912	1	-1	0
Bureau Manager	SRM004	57,362	100,958	1	-1	0
Family Development Specialist	MAP004	34,106	54,524	2	-2	0
Office Assistant	OPS003	18,939	30,279	1	-1	0
Senior Recreation Supervisor II	MAP008	43,481	69,509	1	-1	0
Youth Development Manager	MAP010	49,317	78,839	1	-1	0
<b>Total</b>				<b>8</b>		<b>0</b>

# CITY MANAGER

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## MISSION STATEMENT

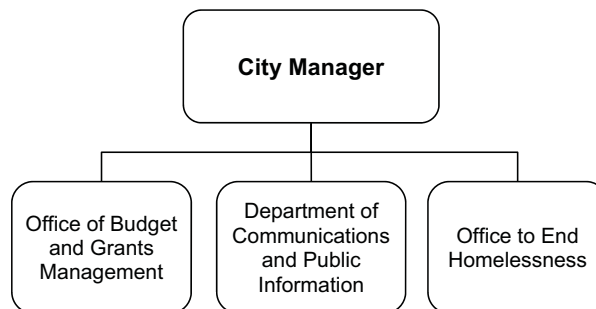
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The City Manager's Office provides the organization with leadership and direction to ensure the strategic application of the City's municipal resources to the collective needs of its citizens.

## DEPARTMENT OVERVIEW

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The Executive Office provides leadership and management of the organization in accordance with policies and direction of the City Council.



## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the City Manager is \$1,919,800. This total is a \$460,800 decrease from the FY 2011 budget. This 19 percent decrease is attributable to restructuring the office by relocating the Manager of Transportation and Downtown Construction to the Public Works Department, reducing a vacant Administrative Secretary position, and reclassifying personnel to positions to better align with the priorities of the office. An adjustment in retirement and healthcare costs are reflected in the changes. Also, the function of Intergovernmental Relations will shift from the City Manager's office to the Department of Communications and Public Information to align similar functions across the City to achieve efficiencies. The Manager of Public Relations position will be relocated from the Department of Communications and Public Information to the City Manager's office to strengthen the City's media presence and local and national partnerships.

## Expenditure Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Personnel Services	1,794,822	1,766,756	2,066,312	1,851,624
Materials, Supplies & Repairs	26,961	23,343	23,672	21,745
Contractual Services	75,830	43,816	285,116	40,931
Equipment	2,569	3,481	5,500	5,500
All Purpose Appropriations	0	60,000	0	0
<b>Total</b>	<b>1,900,182</b>	<b>1,897,395</b>	<b>2,380,600</b>	<b>1,919,800</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>City Manager</b>				
<b>Leadership &amp; Management</b>	1,738,881	2,000,532	1,919,800	16
Provide leadership and management to City departments responsible to the City Manager. Direct and monitor the allocations of all municipal resources. Establish and monitor services delivery standards. Provide policy direction and project oversight.				
<b>Real Estate &amp; Property Management Division</b>	158,514	0	0	0
Supports the marketing and sale of City-owned surplus property and provides real estate analysis and lease administration and management services.				
<b>Office of Intergovernmental Relations</b>	0	380,068	0	0
The Office bases its annual activities on the legislative programs developed by the City Council and City Manager for state and federal issues. The Office uses its resources to help advance federal and state actions on City requests.				
<b>Total</b>	<b>1,897,395</b>	<b>2,380,600</b>	<b>1,919,800</b>	<b>16</b>

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Administrative Manager	MAP011	52,582	84,061	1	0	1
Administrative Secretary	OPS009	29,968	47,912	4	-1	3
Administrative Technician	OPS008	27,697	44,276	1	0	1
Assistant City Manager	EXE005	105,942	171,700	4	0	4
Assistant to the City Manager	EXE001	65,443	113,028	4	-1	3
City Manager	CCA	--	--	1	0	1
Director of Intergovernmental Relations	EXE001	65,443	113,028	1	-1	0
Management Analyst III	MAP009	46,289	74,003	0	1	1
Manager of Environmental Protection Programs	EXE001	65,443	113,028	1	0	1
Manager of Public Relations	SRM002	51,027	89,809	0	1	1
Manager of Transportation & Downtown Construction	EXE001	65,443	113,028	1	-1	0
Total				18		16

The function of Intergovernmental Relations has been transferred to the Department of Communications and Public Information to increase collaboration between citizens and legislative issues and trends.

# OFFICE OF BUDGET & GRANTS MANAGEMENT

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## MISSION STATEMENT

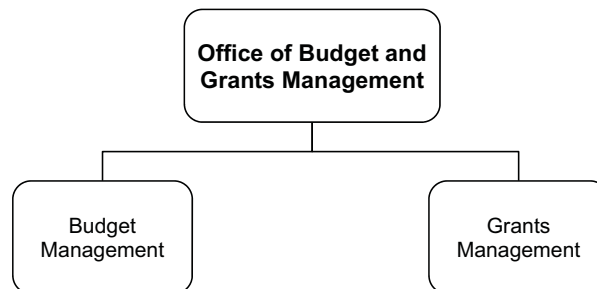
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The Office of Budget and Grants Management is responsible for the preparation and submission of a balanced budget that supports the goals of the City Council. Through program evaluation and long-range planning, the office provides analysis for key decision makers. In addition, the Grants Division provides oversight for various federal, state and local grant programs. The division also provides centralized coordination of citywide grant activities.

## DEPARTMENT OVERVIEW

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The Office of Budget and Grants Management monitors the current fiscal year's budget on a monthly basis and assists departments on budgeting matters to assure a balanced budget at year-end. The Office also provides analytical service, demographic and geographic information support, and special project assistance for the City Manager.



## PRIOR YEAR ACCOMPLISHMENTS

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- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for its municipal budget process.
- Managed all American Recovery and Reinvestment Act (ARRA) Programs, including the Homeless Prevention and Rapid Re-housing Program (HPRP), the COPS Hiring Recovery Program (CHRP) and the Community Development Block Grant - Recovery (CDBG-R). Coordinated the annual grant application and contract process to award \$9,075,507 in HUD entitlements funds.
- Sponsored a community symposium centered on developing grant research skills among the City's non-profit partners.
- Prepared the Annual Plan and Consolidated Annual Performance and Evaluation Report (CAPER) for submission to the U.S. Department of Housing and Urban Development.



## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Office of Budget and Grants Management is \$1,067,700. This is a \$26,800 increase from the FY 2011 budget. This 2.6 percent increase is attributable to adjustments in personnel, reversals in turnover costs and increases in retirement and healthcare costs.

## KEY GOALS AND OBJECTIVES

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- Work closely with departments and outside agencies to improve efficiencies and maximize the City's fiscal integrity.
- Communicate facts about the budget to Norfolk citizens and respond to all inquiries.
- Provide long-range planning of the City's financial obligations including the Capital Improvement Plan and the Five-Year Financial Forecast.
- Manage Federal and State grant programs throughout the year, particularly the City's annual Community Development Block Grant award.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	641,928	838,620	1,008,560	1,038,475
Materials, Supplies & Repairs	9,834	8,552	16,043	13,905
Contractual Services	8,533	18,667	15,642	14,665
Equipment	0	2,709	655	655
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>660,295</b>	<b>868,548</b>	<b>1,040,900</b>	<b>1,067,700</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Division of Grants Management</b>				
Grants Management	210,286	226,500	264,071	4
Administers Federal and State grant programs on behalf of the City and serves as a resource to City departments and citizens for researching grant funding opportunities.				
<b>Office Of Budget &amp; Management</b>				
Budget Preparation & Monitoring	658,262	814,400	803,629	11
Prepares and submits a balanced budget that supports the goals of the City Council. Monitors the current fiscal year's budget on a monthly basis and assists departments on budgeting matters. Provides analytical service and special project assistance.				
<b>Total</b>	<b>868,548</b>	<b>1,040,900</b>	<b>1,067,700</b>	<b>15</b>

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Administrative Analyst	MAP008	43,481	69,509	1	0	1
Administrative Secretary	OPS009	29,968	47,912	0	1	1
Administrative Technician	OPS008	27,697	44,276	1	-1	0
Demographer	MAP009	46,289	74,003	1	0	1
Director of Budget & Management	EXE003	86,070	148,838	1	0	1
Division Head	SRM002	51,027	89,809	1	0	1
Economic Forecast Specialist	MAP010	49,317	78,839	1	0	1
Management Analyst I	MAP006	38,452	61,471	1	0	1
Management Analyst III	MAP009	46,289	74,003	1	0	1
Quality & Finance Analyst	MAP008	43,481	69,509	4	-1	3
Senior Quality & Finance Analyst	MAP009	46,289	74,003	3	1	4
<b>Total</b>				<b>15</b>		<b>15</b>

# COMMUNICATIONS AND PUBLIC INFORMATION

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## MISSION STATEMENT

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The Department of Communications and Public Information increases resident knowledge and understanding of City operations while enhancing performance and resident participation. The Department strives to increase employee knowledge and enhances empowerment and productivity by fostering improved dialogue among residents, City Council, and the administration. The Department builds civic pride by communicating community achievement and promoting increased awareness locally, regionally, nationally, and internationally that the City is a great place to live, work, learn, and play.

## DEPARTMENT OVERVIEW

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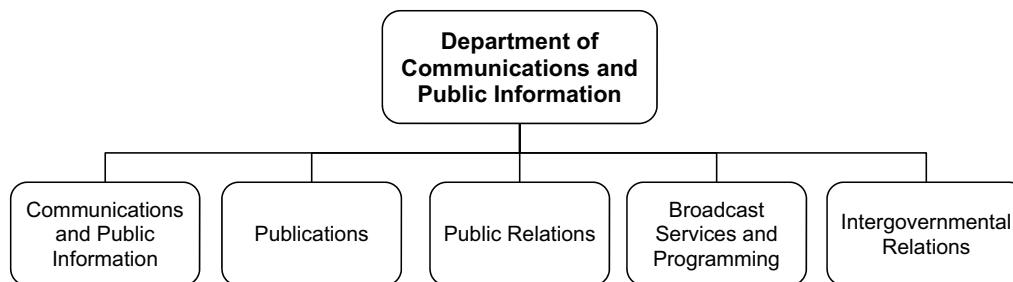
The Department includes the following divisions:

Division of Communications and Public Information and the Division of Public Relations: Promotes public awareness of City policies, initiatives, activities, and events through media placements, public advertising, and public and private contacts and partnerships. It builds collaborative advertising and promotional activities among departments and cultural and arts partners to achieve necessary goals at minimal cost.

Publications: Produces publications; provides graphic design and production of visual communication vehicles for print materials and advertisements. Web communications manages content and overall design of [www.norfolk.gov](http://www.norfolk.gov); collaborates with all departments, such as Information Technology, to develop new features and provide timely updates; and researches and incorporates low- cost, or no-cost, technology to make website more accessible and user-friendly.

Broadcast Services and Programming: Promotes awareness and support of City policies, activities, initiatives, arts and culture, community events and military community news to residents through creative video productions and coverage of selected meetings, events and City Council meetings that are cablecast on Norfolk's Neighborhood Network (NNN), TV-48, distributed as DVD, or transmitted by web or other technology. NNN provides all video content on [www.norfolk.gov](http://www.norfolk.gov) and on the official city YouTube channel [www.youtube.com/norfolktv](http://www.youtube.com/norfolktv). The division records local news, provides dubbing for staff/City Council, and international media and enterprises.

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.



## PRIOR YEAR ACCOMPLISHMENTS

- Served as liaison for Tidewater Builder's Association during the East Beach Homearama. Designed Norfolk's booth space and coordinated constant coverage of the booth to promote City's services and programs.
- Worked with City Council and various departments to promote and publicize events such as demolitions, dedications, programs and initiatives. Created communications and marketing plans for the events and assisted with the planning, messaging, execution and publicity for the events.
- Responded to 49,500 calls in FY 2010 including Call Center and online requests. This is a 10 percent increase from the 45,000 calls received in FY 2009. The City Hall lobby Information Kiosk took over 25,000 calls to the Norfolk Information number 664-4000 and served over 2,200 walk up clients.
- Now producing City Council television coverage of all formal meetings in-house without a cost increase to the City. Televised meetings are also indexed by agenda item and available as video-on-demand at [norfolk.gov](http://norfolk.gov) which allows users to navigate directly and easily to the item they wish to see. NNN is now averaging 55 percent original local programming per day. Web video is now iPad friendly and the NNN TV podcasting service is at 90 percent of our local origination programming. Almost all local shows are available on iTunes and at the City's website.
- The NorfolkTV YouTube channel has grown to nearly 750,000 video views since late 2007; the most of any Virginia municipality on YouTube including Fairfax County and the Virginia State Government YouTube channel.

## BUDGET HIGHLIGHTS

The total FY 2012 budget for Department of Communications and Public Information is \$1,757,800. This is a \$67,200 increase from the FY 2011 budget. This four percent increase is attributable to restructuring the department, which included two reorganizations to better align with department priorities. Increases in the budget were offset by reducing two vacant Public Relations Assistant positions, one vacant Public Relations Specialist position and reducing expenses for broadcast services and publications. The Department will also achieve savings by providing broadcast services using existing City staff.

The Norfolk Cares Call Center has been relocated to the Department of Planning and Community Development to better serve citizens and answer requests regarding City processes and services.

The function of Intergovernmental Relations has been transferred from the City Manager's Office to the Department of Communications and Public Information to build increasing collaboration between citizens and legislative issues and trends.

## KEY GOALS AND OBJECTIVES

- Promote the City and its messages, services and programs to all audiences. Serve as a liaison between residents and city agencies. Work with all agencies to create communication, outreach and promotion strategies.
- Expand multi-media communication by closely integrating messages from Civic Connection, Norfolk Quarterly, Norfolk's Neighborhood Network TV-48, the internet and other outlets, including the video sharing site "YouTube." Communications will continue to remain abreast of resident and employee expectations in communicating with government, securing services, and accessing information.
- Provide information to all audiences in the most cost-effective, timely manner. For instance, email notices and links are now provided to civic leagues and others for news and Civic Connection documents. In the coming year, we expect to expand the use of email and the web to deliver information to the public. In a rapidly changing media and technology environment, it is important for City messages to be reliable and easily accessible to all audiences via all forms of communications.
- Continue to implement the City's brand image and renew elements of the way-finding campaign. This will include management of brand extensions, coordination of banners/flags, and developing new partnerships to promote the City, its goals, and its quality of life.
- Promote delivery of quality services and civic participation through innovative partnerships among departments and nonprofit agencies, community organizations, faith-based organizations, and schools working together to improve challenged neighborhoods and make every Norfolk neighborhood a desirable place to live.
- Support and promote Norfolk's "Quality of Life" experience and perception through community, print, and electronic projects both internal and external while fostering media relationships to further these goals.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	1,015,360	1,049,096	1,150,182	952,700
Materials, Supplies & Repairs	21,298	50,988	40,027	41,361
Contractual Services	655,339	557,279	482,566	745,914
Equipment	10,000	10,000	17,825	17,825
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>1,701,997</b>	<b>1,667,363</b>	<b>1,690,600</b>	<b>1,757,800</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Communications And Public Information</b>				
<b>Communication &amp; Public Information</b>	519,073	638,184	406,519	3
Respond to media calls and promote Norfolk stories to the media. Prepare executive strategic communications and media relations' plans, programs, and policies. Responsible for community outreach of Norfolk's initiatives and events.				
<b>Publications</b>	373,709	407,737	400,285	3
Produce internal and external publications, periodic updates of the Citizen Guide to Services and NorfolkInfo. Provide writing, editing, and publishing services for the Norfolk website, brochures, flyers, and advertisements.				
<b>Public Relations</b>	256,488	221,437	146,481	2
Promote public awareness of City policies and activities through media placements and private and public partnerships.				
<b>Broadcast Services &amp; Programming</b>	518,093	423,242	449,854	3
Promote awareness and support of City policies, initiatives and activities among residents and public employees through production, editing and management of cablecast (TV48).				
<b>Intergovernmental Relations</b>	0	0	354,661	1
Intergovernmental Relations bases its annual activities on the legislative programs developed by the City Council and Manager for state and federal issues. The division uses its resources to help advance federal and state actions on City requests.				
<b>Total</b>	<b>1,667,363</b>	<b>1,690,600</b>	<b>1,757,800</b>	<b>12</b>

## Department Goals and Measures

### Strategic Priority: Public Accountability

#### Goal

To provide superior service to the residents of Norfolk and the media through the operation of a City website.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Website visits	4,720,000	5,200,000	5,200,000	5,200,000	0
Norfolk Cares Web Q&A	61,160	76,200	76,200	0	-76,200
Call Center Requests (phone and online)	32,548	39,000	39,000	0	-39,000

#### Goal

To promote public awareness of City policies, initiatives, activities and events through media placement, public advertising and public and private partnerships.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Publications issued: Norfolk Quarterly, Citizen Guide, City Talk, City Talk ALERT, Civic Connection, and other print materials.	36	32	32	32	0
TV 48 Broadcasts: Norfolk Perspectives, Council Updates, features, and Community Bulletin Board (number of episodes)	3,680	3,900	3,900	3,900	0
Media calls and requests	6,270	4,120	4,120	4,120	0

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Administrative Technician	OPS008	27,697	44,276	1	0	1
Creative Designer & Production Manager	OPS013	41,454	66,273	1	0	1
Director of Communications	EXE002	76,286	122,059	1	0	1
Director of Intergovernmental Relations	EXE001	65,443	113,028	0	1	1

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Manager of Broadcast Services	SRM002	51,027	89,809	1	0	1
Manager of Public Relations	SRM002	51,027	89,809	1	-1	0
Manager of Publications & Direct Communications	SRM002	51,027	89,809	1	0	1
Media Production Specialist	MAP007	40,874	65,345	1	0	1
Program Supervisor	MAP008	43,481	69,509	1	1	2
Public Relations Assistant	OPS007	25,622	40,963	3	-3	0
Public Relations Specialist	MAP007	40,874	65,345	2	-1	1
Support Technician	OPS006	23,724	37,926	5	-4	1
Webmaster	MAP006	38,452	61,471	1	0	1
<b>Total</b>				<b>19</b>		<b>12</b>

The Norfolk Cares Call Center has been relocated to the Department of Planning and Community Development to better serve citizens and respond efficiently to requests regarding City processes, services, and policies.



# OFFICE TO END HOMELESSNESS

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## MISSION STATEMENT

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The Office to End Homelessness develops and coordinates workable implementation strategies that will end homelessness in the City.

## DEPARTMENT OVERVIEW

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The Office to End Homelessness serves to develop a coordinated policy and service strategy - both within Norfolk and in collaboration with neighboring localities - designed to end homelessness in the City. The Office is responsible for:

- Developing and implementing the City's Plan to End Homelessness, including identification of key milestones and achievements.
- Assessing the services, resources, and service delivery continuum in the City and in the region in order to identify service gaps or other strategies that will prevent and end homelessness.
- Monitoring and evaluating existing City programs designed to combat homelessness, identifying and securing necessary resources to meet service gaps.
- Serving as a central planning and oversight entity for citywide homelessness prevention or intervention programs.
- Facilitating broad-based community involvement in the City and regionally to implement strategies to end homelessness.
- Initiating or coordinating programs and projects that meet a critical need to end homelessness in the City and in the region.
- Managing the Homeless Prevention and Rapid Re-Housing Program (HPRP), a Recovery Act Stimulus program. The program has a two-year budget of \$2.1 million, through which services are contracted to other city departments and local non-profit organizations. The Office to End Homelessness has 1.0 FTE position, funded by grant program, that manages this program and provides the financial assistance payments. Considerable support for the HPRP program is also provided by the Director and the Administrative Technician through the City's general fund.

## PRIOR YEAR ACCOMPLISHMENTS

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- Through two of the most difficult years in the local and national economy, Norfolk saw a decrease in homelessness by four percent in January 2010 and an additional four percent in January 2011. This decrease is reflective of focused activities in prevention and rapid re-housing activities, new housing resources, and proactive implementation of effective practices by the partner community providers.

- Continued effective strategies with the South Hampton Roads Regional Taskforce to End Homelessness, preparing a regional response to new initiatives at the federal level.
- Provided a successful year of HPRP, establishing six case management positions in community partner organizations and developing an effective services package. From October 1, 2009 through December 30, 2010, this program ended or prevented homelessness for 919 persons and 362 households.
- Partnered with the Department of Human Services to serve over 2,700 households with intake, referral, case management, shelter placement, housing assistance, and/or stabilization services to prevent or end homelessness.
- Partnered with Norfolk Redevelopment and Housing Authority in coordination with local agencies to bring an additional 150 Housing Choice Vouchers to disabled households in Norfolk.
- Partnered with the Veterans Administration to assist homeless singles and families. Also coordinated with two local agencies to apply for \$1.0 million in Veterans Administration grant to end homelessness for veteran families.
- Provided training and technical assistance to 40 case managers to help homeless persons with disabilities acquire Social Security benefits.
- Added 60 new units of housing in the Regional Efficiency Apartment Buildings for Chronically Homeless Adults, bringing the total number of units available to 180 in the region.
- Coordinating and providing Project Homeless Connect bringing over 500 providers and volunteers together to serve 552 persons experiencing homelessness. Leveraging eight percent of city resources and 92 percent of private and in-kind resources within the Project Homeless Connect budget.
- Co-Sponsored Norfolk Employment Connect providing job training and a job fair to over 100 persons experiencing homelessness.
- Expanded the role of The Faith Partnership to involvement in volunteer activities, community awareness projects, and resource development for single adults and families experiencing homelessness. The Faith Partnership is now involved in Project Homeless Connect, Hydration Outreach, Emergency Winter Response, and providing Welcome Home kits to singles and families moving from homelessness into new apartments.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Office to End Homelessness is \$425,000. This is a \$169,700 increase over the FY 2011 budget. This 66 percent increase is attributable to the funding for the Housing First initiative being relocated from Outside Agencies to this office for better coordination of services. Additional adjustments in the budget include updates to retirement and health care costs, reducing an Administrative Technician position and adding a Management Analyst II position. The goal of this position is to research and pursue grant opportunities, as well as, provide support for resource and policy development to enhance the ability to attract funding and programs to end and prevent chronic homelessness. Funding for the Housing First initiative was transferred from Outside Agencies to the Office to End Homelessness to align the funding source with management responsibility. This office receives and manages funding for key programs and services for other City departments and local organizations.

## KEY GOALS AND OBJECTIVES

Primary Goal: To End and Prevent Homelessness in the City.

Objective 1: Assist in developing and implementing strategies to end and prevent homelessness in the City through direct programming, policy development, and technical assistance.

Objective 2: Ensure that the City maximizes opportunities through federal, state, and local resources to end and prevent homelessness, including the effective implementation of these programs. In 2012 and 2013, this will include a targeted focus to ensure that the City is well positioned to maximize opportunities and prepare for changes that will occur during the implementation of the HEARTH Act - the federal legislation that redesigns homeless programs at the federal level. It will also include the effective management and implementation of the Homeless Prevention and Rapid Re-Housing Program (HPRP).

Objective 3: Provide leadership in ending homelessness in the region through the South Hampton Roads Regional Partnership to End Homelessness as well as partnership efforts across Hampton Roads.

### Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	153,356	201,302	216,655	236,330
Materials, Supplies & Repairs	10,815	10,379	17,200	17,200
Contractual Services	8,779	5,957	10,085	10,085
Equipment	1,734	2,147	4,302	4,302
All Purpose Appropriations	10,826	11,143	7,058	157,083
CDI Grant	0	8,310	0	0
<b>Total</b>	<b>185,510</b>	<b>239,237</b>	<b>255,300</b>	<b>425,000</b>

### Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Office To End Homelessness</b>				
Office To End Homelessness	239,237	255,300	425,000	3
Responsible for assisting in developing and implementing strategies that will end homelessness in the City and preventing homelessness by linking individuals with available services.				
<b>Total</b>	<b>239,237</b>	<b>255,300</b>	<b>425,000</b>	<b>3</b>

## Department Goals and Measures

Strategic Priority: Community Building					
<b>Goal</b>					
Strengthens the continuum of services that will reduce the number of persons requiring emergency shelter in the City of Norfolk.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of individuals experiencing homelessness as identified by the point in time count.	577	549	549	549	0
<b>Goal</b>					
Implements regional strategies that provide appropriate levels of shelter and supportive services that will end chronic homelessness.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Permanent Supportive Housing as a percentage of beds for homeless persons.	40.5	40	40	40	0

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Administrative Technician	OPS008	27,697	44,276	1	-1	0
Director of the Office on Homelessness	EXE001	65,443	113,028	1	0	1
Management Analyst I	MAP006	38,452	61,471	1	0	1
Management Analyst II	MAP008	43,481	69,509	0	1	1
Total				3	1	3

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# Department Of Law

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# CITY ATTORNEY

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## MISSION STATEMENT

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

## DEPARTMENT OVERVIEW

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

## PRIOR YEAR ACCOMPLISHMENTS

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Collected over \$7,000,000 from January 1, 2010 through December 31, 2010. The collection activity takes less than ten percent of the City Attorney's time yet recovers virtually all of its expenses. The much greater contribution lies in the provision of defense and advice.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the City Attorney's Office is \$3,941,200. This is a \$28,700 increase from the FY 2011 budget. This less than one percent increase is attributable to higher retirement and healthcare costs. The office will also reduce operating expenses through the elimination of a position.

## KEY GOALS AND OBJECTIVES

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- Represents the City, the School Board, the Retirement System, the Community Services Board, the Chrysler Museum, Lake Taylor Hospital, and other boards and commissions in litigation.
- Provides all who seek counsel and support with first rate legal services.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	3,429,553	3,486,696	3,585,078	3,613,796
Materials, Supplies & Repairs	61,072	54,235	67,269	67,276
Contractual Services	117,862	112,586	215,416	215,416
Equipment	0	0	0	0
All Purpose Appropriations	26,881	37,864	44,737	44,712
<b>Total</b>	<b>3,635,368</b>	<b>3,691,381</b>	<b>3,912,500</b>	<b>3,941,200</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>City Attorney</b>				
City Attorney	3,691,381	3,912,500	3,941,200	34
Negotiate and prepare all contracts, prepare all ordinances and approved state legislation and other instruments in writing; handle all civil litigation for the City, School Board, and other boards and commissions.				
<b>Total</b>	<b>3,691,381</b>	<b>3,912,500</b>	<b>3,941,200</b>	<b>34</b>

## Position Summary

	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>	<b>FY 2011 Approved Positions</b>	<b>Change</b>	<b>FY 2012 Approved Positions</b>
Assistant City Attorney I	LAW001	52,468	83,425	3	0	3
Assistant City Attorney II	LAW002	61,454	97,709	1	0	1
Assistant City Attorney III	LAW003	72,037	114,541	2	0	2
Business Manager	MAP008	43,481	69,509	1	0	1
Chief Deputy City Attorney	LAW007	94,060	149,558	1	0	1
City Attorney	CCA003	132,628	210,879	1	0	1
Criminal Docket Specialist	OPS010	32,456	51,882	1	0	1
Deputy City Attorney I	LAW004	80,126	127,402	4	0	4
Deputy City Attorney II	LAW005	84,517	134,385	7	0	7
Legal Administrator	MAP011	52,582	84,061	1	0	1



## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Legal Coordinator I -LD	OPS012	38,172	61,021	2	0	2
Legal Coordinator II - LD	OPS014	45,061	72,037	1	0	1
Legal Secretary I	OPS008	27,697	44,276	1	0	1
Legal Secretary II	OPS010	32,456	51,882	4	0	4
Messenger/Driver	OPS003	18,939	30,279	1	0	1
Paralegal Claims Investigator I - LD	OPS012	38,172	61,021	1	-1	0
Paralegal Claims Investigator II - LD	OPS013	41,454	66,273	1	0	1
Paralegal Generalist-LD	OPS010	32,456	51,882	1	0	1
Support Technician	OPS006	23,724	37,926	1	0	1
<b>Total</b>				<b>35</b>		<b>34</b>

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# Constitutional Officers

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# COMMISSIONER OF THE REVENUE

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## MISSION STATEMENT

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The Commissioner of the Revenue provides services for the residents of Norfolk to aid in the continued growth of the community. The office provides superior service and quality in the following areas:

- Assessment of individual and business personal property
- Issuance and renewal of business licenses
- Administration of all fiduciary taxes
- Evaluation of customer compliance
- Assistance and processing of Virginia State Income Tax Returns
- Provider of Department of Motor Vehicles (DMV) Select Service
- Investigation of inquiries and delinquent accounts
- Assistance with Real Estate Tax Relief

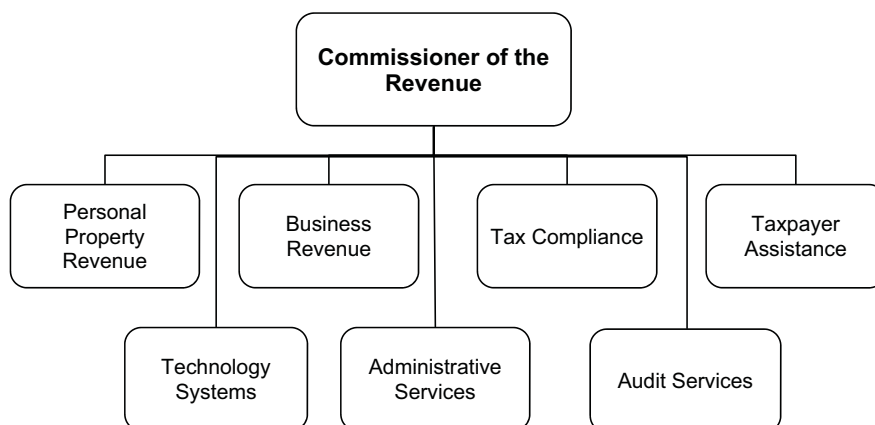
## DEPARTMENT OVERVIEW

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The Commissioner of the Revenue is responsible for the administration of City tax revenues except real estate taxes. The office is comprised of seven teams as follows:

- **Personal Property Revenue:** Assess and prorate vehicle, aircraft and boat personal property; sell residential parking permits, yard sale permits, and boat decals; provide DMV Select Service.
- **Business Revenue:** Assess business personal property and business licenses; administer food and beverage, cigarette, admissions, lodging and room taxes.
- **Tax Compliance:** Enforce compliance for business license, business property, food and beverage, lodging and admissions taxes. Investigate business license and tax issues; conduct taxpayer inquiry investigations.
- **Taxpayer Assistance:** Administer tax reductions and/or real estate tax relief programs for elderly or disabled taxpayers. Obtain, audit, prepare, and process Virginia State Income Tax Returns and Virginia Estimated Income Tax Vouchers from Norfolk citizens.
- **Audit Services:** Evaluate, appraise, and compare businesses' license revenues to their level of compliance. Research, evaluate and prepare amendments to legislative proposals impacting localities' ability to generate revenue.

- **Technology Systems:** Research, test, deploy, and maintain innovations in software applications, databases, and web presence. Also manage document imaging and records retention efforts in accordance with state, national, and international guidelines.
- **Administrative Services:** Provide vision, leadership, support and management of the office's activities, serve as administrator of utility and franchise taxes and provide support for office technological component.



## PRIOR YEAR ACCOMPLISHMENTS

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- In FY 2010, over \$4.1 million of additional revenue was identified and generated. This additional revenue came from these primary sources: Tax Compliance, Audits, and Newly Discovered Assessments.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Commissioner of the Revenue is \$3,032,300. This is a \$32,800 increase from the FY 2011 budget. This 1.1 percent increase is attributable to an enhancement for a customer and business tax portal. This enhancement will increase the City's user-friendliness, expand delivery of services and increase efficiencies in assessments and collections. The increase is offset by adjustments to personnel costs. No additional state or City reductions are applied to this office.

## KEY GOALS AND OBJECTIVES

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- Expand services under the new Assessments and Collection software system, enhancing our ability to ensure compliance, reduce customer wait times, and significantly improve the office's ability to extract information for reporting and auditing purposes.
- Increase DMV services which will garner additional revenue for the City and reduce employee discovery time spent on DMV reports.
- Continue the office's Tax Compliance program to seek out new businesses not properly licensed and/or those with delinquent accounts.
- Continue the identification of newly discovered assessments by the office's Personal Property team.

- Continue to participate in the State Sales Tax Partner Program with the Virginia Department of Taxation to identify unreported revenues.
- Continue to expand the office's variety of discovery techniques enabling an ongoing review of businesses via the audit process.
- Adhere to all the Standards of Accountability as set forth by the Commissioner of the Revenue Association of Virginia Career Development Program.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	2,855,669	2,718,970	2,619,547	2,581,647
Materials, Supplies & Repairs	309,073	303,814	286,225	254,925
Contractual Services	95,956	50,624	88,828	120,828
Equipment	6,692	22,517	4,900	74,900
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>3,267,390</b>	<b>3,095,925</b>	<b>2,999,500</b>	<b>3,032,300</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Commissioner Of The Revenue</b>				
<b>Personal Property Tax Administration</b>	535,619	598,169	606,393	8
Assess and prorate tangible personal property; sell residential parking permits, yard and garage sale permits, and boat decals; assess boats, mobile homes, airplanes, vehicles and recreational vehicles; issue charitable solicitations.				
<b>Business Tax</b>	450,792	458,303	441,139	6
Assess business personal property and business licenses; administer the following tax programs: business license, cigarette, short-term rental, meal, lodging, and admissions.				
<b>Tax Compliance</b>	304,383	299,841	305,432	5

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Business taxes investigation, complaint investigation, collection of bad checks, and delinquent business taxes (licenses and franchise taxes); assessment of business tangible property; vehicle and boat decal display and yard sale compliance enforcement.				
<b>Taxpayer Assistance</b>	287,159	119,678	258,634	5
Administer tax reductions and/or real estate tax relief programs for elderly or disabled taxpayers. Obtain, audit, prepare, and process Virginia State Income Tax Returns and Virginia Estimated Income Tax Vouchers from Norfolk citizens.				
<b>Audit Services</b>	372,067	355,523	357,278	5
Inspect taxpayer records to verify correctness of taxes paid such as admissions, business license, business personal property, lodging, meals, utility and franchise taxes; ensure that business income is from licensed activities.				
<b>Administration</b>	790,552	798,900	876,859	7
Provide vision, leadership, support and management of the office activities and service as administrator of utility and franchise taxes; provide support for office technological component.				
<b>Technology Systems</b>	355,352	369,086	186,565	2
Research, test, deploy, and maintain innovations in software applications, databases, and web presence. Manage document imaging and records retention efforts in accordance with state, national, and international guidelines.				
<b>Total</b>	<b>3,095,925</b>	<b>2,999,500</b>	<b>3,032,300</b>	<b>38</b>

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accounting Technician	OPS007	25,622	40,963	5	0	5
Administrative Assistant II	MAP003	32,158	51,407	2	0	2
Administrative Technician	OPS008	27,697	44,276	2	0	2
Auditor I	MAP007	40,874	65,345	2	0	2
Auditor II	MAP009	46,289	74,003	1	0	1
Auditor Supervisor	MAP010	49,317	78,839	1	0	1
Business Manager	MAP008	43,481	69,509	1	0	1
Chief Deputy I COR	MAP009	46,289	74,003	2	0	2
Chief Deputy II COR	MAP012	56,106	89,693	2	0	2
Collection Coordinator	MAP005	36,200	57,872	1	0	1
Commissioner of the Revenue	COF011	82,496	131,169	1	0	1
Income Tax Auditor	OPS010	32,456	51,882	3	0	3
License Inspector I	OPS009	29,968	47,912	2	0	2
License Inspector II	OPS010	32,456	51,882	8	0	8
Microcomputer Systems Analyst	ITO005	32,692	52,262	2	0	2
Programmer/Analyst II	ITM001	40,977	65,509	1	0	1
Programmer/Analyst III	ITM002	43,682	69,831	1	0	1
Programmer/Analyst V	ITM005	53,063	84,826	1	0	1
<b>Total</b>				<b>38</b>		<b>38</b>



# CITY TREASURER

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## MISSION STATEMENT

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The City Treasurer provides superior service to the taxpayers of the City of Norfolk in the following areas:

- The collection of all taxes, levies, assessments, license taxes, rents, fees, and all other revenues accruing to the City.
- The calculation of certain state taxes and revenues in accordance with state and City codes.
- The maintenance of accurate records of all funds collected and deposited.
- The provision of professional and efficient service and assistance to the taxpayers and citizens of the City of Norfolk.

## DEPARTMENT OVERVIEW

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The City Treasurer is responsible for the collection of all real estate, personal property, state income and various other taxes. In addition, the City Treasurer receives and deposits funds from all other City departments.

## PRIOR YEAR ACCOMPLISHMENTS

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- Accepted major credit cards for the payment of taxes. This continues to be a popular alternate method of payment. The usage of credit cards continues to increase substantially.
- Participated in the Department of Motor Vehicles' Vehicle Registration Withholding Program to provide a successful, effective tool for the collection of delinquent personal property taxes.
- Accepted credit card payments by internet and telephone.
- Implemented the replacement of the State Income Tax System in order to comply with State mandated guidelines.
- Due to recent legislation and State mandated guidelines, the revenue accumulated from dog licenses increased substantially. Consequently, the workload necessary to accomplish these required tasks has also greatly increased.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the City Treasurer is \$2,311,600. This is a \$108,900 increase from the FY 2011 budget. This 4.9 percent increase is attributable to right-sizing the budget for credit card service charges and mandatory tax bill mailings and providing one-time funds to purchase new technology which will assist with revenue generating activities. No additional state or City reductions are applied to this office.

## KEY GOALS AND OBJECTIVES

- Continue to improve the service level provided to the citizens and businesses of the City of Norfolk.
- Continue to be instrumental in the implementation of credit card acceptance by various City departments.
- Continue to work towards improvement of the new Assessments and Collections Software in partnership with the Commissioner of the Revenue and other City departments. This software implementation began in late July of 2007. Upon completion, this software will streamline processes, reduce taxpayer waiting time, simplify the extraction of data for reporting and auditing purposes, and provide better interfaces to the City's financial system for auditing and reconciliation purposes.
- Continue to explore and put into place additional tools such as Debt Set Off to increase the collection of both current and delinquent real estate and personal property taxes.
- Continue to work toward our goal of accepting tax payments by automatic debit of checking accounts.
- Continue to explore and implement an Internet Customer Self-Service Portal to allow password access to customers' personal property and real estate tax records. This would allow customers not only to view their accounts, but also to make payments.
- Continue to implement electronic real estate payments by mortgage companies.
- Explore the possibility of implementing Check 21 to provide the City with quicker access to funds. In addition, this would result in a cost savings associated with banking fees.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	1,753,424	1,724,277	1,705,858	1,668,566
Materials, Supplies & Repairs	198,081	179,552	184,888	173,917
Contractual Services	254,652	360,269	286,954	427,837
Equipment	0	0	25,000	41,280
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>2,206,157</b>	<b>2,264,098</b>	<b>2,202,700</b>	<b>2,311,600</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>City Treasurer</b>				
Tax Administration & Collection	2,264,098	2,202,700	2,311,600	31
Administer the collection and deposit of current and delinquent revenues.				
<b>Total</b>	<b>2,264,098</b>	<b>2,202,700</b>	<b>2,311,600</b>	<b>31</b>

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accountant II - TR	TRO003	35,182	56,247	3	0	3
Accounting Manager - TR	TRO006	56,106	89,693	1	0	1
Accounting Supervisor - TR	TRO004	46,289	74,003	2	0	2
Accounting Technician - TR	TRO001	23,724	37,926	6	0	6
Assistant Treasurer	TRO007	59,911	95,776	2	0	2
City Treasurer	COF011	82,496	131,169	1	0	1
Customer Service Representative-TR	TRO001	23,724	37,926	2	0	2
Division Accounting Supervisor - TR	TRO005	49,317	78,839	3	0	3
Security Officer - TR	TRO002	25,622	40,963	2	0	2
Senior Accounting Technician - TR	TRO002	25,622	40,963	9	0	9
<b>Total</b>				<b>31</b>		<b>31</b>

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# Judicial

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# CLERK OF THE CIRCUIT COURT

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## MISSION STATEMENT

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The Clerk of the Circuit Court provides an efficient, resident-friendly organization, employing e-government technologies when available to enhance service delivery and maximizes 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

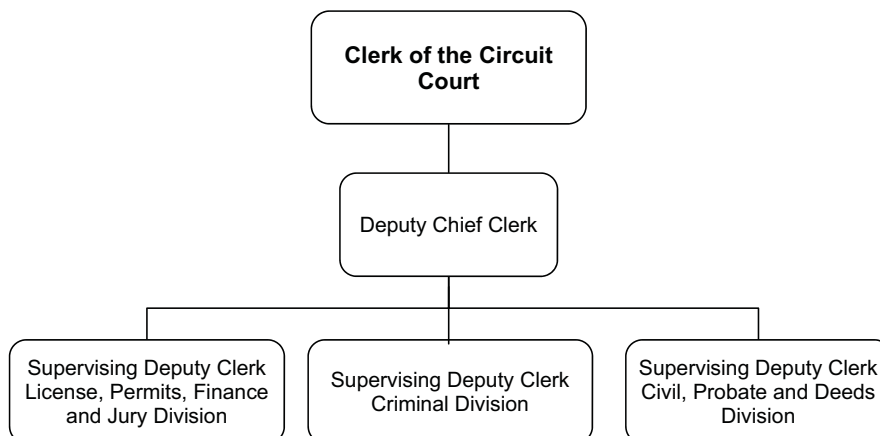
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**Executive:** Includes the Clerk of Court, Chief Deputy Clerk and Executive Assistant. Manages the day-to-day operations of the Clerk's Office, oversees all personnel, policies, and procedures.

**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 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 System and the remote access system.

**Criminal Division:** Handles all presentments, indictments and information related to criminal offenses committed within the circuit.

**License, Permits, Finance & Jury Division:** Handles all issues related to the issuance of any license or 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 following primary responsibilities: 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. Manages the day to day operation of the Jury Office.



## PRIOR YEAR ACCOMPLISHMENTS

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- Completed digitizing 14 plus years of criminal case files, land records back to 1968, judgments to 1968, and wills and marriage licenses back to 1968 all of which were redacted to protect the citizens from identity theft.
- Increased the use of our e-Recording system which allows faster recordation of land record documents, reducing mailing costs and improving access for the citizens.
- Expanded digital case file access through a secure web portal.
- Implemented a "mobile" docket solution.
- Created and published over 40 "how-to" videos for the citizens to use to assist them in using the court system and Clerk's office.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Clerk of the Circuit Court is \$2,900,600. This is a \$114,700 increase from the FY 2011 budget. The budget includes the absorption by the City of additional reductions attributable to declining state revenues. The department's four percent increase is attributable to higher retirement and healthcare costs.

## KEY GOALS AND OBJECTIVES

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- Complete the implementation of e-filing.
- Continue the conversion of microfilmed records to digital format for remote access, enhancing the remote access service, thereby reducing storage space requirements.
- Reduce space needs in the new courthouse, thereby reducing construction costs by the completion of the conversion of all Civil Case Files to digital format.
- Continue the integration of identity fraud prevention technology to protect citizens against identity theft.
- Complete "real-time" docket updates and "near real-time" case updates.
- Convert Land Records to the online system from 1940 to 1968.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	2,422,891	2,296,937	2,321,990	2,461,714
Materials, Supplies & Repairs	146,691	63,462	156,891	156,891
Contractual Services	312,763	372,656	230,961	230,961
Equipment	33,550	36,877	40,000	15,000
All Purpose Appropriations	36,058	36,000	36,058	36,034
<b>Total</b>	<b>2,951,953</b>	<b>2,805,932</b>	<b>2,785,900</b>	<b>2,900,600</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Clerk Of The Circuit Court</b>				
Circuit Court	2,663,787	2,785,900	2,900,600	50
A court of record having appellate jurisdiction for appeals from the Norfolk General District Court. The Circuit Court tries all felony cases presented by the Commonwealth's Attorney.				
<b>Total</b>	<b>2,663,787</b>	<b>2,785,900</b>	<b>2,900,600</b>	<b>50</b>

## Position Summary

	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>	<b>FY 2011 Approved Positions</b>	<b>Change</b>	<b>FY 2012 Approved Positions</b>
Administrative Assistant-CC	CCC005	35,182	56,247	4	0	4
Cashier-CC	CCC002	25,622	40,963	2	0	2
Chief Deputy Circuit Court	CCC009	64,848	114,132	1	0	1
Clerk of the Circuit Court	COF011	82,496	131,169	1	0	1
Comptroller-CC	CCC008	56,106	89,693	1	0	1
Custodian	OPS002	17,601	28,140	1	0	1
Deputy Clerk I - CC	CCC001	23,724	37,926	14	0	14
Deputy Clerk II-CC	CCC002	25,622	40,963	9	0	9
Deputy Clerk III-CC	CCC003	27,697	44,276	6	0	6
Executive Assistant-CC	CCC006	43,481	69,509	1	0	1
In Court Clerk-CC	CCC004	32,456	51,882	6	0	6
Supervising Deputy Clerk-CC	CCC007	52,582	84,061	4	0	4
<b>Total</b>				<b>50</b>		<b>50</b>

# GENERAL DISTRICT COURT

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## MISSION STATEMENT

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The General District Court handles traffic violations, hears minor criminal cases known as misdemeanors, and conducts preliminary hearings for more serious criminal cases called felonies in an efficient manner and applies its rules of procedure and evidence to each case it hears. These procedures are applied uniformly by a judge without regard to personal considerations.

## DEPARTMENT OVERVIEW

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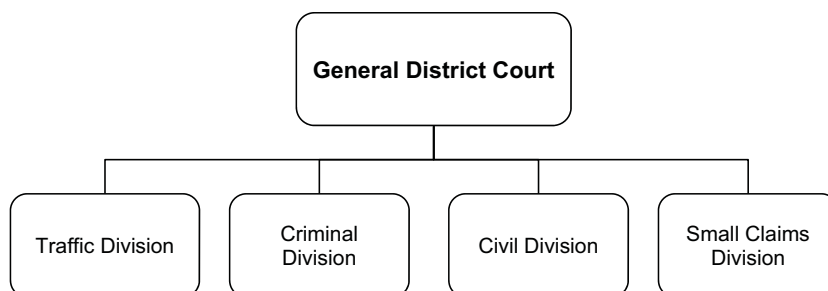
The Norfolk General District Court has four divisions: Criminal, Civil, Small Claims and Traffic; six courts; six judges; and seven clerks' offices located in the General District Court Building.

**Criminal Division:** The division handles 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:** The division hears attachments and other 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:** The division handles motor vehicle related cases under State law and City Ordinances; holds preliminary hearings in felony cases; and, conducts trials in misdemeanors, traffic infractions and parking violations.

**Small Claims Division:** The Small Claims Division hears civil cases in which the plaintiff is seeking a monetary judgment or personal property recovery claim up to \$4,500.





## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the General District Court is \$297,800. This is an \$11,400 decrease from the FY 2011 budget. This four percent decrease is attributable to the re-programming efforts to address the City's facility maintenance needs through a centralized approach.

### Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	17,826	20,268	19,405	31,202
Materials, Supplies & Repairs	37,697	23,707	47,482	25,475
Contractual Services	279,374	252,436	240,313	239,123
Equipment	3,069	3,150	2,000	2,000
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>337,966</b>	<b>299,561</b>	<b>309,200</b>	<b>297,800</b>

### Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>General District Court</b>				
General District Court	299,561	309,200	297,800	0
<b>Total</b>	<b>299,561</b>	<b>309,200</b>	<b>297,800</b>	<b>0</b>

# JUVENILE & DOMESTIC RELATIONS COURT

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## MISSION STATEMENT

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The Norfolk Juvenile and Domestic Relations District Court is committed to ensuring that all of the citizens of the City of Norfolk who appear before this court are provided with an independent, accessible, and responsible forum for the just resolution of disputes in order to preserve the rule of law and protect the rights and liberties guaranteed by the U.S. and Virginia Constitutions. To ensure that all persons have equal access to justice and the opportunity to resolve disputes without undue hardship, costs, and inconvenience. To ensure that the court system will maintain human dignity and the rule of law, by equal application of the judicial process in all controversies and increase the public's confidence and respect for legal authority and the courts. To protect the confidentiality and privacy of juveniles and to rehabilitate those who come before the court, in addition to protecting the public and holding juvenile offenders accountable for their actions.

## DEPARTMENT OVERVIEW

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The Chief Judge of the Norfolk Juvenile and Domestic Relations District Court primary responsibilities include administrative responsibilities as well as presiding over cases set before the court. All Judges currently preside over cases. The Clerk of Court maintains the courts budget, monitors the needs of the court, public and criminal justice agencies, and ensures the courts compliance with statutory requirements, policies and procedures. The Pre-Court Supervisor, In-Court Supervisor, and Accounting Supervisor all maintain direct supervision over their respective departments; and participate with team members on ensuring efficient and effective caseload processing. The court currently has two File Clerks, a Receptionist, five Pre-Court Clerks, 10 Deputy Clerks, and two Accounting Clerks.

## PRIOR YEAR ACCOMPLISHMENTS

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The Norfolk Juvenile and Domestic Relations District Court is continuing to formulate and offer diverse professional training opportunities for staff; thereby improving the delivery of services.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Juvenile and Domestic Relations District Court is \$94,700. This is a \$1,100 decrease from the FY 2011 budget. This one percent decrease is attributable to reductions in discretionary expenses.

## KEY GOALS AND OBJECTIVES

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The Norfolk Juvenile and Domestic Relations District Court will continue to provide court services to the citizens of the City of Norfolk in matters involving the following types of cases: delinquents; juveniles accused of traffic violations; children in need of services or supervision; children who have been subjected to abuse or neglect; family or household members who have been subjected to abuse; adults accused of child abuse, neglect or other offenses against members of their own family; adults involved in disputes

concerning the support, visitation, parentage or custody of a child; abandonment of children; foster care and entrustment agreements; court-ordered rehabilitation services; court consent for certain medical treatments; and truancy of juveniles.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	8,233	9,360	8,963	14,410
Materials, Supplies & Repairs	29,760	25,821	27,427	27,427
Contractual Services	37,688	26,923	40,728	34,181
Equipment	15,378	17,317	18,682	18,682
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>91,059</b>	<b>79,421</b>	<b>95,800</b>	<b>94,700</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Juvenile &amp; Domestic Relations Court</b>				
Juvenile & Domestic Relations Court	79,421	95,800	94,700	0
<b>Total</b>	<b>79,421</b>	<b>95,800</b>	<b>94,700</b>	<b>0</b>

# CIRCUIT COURT JUDGES

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## MISSION STATEMENT

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The Circuit Court Judges ensure that all of the citizens 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 citizens' rights and liberties.

## DEPARTMENT OVERVIEW

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Five full time positions and four law clerks provide administrative support to the nine Circuit Court Judges who preside over the 4th Circuit of Virginia. That support includes but is not limited to the setting of the daily court docket, the scheduling of cases, the handling of judges schedules, preparing correspondence and court opinions and legal research. It ensures that all of people who appear before the court are provided with an independent, accessible, and responsible forum for the just resolution of disputes to preserve the rule of law and protect the rights and liberties guaranteed by the United States and Virginia Constitutions.

## PRIOR YEAR ACCOMPLISHMENTS

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Of the 119 Circuit Courts in Virginia, the Circuit Court of Norfolk had the second largest felony and civil dockets in 2010. The staff assigned to the judiciary administers the scheduling of cases, judges' schedules, and correspondence. Staff members assist the judges in performing legal research and preparing memoranda on various points of law. Programs such as mock trial courts coordinated by the Norfolk Portsmouth Bar Association and Norfolk Public Schools are held yearly for middle and high school aged students in Norfolk Circuit Court. Additionally, Mental Health Court, Drug Court and Reentry Docket are specific programs in place to assess and rehabilitate offenders.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for Circuit Court Judges is \$636,800. This is a \$30,800 decrease from the FY 2011 budget. This five percent decrease reflects a decline in costs associated with the number of individuals participating in healthcare and retirement.

## KEY GOALS AND OBJECTIVES

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This is a support staff and operational budget for the Office of Circuit Court Judges. There are no new initiatives planned for FY 2012.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	572,813	587,449	643,659	612,812
Materials, Supplies & Repairs	7,050	7,783	7,430	7,430
Contractual Services	8,179	12,625	12,300	12,300
Equipment	3,593	5,200	4,211	4,258
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>591,635</b>	<b>613,057</b>	<b>667,600</b>	<b>636,800</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Circuit Court Judges</b>				
Circuit Court Judges	613,057	667,600	636,800	5
Five full-time positions and four temporary positions provide administrative support to the nine Circuit Court Judges who preside over a court of general jurisdiction in Norfolk, Virginia.				
<b>Total</b>	<b>613,057</b>	<b>667,600</b>	<b>636,800</b>	<b>5</b>

## Position Summary

	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>	<b>FY 2011 Approved Positions</b>	<b>Change</b>	<b>FY 2012 Approved Positions</b>
Legal Assistant	OPS012	38,172	61,021	1	0	1
Legal Secretary II	OPS010	32,456	51,882	3	0	3
Programs Manager	MAP011	52,582	84,061	1	0	1
<b>Total</b>				<b>5</b>		<b>5</b>

# PROBATION SERVICES

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## MISSION STATEMENT

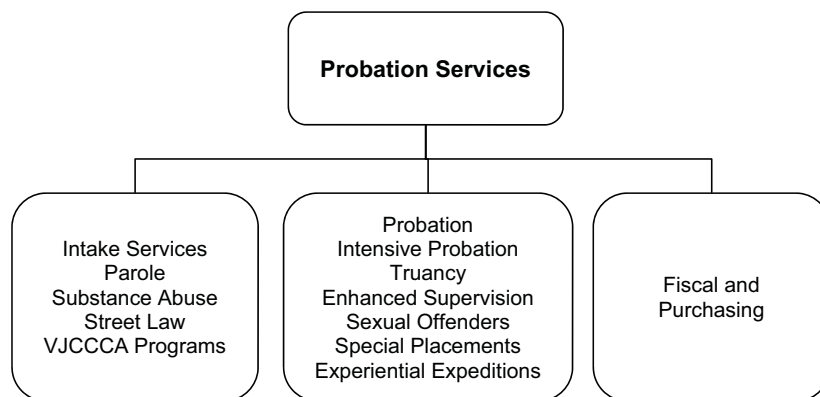
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The mission of the Department of Juvenile Justice is to protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement, and others, while providing opportunities for delinquent youth to become responsible and productive citizens. The Department's vision involves "Successful youth, Strong families and Safe communities".

## DEPARTMENT OVERVIEW

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The Norfolk Juvenile Court Service Unit is a Division of Community Programs for the Department of Juvenile Justice (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 agency is also responsible for developing and implementing a continuum of services that respond to the unique needs of our juvenile justice community. While the Norfolk Juvenile Court Service Unit is the major provider of juvenile intake, investigations and reports, probation, parole, referral linkages and other related services within the community, collaborative partnerships with state and local agencies, as well as private sector service providers, are the cornerstone of the Department of Juvenile Justice approach.



## PRIOR YEAR ACCOMPLISHMENTS

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- Pre-dispositional secure detention admissions decreased from 754 in FY 2005 to 395 in FY 2010.
- Average Daily Population in Detention decreased from 87 in 2003, 90 in 2004, 85 in 2005, 73 in 2006 and 51 in 2010.
- Failure to Appear Warrants (FTA) decreased from 257 in 2006, to 68 in 2010 due to change in case processing strategies under Juvenile Detention Alternative Initiative (JDAI) Initiative.

- Improved early intervention strategies for truants and their families which involved comprehensive family assessments, inter-agency team planning, and comprehensive services provision.
- Reduced number of bed days occupied by truants in detention from 642 in 2007 to zero in 2008 and 2009.
- Decreased the number of youth committed to the Department of Juvenile Justice for the last seven years, while increasing community-based interventions through grants and partnerships. Improved community functioning of probationers as evidenced by a 33% reduction in violations of probation.
- Increased community education and knowledge of Disproportionate Minority Contact through several community forums that provided input on strategies to reduce DMC.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Probation Services is \$174,700. This is a \$33,200 decrease from the FY 2011 budget. This 16 percent decrease is attributable to renegotiation of a lease as well as a restructuring of services.

## KEY GOALS AND OBJECTIVES

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- Divert from DJJ those youth who are more appropriately served by other partners.
- Build effective partnerships to improve outcomes for youth, families and communities.
- Attract, develop, and retain a highly proficient work force.
- Increase successful re-entry of youth released from DJJ's correctional centers.
- Improve successful community functioning of juveniles involved with DJJ.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	0	0	0	0
Materials, Supplies & Repairs	7,500	12,376	3,875	3,875
Contractual Services	193,481	199,671	203,672	170,452
Equipment	5,053	1,260	353	373
<b>Total</b>	<b>206,034</b>	<b>213,307</b>	<b>207,900</b>	<b>174,700</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Probation Services</b>				
Probation Services Unit	213,307	207,900	174,700	0
Operates many special programs designed to correct anti-social behavior, delinquent activity and family dysfunction. Contracts with many private treatment providers using a variety of state and local funding streams.				
Total	213,307	207,900	174,700	0



# MAGISTRATE

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## MISSION STATEMENT

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The Office of the Magistrate for the City of Norfolk is dedicated to providing accessible, independent and unbiased judicial services to the citizens of Norfolk.

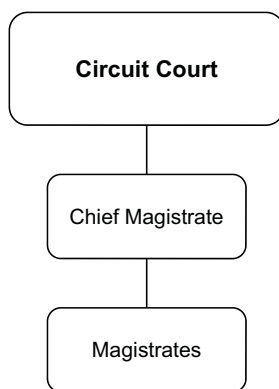
## DEPARTMENT OVERVIEW

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The Office of the Magistrate operates 24 hours a day, seven days a week. In order to remain accessible while continuing to provide the citizens of Norfolk with quality and cost-efficient services, the Magistrate's Office for the City of Norfolk currently maintains two locations: the Magistrates primary office is located in the Public Safety Building, and the second at the Norfolk Police Department's Second Precinct.

The offices provide the citizens of Norfolk and Law Enforcement Personal access to Magistrates' via video-conferencing or in person, Additionally, the office locations are a convenient location for interaction between Magistrates and the Norfolk Circuit Court, the Norfolk General District Court, the Norfolk Sheriff's Office, the Norfolk City Attorney, the Norfolk Commonwealth's Attorney's Office, all departments of the City, and members of the Bar.

Magistrates are responsible for conducting probable cause hearings, and issuing felony and misdemeanor criminal warrants. Magistrates are also responsible for conducting bail hearings, setting bonds and bond conditions, issue search warrants as well as hearings and issuing orders to help the mentally ill when certain criteria are met. Regardless of the situation Magistrates are always accessible to hear the complaints and concerns of the City of Norfolk.



## PRIOR YEAR ACCOMPLISHMENTS

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- Provided the citizens of Norfolk with efficient and cost-effective service, in limited space at the Public Safety Building, while simultaneously operating a fully functioning office at the Second Precinct.

- Provided services to the city by quickly and competently conducting probable cause hearings via video-conferencing, as well as in person, for the Citizens of Norfolk.
- Utilized the Pre-trial Release Program, in appropriate situations, thereby helping to defray the cost of incarcerating defendants.
- Maintained credentials allowing Magistrates to conduct criminal record checks, saving time and money for Norfolk's law enforcement officers.
- Utilized City Code Misdemeanor Ordinances (as opposed to the State Code) for misdemeanors, which provides the City with all monies collected on said warrants.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Magistrate is \$38,900. This is a \$43,000 decrease from the FY 2011 budget. This 53 percent decrease is mostly attributable to the termination of lease space and some personnel costs. Additionally, as Magistrates retire, resign, or are terminated, effective July 1, 2008, the locality is able to remove the salary supplement for "newly hired" court staff per Section 19.2-46.1, Code of Virginia.

## KEY GOALS AND OBJECTIVES

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- Provide the Employees and Citizens of Norfolk with accessible and unbiased Judicial Officers.
- Increase the resources and training available to the Norfolk Magistrates in order to maintain the high level of service provided to the City.
- Inform Citizens, Law Enforcement and members of the Bar of the accomplishments of the Office of the Norfolk Magistrates' office.
- Maintain the efficiency in conducting hearings and the issuing of process (when warranted) in order to provide better, timely, access for everyone.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	51,328	41,358	42,714	35,394
Materials, Supplies & Repairs	2,629	406	1,769	1,769
Contractual Services	36,184	37,021	37,417	1,737
<b>Total</b>	<b>90,141</b>	<b>78,786</b>	<b>81,900</b>	<b>38,900</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Magistrate</b>				
Magistrate	78,786	81,900	38,900	0
<b>Total</b>	<b>78,786</b>	<b>81,900</b>	<b>38,900</b>	<b>0</b>

# COMMONWEALTH'S ATTORNEY

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## MISSION STATEMENT

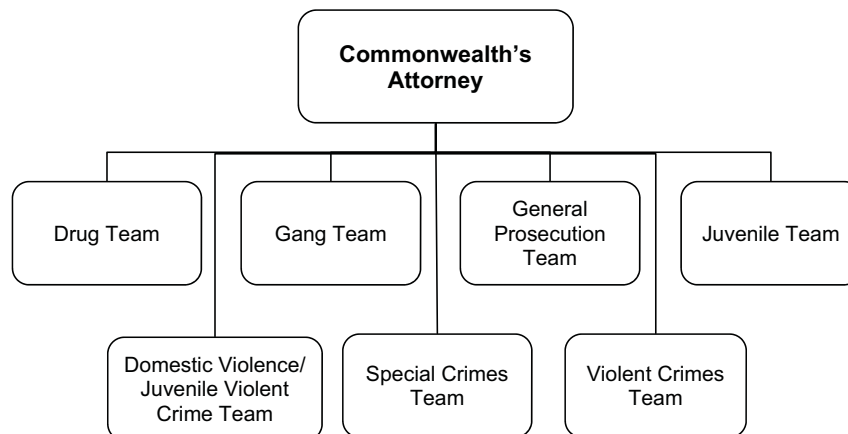
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The Office of the Norfolk Commonwealth's Attorney is responsible for prosecution of all felony charges and some misdemeanor charges resulting from violations of the Criminal Code of Virginia which occur in the City of Norfolk. The office ensures the efficient, effective and ethical prosecution of defendants and comprehensive representation of crime victims and witnesses. The office also handles certain civil matters which include forfeiture actions against property used in connection with crimes and violations of election laws. The office actively cultivates strong relationships with Norfolk's citizens, especially the youth, by leading programs on various topics at schools, recreation centers, and civic leagues.

## DEPARTMENT OVERVIEW

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The work of the office is in keeping with the duties and responsibilities required by state law. The office is led by the Commonwealth's Attorney and is supported by prosecutors, paralegals, legal secretaries, victim/witness advocates, and other professionals. As one of the busiest prosecutors' offices in the state, the office utilizes a team approach for organization. Generally, everyone in the office is assigned to 1 of 7 prosecution teams: Drug Team, Gang Team, General Prosecution Team, Juvenile Team, Domestic Violence/ Juvenile Violent Crime Team, Special Crimes Team, and Violent Crime Team. In addition, the office's Victim/Witness Assistance Program employs advocates to serve as liaisons between prosecutors, victims and witnesses as developments occur in cases. Advocates also assist victims with compensation forms and referrals to community services.



## PRIOR YEAR ACCOMPLISHMENTS

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- Concluded 8,389 felony charges.
- Collected \$2,500,000 in delinquent court costs and fines.

- Helped recoup \$49,289.09 for Norfolk businesses affected by bad checks from customers as part of our Check Enforcement Program.
- Recognized by the Norfolk Education Foundation/Norfolk Public Schools with the A+ Community Partner Mentoring Award for our community outreach work involving the youth of Norfolk.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Commonwealth's Attorney is \$5,382,600. This is a \$128,800 decrease from the FY 2011 budget. This two percent decrease reflects a decline in costs associated with the number of individuals participating in health care and retirement. No additional State or City reductions are applied to this office.

## KEY GOALS AND OBJECTIVES

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- Prosecute all felony crimes committed in the City of Norfolk. Prosecute some misdemeanor charges in Norfolk General District Court and Norfolk Juvenile & Domestic Relations Court: domestic violence related offences, school premises related offences, prostitution related offenses, DUI offenses, probation violations, and firearm possession offenses. Prosecute all misdemeanor charges appealed from the Norfolk General District Court and the Juvenile and Domestic Relations Court to Norfolk Circuit Court.
- Provide substantial benefit to the City of Norfolk through the generation and collection of court-ordered debts and the procurement of community service work within the City by convicted persons.
- Increase victim and witness satisfaction with the criminal justice system by notifying victims and witnesses of the status of cases and assisting victims with the recovery of restitution or compensation and referrals to community services.
- Invest in new technologies to create a "paperless" Office in order to reduce costs and increase efficiency, which are requirements of the Norfolk Circuit Court and the Virginia Supreme Court.
- Consider expansion of community outreach efforts and development of a Community Justice Initiative by consulting with the Association of Prosecuting Attorneys (APA) regarding its Community Prosecution program. Also, seek input from City departments/agencies and combining resources, including the establishment of a satellite office, in order to secure a better understanding of the issues affecting citizens, especially the youth.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	5,189,151	4,936,704	5,075,615	4,944,642
Materials, Supplies & Repairs	328,683	324,374	264,778	266,912
Contractual Services	203,101	172,540	144,487	144,487
Equipment	32,728	24,501	26,520	26,559
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>5,753,663</b>	<b>5,458,119</b>	<b>5,511,400</b>	<b>5,382,600</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Commonwealth's Attorney</b>				
Commonwealth's Attorney Office	5,458,119	5,511,400	5,382,600	65
Provide management and oversight to staff involved in the prosecution of felony crimes committed in the City of Norfolk. Increase victim satisfaction with the criminal justice system through effective communication.				
<b>Total</b>	<b>5,458,119</b>	<b>5,511,400</b>	<b>5,382,600</b>	<b>65</b>

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Administrative Assistant II-CWA	COF002	32,157	51,407	1	0	1
Assistant Commonwealth's Attorney I	COF008	51,213	81,429	15	0	15
Assistant Commonwealth's Attorney II	COF009	59,985	95,373	7	0	7
Assistant Commonwealth's Attorney III	COF010	70,314	111,800	7	0	7
Chief Deputy Commonwealth's Attorney	COF012	91,810	145,979	1	0	1
Commonwealth's Attorney	COF013	129,455	205,834	1	0	1
CWA-Director of Communications	COF006	43,483	69,508	1	0	1
CWA-Victim / Witness Coordinator	COF001	27,697	44,277	1	0	1
Deputy Commonwealth's Attorney	COF011	82,496	131,169	5	0	5
Legal Administrator CWA	COF007	52,583	84,060	1	0	1
Legal Assistant CWA	COF005	38,173	61,021	1	0	1
Legal Secretary I	OPS008	27,697	44,276	3	0	3
Legal Secretary I CWA	COF001	27,697	44,277	8	0	8
Legal Secretary II	OPS010	32,456	51,882	1	0	1
Legal Secretary II CWA	COF003	32,455	51,407	4	0	4
Paralegal CWA	COF003	32,455	51,407	8	0	8
<b>Total</b>				<b>65</b>		<b>65</b>

# SHERIFF AND JAIL

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## MISSION STATEMENT

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The Norfolk Sheriff's Office serves the residents of Norfolk by providing for the incarceration of adult and certified juvenile offenders in 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

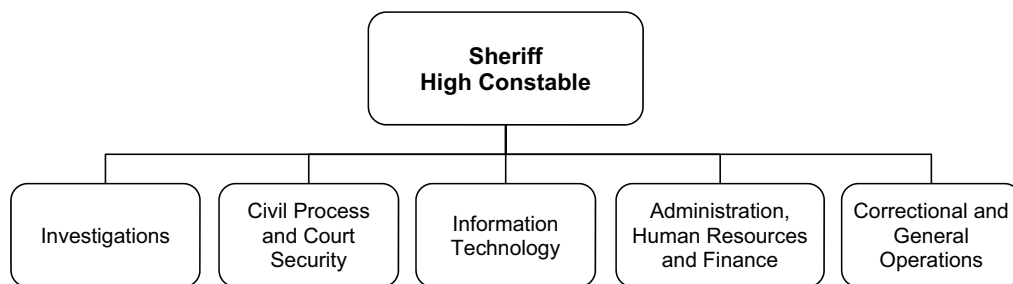
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The Norfolk Sheriff's office is required by the State Constitution to operate in three capacities: maintain a safe and secure jail facility; ensure public safety in the Norfolk court system; and, execute various types of civil processes. In addition,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

**Civil Process and Court Security:** The purpose of service of civil process is to provide a timely notice to a person or legal entity of pending legal action in which they somehow may be involved, including civil subpoenas and warrants, writs, and eviction notices.

**Community Corrections:** The Inmate Work Force 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 the City of Norfolk.



## PRIOR YEAR ACCOMPLISHMENTS

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- Implemented the GPS Electronic Monitoring Program for an average daily population of 45 non-violent offenders per day to provide intensive supervision in the community while serving a punitive sentence. This program provides the jail an additional 45 beds for more serious offenders. Future plans are to expand the program to 75 non-violent offenders. A total of 217 offenders serve their jail sentence on GPS in 2010. GPS Electronic Monitoring will increase the revenue to the City from the state by over \$160,000 in per diems for FY 2011.
- The Sheriff's workforce provided 164,359 hours of labor responding to Civic League work request and special requests from City departments such as Cultural Facilities, Facilities Management, the Fire Department, and Parks/Forestry. This is a decrease of 35,000 plus hours due to FY 2011 budget cuts.
- Purchased scanners to input information on 5,986 weekender offenders into the jail management system; the increase in revenues to the City from the State is expected to be over \$135,000 in per diems per year for FY 2009, FY 2010, FY 2011, and FY 2012.
- Provided 39,800 hours of labor in daily work and night crews for events at Norfolk SCOPE Arena from the Norfolk Sheriff's Community Corrections program in FY 2010. Hours projected for FY 2011 are to be over 41,000 labor hours; a manpower savings of over \$290,000 in FY 2009, 2010 and over \$300,000 in FY 2011.
- Upgrade the Audio/Visual display systems at the Training Academy to university standards, upgraded both the State Supreme Court and Livescan finger print machines to improve system reliability and supported the redistributions of IT assets when Norfolk Police assumed Booking responsibilities on July 1, 2010.
- Improved the case management system through the use of Laser fiche technology; automated records and electronic document storage, which eases the burden of filing as well as eliminates the loss of documents in the jail records and classification departments. In 2010, the jail had 10,392 new admissions and 10,456 releases.
- Norfolk Sheriff's office was among the 2010 honorees for Best Places to Work in Hampton Roads by Inside Business.
- Achieved re-accreditation by the Virginia Law Enforcement Professional Standards Commission.
- Due to the Norfolk Community Services Board (CSB) eliminating the drug treatment programs in April, 2010, the Norfolk Sheriff's office secured federal grants to pay for a new drug treatment program: Cognitive Behavior Drug Treatment Program. In the first six months of FY 2011, a total of 62 offenders have completed drug treatment, double the number of offenders who completed drug treatment in a full year with CSB.

## BUDGET HIGHLIGHTS

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The FY 2012 budget for the Norfolk Sheriff's office is \$36,108,000. This is a \$137,100 increase from the FY 2011 budget. This less than one percent increase is due to the City's beautification efforts to keep the grass mowed on a more regular schedule.



## KEY GOALS AND OBJECTIVES

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- Continue to examine innovative employee retention tools such as education and special pay allowances, initiatives to encourage participation in the promotion process, and sick leave incentives to increase morale and productivity.
- Investigate feasibility of constructing an off-site work release facility to make more space available in the jail and increase annual revenues available to the City from the state and other sources.
- Enhance the operation of the GPS Electronic Monitoring Program to divert up to 75 or more non-violent offenders to intensive supervision in the community while serving a punitive sentence. This equipment allows Sheriff's Office staff to track offenders' movements 24 hours a day in the community and provide mapping data for crime analysis. Violators of program rules are automatically located and returned to custody. Offenders are able to continue providing income to their families and earn money to pay court costs, fines, and victim restitution. The program could provide the jail an additional 75 beds for more serious offenders.
- Investigate software and applications to improve the efficiency and control costs of the Norfolk Sheriff's Office. Improved inventory control can help contain the costs of providing for over 1000 inmates housed in the Norfolk City Jail. Additional savings and increased reliability can be realized by providing the Sheriff's Office its own computer network and data base applications. Savings can be realized by providing a tailored network that is optimized for the operation of the Jail and material accounting.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	24,802,865	23,891,061	23,411,135	23,221,921
Materials, Supplies & Repairs	7,885,373	7,420,656	8,149,410	8,059,724
Contractual Services	713,159	613,794	496,084	496,084
Equipment	235,062	303,364	173,000	224,000
All Purpose Appropriations	3,376,250	3,429,124	3,741,271	4,106,271
<b>Total</b>	<b>37,012,709</b>	<b>35,657,998</b>	<b>35,970,900</b>	<b>36,108,000</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Sheriff And Jail</b>				
Administration/Human Resources/Finance	1,527,046	1,211,647	1,211,624	0
Provides leadership, management, human resources, finance, training, accounting and purchasing services.				
Regional Jail	3,429,124	3,741,271	4,106,271	0
Provides City share of operating and capital cost.				
Correctional Operations/General Operations	29,907,922	30,217,151	29,989,274	472
Provides for the care and custody of inmates. Provides security for nine Circuit, four General District and five Juvenile and Domestic Relations Courts. Provides transportation of inmates within the state and service of legal papers.				
Information Technology	793,698	794,036	794,036	0
Provides communications and technology services.				
Investigations	208	6,795	6,795	0
Responsible for investigation of unclaimed/indigent bodies and internal administrative investigations.				
<b>Total</b>	<b>35,657,998</b>	<b>35,970,900</b>	<b>36,108,000</b>	<b>472</b>

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Assistant Inmate Classification Manager	SHC011	40,519	64,409	2	0	2
Assistant Procurement Specialist	SHC009	34,320	54,556	2	0	2
Corrections Director	SHC016	50,705	80,604	2	0	2
Deputy Sheriff	SHF002	30,792	48,358	258	0	258
Deputy Sheriff (Captain)	SHF006	47,217	74,468	12	0	12
Deputy Sheriff (Colonel)	SHF009	59,985	94,767	1	0	1
Deputy Sheriff (Corporal)	SHF003	33,846	53,212	37	0	37
Deputy Sheriff (Lieutenant Colonel)	SHF008	57,177	90,302	3	0	3
Deputy Sheriff (Lieutenant)	SHF005	40,925	64,464	17	0	17
Deputy Sheriff (Major)	SHF007	49,527	78,148	4	0	4
Deputy Sheriff (Master)	SHF002	30,792	48,358	51	0	51
Deputy Sheriff (Sergeant)	SHF004	39,023	61,442	25	0	25
Deputy Sheriff (Sergeant)	SHF006	47,217	74,468	1	0	1
Education Program Manager	SHC011	40,519	64,409	3	0	3
Education Programs Specialist	SHC010	36,751	58,421	1	0	1
Electronic Surveillance Supervisor	SHC007	31,747	50,466	1	0	1
Grievance Coordinator	SHC010	36,751	58,421	1	0	1
Human Resources & Budget Director	SHC014	46,904	74,563	1	0	1
Inmate Classification Manager	SHC013	44,671	71,011	2	0	2
Inmate Classification Specialist	SHC010	36,751	58,421	7	0	7
Maintenance Mechanic I	SHC004	27,424	43,595	1	0	1
Management Analyst III	MAP009	46,289	74,003	1	0	1

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Public Affairs Officer	SHC011	40,519	64,409	1	0	1
Records Clerk	SHC002	23,690	37,659	1	0	1
Secretary I	SHC003	26,118	41,519	5	0	5
Secretary II	SHC005	28,795	45,774	25	0	25
Secretary to the Sheriff	SHC006	30,235	48,063	1	0	1
Sheriff	COF011	82,496	131,169	1	0	1
Staff Accountant	SHC010	36,751	58,421	1	0	1
Systems Administrator	SHC012	42,544	67,629	3	0	3
Work Release Crew Supervisor	SHF001	29,936	46,998	1	0	1
Total				472		472

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# Elections

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# ELECTIONS

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## MISSION STATEMENT

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The Office of Elections is responsible for protecting the integrity of the electoral process in the City of Norfolk through accurate maintenance of voter registration records and the efficient administration of elections.

## DEPARTMENT OVERVIEW

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The Office of Elections provides voter registration services, maintains voter and elections records, and administers elections on behalf of the Norfolk Electoral Board.

## PRIOR YEAR ACCOMPLISHMENTS

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- Completed requirements to comply with the federal MOVE Act for the November 2010 General Election.
- Completed preliminary data transfer for redistricting.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for Elections is \$906,300. This is a \$288,200 increase from the FY 2011 budget. This 46.6 percent increase is attributable to one-time costs that are being incurred for two general elections and one primary election that will take place in FY 2012.

## KEY GOALS AND OBJECTIVES

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- Implementation of redistricting.
- Administering first elections with new districts.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	458,488	410,560	419,502	436,380
Materials, Supplies & Repairs	58,373	26,784	41,142	202,180
Contractual Services	249,801	207,399	157,456	267,740
Equipment	0	0	0	0
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>766,662</b>	<b>644,743</b>	<b>618,100</b>	<b>906,300</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Elections</b>				
Voter Registration & Elections	644,743	618,100	906,300	9
Maintains the records of 125,000 registered voters of Norfolk and coordinates voter registration activities and voter education programs throughout the City.				
Total	644,743	618,100	906,300	9

## Department Goals and Measures

Strategic Priority: Public Accountability					
<b>Goal</b>					
Administration of Voter Records and Elections					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of registered voters.	125,084	117,281	117,801	120,000	2,199

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Deputy Registrar / Elections Administrator	MAP006	38,452	61,471	1	0	1
Election Assistant I	OPS003	18,939	30,279	1	0	1
Election Assistant II	OPS005	21,987	35,150	1	0	1
Election Assistant III	OPS006	23,724	37,926	1	0	1
Member Electoral Board	CTY	--	--	3	0	3
Registrar/Elections Administrator	COF000	21,331	90,659	1	0	1
Senior Election Assistant	OPS008	27,697	44,276	1	0	1
Total				9		9



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# General Management

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# INFORMATION TECHNOLOGY

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## MISSION STATEMENT

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The Information Technology Department (IT) provides vision, leadership and the framework to implement and support technology solutions that enable and continuously enhance our customers' ability to deliver City services.

## DEPARTMENT OVERVIEW

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The Department of Information Technology develops, procures, implements, supports and maintains business application systems and the technical infrastructure that enables our customers (City departments, agencies, and residents) to achieve their business goals and objectives and information needs. The department also provides project management, and consulting services and web-based tools for residents to directly access and use City information, data, and applications.

**Administration:** Provides leadership in planning for technological needs of the City and provides budgetary and administrative support functions to the department.

**Enterprise Solutions:** Provides an enterprise framework for the provision of effective, reliable, and timely solutions in a dynamic business and technology environment through strategy and policy, business process management, internet web services, and skills development.

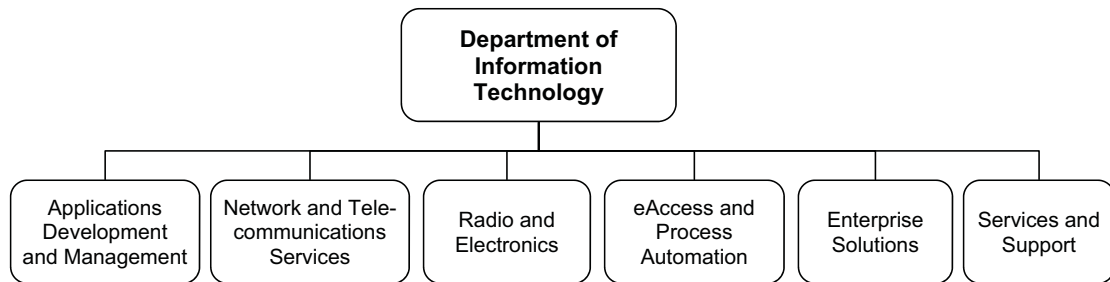
**Network and Telecommunications Services:** Provides vision, guidance and support for a secure and reliable technical infrastructure, which enables the City of Norfolk to deliver quality services to the community.

**Applications Development and Management:** Partners with customers to provide and support business solutions that achieve the City's mission, while effectively managing Information Technology resources.

**Services and Support:** Provides professional business solutions and services to enable our customers to fully understand and use the City's desktop, mobile, mainframe, ruggedized, and "smart" computing technologies.

**eAccess and Process Automation:** Coordinates and leads the integration of data, information, services and processes to enable employees and residents to access and use applications and information.

**Radio and Electronics:** Plans, implements and maintains wireless communications systems that enhance the City's ability to provide public safety and other services.



## PRIOR YEAR ACCOMPLISHMENTS

- Implemented numerous efficiency measures to improve performance and save money: eliminated workgroup printers and replaced them with more cost effective, energy efficient multifunction devices; worked with each department to bring their respective cell phone fleets into the most efficient plan; used a device management system to push software updates without having to physically touch every computer, for a positive environmental and fiscal impact; upgraded VMware virtual host server environment supporting 85 virtual servers. Using virtual servers saves money in server replacement costs and provides a more robust, and green server environment; moved to a new more advanced storage system with 12 Terabytes of storage, lowering maintenance costs and energy consumption. Reduced the number of Centrex phone lines by 15 percent reducing the city's overall landline budget, reduced city phone networking cost by 70,000 annually by moving to a more cost effective solution, long distance usage was evaluated and costs reduced by limiting access and using alternative calling methods. Public Branch Exchange (PBX) phone system cost reductions were realized by performing additional systems auditing to reduce ports and maintenance costs. Auditing vendor charges resulted in significant refunds to the City.
- Implemented the Electronic Council Docket process, saving approximately \$18,000 per year in printing and delivery costs. Converted the Cemetery databases to in-house developed system with a vendor Geographic Information System (ARCGIS). Cost avoidance for the City is approximately \$200,000. Created Fraud, Waste, and Abuse Hotline on-line form for the City Auditor.
- Participated in the Early Adopter Program for Intergraph's new Mobile Public Safety software and Integrated Field Reporting software which connects directly to ILeads Records Management System from the laptops in the patrol cars. Participating in the Early Adopter Program saved the City over \$25,000 in consulting and training costs. Developed a Police Court Time Tracking Application that is used by Norfolk Police Department management to help manage overtime.
- Certified to repair Panasonic and Itronix ruggedized mobile computers (primarily public safety devices), to add to the prior Dell certifications, which reduces the cost and wait time for warranty repairs for all standard models of desktop, laptop and ruggedized mobile computers. Using IT staff trained over 2500 employees citywide without vendor resources, saving on training costs. Handled over 750 telephone requests for service with city staff saving over \$30,000 in contractor cost.
- Implemented Employee Self-Service within PeopleSoft, the Debt Set-Off Module, and new shelter software for Norfolk Animal Control Center.
- Enhanced the Assessments and Collections Inquiry System for Commissioner of the Revenue, Police, Zoning, and Planning Departments.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Department of Information Technology is \$10,342,400. This is a \$400,400 decrease over the FY 2011 budget. This 3.7 percent decrease is attributable to restructuring the department, streamlining operational needs for good governance, and aligning and eliminating positions for efficiencies. In addition, the budget includes increases in funding for annual maintenance agreements, retirement, and healthcare costs.

## KEY GOALS AND OBJECTIVES

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- Deliver all projects on target, on time, and on budget.
- Improve the quality, accessibility, and availability of public information, services, and the responsiveness of government.
- Provide an effective framework that supports the City's business needs and residents' information needs.
- Research new technologies and evaluate their effectiveness to support the City's goals and priorities.
- Achieve an environment in which IT employees contribute to the successful mission of the IT Department.
- Achieve an environment that promotes collaboration and partnerships with and among stakeholders.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	8,116,817	8,177,298	8,728,792	8,641,505
Materials, Supplies & Repairs	-1,669,108	-1,675,498	-2,101,632	-1,462,945
Contractual Services	3,988,394	3,412,321	4,115,640	3,163,840
Equipment	0	0	0	0
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>10,436,103</b>	<b>9,914,121</b>	<b>10,742,800</b>	<b>10,342,400</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Information Technology</b>				
<b>Administration</b>	1,336,710	1,619,433	1,989,072	6
Provides support and resources to the IT Department and City staff to guide the City's use of technology.				
<b>Applications Development &amp; Management</b>	2,339,043	2,547,983	2,258,998	33
Partners with our customers to provide and support business solutions that achieve the City's mission, while we effectively manage Information Technology resources.				
<b>E-Access And Process Automation</b>	1,110,698	1,205,259	1,061,785	11
Coordinates and leads the integration of data, information, services and processes to enable e-Governance in the City of Norfolk.				
<b>Enterprise Solutions</b>	395,004	448,258	388,282	4
Applies technology enterprise-wide to more effectively utilize City resources, eliminate waste and duplication, seeks opportunities to incorporate untapped resources, and consolidate and share technology solutions.				
<b>Services And Support</b>	966,465	956,220	922,302	13
Install and maintain the City's desktop, mobile, rugged and "smart" hardware and software inventory, provide services and support for end-user devices, install and support software, manage computer hardware and software assets, develop product standards.				
<b>Radio and Electronics</b>	547,117	598,323	478,436	6
Provides quality and cost effective radio and electronic services to City departments and agencies.				
<b>Network &amp; Telecommunications Services</b>	4,061,364	3,468,159	3,853,909	22
Manages the City's central computer operations, systems engineering, database administration, and network infrastructure and support. Provide reliable voice communication services that enable employees and the public to conduct business on a daily basis.				
<b>Peoplesoft</b>	306,550	441,769	334,084	0

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Provides support of the City's human resource and payroll system used by the Departments of Human Resources and Finance to deliver quality services to all active and retired employees.				
Public Safety (CADS)	698,409	951,907	555,555	0
Partners with all City public safety departments and agencies to implement and support systems to enhance the delivery of services to Norfolk residents, businesses and visitors.				
Technology Requests (Excluding CADS)	117,243	136,631	90,086	0
Manages the acceptance, prioritization, and completion of service requests from citywide departments and agencies to provide consulting services, implementation of new in-house developed or purchased applications, or enhancements to existing systems.				
IT Chargeouts/Budgetary Recovery	-2,410,671	-2,012,172	-2,012,172	0
Chargeouts to other departments for services.				
Integrated Financial Management System	446,188	381,030	422,063	0
Provides project management of the implementation of the new financial system.				
<b>Total</b>	<b>9,914,121</b>	<b>10,742,800</b>	<b>10,342,400</b>	<b>95</b>

## Department Goals and Measures

Strategic Priority: Public Accountability					
<b>Goal</b>					
Provide 100% availability of the City's public safety communications system					
<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
Number of hours the public safety radio system is available.	8,760	8,760	8,760	8,760	0

## Department Goals and Measures

Strategic Priority: Public Accountability					
Percentage of time system is available.	100	100	100	100	0
<b>Goal</b>					
Provide "just in time" technology skills development to City employees who require skills development.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of City employees trained.	3,250	3,500	3,500	3,500	0
<b>Goal</b>					
Provides automated management of computer hardware and software licenses.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of devices tracked (New).	0	0	2,500	2,500	0
Number of licenses maintained (New).	0	0	2,500	2,500	0

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Applications Analyst	ITM004	49,707	79,465	1	0	1
Applications Development Manager	SRM006	64,848	114,132	1	0	1
Applications Development Team Supervisor	ITM006	56,672	90,598	5	0	5
Assistant Director of Information Technology	SRM007	69,095	121,607	2	0	2
Business Manager	MAP008	43,481	69,509	1	0	1
Database Administrator	ITM006	56,672	90,598	3	0	3
Database Manager	ITM008	64,734	103,485	1	0	1
Director of Information Technology	EXE003	86,070	148,838	1	0	1
E-Access & Process Automation Manager	SRM006	64,848	114,132	1	0	1
Enterprise Solutions Manager	SRM006	64,848	114,132	1	0	1
Geographic Information Systems Specialist II	ITM001	40,977	65,509	1	0	1
Geographic Information Systems Team Supervisor	ITM006	56,672	90,598	1	0	1
Information Technology Planner	ITM004	49,707	79,465	1	0	1
Information Technology Specialist	ITO004	30,799	49,238	5	0	5



## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Information Technology Telecommunications Analyst II	ITM002	43,682	69,831	1	0	1
Information Technology Telecommunications Analyst III	ITM006	56,672	90,598	1	0	1
Information Technology Training Coordinator	ITM002	43,682	69,831	1	0	1
Microcomputer Systems Analyst	ITO005	32,692	52,262	2	1	3
Microcomputer Systems Team Supervisor	ITM005	53,063	84,826	1	0	1
Network Engineer II	ITM004	49,707	79,465	2	0	2
Network Engineer III	ITM006	56,672	90,598	3	0	3
Network Engineer IV	ITM008	64,734	103,485	2	1	3
Network Security Engineer	ITM006	56,672	90,598	2	0	2
Office Assistant	OPS003	18,939	30,279	1	0	1
Programmer/Analyst III	ITM002	43,682	69,831	7	0	7
Programmer/Analyst IV	ITM003	46,586	74,474	14	0	14
Programmer/Analyst V	ITM005	53,063	84,826	11	0	11
Radio Communications Systems Supervisor	ITO011	47,420	75,808	1	0	1
Radio Communications Systems Technician	ITO003	29,033	46,414	1	0	1
Senior Business Process Management Analyst	ITM008	64,734	103,485	1	-1	0
Senior Microcomputer Systems Analyst	ITM001	40,977	65,509	4	0	4
Senior Radio Communications Systems Analyst	ITO008	39,258	62,760	4	0	4
Services & Support Supervisor	ITM006	56,672	90,598	2	0	2
Services and Support Manager	SRM006	64,848	114,132	1	0	1
Software Analyst	ITM002	43,682	69,831	5	0	5
Systems Programmer	ITM006	56,672	90,598	2	-1	1
Technical Support Manager	SRM006	64,848	114,132	1	-1	0
Wireless Communications Manager	SRM006	64,848	114,132	1	-1	0
<b>Total</b>				<b>97</b>		<b>95</b>

# FINANCE

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## MISSION STATEMENT

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The mission of the Department of Finance is to promote and enable stewardship of the City's fiscal and material resources by developing, recommending and implementing City-wide fiscal management strategies, policies and processes to the City's senior elected and executive leaders, and managing an array of operational functions that include: financial reporting and accounting practices, Citywide debt and equity financing plans, risk management and administration of the City's employee pension plan.

## DEPARTMENT OVERVIEW

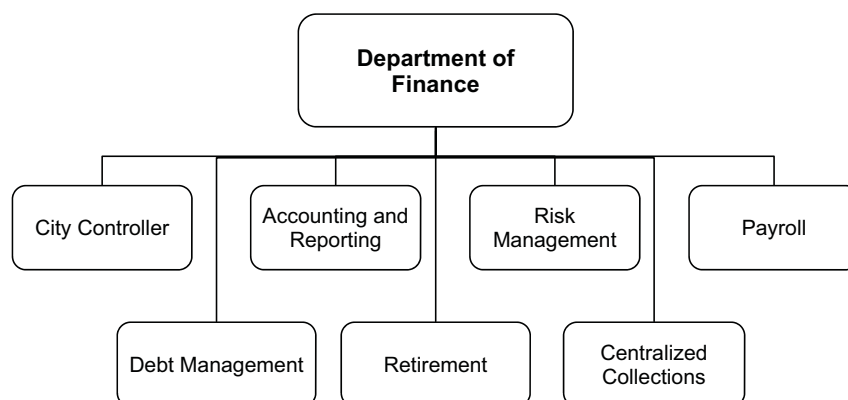
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The Department of Finance is a multifaceted department comprised of the following major bureaus:

**Director's office:** Provides management direction and administrative oversight for the Department. The Director serves as a member of the City's senior executive staff, participates in the planning of major economic and financing initiatives, and has oversight of a complex range of debt financing and risk management functions.

**City Controller's office:** Provides accounting and financial reporting services for the City including the preparation of the Comprehensive Annual Financial Report (CAFR) and the Cost Allocation Plan, processes payroll for the City, administers accounts payable and miscellaneous accounts receivable functions for the City, and manages the cash management and investment functions of the City.

**Division of Retirement:** Provides the administration and management of the City's pension system, administrative services to the system's Board of Trustees, and customer services to the City's retirees.



## PRIOR YEAR ACCOMPLISHMENTS

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- Continued refinements to the City's Financial Management and Reporting System; performed key software analysis, continued on-going operational quality tests and verifications, and enhanced financial data reporting functions available to operational department and bureau managers.

- Managed over \$1.5 billion in new and re-structured municipal debt instruments that achieved very competitive rates and reduced the City's current year and long-term debt obligations.
- Administered the City's on-going reimbursement process under the Federal Emergency Management Agency/Virginia Department of Emergency Management Public Assistance Program related to damages and expenses incurred in the November 2009 Nor'easter.
- Implemented improvements to the CAFR data gathering and presentation processes resulting in decreased start-to-publication timelines while simultaneously developing, tracking and reporting requirements for additional new and federal and state programs audit requirements.
- Received the "Excellence in Financial Reporting" certification by the national Government Finance Officers Association (GFOA).

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for Finance is \$3,198,300. This is a \$543,000 decrease from the FY 2011 budget. This 14.5 percent decrease is due to the transfer of the Purchasing and Real Estate functions into the newly created Department of General Services and a reduction of non-personnel expenses. The focus of this reorganization is to better align management responsibilities in departments, which possess specific functional expertise, thereby, improving oversight and efficiencies.

## KEY GOALS AND OBJECTIVES

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- Continue on-going refinements and quality control adjustments to the Integrated Financial Management System (IFMS) to enhance Citywide users' visibility of data and improve financial reporting capabilities.
- Assure continued excellence in financial reporting and accounting standards compliance.
- Provide technical, knowledge and advisory support to the City's departments that will enable appropriate and effective financial practices in all City operational and administrative functions.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	7,384,322	7,558,953	3,081,161	2,610,348
Materials, Supplies & Repairs	6,301,846	5,376,894	83,513	68,199
Contractual Services	4,860,773	5,580,232	574,526	518,153
Equipment	16,799	3,604	2,100	1,600
All Purpose Appropriations	180,000	74,588	0	0
<b>Total</b>	<b>18,743,740</b>	<b>18,594,270</b>	<b>3,741,300</b>	<b>3,198,300</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Director's Office</b>				
<b>Department Management</b>	775,104	852,162	894,758	8
Provide management and support services to the Department, City Council, City Manager, and other City departments. Administer the City's investment and cash management activities. Administer the City's risk management plan.				
<b>City Controller's Bureau</b>				
<b>Financial Accounting &amp; Reporting</b>	795,917	848,980	838,375	10
Process, analyze, and reconcile all financial transactions; prepare financial reports including the Comprehensive Annual Financial Report (CAFR); and disseminate financial information to City departments and Norfolk Public Schools.				
<b>Accounting Operations</b>	128,768	136,182	129,168	3
Manage and monitor accounts payable and data entry/control tasks. Provide technical support and training to all financial system users.				
<b>Payroll</b>	206,420	192,874	176,923	3
Process payroll and purchase savings bonds; maintain employee payroll records; withhold and disburse payroll deductions; and provide support for PeopleSoft modules.				
<b>Centralized Collections</b>	543,790	283,963	306,179	2
Provide support for the collection of revenues for Fire & Rescue ambulance services, as well as Neighborhood Services nuisance abatement fees.				
<b>Cash &amp; Investment Management</b>	72,238	71,838	73,594	1
Manage investment portfolios and cash-flow activities. Coordinate banking relationships.				
<b>Purchasing Agent</b>				
<b>Centralized Procurement Services</b>	570,277	392,465	0	0
Ensure the legal, efficient, and timely purchase of goods and services; identify market and sell surplus goods; and maximize opportunities for women and minority-owned businesses.				
<b>Retirement Bureau</b>	478,507	511,597	554,703	6

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Provide retirement and death benefits customer service to the City's retirement system membership, including benefit payments to members. Perform accounting and payroll tasks according to GAAP and IRS regulations pertaining to qualified pension funds.				
Independent Auditors	118,454	224,600	224,600	0
Implement and support outside and independent audits of City funds, including compliance with applicable Federal and State regulations and accounting standards.				
<b>Facility Maintenance</b>				
Public Infrastructure Maintenance	6,865,113	0	0	0
Maintain environmentally sound and safe working environments and recreational facilities such as the Selden Arcade and Norfolk Fitness Center projects, comprising over three million square feet of public buildings.				
Public Utilities Cost Management	4,164,422	0	0	0
Provide management and payment of electricity, water, sewer, natural gas, heating fuel and solid waste (dumpster) services for public buildings and external customers.				
Mail & Reprographic Services	727,617	0	0	0
Provide quality, customer-focused mail services and reprographic products on time and in cost-effective manner.				

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Repair Projects</b>	909,259	0	0	0
Accomplish building repairs that exceed normal maintenance parameters but which are not of sufficient scope to be considered capital improvements.				
<b>Custodial Services</b>	2,148,427	0	0	0
Provide sanitary and comfortable work environments for over 1.5 million square feet of public buildings and facilities through contracted custodial services.				
<b>Jail Repair Parts</b>	89,957	0	0	0
Funds repair services for the City Jail.				
<b>Office of Real Estate Management</b>				
<b>Real Estate &amp; Property Management Division</b>	0	226,639	0	0
Supports the marketing and sale of City-owned surplus property, and provide real estate analysis and lease administration and management services.				
<b>Total</b>	<b>18,594,270</b>	<b>3,741,300</b>	<b>3,198,300</b>	<b>33</b>

## Department Goals and Measures

Strategic Priority: Public Accountability					
<b>Goal</b>					
Recommend and implement sound and regulatory compliant City-wide financial and accounting policies, standards, and processes.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of accounting system transactions.	208,100	210,000	211,200	211,200	0
<b>Goal</b>					
Process citywide payroll operations and reporting systems.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of W-2 forms issued.	6,827	6,272	5,668	5,668	0
<b>Goal</b>					
Administer employee retirement system.					

## Department Goals and Measures

Strategic Priority: Public Accountability					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of participants in the Employee Retirement System.	3,279	3,388	3,379	3,379	0
<b>Goal</b>					
Recommend and implement sound and regulatory compliant Citywide financial and accounting policies, standards, and processes.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
City investment portfolio effective yield.	4.2	0.2	1.8	0.4	-1.4
<b>Goal</b>					
Oversight, advisement and assistance of procurement policies, processes and procedures compliant with Federal, State and City regulatory requirements; includes all procurement phases, for all levels of the City and partner organizations.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of centralized procurement actions (i.e. purchase orders, requisitions, contracts, master agreements, etc.)	31,647	33,051	33,000	33,000	0

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accountant I	OPS010	32,456	51,882	5	0	5
Accountant II	OPS011	35,182	56,247	2	0	2
Accountant III	MAP006	38,452	61,471	1	0	1
Accountant IV	MAP009	46,289	74,003	2	0	2
Accountant V	MAP010	49,317	78,839	1	0	1
Accounting Manager	MAP012	56,106	89,693	1	0	1
Accounting Technician	OPS007	25,622	40,963	1	0	1
Administrative Analyst	MAP008	43,481	69,509	1	0	1
Administrative Assistant II	MAP003	32,158	51,407	2	-1	1
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Assistant Director of Finance / City Controller	SRM006	64,848	114,132	1	0	1
Buyer I	OPS010	32,456	51,882	1	-1	0
Buyer II	OPS013	41,454	66,273	3	-3	0
Cash & Investments Analyst	MAP008	43,481	69,509	1	0	1
Collection Coordinator	MAP005	36,200	57,872	1	0	1
Debt Management Specialist	MAP010	49,317	78,839	1	0	1

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Director of Finance & Business Services	EXE003	86,070	148,838	1	0	1
Executive Manager of Retirement Systems	SRM006	64,848	114,132	1	0	1
Financial Operations Manager	MAP011	52,582	84,061	1	0	1
Fiscal Systems Analyst	ITM004	49,707	79,465	2	0	2
Fiscal Systems Manager	ITM006	56,672	90,598	1	0	1
Management Analyst II	MAP008	43,481	69,509	1	0	1
Management Analyst III	MAP009	46,289	74,003	1	0	1
Manager of Real Estate	SRM005	60,947	107,266	1	-1	0
Payroll Accountant	MAP006	38,452	61,471	1	0	1
Payroll Manager	MAP010	49,317	78,839	1	0	1
Purchasing Agent	SRM005	60,947	107,266	1	-1	0
Real Estate Coordinator	MAP007	40,874	65,345	2	-2	0
Risk Manager	MAP011	52,582	84,061	1	0	1
Support Technician	OPS006	23,724	37,926	2	0	2
Total				42		33



# GENERAL SERVICES

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## MISSION STATEMENT

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The mission of the Department of General Services (DGS) is to manage intra-governmental services of the City. This includes facility maintenance, fleet management, storehouse and distributions, security services, real property management, procurement as well as oversight of the City's parking system.

## DEPARTMENT OVERVIEW

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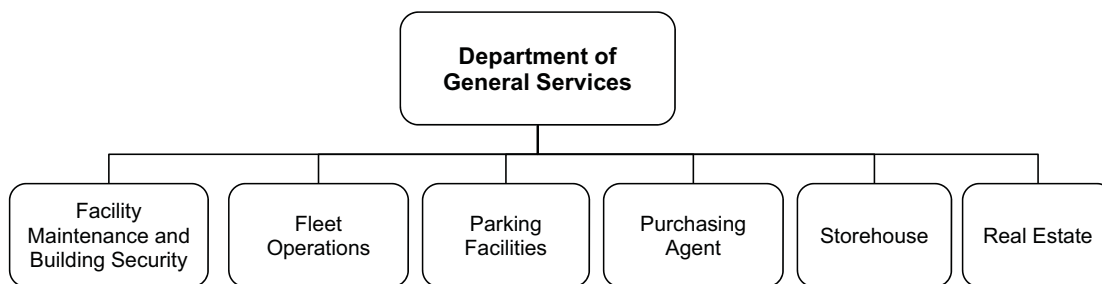
The Department of General Services is a newly created department in FY 2012. As part of the City's goal to become a well-managed government, the Administration identified reforms to current delivery processes, resource utilization, and organizational structures that change the balance between different services aimed at delivering a similar overall objective, but with less resources. This resulted in the creation of a Department of General Services. Consolidation will streamline City services common to multiple City departments and improve City services. The consolidation involved taking core and non-core services occurring throughout City government and delivering them through a common service provider. The following divisions will be a part of the DGS:

**Division of Facility Maintenance:** Provides a broad range of maintenance support services for much of the City's building inventory, as well as parks, playgrounds and ballfields. Facilities will also provide oversight of the City's Security contractor and the security program for City departments and agencies.

**Division of Purchasing:** Provides efficient procurement and materials management functions policies and activities that support the needs of City departments and partnership agencies; assists in the promotion of minority procurement opportunities and manages the City's storehouse operations. This latter service unit is accounted for in a separate Internal Service Fund (ISF) rather than in the General Fund, and its activities are described in a separate section of the City budget along with other ISF descriptions.

**Division of Parking, Fleet Management and Storehouses:** These are additional business service units that are accounted for in separate funds rather than in the General Fund. Their activities are presented in their respective fund pages.

**Division of Real Estate:** Provides lease administration and management services of City-owned properties, real estate property and market analyses, and support for the marketing and sale of City-owned properties.



## BUDGET HIGHLIGHTS

The total FY 2012 budget for the Department of General Services is \$18,949,800. The Department of General Services is a new department in FY 2012 created by absorbing the functions of other departments. It is expected that over the next fiscal year this streamlining will create savings in the form of reorganized positions and consolidated services. Additional savings is also expected through a reduced need for supplies, office equipment and space.

## KEY GOALS AND OBJECTIVES

- Over the course of the next fiscal year, the creation and consolidation of the Department of General Services will streamline service delivery, avoid duplication, reduce costs, particularly in the areas of overhead and administration -- and still support the City and residents with high-quality services.
- Maintain the City's on-going commitment to effective procurement services that enable competitive market offerings, are customer-oriented, and which promote minority and small business procurement opportunities for doing business with the City.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	0	0	0	5,756,786
Materials, Supplies & Repairs	0	0	0	7,810,767
Contractual Services	0	0	0	5,380,097
Equipment	0	0	0	2,150
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,949,800</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>General Services Director's Office</b>				
Director's Office	0	0	194,197	3
Provide management and support services to the Department of General Services.				
<b>Real Estate</b>				
Real Estate	0	0	242,902	2
Supports the marketing and sale of City-owned surplus property, and provides real estate analysis, lease administration, and oversight of City owned space.				
<b>Purchasing Agent</b>				
Centralized Procurement Services	0	0	417,601	6
Ensure the legal, efficient, and timely purchase of goods and services; identify market and sell surplus goods; and maximize opportunities for women and minority-owned businesses.				
<b>Facility Maintenance</b>				
Public Infrastructure Maintenance	0	0	7,356,879	85
Maintain environmentally sound and safe working environments and recreational facilities such as the Selden Arcade and Norfolk Fitness Center projects, comprising over 2.6 million square feet of public buildings.				
Public Utilities Cost Management	0	0	6,375,471	0
Provide management and payment of electricity, water, sewer, natural gas, heating fuel and solid waste (dumpster) services for public buildings and external customers.				
Repair Projects	0	0	1,000,250	0

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Accomplish building repairs that exceed normal maintenance parameters but which are not of sufficient scope to be considered capital improvements.				
Mail & Reprographic Services	0	0	626,308	0
Provide quality, customer-focused mail services and reprographic products on time and in cost-effective manner.				
Custodial Services	0	0	1,772,527	0
Provide sanitary and comfortable work environments for over 1.5 million square feet of public buildings and facilities through contracted custodial services.				
Jail Repair	0	0	90,000	0
Funds repair services for the City Jail.				
Physical Building Security	0	0	873,665	0
Provides oversight of the security program for City departments and agencies.				
<b>Total</b>	<b>0</b>	<b>0</b>	<b>18,949,800</b>	<b>96</b>

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Pay Grade	Minimum	Maximum				
Accountant I	OPS010	32,456	51,882	0	0	1
Administrative Assistant II	MAP003	32,158	51,407	0	0	2
Assistant Facilities Maintenance Manager	MAP012	56,106	89,693	0	0	1
Business Manager	MAP008	43,481	69,509	0	0	1
Buyer I	OPS010	32,456	51,882	0	0	1
Buyer II	OPS013	41,454	66,273	0	0	3
Carpenter I	OPS008	27,697	44,276	0	0	7
Carpenter II	OPS009	29,968	47,912	0	0	2
Chief Operating Engineer-HVAC	MAP010	49,317	78,839	0	0	2
Civil Engineer II	MAP010	49,317	78,839	0	0	1
Contract Administrator	MAP010	49,317	78,839	0	0	2
Director of General Services	EXE003	86,070	148,838	0	0	1
Electrician I	OPS007	25,622	40,963	0	0	2
Electrician II	OPS009	29,968	47,912	0	0	6
Electrician III	OPS010	32,456	51,882	0	0	2

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Facilities Maintenance Manager	SRM005	60,947	107,266	0	0	1
Maintenance Mechanic I	OPS007	25,622	40,963	0	0	9
Maintenance Mechanic II	OPS008	27,697	44,276	0	0	8
Maintenance Mechanic III	OPS010	32,456	51,882	0	0	1
Maintenance Shop Manager	MAP008	43,481	69,509	0	0	2
Maintenance Supervisor I	MAP005	36,200	57,872	0	0	1
Maintenance Supervisor II	MAP007	40,874	65,345	0	0	1
Maintenance Worker I	OPS003	18,939	30,279	0	0	2
Management Analyst III	MAP009			0	0	1
Manager of Real Estate	SRM005	60,947	107,266	0	0	1
Operating Engineer I	OPS007	25,622	40,963	0	0	1
Operating Engineer II	OPS010	32,456	51,882	0	0	13
Painter I	OPS007	25,622	40,963	0	0	3
Painter II	OPS009	29,968	47,912	0	0	1
Plumber II	OPS008	27,697	44,276	0	0	5
Plumber III	OPS009	29,968	47,912	0	0	1
Project Manager	MAP010	49,317	78,839	0	0	1
Purchasing Agent	SRM005	60,947	107,266	0	0	1
Real Estate Coordinator	MAP007	40,874	65,345	0	0	1
Quality Assurance Inspector	OPS009	29,968	47,912	0	0	1
Storekeeper I	OPS005	21,987	35,150	0	0	1
Storekeeper III	OPS008	27,697	44,276	0	0	1
Supervising Operating Engineer-HVAC	MAP007	40,874	65,345	0	0	2
Support Technician	OPS006	23,724	37,926	0	0	2
Welder	OPS009	29,968	47,912	0	0	1
<b>Total</b>				<b>0</b>		<b>96</b>

# HUMAN RESOURCES

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## MISSION STATEMENT

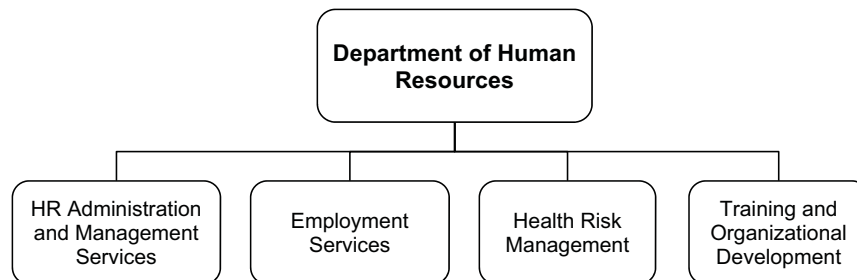
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The Human Resources Department fosters partnerships to attract, develop, and retain a highly qualified, diverse workforce, and create a culture that promotes excellence throughout the organization.

## DEPARTMENT OVERVIEW

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Human Resources (HR) is responsible for workforce management, which includes recruitment and selection, total compensation, employee relations, training, organizational development, wellness and safety, which are performed to attract, retain and develop a highly qualified, diverse and a dynamic workforce.



## PRIOR YEAR ACCOMPLISHMENTS

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- Reduced cost and increased efficiency and effectiveness of the recruitment process through implementation of an electronic hiring process, and widespread use of videoconferencing, rather than costly traveling, for interviews.
- Initiated a regional effort to compare detailed components of each city and counties benefit programs.
- Reduced Worker's Compensation program cost for the fiscal year through improved case management and a revised Return To Work Program.
- Improved city wide compliance to human resource policy and procedures, personnel law, and sound management practices through training, briefings, one-on-one interventions, and written materials.
- Lowered health risk of employees and future healthcare costs through increasing the number of employees who participate in the City's Disease Management and Health Improvement program: 64 percent of employees completed a Health Risk Assessment Survey; 25 percent of employees participated in Health Screening Program; over 989 employees are participating in a comprehensive Disease Management Program targeting heart disease, diabetes, asthma, heart failure and pregnancy; 284 employees participate in the Telephonic Lifestyle Management program and reduced or eliminated 25 percent of their health risks; 25 percent of employees participate in the monthly exercise program with 56 percent exercising regularly.

- Increased employees' knowledge and usage of existing benefits through 65 briefings in the field; increased efficiency of benefit administration through 100 percent on-line open enrollment.
- Workplace Safety education through the establishment of a dedicated web site for posting safety related information.
- Implemented a citywide Performance Management Program. Anticipated outcomes include higher compliance, reduced complexity, increased alignment between organizational and individual goals, and higher quality performance discussions.
- Processed 280 Norfolk youth for summer employment through the Summer Earn and Learn Program. With additional funding provided through the American Recovery and Reinvestment Act (ARRA), the Summer Earn and Learn Program was able to employ an additional 69 youth. The Pre-Employment Program was capped at twenty 14 -year olds and twenty 15-year olds. This program is creating opportunities for youths to be permanently hired. To date 32 program participants have been hired permanently into City employment since the program's inception in 2005. Norfolk's workforce readiness training component of the program was again performed by Tidewater Community College and included a Virginia Career Readiness Certificate (CRC) training for the older, out-of-school youth.
- Expanded NEOGOV functionality to include Insight Hire, increasing the capacity of the HR online pre-employment system. This enhanced capability enables HR to offer a comprehensive online pre-employment process; recruitment, all pre-employment processing as well as hiring. HR now serves its customers with a system that incorporates an automated paperless workflow process.
- Enhanced employee access to their automated HR/Payroll records within PeopleSoft by facilitating network access for all employees.
- Increased efficiencies and movement to paperless environment through increasing enhancements to automatic transfer of applications, files, and payments to benefit vendors. Partnering with the International City/County Management Association's retirement program to verify and update participant records to expedite payment of funds and move to their new completely on-line system.

## BUDGET HIGHLIGHTS

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The FY 2012 budget for the Department of Human Resources is \$2,740,500. This is a \$8,700 decrease from the FY 2011 budget. The less than one percent decrease is attributable to the restructuring of the citywide personnel assistance pool as well as a reprioritization of non personnel expenses in providing a well managed government.

## KEY GOALS AND OBJECTIVES

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- Perform as a strategic business partner in all areas of human resources management, to assist client departments in meeting their goals.
- Creatively recruit for talent through use of best practices and expanded technology to enhance applicant quality.
- Benchmark and implement best practices to attract and retain the most qualified employees within environmental and economical resources.

- Review and recommend benefits offerings to meet the needs of the changing work force.
- Improve employee well-being and productivity; reduce costs and injuries by instilling a "safety culture" and modifying programs associated with occupational and non-occupational disability cases.
- Enhance workflow and streamline products and services through continual use of technology, electronic management of documents, and process improvements.

## Expenditure Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Personnel Services	2,197,107	2,354,578	2,065,398	2,078,933
Materials, Supplies & Repairs	95,145	47,973	38,888	31,719
Contractual Services	1,527,202	623,477	636,480	621,417
Equipment	18,884	23,131	8,434	8,431
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>3,838,338</b>	<b>3,049,159</b>	<b>2,749,200</b>	<b>2,740,500</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Human Resources</b>				
Human Resources Administration	1,980,910	1,879,146	1,928,100	24
Administer HR policy, procedures and programs to align personnel law and City policies with continuous improvement principles.				
Recruitment	207,151	184,250	169,187	0
Administer and continuously improve the recruitment process to attract highly qualified and diverse candidates.				
Compensation	45,041	39,691	34,845	0



## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Align the best management and total compensation philosophy to attract and retain the most qualified employees.				
Occupational Health & Safety	202,998	183,002	185,531	2
Identify and effectively resolve disability management cases through effective implementation of disability management policy and maintain a safe and healthy work environment through division level safety committees, education, inspections and auditing.				
Employee Relations	1,966	5,000	3,500	0
Meet with employee groups and listen to concerns, provide information, be an employee advocate, share trends with department management and recommend strategies to address areas of concern.				
Organizational Development	478,777	105,861	67,087	1
Facilitate individual and team learning and guide organizational change in pursuing continuous improvement of the work culture and quality service to our citizens.				
Wellness Programs	132,316	352,250	352,250	0
Provide best-practice health improvement, disease management, and wellness programs to improve and maintain the health of our employees, while effectively managing overall costs.				
<b>Total</b>	<b>3,049,159</b>	<b>2,749,200</b>	<b>2,740,500</b>	<b>27</b>

## Department Goals and Measures

Strategic Priority: Public Accountability					
<b>Goal</b>					
Provide a competitive total compensation package and a quality culture in order to retain a quality and diverse workforce.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Percentage of employee turnover.	10	4	3.5	7	3.5
<b>Goal</b>					
Provide leadership and support in education, consultation, and organizational change strategies to individuals, groups, and departments of the City.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of employees receiving tuition assistance.	358	358	340	250	-90
Number of employees receiving training offered by the City.	2,500	2,500	2,200	2,200	0
<b>Goal</b>					
Provide wellness programs in areas where the largest percentage of employees are at "high risk" and/or in areas where prevention of illness would significantly reduce costs to the City.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of employees enrolled in the telephone wellness Lifestyle Management and Disease Management Program.	388	450	530	1,278	748
Number of health screenings completed at the worksite including blood pressure, cholesterol, body mass index, bone density, mammography, PSA, cancer, diabetes	5,053	5,740	6,314	6,500	186

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Administrative Technician	OPS008	27,697	44,276	1	-1	0
Applications Analyst	ITM004	49,707	79,465	1	0	1
Assistant Director of Human Resources	SRM006	64,848	114,132	1	0	1
Benefits Specialist	OPS008	27,697	44,276	3	0	3
City Safety Officer	MAP009	46,289	74,003	1	0	1
Director of Human Resources	EXE003	86,070	148,838	1	0	1
Disability Case Manager	MAP007	40,874	65,345	1	0	1
Employee Benefits Manager	MAP011	52,582	84,061	1	0	1
Employment Investigator	OPS010	32,456	51,882	1	0	1
Human Resources Generalist	MAP007	40,874	65,345	3	-1	2
Human Resources Manager	MAP012	56,106	89,693	1	0	1
Human Resources Team Leader	MAP010	49,317	78,839	2	0	2
Management Analyst I	MAP006	38,452	61,471	1	-1	0
Management Analyst III	MAP009	46,289	74,003	1	0	1
Organizational Development Specialist	MAP008	43,481	69,509	1	0	1
Personnel Technician	OPS010	32,456	51,882	3	-1	2
Salary and Benefits Administrator	MAP007	40,874	65,345	1	0	1
Salary and Benefits Specialist	OPS009	29,968	47,912	3	0	3
Software Analyst	ITM002	43,682	69,831	1	0	1
Support Technician	OPS006	23,724	37,926	4	-2	2
<b>Total</b>				<b>33</b>		<b>27</b>

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# **Non Departmental Appropriations**

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# CENTRAL APPROPRIATIONS

This budget includes programs and services the City provides that are not directly linked to specific departments, such as employee benefits, risk management and transfers to other departments.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
<b>Compensation and Benefits</b>					
<b>Citywide Turnover</b>	0	-2,544,429	0	0	0
Estimated savings from vacant budgeted positions					
<b>Employee Compensation Increases</b>	0	0	0	1,923,600	1,923,600
One-time bonus of \$500 for employees					
<b>Excess Workload Bonuses</b>	200,000	0	0	0	0
One-time bonuses for employees that covered the work of frozen positions					
<b>Health Improvement Program</b>	0	0	559,000	152,000	-407,000
Funding for health incentive program, lifestyle coaching and benefits consultant					
<b>Line of Duty Act</b>	0	0	0	397,100	397,100
Benefit for public safety personnel harmed in the line of duty; new required benefit in FY 2012					
<b>Retiree Benefit Reserve</b>	70,000	65,000	75,000	75,000	0
Death benefit to eligible retirees					
<b>Retiree Healthcare</b>	188,505	226,780	221,820	221,820	0
City supplement to monthly health care premiums paid by participating retirees					

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
<b>Staffing and Organizational Redesign Initiative</b>	0	0	0	1,647,358	1,647,358
Expenses related to strategic reorganization, retirement incentive payouts and other personnel actions. A total of \$1.8 million is budgeted for this effort. Of this amount, \$168,091 has been appropriated to departments for planned severance costs.					
<b>Transition Assistance</b>	0	0	298,000	0	-298,000
Transition activities related to staff downsizing in FY 2011					
<b>Unemployment Compensation</b>	88,962	185,237	180,000	270,000	90,000
Unemployment insurance claim payments					
<b>Virginia Worker's Compensation</b>	4,348,008	4,305,593	4,500,500	4,374,000	-126,500
Claim payments and related third-party administration and state taxes					
<b>Voluntary Retirement Incentive Program (VRIP)</b>	0	0	0	-1,000,000	-1,000,000
Anticipated savings from voluntary retirements					
<b>Subtotal</b>	<b>4,895,475</b>	<b>2,238,182</b>	<b>5,834,320</b>	<b>8,060,878</b>	<b>2,226,558</b>
<b>General Administration</b>					
<b>Advisory Services</b>	535,451	374,467	500,000	500,000	0
Urban design consultant services					
<b>Contingent Fund Adjustment</b>	350,100	333,908	0	0	0
Central placeholder					
<b>Employee Housing Assistance</b>	0	0	100,000	0	-100,000
Funding for housing assistance for City employees					

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>Employee Recognition Incentive</b>	0	8,048	75,000	75,000	0
Citywide employee recognition event					
<b>Fuel Cost Increase<sup>1</sup></b>	0	0	0	500,000	500,000
Anticipated fuel cost increase based on Department of Energy projections					
<b>GEM Neighborhood Revitalization</b>	4,471	0	0	0	0
Blight removal program					
<b>Innovation and Modernization Incentive</b>	0	100,000	0	0	0
Start-up fund for innovative ideas					
<b>Municipal Parking - Short Term City Parking</b>	267,543	284,956	364,300	341,800	-22,500
Funding for parking validations					
<b>Municipal Parking - Long Term City Parking</b>	1,003,067	930,288	930,288	1,115,496	185,208
Funding for City employee parking costs					
<b>Municipal Parking - Development</b>	0	224,700	230,256	262,780	32,524
Development Parking Incentives to Businesses					
<b>Special Programs and Sponsorships</b>	313,316	191,778	200,000	200,000	0
Support for local fundraising events					
<b>SPSA rate stabilization fund<sup>2</sup></b>	0	0	250,000	250,000	0
Financial assistance to residents for fee increases					
<b>State Payment<sup>3</sup></b>	2,512,621	1,843,759	2,142,218	880,302	-1,261,916
Funding for reduction in State Aid to Localities					
<b>Storehouse Indirect Cost</b>	154,836	154,877	154,877	166,570	11,693
Central warehouse for office supplies and materials					
<b>Summer Youth Program</b>	723,027	669,127	498,862	0	-498,862
Summer work program for students. Funding for this program has been transferred to the Department of Recreation, Parks and Open Space					

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
<b>Volunteer and Board Recognition</b>	8,094	0	0	0	0
Volunteer appreciation events					
<b>Subtotal</b>	<b>5,872,526</b>	<b>5,115,908</b>	<b>5,445,801</b>	<b>4,291,948</b>	<b>-1,153,853</b>
<b>Risk Management and Reserves</b>					
<b>Claim Payments and Insurance</b>	2,241,208	2,140,943	2,510,000	2,510,000	0
General liability, property and automobile insurance and associated legal fees					
<b>Operating Contingency<sup>2</sup></b>	0	0	1,950,000	1,950,000	0
Contingency funds for major unforeseen challenges that cannot be met elsewhere in the budget					
<b>Undesignated Five Percent Reserve</b>	827,904	195,248	0	0	0
Reserve to ensure fund balance remains at five percent of the operating budget					
<b>Subtotal</b>	<b>3,069,112</b>	<b>2,336,191</b>	<b>4,460,000</b>	<b>4,460,000</b>	<b>0</b>
<b>Transfers Out</b>					
<b>Cemeteries Support<sup>4</sup></b>	817,156	670,753	536,753	200,000	-336,753
General support for operations					
<b>Contract Operation Support</b>	0	0	500,000	0	-500,000
Support for contractual needs					
<b>Cruise Ship Loan<sup>4, 5</sup></b>	0	1,083,131	783,131	0	-783,131
General support for Cruise Ship loan payment					
<b>Emergency Preparedness Support<sup>4</sup></b>	1,627,767	1,627,767	2,142,023	367,374	-1,774,649
General support for operations					
<b>Golf Fund Support</b>	0	0	0	250,000	250,000
General support for operations					
<b>Nauticus Support for Schooner Virginia<sup>5</sup></b>	0	0	0	125,000	125,000
Support for the transfer of Schooner Virginia to Nauticus					



	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>Nauticus Support<sup>6</sup></b>	1,903,238	1,903,238	1,903,238	0	-1,903,238
General support for operations					
<b>Wisconsin Support</b>	534,534	534,534	534,534	0	-534,534
General support for operations					
<b>Subtotal</b>	<b>4,882,695</b>	<b>5,819,423</b>	<b>6,399,679</b>	<b>942,374</b>	<b>-5,457,305</b>
<b>Total</b>	<b>18,719,808</b>	<b>15,509,704</b>	<b>22,139,800</b>	<b>17,755,200</b>	<b>-4,384,600</b>

<sup>1</sup> The Administration received an updated estimate of the fuel cost increase after department budgets were completed. The Administration intends to spread this fuel cost increase to department budgets during the fiscal year.

<sup>2</sup> Amounts budgeted to these central appropriation line items are spread to departments throughout the year. Actual expenditures occur within the departments. Actual expenditures for the SPSA Lifeline in FY 2010 are \$237,240. Actual expenditures for the Operating Contingency in FY 2009 are \$1,733,070 and in FY 2010 are \$1,522,652.

<sup>3</sup> Similar to FY 2011, the State Payment amount reflects the City's intent to pay a portion of its flexible cut in aid to localities through a reduction in revenue.

<sup>4</sup> Cemeteries, Cruise Ship Terminal and Emergency Preparedness and Response will use available fund balance to support operations. Emergency Preparedness Support amount also reflects the transfer of building security to the Department of General Services.

<sup>5</sup> Adjustment to reflect the reporting of fund-to-fund transfers no longer required under GASB 54. In FY 2012, \$2,286,200 will be provided to Nauticus, and Cruise Ship Terminal will use \$1,641,400 of fund balance to support operations.

<sup>6</sup> Three-year commitment for sailing program for disadvantaged youth.

# OUTSIDE AGENCIES

The City of Norfolk believes in developing community partnerships with outside agencies to maximize the resources available for the provision of services. This practice reinforces the belief that the City alone cannot solve problems or deliver services. The City is a direct partner with many agencies through the provision of funding for operating support, "seed money" to begin an initiative or matching-fund support to efforts funded through grants.

The FY 2012 Approved Budget contains several changes to the funding for outside agencies:

## Norfolk Consortium

In order to encourage collaborative service delivery, revenue growth and reduce duplication, the City proposes the creation of a "Norfolk Consortium." The City's large event organizations, Nauticus, the Zoo and the Department of Cultural Facilities, will lead the charge to create the consortium. The consortium will be supported by the General Fund, the Public Amenities Fund (Tourism Opportunity Program money), and new revenue from the bed tax. As a group, the members will determine how to allocate the funds to the highest priorities and initiatives that help maintain the City of Norfolk the cultural center of Hampton Roads. Through this strategic and holistic approach, sponsored activities will result in increased revenues and help leverage other resources.

Consortium members include: Nauticus, MacArthur Memorial, the Zoo, the Department of Cultural Facilities, Norfolk Commission on the Arts and Humanities, Chrysler Museum, Norfolk Botanical Garden, VisitNorfolk, Norfolk Festevents, Norfolk NATO Festival and Virginia Arts Festival. There are no proposed changes to any of the Boards or Commissions of these organizations.

Due to the economic downturn, the City's revenue has declined. Consequently, funding has been reduced for City departments as well as Outside Agencies. As scheduled, the one-time support provided by the Public Amenities fund in FY 2011 has been removed in FY 2012. However, this loss in support will be offset with \$1 million from a \$1 increase in the bed tax and \$1,000,000 from Public Amenities. The bed tax is currently \$1 per room night and the revenue goes to VisitNorfolk. With the additional proposed \$1 increase, the bed tax will be \$2 per room night. With the addition of this funding the consortium members will have approximately \$2,000,000 more than the FY 2012 start point with the five percent reduction. After review and discussions with the City Manager, the consortium members will determine how to allocate this additional funding.

## Approved Consortium Support

	<b>FY 2011 Funding</b>	<b>FY 2012 Start Point*</b>	<b>FY 2012 Start Point w/5% reduction</b>	<b>Additional Funding</b>	<b>FY 2012 Approved</b>
General Fund	\$10,272,606	\$10,859,606	\$10,316,627	\$0	\$10,316,627
Public Amenities	\$1,158,558	\$0	\$0	\$1,000,000**	\$1,000,000**
Bed Tax \$1 Increase	\$0	\$0	\$0	\$1,000,000	\$1,000,000
<b>Total</b>	<b>\$11,431,164</b>	<b>\$10,859,606</b>	<b>\$10,316,627</b>	<b>\$2,000,000</b>	<b>\$12,316,627</b>

\*Equivalent to FY 2011 GF funding adjusted for Visit Norfolk and Norfolk Commission on the Arts and Humanities.

\*\* Tourism Opportunity Program grant funding and additional Public Amenities funds.

### Norfolk Community Services Board

The Norfolk Community Services Board (CSB) currently receives funding in the Outside Agencies budget. The required state match for services is 10 percent. In previous years, the City has provided funds well above the match requirement. However, due to the demands placed on the City's limited resources, the FY 2012 budget contains a decrease of \$1.0 million in its contribution to the CSB. Even with this level of reduced support, the City will still contribute well above the required match amount. The City anticipates that CSB will find operational efficiencies and use some of its fund balance to back fill the loss in City revenue. Over the next six months, in conjunction with the CSB, the City will evaluate integrating CSB's services into the City's structure.

### Norfolk Interagency Consortium

The Norfolk Interagency Consortium (NIC) currently receives funding in the Outside Agencies budget. In the FY 2012 Approved Budget, NIC has been integrated into the Department of Human Services. NIC administers the Comprehensive Services Act (CSA) Program, which provides programs and services for at-risk youth and youth with behavioral challenges. Moving NIC to Human Services will align similar services and ensure greater cooperation and effectiveness.

### Saving our Children

The funding for the Saving our Children initiative has been transferred to the newly created Bureau of Youth Services in the Department of Recreation, Parks and Open Space. This transfer is consistent with the City's new approach to providing youth services in a coordinated and cohesive manner.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>Grant Providers on behalf of City</b>					
<b>Norfolk Commission on the Arts &amp; Humanities</b>	935,000	935,000	701,250	843,838	142,588
Pass through grants to arts agencies; Housed in Department of Development					
<b>Norfolk Department of Human Services Grants</b>	0	0	520,300	520,300	0
Pass through grants to local social services agencies; Managed by Department of Human Services					
<b>SUBTOTAL</b>	<b>935,000</b>	<b>935,000</b>	<b>1,221,550</b>	<b>1,364,138</b>	<b>142,588</b>
<b>Grant Recipients</b>					
<b>Downtown Norfolk Council</b>	60,000	60,000	60,000	60,000	0
General operating support					
<b>Eastern Virginia Medical School</b>	709,348	709,348	709,348	709,348	0
General operating support					
<b>Friends of Fred Huette</b>	17,500	17,500	17,500	17,500	0
General operating support					

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
<b>Hampton Roads Partnership for the Hampton Roads Film Office</b>	15,000	0	0	0	0
Special three-year funding to establish and support a regional film office					
<b>Home Rehabilitation Initiative (World Changers)</b>	78,119	40,504	80,000	80,000	0
General operating support; Managed by Department of Planning and Community Development					
<b>Housing First (Virginia Supportive Housing)</b>	200,000	0	0	0	0
Funds in FY 2012 are included in the Office to End Homelessness					
<b>Legal Aid Society of Eastern Virginia</b>	8,364	8,364	8,364	8,364	0
General operating support					
<b>The Literacy Partnership</b>	50,000	50,000	50,000	50,000	0
General operating support					
<b>Local Offender Treatment and Supervision</b>	55,100	55,100	0	0	0
Merged into Norfolk Criminal Justice Services					
<b>Norfolk Criminal Justice Services</b>	0	0	155,100	155,100	0
Matching funds to state grant					
<b>Norfolk Drug Court Program</b>	78,750	78,750	78,750	78,750	0
Matching funds to state grant; Managed by Norfolk Community Services Board					
<b>Norfolk Interagency Consortium</b>	300,000	300,000	207,651	0	-207,651
Function has been moved to Department of Human Services					
<b>Norfolk Sister City Association</b>	47,000	47,000	47,000	47,000	0
General operating support					

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>Pretrial Services</b>	100,000	100,000	0	0	0
Merged into Norfolk Criminal Justice Services					
<b>Schooner Virginia</b>	12,000	12,000	0	0	0
General operating support					
<b>Second Chances</b>	435,000	435,000	435,000	435,000	0
General operating support					
<b>Southeastern Tidewater Opportunity Project (STOP)</b>	12,900	12,900	12,900	12,900	0
General operating support					
<b>St. Mary's Home for the Disabled</b>	15,000	15,000	15,000	15,000	0
General operating support					
<b>Square One</b>	37,336	37,336	37,336	37,336	0
General operating support					
<b>Virginians for High Speed Rail</b>	10,000	10,000	0	0	0
General operating support					
<b>SUBTOTAL</b>	<b>2,241,417</b>	<b>1,988,802</b>	<b>1,913,949</b>	<b>1,706,298</b>	<b>-207,651</b>
<b>Public-Private Partnerships for City- Owned Facilities</b>					
<b>Chrysler Museum</b>	2,953,613	2,953,613	2,805,932	2,665,636	-140,296
General operating support for the facility					
<b>Freemason Reception Center</b>	34,830	8,708	0	0	0
Moved to Department of Cultural Facilities, Arts & Entertainment					
<b>Norfolk Botanical Gardens</b>	1,188,820	1,188,820	1,129,379	1,072,910	-56,469
General operating support					
<b>Virginia Zoo Society</b>	325,000	325,000	308,750	325,000	16,250
Revenue sharing agreement to provide a flat rate for the first \$1.2 million in gate receipts					
<b>Virginia Zoo Society - Incentive Agreement</b>	246,546	319,176	320,000	419,020	99,020
Provides 50 percent of gate receipts in excess of \$1.2 million					
<b>SUBTOTAL</b>	<b>4,748,809</b>	<b>4,795,316</b>	<b>4,564,061</b>	<b>4,482,566</b>	<b>-81,495</b>

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
<b>Public-Private Partnerships for Tourism and Special Event Organizations</b>					
<b>Hampton Roads Sports Commission</b>	35,100	0	0	35,100	35,100
General Operating Support (one-time funding included in FY 2010 from the Special Programs account)					
<b>VisitNorfolk (Norfolk Convention and Visitors Bureau)</b>	3,730,000	3,730,000	3,143,500	3,366,325	222,825
General Operating Support					
<b>VisitNorfolk (Norfolk Convention and Visitors Bureau)</b>	877,141	854,124	1,000,000	1,000,000	0
Revenue from \$1 flat bed tax					
<b>Norfolk Consortium</b>	0	0	0	1,000,000	1,000,000
Revenue from \$1 increase in bed tax; will be dedicated to Norfolk Consortium					
<b>Norfolk Festevents</b>	1,577,766	1,577,765	1,498,878	1,423,934	-74,944
General operating support					
<b>Norfolk Festevents - Jazz Festival</b>	75,000	75,000	71,250	67,688	-3,562
General operating support					
<b>Norfolk Festevents - Waterside Programming</b>	0	375,000	0	0	0
General operating support					
<b>Norfolk Festevents - OpSail 2012</b>	0	0	0	100,000	100,000
General operating support					
<b>Norfolk NATO Festival</b>	147,065	147,065	139,712	132,726	-6,986
General operating support					
<b>Virginia Arts Festival</b>	648,900	648,900	616,455	585,632	-30,823
General operating support					
<b>Virginia Arts Festival</b>	0	175,000	166,250	157,938	-8,312
Special funding for VA Tattoo and Dance Series					
<b>SUBTOTAL</b>	<b>7,090,972</b>	<b>7,582,854</b>	<b>6,636,045</b>	<b>7,869,343</b>	<b>1,233,298</b>

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>Public Partnerships to Provide Services</b>					
<b>Hampton Roads Transit (HRT)<sup>1</sup></b>					
HRT Light Rail Service	0	0	888,478	1,726,825	838,347
HRT LRT Feeder Bus Service	0	0	720,380	561,032	-159,348
HRT Advance Capital	0	0	532,748	592,516	59,768
HRT Commission Expense	0	0	243,928	207,850	-36,078
HRT Ferry Service	0	0	169,372	184,963	15,591
HRT Paratransit	0	0	975,851	1,096,999	121,148
HRT Regular Bus Service	7,666,622	7,662,112	5,981,085	6,634,958	653,873
HRT Vanpool Profit	0	0	-37,761	-38,114	-353
HRT Prior Year Reconciliation	0	0	0	349,203	349,203
HRT NET Service	0	0	0	212,470	212,470
<b>Norfolk Community Services Board</b>	3,851,000	3,851,000	3,851,000	2,851,000	-1,000,000
General operating support					
<b>Norfolk Redevelopment and Housing Authority</b>					
Administrative support	600,000	455,636	550,000	550,000	0
HOME Program	0	288,728	0	0	0
Repayment to HUD					
Rental of Space – 201 Granby Street	20,000	0	33,317	33,317	0
<b>Saving Our Children Initiative</b>	0	175,000	175,000	0	-175,000
Funds have been moved to the Department of Recreation, Parks and Open Space					
<b>Waterside Maintenance Operations</b>	1,545,483	1,534,857	1,350,000	1,515,000	165,000
<b>SUBTOTAL</b>	<b>13,683,105</b>	<b>13,967,333</b>	<b>15,433,398</b>	<b>16,478,019</b>	<b>1,044,621</b>
<b>Contractual Obligations</b>					
<b>Economic Development Authority</b>	1,334,836	1,305,131	1,643,555	1,881,164	237,609
Economic incentive agreements with Heritage Bank, Fort Norfolk, Military Circle and US Gypsum (administered by Economic Development Authority)					

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>NRHA Economic Incentive Grants</b>	766,007	800,199	1,075,200	1,291,369	216,169
Economic incentive agreements with Continental Broadband, Crown Center and Dominion Enterprises (administered by NRHA)					
<b>Tidewater Community College</b>	6,000	6,000	6,000	6,000	0
General operating support					
<b>Tourism Infrastructure Repairs</b>	875,000	0	853,784	814,286	-39,498
Revenue from hotel tax used for improvements to cultural facilities					
<b>Waterside Convention Center Subsidy</b>	195,000	195,000	195,000	195,000	0
Maintenance subsidy agreement with the Marriott Hotel's management company					
<b>SUBTOTAL</b>	<b>3,176,843</b>	<b>2,306,330</b>	<b>3,773,539</b>	<b>4,187,819</b>	<b>414,280</b>
<b>Memberships and Dues</b>					
<b>Hampton Roads Chamber of Commerce</b>	12,000	12,000	12,000	12,000	0
Event sponsorship					
<b>Hampton Roads Economic Development Alliance</b>	229,112	235,747	222,509	222,509	0
Membership dues					
<b>Hampton Roads Partnership</b>	16,500	15,675	15,675	15,675	0
Membership dues					
<b>Hampton Roads Planning District Commission</b>	259,817	240,633	240,633	240,828	195
Membership dues (Includes funding for Metropolitan Medical Response System)					
<b>Hampton Roads Military &amp; Federal Facilities Alliance</b>	117,536	117,109	116,162	116,162	0
Membership dues					
<b>Virginia First Cities</b>	43,230	44,945	0	43,261	43,261
Membership dues					
<b>Virginia Innovation Group</b>	7,500	7,500	0	0	0
Membership dues					



	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
<b>Virginia Institute of Government</b>	15,000	15,000	0	0	0
Membership dues					
<b>Virginia Municipal League</b>	51,673	51,519	51,979	51,217	-762
Membership dues					
<b>SUBTOTAL</b>	<b>752,368</b>	<b>740,128</b>	<b>658,958</b>	<b>701,652</b>	<b>42,694</b>
<b>Other Arrangements</b>					
<b>Downtown Improvement District (DID) Pass Through Revenue</b>	1,783,110	1,539,699	1,526,100	1,531,373	5,273
Revenue from commercial real estate tax collections used for Downtown Improvement District activities					
<b>Downtown Improvement District (DID) Public &amp; Performing Arts Group</b>	0	102,647	101,700	102,092	392
Revenue from commercial real estate tax collections used for Downtown Improvement District activities					
<b>SUBTOTAL</b>	<b>1,783,110</b>	<b>1,642,346</b>	<b>1,627,800</b>	<b>1,633,465</b>	<b>5,665</b>
<b>TOTAL</b>	<b>34,411,624</b>	<b>33,958,110</b>	<b>35,829,300</b>	<b>38,423,300</b>	<b>2,594,000</b>

<sup>1</sup> Funds for HRT were previously budgeted in one line.

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# Community Development

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# PLANNING AND COMMUNITY DEVELOPMENT

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## MISSION STATEMENT

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The Department of Planning and Community Development applies the highest quality planning and regulatory principles to preserve, protect and enhance Norfolk's developed and natural environments while supporting neighborhood self-reliance and community-based problem solving to improve the physical, social, and economic health of Norfolk's neighborhoods.

## DEPARTMENT OVERVIEW

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The Department of Planning and Community Development is responsible for ensuring that Norfolk's plans reflect goals and policies that are supported by residents, approved by City Council, and appropriately implemented. The Department fulfills seven primary functions: provision of long-range planning services; implementation of the City's land use regulations; implementation of the Chesapeake Bay Preservation Act and erosion control programs; oversight of building safety during the construction process; enforcement of City codes; outreach to neighborhoods; and operation of the Norfolk Animal Care Center.

**Planning Services:** Develops and coordinates guidance and policy direction, through the General Plan and other plans, in the following areas: land use policies; transportation; economic development; neighborhood planning; and location of facilities. Planning Services implements land use policy and regulates development practices throughout the City through the maintenance and interpretation of the Zoning Ordinance, in addition to coordinating and staffing the site plan review process.

**Building Safety:** Ensures building safety during the construction process by reviewing plans, issuing permits, inspecting construction work, managing elevator inspections, verifying cross connections to ensure water safety and enforcing the Virginia Uniform Statewide Building Code for new construction.

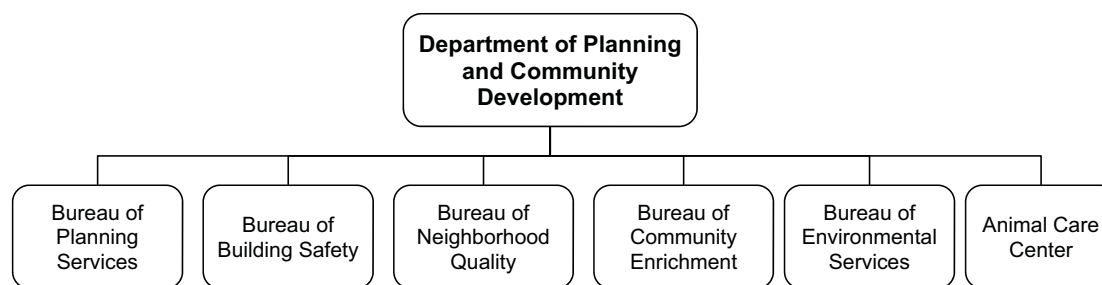
**Neighborhood Quality:** Strives to maintain a clean and desirable living and working environment for all residents by addressing blight and nuisances in coordination with other City departments, agencies and the residents of Norfolk. Neighborhood Quality is also responsible for enforcement of the Zoning Ordinance and coordinates the City's Call Center, providing citizens with a convenient number to contact regarding issues of concern.

**Community Enrichment:** Supports neighborhood outreach efforts through the implementation of programs designed to assist neighborhoods in organizing themselves to address issues of community concern. Community Enrichment coordinates the new Neighbors Building Neighbored initiative and provides staff support for the City's Task Forces.

**Environmental Services:** Implements the requirements of the Chesapeake Bay Preservation Act, including shoreline protection through the implementation of projects designed to treat stormwater before it is discharged into the rivers that feed into the Chesapeake Bay. Environmental Services also coordinates shoreline restoration efforts, including dune restoration and control of invasive exotic plants.

**Animal Care Center:** Provides care for stray, unwanted, sick, injured and abandoned animals in the City. The Center feeds, waters and houses all animals, vaccinates and provides medical care for animals, adopts

animals into permanent homes, reduces the pet population through spay and neuter programs, and transfers animals to responsible fostering and rescue groups.



## PRIOR YEAR ACCOMPLISHMENTS

- Provided over 400 residents, developers and builders assistance with architectural design and consultation services, to include plan reviews for Special Exceptions, Tax Abatement Program and new construction building permits for single- family properties.
- Sponsored a Home Renovation Fair that attracted around 100 residents. The event included lectures, lender exhibits and distribution of financial and technical resources.
- Achieved and maintained an ISO rating of "2". This rating places the City of Norfolk in the top 2 percent of all building permit and inspection offices in the nation for effectiveness in achieving building safety.
- Promoted changes in the Virginia Uniform Statewide Building Code that positively addresses the blighted conditions of buildings undergoing renovations.
- Conducted two successful damage assessment practice drills to ensure our ability to assess and report damage estimates from a hurricane or other natural event, to the Virginia Department of Emergency Management within 72 hours.
- Created and maintained uniform checklists for plan review and inspections to increase consistent level of safety for all building safety personnel.
- Coordinated a City-wide effort to establish a policy for "green building" practices and sustainable design methods.
- Implemented the new State requirement for coordinated land use and transportation reviews for certain categories of projects and plans in defined areas of the City.
- Completed public outreach for future planning in the area of light rail stations which supported both General Plan changes and also the development of new zoning district categories in support of the TIDE light rail system.
- Completed Central Hampton Boulevard Area Plan.
- Developed a number of coastal resource education efforts including the City's first Dune Day, Coastal Primary Sand Dune Workshop, and Tidal Wetlands Workshop.

- Completed the construction of five additional offshore breakwaters off the Bay Oaks community in East Ocean View and nourished the beach with 192,000 cubic yards of sand to provide enhanced storm protection for all of East Ocean View.
- Coordinated a Beach and Dune Codes Review process to assess the issue of widespread encroachments within the City's coastal dune system and beach areas.
- Identified and abated the first documented colony of the extremely invasive dune plant known as Coastal Kudzu (Beach Vitex) within the Commonwealth of Virginia.
- Provided continuing services to City departments and citizen groups in creating, enhancing and maintaining the City's tidal wetlands through incorporation of state-of-the-art "living shoreline" strategies.
- Provided guidance to nearly 130 applicants applying for rezoning, special exceptions, text amendments and street closures.
- Completed the Downtown Norfolk 2020 Plan and an updated Downtown Pattern Book.
- Scheduled over 1,300 events and community programs/meetings at the Bureau of Community Outreach's five facilities and approximately 258,000 visitors have received services at these buildings, which include public health, library and recreational programs.
- Norfolk Animal Care Center hired a professional animal welfare director in September 2009.
- The Animal Care Center revised its adoption process and has experienced a 30 percent increase in animal adoptions over the same time period last year.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Department of Planning and Community Development is \$8,748,300. This total is a \$584,000 decrease from the FY 2011 budget. This six percent decrease is attributable to the closing of the Design Center, the creation of the Neighbors Building Neighborhoods Initiative, and a reorganization of the department. Additionally, the Norfolk Cares Call Center will be transferred from the Department of Communications and Public Information to this department.

## KEY GOALS AND OBJECTIVES

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- Ensure through systematic review that all activities undertaken by the department contribute to the continued growth and revitalization of Norfolk as a desirable community in which to live and work, and to reinforce the role of Norfolk as the economic and cultural hub of Hampton Roads.
- Manage the process of updating the Norfolk General Plan including visioning; functional planning; marshaling of resources; coordination of supporting information, policy analyses and recommendations; and, development of appropriate implementation strategies.
- Assist citizens, contractors, property owners, architects, engineers and designers with design construction, alterations, repairs, and enhancements to buildings and structures while ensuring building safety through compliance with all applicable building codes and local ordinances.

- Improve land use regulations and processes to guide and ensure that new and infill development supports and enhances existing neighborhoods through use of compatible architectural styles and housing types.
- Manage the City's design review process as spelled out in the City code for maximum effectiveness in approving projects with high quality urban design in harmony with their settings.
- Manage programs related to neighborhood commercial corridor improvements, residential gateways and various public sign programs.
- Increase the public's awareness about the value of design in revitalizing older neighborhoods, building new ones, and in protecting historic resources through lectures, tours, forums, seminars, a resource library and demonstration projects. Encourage a range of sustainable housing choices.
- Provide environmental protection and enhancement services related to the management of City wetlands, Chesapeake Bay Preservation Areas and other coastal resources.
- Reduce the number of substandard housing and blighting structures; develop partnerships with housing providers and neighborhood groups; and improve the capacity of neighborhood associations and civic involvement.
- Care for all stray, surrendered or seized animals. Seek homes for all adoptable animals while ensuring public safety.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	4,172,650	4,630,177	7,633,769	7,053,076
Materials, Supplies & Repairs	99,322	102,568	357,886	318,137
Contractual Services	141,159	119,117	799,620	735,254
Equipment	841	448	6,125	3,625
All Purpose Appropriations	0	0	534,900	638,208
<b>Total</b>	<b>4,413,972</b>	<b>4,852,311</b>	<b>9,332,300</b>	<b>8,748,300</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Director's Office</b>				
<b>Management, Administration And Operations</b>	270,435	530,840	363,176	5
Provides leadership and guidance to all service areas and operating and budgetary support for the department's activities.				
<b>Bureau of Planning Services</b>				
<b>Transportation Services</b>	514	0	0	0
Prepares analyses and recommendations pertaining to all transportation modes and oversee the department's geographic information systems and related data bases.				
<b>Development Services</b>	715	0	0	0
Manages the process of updating the General Plan of Norfolk. Provides general plan consistency reviews and various program administrations. Provides leadership, analyses, support and coordination for area planning initiatives.				
<b>Land Use Services</b>	3,344	0	0	0
Administers and enforces the Zoning Ordinance and land use regulations and propose City-sponsored amendments to the Zoning Ordinance and Zoning Map. Process proposed changes to the Zoning Text/Zoning Map as proposed by the public.				
<b>Planning Administration Services</b>	1,199,000	1,484,653	1,260,050	15
Support Bureau activities.				
<b>Bureau of Building Safety</b>				
<b>Construction Inspections</b>	1,718,467	1,644,104	1,643,784	22
Inspects all permit-regulated work to ensure compliance with approved plans and the Virginia Uniform Statewide Building Code. Inspects all projects numerous times to provide for buildings safety.				
<b>Construction Operations</b>	466,974	464,072	367,641	6
Reviews and approves all permit applications and reviews construction documents for compliance with Uniform Statewide Building Code and numerous model building codes.				
<b>Building Construction Administrative Services</b>	282,173	241,451	259,494	-1
Provides administrative support, documentation preparation and records retention for all services.				

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Bureau of Community Enrichment</b>				
Community Enrichment	586,920	734,155	904,670	3
Ensures the long-term competitive position of the City's neighborhoods housing stock, and the GEM program.				
<b>Bureau of Neighborhood Quality</b>				
Neighborhood Quality	0	2,750,877	2,416,790	45
Strives to maintain a clean and desirable living and working environment for all residents. Plans and maintains stable neighborhoods by preventing circumstances which threaten vitality.				
GEM Program	0	235,000	235,000	0
The GEM Program transforms property where nuisance abatement liens and/or delinquent taxes are not paid, into productive uses, by presenting opportunities for reinvestment, economic growth and recovery of older neighborhoods in support of plans.				
<b>Bureau of Environmental Services</b>				
Bureau of Environmental Services	323,768	160,406	195,915	2
Provides land use guidance in areas of coastal resources. Ensures adherence to the Chesapeake Bay Preservation Act; administers erosion and control program; and analyzes environmental issues.				
<b>Animal Care Center</b>				
Animal Care Center	0	1,086,742	1,101,780	20
Ensures humane care for stray, unwanted, sick, injured, and abandoned animals in the City of Norfolk by feeding and housing animals; providing medical care for animals; adopting animals into permanent homes.				
<b>Total</b>	<b>4,852,311</b>	<b>9,332,300</b>	<b>8,748,300</b>	<b>117</b>



## Department Goals and Measures

### Strategic Priority: Economic Development

#### Goal

To improve the overall aesthetic impression of the City of Norfolk, and guide new development in line with City policies.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Design Reviews	105	105	105	105	0
Zoning Public Hearing	195	195	195	195	0
Building Plans Review-Detailed	3,350	3,350	3,350	3,350	0
Building Permits Issued	12,500	12,500	12,500	12,500	0

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Accounting Technician	OPS007	25,622	40,963	3	-1	2
Administrative Assistant II	MAP003	32,158	51,407	0	1	1
Administrative Secretary	OPS009	29,968	47,912	3	0	3
Administrative Technician	OPS008	27,697	44,276	7	-3	4
Animal Caretaker	OPS003	18,939	30,279	9	0	9
Animal Services Supervisor	MAP010	49,317	78,839	0	1	1
Architect II	MAP011	52,582	84,061	1	-1	0
Architect III	MAP012	56,106	89,693	1	-1	0
Assistant Director of Neighborhood Preservation	SRM006	64,848	114,132	1	0	1
Assistant Director of Planning	SRM006	64,848	114,132	1	0	1
Bureau Manager	SRM004	57,362	100,958	1	0	1
Business Manager	MAP008	43,481	69,509	1	0	1
City Planner I	MAP006	38,452	61,471	2	0	2
City Planner II	MAP008	43,481	69,509	1	0	1
City Planning Manager	SRM003	54,063	95,153	2	0	2
Code Official	SRM006	64,848	114,132	1	0	1
Codes Enforcement Team Leader	MAP008	43,481	69,509	4	0	4
Codes Records & Research Manager	MAP010	49,317	78,839	1	0	1
Codes Specialist	OPS010	32,456	51,882	14	-1	13
Customer Service Representative	OPS004	20,397	32,611	3	0	3
Deputy Code Official	MAP011	52,582	84,061	1	0	1
Director of Planning	EXE003	86,070	148,838	1	0	1

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Environmental Engineer	MAP009	46,289	74,003	1	0	1
Environmental Services Manager	SRM005	60,947	107,266	1	0	1
Geographic Information Systems Technician II	MAP006	38,452	61,471	1	0	1
Kennel Supervisor	OPS009	29,968	47,912	1	1	2
Management Analyst I	MAP006	38,452	61,471	1	0	1
Management Analyst III	MAP009	46,289	74,003	1	0	1
Manager-Norfolk Animal Care Center	SRM004	57,362	100,958	1	0	1
Neighborhood Development Specialist	MAP006	38,452	61,471	2	1	3
Neighborhood Services Manager	MAP011	52,582	84,061	4	-1	3
Office Assistant	OPS003	18,939	30,279	1	0	1
Permit Technician	OPS008	27,697	44,276	2	0	2
Permits Specialist	OPS011	35,182	56,247	2	0	2
Principal Planner	MAP011	52,582	84,061	2	0	2
Program Administrator	MAP008	43,481	69,509	2	-1	1
Program Supervisor	MAP008	43,481	69,509	1	-1	0
Public Information Specialist II	MAP006	38,452	61,471	1	0	1
Public Services Coordinator I	MAP006	38,452	61,471	1	0	1
Senior Animal Caretaker	OPS005	21,987	35,150	2	-2	0
Senior Codes Specialist	OPS012	38,172	61,021	21	-1	20
Senior Design & Rehabilitation Consultant	MAP010	49,317	78,839	2	-1	1
Senior Neighborhood Development Specialist	MAP008	43,481	69,509	2	0	2
Senior Permits Specialist	OPS013	41,454	66,273	3	-1	2
Senior Planner	MAP010	49,317	78,839	3	0	3
Support Technician	OPS006	23,724	37,926	4	3	7
Veterinary Technician	OPS008	27,697	44,276	1	-1	0
Visitor Services Specialist	MAP004	34,106	54,524	1	0	1
Zoning Enforcement Coordinator	MAP009	46,289	74,003	1	0	1
Zoning Enforcement Specialist II	OPS011	35,182	56,247	3	-1	2
Zoning Enforcement Specialist III	OPS013	41,454	66,273	2	-1	1
<b>Total</b>				<b>128</b>		<b>117</b>

# DEVELOPMENT

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## MISSION STATEMENT

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The Department of Development strives to create wealth for the City with a customer-driven approach that promotes wealth growth and wealth importation. It is wealth creation that will allow the Department of Development to contribute positively to the City of Norfolk's status as a great place to live, work, learn, and play.

## DEPARTMENT OVERVIEW

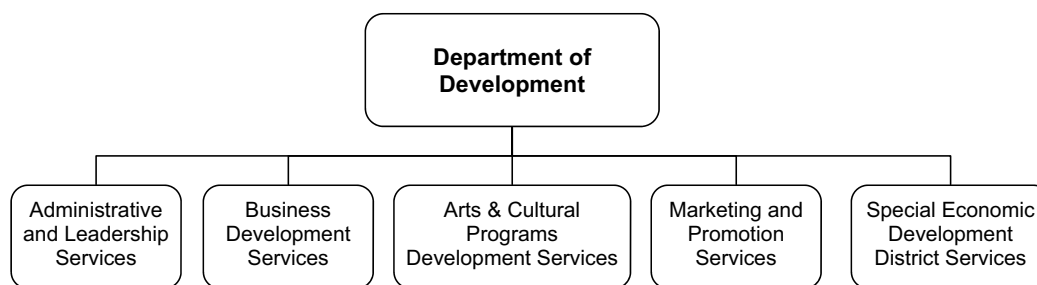
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The Department of Development focuses on the attraction, retention, and expansion of businesses in the City. The Department has adopted an industry specific approach to grow the existing business base, thereby increasing revenues for the City and creating new employment opportunities for citizens.

Special District Programs, such as the Empowerment Zone, Enterprise Zone, and HUB Zone programs provide federal, state, and local incentives for new and existing businesses located in targeted areas throughout the City.

The Department also provides support to local cultural organizations to facilitate community outreach, to enrich cultural amenities, and enhance the quality of life for citizens. Activities of the department include:

- Promote the competitive advantages of a Norfolk location, its business parks and special districts to businesses expanding and/or relocating to the area.
- Promote and attract minority businesses and investment.
- Promote and advance the collaboration of businesses with regional university research initiatives for applied technologies.
- Continue to update, innovate and promote utilization of both our websites: [www.norfolknavigator.com](http://www.norfolknavigator.com), which enables the site selection of properties throughout the city that are available for lease and sale and provides custom demographic and business profile data on-line; and, [www.norfolkdevelopment.com](http://www.norfolkdevelopment.com) with a selection of profile, research information, and photo gallery.
- Produce Norfolk Development Special Reports on a variety of current topics in order to track progress reflecting business segment and investment. Provide analyses, statistic data and marketing materials in general.
- Continue to grow community business corridors.



## PRIOR YEAR ACCOMPLISHMENTS

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- Exceeded \$350 million in expansions and new development including: The Wells Fargo Center residential and retail sections, Colonnas Shipyard expansion, Residence Inn, Harris Teeter expansion, Virginia Arts Festival headquarters, the Market at Ghent and the Hurrah Players headquarters. Continued to fill in and expand businesses beyond the traditionally defined downtown core area.
- The Wells Fargo Center: completed the 22-story office tower with integral garage, and an 1800 space garage and began construction of the 50,000 square foot of retail and approximately 121 luxury apartments.
- Clay and Jay Barr Education Center: 13,000 square foot Virginia Arts Festival headquarters and rehearsal studios
- Entered into official agreements with the Virginia Department of Minority Business Enterprise, Old Dominion University, the Small Business Development Center, the United States Small Business Administration and the Virginia Department of Business Assistance to provide formal training to Norfolk businesses.
- Received redesignation by the state as an Enterprise Zone.
- Provided innovative marketing campaigns and two websites: [www.norfolknavigator.com](http://www.norfolknavigator.com), which enables the site selection of properties throughout the city that are available for lease and sale and provides custom demographic and business profile data on-lin for businesses looking to relocate to Norfolk; and, [www.norfolkdevelopment.com](http://www.norfolkdevelopment.com) with a selection of profile, research information, and photo gallery.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Department of Development is \$1,867,400. This is a \$45,300 decrease from the FY 2011 approved budget. This 2.4 percent decrease is attributable to a reduction in non-discretionary spending such as travel, memberships, dues, and supplies.

## KEY GOALS AND OBJECTIVES

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- Increase the tax base by promoting the competitive advantages of a Norfolk location, its business parks and special districts to businesses expanding and/or relocating to the area.

- Work with existing businesses, local business organizations, and neighborhood civic leagues to enhance the business and neighborhood commercial corridors.
- Identify and facilitate land redevelopment opportunities.
- Promote and attract minority businesses and investment and continue to develop our Small, Minority, and Women-Owned Business Program.
- Provide Norfolk businesses with training in partnership with the Virginia Department of Business Assistance.
- Assist local arts and cultural organizations and promote the arts throughout the community.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	1,680,360	1,624,541	1,625,840	1,704,230
Materials, Supplies & Repairs	16,750	12,213	14,294	6,752
Contractual Services	419,231	403,698	272,566	156,418
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>2,116,341</b>	<b>2,040,452</b>	<b>1,912,700</b>	<b>1,867,400</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Development</b>				
<b>Administrative Leadership Services</b>	917,186	906,565	957,118	6
Provide leadership, coordination and management of the economic development programs of the City of Norfolk.				
<b>Business Development Services</b>	634,132	667,570	625,586	8
Provide focused, sector-specific expertise for attracting new business development and assisting in the expansion of existing businesses.				
<b>Arts &amp; Cultural Programs Development Services</b>	82,853	79,199	77,007	1
Coordinate the City's arts and cultural development assistance programs, and liaison with City arts organizations.				
<b>Special Economic Development District Services</b>	82,716	74,094	74,282	1
Coordinate and administer work directed to the department to assist in the delivery of Empowerment Zone initiatives. Provide support, as needed to the Enterprise Zone programs.				
<b>Marketing &amp; Promotional Services</b>	323,564	185,272	133,407	1
Coordinate and implement marketing and advertising initiatives promoting the City as a business location.				
<b>Total</b>	<b>2,040,452</b>	<b>1,912,700</b>	<b>1,867,400</b>	<b>17</b>

## Department Goals and Measures

Strategic Priority: Economic Development					
<b>Goal</b>					
Increase the City's economic base over the prior business tax base.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of businesses attracted to the City.	30	30	30	30	0
Number of business expansions in the City.	34	34	32	32	0
Percentage of increase in the business tax base.	3	3	3	3	0
<b>Goal</b>					
Increase the utilization of Norfolk's real estate.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Percentage of expansion of the commercial tax base.	3	3	3	3	0
<b>Goal</b>					
Promote regional, national and international awareness of Norfolk's strategic dvantage as a cultural and business center of the southeastern coastal region.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of arts organizations receiving technical assistance.	48	48	45	42	-3
Art Within Reach average attendance.	140	150	140	140	0
Sustain growth in major arts organizations' cumulative budgets.	-10.5	-7.5	0	-3	-3

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Administrative Analyst	MAP008	43,481	69,509	1	0	1
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Administrative Technician	OPS008	27,697	44,276	2	0	2
Arts Manager	SRM001	48,231	84,885	1	0	1
Assistant Director of Marketing	SRM006	64,848	114,132	1	0	1
Assistant Director of Development	SRM006	64,848	114,132	1	0	1
Business Development Manager	SRM002	51,027	89,809	5	0	5
Business Development Manager-Special Services	SRM002	51,027	89,809	1	0	1
Director of Development	EXE003	86,070	148,838	1	0	1
Senior Business Development Manager-Commercial	SRM002	51,027	89,809	1	0	1
Senior Business Development Manager-Finance	SRM003	54,063	95,153	1	0	1
Senior Business Development Manager-Maritime	SRM002	51,027	89,809	1	0	1
<b>Total</b>				<b>17</b>		<b>17</b>



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# Parks, Recreation & Culture

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# LIBRARIES

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## MISSION STATEMENT

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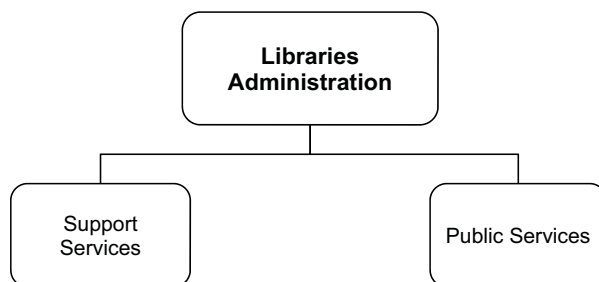
The Norfolk Public Library provides equal opportunity access to information, high-quality books and multimedia materials, programs, exhibits, and on-line resources to meet the needs of our diverse community for life-long learning, cultural enrichment, and intellectual stimulation. To fulfill its mission, the Library employs a knowledgeable, well-trained staff committed to excellent service.

## DEPARTMENT OVERVIEW

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The Norfolk Public Library is comprised of two basic divisions: Public Services and Support Services, with 81 full-time employees. Public Services involve all of those entities that actively engage with the public and offer services to the public. Those are the 10 branches, one anchor branch library, Bookmobile, and the Norfolk Main Library.

The focus of the Library is articulated in the plan, "Strategic Directions for the Norfolk Public Library, 2006-2011." The planning and delivery of library services is based on the stated community needs. The branch libraries serve the community through Early Childhood Literacy Programs (Babygarten, Reading Rockets, 1-2-3 Grow with Me, Motherread, and Ready to Read), KidZones, after-school programming, access to computers, and book collections that provide students with the resources they need to complete homework. In addition, the library collection provides residents with popular fiction and nonfiction books, as well as books on CD and DVDs.



## PRIOR YEAR ACCOMPLISHMENTS

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- Focused on delivering community services based on the Strategic Directions for the Norfolk Public Library, 2006-2011 document.
- Provided new books and library materials to readers, students, and researchers. Library material circulation increased by 30 percent over the previous year.
- Managed a 50 percent increase in the number of hours the public used the Library's public computers from FY 2008, an increase of 124 percent since FY 2007.
- Instructed more than twice the number of patrons in formal computer classes as in FY 2008.

- Expanded and strengthened Teen & Tween After School Services. The branches have worked to refresh the collections by removing old materials to provide room for new and updated homework collections. The addition of nearly 30 computers at every branch has also helped with this initiative by promoting the educational and recreational needs of tweens and teens using the branch libraries. More teens are coming to the library for programming, specifically the video gaming tournaments that are hosted during Teen Tech Week and throughout the year.
- Conducted extensive Youth Services training for new personnel.
- Collaborated with and strengthened relationships with key community partners - Smart Beginnings, Literacy Partnership and Social Services.
- Created a NPL Volunteer Program for youths and adults to actively participate and support library services.
- NPL recorded over 6,000 hours of volunteer services performed by members of the community. This is double the amount of volunteers hours recorded in FY 2009.
- The Mary D. Pretlow Anchor Branch Library had over 35,000 visitors every month, and approximately 30,000 library materials circulated each month. With over 70 computers at Pretlow Anchor Branch Library, over 5,300 people use the computers on a monthly basis. Approximately 65 non-library related programs and meetings take place at Pretlow Anchor Branch every month.
- Continued development of the Local History and Genealogy section at the Main Library. The Sargeant Memorial Room continued to build its digital images collection on the library web site. The staff at SMR continue to publish the popular and award-winning Sargeant's Chronicles newsletter, and initiated monthly programming on basic genealogical searching, using genealogy databases, and other topics of local historical interest.
- The Norfolk Public Library Foundation has been raising money for the Sargeant Memorial Room Endowment over the last few years. This year, the 3rd Annual Norfolk Historical Calendar made close to \$10,000 for the endowment. The NPL Foundation has also raised approximately \$15,000 through their direct mail campaigns for all of their endowments and their active fund, and increased their recognition as a long-term giving opportunity for community members.
- The Friends of the Norfolk Public Library has set up ongoing used book sales at every Norfolk Public Library location. Their annual Books and Brew and Used Book Sale made over \$20,000 for library programs and initiatives.
- The Norfolk Public Library Multicultural Committee was established to work with branches in delivering programs during cultural celebratory months. This year, NPL sponsored programs for Hispanic Heritage Month, Native American Heritage Month, African American History Month and Asian Pacific American Heritage Month.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Norfolk Public Library is \$6,978,200. This is a \$353,300 decrease over the FY 2011 budget. This 4.8 percent decrease is attributable to managing vacancies, streamlining their operations due to the closure of the Main Library/Seaboard building in the fall calendar year 2011 for the construction of the new Slover Library. In addition, funds are provided for increases in retirement and healthcare costs.

## KEY GOALS AND OBJECTIVES

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- Continue to build and strengthen the NPL Volunteer Program.
- Manage the book collection by concentrating on the most popular and needed materials, particularly student homework and early literacy materials; continue to weed the existing library collections, replacing core items.
- Continue to develop and enhance NPL staff training.
- Actively provide quality programs to educate parents in the concept of early literacy. Assist parents to be their child's first teacher and help prepare children to enter school ready to read.
- Continue to make KidZones, Early Childhood Learning Environments welcoming, dynamic destinations where families can connect through play.
- Expand the opportunities for teen involvement in the library through volunteerism and programs. Continue to encourage teens to participate in system-wide programs such as "Teen Tech Week" and "Teen Read Week."
- Continue to offer Youth Services training on key topics - Babygarten, Family Place, Storytime, Child Development, Early Literacy, and Children's Literature.
- Continue to provide training in customer service and code of conduct to all staff.
- Continue to conduct outreach and awareness programs about library services throughout the community.
- Continue digitizing and making available online the Library's collection of approximately 10,000 historical photos at an approximate rate of 300 per month.
- Continue to focus on improvement and development of the Library's website.
- Continue to develop library services of "after school" value to teens and tweens. Promote and maximize usage of branch libraries with 25-30 computers in each branch, library computer aides, updated and current books needed for homework, and clean and safe environments.
- Continue to install ADA compliant circulation desks in the branches.
- Work with Facility Maintenance to install ADA compliant bathrooms at Blyden Branch, Janaf Branch and Larchmont Branch.
- Service main library's book collection to the branches from the Norfolk Public Library Administrative Offices and Service Center.
- Continue to interfile the book collection at the NPL Administrative Offices & Service Center.
- Continue improvements to the design of the SirsiDynix system software and increase staff training associated with this program.
- Increase bandwidth for staff network and public internet as funds allow.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	6,124,852	6,131,584	5,596,105	5,232,700
Materials, Supplies & Repairs	890,902	669,401	375,918	390,023
Contractual Services	636,136	595,794	552,477	548,477
Equipment	984,852	977,418	807,000	807,000
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>8,636,742</b>	<b>8,374,198</b>	<b>7,331,500</b>	<b>6,978,200</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Libraries</b>				
<b>Collection Development &amp; Materials Processing</b>	1,176,038	1,034,888	1,003,021	4
Provide materials necessary to provide "shelf ready" access to books, on-line databases, CD ROM, videos, microfilms and books on tape.				
<b>Public Services</b>	4,319,326	4,360,458	4,100,859	60
Interface of staff with the public to provide services that range from circulation, research and reference support, children's resources and programs, access to on-line technology and other educational programs.				
<b>Automation</b>	659,322	667,595	608,077	7
Automate material resources to allow the NPL to continue to build its digital information infrastructure and increase the ease and accuracy to on-line materials.				
<b>Administration &amp; Operations</b>	2,099,077	1,142,827	1,140,203	9
Provide general operating support including security, utilities, training and development and system service development.				
<b>Program Development &amp; Promotion</b>	120,435	125,732	126,040	1
Implement and design programs that enhance the use of the library and maximize its value to the community through awareness and community relations.				
<b>Total</b>	<b>8,374,198</b>	<b>7,331,500</b>	<b>6,978,200</b>	<b>81</b>

## Department Goals and Measures

### Strategic Priority: Community Building

#### Goal

To provide increases in the scope, quantity, and diversity of library materials available throughout the system to meet existing and growing patron demands.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Level of circulated materials.	1,033,380	996,260	920,000	920,000	0
Number of new items added.	62,852	36,169	36,000	36,000	0

#### Goal

Provide increased support of computer equipment to maximize the usage of online databases and internet access.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Annual visits to library's homepage.	440,000	442,208	580,000	600,000	20,000
Hours of in-building computer use.	467,583	503,315	450,000	450,000	0

#### Goal

To provide improved service at each library location by upgrading equipment and furnishings.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of library visits.	1,139,650	1,236,791	1,258,000	1,258,000	0
Registered borrowers.	106,763	113,681	116,000	118,000	2,000
Reference output.	920,600	1,055,638	1,100,000	1,100,000	0
Number of programs.	2,104	2,650	2,650	2,650	0
Number of groups using meeting rooms.	1,936	2,061	2,100	2,100	0

#### Goal

To provide an understanding of the importance of reading to children by developing strong partnerships with community agencies, clubs, organizations, and by conducting programs for children and parents.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Visits to teachers.	580	580	600	642	42
Visits to classrooms.	550	550	585	620	35
Book packets given away.	4,680	4,680	4,775	5,181	406
Number of people attending childrens' programs.	41,066	47,772	49,000	50,000	1,000

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accounting Technician	OPS007	25,622	40,963	1	0	1
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Administrative Technician	OPS008	27,697	44,276	1	0	1
Applications Development Team Supervisor	ITM006	56,672	90,598	1	0	1
Assistant Director of Libraries-Public Services	SRM006	64,848	114,132	1	0	1
Business Manager	MAP008	43,481	69,509	1	0	1
City Historian	MAP007	40,874	65,345	1	0	1
Custodian	OPS002	17,601	28,140	1	0	1
Data Quality Control Analyst	OPS008	27,697	44,276	1	0	1
Director of Libraries	EXE003	86,070	148,838	1	0	1
Information Technology Trainer	ITO009	41,781	66,793	2	0	2
Librarian I	MAP005	36,200	57,872	8	-2	6
Librarian II	MAP008	43,481	69,509	14	-1	13
Librarian III	MAP009	46,289	74,003	5	0	5
Library Assistant I	OPS004	20,397	32,611	1	0	1
Library Assistant II	OPS005	21,987	35,150	15	0	15
Library Associate I	OPS009	29,968	47,912	16	0	16
Library Associate II	OPS010	32,456	51,882	6	0	6
Microcomputer Systems Analyst	ITO005	32,692	52,262	1	0	1
Office Assistant	OPS003	18,939	30,279	1	0	1
Public Information Specialist I	MAP004	34,106	54,524	1	0	1
Public Relations Specialist	MAP007	40,874	65,345	1	0	1
Public Services Coordinator I	MAP006	38,452	61,471	1	0	1
Senior Microcomputer Systems Analyst	ITM001	40,977	65,509	1	0	1
<b>Total</b>				<b>84</b>		<b>81</b>



# CULTURAL FACILITIES, ARTS & ENTERTAINMENT

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## MISSION STATEMENT

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The Department of Cultural Facilities, Arts and Entertainment provides a wide variety of venues, events and services to help meet the needs of our diverse patron and client base. The Department utilizes all resources available for the proper management, programming, operation and maintenance of theatres, a state-of-the-art baseball stadium, sports arena, an exhibition/convention hall, a historic arcade as well as museum exhibits and research facilities. The department's role is to provide a variety of entertainment and educational opportunities that not only appeal to residents, but will attract citizens from the entire region to come and spend time in Norfolk while enjoying all we have to offer.

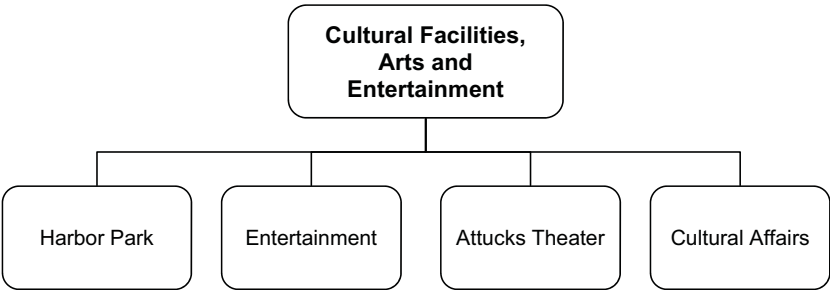
## DEPARTMENT OVERVIEW

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The Department of Cultural Facilities, Arts and Entertainment manages twelve facilities for the City: Scope Arena, Chrysler Hall, Exhibition Hall, Wells Theater, Harrison Opera House, Harbor Park, MacArthur Memorial, Attucks Theatre, Police and Fire Museum, Selden Arcade, Towne Point Park and Little Hall.

The Department will often serve more than one million people at approximately 1,000 events during the year. Staff works to improve existing processes and re-engineer the department while simultaneously ensuring that people attending events are comfortable, receive first class customer service, and leave wanting to come back and attend more events in the future. The Department of Cultural Facilities, Arts and Entertainment partners with other departments to attract events for both single and multiple performance events which help to generate additional revenues for the City.

In addition to servicing the many facilities, the department also manages the Public Art Program for the City of Norfolk. This undertaking not only utilizes the talents of many local and national artists, but also incorporates the knowledge and desires of residents of the City. Residents are asked 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 that will be displayed in various locations around Norfolk.



## PRIOR YEAR ACCOMPLISHMENTS

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- The Scope Arena hosted the Eastern Regional boys and girls basketball Tournament. It was a huge success as for one day close to 9000 fans and participants came to downtown Norfolk to see some great basketball games. The completed seating project within Scope Arena to include over 5,000 new seats in the 200 section of the arena and the opening of the new VIP Lounge in Chrysler Hall.
- The Office of Special Events is processing an incredible number of requests for events that range from neighborhood block parties, to weddings, to marathons to "Zombie Parties". This office serves as not only a clearing house for events that take place on City property but also as a mentor to people unfamiliar with staging events and City processes, working with them to see to it that events are safe and successful.
- This department has made recycling a priority in our day to day operations. We are currently recycling 22 percent of the materials that come into the buildings we manage.
- What was formerly the Norfolk Welcome Center has now been transformed into the new Police and Fire Museum for the City of Norfolk. In cooperation with both Police and Fire, this venue was completely renovated, outfitted with displays of Police and Fire exhibits from past, present and future and opened to the public as another free attraction in 2010.
- The MacArthur Memorial Foundation, in partnership with the City, has raised and been granted sufficient funds to begin the process of expanding the memorial.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Cultural Facilities, Arts & Entertainment is \$6,218,300. This is a \$189,300 increase from the FY 2011 budget. This 3.1 percent increase is attributable to a restructuring and realignment of operational expenditures. The department will also receive the Special Events unit from the Department of Recreation, Parks and Open Space in order to consolidate special event management. The budget includes funds to support an increase in retirement and healthcare costs.

## KEY GOALS AND OBJECTIVES

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- Operate efficiently, be competitive in the demanding entertainment market and be adaptable to the many changes in the industry.
- Treat all people with respect, provide employees an opportunity to grow, foster teamwork in an environment of mutual trust and honesty, provide excellent customer service, welcome people from all walks of life, and recognize staff for quality work.
- Operate clean and well-maintained facilities and keep these facilities safe and accessible for hosting a large variety of events.
- Serve as the cultural hub of the region, inspire people to have fun, provide educational opportunities for patrons, secure events that contribute to a healthy downtown and the economic health of the City and region, and honor our veterans and the life of General Douglas MacArthur.

## Expenditure Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Personnel Services	3,738,940	3,601,625	3,638,516	3,802,120
Materials, Supplies & Repairs	1,935,888	1,492,722	1,539,680	1,576,796
Contractual Services	1,018,841	882,408	826,849	820,429
Equipment	12,675	2,077	18,955	18,955
All Purpose Appropriations	5,287	3,238	5,000	0
<b>Total</b>	<b>6,711,631</b>	<b>5,982,070</b>	<b>6,029,000</b>	<b>6,218,300</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Cultural &amp; Convention Center</b>				
Harbor Park Operations & Engineering	365,997	379,163	394,608	0
Provide service to support operating systems. Ensure a well-maintained, safe and clean stadium facility.				
Event Coordination	366,047	369,880	386,818	7
Provide for event communication and production.				
Operations & Engineering	3,090,466	3,100,499	3,250,456	36
Provide service to support operating and production equipment. Ensure well-maintained, safe and clean facilities.				
Finance & Box Office	409,490	404,697	385,347	6
Provide financial support services to the organization.				
Marketing & Administration	426,227	473,233	516,916	5
Provide programming to achieve highest level of enjoyment experience for customers.				
Freemason Reception Center	7,340	34,830	0	0
Provide operation support and information to visitors as well as exhibit space for the Police & Fire Museums.				
Cultural Facilities & Programs	414,733	422,744	432,188	2
Provide management of Attucks Theatre, coordination and booking of events into the venue.				
<b>Macarthur Memorial</b>				
Museum Services	418,470	411,173	433,888	7

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Provide exhibit design, installation, collections management, security and visitor services.				
Archives & Research	175	155	155	0
Provide research assistance to the public and preserve the collection of historical documents, photographs, maps, etc.				
Visitors & Education	0	227	0	0
Design and conduct education programs, tours, etc.				
Administration	92,018	95,190	97,461	0
Design and conduct educational programs, tours, etc.				
Office Of Cultural Affairs & Special Events	391,107	337,209	320,463	3
Provide management of Selden Arcade, coordination of cultural affairs and special events.				
<b>Total</b>	<b>5,982,070</b>	<b>6,029,000</b>	<b>6,218,300</b>	<b>66</b>

## Department Goals and Measures

Strategic Priority: Economic Development					
<b>Goal</b>					
Provide well-maintained, safe and clean facilities for the enjoyment of patrons attending sporting and entertainment events.					
<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
Number of attendees.	709,993	709,993	781,788	805,242	23,454
Number of events.	162	162	182	187	5
Total event days.	266	266	247	254	7
<b>Goal</b>					
To ensure properly working operating systems and production equipment for customer comfort within cultural and arts facilities.					

## Department Goals and Measures

Strategic Priority: Economic Development					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of attendees.	314,202	314,202	299,975	289,774	-10,201
Number of events.	1,099	1,099	1,143	1,169	26
Total event days.	1,158	1,158	1,196	1,223	27
<b>Goal</b>					
To present interesting educational and historical exhibits, provide historical research assistance, and provide high quality educational programs.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of researchers served.	1,462	1,828	3,150	2,500	-650
Number of students served.	12,500	15,000	18,000	18,000	0
Number of attendees.	38,000	34,906	35,400	36,000	600

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Accountant I	OPS010	32,456	51,882	2	-1	1
Accountant II	OPS011	35,182	56,247	1	0	1
Accounting Manager	MAP012	56,106	89,693	0	1	1
Accounting Supervisor	MAP009	46,289	74,003	1	-1	0
Administrative Technician	OPS008	27,697	44,276	2	0	2
Archivist	MAP006	38,452	61,471	1	0	1
Assistant Director of Entertainment Facilities	SRM006	64,848	114,132	1	0	1
Assistant Facilities Maintenance Manager	MAP012	56,106	89,693	0	1	1
Box Office Manager	MAP008	43,481	69,509	1	0	1
Box Office Supervisor	MAP003	32,158	51,407	2	0	2
Carpenter II	OPS009	29,968	47,912	1	0	1
Crew Leader II	OPS009	29,968	47,912	3	0	3
Curator	MAP007	40,874	65,345	1	0	1
Custodian	OPS002	17,601	28,140	1	-1	0
Director of Cultural Affairs, Arts, & Entertainment	EXE003	86,070	148,838	1	0	1
Education Manager	MAP009	46,289	74,003	1	0	1
Event Coordinator	MAP007	40,874	65,345	2	1	3
Event Manager	MAP009	46,289	74,003	1	0	1
MacArthur Memorial Director	SRM004	57,362	100,958	1	0	1
Maintenance Mechanic II	OPS008	27,697	44,276	5	0	5
Maintenance Supervisor II	MAP007	40,874	65,345	1	0	1

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Maintenance Worker I	OPS003	18,939	30,279	8	1	9
Maintenance Worker II	OPS004	20,397	32,611	8	0	8
Management Analyst II	MAP008	43,481	69,509	1	-1	0
Manager of Special Events	SRM002	51,027	89,809	1	0	1
Manager of the Office of Cultural Affairs & Special Events	SRM006	64,848	114,132	1	0	1
Manager of Visitor Marketing	MAP010	49,317	78,839	1	0	1
Museum Attendant	OPS005	21,987	35,150	2	0	2
Office Manager	MAP003	32,158	51,407	1	0	1
Operating Engineer I	OPS007	25,622	40,963	2	0	2
Operating Engineer II	OPS010	32,456	51,882	4	0	4
Operations Manager	MAP010	49,317	78,839	2	-1	1
Painter II	OPS009	29,968	47,912	1	-1	0
Public Relations Specialist	MAP007	40,874	65,345	1	0	1
Recreation Specialist	OPS009	29,968	47,912	0	1	1
Special Events & Facilities Coordinator	MAP007	40,874	65,345	1	0	1
Stage Crew Chief	OPS012	38,172	61,021	1	0	1
Stage Production Manager	MAP007	40,874	65,345	1	0	1
Storekeeper III	OPS008	27,697	44,276	1	0	1
Support Technician	OPS006	23,724	37,926	1	0	1
<b>Total</b>				<b>67</b>		<b>66</b>

# ZOOLOGICAL PARK

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## MISSION STATEMENT

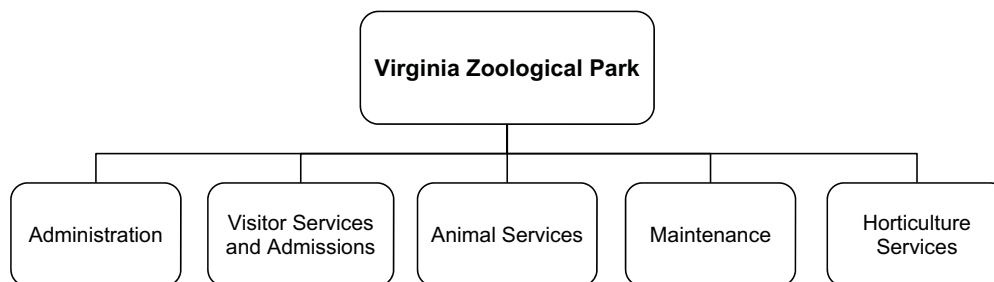
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The Virginia Zoological Park fulfills its mission through education, conservation, research and recreation and strives to increase the knowledge and understanding of the world's flora and fauna and to add to the growing body of knowledge about them. The Zoo displays animals respectfully in a way that encourages their natural behavior, which offers the public opportunities for learning and enjoyment. The Zoo also promotes and contributes toward the conservation of wildlife and their habitats.

## DEPARTMENT OVERVIEW

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The Virginia Zoo is a hybrid organization that employs staff through the City of Norfolk and the Virginia Zoological Society. The Society provides the following support services for the Zoo: development, membership, fund raising, marketing and promotions, special events, education and food and retail operations. The City of Norfolk support consists of the divisions of Animal Services, Horticulture Services, Maintenance, Visitor Services/Admissions and Administration. Animal Services maintains the welfare of the animal collection and oversees the security services of the Zoo. Horticulture Services provides grounds maintenance for the Zoo's 55 acres, including animal exhibits, beds and greenhouses. Maintenance performs repairs and maintains the Zoo's infrastructure. Visitor Services manages the front entrance operations. Administration oversees visitor services, gate admissions, and the operations of the Zoo in regards to the City CIP and operating budgets.



## PRIOR YEAR ACCOMPLISHMENTS

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- The first phase of the Zoo's master plan "Trail of the Tiger" Asia exhibits opened in 2011 and visitor attendance increases are anticipated in FY 2012 due to the expansion. Animal species added to the Zoo's collection include siamang, orangutan, white cheeked gibbon, asian small clawed otter, malayan tiger, binturong, malayan tapir, crowned pigeon, azure-winged magpie, bleeding heart dove, finch-billed bulbul, crested wood partridge, fairy bluebird, pied imperial pigeon, chestnut-breasted molcoha and red-throated parrot fish.
- Design and construction of the Zoo's Animal Hospital began in 2011 and continues into FY 2012.
- The Zoo received an award from the Elizabeth River Project for sustained distinguished performance - model river star for its wetlands restoration project.

## BUDGET HIGHLIGHTS

The total FY 2012 budget for the Zoological Park is \$3,939,100. This is a \$105,800 increase from the FY 2011 approved budget. This 2.8 percent increase is attributable to an increase in retirement and healthcare costs as well as increases in utility costs and food for feeding the zoo animals. The department has also decreased its operational budget by \$70,191 by streamlining expenditures and eliminating a Zookeeper to right-size their operations and workforce.

## KEY GOALS AND OBJECTIVES

- Maintain Association of Zoos and Aquariums accreditation standards.
- Continue to provide the residents of Hampton Roads with a unique recreation and education experience.
- Increase Zoo attendance and revenue with the construction of new exhibits, the addition of new animals, and an increase in promotional activities and special events.
- Continue the development and expansion of the Zoo.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	2,566,502	2,444,393	2,631,589	2,748,233
Materials, Supplies & Repairs	633,550	630,723	733,953	728,648
Contractual Services	358,060	367,280	414,239	438,689
Equipment	20,734	11,131	53,519	23,530
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>3,578,846</b>	<b>3,453,526</b>	<b>3,833,300</b>	<b>3,939,100</b>



## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Zoological Park</b>				
Zoological Services	2,824,282	3,203,016	3,311,469	45
Provides a zoological institution that serves as a facility dedicated to offering the citizens of Hampton Roads the opportunity to experience an awareness of wildlife and biological conservation.				
Horticultural Services	629,244	630,284	627,631	11
Provides care and maintenance for the Zoo's plant collection, landscaping to the Zoo's grounds and plantings for animal exhibits and flower beds.				
<b>Total</b>	<b>3,453,526</b>	<b>3,833,300</b>	<b>3,939,100</b>	<b>56</b>

## Department Goals and Measures

Strategic Priority: Education					
<b>Goal</b>					
Increase visitor attendance with the addition of new animals.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of visitors served.	407,315	421,220	431,417	435,239	3,822
Number of species.	158	171	185	190	5
<b>Goal</b>					
Increase Zoo admission gate revenue.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Revenue collected.	1,093,091	1,238,351	1,804,192	2,038,040	233,848
Level of increased revenue.	-4.9	13.3	45.7	13	-32.7
<b>Goal</b>					
Maintain a high level of activity in Species Survival Plans.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of plans at the zoo.	12	16	17	17	0

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Animal Registrar	OPS010	32,456	51,882	1	0	1
Animal Services Supervisor	MAP010	49,317	78,839	1	0	1
Assistant Supervisor of Animal Services	OPS013	41,454	66,273	2	0	2
Customer Service Representative	OPS004	20,397	32,611	7	0	7
Director of the Virginia Zoological Park	EXE002	76,286	122,059	1	0	1
Elephant Manager	OPS012	38,172	61,021	1	0	1
Equipment Operator II	OPS006	23,724	37,926	1	0	1
Groundskeeper	OPS004	20,397	32,611	2	0	2
Horticulture Technician	OPS006	23,724	37,926	4	0	4
Horticulturist	MAP007	40,874	65,345	1	0	1
Landscape Coordinator II	OPS012	38,172	61,021	1	0	1
Maintenance Mechanic I	OPS007	25,622	40,963	2	0	2
Maintenance Mechanic II	OPS008	27,697	44,276	3	0	3
Maintenance Mechanic III	OPS010	32,456	51,882	1	0	1
Maintenance Supervisor II	MAP007	40,874	65,345	1	0	1
Security Officer	OPS007	25,622	40,963	5	0	5
Superintendent of the Virginia Zoological Park	SRM006	64,848	114,132	1	0	1
Support Technician	OPS006	23,724	37,926	1	0	1
Veterinary Technician	OPS008	27,697	44,276	1	0	1
Visitor Services Assistant	OPS006	23,724	37,926	1	0	1
Visitor Services Coordinator	OPS009	29,968	47,912	1	0	1
Zookeeper	OPS008	27,697	44,276	17	-1	16
<b>Total</b>				<b>57</b>		<b>56</b>

# THE NATIONAL MARITIME CENTER

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## MISSION STATEMENT

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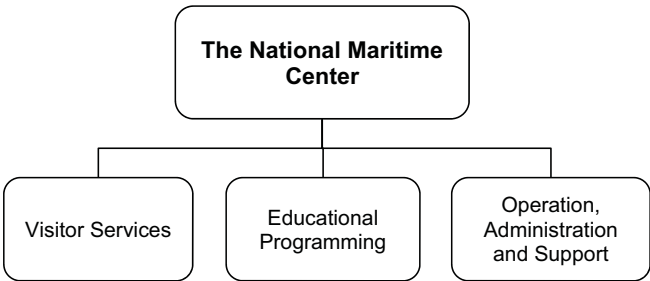
Nauticus, also known as the National Maritime Center, inspires and educates people with engaging and interactive experiences that celebrate our connections with today's maritime world. Nauticus is a contemporary museum that uses the natural setting of Norfolk's harbor to showcase global maritime commerce and the world's largest Navy.

## DEPARTMENT OVERVIEW

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Nauticus is a major tourist destination, attracting over 285,000 visitors annually. It is an educational resource offering structured Virginia Standards-of-Learning based programs to school age children locally and regionally. It serves as a community resource for a variety of programs and workshops, memberships, and volunteer opportunities appealing to diverse audiences.

Nauticus is the home of the Battleship Wisconsin and also houses the Hampton Roads Naval Museum, a contemporary seaport museum, educational outreach offices of the National Oceanic and Atmospheric Agency (NOAA), and the Victory Rover tour boat. Nauticus also operates the Banana Pier Museum Store and, through contract, the Outtakes Café.



## PRIOR YEAR ACCOMPLISHMENTS

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- Successfully presented the blockbuster exhibit from National Geographic entitled Real Pirates: The True Story of the Whydah, Slave Ship to Pirate Ship. This successful exhibition, the first ever of its size for Nauticus or Norfolk, drew over 60,000 guests to downtown Norfolk during a normally quiet winter season and set a new standard of performance and public expectations for Nauticus. The exhibition also proved that an upgraded Half Moone Cruise Terminal could serve successfully as a premier venue to host large scale traveling museum exhibits.
- Co-sponsored the second "Blue Planet" Adult Education Forum held at Old Dominion University for a presentation from the Chief Oceanographer of the U.S. Navy concerning global warming and its impact on the Navy and maritime interests.
- Created new experiences associated with the newly donated Battleship Wisconsin including (1) the opening of the first interior spaces aboard the battleship for public tours, (2) "Guns, Sweat, and Gears:

Anatomy of a Battleship" which explains the inner workings of the ship's weapon systems and offers a glimpse of life aboard this floating city, (3) a new interactive experience in the Battleship Wisconsin's combat engagement center which simulates combat action from within this nerve center, (4) a new introduction film for visitors to the Battleship Wisconsin which brings to life the rich history of this ship as told through those who served on her and supported her, and (5) a new exhibit in the Battleship Wisconsin ward room entitled "To All Those Who Have Served" - a tribute to the brave men and women who have and continue to serve our country.

- Hosted NPS 4th - 6th grade Science Fair, 3rd annual Mid-Atlantic ROV Competition, ASTM Annual Egg Drop Contest, and Home-Schoolers Day for thousands of local and regional students.
- Leveraged Nauticus Foundation matching funds with those of grantors and partners to continue the Junior Scientist Program, Oceanography Workshops, 12th year of "Uncle Pete" Decker field trips for NPS students, and Port of Virginia careers exploration for NPS 8th Graders.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for The National Maritime Center is \$5,310,200. This is a decrease of \$486,900 from the FY 2011 budget. This 8.4 percent decrease is attributable to streamlining operational expenses. The budget also includes funds to support increases in retirement and healthcare costs.

## KEY GOALS AND OBJECTIVES

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- Improve the Nauticus experience and economic opportunities for the downtown area through more welcoming, knowledgeable staff, a more visitor-friendly building, and refreshed, compelling exhibits, educational programs, and theater programs.
- Develop a new series of permanent and temporary exhibits that galvanize community support and regional cooperation around the preservation and interpretation of the Battleship Wisconsin.
- Become a regional and national resource center on contemporary shipping, technology, design, and social impacts of today's seaport.
- Help lead downtown/waterfront activities and development by participating in cooperative marketing, programming and problem-solving.
- Establish within the next two years a full scale professional development staff for the 501(c) 3 Nauticus Foundation capable of consistently raising \$1,000,000 annually in gifts and educational grants. Prepare for major Annual Fund campaign with the non-profit Nauticus Foundation Board of Directors.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Permits and Fees	31,484	41,028	50,000	50,000
Use of Money and Property	671,572	644,294	902,500	600,000
Charges for Services	591,806	837,762	2,376,795	2,344,000
Miscellaneous Revenue	96,553	72,092	30,033	30,000
Recovered Costs	0	0	0	0
Local Revenue	2,437,772	2,437,772	2,437,772	2,286,200
Federal Aid	276,967	43,500	0	0
<b>Total</b>	<b>4,106,154</b>	<b>4,076,448</b>	<b>5,797,100</b>	<b>5,310,200</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	2,213,780	2,336,804	3,663,029	3,328,716
Materials, Supplies & Repairs	850,225	773,272	1,315,176	1,148,939
Contractual Services	678,636	804,836	424,126	524,546
Equipment	27,951	7,827	12,000	12,000
All Purpose Appropriations	303,660	306,558	382,769	295,999
<b>Total</b>	<b>4,074,252</b>	<b>4,229,296</b>	<b>5,797,100</b>	<b>5,310,200</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>The National Maritime Center</b>				
<b>Visitor Services</b>	1,165,211	1,040,234	929,515	7
Provide services to support general operations of the museum, and to ensure a well-maintained, safe and clean facility.				
<b>Educational Programming</b>	394,974	450,737	405,509	6
Produces and promotes education-related or educational programs and exhibits targeting the general public and school students. Ensure educational programs are incorporated in the Virginia Standards of Learning.				
<b>Operation, Administration, &amp; Support</b>	2,220,254	3,490,936	3,411,747	32
Operations - provide administrative support, leadership, and overall management and coordination of services. Support, procure, setup, operate, maintain, develop, and promote Nauticus' facility, including Battleship Wisconsin and Police & Fire Museum.				
<b>Gift Shop</b>	431,164	528,031	437,162	3
Operates a specialty retail outlet offering decorative, educational and novelty gift items to our visitors. Coordinates and implements collectable promotional items for the USS Wisconsin.				
<b>Special Events &amp; Conference Management</b>	17,693	287,162	126,267	2
Assemble and coordinate Special Events by promoting activities with local businesses, civic groups, maritime organizations, memberships, and public schools in the Hampton Roads areas.				
<b>Total</b>	<b>4,229,296</b>	<b>5,797,100</b>	<b>5,310,200</b>	<b>50</b>

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accountant IV	MAP009	46,289	74,003	1	0	1
Accounting Technician	OPS007	25,622	40,963	2	0	2
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Assistant Director of Maritime Center	SRM006	64,848	114,132	2	0	2
Carpenter II	OPS009	29,968	47,912	1	0	1
Curator	MAP007	40,874	65,345	1	0	1
Director of Maritime Center	EXE003	86,070	148,838	1	0	1
Education Specialist	OPS008	27,697	44,276	4	0	4
Electrician II	OPS009	29,968	47,912	2	0	2
Electrician IV	OPS011	35,182	56,247	1	0	1
Electronics Technician I	OPS009	29,968	47,912	1	0	1
Electronics Technician II	OPS010	32,456	51,882	2	0	2
Enterprise Controller	MAP012	56,106	89,693	1	0	1
Grants & Development Coordinator	MAP009	46,289	74,003	3	0	3
Maintenance Mechanic I	OPS007	25,622	40,963	1	0	1
Maintenance Mechanic II	OPS008	27,697	44,276	2	0	2
Maintenance Supervisor I	MAP005	36,200	57,872	1	0	1
Maintenance Supervisor II	MAP007	40,874	65,345	1	0	1
Management Analyst III	MAP009	46,289	74,003	1	0	1
Manager of Visitor Marketing	MAP010	49,317	78,839	1	0	1
Manager of Visitor Services	MAP007	40,874	65,345	1	0	1
Maritime Operations Manager	MAP010	49,317	78,839	1	0	1
Plumber III	OPS009	29,968	47,912	1	0	1
Property Manager	MAP011	52,582	84,061	1	0	1
Public Relations Specialist	MAP007	40,874	65,345	1	0	1
Sales Representative	MAP006	38,452	61,471	2	0	2
Senior Exhibits Manager / Designer	MAP008	43,481	69,509	1	0	1
Support Technician	OPS006	23,724	37,926	1	0	1
Visitor Services Assistant	OPS006	23,724	37,926	6	0	6
Visitor Services Coordinator	OPS009	29,968	47,912	1	0	1
Visitor Services Specialist	MAP004	34,106	54,524	3	0	3
Welder	OPS009	29,968	47,912	1	0	1
<b>Total</b>				<b>50</b>		<b>50</b>

# RECREATION, PARKS AND OPEN SPACE

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## MISSION STATEMENT

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The Recreation, Parks and Open Space Department enriches the quality of life for our citizens by providing choices and opportunities for Norfolk residents to recreate and enjoy open space; developing and operating a full spectrum of recreational services for youth, adults and special populations; and ensuring the management and maintenance of the City's parks, playgrounds, beaches, urban forest and City-owned cemeteries.

## DEPARTMENT OVERVIEW

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The Department of Recreation, Parks & Open Space consists of five primary bureaus:

Bureau of Planning & Administration is comprised of the following divisions: Business Services, Public Information, and Open Space Planning and Development. Business Services provides accounting, budgeting, payroll and financial guidance to the department. Public Information provides marketing and communications functions, develops Good Times publication, and serves as media contact for the department. Open Space Planning and Development provides landscape architecture and development to new and existing facilities, project management for all capital projects, playground replacement, and master planning.

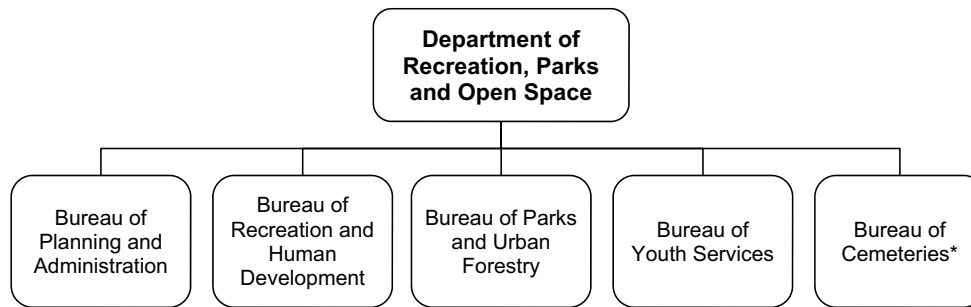
Bureau of Recreation & Human Development is comprised of the following divisions: Recreation and Leisure Activities, Athletics and Recreational Sports, Aquatics and Water Activities. The divisions operate and provide services at the City's recreation centers (before/after school care, open rec gym, events and other programming), provide dance/music classes, visual arts classes, citywide sports programming both via individual classes and leagues, computer resource centers, neighborhood service centers, SkatePark Plaza and aquatics programs and instructional classes at three indoor aquatics facilities, provide lifeguard operations at three outdoor pools and three beach locations, and offer citywide seniors and therapeutic programs to include inclusion offerings.

Bureau of Parks & Urban Forestry is comprised of the following divisions: Urban Forestry and Park Maintenance. Their services include the routine maintenance and beautification of over 2,500 acres of parks, public buildings, public and school grounds, medians, public beaches, eight miles of Light Rail, and planting of street trees throughout the City of Norfolk. This bureau maintains the City's urban tree canopy and provides oversight of the Mayor's Living Legacy Tree Initiative.

Bureau of Youth Services oversees youth programming for the City, including the After the Bell program, the Norfolk Youth Council and the Let's Move fitness program. This Bureau was created in FY 2012 in order to provide strategic direction for youth services and offer a comprehensive program for all youth.

Bureau of Cemeteries is comprised of the following divisions: Funeral Services and Cemetery Maintenance. These divisions operate the eight cemetery locations throughout the City by providing funeral pre-planning, funeral services and cemetery maintenance.





\* Shown in Special Revenue section of the Budget Book

## PRIOR YEAR ACCOMPLISHMENTS

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- Partnered with the VA Health Department to create the Waterline Teens Program. This is a water safety and awareness class designed for Norfolk Teens. Over 3,500 teens participated.
- Over 3,100 adults, teens, children and preschoolers participated in the American Red Cross Swimming and Water Safety classes that were offered.
- Norfolk School Splash is the annual swimming and water safety program for the City of Norfolk Public Schools. Over 2,000 elementary school children participated in the program held at the Northside and Huntersville indoor swimming pools.
- Two participants of the Boxing program were finalists in the national Silver Gloves Boxing Tournament in Missouri. Both were named Ringside World Champions.
- Installed landscape plantings along Norfolk's 7.5 mile Light Rail Line and Light Rail Stations
- Trimmed approximately 6,600 trees and removed 1,300 hazardous trees.
- Planted approximately 1,000 trees along City streets.
- Awarded the Virginia Recreation and Park Society's 2011 Annual Conference September 17-20, 2011, the first for Norfolk in 26 years. The City of Norfolk's Department of Recreation, Parks and Open Space will serve as the host department to over 1,000 delegates across the Commonwealth.
- Renovated the following playgrounds: 37th Street, 38th Street, Colonial Greenway, Larchmont Park, Lamberts Point and Riverpoint.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Department of Recreation, Parks and Open Space is \$16,990,700. This is a \$1.8 million increase from the FY 2011 budget. This 12 percent increase is attributable to a strategic reorganization of youth services. A new Bureau of Youth Services will manage the After the Bell program, the Norfolk Youth Council program, and the Let's Move program. In addition to these programs, three positions will transfer from the Office of Youth and Childhood Development. The youth summer employment program and funding set aside for the Saving our Children initiative will also move to this

Bureau. These programs will be transferred to this Bureau in order to provide comprehensive services for the City's youth.

The Department will move its Special Events unit to the Department of Cultural Facilities, Arts and Entertainment, which also manages special events. The Department will eliminate vacant positions in the Bureau of Parks & Urban Forestry. Services will be maintained by remaining staff along with the assistance of the Sheriff's inmate workforce program. Two additional vacant positions in Parks & Urban Forestry will be reclassified into Recreation Specialists in order to provide additional staff at community centers. These positions will increase the level of safety and service delivery at the centers.

## KEY GOALS AND OBJECTIVES

- Provide quality recreational and leisure services programming at City facilities.
- Preserve and enhance the urban environmental settings, park amenities, and open space.
- Provide fun diverse and innovative recreational sports and instructional programs to all citizens as funded.
- Provide new and renovate existing playgrounds, basketball courts and other park amenities throughout the City as funded.
- Develop a strategic plan for youth services.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	12,668,770	13,440,449	12,602,323	13,533,262
Materials, Supplies & Repairs	1,412,649	1,294,910	1,620,995	1,847,641
Contractual Services	975,844	890,496	629,786	782,241
Equipment	69,479	200,539	159,896	82,293
All Purpose Appropriations	404,146	45,310	195,000	745,263
Debt Service	651	7,848	0	0
<b>Total</b>	<b>15,531,539</b>	<b>15,879,553</b>	<b>15,208,000</b>	<b>16,990,700</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Recreation, Parks And Open Space</b>				
<b>Bureau Of Planning &amp; Administration</b>	1,583,024	1,645,555	1,360,185	14
Provides in-house support for department's bureaus. Provides public relations for the department. Plans and develops the City's open space.				
<b>Bureau Of Recreation &amp; Human Development</b>	7,204,017	6,575,758	7,200,510	94
Provides recreational programming at 28 recreation facilities that include recreation centers, 3 indoor pools and 3 outdoor pools. Provides programs in dance, music, arts, special populations, athletics, seniors, NFWC, and aquatics.				
<b>Bureau Of Parks &amp; Urban Forestry</b>	7,092,512	6,986,687	7,103,712	103
Preserves and enhances the environmental settings and assets of the City. Plants, maintains and protects trees, shrubs, and flowers on streets, public grounds, facilities, medians, parks, school grounds, and beaches.				
<b>Bureau Of Youth Services</b>	0	0	1,416,988	3
Provides oversight for youth programming.				
<b>Total</b>	<b>15,879,553</b>	<b>15,208,000</b>	<b>16,990,700</b>	<b>214</b>

## Department Goals and Measures

### Strategic Priority: Public Safety

#### Goal

To maintain a safe and healthy Urban Forest by pruning City trees on a 14 year cycle or better.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Average number of trees pruned each year.	7,850	8,000	6,645	6,645	0
Percentage of pruning inspections adhering to ISA standards.	100	100	100	100	0

#### Goal

To keep Norfolk looking attractive by mowing and trimming public lawns on a regular scheduled basis depending on classification of turf area and seasonal characteristics.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of mowing cycles where turf grass is cut before exceeding six inches in height.	16	20	11	8	-3

#### Goal

To improve the value of Urban Forest by planting more trees than are removed each year.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Average number of trees planted.	1,187	900	1,050	1,050	0
Percentage of trees needing replacement during the first year.	10	10	10	10	0

#### Goal

To operate the City's recreation facilities in a proficient manner.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Average weekly hours opened per recreation center.	40	41	37	37	0
Average cost to operate a recreation center (\$).	144,151	144,151	149,447	136,718	-12,729

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accounting Technician	OPS007	25,622	40,963	2	0	2
Administrative Assistant II	MAP003	32,158	51,407	2	0	2
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Administrative Technician	OPS008	27,697	44,276	3	0	3
Applications Analyst	ITM004	49,707	79,465	1	0	1
Architect I	MAP007	40,874	65,345	1	0	1
Architect III	MAP012	56,106	89,693	1	0	1
Assistant Director of Recreation, Parks, & Open Space	SRM006	64,848	114,132	1	0	1
Athletics Groundskeeper	OPS008	27,697	44,276	2	0	2
Bureau Manager	SRM004	57,362	100,958	3	1	4
Civil Engineer III	MAP011	52,582	84,061	1	0	1
Crew Leader I	OPS008	27,697	44,276	1	-1	0
Director of Recreation, Parks, & Open Space	EXE003	86,070	148,838	1	0	1
Division Head	SRM002	51,027	89,809	8	0	8
Equipment Operator II	OPS006	23,724	37,926	22	-1	21
Equipment Operator III	OPS008	27,697	44,276	7	0	7
Equipment Operator IV	OPS009	29,968	47,912	1	0	1
Facilities Manager	MAP008	43,481	69,509	6	0	6
Family Development Specialist	MAP004	34,106	54,524	0	1	1
Forestry Crew Leader	OPS010	32,456	51,882	5	0	5
Forestry Supervisor	MAP008	43,481	69,509	1	0	1
Groundskeeper	OPS004	20,397	32,611	25	-4	21
Groundskeeper Crew Leader	OPS008	27,697	44,276	25	-1	24
Horticulturist	MAP007	40,874	65,345	1	0	1
Information Technology Trainer	ITO009	41,781	66,793	1	0	1
Lifeguard	OPS005	21,987	35,150	9	0	9
Maintenance Mechanic I	OPS007	25,622	40,963	1	0	1
Maintenance Mechanic II	OPS008	27,697	44,276	3	0	3
Maintenance Mechanic III	OPS010	32,456	51,882	1	0	1
Maintenance Supervisor II	MAP007	40,874	65,345	6	-1	5
Maintenance Worker I	OPS003	18,939	30,279	1	-1	0
Maintenance Worker II	OPS004	20,397	32,611	1	-1	0
Management Analyst II	MAP008	43,481	69,509	1	0	1
Messenger/Driver	OPS003	18,939	30,279	2	0	2

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Office Aide	OPS001	16,373	26,177	1	0	1
Office Assistant	OPS003	18,939	30,279	3	0	3
Pool Manager	OPS011	35,182	56,247	1	0	1
Recreation Specialist	OPS009	29,968	47,912	32	1	33
Recreation Supervisor	MAP005	36,200	57,872	19	0	19
Senior Recreation Supervisor II	MAP008	43,481	69,509	6	1	7
Support Technician	OPS006	23,724	37,926	3	0	3
Therapeutic Recreation Specialist	OPS010	32,456	51,882	4	0	4
Tree Trimmer	OPS008	27,697	44,276	4	0	4
Total				220		214

# CRUISE SHIP TERMINAL

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## MISSION STATEMENT

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The Half Moone Cruise and Celebration Center seeks to create additional revenue for the City of Norfolk through managing and marketing cruise ship operations at the port of Norfolk, both directly (tariff charges, head tax, etc.), and indirectly (passenger spending, hotel room nights, etc).

The Center also seeks to be the premier special event venue in Norfolk, offering unique spaces and spectacular views for public and commercial events.

## DEPARTMENT OVERVIEW

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The City of Norfolk has become an east coast cruise gateway to Bermuda, the Bahamas, the Caribbean and Canada/New England. More than 260,000 passengers from across the country have sailed through the Half Moone Cruise and Celebration Center since its opening in April 2007, contributing nearly \$30 million in total economic impact and \$4.0 million in direct revenue. Currently the world's two largest cruise lines (Carnival and Royal Caribbean International) call Norfolk home throughout the spring, summer and fall. The Half Moone is the only cruise homeport facility in the Commonwealth of Virginia.

In fiscal year 2010, Norfolk welcomed nearly 65,000 passengers. Cruise itineraries included the Bahamas, the Caribbean and Bermuda.

## PRIOR YEAR ACCOMPLISHMENTS

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- The Half Moone Cruise and Celebration Center processed approximately 65,000 passengers in FY 2010. The FY 2010 cruise activity accounted for approximately \$700,000 in direct revenue for the City and more than \$6.0 million in spending at local hotels, restaurants and attractions.
- The first floor of the Half Moone Cruise and Celebration Center was repurposed successfully to support the major blockbuster traveling exhibit "National Geographic's Real Pirates" creating opportunities for both future traveling exhibits and trade shows during the cruising off-season.
- Additionally, over 120 signature events were hosted at the Half Moone during that period, generating over \$230,000 in rental fee revenue.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Cruise Ship Terminal is \$2,638,400. This is a \$516,000 decrease from the FY 2011 budget. This 16.4 percent decrease is attributable to right-sizing the associated costs for the Cruise Ship debt service payment and streamlining operations. The budget includes funds to support an increase in retirement and healthcare costs.

## KEY GOALS AND OBJECTIVES

- Developing solid partnerships with both home ported cruise lines to help brand their product sailing from Norfolk.
- Improve capacity of the terminal for supporting the largest and newest cruise ships in the commercial fleet, thus widening the target market for ship support operations.
- Continue building awareness among the national travel agent community.
- Continue to be a premiere special events venue in Downtown Norfolk.
- Work with the Nauticus Museum and other Downtown organizations, like FestEvents, to more fully realize "Celebration" and large format exhibition opportunities on the first floor.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Permits and Fees	1,163,464	694,886	660,000	660,000
Use of Money and Property	204,451	236,521	311,200	300,000
Miscellaneous Revenue	0	0	0	0
Other Sources and Transfers In	215,191	1,277,140	2,183,200	1,678,400
<b>Total</b>	<b>1,583,106</b>	<b>2,208,547</b>	<b>3,154,400</b>	<b>2,638,400</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	494,401	500,203	253,948	340,261
Materials, Supplies & Repairs	458,130	328,273	448,169	411,511
Contractual Services	133,893	116,826	216,172	216,172
Equipment	18,652	46,803	30,000	30,000
Debt Service	1,068,151	661,226	2,206,111	1,640,456
<b>Total</b>	<b>2,173,227</b>	<b>1,653,330</b>	<b>3,154,400</b>	<b>2,638,400</b>



## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Cruise Ship Terminal</b>				
Recreation Activities/Cruise Ship	1,653,330	3,154,400	2,638,400	6
Manage and market the Half Moone Cruise and Celebration Center. Operate a state-of-the-art cruise ship terminal. Provide a premier special events venue.				
<b>Total</b>	<b>1,653,330</b>	<b>3,154,400</b>	<b>2,638,400</b>	<b>6</b>

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Assistant Director of Maritime Center	SRM006	64,848	114,132	1	0	1
Crew Leader I	OPS008	27,697	44,276	1	0	1
Maintenance Worker II	OPS004	20,397	32,611	1	0	1
Manager of Cruise Operations & Marketing	SRM002	51,027	89,809	1	0	1
Operating Engineer II	OPS010	32,456	51,882	1	0	1
Visitor Services Specialist	MAP004	34,106	54,524	1	0	1
<b>Total</b>				<b>6</b>		<b>6</b>

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# Public Health & Assistance

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# PUBLIC HEALTH

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## MISSION STATEMENT

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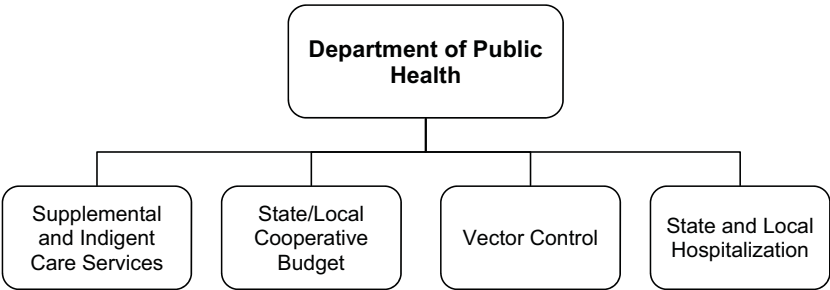
The Norfolk Department of Public Health is dedicated to promoting and protecting the health of Norfolk citizens.

## DEPARTMENT OVERVIEW

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The Public Health Department provides a wide range of health services to improve and protect the community's health. The definition of public health can be expressed as what society does collectively to create those conditions in which people can be healthy. The Norfolk Department of Public Health (NDPH) serves as a leader and coordinator of Norfolk's public health system. In conjunction with partners in the state and federal government and private sector, NDPH plays a fundamental role in protecting and promoting the health of Norfolk citizens. This is achieved through the following service areas funded by local and state allocations:

- Communicable Disease Prevention and Control
- Environmental health hazards protection
- Emergency preparedness and response
- School health services
- Health assessment, promotion and education
- Child development and behavioral services
- Medical care services
- Vital records and health statistics



## PRIOR YEAR ACCOMPLISHMENTS

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- Successfully monitored and responded to mosquito and arboviral detection with mosquito control program to reduce health risks to the City residents. Despite earlier than normal detection of arboviral activity occurring in the City, no human cases of mosquito-borne disease were reported .
- Provided over 30,000 H1N1 vaccinations in public and private schools, university settings, businesses, agencies and Norfolk community members. NDPH received national recognition from the Centers for Disease Control and the National Association of City and County Health Officials for its innovative work in providing education and vaccination opportunities to the Norfolk community.
- In order to prevent foodborne illnesses, the Environmental Health program certified 7,310 Foodhandlers, certified 266 Food Managers, and re-certified 161 Food Managers.
- The Environmental Health Division of the Norfolk Department of Public Health assures prevention of diseases and provides surveillance, inspection, intervention and enforcement. More than 3,586 site inspections were made to restaurants, grocery stores, hospitals, schools, nursing homes, mobile vendor stands, beauty parlors, day care centers, and health and fitness centers.
- Medical care was provided for adults needing acute care, routine physical examinations, follow-up and referrals for chronic medical conditions such as diabetes and hypertension. Last year, more than 40,000 visits were made to our General Medical clinics.
- Provided 490 car seats and 31 cribs to low income children to reduce the incidence of preventable infant and child deaths.
- Achieved a score of 92 percent in evaluation by the Center for Disease Control (Local Technical Assistance Review) to determine readiness to respond to a major public health emergency requiring treatment of the entire population within 48 hours.
- Successfully trained and exercised local housing community residents in self preparedness, ability to work with the health department in home delivery of medications to residents in response to a major public health emergency.
- In collaboration with the City of Norfolk and US Postal System, developed an emergency response plan for a major biologic event involving the postal system.
- Conducted investigations of a variety of communicable illnesses including Tuberculosis, provided directly observed therapy to all patients with active Tuberculosis to ensure appropriate patient care and protection of the general public.

## BUDGET HIGHLIGHTS

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The FY 2012 budget for the Department of Public Health is \$5,537,900. This is a \$35,700 decrease from the FY 2011 budget. This less than one percent decrease is attributable to a reduction in the City match of the Cooperative Agreement.

## KEY GOALS AND OBJECTIVES

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- Before the 2011-2012 school year begins, NDPH will provide a comprehensive and collaborative School Nurse system that responds to students' acute, chronic, episodic and emergency health care while protecting students and staff through immunization compliance, health screenings and preventing and responding to disease outbreaks.
- Systematically monitor vector mosquito species to rapidly prevent or reduce adult mosquito populations.
- Revise the mosquito control procedures to ensure a sufficient and reliable surveillance system, following closure of the public health laboratory.
- Increase by 3 percent the number of low income children and adolescents receiving dental services provided by local health department public health dental staff.
- Increase by 30 percent the monitoring of bulk refuse containers to ensure all bulk refuse containers are enclosed and maintained according to code.

### Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	1,675,081	1,564,367	1,698,701	1,794,349
Materials, Supplies & Repairs	62,761	60,265	103,628	110,929
Contractual Services	96,557	60,421	92,313	92,313
All Purpose Appropriations	3,886,876	3,609,298	3,678,958	3,540,309
State Support	0	0	0	0
<b>Total</b>	<b>5,721,275</b>	<b>5,294,351</b>	<b>5,573,600</b>	<b>5,537,900</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Public Health</b>				
State/Local Cooperative Budget	3,349,092	3,370,199	3,232,507	0
Supports environmental health, disease control and prevention, maternal and child health, school health, health promotion, vital records, information systems and administration through State and Local Partnerships. (All State positions).				
City Supplement Budget	1,435,450	1,611,972	1,712,979	29
Provides health services to schoolchildren, increases enforcement activities, and provides extension services.				
Vector Control	509,808	591,429	592,414	5
Protects the health and environment through surveillance, service, and enforcement against vector-borne diseases.				
<b>Total</b>	<b>5,294,351</b>	<b>5,573,600</b>	<b>5,537,900</b>	<b>34</b>

## Department Goals and Measures

Strategic Priority: Community Building					
<b>Goal</b>					
Supports environmental health, disease control and prevention, maternal and child health, school health, information systems and administration through State and Local partnerships.					
<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
Environmental services to citizens (vector, lead, noise, water, environmental hazards).	125,000	150,500	150,500	150,500	0
Environmental services protecting food service, permitted establishments and institutional providers.	17,500	17,500	18,500	18,500	0

## Department Goals and Measures

Strategic Priority: Community Building					
Communicable disease control and immunizations.	23,000	23,000	23,000	23,000	0
Health services (dental, child health, family planning, adult health) at four sites.	18,700	18,700	18,000	18,000	0
<b>Goal</b>					
Provides nursing and child health services through screenings, examinations, surveillance, counseling, skilled nursing services to school children and reduction of chronic or acute health problems of children.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Services to school age children in each school site.	348,000	348,000	349,000	349,000	0
<b>Goal</b>					
Provides cooperative extension services for urban horticulture and youth development.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Cooperative extension services, Master Gardeners and 4H services.	6,500	6,500	6,000	6,000	0

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Environmental Health Assistant I	OPS004	20,397	32,611	4	0	4
Environmental Health Assistant II	OPS005	21,987	35,150	1	0	1
Licensed Practical Nurse	OPS007	25,622	40,963	1	0	1
Public Health Aide	OPS004	20,397	32,611	4	0	4
Refuse Inspector	OPS009	29,968	47,912	2	0	2
Registered Nurse	MAP005	36,200	57,872	22	0	22
<b>Total</b>				<b>34</b>		<b>34</b>

# HUMAN SERVICES

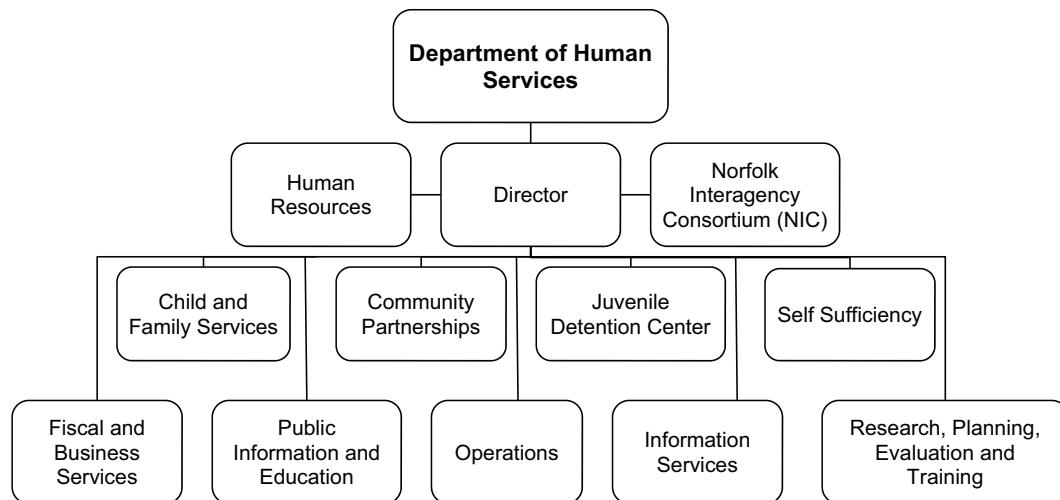
## MISSION STATEMENT

The Department of Human Services is committed to improving the lives of children, families, and communities through comprehensive services that support the well-being of Norfolk citizens.

## DEPARTMENT OVERVIEW

The Department of Human Services (DHS) is a multifunctional agency that strengthens children, families, and individuals through the provision of social services, behavioral care and juvenile justice services. Specific services include benefit eligibility determination, case management, childcare, workforce and youth development, and other programs and services for children, youth, elderly and the disabled. The department works cooperatively with community organizations to ensure these comprehensive services are available to all children, families and individuals who need them.

In addition to the services described above, the department provides child protective services, preventive services for at-risk families, custodial and non-custodial foster care, adoption services, transitional support for children aging out of foster care, and operates a detention center for juvenile offenders. The department also protects elderly citizens from abuse and neglect, provides services for the homeless, and assists low-income residents with utility payments.



## PRIOR YEAR ACCOMPLISHMENTS

- Enhanced service delivery by incorporating best practices and the family engagement model to keep children safe and increase permanent living arrangements, resulting in the reduction in the number of children entering foster care and recidivisms for families with founded cases of child abuse and neglect.
- Impacted the lives of 26,362 Norfolk households and 47,937 individuals through the SNAP, Medicaid and TANF programs, providing financial benefits to amounting to more than \$326 million.



- Provided an additional \$12 million to assist with expenses for child care, home energy (LIHEAP), water and waste management(Lifeline/SPSA) and adult maintenance (Auxiliary Grant).
- Enhanced prevention services by collaborating with community and faith based organizations. Developed a strategic plan to refine and increase a continuum of homeless prevention and homelessness services that included all community partners. Increased adult foster care homes from 2 to 10, which will prevent premature nursing home placements for fragile adults.
- Empowered detained youth to apply academic, social and personal skills to improve the community by participating in service learning projects. The participants coordinated with local schools, hospitals and community organizations to complete several Service Learning Projects and make an immediate impact on the community.

## BUDGET HIGHLIGHTS

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The FY 2012 budget for the Department of Human Services is \$57,461,100. This is a \$658,100 decrease from the FY 2011 budget. This one percent decrease is attributable to, the elimination of four vacancies, a reduction in contractual services, and the transfer of the Adult Protective Services/Adult Services office and staff from the Center for the Aging office location to a Department of Human Services office location. Additionally, the Norfolk Interagency Consortium (NIC) has been transferred to the Department of Human Services in an effort to streamline operations and improve efficiencies.

## KEY GOALS AND OBJECTIVES

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- Provide quality child welfare services to strengthen families and support the ongoing safety, permanency and well-being of Norfolk's children.
- Provide quality preventative and protective services to enable aged and disabled adults to remain in their own communities.
- Increase participation in SNAP and Medicaid programs through outreach efforts,while exceeding State and Federal quality standards.
- Assist Norfolk's families in gaining economic independence.
- Deliver residential and non residential community based services to the Juvenile Court to reduce the delinquency rate.
- Increase the participation in employment and training to address hard to serve clients including ex-offenders.
- Improve the timeliness and accuracy of documentation entry and reporting.
- Increase collaboration with local partners and the community to identify, promote and provide resources and services to families in need.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Charges for Services	152,045	86,904	145,300	145,300
Miscellaneous Revenue	56,438	47,583	43,400	43,400
Recovered Costs	193,410	142,784	124,000	124,000
Categorical Aid - Virginia	39,155,478	34,553,201	41,136,800	39,886,000
Federal Aid	0	1,111,423	0	0
Local Revenue	19,772,270	19,806,272	16,669,700	17,262,400
<b>Total</b>	<b>59,329,641</b>	<b>55,748,167</b>	<b>58,119,200</b>	<b>57,461,100</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	26,346,453	26,080,725	27,402,941	27,922,937
Materials, Supplies & Repairs	1,085,292	966,214	1,276,044	1,091,272
Contractual Services	9,216,156	8,912,879	7,491,340	6,643,235
Equipment	158,404	372,754	247,480	335,195
Public Assistance	22,489,922	19,415,594	21,701,395	21,249,861
All Purpose Appropriations	33,414	0	0	218,600
<b>Total</b>	<b>59,329,641</b>	<b>55,748,167</b>	<b>58,119,200</b>	<b>57,461,100</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Social Services</b>				
<b>Adult Services</b>	1,018,345	1,590,013	1,165,050	11
Provides a continuum of preventive and protective services to at-risk elderly and disabled adults.				
<b>Child Welfare</b>	17,300,484	15,829,992	12,203,824	104
Provides a full range of child welfare services including protective services, family preservation, foster care, adoption, independent living services directed at strengthening children and families with the goal of safe, permanent families for children.				
<b>Executive Leadership Development</b>	252,123	232,689	237,356	4
Provides leadership and management to all program areas in the development of strategic initiatives that would improve service delivery to our customers.				
<b>Self-Sufficiency</b>	22,521,209	26,181,062	25,919,669	218
Provide programs that assist individuals and families in gaining and/or retaining economic independence. Includes funding for Lifeline Program.				
<b>Special Support Allocations</b>	0	70,780	685,264	0
Provides for special purpose allocations that are subject to the state plan approval process for programs such as Supplemental Nutrition Assistance Program Employment and Training (SNAPET)				
<b>Norfolk Interagency Consortium</b>	0	0	218,600	0
Administers the Comprehensive Services Act (CSA) Program, which provides programs and services for at-risk youth and youth with behavioral challenges.				

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Division Of Youth Services</b>				
<b>VA Crime Control</b>	1,811,584	1,059,098	1,059,098	0
Provides a system of progressive sanctions and services available to the Juvenile Court System for Youth before the court on petitions for Children in Need of Services (Chins), Children in Need of Supervision (CHINSUP) or delinquent offenses.				
<b>Secure Detention</b>	4,858,926	5,199,192	5,226,174	74
Provides secure detention services for youth before the Juvenile Court on pre-adjudication, delinquent, and/or felonious charges and the provision of post-disposition services for those youth adjudicated and sentenced by the Court.				
<b>Detention Alternatives</b>	0	0	2,809,836	0
<b>Administrative Support</b>	7,985,496	7,956,374	7,936,229	82
Provides administrative support for all programs to include financial processes operations and infrastructure maintenance, management information services and quality assurance, research, planning and evaluation, public information and education.				
<b>Total</b>	<b>55,748,167</b>	<b>58,119,200</b>	<b>57,461,100</b>	<b>493</b>

## Department Goals and Measures

### Strategic Priority: Community Building

#### Goal

Provide quality child welfare services to strengthen families and support the ongoing safety, permanency and well-being of Norfolk's children.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of referrals for child abuse and neglect.	1,000	1,019	980	960	-20
Number of children in foster care.	272	264	240	230	-10
Number of adoptions.	20	21	30	30	0
Number of family reunifications within 12 months.(percentage)	53	63	75	80	5
Initial response rate for new emergency CPS referrals.(percentage)	92	95	95	95	0
Number of family engagement meetings.	21	70	120	140	20
Percentage of foster care monthly contacts. (percentage)	0	0	98	98	0
Recidivism rate for CPS (within 6 months).(percentage)	0	0	0	0	0

#### Goal

Provide quality preventive and protective services to enable aged and disabled adults to remain in their own communities.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of referrals for adult abuse and neglect.	271	478	417	900	483
Number of auxiliary grant recipients.	119	187	214	214	0
Number of companion care recipients.	521	368	127	95	-32
Number of Public Guardianship care recipients.	18	18	18	18	0

#### Goal

Increase participation in SNAP and Medicaid programs through outreach efforts, while exceeding State and Federal quality standards.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of SNAP households served.	17,609	21,111	23,621	25,983	2,362
Number of Medicaid households served.	20,707	21,697	23,241	24,785	1,544
Processing timeliness for SNAP applications.(percentage)	97	98	98	98	0
Processing timeliness for Medicaid applications.(percentage)	80	85	88	88	0
Eligible Norfolk citizens enrolled in the SNAP program. (percentage)	71	80	96	112	16

## Department Goals and Measures

Strategic Priority: Community Building					
<b>Goal</b>					
Assist Norfolk's families in gaining economic independence.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Families receiving homeless prevention services.	2,610	2,411	2,600	2,600	0
Families receiving child care assistance.	2,272	2,068	2,089	2,089	0
Number of TANF/VIEW program participants employed.	579	527	600	625	25
Number of TANF households served.	2,267	2,453	2,503	2,554	51
<b>Goal</b>					
Increase participation in employment and training to address hard to serve clients including ex-offenders.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of admissions to Norfolk Juvenile Detention Center.	515	538	475	475	0
Length of stay in Juvenile Detention (days).	33	35	33	33	0
<b>Goal</b>					
Increase participation in employment and training to address hard to serve clients including ex-offenders.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Local prisoner re-entry initiative recidivism rate (state average = 29%)(percentage)	1.8	3.1	1.8	1.8	0
Number of participants in the employment and training program.	78	76	75	75	0

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accountant I	OPS010	32,456	51,882	1	0	1
Accounting Technician	OPS007	25,622	40,963	10	0	10
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Administrative Secretary	OPS009	29,968	47,912	2	0	2
Administrative Technician	OPS008	27,697	44,276	6	0	6
Applications Development Team Supervisor	ITM006	56,672	90,598	1	0	1
Assistant Director of Human Services	SRM006	64,848	114,132	1	0	1
Business Manager	MAP008	43,481	69,509	1	0	1
Case Management Specialist	OPS011	35,182	56,247	19	-1	18
Child Counselor II	OPS010	32,456	51,882	4	0	4
Child Counselor III	OPS012	38,172	61,021	7	0	7
Cook	OPS003	18,939	30,279	5	0	5
Custodian	OPS002	17,601	28,140	3	0	3
Data Processing Assistant I	OPS004	20,397	32,611	2	0	2
Data Quality Control Manager	OPS010	32,456	51,882	1	0	1
Detention Center Assistant Superintendent	MAP009	46,289	74,003	2	0	2
Detention Center Superintendent	SRM004	57,362	100,958	1	0	1
Detention Center Supervisor	MAP007	40,874	65,345	8	0	8
Director of Human Services	EXE003	86,070	148,838	1	0	1
Eligibility Supervisor	MAP007	40,874	65,345	22	0	22
Eligibility Worker	OPS009	29,968	47,912	126	-1	125
Employment Services Worker II	OPS012	38,172	61,021	3	0	3
Enterprise Controller	MAP012	56,106	89,693	1	0	1
Facilities Manager	MAP008	43,481	69,509	1	0	1
Fiscal Manager II	MAP010	49,317	78,839	1	0	1
Fiscal Monitoring Specialist I	MAP006	38,452	61,471	3	0	3
Fiscal Monitoring Specialist II	MAP008	43,481	69,509	1	0	1
Food Service Manager	OPS012	38,172	61,021	1	0	1
Fraud Investigator	OPS010	32,456	51,882	6	0	6
Fraud Supervisor	MAP007	40,874	65,345	1	0	1
Human Resources Generalist	MAP007	40,874	65,345	2	0	2
Human Services Aide	OPS006	23,724	37,926	29	0	29
Laundry Worker	OPS002	17,601	28,140	1	0	1
Licensed Practical Nurse	OPS007	25,622	40,963	1	0	1
Maintenance Mechanic I	OPS007	25,622	40,963	2	0	2

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Maintenance Supervisor I	MAP005	36,200	57,872	1	0	1
Management Analyst I	MAP006	38,452	61,471	7	0	7
Management Analyst II	MAP008	43,481	69,509	2	0	2
Management Analyst III	MAP009	46,289	74,003	1	0	1
Messenger/Driver	OPS003	18,939	30,279	2	0	2
Network Engineer II	ITM004	49,707	79,465	1	0	1
Office Assistant	OPS003	18,939	30,279	8	0	8
Office Manager	MAP003	32,158	51,407	2	0	2
Operations Manager	MAP010	49,317	78,839	1	0	1
Personnel Technician	OPS010	32,456	51,882	1	0	1
Principal Analyst	SRM005	60,947	107,266	1	0	1
Program Supervisor	MAP008	43,481	69,509	4	0	4
Programmer/Analyst II	ITM001	40,977	65,509	1	0	1
Programmer/Analyst IV	ITM003	46,586	74,474	2	0	2
Programmer/Analyst V	ITM005	53,063	84,826	1	0	1
Programs Manager	MAP011	52,582	84,061	7	0	7
Registered Nurse	MAP005	36,200	57,872	1	0	1
Senior Microcomputer Systems Analyst	ITM001	40,977	65,509	3	0	3
Social Work Associate	OPS008	27,697	44,276	8	0	8
Social Work Supervisor I	MAP009	46,289	74,003	15	0	15
Social Worker I	OPS010	32,456	51,882	39	-1	38
Social Worker II	OPS012	38,172	61,021	30	0	30
Social Worker III	MAP007	40,874	65,345	6	-1	5
Staff Technician II	OPS009	29,968	47,912	1	0	1
Support Technician	OPS006	23,724	37,926	37	0	37
Youth Security Counselor I	OPS009	29,968	47,912	7	0	7
Youth Security Counselor II	OPS010	32,456	51,882	16	0	16
Youth Security Counselor III	OPS012	38,172	61,021	15	0	15
<b>Total</b>				<b>497</b>		<b>493</b>



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# Public Safety

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# POLICE

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## MISSION STATEMENT

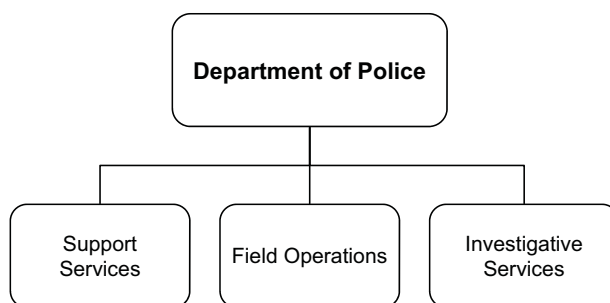
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The mission of Norfolk Police Department is to provide protection and police services responsive to the needs of the people of Norfolk.

## DEPARTMENT OVERVIEW

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The Department of Police is structured to deliver service to the residents of Norfolk in the most efficient and effective manner. The Senior Assistant Chief of Police provides homeland security, criminal intelligence, training services, and fiscal, personnel, strategic, fleet and facility management. The Field Operations Bureau is tasked with proactive patrol and answering calls for service. The Investigative Services Bureau handles criminal investigations, crime statistics, and logistical and technological support to the entire department. An Assistant Chief of Police heads each bureau.



## PRIOR YEAR ACCOMPLISHMENTS

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- Received the Anti-Defamation League's SHIELD Award in recognition of significant contributions to protecting citizens from hate groups, hate crimes, extremism, and terrorism.
- The NPD continues outreach efforts with the community by hosting the NPD Youth Chess Initiative at Lake Taylor High School, the Youth Basketball Tournament between officers and the NRHA Diggs Town housing community, the Citywide National Night Out, the Youth Badges for Baseball, the annual Hispanic Community Outreach Soccer Tournament, and the NPD Youth Academy.
- Awarded the Virginia Department of Criminal Justice Services grant to purchase a Chemical Biological Radiological Nuclear Explosive (CBRNE) Armored Incident Response Vehicle and CBRNE Personal Protective Equipment to enhance the Norfolk Police Department's capability in preventing or responding to potential acts of terrorism.
- Awarded funding from the Department of Justice, Office of Community Oriented Policing Services (COPS) to implement an In-Field Reporting System, which is software that will allow officers to enter law enforcement records directly into the Records Management System (RMS) using the patrol car laptops.

- Awarded funding from the Virginia Department of Emergency Management (VDEM) to implement a regional system of License Plate Readers (LPRs) to allow the jurisdictions within the Hampton Roads UASI to access shared databases as well as upload any information or intelligence gathered via the system for the purpose of checking those plates for wants, warrants, or possible links to terrorism.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Police Department is \$66,494,800. This less than one percent budget increase of \$413,000 is attributable to an increase in retirement and healthcare costs. In addition, funds for the purchase of vehicles have been moved to lease purchase to increase the number the City is able to buy.

## KEY GOALS AND OBJECTIVES

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- Provide police protection and police service responsive to the needs of the residents of Norfolk.
- Reduce crime.
- Implement programs and tactics to increase apprehension of law violators.
- Improve response to calls for service.
- Provide for the effective and efficient operation of all aspects of the Police Department.
- Enhance operations through appropriate direction and leadership.
- Increase recruitment efforts to attract more qualified candidates and reduce sworn personnel turnover.
- Identify, evaluate, and implement technologies that will enhance the operation of the criminal justice system.
- Develop, coordinate, and provide training for all police personnel to include a Leadership Program for front line, middle, and executive management.
- Develop and maintain effective community partnerships.
- Develop and maintain infrastructure quality through maintenance, security, and safety.
- Strengthen readiness and recovery protocol for emergency preparedness.
- Provide coordination of crossing guards as well as assistance via School Resource Officers to Norfolk Public Schools.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	60,323,577	59,604,566	60,757,732	61,897,033
Materials, Supplies & Repairs	3,136,441	2,994,124	3,501,108	3,683,271
Contractual Services	644,486	624,762	791,145	771,822
Equipment	835,157	727,148	1,031,815	142,674
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>64,939,661</b>	<b>63,950,600</b>	<b>66,081,800</b>	<b>66,494,800</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Police Administration</b>				
<b>Leadership</b>	1,641,687	1,993,184	1,951,337	9
Provide for the efficient and effective operation of all aspects of the Norfolk Police Department through appropriate administration and management.				
<b>Leadership Support</b>	3,811,272	3,508,349	3,318,338	52
Collect intelligence information for planning and prevention. Assure integrity and public trust by investigating alleged acts of misconduct.				
<b>Field Operations</b>				
<b>Uniformed Patrol Services</b>	32,478,966	34,389,437	32,882,555	409
Provide a safe and secure environment through the execution of basic and responsive police services including Patrol, Traffic, K9, and School Crossing.				

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Investigations</b>				
Vice/Narcotics	15,490,820	16,016,239	15,888,172	188
Provide criminal investigative services responsive to the needs of the citizens of Norfolk.				
<b>Senior Assistant Chief Administration</b>				
Police Management & Training	7,281,334	6,999,252	9,999,709	172
Provide administrative and support police services.				
<b>Senior Assistant Chief Administration</b>				
Administrative Support	3,246,523	3,175,339	2,454,689	39
Provide administrative and support services including Fiscal Management, Strategic Management, Inspections, and Personnel.				
<b>Total</b>	<b>63,950,600</b>	<b>66,081,800</b>	<b>66,494,800</b>	<b>869</b>

## Department Goals and Measures

Strategic Priority: Public Safety					
<b>Goal</b>					
Deliver public safety and law enforcement services while utilizing community oriented policing to develop safer neighborhoods.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of index crimes.	12,306	12,453	11,276	11,050	-226
Number of index crimes per 1,000.	52.5	53.2	48.3	47.4	-0.9
Number of index crimes cleared.	648	941	924	984	60
Percentage of index crimes cleared.	5	8	8	9	1
Number of index arrests.	517	550	612	652	40
Number of index arrests per 1,000.	221	235	262	279	17

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accountant I	OPS010	32,456	51,882	1	0	1
Accounting Technician	OPS007	25,622	40,963	1	0	1
Administrative Secretary	OPS009	29,968	47,912	15	0	15
Assistant Chief Of Police	POL007	100,371	116,399	3	0	3
Chief of Police	EXE004	96,312	156,550	1	0	1
Compliance Inspector	OPS011	35,182	56,247	2	0	2
Custodian	OPS002	17,601	28,140	2	0	2
Fiscal Manager II	MAP010	49,317	78,839	1	0	1
Health & Fitness Facilitator	MAP004	34,106	54,524	1	0	1
Humane Officer I	OPS008	27,697	44,276	7	0	7
Humane Officer II	OPS011	35,182	56,247	1	0	1
Management Analyst I	MAP006	38,452	61,471	3	0	3
Management Analyst II	MAP008	43,481	69,509	5	0	5
Management Analyst III	MAP009	46,289	74,003	1	0	1
Office Assistant	OPS003	18,939	30,279	1	0	1
Operations Manager	MAP010	49,317	78,839	1	0	1
Operations Officer I	OPS006	23,724	37,926	17	0	17
Operations Officer II	OPS008	27,697	44,276	13	0	13
Photographic Laboratory Technician	OPS008	27,697	44,276	1	0	1
Police Captain	POL006	80,656	93,536	11	0	11
Police Corporal	POL003	47,720	63,830	2	0	2
Police Identification Clerk	OPS006	23,724	37,926	7	0	7
Police Lieutenant	POL005	70,313	81,382	25	0	25
Police Officer	POL002	39,390	58,466	578	0	578
Police Recruit	POL001	36,500	36,500	28	0	28
Police Sergeant	POL004	55,698	74,559	109	0	109
Program Administrator	MAP008	43,481	69,509	1	0	1
Programmer/Analyst III	ITM002	43,682	69,831	1	0	1
Programmer/Analyst IV	ITM003	46,586	74,474	1	0	1
Programmer/Analyst V	ITM005	53,063	84,826	1	0	1
Public Information Specialist II	MAP006	38,452	61,471	1	0	1
Stenographic Reporter II	OPS008	27,697	44,276	3	0	3
Support Technician	OPS006	23,724	37,926	24	0	24
<b>Total</b>				<b>869</b>		<b>869</b>

## 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 is divided into six major functional areas as follows:

**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 planning site visits as well as public service activities that include child safety seat installations; smoke detector inspections and installations and medical blood pressure checks as requested.

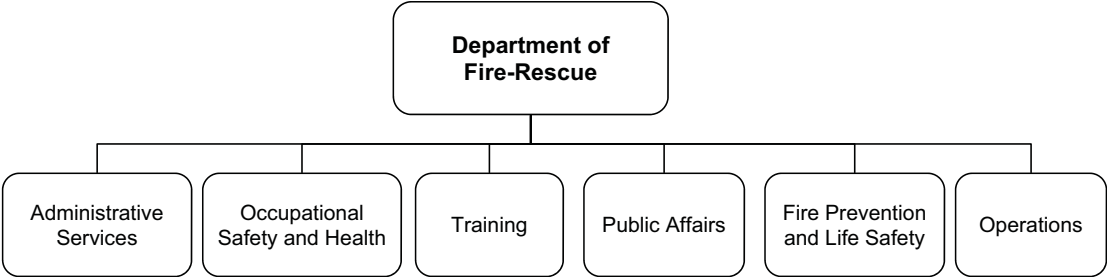
**Fire Marshal's Office:** Responsible for enforcement and life safety services provided by the department including fire safety inspections, fire and environmental code enforcement, fire and arson investigations, fire and life safety education, and car seat safety inspections. Additional responsibilities include a lead role in the bar task force and the convenience store task force.

**Training:** Responsible for all personnel training and certification programs provided by the department in the subject areas of basic recruitment, firefighting, emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control.

**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.

**Public Affairs:** Responsible for public outreach programs, media relations and public information, marketing, information technology, performance measurement, quality assurance/quality improvement, strategic planning, recruitment, and workforce planning accreditation.

**Occupational Safety and Health:** Firefighter health and wellness programs, emergency incident and workplace safety, disability management, risk management, and loss prevention.





## PRIOR YEAR ACCOMPLISHMENTS

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- Awarded the State Homeland Security, the Virginia Department of Emergency Medical Services, the Assistance to Firefighters, and the Fire Prevention and Safety grants, which allowed Norfolk Fire-Rescue to purchase hazardous materials equipment, fourteen automated external defibrillators and one Rescue Shuttle, a station alerting system, and GIS Software and fire extinguishers.
- Hosted the annual Virginia EMS Symposium sponsored by the Virginia Office of Emergency Medical Services. The symposium provides advanced training to EMS providers and assists EMS Officers in leading and managing their EMS agencies.
- EMS service enhanced by implementation of medic units transmitting twelve lead EKGs directly to hospitals. This process shortens the time it takes to treat potential patients in cardiac arrest and allows physicians to view EKGs before the medic unit arrives at the hospital. We have also purchased refrigerators for our medic units that allow use of cold saline on patients that suffer cardiac arrest which helps with improving mental capacity after such events.
- Developed partnership with HRT to provide Light Rail emergency preparedness training. The department has completed phase one and phase two of training and has taken part in exercises that simulate Light Rail emergencies.
- New apparatus purchased or delivered in 2010. We have added four engines, a 100 ft platform aerial ladder, and two medic units. Our EMS coverage for special events has been augmented by the addition of two heavy duty Difficult Access Rescue Transport (DART). We have also placed into service a severe weather vehicle that will assist with evacuations during flooding and other weather related emergencies. Our logistics building, which houses spare apparatus, was renovated to allow secure indoor storage for our equipment.
- Relocation of Boat 1 to in-water slip at Half Moone Cruise Terminal. This allows reduced response times for water related incidents along the Elizabeth River. Our marine firefighting capabilities have also increased with improved fire pump technology.
- Convenience Store Task Force, lead by Fire-Rescue, was instrumental in the discovery of a new designer drug (Spice). The Task Force is trying to get it reclassified to a schedule 1 drug.
- Completed Tidewater Regional Fire Academy class 128. The eighteen graduates were placed into operations in August. Our EMT I program has increased the level of EMS care given to citizens by enlarging the base of ALS providers within the department.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Department of Fire-Rescue is \$40,287,900. This is a \$1.3 million increase from the FY 2011 budget. The department's three percent increase is attributable to increases in retirement and healthcare costs.

## KEY GOALS AND OBJECTIVES

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- Respond promptly to and mitigate fires, medical emergencies, hazardous materials incidents, technical rescues, water rescues, and terrorism incidents.

- Deploy the first fire unit to the scene of all fires and medical emergencies in four minutes or less, 90 percent of the time.
- Deploy the balance of a first alarm assignment to the scene of a fire in eight minutes or less, 90 percent of the time.
- Deploy an ambulance to the scene of a life-threatening medical emergency in eight minutes or less, 90 percent of the time.
- Contain structure fires to the area, room, or structure of origin, 90 percent of the time.
- Provide fire and life safety inspections and enforce fire, life safety, and environmental codes.
- Ensure successful convictions of arson related arrests, 100 percent of the time.
- Provide fire and life safety education programs to the public school system and the community.
- Provide smoke detector installations.
- Provide child car safety seat inspections as requested.
- Conduct firefighter recruit academies and train 30 to 45 new firefighter recruits annually.
- Conduct personnel certification and refresher training in the subject areas of firefighting, emergency medical care, technical rescue, hazardous materials response, water rescue, terrorism response, leadership and management, and command and control.
- Conduct one Emergency Medical Technician-Intermediate training class and train 9 to 12 Norfolk Fire-Rescue students annually.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	35,928,358	35,975,920	36,295,748	37,594,481
Materials, Supplies & Repairs	2,248,055	1,981,048	2,276,014	2,359,655
Contractual Services	322,648	345,543	333,764	333,764
Equipment	1,036	1,028	42,074	0
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>38,500,097</b>	<b>38,303,538</b>	<b>38,947,600</b>	<b>40,287,900</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Fire-Rescue</b>				
Administrative & Leadership Services	3,407,903	3,606,095	3,143,146	21
Provides the best possible quality fire suppression and prevention, emergency medical, hazardous materials and heavy and tactical rescue services through leadership, planning and management.				
Training & Staff Development	2,332,338	2,477,807	1,713,893	34
Provides initial and re-certification training of all department emergency response personnel to meet state and federal guidelines and requirements.				
Operations	31,202,487	31,513,847	34,220,257	448
Fire suppression and control; emergency medical services; hazardous material services.				
Prevention & Investigation	1,360,810	1,349,851	1,210,604	15
Inspection and investigation.				
<b>Total</b>	<b>38,303,538</b>	<b>38,947,600</b>	<b>40,287,900</b>	<b>518</b>

## Department Goals and Measures

Strategic Priority: Public Safety					
<b>Goal</b>					
Emergency Response.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Percent of fire calls with emergency reponse of 4 minutes or less (performance standard = 90 percent).	67	65	60	70	10
Percent of fires confined to the room, section or structure of origin (performance standard = 90 percent).	95	98	97	97	0
Percent of EMS calls with advanced life support response of 6 minutes or less (performance standard = 90 percent).	87	85	88	86	-2
<b>Goal</b>					
Code Enforcement.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Percent of pre-fire plans completed on high-rise structures, hospitals, nursing homes, schools and retirement/assisted living facilities (performance standard = 100 percent).	25	25	85	50	-35
Percent of reported fire code violations inspected within 48 hours of identification (performance standard = 100 percent).	100	100	100	100	0
Percent of arson cases cleared (performance standard = 100 percent).	73	74	70	74	4
Percent of fires where cause and origin were determined (performance standard = 100 percent).	85	91	85	94	9

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accountant I	OPS010	32,456	51,882	1	0	1
Accounting Technician	OPS007	25,622	40,963	1	0	1
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Assistant Fire Chief	FRS010	84,503	102,959	4	0	4
Assistant Fire Marshal	FRS006	48,334	70,001	2	0	2
Battalion Fire Chief	FRS009	69,549	93,536	16	0	16
Business Manager	MAP008	43,481	69,509	1	0	1
Deputy Chief of Fire-Rescue	FRS011	88,711	108,085	2	0	2
Fire Captain	FRS008	55,493	80,372	49	0	49
Fire Inspector	FRS005	43,614	66,365	11	0	11
Fire Lieutenant	FRS006	48,334	70,001	33	0	33
Fire/Paramedic Lieutenant	FRS007	50,783	73,549	3	0	3
Firefighter EMT	FRS002	39,569	49,419	30	0	30
Firefighter EMT-Enhanced	FRS003	36,743	55,912	210	0	210
Firefighter EMT-I	FRS004	37,759	57,456	35	0	35
Firefighter EMT-P	FRS005	43,614	66,365	88	0	88
Firefighter Recruit	FRS001	35,195	35,195	21	0	21
Management Analyst I	MAP006	38,452	61,471	2	0	2
Management Analyst II	MAP008	43,481	69,509	1	0	1
Media Production Specialist	MAP007	40,874	65,345	1	0	1
Operations Officer I	OPS006	23,724	37,926	2	0	2
Staff Technician I	OPS008	27,697	44,276	1	0	1
Support Technician	OPS006	23,724	37,926	2	0	2
Subtotal				518		18
Overhires				7		7
Total				525		525

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# Public Works

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# PUBLIC WORKS

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## MISSION STATEMENT

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The mission of the Department of Public Works is to build, maintain and operate 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

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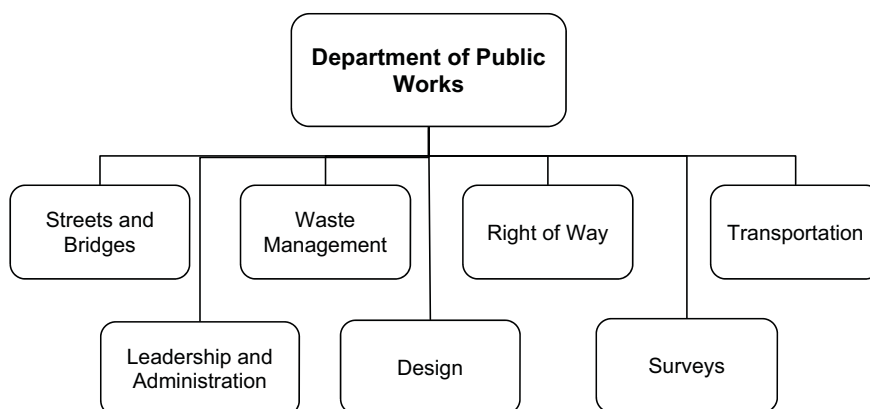
The Department of Public Works constructs and maintains the physical facilities that preserve and enhance the quality of life of Norfolk's residents and visitors. The services provided by the department are distributed over a network of more than 740 miles of paved streets and reach every household in Norfolk.

The Department of Public Works offers a wide variety of services and is organized into seven field divisions and two administrative divisions.

The duties of the field divisions are:

- The Division of Streets & Bridges maintains streets, curbs, gutters, sidewalks and bridge structures. This Division also coordinates the City's emergency recovery from natural and unnatural disasters including snow, ice and tropical storms.
- The Division of Transportation 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 approximately \$3.5 million in annual general fund revenue through permit and franchise utility fees which are, in turn, used for City right-of-way upkeep.
- The Division of Design provides design and contract technical support for construction of new and existing facilities.
- The Division of Surveys provides surveying services and maintains official plats and records.
- The Division of Waste Management provides citywide residential and business refuse, recycling, yard waste, and bulk collections. This Division also coordinates the citywide recycling program, Household Hazardous Waste collection, and E-waste collection programs, as well as provides neighborhood cleanup support.
- The Division of Management Services is responsible for media, community and public relations. This Division is also responsible for general administration and departmental human resources including employee training.

- The Division of Financial Management is responsible for collections, disbursements, and maintenance of funds as well as fiscal and budgetary monitoring and financial support.
- The Department of Public Works also manages Environmental Storm Water and Towing and Recovery Services. These divisions are considered Special Revenue and are listed separately.



## PRIOR YEAR ACCOMPLISHMENTS

- Successfully cleared storm debris, restored sidewalks, plowed snow and prevented ice hazards by spreading salt and sand on City streets for weather events including the snow storms on December 4-5, 2010 and the record snow storm on December 26, 2010.
- Installed a new signalized intersection at Brambleton Avenue and Yarmouth Street as part of the Brambleton Avenue/Boush Street Intersection Improvement Project.
- Attended over 125 civic league and task force meetings.
- Completed numerous CIP projects including: Second Police Precinct building, Virginia Beach Boulevard overlay (a more extensive form of repair and reconstruction than resurfacing), Trail of the Tiger Zoo exhibit, Bourbon Avenue drainage improvements, Ashland Circle bulkhead replacement, Norview Avenue Bridge repairs, Richmond and Surrey Crescents road improvements, the Skate Plaza, Brambleton Avenue/Boush Street Intersection Improvement Project.
- Trained employees on Virginia Department of Transportation (VDOT) work zone safety and Light Rail work zone safety.
- Resurfaced 100 lane miles of residential, commercial and arterial streets. Resurfacing took place on portions of Princess Anne Road, Poplar Hall Drive, Newport Avenue, Lafayette Boulevard, Granby Street, and Glenrock Road.
- Added 16 new light rail signalized intersections to the City's Advanced Traffic Management System.
- Completed traffic signal upgrades at First View Street and Bay Avenue.
- Completed school zone flashing beacon installation for Coleman Place Elementary School.



- Retimed 12 signalized intersections on Military Highway from the city limits northward to Robin Hood Road and seven additional intersections which included Princess Anne Road and Kilmer Lane, Princess Anne Road and USAA, Northampton Boulevard and I64 WB ramp, Northampton Boulevard and Wesleyan Drive, Wesleyan Drive and Norfolk Academy, Robin Hood Road and Alameda Avenue, Robin Hood Road and I-64 EB ramp and Little Creek Road.
- Held citywide litter prevention summit with over 100 participants from various civic leagues agencies and business with the goal of preventing litter throughout Norfolk.
- Converted 1053 incandescent traffic signals indications to LED throughout the City to conserve energy in conjunction with the City's THINK GREEN program.
- Replaced 129 vehicle detention loops at various signalized intersections throughout the City to improve traffic signal operation.
- Implemented the residential citywide recycling program as well as a Household Hazardous Waste (HHW) and E-waste collection program housed at the Waste Management facility.
- Held a city-wide building manager meeting to discuss effective methods to manage buildings, recycling and green initiatives and custodial contracts for public buildings.
- Instituted a new custodial contract which will save Norfolk \$2.5 million over its five year term.
- Upgraded the Central Energy Plant to increase efficiency and capacity.
- Completed the restoration of the historic Selden Arcade façade on Plume Street.
- Improved access to City buildings and facilities by installing ramps, door openers, accessible restrooms, and curb sites at numerous locations.
- Issued roughly 5,000 roadway construction and hauling permits, in addition to negotiating and administering franchise utility agreements which generated approximately \$3.5 million in general fund revenue.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Public Works Department is \$43,096,900. This is a \$19 million decrease from the FY 2011 budget. This 30.6 percent decrease is attributable the reorganization of Facility Maintenance into the Department of General Services and a reduction of other non-personnel expenses. In addition, funds for the purchase of vehicles have been moved to lease purchase to increase the number the City is able to buy.

## KEY GOALS AND OBJECTIVES

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- Develop a multi-year resurfacing program to include resurfacing accomplished under the American Recovery and Resurfacing Act (ARRA) as well as coordinating increased water and sewer line replacements. The resurfacing program includes arterial streets, concrete roadways and residential streets.

- Continue to provide a leadership role in regional partnerships such as: Southeastern Public Service Authority (SPSA), Virginia Department of Transportation (VDOT), Elizabeth River Project, Virginia Public Works Alliance, American Public Works Association (APWA), Hampton Roads Planning District Commission, Virginia Energy Hampton Roads Clean, Keep America Beautiful, Hampton Roads Transportation Technical Advisory Committee (TTAC), the Virginia Council for Litter Prevention & Recycling as well as various transportation and storm water advocacy groups.
- Continue to lead efforts on regional training programs for public works professionals and workforce members in partnership with APWA, VDOT, University of Virginia, Tidewater Community College and the Pruden Center.
- Enhance outreach and publicity efforts by attending at least 50 civic league, task force and community meetings and by utilizing social networking to solicit feedback and communicate services.
- Manage performance of abatement crews and services such as graffiti clean up, shopping cart pick up, clean up of illegal dumping sites, retention pond clean up, vacant lot clean up, removal of illegal signs in right of way as well as identify possible enhancements and additional services.
- Achieve 90 percent execution of capital improvement projects (CIP).
- Manage over 20 critical projects such as the Consolidated Courts Complex design and construction, Haven Creek pathway construction, Fort Norfolk project construction, Multimodal Station at Harbor Park design, Slover Library construction, Ingleside Gymnasium design, Southside Aquatic Center construction, and the Brambleton Avenue/Boush Street project construction.
- Manage State and Federal administrative requirements on locally administered VDOT construction projects, which include East Ocean View Avenue and Hampton Boulevard ATMS Phase III Traffic Signal Cabinet Upgrades, Military Highway and Virginia Beach Boulevard Traffic Signal Improvements, Monticello Avenue and 26th Street Traffic Signal Improvements, Lowery Road/Walmart Traffic Signal, Brambleton Avenue/Colley Avenue Intersection Improvements, and ARRA stimulus projects which include Norview Avenue Bridge Rehabilitation and Citywide Repaving.
- Construct Northampton Boulevard Roadway Modifications to support Lake Wright East Office Park.
- Continue to manage VDOT program which includes coordination of over \$20 million in City-administered VDOT-funded design/construction projects and over \$500 million in VDOT-administered VDOT-funded design/construction projects.
- Continue to serve as City liaison with VDOT on VDOT interstate/tunnel/bridge work within the City, including the Second Midtown Tunnel PPTA project.
- Complete the upgrade of the City's street lights from mercury vapor to the more energy efficient high pressure sodium units.
- Manage installation of two new signalized intersections at Colley Avenue and Southampton Avenue, and Lowery Road and Walmart.
- Replace 1,200 incandescent traffic signal lens to LED.
- Initiate construction on the joint City of Norfolk/City of Virginia Beach Wesleyan Drive Roadway Widening project, which is part of the VDOT Regional Surface Transportation Program project.

- Initiate design on the Monticello Avenue/Princess Anne Road Intersection Safety Improvement project which is part of the VDOT Revenue Sharing project.
- Complete pedestrian signal upgrades at Colley Avenue and Olney Road, and Colley Avenue and Princess Anne Road.
- Complete the upgrade of school zone flashing beacons at Ingleside Elementary School, Norview Elementary School and St. Helena Elementary School.
- Support the City's Green Team by managing building energy audits, energy accounting software acquisition and implementation, energy conservation projects and oversee and manage the City's \$20 million contract with Dominion Virginia Power.
- Coordinate operational and maintenance activities with the new light rail line.

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	17,057,691	17,563,970	22,919,785	18,476,004
Materials, Supplies & Repairs	9,108,093	11,241,792	16,025,705	9,191,408
Contractual Services	13,454,067	17,775,594	21,007,215	13,228,657
Equipment	187,647	690,150	919,223	917,573
All Purpose Appropriations	1,489,977	999,885	1,183,372	1,283,258
<b>Total</b>	<b>41,297,475</b>	<b>48,271,391</b>	<b>62,055,300</b>	<b>43,096,900</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Director's Office</b>				
<b>Leadership &amp; Administration</b>	536,987	756,307	824,420	13
Provides leadership initiatives, supervises departmental responsibilities, establishes project and policy guidelines, and provides administrative and financial guidance to the operating divisions and liaisons with citizens.				
<b>Surveys</b>				
<b>Surveys</b>	825,497	819,164	811,900	13
Maintains survey control utilized for building City infrastructure, subdividing lots, mortgage surveys, and flood insurance surveys, wetlands locations, right-of-way locations and other topographic surveys.				
<b>Design Division</b>				
<b>Project Management</b>	-134,987	0	0	30
Provides project management for the planning, design, contracting and construction of new City infrastructure and buildings, including major maintenance projects.				
<b>Streets &amp; Bridges</b>				
<b>Bridge &amp; Waterfront Maintenance</b>	9,175,081	6,333,646	6,513,823	103
Maintains the City's 2,500 lane miles of streets, sidewalks, curbs, gutters, and concrete roadways. Operates the City's asphalt plant in order to produce the desired types and quantities of asphalt to replace deteriorated sections.				
<b>Division Of Waste Management</b>				
<b>Waste Management Collection</b>	24,794,396	24,364,140	21,031,290	112
Provides municipal collection of refuse, bulk waste and yard waste from the City's residences and businesses.				
<b>Clean Community Recycling</b>	208,890	164,964	0	0
Coordinates the City's recycling and litter prevention efforts, including an Adopt A Spot, volunteer programs for environmental issues and household waste disposal.				
<b>Transportation Division</b>				
<b>Neighborhood &amp; Traffic Safety Program</b>	228,146	372,949	451,510	6

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Conducts investigations, collects and evaluates data and works with neighborhood communities, schools and railroad operators to assess and evaluate safety concerns.				
<b>Intelligent Transportation Systems Program</b>	1,218,726	1,364,087	1,354,472	17
Manages traffic flow efficiency using the City's traffic signal system through a computerized traffic operation center.				
<b>VDOT Liaison Program</b>	326,623	317,620	319,305	4
Provides project management and coordination between all City departments and residents of Norfolk and the Virginia Department of Transportation (VDOT).				
<b>Signs &amp; Pavement Markings Programs</b>	722,973	739,589	753,218	13
Provides project management of all signage and pavement markings through the coordination between City departments and residents of Norfolk and the Virginia Department of Transportation (VDOT).				
<b>Traffic Signal Maintenance</b>	610,012	698,819	756,728	12
Maintains operation of the traffic signal system by providing a continuous system evaluation process through preventative maintenance and provides corrective maintenance 24 hours a day.				
<b>Street Lighting</b>				
<b>Street Lighting Program</b>	4,265,381	4,586,230	4,586,230	0
Continuously evaluates and updates the City's street lighting system to ensure that City streets and public areas are properly illuminated and guarantees that new installations meet Illumination Engineering Society and City standards.				
<b>Street Maintenance</b>				
<b>Street Maintenance Projects (VDOT)</b>	4,433,759	4,586,600	4,586,600	0
Coordinates and maintains all City street repair projects to include such programs as the citywide street resurfacing, and rehabilitation of existing streets and sidewalks that are eligible for reimbursement for VDOT Street Maintenance Program.				
<b>Utility Cut Repair</b>				
<b>Utility Cut Repair Projects</b>	1,059,904	1,065,438	1,107,404	8

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Maintains and preserves the City's right of way including repairs to streets for utility cuts resulting from repairs to water and sewer lines reimbursed from non-General Fund sources.				
<b>Facility Maintenance</b>				
Public Infrastructure Maintenance	0	7,025,906	0	0
Maintain environmentally sound and safe working environments and recreational facilities such as the Selden Arcade and Norfolk Fitness Center projects, comprising over three million square feet of public buildings.				
Public Utilities Cost Management	0	5,607,370	0	0
Provide management and payment of electricity, water, sewer, natural gas, heating fuel and solid waste (dumpster) services for public buildings and external customers.				
Mail & Reprographic Services	0	626,308	0	0
Provide quality, customer-focused mail services and reprographic products on time and in cost-effective manner.				
Repair Projects	0	778,897	0	0
Accomplish building repairs that exceed normal maintenance parameters but which are not of sufficient scope to be considered capital improvements.				
Custodial Services	0	1,757,266	0	0
Provide sanitary and comfortable work environments for over 1.5 million square feet of public buildings and facilities through contracted custodial services.				
Jail Repair Parts	0	90,000	0	0
Funds repair services for the City Jail.				
<b>Total</b>	<b>48,271,391</b>	<b>62,055,300</b>	<b>43,096,900</b>	<b>331</b>

## Department Goals and Measures

### Strategic Priority: Public Accountability

#### Goal

To provide safe and efficient movement of vehicles and pedestrians.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Reduction in traffic accidents.	3,700	3,700	3,500	3,400	-100
Conduct field investigations in response to Citizen requests.	1,455	1,500	1,400	1,400	0

#### Goal

To provide a level of street lighting that assists in promoting nighttime business activity and enhancing neighborhood livability within the City of Norfolk.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Street lighting upgrades.	1,600	800	400	960	560
Street lighting additions.	600	750	0	0	0

#### Goal

Complete concrete repairs.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Aim to complete all reported repair work within 90 days (Months).	6	6	5	4	-1

#### Goal

Coordinate utility cut repairs.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Aim to complete utility cuts on arterials immediately following utility repair and all others within 60 days (Months).	4	4	4	4	0

#### Goal

Repair potholes.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Repair within 10 days and conduct pothole repair (Days).	10	10	10	10	0

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accountant I	OPS010	32,456	51,882	3	-1	2
Accountant II	OPS011	35,182	56,247	1	0	1
Accounting Supervisor	MAP009	46,289	74,003	1	0	1
Accounting Technician	OPS007	25,622	40,963	3	0	3
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Administrative Secretary	OPS009	29,968	47,912	2	0	2
Administrative Technician	OPS008	27,697	44,276	2	0	2
Applications Analyst	ITM004	49,707	79,465	1	0	1
Architect II	MAP011	52,582	84,061	1	0	1
Architect III	MAP012	56,106	89,693	1	0	1
Architect IV	MAP013	59,911	95,776	1	0	1
Asphalt Plant Operator	OPS009	29,968	47,912	1	0	1
Asphalt Plant Operator II	OPS010	32,456	51,882	1	0	1
Assistant City Engineer	MAP014	64,022	102,349	1	0	1
Assistant City Surveyor	MAP011	52,582	84,061	1	0	1
Assistant Director of Public Works	SRM007	69,095	121,607	1	0	1
Assistant Facilities Maintenance Manager	MAP012	56,106	89,693	1	-1	0
Assistant Streets Engineer	MAP011	52,582	84,061	1	0	1
Assistant Superintendent of Waste Management	MAP012	56,106	89,693	2	0	2
Automotive Mechanic	OPS009	29,968	47,912	3	0	3
Bricklayer	OPS008	27,697	44,276	3	0	3
Bridge Inspection Supervisor	OPS012	38,172	61,021	1	0	1
Bridge Maintenance Supervisor	OPS011	35,182	56,247	1	0	1
Building / Equipment Maintenance Supervisor	OPS011	35,182	56,247	1	0	1
Business Manager	MAP008	43,481	69,509	2	-1	1
Carpenter I	OPS008	27,697	44,276	7	-7	0
Carpenter II	OPS009	29,968	47,912	2	-2	0
Chief Operating Engineer-HVAC	MAP010	49,317	78,839	2	-2	0
City Engineer	SRM007	69,095	121,607	1	0	1
City Surveyor	SRM004	57,362	100,958	1	0	1
City Transportation Engineer	SRM006	64,848	114,132	1	0	1
Civil Engineer I	MAP007	40,874	65,345	1	0	1
Civil Engineer II	MAP010	49,317	78,839	6	0	6
Civil Engineer III	MAP011	52,582	84,061	6	-1	5



## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Civil Engineer IV	MAP012	56,106	89,693	2	0	2
Civil Engineer V	MAP013	59,911	95,776	3	0	3
Concrete Finisher	OPS007	25,622	40,963	17	0	17
Construction Inspector I	OPS009	29,968	47,912	4	0	4
Construction Inspector II	OPS011	35,182	56,247	9	0	9
Construction Inspector III	MAP007	40,874	65,345	6	0	6
Contract Administrator	MAP010	49,317	78,839	2	-2	0
Contract Monitoring Specialist	MAP005	36,200	57,872	1	0	1
Custodian	OPS002	17,601	28,140	2	-1	1
Customer Service Representative	OPS004	20,397	32,611	2	0	2
Director of Public Works	EXE003	86,070	148,838	1	0	1
Education Manager	MAP009	46,289	74,003	1	-1	0
Electrician I	OPS007	25,622	40,963	2	-2	0
Electrician II	OPS009	29,968	47,912	6	-6	0
Electrician III	OPS010	32,456	51,882	2	-2	0
Engineering Technician II	OPS010	32,456	51,882	8	0	8
Engineering Technician III	OPS011	35,182	56,247	2	-1	1
Equipment Operator II	OPS006	23,724	37,926	21	0	21
Equipment Operator III	OPS008	27,697	44,276	12	0	12
Equipment Operator IV	OPS009	29,968	47,912	1	0	1
Facilities Maintenance Manager	SRM005	60,947	107,266	1	-1	0
Fleet Coordinator	MAP006	38,452	61,471	1	0	1
Geographic Information Systems Technician	OPS010	32,456	51,882	1	0	1
Geographic Information Systems Technician II	MAP006	38,452	61,471	1	0	1
Instrument Technician	OPS009	29,968	47,912	3	0	3
Maintenance Mechanic I	OPS007	25,622	40,963	10	-9	1
Maintenance Mechanic II	OPS008	27,697	44,276	8	-8	0
Maintenance Mechanic III	OPS010	32,456	51,882	1	-1	0
Maintenance Shop Manager	MAP008	43,481	69,509	2	-2	0
Maintenance Supervisor I	MAP005	36,200	57,872	1	-1	0
Maintenance Supervisor II	MAP007	40,874	65,345	1	-1	0
Maintenance Worker I	OPS003	18,939	30,279	10	-2	8
Maintenance Worker II	OPS004	20,397	32,611	10	0	10
Management Analyst I	MAP006	38,452	61,471	1	0	1
Management Analyst II	MAP008	43,481	69,509	3	0	3

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Management Services Administrator	SRM004	57,362	100,958	1	0	1
Manager of Transportation & Downtown Construction	EXE001	65,443	113,028	0	1	1
Operating Engineer I	OPS007	25,622	40,963	1	-1	0
Operating Engineer II	OPS010	32,456	51,882	13	-13	0
Operations Manager	MAP010	49,317	78,839	2	0	2
Painter I	OPS007	25,622	40,963	4	-4	0
Painter II	OPS009	29,968	47,912	1	-1	0
Personnel Specialist	MAP005	36,200	57,872	1	0	1
Plumber II	OPS008	27,697	44,276	5	-5	0
Plumber III	OPS009	29,968	47,912	1	-1	0
Project Manager	MAP010	49,317	78,839	3	-1	2
Public Services Coordinator I	MAP006	38,452	61,471	1	-1	0
Quality Assurance Inspector	OPS009	29,968	47,912	1	-1	0
Recycling Coordinator	MAP010	49,317	78,839	1	-1	0
Refuse Collection Supervisor	OPS010	32,456	51,882	6	0	6
Refuse Collector Assistant	OPS005	21,987	35,150	3	0	3
Refuse Collector, Lead	OPS008	27,697	44,276	6	0	6
Refuse Collector, Senior	OPS007	25,622	40,963	75	0	75
Refuse Inspector	OPS009	29,968	47,912	5	0	5
Right of Way Permit Supervisor	MAP009	46,289	74,003	1	0	1
Senior Design/Construction Project Manager	MAP012	56,106	89,693	3	0	3
Senior Traffic Engineer	MAP010	49,317	78,839	1	0	1
Senior Transportation Engineer	MAP010	49,317	78,839	1	0	1
Staff Technician I	OPS008	27,697	44,276	1	0	1
Staff Technician II	OPS009	29,968	47,912	1	0	1
Storekeeper I	OPS005	21,987	35,150	1	-1	0
Storekeeper II	OPS007	25,622	40,963	1	-1	0
Storekeeper III	OPS008	27,697	44,276	1	-1	0
Street Maintenance Supervisor	OPS011	35,182	56,247	12	0	12
Streets Engineer	SRM005	60,947	107,266	1	0	1
Superintendent of Traffic Operations	MAP011	52,582	84,061	1	0	1
Superintendent of Waste Management	SRM005	60,947	107,266	1	0	1
Supervising Operating Engineer-HVAC	MAP007	40,874	65,345	2	-2	0

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Support Technician	OPS006	23,724	37,926	12	-2	10
Survey Party Chief	OPS010	32,456	51,882	3	0	3
Traffic Engineering Assistant	MAP009	46,289	74,003	1	0	1
Traffic Maintenance Supervisor	MAP006	38,452	61,471	1	0	1
Traffic Maintenance Technician I	OPS004	20,397	32,611	3	0	3
Traffic Maintenance Technician II	OPS009	29,968	47,912	1	0	1
Traffic Maintenance Technician III	OPS009	29,968	47,912	3	0	3
Traffic Sign Fabricator II	OPS007	25,622	40,963	2	0	2
Traffic Signal Supervisor	MAP007	40,874	65,345	1	0	1
Traffic Signal Technician I	OPS007	25,622	40,963	4	0	4
Traffic Signal Technician II	OPS008	27,697	44,276	3	0	3
Traffic Signal Technician III	OPS007	25,622	40,963	1	0	1
Traffic Signal Technician III	OPS009	29,968	47,912	2	0	2
Traffic Signal Technician IV	OPS010	32,456	51,882	1	0	1
Traffic Systems Engineering Technician I	OPS011	35,182	56,247	2	0	2
Welder	OPS009	29,968	47,912	2	-1	1
<b>Total</b>				<b>422</b>		<b>331</b>

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# Debt Service

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# DEBT SERVICE

## Expenditure Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Materials, Supplies & Repairs	0	0	0	0
All Purpose Appropriations	0	0	0	0
Debt Service	72,583,910	68,262,945	73,915,500	82,052,400
Total	72,583,910	68,262,945	73,915,500	82,052,400

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Debt Service</b>				
Debt Principal & Interest	65,904,504	72,855,834	78,940,130	0
Lease Principal & Interest	1,534,259	0	1,052,604	0
Bonds Issuance Costs	214,516	450,000	450,000	0
Transfer To CIP/All Purpose Appropriation	609,666	609,666	1,609,666	0
Total	68,262,945	73,915,500	82,052,400	0

Includes funding from the Commonwealth totaling \$609,666 provided to localities that host the Virginia Port Authority for use in addressing highway maintenance and repair needs created by or associated with port operations in those localities. See additional information regarding City Indebtedness contained within the Budget Overview section of this budget.

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# Education Funds

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# NORFOLK PUBLIC SCHOOLS

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## MISSION STATEMENT

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Norfolk Public Schools' mission is to educate each student to be a successful, productive contributor to society by providing powerful teaching and learning opportunities. "Quality Teaching and Learning for ALL...ALL Means ALL."

## DISTRICT OVERVIEW

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Norfolk Public Schools is committed to becoming a "world class" educational system. In a world-class district:

- All students possess the habits of powerful literacy.
- All gaps are eliminated while increasing achievement for all.
- All schools exceed local, state, national, and international benchmarks.
- All students are prepared to access productive options and opportunities upon graduation.

Norfolk Public Schools (NPS) is the largest urban school division in the Commonwealth of Virginia. The division enrolls a racially and economically diverse population of approximately 34,000 total students supported by a staff of more than 4,800 employees in 57 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 that each child reaches his/her highest potential.

Norfolk Public Schools has a variety of programs to meet the needs of students. Programs within the regular schools include those for students with special needs, English as a Second Language, Title I, and Gifted education. Auxiliary facilities house alternative programs for students who have not succeeded in the regular education 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 most elementary schools.

## ACHIEVABLE RESULTS (GOALS)

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- By June 2011, create a comprehensive plan, include grade-level student performance benchmarks, for improving the on-time graduation of all students.
- By June 2011, a system of support is in place so all Norfolk Public Schools are and continue to be fully accredited.
- By June 2011, Norfolk Public Schools will further improve the climate of support for the achievement of all students throughout all schools and the community.

## LEGAL AUTHORIZATION

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Norfolk Public Schools is a fiscally dependent school division pursuant to State law. As a fiscally dependent school division, Norfolk Public Schools does not levy taxes or issue debt. All funds are appropriated to Norfolk Public Schools by the City Council, which has authority to tax and incur debt.

The School Board derives its authority from the State and has the constitutional responsibility to provide public education to the residents of Norfolk. The district receives financial support from several sources:

- Commonwealth of Virginia
- City of Norfolk
- Federal Government
- Local Fees/Revenues

## BUDGET HIGHLIGHTS

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The Approved FY 2012 operating budget for Norfolk Public Schools (NPS) is \$290,550,500. Revenue for the operating budget is comprised of state, federal and local sources. The funding received from the state has dramatically decreased in the past few years. However, NPS received one-time federal support from the 2010 Federal Jobs Bill, part of which is used in the FY 2012 budget.

The NPS School Board recommended a budget with a total decrease of \$4.8 million from the Approved FY 2011 budget. The School Board requested an increase in the City contribution of \$822,000. Since proposing its budget, NPS identified additional federal revenue and City staff and NPS staff have worked together to identify potential areas of shared service delivery in order to reduce costs. Therefore, the City approved level local funding in the amount of \$104.5 million. The local contribution comprises 35.9 percent of NPS's total budget. Additionally, the City provides separately within its budget for debt service, landscape maintenance, school nurses, school crossing guards and other services valued at over \$16 million.

The City's FY 2012 Capital Improvement Plan (CIP) includes \$9.8 million to complete the construction of the new Crossroads K-8 School and continue funding for a second construction project. The five-year CIP includes \$46.5 million for schools. These funds will be used to complete Crossroads, complete two additional schools and begin work on a fourth school. Additionally, the City provides \$3 million in capital funds to assist NPS address major facility maintenance needs throughout the system.



# NORFOLK PUBLIC SCHOOLS SUMMARY

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## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Revenue from Commonwealth	207,728,480	207,908,037	179,944,700	171,325,500
Revenue from Federal Funds	7,414,672	6,169,251	5,581,600	10,536,600
Revenue from City	104,511,132	101,011,131	104,511,200	104,511,200
Revenue from Other Funds	4,395,028	3,639,954	5,620,300	4,177,200
<b>Total Operating Revenues</b>	<b>324,049,312</b>	<b>318,728,374</b>	<b>295,657,800</b>	<b>290,550,500</b>
<b>Total Grant Revenues and Child Nutrition Funds<sup>1</sup></b>	<b>48,400,021</b>	<b>53,988,825</b>	<b>61,475,154</b>	<b>61,944,132</b>
<b>Total Revenues Received By Norfolk Public Schools</b>	<b>372,449,332</b>	<b>372,727,198</b>	<b>357,132,954</b>	<b>352,494,632</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
School Operating Budget	324,043,783	318,728,374	295,657,800	290,550,500
School Construction Grant	592,356	0	0	0
Child Nutrition Services	14,971,639	14,500,422	15,155,500	15,259,500
Grants & Special Programs	33,884,014	39,185,625	35,799,394	46,684,632
Federal Stimulus Grants: Title I & IDEA	0	7,059,756	10,520,260	0
<b>Total Expenditures</b>	<b>373,491,792</b>	<b>379,474,177</b>	<b>357,132,954</b>	<b>352,494,632</b>

<sup>1</sup>Grant revenue from FY 2010 and FY 2011 includes Federal Stimulus Grants, which the City Council appropriated over two years.

The School Board issues a separate, detailed budget document which identifies grant revenues in addition to the School Operating Budget. The FY 2010 Actual amounts are provided by NPS. The FY 2011 Approved amount is the total approved by City Council.

## Additional City Contribution to Norfolk Public Schools

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Capital Improvement Plan Funds	5,000,000	23,200,000	12,800,000
Debt Service for School Projects	11,631,500	12,600,000	11,600,000
School Resource Officers	751,832	790,900	777,500
School Crossing Guards	611,289	550,500	534,200
School Nurses <sup>1</sup>	1,431,506	1,406,400	1,400,000
Facility Maintenance	1,255,700	1,255,700	1,266,200
Grounds Maintenance	698,800	725,000	650,000
<b>Total City Support</b>	<b>20,017,506</b>	<b>40,528,500</b>	<b>29,027,900</b>

<sup>1</sup> Estimated amount

In addition to the direct City support given to Norfolk Public Schools, the City provides the additional services listed above that are funded in the budgets of City departments. Debt service is included in the City's Debt Service budget, School Resource Officers and School Crossing Guards are included in the Police budget, School Nurses are in the Public Health budget, Facility Maintenance is in the General Services budget and Grounds Maintenance is in the Recreation, Parks & Open Space budget.

# SCHOOL OPERATING FUND

## Operating Revenues

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Revenue from Commonwealth</b>				
<b>Standards of Quality Funds</b>				
Basic Aid	106,913,702	98,277,604	85,204,135	83,316,049
Textbook Payments	2,779,355	1,247,959	337,147	17,255
Vocational Education Standards of Quality (SOQ)	1,618,086	1,594,405	1,842,872	1,831,982
Gifted Education	1,078,724	1,062,937	964,294	958,595
Special Education SOQ	12,663,279	12,477,956	10,971,519	10,885,384
Prevention, Intervention and Remediation	4,361,796	4,297,962	4,200,035	4,175,216
Fringe Benefits	14,351,717	12,062,023	9,107,217	10,800,174
English as a Second Language (ESL)	387,630	448,470	0	0
Remedial Summer School <sup>1</sup>	0	1,198,535	0	0
<b>Total Standards of Quality Funds</b>	<b>144,154,289</b>	<b>132,667,850</b>	<b>112,627,219</b>	<b>111,984,655</b>
State Sales Taxes	30,837,458	27,514,467	27,776,500	28,926,400
Lottery Funded Programs <sup>1</sup>	28,235,357	28,187,814	26,321,944	25,994,344
Other State Funds <sup>1</sup>	4,501,376	336,802	9,251,288	4,420,101
Federal Stimulus Funds				
Allocated by the Commonwealth	0	19,201,104	3,967,749	0
<b>Total from Commonwealth<sup>1</sup></b>	<b>207,728,480</b>	<b>207,908,038</b>	<b>179,944,700</b>	<b>171,325,500</b>
<b>Total Federal</b>	<b>7,414,673</b>	<b>6,169,252</b>	<b>5,581,600</b>	<b>10,536,600</b>
<b>Total City Funds</b>	<b>104,511,131</b>	<b>101,011,131</b>	<b>104,511,200</b>	<b>104,511,200</b>
<b>Total Other Revenue</b>	<b>4,395,028</b>	<b>3,639,954</b>	<b>5,620,300</b>	<b>4,177,200</b>
<b>Total Revenues</b>	<b>324,049,312</b>	<b>318,728,374</b>	<b>295,657,800</b>	<b>290,550,500</b>

<sup>1</sup> English as a Second Language and Remedial Summer School are moved to Lottery Funds in FY 2011. Remedial Summer School was moved into Lottery funds in FY 2009 and subsequently moved back to Standards of Quality funds in FY 2010. The majority of "Other State Funds" were also moved into Lottery Funds in FY 2009.

## Operating Expenditures

Expenditures	Positions		FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
	FY 2011	FY 2012				
Instructional Services	3,459.6	3315.0	255,764,578	247,521,183	226,656,896	223,636,097
Central Administration	95.0	92.0	9,088,851	9,154,538	9,540,820	9,388,166
Student Attendance and Health	48.0	46.0	4,199,671	3,957,827	3,839,376	3,764,682
Pupil Transportation	284.0	281.0	10,557,147	10,990,671	11,482,745	11,637,913
Operations/Maintenance	415.0	408.5	34,974,023	35,260,223	35,576,969	33,925,604
Community Services	0	0	49,202	88324	0	0
Facility Improvements	0	0	2,164,731	4,105,481	1,620,801	1,644,865
Information Technology	63.0	63.0	7,245,580	7,650,127	7,031,082	6,875,112
<b>Total School Operating Budget</b>	<b>4,364.6</b>	<b>4205.6</b>	<b>324,043,783</b>	<b>318,728,374</b>	<b>295,657,690</b>	<b>290,872,439</b>
<b>Difference from City Revenue</b>						<b>-321,939</b>
<b>Total Expenditures</b>						<b>290,550,500</b>

# SCHOOL GRANTS

## Grants and Special Programs Revenue Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Federal Grants	29,183,795	26,594,680	29,388,807	41,074,767
Commonwealth of Virginia Grants	4,174,024	4,310,745	5,513,968	5,090,510
Corporate and Foundation Awards	311,349	130,853	40,000	180,355
Other Grants	214,847	671,779	856,619	339,000
Federal Stimulus Grants	0	7,477,568	10,520,260	0
<b>Total Grant Revenues</b>	<b>33,884,015</b>	<b>39,185,625</b>	<b>46,319,654</b>	<b>46,684,632</b>

## Grants and Special Programs Expenditure Summary

### FEDERAL GRANTS

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Compensatory Programs	17,623,956	15,380,635	19,804,276	30,489,411
Special Education	7,763,749	7,272,366	7,685,759	7,685,759
Career, Technical and Adult Education	1,272,234	1,238,367	1,280,247	1,326,044
Other Projects	2,523,857	3,051,778	618,525	1,573,553
<b>Total Federal Grants</b>	<b>29,183,795</b>	<b>26,943,146</b>	<b>29,388,807</b>	<b>41,074,767</b>

### COMMONWEALTH OF VIRGINIA GRANTS

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Career, Technical and Adult Education	153,271	97,648	52,263	115,889
State Operated Facilities	3,561,517	2,555,014	3,511,974	3,121,648
Special Education	197,810	189,164	204,862	204,862
Virginia Technology Initiative (1)	70,035	1,372,722	1,532,000	1,454,000
Other Grants	191,390	96,197	212,869	194,111

<b>Total Commonwealth of Virginia</b>	<b>4,174,023</b>	<b>4,310,745</b>	<b>5,513,968</b>	<b>5,090,510</b>
<b>CORPORATE AND FOUNDATION AWARDS</b>				
	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Corporate and Foundation Awards	311,349	130,853	40,000	180,355
<b>Total Corporate and Foundation Awards</b>	<b>311,349</b>	<b>130,853</b>	<b>40,000</b>	<b>180,355</b>
<b>OTHER GRANTS</b>				
	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Other Grants	214,847	671,779	650,000	339,000
<b>Total Other Grants</b>	<b>214,847</b>	<b>671,779</b>	<b>856,619</b>	<b>339,000</b>
<b>Federal Stimulus (ARRA) Grants</b>	<b>0</b>	<b>7,527,630</b>	<b>10,520,260</b>	<b>0</b>
<b>Total Grants and Special Programs</b>	<b>33,884,014</b>	<b>39,584,153</b>	<b>46,319,654</b>	<b>46,684,632</b>

# CHILD NUTRITION SERVICES

<b>Revenues</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Sales	2,878,818	2,580,078	2,555,000	2,545,000
Federal and State Food Program Reimbursements	10,466,931	11,199,151	11,645,000	11,770,000
Federal Commodities Donated	1,084,757	871,024	850,000	830,000
Interest Earned	4,726	0	10,000	10,000
Other Revenue	80,774	162,947	95,500	104,500
<b>Total Revenues</b>	<b>14,516,006</b>	<b>14,813,200</b>	<b>15,155,500</b>	<b>15,259,500</b>

<b>Expenditures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Cost of Goods Sold	6,818,816	6,516,805	6,873,000	7,116,000
Employee Compensation	7,049,127	6,849,452	7,050,000	6,944,000
Maintenance Costs	415,096	360,282	454,000	415,000
Supplies and Materials	93,651	100,653	125,000	135,000
Cafeteria and Other Equipment	359,902	497,889	445,000	440,000
Other Costs	235,047	175,341	208,500	209,500
<b>Total Expenditures</b>	<b>14,971,639</b>	<b>14,500,422</b>	<b>15,155,500</b>	<b>15,259,500</b>
Excess of Revenues Over Expenditures	-455,632	312,778	0	0
Fund Balance – Beginning of Year	5,770,912	5,315,280	5,628,057	5,628,057
<b>Fund Balance – End of Year</b>	<b>5,315,280</b>	<b>5,628,058</b>	<b>5,628,057</b>	<b>5,628,057</b>

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# **Special Revenue Fund Summary**

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# SPECIAL REVENUE FUND SUMMARY

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Revenues</b>			
General Property Taxes	3,344,300	3,661,800	2,799,321
Other Local Taxes	8,549,112	8,731,488	8,782,296
Permits & Fees	735,914	710,000	710,000
Use of Money and Property	1,816,932	2,253,534	1,765,000
Charges for Services	14,633,744	16,301,570	17,946,523
Miscellaneous Revenue	438,875	455,371	393,587
Recovered Costs	1,418,233	1,641,186	1,751,223
Federal Aid	107,117	63,617	63,617
Other Sources and Transfers	9,763,114	11,680,934	5,963,933
<b>Subtotal*</b>	<b>40,807,341</b>	<b>45,499,500</b>	<b>40,175,500</b>
*Several accounting adjustments are made below to reflect the GASB 54 requirement for governmental fund type definitions:			
National Maritime Center (Nauticus)	-4,076,448	-5,797,100	-5,310,200
Cruise Ship Terminal	-2,208,547	-3,154,400	-2,638,400
<b>Total Revenues</b>	<b>34,522,346</b>	<b>36,548,000</b>	<b>32,226,900</b>

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Expenditures</b>			
Personnel Services	14,504,916	15,760,939	15,851,924
Materials, Supplies & Repairs	3,012,494	3,959,731	4,905,387
Contractual Services	5,773,757	5,418,904	4,229,592
Equipment	651,148	2,242,045	1,527,045
All Purpose Appropriations	7,435,743	6,522,728	7,387,705
Debt Service	8,245,065	11,595,153	6,273,847
<b>Subtotal*</b>	<b>39,623,123</b>	<b>45,499,500</b>	<b>40,175,500</b>

\*Several accounting adjustments are made below to reflect the GASB 54 requirement for governmental fund type definitions:

National Maritime Center (Nauticus)	-4,229,296	-5,797,100	-5,310,200
Cruise Ship Terminal	-1,653,330	-3,154,400	-2,638,400
<b>Total Expenditures</b>	<b>33,740,498</b>	<b>36,548,000</b>	<b>32,226,900</b>

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# Special Revenue Funds

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# STORM WATER MANAGEMENT

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## MISSION STATEMENT

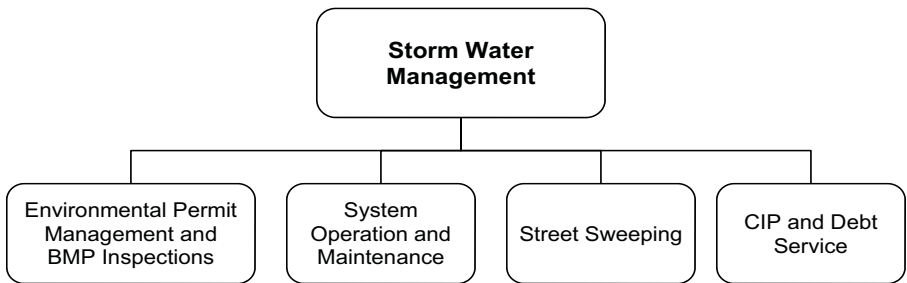
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The mission of Environmental Storm Water Management is to improve the quality of storm water runoff by reducing pollutants entering the storm water system, and minimize property damage and inconvenience associated with flooding.

## DEPARTMENT OVERVIEW

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The Division of Environmental Storm Water Management is divided into four main branches: environmental permit management and BMP (Best Management Practices) Inspections, system operation and maintenance, street sweeping, and CIP and debt service. These branches work together to meet the division's goals and ultimately satisfy the mission statement.



## PRIOR YEAR ACCOMPLISHMENTS

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- Managed operations for the fourth wettest year on record in 2010. Successfully dealt with six major storm events including the record-breaking August 12 storm and the November 11 Nor'easter. Unclogged flood stoppages, monitored pump stations for downtown and underpasses and assisted in storm clean-up by cleaning ditches and sweeping streets.
- Provided for the operation and maintenance of the storm water system, including pump stations, pipes, structures, and ditches.
- Provided monthly street sweeping to those areas throughout the City with curb and gutter and daily for downtown Norfolk resulting in the diversion of 19,000 tons of pollutants from entering our waterways.
- Provided funds for CIP and CIP debt services for storm water projects to reduce flooding and improve water quality: completed projects include rehabilitation of Tidewater Drive underpass pump stations at Maple Ave and First View Streets, sliplining of terracotta pipe in Huntersville and installation of the Supervisor Control Automated Data Acquisition(SCADA) automated pump station monitoring and control system.
- Maintained compliance with environmental regulations and the City's VPDES permit requirements.

- Provided public information concerning storm water services, pollution prevention, and related issues.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Storm Water Utility Fund is \$12,500,000. This represents a \$1.7 million increase from the FY 2011 approved budget. This 15.7 percent increase is partly attributable to the gradual and predictable multi-year increase rate structure adopted by City Council in 2003 to support a multi-year storm water system improvement plan as well as an increase in anticipated storm water revenues. In addition, the Storm Water Fund has absorbed the duties of the Keep Norfolk Beautiful program from Public Works.

## KEY GOALS AND OBJECTIVES

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- Coordinate with the state to develop and modify storm water regulations, Total Maximum Daily Load (TMDL) implementation plans and Virginia Pollutant Discharge Elimination System (VPDES) permit language.
- Comply with environmental regulations, including VPDES permit requirements, and TMDL requirements for impaired waters.
- Develop local administration process for General Construction Permit from Department of Conservation and Recreation.
- Continue funding key environmental positions and programs in the Bureau of Environmental Services and Public Works Design Division.
- Support other environmental programs to improve the condition of city-owned lots and maintain storm water best management practices.
- Conduct a dynamic public information and education program to promote pollution prevention, storm water management, and related services.
- Maintain current level of service of the street sweeping program so as to reduce and minimize storm water pollutants that enter waterways.
- Ensure projects and activities for storm water system maintenance are completed in a timely fashion to reduce or minimize flooding.
- Utilize Geographic Information System (GIS) and update storm water maps.
- Administer the City's dredging program.
- Maintain a high level of customer service in all phases of our operations.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Use of Money and Property	34,570	15,452	10,000	2,400
Charges for Services	10,503,564	11,055,514	10,795,000	12,497,600
Miscellaneous Revenue	0	0	0	0
Other Sources and Transfers In	0	0	0	0
<b>Total</b>	<b>10,538,134</b>	<b>11,070,966</b>	<b>10,805,000</b>	<b>12,500,000</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	4,200,018	4,349,015	4,175,191	4,465,196
Materials, Supplies & Repairs	1,330,638	1,292,637	1,585,718	2,673,400
Contractual Services	869,452	809,118	597,844	630,157
Equipment	430,341	557,625	1,140,225	1,425,225
All Purpose Appropriations	816,727	615,600	746,320	746,320
Debt Service	2,313,820	2,301,268	2,559,702	2,559,702
<b>Total</b>	<b>9,960,996</b>	<b>9,925,263</b>	<b>10,805,000</b>	<b>12,500,000</b>

Storm Water partially funds positions in the Department of Public Works, based on the allocation of time for managing the Storm Water Fund.

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Storm Water Management</b>				
<b>Operation &amp; Maintenance</b>	6,058,007	6,388,379	7,824,552	57
Provides for the operation and maintenance of the storm water system including repairs to existing infrastructure, continuous cleaning of the system and infrastructure upgrades in areas with insufficient drainage.				
<b>Street Sweeping</b>	1,565,988	1,856,919	1,884,336	26
Provides street sweeping throughout the City to remove debris that impedes the flow of storm water resulting in flooding; reduce the amount of pollutants entering the City's storm water system; and maintains a clean and appealing environment.				
<b>Storm Water CIP Debt Service</b>	2,301,268	2,559,702	2,559,702	0
Provides funds for CIP and CIP Debt Service for storm water projects on an annual basis. The amount is increased over the prior year reflecting increase in cash financing of Capital Projects.				
<b>Keep Norfolk Beautiful</b>	0	0	231,410	3
Coordinates the City's recycling and litter prevention efforts, including Adopt A Spot and volunteer programs for environmental issues.				
<b>Total</b>	<b>9,925,263</b>	<b>10,805,000</b>	<b>12,500,000</b>	<b>86</b>



## Department Goals and Measures

### Strategic Priority: Community Building

#### Goal

Minimize property damage and inconvenience resulting from flooding

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of drain structures cleaned.	4,674	4,105	6,900	6,900	0
Linear feet of ditches cleaned.	123,129	107,554	103,000	135,000	32,000

#### Goal

To improve the water quality of storm water run off

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Curb miles swept.	56,000	63,240	75,000	75,000	0
Environmental complaint responses.	87	85	100	100	0

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Accountant I	OPS010	32,456	51,882	1	0	1
Accounting Technician	OPS007	25,622	40,963	2	0	2
Automotive Service Attendant	OPS006	23,724	37,926	1	0	1
Civil Engineer II	MAP010	49,317	78,839	2	0	2
Civil Engineer III	MAP011	52,582	84,061	2	0	2
Collection Coordinator	MAP005	36,200	57,872	1	0	1
Construction Inspector II	OPS011	35,182	56,247	1	0	1
Crew Leader I	OPS008	27,697	44,276	8	0	8
Crew Leader II	OPS009	29,968	47,912	1	0	1
Education Manager	MAP009	46,289	74,003	0	1	1
Engineering Technician II	OPS010	32,456	51,882	2	0	2
Environmental Engineer	MAP009	46,289	74,003	1	0	1
Environmental Specialist I	OPS010	32,456	51,882	1	0	1
Equipment Operator II	OPS006	23,724	37,926	10	0	10
Equipment Operator III	OPS008	27,697	44,276	14	0	14
Equipment Operator IV	OPS009	29,968	47,912	1	0	1
Geographic Information Systems Technician	OPS010	32,456	51,882	1	0	1
Landscape Coordinator I	OPS011	35,182	56,247	1	0	1
Maintenance Worker I	OPS003	18,939	30,279	15	0	15
Maintenance Worker II	OPS004	20,397	32,611	2	0	2
Management Analyst II	MAP008	43,481	69,509	1	0	1

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Manager of Budget & Accounting	SRM004	57,362	100,958	1	0	1
Program Administrator	MAP008	43,481	69,509	1	0	1
Public Information Specialist II	MAP006	38,452	61,471	1	0	1
Public Services Coordinator I	MAP006	38,452	61,471	0	1	1
Recycling Coordinator	MAP010	49,317	78,839	0	1	1
Senior Utility Maintenance Supervisor	OPS012	38,172	61,021	1	0	1
Storm Water Assistant Superintendent	MAP009	46,289	74,003	1	0	1
Storm Water Engineer	SRM005	60,947	107,266	1	0	1
Storm Water Operations Manager	MAP011	52,582	84,061	1	0	1
Support Technician	OPS006	23,724	37,926	2	0	2
Utility Maintenance Mechanic I	OPS007	25,622	40,963	1	0	1
Utility Maintenance Mechanic II	OPS008	27,697	44,276	1	0	1
Utility Maintenance Supervisor	OPS011	35,182	56,247	4	0	4
<b>Total</b>				<b>83</b>	<b>3</b>	<b>86</b>

# TOWING & RECOVERY OPERATIONS FUND

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## MISSION STATEMENT

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The mission of Towing and Recovery Operations is to improve neighborhood livability by providing reliable dispatching of towing services, storage of vehicles and recovery or disposal of vehicles.

## DEPARTMENT OVERVIEW

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The Towing and Recovery Operation has a staff of nine persons who respond to all towing requests from 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 twenty-four hours-a-day, seven-days-a-week.

## PRIOR YEAR ACCOMPLISHMENTS

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- Continued effective collaboration with towing companies, state agencies, Police, Public Health, and other agencies regarding the towing program.
- Towed over 5,250 vehicles of which 1,095 were considered nuisance and abandoned.
- Provided efficient and effective customer-oriented towing and recovery service.
- Partnered with Norfolk Cares to handle after hours phone calls for the City.
- Provided after hour answering services for the Divisions of Environmental Storm Water Management and Streets and Bridges.
- Assisted the fire department by providing over 30 derelict vehicles for training.
- Assisted Norfolk Criminal Justice Services and Virginia Beach Community Corrections by providing over 10,000 hours of work for those who need to serve community service hours.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Towing and Recovery Department is \$1,704,000. This is a \$176,500 decrease from the FY 2011 budget. This nine percent decrease in towing is a result of less instances of nuisance and abandoned vehicles throughout the City.

## KEY GOALS AND OBJECTIVES

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To provide effective and efficient towing service for City and state agencies by performing the following:

- Provide towing service within a thirty-minute response time.
- Hold biweekly auctions.
- Reduce the amount of time a vehicle spends on a lot between the time of entry and time of disposal.
- Implement new contract for towing companies.
- Continue to provide for the clean-up of the right-of-way and small vacant lot clean-ups. This includes the removal and disposal of shopping carts, maintenance of retention ponds, removal of illegal signs, clean-up of illegal dumping and the management of small vacant lot clean-ups.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Use of Money and Property	836,267	818,479	944,784	778,600
Charges for Services	784,727	808,456	740,016	840,350
Miscellaneous Revenue	0	0	0	0
Recovered Costs	85,090	50,430	195,700	85,050
Categorical Aid - Virginia	0	0	0	0
Other Sources and Transfers In	0	0	0	0
<b>Total</b>	<b>1,706,084</b>	<b>1,677,365</b>	<b>1,880,500</b>	<b>1,704,000</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	524,279	531,221	525,390	530,097
Materials, Supplies & Repairs	78,078	61,742	70,962	41,093
Contractual Services	1,135,079	907,895	1,006,978	1,005,640
Equipment	541	6,405	10,000	10,000
All Purpose Appropriations	131,364	170,912	117,170	117,170
Debt Service	0	0	150,000	0
<b>Total</b>	<b>1,869,341</b>	<b>1,678,174</b>	<b>1,880,500</b>	<b>1,704,000</b>

Towing and Recovery Operations partially funds positions in the Department of Public Works based on the allocation of time for managing the Towing Fund.

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Towing &amp; Recovery Operations Fund</b>				
<b>Towing &amp; Recovery Operations</b>	1,464,322	1,745,830	1,569,330	9
Provides dispatching of towing services working with the police and public health departments for towing of nuisance and abandoned vehicles, vehicles that violate traffic and parking regulations, vehicles in accidents, and stolen vehicles.				
<b>Vacant Lot Clean-Up Program</b>	212,028	134,670	134,670	0
Provides for the clean-up of the right-of-way and small vacant lot clean-ups. This includes the removal and disposal of shopping carts, maintenance of retention ponds, removal of illegal signs, clean-up of illegal dumping.				
<b>Total</b>	<b>1,676,349</b>	<b>1,880,500</b>	<b>1,704,000</b>	<b>9</b>

## Department Goals and Measures

Strategic Priority: Public Safety					
<b>Goal</b>					
Minimize the number of inoperable nuisance and abandoned motor vehicles from City neighborhoods and streets.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of nuisance vehicles removed.	1,515	509	662	667	5
Number of abandoned vehicles removed.	1,768	833	278	300	22
<b>Goal</b>					
Assist Norfolk Police and Fire Departments with investigations					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of Police and Fire Department vehicles requested tows.	3,105	4,494	2,063	2,216	153
Bicycle recovery.	690	675	324	350	26

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accounting Technician	OPS007	25,622	40,963	6	0	6
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Equipment Operator II	OPS006	23,724	37,926	1	0	1
Towing Operations Manager	SRM001	48,231	84,885	1	0	1
Total				9		9

# CEMETERIES

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## MISSION STATEMENT

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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

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The Bureau of Cemeteries consists of two Divisions.

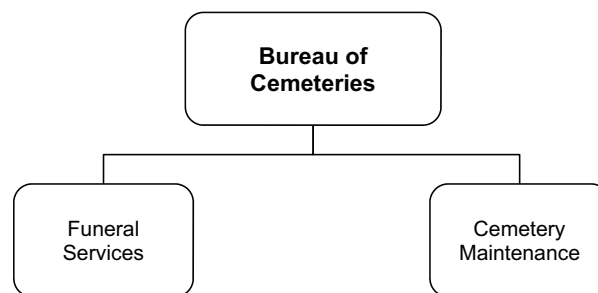
**Funeral Services:** This Division of the Bureau provides professional funeral services, meeting the needs of customers in a sensitive and courteous manner.

**Cemetery Maintenance:** This Division provides preservation efforts and enhancement of the natural beauty of the eight city-owned cemeteries including the grounds and memorials that make cemeteries historic and meaningful places for the citizens of Norfolk.

The Bureau operates a very efficient grounds maintenance program through reliance on a mixture of contracts, seasonal labor and a permanent workforce. The Bureau maintains approximately 354 acres of developed cemetery property.

The Bureau anticipates servicing 926 funerals, installing over 606 foundations for memorials and selling 392 graves to create revenue approaching \$2,100,000, including the interest revenue from the cemetery Endowed Care Fund.

The Department of Recreation, Parks & Open Space provides oversight and management of the Bureau of Cemeteries.



## PRIOR YEAR ACCOMPLISHMENTS

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- Provided service for 926 funerals.
- Sold 392 graves.
- Installed 606 memorial foundations.

- Maintained 354 acres of turf by performing 23 mowings.
- Completed approximately 100 tree installations including Oak, Elm, Cherry, Maple and Golden Rain trees, and planted over 3,300 spring and fall annuals throughout all cemeteries.
- Forest Lawn Cemetery hosted the British Commemoration Service of Remembrance ceremony, Annual Veteran's Day and Memorial Day programs and High Holy Days with Temple Israel.
- In West Point Cemetery descendants of the U.S. Colored Troops presented the unfurling and permanent placement of the composite national regimental colors to honor the Afro-Union Patriot forces and the 1st Masonic Lodge hosted the 2nd Annual James E. Fuller Memorial Service honoring his life and service in the Civil and Spanish-American Wars.
- The Norfolk County Grays, Sons of the Confederate Veterans and the Pickett-Buchanan Chapter UDC dedicated 11 markers of the Confederate soldiers buried in Elmwood Cemetery.
- Assisted the Friends of Norfolk's Historic Cemeteries with their annual cemetery educational program and the "All Saints" tour at Elmwood Cemetery.
- Several organizations volunteered their talents by performing landscape maintenance: Pi Kappa Alpha Fraternity on the Tazewell-Taylor lot in Elmwood, Ohef Shalom Temple in Hebrew Cemetery, and the Powhatan Boy Scout Troop 19 in the Lost Seaman's section at Forest Lawn Cemetery.
- Assisted Master Gardener Tree Stewards with identifying types of trees and doing inventory of significant trees in all cemeteries. In phase two of this tour, the City Forester, and the Norfolk Extension Agent, with the same group, provided species identification instruction.
- Provided 2,500 additional hours of maintenance through the Community Service program and Earn & Learn Summer Youth program.
- Employees participated in numerous wellness and training classes offered by the City; Wellness Fair, 7 Habits of Highly Effective People, Defensive Driving Training, CDL, FEMA, Team Building & Facilitation Skills, Keys to Success and computer classes.
- Donated \$3,396.60 to the United Way with 100 percent employee participation.
- Handicap ramp installed at the Elmwood cemetery office.
- Completed asbestos abatement work in the Forest Lawn cemetery office.
- Painted interior of the Forest Lawn Public Mausoleum.
- Planned, organized and co-hosted a 5K run with the Friends of Norfolk's Historic Cemeteries, raising more than \$1500 for cemetery restoration.
- Responded to more than 600 requests for genealogical information.
- Redesigned Bureau of Cemeteries website to be more user friendly and to include additional cemetery information including upcoming historical and educational programs.
- Partnered with Norfolk State University's History Department to develop a student internship program at Calvary Cemetery.



- Partnered with the City Historic and Architectural Preservation Committee to ensure that Norfolk cemeteries preservation is included in the preservation portion of the 2030 City plan.
- Restored the Lewis Tomb in West Point Cemetery.
- Developed marketing materials to help raise awareness of cemetery programs and historic significance.
- Continued involvement with Camp Apasus - Girl Scout.
- Developed section 22-A in Calvary cemetery creating 217 additional grave spaces.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for Cemeteries is \$2,246,900. This is a \$95,200 decrease from the FY 2011 budget. This 4.1 percent decrease is attributable to streamlining positions for efficiencies by eliminating two groundskeepers and a cemetery manager, reducing temporary casual labor, and rightsizing operational costs to decrease the city subsidy for well managed cemeteries. This budget also includes funds to support increases in retirement and healthcare costs.

## KEY GOALS AND OBJECTIVES

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- Will provide service to over 926 funerals in FY 2012, as in the previous year.
- Sell 392 graves in FY 2012.
- Will install 606 foundations for memorials in FY 2012.
- Will continue to develop and implement a cemetery management program to capture historic data, as well as lot owner and interment records.
- Continue renovation of memorials for which no family has accepted responsibility to make the cemeteries safer to visit and more aesthetically pleasing.
- Continue to work with the Bureau of Parks & Urban Forestry to identify and remove existing dangerous and diseased trees that create safety hazards in the cemeteries.
- Continue to eliminate stockpiled soils generated with the opening of graves, and establish practices and standards to keep future stockpiles manageable and out of public view.
- Develop and implement a cultural resource management program for the Bureau of Cemeteries.

## Revenue Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Charges For Services	907,104	861,537	1,080,009	1,118,773
Miscellaneous Revenue	425,171	362,783	425,338	363,587
Recovered Costs	307,405	302,565	300,000	300,000
Operating Transfers In	817,156	670,753	536,753	200,000
Nonrevenue Receipts	0	0	0	264,540
<b>Total</b>	<b>2,456,836</b>	<b>2,197,639</b>	<b>2,342,100</b>	<b>2,246,900</b>

## Expenditure Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Personnel Services	1,658,982	1,558,502	1,760,441	1,767,505
Materials, Supplies & Repairs	199,718	212,408	224,636	233,872
Contractual Services	285,298	212,026	301,714	190,218
Equipment	42,445	31,684	46,000	46,000
All Purpose Appropriations	22,641	0	9,309	9,305
<b>Total</b>	<b>2,209,084</b>	<b>2,014,619</b>	<b>2,342,100</b>	<b>2,246,900</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Cemeteries</b>				
<b>Funeral Services</b>	1,071,747	1,284,817	1,323,106	17
Provide assistance in arranging and conducting funeral services including the sale of burial lots, the opening of graves, and assistance to funerals; provide the foundation for all memorials placed in the cemeteries.				
<b>Cemetery Maintenance</b>	942,872	1,057,283	923,794	18
The Bureau of Cemeteries maintains 354 acres of cemetery grounds that include urban forests, turf, ornamental beds and wetland buffer zones. We provide preservation and maintenance of historic cemetery grounds.				
<b>Total</b>	<b>2,014,619</b>	<b>2,342,100</b>	<b>2,246,900</b>	<b>35</b>

## Department Goals and Measures

### Strategic Priority: Public Safety

<b>Goal</b>					
To generate revenues to meet operating expenses through service to funerals, sale of graves, installation of foundations for memorials and collection of interest from the Endowed Care Fund.					
<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
Funeral services.	987	987	918	918	0
<b>Goal</b>					
To meet the needs of area citizens by offering a variety of graves and grave prices at various cemeteries.					
<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
Grave sales.	523	523	445	487	42
<b>Goal</b>					
To provide timely installation of foundations for memorials.					
<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Change</b>
Foundation installation.	610	600	600	586	-14

## Position Summary

				<b>FY 2011 Approved Positions</b>	<b>Change</b>	<b>FY 2012 Approved Positions</b>
	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>			
Accounting Technician	OPS007	25,622	40,963	1	0	1
Bureau Manager	SRM004	57,362	100,958	1	0	1
Cemetery Manager I	OPS007	25,622	40,963	3	-1	2
Cemetery Manager II	OPS010	32,456	51,882	3	0	3
Division Head	SRM002	51,027	89,809	2	0	2
Equipment Operator II	OPS006	23,724	37,926	6	0	6
Equipment Operator III	OPS008	27,697	44,276	4	0	4
Genealogy Information Specialist	MAP004	34,106	54,524	1	0	1
Groundskeeper	OPS004	20,397	32,611	11	-2	9
Groundskeeper Crew Leader	OPS008	27,697	44,276	3	0	3
Maintenance Supervisor II	MAP007	40,874	65,345	1	0	1
Support Technician	OPS006	23,724	37,926	2	0	2
<b>Total</b>				<b>38</b>		<b>35</b>

# GOLF OPERATIONS

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## MISSION STATEMENT

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Golf Operations provides a variety of recreational and leisure activities in support of the quality of life in Norfolk and consistent with our vision as a place to live, work and play. A part of the activities we provide includes golf activities in the form of three golf facilities. This operation includes the revenues and expenses associated with the operation of the three golf facilities.

## DEPARTMENT OVERVIEW

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The Golf fund has no City employees. The City of Norfolk operates one golf course (or muni) under a lease (Ocean View) and two golf courses under a management contract (Lake Wright and Lambert's Point).

In the 1980's and 1990's, the region overbuilt the supply of courses and recently, golf as an industry has not shown any real growth in the numbers of golfers. The result in this region, and nationally, has been that few new courses are being built and some older courses are finding alternative uses. Ocean View golf course was rebuilt in 2000 and is in good condition and is a good golfing experience for the average golfer and at affordable rates. Lambert's Point has struggled as a 9-hole golf experience and while in excellent condition, it has not seen sufficient golfers to meet its cost to operate. Lake Wright, built in the 1950's, is now past the point when a golf course would normally be rebuilt and the presence of improved other local golf facilities, has resulted in a steady decline of revenues for this course.

Ocean View is under a long term lease that included each party making an investment in the rebuilding of the course. The rental income is segregated in the Golf Fund and can only be used for reinvestment into this course. The other courses are under a management contract and we continue to struggle to find a balance between revenues and expenses. The contracts represent reasonable costs to operate within industry standards, however, the income from players is decreasing over time.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Golf Fund is \$1,477,800. This is an \$84,000 increase from the FY 2011 budget. This 6.0 percent increase is attributable to setting aside revenue designated for Ocean View repairs. This budget will provide the requisite level of City operation and maintenance support specified through the contracts with the course operators. In FY 2012, the operating budget is supported by a \$250,000 subsidy by the General Fund.

## KEY GOALS AND OBJECTIVES

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- Manage effectively the golf resources of the City in a manner that provides for an excellent golfing experience.
- Provide a quality experience in support of Norfolk's commerce and tourism.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Use of Money and Property	85,652	102,184	85,050	84,000
Charges for Services	1,121,601	1,067,626	1,308,750	1,143,800
Miscellaneous Revenue	0	0	0	0
Recovered Costs	0	0	0	0
Other Sources and Transfers In	0	250,253	0	250,000
<b>Total</b>	<b>1,207,253</b>	<b>1,420,062</b>	<b>1,393,800</b>	<b>1,477,800</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Materials, Supplies & Repairs	134,586	60,281	68,458	152,458
Contractual Services	1,330,140	1,337,208	1,325,342	1,325,342
All Purpose Appropriations	0	0	0	0
Debt Service	0	0	0	0
<b>Total</b>	<b>1,464,726</b>	<b>1,397,489</b>	<b>1,393,800</b>	<b>1,477,800</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Golf Operations</b>				
Operations & Maintenance	1,397,489	1,393,800	1,477,800	0
Support the operation and maintenance of City-owned golf courses.				
<b>Total</b>	<b>1,397,489</b>	<b>1,393,800</b>	<b>1,477,800</b>	<b>0</b>

# PUBLIC AMENITIES

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## MISSION STATEMENT

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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

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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. Since FY 2003, revenue received from one percentage point of the meals and hotel/motel taxes are set aside in the Public Amenities special revenue fund as a means of providing financial resources for these purposes. Funds are used to make needed improvements to public amenities and cultural facilities.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Public Amenities Fund is \$5,210,700. This is a \$3.1 million decrease from the FY 2011 budget. This 37 percent decrease is attributable to the adjustment that eliminated the one-time funding for Outside Agencies and the Capital Improvement Program (CIP) for Waterside Improvements and Chrysler Museum and MacArthur Memorial Museum Match in FY 2011. The FY 2012 Public Amenities Fund budget includes support for the CIP and the Norfolk Consortium from Tourism Opportunity Program (TOP) grant funds. The budget also includes funding for the Conference Center debt service required to obtain the state sales tax incentive. 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

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Other Local Taxes	5,175,449	4,977,516	5,159,892	5,210,700
Other Sources and Transfers In	1,860,919	0	3,124,808	0
Total	7,036,368	4,483,875	8,284,700	5,210,700

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Transfer to CIP Program	2,843,919	1,000,000	4,400,000	1,000,000
Debt Service (Conference Center)	211,250	205,750	1,470,095	194,750
Tourism Opportunity Program Grant for the Norfolk Consortium	517,000	504,000	500,000	500,000
Norfolk Consortium	0	0	0	500,000
One-time supplement for Outside Agencies:				
Chrysler Museum	0	0	147,681	0
Festevents	0	0	78,888	0
Festevents - Jazz Festival	0	0	3,750	0
Norfolk Botanical Garden	0	0	59,441	0
Norfolk Commission on the Arts and Humanities	0	0	233,750	0
Norfolk Convention and Visitors Bureau	0	0	586,500	0
Norfolk NATO Festival	0	0	7,353	0
Virginia Arts Festival	0	0	32,445	0
Virginia Arts Festival (Special Programming)	0	0	8,750	0
Virginia Zoo Society	0	0	16,250	0
Waterside (Programming)	0	0	100,000	0
Waterside (Operations)	0	0	450,000	
All Purpose Appropriations (Conference Center)	3,448,604	3,271,766	189,797	3,015,950
<b>Total</b>	<b>7,020,773</b>	<b>4,981,516</b>	<b>8,284,700</b>	<b>5,210,700</b>

# EMERGENCY PREPAREDNESS AND RESPONSE

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## MISSION STATEMENT

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Emergency Preparedness and Response serves as the central local point of contact for all Public Safety Dispatch Communications and Emergency Management for all natural and man-made disasters, and provides oversight for the City's Building Physical Security program.

## DEPARTMENT OVERVIEW

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The City Manager is the Director of Emergency Management with the day to day operations and activities coordinated by the Director of Emergency Preparedness and Response.

The department is structured to provide two major services: Emergency Communications/911 and Emergency Management.

The Norfolk Division of Emergency Communications/911 serves as the first point of response for Public Safety in the City of Norfolk. The Emergency Communications Center (ECC) is the City's consolidated 911 and dispatch center, staffed 24 hours a day, seven days a week.

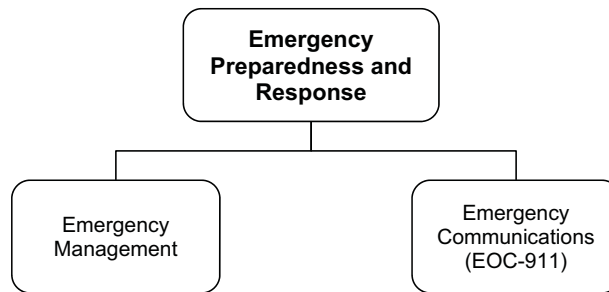
The ECC personnel respond to all 911 and non-emergency calls. Responsibilities include dispatching all police and fire/rescue. The ECC serves as the 24-hour point of contact for all multi-jurisdictional, state and federal notifications regarding public safety and emergency management. The Department monitors federal and state legislation that affect 911 and dispatch procedures/protocols and funding. Personnel serve on various local and regional boards and committees. Additionally, staff attends regional, state, and national meetings to remain on the leading edge of the ever-changing environment of public safety communications.

The Division of Emergency Communications records and safeguards all telephone communications in and out of the ECC, as well as all public safety radio communications.

The Norfolk Division of Emergency Management (NDEM) provides services to the City and community to prepares an effective response to disasters. NDEM monitors federal and state legislation and potential grants that directly impact the provision of emergency services to the community. The Division provides disaster planning and recovery assistance to City departments as well as prepare contingency plans, conducts drills and emergency exercises. Provides warnings, manage responses and coordinates damage assessment and recovery efforts after a disaster. Additionally, on behalf of the City of Norfolk, NDEM coordinates with the Federal Emergency Management Agency (FEMA), Virginia Department of Emergency Management (VDEM) and surrounding local governments and military communities.

The division manages the Emergency Operation Center (EOC) in a secure facility where key members of city departments gather during activation to analyze situational status, coordinate actions, and assist city leadership in making critical decisions during an emergency.





## PRIOR YEAR ACCOMPLISHMENTS

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- Conducted three full scale Emergency Management exercises with Norfolk Public Health, Norfolk Naval Shipyard, and Norfolk International Airport.
- Updated the Norfolk Emergency Operations Plan adopted by City Council.
- Adopted the Regional Special Needs Registry for the Hampton Roads region. This registry will consolidate a regional database for local use.
- Implemented WebEOC, an emergency web-based reporting tool for all city departments use.
- Conducted a city capability assessment review of all emergency preparedness and response activities as mandated by VDEM.
- Awarded Emergency Medical System 911 Accreditation through the Virginia Office of Emergency Medical System promoting Emergency Medical Dispatch protocols and continued training and education. This accreditation makes the City of Norfolk ECC one of three in the region which now makes us eligible for grants through the Virginia Office of EMS.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Department of Emergency Preparedness and Response is \$6,005,600. This is a \$2.2 million decrease from the FY 2011 budget. This 27 percent decrease is attributable to a decrease in healthcare costs, reorganization and streamlining city-owned building security coverage to the newly created Department of General Services, and non-personnel expenses as well as funds provided in FY 2011 to replace EOC/911 outdated analog 911 emergency phone system to a digital system. The reductions ensured the preserving of EOC/911 public safety function.

## KEY GOALS AND OBJECTIVES

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- Increase the number of subscribers for the citywide emergency notification system (Norfolk Alert) prior to the start of the 2011 hurricane season.
- To install a Voice Over Internet Protocol (VOIP) Next Generation 911 telephone system.

- Coordinate the response to large scale emergencies requiring the activation of the City's Emergency Operations Center (EOC) under the guidelines of the Emergency Operations Plan (EOP).
- To ensure that the City regularly exercises their response to disasters and receives the proper training to better prepare for disasters in compliance with Homeland Security Exercise Evaluation Program (HSEEP).
- Maintain liaison and relationships with local, regional, state, and federal agencies that deal with emergencies as well as Norfolk Local Emergency Planning Committee (NLEPC) to meet legal mandates..
- Monitor and track city staff compliance with the National Incident Management System (NIMS) as the City of Norfolk's standard for emergency and disaster Incident Command Structure.
- To provide hurricane and all hazard information training for businesses, medical facilities, and community organizations..
- Advise City departments concerning the physical security of their buildings, assisting with the identification of appropriate security systems.
- Develop region-wide communications system and catastrophic emergency evacuation plans.
- Actively participate in local, state, and federal All-Hazard exercises..
- Implement the National First Responders Authentication Credentials (FRAC) program. The FRAC is the standard credential for Virginia Emergency Response Official.
- Provide Citizens Emergency Response Team (CERT) training with colleges/universities.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Other Local Taxes	3,607,702	3,571,596	3,571,596	3,571,596
Use of Money and Property	0	0	0	0
Charges for Services	1,920	2,848	1,000	2,000
Miscellaneous Revenue	352	0	0	0
Recovered Costs	1,029,339	1,065,238	1,145,486	1,366,173
Other Sources and Transfers In	1,627,767	1,827,767	3,398,401	1,002,214
Federal Aid	63,617	63,617	63,617	63,617
<b>Total</b>	<b>6,330,697</b>	<b>6,531,066</b>	<b>8,180,100</b>	<b>6,005,600</b>

## Expenditure Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Personnel Services	5,109,818	5,229,172	5,382,940	5,420,149
Materials, Supplies & Repairs	257,573	283,883	246,612	244,114
Contractual Services	1,608,845	1,585,849	1,546,728	337,517
Equipment	4,355	804	1,003,820	3,820
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>6,980,591</b>	<b>7,099,708</b>	<b>8,180,100</b>	<b>6,005,600</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Emergency Preparedness And Response</b>				
<b>Emergency Services</b>	5,418,210	6,602,320	5,574,609	85
Contribute to a safe environment by manning and operating the City's only 911 Emergency Communications Center (ECC) and answering all 911 and non-emergency phone calls originating in the City for Police, Fire-Rescue calls.				
<b>Emergency Management</b>	443,430	404,092	430,991	5
Provides services to City organizations and the community to prepare an effective response to natural, technological, and human-caused disasters.				
<b>Physical Building Security</b>	1,238,068	1,173,688	0	0
Provides oversight of the security program for City departments and agencies.				
<b>Total</b>	<b>7,099,708</b>	<b>8,180,100</b>	<b>6,005,600</b>	<b>90</b>

## Department Goals and Measures

Strategic Priority: Public Safety					
<b>Goal</b>					
Maintain and continually enhance an integrated, cost-effective public safety emergency communications network.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Calls received.	703,366	701,164	658,999	619,460	-39,539
Dispatched calls (annual basis).	288,750	288,750	285,000	281,295	-3,705

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Administrative Technician	OPS008	27,697	44,276	1	0	1
Chief Training Officer-CES	MAP007	40,874	65,345	1	0	1
Deputy Director of the Office of Emergency Preparedness & Response	SRM003	54,063	95,153	1	0	1
Director of the Office of Emergency Preparedness & Response	EXE001	65,443	113,028	1	0	1
Manager of Emergency Communications	MAP012	56,106	89,693	1	0	1
Public Safety Telecommunicator I	OPS008	27,697	44,276	5	0	5
Public Safety Telecommunicator II	OPS010	32,456	51,882	59	0	59
Public Safety Telecommunicator III	OPS013	41,454	66,273	9	0	9
Public Safety Telecommunicator Trainee	OPS007	25,622	40,963	10	0	10
Support Technician	OPS006	23,724	37,926	1	0	1
Technical Systems Administrator	ITO006	34,726	55,517	1	0	1
<b>Total</b>				<b>90</b>		<b>90</b>

# TAX INCREMENT FINANCING

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## MISSION STATEMENT

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Provide funds to pay the debt service associated with the City's Section 108 Housing and Urban Development (HUD) loan for infrastructure improvements related to the Hope VI project in the area of the City known as the Broad Creek Renaissance District.

## DEPARTMENT OVERVIEW

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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 generated by the growth in the assessed value of real property in the Broad Creek TIF district over the base period of January 1, 2003. Revenue collected are to be used to pay the debt service associated with the City's Section 108 HUD loan agreement. Excess revenues, to the extent they are available, are transferred to the General Fund. The TIF fund has no employees.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Tax Increment Financing (TIF) fund is \$3,081,900. This is a \$579,900 decrease over the FY 2011 budget. This 15.8 percent decrease is attributable to the decrease in real estate assessments in the TIF district. The FY 2012 TIF Fund budget also includes a transfer of excess revenues of \$2,202,961 to the General Fund.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
General Property Taxes	2,982,200	3,344,300	3,661,800	2,799,321
Use of Money and Property	123	2	0	0
Other Sources and Transfers In	1,000,000	3,299,429	0	282,579
<b>Total</b>	<b>3,982,323</b>	<b>6,643,731</b>	<b>3,661,800</b>	<b>3,081,900</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
All Purpose Appropriations	2,000,000	2,566,907	2,852,555	2,202,961
Debt Service	1,737,686	4,076,822	809,245	878,939
<b>Total</b>	<b>3,737,686</b>	<b>6,643,729</b>	<b>3,661,800</b>	<b>3,081,900</b>

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# Enterprise Fund Summary

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# ENTERPRISE FUND SUMMARY

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
<b>Revenues</b>			
Fees and Permits	1,573,731	1,488,300	1,460,300
Fines and Forfeitures	1,700,627	1,848,000	2,000,000
Use of Money and Property	676,323	1,371,286	646,000
Charges for Services	117,892,142	119,182,349	118,271,796
Miscellaneous	327,200	15,000	850,604
Recovered Costs	1,494,938	1,239,865	1,244,600
Other Sources and Transfers	114,684	7,400	7,400
<b>Totals</b>	<b>123,779,645</b>	<b>125,152,200</b>	<b>124,480,700</b>

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
<b>Expenditures</b>			
Personnel Services	25,194,514	26,477,571	26,848,047
Materials, Supplies & Repairs	14,916,091	16,234,751	15,776,046
Contractual Services	16,704,318	17,871,985	15,340,182
Equipment	117,543	675,097	726,973
All Purpose Appropriations	9,457,778	11,950,910	11,068,564
Debt Service	71,185,078	51,941,886	54,720,888
<b>Total</b>	<b>113,778,589</b>	<b>125,152,200</b>	<b>124,480,700</b>

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# Enterprise Funds

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# WATER

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## MISSION STATEMENT

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The Norfolk Department of Utilities enhances the quality of life by providing excellent water and wastewater services at the best possible value for our customers.

## DEPARTMENT OVERVIEW

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The Department of Utilities is responsible for the operation of two enterprise funds, the Water Fund and the Wastewater Fund. The Department, which is comprised of eight divisions and 392 employees, is organized as follows:

**Water Production:** Responsible for the operations and maintenance of the water treatment plants and finished water storage facilities. Maintains raw and fresh water pump stations and raw water transmission mains. 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).

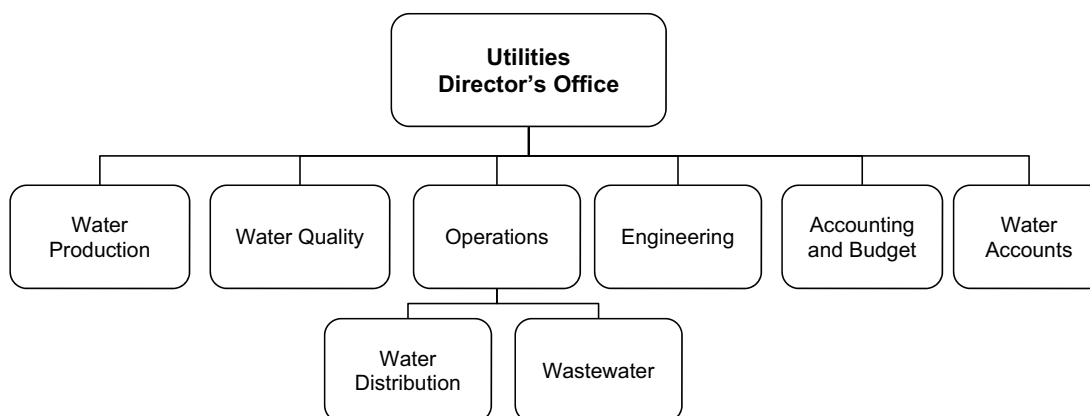
**Water Distribution:** Responsible for the maintenance of over 800 miles of water mains. Repairs, replaces and installs fire hydrants, meters and valves and detects leaks in the distribution system. Provides routine flushing of water mains and the installation of service main extensions.

**Water Accounts:** Provides customer service to all users of Norfolk's utility system including billing, collections and response to account inquiries.

**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, bond compliance, and documents for the maintenance and construction of the City's water and wastewater infrastructure.

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

**Director's Office:** 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.



## PRIOR YEAR ACCOMPLISHMENTS

- Obtained \$9.3 million loan financing at zero percent interest rate, saving approximately \$4 million of interest costs over the 20 year term of the loan, from a state agency to fund construction of wastewater infrastructure improvements.
- Enrolled in a voluntary electrical demand response program that can curtail electricity usage by switching to diesel generators at voluntary time periods saving approximately \$300,000 per year.
- Completed the second full year of recycling Moores Bridge Water Treatment Plant's residual solids through beneficial agricultural reuse of the material which saves landfill space and reduces operating costs. Recognized by HRSD as a Pollution Prevention Partner for this project through their P2 award program.
- Reduced the cost of delivering raw water to the 37th Street Water Treatment Plant by replacing approximately 7,500 linear feet of 36 inch raw mains that serve the plant.
- Awarded the River Star status by the Elizabeth River Project group for the Department's multiple efforts in the areas of environmental stewardship, energy conservation, recycling, water and sewer leak prevention and employees awareness programs.
- Replaced water and sewer mains in various neighborhoods and commercial areas including: Bayview, Chesterfield Heights, Downtown, Fairmount Park, Huntersville, Kennington and Titustown strengthening system reliability and adding capacity for future economic expansion.
- Initiated upgrades to the 37th Street Water Treatment Plant's emergency power system and chemical feed system to maintain compliance with the Safe Drinking Water Act and ensure Norfolk's treated water is of the highest quality.
- Installed a highly efficient centrifuge dewatering system at the Moores Bridges Water Treatment Plant reducing electrical and maintenance costs.
- Completed flood protection measures at the Blackwater and Nottoway River Pump Stations to help prevent flooding and designed new bulkheads to stabilize the foundations.

- Replaced all of the Moores Bridges Water Treatment Plant's hypochlorite and ammonia pumps, piping and controls greatly improving system performance, reliability and reducing operating costs.
- Increased the efficiency of chemical usage by installing new lime slakers at the Moores Bridges Water Treatment Plant which reduces waste byproducts and helps limit lime deposits that can block water lines and equipment at the treatment plants.
- Completed the conversion to the new Supervisory Control And Data Acquisition (SCADA) system at the Moores Bridges Water Treatment Plant which increases our expandability, reliability and flexibility with plant monitoring and controls.
- Completed construction and placed into operation new Ocean View and Berkley tank booster pump stations.
- Enhanced security at the Blackwater, Nottoway, Lake Prince and Simonsdale I and II Pump Stations with the installation of new digital video recorders.
- Cleaned 17 percent of the 820 miles of wastewater gravity mains to help minimize blockages and make the wastewater system more reliable.
- Received the Hampton Roads Sanitation District's Pre-treatment Silver Award for exemplary permit compliance at both the Moores Bridges and 37th Street Water Treatment Plants.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Water Fund is \$79,305,000. This is an increase of \$203,000 from the FY 2011 budget. Facing challenges of a drop in projected wholesale customer water consumption and flat Norfolk consumption, the Water Fund is able to balance the FY 2012 revenue and expenditure budgets by significantly reducing operating expenditures, increasing raw water revenue from a new wholesale customer and incorporating the gradual and predictable multi-year rate structure adopted by City Council in 2003 aimed at maintaining the physical infrastructure and financial viability of the system.

The total FY 2012 budget for the Wastewater Fund is \$25,710,000. This is a \$7,000 increase from the approved FY 2011 budget. With a projected decline in wastewater billed flow, the Wastewater Fund is able to balance the FY 2012 revenue and expenditure budgets by incorporating the gradual and predictable multi-year rate structure adopted by City Council in 2003 to support a multi-year wastewater system improvement plan intended to reduce failing pipes and system overflows. Additionally, the Department's streamlining efforts achieve efficiency savings by reducing various non-personnel expenditures including chemicals, temporary services, and contractual obligations.

## KEY GOALS AND OBJECTIVES

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- To provide clean, safe, reliable drinking water to the customers of the Norfolk water system by performing monitoring, analyses, and reporting as required by the Safe Drinking Water Act.
- To provide reliable and efficient collection of wastewater from Norfolk homes and businesses by complying with all Federal and State environmental regulations.
- To continue implementation of long-term infrastructure improvement plan.

- To maintain the credit quality and financial stability of the funds by maintaining financial indicators and benchmarks.
- To secure grant funding and low interest loans by monitoring sources for availability and applying as applicable.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Permits and Fees	1,292,050	1,308,568	1,394,100	1,366,100
Use of Money and Property	1,056,600	478,911	1,031,986	467,000
Charges for Services	74,695,369	77,122,162	75,419,187	76,010,500
Miscellaneous Revenue	1,673	327,200	15,000	215,000
Recovered Costs	1,663,672	1,482,484	1,236,329	1,241,000
Other Sources and Transfers In	55,888	58,117	5,400	5,400
<b>Total</b>	<b>78,765,252</b>	<b>80,777,442</b>	<b>79,102,002</b>	<b>79,305,000</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	15,547,275	15,977,165	16,927,350	17,473,328
Materials, Supplies & Repairs	13,121,159	10,801,677	11,810,981	11,261,217
Contractual Services	8,727,991	9,092,361	10,402,282	9,609,158
Equipment	169,345	84,137	326,210	289,210
All Purpose Appropriations	8,500,000	7,957,778	8,738,617	8,961,762
Debt Service	29,639,553	28,553,410	30,896,560	31,710,325
<b>Total</b>	<b>75,705,323</b>	<b>72,466,527</b>	<b>79,102,000</b>	<b>79,305,000</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Director's Office</b>				
<b>Administrative and Leadership Services</b>	10,117,614	10,243,638	10,457,420	9
Provide the best possible quality and value in water supply for the Hampton Roads region, and in water treatment/distribution and wastewater conveyance throughout the City of Norfolk.				
<b>Division Of Accounting &amp; Budgeting</b>				
<b>Technical Support and Accounting Services</b>	698,428	873,274	851,594	11
Provide quality financial services to all external and internal customers in a fiscally responsible and cost effective manner.				
<b>Division Of Engineering</b>				
<b>Engineering Services</b>	2,682,277	3,873,754	3,824,835	46
Provide quality service to all customers through the management of CIP and maintenance of the City's water and wastewater infrastructure.				
<b>Division of Water Accounts</b>	1,633,687	1,872,378	1,864,786	20
Accounting, Billing, and Collection Services provide excellent customer service to Norfolk water customers in the areas of billing, collections and dissemination of information.				
<b>Division Of Water Distribution</b>				
<b>Distribution System Services</b>	8,013,313	8,739,545	8,918,409	96

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
Provide seamless water service for Norfolk residents by ensuring the proper operation and maintenance of the water distribution system as well as meter reading and meter replacements.				
Water Production Services	20,073,286	21,527,304	20,595,319	99
Provide a reliable and safe water supply to customers by operating and maintaining the water treatment facilities, raw water pumping and transmission facilities, water storage tanks, and distribution pumping facilities.				
<b>Division Of Water Quality</b>				
Water Quality Services	828,060	1,075,547	1,082,312	9
Provide high quality water that meets or exceeds all state and federal regulations through careful assessment and monitoring of the raw water and treated water and the management of City-owned reservoirs and adjacent watershed properties.				
<b>Water Fund Debt Service</b>				
Debt Service	28,553,410	30,896,560	31,710,325	0
Pay principal and interest for bond issuances that fund the improvement of water plant facilities and infrastructure.				
<b>Total</b>	<b>72,466,527</b>	<b>79,102,000</b>	<b>79,305,000</b>	<b>290</b>

## Department Goals and Measures

### Strategic Priority: Community Building

#### Goal

Provide high quality water that meets all drinking water standards.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Treated water pumpage (million gal/day).	63	62	63	62	-1
Raw water pumpage (million gal/day).	7	7	7	7	0
Compliance with Safe Drinking Water Act (days).	365	365	365	365	0

#### Goal

Provide top quality customer service.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Number of meters replaced.	1,529	2,586	3,000	4,300	1,300
Percentage of bills with meters accurately read.	99.9	99.9	99.8	99.9	0.1

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Accountant I	OPS010	32,456	51,882	1	0	1
Accountant II	OPS011	35,182	56,247	1	0	1
Accounting Supervisor	MAP009	46,289	74,003	1	0	1
Accounting Technician	OPS007	25,622	40,963	23	0	23
Administrative Assistant II	MAP003	32,158	51,407	2	0	2
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Applications Development Team Supervisor	ITM006	56,672	90,598	1	0	1
Assistant City Engineer	MAP014	64,022	102,349	1	0	1
Assistant Director of Customer Services & Management	SRM007	69,095	121,607	1	0	1
Assistant Director of Utilities	SRM007	69,095	121,607	1	0	1
Assistant Superintendent of Utility Division	MAP012	56,106	89,693	4	0	4
Automotive Mechanic	OPS009	29,968	47,912	1	0	1
Business Manager	MAP008	43,481	69,509	1	0	1
Chief of Construction Operations	MAP012	56,106	89,693	1	0	1
Civil Engineer I	MAP007	40,874	65,345	3	0	3

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Civil Engineer II	MAP010	49,317	78,839	2	0	2
Civil Engineer III	MAP011	52,582	84,061	3	0	3
Civil Engineer IV	MAP012	56,106	89,693	2	0	2
Civil Engineer V	MAP013	59,911	95,776	1	0	1
Collection Coordinator	MAP005	36,200	57,872	2	0	2
Construction Inspector I	OPS009	29,968	47,912	7	0	7
Construction Inspector II	OPS011	35,182	56,247	5	0	5
Construction Inspector III	MAP007	40,874	65,345	2	0	2
Contract Monitoring Specialist	MAP005	36,200	57,872	1	0	1
Crew Leader I	OPS008	27,697	44,276	15	0	15
Cross-Connection Specialist	OPS009	29,968	47,912	3	0	3
Data Quality Control Manager	OPS010	32,456	51,882	1	0	1
Director of Utilities	EXE003	86,070	148,838	1	0	1
Electronics Technician II	OPS010	32,456	51,882	4	0	4
Engineering Aide	OPS005	21,987	35,150	2	0	2
Engineering Manager	SRM006	64,848	114,132	1	0	1
Engineering Technician I	OPS009	29,968	47,912	7	0	7
Engineering Technician II	OPS010	32,456	51,882	4	0	4
Engineering Technician III	OPS011	35,182	56,247	1	0	1
Engineering Technician IV	OPS012	38,172	61,021	1	0	1
Enterprise Controller	MAP012	56,106	89,693	1	0	1
Equipment Operator II	OPS006	23,724	37,926	12	0	12
Equipment Operator III	OPS008	27,697	44,276	7	0	7
General Utility Maintenance Supervisor	MAP008	43,481	69,509	9	0	9
Maintenance Supervisor II	MAP007	40,874	65,345	1	0	1
Maintenance Worker I	OPS003	18,939	30,279	6	0	6
Maintenance Worker II	OPS004	20,397	32,611	25	0	25
Management Services Administrator	SRM004	57,362	100,958	1	0	1
Manager of Budget & Accounting	SRM004	57,362	100,958	1	0	1
Messenger/Driver	OPS003	18,939	30,279	1	0	1
Office Assistant	OPS003	18,939	30,279	1	0	1
Personnel Specialist	MAP005	36,200	57,872	1	0	1
Programmer/Analyst III	ITM002	43,682	69,831	1	0	1
Programmer/Analyst IV	ITM003	46,586	74,474	2	0	2
Programmer/Analyst V	ITM005	53,063	84,826	1	0	1
Project Coordinator	MAP008	43,481	69,509	1	0	1
Project Manager	MAP010	49,317	78,839	1	0	1



## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Public Information Specialist II	MAP006	38,452	61,471	1	0	1
Reservoir Manager	MAP005	36,200	57,872	1	0	1
Safety Specialist	OPS011	35,182	56,247	1	0	1
Senior Codes Specialist	OPS012	38,172	61,021	1	0	1
Senior Utility Maintenance Supervisor	OPS012	38,172	61,021	6	0	6
Senior Water Chemist	MAP007	40,874	65,345	2	0	2
Staff Technician II	OPS009	29,968	47,912	3	0	3
Support Technician	OPS006	23,724	37,926	3	0	3
Utility Construction Inspector	OPS011	35,182	56,247	1	0	1
Utility Customer Service Manager	SRM004	57,362	100,958	1	0	1
Utility Maintenance Mechanic I	OPS007	25,622	40,963	26	0	26
Utility Maintenance Mechanic II	OPS008	27,697	44,276	3	0	3
Utility Maintenance Mechanic III	OPS009	29,968	47,912	2	0	2
Utility Maintenance Supervisor	OPS011	35,182	56,247	11	0	11
Utility Operations Manager	SRM005	60,947	107,266	1	0	1
Water Chemist	MAP005	36,200	57,872	4	0	4
Water Production Manager	SRM005	60,947	107,266	1	0	1
Water Quality Manager	SRM003	54,063	95,153	2	0	2
Water Treatment Plant Maintenance Technician	OPS008	27,697	44,276	14	0	14
Water Treatment Supervisor	MAP011	52,582	84,061	2	0	2
Waterworks Operator I	OPS006	23,724	37,926	1	0	1
Waterworks Operator II	OPS008	27,697	44,276	5	0	5
Waterworks Operator III	OPS010	32,456	51,882	3	0	3
Waterworks Operator IV	OPS011	35,182	56,247	15	0	15
<b>Total</b>				<b>290</b>		<b>290</b>

# WASTEWATER

## Revenue Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Permits and Fees	61,475	265,163	94,200	94,200
Use of Money and Property	464,450	48,005	250,000	100,000
Charges for Services	23,373,156	23,745,868	25,353,264	25,510,200
Miscellaneous Revenue	108,978	0	0	0
Recovered Costs	14,192	12,453	3,536	3,600
Other Sources and Transfers In	30,943	56,568	2,000	2,000
<b>Total</b>	<b>24,053,194</b>	<b>24,128,057</b>	<b>25,703,000</b>	<b>25,710,000</b>

## Expenditure Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
Personnel Services	5,172,862	5,155,320	5,333,636	5,363,977
Materials, Supplies & Repairs	3,062,173	3,035,649	3,107,283	3,088,086
Contractual Services	2,199,665	2,313,429	2,333,952	2,039,091
Equipment	5,992	8,567	328,101	328,101
All Purpose Appropriations	1,500,000	1,500,000	2,303,887	2,106,802
Debt Service	10,542,932	10,556,893	12,296,141	12,783,943
<b>Total</b>	<b>22,483,624</b>	<b>22,569,858</b>	<b>25,703,000</b>	<b>25,710,000</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Wastewater</b>				
Wastewater Construction & Maintenance	12,012,965	13,406,859	12,926,057	103
Contribute to the quality of life and health of Norfolk residents through the operation, maintenance, and repair of the wastewater collection system.				
Wastewater Fund Debt Service	10,556,893	12,296,141	12,783,943	0
Pay bond principal and interest for bond issues that fund the improvement of wastewater infrastructure.				
<b>Total</b>	<b>22,569,858</b>	<b>25,703,000</b>	<b>25,710,000</b>	<b>103</b>

## Department Goals and Measures

### Strategic Priority: Community Building

#### Goal

Continue the wastewater capital improvement program in an effort to reduce the number of emergency repair requests.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Emergency repair requests.	10,413	11,324	10,110	11,000	890

#### Goal

Foster a healthy and safe environment for residents by minimizing the number of sanitary sewer overflows.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Enhanced main line cleaning program (linear feet).	893,723	1,147,626	1,150,000	1,180,000	30,000

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Accounting Technician	OPS007	25,622	40,963	3	0	3
Assistant Superintendent of Utility Division	MAP012	56,106	89,693	1	0	1
Crew Leader I	OPS008	27,697	44,276	15	0	15
Engineering Technician I	OPS009	29,968	47,912	3	0	3
Environmental Specialist II	OPS012	38,172	61,021	1	0	1
Equipment Operator II	OPS006	23,724	37,926	6	0	6
Equipment Operator III	OPS008	27,697	44,276	19	0	19
General Utility Maintenance Supervisor	MAP008	43,481	69,509	2	0	2
Maintenance Worker I	OPS003	18,939	30,279	3	0	3
Maintenance Worker II	OPS004	20,397	32,611	25	0	25
Painter I	OPS007	25,622	40,963	1	0	1
Senior Custodian	OPS005	21,987	35,150	1	0	1
Senior Utility Maintenance Supervisor	OPS012	38,172	61,021	5	0	5
Utilities System Technician	OPS012	38,172	61,021	1	0	1
Utility Maintenance Mechanic I	OPS007	25,622	40,963	6	0	6
Utility Maintenance Supervisor	OPS011	35,182	56,247	11	0	11
<b>Total</b>				<b>103</b>		<b>103</b>

# PARKING FACILITIES FUND

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## MISSION STATEMENT

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The Division of Parking, through the efforts of all employees dedicated to excellence, shall provide safe, convenient and affordable parking services to the residents, visitors and businesses in Norfolk.

## DEPARTMENT OVERVIEW

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To meet the needs of downtown workers, residents, students, shoppers, and tourists, the City of Norfolk's Parking Division operates and maintains the City's parking system. This includes approximately 19,874 public parking spaces located in 15 garages, nine lots and over 550 on-street spaces. Safe, convenient and affordable parking is provided to all patrons through the efficient management of the City's parking resources. The Parking Facilities Fund is part of the Department of General Services.

## PRIOR YEAR ACCOMPLISHMENTS

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- Completed the installation of surveillance cameras in downtown parking garages.
- Opened two new parking garages (Bank Street Garage and Charlotte Street Garage) associated with the Wells Fargo downtown office space development.
- Adjusted the daily Cruise Ship parking rate.
- Completed the installation of new Parking Access and Revenue Control (PARC) System equipment at parking facilities.
- Improved facility interiors at various garages including lighting upgrades and improved signage for motorists and pedestrians.

## BUDGET HIGHLIGHTS

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The total FY 2012 expenditure budget for the Parking Facilities Fund is \$19,465,700. This represents a \$881,500 decrease in expenses from the FY 2011 budget. This 4.3 percent decrease includes an increase in debt expenses which was offset by eliminating positions, reorganizing and reducing non-personnel expenses and eliminating the NET from the Parking fund. Also, in FY 2012 the Parking Fund will utilize reserves, primarily the rate stabilization reserve fund, as one-time revenue sources to support the operation.

## KEY GOALS AND OBJECTIVES

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- Identify additional sources of operating revenue to support additional non operating debt expense additions.

- Plan for permanent financing relating to retire the Bond Anticipation Notes (BANs) utilized for garage construction and improvement projects.
- Continue phased equipment automation of exit lanes at all facilities.
- Continue to monitor the garage surveillance cameras to ensure effectiveness on the parking system.
- Monitor the impact of the Light Rail on the Parking System.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Fines and Forfeitures	2,428,840	1,700,627	1,848,000	2,000,000
Use of Money and Property	39,793	149,406	89,300	79,000
Charges for Services	17,565,911	17,024,112	18,409,900	16,751,096
Miscellaneous Revenue	3,778	0	0	635,604
Recovered Costs	0	0	0	0
Other Sources and Transfers In	0	0	0	0
<b>Total</b>	<b>20,038,322</b>	<b>18,874,145</b>	<b>20,347,200</b>	<b>19,465,700</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	4,091,321	4,062,030	4,216,585	4,010,742
Materials, Supplies & Repairs	1,358,270	1,078,765	1,316,487	1,426,743
Contractual Services	5,375,427	5,298,527	5,135,751	3,691,933
Equipment	39,106	24,839	20,786	109,662
All Purpose Appropriations	0	0	908,406	0
Debt Service	8,240,790	8,278,043	8,749,185	10,226,620
<b>Total</b>	<b>19,104,914</b>	<b>18,742,205</b>	<b>20,347,200</b>	<b>19,465,700</b>

## Programs & Services

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Positions
<b>Finance And Business Services - Parking Facilities Fund</b>				
Administration & Finance	2,575,181	4,101,550	3,100,151	13
Provides leadership, administration, and financial management to ensure quality service and financial integrity of the Parking Enterprise Fund.				
Operations	5,429,548	5,161,904	3,737,072	45
Provides for the daily management and staffing of all parking facilities.				
Maintenance	1,465,931	1,638,544	1,668,817	20
Includes repair, maintenance and custodial services for all parking garages and surface lots.				
Enforcement	373,014	361,017	362,040	11
Enforces Norfolk Code requirements regarding parking. Includes issuance of parking tickets, processing and collection services.				
Security	620,487	335,000	371,000	0
Provides security through the use of the roving patrol, using Norfolk Police Officers in all parking facilities.				
Debt	8,278,043	8,749,185	10,226,620	0
Provides coverage for both General Obligation and Revenue Bond Debt Service attributed to the Fund.				
<b>Total</b>	<b>18,742,205</b>	<b>20,347,200</b>	<b>19,465,700</b>	<b>89</b>

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Accountant III	MAP006	38,452	61,471	1	0	1
Accounting Technician	OPS007	25,622	40,963	7	-1	6
Administrative Analyst	MAP008	43,481	69,509	1	-1	0
Administrative Assistant II	MAP003	32,158	51,407	1	-1	0
Administrative Secretary	OPS009	29,968	47,912	1	0	1
Business Manager	MAP008	43,481	69,509	1	-1	0
Collection Coordinator	MAP005	36,200	57,872	1	0	1
Crew Leader I	OPS008	27,697	44,276	2	0	2
Customer Service Representative	OPS004	20,397	32,611	44	-4	40
Electrician II	OPS009	29,968	47,912	1	-1	0
Enterprise Controller	MAP012	56,106	89,693	1	0	1
Maintenance Mechanic II	OPS008	27,697	44,276	2	0	2
Maintenance Supervisor II	MAP007	40,874	65,345	1	0	1
Maintenance Worker I	OPS003	18,939	30,279	12	0	12
Maintenance Worker II	OPS004	20,397	32,611	2	0	2
Meter Monitor	OPS004	20,397	32,611	10	-1	9
Office Assistant	OPS003	18,939	30,279	1	-1	0
Painter I	OPS007	25,622	40,963	1	0	1
Parking Administrator	MAP009	46,289	74,003	1	0	1
Parking Director	SRM004	57,362	100,958	1	0	1
Parking Manager	MAP007	40,874	65,345	1	0	1
Parking Supervisor	MAP002	30,344	48,508	6	0	6
Public Services Coordinator I	MAP006	38,452	61,471	1	-1	0
Software Analyst	ITM002	43,682	69,831	1	0	1
<b>Total</b>				<b>101</b>		<b>89</b>

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# **Internal Service Fund Summary**

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# INTERNAL SERVICE FUND SUMMARY

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	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Revenues</b>			
Use of Money and Property	1,790	9,978	1,790
Charges for Services	10,383,462	12,175,219	13,039,084
Recovered Costs	152,766	102,903	156,126
Other Sources and Transfers In	3,000,000	0	0
<b>Total</b>	<b>13,538,018</b>	<b>12,288,100</b>	<b>13,197,000</b>

	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
<b>Expenditures</b>			
Personnel Services	3,857,614	4,054,711	4,070,100
Materials, Supplies & Repairs	6,210,656	7,206,630	8,100,020
Contractual Services	990,321	963,881	964,002
Equipment	1,486,087	61,878	61,878
All Purpose Appropriations	0	1,000	1,000
<b>Total</b>	<b>12,544,678</b>	<b>12,288,100</b>	<b>13,197,000</b>

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# Internal Service Funds

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# STOREHOUSE

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## MISSION STATEMENT

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The mission of the Storehouse is to provide timely materials management support that will facilitate operating departments and bureaus delivery of essential operations and critical citizen services (e.g., fire and paramedical response, water production and distribution, wastewater collection and disposal, storm water control and disposal, and street and bridge maintenance). This includes the provision of general use consumable materials, uniforms, safety equipment, as well as construction, maintenance and high-use office supplies.

## DEPARTMENT OVERVIEW

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The Storehouse will provide timely material deliveries to all City departments. The City Storehouse is managed by the Division of Purchasing in the Department of General Services.

## PRIOR YEAR ACCOMPLISHMENTS

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- In response to the snowstorm of Jan 30-31, 2010 (the highest snowstorm in over twenty years) the City Storehouse procured bulk salt and sand for use by the Department of Public Works. This involved the facilitation and direction of multiple vendors and 24 hour deliveries. Storehouse personnel also procured and distributed other snow fighting materials such as bags of snow/ice melt, windshield deicing fluid and snow shovels. Storehouse operations continued unabated throughout the snowstorm and during clean up operations. During and after the snowstorm, the Storehouse ensured proper fiscal standards were followed.
- The City Storehouse responded to a record 39 after-hours emergency issues. The emergencies involved water main breaks, weather related occurrences and other public safety incidents.
- Continued to streamline Storehouse operations by reducing levels of inventory. Surplus/obsolete materials were submitted to Purchasing for public auction.
- Increased issues of material to City Departments from \$3,300,229 to \$3,778,153.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for Storehouse is \$622,000. This is a \$5,500 decrease from the FY 2011 budget. This less than one percent decrease is attributable to lower personnel costs and a reduction in building repair costs.

## KEY GOALS AND OBJECTIVES

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- Continue to provide the highest level of material support to the City of Norfolk's departments while exercising stringent standards in inventory management and financial transactions.

- Increase Storehouse material issues to departments by 7.5 percent.
- Reduce on hand inventory by 5 percent. This will free up City funds.
- Reduce non-personnel expenses by 10 percent.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Use of Money and Property	74	0	0	0
Charges for Services	602,129	613,462	627,500	622,000
Other Sources and Transfers In	0	0	0	0
<b>Total</b>	<b>602,129</b>	<b>613,462</b>	<b>627,500</b>	<b>622,000</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	538,474	546,320	565,240	557,923
Materials, Supplies & Repairs	56,657	55,102	56,787	58,604
Contractual Services	4,197	4,288	4,473	4,473
Equipment	0	0	0	0
All Purpose Appropriations	135	230	1,000	1,000
<b>Total</b>	<b>599,463</b>	<b>605,941</b>	<b>627,500</b>	<b>622,000</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Finance And Business Services - Storehouse</b>				
Warehousing & Material Support Services	605,941	627,500	622,000	11
Ensure operational organizations are provided timely material support while maximizing the cost benefits which accrue from consolidated procurement and inventory management.				
<b>Total</b>	<b>605,941</b>	<b>627,500</b>	<b>622,000</b>	<b>11</b>

## Department Goals and Measures

Strategic Priority: Public Accountability					
<b>Goal</b>					
To provide timely and effective warehousing and material support to operating departments.					
Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Total dollar amount of fiscal sales and DTO transactions.	3,300,229	3,778,153	4,000,000	4,000,000	0
Percentage of annual wall-to-wall inventory accuracy.	99.6	99.7	99.6	99.6	0
Percentage of inventory effectiveness.	88.9	88.8	88.8	85	-3.8

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Accounting Technician	OPS007	25,622	40,963	1	0	1
Materials Manager	MAP011	52,582	84,061	1	0	1
Storekeeper I	OPS005	21,987	35,150	1	0	1
Storekeeper II	OPS007	25,622	40,963	5	0	5
Storekeeper III	OPS008	27,697	44,276	2	0	2
Support Technician	OPS006	23,724	37,926	1	0	1
Total				11		11

# FLEET MANAGEMENT

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## MISSION STATEMENT

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Fleet Management shall continually strive to be recognized as a team of professionals who provide quality maintenance and fueling services to all customers, whether internal or external; to ensure safe, operable vehicles and equipment in support of City programs; and to use City resources in the most efficient manner possible.

## DEPARTMENT OVERVIEW

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The Bureau of Fleet Management reports directly to the Director of General Services. Key responsibilities of the Bureau are vehicle maintenance and repair, fueling, replacement analysis, specification review, acquisition, new vehicle preparation, and disposal.

## PRIOR YEAR ACCOMPLISHMENTS

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- Collaborated with City departments and other City supported organizations to provide replacement analysis, specification review or design specification to meet current needs for required programs.
- Improved efforts to provide fleet information via the City's intranet. Information includes, the ability to check a vehicle's repair status, the availability of up to the minute billing and fuel reports, and "Faster" service center. Also included are links for online auctions, state vehicle contracts, and vendor fuel information.
- Development of a vehicle-staging plan for City vehicles, in the event there is mandatory evacuation (category 4 or 5).
- Customized reporting and information for City departments, Norfolk Public Schools, Norfolk Redevelopment and Housing Authority and other City supported organizations concerning their fleet of vehicles.
- Provide emergency tire, battery, and repair service twenty-four hours per day, seven days a week during inclement weather and emergencies.
- Successfully implemented a server and software upgrade to the Fleet Management software system.
- Used engines, transmissions and smaller components from out-of-service vehicles as opposed to purchasing new or rebuilt units.
- To reduce repair costs on non-collectible marked police car accidents, complete frontends, doors and body panels were used from out-of-service vehicles.
- Auction procedure has been enhanced in conjunction with Towing Recovery thereby allowing Fleet to dispose of large number of vehicles quickly.

- The small engine shop maintains a portion of out of service Police bikes to be used during new rider training.
- Fleet has begun to employ existing equipment to decrease contracted towing services.
- Instituted bi-monthly stock adjustments to ensure inventory is utilized effectively.
- Established quarterly fuel liaison meeting to affect city-wide fuel efficiencies.

## BUDGET HIGHLIGHTS

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The total FY 2012 budget for the Bureau of Fleet Management is \$12,575,000. This is a \$914,400 increase over the FY 2011 budget. This eight percent increase is primarily attributable to the Department of Energy's projected increase in the cost of fuel.

## KEY GOALS AND OBJECTIVES

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- Provide fuel services for City departments, Norfolk Public Schools, Norfolk Redevelopment & Housing Authority, and other City supported organizations. Fueling service is provided twenty-four hours per day, seven days a week, during inclement weather and emergencies.
- Continue maintenance and repairs of the fleet. Fleet provides quality maintenance and repair to ensure safe, operable vehicles and equipment. Use of City resources is performed in the most efficient and effective manner possible.
- Continued efforts to outsource when appropriate.
- Worked with departments to identify vehicles and equipment that are underutilized in an effort to enhance vehicle and equipment replacement and right size the fleet.

## Revenue Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Use of Money and Property	9,978	1,790	9,978	1,790
Charges for Services	10,462,797	9,770,000	11,547,719	12,417,084
Recovered Costs	102,903	152,766	102,903	156,126
Other Sources and Transfers In	0	3,000,000	0	0
<b>Total</b>	<b>10,575,678</b>	<b>12,924,556</b>	<b>11,660,600</b>	<b>12,575,000</b>

## Expenditure Summary

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>
Personnel Services	3,352,234	3,311,294	3,489,471	3,512,177
Materials, Supplies & Repairs	6,192,492	6,155,554	7,149,843	8,041,416
Contractual Services	891,174	986,033	959,408	959,529
Equipment	46,622	1,486,087	61,878	61,878
All Purpose Appropriations	0	0	0	0
<b>Total</b>	<b>10,482,522</b>	<b>11,938,968</b>	<b>11,660,600</b>	<b>12,575,000</b>

## Programs & Services

	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Approved</b>	<b>Positions</b>
<b>Finance And Business Services - Fleet Management</b>				
<b>Vehicle Maintenance, Repair And Replacement</b>	7,680,300	6,402,703	7,317,103	66
Performs preventative maintenance and repair service, towing and road service, tire repair, accident and body repair for over 2,000 vehicles. Provides replacement analysis, specification review, acquisition, registration, capitalization, and disposal.				
<b>Fueling</b>	4,258,668	5,257,897	5,257,897	0
Provides fueling capabilities for internal and external customers twenty-four hours per day, seven days a week, during all inclement weather and emergencies.				
<b>Total</b>	<b>11,938,968</b>	<b>11,660,600</b>	<b>12,575,000</b>	<b>66</b>



## Department Goals and Measures

### Strategic Priority: Public Accountability

#### Goal

To provide high quality automotive service and support to City departments.

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	Change
Average vehicle/equipment downtime.	45	46	46	46	0
Number of work orders per month.	1,153	1,153	1,153	1,153	0
Number of work orders per mechanic.	32	31	30	30	0
Fleet vehicle/equipment availability-uptime.	91	91	92	92	0
Repairs completed in less than one day.	77	76	76	76	0
Repairs completed in one to two days.	9	9	9	9	0
Repairs completed in more than 2 days.	15	15	15	15	0

## Position Summary

	Pay Grade	Minimum	Maximum	FY 2011 Approved Positions	Change	FY 2012 Approved Positions
Administrative Assistant II	MAP003	32,158	51,407	1	0	1
Administrative Technician	OPS008	27,697	44,276	2	0	2
Assistant Fleet Maintenance Manager	MAP011	52,582	84,061	1	0	1
Autobody Repair Mechanic	OPS008	27,697	44,276	1	0	1
Automotive Machinist	OPS010	32,456	51,882	1	0	1
Automotive Maintenance Operations Manager	MAP007	40,874	65,345	4	0	4
Automotive Parts Operations Manager	MAP007	40,874	65,345	1	0	1
Automotive Repair Technician	OPS009	29,968	47,912	17	0	17
Automotive Service Attendant	OPS006	23,724	37,926	6	0	6
Fleet Coordinator	MAP006	38,452	61,471	1	0	1
Fleet Maintenance Manager	SRM005	60,947	107,266	1	0	1

## Position Summary

				FY 2011 Approved Positions	Change	FY 2012 Approved Positions
	Pay Grade	Minimum	Maximum			
Messenger/Driver	OPS003	18,939	30,279	1	0	1
Senior Autobody Repair Mechanic	OPS010	32,456	51,882	1	0	1
Senior Automotive Repair Technician	OPS011	35,182	56,247	17	0	17
Staff Technician II	OPS009	29,968	47,912	1	0	1
Storekeeper I	OPS005	21,987	35,150	4	0	4
Storekeeper II	OPS007	25,622	40,963	2	0	2
Storekeeper III	OPS008	27,697	44,276	1	0	1
Support Technician	OPS006	23,724	37,926	2	0	2
Welder	OPS009	29,968	47,912	1	0	1
Total				66		66

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# Capital Improvement Plan

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# READER'S GUIDE

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## BACKGROUND

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The City of Norfolk has seen the impacts of the international recession. Fortunately, however unlike many cities, the City continues to undergo a successful renewal of new office, retail, entertainment and hotel construction in its downtown area, new residential developments throughout the City, and revitalization projects in many of its neighborhoods. The City uses the Capital Improvement Plan (CIP) to develop capital infrastructure that supports the City's goals to become a leader in the quality of life offered to its 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:

- Architectural and engineering fees;
- Site development; and,
- Major Equipment.

The City uses a long range planning process that requires departments to provide a Five-Year CIP. This plan provides residents an opportunity to evaluate how the City anticipates investing capital dollars for the next five years. Each capital project included in the CIP is either approved for funding in FY 2012 or included as a planned project in Fiscal Year 2013 through Fiscal Year 2016. The inclusion of a project beyond the current budget year is not a guarantee that it will be funded in the future. The priorities of the City may change resulting in changes in the next annual budget cycle.

The size and scope of a project determines whether it is a candidate for inclusion in the CIP or in the City's operating budget. Any project funded in a department's operating budget must be completed or committed via a contractual obligation within the fiscal year in which the funds are appropriated. 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 usually takes several years to complete the projects.

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.

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## GUIDING PRINCIPLES

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Basic principles are used to help shape the CIP. These principles include, but are not limited to:

- Developing a capital plan that includes projects in a variety of program areas which meet the highest priority needs;
- 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 were evaluated on the degree to which they meet the following objectives:

- Meet a legal or contractual obligation or federal or state mandate;
- Leverage outside funding through a match of federal, state or private funding;
- Address health concerns, safety or emergency needs;
- Produce 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;
- Enjoy broad community support;
- Result in unacceptable outcomes if the project is deferred; and,
- Ensure existing infrastructure and/or equipment is maintained and replaced in a timely manner.

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## FUNDING THE CIP

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Through a combination of funding sources the City of Norfolk implements the CIP. Below are descriptions of funding sources used to support the CIP:

**Capital Projects Fund Balance:** These dollars represent undesignated funds in the Capital Project Fund.

**Other:** These dollars represent other sources of cash contributions to the CIP such as grants, donations, other state or federal aid, and other funding reprogramming.

**Transfer from General Fund:** Annual cash contributions to the CIP.

**Transfer from School Fund:** These dollars represent cash contributions from the Norfolk Public Schools General Operating Fund. There is no contribution from Schools in the FY 2012 CIP.

**Transfer from Public Amenities Fund:** This cash contribution is from a special revenue fund that designates 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.

**Slover Memorial Library Fundraising Efforts:** These dollars represent cash contributions from fundraising efforts for the new Slover Memorial Library.

**Other:** These dollars represent other sources of cash contributions to the CIP such as grants, donations, other state or federal aid, and other funding reprogramming.

**Bonds (Debt):** For debt purposes, the City's debt is defined by the sources of repayment: general fund supported debt service and non-general fund supported debt. General fund supported debt is pledged to be repaid from tax revenue. Non-general fund debt is intended to be repaid from revenue derived from other sources, such as fees.

**Light Rail Reimbursement:** Funds provided in the anticipation of future bond issuances. In FY 2011 the city provided interim borrowing on behalf of the City's Light Rail Transit Partners.

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## POLICY AREA DESCRIPTIONS

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### GENERAL FUND SUPPORTED PROJECTS:

**Education:** Enhance the educational programs of the City to support instructional service delivery. They are most likely to be school related activities, but can be any educational capital-type project. This would include construction projects to improve, replace, and/or build new elementary, middle, and high school facilities. Related funds for acquisition of property and designs are also included.

**Transportation:** Improve the City's roadway and transit infrastructure system and satisfy the Commonwealth of Virginia's mandate regarding the Urban Roadways Program. This would encompass improvements to primary and secondary vehicular passageways, bridges, and underpasses, including street lighting, traffic signals, pedestrian facilities, and undergrounding of utilities relating to streets and highways.

**Economic Development:** Improve the City's infrastructure systems and encourage the City's continued economic vitality. These projects may also provide funds for public infrastructure improvements designed to enhance and support private sector investments in a variety of neighborhood and commercial areas of the City.

**Cultural Facilities:** Improve the City's infrastructure systems and pursue the City's initiatives to promote tourism and to provide opportunities for cultural enrichment.

**Neighborhood Development:** Improve the City's neighborhood infrastructure systems, and preserve and enhance the City's taxable real estate base. These projects will also improve the City's community roadway infrastructure system and satisfy the needs within existing, planned or new neighborhoods.

**Public Buildings:** Improve the City's public buildings infrastructure by providing adequate maintenance and construction of new and updated facilities.

**Parks & Recreation Facilities:** Enhance the City's recreational facilities, provide opportunities for cultural enrichment and promote tourism.

**General & Other:** Improve the City's infrastructure system and maintain public safety through enhancement and maintenance. Usually, activities of this category are special in nature and do not fall within the other defined categories of the CIP Budget. They may include federal and state mandated projects and general activities such as acquisition of properties or provide the local matching dollars to partner with other parties to generate project funds.



## NON-GENERAL FUND PROJECTS:

Projects below are supported through non-general fund revenues which are not paid from taxes:

**Water Utilities:** Improve the City's water infrastructure system and perpetuate the City's economic vitality.

**Wastewater Utilities:** Improve the City's wastewater infrastructure system, including the operation and maintenance of collection sewers, pump stations, and sewer force mains.

**Storm Water Utility:** Improve the City's storm water infrastructure system, including miscellaneous drainage improvements, system repairs and rehabilitation, system cleaning and drainage studies in neighborhoods citywide.

**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.

**Towing and Recovery:** Support the City's ability to keep abandoned vehicles off the public right of way and address code violations.

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## PROJECT INFORMATION

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**Financial Summary:** 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 approved in the FY 2012 Budget.

**CIP Five-Year Plan Summary:** A five-year outlook of funding amounts for CIP projects approved in the FY 2012 Budget.

**Project Detail by Policy Area:** Projects shown on the five-year plan are listed individually with a detailed financial breakdown.

**Neighborhood Plans:** In an effort to enhance the readability of the CIP document, projects identified as a part of a Neighborhood Plan Area (Broad Creek, Fairmount Park/Lafayette, Southside or Wards Corner) are grouped together at the end of a policy area. These neighborhood projects vary in scope and may appear in any of the policy areas of the CIP.

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 2013 through 2016 will not have an account code.

**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 2012 Approved:** Indicates the approved amounts for the project. Amounts listed in FY 2013 – FY 2016 are planned amounts for the project in the upcoming years.
- **FY 2011 Approved:** Indicates amounts that were approved for the project when the budget was authorized in the previous fiscal year.
- **Operating Budget Impact:** Indicates an on-going operating budget expense once the project is complete. These expenses are not paid from the capital budget.
- **FY 2012 Anticipated Budget Distribution:** Amounts indicated are a projection of how the funds will be spent in the first year of funding.
- **The FY 2012 CIP does not provide funding of one percent for the Public Art Program.** Instead, in FY 2012 a new project titled “Support Public Art” was established. This program has prior year accumulated balances and the new project will provide sufficient funding for upcoming projects that are to be constructed over the next fiscal year.
- **Prior Capital Funding:** Indicates the dollars previously contributed to this project through previous budget appropriations.
- **Capital Share Remaining:** Indicates the amount of capital funding needed to complete the project. This amount is the sum of FY 2013 – FY 2016.
- **Project Total:** Displays the total amount of money dedicated for the completion of the project.
- **TBD:** A “To Be Determined” (TBD) is a placeholder and used for projects that have been identified as priorities based on the City’s guiding principles and policy areas. Costs for these projects will be determined at a later time. These TBD costs may be located in either the first year of the FY 2012 Budget year or in the out-years of the five-year CIP.
- **Picture:** If available, includes a visual depiction of the project location or the end result expected from the completion of the project.

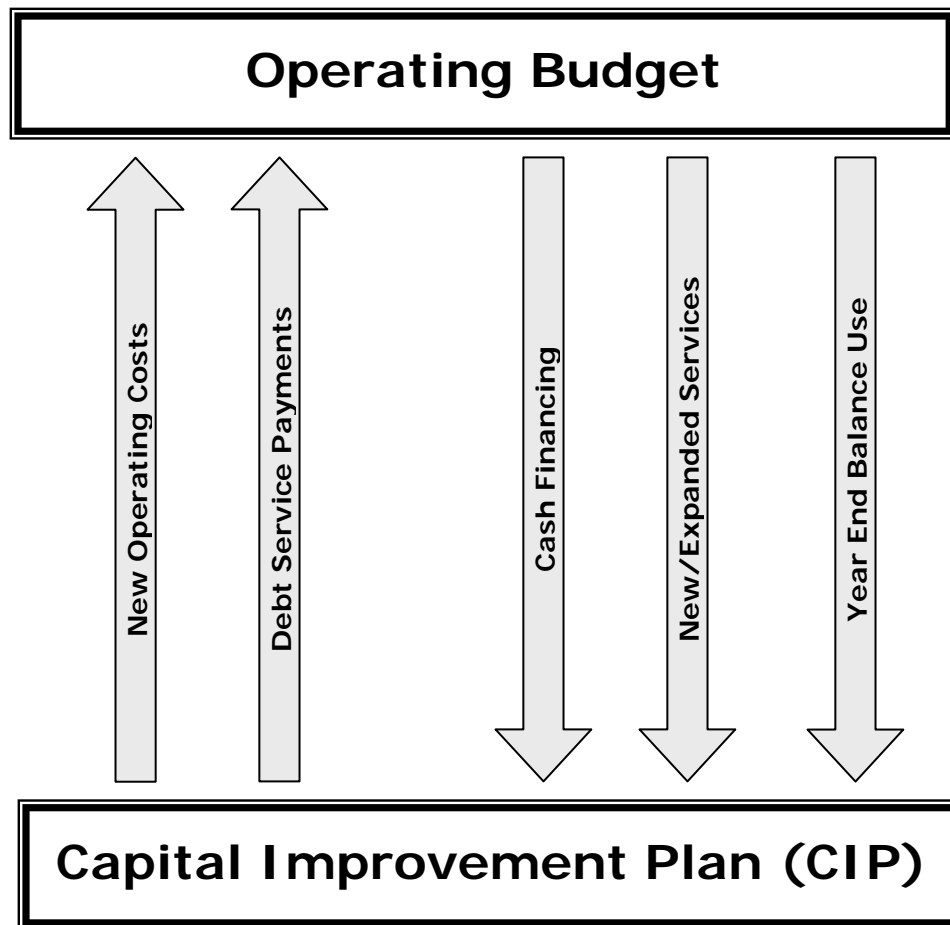
**Property Address:** Identifies the location of the project. Several categories are used to identify the location of a project. Addresses are listed when a project is concentrated in a specific area. The term citywide is used when the project involves several locations throughout the City or has a citywide impact. The term “to be determined” is used when a specific site for the project has not been identified.

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## OPERATING IMPACT OF MAJOR CIP PROJECTS

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The operating impact of capital projects is analyzed during the CIP development process. Estimated revenues and/or operational efficiency savings associated with projects are also taken into consideration during the capital project evaluation and review process. As CIP projects are completed, the operating costs of these projects are identified, prioritized and justified as part of the City's budget process. City staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities. The chart below illustrates the close relationship between the Operating Budget and the Capital Improvement Plan.



# CIP FUNDING SOURCES

FY 2012 – FY 2016 Funding Sources						
General Capital	Approved	-----Planned-----				
Sources of Funds	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
<b>General Capital</b>						
Capital Projects Fund Balance	26,388,240	0	0	0	0	26,388,240
Other Funding*	3,871,121	0	0	0	0	3,871,121
Transfer From General Fund	609,666	2,909,666	2,909,666	2,909,666	2,909,666	12,248,330
Transfer From Public Amenities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Slover Memorial Library Fundraising Efforts	31,200,000	0	0	0	0	31,200,000
Bonds	31,856,473	51,817,734	80,311,334	25,678,934	15,919,334	205,583,809
Light Rail Reimbursement from FY 2011 CIP	10,000,000	0	0	0	0	10,000,000
<b>Subtotal</b>	<b>104,925,500</b>	<b>55,727,400</b>	<b>84,221,000</b>	<b>29,588,600</b>	<b>19,829,000</b>	<b>294,291,500</b>

\*Other funding includes a Cox cable franchise agreement grant and prior year project closeouts.

# CIP FUNDING SOURCES - OTHER

FY 2012 – FY 2016 Funding Sources						
Non-General Funds	Approved	-----Planned-----				
Sources of Funds	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
<b>Other CIP</b>						
Parking Fund Bonds	0	0	0	0	0	0
Parking Fund Closeouts	2,114,800	0	0	0	0	2,114,800
Subtotal Parking Fund	2,114,800	0	0	0	0	2,114,800
Wastewater Bonds	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	85,000,000
Storm Water Bonds*	2,000,000	3,500,000	3,500,000	3,500,000	3,500,000	16,000,000
Storm Water Cash	1,500,000	0	0	0	0	1,500,000
Water Bond	23,800,000	18,425,000	19,500,000	23,000,000	18,000,000	102,725,000
Water Fund Cash	300,000	320,000	200,000	200,000	200,000	1,220,000
Subtotal Water	24,100,000	18,745,000	19,700,000	23,200,000	18,200,000	103,945,000
<b>Other CIP Total</b>	<b>46,714,800</b>	<b>39,245,000</b>	<b>40,200,000</b>	<b>43,700,000</b>	<b>38,700,000</b>	<b>208,559,800</b>
<b>Grand Total CIP</b>	<b>151,640,300</b>	<b>94,972,400</b>	<b>124,421,000</b>	<b>73,288,600</b>	<b>58,529,000</b>	<b>502,851,300</b>

\*In FY 2012, bonds for Storm Water bond financing will come from current bond authorization and no new bonds will be issued.

# CIP - Uses of Funds

## FY 2012 - FY 2016 Capital Improvement Plan

Project Title	Page	Approved FY 2012
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### Education

Address School Major Maintenance	365	3,000,000
Construct or Renovate Schools	366	9,800,000
<b>Subtotal Education</b>		<b>12,800,000</b>

### Transportation

Develop Multi-modal Transfer Station at Harbor Park	367	3,000,000
Improve Citywide Conduit Network	368	85,000
Repair and Replace Bridges - Major	369	2,000,000
Support Lake Wright East Development	370	200,000
Support VDOT Urban Project	371	180,000
<b>Subtotal Transportation</b>		<b>5,465,000</b>

### Economic Development

Improve Downtown Corridor Streetscaping	373	300,000
Support Governor's School for the Arts	375	250,000
Support Virginia Arts Festival Headquarters - Matching Grant	376	566,700
<b>Subtotal Economic Development</b>		<b>1,116,700</b>

### Cultural Facilities

Establish Slover Library	377	39,613,900
Fund Chrysler Museum Capital Campaign Match	378	1,000,000
Improve Cultural Facilities (PA)	379	175,000
Repair Exterior of MacArthur Memorial (PA)	380	75,000
Replace Scope Concourse Message Boards (PA)	381	250,000
Support Public Art	382	250,000
Upgrade Exterior Lighting at Scope & Chrysler Hall (PA)	383	500,000
<b>Subtotal Cultural Facilities</b>		<b>41,863,900</b>

# FY 2012 - FY 2016 Capital Improvement Plan

Project Title	Page	Approved FY 2012
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## Neighborhood Development

Address Street Flooding Citywide	385	1,500,000
Create Special Service Areas	386	250,000
Fund Neighborhood Conservation/Redevelopment	387	4,000,000
Improve Coleman Place Neighborhood Streets	389	600,000
Improve Neighborhood Streets-Major	390	600,000
Improve Street Lights	391	135,000
Repair Neigh. Sts/Sidewalks/Walkways	392	500,000
Repair and Maintain Bridges - Minor	393	475,000
Support Neighbors Building Neighborhoods	394	500,000
Implement Broad Creek Neighborhood Plan	395	1,000,000
Improve Fairmount Park Infrastructure	396	1,850,000
Support Fairmount Pk/Laf. Blvd. Neigh. Plan	397	750,000
Implement Southside Neighborhood Plan	398	1,000,000
Implement Wards Corner Neighborhood Plan	399	1,000,000

<b>Subtotal Neighborhood Development</b>		<b>14,160,000</b>
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## Public Buildings

Design and Construct Courthouse Complex	401	19,120,900
Improve HVAC Systems Citywide	402	440,000
Improve Roof Repair and Moisture Protection	403	750,000

<b>Subtotal Public Buildings</b>		<b>20,310,900</b>
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## Parks & Recreation Facilities

Fund Construction of Zoological Park Animal Hospital	405	1,350,000
Improve Community and Neighborhood Parks	406	500,000
Improve Existing Community Centers	407	300,000

<b>Subtotal Parks &amp; Recreation Facilities</b>		<b>2,150,000</b>
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## General & Other

Develop Citywide Green Vision	410	250,000
Fund ADA Master Plan for City Facilities	411	250,000
Fund Beach Stabilization and Erosion	412	2,100,000

# FY 2012 - FY 2016 Capital Improvement Plan

Project Title	Page	Approved FY 2012
Fund Preliminary Engineering	413	3,359,000
Improve Infrastructure and Acquire Property	414	1,100,000
<b>Subtotal General &amp; Other</b>		<b>7,059,000</b>
<b>Total General Capital</b>		<b>104,925,500</b>
<b>Parking Facilities</b>		
Install Automation of City Parking Facilities	415	553,800
Maintain or Rehabilitate Various Garages	416	821,000
Replace Elevators	417	740,000
<b>Subtotal Parking Facilities</b>		<b>2,114,800</b>
<b>Wastewater Utility</b>		
Improve Wastewater Collection System	419	17,000,000
<b>Subtotal Wastewater Utility</b>		<b>17,000,000</b>
<b>Storm Water Utility</b>		
Improve Storm Water Quality	421	600,000
Improve Storm Water System	422	950,000
Improve Storm Water Waterfront Facilities	423	500,000
Reduce Neighborhood Flooding	424	1,450,000
<b>Subtotal Storm Water Utility</b>		<b>3,500,000</b>
<b>Water Utility</b>		
Implement Security/Vulnerability	426	300,000
Replace Master Meters	429	100,000
Replace or Rehabilitate Water Pipelines	431	18,200,000
Upgrade Moores Bridges Water Treatment Plant	432	5,500,000
<b>Subtotal Water Utility</b>		<b>24,100,000</b>
<b>Total Capital Improvement</b>		<b>151,640,300</b>





# CIP Five - Year Plan Summary

FY 2012 - FY 2016 Capital Improvement Plan								
Project Title	Page	Originally Planned	Approved	Planned				Total
		FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Education								
Address School Major Maintenance	365	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Construct or Renovate Schools	366	16,104,025	9,800,000	9,750,000	19,800,000	5,000,000	2,200,000	46,550,000
Subtotal Education		19,104,025	12,800,000	12,750,000	22,800,000	8,000,000	5,200,000	61,550,000
Transportation								
Develop Multi-modal Transfer Station at Harbor Park	367	5,400,000	3,000,000	-	-	-	-	3,000,000
Improve Citywide Conduit Network	368	85,000	85,000	85,000	85,000	85,000	85,000	425,000
Repair and Replace Bridges - Major	369	2,000,000	2,000,000	1,000,000	1,000,000	3,000,000	2,000,000	9,000,000
Support Lake Wright East Development	370	-	200,000	-	-	-	-	200,000
Support VDOT Urban Project	371	100,000	180,000	580,000	410,000	200,000	200,000	1,570,000
Subtotal Transportation		7,585,000	5,465,000	1,665,000	1,495,000	3,285,000	2,285,000	14,195,000
Economic Development								
Improve Downtown Corridor Streetscaping	373	300,000	300,000	300,000	150,000	150,000	150,000	1,050,000
Improve Neighborhood Commercial Areas	374	600,000	-	600,000	600,000	600,000	600,000	2,400,000
Support Governor's School for the Arts	375	250,000	250,000	320,000	-	-	-	570,000
Support Virginia Arts Festival Headquarters - Matching Grant	376	566,666	566,700	-	-	-	-	566,700
Subtotal Economic Development		1,716,666	1,116,700	1,220,000	750,000	750,000	750,000	4,586,700
Cultural Facilities								
Establish Slover Library	377	27,563,784	39,613,900	9,586,100	-	-	-	49,200,000
Fund Chrysler Museum Capital Campaign Match	378	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
Improve Cultural Facilities (PA)	379	-	175,000	250,000	250,000	250,000	250,000	1,175,000
Repair Exterior of MacArthur Memorial (PA)	380	-	75,000	-	-	-	-	75,000
Replace Scope Concourse Message Boards (PA)	381	-	250,000	-	-	-	-	250,000
Support Public Art	382	-	250,000	-	-	-	-	250,000
Upgrade Exterior Lighting at Scope & Chrysler Hall (PA)	383	-	500,000	-	-	-	-	500,000
Subtotal Cultural Facilities		28,563,784	41,863,900	10,836,100	1,250,000	1,250,000	250,000	55,450,000

FY 2012 - FY 2016 Capital Improvement Plan								
Project Title	Page	Originally Planned	Approved	Planned				Total
		FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Neighborhood Development								
Address Street Flooding Citywide	385	1,500,000	1,500,000	1,500,000	1,500,000	-	-	4,500,000
Create Special Service Areas	386	250,000	250,000	250,000	-	-	-	500,000
Fund Neighborhood Conservation/Redevelopment	387	4,000,000	4,000,000	4,000,000	3,000,000	3,000,000	3,000,000	17,000,000
Improve Citywide Dredging and Waterways	388	-	-	300,000	300,000	300,000	300,000	1,200,000
Improve Coleman Place Neighborhood Streets	389	600,000	600,000	-	-	-	-	600,000
Improve Neighborhood Streets-Major	390	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Improve Street Lights	391	135,000	135,000	135,000	135,000	135,000	135,000	675,000
Repair Neigh. Sts/Sidewalks/Walkways	392	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Repair and Maintain Bridges - Minor	393	400,000	475,000	400,000	400,000	400,000	400,000	2,075,000
Support Neighbors Building Neighborhoods	394	-	500,000	-	-	-	-	500,000
Implement Broad Creek Neighborhood Plan	395	1,000,000	1,000,000	1,000,000	-	-	-	2,000,000
Improve Fairmount Park Infrastructure	396	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	-	7,400,000
Support Fairmount Pk/Laf. Blvd. Neigh. Plan	397	750,000	750,000	750,000	-	-	-	1,500,000
Implement Southside Neighborhood Plan	398	1,000,000	1,000,000	1,000,000	-	-	-	2,000,000
Implement Wards Corner Neighborhood Plan	399	1,000,000	1,000,000	1,000,000	-	-	-	2,000,000
Subtotal Neighborhood Development		13,585,000	14,160,000	13,285,000	8,285,000	6,785,000	4,935,000	47,450,000
Public Buildings								
Design and Construct Courthouse Complex	401	19,120,853	19,120,900	6,062,300	39,982,000	3,109,600	-	68,274,800
Improve HVAC Systems Citywide	402	600,000	440,000	300,000	300,000	300,000	300,000	1,640,000
Improve Roof Repair and Moisture Protection	403	982,000	750,000	750,000	750,000	750,000	750,000	3,750,000
Resurface Parking Lots	404	-	-	100,000	100,000	100,000	100,000	400,000
Subtotal Public Buildings		20,702,853	20,310,900	7,212,300	41,132,000	4,259,600	1,150,000	74,064,800

FY 2012 - FY 2016 Capital Improvement Plan								
Project Title	Page	Originally Planned    Approved		Planned				Total
		FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Parks & Recreation Facilities								
Fund Construction of Zoological Park Animal Hospital	405	1,350,000	1,350,000	-	-	-	-	1,350,000
Improve Community and Neighborhood Parks	406	500,000	500,000	500,000	250,000	250,000	250,000	1,750,000
Improve Existing Community Centers	407	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Subtotal Parks & Recreation Facilities		2,150,000	2,150,000	800,000	550,000	550,000	550,000	4,600,000
General & Other								
Design and Construct Government Center Plaza	409	-	-	3,250,000	3,250,000	-	-	6,500,000
Develop Citywide Green Vision	410	250,000	250,000	-	-	-	-	250,000
Fund ADA Master Plan for City Facilities	411	500,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Fund Beach Stabilization and Erosion	412	2,100,000	2,100,000	1,100,000	1,100,000	1,100,000	1,100,000	6,500,000
Fund Preliminary Engineering	413	3,453,228	3,359,000	3,359,000	3,359,000	3,359,000	3,359,000	16,795,000
Improve Infrastructure and Acquire Property	414	-	1,100,000	-	-	-	-	1,100,000
Subtotal General & Other		6,303,228	7,059,000	7,959,000	7,959,000	4,709,000	4,709,000	32,395,000
Total General Capital		99,710,556	104,925,500	55,727,400	84,221,000	29,588,600	19,829,000	294,291,500
Parking Facilities								
Install Automation of City Parking Facilities	415	-	553,800	-	-	-	-	553,800
Maintain or Rehabilitate Various Garages	416	-	821,000	-	-	-	-	821,000
Replace Elevators	417	-	740,000	-	-	-	-	740,000
Subtotal Parking Facilities		-	2,114,800	-	-	-	-	2,114,800
Wastewater Utility								
Improve Wastewater Collection System	419	16,500,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	85,000,000
Subtotal Wastewater Utility		16,500,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	85,000,000

FY 2012 - FY 2016 Capital Improvement Plan								
Project Title	Page	Originally Planned	Approved	Planned				Total
		FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Storm Water Utility								
Improve Storm Water Quality	421	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Improve Storm Water System	422	950,000	950,000	950,000	950,000	950,000	950,000	4,750,000
Improve Storm Water Waterfront Facilities	423	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Reduce Neighborhood Flooding	424	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		3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	17,500,000
Water Utility								
Design & Construct 37th Street Plant	425	-	-	-	-	5,000,000	-	5,000,000
Implement Security/Vulnerability	426	300,000	300,000	-	-	-	-	300,000
Rehabilitate Reservoirs System-Wide	427	-	-	150,000	-	-	-	150,000
Remove Trees From Little Creek Dam	428	-	-	200,000	-	-	-	200,000
Replace Master Meters	429	-	100,000	120,000	-	-	-	220,000
Replace Spillway on Lake Taylor Dam	430	-	-	75,000	-	-	-	75,000
Replace or Rehabilitate Water Pipelines	431	18,200,000	18,200,000	18,200,000	18,200,000	18,200,000	18,200,000	91,000,000
Upgrade Moores Bridges Water Treatment Plant	432	5,500,000	5,500,000	-	1,500,000	-	-	7,000,000
Subtotal Water Utility		24,000,000	24,100,000	18,745,000	19,700,000	23,200,000	18,200,000	103,945,000
Total Capital Improvement		143,710,556	151,640,300	94,972,400	124,421,000	73,288,600	58,529,000	502,851,300

## Address School Major Maintenance

### Department

Education

### Account #

4000 12 3193

### Project Description

Provide City support of major maintenance and repair to school facilities. Expenditures in this category are to preserve the life of buildings, perform major preventative maintenance and significant repairs. Each year, Norfolk Public Schools shall provide a list of planned projects as well as the results of prior year's efforts.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☒ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>FY 2011 Approved</b>	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	N/A	15,000,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 11,500,000
Construction	3,000,000	FY 2012 Approved 3,000,000
Inspections / Permits	0	Capital Share Remaining 12,000,000
Total	3,000,000	Project Total 26,500,000



Property Address: Citywide

## Construct or Renovate Schools

### Department

Education

### Account #

4000 12 3139

### Project Description

Provide funds to construct a new school building or complete a major renovation of an existing school building based on an agreed project schedule. The City strives to complete one construction or major renovation project every three years depending on funding availability.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☒ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	9,800,000	9,750,000	19,800,000	5,000,000	2,200,000	46,550,000
<b>FY 2011 Approved</b>	20,402,000	16,104,025	7,612,500	7,612,500	15,225,000	N/A	66,956,025
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 27,070,525
Construction	9,800,000	FY 2012 Approved 9,800,000
Inspections / Permits	0	Capital Share Remaining 36,750,000
Total	9,800,000	Project Total 73,620,525
	=====	



**Property Address:** 7920 Tidewater Drive

# Develop Multi-modal Transfer Station at Harbor Park

## Department

Executive

## Account #

4000 02 4154

## Project Description

Provide funds for the design and construction of a multi-modal transfer facility at the Harbor Park station in Downtown Norfolk that will link intercity passenger rail to the light rail system, intercity and regional bus systems, ferry service, cruise ship facilities, and direct interstate access.

## Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	3,000,000	0	0	0	0	3,000,000
<b>FY 2011 Approved</b>	606,000	5,400,000	0	0	0	N/A	6,006,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	300,000	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 606,000
Construction	2,700,000	FY 2012 Approved 3,000,000
Inspections / Permits	0	Capital Share Remaining 0
<b>Total</b>	<b>3,000,000</b>	<b>Project Total 3,606,000</b>



Property Address: Park Avenue at Harbor Park



# Improve Citywide Conduit Network

## Department

Public Works

## Account #

4000 10 3026

## Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

## Project Description

Provide funds to increase utilization of an existing conduit network, by installing additional infrastructure to create end-to-end connections between City facilities which may include buildings, traffic signal systems, and pump stations. Infrastructure improvements will include installation of junction boxes, fiber optic cable, associated fiber equipment, service connections to City facilities, and service and maintenance of the conduit facilities and equipment.

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	85,000	85,000	85,000	85,000	85,000	425,000
<b>FY 2011 Approved</b>	85,000	85,000	85,000	85,000	85,000	N/A	425,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	85,000
Inspections / Permits	0
<b>Total</b>	<b>85,000</b>

Prior Capital Funding	765,000
FY 2012 Approved	85,000
Capital Share Remaining	340,000
<b>Project Total</b>	<b>1,190,000</b>



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Property Address: Citywide

## Repair and Replace Bridges - Major

### Department

Public Works

### Account #

4000 10 3020

### Project Description

Provide funds for the replacement, repair, upgrade, or demolition of key bridge structures that are in significant stages of deterioration. The next planned bridge is Granby Street over the Lafayette River.

### Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	2,000,000	1,000,000	1,000,000	3,000,000	2,000,000	9,000,000
<b>FY 2011 Approved</b>	750,000	2,000,000	1,800,000	2,000,000	3,000,000	N/A	9,550,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	200,000
Acquisition / Relocation	0
Site Improvements	1,800,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>2,000,000</b>

Prior Capital Funding	12,451,208
FY 2012 Approved	2,000,000
Capital Share Remaining	7,000,000
<b>Project Total</b>	<b>21,451,208</b>



Property Address: Citywide

# Support Lake Wright East Development

## Department

Public Works

## Account #

4000 10 4107

## Project Description

Provide funds for design and construction of access to the Lake Wright East development from Northampton Blvd and Interstate 64.

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	200,000	0	0	0	0	200,000
<b>FY 2011 Approved</b>	160,000	0	0	0	0	N/A	160,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	200,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>200,000</b>

Prior Capital Funding	985,000
FY 2012 Approved	200,000
Capital Share Remaining	0
<b>Project Total</b>	<b>1,185,000</b>



Property Address: Lake Wright East

## Support VDOT Urban Project

### Department

Public Works

### Account #

4000 10 3033

### Project Description

Provide funds for the City's two percent match for the Virginia Department of Transportation's (VDOT) transportation projects. This funding is the City's required match that pays for project design, right-of-way purchases and construction. These projects are based on VDOT's current Six-Year Improvement Plan.

### Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

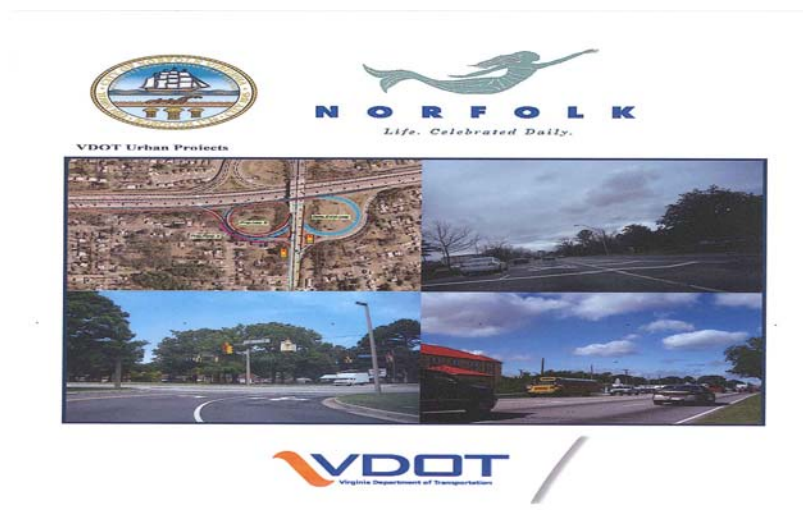
### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	180,000	580,000	410,000	200,000	200,000	1,570,000
<b>FY 2011 Approved</b>	562,810	100,000	580,000	105,727	103,869	N/A	1,452,406
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	180,000
Inspections / Permits	0
<b>Total</b>	<b>180,000</b>

Prior Capital Funding	10,813,290
FY 2012 Approved	180,000
Capital Share Remaining	1,390,000
<b>Project Total</b>	<b>12,383,290</b>



Property Address: Citywide

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# Improve Downtown Corridor Streetscaping

## Department

Public Works

## Account #

4000 10 3113

## Project Description

Provide funds for streetscaping corridor improvements in the Central Business District. The scope of the project may include the installation of curbing, brick sidewalks, planting areas and paths downtown to encourage a pedestrian friendly environment.

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	300,000	300,000	150,000	150,000	150,000	1,050,000
<b>FY 2011 Approved</b>	0	300,000	300,000	300,000	300,000	N/A	1,200,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	30,000	
Acquisition / Relocation	0	
Site Improvements	270,000	Prior Capital Funding 4,262,601
Construction	0	FY 2012 Approved 300,000
Inspections / Permits	0	Capital Share Remaining 750,000
<b>Total</b>	<b>300,000</b>	<b>Project Total 5,312,601</b>



Property Address: Downtown Area



# Improve Neighborhood Commercial Areas

## Department

City Planning & Comm. Dev.

## Account #

4000 15 3048

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

## Project Description

Provide funds to improve a range of public infrastructure needs designed to enhance and support private sector investments in a variety of neighborhood commercial areas. Improvements are necessary to encourage private sector investment and improve the competitive position of these areas. In addition, funds will support façade and property improvements and matching grants to property owners who contribute a certain level of investment in their properties that result in visible improvements.

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	0	600,000	600,000	600,000	600,000	2,400,000
<b>FY 2011 Approved</b>	0	600,000	600,000	600,000	600,000	N/A	2,400,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 8,606,000
Construction	0	FY 2012 Approved 0
Inspections / Permits	0	Capital Share Remaining 2,400,000
Total	0	Project Total 11,006,000



Property Address: Citywide

## Support Governor's School for the Arts

### Department

Executive

### Account #

4000 02 4160

### Project Description

Provide funds to renovate and improve administrative and infrastructure space in order to consolidate the Governor's School for the Arts in Norfolk.

### Customers Served

Residents ☐ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	250,000	320,000	0	0	0	570,000
<b>FY 2011 Approved</b>	50,000	250,000	320,000	0	0	N/A	620,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	250,000
Inspections / Permits	0
<b>Total</b>	<b>250,000</b>

Prior Capital Funding	50,000
FY 2012 Approved	250,000
Capital Share Remaining	320,000
<b>Project Total</b>	<b>620,000</b>



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Property Address: Downtown



# Support Virginia Arts Festival Headquarters - Matching Grant

## Department

Executive

## Account #

4000 02 4159

## Project Description

Provide funds for the final payment for a matching grant to support the recently constructed 20,000 square foot Virginia Arts Festival headquarters. The City has provided the first two years of the match and funding in FY 2013 will not be needed.

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	566,700	0	0	0	0	566,700
<b>FY 2011 Approved</b>	572,335	566,666	566,666	0	0	N/A	1,705,667
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	566,700
Inspections / Permits	0
<b>Total</b>	<b>566,700</b>

Prior Capital Funding	572,335
FY 2012 Approved	566,700
Capital Share Remaining	0
<b>Project Total</b>	<b>1,139,035</b>

Virginia Arts Festival Headquarters  
Norfolk, Virginia | Virginia Arts Festival



Property Address: Downtown

## Establish Slover Library

### Department

Libraries

### Account #

4000 13 4063

### Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

### Project Description

Provide funds for the design and construction of the new Samuel L. Slover Library. A \$20 million original donation by Frank Batten was provided to build the library. In addition, the Batten Foundation has committed to an additional \$20 million challenge grant to help cover costs and establish an endowment for the Slover Memorial Library. The City will also fund \$20 million for the project. The total project amount includes prior funding for public art.

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	39,613,900	9,586,100	0	0	0	49,200,000
<b>FY 2011 Approved</b>	0	27,563,784	5,400,000	0	0	N/A	32,963,784
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	39,613,900
Inspections / Permits	0
<b>Total</b>	<b>39,613,900</b>

Prior Capital Funding	10,908,000
FY 2012 Approved	39,613,900
Capital Share Remaining	9,586,100
<b>Project Total</b>	<b>60,108,000</b>



**Property Address:** 301 East City Hall Avenue

## Fund Chrysler Museum Capital Campaign Match

### Department

Chrysler Museum

### Account #

4000 18 3073

### Project Description

Provide matching funds to supplement funds raised by Chrysler Museum for capital improvements that will expand and renovate the Museum building.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	1,000,000	1,000,000	1,000,000	1,000,000	0	4,000,000
<b>FY 2011 Approved</b>	1,010,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,010,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 1,010,000
Construction	1,000,000	FY 2012 Approved 1,000,000
Inspections / Permits	0	Capital Share Remaining 3,000,000
Total	1,000,000	Project Total 5,010,000



**Property Address:** 245 W. Olney Road

## Improve Cultural Facilities (PA)

### Department

Cultural Fac., Arts & Ent.

### Account #

4000 16 4098

### Project Description

Provide funds for general improvements and renovation to cultural facilities. Improvements will increase and enhance the cultural experience of visitors and residents. Public Amenities funds are used to support this project.

### Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	175,000	250,000	250,000	250,000	250,000	1,175,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	175,000
Inspections / Permits	0
<b>Total</b>	<b>175,000</b>

Prior Capital Funding	2,323,000
FY 2012 Approved	175,000
Capital Share Remaining	1,000,000
<b>Project Total</b>	<b>3,498,000</b>



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Property Address: Citywide

## Repair Exterior of MacArthur Memorial (PA)

### Department

Cultural Fac., Arts & Ent.

### Account #

4000 16 4168

### Project Description

Provide funds for restoration type repair and paint the exterior of the MacArthur Memorial Building and Jean MacArthur Research Center. Public Amenities funds are used to support this project.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	75,000	0	0	0	0	75,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 0
Construction	75,000	FY 2012 Approved 75,000
Inspections / Permits	0	Capital Share Remaining 0
<b>Total</b>	<b>75,000</b>	<b>Project Total 75,000</b>



**Property Address:**

## Replace Scope Concourse Message Boards (PA)

### Department

Cultural Fac., Arts & Ent.

### Account #

4000 16 4167

### Project Description

Provide funds to replace the existing (non-functioning) concourse message boards with new boards. Public Amenities funds are used to support this project.

### Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	250,000	0	0	0	0	250,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	250,000
Inspections / Permits	0
<b>Total</b>	<b>250,000</b>

Prior Capital Funding	0
FY 2012 Approved	250,000
Capital Share Remaining	0
<b>Project Total</b>	<b>250,000</b>



Property Address:



## Support Public Art

### Department

Cultural Fac., Arts & Ent.

### Account #

4000 16 4166

### Project Description

Provide funds to continue the Public Art Program established by the City Council in 2006. In FY 2012 a separate project will be established in lieu of applying one percent to individual CIP projects.

### Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	250,000	0	0	0	0	250,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	250,000
Inspections / Permits	0
<b>Total</b>	<b>250,000</b>

Prior Capital Funding	0
FY 2012 Approved	250,000
Capital Share Remaining	0
<b>Project Total</b>	<b>250,000</b>



Property Address:

# Upgrade Exterior Lighting at Scope & Chrysler Hall (PA)

## Department

Cultural Fac., Arts & Ent.

## Account #

4000 16 4170

## Project Description

Provide funds to replace the current exterior lighting on the Plaza and the Exteriors of both Scope Arena and Chrysler Hall with more energy efficient fixtures and LED entertainment lighting effects. Public Amenities funds are used to support this project.

## Customers Served

Residents ☒ Business ☒ City Services ☐

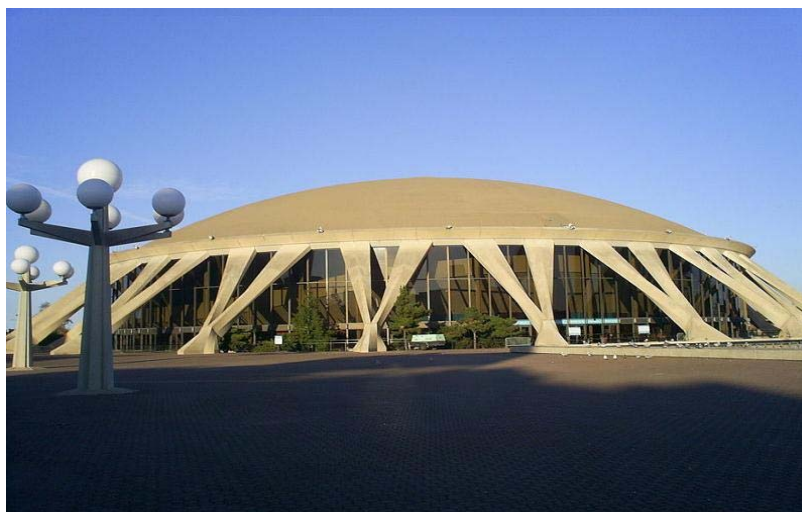
Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	500,000	0	0	0	0	500,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 0
Construction	500,000	FY 2012 Approved 500,000
Inspections / Permits	0	Capital Share Remaining 0
Total	500,000	Project Total 500,000



Property Address:



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## Address Street Flooding Citywide

### Department

Public Works

### Account #

4000 10 4101

### Project Description

Provide funds to address immediate remediation of street flooding occurring throughout the City. Activities will be cost effective and consider the larger issue of rising sea level. Project will include a comprehensive review of neighborhoods and a prioritization of work to be completed. Funding may also be used for flooding studies to help identify risks and options to address nuisance and storm flooding in the City.

### Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	1,500,000	1,500,000	1,500,000	0	0	4,500,000
<b>FY 2011 Approved</b>	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	N/A	7,500,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	1,500,000	Prior Capital Funding 4,700,000
Construction	0	FY 2012 Approved 1,500,000
Inspections / Permits	0	Capital Share Remaining 3,000,000
Total	1,500,000	Project Total 9,200,000



Property Address: Citywide

## Create Special Service Areas

### Department

Executive

### Account #

4000 02 4125

### Project Description

Provide funds for Special Service Areas. Special Service Areas are a limited number of neighborhoods in the City designated by City Council to receive "conservation-like" rehabilitation assistance to improve the area. Funds provided to increase opportunities in neighborhoods that have been studied and can be upgraded with concentrated infrastructure improvements and residential grant and loan programs.

### Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	250,000	250,000	0	0	0	500,000
<b>FY 2011 Approved</b>	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 1,000,000
Construction	250,000	FY 2012 Approved 250,000
Inspections / Permits	0	Capital Share Remaining 250,000
Total	250,000	Project Total 1,500,000



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Property Address: Various

## Fund Neighborhood Conservation/Redevelopment

### Department

NRHA

### Account #

4000 18 3063

### Project Description

Provide funds to continue redevelopment and conservation efforts to supply affordable housing opportunities through acquisition, relocation, demolition, and infrastructure improvements in designated conservation and redevelopment neighborhoods.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	4,000,000	4,000,000	3,000,000	3,000,000	3,000,000	17,000,000
<b>FY 2011 Approved</b>	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	N/A	20,000,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	2,387,000
Site Improvements	615,000
Construction	998,000
Inspections / Permits	0
<b>Total</b>	<b>4,000,000</b>

Prior Capital Funding	101,661,000
FY 2012 Approved	4,000,000
Capital Share Remaining	13,000,000
<b>Project Total</b>	<b>118,661,000</b>



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Property Address: Citywide

# Improve Citywide Dredging and Waterways

## Department

Public Works

## Account #

4000 10 3080

## Project Description

Provide funds for the dredging and improvement of public waterways and their adjacent shorelines throughout the City.

## Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	0	300,000	300,000	300,000	300,000	1,200,000
<b>FY 2011 Approved</b>	0	0	300,000	300,000	300,000	N/A	900,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	0
Inspections / Permits	0
Total	0

Prior Capital Funding	3,510,000
FY 2012 Approved	0
Capital Share Remaining	1,200,000
Project Total	4,710,000



Property Address: Citywide

# Improve Coleman Place Neighborhood Streets

## Department

Public Works

## Account #

4000 10 4143

## Project Description

Provide funds to design and construct permanent street improvements in the Coleman Place neighborhood, including curb and gutter, sidewalk, drainage, and new pavement.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	600,000	0	0	0	0	600,000
<b>FY 2011 Approved</b>	600,000	600,000	0	0	0	N/A	1,200,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	600,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>600,000</b>

Prior Capital Funding	600,000
FY 2012 Approved	600,000
Capital Share Remaining	0
<b>Project Total</b>	<b>1,200,000</b>



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**Property Address:** Near Coleman Place Elementary

## Improve Neighborhood Streets-Major

### Department

Public Works

### Account #

4000 10 3031

### Project Description

Provide funds for the installation of new curbs, gutters, and sidewalks. The project also includes street improvements, resurfacing, and drainage improvements in various neighborhood locations throughout the City. Specific annual projects are to be identified.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	600,000	600,000	600,000	600,000	600,000	3,000,000
<b>FY 2011 Approved</b>	600,000	600,000	600,000	600,000	600,000	N/A	3,000,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	60,000
Acquisition / Relocation	0
Site Improvements	540,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>600,000</b>

Prior Capital Funding	6,971,000
FY 2012 Approved	600,000
Capital Share Remaining	2,400,000
<b>Project Total</b>	<b>9,971,000</b>



Property Address: Citywide



# Improve Street Lights

## Department

Public Works

## Account #

4000 10 3024

## Project Description

Provide funds to improve the street lighting infrastructure system and help improve public safety through the Conversion, Special Projects, and Infrastructure Expansion and Repair Programs for street lights.

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	135,000	135,000	135,000	135,000	135,000	675,000
<b>FY 2011 Approved</b>	135,000	135,000	135,000	135,000	135,000	N/A	675,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	135,000	Prior Capital Funding 1,828,500
Construction	0	FY 2012 Approved 135,000
Inspections / Permits	0	Capital Share Remaining 540,000
Total	135,000	Project Total 2,503,500



Property Address: Citywide



## Repair Neigh. Sts/Sidewalks/Walkways

### Department

Public Works

### Account #

4000 10 3030

### Project Description

Provide funds for the repair or rehabilitation of streets in neighborhoods throughout the City. Planned activities include repairs to sidewalks, curbs, gutters, promenades, street pavements, walkways, and lights.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>FY 2011 Approved</b>	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	50,000	
Acquisition / Relocation	0	
Site Improvements	450,000	Prior Capital Funding 10,355,000
Construction	0	FY 2012 Approved 500,000
Inspections / Permits	0	Capital Share Remaining 2,000,000
<b>Total</b>	<b>500,000</b>	<b>Project Total 12,855,000</b>



Property Address: Citywide

## Repair and Maintain Bridges - Minor

### Department

Public Works

### Account #

4000 10 3021

### Project Description

Provide funds for the routine minor repairs and maintenance of bridges. Repairs may include bridge painting and corrosion protection, concrete repair, joint sealing, bearing pad replacement, embankment repair and lighting upgrades.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	475,000	400,000	400,000	400,000	400,000	2,075,000
<b>FY 2011 Approved</b>	400,000	400,000	400,000	400,000	400,000	N/A	2,000,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	47,500
Acquisition / Relocation	0
Site Improvements	427,500
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>475,000</b>

Prior Capital Funding	5,950,000
FY 2012 Approved	475,000
Capital Share Remaining	1,600,000
<b>Project Total</b>	<b>8,025,000</b>



Property Address: Citywide

# Support Neighbors Building Neighborhoods

## Department

City Planning & Comm. Dev.

## Account #

4000 15 4172

## Project Description

Provide funds to establish the Neighbors Building Neighborhoods initiative. The new program follows the community building principles of partnering with neighbors to set standards and improve their communities.

## Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	500,000	0	0	0	0	500,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	500,000
Inspections / Permits	0
<b>Total</b>	<b>500,000</b>

Prior Capital Funding	0
FY 2012 Approved	500,000
Capital Share Remaining	0
<b>Project Total</b>	<b>500,000</b>



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Property Address:

## Implement Broad Creek Neighborhood Plan

## Department

City Planning &amp; Comm. Dev.

**Account #**

4000 15 3096

## Broad Creek

## Neighborhood Plan

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

## Project Description

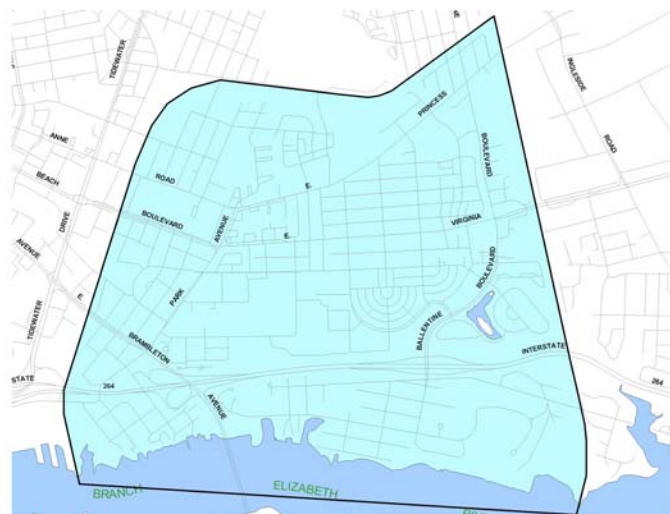
Provide funds for land acquisition, infrastructure improvements and rehabilitation efforts of the Broad Creek Neighborhood Plan in the Haynes Tract, Douglas Park and other areas of Broad Creek.

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
FY 2012 Approved	N/A	1,000,000	1,000,000	0	0	0	2,000,000
FY 2011 Approved	1,515,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,515,000
Operating Budget Impact	N/A	0	0	0	0	0	0

**FY 2012 Anticipated Budget Distribution:**

Planning / Design	0		
Acquisition / Relocation	0		
Site Improvements	0		Prior Capital Funding 8,570,000
Construction	1,000,000		FY 2012 Approved 1,000,000
Inspections / Permits	0		Capital Share Remaining 1,000,000
Total	1,000,000		Project Total 10,570,000



**Property Address:** Broad Creek Area

# Improve Fairmount Park Infrastructure

## Department

Public Works

## Account #

4000 10 3129

Fairmount/Lafayette Blvd.

Neighborhood Plan

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

## Project Description

Provide funds to continue the installation of storm drainage pipes, construction of curbs and gutters, and repair or construction of sidewalks which are in poor condition. This project is timed with utility repairs that are currently underway. This project is part of the Fairmount/Lafayette Boulevard Neighborhood Plan.

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	1,850,000	1,850,000	1,850,000	1,850,000	0	7,400,000
<b>FY 2011 Approved</b>	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	N/A	9,250,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	1,850,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>1,850,000</b>

Prior Capital Funding	10,777,500
FY 2012 Approved	1,850,000
Capital Share Remaining	5,550,000
<b>Project Total</b>	<b>18,177,500</b>



Property Address: Fairmount Park Area

# Support Fairmount Pk/Laf. Blvd. Neigh. Plan

## Department

City Planning & Comm. Dev.

## Account #

4000 15 3177

Fairmount/Lafayette Blvd.

Neighborhood Plan

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

## Project Description

Provide funds for land acquisition, infrastructure improvements and for the support of redevelopment initiatives which allow the strategic revitalization of the area in accordance with the Fairmount Park/Lafayette Neighborhood Plan.

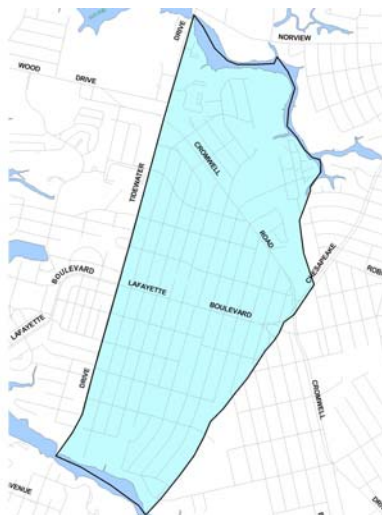
## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	750,000	750,000	0	0	0	1,500,000
<b>FY 2011 Approved</b>	505,000	750,000	750,000	1,000,000	1,000,000	N/A	4,005,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	750,000
Inspections / Permits	0
<b>Total</b>	<b>750,000</b>

Prior Capital Funding	2,165,000
FY 2012 Approved	750,000
Capital Share Remaining	750,000
<b>Project Total</b>	<b>3,665,000</b>



Property Address: Fairmount Park/Lafayette Boulevard

# Implement Southside Neighborhood Plan

## Department

City Planning & Comm. Dev.

## Account #

4000 15 3098

Southside

Neighborhood Plan

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☐

## Project Description

Provide funds to support activities outlined in the Southside Neighborhood Plan. Funding for this project also supports land acquisition, infrastructure improvements and for the support of redevelopment initiatives which allow the strategic revitalization of the area in accordance with the Southside Neighborhood Plan.

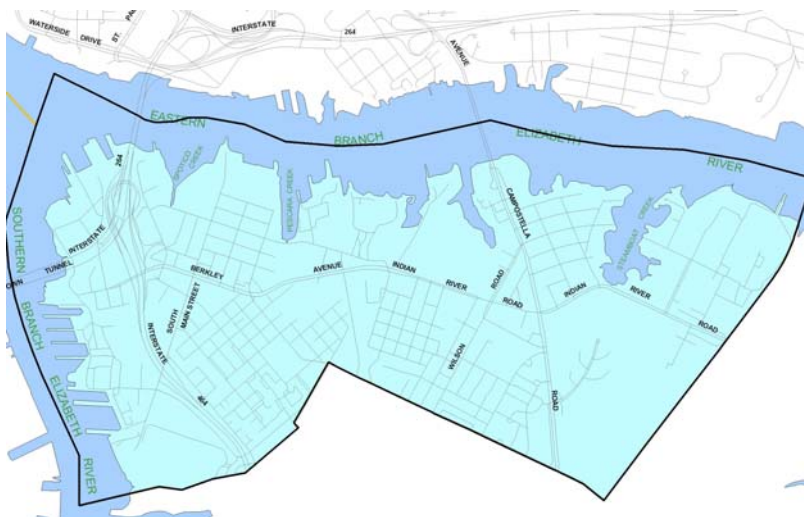
## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	1,000,000	1,000,000	0	0	0	2,000,000
<b>FY 2011 Approved</b>	1,010,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,010,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	1,000,000
Inspections / Permits	0
<b>Total</b>	<b>1,000,000</b>

Prior Capital Funding	7,550,000
FY 2012 Approved	1,000,000
Capital Share Remaining	1,000,000
<b>Project Total</b>	<b>9,550,000</b>



Property Address: Southside Area



# Implement Wards Corner Neighborhood Plan

## Department

City Planning & Comm. Dev.

## Account #

4000 15 3197

Wards Corner

Neighborhood Plan

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

## Project Description

Provide funds to improve the residential and business areas of Wards Corner consistent with the Neighborhood Plan. Land Acquisition of blighted property from willing sellers will be pursued based on prioritizing areas in a strategic manner.

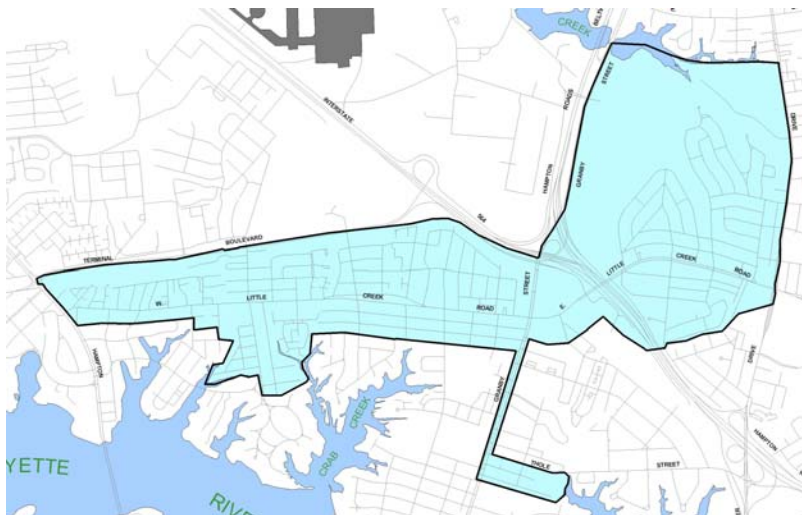
## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	1,000,000	1,000,000	0	0	0	2,000,000
<b>FY 2011 Approved</b>	1,767,500	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,767,500
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	1,000,000
Inspections / Permits	0
<b>Total</b>	<b>1,000,000</b>

Prior Capital Funding	6,663,500
FY 2012 Approved	1,000,000
Capital Share Remaining	1,000,000
<b>Project Total</b>	<b>8,663,500</b>



Property Address: Wards Corner Area



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# Design and Construct Courthouse Complex

## Department

Public Works

## Account #

4000 10 3076

## Project Description

Provide funds for the construction of a new Court Complex for the Circuit, General District and Juvenile and Domestic Relations courts based on a two-phased approach. The funding of the project will be provided to correspond to stages of design and construction.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	19,120,900	6,062,300	39,982,000	3,109,600	0	68,274,800
<b>FY 2011 Approved</b>	15,720,281	19,120,853	6,062,302	39,981,992	3,109,590	N/A	83,995,018
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	
Construction	19,120,900	
Inspections / Permits	0	
<b>Total</b>	<b>19,120,900</b>	
	=====	
Prior Capital Funding		73,045,281
FY 2012 Approved		19,120,900
Capital Share Remaining		49,153,900
<b>Project Total</b>		<b>141,320,081</b>



**Property Address:** 100 St. Pauls Boulevard

# Improve HVAC Systems Citywide

## Department

Public Works

## Account #

4000 10 3196

## Project Description

Provide funds for the repair or replacement of outdated or inefficient heating, ventilation and air conditioning (HVAC) systems in various City facilities.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	440,000	300,000	300,000	300,000	300,000	1,640,000
<b>FY 2011 Approved</b>	485,000	600,000	600,000	850,000	850,000	N/A	3,385,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	440,000
Inspections / Permits	0
<b>Total</b>	<b>440,000</b>

Prior Capital Funding	3,485,000
FY 2012 Approved	440,000
Capital Share Remaining	1,200,000
<b>Project Total</b>	<b>5,125,000</b>



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Property Address: Citywide

# Improve Roof Repair and Moisture Protection

## Department

Public Works

## Account #

4000 10 3025

## Project Description

Provide funds for the 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 the City's tractor maintenance building. The funds also support citywide emergencies, inspections, and design costs.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	750,000	750,000	750,000	750,000	750,000	3,750,000
<b>FY 2011 Approved</b>	917,000	982,000	2,608,500	1,479,000	720,000	N/A	6,706,500
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	75,000
Acquisition / Relocation	0
Site Improvements	0
Construction	675,000
Inspections / Permits	0
<b>Total</b>	<b>750,000</b>

Prior Capital Funding	9,683,300
FY 2012 Approved	750,000
Capital Share Remaining	3,000,000
<b>Project Total</b>	<b>13,433,300</b>



Property Address: Citywide

# Resurface Parking Lots

## Department

Public Works

## Account #

4000 10 3093

## Project Description

Provide funds to resurface asphalt and concrete parking lots that serve recreation centers, libraries, parks, and other public facilities. This program will also serve to maintain the many roadways within City cemeteries. Where needed, storm water and drainage repairs or improvements will be made to increase the life cycle of pavements.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☒ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	0	100,000	100,000	100,000	100,000	400,000
<b>FY 2011 Approved</b>	0	0	100,000	100,000	100,000	N/A	300,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 400,000
Construction	0	FY 2012 Approved 0
Inspections / Permits	0	Capital Share Remaining 400,000
Total	0	Project Total 800,000



Property Address: Citywide

# Fund Construction of Zoological Park Animal Hospital

## Department

Zoo

## Account #

4000 36 4139

## Project Description

Provides funds to rebuild and enlarge the Zoo's animal hospital and support facilities to increase the scope of services provided to the Zoo's animal collection. This project is needed to retain the Zoo's accreditation.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	1,350,000	0	0	0	0	1,350,000
<b>FY 2011 Approved</b>	1,363,500	1,350,000	0	0	0	N/A	2,713,500
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	135,000
Acquisition / Relocation	0
Site Improvements	0
Construction	1,215,000
Inspections / Permits	0
<b>Total</b>	<b>1,350,000</b>

Prior Capital Funding	1,663,500
FY 2012 Approved	1,350,000
Capital Share Remaining	0
<b>Project Total</b>	<b>3,013,500</b>



Property Address: 3500 Granby Street



# Improve Community and Neighborhood Parks

## Department

Recreation/Parks and Open Space

## Account #

4000 78 3004

## Project Description

Provide funds to improve and upgrade amenities within community parks around the City.

## Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	500,000	500,000	250,000	250,000	250,000	1,750,000
<b>FY 2011 Approved</b>	0	500,000	500,000	500,000	500,000	N/A	2,000,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	500,000
Inspections / Permits	0
<b>Total</b>	<b>500,000</b>

Prior Capital Funding	2,665,000
FY 2012 Approved	500,000
Capital Share Remaining	1,250,000
<b>Project Total</b>	<b>4,415,000</b>



Property Address: Citywide

## Improve Existing Community Centers

### Department

Recreation/Parks and Open Space

### Account #

4000 78 3000

### 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.

### Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000
<b>FY 2011 Approved</b>	0	300,000	300,000	300,000	300,000	N/A	1,200,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	30,000	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 1,900,000
Construction	270,000	FY 2012 Approved 300,000
Inspections / Permits	0	Capital Share Remaining 1,200,000
Total	300,000	Project Total 3,400,000



Property Address: Citywide



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# Design and Construct Government Center Plaza

## Department

Executive

## Account #

4000 02 4140

## Project Description

Provide funds for the design and construction of the Government Center plaza.

## Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
FY 2012 Approved	N/A	0	3,250,000	3,250,000	0	0	6,500,000
FY 2011 Approved	0	0	3,250,000	3,250,000	0	N/A	6,500,000
Operating Budget Impact	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 656,500
Construction	0	FY 2012 Approved 0
Inspections / Permits	0	Capital Share Remaining 6,500,000
Total	0	Project Total 7,156,500



Property Address: Downtown

## Develop Citywide Green Vision

### Department

Executive

### Account #

4000 02 4123

### Project Description

Provide funds to develop a citywide environmental protection initiative that will promote energy efficiency in neighborhoods and the homes of our residents. Funds will also address conservation and energy savings throughout City-owned buildings.

### Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	250,000	0	0	0	0	250,000
<b>FY 2011 Approved</b>	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 1,250,000
Construction	250,000	FY 2012 Approved 250,000
Inspections / Permits	0	Capital Share Remaining 0
Total	250,000	Project Total 1,500,000



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Property Address: Citywide

# Fund ADA Master Plan for City Facilities

## Department

Public Works

## Account #

4000 10 3070

## 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 include restroom configuration, signage, entrances, curb cuts, access ramps, benches, water fountains, counter service desks, facility seating and other equipment to improve accessibility.

## Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>FY 2011 Approved</b>	250,000	500,000	500,000	500,000	500,000	N/A	2,250,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	250,000
Inspections / Permits	0
<b>Total</b>	<b>250,000</b>

Prior Capital Funding	2,360,000
FY 2012 Approved	250,000
Capital Share Remaining	1,000,000
<b>Project Total</b>	<b>3,610,000</b>



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Property Address: Citywide

## Fund Beach Stabilization and Erosion

### Department

City Planning & Comm. Dev.

### Account #

4000 15 3049

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Project Description

Provide funds for the implementation of shoreline erosion control structures, shoreline alternatives and modeling, annual wave gauge maintenance, sand replenishment, sand dune maintenance, repair and re-vegetation and continuation of the biennial beach survey. Area of work spans the Chesapeake Bay shoreline from Willoughby Spit to the Little Creek Inlet. This project will ensure that public and indirectly private properties are protected from accelerated shoreline erosion.

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	2,100,000	1,100,000	1,100,000	1,100,000	1,100,000	6,500,000
<b>FY 2011 Approved</b>	2,100,000	2,100,000	3,100,000	4,100,000	2,100,000	N/A	13,500,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	2,100,000
Inspections / Permits	0
<b>Total</b>	<b>2,100,000</b>

Prior Capital Funding	24,773,500
FY 2012 Approved	2,100,000
Capital Share Remaining	4,400,000
<b>Project Total</b>	<b>31,273,500</b>



Property Address: Citywide

## Fund Preliminary Engineering

### Department

Public Works

### Account #

4000 10 3100

### 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 first hand knowledge and expertise of project completion while adhering to City's policy areas.

### Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	3,359,000	3,359,000	3,359,000	3,359,000	3,359,000	16,795,000
<b>FY 2011 Approved</b>	3,453,228	3,453,228	3,453,228	3,453,228	3,453,228	N/A	17,266,140
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	3,359,000
Acquisition / Relocation	0
Site Improvements	0
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>3,359,000</b>

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Prior Capital Funding	19,315,882
FY 2012 Approved	3,359,000
Capital Share Remaining	13,436,000
<b>Project Total</b>	<b>36,110,882</b>



**N O R F O L K**

*Life. Celebrated Daily.*

Property Address: Citywide

## Improve Infrastructure and Acquire Property

### Department

Executive

### Account #

4000 02 3174

### Project Description

Provide funds to address various infrastructure, disposition and acquisition needs as they arise.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	1,100,000	0	0	0	0	1,100,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	934,000
Site Improvements	40,000
Construction	126,000
Inspections / Permits	0
<b>Total</b>	<b>1,100,000</b>
	=====

Prior Capital Funding	5,250,000
FY 2012 Approved	1,100,000
Capital Share Remaining	0
<b>Project Total</b>	<b>6,350,000</b>



**N O R F O L K**

*Life. Celebrated Daily.*

**Property Address:** Citywide

# Install Automation of City Parking Facilities

## Department

Parking Facilities

## Account #

5100 38 4171

## Project Description

Provide funds for general automation, including pay on foot, credit card equipment, and lane enhancements to various garage automation equipment.

## Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

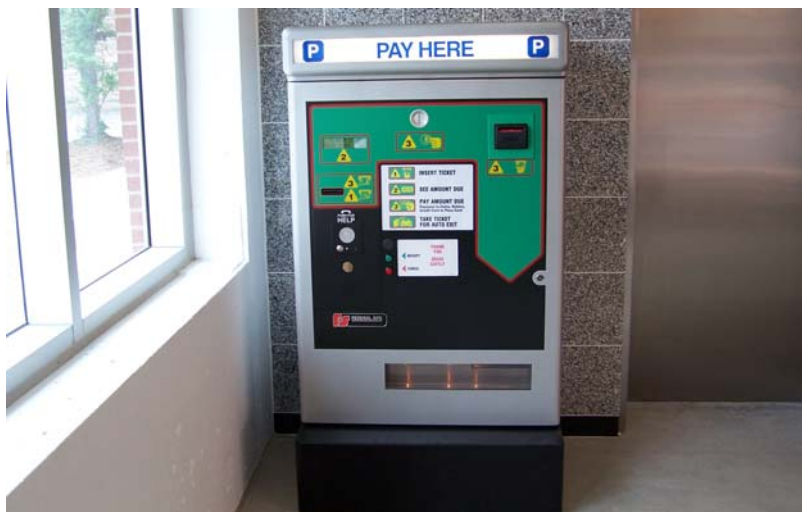
## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
FY 2012 Approved	N/A	553,800	0	0	0	0	553,800
FY 2011 Approved	0	0	0	0	0	N/A	0
Operating Budget Impact	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	553,800
Inspections / Permits	0
Total	553,800

Prior Capital Funding	0
FY 2012 Approved	553,800
Capital Share Remaining	0
Project Total	553,800



Property Address:



## Maintain or Rehabilitate Various Garages

### Department

Parking Facilities

### Account #

5100 38 3183

### Project Description

Provide funds for the repair and rehabilitation of existing garages. Annual maintenance is necessary to avoid cracking, corrosion, spalling, joint failure, leakage, and improper drainage which can shorten the life span of a facility.

### Customers Served

Residents ☐ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	821,000	0	0	0	0	821,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	821,000
Inspections / Permits	0
<b>Total</b>	<b>821,000</b>

Prior Capital Funding	1,800,000
FY 2012 Approved	821,000
Capital Share Remaining	0
<b>Project Total</b>	<b>2,621,000</b>



**Property Address:** Various

# Replace Elevators

## Department

Parking Facilities

## Account #

5100 38 3120

## Project Description

Provide funds for the replacement of elevators in various parking garages around the City. The elevators will be replaced in staggered intervals, so that no more than one elevator is out of service at a time during renovation. The scope of this project includes the architectural, mechanical and electrical work necessary to accomplish these improvements.

## Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	740,000	0	0	0	0	740,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 1,745,000
Construction	740,000	FY 2012 Approved 740,000
Inspections / Permits	0	Capital Share Remaining 0
<b>Total</b>	<b>740,000</b>	<b>Project Total 2,485,000</b>



Property Address: Various Garages

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# Improve Wastewater Collection System

## Department

Wastewater Utility

## Account #

5200 34 3082

## 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 will be made.

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	85,000,000
<b>FY 2011 Approved</b>	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000	N/A	82,500,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0		
Acquisition / Relocation	0		
Site Improvements	17,000,000	Prior Capital Funding	105,505,000
Construction	0	FY 2012 Approved	17,000,000
Inspections / Permits	0	Capital Share Remaining	68,000,000
Total	17,000,000	Project Total	190,505,000
	=====		



Property Address: Citywide

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# Improve Storm Water Quality

## Department

Storm Water Utility

## Account #

4000 35 3034

## 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.

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	600,000	600,000	600,000	600,000	600,000	3,000,000
<b>FY 2011 Approved</b>	600,000	600,000	600,000	600,000	600,000	N/A	3,000,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	600,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>600,000</b>

Prior Capital Funding	4,200,000
FY 2012 Approved	600,000
Capital Share Remaining	2,400,000
<b>Project Total</b>	<b>7,200,000</b>



Property Address: Citywide

# Improve Storm Water System

## Department

Storm Water Utility

## Account #

4000 35 3035

## Project Description

Provide funds to improve storm water facilities including install stand-by power generators at underpass storm water stations in addition to replacement of pumps, controls, electrical systems, valves and piping which 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.

## Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	950,000	950,000	950,000	950,000	950,000	4,750,000
<b>FY 2011 Approved</b>	950,000	950,000	950,000	950,000	950,000	N/A	4,750,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	950,000	Prior Capital Funding 7,350,000
Construction	0	FY 2012 Approved 950,000
Inspections / Permits	0	Capital Share Remaining 3,800,000
Total	950,000	Project Total 12,100,000



Property Address: Citywide



# Improve Storm Water Waterfront Facilities

## Department

Storm Water Utility

## Account #

4000 35 3037

## Project Description

Provide funds for non-routine inspections, maintenance, repair, rehabilitation and replacement of deteriorated bulkheads citywide.

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>FY 2011 Approved</b>	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	500,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>500,000</b>

Prior Capital Funding	4,500,000
FY 2012 Approved	500,000
Capital Share Remaining	2,000,000
<b>Project Total</b>	<b>7,000,000</b>



Property Address: Citywide



## Reduce Neighborhood Flooding

### Department

Storm Water Utility

### Account #

4000 35 3032

### 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.

### Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	7,250,000
<b>FY 2011 Approved</b>	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	N/A	7,250,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	145,000
Acquisition / Relocation	0
Site Improvements	1,305,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>1,450,000</b>

Prior Capital Funding	9,450,000
FY 2012 Approved	1,450,000
Capital Share Remaining	5,800,000
<b>Project Total</b>	<b>16,700,000</b>



Property Address: Citywide

## Design & Construct 37th Street Plant

### Department

Water Utility

### Account #

5300 33 3054

### Project Description

Provide funds for necessary modifications to the 37th Street Water Treatment Plant to include a new sludge collection system, sludge pumping station, new filters, diesel generator, and various piping replacements.

### Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	0	0	0	5,000,000	0	5,000,000
<b>FY 2011 Approved</b>	22,500,000	0	0	0	0	N/A	22,500,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

#### FY 2012 Anticipated Budget Distribution:

Planning / Design	0		
Acquisition / Relocation	0		
Site Improvements	0	Prior Capital Funding	35,000,000
Construction	0	FY 2012 Approved	0
Inspections / Permits	0	Capital Share Remaining	5,000,000
Total	0	Project Total	40,000,000



Property Address: 37th Street

# Implement Security/Vulnerability

## Department

Water Utility

## Account #

5300 33 4165

## Project Description

Provide funds for the implementation of security and vulnerability recommendations for the City's water system in light of the world-wide terrorism issues.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	300,000	0	0	0	0	300,000
<b>FY 2011 Approved</b>	0	300,000	0	0	0	N/A	300,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	300,000
Inspections / Permits	0
<b>Total</b>	<b>300,000</b>

Prior Capital Funding	750,000
FY 2012 Approved	300,000
Capital Share Remaining	0
<b>Project Total</b>	<b>1,050,000</b>



Property Address: Citywide

# Rehabilitate Reservoirs System-Wide

## Department

Water Utility

## Account #

N/A

## Project Description

Provide funds for miscellaneous measures need to be performed on the western reservoirs for watershed protection.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

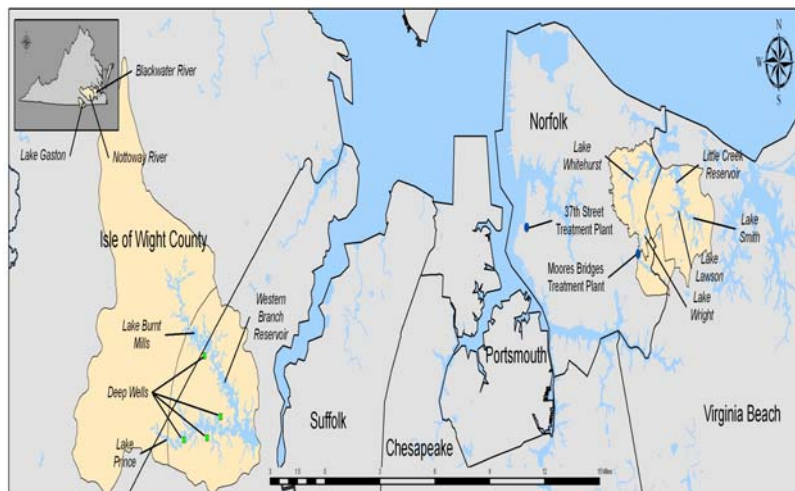
## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	0	150,000	0	0	0	150,000
<b>FY 2011 Approved</b>	0	0	150,000	0	0	N/A	150,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>0</b>

Prior Capital Funding	0
FY 2012 Approved	0
Capital Share Remaining	150,000
<b>Project Total</b>	<b>150,000</b>



Property Address: Citywide

## Remove Trees From Little Creek Dam

### Department

Water Utility

### Account #

N/A

### Project Description

Provide funds to remove trees growing on the Little Creek Dam.

### Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

### Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	0	200,000	0	0	0	200,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0		
Acquisition / Relocation	0		
Site Improvements	0	Prior Capital Funding	0
Construction	0	FY 2012 Approved	0
Inspections / Permits	0	Capital Share Remaining	200,000
Total	0	Project Total	200,000



Property Address:



# Replace Master Meters

## Department

Water Utility

## Account #

5300 33 4169

## Project Description

Provide funds to replace Water Distribution master meters that are no longer being supported by the manufacturer.

## Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	100,000	120,000	0	0	0	220,000
<b>FY 2011 Approved</b>	0	0	0	0	0	N/A	0
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	0
Construction	100,000
Inspections / Permits	0
<b>Total</b>	<b>100,000</b>

Prior Capital Funding	0
FY 2012 Approved	100,000
Capital Share Remaining	120,000
<b>Project Total</b>	<b>220,000</b>



Property Address:

# Replace Spillway on Lake Taylor Dam

## Department

Water Utility

## Account #

N/A

## Project Description

Provide funds to remove all of the trees growing on the Lake Taylor Dam.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
FY 2012 Approved	N/A	0	75,000	0	0	0	75,000
FY 2011 Approved	0	0	75,000	0	0	N/A	75,000
Operating Budget Impact	N/A	0	0	0	0	0	0

## FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 0
Construction	0	FY 2012 Approved 0
Inspections / Permits	0	Capital Share Remaining 75,000
Total	0	Project Total 75,000



Property Address: Lake Taylor

# Replace or Rehabilitate Water Pipelines

## Department

Water Utility

## Account #

5300 33 3057

## Project Description

Provide funds for the continued replacement of severely deteriorated sections of a raw water transmission main which has reached the end of its useful life. In addition, upgrades will be made to areas of the distribution system which have fallen into disrepair due to age or heavy usage.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	18,200,000	18,200,000	18,200,000	18,200,000	18,200,000	91,000,000
<b>FY 2011 Approved</b>	18,200,000	18,200,000	18,200,000	18,200,000	18,200,000	N/A	91,000,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0
Acquisition / Relocation	0
Site Improvements	18,200,000
Construction	0
Inspections / Permits	0
<b>Total</b>	<b>18,200,000</b>

Prior Capital Funding	61,486,000
FY 2012 Approved	18,200,000
Capital Share Remaining	72,800,000
<b>Project Total</b>	<b>152,486,000</b>



Property Address: Citywide



# Upgrade Moores Bridges Water Treatment Plant

## Department

Water Utility

## Account #

5300 33 4115

## Project Description

Provide funds for a required upgrade to the Moores Bridges Water Treatment Plant to provide more effective treatment of the sludge generated during the water purification process.

## Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

## Financial Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
<b>FY 2012 Approved</b>	N/A	5,500,000	0	1,500,000	0	0	7,000,000
<b>FY 2011 Approved</b>	0	5,500,000	0	0	0	N/A	5,500,000
<b>Operating Budget Impact</b>	N/A	0	0	0	0	0	0

### FY 2012 Anticipated Budget Distribution:

Planning / Design	0	
Acquisition / Relocation	0	
Site Improvements	0	Prior Capital Funding 10,750,000
Construction	5,500,000	FY 2012 Approved 5,500,000
Inspections / Permits	0	Capital Share Remaining 1,500,000
Total	5,500,000	Project Total 17,750,000



Property Address: 6040 Water Works Road

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# Miscellaneous Statistical Information

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# MISCELLANEOUS STATISTICAL INFORMATION

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## FORM OF GOVERNMENT

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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 are 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, with 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; public 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. The City is financially accountable for a legally separate school district and the Norfolk Community Services Board (City Council appoints the board members).

## GEOGRAPHY

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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 the Bay.

## COMMUNITY PROFILE

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The City of Norfolk was established as a town in 1682, as a borough in 1736 and incorporated as a city in 1845. Norfolk is a City of some 243,000 residents and more than 100 diverse neighborhoods. It is the cultural, educational, business and medical center of Hampton Roads, hosts the region's international airport, and is 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 January 2011, the Navy's direct economic impact on the region rose by more than \$165 million, from approximately \$14.7 billion in fiscal year 2009 to more than \$14.9 billion in fiscal year 2009. Approximately 86,000 active-duty Navy military personnel were in Hampton Roads in 2009, of which approximately 62 percent were assigned

to Norfolk-based commands. In addition, there were approximately 36,000 Navy civilian employees in Hampton Roads, of which 48 percent were located in Norfolk in fiscal year 2009.

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. Over 15.1 million tons of cargo was shipped from the region's three main marine cargo terminals in 2010, an increase of 2.7 percent over 2009. With the Heartland Corridor now operational, a full day has been shaved from transporting containers from the Port to the Midwest. This is a powerful competitive advantage. Coupled with the Port's lease of the APM Terminal, the expansion of Craney Island, and Norfolk's harbor's ability to accept the world's largest cargo ships, the Port is well positioned to take advantage of the Panama Canal's widening scheduled for completion in 2014.

Economic development initiatives are focused on the attraction, expansion and retention of businesses that play to the city's strengths, 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, property assessed values increased 137 percent in the past decade. However, the past year saw decreases in most categories of real estate, with commercial properties decreasing in value by 0.29 percent, and overall properties decreasing by 3.1 percent. In July 2010, the assessed value of 56,717 residential parcels was \$12.553 billion, a decrease of 4.6 percent over July 2009.

The City is undergoing 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 will soon be the home of a new Light Rail system, a passenger rail system, a new state-of-the-art main library and new consolidated courthouse complex.

### **City Facts**

Total square miles: 65.98

Population estimate (2010): 242,803

Median household income (2009): \$42,741

Average sales price for existing homes (2010): \$185,000

Average sales price for new homes (2010): \$317,000

Annual increase in overall home sales (2010): 6.7%

Percentage of non-taxable property (2010): 36.3%

Number of active duty military (FY 2009): 53,958

Number of public elementary schools: 33

Number of public middle schools: 9

Number of public high schools: 5

Number of other public school facilities: 5

Number of parks:

- Two festival parks (Specially designated parks which are permitted and 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 (usually 10 acres or less, that provide some type of recreational component for active play);
- 27 neighborhood passive parks (usually 10 acres or less, with no active play component or equipment)
- 12 dog parks

Number of community centers: 20

Number of public pools: 4

Number of libraries: 12 branches and one bookmobile

Number of major venues for public performances: 7

## ECONOMIC AND DEMOGRAPHIC FACTORS

### ASSESSED VALUE OF TAXABLE PROPERTY

**Table 1: Assessed Valuations of Taxable Property 2001-2010 (In thousands)**

<b>Year</b>	<b>Real Property</b>	<b>Personal Property</b>	<b>Other Property</b>	<b>Total Taxable Assessed Value</b>
2001	\$8,458,281	\$1,232,852	\$232,377	\$9,923,510
2002	\$8,882,064	\$1,273,647	\$281,182	\$10,436,893
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

Source: City of Norfolk 2010 Comprehensive Annual Financial Report (CAFR)

**PRINCIPAL TAXPAYERS****Table 2: Principal Property Taxpayers in 2009**

Rank	Taxpayer	Real Property Taxable Assessed Value	Percentage of Total Assessed Value
1	Virginia Power Co.	\$213,915,347	1.10%
2	MacArthur Shopping Center LLC (Taubman Co.)	\$173,032,800	0.89%
3	Verizon Virginia, Inc.	\$127,474,415	0.66%
4	Norfolk Southern Corporation	\$101,237,252	0.52%
5	Bank of America	\$91,022,200	0.47%
6	Ford Motor Company	\$81,588,900	0.42%
7	Military Circle Ltd. Partnership	\$66,464,200	0.34%
8	Cox Virginia Telecom	\$62,969,166	0.32%
9	Dominion Tower Ltd. Partnership	\$59,223,100	0.31%
10	North Pines Associates	\$51,557,000	0.27%

**PRINCIPAL EMPLOYERS****Table 3: Principal Non-Governmental Employers in 2010**

Sentara Healthcare  
 Children's Hospital of the King's Daughters  
 Norshipco  
 Medical College of Hampton Roads  
 Portfolio Recovery Association  
 Wal Mart  
 Bank of America Card Services Corp  
 Maersk Line Limited  
 Bon Secours DePaul Medical Center  
 Virginia International Terminal  
 Sentara Health Management  
 Tidewater Wholesale Grocery  
 ODU Research Foundation  
 Farm Fresh  
 McDonalds  
 CMA CGM America  
 The Titan Corporation

**Source: Virginia Employment Commission, 3<sup>rd</sup> Quarter 2010**

**POPULATION AND AGE**

As shown in Table 4, the population of the City increased by 8,400 persons in 2010, reversing four decades of population decline. Norfolk is the second most populous city in Virginia.

**Table 4: Population Trend Comparison, 1960-2010**

Year	City of Norfolk	Hampton Roads MSA	State of Virginia	U.S.
1960	305,872	881,600	3,954,429	179,323,175
1970	307,951	1,058,764	4,468,479	203,211,926
1980	266,979	1,160,311	5,346,279	226,504,825
1990	261,250	1,430,974	6,189,197	249,632,692
2000	234,403	1,576,975	7,078,515	281,421,906
2010	242,803	1,671,683	8,001,024	308,745,538

Source: U. S. Department of Commerce, Bureau of the Census; Weldon Cooper Center for Public Service, University of Virginia for the 1970 and 1980 MSA population.

**Table 5: Population Distribution by Age, 1960-2009**

Year	Population	% Under 20	% 20 to 64	% 65 and over	Median Age
1960	305,872	39.8%	54.5%	5.7%	24.7
1970	307,951	35.4%	57.8%	6.8%	23.8
1980	266,979	30.7%	60.1%	9.2%	25.5
1990	261,229	28.2%	61.5%	10.5%	27.2
2000	234,403	28.6%	60.5%	10.9%	29.6
2010	242,803	25.3%	65.3%	9.4%	29.7

Sources: U. S. Department of Commerce, Bureau of the Census

## STUDENT POPULATION

**Table 6: Norfolk Public Schools Student Population, 2000-2010**

School Year	Average Daily Membership (March 31)	Percent Change
1999-2000	35,326	
2000-2001	35,000	-0.9%
2001-2002	34,702	-0.9%
2002-2003	34,349	-1.0%
2003-2004	34,030	-0.9%
2004-2005	33,708	-0.9%
2005-2006	33,472	-0.7%
2006-2007	32,929	-1.6%
2007-2008	32,213	-2.2%
2008-2009	31,639	-1.8%
2009-2010	31,176	-1.5%

Source: Norfolk Public Schools

## EDUCATIONAL ATTAINMENT

**Table 7: Education Attainment for Persons 25 and over (2009)**

Educational Attainment (2009)	Number	Percent
Persons 25 and over	135,617	100.0%
High school graduate (or higher)	114,556	84.5%
College degree (or higher)	31,511	23.2%
Graduate degree	13,263	9.8%

Source: American Community Survey, U.S. Census Bureau, 2009

## INCOME

**Table 8: Per Capita Personal Income Comparisons, 2000-2009**

Year	City of Norfolk	Hampton Roads MSA	State of Virginia	U.S.
2000	\$23,472	\$26,762	\$31,640	\$30,318
2001	\$25,541	\$28,523	\$33,278	\$31,145
2002	\$26,149	\$29,505	\$33,753	\$31,461
2003	\$27,720	\$31,053	\$35,001	\$32,271
2004	\$29,152	\$32,464	\$36,902	\$33,881
2005	\$31,156	\$34,107	\$38,966	\$35,424
2006	\$33,234	\$36,319	\$41,362	\$37,698
2007	\$35,132	\$38,387	\$43,437	\$39,461
2008	\$36,834	\$39,790	\$44,676	\$40,674
2009	\$36,838	\$39,518	\$44,057	\$39,635

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System

**HOUSING AND CONSTRUCTION AVAILABILITY****Table 9: New Construction and Property Values, 2000-2010**

Year	Residential Construction			Non-Residential Construction	
	Building Permits	Number of Units	Estimated Value (in thousands)	Building Permits	Estimated Value (in thousands)
2000	189	309	32,609	45	138,473
2001	186	398	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

Source: City of Norfolk Department of Planning and Community Development. Figures are for the fiscal year.

**UNEMPLOYMENT****Table 10: Unemployment Rate Comparisons, 2000-2010**

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
City of Norfolk	3.3	4.3	5.1	5.3	5.1	5.0	4.2	4.0	5.2	8.4	9.2
Hampton Roads MSA	2.5	3.3	4.1	4.2	4.0	3.9	3.3	3.2	4.2	6.8	7.4
Commonwealth of Virginia	2.3	3.2	4.2	4.1	3.7	3.5	3.0	3.0	3.9	6.7	6.9
United States	4.0	4.7	5.8	6.0	5.5	5.1	4.6	4.6	5.8	9.3	9.6

Sources: U.S. Bureau of Labor Statistics: Labor Force Statistics from the Current Population Survey and Local Area Unemployment Statistics (LAUS) series

Notes: Not seasonally adjusted; Figures represent annual averages. Figures for Norfolk and the MSA are preliminary.



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# Glossary

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# GLOSSARY

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**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 budgetary basis under which most expenditure liabilities are recognized when incurred and most revenues are recognized when earned and billed. Adjustments from this budgetary basis are done for financial reporting purposes to conform to generally accepted accounting principals (GAAP).

**Accrual accounting:** An accounting method that measures financial performance and position of an entity by recognizing economic events regardless of when cash transactions occur.

**ADA (Americans with Disabilities Act):** 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.

**Ad Valorem tax:** A tax based upon the assessed value of real estate or personal property.

**Annual Plan:** A plan that identifies the annual funding of the City's priority community development projects and activities as outlined in the 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.

**Approved Budget:** The budget as formally adopted by City Council with legal appropriations for the upcoming fiscal year.

**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 whereby current expenditures are supported by current revenues.

**BMP (Best Management Practice):** Structural (retention ponds) and nonstructural (education) methods of reducing the quantity and improving the quality of storm water runoff.

**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 Ratings:** In rating municipalities for the issuance of general obligation debt, credit rating agencies (Standard & 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 budgetary performance, financial leverage and equity position, budget and financial planning, and contingency financial obligations, such as pension liability funding; Debt burden; and Administration, 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.

**Budget:** A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

**CAFR (Comprehensive Annual Financial Report):** 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.

**CAD (Computer Aided Dispatch System):** Computer systems supporting the Emergency Operations Center 911 response service areas as well as other areas of public safety.

**Capital Lease:** A direct substitute for purchase of an asset with borrowed money. It is a non-cancelable contract to make 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.

**CDBG (Community Development Block Grant):** A federal funding source that allows local officials and residents flexibility in designing their own programs within a wide-range of eligible activities. The goal of the CDBG program is to encourage more broadly conceived community development projects, and expand housing opportunities for people living in low and moderate-income households.

**CHINS (Children in Need of Services):** Youth that are referred by parents, schools, etc. 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 so as to avoid entry into the juvenile justice system.

**CHINSUP** (Children in Need of Supervision): Youth that are placed on court-ordered, supervision after having received diversionary services. These court-ordered, community-based services may be residential or non-residential.

**CIP (Capital Improvement Plan):** An annual appropriation that approves spending for capital projects such as buildings, parks, streets, etc. and their financing sources. The Capital Improvement Plan (CIP) budget is adopted as a one-year appropriation as part of the five-year CIP that is developed to guide future planning.

**Community Development Fund:** A fund that accounts for federal entitlement funds received under Title I of the Housing and Community Development Act of 1974. These 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 that is recorded as general long-term obligations.

**Component Units:** Legally separate entities which are in substance part of the City's operations. Component units are The School Board of the City of Norfolk, The Norfolk Redevelopment and Housing Authority, The City of Norfolk Retirement Board and The Norfolk Community Services Board.

**Consolidated Plan:** A three or five-year plan that describes 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.

**Contingent Fund:** A budgetary account set-aside for use by the City Manager in dealing with emergencies or unforeseen expenditures.

**Debt Service:** The annual payment of principal and interest on the City's bonded indebtedness.

**Debt Service Fund:** The account used for accumulation of resources required for and the payment of principal and interest on the current portion of general obligations of the City.

**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. That portion of the cost 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).

**DEQ (Department of Environmental Quality):** The state agency that is dedicated to protecting the environment of Virginia in order to promote the health and well-being of the citizens of the Commonwealth.

**DTO Transactions (Direct Turnover Transactions):** Non-stock items that are specially ordered and turned over directly to customers. Items ordered are not a part of inventory.

**ECC:** Emergency Communications Center

**EOC:** Emergency Operations Center

**Encumbrance:** An obligation against budgeted 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 that are financed and operated in a manner similar to private business enterprises (hence the term proprietary fund), and where it is the intent that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis 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.

**Financial Policy:** The City's policy in respect to taxes, spending, and debt management as these relate to the provision of City services, programs and capital investment.

**Fiscal Year:** A 12-month period to which the annual operating budget applies. 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 that 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 at least one year's time. Buildings, real estate, equipment and furniture are good examples of fixed assets. Fixed assets are sometimes collectively referred to as "plant facilities."

**Fleet Management Fund:** A fund used to provide operating departments with maintenance, repair and service for the City fleet of vehicles, heavy equipment and miscellaneous machinery.

**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):** A term that expresses the amount of time a position has been budgeted for in terms of 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 1/2 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, and fund balances/retained earnings, and revenues and expenditures/expenses.

**Fund Balances:** In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance. This is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus," that has not been appropriated by City Council and that has not been designated or reserved 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. 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.

**GASB 34 (Governmental Accounting Standards Board):** A statement that established 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.

**GASB 54 (Governmental Accounting Standards Board):** A statement that established changes to the fund balance classifications and governmental fund type definitions.

**GEM Program:** A City initiative operating under the guidelines of Commonwealth of Virginia 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 primary operating fund that accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day-to-day operations of the City with taxes, fees and other revenue sources.

**General Obligation Bonds:** General obligation bonds are direct obligations, and they pledge with the full faith and credit of the City.

**GIS (Geographic Information System):** 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 that displays information at the street, neighborhood, and planning district levels.

**GFOA** (Government Finance Officers Association): 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.

**GPS (Global Position System):** A system that provides 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 cash award given by a government to a public agency in a lower level of government or special recipient for a specified purpose. The two major forms of grants are Block and Discretionary or Categorical. Block Grants are awarded primarily to general-purpose governments, are distributed to them according to formulas established in the law, and can be used for any locally determined activities that fall within the functional purpose of the grant as stated in the law. Discretionary or Categorical Grants can only be used for a specific purpose and usually are limited to narrowly defined projects or activities.

**Grants Fund:** A fund established to account for the receipt and disbursement of revenue from such sources as federal and state agencies, adjacent municipalities, and City matching funds. Individual grants, which typically have project periods distinct from the City's fiscal year, are appropriated by City Council separately when ready for application approval and are therefore not included in the annual budget.

**Insurance:** A contract to pay a premium in return for which the insurer will pay compensation in certain eventualities; e.g., 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 that account for the financing of goods and services supplied to other funds of the City and other governmental units of a cost-reimbursement basis. The individual internal service funds are Fleet and Storehouse.

**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 that results in property damage or bodily injury.



**Line Item:** A budgetary 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.

**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 so that it continues to provide normal services and achieve its optimal life.

**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 which transactions are recognized when they become both measurable (i.e., an amount can be determined) and available (i.e., able to liquidate liabilities of the current period)

**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.

**NJDC (Norfolk Juvenile Detention Center):** A short-term, secured co-ed facility for court-evolved youth.

**NRHA (Norfolk Redevelopment & Housing Authority):** The component unit that assists 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 reduction of objects that cause trouble, annoyance or inconvenience, such as vehicles and trash.

**Objective:** Attached to a goal, it describes something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific timeframe.

**Operating Budget:** An annual financial plan of operating expenditures of the General Fund, enterprise funds and internal service funds 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 generally result from providing services and/or producing and delivering goods in connection with a fund's principal ongoing operations.

**Ordinance:** A formal legislative enactment by the City Council, which has the full force and effect of law within the boundaries of the City.

**Parking Facilities Fund:** A fund used to account for the operations of the city-owned parking facilities.

**Part-Time Position (Permanent):** A position regularly scheduled for no more than 30 hours per week.

**Personnel Services:** Compensation for direct labor of persons in the employment of the City; 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.

**Project Focus:** A targeted neighborhood revitalization program that provides an enhanced police patrol presence and increased code enforcement to address issues of crime and public safety in high crime neighborhoods.

**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.

**Purchased Services:** Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

**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, and future apportionments, pending salary or price increase appropriations and appropriations for capital outlay projects.

**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 that future revenues will be sufficient to meet repayment obligations. These securities are repaid with future expected revenues from the completed project, which may come from sources like turnpike tolls or stadium ticket sales.

**Revenue Bonds:** Limited liability obligations where revenues derived from the respective acquired or constructed assets are pledged to pay debt service.

**Server:** A computer program that provides services to other computer programs in the same or other computers.

**Service:** The on-going sequence of specific tasks and activities that represent a continuous and distinct benefit provided to internal and external customers.

**Service Quality:** Refers to: The manner or technique by which an activity was undertaken, and the achievement of a desirable end result (e.g., when filling a pothole there should be a service quality standard for how long that pothole should stay filled). Considering the difficulty of the activity involved, 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.

**SOQ (Standards of Quality):** The statutory framework that establishes the minimal requirements for educational programs in the Virginia public schools.

**SOR Initiative (Staffing & Organization Redesign):** 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 & Response, Golf Operations, Public Amenities, Storm Water Utility, and Towing & Recovery.

**SPSA (Southeastern Public Service Authority):** The organization that manages and operates solid waste collection, processing and disposal programs and facilities for several cities within the Hampton Roads Region, to include Norfolk, Portsmouth, Virginia Beach, Chesapeake, Suffolk, Franklin, Isle of Wight and South Hampton County.

**Storehouse Fund:** A fund that is used by the Purchasing Office to acquire and issue operating departments (such as Public Works, Utilities) materials, parts and supplies that are used in the same form as purchased.

**Storm Water Fund:** A fund established to account for the operations of the city-owned environmental stormwater management system.

**Strategic Planning:** The continuous and systematic process whereby guiding members of the City make decisions about its future, develop the necessary procedures and operations to achieve the future, and determine how success will be measured.

**Strategic Priority:** Defined City Council guidance regarding broad service area goals.

**Surplus:** The excess of an entity's or fund's assets over its liabilities (see Fund Balance). The excess of revenues over expenditures or expenses during a single budget year.

**TANF (Temporary Assistance to Needy Families):** 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 under the City's jurisdiction that are taxable.

**Transfer:** An administrative means to move budgetary resources from one budget account to another.

**USDA (United States Department of Agriculture):** The Federal agency that leads the anti-hunger effort with the Food Stamp, School Lunch, School Breakfast, and the Women, Infants & 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.

**VDOT (Virginia Department of Transportation):** The state department responsible for building, maintaining and operating the state's roads, bridges and tunnels. And, through the Commonwealth Transportation Board, it also provides funding for airports, seaports, rail and public transportation.

**Vision:** An objective statement that describes an entity's most desirable future state. An organizational vision employs the skills, knowledge, innovation and foresight of management and the workforce in order to communicate effectively the desired future state.

**VML (Virginia Municipal League):** A statewide, nonprofit, nonpartisan association of city, town and county governments established to improve and assist local governments through legislative advocacy, research, education and other services.

**VPDES (Virginia Pollution Discharge & Elimination System):** A permit from the State to discharge storm water to natural bodies of water since, unlike sewage, storm water 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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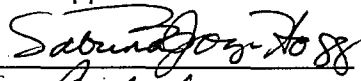
Form and Correctness Approval

By   
Office of the City Attorney

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.

Contents Approved:

By   
DEPT. Budget\$ 964,920,800

Director of Finance

Various

Account

5/17/11

Date

**ORDINANCE No. 44,241**

R-1

AN ORDINANCE APPROPRIATING FUNDS FOR OPERATION OF THE CITY FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012, AUTHORIZING SHORT-TERM EQUIPMENT FINANCING AND REGULATING THE PAYMENT OF MONEY FROM THE CITY TREASURY.

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WHEREAS, the City Manager submitted to the Council a proposed annual budget for the City for the fiscal year beginning July 1, 2011 and ending June 30, 2012, 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 Seven Hundred Ninety Five Million Sixteen Thousand Two Hundred Dollars (\$795,016,200) for the General Fund, Seventy Nine Million Three Hundred Five Thousand Dollars (\$79,305,000) for the Water Utility Fund, Twenty Five Million Seven Hundred Ten Thousand Dollars (\$25,710,000) for the Wastewater Utility Fund, Twelve Million Five Hundred Thousand Dollars (\$12,500,000) for the Storm Water Utility Fund, Thirteen Million One Hundred Ninety Seven Thousand Dollars (\$13,197,000) for the Internal Service Funds, Nineteen Million Four Hundred Sixty Five Thousand Seven Hundred Dollars (\$19,465,700) for the Parking Facilities Fund, Two Million Two Hundred Forty Six Thousand Nine Hundred Dollars (\$2,246,900) for the Cemetery Services Fund, Six Million Five Thousand Six Hundred Dollars (\$6,005,600) for the Emergency Operations Center Fund, One Million Four Hundred Seventy Seven Thousand Eight Hundred Dollars (\$1,477,800) for the

Golf Operations Fund, Five Million Two Hundred Ten Thousand Seven Hundred Dollars (\$5,210,700) for the Public Amenities Fund, Three Million Eighty One Thousand Nine Hundred Dollars (\$3,081,900) for the Tax Increment Financing Fund, One Million Seven Hundred Four Thousand Dollars (\$1,704,000) for the Towing and Storage Service Fund, or so much thereof as may be necessary, as set forth in the annual budget for the fiscal year July 1, 2011 - June 30, 2012, 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, 2011 – June 30, 2012, 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, 2011 – June 30, 2012 as follows:

Legislative	\$4,438,800
Executive	\$1,919,800
Department of Law	\$3,941,200
Constitutional Officers	\$5,343,900
Finance	\$3,198,300
Department of Human Resources	\$2,740,500
Courts and Court Support	\$9,526,100
Sheriff and Detention	\$36,108,000
Department of Public Health	\$5,537,900
Department of Human Services	\$57,461,100
Department of Public Works	\$43,096,900
Recreation/Parks & Open Space	\$16,990,700
Education	\$290,550,500
Department of Libraries	\$6,978,200
Elections	\$906,300
Department of Planning	\$8,748,300
Cultural Facilities, Arts, and Entertainment	\$6,218,300
Non-Departmental Appropriations	\$17,755,200
Outside Agencies	\$38,423,300
Department of Police	\$66,494,800
Department of Fire-Rescue	\$40,287,900
Virginia Zoological Park	\$3,939,100
Debt Service	\$82,052,400
Budget & Management	\$1,067,700

Economic Development	\$1,867,400
Communications & Public Relations	\$1,757,800
Department of Information Technology	\$10,342,400
Office to End Homelessness	\$425,000
General Services	\$18,949,800
National Maritime Center	\$5,310,200
Cruise Ship Terminal	\$2,638,400
<b>Total Appropriations General Fund – Operating Budget</b>	<b>\$795,016,200</b>

Water Utility Fund	\$79,305,000
Wastewater Utility Fund	\$25,710,000
Storm Water Utility Fund	\$12,500,000
Internal Service Funds	\$13,197,000
Parking Facilities Fund	\$19,465,700
Cemetery Services Fund	\$2,246,900
Emergency Operations Center Fund	\$6,005,600
Golf Operations Fund	\$1,477,800
Public Amenities Fund	\$5,210,700
Tax Increment Financing Fund	\$3,081,900
Towing and Storage Service Fund	\$1,704,000

Section 2:- That unless otherwise specified by Council, all taxes 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, division, bureaus and funds of the City during the fiscal year July 1, 2011 – June 30, 2012 and the number thereof shall not be changed during said fiscal year unless authorized by the Council or City Manager pursuant to the Charter of the City of Norfolk and the City Code.

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 work force 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 the departmental budget for the fiscal year July 1, 2011 – June 30, 2012.

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, 2011, 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; all such grants are subject to the appropriation of the Council once awarded.

Section 5:- That within the several departments, funds and activities, there are hereby appropriated sufficient amounts to cover

the operation of all Internal Service Funds, including the Storehouse and Fleet Management. 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.

Section 6:- That the various amounts appropriated by this ordinance for the several groups, as set forth in said 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 the same department, fund or activity of the City and a record of such transfers shall be maintained by the Director of Finance.

The City Manager 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.

The City Manager shall provide to the City Council a mid-year budget update. Such mid-year budget update shall report the projected revenues and expenditures 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 \$41,559,263 for the Unassigned General Fund Balance Reserve.

There is hereby reserved in the General Fund Balance the amount of \$1,898,571 for the Risk Management Reserve.

There is hereby reserved in the General Fund Balance the amount of \$2,000,000 for the Economic Downturn and Leveling Reserve.

There is hereby appropriated and authorized for expenditure the revenues from the flat tax of \$2.00 per room for each night of lodging at any hotel, if and when received, by: (1) Visit Norfolk (Norfolk Convention and Visitor Bureau) for visitor promotion and advertising for conventions and tourism; and (2) the Norfolk Arts and Culture Consortium. Visit Norfolk shall be allocated 50% of the revenues collected each month from the flat tax of \$2.00 per room

of each night of lodging at any hotel during the fiscal year July 1, 2011 – June 30, 2012 and the remaining 50% of the revenues collected each month shall be allocated to the Norfolk Arts and Culture Consortium.

There is hereby reserved in the General Fund Balance up to the amount of \$3,517,961 for the Land Acquisition Fund 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 Fund at the close of the fiscal year ending on June 30, 2011, is hereby reserved for the Land Acquisition Fund to be expended for future land acquisitions.

There is hereby appropriated and authorized to be transferred One Hundred Thousand Dollars (\$100,000) of the Parking General Reserve Fund designated for Retail Buildout to the Rate Stabilization Fund. Furthermore, there is hereby appropriated and authorized to be expended from the Parking Facilities Fund Rate Stabilization Fund Six Hundred Thirty-five Thousand Six Hundred Four Dollars (\$635,604) for operations of the Parking Facilities Fund. Such deposits are hereby appropriated and authorized to be expended for operations of the Parking Facilities 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.

Section 7:- 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) years or less. The amount of any new Equipment to be acquired through the issuance of Short-Term Equipment GOBs shall not exceed Five Million Dollars (\$5,000,000).

No Short-Term Equipment GOBs may be issued before the Council provides authorization therefor following notice and a public

hearing held under Section 15.1-2606 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 non-general 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 Five Million Dollars (\$5,000,000). 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 2012 debt service on prior Short-Term Equipment GOBs and any FY 2012 Alternative Short-Term Equipment Financing is part of the Debt Service Appropriation of Eighty-two Million Fifty-two Thousand Four Hundred Dollars (\$82,052,400) for FY 2012.

This ordinance represents a declaration of "official intent" under Treasury Regulations Section 1.150-2.

Section 8:- 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 9:- That this ordinance shall be in effect from and after July 1, 2011.

Adopted by Council May 17, 2011  
Effective July 1, 2011

TRUE COPY  
TESTE:

\_\_\_\_\_  
R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: \_\_\_\_\_  
DEPUTY CITY CLERK

Form and Correctness Approved

By Nathan S. Saman  
Office of the City Attorney

NORFOLK, VIRGINIA

Contents Approved:

By Sabrina J. Hagg  
DEPT. Budget

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.

\$ 151,640,300Various  
AccountJohn D. Hov  
Director of Finance5/13/11  
Date**ORDINANCE No.**

AN ORDINANCE APPROVING THE CAPITAL IMPROVEMENT PLAN BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012; APPROPRIATING \$151,640,300 FOR CERTAIN PROJECTS APPROVED THEREIN; AUTHORIZING AN ISSUE OF BONDS IN THE AMOUNT OF \$72,656,473; AUTHORIZING THE EXPENDITURE OF \$45,609,666 IN CASH, OF WHICH \$1,000,000 IS APPROPRIATED FROM THE PUBLIC AMENITIES FUND AND \$10,000,000 IS APPROPRIATED FROM FUNDS REIMBURSED BY ANOTHER GOVERNMENTAL ENTITY; AND THE REAPPROPRIATION OF \$33,374,161 OF PREVIOUSLY AUTHORIZED, BUT UNISSUED, BONDS.

WHEREAS, the City Manager on April 26, 2011, submitted to the City Council a Capital Improvement Plan Budget for the City for the fiscal year beginning July 1, 2011 and ending on June 30, 2012; 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, 2011 and ending on June 30, 2012, submitted by, the City Manager under date of April

2012, submitted by the City Manager under date of April 26, 2011, are hereby approved and the amounts herein set forth aggregating \$151,640,300, or so much thereof as may be necessary, as set forth in the Capital Improvement Plan Budget for the fiscal year July 1, 2011 to June 30, 2012, are hereby appropriated for the purposes hereinafter set out in the following subparagraph:

**A. Capital Improvement Projects**

<u>Number</u>	<u>Title</u>	<u>Approved Amount</u>
<b>General Capital</b>		
1	Address School Major Maintenance	3,000,000
2	Address Street Flooding Citywide	1,500,000
3	Construct or Renovate Schools	9,800,000
4	Create Special Service Areas	250,000
5	Design and Construct Courthouse Complex	19,120,900
6	Develop Citywide Green Vision	250,000
	Develop Multi-modal Transfer Station at Harbor	
7	Park	3,000,000
8	Establish Slover Library	39,613,900
9	Fund ADA Master Plan for City Facilities	250,000
10	Fund Beach Stabilization and Erosion	2,100,000
11	Fund Chrysler Museum Capital Campaign Match	1,000,000
	Fund Construction of Zoological Park Animal	
12	Hospital	1,350,000
13	Fund Neighborhood Conservation/Redevelopment	4,000,000
14	Fund Preliminary Engineering	3,359,000
15	Implement Broad Creek Neighborhood Plan	1,000,000
16	Implement Southside Neighborhood Plan	1,000,000
17	Implement Wards Corner Neighborhood Plan	1,000,000
18	Improve Citywide Conduit Network	85,000
19	Improve Coleman Place Neighborhood Streets	600,000
20	Improve Community and Neighborhood Parks	500,000
21	Improve Cultural Facilities (PA)	175,000
22	Improve Downtown Corridor Streetscaping	300,000
23	Improve Existing Community Centers	300,000
24	Improve Fairmount Park Infrastructure	1,850,000
25	Improve HVAC Systems Citywide	440,000
26	Improve Infrastructure and Acquire Property	1,100,000
27	Improve Neighborhood Streets-Major	600,000
28	Improve Roof Repair and Moisture Protection	750,000
29	Improve Street Lights	135,000
30	Repair and Maintain Bridges - Minor	475,000
31	Repair and Replace Bridges - Major	2,000,000
32	Repair Exterior of MacArthur Memorial (PA)	75,000

33	Repair Neigh. Sts/Sidewalks/Walkways	500,000
34	Replace Scope Concourse Message Boards (PA)	250,000
35	Support Fairmount Pk/Laf. Blvd. Neigh. Plan	750,000
36	Support Governor's School for the Arts	250,000
37	Support Lake Wright East Development	200,000
38	Support Neighbors Building Neighborhoods	500,000
39	Support Public Art	250,000
40	Support VDOT Urban Project	180,000
	Support Virginia Arts Festival Headquarters -	
41	Matching Grant	566,700
	Upgrade Exterior Lighting at Scope & Chrysler	
42	Hall (PA)	500,000
<b>Total General Capital</b>		<b>104,925,500</b>
<b>Parking Facilities</b>		
43	Install Automation of City Parking Facilities	553,800
44	Maintain or Rehabilitate Various Garages	821,000
45	Replace Elevators	740,000
<b>Total Parking Facilities</b>		<b>2,114,800</b>
<b>Wastewater Utility</b>		
46	Improve Wastewater Collection System	17,000,000
<b>Total Wastewater Utility</b>		<b>17,000,000</b>
<b>Storm Water Utility</b>		
47	Improve Storm Water Quality	600,000
48	Improve Storm Water System	950,000
49	Improve Storm Water Waterfront Facilities	500,000
50	Reduce Neighborhood Flooding	1,450,000
<b>Total Storm Water Utility</b>		<b>3,500,000</b>
<b>Water Utility</b>		
51	Implement Security/Vulnerability	300,000
52	Replace Master Meters	100,000
53	Replace or Rehabilitate Water Pipelines	18,200,000
54	Upgrade Moores Bridges Water Treatment Plant	5,500,000
<b>Water Utility</b>		<b>24,100,000</b>
<b>Grand Total</b>		<b>151,640,300</b>

Section 2:- That in order to provide the funds heretofore appropriated, cash in the aggregate principal sum of \$45,609,666 is authorized to be expended, of which \$43,809,666 is for General Capital Improvement Projects, \$1,500,000 is for Storm Water Utility Fund Projects and \$300,000 is for Water Utility Fund Projects; previously approved, but unissued, bonds in the aggregate principal sum of \$33,374,161 are reappropriated, of which \$29,259,361 is for General Capital Improvement Projects Fund, \$2,000,000 for Storm



Water Utility Fund Projects and \$2,114,800 is for the Parking Facilities Fund Projects; and bonds of the City of Norfolk in the aggregate principal sum of \$72,656,473 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 \$31,856,473 is for General Capital Improvement Projects, \$17,000,000 is for Wastewater Utility Fund Projects, and \$23,800,000 for Water Utility Fund Projects.

Section 3:- That the Council reasonably expects to reimburse certain expenditures made from the General Capital Improvement Projects Fund, Wastewater Utility Fund, Storm Water Utility Fund, Water Utility Fund, and the Parking Facilities 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) Parking Facilities Fund. Used to account for the City's parking facility operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the parking facilities;

(c) 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;

(d) 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

(e) 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 Virginia Code.

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 FY 2012 Capital Improvement Plan Budget.

Section 8:- The City Manager or a 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 9:- The City Manager or 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 10:- That this ordinance shall be in effect from and after July 1, 2011.

Form and Correctness Approval

By *[Signature]*  
Office of the City Attorney

NORFOLK, VIRGINIA

Contents Approved:

By *[Signature]*  
DEPT. Budget

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.

\$ 7,448,291

Various

Account

*[Signature]*  
Director of Finance5/10/11  
Date**ORDINANCE No. 44,243**

AN ORDINANCE APPROVING THE FY 2012 ANNUAL PLAN FOR THE CONSOLIDATED PLAN (FISCAL YEARS 2012 THROUGH 2016), APPROVING THE APPLICATIONS FOR COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM, HOME INVESTMENT PARTNERSHIP (HOME) PROGRAM AND EMERGENCY SHELTER GRANT (ESG) PROGRAM FUNDS, APPROPRIATING AND AUTHORIZING THE EXPENDITURE OF \$5,026,108 IN CDBG GRANT FUNDS, \$2,139,402 IN HOME GRANT FUNDS, AND \$282,781 IN ESG GRANT FUNDS AND AUTHORIZING THE APPROPRIATE CITY OFFICIALS TO DO ALL THINGS NECESSARY TO RECEIVE THE FUNDS AND CARRY OUT THE PROGRAMS.

WHEREAS, under the provisions of the Housing and Community Development Act of 1974, as amended, financial assistance is provided to localities for undertaking and carrying out community development activities; and

WHEREAS, City Council has reviewed and held public hearings on the proposed FY 2012 Annual Plan for the Consolidated Plan (Fiscal Years 2012 through 2016) in the City of Norfolk; and

WHEREAS, it is necessary that Council officially approve and endorse the FY 2012 Annual Plan, in order to comply with the provisions of the aforesaid Act and the administrative regulations promulgated pursuant thereto; and

WHEREAS, Council is cognizant of the conditions and requirements which have been imposed by federal agencies with regard to the undertaking and carrying out of activities under the Housing and Community Development Act; and

WHEREAS, Council, on behalf of the City, possesses the legal authority to execute the proposed program under the provisions of the aforementioned legislation; and

WHEREAS, Council has approved the FY 2012 Annual Plan for the Consolidated Plan (Fiscal Years 2012 through 2016) and authorized the City Manager to submit the Annual Plan and Application to the United States Department of Housing and Urban Development; now, therefore,

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the FY 2012 Annual Plan for the Consolidated Plan (Fiscal Years 2012-2016), for the Community Development Program, having been reviewed by this Council and found to be in the best interests of this City, is hereby approved.

Section 2: - That the applications for the Community Development Block Grant (CDBG) Program, the Home Investment Partnership (HOME) Program and the Emergency Shelter Grant (ESG) Program are hereby approved.

Section 3: - That the sum of Four Million Six Hundred Ninety Five Thousand One Hundred Eight Dollars (\$4,695,108) is hereby appropriated and authorized for expenditure for the Community Development Grant Program (2011-2012) from the Community Development Block Grant, if and when such funds are made available from the Department of Housing and Urban Development.

Section 4: - That the sum of One Hundred Thirty One Thousand Dollars (\$131,000) is hereby appropriated and authorized for expenditure for the Community Development Program (2011-2012) if and when such funds are realized as earnings from the operation of certain Community Development Projects.

Section 5: - That the sum of Two Hundred Thousand Dollars (\$200,000) is hereby appropriated and authorized for expenditure for the Community Development Program (2011-2012) if and when such funds are realized as earnings from the Revolving Loan Fund.

Section 6: - That the sum of One Million Seven Hundred Forty Four Thousand Four Hundred Two Dollars (\$1,744,402) is hereby appropriated and authorized for expenditure for the HOME Investment Partnership Program (2011-2012) from the HOME Investment Partnerships Program Grant, if and when such funds are made available from the Department of Housing and Urban Development.

Section 7: - That the sum of Three Hundred Ninety Five Thousand Dollars (\$395,000) is hereby appropriated and authorized for expenditure for the HOME Investment Partnership Program (2011-2012) if and when such funds are realized as earnings from the operation of certain HOME Investment Partnership Projects.

Section 8: - That the sum of Two Hundred Eighty Two Thousand Seven Hundred Eighty One Dollars (\$282,781) is hereby appropriated and authorized for expenditure for the Emergency Shelter Program (2011-2012) from the Emergency Shelter Grant Program, if and when such funds are made available from the Department of Housing and Urban Development.

Section 9: - 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 10: - That the City Manager is further authorized and directed to give to the Department of Housing and Urban Development 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.

Section 11: - That the City Manager is further authorized and directed to do all things necessary and proper to apply for, accept and receive the grant funds and to carry out the program approved by this ordinance.

Section 12: - That this ordinance shall be in effect from and after July 1, 2011. All actions heretofore taken in pursuit of the activities authorized herein are hereby approved, ratified and confirmed.

Adopted by Council May 17, 2011  
Effective July 1, 2011

TRUE COPY  
TESTE:

\_\_\_\_\_  
R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: \_\_\_\_\_  
DEPUTY CITY CLERK

Form and Correctness Approval: *RAP*By *Maury G. [Signature]*  
Office of the City Attorney

NORFOLK, VIRGINIA

Contents Approved:

By *Subramanian Jay, Hegg*  
DEPT. *Budget*

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.

\$ 61,944,132Various  
Account*[Signature]*  
Director of Finance5/10/11  
Date**ORDINANCE No. 44,244**

*R-4*

AN ORDINANCE APPROPRIATING GRANT FUNDS TOTALING \$61,944,132 TO THE SCHOOL BOARD OF THE CITY OF NORFOLK FOR TITLE I PROGRAMS, OTHER SPECIAL PROGRAMS AND THE CHILD NUTRITION SERVICES PROGRAM AND AUTHORIZING THE EXPENDITURE OF THE FUNDS IN FISCAL YEAR 2012 FOR NORFOLK PUBLIC SCHOOLS.

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BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That up to \$46,684,632 is hereby appropriated to the School Board, if and when received from a variety of sources, for the support of Title I and other special programs with the sources of the funds and the programs for which they are to be expended set forth in Exhibit A attached hereto.

Section 2:- That up to \$15,259,500 is hereby appropriated to the School Board, if and when received from federal and state sources and from student fees, for the support of the Child Nutrition Services Program with the sources of the funds and the programs for which they are to be expended set forth in Exhibit B attached hereto.

Section 3:- That the grant funds are hereby authorized for expenditure by the School Board in Fiscal Year 2012 for Norfolk Public Schools and all actions taken by the School Board in anticipation of the adoption of this ordinance and are hereby approved, ratified and confirmed.

Section 4:- That this ordinance shall be in effect from and after July 1, 2011.

Adopted by Council May 17, 2011  
Effective July 1, 2011

TRUE COPY  
TESTE:

\_\_\_\_\_  
R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY *[Signature]*  
478- Ordinances

\_\_\_\_\_  
DEPUTY CITY CLERK

### FY 2012 School Grants

Use of Funds	Source of Funds	FY 2012 Amount
Compensatory Programs	Federal	\$30,489,411
Special Education	Federal	\$7,685,759
Career, Technical and Adult Education	Federal	\$1,326,044
Other Projects (technology, reading)	Federal	\$1,573,553
<b>Subtotal Federal Grants</b>		<b>\$41,074,767</b>
Career, Technical and Adult Education	Commonwealth	\$115,889
State Operated Facilities	Commonwealth	\$3,121,648
Special Education	Commonwealth	\$204,862
Virginia Technology Initiative	Commonwealth	\$1,454,000
Other Grants	Commonwealth	\$194,111
<b>Subtotal Commonwealth Grants</b>		<b>\$5,090,510</b>
Other Grants	Corporations and Foundations	\$180,355
<b>Subtotal Corporate and Foundation Grants</b>		<b>\$180,355</b>
Other Grants	Other sources	\$339,000
<b>Subtotal Other Grants</b>		<b>\$339,000</b>
<b>Total Grant Funding</b>		<b>\$46,684,632</b>



### FY 2012 Child Nutrition Services

<b>Revenues</b>	<b>FY 2012 Amount</b>
Sales	\$2,545,000
Federal and State Food Program Reimbursements	\$11,770,000
Federal Commodities Donated	\$830,000
Interest Earnings	\$10,000
Other	\$104,500
<b>Total Revenue for Child Nutrition Services</b>	<b>\$15,259,500</b>

<b>Expenditures</b>	<b>FY 2012 Amount</b>
Cost of goods sold	\$7,116,000
Employee Compensation	\$6,944,000
Maintenance Costs	\$415,000
Supplies and Materials	\$135,000
Cafeteria and Other Equipment	\$440,000
Other Costs	\$209,500
<b>Total Expenditures for Child Nutrition Services</b>	<b>\$15,259,500</b>

Form and Correctness Approved: *2AP*

Contents Approved:

By *Mary J. G. [Signature]*  
Office of the City AttorneyBy *[Signature]*  
DEPT.

NORFOLK, VIRGINIA

**ORDINANCE No. 44,247***R-7*

AN ORDINANCE TO AMEND AND REORDAIN SECTION 24-234 OF THE NORFOLK CITY CODE, 1979, SO AS TO INCREASE THE FLAT TAX TO TWO DOLLARS (\$2.00) PER ROOM FOR EACH NIGHT OF LODGING AT ANY HOTEL.

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That Section 34-234 of the Norfolk City Code, 1979, is hereby amended and reordained to read as follows:

Sec. 24-234. Levied; amount.

There is hereby levied and imposed in addition to all other taxes and fees of every kind now imposed by law, on each transient a tax equivalent to eight (8) percent of the total amount paid for lodging by or for any such transient to any hotel plus a flat tax of two dollars (\$2.00) per room for each night of lodging at any hotel.

Section 2:- That this ordinance shall be in effect from and after July 1, 2011.

Adopted by Council May 17, 2011  
Effective July 1, 2011

TRUE COPY  
TESTE:

\_\_\_\_\_  
R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: \_\_\_\_\_  
DEPUTY CITY CLERK

Contents Approved:

NORFOLK, VIRGINIA

DEPT

R-6

— — —

Sec. 24-309. Levied; amount.

Section 2:- That this ordinance shall be in effect from and after July 1, 2011.

Adopted by Council May 17, 2011  
Effective July 1, 2011

TRUE COPY  
TESTE:

R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: \_\_\_\_\_  
DEPUTY CITY CLERK

5/10/11 sb

Form CCO-003

Form and Correctness Approved:

Contents Approved:

By

Office of the City Attorney

NORFOLK, VIRGINIA

By

DEPT. FIRE-RESCUE SERVICES

## ORDINANCE No. 44,248

R-8  
AN ORDINANCE TO AMEND AND REORDAIN SECTION 17.1-45 OF THE NORFOLK CITY CODE, 1979, AS AMENDED AND TO ADD NEW SECTIONS NUMBERED 17.1-45.1, 17.1-45.2, 17.1-45.3, 17.1-45.4 AND 17.1-45.5 TO THE NORFOLK CITY CODE, 1979, AS AMENDED **SO AS TO** INCREASE FIRE INSPECTION AND PERMIT FEES AND TO ADDRESS FIRE PERMIT PROCEDURES.

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That Section 17.1-45 of the Norfolk City Code, 1979, as amended, is hereby amended and reordained to read as follows:

Sec. 17.1-45      Fire Inspection and Permit Fees  
and Requirements.

(a) Unless otherwise provided in this chapter, fire inspection and permit fees shall be paid and requirements met for each fire inspection and permit obtained pursuant to the fire prevention code, as amended, as set forth herein. Permits shall be valid for the time period set forth in the permit. Reinstatement of a permit after revocation or expiration of the permit shall require payment of the fee amount specified in this section.

(b) Inspection fees and requirements. A fee of fifty dollars (\$50.00) shall be paid for each initial inspection including one (1) follow-up inspection (if necessary) of a commercial establishment. For purposes of this section, "commercial establishment" shall mean an establishment which is not used entirely for residential purposes. The fire official may waive inspection fees if he determines that the inspection will be limited in scope. Such waiver shall not apply to any other fees assessed for inspections under this code or zoning ordinance. For each second or subsequent follow-up inspection on commercial establishments, a fee of fifty dollars (\$50.00) shall be paid.

(c) Fire Permit Fees. A fire permit shall be obtained from the fire official and the following fees paid for the specified uses and activities:

Outdoor fire works display per day of display.....\$100.00

Abandoned storage tanks and underground storage tanks not in use for more than ninety (90) days, per tank.....\$50.00

Aviation facilities for Group H or Group S occupancy for aircraft servicing or repair and aircrafts fuel-servicing vehicles.....\$50.00

Carnivals and fairs.....\$50.00

Combustible dust-producing operations.....\$50.00

Combustible fibers storage and handling in quantities greater than one hundred (100) cubic feet.....\$50.00

Cutting and Welding.....\$50.00

Dry cleaning plants for dry cleaning or to change to a more hazardous cleaning solvent used in existing dry cleaning equipment.....\$50.00

Demolition.....\$50.00

Explosives or explosive material manufacturing, storage, handling, sale, or use in any quantity.....\$50.00

Fruit and crop ripening .....\$50.00

Fumigation and thermal insecticidal fogging.....\$50.00

Hazardous materials storage, transport, dispensing, or handling.....\$50.00

Hazardous Production Materials storage....\$50.00

High-piled storage exceeding five hundred (500) square feet. ....\$50.00

Hot work operations for cutting, welding, brazing, soldering, grinding, thermal spaying, thawing pipe, installation of torch-applied roof systems or other similar operations. ....\$50.00

Indoor fireworks or pyrotechnic display per event.....\$50.00

Industrial ovens .....\$50.00

Liquid or gas fueled vehicles or equipment storage in building ..... \$50.00

Miscellaneous combustible storage for storage in any building or upon any premises in excess of two thousand five hundred (2,500) cubic feet gross volume of combustible empty packing cases, boxes, barrels or similar containers, rubber tires, rubber, cork or similar combustible material.....\$50.00

Places of assembly including, but not limited to, movie theaters, theaters, restaurants, night clubs, bowling alleys, gyms, skating rinks, swimming pools, bleachers and grandstands..... \$50.00

Repair garages and service stations for automotive, marine and fleet service stations.....\$50.00

Spraying or dipping of flammable or combustible liquids or application of combustible powders .....\$50.00

Temporary membrane structures or tents over 200 square fee .....\$50.00

Tire rebuilding plants.....\$50.00

Waste handling facilities, including wrecking yards and junk yards.....\$50.00

Bulk storage and underground storage tanks with capacity over 100,000 gallons of flammable or combustible materials.....five-one-thousandths of a cent (\$0.0005) per gallon of storage capacity.

Section 2:- That a new section numbered 17.1-45.1 is hereby added to the Norfolk City Code, 1979, as amended, to read as follows:

Sec. 17.1-45.1      Waiver or reduction of fire permit fees.

The fire official is authorized to waive or reduce fire permit fees where he determines that review time is insubstantial or duplicative of reviews conducted by another city department or state official. Such waiver shall not apply to any other permit fees assessed for inspections under this code or zoning ordinance.

Section 3:- That a new section numbered 17.1-45.2 is hereby added to the Norfolk City Code, 1979, as amended, to read as follows:

Sec. 17.1-45.2      Refusal to issue fire permit.

If the applicant for a fire permit describes a use that does not conform to the requirements of the fire prevention code, as amended, and other pertinent laws and ordinances, the fire official shall not issue a permit, but shall return the application to the applicant with the refusal to issue such permit specified in writing.

Section 4:- That a new section numbered 17.1-45.3 is hereby added to the Norfolk City Code, 1979, as amended, to read as follows:

Sec. 17.1-45.3      Inspection authorized.

Before a fire permit is issued, the fire official is authorized to inspect the receptacles, vehicles, buildings, devices, premises, storage spaces or areas to be used to determine compliance with the fire prevention code, as amended, or any operational constraints.

Section 5:- That a new section numbered 17.1-45.4 is hereby added to the Norfolk City Code, 1979, as amended, to read as follows:

Sec. 17.1-45.4      Fire permit revocation.

The fire official is authorized to revoke a fire permit when it is found by inspection or otherwise that any one of the following have occurred:

1.     The permit is used for a location or establishment other than that for which it was issued.
2.     The permit is used for a condition or activity other than that listed in the permit.
3.     Conditions and limitations set forth in the permit have been violated.
4.     There have been any false statements or misrepresentations as to the material fact in the application for permit or plans submitted or a condition of the permit.
5.     The permittee failed or refused or neglected to comply with orders or notices duly served in accordance with the provisions of the fire prevention code, as amended, within the time provided therein.
6.     The permit was issued in error or in violation of an ordinance or regulation of the fire prevention code, as amended.
7.     Any illegal or unlawful acts caused, allowed or permitted to be done by the permittee or his designated manager or agent.

Section 6:- That a new section numbered 17.1-45.5 is hereby added to the Norfolk City Code, 1979, as amended, to read as follows:

Sec. 17-45.5      Fire Permit Transfer.

A fire permit issued under this chapter shall not be transferable without the express written approval of the fire official



and then only when the transferee shall meet all the requirements for an original permit.

Section 7:- That this ordinance shall be in effect from and after July 1, 2011.

Adopted by Council May 17, 2011  
Effective July 1, 2011

TRUE COPY  
TESTE:

\_\_\_\_\_  
R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: \_\_\_\_\_  
DEPUTY CITY CLERK

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# **Annual Plan for Distribution of HUD Block Grants**

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# ANNUAL PLAN

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The Fiscal Year 2012 Annual Action Plan represents the first year of the City of Norfolk's 2012 through 2016 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 Consolidated Plan period. The diversity and range of experience contributed by participants are just two of the many benefits of the development process.

Annually during the Consolidated Plan period, grantees are required 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 homeless activities. The Annual Plan also identifies funding priorities and details the projects proposed to receive Federal funds under the Community Development Block Grant (CDBG) Program, HOME Investment Partnership (HOME) Program and Emergency Shelter Grant (ESG) Program.

For the upcoming Consolidated Plan period (FY 2012 – 2016) the City will continue to focus on programs and services designed to benefit lower income residents of Norfolk. The City's efforts outlined in this Annual Action Plan are identified utilizing HUD's Performance Outcome Measurement System outcome categories: Economic Opportunities, Suitable Living Environments and Decent Housing. Funding considerations will be 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	4,695,108
CDBG Program Income	131,000
CDBG Revolving Loan Fund (Rehab Payments)	200,000
CDBG Fund Balance (Reprogrammable Dollars)	TBD
<b>Total Community Development Block Grant Program</b>	<b>5,026,108</b>
<b>Emergency Shelter Grant Program</b>	<b>282,781</b>
HOME Entitlement	1,744,402
HOME Program Income	395,000
HOME Fund Balance (Reprogrammable Dollars)	TBD
<b>Total HOME Investment Partnership Program</b>	<b>2,139,402</b>
<b>Total Resources</b>	<b>7,448,291</b>

## COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

The CDBG Program is a federal funding source that allows local officials and residents unprecedented flexibility in designing their own 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. Over the past three decades, 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 2012 CDBG Program is \$5,026,108 which includes an estimated \$131,000 in Program Income and \$200,000 in Rehabilitation Loan Payments. The major accomplishments of the proposed FY 2012 Annual Plan include:

- Funding 88 percent of requests.
- Funding two new programs/projects; and,
- Funding major categories such as homelessness, youth services, and the special needs populations.

<b>COMPARISON OF GRANT RESOURCES, FY 2011 to FY 2012</b>				
	<b>FY2011</b>	<b>FY2012</b>	<b>Inc/Dec Amount</b>	<b>% Difference</b>
CDBG Entitlement	5,622,885	4,695,108	-927,777	
CDBG Program Income	255,000	131,000	-124,000	
CDBG Revolving Loan Fund	0	200,000	200,000	
CDBG Fund Balance	0	TBD	TBD	
<b>CDBG Total</b>	<b>5,877,885</b>	<b>5,026,108</b>	<b>-851,777</b>	<b>-14.49%</b>
<b>ESG Total</b>	<b>226,225</b>	<b>282,781</b>	<b>56,556</b>	<b>25%</b>
HOME Entitlement	1,982,275	1,744,402	-237,873	
HOME Program Income	117,540	395,000	277,460	
HOME Fund Balance	0	TBD	TBD	
<b>HOME Total</b>	<b>2,099,815</b>	<b>2,139,402</b>	<b>39,587</b>	<b>1.89%</b>
<b>Grand Total</b>	<b>8,203,925</b>	<b>7,448,291</b>	<b>-755,634</b>	<b>-9.21%</b>

## LAND INVENTORY

Norfolk Redevelopment and Housing Authority's (NRHA) CDBG acquisition inventory continues to undergo detailed evaluations. The evaluations are a result of technical assistance NRHA receives from HUD and the City of Norfolk administrative staff. The results of the evaluations are presented to HUD in the Land Inventory section of each year's Consolidated Annual Performance Evaluation Report (CAPER). As requested by HUD in their Project Year 2006 assessment, NRHA is working on developing a disposition plan for parcels that were classified as "not developable." This plan was submitted as part of the Project Year 2007 CAPER. NRHA will continue to work closely with HUD on the disposal of land which meets the national objectives of the CDBG program.

## 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. In FY 2012, HOME funds will provide assistance for the purchase of newly constructed homes, rehabilitation of owner-occupied homes, and

improvements of multi-family dwellings. The strategy in 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. In FY 2012 HOME funds will also be used to provide Tenant Based Rental Assistance (TBRA). TBRA is a rental subsidy that helps individual households afford housing costs such as rent, utility costs, security deposits, and/or utility deposits. The City is using TBRA as resource in its efforts to end homelessness.

## EMERGENCY SHELTER GRANT PROGRAM (ESG)

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The ESG Program assists homeless persons with basic shelter and essential supportive services. ESG funds can be used for the operational costs of a shelter facility, and for the administration of the grant. The ESG Program also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs. This Program currently provides funding for six emergency shelters.

## PRIOR YEAR SELF-EVALUATION

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In FY 2011 (Project Year 2010), the City funded 23 public service programs. The funding for these programs encompassed a variety of services to benefit youth, seniors, homeless persons, and other special needs groups. Award amounts ranged from \$6,800 to \$85,000. The City also supported 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 were based on priorities identified in the 2009-2011 Consolidated Plan. Specific program accomplishments, which include the percent of goals 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 including NRHA and on-site monitoring was completed for the majority of our public service sub-recipients. Mandatory training was held for all sub-recipients in an effort to improve compliance. The City expects to meet its timeliness ratio prior to May 2<sup>nd</sup>. Based on HUD monitoring visits that took place in August 2010, the City has no outstanding issues, current or past, that remain unaddressed or unresolved.

## SUMMARY OF CITIZEN COMMENTS AND DISPOSITION

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The City of Norfolk is also required to summarize the comments received from the community at various stages of the Annual Plan adoption process and describe actions taken to address these comments. In the City's official submission to HUD, this section summarized the comments and their disposition from the public received at the open forum, during the public comment period, at the City Planning Commission's public hearing, and also during the City Council's public hearing.

## FUNDING OVERVIEW

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The funding allocations described in the table below are based on estimated funding levels projected by HUD in April 2011. Actual funding levels will be adjusted once official notification is received from HUD.

The table below provides a comparison of the projects requested and the number of projects recommended for funding for FY 2012:

### FY 2012 Entitlement Recommendations by Program

Program	#of Funding Requests Received	# of Funding Requests Approved	Total Available Funding
CDBG	44	32	5,026,108
ESG	8	6	282,781
HOME*	10	9	2,139,402
<b>Total All</b>	<b>62</b>	<b>47</b>	<b>7,448,291</b>

\* Funding allocated to NRHA through the HOME program.

The following table provides a summary of CDBG requests by category:

FY 2012 CDBG Recommendations by Category		
Category	Number of Requests Received	Number of Requests Approved
Adult/Family	11	7
Youth	10	5
Homelessness	15	11
Special Needs	1	1
NRHA	7	5
Project Use	6	3
<b>Total Requests</b>	<b>50</b>	<b>32</b>

Community Development Public Service	FY 2010 Approved	FY 2011 Approved	FY 2012 Requested	FY2012 Approved
AIDS Care Center for Education & Support Services – Housing Solutions	45,000	45,000	170,374	37,575
AIDS Care Center for Education & Support Services - Housing Stabilization	0	0	62,209	0
American Red Cross of Southeastern Virginia	40,000	40,000	72,431	33,400
Barrett Haven	11,000	11,000	23,988	9,185
Building Trades Academy, Inc.	0	0	60,000	23,468
Child & Family Services of Eastern Virginia	30,000	30,000	30,000	25,050
City's Community Initiative's Program	0	60,000	55,017	55,017
City of Norfolk Office to End Homelessness	0	0	113,064	0
City of Norfolk Dept. of Human Services	0	0	200,000	25,000
City of Norfolk Dept. of Recreation, Parks and Open Space	0	0	30,000	0
C.L.E.A.N. (Citizens Learning and Educating about Neighborhoods)	0	0	47,207	0
Community Solutions, Inc.	0	0	147,300	0

<b>Community Development Public Service</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Requested</b>	<b>FY2012 Approved</b>
Ecumenical Family Shelter (The Dwelling Place)	18,000	18,000	27,240	15,030
Excellence Girls' Club, Inc.	0	0	48,019	0
Foodbank of Southeastern Virginia	35,000	35,000	43,000	29,225
F.O.R. Kids – Dragas & HPRP Continuation Case Management	0	0	154,572	0
F.O.R. Kids – Dragas & HPRP Continuation Financial Assistance	0	15,000	150,000	0
F.O.R. Kids – Permanent Supportive Housing Solutions	0	0	15,000	12,525
Heart to Heart Family Life & Educational Center, Inc.	0	0	59,569	0
Horizons Hampton Roads	6,800	0	13,255	0
IBWC – Certified Nursing Assistant	24,000	39,000	56,397	32,565
IBWC – Parenting Program	15,000	15,000	50,475	0
The Jubilee Organization	0	0	17,000	0
Oakmont Community Development Corp.	20,000	20,000	50,000	16,700
Park Place School	0	15,707	28,500	13,115
The Planning Council – Continuum of Care	43,000	43,000	52,919	35,905
The Planning Council - ShelterLink	12,600	12,600	12,600	10,521
The Salvation Army	85,000	85,000	100,000	70,975
Second Chances – Kids of Incarcerated Parents	44,000	44,000	66,100	36,740
St. Columba Ecumenical Ministries – Homeless Assistant	15,000	15,000	18,000	12,525
St. Columba Ecumenical Ministries – Housing	25,000	25,000	28,022	20,875
StageNorfolk, Inc.	0	0	15,000	0
Southeastern Tidewater Opportunity Project – Homeless	70,000	70,000	148,678	58,450
Tidewater AIDS Community Taskforce – Ray of Hope	20,000	20,000	0	0
Urban League of Hampton Roads, Inc.	25,000	25,000	45,000	20,875
Virginia Supportive Housing (Support Services for Gosnold)	25,000	25,000	25,000	20,875
William A. Hunton YMCA	32,000	32,000	47,736	26,720
YMCA of South Hampton Roads	45,000	45,000	113,661	37,575
<b>Total CDBG Public Service</b>	<b>686,400</b>	<b>785,307</b>	<b>2,397,333</b>	<b>679,891</b>

<b>Community Development Project Use</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Requested</b>	<b>FY 2012 Approved</b>
ABC Community Empowerment CDC	0	0	350,000	0
Barrett Haven	14,500	0	0	0
Chesterfield Heights Community Resource & Women's Residential Center	0	272,464	0	0
City of Norfolk Department of Neighborhood Preservation – Home Maint.	50,884	50,884	0	0
City of Norfolk Department of Planning– Nuisance Abatement	0	0	200,000	132,000

<b>Community Development Project Use</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Requested</b>	<b>FY 2012 Approved</b>
City of Norfolk Department of Planning - Neighborhood Pride Projects	0	0	0	64,637
City of Norfolk Department of Public Works – ADA Ramps	192,441	200,000	314,000	174,000
City of Norfolk – Office to End Homelessness	0	0	250,000	0
F.O.R. Kids	50,000	16,500	0	0
Grant Administration	371,580	371,580	334,422	334,422
Habitat for Humanity (A Brush with Kindness)	40,000	0	0	0
Habitat for Humanity (Rehab of 1325 Olinger Ave.)	60,000	0	0	0
Southeastern Tidewater Opportunity Project – Home Maintenance	130,000	200,000	287,265	174,000
Virginia Supportive Housing	0	0	200,000	0
YWCA of South Hampton Roads	0	32,127	0	0
<b>Total CDBG Project Use</b>	<b>909,405</b>	<b>1,143,555</b>	<b>1,935,687</b>	<b>879,059</b>

<b>Community Development – NRHA Projects</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Requested</b>	<b>FY 2012 Approved</b>
NRHA Administration	665,000	665,000	765,000	598,500
NRHA Disposition/Lease/Retention	300,000	200,000	316,241	282,982
NRHA Demolition	0	0	0	0
NRHA Emergency Repair Grant	0	0	714,607	528,650
HomeNet	75,000	75,000	75,000	62,625
NRHA Rehabilitation	0	1,805,216	1,805,216	1,516,440
NRHA Rehabilitation Revolving Loan Fund	970,000	0	0	0
Revolving Loan Fund	100,000	0	0	200,000
Site Improvements – AAA Salvage Yard	0	0	300,000	277,961
Site Improvements – Broad Creek/Village East	0	0	600,000	0
Site Improvements - Park Avenue Alley	0	440,000	0	0
Site Improvements – Moten Circle			1,000,000	0
<b>Total NRHA Project Use Allocation</b>	<b>4,764,000</b>	<b>3,949,022</b>	<b>5,776,064</b>	<b>3,467,158</b>

<b>Emergency Shelter Grant Program</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Requested</b>	<b>FY 2012 Approved</b>
ACCESS AIDS Care	0	0	20,000	0
Administration	11,573	11,311	0	14,139
City of Norfolk Dept. of Human Services	0	0	67,867	0
Ecumenical Family Shelter (The Dwelling Place)	50,571	49,747	68,686	56,473
F.O.R. Kids, Inc.	50,344	49,520	64,000	56,281
The Planning Council, Inc.	36,977	36,153	39,600	45,053
Salvation Army	26,067	25,244	51,000	35,890
St. Columba Ecumenical Ministries, Inc.	28,250	27,425	32,103	37,723



<b>Emergency Shelter Grant Program</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Requested</b>	<b>FY 2012 Approved</b>
YWCA of South Hampton Roads	27,647	26,825	45,539	37,222
<b>Total Emergency Shelter Grant</b>	<b>231,429</b>	<b>226,225</b>	<b>388,795</b>	<b>282,781</b>

<b>HOME Investment Partnership Program</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Approved</b>	<b>FY2012 Requested</b>	<b>FY 2012 Approved</b>
Beacon Light CHDO	100,000	198,000	186,000	90,332
CHDO Operating Fund	64,000	0	0	0
City of Norfolk - Department of Human Services	0	210,000	200,000	25,000
HOME Administration - NRHA	229,000	210,842	237,727	209,940
City of Norfolk - Office to End Homelessness – Rapid Exit	0	208,680	250,000	70,099
Habitat for Humanity	99,426	0	0	0
HOME Administration – City of Norfolk	0	0	5,000	2,000
Homebuyer Assistance	900,000	1,388,165	740,206	1,210,703
Home Program Rehabilitation - Equity Secure	365,000	140,000	360,000	0
Norfolk Now Homeownership Program	273,461	300,000	0	0
Park Place CHDO	0	235,000	0	0
Plumb Line CHDO	100,000	271,526	132,350	0
Remaining CHDO Set-Aside	0	0	0	171,328
Virginia Supportive Housing	360,000	0	360,000	360,000
<b>Total HOME Program</b>	<b>2,490,887</b>	<b>3,162,213</b>	<b>2,471,283</b>	<b>2,139,402</b>

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# Grant Funded Positions

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# GRANT FUNDED POSITIONS

## Grants and Associated Positions

	FY 2011 Grant Award	Positions
<b>Community Development Block Grant</b>	<b>5,877,885</b>	<b>4</b>
The Community Development Block Grant (CDBG) Program is a federal funding source that allows local officials and residents unprecedented flexibility in designing their own programs within a wide-range of eligible activities. The CDBG Program was created over 30 years ago. Over the past three decades, 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 positions are located in the Office of Grants Management.		
<b>Norfolk Interagency Consortium</b>	<b>10,383,042</b>	<b>3</b>
The Norfolk Interagency Consortium manages the cooperative effort of the city to better serve the needs of troubled and at-risk youth and their families. It works to improve employment, job skills, education, and achievement. It seeks to develop policies for the agencies of the city to provide for underprivileged families and children. It coordinates long-term, community-wide planning to help the development of resources and services needed by at-risk youth and families.		
<b>Ryan White (Greater Hampton Roads HIV Health Services Planning Council)</b>	<b>6,526,023</b>	<b>8</b>
The mission of the Greater Hampton Roads HIV Health Service Planning Council (Ryan White) is to ensure the effective and efficient delivery of medical and support services to persons infected and affected by HIV disease in the Norfolk Transitional Grant Area (TGA).		
<b>Virginia Tobacco Settlement (VTSF)</b>	<b>50,654</b>	<b>1</b>
The City has received funding from VTSF to address issues relative to tobacco use prevention, including primary tobacco use prevention education, tobacco cessation, early tobacco intervention and reduction, advocacy, youth empowerment and social skills building. Many of these science-based programs are recognized as model, promising, or effective tobacco prevention programs. At the same time, the range of programs found in the Compendium allows grantees to choose a program that best fits their communities.		
<b>Local Offender Treatment and Supervision (LOTS)</b>	<b>580,266</b>	<b>10</b>
The Norfolk Criminal Justice Services-Local Offender Treatment and Supervision (NCJS-LOTS) Agency is a City of Norfolk community-based and managed community corrections agency established under the authority of the Comprehensive Community Corrections Act (CCCA) specified in §9.1-173 through §9.1-183 of the State Code of Virginia.		

<b>Pretrial Services</b>	<b>500,191</b>	<b>9</b>
The Norfolk Criminal Justice Services-Local Offender Treatment and Supervision (NCJS-LOTS) Agency is a City of Norfolk community-based and managed community corrections agency established under the authority of the Comprehensive Community Corrections Act (CCCA) specified in §9.1-173 through §9.1-183 of the State Code of Virginia.		
<b>Community Oriented Policing Services (COPS) – American Recovery and Reinvestment Act (<i>Continuing from FY 2010</i>)</b>	<b>1,316,232</b>	<b>8</b>
The COPS Office awards grants to state, local, territory, and tribal law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime-fighting technologies, and develop and test innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders and all levels of law enforcement. Funds have been made available from the American Recovery and Reinvestment Act of 2009. These positions are located in the Police Department.		
<b>Justice Assistance Grant – American Recovery and Reinvestment Act (<i>Continuing from FY 2010</i>)</b>	<b>1,440,096</b>	<b>1</b>
The JAG Program provides grants for states and local governments to support a broad range of activities to prevent and control crime and improve the criminal justice system. Funds have been made available from the American Recovery and Reinvestment Act of 2009.		
<b>Homeless Prevention and Rapid Re-Housing Program – American Recovery and Reinvestment Act (<i>Continuing from FY 2010</i>)</b>	<b>2,097,079</b>	<b>2</b>
The Homeless Prevention and Rapid Re-Housing Program provides financial assistance and services to either prevent individuals and families from becoming homeless or help those who are experiencing homelessness to be quickly re-housed and stabilized. Funds have been made available from the American Recovery and Reinvestment Act of 2009. These positions are located in the Office to End Homelessness.		
<b>Domestic Violence</b>	<b>40,000</b>	<b>1</b>
In 2004, the Virginia General Assembly passed legislation creating the Virginia Domestic Violence Victim Fund (VDVVF). In 2006, the Virginia General Assembly passed additional legislation changing the name of the fund to the Virginia Sexual & Domestic Violence Victim Fund (VSDVVF). This change was made so that the name of the fund would more accurately reflect its purpose and clarify that resources should be focused on addressing both domestic and sexual violence. The purpose of the VSDVVF is to provide funding to assist in protecting and providing necessary services to victims of and children affected by sexual violence, domestic violence, stalking, and family abuse. The Department of Criminal Justice Services (DCJS) was designated as the administering agency for this fund. State special funds support the Virginia Sexual & Domestic Violence Victim Fund, and the amount available for awards is dependent on deposits into the Virginia Sexual & Domestic Violence Victim Fund.		

<b>Violence Against Women (V-STOP)</b>	<b>46,392</b>	<b>2</b>
In 1994, the United States Congress passed the Violence Against Women Act (VAWA) as part of the Violent Crime Control and Law Enforcement Act. VAWA includes the Services, Training, Officers, Prosecution (STOP) grant program. The Virginia Department of Criminal Justice Services (DCJS) is the administering agency for the STOP Violence Against Women grant in Virginia, known as V-STOP. V-STOP offers grant funds to successful applicants for activities which increase the apprehension, prosecution, and adjudication of persons committing violent crimes against women.		
<b>Victim Witness Assistance Program</b>	<b>330,441</b>	<b>9</b>
The Victim/Witness Assistance Program in the Office of the Norfolk Commonwealth's Attorney helps to ensure the comprehensive representation of crime victims and witnesses in criminal cases. Advocates are assigned to the cases the Office prosecutes and serve as liaisons between the prosecutors, victims, and witnesses as developments occur in cases. Advocates also assist victims with compensation forms and referrals to community services. The Program is funded solely by a grant administered by Virginia's Department of Criminal Justice Services.		