
Special Revenue Funds



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SPECIAL REVENUE FUND SUMMARY

	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted ¹
Revenues			
General Property Taxes	5,266,000	5,855,000	6,268,000
Other Local Taxes	10,484,922	10,474,596	10,778,596
Fines and Forfeitures	3,100	12,000	11,000
Use of Money and Property	702,894	826,130	825,565
Charges for Services	39,084,915	38,422,956	23,286,086
Miscellaneous Revenue	517,680	586,334	515,998
Recovered Costs	2,458,039	1,769,551	1,605,463
Categorical Aid - Virginia	0	81,000	100,000
Federal Aid	562,979	0	113,617
Other Sources and Transfers In	3,198,839	2,285,118	6,180,931
Total Revenues	62,279,368	60,312,685	49,685,256

Actual amounts represent collections, not appropriation authority.

	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted ¹
Expenditures			
Personnel Services	18,148,350	20,459,901	13,485,311
Materials, Supplies and Repairs	5,549,786	4,727,111	2,610,142
Contractual Services	14,717,334	11,426,232	11,144,740
Equipment	3,017,627	3,570,625	2,636,400
Department Specific Appropriation	8,690,452	8,774,600	9,994,300
Debt Service/Transfers to CIP	11,597,518	11,354,216	9,814,363
Total Expenditures	61,721,067	60,312,685	49,685,256

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

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TOWING AND RECOVERY OPERATIONS

MISSION STATEMENT

Towing and Recovery Operations strives to improve neighborhood livability by providing reliable dispatching of towing services, storage of vehicles, and returning vehicles to the proper owners.

DEPARTMENT OVERVIEW

Towing and Recovery Operations responds to all towing requests from city and state agencies. The division dispatches towing providers, sends written notification to owners and lien holders, disposes of vehicles, and maintains records of all tows and final disposition of vehicles. Customer service is provided 24 hours a day, seven days a week. The Department of Towing and Recovery Operations receives oversight from the Department of Public Works.

PERFORMANCE MEASURES

Goal

Provide a safe environment for residents, visitors, and workers

Objective

Keep the city's streets free from nuisance and abandoned vehicles

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Number of nuisance vehicles removed	316	272	252	250	-2
Number of abandoned vehicles removed	870	919	484	1,100	616
Total dollar value of towing fees collected	432,870	555,229	433,820	605,200	171,380

REVENUE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Use of Money and Property	\$577,704	\$679,678	\$806,565	\$806,565
Charges for Services	\$648,696	\$679,962	\$847,000	\$847,000
Miscellaneous Revenue	\$0	\$395	\$0	\$0
Recovered Costs	\$5,700	\$10,592	\$5,700	\$1,870
Other Sources and Transfers In	\$150,000	\$85,472	\$0	\$0
Total	\$1,382,100	\$1,456,099	\$1,659,265	\$1,655,435

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$670,177	\$605,187	\$708,297	\$580,023
Materials, Supplies and Repairs	\$58,436	\$54,735	\$92,093	\$96,745
Contractual Services	\$541,672	\$602,162	\$646,567	\$766,359
Equipment	\$0	\$874	\$10,000	\$10,000
Debt Service/Transfers to CIP	\$187,762	\$203,402	\$202,308	\$202,308
Total	\$1,458,047	\$1,466,360	\$1,659,265	\$1,655,435

ADOPTED FY 2020 BUDGET ACTIONS

- **Provide funds for a citywide compensation increase** **FY 2020 \$5,651 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2020 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage, and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2020.

- **Adjust operational expenses** **FY 2020 \$119,792 FTE: 0**

Technical adjustment for operational expenses which occur annually. These expenses include indirect costs and materials and supplies for essential operations.

- **Adjust costs for Fleet expenditures** **FY 2020 \$4,652 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- **Adjust required contribution to the city retirement system** **FY 2020 (\$19,357) FTE: 0**

Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 18.98 percent to 19.50 percent of eligible payroll in FY 2020. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Annualize FY 2019 compensation increase** **FY 2020 \$4,951 FTE: 0**

Technical adjustment to annualize FY 2019 compensation actions that occurred in January 2019. The Adopted FY 2019 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Update personnel expenditures**

FY 2020 (\$119,519) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2020 for such actions. In addition, the city transitioned to position-based budgeting in FY 2019. Adjustments to personnel expenditures reflect an update to the department’s budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions, as of January 2019. The adjustment also reflects updated healthcare costs for an overall employer contribution increase of five percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Towing and Recovery Operations

Total: (\$3,830) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2019 Adopted	FTE Change	FY 2020 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	0	1
Accounting Technician II	1 07	\$29,391	\$47,962	4.9	0	4.9
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Support Technician	1 05	\$25,179	\$41,096	1	0	1
Towing Operations Manager	1 15	\$56,314	\$92,075	1	0	1
Total				8.9	0	8.9

CEMETERIES

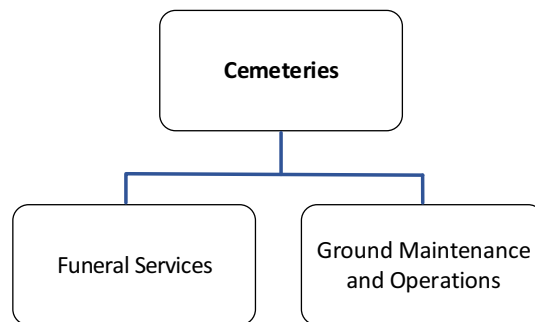
MISSION STATEMENT

The Bureau of Cemeteries provides cemetery services and preservation of family histories while maintaining and enhancing the natural beauty of the eight city-owned and operated cemeteries.

DEPARTMENT OVERVIEW

The Bureau of Cemeteries receives management oversight from the Department of Recreation, Parks and Open Space and consists of two divisions: Funeral Services and Ground Maintenance and Operations. The Division of Funeral Services provides both professional funeral services, which meet the needs of customers in a sensitive and courteous manner, and the Division of Ground maintenance and Operations provides a grounds maintenance program.

The Bureau of Cemeteries operates an efficient grounds maintenance program through reliance on a mixture of contracts, seasonal labor, and a permanent workforce. The Bureau of Cemeteries maintains approximately 354 acres of developed cemetery properties; and anticipates servicing 840 funerals, installing over 496 foundations for memorials, and selling 492 graves annually, as well as providing revenue to the Cemetery Endowed Care Fund.



PERFORMANCE MEASURES

Goal

Enhance the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds, and tree canopy

Objective

Maintain city cemeteries on a 12 to 14 working day or less mowing cycle

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Percent of visitors rating aesthetic quality of cemeteries as good or excellent	90	89	80	80	0
Percent of cemetery grounds mowed on a 12 to 14 working days or less cycle	80	88	80	80	0

Goal

Increase lifelong learning access

Objective

Enhance awareness among residents of the history of Norfolk's cemeteries while raising funds for cemetery restoration

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Number of educational sessions held to inform residents of the history of Norfolk's cemeteries	65	69	57	65	8
Number of participants for educational sessions	1,251	1,409	1,000	1,409	409

Goal

Increase access to city services and information

Objective

Provide a web-based program to allow access to cemetery records

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Number of Cemetery website page views	5,521	5,167	3,050	5,167	2,117

Objective

Provide competent, courteous, and compassionate service to residents in a timely and professional manner

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Number of funerals for which services are provided by Cemeteries	795	848	840	848	8

REVENUE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Charges for Services	\$844,915	\$865,625	\$1,042,727	\$958,586
Miscellaneous Revenue	\$427,365	\$422,115	\$541,334	\$515,998
Recovered Costs	\$300,000	\$300,000	\$179,258	\$0
Other Financing Sources	\$14,378	\$0	\$0	\$0
Other Sources and Transfers In	\$299,867	\$112,148	\$273,804	\$490,147
Total	\$1,886,525	\$1,699,888	\$2,037,123	\$1,964,731

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,545,161	\$1,564,278	\$1,764,288	\$1,664,144
Materials, Supplies and Repairs	\$234,091	\$191,877	\$193,570	\$215,908
Contractual Services	\$61,397	\$80,501	\$53,835	\$57,249
Equipment	\$15,635	\$26,748	\$25,430	\$27,430
Department Specific Appropriation	\$3,600	\$0	\$0	\$0
Total	\$1,859,884	\$1,863,404	\$2,037,123	\$1,964,731

ADOPTED FY 2020 BUDGET ACTIONS

- **Provide funds for a citywide compensation increase** **FY 2020 \$10,623 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2020 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage, and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2020.

- **Support increase for water and sewer rates** **FY 2020 \$192 FTE: 0**

Technical adjustment to provide additional funding for water and sewer rate increases. Per city code, the water and sewer rates will increase by 3.5 and four percent, respectively.

- **Restructure Cemeteries management** **FY 2020 (\$46,870) FTE: -1.8**

Restructure Cemeteries management by eliminating a Cemetery Manager I position and a part-time Support Technician position that provides administrative support to management. The restructure will create a rotating schedule to mitigate impact to services.

- **Adjust costs for Fleet expenditures** **FY 2020 \$22,338 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- **Adjust required contribution to the city retirement system** **FY 2020 \$4,855 FTE: 0**

Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 18.98 percent to 19.50 percent of eligible payroll in FY 2020. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Annualize FY 2019 compensation increase**

FY 2020 \$11,791 FTE: 0

Technical adjustment to annualize FY 2019 compensation actions that occurred in January 2019. The Adopted FY 2019 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Update personnel expenditures**

FY 2020 (\$75,321) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2020 for such actions. In addition, the city transitioned to position-based budgeting in FY 2019. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions, as of January 2019. The adjustment also reflects updated healthcare costs for an overall employer contribution increase of five percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Cemeteries

Total: (\$72,392) FTE: -1.8

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2019 Adopted	FTE Change	FY 2020 Adopted
Accounting Technician II	1 07	\$29,391	\$47,962	1	0	1
Administrative Technician	1 07	\$29,391	\$47,962	1	0	1
Bureau Manager	1 18	\$68,697	\$112,020	1	0	1
Cemetery Manager I	1 06	\$27,438	\$44,737	1	-1	0
Cemetery Manager II	1 09	\$34,445	\$56,161	4	0	4
Division Head	1 16	\$60,149	\$98,068	1	0	1
Equipment Operator II	1 07	\$29,391	\$47,962	6	0	6
Equipment Operator III	1 08	\$31,804	\$51,864	4	0	4
Groundskeeper	1 04	\$23,333	\$38,047	9	0	9
Groundskeeper Crew Leader	1 09	\$34,445	\$56,161	1	0	1
Maintenance Supervisor II	1 12	\$44,339	\$72,308	1	0	1
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Public Information Specialist II	1 12	\$44,339	\$72,308	1	0	1
Support Technician	1 05	\$25,179	\$41,096	0.8	-0.8	0
Total				32.8	-1.8	31

GOLF OPERATIONS

MISSION STATEMENT

Golf Operations supports the exceptional quality of life in Norfolk by providing access to two golf courses; Ocean View Golf Course and Lambert's Point Golf Course.

DEPARTMENT OVERVIEW

The Golf Fund consists of two golf courses, which are managed and staffed by an outside vendor. The lease agreement ensures the delivery of a high quality golf experience with no assistance from the General Fund; ensures the maintenance of golf facilities; and supports capital improvements. The Golf Fund has no city employees.

REVENUE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Use of Money and Property	\$37,269	\$15,000	\$15,000	\$15,000
Total	\$37,269	\$15,000	\$15,000	\$15,000

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Materials, Supplies and Repairs	\$0	\$0	\$6,000	\$6,000
Contractual Services	\$9,000	\$9,000	\$9,000	\$9,000
Total	\$9,000	\$9,000	\$15,000	\$15,000

No adopted budget actions for FY 2020.

PUBLIC AMENITIES

MISSION STATEMENT

The mission of the Public Amenities Fund is to promote cultural and entertainment activity by improving existing and preparing for new civic facilities.

DEPARTMENT OVERVIEW

As Norfolk continues to grow as a tourist and visitor destination, physical improvements to existing cultural and entertainment facilities and planning and preparation for new venues are needed. In FY 2003, the city raised the hotel tax from 7.0 percent to 8.0 percent and the food and beverage tax from 5.5 percent to 6.5 percent. The revenues generated by the increase are set aside in the Public Amenities Fund as a means of providing financial resources to improve public amenities and cultural facilities, increase tourism, and attract visitors to the city.

The Public Amenities Fund provides ongoing support for the Norfolk Consortium (see Outside Agencies section). Members of the Norfolk Consortium include: Chrysler Museum of Art; Department of Cultural Facilities, Arts and Entertainment; MacArthur Memorial; Nauticus; Norfolk Botanical Gardens; Norfolk Commission on the Arts and Humanities; Norfolk Convention and Visitors Bureau (Visit Norfolk); Norfolk Festevents; Norfolk NATO Festival; Virginia Arts Festival; Virginia Opera; Virginia Stage Company; Virginia Symphony; and Virginia Zoo. Funds that have been set aside for the Marriott Property Improvement Plan ("Marriott Convention Center") from FY 2017 through FY 2019 will be transferred to the Capital Improvement Program (CIP) in FY 2020. The remaining funds and accrued escrow support the Conference Center debt service and economic development incentives.

REVENUE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Other Local Taxes	\$6,321,566	\$6,913,326	\$6,903,000	\$7,207,000
Sales Tax (Commonwealth of Virginia) ¹	\$0	\$0	\$81,000	\$100,000
Other Sources and Transfers In	\$2,000,000	\$2,179,293	\$714,409	\$2,804,300
Total	\$8,321,566	\$9,092,619	\$7,698,409	\$10,111,300

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Transfer to CIP	\$3,000,000	\$1,000,000	\$0	\$0
Debt Service (Conference Center)	\$1,677,717	\$3,381,960	\$3,521,075	\$4,951,300
Department Specific Appropriations:				
Conference Center project	\$5,544,592	\$1,067,019	\$0	\$0
Conference Center (performance grant)	\$0	\$0	\$94,000	\$110,000
Conference Center (tourism development financing program)	\$0	\$216,924	\$500,000	\$300,000
Marriott Convention Center ²	\$583,333	\$583,333	\$583,334	\$1,750,000
Transfer to General Fund (Norfolk Consortium)	\$2,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Total	\$12,805,642	\$9,249,236	\$7,698,409	\$10,111,300

¹ The estimated revenue is associated with the public facility state sales tax entitlement authorized under the Code of Virginia 58.1-608.3 to assist with financing the Conference Center debt service.

² FY 2017, FY 2018, and FY 2019 amounts reflect funds set aside for the Marriott Property Improvement Plan (PIP) and not actual disbursement of funds. Funding set aside for the PIP through FY 2019 totaled \$1,750,000. These funds will be transferred to the Capital Improvement Program in FY 2020 to support the "Improve Marriott Waterside Conference Center" project.

ADOPTED FY 2020 BUDGET ACTIONS

- Support Conference Center project debt service** **FY 2020 \$1,430,225 FTE: 0**

Technical adjustment to provide funds for the debt service payment associated with the Conference Center project.

- Remove funds due to completion of Marriott PIP set aside** **FY 2020 (\$583,334) FTE: 0**

Technical adjustment to reflect completing the set aside of funds for the Marriott Property Improvement Plan (PIP) in FY 2020. Funding was set aside for the PIP over a three-year period that ends in FY 2019. In FY 2017 and FY 2018, \$583,333 was set aside each year for the PIP. In FY 2019, \$583,334 was set aside for the PIP to reach the planned funding of \$1,750,000. In FY 2020, these funds will be re-appropriated and transferred to the Capital Improvement Program (CIP) to support "Improve Marriott Waterside Conference Center" project. See "Transfer funds set aside for the Marriott PIP to the CIP".

- Adjust funds for economic development incentives** **FY 2020 (\$184,000) FTE: 0**

Technical adjustment to provide funds for the performance-based grant agreement with The Main hotel. The first grant payment was in FY 2019 based on revenue earned in calendar year 2017. Also, funds to support the city's contribution to the Commonwealth of Virginia Tourism Development Financing Program (TDFP) are adjusted based upon prior year expenditure. The contribution is related to the state certifying and qualifying The Main hotel for the TDFP.

- **Transfer funds set aside for the Marriott PIP to the CIP**

FY 2020 \$1,750,000 FTE: 0

Transfer the funds set aside for the Marriott Property Improvement Plan (PIP) to support "Improve Marriott Waterside Conference Center" project in the Capital Improvement Program (CIP). Funding for the PIP was set aside over a three-year period during FY 2017-FY 2019 totaling \$1,750,000.

Public Amenities

Total: \$2,412,891 FTE: 0

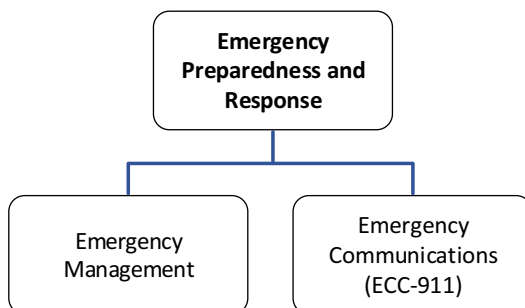
EMERGENCY PREPAREDNESS AND RESPONSE

MISSION STATEMENT

Emergency Preparedness and Response supports the Vision for Norfolk of a CITY PREPARED with coordinated capabilities to prevent, protect against, respond to, and recover from all hazards in a way that balances risk with resources and needs.

DEPARTMENT OVERVIEW

The Office of Emergency Preparedness and Response is comprised of four teams and two mission areas. Team One consists of executive, technical, and administrative staff in support of emergency communications as well as emergency management. The majority of staff are distributed over three remaining teams serving the community by ensuring emergency communications (911 call taking and dispatching) is achieved twenty-four hours a day, seven days a week.



PERFORMANCE MEASURES

Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Improve and enhance disaster awareness and planning					
Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Number of community outreach events held	101	26	100	100	0
Number of participants in Emergency Preparedness and Response community outreach events, including for civic leagues and school groups	68,000	60,000	60,000	60,000	0
Percent of outreach event participants citing increased knowledge and awareness of emergency preparedness topics	90	90	80	90	10

Number of visitors to Emergency Preparedness & Response website	8,232	22,812	22,000	23,000	1,000
Number of subscribers to current alert notification system	8,446	9,697	5,000	11,000	6,000

Objective

Increase neighborhood safety by providing effective and efficient call triage for incoming 911 requests for emergency assistance

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Total number of dispatched events	287,069	299,172	300,000	302,000	2,000
Number of valid (non-misdialed) 911 calls answered	279,616	196,933	200,000	190,000	-10,000
Percent of 911 calls responded to within 10 seconds	99	93	97	92	-5

Goal

Enhance the efficiency of programs and services

Objective

Enhance services provided by the department through volunteerism and/or additional/alternative funding streams

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Dollar value of general grants secured by Emergency Preparedness and Response to enhance department services	115,617	115,617	200,000	115,617	-84,383
Number of Community Emergency Response Team (CERT) volunteer hours, including outreach and training	1,636	1,667	620	2,000	1,380

Goal

Reduce the negative impacts of flooding

Objective

Enhance services provided by the department through volunteerism and/or additional/alternative funding streams

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Dollar value of grants secured by Emergency Preparedness and Response for flood-prone property mitigation	1,283,150	1,970,530	1,000,000	3,100,000	2,100,000

REVENUE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Other Local Taxes	\$3,571,596	\$3,571,596	\$3,571,596	\$3,571,596
Charges for Services	\$2,616	\$351	\$4,500	\$4,500
Recovered Costs	\$1,425,807	\$1,478,067	\$1,164,593	\$1,164,593
Other Sources and Transfers In	\$776,713	\$778,192	\$1,276,691	\$1,171,660
Federal Aid	\$227,234	\$113,617	\$0	\$113,617
Total	\$6,003,966	\$5,941,823	\$6,017,380	\$6,025,966

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$5,167,028	\$4,803,031	\$5,228,238	\$5,261,662
Materials, Supplies and Repairs	\$246,880	\$241,798	\$250,563	\$250,477
Contractual Services	\$562,874	\$592,061	\$534,759	\$510,007
Equipment	\$28,236	\$174,987	\$3,820	\$3,820
Total	\$6,005,018	\$5,811,877	\$6,017,380	\$6,025,966

ADOPTED FY 2020 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2020 \$37,208 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2020 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage adjustments, and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2020.

- Increase funds for 911 phone equipment/services contract** **FY 2020 \$16,858 FTE: 0**

Technical adjustment to provide funds for contractual increases for 911 equipment service and support. The increase in support cost is the result of the FY 2018 replacement and upgrade of the Call Handling Equipment that is used to receive 911 calls. Total costs will increase by \$16,858 from \$63,497 in FY 2019 to \$80,355 in FY 2020.

- Transfer digital voice recording services** **FY 2020 (\$41,610) FTE: 0**

Technical adjustment to transfer expenses for digital voice recording services from the Department of Emergency Preparedness and Response to the Department of Information Technology. Recording services are used to record the audio of 911 incoming and outgoing calls, as well as police and fire dispatch. The recordings are used for court proceedings and are provided in response to FOIA requests. A corresponding adjustment can be found in the Department of Information Technology.

• **Adjust costs for Fleet expenditures** **FY 2020 (\$86) FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Adjust required contribution to the city retirement system** **FY 2020 (\$47,379) FTE: 0**

Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 18.98 percent to 19.50 percent of eligible payroll in FY 2020. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Annualize Telecommunicator compensation plan** **FY 2020 \$12,333 FTE: 0**

Technical adjustment to annualize FY 2019 compensation actions associated with the redesigned Telecommunicator compensation plan, which occurred in January 2019. The Adopted FY 2019 Budget included a redesigned pay plan that attracts and retains talented employees by providing competitive market pay and enhanced opportunities for career progression.

• **Update personnel expenditures** **FY 2020 \$31,262 FTE: 1**

Technical adjustment to update department costs for personnel services. Changes include adding a Project Coordinator position and the funds needed in FY 2020 for such actions. In addition, the city transitioned to position based budgeting in FY 2019. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions, as of January 2019. The adjustment also reflects updated healthcare costs for an overall employer contribution increase of five percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Emergency Preparedness and Response **Total: \$8,586 FTE: 1**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2019 Adopted	FTE Change	FY 2020 Adopted
Administrative Assistant I	1 09	\$34,445	\$56,161	1	0	1
Administrative Assistant II	1 10	\$37,337	\$60,884	2	0	2
Director of the Office of Emergency Preparedness & Response	1 24	\$94,656	\$162,302	1	0	1
Manager of Emergency Communications	1 16	\$60,149	\$98,068	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2019 Adopted	FTE Change	FY 2020 Adopted
Program Supervisor	1 13	\$47,823	\$77,978	1	0	1
Programs Manager	1 15	\$56,314	\$92,075	1	0	1
Project Coordinator	1 13	\$47,823	\$77,978	0	1	1
Project Manager	1 16	\$60,149	\$98,068	2	0	2
Public Safety Telecommunicator I	1 09	\$34,445	\$56,161	3	22	25
Public Safety Telecommunicator II	1 10	\$37,337	\$60,884	37	1	38
Public Safety Telecommunicator III	1 12	\$44,339	\$72,308	9	-9	0
Public Safety Telecommunicator Supervisor	1 12	\$44,339	\$72,308	23	-14	9
Software Analyst	1 13	\$47,823	\$77,978	1	0	1
Total				82	1	83

TAX INCREMENT FINANCING

MISSION STATEMENT

Provide funds to pay the debt service associated with financing the infrastructure improvements related to the Housing Opportunities for People Everywhere (HOPE VI) project in the Broad Creek Renaissance District.

DEPARTMENT OVERVIEW

The city established a Tax Increment Financing (TIF) district encompassing the Broad Creek Renaissance District. The Broad Creek TIF Fund accounts for the real estate tax revenue attributed to the increase in assessed value of real property in the Broad Creek TIF district from the base assessed value as of January 1, 2003. The revenue is used to pay the debt service associated with the city's HOPE VI project related to infrastructure improvements in the Broad Creek Renaissance District, which was originally financed with a Section 108 loan from the Department of Housing and Urban Development (HUD). The loan was subsequently refinanced in FY 2012 with tax-exempt General Obligation Bonds. Excess revenues, to the extent they are available, are transferred to the General Fund. The TIF Fund has no employees.

REVENUE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
General Property Taxes	\$5,384,000	\$5,266,000	\$5,855,000	\$6,268,000
Other Sources and Transfers In ¹	\$119,639	\$0	\$0	\$1,714,824
Total	\$5,503,639	\$5,266,000	\$5,855,000	\$7,982,824

Actual amounts represent collections, not appropriation authority.

¹ The FY 2017 and FY 2020 amounts are from the TIF fund balance. See Adopted FY 2020 Budget Actions titled, "Transfer unspent balance to General Fund for technology," for information on the source and use of the fund balance in FY 2020.

EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Transfer to General Fund	\$3,985,591	\$3,702,265	\$4,253,465	\$6,350,499
Debt Service/Transfers to CIP	\$1,518,048	\$1,563,735	\$1,601,535	\$1,632,325
Total	\$5,503,639	\$5,266,000	\$5,855,000	\$7,982,824

ADOPTED FY 2020 BUDGET ACTIONS

- **Transfer excess revenues to the General Fund** **FY 2020 \$382,210** **FTE: 0**

Technical adjustment to update the transfer of excess revenues to the General Fund. Revenue in excess of paying the TIF debt service have been returned to the General Fund annually since FY 2015.

- **Support annual debt service payment** **FY 2020 \$30,790 FTE: 0**

Technical adjustment to provide funds for the debt service payment associated with the HOPE VI project to improve infrastructure in the Broad Creek Renaissance District. The project was originally financed with a Section 108 loan from the Department of Housing and Urban Development that was refinanced in FY 2012 with tax-exempt General Obligation bonds.

- **Transfer unspent balance to General Fund for technology** **FY 2020 \$1,714,824 FTE: 0**

Transfer funds remaining from the amount set aside for property acquisition in FY 2013 to the General Fund. The funds will provide partial support for the "Acquire Equipment and Technology" capital project. Ordinance 45,101 adopted in FY 2013 authorized the use of \$1,834,463 in the TIF budget to partially fund the acquisition of property at 1344 Ballentine Blvd. Since the purchase did not occur, there is a remaining balance of \$1,714,824. A corresponding adjustment can be found in the General Fund Debt Service budget.

Tax Increment Financing	Total: \$2,127,824	FTE: 0
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WASTE MANAGEMENT

MISSION STATEMENT

The Waste Management Division of Public Works proudly serves Norfolk Waste Management customers by providing them with a myriad of programs and services that effectively and efficiently manage municipal solid waste generated within the city.

DEPARTMENT OVERVIEW

Waste Management was converted to a self-supporting special revenue fund in the FY 2015 budget. By transferring Waste Management to a special revenue fund, the operation performs as a self-supporting program. User fees collected from residents and businesses fund the cost of the operation. Waste Management focuses on protecting the public health and safety of the City of Norfolk by providing quality municipal solid waste services and environmental programs that are safe, efficient, cost effective, and environmentally responsible. Waste Management provides weekly garbage, yard waste, and bulk waste pickup for Norfolk residents and daily garbage pickup for some downtown businesses. In addition, residents can drop off household hazardous waste and electronic waste at the Waste Management facility six days a week, at no charge. The Department of Waste Management receives oversight from the Department of Public Works.

PERFORMANCE MEASURES

Goal

Achieve a well-trained, qualified community workforce

Objective

Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Number of participants in Waste Management driver training	9	9	10	20	10

Goal

Increase lifelong learning access

Objective

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

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Number of participants in Recycling Perks program	11,528	12,396	8,800	13,000	4,200
Number of businesses participating in Recycling Perks program	438	478	350	500	150

Goal					
Enhance efficient use and protection of natural resources					
Objective					
Reduce and recycle waste					
Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change
Tons of curbside recycling collected	11,182	11,257	12,500	12,000	-500
Percent of total refuse collected that is recycled (state goal is 25%)	18	18	21	20	-1

REVENUE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Fines and Forfeitures	\$8,061	\$3,100	\$12,000	\$11,000
Use of Money and Property	\$5,221	\$7,270	\$4,000	\$4,000
Charges for Services	\$21,540,562	\$21,196,372	\$19,996,000	\$21,476,000
Miscellaneous Revenue	\$182	\$642	\$0	\$0
Recovered Costs	\$426,002	\$497,003	\$420,000	\$439,000
Other Sources and Transfers In	\$23,440	\$43,734	\$20,214	\$0
Total	\$22,003,468	\$21,748,121	\$20,452,214	\$21,930,000

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$4,710,085	\$5,053,156	\$5,946,901	\$5,979,482
Materials, Supplies and Repairs	\$1,958,094	\$1,952,088	\$2,103,951	\$2,041,012
Contractual Services	\$12,170,833	\$10,839,572	\$8,512,144	\$9,692,125
Equipment	\$1,199,799	\$2,706,823	\$2,543,150	\$2,595,150
Department Specific Appropriation	\$901,767	\$210,157	\$343,801	\$343,801
Debt Service/Transfers to CIP	\$1,011,098	\$711,139	\$1,002,267	\$1,278,430
Total	\$21,951,676	\$21,472,935	\$20,452,214	\$21,930,000

ADOPTED FY 2020 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2020 \$35,365 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2020 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage, and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2020.

• **Provide funds for recycling** **FY 2020 \$1,476,000** **FTE: 0**

Provide funds for residential curbside recycling. The city's curbside recycling contract expired in March 2019. The new recycling contract is funded by a \$2 a month increase in the collection fee.

• **Adjust operational expenses** **FY 2020 \$62,144** **FTE: 0**

Technical adjustment for operational expenses which occurs annually. These expenses include indirect costs and materials and supplies for essential operations.

• **Adjust funding for bulk waste collection** **FY 2020 (\$30,000)** **FTE: 0**

Technical adjustment to reduce funds for the bulk waste collection. The total costs will be reduced by \$30,000 from \$620,000 in FY 2019 to \$590,000 in FY 2020. The tipping fee at Southeastern Public Service Authority (SPSA) will be reduced from \$62 a ton to \$59 a ton. The city disposes of approximately 10,000 tons of bulk waste annually.

• **Adjust costs for Fleet expenditures** **FY 2020 (\$62,939)** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Adjust required contribution to the city retirement system** **FY 2020 \$22,486** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 18.98 percent to 19.50 percent of eligible payroll in FY 2020. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Annualize FY 2019 compensation increase** **FY 2020 \$37,019** **FTE: 0**

Technical adjustment to annualize FY 2019 compensation actions that occurred in January 2019. The Adopted FY 2019 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Update personnel expenditures** **FY 2020 (\$62,289)** **FTE: 1**

Technical adjustment to update department costs for personnel services. Changes include adding an Administrative Assistant I position and the funds needed in FY 2020 for such actions. In addition, the city transitioned to position based budgeting in FY 2019. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions, as of January 2019. The adjustment also reflects updated healthcare costs for an overall employer contribution increase of five percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Waste Management

Total: \$1,477,786 **FTE: 1**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2019 Adopted	FTE Change	FY 2020 Adopted
Accounting Technician II	1 07	\$29,391	\$47,962	2	0	2
Administrative Assistant I	1 09	\$34,445	\$56,161	0	1	1
Administrative Technician	1 07	\$29,391	\$47,962	2	0	2
Assistant Superintendent of Waste Management	1 16	\$60,149	\$98,068	2	0	2
Automotive Mechanic	1 10	\$37,337	\$60,884	2	0	2
Financial Operations Manager	1 15	\$56,314	\$92,075	1	0	1
Fleet Coordinator	1 11	\$40,805	\$66,586	1	0	1
Maintenance Worker I	1 04	\$23,333	\$38,047	1	0	1
Management Analyst I	1 11	\$40,805	\$66,586	1	-1	0
Management Analyst II	1 13	\$47,823	\$77,978	0	1	1
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Project Coordinator	1 13	\$47,823	\$77,978	1	0	1
Public Services Coordinator	1 11	\$40,805	\$66,586	2	0	2
Refuse Collection Supervisor	1 13	\$47,823	\$77,978	5	1	6
Refuse Collector Assistant	1 04	\$23,333	\$38,047	2	0	2
Refuse Collector I	1 07	\$29,391	\$47,962	38	4	42
Refuse Collector II	1 09	\$34,445	\$56,161	28	-4	24
Refuse Collector, Lead	1 11	\$40,805	\$66,586	6	0	6
Refuse Inspector	1 10	\$37,337	\$60,884	6	0	6
Safety Specialist	1 11	\$40,805	\$66,586	1	-1	0
Superintendent of Waste Management	1 19	\$72,930	\$118,606	1	0	1
Support Technician	1 05	\$25,179	\$41,096	2	0	2
Total				105	1	106