ADOPTED FISCAL YEAR 2021 BUDGET

CITY OF NORFOLK, VIRGINIA

Operating Ordinance #47,999
Capital Ordinance #48,000

This page intentionally left blank

THE CITY OF NORFOLK
OFFICE OF THE CITY MANAGER

July 1, 2020

Honorable Mayor and City Council

I respectfully submit to you the Adopted Fiscal Year (FY) 2021 Financial Plan for the City of Norfolk, which comprises the General Fund, enterprise funds, special revenue funds, internal service funds, the Capital Improvement Plan (CIP), the Annual Plan for Housing and Urban Development (HUD) Block Grant programs, and the Annual Grants Plan. The table below illustrates the final Adopted FY 2021 Financial Plan:

Adopted FY 2021 Financial Plan	
Fund	**Adopted Budget**
General Fund	$883,480,216
Enterprise Funds	$173,366,457
Special Revenue Funds	$46,840,662
Internal Service Funds	$115,739,232
Total Operating Funds	**$1,219,426,567**
Capital Improvement Plan	$151,020,200
Total Operating and Capital Funds	**$1,370,446,767**
Annual Plan for HUD Block Grants	$7,786,683
Annual Grants Plan	$32,641,736
Total Financial Plan	**$1,410,875,186**

Our initial proposed budget represented more than eight months of work, aligned with City Council priorities, and incorporated input from all levels of city staff and the feedback we have received from residents on their budget priorities. However, that budget was built prior to the COVID-19 emergency, amidst economic conditions that have been dramatically altered by the pandemic.

While we cannot determine with certainty either the short or long-term financial impact of this pandemic, we are projecting a General Fund operating revenue loss of up to $40 million in FY 2021. Our guiding principles for adjusting the operating budget, summaries of the impact to department budgets and personnel, and the details on the strategies that were used to close the budget gap, along with the resulting impact to service levels are detailed below.

Guiding Principles for Revised FY 2021 General Fund Operating Budget

There are several principles that helped guide decision-making on the proposed operating adjustments required to rebalance the General Fund expenditure authority to match projected revenue loss:

- Prepare for the worst – To the extent possible, make this a one-year event and limit difficult budget decisions to this year.
    - Requires ongoing reductions as opposed to one-time fixes

- Begin the fiscal year in a conservative stance budgetarily – fund core services; some facilities and programs remain closed.
    - No service reductions to refuse collection, public safety, social services, and water and sewer utilities.
    - Open only main and anchor branch libraries and six recreation centers.
    - Impact existing staff only after other options have been explored

- Restore programs and services based on the pace of revenue recovery.

Impact to Department Budgets and Personnel

The revised operating budget includes $40 million in budget reductions. These reductions impact department budgets and personnel. Budget staff worked with city departments, City Council Appointees, and Constitutional Officers to develop reduction strategies and communicate the projected impact to services to City Council. Details of the reductions by department can be found in the Department Budget Strategies section of the Adopted FY 2021 Budget Document. These reductions resulted in the elimination of 100 full-time vacant positions and the furlough of 78 full-time employees, for a total reduction of 178 positions. In addition, most of the city's part-time positions that were placed on furlough during the fourth quarter of FY 2020 will be separated from city employment beginning July 1, 2020 (FY 2021).

Included in the guiding principles above is the goal of keeping this to a one-year event and limiting difficult budget decisions around programs and services to FY 2021. This can only be accomplished through budget reductions that are ongoing rather than one-time in nature. While this is a painful and difficult process in the short-run, it is financially prudent and will help ensure that we are on a sustainable path. To that end, of the $40 million in budget reductions, $29.5 million are ongoing savings while $10.5 million are one-time in nature.

Enterprise and Special Revenue Fund Departments

Enterprise and Special Revenue fund department budgets remained mostly unchanged. Water and Wastewater budgets were revised down slightly to reflect lower commercial water usage. We will work with the Parking Fund during the year to make any budget adjustments that are necessary based on the impact of the pandemic. Waste Management and Storm Water operating budgets remain unchanged.

Revised Capital Improvement Plan (CIP)

The revised CIP five-year plan does not eliminate any projects, but delays funding based on categorization. Non-essential projects are delayed rather than eliminated and are included within the five-year CIP between FY 2022 and FY 2025. Essential projects will still receive funding in FY 2021. Essential projects include legal obligations or commitments, St. Paul's Area Transformation, and critical infrastructure and maintenance. Delaying the funding will potentially slow the growth of the city's debt service costs in FY 2022 and FY 2023. This action also reduces the cash that was going to be transferred to the CIP from the General Fund, which will instead be used as reserves as we work to close the budget gap in FY 2021.

While the plan is to simply delay funding of projects, it is quite possible that non-essential projects will need to be further delayed or eliminated from the current five-year plan should future financial conditions necessitate.

Guiding Principles for Revised FY 2021 – FY 2025 CIP

We employed three principles in the decision-making for funding of projects:

- Delay instead of eliminating projects
- Fund essential projects including legal obligations or commitments, St. Paul's Area
    - Transformation, and critical infrastructure and maintenance
- Reprioritize prior-year, unobligated funds for necessary maintenance during FY 2021
- Continue enterprise funds capital programs as planned, including enhanced investment in Storm Water Resilience initiatives

Use of Prior Year Funds

As of April 2020, the city had almost $49.3 million in prior-year, unobligated funds in the General Capital program. Departments have been asked to review prior-year unobligated funds in projects that have not yet been started and weigh them against planned projects for FY 2021. After reprioritizing projects, the prior-year unobligated funds will be used to manage the necessary projects and maintenance for FY 2021.

General Capital Summary

The recommended CIP reduces the proposed General Capital CIP Five-Year total by $23,952,000 from $328,177,000 to $304,225,000. These actions reduce the FY 2021 CIP by $75,977,000 from $124,127,000 to $48,150,000.

Summary of Adjustments to Proposed FY 2021 – FY 2025 General Capital CIP

Fiscal Year	Pre-COVID-19	Post COVID-19	Change
FY 2021	$124,127,000	$48,150,000	($75,977,000)
FY 2022	$59,350,000	$56,125,000	($3,225,000)
FY 2023	$45,875,000	$96,875,000	$51,000,000
FY 2024	$46,150,000	$51,400,000	$5,250,000
FY 2025	$52,675,000	$51,675,000	($1,000,000)
5 Year Total	**$328,177,000**	**$304,225,000**	**($23,952,000)**

Enterprise Funds CIP

Enterprise Funds – Water, Wastewater, and Storm Water – will continue with their proposed CIPs although the timeline of the projects will be impacted by revenue collections and adhering to their adopted financial policies. The Parking Fund will delay the majority of their CIP until FY 2022.

<u>Operating Budget Amendments</u>

City Council had productive discussions during budget work sessions on May 5th and May 12th. Those discussions resulted in amendments to the Revised FY 2021 Operating Budget presented by City staff.

Arts and Humanities Grants: This amendment restores $220,524 of funding to the Arts and Humanities Grants program which was eliminated in the Revised FY 2021 Budget. This amendment is funded through an additional 1.2 percent reduction to Arts and Culture Consortium members. As a result of this action, all Consortium members will see an 11.2 percent reduction over FY 2020 funding levels. The table below details the impact:

Norfolk Consortium Member Funding

Member	FY 2020 Adopted	FY 2021 Amended	Reduction	Percent Reduction
Chrysler Museum of Art	$2,928,047	$2,600,106	$327,941	11.2%
Norfolk Botanical Garden	$1,232,497	$1,094,457	$138,040	11.2%
Norfolk Commission on the Arts and Humanities	$248,338	$220,524	$27,814	11.2%
Norfolk Convention and Visitor's Bureau	$3,830,304	$3,401,310	$428,994	11.2%
Norfolk Festevents	$2,240,820	$1,989,848	$250,972	11.2%
Norfolk NATO Festival	$185,063	$164,336	$20,727	11.2%
Virginia Arts Festival	$982,851	$872,772	$110,079	11.2%
Virginia Opera	$318,255	$282,610	$35,645	11.2%
Virginia Stage Company	$293,755	$260,854	$32,901	11.2%
Virginia Symphony	$305,755	$271,510	$34,245	11.2%
TOTAL	**$12,565,685**	**$11,158,328**	**$1,407,357**	**11.2%**

Human Services Grants: This amendment restores $400,000 of funding for the Human Services Grant program which was eliminated in the Revised FY 2021 Budget. Human Services Grants provide resources to Norfolk's at-risk populations of children, families, the elderly and disabled, impoverished, and those experiencing housing instability or homelessness. Funding for this year's program will focus on mitigating the impact of the COVID-19 pandemic. This amendment is funded through a combination of an additional furlough-day for city employees and a technical adjustment to recognize additional healthcare savings as a result of fewer positions.

Mowing Cycle and Bed Maintenance: This amendment restores $140,388 in funding to the Department of Recreation, Parks, and Open Space (RPOS) for mowing and landscape maintenance. The Revised FY 2021 Budget reduced funding to this program which would have resulted in mowing cycles changing from 12-14 days to 16-21 days and landscape bed maintenance changing from two times per month to once per month. This amendment restores these maintenance cycles to prior year levels. This action is funded through a combination of the remaining funding from the additional furlough-day for city employees and a technical adjustment to recognize additional healthcare savings as a result of fewer positions.

Amendment actions are detailed in the table below:

FY 2021 City Council Budget Amendments

Budget Amendments	Amount
Fund Arts and Humanities Grants	$220,524
Fund Human Services Grants	$400,000
Restore Mowing to 12-14 day cycle	$140,388
Total Amendments	**$760,912**

Funding Sources for Budget Amendments	Amount
Further reduce funds for Arts and Culture Consortium members	($220,524)
Add one additional furlough day - total of five	($350,000)
Healthcare savings	($190,388)
Total Sources	**($760,912)**

I look forward to working with you in the coming months as we continue to navigate these unprecedented times. We will continue to monitor and forecast the financial impact of this public health crisis, communicating important trends to you and our residents to ensure the city's financial outlook remains stable and secure.

Sincerely,

Dr. Larry H. Filer II
City Manager

This page intentionally left blank

Budget Overview

Acknowledgments 3
Distinguished Budget Presentation Award 4
City of Norfolk Government 5
Norfolk City Council and City Manager 6
City of Norfolk Ward Map 7
City Council's Vision for Norfolk 8
City of Norfolk Organizational Chart 9
Reader's Guide to the Budget 10
Financial Policies 13
Fund Structure 18
Basis of Budgeting and Accounting 21
Budget Process 22
Budget Calendar 24
General Fund Budget Overview 25
Estimated General Fund Revenues by Source 26
Estimated Revenues by Source (All Funds) 28
Estimated Expenditures by Use (All Funds) 30
Estimated Expenditures by Fund Type 32
Estimated General Fund Expenditures by Area 34
Major Revenue Sources 36
Appropriations 48
Selected Tax Rates and Fees 51
General Fund Balance Reserves 53
Estimated General Fund - Fund Balance 54
Summary of Changes in Fund Balance 55
Summary of Changes in Net Assets 57
Transfers From/To 59
Full Time Equivalent (FTE) Staffing Summary 60
City Indebtedness 62
Yearly Maturity of Long-Term Debt 66

General Fund Revenues

General Fund Revenue Summary 71

General Fund Expenditures

General Fund Expenditure Summary 81

Strategic Goals and Objectives

Strategic Goals and Objectives 87

Annual Grants Plan

Annual Grants Plan 93

Legislative

City Council 103
City Clerk 104
City Real Estate Assessor 108

City Auditor....111

Executive
City Manager....117
Budget and Strategic Planning....120
Resilience....125
Communications....129
St. Paul's Area Transformation....133

Department of Law
City Attorney....139

Constitutional Officers
Commissioner of the Revenue....145
City Treasurer....150
Clerk of the Circuit Court....154
Commonwealth's Attorney....158
Sheriff and Jail....163

Judicial
General District Court....171
Juvenile and Domestic Relations Court....173
Circuit Court Judges....174
Norfolk Juvenile Court Service Unit....176
Magistrate....178

Elections
Elections....183

General Management
Information Technology....189
Finance....196
General Services....201
Human Resources....208

Community Development
City Planning....215
Neighborhood Development....220
Economic Development....225

Parks, Recreation and Culture
Libraries....231
Cultural Facilities, Arts and Entertainment....237
Zoological Park....243
Nauticus....248
Slover Library....253
Recreation, Parks and Open Space....258

Central and Outside Agency Appropriations
Central Appropriations 267
Outside Agencies. 272

Public Health and Assistance
Norfolk Community Services Board 285
Public Health. 293
Human Services 297

Public Safety
Police 307
Fire-Rescue 313

Public Works
Public Works 321

Transit
Transit 329

Debt Service
Debt Service 337

Public School Education
Norfolk Public Schools. 341
Construction, Technology, and Infrastructure. 346
Performance Measures 347
Adopted FY 2021 Budget Actions 349
Norfolk Public Schools Summary. 350
School Operating Fund 352
School Grants 354
Child Nutrition Services. 356
Local Revenue Allocation Policy. 357

Special Revenue Funds
Special Revenue Fund Summary 363
Towing and Recovery Operations 365
Cemeteries. 368
Golf Operations 372
Public Amenities 373
Emergency Preparedness and Response 375
Tax Increment Financing. 379
Waste Management 381

Enterprise Funds
Enterprise Fund Summary 387
Utilities - Water Fund 389
Utilities - Wastewater Fund 396
Storm Water Management. 399

Parking Facilities Fund 404

Internal Service Funds
Internal Service Fund Summary 411
Norfolk Healthcare Consortium 413
Fleet Management 416

Department Budget Strategies
Department Budget Strategies 423

Unfunded Operating Requests
Unfunded Requests 445

Capital Improvement Plan
Capital Improvement Plan 463

Unfunded Capital Requests
Unfunded CIP Projects 585

Annual Plan
Annual Plan 591

Norfolk Statistical Information
Norfolk Statistical Information 599

Glossary
Glossary 613

Ordinances
Ordinances 627

Appendix
Appendix 663

Budget Overview

This page intentionally left blank

Acknowledgments

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

The FY 2021 Budget includes the assistance of many who deserve acknowledgment and appreciation:

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

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

Director, Department of Budget and Strategic Planning
Gregory Patrick

Department of Budget and Strategic Planning Staff
Peter Buryk, Megan Erwin, Naomi Gunnell, Patricia Harrison, Frennyrose Jenkins, Carl Larson, Pamela Marino, Betty Meyer, Barbara Muniz, Seth Parker, Cecelia Rieb, Natasha Singh-Miller, Anne Marie Strano, Natasha Turner, Emily Uselton, Andréa Vargas, Victoria Wallace, Chelsea West, and Amanda Workman.

City Manager,

Distinguished Budget Presentation Award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Norfolk

Virginia

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Norfolk, Virginia for its annual budget for the fiscal year beginning July 1, 2019. The review process by GFOA has not commenced for the annual budget for the fiscal year beginning July 1, 2020.

This prestigious award is presented to governmental entities that prepare budget documents which exhibit the highest qualities in meeting or exceeding both the guidelines established by the National Advisory Council on State and Local Budgeting and GFOA's standards of best practices. Documents submitted for the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting. The award is only valid for a period of one year only. The FY 2021 budget continues to conform to program requirements and will be submitted to GFOA for eligibility.

City of Norfolk Government

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

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

The City Council meets the first, second, and fourth Tuesday of each month in Norfolk City Hall. There are two formal meetings held at 7:00 p.m. in the Council Chambers on the second and fourth Tuesday. Work sessions are held prior to the formal meetings and on the first Tuesday of each month. Starting times of the work sessions are determined by the agenda.

The City of Norfolk operates under a Council-Manager form of government whereby the Council appoints a chief executive, the City Manager, Larry "Chip" Filer, PhD. The Council also appoints a City Attorney, Bernard A. Pishko; City Auditor, Tammie Dantzler; City Clerk, Richard A. Bull; and City Real Estate Assessor, W.A. (Pete) Rodda.

Norfolk City Council and City Manager

Mayor
Kenneth Cooper Alexander, PhD

Vice Mayor,
Martin A. Thomas Jr.
Ward 1

Council Member
Courtney Doyle
Ward 2

Council Member
Mamie B. Johnson
Ward 3

Council Member
Paul R. Riddick
Ward 4

Council Member
Thomas R. Smigiel Jr.
Ward 5

Council Member
Andria P. McClellan
Super Ward 6

Council Member
Angelia Williams Graves
Super Ward 7

City Manager
Larry "Chip" Filer, PhD

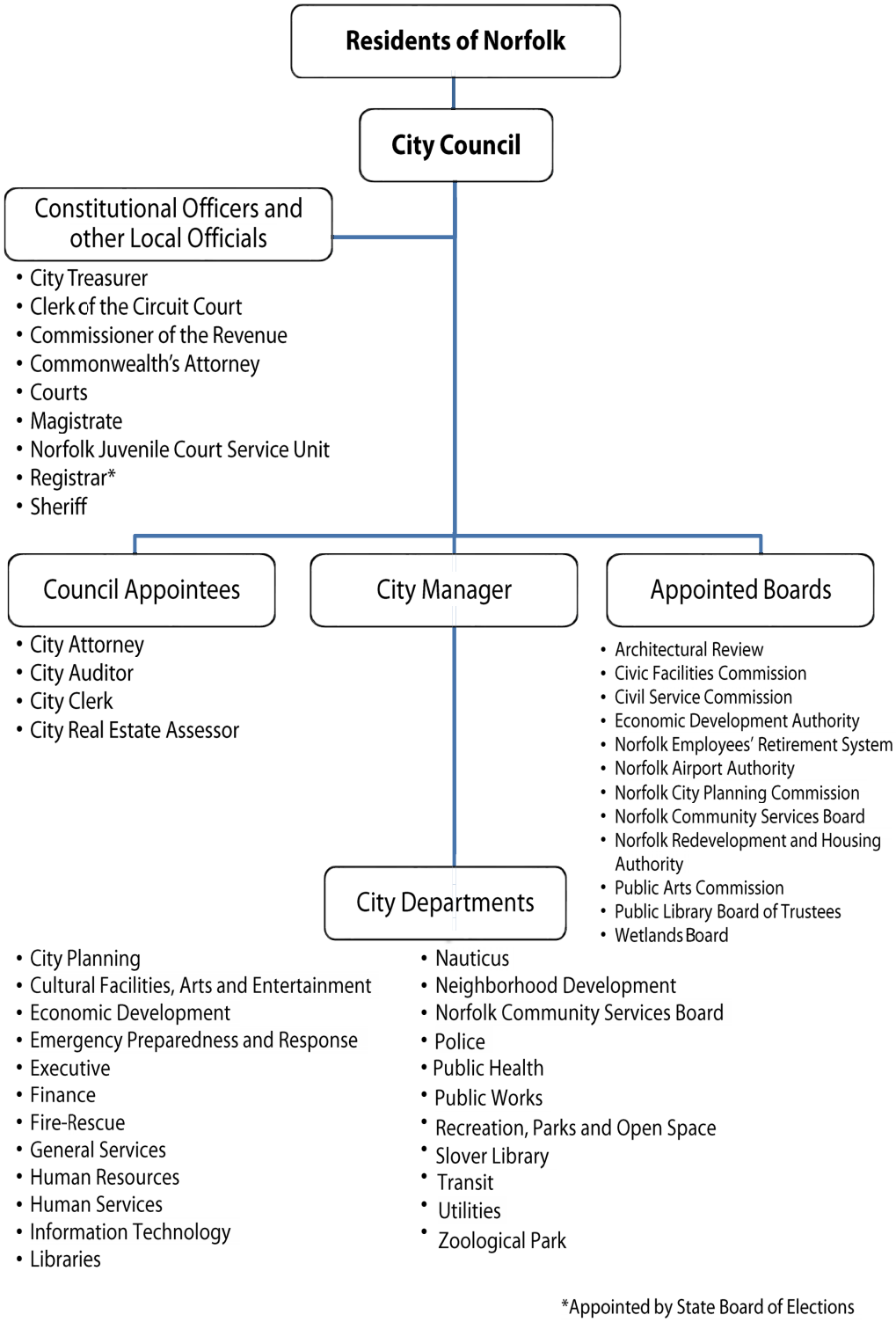
City of Norfolk Ward Map

City Council's Vision for Norfolk

Vision Statement

- 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 safely.
- The sense of community exists citywide.
- Norfolk is known nationally as a strategically located place where there are abundant and fulfilling employment, recreational, and educational opportunities.

City of Norfolk Organizational Chart



*Appointed by State Board of Elections

Reader's Guide to the Budget

Purpose

The budget is an instrument that sets policy and summarizes public service programs provided by the city government and how the programs are funded. It is the annual plan for coordinating revenues and expenditures. The budget presented covers the period of **July 1, 2020 to June 30, 2021**. The amounts for FY 2021 are adopted through the appropriation ordinance adopted by the City Council. The Adopted Budget document may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

Budget Overview

This section provides information on budget and financial policies, fund structure, basis of budget and accounting, budget process, budget calendar, and the city's organizational chart. The section also includes revenue and expenditure summaries, discussion of major revenue sources, indebtedness, and personnel staffing. Historical revenue and expenditure amounts for FY 2019 provided in the summaries do not include designations and financial adjustments posted after June 30, 2019. FY 2021 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

General Fund Revenue and Expenditure

The General Fund is used to account for primary government services. A summary of historical and estimated revenue from each source is provided for the General Fund. For each department within the General Fund, a summary of historical and approved expenditures is provided. Historical revenue and expenditure amounts for FY 2019 do not include designations and financial adjustments posted after June 30, 2019. FY 2021 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

Strategic Goals and Objectives

This section provides an overview of the city's focus areas and strategic direction.

Annual Grants Plan

This section provides an overview of the grants that the city anticipates to receive annually from federal, state, and other agencies that are dedicated for specific purposes. This is the second year this information is included in the city's budget document and was added to give readers a more complete picture of the city's resources available to provide programs and services for residents.

Department Budgets

This section provides detailed information on the budget of each department within the General Fund. A brief description of Adopted FY 2021 budget actions and their impact on the budget and full time equivalent (FTE) personnel are provided in this section. Historical revenue and expenditure amounts for FY 2018 and FY 2019

provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2021 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

Public School Education

This section provides information on the proposed appropriation for Norfolk Public Schools. FY 2021 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

Special Revenue, Enterprise, and Internal Service Funds

These sections provide detailed information on the proposed budget of the city's Special Revenue, Enterprise, and Internal Service Funds. A brief description of the Adopted FY 2021 budget actions and their impact on the budget and full time equivalent (FTE) personnel are provided in this section. Historical revenues and expenditures for FY 2018 and FY 2019 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2021 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

Department Budget Strategies

The Adopted FY 2021 Budget was developed in response to the financial impact resulting from the COVID-19 Pandemic. While the short or long-term financial impact of this pandemic is still uncertain, the city is projecting a revenue loss of up to $40 million in FY 2021. The strategies outlined in this section were developed in coordination with city departments to address the anticipated budget gap and include description of impact to service levels.

Unfunded Requests

The city began FY 2021 Budget Development with a base budget gap. Growth in ongoing revenues did not support corresponding growth in expenditures required to maintain the same level of service as FY 2020. The original Proposed FY 2021 Budget was balanced with few enhancements. The COVID-19 Pandemic and projected revenue loss occurred between the Proposed and Adopted FY 2021 Budget. As a result, enhancements included in the Proposed Budget were removed in the final Adopted FY 2021 Budget. The Unfunded FY 2021 Budget Requests report shows enhancements that were requested by departments, but not funded in the Adopted FY 2021 Budget.

Capital Improvement Plan

The city's debt service as a percentage of the General Fund budget must not exceed eleven percent (11%). Net debt, as a percentage of property, must not exceed four percent (4%). Due to these affordability measures, the city cannot afford to fund all requested General Capital projects. The Unfunded CIP Request Report shows projects that were requested by departments, but not included in the five-year Capital Improvement Plan.

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

This section contains the Annual Plan for the Community Development Block Grant (CDBG), HOME Investment Partnerships Program, and Emergency Solutions Grant Program. The Annual Plan identifies the annual funding of the city's priority community development projects and activities as outlined in the five-year Consolidated Plan. FY 2021 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed budget to the City Council.

Norfolk Statistical Information

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

Ordinances, Glossary, and Index

The ordinances adopted by the City Council establish the operating, capital improvement plan, annual grants, and the Annual Plan budget. The glossary provides definitions of budget-related terminology. The index contains an alphabetical reference of information contained in the document.

Financial Policies

Operating Budget

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

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

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

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

The administration is committed to high standards of financial management and currently maintains and follows financial practices and guidelines. On February 26, 2019, City Council passed a resolution to update the city's policies on reserves, debt affordability, and surplus funds utilization, and adopt new financial policies on pension funding and enterprise fund financial management. Financial policies demonstrate commitment to consistent financial practices, operational efficiencies, and best practices; preserve fiscal integrity; and improve fiscal stability to promote long-term fiscal sustainability. Sound financial management practices contribute to maintaining high city credit ratings and lower borrowing costs for capital projects.

Reserve Fund

Description	Policy
General Fund Unassigned Reserve	Increase minimum to ten percent (10%) and adjust calculation methodology to percentage of General Fund expenditures plus General Fund transfers out.
Risk Management Reserve	Raise maximum funding to eight million ($8,000,000) dollars and no less than five million dollars ($5,000,000).
Economic Downturn Reserve	Fund at no less than two and one-half percent (2.5%) of the three (3) year average of real estate tax revenues, not-to-exceed five million dollars ($5,000,000).

Reserve Fund (continued)

Description	Policy
Inclusive Development Opportunity Fund	Create a reserve to support inclusive economic growth, with a targeted threshold of two million ($2,000,000) funding.
Reserve Replenishment	In the event a reserve is used to provide for temporary funding needs, the city shall restore the reserve to the minimum level within five (5) fiscal years following the fiscal year in which the event occurred.

Pension Funding

Description	Policy
Pension Funding Policy	Contribute each year an amount greater than the prior year's contribution or the current year's actuarially defined contribution until 100% funded.

Debt Affordability Measures

Description	Policy
Net Debt as a Percent of the Total Assessed Value of Taxable Property	Keep General Fund net debt below three and one-half percent (3.5%) with a not-to-exceed of four percent (4.0%) of the total assessed value of taxable property.
Debt Service as Percent of General Fund Budget	Keep General Fund debt service below ten percent (10%) with a not-to-exceed of eleven percent (11%) of General Fund budget.
Ten-year (10) General Obligation Payout Ratio	Strive to repay the principal amount of the long-term general obligation bonds by at least fifty-five percent (55%) or greater within ten (10) years.
Overlapping Debt – e.g. Special service district financing or tax increment financing that would be subject to annual appropriation	The total amount of overlapping debt not to exceed one-half percent (0.5%) of total assessed value of taxable property.
Variable Rate Debt	Limit the city's outstanding debt with variable interest rate to no more than twenty percent (20%) by fund.

Use of Surplus

Description		Policy	
			Use of Surplus
Surplus Policy	1	If reserves are not at their required minimum.	Entire prior fiscal year-end surplus will fund reserves until the minimum requirement of each reserve has been met.
	2	If reserves have met the required minimum, but not the maximum.	Fifty percent (50%) of prior fiscal year-end surplus will fund reserves and fifty percent (50%) will cash fund (pay-go) the Capital Improvement Plan.
	3	If reserves are fully funded at the maximum requirement.	Entire prior fiscal year-end surplus will cash fund (pay-go) the Capital Improvement Plan or one-time technology and equipment purchases.

Parking Facilities Fund

Description	Policy
Debt Service Coverage	Maintain debt service at a minimum of 1.1 times.
Unrestricted Cash	Maintain a minimum of 240 days of operating and maintenance expense.
Repair & Replacement Reserve	Establish a repair and replacement reserve of one million dollars ($1,000,000) within five (5) years.
Ten-Year Financial Plan	Develop a ten-year financial plan annually that integrates revenue and expense projections and project cashflow forecasts relative to the financial policies.

Water Utility Fund

Description	Policy
Debt Service Coverage	Maintain debt service at a minimum of 1.5 times gross of ROI and PILOT.
Unrestricted Cash	Maintain a minimum of 240 days of operating and maintenance expense.
Repair & Replacement Reserve	Establish a repair and replacement reserve of two million dollars ($2,000,000) within five (5) years.
Return on Investment ("ROI")	The General Fund ROI transfer from the Water Utility Fund shall not exceed $8.5 million in a given year. Additional transfers may only be considered in the event the Water Utility Fund receives one-time, significant revenues and provided that the additional transfer would not cause the Fund to fail to adhere to any other financial policies.
Payment in Lieu of Taxes ("PILOT")	The PILOT paid by the Water Utility Fund to the General Fund to be based on the taxable assessed value of real property using the applicable tax rate.
Ten-Year Financial Plan	Develop a ten-year financial plan annually that integrates revenue and expense projections and project cashflow forecasts relative to the financial policies.

Wastewater Utility Fund

Description	Policy
Debt Service Coverage	Maintain revenue bond debt service at 1.15 times and 1.1 times combined coverage (General Obligation and Revenue) minimum gross of ROI and PILOT.
Unrestricted Cash	Maintain a minimum of 180 days of operating and maintenance expense.
Repair & Replacement Reserve	Establish a repair and replacement reserve of one million dollars ($1,000,000) within five (5) years.
Return on Investment ("ROI")	The General Fund ROI Transfer from the Wastewater Utility Fund shall not exceed $1.5 million in a given year. Additional transfers may only be considered in the event the Wastewater Utility Fund receives one-time, significant revenues and provided that the additional transfer would not cause the Fund to fail to adhere to any other financial policies.

Wastewater Utility Fund (continued)

Description	Policy
Payment in Lieu of Taxes ("PILOT")	The PILOT paid by the Wastewater Utility Fund to the General Fund to be based on the taxable assessed value of real property using the applicable tax rate.
Ten-Year Financial Plan	Develop a ten-year financial plan annually which integrates revenue and expense projections and project cashflow forecasts relative to the financial policies.

Storm Water Management Fund

Description	Policy
Debt Service Coverage	Maintain revenue bond debt service coverage minimum at 1.15 times coverage and 1.1 times combined coverage (General Obligation and Revenue).
Unrestricted Cash	Maintain a minimum of 180 days of operating and maintenance expense.
Repair & Replacement Reserve	Establish a repair and replacement reserve of one million dollars ($1,000,000) within five (5) years.
Ten-Year Financial Plan	Develop a ten-year financial plan annually that integrates revenue and expense projections and project cashflow forecasts relative to the financial policies.

Capital Improvement Plan

The city uses several guiding principles and best practices to manage the Capital Improvement Plan (CIP). The principles (see Guiding Principles under CIP section) governing the CIP are closely linked with the debt affordability measures in the financial policies described in the previous section. Using the principles as a foundation, the CIP is developed to promote capital infrastructure to support the city policies by establishing a five-year capital implementation plan. In formulating this long-range plan, input is solicited from various parties such as city departments, City Council, residents, and businesses. The CIP includes projects that meet the following city policy areas (see CIP section for definitions):

- Education
- Economic Development
- Environmental Sustainability
- Cultural Facilities
- General and Other
- Neighborhood Development
- Public Buildings
- Parks and Recreation Facilities
- Transportation

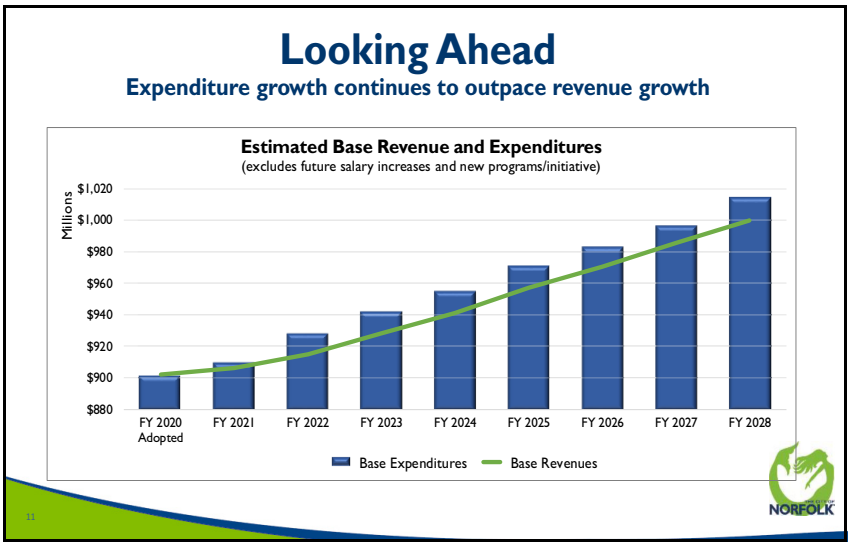
To be included in the CIP, the project must cost $75,000 or more and should extend the life of the asset by more than the life of the debt instrument used to finance the improvement or grant program. Various sources of funding are used to fund the CIP. These sources include General Fund supported debt and nongeneral fund supported

debt, such as revenue bonds or cash contributions from various resources. For general capital improvements, the city strives to achieve an annual pay-as-you-go cash contribution.

Multi-Year Planning

The city's multi-year planning process includes preparing a ten-year base budget forecast annually. The ten-year forecast of base revenues and expenditures enables the city to identify long-term financial challenges and plan for the upcoming fiscal year's budget. In addition, the annual budget development process incorporates a two-year lens, whereby each recommended budget action is analyzed to determine its impact not just in the upcoming fiscal year but also in the following year.

In the summer of each fiscal year, the Office of Budget and Strategic Planning initiates the process of compiling information for the forecast from city departments, regional and city partner agencies, state and federal agencies, and state and regional economists. During FY 2019, the Office of Budget and Strategic Planning integrated the ten-year forecast submission process in the performance budgeting ("budget") system. As a result of the budget system enhancement, items in the ten-year forecast are seamlessly incorporated in the department's base budget in the upcoming fiscal year. The ten-year forecast compiled during the summer and fall was refined and presented to the City Council during the Mid-Year Budget Review and Financial Update in March. The ten-year base revenue forecast is updated to reflect actions in the proposed and adopted budgets. Also, adopted FY 2020 budget actions that impact the following fiscal year's base budget was incorporated in the start point of the FY 2021 ten-year forecasting process.



The ten-year base budget forecast annually incorporates adjustments to base revenues and expenditures due to: state, federal, and local mandates; debt and other inflationary or contractual cost increases needed to maintain existing levels of service; the estimated impact of the Norfolk Public Schools (NPS) revenue sharing formula; obligations related to regional partnerships; the opening of new city facilities; economic development projects coming to fruition; national, state, and regional economic forecasts; state budget actions enacted by the General Assembly; state budget forecasts; annualization of prior year prorated costs; and removal of one-time budgetary items. However, the base revenue and expenditure forecast does not include: new fees; fee or tax rate changes; the cost of budget enhancements such as, future salary increases, new programs or initiatives, and program or service expansion; or policy changes under consideration and requiring City Council or administrative action. The chart above summarizes the General Fund's base budget forecast presented to City Council in March 2020. This preliminary base budget outlook provided the start point of the development of the budget for the upcoming fiscal year (FY 2021) as well as the base budget outlook for the following year. The ten-year forecast is also considered for monitoring the city's debt affordability measures. However, the forecast was developed prior to the actions taken to slow the spread of the coronavirus disease (COVID-19) and has not been adjusted due to the uncertainty of the impact of the COVID-19 actions.

Fund Structure

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

Governmental Funds

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

General Fund
The general operating fund of the city accounts for all financial transactions of the general government, except those required to be accounted for in another fund. The General Fund accounts for the city's normal recurring activities such as police, fire-rescue, public education (K-12), and public works. These activities are supported by revenue from: general property and other local taxes; permits, fees and licenses; fines and forfeitures; use of money and property; charges for services; recovered costs; and aid from the Commonwealth and Federal Government.

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

Capital Projects Fund
The Capital Projects Fund accounts for the acquisition, construction, or renovation of major capital facilities of the city and Norfolk Public Schools.

Proprietary Funds

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

Enterprise Funds

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

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

Storm Water Management Fund
This fund accounts for the operation of the environmental storm water management system, including maintenance of storm water drainage facilities. The cost of providing services is financed or recovered through user charges to Norfolk residents and commercial and industrial customers.

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

Internal Service Funds

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

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

Component Unit Funds

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

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

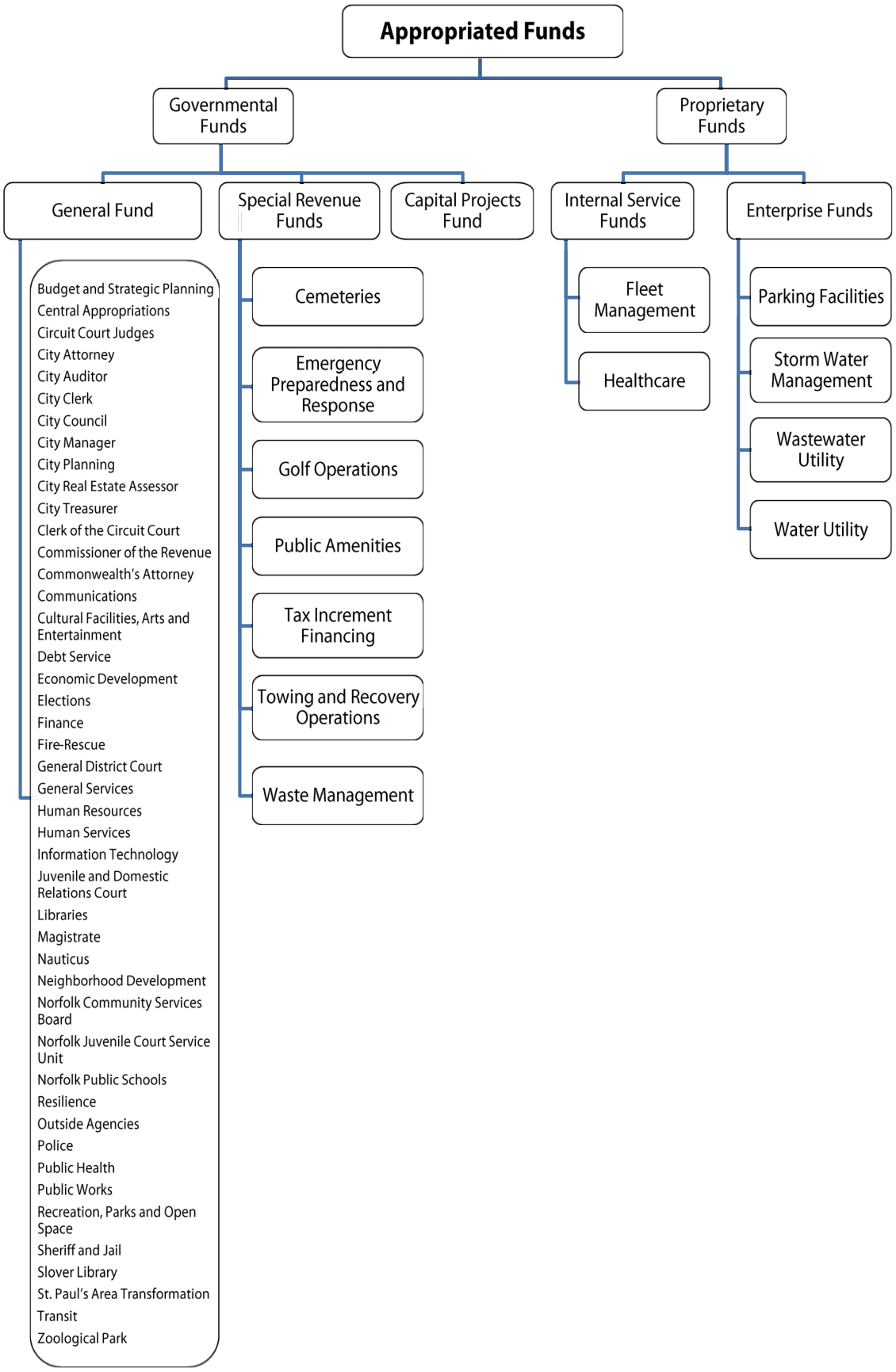
School Grants
This fund accounts for revenues and expenditures for federal, state, and other grants for educational programs.

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

Fiduciary Funds and Permanent Fund

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

FUND STRUCTURE



Basis of Budgeting and Accounting

Basis of Budgeting

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

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

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

Basis of Accounting

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

- Compensated absences are recorded as earned by employees (GAAP basis), as opposed to being expended when paid (Budget basis);
- Principal payments on long-term debt within the Proprietary Funds reduce the amount of debt remaining on a GAAP basis as opposed to being expended on a Budget basis;
- Capital Outlay within the Proprietary Funds is recorded as assets on a GAAP basis and expended on a Budget basis;
- Depreciation expenses are recorded on a GAAP basis only; and,
- Recording unfulfilled purchase orders and contractual obligations as expenditures in the year executed.

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

Budget Process

Formulation of the City Manager's Budget

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

The annual budget process commences at the beginning of the fiscal year. The budget calendar establishes the timeline for the process, dates for submission of department requests, budget work sessions, and public hearings leading to final adoption of the budget.

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

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

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

City Council's Authorization and Appropriation

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

City Manager's Authorization

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

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

Budget Implementation

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

Capital Improvement Plan, Annual Grants Plan, and Annual Plan

City Council also adopts a Capital Improvement Plan, Annual Grants Plan, and the Annual Plan budget. These budgets are submitted by the City Manager with the operating budget, and public hearings are held and the budgets are legislatively enacted through adoption of ordinances.

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

Budget Principles and Policies

These include the following:

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

Budget Calendar

Date	Responsible Party	Description	Legal Requirement
September 2019 - December 2019	City Departments	Department Program Catalog Development with Budget Staff Departments Submit Operating and Capital Improvement Budget Requests	N/A
December 2019 - February 2020	Budget and Strategic Planning Executive Staff City Departments	Department Meetings with Budget Staff and Operating and Capital Budget Committees Operating and Capital Budget Committee Meetings	N/A
March 3, 2020	Budget and Strategic Planning	City Manager's Mid-Year Budget Review and Financial Update	N/A
October 2019 - March 2020	Budget and Strategic Planning Marketing and Communications	Community and Employee Outreach	N/A
April 1, 2020	Norfolk Public Schools	Submission of School Board's Proposed Operating Budget to City Council	Code of Virginia 15.2-2503
April 2, 2020	Budget and Strategic Planning	Public Hearing Notice of the HUD Grant (CDBG, ESG, and HOME) Budget	U.S. Department of Housing and Urban Development (HUD)
April 12, 2020	City Clerk	Public Hearing Notice of the Real Estate Tax Increase due to increased reassessment	Code of Virginia 58.1-3321
April 16, 2020	City Council	Virtual Public Hearing: HUD Annual Plan Draft Proposal	U.S. Department of Housing and Urban Development (HUD)
April 21, 2020	City Manager	City Manager Presentation of Proposed Budget to City Council	City of Norfolk Charter Sec. 67
April 27, 2020	City Clerk	Public Hearing Notice of the Operating and Capital Improvement Plan Budgets	Code of Virginia 15.2-2506, 58.1-3007
May 6, 2020	City Council	Public Hearing on the Operating, Capital Improvement Plan, and HUD Grant (CDBG, ESG and HOME) Budgets	Code of Virginia 15.2-2506, 58.1-3007
May 12, 2020	City Council	Public Hearing on the Real Estate Tax Increase due to increased reassessment	Code of Virginia 58.1-3321
May 19, 2020	City Council	City Council Budget Adoption	City of Norfolk Charter Sec. 68 Code of Virginia 15.2-2503

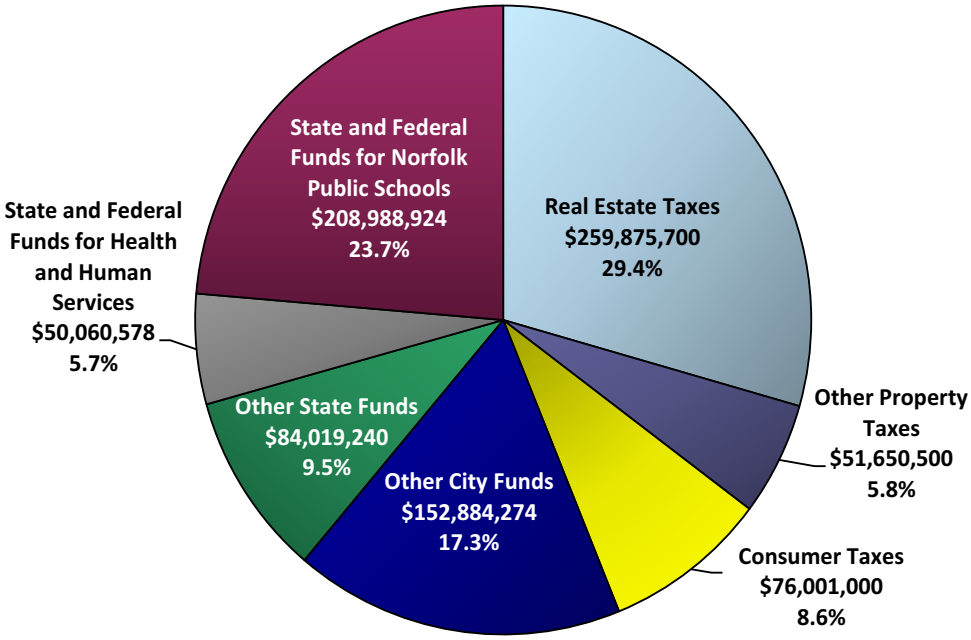
General Fund Budget Overview

Adopted FY 2021 General Fund Revenues $883,480,216

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

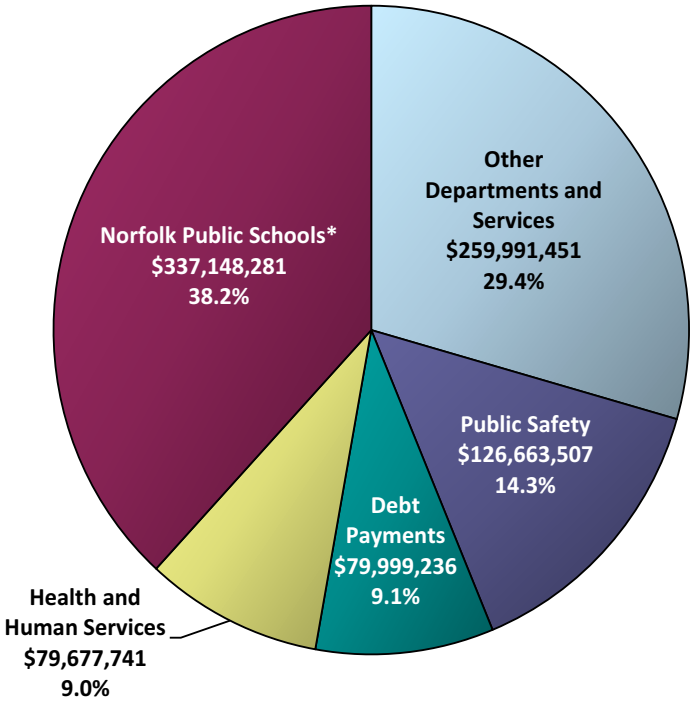
"Other City Funds" include local taxes, fees, charges, fines, rent and interest.

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



Adopted FY 2021 General Fund Expenditures $883,480,216

In the FY 2021 budget, "Other Departments and Services" include public works, transit, libraries, Slover library, recreation, cultural facilities, zoo, Nauticus, planning, neighborhood development, economic development, finance, human resources, information technology, general services, legislative, executive, law, judicial, constitutional officers, outside agencies, and central appropriations.



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

Estimated General Fund Revenues by Source

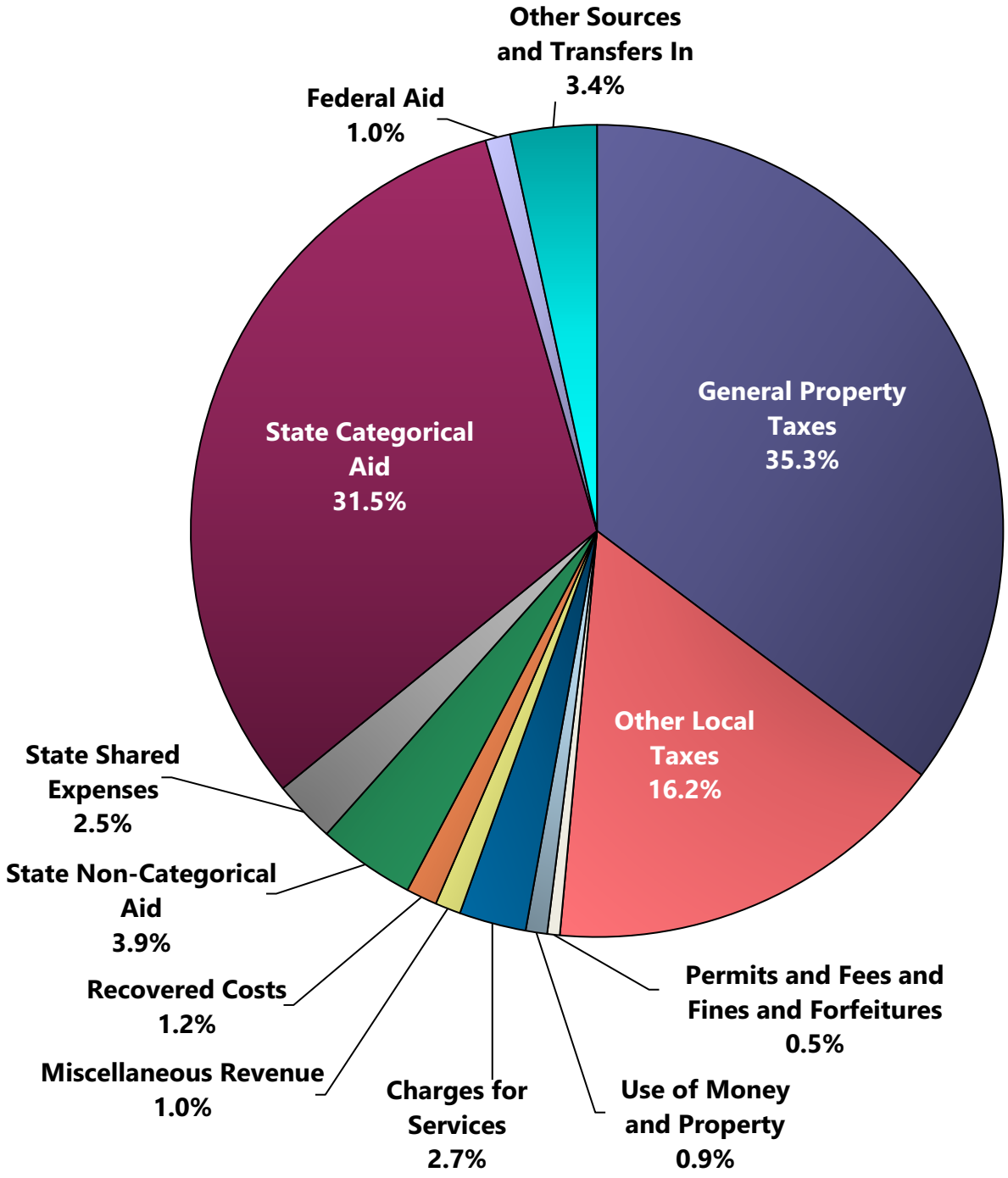
The following table compares the Adopted FY 2021 General Fund Operating Budget to the Adopted FY 2020 General Fund Operating Budget and the FY 2019 Actual amount. Funding sources are shown by category to provide an overview of the principal sources of revenue for the general operating fund of the city. These revenue sources support general government operations. The tables and charts in the pages that follow show revenues and expenditures for all funds.

Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020 vs. FY 2021 $ Change	FY 2020 vs. FY 2021 % Change
General Property Taxes	297,514,769	305,436,500	311,526,200	6,089,700	2.0%
Other Local Taxes	166,543,602	170,844,800	143,126,000	-27,718,800	-16.2%
Permits and Fees	4,117,711	3,387,500	3,214,000	-173,500	-5.1%
Fines and Forfeitures	1,026,622	1,094,000	1,201,000	107,000	9.8%
Use of Money and Property	9,711,256	8,588,191	7,543,055	-1,045,136	-12.2%
Charges for Services	24,313,829	25,990,999	23,539,021	-2,451,978	-9.4%
Miscellaneous Revenue	9,907,550	9,219,102	8,983,473	-235,629	-2.6%
Recovered Costs	10,861,595	12,005,487	10,880,725	-1,124,762	-9.4%
Non-Categorical Aid - State	35,876,955	36,036,200	34,146,200	-1,890,000	-5.2%
Shared Expenses - State	22,018,860	22,384,860	21,930,000	-454,860	-2.0%
Categorical Aid - State	267,054,754	272,947,989	278,285,660	5,337,671	2.0%
Federal Aid	9,106,119	8,709,175	8,736,882	27,707	0.3%
Other Sources and Transfers In[1]	42,045,334	25,237,926	30,368,000	5,130,074	20.3%
General Fund Total	**900,098,956**	**901,882,729**	**883,480,216**	**-18,402,513**	**-2.0%**

Note: The FY 2020 Adopted amount reflects the budgetary impact of the recreational boat tax and license restructuring approved by City Council subsequent to the adoption of the budget in May 2019.

[1] The FY 2019 amount reflects a one-time Virginia Beach water payment.

Adopted
FY 2021 General Fund Revenues by Source



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

Estimated Revenues by Source (All Funds)

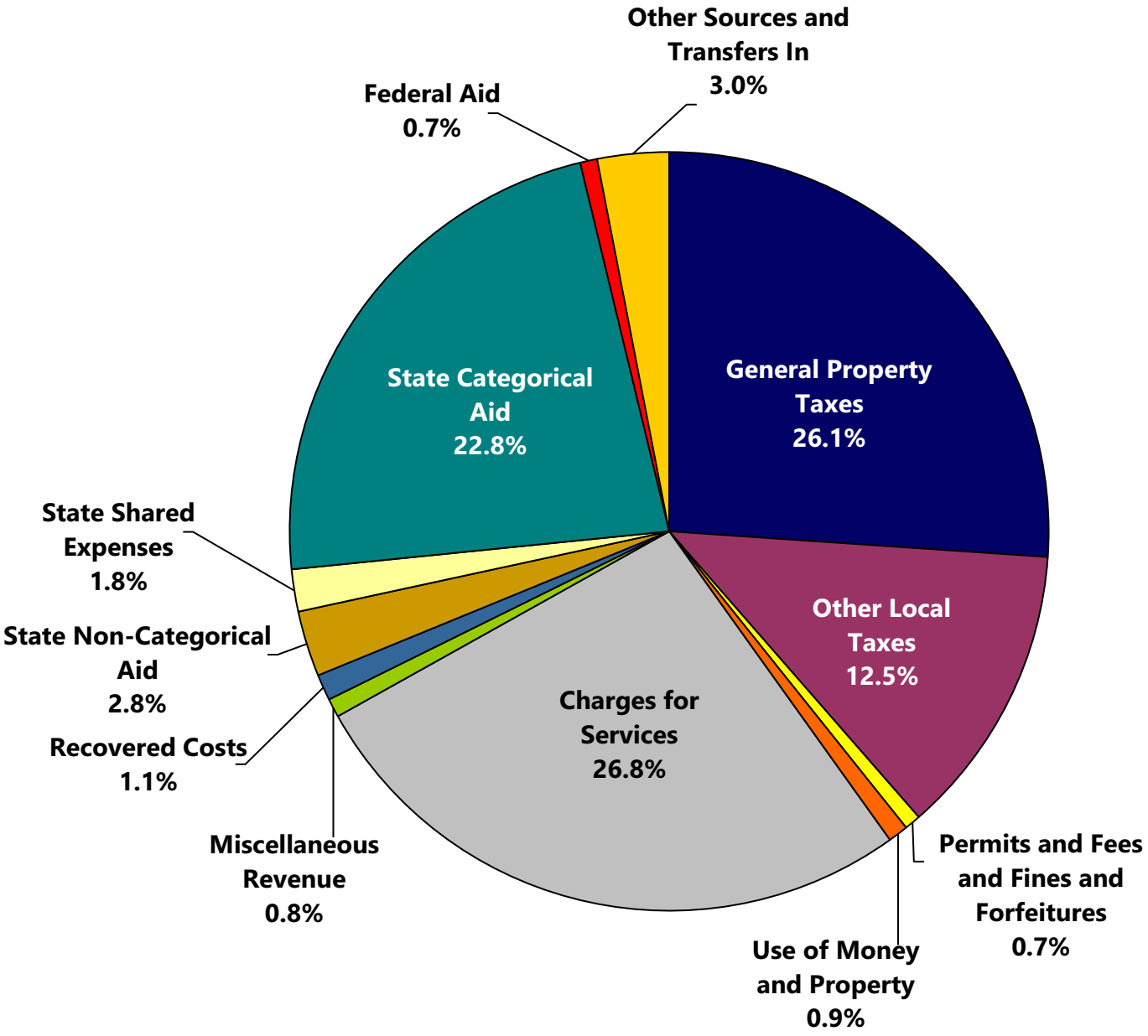
The following table compares the Adopted FY 2021 Operating Budget to the Adopted FY 2020 Operating Budget and the FY 2019 Actual amount. Funding sources by category are shown to provide an overview of the sources of revenue for the general and nongeneral operating funds of the city. Revenues are reflected in those categories where they are originally raised.

Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020 vs. FY 2021 $ Change	% Change
General Property Taxes	303,369,769	311,704,500	318,008,200	6,303,700	2.0%
Other Local Taxes	177,263,306	181,623,396	152,411,596	-29,211,800	-16.1%
Permits and Fees	5,563,751	4,255,280	3,843,505	-411,775	-9.7%
Fines and Forfeitures	3,834,164	3,540,660	4,540,022	999,362	28.2%
Use of Money and Property	11,689,026	10,790,821	10,417,665	-373,156	-3.5%
Charges for Services	326,261,994	319,856,434	326,520,110	6,663,676	2.1%
Miscellaneous Revenue	10,843,192	9,967,340	9,705,616	-261,724	-2.6%
Recovered Costs	14,092,136	14,678,415	13,555,984	-1,122,431	-7.6%
Non-Categorical Aid - State	35,876,955	36,036,200	34,146,200	-1,890,000	-5.2%
Shared Expenses - State	22,018,860	22,384,860	21,930,000	-454,860	-2.0%
Categorical Aid - State	267,252,683	273,047,989	278,383,660	5,335,671	2.0%
Federal Aid	9,219,736	8,822,792	8,850,499	27,707	0.3%
Other Sources and Transfers In	42,785,497	33,708,881	37,113,510	3,404,629	10.1%
Total All Funds	**1,230,071,069**	**1,230,417,568**	**1,219,426,567**	**-10,991,001**	**-0.9%**

Note: The FY 2020 Adopted amount reflects the budgetary impact of the recreational boat tax and license restructuring approved by City Council subsequent to the adoption of the budget in May 2019.

[1] The FY 2019 amount reflects a one-time Virginia Beach water payment.

Adopted
FY 2021 Revenues by Source (All Funds)



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

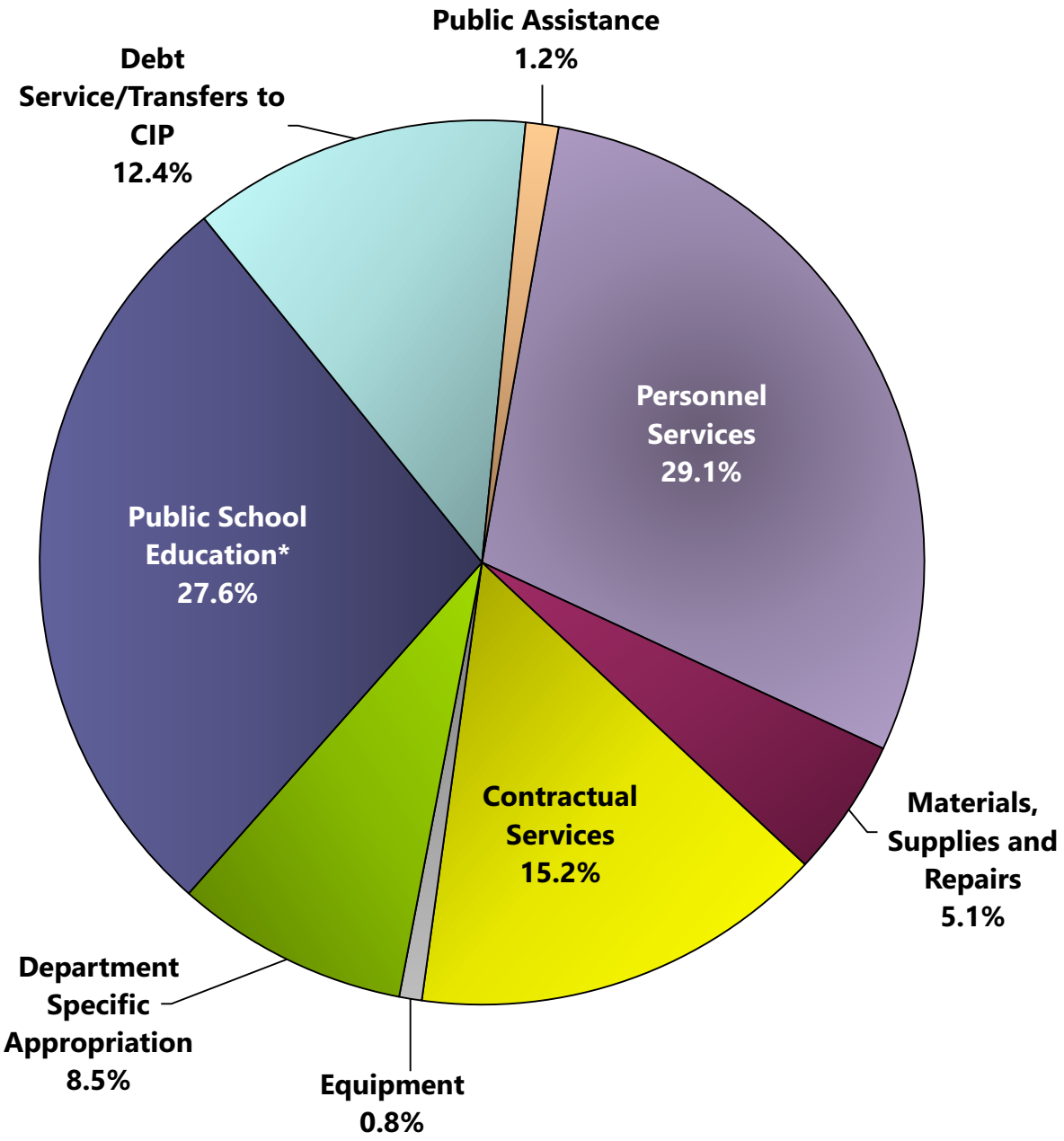
Estimated Expenditures by Use (All Funds)

The following table compares the Adopted FY 2021 Operating Budget to the Adopted FY 2020 Operating Budget and the FY 2019 Actual amount. Funding uses by category are shown to provide an overview of the principal uses of expenditures for the general and nongeneral operating funds of the city. Expenditures are reflected in those categories where they are originally spent.

Uses	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020 vs. FY 2021 $ Change	% Change
Personnel Services	337,233,671	361,744,153	355,297,276	-6,446,877	-1.8%
Materials, Supplies and Repairs	62,253,995	62,595,890	61,647,388	-948,502	-1.5%
Contractual Services	183,869,098	173,899,227	185,415,497	11,516,270	6.6%
Equipment	9,781,645	10,883,313	10,058,246	-825,067	-7.6%
Department Specific Appropriation	106,665,240	98,457,698	104,111,802	5,654,104	5.7%
Public School Education	323,061,236	336,161,810	337,148,281	986,471	0.3%
Debt Service/Transfers to CIP	130,682,733	171,962,192	151,123,771	-20,838,421	-12.1%
Public Assistance	13,355,702	14,713,285	14,624,306	-88,979	-0.6%
Total All Funds	**1,166,903,320**	**1,230,417,568**	**1,219,426,567**	**-10,991,001**	**-0.9%**

Note: The FY 2020 Adopted amount reflects the budgetary impact of the recreational boat tax and license restructuring approved by City Council subsequent to the adoption of the budget in May 2019.

Adopted
FY 2021 Expenditures by Use (All Funds)



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

Estimated Expenditures by Fund Type

The following table compares expenditures by fund type in the Adopted FY 2021 Operating Budget to the Adopted FY 2020 Operating Budget and the FY 2019 Actual amount.

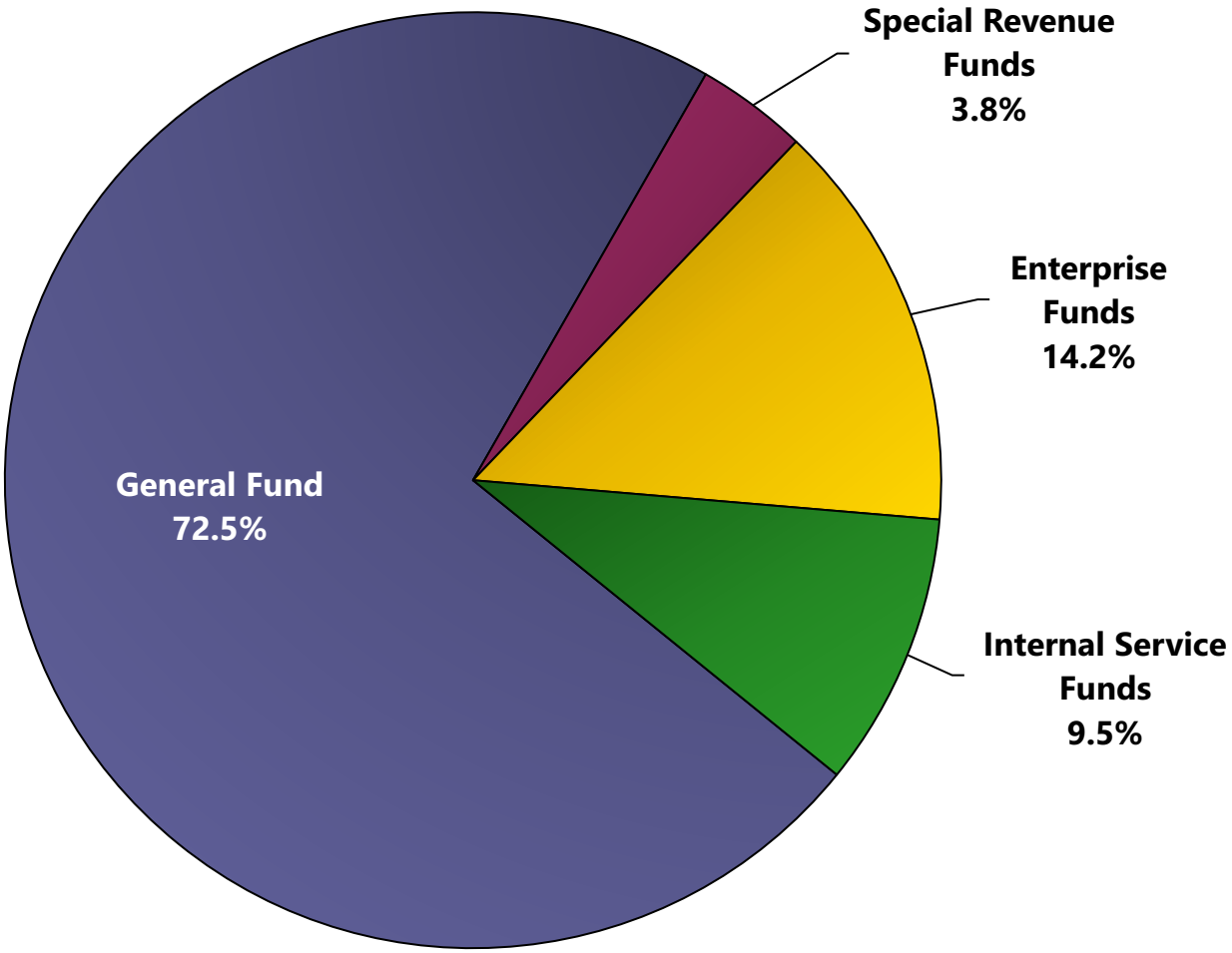
Fund Type	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020 vs. FY 2021 $ Change	FY 2020 vs. FY 2021 % Change
General Fund	855,703,902	901,882,729	883,480,216	-18,402,513	-2.0%
Special Revenue Funds[1]	58,623,330	49,685,256	46,840,662	-2,844,594	-5.7%
Enterprise Funds[1]	146,496,794	175,256,465	173,366,457	-1,890,008	-1.1%
Internal Service Funds[2]	106,079,294	103,593,118	115,739,232	12,146,114	11.7%
Total All Funds	**1,166,903,320**	**1,230,417,568**	**1,219,426,567**	**-10,991,001**	**-0.9%**

Note: The FY 2020 Adopted amount reflects the budgetary impact of the recreational boat tax and license restructuring approved by City Council subsequent to the adoption of the budget in May 2019.

[1] In FY 2020, Storm Water Management converted to an Enterprise Fund and its expenditures are included with Enterprise Funds.

[2] The increase in Internal Service Funds in FY 2021 is largely due to the Norfolk Healthcare Consortium budget.

Adopted
FY 2021 Expenditures by Fund Type (All Funds)



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

Estimated General Fund Expenditures by Area

The following table compares the Adopted FY 2021 General Fund Operating Budget to the Adopted FY 2020 General Fund Operating Budget and the FY 2019 Actual amount. Major areas of service are shown to provide a broad overview of the expenditures for the general operating fund of the city.

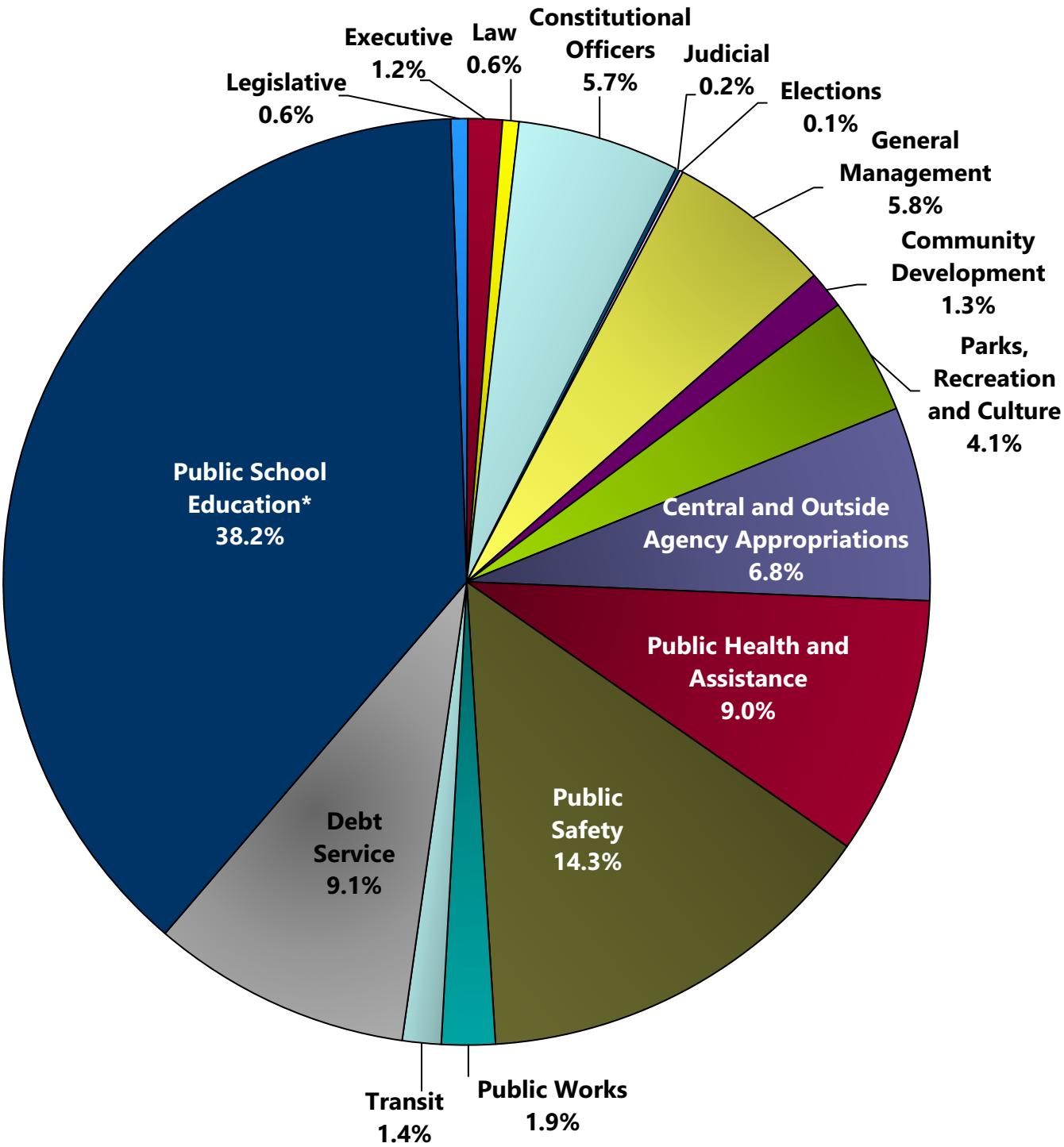
Service Area	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020 vs. FY 2021 $ Change	FY 2020 vs. FY 2021 % Change
Legislative	4,864,909	5,215,803	5,274,627	58,824	1.1%
Executive[1]	6,239,485	10,104,392	10,555,078	450,686	4.5%
Department of Law	4,779,672	4,905,409	5,024,632	119,223	2.4%
Constitutional Officers	47,225,819	48,577,771	49,931,416	1,353,645	2.8%
Judicial	1,301,219	1,341,955	1,357,910	15,955	1.2%
Elections	806,006	1,110,962	1,007,964	-102,998	-9.3%
General Management	51,361,629	52,318,219	50,949,863	-1,368,356	-2.6%
Community Development	10,846,420	12,270,576	11,548,033	-722,543	-5.9%
Parks, Recreation and Culture	43,402,319	45,691,583	36,184,766	-9,506,817	-20.8%
Central and Outside Agency Appropriations	69,080,628	70,466,391	59,725,931	-10,740,460	-15.2%
Public Health and Assistance	72,857,492	77,847,057	79,677,741	1,830,684	2.4%
Public Safety	120,050,194	124,897,375	126,663,507	1,766,132	1.4%
Public Works[2]	26,323,055	16,996,849	16,496,914	-499,935	-2.9%
Transit[2]	0	12,466,052	11,934,317	-531,735	-4.3%
Debt Service	73,503,819	81,510,525	79,999,236	-1,511,289	-1.9%
Public School Education	323,061,236	336,161,810	337,148,281	986,471	0.3%
General Fund Total	**855,703,902**	**901,882,729**	**883,480,216**	**-18,402,513**	**-2.0%**

Note: The FY 2020 Adopted amount reflects the budgetary impact of the recreational boat tax and license restructuring approved by City Council subsequent to the adoption of the budget in May 2019.

[1] Beginning in FY 2020, St. Paul's Area Transformation is budgeted under Executive which was previously budgeted in Central Appropriations. The increase in Executive in FY 2021 reflects consolidating programs in General Management (ie., programs in Information Technology and Human Resources) to create CivicLab and transfer in of funding for coastal resilience initiatives from Public Works. See Budget and Strategic Planning and Resilience for details.

[2] The Division of Transportation and the Division of Right of Way in Public Works were combined in FY 2020 to establish Transit as a department.

Adopted
FY 2021 General Fund Expenditures by Area



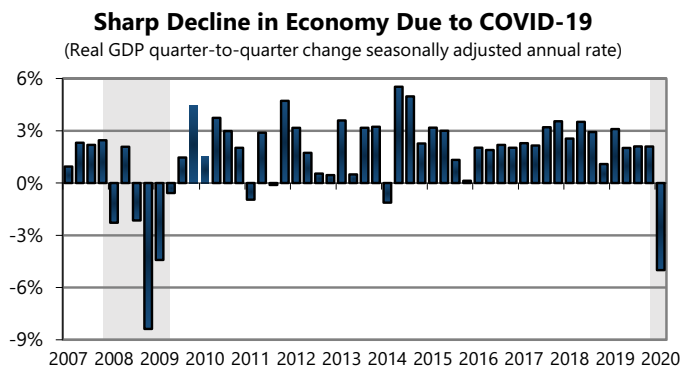
Note: Percentages may not total to 100 due to rounding.
*Does not include "in-kind" support. See Public School Education section.

Major Revenue Sources

Evaluating the city's current and long-term financial health requires a review of the economy and major revenue sources. Overall, General Fund revenues are projected to decline by 2.0 percent in FY 2021 which reflects the economic impact of COVID-19. Operating revenues citywide (all funds) are projected decline 0.9 percent. Real estate assessments, which drives the largest locally generated General Fund revenue source (real estate taxes), are projected to grow by approximately 3.0 percent in FY 2021, which is below the 4.5 percent growth in FY 2020 and above the growth of 2.7 percent in FY 2019 and 2.4 percent in FY 2018.

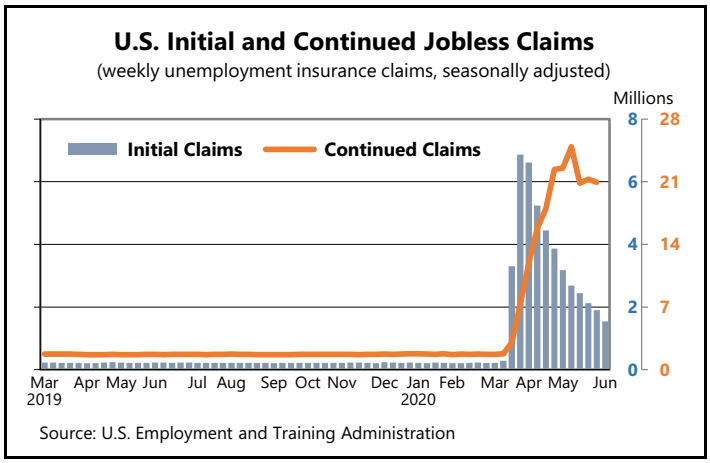
Economic Overview

When the initial proposed budget was being developed, before the COVID-19 pandemic impacted the country, the national economy was anticipated to continue to expand. Through the end of 2019, the nation was in the midst of the longest economic expansion on record that began in June 2009. Following the end of the Great Recession, the national economy had been growing for 126 months, surpassing the 1991-2001 economic expansion which lasted 120 months. Real gross domestic product (GDP), which is the broadest measure of economic activity, grew 2.3 percent in 2019, albeit weaker than the annual growth in the past two years of 2.9 percent in 2018 and 2.4 percent in 2017.



Source: Bureau of Economic Analysis. Shaded areas denote recession.

National employment also continued to grow in 2019 for the tenth year in a row. The economy gained approximately 2.1 million jobs (revised). Along with the job growth, the annual unemployment rate continued to decline, falling to 3.7 percent in 2019 from 3.9 percent in 2018, the lowest annual unemployment rate since 1969. Similar to the nation, in 2019, Virginia's annual nonfarm employment grew by 1.2 percent (47,700 jobs), the ninth consecutive year of growth. Employment also rose in Virginia metropolitan statistical areas (MSA) with the highest growth seen in Northern Virginia (28,900 jobs), Richmond MSA (6,900 jobs), and Hampton Roads (3,200 jobs). The state's job growth in 2019 was also broad based with the largest job gains seen in professional and business services (17,200 jobs). However, as a result of the COVID-19 pandemic, economic activity contracted sharply and abruptly nationwide as noted in the Federal Reserve Beige Book (April 2020). Employment sharply declined, while jobless claims rose sharply as well. In June, the National Bureau of Economic Research (NBER), the official arbiter of U.S. recessions, determined that the economic expansion ended in February 2020, marking the start of a recession.



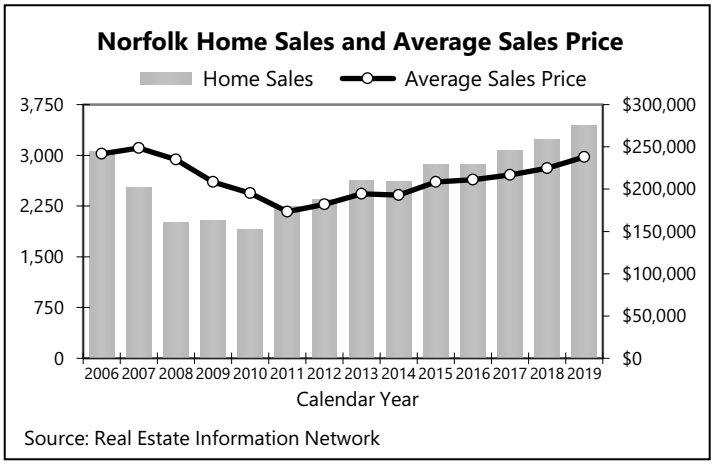
Source: U.S. Employment and Training Administration

Similar to the nation, prior to the COVID-19 pandemic, the Commonwealth of Virginia continued to expand. Virginia's fiscal stability is important to Norfolk, since approximately 37 percent of the General Fund budget in FY 2020 comes from the Commonwealth. These state resources support Norfolk Public Schools, social services, street maintenance, public safety, and other core municipal services. The Commonwealth's General Fund resources (which includes transfers) performed above expectations in FY 2019, exceeding the forecast by $797.7 million or 3.8 percent above the forecast. The Commonwealth's economic performance in fiscal year 2019 was also close to expectations, and the outlook

was for moderate economic growth and job growth to continue through the upcoming biennium 2020-2022. The Governor's Introduced Budget and amendments agreed to by the House and Senate conferees (Conference Report) before the COVID-19 pandemic impacted Virginia included additional new state aid for public education (K-12), public safety (HB599), social services, and constitutional officers. However, as a result of the uncertainty of the economic impact of COVID-19 over the next biennium, budget amendments proposed by the Governor and action taken during the reconvened session of the General Assembly in April resulted in freezing much of the new discretionary spending including additional state aid to localities that had been approved during the regular session of the General Assembly. The city's Adopted FY 2021 Budget reflects the withdrawal of the additional state aid from the city's initial proposed budget.

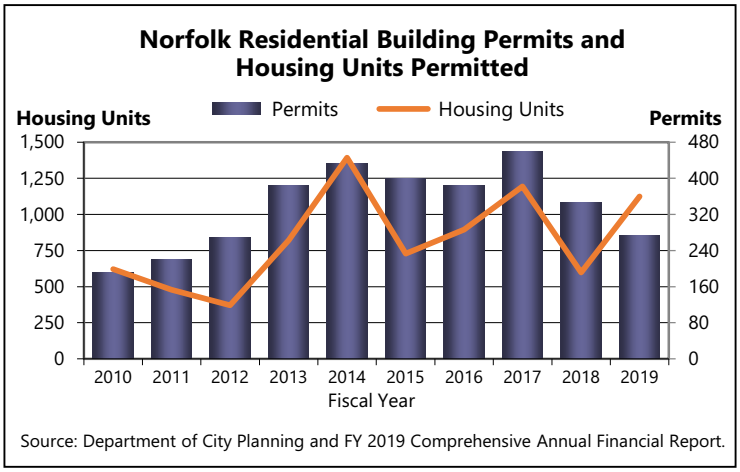
General Fund Revenue Overview

The city generates revenue through taxes, user charges, and intergovernmental transfers from the state and federal government. Over half of the city's General Fund revenues are generated locally from various taxes and fees including real estate, personal property, retail sales, permits, fines, and user charges. These sources fund municipal services such as police, fire-rescue, parks and recreation, libraries, street maintenance, public education (K-12), public health, and human services.



Similar to other Virginia localities, Norfolk is highly dependent upon real estate taxes to fund its general operations. Real estate taxes are the city's largest source of locally generated revenue. For FY 2021, the Office of the Real Estate Assessor's Office is estimating that the land book value of real estate assessments on July 1, 2020 will increase by approximately 3.0 percent from the land book value of real estate assessments on July 1, 2019. This annual growth in assessments would mark the eighth consecutive year of growth and the second largest growth since FY 2009, following the 4.5 percent increase in assessments in FY 2020. The increase in residential assessments reflects the continued improvement in the local housing market. Real estate activity was robust in calendar year 2019 with the number of homes sold increasing by 6.0 percent. With the increased sales activity, the sales price of homes sold also increased. The average sales price of homes sold in Norfolk in calendar year 2019 rose 6.0 percent, to $238,100 from $224,700 in calendar year 2018. The median sales price also increased in calendar year 2019, rising by 7.5 percent to $215,000 from $200,000 in calendar year 2018.

The city also saw an increase in new housing units permitted and non-residential building permits issued in fiscal year 2019. The new construction permitted throughout the city should support future growth in real estate assessments. In fiscal year 2019, the number of housing units permitted nearly doubled when compared to the previous year. Housing units permitted in fiscal year 2019 included new multi-family housing projects such as The Retreat at Harbor Pointe, Pinewell Station Apartments, and Westport Commons, in addition to single-family homes that were permitted citywide. Nonresidential (or "commercial") projects permitted also increased in fiscal year 2019. The larger



commercial projects in fiscal year 2019 included the construction of the Harbor's Edge River Tower and a new Tru by Hilton hotel at Lake Wright, the renovation of the downtown Marriott Hotel, and various projects by Sentara, Children's Hospital of the King's Daughters (CHKD), Norfolk Airport, and Norfolk Outlet Mall. It is important to note however, that the city of Norfolk is built out, and the building activity occurring currently is mainly redevelopment, infill development, and vertical expansion.

The Commonwealth of Virginia provides nearly 38 percent of General Fund revenues in the FY 2021 General Fund budget, which consists of funding that is mostly for dedicated purposes such as education, social services, transportation, and constitutional officers. HB 599 funds for law enforcement, the city's share of personal property tax relief funds, and the tax on rental of cars also make up revenue from the Commonwealth. In total, it is the largest revenue source in the General Fund. As a result of the Great Recession, the Commonwealth saw a significant decline in revenues and in turn, reduced Direct Aid to education, HB 599, Constitutional Officers salaries and benefits funding, jail per diem, and funds for street maintenance, imposed a "flexible cut" to state aid to localities, and eliminated the local share of ABC profits and wine tax. Not all revenues from the Commonwealth have returned to pre-recession levels even though the Commonwealth's General Fund revenues have been above its last pre-recession peak since FY 2012.

It is important to note that initially in the development of the FY 2021 proposed budget, the FY 2021 estimate of Norfolk's revenues from the Commonwealth was based on the budget amendments agreed to by the House and Senate conferees (Conference Report). Based on the Conference Report, Norfolk could anticipate an increase in state aid for K-12, health and human services, constitutional officers, and public safety (HB599). However, the Conference Report was released just prior to the Commonwealth's escalation of measures to contain the spread of COVID-19 such as, the closure of schools and businesses, restrictions on large gatherings, and cancellation of events. Also, certain budget amendments agreed to by the House and Senate conferees were contingent on the state meeting its revenue forecast in FY 2020. It is likely that the aggressive measures taken to limit the spread of COVID-19 will negatively impact state sales and income tax collections which make up the bulk of the Commonwealth's general fund revenues. Consequently, action taken during the reconvened session of the General Assembly in April, resulted in freezing the funding for new discretionary spending due to the uncertainty of the economic impact of COVID-19. The actions were also consistent with the budget amendments recommended by the Governor. As a result, the additional state aid initially included in the proposed budget was removed from the city's adopted budget for FY 2021, since it is uncertain whether the funds would be eventually restored or allotted by the Commonwealth.

The remaining revenue comes from the federal government which are mostly dedicated to Norfolk Public Schools and the Norfolk Community Services Board, recovered costs, interfund transfers, and carryforward of prior year funds. The estimated General Fund revenue from the federal government in FY 2021 does not include federal funds designated to assist individuals, businesses, and state and local governments with the COVID-19 pandemic such as, the Coronovirus Relief Fund. Federal assistance related to COVID-19 is reflected as a savings or expenditure reimbursement (negative appropriation) in Central Appropriations (see Central Appropriations for detail). Interfund transfers represent a return on investment from Utilities (water and wastewater) operations. It also includes funding from the Public Amenities Fund to support the Norfolk Consortium (see Outside Agencies) and excess revenues from the Tax Increment Financing Fund. Carryforward funds are generated through a combination of projected current year savings, realized savings from prior years, and account closeouts. Carryforward funds may also include the re-appropriation of prior year(s) unspent designated funds.

Preliminary General Fund revenue projections, based on historical data and current economic data, were presented during the City Manager's financial and budget updates at the City Council financial update in the fall (November 2019) and the mid-year update in March 2020. Projections were updated through early March to incorporate the current information available including state budget estimates and the Norfolk Public Schools proposed budget. Initial revenue estimates were based on the analysis of the collection history and patterns, underlying drivers that impact a revenue source, information from departments that collect revenue, overall economic environment, and developments projected for the city in the coming year. However, the revenue base was revised downward to reflect the uncertainty of the economic impact of the COVID-19 pandemic. One-time revenues of approximately

$27.2 million were removed from the initial proposed budget and the revenue base was reduced further by approximately$40 million. The adopted budget reflects the final actions taken to bring the budget back in balance. The revenue amounts shown in the discussion that follows include the FY 2020 budget and FY 2021 budget.

The FY 2021 General Fund budget is approximately $883.5 million, which is 2.0 percent ($18.4 million) below the Adopted FY 2020 Budget.

General Fund Revenue Summary

Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2020 vs. FY 2021 $ Change	% Change	FY 2021 % of Total
General Property Taxes	297,514,769	305,436,500	311,526,200	6,089,700	2.0%	35.3%
Other Local Taxes	166,543,602	170,844,800	143,126,000	-27,718,800	-16.2%	16.2%
Permits and Fees	4,117,711	3,387,500	3,214,000	-173,500	-5.1%	0.4%
Fines and Forfeitures	1,026,622	1,094,000	1,201,000	107,000	9.8%	0.1%
Use of Money and Property	9,711,256	8,588,191	7,543,055	-1,045,136	-12.2%	0.9%
Charges for Services	24,313,829	25,990,999	23,539,021	-2,451,978	-9.4%	2.7%
Miscellaneous Revenue	9,907,550	9,219,102	8,983,473	-235,629	-2.6%	1.0%
Recovered Costs	10,861,595	12,005,487	10,880,725	-1,124,762	-9.4%	1.2%
Non-Categorical Aid - State	35,876,955	36,036,200	34,146,200	-1,890,000	-5.2%	3.9%
Shared Expenses - State	22,018,860	22,384,860	21,930,000	-454,860	-2.0%	2.5%
Categorical Aid - State	267,054,754	272,947,989	278,285,660	5,337,671	2.0%	31.5%
Federal Aid	9,106,119	8,709,175	8,736,882	27,707	0.3%	1.0%
Other Sources and Transfers In[1]	42,045,334	25,237,926	30,368,000	5,130,074	20.3%	3.4%
General Fund Total	**900,098,956**	**901,882,729**	**883,480,216**	**-18,402,513**	**-2.0%**	**100.0%**

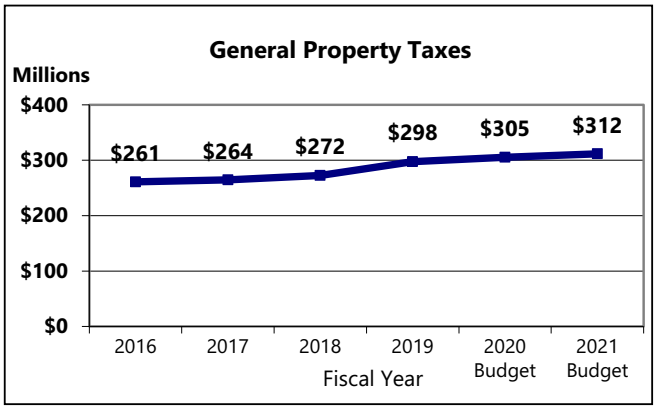
Note: Percentages may not total to 100 due to rounding.
The FY 2020 Adopted amount reflects the budgetary impact of the recreational boat tax and license restructuring approved by City Council subsequent to the adoption of the budget in May 2019.

[1]The FY 2019 amount reflects the one-time Virginia Beach water payment. The increase in the FY 2021 amount reflects the carry forward of a portion of the proceeds related to the Sustainable Water Initiative for Tomorrow (SWIFT) initiative ($6.0 million) to cash fund the CIP.

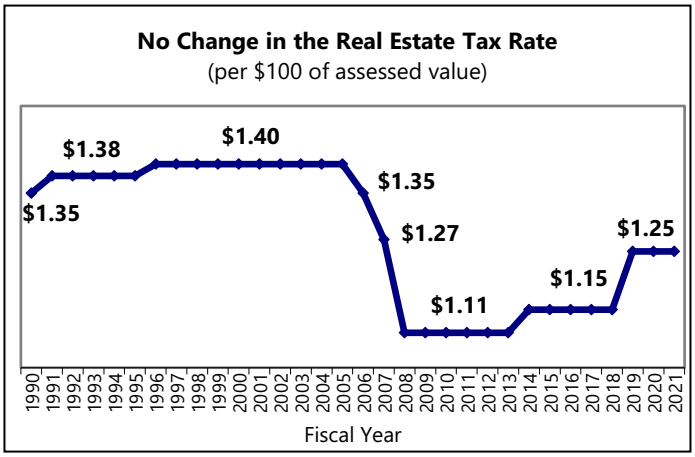
Revenue Monitoring

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

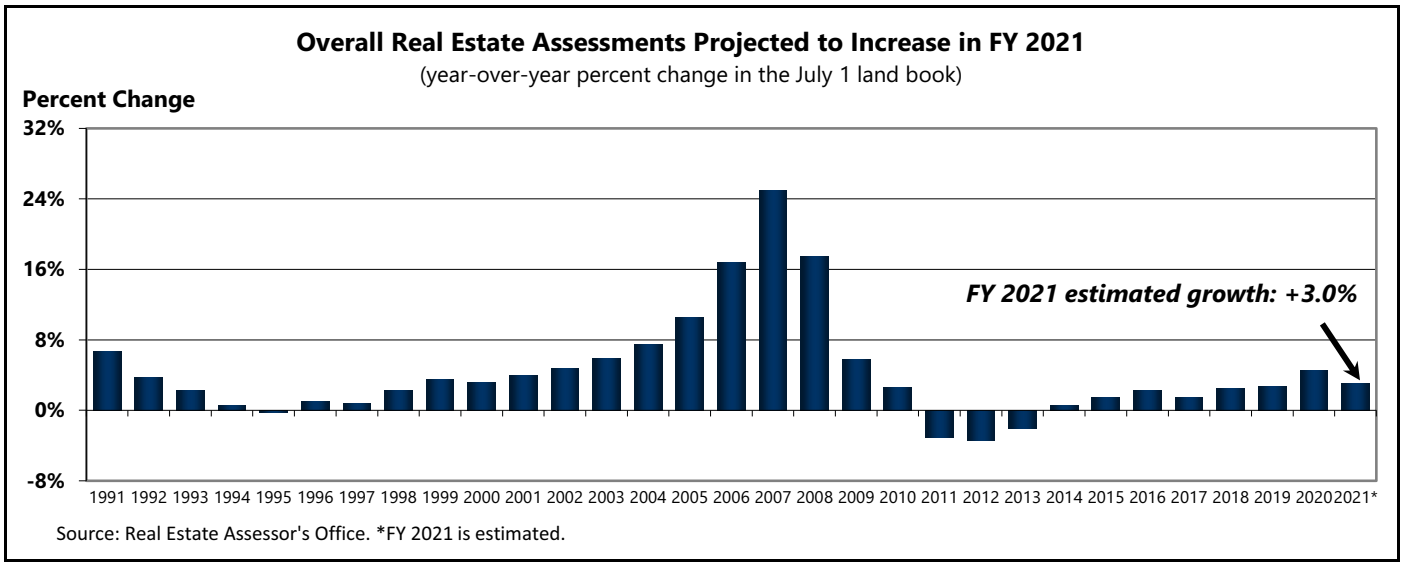
General Property Taxes



General property taxes are levied on the assessed value of real estate and personal property including machinery and tools. These taxes make up approximately 35 percent or nearly $312 million of the city's FY 2021 General Fund revenues. Real estate tax revenue is the largest component of general property taxes (approximately $260 million or 29 percent of FY 2021 General Fund revenues). It includes current and delinquent taxes as well as, the tax on public service corporations and the additional $0.16 per $100 of assessed value levied on real estate located within the Downtown Improvement District (DID). The estimate for current real estate taxes reflects the real estate tax rate of $1.25 per $100 of assessed value and setting aside a sum sufficient amount estimated at $5.3 million for real estate tax relief to qualifying senior and disabled homeowners and to state mandated disabled veterans and surviving spouses of military personnel killed in action.



The current real estate tax revenue estimate also reflects the Office of the Real Estate Assessor's estimate of the overall taxable assessments in the land book on July 1, 2020. The most recent update from the Office of the Real Estate Assessor indicated that overall taxable assessments on July 1, 2020 are projected to be approximately three percent above the land book value on July 1, 2019. Although FY 2021 reassessments are not anticipated to change, the economic impact of COVID-19 on assessments may more likely to be seen in the July 1, 2021 land book, since assessments have in general, lagged the market. The pandemic may however, have a potential impact on the overall taxpayer ability to pay, which could impact FY 2021 revenue collections. It is also important to note that due to the significant number of property owned by federal, state, and local government, and religious and secular organizations in Norfolk, approximately 36 percent of the city's real estate assessed value is tax exempt. This would be equivalent to a potential revenue loss of $143 million based on the FY 2020 assessed value and the current real estate tax rate of $1.25 per $100 of assessed value.



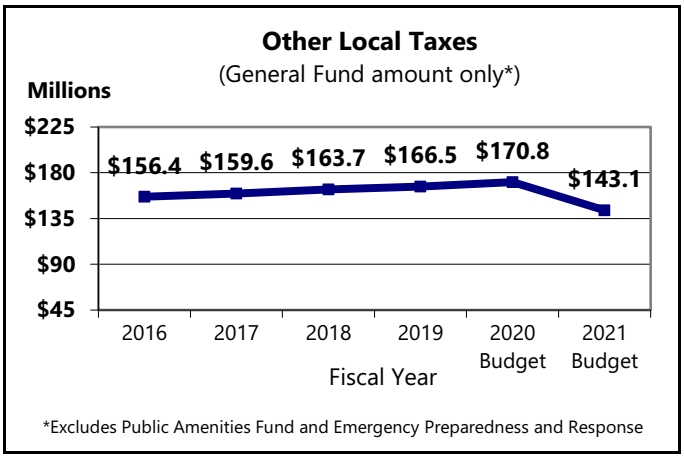
The second largest component of general property taxes is the personal property tax, which is levied on tangible personal property, including motor vehicles, boats, aircraft, business furnishings, and office equipment. Household goods and personal effects are exempt from taxation. Personal property taxes in total include current and delinquent collections, refunds, and taxes from public service corporations. In FY 2021, these comprise approximately 5.2 percent or $45.7 million of General Fund revenues and are estimated to be approximately 3.8 percent below the FY 2020 budget which is largely due to the economic impact of COVID-19. Also, in FY 2021, the recreational boat tax was eliminated, as intended last year. The elimination follows the reduction of the personal property tax on recreational boats by 50 percent to $0.25 per $100 of assessed value from $0.50 per $100 of assessed value in FY 2020. The revenue loss from eliminating the recreational boat tax in FY 2021is estimated to be approximately $116,500.

The FY 2021 budget assumes no change in the general tax rate on personal property at $4.33 per $100 of assessed value. The estimate also assumes the state car tax relief is unchanged at 55 percent (55%) rate for FY 2021 (tax bills due June 5, 2021). The 55 percent relief rate is anticipated to fully exhaust relief funds provided to the city by the Commonwealth of Virginia under the Personal Property Tax Relief Act. This means that qualifying vehicles with an assessed value of more than $1,000 will receive a **55 percent (55%)** rate of tax relief on the vehicle's first $20,000 of assessed value. Qualifying vehicles with an assessed value of $1,000 or less will receive 100 percent (100%) rate of tax relief. Prior to FY 2006, qualifying vehicles with an assessed value of more than $1,000 were reimbursed for 70 percent of the total property tax eligible for relief. State legislation passed in 2004 capped car tax relief funds statewide at $950 million beginning in FY 2006. Consequently, each locality in the state now receives a fixed share of the $950 million of statewide personal property tax relief funds per state code. Each locality's share was determined based on the proportional share of actual personal property tax relief payments received in tax year 2005, as certified by the Commonwealth of Virginia Auditor of Public Accounts, of which, Norfolk's share is $16,871,056. Personal property tax relief funds received and not used in FY 2021 shall be carried forward and used to increase the funds available for car tax relief. With the state capping the amount of funds available for car tax relief, the percentage of the state reimbursement compared to the total tax is expected to decrease over time and residents will pay an increasing share of the car tax.

The machinery and tools tax is the third largest component of general property taxes. In FY 2021, the tax makes up approximately 0.7 percent or $5.9 million of General Fund revenues. The tax is levied on machinery and tools used in manufacturing, mining, radio and television broadcasting, cable television, dry cleaning or laundry businesses at a rate of $4.25 per $100 of assessed value. That tax rate is eight cents below the tax rate on general personal property of $4.33 per $100 of assessed value. Revenue from the tax on machinery and tools have been and is expected to remain stable in FY 2021. However, it is important to note that there have been several attempts by the state legislators in recent years to curtail or completely eliminate Virginia localities' taxing authority to generate revenue from this source.

Other Local Taxes

Other local taxes are comprised of consumer and business-based taxes, including excise taxes on utilities (water, gas, electricity, and communications), sales, hotel, restaurant/meals, admissions, and cigarettes, as well as franchise, business license, and recordation taxes. Historically, the revenue category has been sensitive to changes in economic conditions and is anticipated to be most impacted by the economic effects of COVID-19. Other local taxes are projected to comprise approximately 16 percent or $143 million of General Fund revenues in FY 2021 and are 16 percent below the FY 2020 budget. Other local taxes include the consumption-based taxes which have been particularly



impacted by measures taken to limit the spread of COVID-19 such as, the closure of businesses and schools and restricting or cancellation of events and large gatherings. Citywide (all funds), other local taxes make up 12.5 percent or $152 million of the operating budget in FY 2021 and are also 16 percent below the FY 2020 budget. The citywide amount includes the Public Amenities Fund portion of the hotel and food and beverage taxes and the Emergency Preparedness and Response portion of the telecommunications sales and use tax.

The sales and use tax makes up approximately 3.5 percent or $31.2 million of the city's General Fund revenue in FY 2021 which is approximately 9.5 percent below the FY 2020 budget due to the economic impact of COVID-19 on consumption-based taxes. The sales and use tax is levied on selling, distribution, leasing, or renting of tangible personal property, use or consumption of tangible personal property, as well as taxable services in Virginia. Revenue from this source has historically been sensitive to the state of the economy, household income, and underlying price level changes. Changes in the local retail activity (such as new businesses, expansions, closures, and job changes) and in the local economy impact the projection of this revenue source. Also, last year, effective July 1, 2019, the General Assembly approved new sales tax requirements applicable to remote sellers and marketplace facilitators that have an economic nexus in Virginia. Under the new law enacted during the 2019 session of the General Assembly, a remote seller or marketplace facilitator who meet the economic nexus standards of selling or facilitating the sale of more than $100,000 in annual gross retail sales or 200 or more transactions to Virginia customers are required to begin collecting sales tax starting July 1, 2019. Prior to the new law, only businesses with a physical presence in Virginia were required to collect the state's sales and use tax. Adjustments made by the Virginia Department of Taxation for overpayments and underpayments of the tax by businesses also affect sales and use tax collections.

Consumer utility taxes on water, gas, electricity, and the communications sales and use tax combined, make up approximately 3.7 percent or $32.5 million of the city's General Fund revenue in FY 2021 and is 13 percent below the FY 2020 budget. The consumer utility tax is levied on the purchase of utility service including water, gas, and electricity. Monthly receipts are monitored and used as a basis for estimating the revenue yield, taking seasonal variations into consideration. The consumer utility tax on telephones, cell phones, and cable TV was abolished and replaced by a statewide uniform communications sales and use tax on January 1, 2007. The Emergency 911 (E-911) tax on telephones was also replaced by a statewide uniform $0.75 tax per phone at the same time. The E-911 tax is distributed to the city together with the communications sales and use tax in one lump sum. Consequently, a portion of the city's communications sales and use tax is allocated and goes directly to support emergency communications (E-911) in the Emergency Preparedness and Response Special Revenue Fund (approximately $3.6 million). The General Fund portion of the communications sales and use tax is estimated to be $13.2 million in FY 2021. Since the inception of the tax, revenue has fluctuated due to adjustments for overpayments and underpayments of the tax by telecommunications service providers, and has trended down due to changes in technology and lower utilization of communications services subject to the tax. State legislation to modernize local taxation authority to reflect technological changes in communication services were proposed during the 2018 General Assembly Session but were not enacted.

Taxes are collected on prepared food and beverages. The tax rate is 6.5 percent of the value of the meal. One percentage point is allocated to the Public Amenities Fund, and 5.5 percentage points is allocated to the General Fund. The revenue generated by 1.0 percentage point of the tax rate for the Public Amenities Fund is estimated to be approximately $5.0 million in FY 2021, and the revenue generated from the 5.5 percentage points of the tax rate allocated to the General Fund is estimated to be approximately $27.5 million. The FY 2021 estimate is 17.5 percent below the FY 2020 budget which reflects the economic impact of COVID-19 particularly on consumption-based taxes. Prior to the COVID-19 pandemic, revenue from the food and beverage tax had been growing steadily as the city continues to draw restaurants to open in several commercial districts such as, downtown Norfolk, the Military Highway corridor, and Ghent and Colley Avenue areas.

Hotel taxes are levied on occupied hotel rooms at the rate of 8.0 percent of the room charge. Similar to the food and beverage tax, one percentage point is allocated to the Public Amenities Fund and 7.0 percentage points is allocated to the General Fund. The revenue generated by 1.0 percentage point of the tax for the Public Amenities Fund is estimated to be nearly $707,000 in FY 2021, and the revenue generated from the 7.0 percentage points

allocated to the General Fund is estimated to be nearly $5.0 million in FY 2021. The FY 2021 estimate is 38 percent below the FY 2020 budget which similar to other consumption-based taxes, reflects the economic impact from actions taken to limit the spread of COVID-19.

The hotel tax estimate does not include the $3.00 surcharge per room night ("bed tax"), estimated to generate nearly $2.4 million in FY 2021. The bed tax was enacted on April 1, 2006 at the rate of $1.00 per room night with support from the Norfolk Hotel-Motel Association and the revenue designated for Norfolk Convention and Visitor's Bureau (Visit Norfolk) for visitor promotion and advertising for conventions and tourism. In FY 2012, the bed tax was raised to $2.00 per room night with the additional $1.00 revenue designated for the Norfolk Consortium (see Outside Agencies section). In FY 2019, the bed tax was raised to $3.00 per room night (current rate) to offset budget reductions to Outside Agencies (see Outside Agencies section).

Business license taxes are collected from entities that engage in a business, trade, profession, or occupation in the city. It is generally imposed as a percentage of gross receipts generated during the previous calendar year. It is also applied to individuals that maintain a place of business, either permanent or temporary, or conduct a business-related activity. Business license tax rates vary depending on business classification and gross receipts generated. Norfolk's rates are at the state maximum allowed for the main business classifications. Revenue collections in recent years have been reduced by refunds of overpayments. Business license taxes makes up approximately 2.8 percent or $24.6 million of General Fund revenues, which is nearly 21 percent below the FY 2020 budget. In FY 2021, business license taxes will be based on gross receipts generated during calendar year 2020 when businesses were impacted by the COVID-19 related shutdown and limited activity.

Permits and Fees

Permits are issued to regulate new construction and ensure public safety. Revenues from this source are comprised of fees for permits, licenses, and other privileges subject to city regulation. The revenues partially cover the expense of providing regulatory services such as, zoning inspections, building code inspections, plan review, right-of-way permitting, and fire inspections in the city. Revenue from this source has generally fluctuated based upon the level of building construction activity in the city and large commercial projects. Permits and regulatory fees are projected to be approximately 0.4 percent or $3.2 million of General Fund revenues in FY 2021, which is 5.1 percent below the FY 2020 budget.

Fines and Forfeitures

Fines and forfeitures in the General Fund largely consist of revenues received from the courts as fines and forfeitures for violations of city ordinances. In FY 2021, fines and forfeitures provide approximately 0.1 percent or $1.2 million of General Fund revenues. The FY 2021 budget is approximately 9.8 percent above the FY 2020 budget. The increase was largely due to the city being billed directly for the maintenance of red light cameras under the contract terms with the new service provider. Prior to the new contract, the cost of the maintenance of red light cameras were being deducted from the revenue prior to being remitted to the city. See the Department of Finance section of the budget document for details.

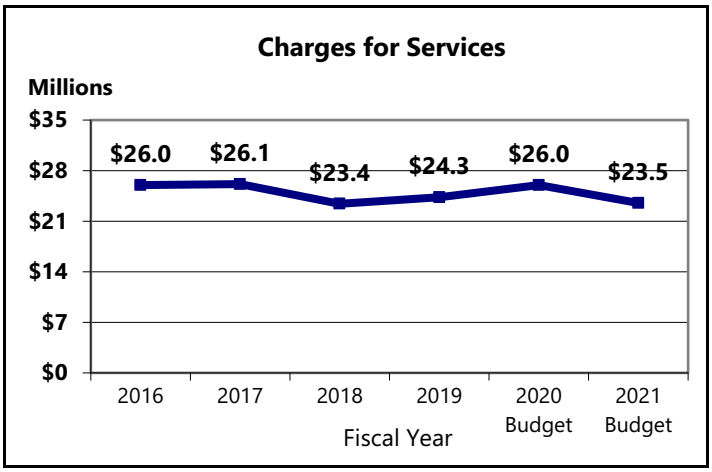
Citywide, fines and forfeitures total approximately $4.5 million of revenues from all operating funds in FY 2021. The majority of the revenues from this source citywide are generated from fines for parking citations which support the operations of the Parking Facilities Fund (nongeneral fund). Changes adopted for FY 2021 include raising the rates for fines for parking citations. See section 17 of ordinance 47,999 in the Ordinances section of the budget document for details on the new rates.

Use of Money and Property

Revenue from use of money and property is comprised primarily of interest earned on cash balances, rent from short-term and long-term property leases, income from cultural facilities venues, and prudent management of city assets. In FY 2021, revenue from this source makes up approximately 0.9 percent or $7.5 million of General Fund revenues. The FY 2021 budget is approximately 12.2 percent below the FY 2020 budget. The decline is due to adjustment of revenue due to fewer large events being held in cultural facilities to prevent the spread of COVID-19, interest earned from the city's investments, and rent from former tenants at the Norfolk Community Services Board's new location. The decline in FY 2021 was partly offset by an increase in revenue generated by the Norfolk Sheriff's Office from an expanded video visitation program.

Charges for Services

Charges for services include fees charged for various programs and services such as, recreation centers, Virginia Zoo, courts (judiciary), paramedical rescue, Norfolk Public School activities, Norfolk Community Services Board (NCSB), cruise ship terminal, and Nauticus. Charges for services make up approximately 2.7 percent or $23.5 million of General Fund revenues in FY 2021. The FY 2021 budget is 9.4 percent below the FY 2020 budget which reflects the partial year closure and reduced utilization of city facilities such as, the cruise ship terminal, Nauticus, recreation centers, and libraries in FY 2021.



Citywide, the majority of the revenue collected from this source are charges for services by nongeneral funds. Charges for services citywide make up approximately $326.5 million (over ten times the amount budgeted in the General Fund). The nongeneral fund charges are mostly from user fees for utilities, parking facilities, storm water, and refuse disposal. The rates for these user fees are set to ensure nongeneral fund operations are fully supported by the fees collected. See Selected Tax Rates and Fees section for changes in the rates for nongeneral fund charges for services in FY 2021.

Miscellaneous Revenue

Miscellaneous revenue consists of revenues not classified in other categories and includes revenue from payments in lieu of taxes, fee for services provided to the U.S. Navy for the housing public-private venture, administrative fees, and proceeds from the sale of city-owned land. In FY 2021, the city is estimating to receive approximately $9.0 million, which represents 1.0 percent of General Fund revenues in FY 2021 and is approximately 2.6 percent below the FY 2020 budget.

Recovered Costs

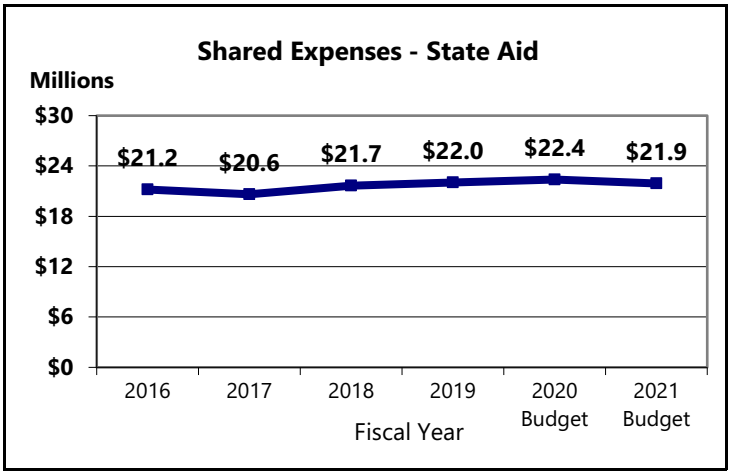
Recovered costs consist of revenue from nongeneral funds, partner agencies, and the public for certain expenses, such as indirect costs, employee compensation, debt service, and communications and information technology services. Recovered costs make up approximately 1.2 percent or $10.9 million of General Fund revenues in FY 2021 which is approximately 9.4 percent below the FY 2020 budget. The decline in the FY 2021 budget from FY 2020 is largely due to the distribution and allocation of indirect costs to nongeneral fund departments and the removal of the reimbursement for healthcare benefit administration from General Fund revenues as a result of transferring the

healthcare benefits administration program from the Department of Human Resources to the Norfolk Healthcare Consortium in FY 2021. See the Department of Human Resources and Norfolk Healthcare Consortium sections of the budget document for detail.

Non-Categorical Aid - Virginia

Non-categorical aid consists of revenue from the Commonwealth without restriction as to use. Non-categorical aid is estimated to be 3.9 percent or $34.1 million of General Fund revenues and is approximately 5.2 percent below the FY 2020 budget. The decrease is mostly from the car rental tax due to the economic impact of COVID-19 on visitors and travel to the region. Also, the FY 2021 budget no longer reflects the increase in HB 599 initially anticipated in the proposed budget. Amendments to the Governor's Introduced Budget agreed to by the House and Senate conferees (Conference Report) had included a 4.5 percent increase in HB 599 funds in FY 2021, in line with the increase in the Commonwealth's general fund revenues projected at 4.5 percent prior to the COVID-19 pandemic impacting the state. Norfolk's share of the HB 599 increase was estimated to be approximately $559,000. However, action taken during the reconvened session of the General Assembly in April, resulted in the unallotment of the funding for new initiatives including the additional funding for HB 599 as a result of COVID-19.

Shared Expenses

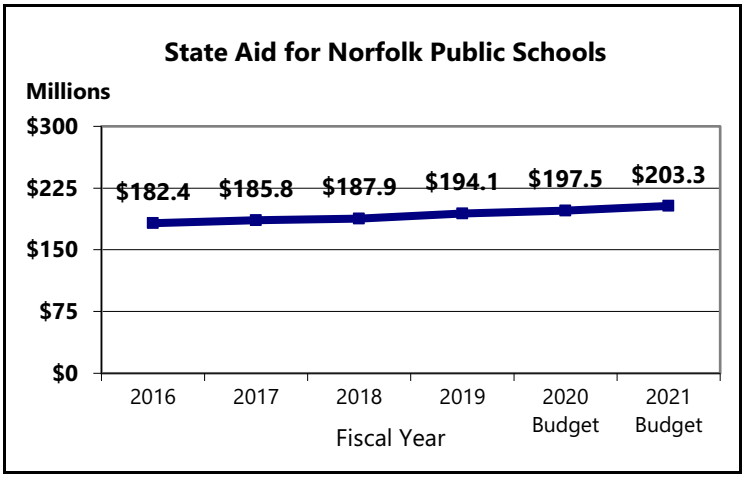


Shared expenses consist of recovered costs from the Commonwealth for a portion of the salaries and benefits of constitutional and other offices serving the Norfolk community, including the Norfolk Electoral Board, Sheriff, City Treasurer, Commissioner of the Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney. Shared expenses make up approximately 2.5 percent or $21.9 million of General Fund revenues in FY 2021, which is approximately 2.0 percent below the FY 2020 budget. The decline largely reflects the reduction in the number of approved Compensation Board positions in the Sheriff and Clerk of the Circuit Court and in the approved Compensation Board budget for the Commonwealth's Attorney. Although several new initiatives were approved during the regular session of the General Assembly, action taken during the reconvened session of the General Assembly in April, resulted in the unallotment of the funding for these new initiatives due to the economic impact of COVID-19. The new initiatives included a one-time bonus, equal to two percent of the state base salary of constitutional officers and their full-time employees, general registrars, and members of local election boards on December 1, 2020, contingent upon the state's general fund revenues collected in FY 2020 not being one percent or more below the official budget estimate. Also, the funding to: address certain underfunded and unfunded constitutional officer positions; increase salaries of certain circuit court clerk staff to address pay equity with district court clerks' staff; and fully reimburse localities for general registrars' salaries and electoral board members' compensation were also unallotted in the state's upcoming biennial budget.

State Categorical Aid

Categorical aid from the Commonwealth consists mainly of revenues earmarked for core services including, Norfolk Public Schools, public assistance grants and social service programs, Norfolk Community Services Board (NCSB), Virginia Department of Transportation (VDOT) funding for street maintenance and localities that host port-owned facilities, and local adult correctional facility. State categorical aid makes up approximately 31 percent or

$278.3 million of General Fund revenues which is 2.0 percent above the FY 2020 budget. The increase is mainly from state categorical aid for Norfolk Public Schools, social services, and street maintenance in FY 2021. However, the majority of the growth in state categorical aid in FY 2021 is designated for Norfolk Public Schools of approximately $5.8 million.



Of the $278.3 million of state categorical aid estimated to be received in FY 2021, the majority is earmarked for Norfolk Public Schools, approximately $203.3 million of the $278.3 million. Categorical aid for Norfolk Public Schools includes the state sales and use tax and state school funds. State sales and use tax for schools is the revenue from the city's proportionate share of the state sales and use tax designated for public education. Since July 1, 2012, the city's share of the state sales and use tax is based on the population estimate provided by the Weldon Cooper Center for Public Service at the University of Virginia. Additionally in FY 2014, state sales and use tax dedicated to public education increased to 1⅜ cent as part of the statewide transportation bill. Prior to FY 2014, 1¼ cent of the state sales and use tax was dedicated to public education, which reflected the change in FY 2005 when half of the one-half cent sales and use tax increase adopted by the General Assembly was earmarked for local school divisions and real estate tax relief. Half of that quarter percent is distributed in the manner discussed above. The other half of the quarter percent goes to support the Standards of Quality (SOQ), which is included in state school funds. State school funds support school operational costs. The rate of reimbursements is based on the SOQ formula with reimbursement rates varying by program and area of emphasis. Changes in enrollment figures affect this revenue source. Localities are required to match the state contribution based on a composite index. Norfolk continues to provide more than its required share of local effort.

Categorical aid also includes the state reimbursement for the cost of operating the Department of Human Services and Norfolk Community Services Board, estimated to be approximately $37.8 million and $9.3 million, respectively. State aid is tied to operating costs that include the cost of personnel, fringe benefits, nonpersonal services, and rent for buildings and parking. The reimbursement rate of the overall costs varies by program.

The jail per diem estimate is approximately $1.9 million in FY 2021 with no changes anticipated in the jail per diem rates based on the estimate provided by the Virginia Compensation Board. Since the 2016-2018 biennium, the amount appropriated by the Commonwealth has been based on the expected cost of jail per diems. In prior years, the General Assembly did not appropriate the full estimated statewide cost for jail per diems and the funding shortfall was addressed in the mid-biennium or caboose budget. However, if the appropriation falls short due to statewide inmate population being higher than anticipated, the Compensation Board will prorate the amounts distributed to local jails. The last time jail per diem rates were changed was during the 2010 session of the General Assembly. Since March 1, 2010, per diem payments for local responsible inmates in local or regional jails was reduced to $4.00 per day from $8.00 per day, while the per diem payments for state inmates housed in local jails was changed to $12.00 per day from $8.00 or $14.00 per day (reflecting the $6.00 bonus payment for certain state inmates). Payment for jail contract beds fell to $8.00 per day from $14.00 per day. These changes in the per diem rates resulted in approximately a $2.0 million decline in jail per diem funding to the city.

Categorical aid also includes funds received from the Virginia Department of Transportation (VDOT) for street construction and maintenance and support for localities that host Virginia Port Authority owned real estate, estimated in total to be approximately $25.9 million in FY 2021. The funds for street construction and maintenance are received from VDOT to maintain the city's principal and minor arterials, collector roads, and local streets based on moving lane miles. The revenue allocated to the city 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.

Also, beginning in FY 2021, the city's allocation of the state recordation tax distributed to localities which was estimated to be $750,000 are being re-allocated to support the Hampton Roads Transit (HRT) as a result of legislation (HB1726) passed during the 2020 session of the General Assembly. The action affects Hampton Roads localities within the Hampton Roads Transportation District.

Federal Aid

Aid from the federal government primarily includes funds for Norfolk Public Schools and Norfolk Community Services Board. Federal aid totals approximately $8.7 million or 1.0 percent of General Fund revenues in FY 2021 and is virtually unchanged from the FY 2020 budget. The FY 2021 amount does not include the Federal funds provided to assist individuals, businesses, and state and local governments in response to the COVID-19 pandemic. The reimbursement for eligible COVID-19 expenses are reflected in the General Fund centrally as budgetary savings. See the Central Appropriations section of the budget document for more details.

Other Sources and Transfers In

Revenue from other sources and transfers in consist of intra-governmental transfers and carry forward funds. It totals approximately $30.4 million or 3.4 percent of General Fund revenues in FY 2021, which is an increase of approximately $5.1 million from the FY 2020 budget. In FY 2021, other sources and transfers in includes transfers in of approximately $18.5 million from nongeneral funds including: Utilities ($10 million); Tax Increment Financing Fund ($5.0 million) which consists of the annual transfer of excess revenue; and Public Amenities Fund ($3.5 million) to support the Norfolk Consortium, which is an increase of $0.5 million from the previous year. See Outside Agencies section of the budget document for details on the Norfolk Consortium. The remaining amount ($11.9 million) consists of: carry forward of prior year savings by the Norfolk Community Services Board ($2.8 million); carry forward of unspent funds for St. Paul's Area Transformation ($1.8 million), Resilience ($850,000), and to fund one-time enhancements in Transit ($396,000) and City Clerk ($40,000); and carry forward of proceeds related to the Sustainable Water Initiative for Tomorrow (SWIFT) initiative ($6.0 million) for the CIP.

APPROPRIATIONS

Department	FY 2021 Adopted
GENERAL FUND	
LEGISLATIVE	
City Council	393,360
City Clerk	1,728,075
City Real Estate Assessor	2,184,185
City Auditor	969,007
Total Legislative	**5,274,627**
EXECUTIVE	
City Manager	2,413,249
Budget and Strategic Planning	1,971,035
Resilience	613,377
Communications	1,776,417
St. Paul's Area Transformation	3,781,000
Total Executive	**10,555,078**
DEPARTMENT OF LAW	**5,024,632**
CONSTITUTIONAL OFFICERS	
Commissioner of the Revenue	3,024,420
City Treasurer	2,525,126
Clerk of the Circuit Court	2,975,109
Commonwealth's Attorney	6,208,701
Sheriff and Jail	35,198,060
Total Constitutional Officers	**49,931,416**
JUDICIAL	
General District Court	260,761
Juvenile and Domestic Relations Court	79,933
Circuit Court Judges	841,987
Norfolk Juvenile Court Service Unit	163,791
Magistrate	11,438
Total Judicial	**1,357,910**
ELECTIONS	**1,007,964**
GENERAL MANAGEMENT	
Information Technology	16,465,266
Finance	6,288,711

Department	FY 2021 Adopted
General Services	24,871,428
Human Resources	3,324,458
Total General Management	**50,949,863**
COMMUNITY DEVELOPMENT	
City Planning	4,759,737
Neighborhood Development	4,672,849
Economic Development	2,115,447
Total Community Development	**11,548,033**
PARKS, RECREATION AND CULTURE	
Libraries	7,201,366
Cultural Facilities, Arts and Entertainment	5,776,136
Zoological Park	4,111,726
Nauticus	3,878,761
Slover Library	2,543,928
Recreation, Parks and Open Space	12,672,849
Total Parks, Recreation and Culture	**36,184,766**
CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS	
Central Appropriations	8,555,993
Outside Agencies	51,169,938
Total Central and Outside Agency Appropriations	**59,725,931**
PUBLIC HEALTH AND ASSISTANCE	
Norfolk Community Services Board	25,883,635
Public Health	3,546,016
Human Services	50,248,090
Total Public Health and Assistance	**79,677,741**
PUBLIC SAFETY	
Police	78,019,800
Fire-Rescue	48,643,707
Total Public Safety	**126,663,507**
PUBLIC WORKS	**16,496,914**
TRANSIT	**11,934,317**
DEBT SERVICE	**79,999,236**
PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)	**337,148,281**
Total General Fund	**883,480,216**

Department	FY 2021 Adopted
SPECIAL REVENUE FUNDS	
Towing and Recovery Operations	1,655,435
Cemeteries	1,693,850
Golf Operations	15,000
Public Amenities	8,845,735
Emergency Preparedness and Response	6,218,649
Tax Increment Financing	6,482,000
Waste Management	21,929,993
Total Special Revenue Funds	**46,840,662**
ENTERPRISE FUNDS	
Water Utility	94,829,678
Wastewater Utility	33,130,612
Storm Water Management	21,408,868
Parking Facilities	23,997,299
Total Enterprise Funds	**173,366,457**
INTERNAL SERVICE FUNDS	
Norfolk Healthcare Consortium	104,199,343
Fleet Management	11,539,889
Total Internal Service Funds	**115,739,232**
TOTAL CITY OPERATIONS	**1,219,426,567**
CAPITAL IMPROVEMENT PLAN	**151,020,200**
ANNUAL GRANTS PLAN[1]	**32,641,736**
ANNUAL PLAN	**7,786,683**
TOTAL APPROPRIATIONS	**1,410,875,186**

[1]These amounts reflect the "up to" amount appropriated by the FY 2021 operating budget ordinance. The actual grant award will vary annually.

SELECTED TAX RATES AND FEES

Description	FY 2020 Adopted	FY 2021 Adopted
PROPERTY TAXES		
Real Estate (General Tax)	$1.25/$100 Assessed Value	$1.25/$100 Assessed Value
Real Estate (Downtown Improvement District)	$1.41/$100 Assessed Value	$1.41/$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	**$0.25/$100 Assessed Value**	**$0.000001/$100 Assessed Value**
Machinery & Tools	$4.25/$100 Assessed Value	$4.25/$100 Assessed Value
OTHER LOCAL TAXES		
Amusement and Admissions	10%	10%
Cigarette	95 cents/pack of 20 cigarettes (47.5 mils/cigarette)	95 cents/pack of 20 cigarettes (47.5 mils/cigarette)
Emergency 911 (Landline)	Replaced by the statewide E-911 tax rate of $0.75/line/month	Replaced by the statewide E-911 tax rate of $0.75/line/month
Hotel/Motel Lodging	8%	8%
Bed Tax	$3.00 per room night	$3.00 per room night
Food and Beverage	6.5%	6.5%
Recreational Boat License:		
Boats under 16 feet in length	$15.00	$15.00
Boats 16 feet and over in length	$40.00	$40.00
Motor Vehicle License:		
Small Trailers (<2,000 pounds)	$11.50	$11.50
Motorcycles	$20.00	$20.00
Cars and Small Trucks	$31.00	$31.00
Mid-Size Trucks/Vans (>4,000 pounds)	$36.00	$36.00
Large Vehicles (over 19,000 pounds)	$1.60-$1.80/1,000 pounds of gross weight (additional $5 flat fee)	$1.60-$1.80/1,000 pounds of gross weight (additional $5 flat fee)

Description	FY 2020 Adopted	FY 2021 Adopted
REFUSE DISPOSAL		
Residential		
Single or Multiple Units (four units or less)	$27.01/unit/month	$27.01/unit/month
Multiple Units (five units or more)	$45.94/container/month	$45.94/container/month
Commercial		
Business 1 times per week	$61.18/unit/month	$61.18/unit/month
Business 5 times per week	$151.64/unit/month	$151.64/unit/month
Combined Commercial and Residential	$88.19/unit/month	$88.19/unit/month
WATER AND WASTEWATER UTILITY FEES		
Water	**$5.29/100 cubic feet**	**$5.48/100 cubic feet**
Wastewater	**$4.47/100 cubic feet**	**$4.65/100 cubic feet**
STORM WATER FEES (rate calculated based on a 30-day month)		
Residential	**$12.05/month**	**$12.38/month**
Commercial	**$12.05/month per 2,000 sq. ft.**	**$12.38/month per 2,000 sq. ft.**
UTILITY TAXES		
Commercial		
Gas	Rate/month: $3.225 + $0.167821/CCF 0-70 CCF + $0.161552/CCF 71-430 CCF + $0.15363/CCF on balance (maximum of $500/month)	Rate/month: $3.225 + $0.167821/CCF 0-70 CCF + $0.161552/CCF 71-430 CCF + $0.15363/CCF on balance (maximum of $500/month)
Electricity (Manufacturing)	Rate/month: $1.38 + $0.004965/kWh 0-3,625,100 kWhs + $0.004014/kWh on balance (maximum of $53,000/month)	Rate/month: $1.38 + $0.004965/kWh 0-3,625,100 kWhs + $0.004014/kWh on balance (maximum of $53,000/month)
Electricity (Non-Manufacturing)	Rate/month: $2.87 + $0.017933/kWh 0-537 kWh + $0.006330/kWh on balance	Rate/month: $2.87 + $0.017933/kWh 0-537 kWh + $0.006330/kWh on balance
Telephone (Cellular, Landline)	Replaced by the State Communications Sales & Use Tax 5% of sales price of services	Replaced by the State Communications Sales & Use Tax 5% of sales price of services
Water	25% on first $75, plus 15% of bill in excess of $75	25% on first $75, plus 15% of bill in excess of $75
Residential		
Cable and Satellite Service Telephone (Cellular, Landline)	Replaced by the State Communications Sales & Use Tax	Replaced by the State Communications Sales & Use Tax
Electricity	$1.75 + $0.016891/kWh monthly (capped at $3.75/month)	$1.75 + $0.016891/kWh monthly (capped at $3.75/month)
Gas	$1.50/month	$1.50/month
Water (5/8" Meter)	25% on first $22.50/month	25% on first $22.50/month

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, unanticipated needs without jeopardizing the ongoing provision of city services. Reserves help to cushion against cash flow challenges such as providing an interim source of funding for emergency costs from a significantly large unexpected expenses such as a hurricane. The appropriate size of reserves depends on variability of revenues and expenditures and an organization's cash flow needs.

City Council's resolution passed on February 26, 2019, updated the city's policies on reserves, debt affordability, and surplus funds utilization, and adopted new financial policies on pension funding and enterprise fund financial management. The city's financial policies demonstrate its commitment to consistent financial practices, operational efficiencies and best practices. Sound financial management practices contribute to maintaining high city credit ratings and lower borrowing costs for capital projects, preserve fiscal integrity, and promote long-term fiscal sustainability. The Financial Policies section provides more details on the updated policies.

General Fund Balance Reserves

Reserve	FY 2019 Actual	FY 2020 Minimum	FY 2020 Maximum	FY 2020 Projected
General Fund Unassigned Reserve[1]	$65,788,060	$65,788,060	N/A	$65,788,061
Risk Management Reserve[2]	$5,310,000	$5,000,000	$8,000,000	$7,171,121
Economic Downturn Reserve	$5,000,000	$5,000,000	$5,000,000	$5,000,000
Inclusive Development Opportunity Fund	$0	$2,000,000	$2,000,000	$2,000,000
General Fund Balance Reserves at June 30[3]	**$76,098,060**			**$79,959,182**

[1]The amounts are based on the updated financial policies adopted by City Council on February 26, 2019. The minimum FY 2020 General Fund unassigned reserve is based upon ten percent (10%) of General Fund expenditures, plus General Fund transfers out as of June 30, 2019. The projected FY 2020 General Fund unassigned reserved is based upon the unassigned fund balance as of June 30, 2019, minus the Economic Downturn Reserve, Inclusive Development Opportunity Fund, and use of FY 2019 General Fund surplus for the Risk Management Reserve and cash fund (pay-go) Capital Improvement Plan in accordance with the updated financial policies and reflects the rounding of the use of FY 2019 General Fund surplus amounts.

[2] The projected FY 2020 Risk Management Reserve includes the FY 2019 General Fund surplus ($1,861,121).

[3] The amounts above exclude reserves for encumbrances and other legally restricted reserves and designations for specific appropriations. The amounts do not reflect potential use of reserves to offset revenue shortfalls due to COVID-19.

Estimated General Fund - Fund Balance

Beginning General Fund - Fund Balance, July 1, 2019 (CAFR)*		**$151,907,756**
Add Revenues**		
Revenues (excluding transfers)	$876,644,803	
Return from utilities and waste management funds	10,550,000	
Return from tax increment financing fund	6,350,499	
Public amenities fund support for Norfolk Consortium	3,000,000	
Total Fund Balance and Revenues		**$1,048,453,058**
Less: Anticipated Expenditures**		
Norfolk Public Schools operating budget	$336,161,810	
Public safety	124,897,375	
Public health and assistance	77,847,057	
Other city departments	210,999,571	
Central appropriations and outside agencies	70,466,391	
Debt service	81,510,525	
Projected Fund Balance at June 30, 2019 with anticipated expenditures		**$146,570,329**

*Amount reported in the FY 2019 Comprehensive Annual Financial Report (CAFR)

**Reflects amounts in the Adopted FY 2020 General Fund Budget

Summary of Changes in Fund Balance

General Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Operating Revenues			
General property taxes	297,514,769	305,436,500	311,526,200
Other local taxes	166,543,602	170,844,800	143,126,000
Permits and fees	4,117,711	3,387,500	3,214,000
Fines and forfeitures	1,026,622	1,094,000	1,201,000
Charges for services	24,326,104	25,990,999	23,539,021
Miscellaneous	9,907,549	9,219,102	8,983,473
Recovered costs	10,849,321	12,005,487	10,880,725
Commonwealth	324,950,569	331,369,049	334,361,860
Federal	9,106,119	8,709,175	8,736,882
Total Operating Revenues	848,342,366	868,056,612	845,569,161
Operating Expenses			
Personnel services	291,542,746	308,452,048	300,800,805
Contractual services	49,045,085	47,855,677	48,152,310
Materials, supplies and repairs	39,625,843	39,189,519	37,356,944
Department specific appropriation	388,612,961	402,821,053	395,408,289
Public assistance	14,608,639	14,713,285	14,624,306
Total Operating Expenses	783,435,274	813,031,582	796,342,654
Operating Income (Loss)	64,907,092	55,025,030	49,226,507
Non-Operating Revenues (Expenses)			
Use of money and property	9,711,256	8,588,191	7,543,055
Capital outlay	(4,787,936)	(4,506,325)	(4,046,913)
Debt service	(70,929,678)	(76,222,377)	(73,989,447)
Acctg. for Encumbrances for Budget not GAAP	(6,935,564)	0	0
Total Non-Operating Revenue/Expense	(72,941,922)	(72,140,511)	(70,493,305)
Income (Loss) Before Operating Transfers	(8,034,830)	(17,115,481)	(21,266,798)
Operating transfers in	39,065,338	19,900,499	18,482,000
Operating transfers out	(3,695,116)	(8,122,445)	(9,101,202)
Total Operating Transfers	35,370,222	11,778,054	9,380,798
Net Change in Fund Balance	27,335,392	(5,337,427)	(11,886,000)
Beginning Fund Balance at July 1	124,572,364	151,907,756	146,570,329
Ending Fund Balance at June 30	**151,907,756**	**146,570,329**	**134,684,329**

Note: FY 2019 amounts are based on figures in the city's Comprehensive Annual Financial Report.
*The FY 2021 amount largely reflects carryforward of funds to cash fund (pay-go) capital projects and use of prior year unspent dedicated funds.

Special Revenue Funds

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Operating Revenues			
General property taxes	5,855,000	6,268,000	6,482,000
Other local taxes	10,719,703	10,778,596	9,285,596
Fines and forfeitures	0	11,000	11,000
Charges for services	38,265,300	23,286,086	23,269,345
Miscellaneous	1,437,245	515,998	487,827
Recovered costs	450	1,605,463	1,607,794
Commonwealth	1,520,543	100,000	98,000
Federal	83,266	113,617	113,617
Total Operating Revenues	57,881,507	42,678,760	41,355,179
Operating Expenses			
Personnel services	17,977,859	13,485,311	13,475,544
Contractual services	13,033,194	10,894,740	10,774,532
Materials, supplies and repairs	5,133,988	2,610,642	2,599,756
Department specific appropriation	555,477	643,801	1,030,157
Total Operating Expenses	36,700,518	27,634,494	27,879,989
Operating Income (Loss)	21,180,989	15,044,266	13,475,190
Non-Operating Revenues (Expenses)			
Use of money and property	39,403	825,565	825,335
Capital outlay	(1,229,646)	(2,635,900)	(2,632,200)
Gain/(Loss)-Sale of fixed assets & investments	0	0	0
Debt service	(10,403,475)	(8,064,363)	(7,846,473)
Total Non-Operating Revenue/Expense	(11,593,718)	(9,874,698)	(9,653,338)
Income (Loss) Before Operating Transfers	9,587,271	5,169,568	3,821,852
Operating transfers in	1,060,440	1,619,297	1,584,413
Operating transfers out	(8,568,665)	(11,350,499)	(8,482,000)
Total Operating Transfers	(7,508,225)	(9,731,202)	(6,897,587)
Net Change in Fund Balance*	2,079,046	(4,561,634)	(3,075,735)
Beginning Fund Balance at July 1	21,705,275	23,784,321	14,530,549
Storm Water Fund Balance (estimated to be included in Enterprise Funds)**	0	(4,692,138)	0
Ending Fund Balance at June 30	**23,784,321**	**14,530,549**	**11,454,814**

*The FY 2020 amount largely reflects the change in fund balance of the Public Amenities Fund and Tax Increment Financing Fund. See Public Amenities Fund and Tax Increment Financing sections for details.

**In FY 2019, Storm Water Management Fund is classified as a special revenue fund. Beginning in FY 2020, the Storm Water Management Fund will become an enterprise fund. The estimated FY 2020 and FY 2021 amounts reflect the Storm Water Management Fund balance as of June 30, 2019.

Note: FY 2019 amounts are based on figures in the city's Comprehensive Annual Financial Report.

Summary of Changes in Net Assets

Enterprise Funds

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Operating Revenues			
Permits and fees	0	867,780	629,505
Fines and forfeitures	0	2,435,660	3,328,022
Charges for services	165,092,161	167,083,596	164,342,877
Miscellaneous	2,127,647	232,240	234,316
Recovered costs	0	1,003,600	1,003,600
Total Operating Revenues	167,219,808	171,622,876	169,538,320
Operating Expenses			
Personnel services	32,830,728	36,025,940	36,813,654
Contractual services/Materials, supplies and repairs	30,539,313	37,742,864	37,577,881
Depreciation	28,451,011	0	0
Department specific appropriation	0	10,184,858	24,755,224
Total Operating Expenses	91,821,052	83,953,662	99,146,759
Operating Income (Loss)	75,398,756	87,669,214	70,391,561
Non-Operating Revenues (Expenses)			
Use of money and property	2,506,859	1,373,565	2,045,775
Capital outlay	0	(1,880,499)	(2,448,636)
Intergovernmental revenue	134,120	0	0
Miscellaneous revenue (expense)	23,024	0	0
Gain/(Loss)-Sale of fixed assets & investments	(895,858)	7,400	7,400
Debt service	(16,816,207)	(61,207,104)	(59,605,862)
Total Non-Operating Revenue/Expense	(15,048,062)	(61,706,638)	(60,001,323)
Income (Loss) Before Operating Transfers	60,350,694	25,962,576	10,390,238
Capital Contribution	380,664	0	0
Operating transfers in	0	0	0
Operating transfers out	(30,308,671)	(28,215,200)	(12,165,200)
Total Operating Transfers/Capital Contribution	(29,928,007)	(28,215,200)	(12,165,200)
Net Income (Loss)	30,422,687	(2,252,624)	(1,774,962)
Beginning Net Assets at July 1	465,528,686	495,951,373	498,390,887
Storm Water Fund Balance (estimated for FY 2020)*	0	4,692,138	0
Ending net assets at June 30	**495,951,373**	**498,390,887**	**496,615,925**

*Beginning in FY 2020, the Storm Water Management Fund will become an enterprise fund. The estimated FY 2020 amount reflects the fund balance of the Storm Water Management Fund as of June 30, 2019.

Note: FY 2019 amounts are based on figures in the city's Comprehensive Annual Financial Report.

Internal Service Funds

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Operating Revenues			
Charges for services	91,600,068	103,495,753	115,368,867
Miscellaneous	52,641	0	0
Recovered costs	0	63,865	63,865
Total Operating Revenues	91,652,709	103,559,618	115,432,732
Operating Expenses			
Personnel services	3,513,771	3,780,854	4,207,273
Cost of Goods Sold	3,879,166	0	0
Contractual services	84,520,311	95,701,382	107,285,435
Materials, supplies and repairs/Other	4,462,868	4,074,882	4,209,287
Depreciation	275,557	0	0
Total Operating Expenses	96,651,673	103,557,118	115,701,995
Operating Income (Loss)	(4,998,964)	2,500	(269,263)
Non-Operating Revenues (Expenses)			
Use of money and property	0	3,500	3,500
Capital outlay	0	(36,000)	(37,237)
Miscellaneous revenue (expense)	0	0	0
Gain/(Loss)-Sale of fixed assets & investments	0	30,000	3,000
Total Non-Operating Revenue/Expense	0	(2,500)	(30,737)
Income (Loss) Before Operating Transfers	(4,998,964)	0	(300,000)
Operating transfers in	0	0	0
Operating transfers out	0	0	0
Total Operating Transfers	0	0	0
Net Income (Loss)	(4,998,964)	0	(300,000)
Beginning Net Assets at July 1	6,237,150	1,238,186	1,238,186
Ending net assets at June 30	**1,238,186**	**1,238,186**	**938,186**

Note: FY 2019 amounts are based on figures in the city's Comprehensive Annual Financial Report.

Transfers From/To

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

Transfer from General Fund to	FY 2021
Capital Improvement Plan	7,516,789
Cemetery Fund	220,070
Emergency Preparedness and Response Fund	1,364,343
Grants Fund (estimated)[1]	4,427,572
Total Transfers from General Fund	**13,528,774**

Transfer to General Fund from	
Public Amenities Fund	3,500,000
Tax Increment Financing Fund	4,982,000
Wastewater Utility Fund	1,500,000
Water Utility Fund	8,500,000
Total Transfers to General Fund	**18,482,000**

Transfer to Capital Improvement Plan from	
General Fund	7,516,789
Parking Facilities Fund	850,000
Storm Water Management Fund	1,315,200
Wastewater Utility Fund	11,000,000
Water Utility Fund	42,535,000
Total Transfers to the Capital Improvement Plan	**63,216,989**

[1] Amount of funds expected to be awarded in FY 2021. See Annual Grants Plan section for details. Actual amount transferred from the General Fund to the Grants Fund may vary based upon the actual grant award.

Full Time Equivalent (FTE) Staffing Summary

	FY 2019 Adopted FTE	FY 2020 Adopted FTE	FY 2021 Adopted FTE	Change FY 2020 to FY 2021
General Fund				
Budget and Strategic Planning	16.0	19.0	23.0	4.0
Circuit Court Judges	5.0	5.0	5.0	0.0
City Attorney	34.0	34.0	34.0	0.0
City Auditor	9.0	9.0	9.0	0.0
City Clerk	15.0	14.0	13.0	-1.0
City Council	8.0	8.0	8.0	0.0
City Manager	14.0	13.0	13.0	0.0
City Planning	62.0	63.0	61.0	-2.0
City Real Estate Assessor	24.0	25.0	25.0	0.0
City Treasurer	31.0	31.0	31.0	0.0
Clerk of Circuit Court	49.0	49.0	46.0	-3.0
Commissioner of the Revenue	38.0	38.0	37.0	-1.0
Commonwealth's Attorney	60.0	61.0	64.0	3.0
Communications	16.0	18.0	16.0	-2.0
Cultural Facilities, Arts & Entertainment	54.0	50.0	41.0	-9.0
Economic Development	17.0	18.0	16.0	-2.0
Elections	6.0	6.0	6.0	0.0
Finance Department	53.0	56.0	54.0	-2.0
Fire-Rescue	504.0	504.0	514.0	10.0
General Services and Administration	128.0	132.2	126.4	-5.8
Human Resources	33.0	33.0	28.0	-5.0
Human Services	476.5	481.0	483.0	2.0
Information Technology	82.0	91.0	82.0	-9.0
Libraries	130.2	98.5	76.0	-22.5
Nauticus	27.3	28.0	27.0	-1.0
Neighborhood Development	53.0	52.0	50.0	-2.0
Norfolk Community Services Board	263.1	265.3	271.8	6.5
Office to End Homelessness[1]	3.0	0.0	0.0	0.0
Police	874.0	873.0	859.0	-14.0
Public Health	8.5	8.5	7.0	-1.5
Public Works	207.0	142.0	129.0	-13.0
Recreation, Parks and Open Space	203.7	209.0	151.0	-58.0

	FY 2019 Adopted FTE	FY 2020 Adopted FTE	FY 2021 Adopted FTE	Change FY 2020 to FY 2021
Resilience	3.0	4.0	5.0	1.0
Sheriff and Jail	447.0	447.0	440.0	-7.0
Slover Library[2]	0.0	27.0	27.0	0.0
St. Paul's Area Transformation	0.0	4.0	5.0	1.0
Transit[3]	0.0	66.0	62.0	-4.0
Zoological Park	50.3	52.6	47.0	-5.6
Total General Fund	**4,004.3**	**4,035.2**	**3,892.2**	**-143.0**
Special Revenue Funds				
Cemeteries	32.8	31.0	25.0	-6.0
Emergency Preparedness and Response	82.0	83.0	82.0	-1.0
Towing and Recovery Operations	8.9	8.9	8.0	-0.9
Waste Management	105.0	106.0	106.0	0.0
Total Special Revenue Funds	**228.7**	**228.9**	**221.0**	**-7.9**
Enterprise Funds				
Parking Facilities	63.2	63.2	63.2	0.0
Storm Water Management	99.0	103.0	105.0	2.0
Wastewater Utility	103.0	103.0	103.0	0.0
Water Utility	290.5	290.5	290.0	-0.5
Total Enterprise Funds	**555.7**	**559.7**	**561.2**	**1.5**
Internal Service Funds				
Fleet	53.8	52.0	52.0	0.0
Healthcare	2.0	2.0	8.0	6.0
Total Internal Service Funds	**55.8**	**54.0**	**60.0**	**6.0**
Total All Funds	**4,844.5**	**4,877.8**	**4,734.4**	**-143.4**

Note: Totals may not add up due to rounding.

Only permanent positions are reflected in the Budget Document.

[1]Homelessness services was transferred to Norfolk Community Services Board in FY 2020.

[2]The FY 2020 Budget establishes Slover Library as a department.

[3]The FY 2020 Budget establishes the Department of Transit.

City Indebtedness

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

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

The following table shows the estimated general obligation Legal Debt Margin for the current fiscal year as of June 30, 2020, and for the past four fiscal years.

As of	Taxable Real Property Assessed Value (1)	Debt Limit: 10% of Assessed Value	Debt Applicable to Debt Limit(4)	Amount of Debt as % of Debt Limit	Legal Margin for Additional Debt
June 30, 2020 (2) (3)	21,096,608,194	2,109,660,819	1,086,654,913	51.51%	1,023,005,906
June 30, 2019	20,344,603,804	2,034,460,380	988,038,371	48.57%	1,046,422,009
June 30, 2018	19,870,880,970	1,987,088,097	1,079,595,115	54.33%	907,492,982
June 30, 2017	19,433,889,018	1,943,388,902	1,065,983,734	54.85%	877,405,168
June 30, 2016	19,106,737,956	1,910,673,796	988,381,838	51.73%	922,291,958

1)The figure includes the assessed valuation of the following properties: public service corporations (as assessed by the State Corporation Commission and the Virginia Department of Taxation); and residential, commercial, apartments and vacant land (as assessed by the City Assessor).

(2)Taxable Real Property Assessed Value is estimated as of March 31, 2020.

(3)Projected Debt Applicable to Debt Limit excludes $172,365,372 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

(4)Includes $30,065,000 that has been economically defeased, but must be included as part of the City's debt subject to the debt limit.

Overlapping Debt

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

Statement of No Past Default

The city has never defaulted on the payment of either principal or interest on its general obligation debt.

Outstanding Debt

Debt service for General Capital Improvements is funded from the General Fund. The debt of the enterprise and other fee-supported operations are paid from the respective revenues. The estimated total outstanding bonded indebtedness, including revenue bonds, at the end of FY 2020 is estimated to be $1,369,093,983.

General Capital Improvements–Affordability Measures

City Council's resolution, passed on February 26, 2019, updated the city's policies on debt affordability measures. The city's financial policies demonstrate its commitment to sound financial practices and recognize that they contribute to maintaining the city's high credit ratings and lower borrowing costs for capital projects, preserve fiscal integrity, and promote long-term fiscal sustainability. The Capital Improvement Plan (CIP) for General Capital Improvements (bonds not supported by self-supporting user fees) is now guided by five measures of affordability. These measures, or internal debt limits, are as follows:

- Debt Service as a percent of the General Fund budget (remain below 10 percent, with a not to exceed of 11 percent of the General Fund budget)
- Net Debt as a percent of taxable property (remain below 3.5 percent, with a not to exceed of 4 percent of the total assessed value of taxable property)
- Ten-year General Obligation Payout Ratio (retirement of the principal amount of the long-term general obligation bonds by at least 55 percent or greater within 10 years)
- Overlapping Debt Limit (overlapping debt not to exceed 0.5 percent of total assessed value of taxable property)
- Variable Rate Debt Limits (the city's outstanding debt with variable interest rate will not exceed 20 percent by fund)

The FY 2021 Capital Improvement Plan is within the five measures of affordability listed above, and the city plans to continue to remain below a debt to taxable property ratio of 3.5 percent or less and a debt service to budget expenditures ratio of 10 percent or less. However, the new policy levels provide the city flexibility to consider projects of significance and importance in moving the city forward in addressing our resiliency challenges of coastal flooding, neighborhoods resiliency, and economic vibrancy.

Enterprise Operations Debt

Norfolk's Water and Wastewater Revenue Bond programs are governed by bond indentures of trust and financing agreements, which specify debt coverage requirements for their respective operations. Each of the revenue bond programs are backed by the revenues of their respective system. The city has covenanted that it will establish, fix, charge and collect rates, fees, and other charges so that in each Fiscal Year Net Revenues are not less than the debt service coverage requirement. All revenue bond programs, historically and estimated for FY 2021 meet debt coverage requirements. As previously noted, outstanding Wastewater bonds are a combination of general obligations of the city and revenue bonds and Water bonds are solely revenue bonds. The city's Parking operations

finance capital needs with self-supporting general obligation bonds. As a matter of practice, the city pays such general obligation bonds from its respective enterprise activities. In the event that money in the respective funds is not sufficient to pay debt service on the general obligations, the city is obligated to pay such debt service from the General Fund or other available revenues. The Parking Facilities coverage requirement is 1.1 times its total annual debt service. Currently, the Parking Facilities Fund is out of compliance with this policy, but has five years to return to compliance per the financial policies. The city reasonably believes that the Parking Facilities Fund will return to compliance within the five years.

Bond Ratings

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

Each of the three major credit rating agencies in the U.S.: Moody's Investors Service ("Moody's"), S&P Global Ratings ("S&P") and Fitch Ratings ("Fitch") applies its own methodology in measuring creditworthiness and uses a specific rating scale to communicate its ratings opinions. Typically, ratings are expressed as letter grades that range, from 'AAA' to 'D' to communicate the agency's opinion of relative level of credit risk. Credits are further distinguished with "notches" within each rating category. Credit ratings for the city's General Obligation and Water Revenue Bond programs are as follows:

Bonding Program	Moody's	S&P	Fitch
General Obligation	Aa2	AAA	AA+
Water Revenue	Aa2	AA+	AA+

Norfolk's rating on its General Obligations Bonds of Aa2/AAA/AA+ and its Water Revenue Bonds of Aa2/AA+/AA+ are very strong and continue to assist the city in achieving least cost of funds to finance key capital projects throughout the city. Moody's reaffirmed the City's General Obligation long-term rating in August 2019 and Fitch reaffirmed in December 2019. All rating agencies previously affirmed the city's Water Revenue long-term ratings in February 2018. In general, AA category rating signifies very high-quality bonds with some elements of long-term risks and AAA signifies the highest-quality bonds.

On February 4, 2020, S&P raised the City's credit rating to AAA on its long-term General Obligation Bonds. This upgrade makes Norfolk one of just 16 municipalities in Virginia with this highest credit rating from S&P. S&P highlighted that the higher rating reflects Norfolk's "strong economy," its "very strong management, with strong financial policies and practices" and "very strong budgetary flexibility, strong budgetary performance, as well as very strong liquidity." S&P also highlighted the City's resiliency efforts to address sustainability, climate change and sea level risk in its long-term financial and capital planning efforts and its development regulations. However, S&P did note the City's elevated debt burden. This AAA rating affirms the City's financial strength.

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

Computation of Legal Debt Margin

June 30, 2020 (Estimated)		
Total Assessed Value of Taxed Real Property as of March 31, 2020		$21,096,608,194
Debt Limit: 10 percent of Total Assessed Value		$2,109,660,819
Amount of Debt Applicable to Debt Limit:(1)(2)(3)(4)		
Gross Debt	$1,009,934,913	
Line of Credit	$63,000,000	
Economic Development Authority Note	$13,720,000	$1,086,654,913
Legal Debt Margin		$1,023,005,906
Amount of Debt as a percent of Debt Limit		51.51%

(1) Includes all nongeneral fund supported General Obligation debt such as Wastewater, Parking, Storm Water, Nauticus, Towing and Recovery Operations and Waste Management.
(2) The Legal Debt Margin computation does not include any revenue bond debt issued by the city, because such debt is not subject to the Commonwealth's Constitutional Debt Limit.
(3) Excludes $172,365,372 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.
(4) Includes $30,065,000 that has been economically defeased, but must be included as part of the City's debt subject to the debt limit.

Yearly Maturity of Long-Term Debt

Fiscal Year	General Obligation (1) (2)			General Obligation Equipment(1)			Water Revenue(1)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2021	61,841,845	36,157,289	97,999,134	4,580,000	462,726	5,042,726	15,965,000	14,311,275	30,276,275
2022	63,797,137	33,671,726	97,468,863	2,020,000	311,700	2,331,700	17,170,000	13,504,400	30,674,400
2023	62,907,429	30,949,510	93,856,939	2,030,000	212,050	2,242,050	18,335,000	12,632,275	30,967,275
2024	62,932,722	28,245,507	91,178,229	585,000	148,275	733,275	19,440,000	11,687,900	31,127,900
2025	60,128,016	25,695,932	85,823,947	460,000	120,750	580,750	18,075,000	10,757,525	28,832,525
2026	60,428,310	23,123,638	83,551,948	355,000	100,375	455,375	19,170,000	9,833,900	29,003,900
2027	61,633,605	20,718,110	82,351,715	355,000	82,625	437,625	12,010,000	9,051,200	21,061,200
2028	63,108,901	18,480,926	81,589,827	190,000	69,000	259,000	12,700,000	8,426,875	21,126,875
2029	49,479,198	16,247,563	65,726,761	1,285,000	32,125	1,317,125	13,505,000	7,764,775	21,269,775
2030	47,995,290	14,180,943	62,176,232	-	-	-	8,700,000	7,202,263	15,902,263
2031	40,325,290	12,419,194	52,744,483	-	-	-	9,395,000	6,755,025	16,150,025
2032	43,510,290	10,536,168	54,046,457	-	-	-	9,695,000	6,296,125	15,991,125
2033	44,815,290	8,819,207	53,634,497	-	-	-	8,080,000	5,856,644	13,936,644
2034	35,185,290	7,380,684	42,565,974	-	-	-	8,515,000	5,433,200	13,948,200
2035	31,400,290	6,255,361	37,655,651	-	-	-	9,000,000	4,984,694	13,984,694
2036	31,665,290	5,265,487	36,930,777	-	-	-	9,485,000	4,520,213	14,005,213
2037	32,170,290	4,188,620	36,358,909	-	-	-	8,565,000	4,076,256	12,641,256
2038	28,775,290	3,144,999	31,920,288	-	-	-	9,015,000	3,648,931	12,663,931
2039	19,780,145	2,416,107	22,196,251	-	-	-	9,490,000	3,201,763	12,691,763
2040	7,425,000	1,980,800	9,405,800	-	-	-	7,705,000	2,790,644	10,495,644
2041	7,590,000	1,733,442	9,323,442	-	-	-	8,075,000	2,421,731	10,496,731
2042	5,670,000	1,520,325	7,190,325	-	-	-	8,480,000	2,016,988	10,496,988
2043	7,025,000	1,323,706	8,348,706	-	-	-	8,920,000	1,570,613	10,490,613
2044	7,215,000	1,103,108	8,318,108	-	-	-	10,050,000	1,079,869	11,129,869
2045	7,410,000	877,020	8,287,020	-	-	-	10,590,000	541,981	11,131,981
2046	7,600,000	643,921	8,243,921	-	-	-	1,685,000	223,875	1,908,875
2047	7,935,000	395,553	8,330,553	-	-	-	1,770,000	137,500	1,907,500
2048	5,400,000	178,431	5,578,431	-	-	-	1,865,000	46,625	1,911,625
2049	2,860,000	45,560	2,905,560	-	-	-	-	-	-
Total	**968,009,913**	**317,698,837**	**1,285,708,748**	**11,860,000**	**1,539,626**	**13,999,626**	**295,450,000**	**160,775,063**	**456,225,063**

*Fiscal Year amounts may not add to total due to rounding.

YEARLY MATURITY OF LONG-TERM DEBT (CONTINUED)

Fiscal Year	Wastewater Revenue[1]			Totals[1]		
	Principal	Interest	Total	Principal	Interest	Total
2021	7,048,401	281,437	7,329,838	89,435,246	51,212,726	140,647,972
2022	7,531,083	236,255	7,767,338	90,518,219	47,724,081	138,242,301
2023	7,827,430	189,908	8,017,338	91,099,859	43,983,743	135,083,602
2024	7,874,974	142,364	8,017,338	90,832,696	40,224,046	131,056,742
2025	7,616,961	93,591	7,710,552	86,279,977	36,667,797	122,947,774
2026	7,350,975	52,791	7,403,766	87,304,285	33,110,704	120,414,989
2027	6,621,096	19,890	6,640,986	80,619,701	29,871,825	110,491,526
2028	6,276,189	4,014	6,280,203	82,275,090	26,980,815	109,255,905
2029	5,206,919	-	5,206,919	69,476,117	24,044,463	93,520,581
2030	4,781,919	-	4,781,919	61,477,209	21,383,205	82,860,414
2031	4,356,919	-	4,356,919	54,077,209	19,174,219	73,251,428
2032	3,981,919	-	3,981,919	57,187,209	16,832,293	74,019,501
2033	3,481,919	-	3,481,919	56,377,209	14,675,851	71,053,060
2034	3,249,419	-	3,249,419	46,949,709	12,813,884	59,763,593
2035	2,726,936	-	2,726,936	43,127,225	11,240,055	54,367,280
2036	2,186,952	-	2,186,952	43,337,242	9,785,700	53,122,942
2037	1,604,055	-	1,604,055	42,339,345	8,264,876	50,604,221
2038	1,200,000	-	1,200,000	38,990,290	6,793,930	45,784,220
2039	1,037,500	-	1,037,500	30,307,645	5,617,869	35,925,514
2040	875,000	-	875,000	16,005,000	4,771,444	20,776,444
2041	687,500	-	687,500	16,352,500	4,155,174	20,507,674
2042	250,000	-	250,000	14,400,000	3,537,313	17,937,313
2043	-	-	-	15,945,000	2,894,318	18,839,318
2044	-	-	-	17,265,000	2,182,977	19,447,977
2045	-	-	-	18,000,000	1,419,001	19,419,001
2046	-	-	-	9,285,000	867,796	10,152,796
2047	-	-	-	9,705,000	533,053	10,238,053
2048	-	-	-	7,265,000	225,056	7,490,056
2049	-	-	-	2,860,000	45,560	2,905,560
Total	**93,774,070**	**1,020,248**	**94,794,318**	**1,369,093,983**	**481,033,773**	**1,850,127,756**

(1) Existing Debt Service as of June 30, 2020. Exclusive of amount borrowed on the Line of Credit, Economic Development Authority Note and any future bond issuance.

(2) General Obligation bonds have been used to finance Wastewater, Parking, Storm Water, Nauticus, and Towing and Recovery projects. The bonded debt associated with those projects is self-supported by the respective funds. The Debt Service portion of the General Fund budget finances only General Capital projects and not its self-supporting funds.

This page intentionally left blank

General Fund Revenues

This page intentionally left blank

General Fund Revenue Summary

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Adopted
GENERAL PROPERTY TAXES				
Real Property Taxes				
Current	225,531,924	234,276,000	242,512,000	242,512,000
Delinquent	5,149,961	4,800,000	5,000,000	4,000,000
Interest	376,100	360,000	370,000	296,000
Real Estate Tax Refunds	0	-10,000	-10,000	-10,000
Subtotal - Real Property Taxes	**231,057,985**	**239,426,000**	**247,872,000**	**246,798,000**
Downtown Improvement District				
Current, Delinquent, and Interest	2,081,392	2,151,500	2,269,700	2,269,700
Public Service Corporations				
Current, Delinquent, and Interest	9,991,520	10,110,000	10,808,000	10,808,000
Total All Real Property Taxes	**243,130,897**	**251,687,500**	**260,949,700**	**259,875,700**
Personal Property				
Current[1]	37,495,193	38,033,500	38,462,000	36,721,242
Delinquent	10,283,534	9,200,000	9,200,000	8,738,882
Interest	531,492	460,000	460,000	436,876
Personal Property Tax Refund	-217,725	-200,000	-200,000	-200,000
Subtotal - Personal Property	**48,092,494**	**47,493,500**	**47,922,000**	**45,697,000**
Public Service Corporations				
Current, Delinquent, and Interest	36,961	35,000	40,000	38,000
Total All Personal Property Taxes[1]	**48,129,455**	**47,528,500**	**47,962,000**	**45,735,000**
Mobile Home				
Current, Delinquent, and Interest	14,583	16,500	16,500	16,500
Machinery and Tools				
Current	6,079,829	6,100,000	6,100,000	5,800,000
Delinquent	154,895	100,000	100,000	95,000
Interest	5,110	4,000	4,000	4,000
Subtotal - Machinery and Tools	**6,239,834**	**6,204,000**	**6,204,000**	**5,899,000**
Total General Property Taxes [1]	**297,514,769**	**305,436,500**	**315,132,200**	**311,526,200**
OTHER LOCAL TAXES				
Sales and Use	33,390,526	34,525,000	36,527,000	31,230,000
Utility Taxes				
Water	5,836,378	5,860,000	5,950,000	5,380,000
Electric	12,511,703	12,680,000	12,500,000	11,310,000

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Adopted
Gas	2,878,133	3,050,000	2,900,000	2,620,000
Communications Sales Tax	15,001,653	15,800,000	14,600,000	13,210,000
Business Taxes				
Other Local Tax Refunds	6,071	-42,000	-42,000	-42,000
Business License	29,929,232	31,075,000	30,614,000	24,630,000
Franchise	375,777	450,000	360,000	324,000
Bank Franchise	2,782,247	2,690,000	2,590,000	2,460,000
Licenses and Decals				
Motor Vehicle	4,902,594	4,845,000	4,927,000	4,700,000
Boats[1]	87,071	134,800	134,800	128,000
Other Taxes				
Recordation	2,568,816	2,400,000	2,500,000	2,250,000
Cigarette	7,889,222	8,087,000	7,742,000	7,742,000
Admissions	4,368,982	4,500,000	4,375,000	2,187,000
Hotel/Motel Room	7,603,747	7,980,000	8,250,000	4,950,000
Hotel (flat tax per room night)	3,113,457	3,285,000	3,360,000	2,352,000
Food and Beverage	33,147,658	33,370,000	34,220,000	27,540,000
Estate Probate	45,651	45,000	45,000	45,000
Short-term Rental	104,684	110,000	110,000	110,000
Total Other Local Taxes[1]	**166,543,602**	**170,844,800**	**171,662,800**	**143,126,000**
PERMITS, FEES AND LICENSES				
Animal License	59,815	60,000	60,000	60,000
Burglar Alarm License	1,510	2,000	2,000	2,000
Building Permit	1,051,479	750,000	800,000	720,000
Electrical Permit	288,515	250,000	250,000	225,000
Plumbing Permit	267,938	200,000	220,000	198,000
Plan Review Fee	83,938	100,000	100,000	70,000
Mechanical Code Inspection Fee	223,341	200,000	200,000	180,000
Elevator Inspection Fee	42,376	40,000	40,000	40,000
Permit Application Fee	170,170	180,000	165,000	140,000
Wetland Permit	6,270	6,000	6,000	6,000
Zoning Fees	343,682	380,000	315,000	255,000
Driveway Permit	32,580	30,000	30,000	30,000
Utility Cut Permit	630,824	360,000	477,000	477,000
Special ROW/ Parking Permit	303,585	245,000	263,000	263,000
Street Construction Permit	-3,524	10,000	6,000	1,000

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Adopted
Fire Permit	199,347	175,000	175,000	167,000
Fire Inspection	142,097	110,000	120,000	100,000
Precious Metal Dealer Permit	8,825	10,000	10,000	8,000
Excessive Size and Weight Permit	230,411	240,000	240,000	240,000
Taxi Operator Permit	9,440	10,000	10,000	9,000
Foot Race/Bicycle Race Permit	1,000	1,000	1,000	500
Yard/Garage Sale Permit	1,820	0	0	0
Registration Vacant Buildings Fee	15,400	20,000	15,000	15,000
Transfer Fees	5,372	6,000	6,000	6,000
Permits - Other	1,500	2,500	2,500	1,500
Total Permits and Fees	**4,117,711**	**3,387,500**	**3,513,500**	**3,214,000**
FINES AND FORFEITURES				
Fines and Forfeitures	628,224	800,000	700,000	595,000
Fines - Red Light Cameras	352,623	240,000	620,000	558,000
Fees - Returned Checks	9,340	10,000	10,000	9,000
Excess Weight Penalties	0	1,000	1,000	1,000
Fines - False Alarm	36,435	43,000	40,000	38,000
Total Fines and Forfeitures	**1,026,622**	**1,094,000**	**1,371,000**	**1,201,000**
USE OF MONEY AND PROPERTY				
Interest on Investments	2,351,224	1,050,000	750,000	750,000
Other Interest	-108,166	125,000	160,000	125,000
Rent - General Properties	4,487,278	4,388,406	4,241,270	4,209,370
Rent - Cultural Convention Center	270,026	132,500	132,500	66,000
Rent - Chrysler Hall	515,545	425,000	425,000	211,000
Rent - Virginia Stage Company (Wells Theatre)	18,700	36,000	20,000	10,000
Rent - Harrison Opera House	173,048	122,600	135,000	67,000
Rent - Harbor Park-Other	216,208	210,000	210,000	155,000
Rent - Special Programs	53,776	101,000	50,000	25,000
Sale of Salvage Materials	1,264	5,000	1,000	5,000
Sale of Fixed Assets	74,209	115,000	115,000	115,000
Rent - Equipment	23,590	73,685	73,685	73,685
Ticket System- Cultural Center	733,846	943,700	750,000	375,000
Rent - Picnic Shelters	38,727	25,000	25,000	25,000
Commissions - Jail Telephone	674,669	672,000	672,000	1,200,000
Rent - Selden	38,816	55,300	55,000	44,000
Rent - Slover	148,496	108,000	108,000	87,000

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Adopted
Total Use of Money and Property	**9,711,256**	**8,588,191**	**7,923,455**	**7,543,055**
CHARGES FOR SERVICES				
Court Costs	91,315	104,000	90,000	81,000
Courthouse Security Assessment	261,004	270,000	260,000	234,000
Courthouse Construction Fee	190,197	190,000	190,000	171,000
DNA Charges	2,255	2,500	2,500	2,500
Fees - High Constable	441,842	460,000	440,000	396,000
Jail Processing Fees	30,900	30,000	30,000	27,000
Fees - Court Officers	29,421	35,000	30,000	27,000
Fees - Excess	0	30,000	30,000	5,000
Fees - City Sheriff	38,769	38,100	38,100	38,100
Detention Home Charge For Ward	80,113	140,000	140,000	140,000
Fees - Jail Booking	943	1,000	1,000	1,000
Miscellaneous School Fees	3,180,003	3,141,000	3,106,000	3,106,000
Paramedical Rescue Service	7,468,761	7,200,000	7,200,000	6,480,000
Charges - Insurance	100,000	100,000	100,000	100,000
Charges - Animal Protection	36,239	45,000	45,000	43,000
Police Records And Reports	149,991	185,000	170,000	153,000
Public Vehicle Inspection Certification	22,536	20,000	20,000	18,000
Non-Emergency Traffic Escort	15,225	19,000	19,000	19,000
Fees - Library Fines	227,396	240,000	220,000	165,800
Charges - Public Works	376,741	505,000	505,000	505,000
Charges - Materials - Street and Bridges	278,497	491,015	491,015	491,015
Charges-Reprographic Printing	0	0	30,000	27,000
Zoo Admission	2,187,418	2,200,000	2,200,000	1,980,000
Charges - Transient Yacht	141,656	200,000	142,000	106,000
Sales Surveys/Blueprints/Maps	44,565	40,000	45,000	45,000
Fees - Tax Abatement	1,650	4,000	4,000	4,000
Recreation/Parks Fees	440,774	400,000	400,000	238,000
Recreation/Parks Classes Fees	310,331	220,000	260,000	130,000
Recreation/Parks Concession Fees	0	100	0	0
Recreation/Parks Rental Fees	106,332	110,000	110,000	60,000
Recreation/Parks Camp Wakeup	518,051	510,000	500,000	275,000
Cruise Ship Terminal Fees	308,535	520,000	600,000	210,000
Fees - Nauticus Admissions	2,103,985	2,245,984	2,268,444	1,930,000
Program Fees - NCSB	5,128,384	6,294,300	6,330,606	6,330,606

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Adopted
Total Charges for Services	**24,313,829**	**25,990,999**	**26,017,665**	**23,539,021**
MISCELLANEOUS REVENUE				
Payments In Lieu Of Taxes	4,604,308	4,824,800	4,845,905	4,845,905
Navy PPV Payment	2,979,618	3,367,757	3,172,610	3,172,610
DMV Select Fees	114,135	110,000	110,000	110,000
Sale of Other Property	0	1,000	0	0
Sale of Unclaimed Property	0	300	0	0
Administrative Fees - Real Estate Tax	26,534	30,000	25,000	18,000
Administrative Fees - Personal Property Tax	9,676	10,000	10,000	3,000
Administrative Fees - DMV Stop	565,729	555,000	580,000	551,000
Administrative Fees - Nuisance Abatement	0	5,000	0	0
Other Miscellaneous Revenue	296,360	313,745	296,350	281,458
Community Development Fund	1,590	1,500	1,500	1,500
Proceeds from Sale of Land	1,309,600	0	0	0
Total Miscellaneous Revenue	**9,907,550**	**9,219,102**	**9,041,365**	**8,983,473**
RECOVERED COSTS				
Utilities	31,957	40,000	32,000	28,800
Transport of Prisoner	120,288	135,000	135,000	135,000
Zoo	0	5,000	5,000	5,000
Nuisance Abatement	157,766	385,000	360,000	342,000
Retirement Bureau	508,190	616,953	586,208	586,208
Insurance	4,921	2,000	2,000	2,000
Benefits Program Administration	5,500	5,500	7,000	5,000
Miscellaneous Salaries (Police)	715,306	900,000	675,000	642,000
Healthcare Consortium Contribution	460,300	563,000	250,000	190,000
General Overhead - Water Utility Fund	1,705,341	1,924,925	1,807,672	1,807,672
Debt Service Recovery	2,280,857	2,215,092	2,114,606	2,114,606
Telephone Charges	332,535	372,200	372,200	372,200
Public Information	20,850	13,000	13,800	13,800
Recoveries and Rebates	264,338	153,972	167,122	167,122
General Overhead - Wastewater Utility Fund	379,821	459,283	445,918	445,918
Information System Support	1,345,990	1,350,000	1,350,000	1,350,000
Jail Meals	244,002	300,000	250,000	225,000
General Overhead - Parking Fund	521,603	591,630	542,347	542,347
General Overhead - Towing Operations	45,490	45,159	58,831	58,831

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Adopted
General Overhead - Storm Water	730,444	601,563	651,996	651,996
General Overhead - Waste Management	964,822	1,267,210	1,166,225	1,166,225
General Overhead - Golf	9,000	9,000	9,000	9,000
Contract Revenue - NCSB	12,274	50,000	20,000	20,000
Total Recovered Costs	**10,861,595**	**12,005,487**	**11,021,925**	**10,880,725**
REVENUES FROM THE COMMONWEALTH				
NON-CATEGORICAL AID				
Taxes - Rolling Stock	179,869	180,000	180,000	180,000
Taxes - Mobile Home Title	2,634	7,000	7,000	3,000
Rental of Passenger Cars	6,120,610	5,850,000	6,200,000	4,016,000
Law Enforcement (HB 599)	11,961,584	12,428,100	12,987,350	12,428,100
Grantor's Tax on Deeds	741,202	700,000	720,000	648,000
Personal Property Tax Relief	16,871,056	16,871,100	16,871,100	16,871,100
Total Non-Categorical Aid	**35,876,955**	**36,036,200**	**36,965,450**	**34,146,200**
SHARED EXPENSES				
City Treasurer	538,265	551,000	583,257	551,000
Clerk of the Circuit Court	1,845,377	1,700,000	1,922,165	1,684,000
Commissioner of the Revenue	614,333	618,000	653,550	618,000
Commonwealth Attorney	2,935,315	3,017,000	3,074,783	2,960,000
Registrar/Electoral Board	76,836	82,000	112,000	82,000
Sheriff	16,008,734	16,416,860	16,741,261	16,035,000
Total Shared Expenses	**22,018,860**	**22,384,860**	**23,087,016**	**21,930,000**
CATEGORICAL AID				
Norfolk Interagency Consortium (NIC)	48,397	62,000	60,000	60,000
Public Assistance Grants	9,102,437	10,269,165	9,932,000	9,932,000
Social Services Administration	22,846,506	24,756,851	25,300,000	25,551,970
State Funds - NCSB	9,867,216	9,247,740	9,267,726	9,267,726
State Sales and Use Tax for Schools	33,974,859	34,899,590	35,626,125	35,660,821
State School Funds	160,093,309	162,579,073	170,959,849	167,653,103
Street and Maintenance	25,046,946	25,035,900	25,418,000	25,206,000
Retirement - State Employee	6,704	12,000	0	0
State Library Grant	186,462	195,385	204,360	192,500
Div. of Youth Services Facilities	2,225,672	2,197,000	2,237,000	2,217,000
Shared Expenses - Jail Support	2,072,564	2,226,000	2,000,000	1,861,520
Port Funding	717,285	717,285	683,020	683,020
State Recordation Tax	866,397	750,000	750,000	0

Revenue Source	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Adopted
Total Categorical Aid	**267,054,754**	**272,947,989**	**282,438,080**	**278,285,660**
REVENUE FROM THE COMMONWEALTH	**324,950,569**	**331,369,049**	**342,490,546**	**334,361,860**
FEDERAL AID				
Federal School Funds	6,004,987	5,653,293	5,675,000	5,675,000
Federal Funds - NCSB	3,000,519	2,961,882	2,961,882	2,961,882
Juvenile Detention Center (food service)	77,513	90,000	70,000	70,000
Social Security Payments - Prisoners	23,100	4,000	30,000	30,000
Total Federal Aid	**9,106,119**	**8,709,175**	**8,736,882**	**8,736,882**
OTHER SOURCES AND TRANSFERS IN				
Rollover from Last Year				
Carryforward - General Fund	3,383,198	4,337,427	25,406,862	9,086,000
Carryforward - NCSB Fund Balance[2]	1,000,000	1,000,000	1,800,000	2,800,000
Carryforward - Nauticus Fund Balance	100,000	0	0	0
Return from Wastewater Utility Fund	1,500,000	1,500,000	1,500,000	1,500,000
Return from Water Utility Fund[3]	28,808,671	8,500,000	8,500,000	8,500,000
Return from Waste Management Fund	0	250,000	0	0
Transfer In from				
Capital Projects Fund	0	300,000	0	0
Tax Increment Financing Fund	4,253,465	6,350,499	4,982,000	4,982,000
Public Amenities Fund	3,000,000	3,000,000	3,500,000	3,500,000
Total Other Sources and Transfers In	**42,045,334**	**25,237,926**	**45,688,862**	**30,368,000**
General Fund Total[1]	**900,098,956**	**901,882,729**	**942,600,200**	**883,480,216**

[1]The FY 2020 Adopted amount reflects the budgetary impact of the recreational boat tax and license restructuring approved by City Council subsequent to budget adoption.
[2]Carryforward reflects re-appropriation from Norfolk Community Services Board (NCSB) fund balance.
[3] FY 2019 amount reflects one-time Virginia Beach water payment.

This page intentionally left blank

General Fund Expenditures

This page intentionally left blank

General Fund Expenditure Summary

Department	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
LEGISLATIVE			
City Council	370,532	387,387	393,360
City Clerk	1,577,628	1,683,422	1,728,075
City Real Estate Assessor	1,942,806	2,168,245	2,184,185
City Auditor	973,943	976,749	969,007
Total Legislative	**4,864,909**	**5,215,803**	**5,274,627**
EXECUTIVE			
City Manager	2,336,068	2,517,452	2,413,249
Budget and Strategic Planning[1]	1,448,393	1,566,063	1,971,035
Resilience[2]	315,455	421,720	613,377
Communications	1,997,753	1,941,157	1,776,417
St. Paul's Area Transformation[3]	141,816	3,658,000	3,781,000
Total Executive	**6,239,485**	**10,104,392**	**10,555,078**
DEPARTMENT OF LAW	**4,779,672**	**4,905,409**	**5,024,632**
CONSTITUTIONAL OFFICERS			
Commissioner of the Revenue	2,803,284	2,979,959	3,024,420
City Treasurer	2,394,823	2,503,713	2,525,126
Clerk of the Circuit Court	2,584,860	2,873,590	2,975,109
Commonwealth's Attorney	5,662,085	6,006,308	6,208,701
Sheriff and Jail	33,780,767	34,214,201	35,198,060
Total Constitutional Officers	**47,225,819**	**48,577,771**	**49,931,416**
JUDICIAL			
General District Court	165,036	276,608	260,761
Juvenile and Domestic Relations Court	70,596	79,933	79,933
Circuit Court Judges	900,363	812,827	841,987
Norfolk Juvenile Court Service Unit	156,956	161,713	163,791
Magistrate	8,268	10,874	11,438
Total Judicial	**1,301,219**	**1,341,955**	**1,357,910**
ELECTIONS	**806,006**	**1,110,962**	**1,007,964**
GENERAL MANAGEMENT			
Information Technology	16,750,597	16,789,497	16,465,266
Finance	5,628,182	6,114,197	6,288,711
General Services	25,775,773	25,757,355	24,871,428
Human Resources	3,207,077	3,657,170	3,324,458
Total General Management	**51,361,629**	**52,318,219**	**50,949,863**

Department	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
COMMUNITY DEVELOPMENT			
City Planning	4,579,232	4,974,976	4,759,737
Neighborhood Development	4,128,986	4,923,765	4,672,849
Economic Development	2,138,202	2,371,835	2,115,447
Total Community Development	**10,846,420**	**12,270,576**	**11,548,033**
PARKS, RECREATION AND CULTURE			
Libraries[4]	12,109,194	9,789,885	7,201,366
Cultural Facilities, Arts and Entertainment	6,061,137	6,167,660	5,776,136
Zoological Park	4,212,973	4,463,294	4,111,726
Nauticus	3,824,654	4,433,492	3,878,761
Slover Library[4]	81,294	2,745,434	2,543,928
Recreation, Parks and Open Space	17,113,067	18,091,818	12,672,849
Total Parks, Recreation and Culture	**43,402,319**	**45,691,583**	**36,184,766**
CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS			
Central Appropriations	17,891,075	16,080,133	8,555,993
Grant Providers on Behalf of City	248,338	910,515	620,524
Funds to Community Partners	1,829,678	2,009,678	1,607,763
Public-Private Partnerships for City-Owned Facilities	4,960,162	5,353,536	4,319,563
Public-Private Partnerships for Tourism and Special Event Organizations	9,353,874	9,538,303	8,117,238
Public Partnerships to Provide Services	21,135,444	21,565,407	21,453,240
Contractual Obligations	10,858,871	12,058,600	12,003,274
Memberships and Dues	722,853	733,447	778,636
Other Arrangements	2,080,333	2,216,772	2,269,700
Total Central and Outside Agency Appropriations	**69,080,628**	**70,466,391**	**59,725,931**
PUBLIC HEALTH AND ASSISTANCE			
Norfolk Community Services Board	23,270,341	25,078,661	25,883,635
Office to End Homelessness	279,294	0	0
Public Health	3,409,805	3,459,696	3,546,016
Human Services	45,898,052	49,308,700	50,248,090
Total Public Health and Assistance	**72,857,492**	**77,847,057**	**79,677,741**
PUBLIC SAFETY			
Police	73,014,617	77,618,592	78,019,800
Fire-Rescue	47,035,577	47,278,783	48,643,707
Total Public Safety	**120,050,194**	**124,897,375**	**126,663,507**
PUBLIC WORKS[5]	**26,323,055**	**16,996,849**	**16,496,914**
TRANSIT[5]	**0**	**12,466,052**	**11,934,317**
DEBT SERVICE	**73,503,819**	**81,510,525**	**79,999,236**
PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)	**323,061,236**	**336,161,810**	**337,148,281**

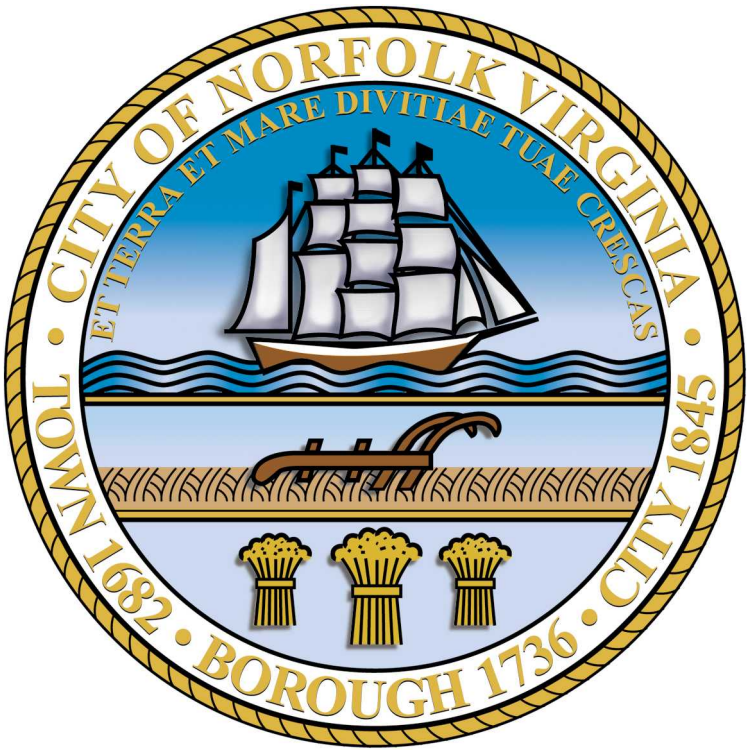
Department	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Total General Fund	**855,703,902**	**901,882,729**	**883,480,216**

Note: The FY 2020 Adopted amount reflects the budgetary impact of the recreational boat tax and license restructuring approved by City Council subsequent to budget adoption in May 2019. To balance the budget, the loss was made up through reforecasting of citywide healthcare costs. See Central Appropriations for detail.

[1]The increase in FY 2021 reflects consolidating programs in Information Technology and Human Resources to create CivicLab.
[2]The increase in FY 2021 reflects the transfer of funding for coastal resilience initiatives from Public Works.
[3]Prior to FY 2020, St. Paul's Area Transformation was previously budgeted in Central Appropriations.
[4]In FY 2020, Slover Library was established as a department which was previously budgeted in Libraries.
[5]The Division of Transportation and the Division of Right of Way in Public Works were combined in FY 2020 to establish Transit as a department.

This page intentionally left blank

Strategic Goals and Objectives



This page intentionally left blank

Strategic Goals and Objectives

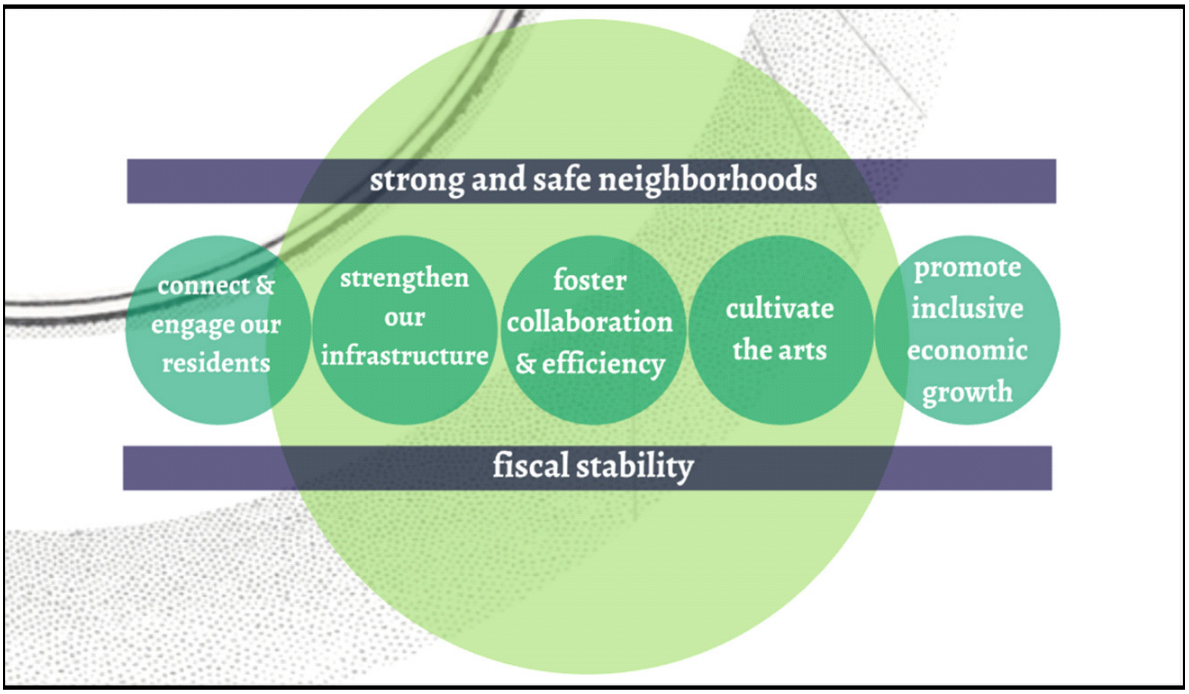
Background

In 2018, the city identified two key priority efforts intended to improve organizational processes and performance: development of a citywide strategic planning process and creation of a citywide program catalog with an intent of moving towards program budgeting. Highlights of the new strategic plan's design are described below, followed by an overview of the program catalog development process. Further enriching these initiatives is the city's participation as a What Works City. The engagement with What Works Cities will guide development of performance analytics to improve evaluation of programs, assess progress towards strategic goals, and provide data to repurpose resources to programs which are shown to move the city towards the vision of being the most connected, collaborative, creative, and competitive community in Hampton Roads.

Strategic planning

In early 2018, the city administration initiated a five-year strategic plan to focus investments and activities. A primary purpose of this effort is to cultivate an organizational culture of strategic thinking, articulating goals, and measuring progress towards achieving goals. This plan will serve as an adjustable road map for the city administration to support City Council's priorities. This document will serve as a blueprint for working towards goals that transcend individual departments. The framework and goals drive many of the decisions made in developing this budget.

Framework

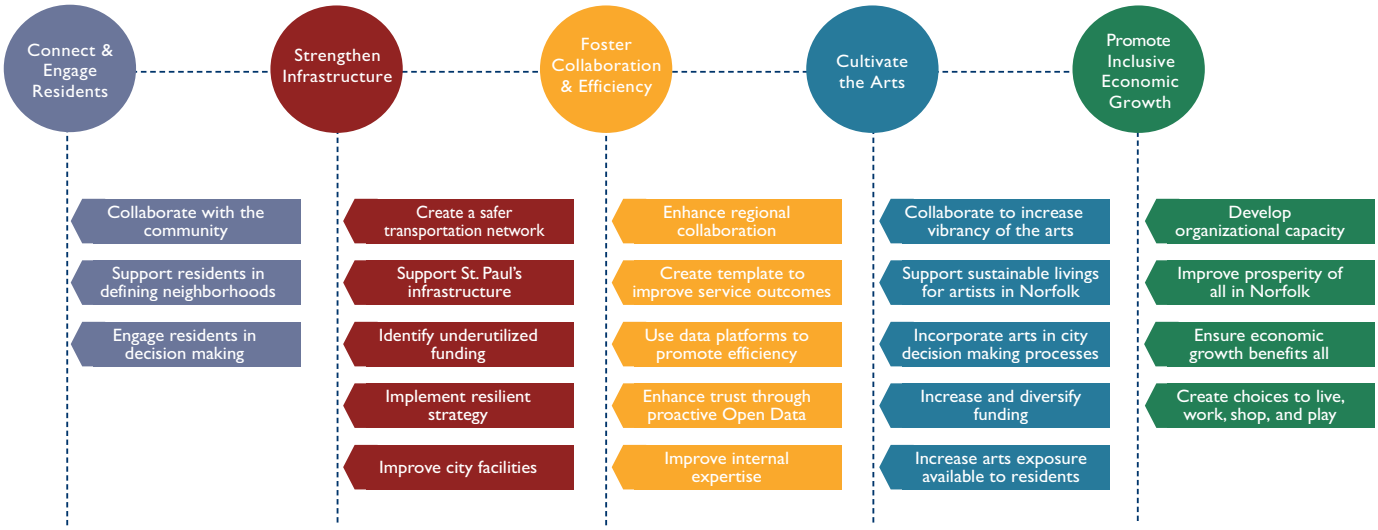


Planning Assumptions

- This is an administration-driven plan that covers the five-year period FY 2020 through FY 2024.
- This plan is built around measurable goals and informed by objective data.
- The development and execution of the plan includes many people at all levels in the city organization.

- Focus area teams coordinated by a lead department drive the development and monitoring of their respective portions of the plan.
- Progress towards the goals established in the plan will be reported upon quarterly. Individual goals to attain the five focus areas will be achieved at varying increments over the five-year planning period and may be adjusted based on City Council and Management focus.

Goals



Program Budgeting

The city began development of a program catalog in FY 2019. The Program Catalog is a collaborative effort between the Department of Budget and Strategic Planning and all city departments to clearly define what the city does and what it costs. The citywide Program Catalog has laid the groundwork for transitioning to programmatic budgeting.

Goals

- Improve public transparency around city services and how they are funded
- Improve administration's ability to conduct decision-making around City Council priorities

Background

According to the Government Finance Officers Association, "a program describes a set of related activities or tasks intended to produce a desired result for constituents." During initial development of the program catalog departments defined their programs and services from the constituent (public) perspective. After programs were identified, departments provided program descriptions that clearly explained what each program accomplishes. From there, each department's budget was mapped to allocate full time equivalents (FTEs) and nonpersonnel cost by program. Each year the process is reviewed and refined to reflect an accurate depiction of city programs and services.

Practical Application

The budget development process continues to leverage programmatic data to facilitate decision-making. In addition to the City Manager, key stakeholders in the budget development process include the Chief Deputy City Manager, Deputy City Managers, and members of the Operating and Capital budget committee.

The programmatic focus and communication strategy also extend to City Council. This year City Council participated in an exercise to show how the budget is built programmatically, with emphasis on what they can control and what they cannot. Citywide programs were distributed into three categories:

1. Mandated

   Example: Required local effort for localities to fund public schools

2. Policy

   Example: One cent Real Estate tax designation for resilience efforts

3. Discretionary

   Example: Beach operations

The result of this exercise emphasized how a small proportion of the overall budget represents funding for the vast majority of programs and services. Conversely, the small number of programs mandated by federal or state law represent a large portion of the overall budget.

Next Steps

During FY 2021 the department of Budget and Strategic Planning will continue to work with city executive departments to transition FY 2022 Budget Development to a programmatic focus using prior year Program Catalog allocations as a guide.

This page intentionally left blank

Annual Grants Plan

This page intentionally left blank

Annual Grants Plan

The City of Norfolk receives grant funds annually from federal, state, and other agencies that are dedicated for specific purposes. These grants are an important part of the city's annual spending plan and are used to provide programs and services for Norfolk residents that complement programming supported by the General Fund and other city operations.

This section identifies grants that the city receives every year. Appropriating recurring grants as part of the budget process gives readers a more complete picture of the city's resources available to provide programs and services for residents and facilitates a more efficient grants lifecycle, ensuring city departments and residents have access to the programming supported by grants quickly after receiving a letter of grant award.

Grants were selected for inclusion in the budget if they were received for the past three consecutive years and the city is confident the grant funding will continue. Grant amounts on the subsequent pages reflect an "up to" amount and are based on the funding level the city expects to receive in FY 2021; actual grant awards vary annually.

In FY 2021, the city expects to receive $28,194,164 in recurring grant awards. This will fund 120 full time equivalent (FTE) positions. The City of Norfolk will be providing $4,427,572 in matching funds for these grants. An additional $20,000 is derived from fees the programs generate. This brings the total funding from recurring grants for city programs and services to $32,641,736. The grant awards are spread out across twelve city departments. U.S. Department of Housing and Urban Development (HUD) entitlement grants are not included in this section and can be found in the Annual Plan section. Additional detail is provided in the table below.

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees	Total Funding	FTE
Circuit Court Judges							
	Supreme Court of Virginia	Adult Drug Court Program	245,000	78,500	20,000	343,500	1
	Supreme Court of Virginia	Vivitrol Program	50,000	0	0	50,000	1
Subtotal			**295,000**	**78,500**	**20,000**	**393,500**	**2**
City Manager							
	U.S. Department of Health and Human Services/ HRSA	Ryan White HIV/ AIDS Program Part A HIV Emergency Relief	6,245,000	0	0	6,245,000	5
	Virginia Department of Criminal Justice Services (DCJS)	Norfolk Criminal Justice Services (NCJS) Agency - Comprehensive Community Corrections Act Program[1]	1,240,000	139,000	0	1,379,000	19
Subtotal			**7,485,000**	**139,000**	**0**	**7,624,000**	**24**
Clerk of the Circuit Court							
	Commonwealth of Virginia Compensation Board	Technology Trust Fund	247,000	0	0	247,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees	Total Funding	FTE
Commonwealth's Attorney							
	Virginia Department of Criminal Justice Services (DCJS)	Virginia Sexual and Domestic Violence Victims Fund (VSDVVF) - Paralegal	45,000	0	0	45,000	1
	Virginia Department of Criminal Justice Services (DCJS)	Violence Against Women Act (VAWA) - VSTOP Program - Prosecution	90,000	30,000	0	120,000	2
	Virginia Department of Criminal Justice Services (DCJS)	Victims of Crime Act (VOCA) Victims Services Grant Program	378,000	95,000	0	473,000	4
	U.S. Department of Justice, Office on Violence Against Women (OVW)	Enhanced Training and Services to End Abuse in Later Life Program	400,000	0	0	400,000	2
	U.S Department of Justice, Office on Violence Against Women (OVW)	Improving Criminal Justices Responses Program	497,000	0	0	497,000	2
	Virginia Department of Criminal Justice Services (DCJS)	Victim Witness Assistance Grant Program - Victim Services	750,000	0	0	750,000	15
Subtotal			**2,160,000**	**125,000**	**0**	**2,285,000**	**26**
Communications							
	Virginia Commission for the Arts	Creative Communities Partnership Grant	4,500	4,500	0	9,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees	Total Funding	FTE
Emergency Preparedness and Response							
	Virginia Department of Emergency Management (VDEM)	Local Emergency Management Grant (LEMPG)	114,000	114,000	0	228,000	0
	Commonwealth of Virginia, Virginia 9-1-1 Services Board	Virginia Information Technologies Agency (VITA) - Public Safety Answering Point (PSAP) Grant	2,000	0	0	2,000	0
Subtotal			**116,000**	**114,000**	**0**	**230,000**	**0**
Fire-Rescue							
	Virginia Department of Fire Programs	Virginia Department of Fire Programs - Aid to Localities	929,664	0	0	929,664	0
	Virginia Department of Health (VDH), Department of Emergency Medical Services	Four for Life - Emergency Medical Services (EMS)	195,000	0	0	195,000	0
Subtotal			**1,124,664**	**0**	**0**	**1,124,664**	**0**
Human Services							
	Virginia Department of Juvenile Justice	Virginia Juvenile Community Crime Control Act (VJCCCA)	640,000	640,000	0	1,280,000	4
	Commonwealth's Virginia Children's Services Act (CSA) Program	Virginia Children's Services Act (CSA)	8,700,000	3,150,000	0	11,850,000	0
Subtotal			**9,340,000**	**3,790,000**	**0**	**13,130,000**	**4**
Libraries							
	Schools and Libraries Division of the Universal Service Fund E-Rate Reimbursement Program	E-Rate Reimbursement Program	133,000	0	0	133,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees	Total Funding	FTE
Norfolk Community Services Board							
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Crisis Intervention Program	306,000	0	0	306,000	4
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS) and Hampton Newport News CSB (HNNCSB)	Emergency Services Grant	100,000	0	0	100,000	1
	Virginia Department of Social Services (VDSS)	Flexible Employment Supports Team FEST I for TANF Participants	244,000	81,500	0	325,500	3
	Virginia Department of Social Services (VDSS)	Flexible Employment Supports Team FEST II for TANF Participant	411,000	41,072		452,072	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Forensic Program of Assertive Community Treatment (PACT)	200,000	0	0	200,000	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Hampton Roads Regional Jail (HRRJ) Discharge Case Manager Grant	165,000	0	0	165,000	2
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Peer Recovery Center	131,000	0	0	131,000	1

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees	Total Funding	FTE
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Permanent Supportive Housing (PSH)	2,100,000	0	0	2,100,000	10
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Pharmacy and Medication Support Program	570,000	0	0	570,000	0
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Substance Use Disorder - Prevention	50,000	0	0	50,000	0
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Substance Use Disorder - Treatment	210,000	0	0	210,000	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Substance Use Disorder - Recovery	210,000	0	0	210,000	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Mental Health System Transformation Excellence and Performance in Virginia (STEP-Virginia) - Same Day Access	270,000	0	0	270,000	3

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees	Total Funding	FTE
	Virginia Department of Behavioral Health and Developmental Services (VDBHD)	Mental Health System Transformation Excellence and Performance in Virginia (STEP-Virginia) - Primary Care	283,000	0	0	283,000	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHD)	Mental Health System Transformation Excellence and Performance in Virginia (STEP-Virginia) - Outpatient Services	350,000	0	0	350,000	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHD)	Psychiatry Services for Children and Adolescents	25,000	0	0	25,000	0
	Virginia Department of Behavioral Health and Developmental Services (VDBHD)	Virginia State General Fund-Medication Assisted Treatment for Opioid Use Disorder	130,000	0	0	130,000	2
Subtotal			**5,755,000**	**122,572**	**0**	**5,877,572**	**44**
Police							
	Virginia Department of Motor Vehicles (DMV)	DMV Selective Enforcement - Alcohol	45,000	25,000	0	70,000	0
	Virginia Department of Motor Vehicles (DMV)	DMV Selective Enforcement - Speed	56,000	29,000	0	85,000	0
	U.S. Department of Justice	Edward Byrne Memorial Justice Assistance Grant (JAG) Program	185,000	0	0	185,000	0
Subtotal			**286,000**	**54,000**	**0**	**340,000**	**0**

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees	Total Funding	FTE
Public Works							
	Virginia Department of Environmental Quality (DEQ)	Keep Norfolk Beautiful	35,000	0	0	35,000	0
Sheriff and Jail[2]							
	Funds generated from Inmate Commissary Accounts	Inmate Commissary Program	230,000	0	0	230,000	5
	Funds generated from Inmate Commissary Accounts	Inmate Classification Specialists	194,000	0	0	194,000	3
	Funds generated from Sheriff's Community Corrections Program (Work Release, Inmate Work Force, and Electronic Monitoring	Sheriff's Community Corrections Program	586,000	0	0	586,000	12
	U.S. Department of Justice	State Criminal Alien Assistance Program (SCAAP)	78,000	0	0	78,000	0
	U.S. Marshal Service	U.S. Marshal Services Program	125,000	0	0	125,000	0
Subtotal			**1,213,000**	**0**	**0**	**1,213,000**	**20**
Total			**28,194,164**	**4,427,572**	**20,000**	**32,641,736**	**120**

[1] Sheriff's FTE's are non-city employees.

Legislative

This page intentionally left blank

City Council

Mission Statement

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

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$317,089	$314,990	$325,317	$331,290
Materials, Supplies and Repairs	$193	$0	$0	$0
Contractual Services	$46,254	$55,542	$62,070	$62,070
Total	$363,536	$370,532	$387,387	$393,360

Adopted FY 2021 Budget Actions

- **Adjust required contribution to the city retirement system** **FY 2021 $1,616 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $4,357 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

City Council **Total: $5,973 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Member of Council	*	*	*	7	0	7
President of Council	*	*	*	1	0	1
Total				8	0	8

*No pay grade or salary range per compensation plan.

City Clerk

Mission Statement

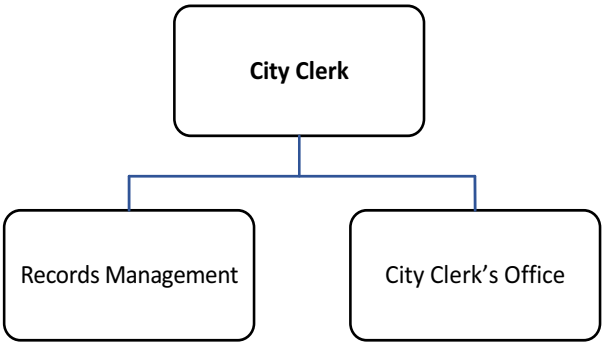
The City Clerk's Office provides administrative support to the Mayor and City Council; records and maintains proceedings of the City Council; processes records and maintains city deeds, contracts, and agreements; provides records management policies and procedures to city departments; provides support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

Department Overview

The department is comprised of two divisions:

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

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



Performance Measures

Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Serve as a gateway to local government for City Council, residents, city departments, and outside agencies					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of meeting minutes maintained for six boards and commissions (City Planning Commission, Architectural Review Board, Civil Service Commission, Board of Zoning Appeals, Wetlands Board, and Board of Building Codes of Appeals) and City Council meetings	132	114	132	132	0

Goal					
Enhance the efficiency of programs and services					
Objective					
Provide current records to departments in a timely manner					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of documents stored off site that are retrieved within one business day	100	100	100	100	0
Percent of documents stored on site that are retrieved within 30 minutes	100	100	100	100	0

Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Average number of residents attending Council meetings per month (estimate based on historical data)	100	125	100	100	0

Goal					
Increase access to city services and information					
Objective					
Assist the City Council in its public communications and effective execution of events					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of City Council regularly scheduled and committee meeting minutes published and available by next regular Council meeting	40	34	36	36	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$1,154,970	$1,143,448	$1,265,033	$1,257,630
Materials, Supplies and Repairs	$71,648	$54,580	$47,613	$59,669
Contractual Services	$364,094	$356,463	$348,776	$388,776
Equipment	$22,396	$23,137	$22,000	$22,000
Total	$1,613,108	$1,577,628	$1,683,422	$1,728,075

Adopted FY 2021 Budget Actions

- **Increase funds for City Council and advisory board expenses** **FY 2021 $12,090 FTE: 0**

  Increase funds for food expenses to align budget with anticipated utilization. The department's current food budget is $16,000. From FY 2017 - FY 2019 the department has had average annual food expenditures of more than $28,000.

- **Eliminate the Executive Assistant to the Mayor position** **FY 2021 ($84,489) FTE: -1**

  Service may be impacted. This position has been vacant since July 2019. Continuing to leave this position vacant may slow the responsiveness of the Mayor's Office.

- **Adjust costs for Fleet expenditures** **FY 2021 ($34) 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 2021 $1,371 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $4,593 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $9,569 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $101,553 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 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

City Clerk **Total: $44,653 FTE: -1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Chief Deputy City Clerk	1 15	$56,314	$92,075	1	0	1
City Clerk	1 22	$85,068	$143,055	1	0	1
Deputy City Clerk / Administrative Analyst I	1 14	$52,020	$86,041	3	0	3
Deputy City Clerk / Executive Assistant to the Mayor	1 20	$77,520	$126,409	1	-1	0
Deputy City Clerk / Secretary	1 09	$34,445	$56,161	3	0	3
Deputy City Clerk / Secretary to the Mayor	1 12	$44,339	$72,308	1	0	1
Deputy City Clerk / Stenographic Reporter	1 08	$31,804	$51,864	1	0	1
Micrographics Technician	1 04	$23,333	$38,047	1	0	1
Records & Information Clerk	1 04	$23,333	$38,047	1	0	1
Records Administrator	1 13	$47,823	$77,978	1	0	1
Total				14	-1	13

City Real Estate Assessor

Mission Statement

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

Department Overview

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

Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Ensure validity and integrity of the assessment process					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of continuing education hours completed by appraisal staff	263	282	350	350	0

Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Assess all real property in the city in a fair, equitable, and uniform manner					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of appeals processed (New measure for FY 2020)	0	0	65	100	35
Number of ownership changes (New measure for FY 2020)	0	0	6,800	6,800	0
Number of parcels assessed	73,201	73,171	73,300	73,200	-100

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$1,785,922	$1,817,823	$2,032,224	$2,048,227
Materials, Supplies and Repairs	$30,689	$50,455	$48,955	$48,892
Contractual Services	$97,394	$71,445	$74,177	$74,177
Equipment	$6,491	$3,083	$12,889	$12,889
Total	$1,920,496	$1,942,806	$2,168,245	$2,184,185

Adopted FY 2021 Budget Actions

- **Reduce personnel expenditures for Appraisal and Appeals** **FY 2021 ($114,237) FTE: 0**

  No impact to service. Capture salary savings accumulated from staff retirement and hiring their replacements at lower salaries.

- **Adjust costs for Fleet expenditures** **FY 2021 ($63) 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 2021 $11,357 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $8,834 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $19,215 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $90,834 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 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

City Real Estate Assessor **Total: $15,940 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Assessment Support Technician	1 08	$31,804	$51,864	3	0	3
Chief Deputy Real Estate Assessor	1 20	$77,520	$126,409	1	0	1
City Assessor	1 22	$85,068	$143,055	1	0	1
Geographic Information Systems Specialist III	1 15	$56,314	$92,075	1	0	1
Geographic Information Systems Technician II	1 11	$40,805	$66,586	1	0	1
Program Supervisor	1 13	$47,823	$77,978	1	0	1
Programmer/Analyst V	1 16	$60,149	$98,068	1	0	1
Real Estate Appraisal Team Leader	1 16	$60,149	$98,068	2	0	2
Real Estate Appraiser I	1 11	$40,805	$66,586	3	0	3
Real Estate Appraiser II	1 12	$44,339	$72,308	2	1	3
Real Estate Appraiser III	1 13	$47,823	$77,978	6	-1	5
Real Estate CAMA Modeler Analyst	1 16	$60,149	$98,068	1	0	1
Real Estate Commercial Project Supervisor	1 17	$64,260	$104,872	1	0	1
Software Analyst	1 13	$47,823	$77,978	1	0	1
Total				25	0	25

City Auditor

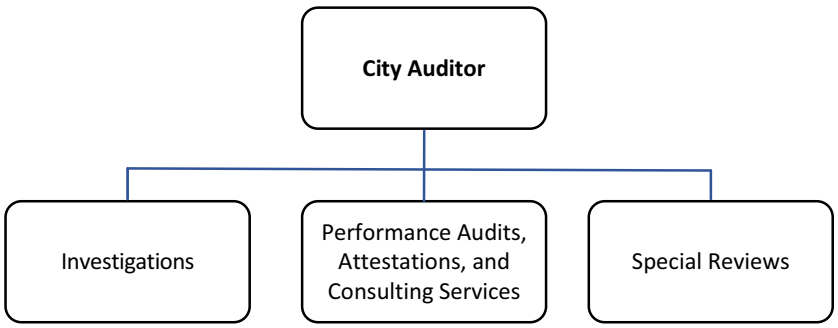
Mission Statement

The City Auditor acts as an independent function of the city to provide investigative, professional, internal auditing, and other services to city departments, offices, and agencies to promote: the deterrence of fraud, waste, and abuse; full financial accountability; economy, efficiency, and effectiveness of city government operations and programs; a comprehensive risk management system; strong internal controls; and compliance with applicable city, state, and federal laws and regulations.

Department Overview

The Office of the City Auditor conducts investigations, professional audits and a variety of services to include inquiries, consulting, and attestations. Major services include, but not limited to:

- Managing a fraud, waste, and abuse hotline to receive reports from citizens and employees of suspected unlawful and wasteful acts committed by city employees, vendors, etc.
- Conducting investigations and inquiries of fraud, waste, and abuse to determine the authenticity of all allegations received and ensure activities and resolutions are performed in the most cost-effective and confidential manner
- Evaluating the effectiveness of risk management
- Assessing the effectiveness of the internal control system
- 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
- Appraising the economy and efficiency with which resources are applied
- Examining operations or programs to determine if results are consistent with established goals and whether the objectives are being carried out as planned
- Providing oversight of external auditors contracted for the city's annual financial and federal grants audit and the audits of Norfolk Public Schools, Economic Development Authority, and Norfolk Employee's Retirement System (NERS)



Performance Measures

Goal

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

Objective

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

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of the City Council approved work plan completed or substantially completed during the fiscal year	38	75	100	100	0
Percent of investigations completed as the result of a fraud, waste, or abuse complaint	33	86	100	100	0
Percent of audit recommendations accepted by management	95	100	95	95	0
Number of observed internal controls and operational issues reported to management as a result of fraud, waste, or abuse complaints (New measure in FY 2019)	0	14	0	0	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$807,086	$883,094	$924,092	$916,350
Materials, Supplies and Repairs	$3,206	$6,706	$5,744	$5,744
Contractual Services	$17,622	$55,000	$46,913	$46,913
Equipment	$1,231	$29,143	$0	$0
Total	$829,145	$973,943	$976,749	$969,007

ADOPTED FY 2021 BUDGET ACTIONS

- **Reduce budget by five percent** **FY 2021 ($52,089)** **FTE: 0**

  Service may be impacted. The City Auditor did not provide a reduction strategy. This action reduces the Auditor's personnel budget by five percent.

- **Adjust required contribution to the city retirement system** **FY 2021 $33,394** **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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $4,526** **FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $6,227** **FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $200** **FTE: 0**

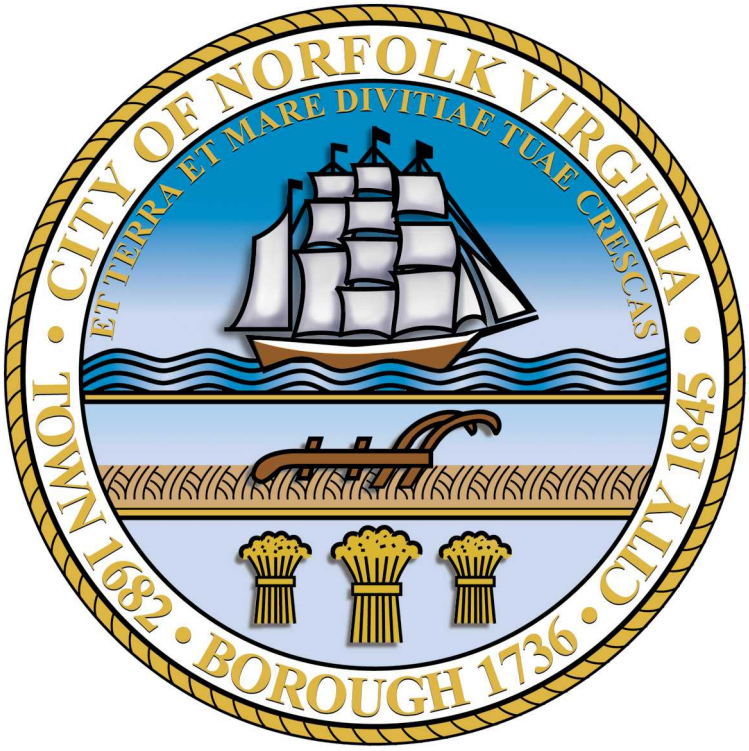
  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

City Auditor **Total: ($7,742)** **FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Assistant City Auditor / Audit Analyst	1 13	$47,823	$77,978	1	-1	0
Assistant City Auditor I	1 10	$37,337	$60,884	0	1	1
Assistant City Auditor II	1 14	$52,020	$86,041	5	0	5
City Auditor	1 20	$77,520	$126,409	1	0	1
Deputy City Auditor	1 16	$60,149	$98,068	2	0	2
Total				9	0	9

Executive


CITY OF NORFOLK VIRGINIA
ET TERRA ET MARE DIVITIAE TUAE CRESCAS
TOWN 1682 • BOROUGH 1736 • CITY 1845

This page intentionally left blank

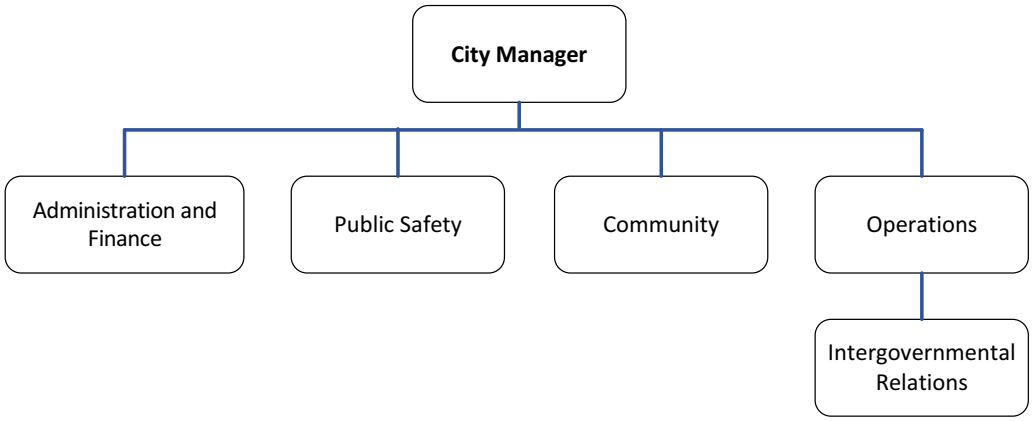
City Manager

Mission Statement

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

Department Overview

The City Manager's Office provides leadership and management of the organization in accordance with policies and direction of the City Council. Intergovermental Relations provides liaison assistance between 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.



Performance Measures

Goal					
Maintain an experienced and skilled workforce					
Objective					
Create a workforce culture that fosters employee satisfaction and supports career development					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Based on a five-year rolling average, percentage of full-time city employees retained year to year	87.5	87.5	85	85	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$1,817,964	$1,875,616	$2,069,174	$2,122,042
Materials, Supplies and Repairs	$39,392	$30,482	$28,580	$28,576
Contractual Services	$344,316	$429,970	$419,698	$262,631
Total	$2,201,672	$2,336,068	$2,517,452	$2,413,249

Adopted FY 2021 Budget Actions

- **Transfer funding for phone expenses** **FY 2021 ($2,000) FTE: 0**

  Technical Adjustment to transfer phone expenses from the City Manager's Office to the Office of Resilience. When the Office of Resilience was created in FY 2017, phone expenses continued to be paid from the City Manager's Office. A corresponding adjustment can be found in the Office of Resilience.

- **Remove funds for part-time staff** **FY 2021 ($7,175) FTE: 0**

  Service may be impacted. This action will prevent the City Manager's Office from being able to hire short-term temporary staff to assist with project specific work.

- **Reduce funding for Intergovernmental Relations Officer** **FY 2021 ($21,377) FTE: 0**

  Service may be impacted. Reduced funding for this position may limit the ability of the City Manager's Office to provide the salary required to attract the highest quality candidate for the position.

- **Reduce funds for city sponsorships** **FY 2021 ($50,000) FTE: 0**

  Service will be impacted. This action reduces funding from $180,000 to $130,000. Sponsorship funds are used to support events citywide. Reduced funding will impact the number of events the city is able to sponsor.

- **Eliminate intergovernmental relations contract** **FY 2021 ($105,067) FTE: 0**

  Service may be impacted. The city currently contracts with three firms to provide lobbying support at the state and federal level. Eliminating the contract with one of the lobbying firms may negatively impact progressive lobbying efforts for the public policy interests of the city.

- **Adjust required contribution to the city retirement system** **FY 2021 $21,527 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $24,181 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $15,510 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $20,198 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

City Manager **Total: ($104,203) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Assistant to the City Manager	1 20	$77,520	$126,409	1	-1	0
Assistant to the City Manager, Senior	1 21	$80,963	$134,732	0	1	1
Business Manager	1 13	$47,823	$77,978	1	0	1
Chief Deputy City Manager	1 27	$123,675	$204,439	1	0	1
City Manager	1 29	*	*	1	0	1
Deputy City Manager	1 26	$112,455	$187,792	3	0	3
Intergovernmental Relations Officer	1 20	$77,520	$126,409	1	0	1
Legal Administrator	1 15	$56,314	$92,075	1	0	1
Management Analyst II	1 13	$47,823	$77,978	0	1	1
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Special Assistant	1 20	$77,520	$126,409	2	-1	1
Total				13	0	13

*No salary range per compensation plan.

Budget and Strategic Planning

Mission Statement

The Department of Budget and Strategic Planning maintains the financial and economic integrity of the city and provides comprehensive and integrated financial, policy, and performance management to the City Manager and other city departments.

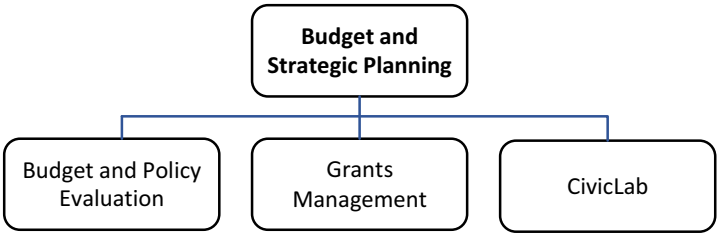
Department Overview

The Department of Budget and Strategic Planning is comprised of three teams that include:

The Budget and Policy Evaluation Team develops and monitors the city's annual budget. In addition, the team provides policy analysis and program evaluation services to the city's executive leadership and analytical and special project support to the City Manager and other departments.

The Grants Management Team seeks to leverage city resources with funds from federal, state, and philanthropic sources. In addition, Grants Management houses the city's U.S. Department of Housing and Urban Development (HUD) entitlement grant programs, which include the Community Development Block Grant (CDBG), the HOME Investment Partnership (HOME), and the Emergency Solutions Grant (ESG).

CivicLab helps city leadership and residents understand and harness our city's valuable data, performs advanced analytics, and supports data informed decision making throughout the organization. CivicLab champions key initiatives including data science, open data, strategic planning, performance management, and Agile Team Norfolk.



Performance Measures

Goal					
Promote strong financial management					
Objective					
Prepare and submit a balanced budget that aligns decision making and resources, and communicates the city's priorities					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent variance between forecast and actual expenditures (Reported precision adjusted in FY 2020)	2.1	3.2	2	2	0
Percent variance between forecast and actual revenue (Reported precision adjusted in FY 2020)	0.7	1.9	2	2	0
GFOA Distinguished Budget award received	Yes	Yes	Yes	Yes	N/A
Objective					
Facilitate application for and processing of all grants received by the city to enhance fiscal stewardship					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of grant management training sessions and workshops	11	5	15	15	0
Dollar value of grants received for city programs	47,185,055	37,481,276	45,000,000	45,000,000	0
Number of grant training participants	158	20	150	150	0
Number of negative findings in the annual external audit of Federal programs managed by the HUD Entitlement Unit	1	1	0	0	0
Percent of city department grant applications reviewed by the Grants Team	99	99	100	100	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$1,390,078	$1,226,581	$1,514,391	$1,869,363
Materials, Supplies and Repairs	$7,796	$48,955	$10,725	$10,725
Contractual Services	$78,668	$162,909	$40,292	$90,292
Equipment	$2,771	$9,948	$655	$655
Total	$1,479,313	$1,448,393	$1,566,063	$1,971,035

ADOPTED FY 2021 BUDGET ACTIONS

- **Create Norfolk CivicLab** **FY 2021 $229,626 FTE: 2**

  Transfer Open Data and Team Norfolk Agile Program positions from the Department of Information Technology (IT) and Department of Human Resources to the Department of Budget and Strategic Planning as part of the creation of CivicLab. The CivicLab team is dedicated to building a culture of data-informed decision-making for the city government. A corresponding adjustment can be found in IT and Human Resources.

- **Remove funds for part-time staff** **FY 2021 ($415) FTE: 0**

  No impact to service. This action removes temporary salaries budget for the department to align with the elimination of part time positions.

- **Increase HUD reimbursement** **FY 2021 ($15,393) FTE: 0**

  No impact to service. This action updates expected grant reimbursement based on current staffing levels and the associated time spent working on Housing and Urban Development (HUD) entitlement compliance.

- **Eliminate vacant position in Performance Management program** **FY 2021 ($52,123) FTE: -1**

  Service will be impacted. Planned work in FY 2021 included overhaul of the administration's strategic plan and the development of a new performance management program. As a result of the action, the department does not have the resources to implement these initiatives concurrently.

- **Eliminate one vacant position in Budget Monitoring program** **FY 2021 ($52,123) FTE: -1**

  Service will be impacted. Budget analysts' department portfolios will be consolidated. Reduced staffing will result in budget monitoring being less thorough and comprehensive. Budget monitoring will be particularly important in FY 2021 for tracking revenue collections compared to initial projections for revenue loss resulting from the COVID-19 pandemic.

- **Eliminate one vacant position in Budget Development program** **FY 2021 ($56,682) FTE: -1**

  Service will be impacted. The work product provided to the City Manager's Office and to client departments will take longer to produce or will be less thorough in scope.

- **Adjust required contribution to the city retirement system** **FY 2021 $143,514 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $5,124** **FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $11,934** **FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $191,510** **FTE: 5**

  Technical adjustment to update department costs for personnel services. Changes include the addition of a Business Process Automation Manager position and a Data Analyst position and the corresponding adjustment to funds needed in FY 2021 for such actions. The Housing and Urban Development (HUD) Entitlement program also added three Management Analyst II positions, which are fully reimbursable from HUD entitlement grant funds. 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. These are routine actions that occur at the beginning of the budget cycle.

Budget and Strategic Planning **Total: $404,972** **FTE: 4**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant II	1 12	$44,339	$72,308	0	1	1
Accountant III	1 13	$47,823	$77,978	2	-1	1
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Budget & Policy Analyst I	1 13	$47,823	$77,978	6	-3	3
Budget & Policy Analyst II	1 14	$52,020	$86,041	1	-1	0
Budget & Policy Analyst, Senior	1 16	$60,149	$98,068	1	1	2
Budget & Policy Manager	1 20	$77,520	$126,409	2	0	2
Bureau Manager	1 18	$68,697	$112,020	0	2	2
Business Process Automation Manager	1 18	$68,697	$112,020	0	1	1
Data Analyst	1 14	$52,020	$86,041	0	1	1
Data Scientist	1 18	$68,697	$112,020	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Director of Budget & Strategic Planning	1 24	$94,656	$162,302	1	0	1
Economic Forecast Specialist	1 18	$68,697	$112,020	1	0	1
Enterprise Controller	1 16	$60,149	$98,068	1	0	1
Grants Manager	1 20	$77,520	$126,409	1	0	1
Management Analyst II	1 13	$47,823	$77,978	1	3	4
Total				19	4	23

Resilience

Mission Statement

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

Department Overview

The Department of Resilience is part of the city's increased focus on building a resilient community due to the changing climate, coupled with the effects of a slow economic rebound from the Great Recession on local businesses and neighborhoods. The office is focused on initiatives that will prepare the city for climate change, strengthen the city's economic competitiveness, and ensure the highest quality of life possible for residents. The city's resilience efforts began when Norfolk was awarded the Rockefeller Foundation's 100 Resilient Cities designation in December 2013. Using a community-driven process, residents identified stresses and potential shocks and created a resilience strategy to mitigate the impacts. The strategy identifies three primary goals:

1) designing the coastal community of the future to live with the impacts of recurrent flooding;

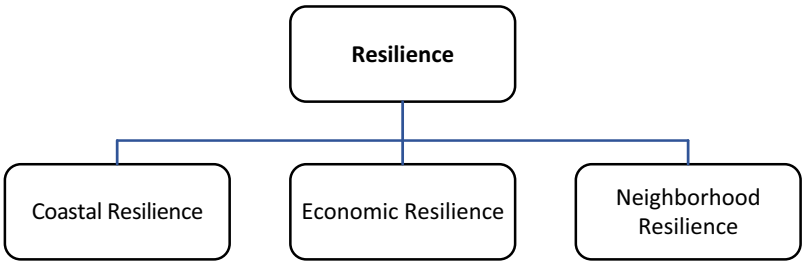
2) creating economic opportunity by advancing efforts to grow existing and create new sectors; and

3) advancing initiatives to connect communities, deconcentrate poverty, and strengthen neighborhoods.

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

Additionally, the department currently manages Brownfield Grants to include one federal grant from the Environmental Protection Agency and two grants from the Virginia Department of Environmental Quality and the Virginia Economic Development Partnership. The current grants offer assessment and remediation support of identified and prioritized brownfields within the city. Through the Retain Your Rain initiative, the office is working with the Recreation, Parks, and Open Spaces and Public Works departments to offer civic leagues and other non-profit organizations in Norfolk grants to design and install innovative water retention systems. Grants are offered twice annually and have resulted in the installation of community rain gardens and rain barrels to help capture storm water runoff and reduce flooding.

Finally, to ensure our residents are not trapped in the expensive cycle of pay-day loans, the Department of Resilience partners with local non-profit organizations, community volunteers, and banks to offer Bank On, a ten month program that teaches financial management and creates saving plans that helps build an emergency savings account for individuals and helps them avoid predatory lenders.



Performance Measures

Goal					
Strengthen the capacity of the city to address environmental, economic, and neighborhood issues					
Objective					
Increase knowledge of resilience issues and tactics among city and community partners					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of community and city participants for Department of Resilience events and presentations	1,385	1,450	1,200	1,200	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$294,550	$259,446	$321,720	$536,754
Materials, Supplies and Repairs	$8,498	$11,189	$16,750	$16,750
Contractual Services	$15,510	$44,820	$83,250	$59,873
Total	$318,558	$315,455	$421,720	$613,377

Adopted FY 2021 Budget Actions

- **Transfer funding for coastal resilience initiatives** **FY 2021 $130,748** **FTE: 1**

  Technical Adjustment to reorganize the dune management program. This includes the transfer of the city Coastal Engineer position into the Department of Resilience. The position will manage and plan beach and dune activities as well as other coastal resilience projects. A corresponding adjustment can be found in the Department of Public Works.

- **Transfer funding for phone expenses** **FY 2021 $2,000** **FTE: 0**

  Technical Adjustment to transfer phone expenses from the City Manager's Office to the Department of Resilience. When the Department of Resilience was created in FY 2017, phone expenses continued to be paid from the City Manager's Office. A corresponding adjustment can be found in the City Manager's Office.

- **Transfer funding for printing services** **FY 2021 $1,950 FTE: 0**

  Technical Adjustment to transfer printer lease expenses from the Department of General Services to the Department of Resilience. When the Department of Resilience was created in FY 2017, printer lease expenses continued to be paid from the Department of General Services. A corresponding adjustment can be found in the Department of General Services.

- **Reduce funding for contracted coastal resilience work** **FY 2021 ($27,327) FTE: 0**

  Service may be impacted. This action may result in reduced capacity to procure contract support for the Ohio Creek Watershed Project and the U.S. Army Corps of Engineers' Preconstruction Engineering and Design work.

- **Remove funds for part-time staff** **FY 2021 ($23,416) FTE: 0**

  Service will be impacted. This action continues the furlough of part-time staff. This will reduce administrative support for the department.

- **Adjust required contribution to the city retirement system** **FY 2021 $17,260 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $392 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $4,439 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $85,611 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Resilience **Total: $191,657 FTE: 1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Chief Resilience Officer	1 24	$94,656	$162,302	1	0	1
City Coastal Engineer	1 21	$80,963	$134,732	0	1	1
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Special Assistant	1 20	$77,520	$126,409	1	0	1
Total				4	1	5

Communications

Mission Statement

The Department of Communications team is a highly creative and talented group of professionals who foster the ultimate interactive relationship between the city and its stakeholders.

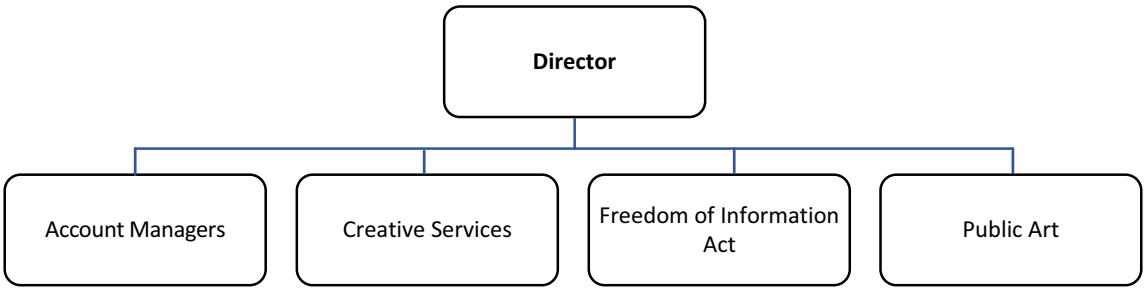
Department Overview

The Department of Communications team believes in providing quality content and engaging information to residents, businesses, city employees, and community stakeholders.

The department achieves this by collaborating with partners and leveraging resources and expertise. In addition, the office strives to ensure arts and culture are an integral part of the quality of life only found in Norfolk. The department is responsible for creating and implementing the city's crisis communication plan and integrating and managing the Joint Information Center during a city emergency.

The Department of Communications is structured to function as the central location for communications, brand management, arts and culture, and media relations for the city. The department is comprised of four teams: Account Managers, Public Record Requests, Creative Services, and Norfolk Arts. The Accounts Managers team works collaboratively with department representatives to support their initiatives. The team is responsible for the creation of various tactics to support city programs and services, including but not limited to press releases, employee and resident newsletters, and other collateral. The Public Records Requests team oversees all aspects of public record requests and ensures compliance with applicable Freedom of Information Act (FOIA) laws. The Creative Services team is comprised of videographers, photographers, and webmasters with expertise creating content and managing all city owned communication channels e-newsletters, email, broadcast channels, website, and social media. The Norfolk Arts team houses the Arts and Humanities Commission, the Public Art Program, and a contemporary gallery. Norfolk Arts unites, energizes, prompts dialogue, and inspires the unique character of Norfolk giving voice the the community.

Through planning and collaboration with city staff and partner organizations the Department of Communications ensures that residents, businesses, and visitors have access to the latest events and happenings throughout the City of Norfolk.



Performance Measures

Goal
Increase access to city services, products, and information for both internal departments and external entities/ residents
Objective
Connect residents and businesses to training, programs, services, and resources to improve individual and community growth and sustainability

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of internal departments that engage the Department of Communications for assistance with their marketing and communications needs	22	24	15	15	0
Number of external clients that engage the Department of Communications for assistance with their marketing and communications needs	7	38	4	4	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$1,296,633	$1,523,722	$1,708,487	$1,591,214
Materials, Supplies and Repairs	$6,117	$10,314	$32,609	$32,309
Contractual Services	$634,757	$421,841	$182,236	$135,069
Equipment	$11,418	$41,876	$17,825	$17,825
Total	$1,948,925	$1,997,753	$1,941,157	$1,776,417

Adopted FY 2021 Budget Actions

- **Support the city website, Norfolk.gov** **FY 2021 $15,229** **FTE: 0**

  Technical adjustment to provide funds to maintain the city's Norfolk.gov web site. The funding allows for continued maintenance and upgrades to ensure citizens can easily access city information and programs.

- **Reduce funding for advertising and promotional activities** **FY 2021 ($57,696)** **FTE: 0**

  Service will be impacted. Elimination of printed materials, postage, and advertisement will result in promotions missing certain targeted audiences. Additionally, the department will be unable to create or purchase new large city flags. This results in the loss of in-kind promotional sponsorship opportunities and the ability to reach large audiences for citywide events and initiatives.

- **Reduce funding for promotional activities** **FY 2021 ($5,000) FTE: 0**

  Service will be impacted. Norfolk Arts builds community through arts outreach and education. This reduction will reduce the number of art projects the program can produce.

- **Reduce staffing for Creative Services** **FY 2021 ($115,961) FTE: -2**

  Service will be impacted. Two Multimedia Communications Specialist positions will be eliminated. These positions support the communication needs of departmental accounts through design and social media content to share Norfolk's story across platforms. Eliminating funding will create an internal backlog of graphic design projects and delay department media communication.

- **Adjust required contribution to the city retirement system** **FY 2021 $22,046 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $8,421 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $12,962 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($44,741) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Communications **Total: ($164,740) FTE: -2**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Technician	1 07	$29,391	$47,962	1	-1	0
Applications Development Team Supervisor	1 17	$64,260	$104,872	1	0	1
Arts Manager	1 15	$56,314	$92,075	1	0	1
Assistant Director	1 21	$80,963	$134,732	1	-1	0
Bureau Manager	1 18	$68,697	$112,020	2	1	3
Communications Account Manager	1 17	$64,260	$104,872	4	-2	2
Director of Communications	1 24	$94,656	$162,302	1	0	1
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Multimedia Communications Specialist I	1 11	$40,805	$66,586	0	2	2
Multimedia Communications Specialist II	1 13	$47,823	$77,978	5	-1	4
Multimedia Communications Specialist III	1 15	$56,314	$92,075	1	0	1
Total				18	-2	16

St. Paul's Area Transformation

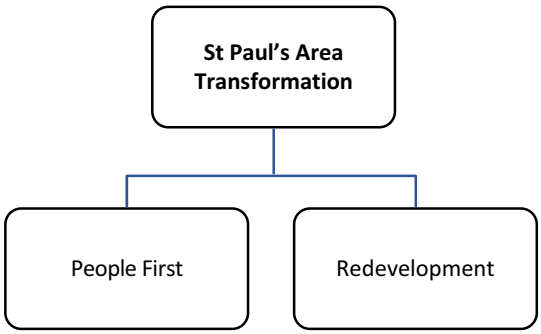
Mission Statement

St. Paul's Area Transformation works in collaboration with the community and the Norfolk Redevelopment and Housing Authority to transform the St. Paul's area, including three public housing neighborhoods, into a thriving mixed-use, mixed-income community of choice. The transformation focuses on both people and place, providing individualized case management through the People First program to enhance life outcomes for residents and redeveloping the area into a connected, walkable, and resilient community.

Department Overview

The Department of St. Paul's Area Transformation is dedicated to the human-centered redevelopment of the St. Paul's area in Norfolk, which includes the public housing communities of Tidewater Gardens, Calvert Square, and Young Terrace. Over the next ten years the St. Paul's Area Transformation will work alongside residents and the Norfolk Redevelopment and Housing Authority (NRHA) to re-imagine and redevelop the St. Paul's area into a resilient mixed-income, mixed-use community in the heart of Norfolk that is economically vibrant, and racially diverse.

The department is responsible for the overall management of the People First initiative which provides individualized supportive services to the residents of St. Paul's and coordination and implementation of a $30 million U.S. department of Housing and Urban Development's Choice Neighborhood Initiative grant to redevelop Tidewater Gardens. The first phase of the transformation is collaboration with community stakeholders and partners and overall management and coordination of the physical redevelopment efforts. Additionally, the Department of St. Paul's Transformation leads and supports citywide housing and neighborhood initiatives that put people first.



Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
General Property Taxes	$0	$3,500,000	$3,658,000	$3,781,000
Total	$0	$3,500,000	$3,658,000	$3,781,000

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$0	$3,928	$420,130	$479,194
Materials, Supplies and Repairs	$0	$5,024	$36,000	$36,000
Contractual Services	$0	$127,107	$3,201,870	$3,265,806
Equipment	$0	$5,757	$0	$0
Total	$0	$141,816	$3,658,000	$3,781,000

Adopted FY 2021 Budget Actions

- **Carryforward prior years unspent dedications** **FY 2021 $1,800,000 FTE: 0**

  Technical adjustment to carryforward unspent prior year funds from the St. Paul's Area Transformation real estate tax designation for use in FY 2021 operations. This action ensures programming for St. Paul's residents can continue as planned.

- **Provide funds for an Administrative Assistant II position** **FY 2021 $45,000 FTE: 1**

  Technical adjustment to add an Administrative Assistant II position. This position will assist with administrative responsibilities in the department for both the People First and Redevelopment initiatives.

- **Utilize a portion of FY 2021 designation for city operations** **FY 2021 ($1,800,000) FTE: 0**

  No impact to service. This strategy allows the use of a portion of the FY 2021 designated St. Paul's funds for unrestricted General Fund use with no reduction to planned programming for St. Paul's residents. In FY 2021 People First and Redevelopment operations will be supported by prior year unspent funds.

- **Adjust required contribution to the city retirement system** **FY 2021 $75,516 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $31,488 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Update personnel expenditures** **FY 2021 ($29,004) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

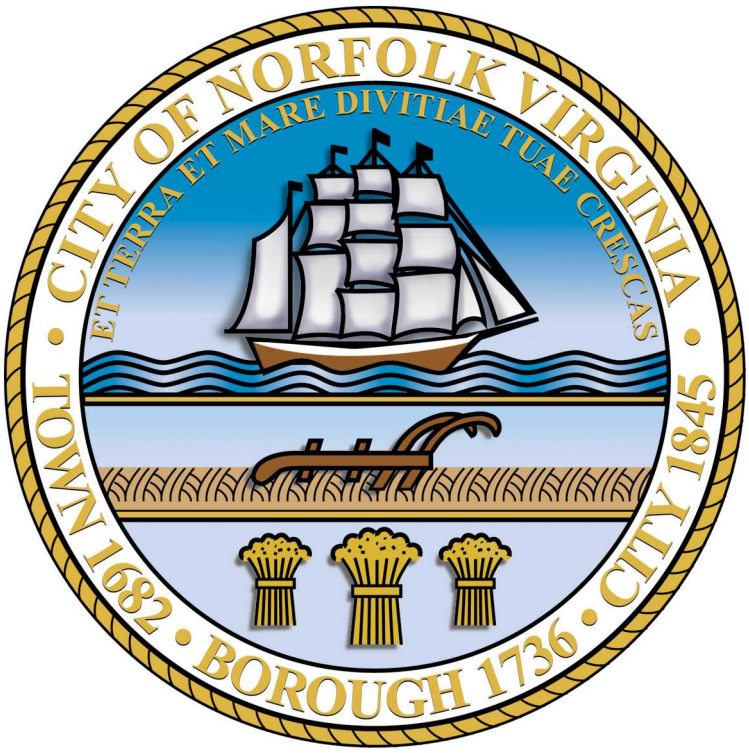
St. Paul's Area Transformation **Total: $123,000 FTE: 1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Assistant II	1 10	$37,337	$60,884	0	1	1
Director of St. Paul's Transformation	1 24	$94,656	$162,302	0	1	1
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Projects Manager, Senior	1 17	$64,260	$104,872	2	0	2
Special Assistant	1 20	$77,520	$126,409	1	-1	0
Total				4	1	5

This page intentionally left blank

Department of Law



This page intentionally left blank

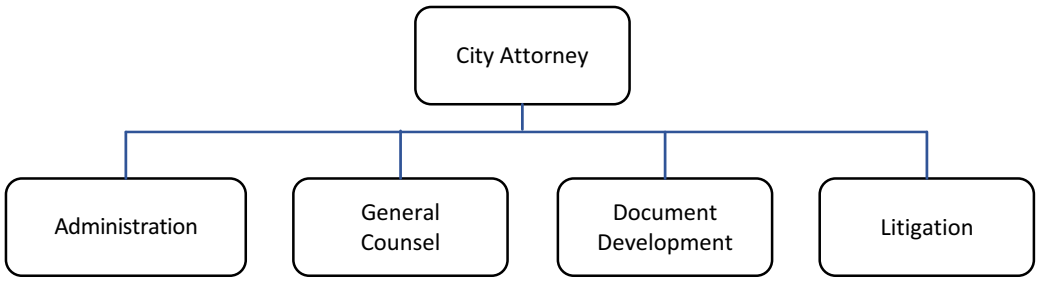
City Attorney

Mission Statement

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

Department Overview

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



Performance Measures

Goal

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

Objective

Represent the city, School Board, Norfolk Employees' Retirement System, Community Services Board, Chrysler Museum, Lake Taylor Hospital, and other boards and commissions in litigation; draft and review municipal ordinances/resolutions and contracts

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of new files opened	3,277	5,057	6,000	6,000	0
Number of files closed	4,780	5,443	6,000	6,000	0
Revenue collected from suits, city appeals, and general collections	3,587,923	3,863,000	7,500,000	7,500,000	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$4,300,861	$4,449,725	$4,494,775	$4,614,011
Materials, Supplies and Repairs	$71,000	$91,493	$69,557	$69,544
Contractual Services	$288,586	$200,703	$296,365	$296,365
Department Specific Appropriation	$25,618	$37,751	$44,712	$44,712
Total	$4,686,065	$4,779,672	$4,905,409	$5,024,632

Adopted FY 2021 Budget Actions

- **Adjust costs for Fleet expenditures** **FY 2021 ($13) 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 2021 ($1,900) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $19,128 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $36,360 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $65,648 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 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

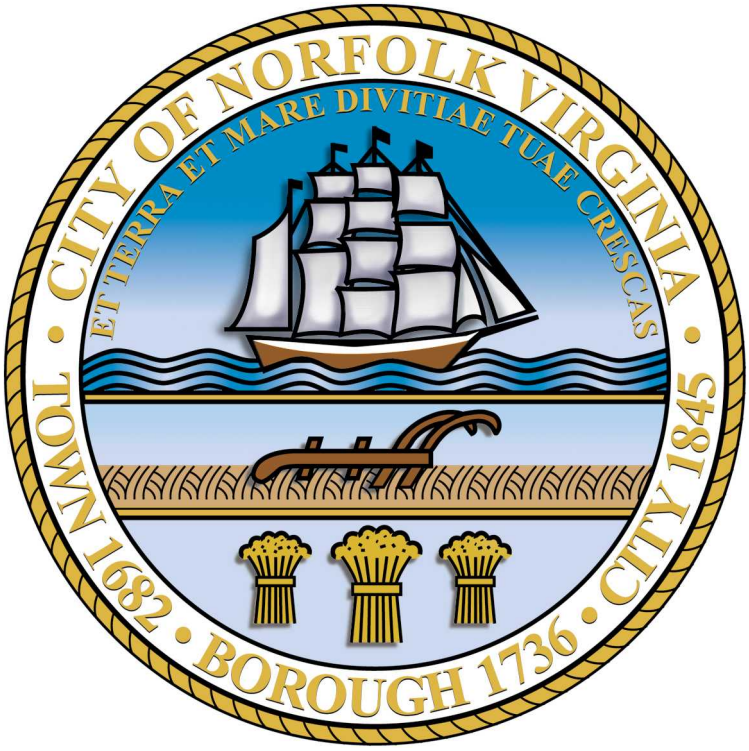
City Attorney **Total: $119,223 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Assistant City Attorney I	1 16	$60,149	$98,068	4	0	4
Assistant City Attorney II	1 18	$68,697	$112,020	0	2	2
Assistant City Attorney III	1 20	$77,520	$126,409	2	-1	1
Business Manager	1 13	$47,823	$77,978	1	0	1
Chief Deputy City Attorney	1 27	$123,675	$204,439	0	2	2
City Attorney	1 28	$140,760	$228,888	1	0	1
Criminal Docket Specialist	1 09	$34,445	$56,161	1	0	1
Deputy City Attorney I	1 23	$89,694	$152,419	7	1	8
Deputy City Attorney II	1 24	$94,656	$162,302	3	-2	1
Deputy City Attorney III	1 25	$102,209	$172,706	2	-2	0
Legal Administrator	1 15	$56,314	$92,075	1	0	1
Legal Coordinator I	1 11	$40,805	$66,586	2	0	2
Legal Coordinator II	1 13	$47,823	$77,978	1	0	1
Legal Secretary II	1 11	$40,805	$66,586	5	0	5
Messenger/Driver	1 02	$20,099	$32,778	1	0	1
Paralegal Claims Investigator	1 12	$44,339	$72,308	1	0	1
Paralegal Generalist	1 09	$34,445	$56,161	1	0	1
Support Technician	1 05	$25,179	$41,096	1	0	1
Total				34	0	34

This page intentionally left blank

Constitutional Officers



This page intentionally left blank

Commissioner of the Revenue

Mission Statement

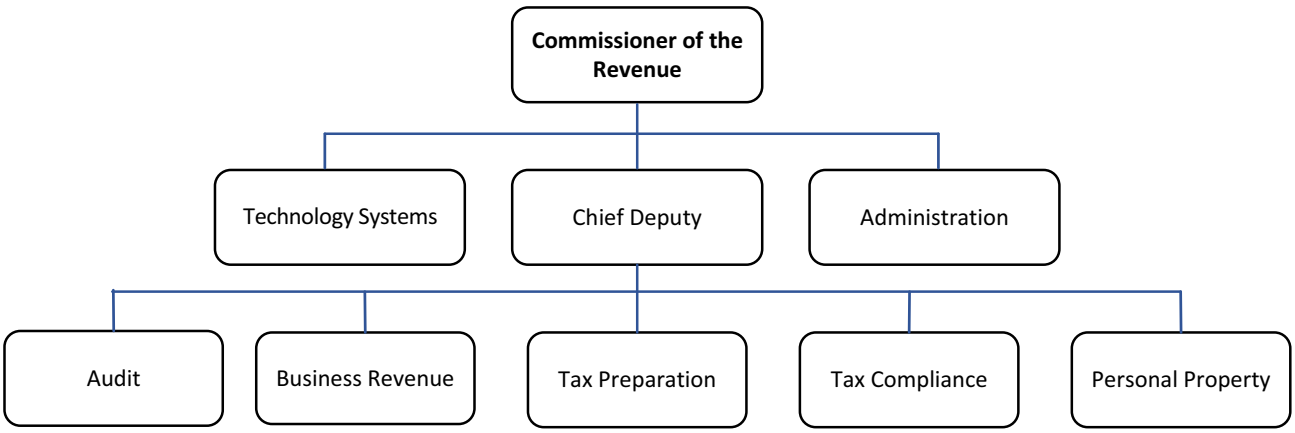
The Commissioner of the Revenue assesses various taxes pursuant to state and local law and strives to fairly and efficiently assist Norfolk residents and business owners in the following areas to aid in the continued economic growth of our city:

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

Department Overview

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

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



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain business within Norfolk					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of annual business licenses	15,980	16,166	16,025	16,025	0

Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Increase the skill and competence of employees of the Commissioner of the Revenue Office					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of participants in the statewide Career Development Program for Commissioners of the Revenue	34	30	34	34	0

Goal					
Enhance the efficiency of programs and services					
Objective					
Opening business portal to integrate technology into the city's contact with Norfolk businesses					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of modules of the business portal tested and open for public use	4	4	4	4	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$2,695,957	$2,632,012	$2,790,616	$2,831,111
Materials, Supplies and Repairs	$192,626	$88,943	$104,162	$108,128
Contractual Services	$113,947	$71,350	$82,781	$82,781
Equipment	$137	$10,979	$2,400	$2,400
Total	$3,002,667	$2,803,284	$2,979,959	$3,024,420

Adopted FY 2021 Budget Actions

- **Adjust funding for printing services based on utilization** **FY 2021 $4,000 FTE: 0**

  Technical adjustment to align the funds for contractual printer and copier services based on utilization. Departments are being billed directly for utilization of printer and copier services.

- **Reduce city funded positions in the Business Revenue Team** **FY 2021 ($56,292) FTE: -1**

  Service may be impacted. Eliminate one vacant city supported Deputy I position and freeze and defund one vacant city supported Deputy I position in the Business Revenue Team. The Team audits and investigates business establishments and activities for compliance with license tax ordinances; researches, interprets, and applies state and local tax codes; assesses business personal property and machinery and tools; and interacts significantly with the public. This reduction may hamper the capacity to handle growth in the assessing of business property and required compliance of businesses assessed.

- **Reduce city funded positions in the Personal Property Team** **FY 2021 ($32,697) FTE: 0**

  Service may be impacted. Freeze and defund a vacant city supported Deputy I position in the Personal Property Assessment Team. The Team assesses motor vehicles, boats, aircraft, mobile homes, and trailers. Also, as a Department of Motor Vehicles (DMV) Select location, the Team provides vehicle titling, registration, license plates, voter registration, and car dealer transaction services. This reduction may hamper customer service capabilities and the ability to handle growth in the assessing of personal property.

- **Adjust costs for Fleet expenditures** **FY 2021 ($34) 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 employer contribution to Virginia Retirement System** **FY 2021 $62,183 FTE: 0**

  Technical adjustment to adjust funds for the employer contribution to the Virginia Retirement System (VRS) for constitutional officers and their employees. The VRS Board increased the contribution rate for Political Subdivision Employees from 9.42 percent to 10.65 percent for the FY 2021 - FY 2022 Biennium. Funds were also adjusted to reflect changes in staffing composition.

- **Adjust required contribution to the city retirement system** **FY 2021 $14,708 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $14,214 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $22,334 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $16,045 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 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

Commissioner of the Revenue **Total: $44,461 FTE: -1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Manager - COR	COR 05	$59,540	$95,182	2	0	2
Chief Deputy - COR	COR 06	$68,817	$121,118	1	0	1
Commissioner of the Revenue	COR 07	$87,546	$139,197	1	0	1
Deputy I - COR	COR 01	$30,000	$55,059	11	-1	10
Deputy II - COR	COR 02	$34,127	$69,345	9	0	9
Deputy III - COR	COR 03	$47,500	$78,533	10	0	10
Supervising Deputy - COR	COR 04	$55,800	$89,206	4	0	4
Total				38	-1	37

City Treasurer

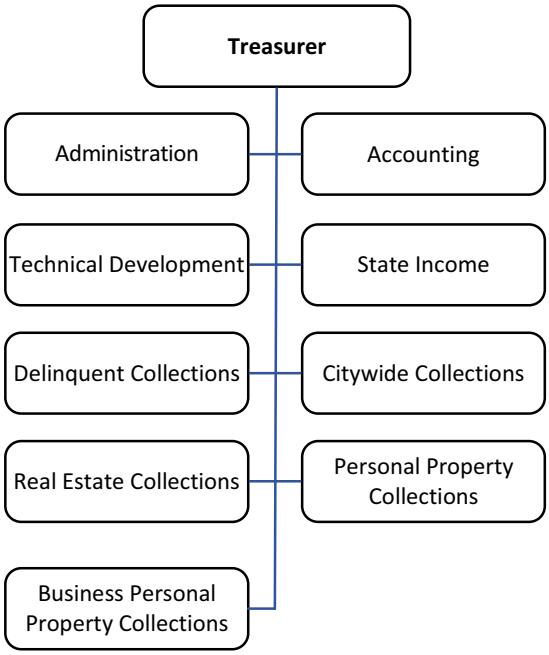
Mission Statement

The City Treasurer's mission is to provide superior service to the taxpayers of the City of Norfolk in accordance with state and city code, in the following areas:

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

Department Overview

The City Treasurer, elected by the residents of Norfolk, is the custodian of all city funds. The City Treasurer mails statements and receives and processes payment for current and delinquent real estate taxes, personal property taxes, state income taxes, animal licenses, and various bills due to the city meeting all timing requirements for the orderly and timely payment of taxes. All funds are entered into accounting ledgers and are coordinated with the city administration and audited by the Commonwealth and city. The office was established in the Constitution of the Commonwealth of Virginia and the Charter of the City of Norfolk.



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Attract new residents to contribute to Norfolk's economic growth					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of properties auctioned (to provide investors and developers the opportunity to grow within the city and return properties to the tax rolls)	232	195	300	200	-100

Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Maintain a level of performance in the collection of current revenues with a strong emphasis on increasing delinquent collections					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Personal property tax collection rate	100	98	98	98	0
Real property tax collection rate	99	99	99	99	0
Delinquent personal property tax collection rate	100	98	98	98	0
Delinquent real property tax collection rate	98	98	98	98	0

Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Create a comprehensive short- and long-term community workforce plan outlining workforce skills needed by area employers					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of staff participating in career development to increase knowledge of city code and state code	10	27	25	25	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$1,916,623	$2,040,488	$2,092,041	$2,139,647
Materials, Supplies and Repairs	$173,770	$93,198	$95,542	$95,534
Contractual Services	$315,347	$261,137	$316,130	$289,945
Total	$2,405,740	$2,394,823	$2,503,713	$2,525,126

ADOPTED FY 2021 BUDGET ACTIONS

- **Increase funds for armored car service** **FY 2021 $215 FTE: 0**

  Technical adjustment to provide funds for contractual increase in armored car service. Contractual costs are expected to increase by three percent in FY 2021.

- **Reduce expenditures for Revenue Collections** **FY 2021 ($55,800) FTE: 0**

  No impact to service. Capture salary savings accumulated from staff turnover and hiring new employees at lower salaries and reduce funds for mailings to capture anticipated postage cost savings from transitioning to electronic billing (e-billing). The mailing cost savings that will be realized depends on the timeframe for implementing the e-billing service.

- **Adjust costs for Fleet expenditures** **FY 2021 ($8) 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 employer contribution to Virginia Retirement System** **FY 2021 $30,705 FTE: 0**

  Technical adjustment to adjust funds for the employer contribution to the Virginia Retirement System (VRS) for constitutional officers and their employees. The VRS Board increased the contribution rate for Political Subdivision Employees from 9.42 percent to 10.65 percent for the FY 2021 - FY 2022 Biennium. Funds were also adjusted to reflect changes in staffing composition.

- **Adjust employer healthcare contribution** **FY 2021 $12,097 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $18,038 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $16,166 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 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

City Treasurer **Total: $21,413 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Manager - TR	TRO 05	$59,540	$95,182	1	0	1
Chief Deputy - TR	TRO 06	$68,817	$121,118	2	0	2
City Treasurer - TR	TRO 07	$87,546	$167,299	1	0	1
Deputy I - TR	TRO 01	$27,190	$55,059	10	0	10
Deputy II - TR	TRO 02	$34,127	$69,345	9	0	9
Deputy III - TR	TRO 03	$43,376	$78,533	2	0	2
Deputy IV - TR	TRO 04	$55,800	$89,206	4	0	4
Supervising Deputy-TR	TRO 04	$55,800	$89,206	2	0	2
Total				31	0	31

Clerk of the Circuit Court

Mission Statement

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

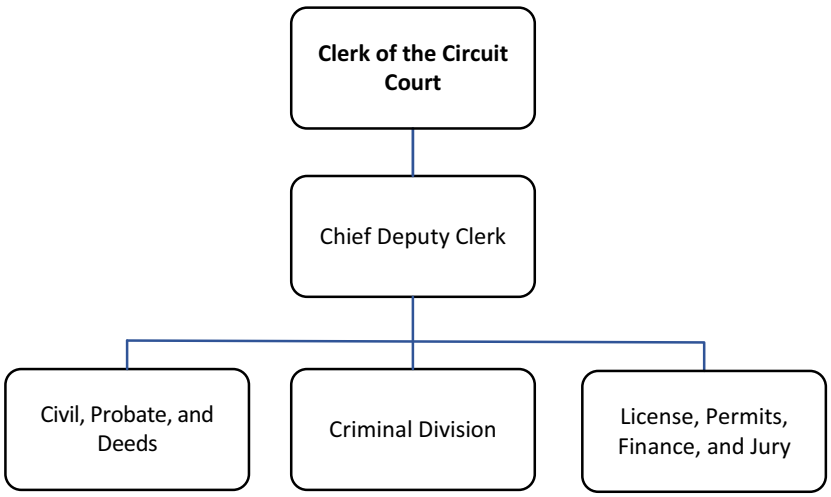
Department Overview

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

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

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

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



Performance Measures

Goal					
Enhance the efficiency of programs and services					
Objective					
Complete the digitization of civil case files, appeals files, and other papers held by the Clerk					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of case files, appeals, and other papers held by the Clerk that are digitized	100	100	100	100	0
Objective					
Implement electronic filing in conjunction with the Supreme Court of Virginia to provide a portal for the electronic filing of civil cases. Begin development of the business rules to extend electronic filing to the criminal division					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of milestones of the electronic file implementation plan achieved	100	100	100	100	0

Goal					
Enhance residents' access to goods and services					
Objective					
Complete implementation of the online system for Circuit Court Clerk's Office users to report service issues and make requests, and provide greater access for those who are homebound, senior citizens, and others					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of responses to reports of service issues, problems, or requests made by users (Addition of live chat on webpage resulted in increased contact)	4,287	7,897	3,500	3,500	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$2,373,528	$2,299,320	$2,515,738	$2,658,338
Materials, Supplies and Repairs	$97,462	$54,938	$79,000	$33,800
Contractual Services	$276,230	$188,317	$253,852	$282,971
Equipment	$34,333	$42,285	$25,000	$0
Total	$2,781,553	$2,584,860	$2,873,590	$2,975,109

ADOPTED FY 2021 BUDGET ACTIONS

- **Reduce non-funded state positions** **FY 2021 ($55,240) FTE: -2**

  Technical adjustment to eliminate a vacant Deputy Clerk I and a vacant Deputy Clerk II to reflect State Compensation Board actions for FY 2021. This adjustment aligns the city's number of state-supported positions with the State Compensation Board approved number of positions. A corresponding revenue adjustment has been made.

- **Align personnel expenditures with projected utilization** **FY 2021 $126,717 FTE: 0**

  Technical adjustment to increase personnel expenditures to more accurately align with anticipated department costs. The increase in funds will be supported by an increase in reimbursement from the State Compensation Board.

- **Reduce nonpersonnel expenditures** **FY 2021 ($41,081) FTE: 0**

  No impact to service. Reduce funds for the equipment; contractual services; and materials, supplies and repairs expenditure categories. The costs will be covered by special revenue funding.

- **Adjust employer contribution to Virginia Retirement System** **FY 2021 $3,512 FTE: 0**

  Technical adjustment to adjust funds for the employer contribution to the Virginia Retirement System (VRS) for constitutional officers and their employees. The VRS Board increased the contribution rate for Political Subdivision Employees from 9.42 percent to 10.65 percent for the FY 2021 - FY 2022 Biennium. Funds were also adjusted to reflect changes in staffing composition.

- **Adjust employer healthcare contribution** **FY 2021 $12,856 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $20,435 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $34,320 FTE: -1**

  Technical adjustment to update department costs for personnel services including the elimination of a vacant In Court Clerk position to reflect State Compensation Board actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

Clerk of the Circuit Court **Total: $101,519 FTE: -3**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Assistant - CC	CCC 05	$46,143	$73,763	4	0	4
Administrative Manager - CC	CCC 06	$55,800	$89,206	1	0	1
Applications Manager - CC	CCC 08	$68,817	$121,118	1	0	1
Cashier - CC	CCC 02	$31,698	$50,672	2	0	2
Chief Deputy Circuit Court	CCC 08	$68,817	$121,118	1	0	1
Clerk of the Circuit Court	CCC 09	$87,546	$139,197	1	0	1
Comptroller - CC	CCC 07	$59,540	$95,182	1	0	1
Deputy Clerk I - CC	CCC 01	$30,660	$46,880	12	-1	11
Deputy Clerk II - CC	CCC 02	$31,698	$50,672	12	-1	11
Deputy Clerk III - CC	CCC 03	$35,455	$56,678	5	0	5
In Court Clerk - CC	CCC 04	$39,001	$65,658	6	-1	5
Supervising Deputy Clerk - CC	CCC 06	$55,800	$89,206	3	0	3
Total				49	-3	46

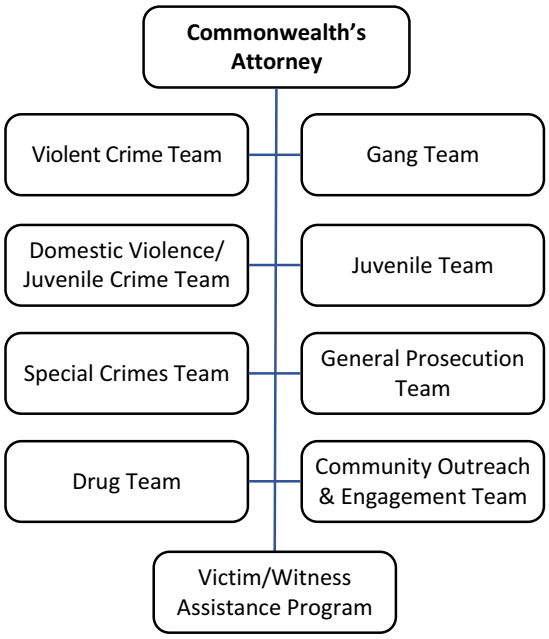
Commonwealth's Attorney

Mission Statement

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

Department Overview

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



Performance Measures

Goal

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

Objective

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

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Total compensation awarded to victims who received reimbursement from CICF	104,934	173,231	75,000	75,000	0

Objective

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

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of defendants participating in Drug Court	42	88	50	50	0
Number of defendants participating in Mental Health docket	18	43	25	25	0
Number of new participants in the Offender Re-Entry docket	6	11	10	10	0

Goal

Enhance the efficiency of programs and services

Objective

Integrate and streamline technology and office practices to create a paperless environment, while keeping with the advancements of local, state, and federal courts

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of legal documents filed electronically with various courts	10	10	10	10	0
Percent of documents used electronically with defense attorneys regarding criminal cases	95	95	95	95	0

Goal					
Increase lifelong learning access					
Objective					
Operate the Virginia Rules Educational Program to teach youth in Norfolk's public and private schools about Virginia laws and help them develop skills needed to make sound decisions					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of youth who complete the Virginia Rules program	2,900	2,111	3,300	3,300	0
Number of volunteers qualified to teach Virginia Rules Program	19	25	25	25	0
Objective					
Host law school students as legal interns and criminal justice or social work college majors as victim/witness advocate interns to encourage interest in a career in public service while providing project support to employees					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of legal interns	13	12	15	15	0
Objective					
Conduct a monthly, in-house continuing legal education program for prosecutors to ensure they are operating with the most accurate information and resources available during the daily course of business					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of scheduled in-house training meetings (two scheduled per month)	24	24	24	24	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$5,351,673	$5,519,852	$5,861,068	$6,063,536
Materials, Supplies and Repairs	$253,214	$78,128	$66,536	$68,583
Contractual Services	$77,700	$32,948	$50,915	$48,793
Equipment	$25,493	$31,157	$27,789	$27,789
Total	$5,708,080	$5,662,085	$6,006,308	$6,208,701

Adopted FY 2021 Budget Actions

- **Provide staff to create Digital Evidence Unit** **FY 2021 $186,860 FTE: 3**

  Technical adjustment to provide funding for two prosecutor positions and one paralegal position added in July 2019 to support the increased work load associated with body worn cameras. The Norfolk Police Department began using body worn cameras in 2014. In 2019, the General Assembly mandated that localities provide one additional prosecutor position for every 75 cameras in use or negotiate a different funding arrangement with their Commonwealth's Attorneys by July 1, 2019. The Digital Evidence Unit will be created as a collaboration between the Office of the Norfolk Commonwealth's Attorney and the Norfolk Police Department.

- **Reduce personnel funds for attrition and temporary staffing** **FY 2021 ($130,000) FTE: 0**

  Service may be impacted. This strategy reduces funds for city funded positions and increases vacancy savings estimate. Delayed hiring may impact the ability to meet state caseload demand.

- **Adjust costs for Fleet expenditures** **FY 2021 ($75) 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 employer contribution to Virginia Retirement System** **FY 2021 $67,785 FTE: 0**

  Technical adjustment to adjust funds for the employer contribution to the Virginia Retirement System (VRS) for constitutional officers and their employees. The VRS Board increased the contribution rate for Political Subdivision Employees from 9.42 percent to 10.65 percent for the FY 2021 - FY 2022 Biennium. Funds were also adjusted to reflect changes in staffing composition.

- **Adjust required contribution to the city retirement system** **FY 2021 ($19,958) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $40,071 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $56,448 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $1,262 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 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

Commonwealth's Attorney **Total: $202,393 FTE: 3**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Assistant Commonwealth's Attorney I	CWA 09	$58,610	$93,191	8	2	10
Assistant Commonwealth's Attorney II	CWA 10	$65,528	$104,187	10	0	10
Assistant Commonwealth's Attorney III	CWA 11	$74,618	$118,643	9	0	9
Chief Deputy Commonwealth's Attorney	CWA 13	$97,430	$154,914	1	0	1
Commonwealth's Attorney	CWA 14	$137,379	$218,433	1	0	1
Deputy Commonwealth's Attorney	CWA 12	$87,545	$139,198	5	0	5
Executive Secretary/Assistant - CWA	CWA 07	$46,145	$73,762	2	0	2
Legal Administrator - CWA	CWA 08	$52,477	$83,962	3	0	3
Legal Assistant - CWA	CWA 06	$49,509	$64,756	1	0	1
Legal Secretary I - CWA	CWA 02	$29,392	$46,987	7	0	7
Legal Secretary II - CWA	CWA 04	$35,454	$56,158	5	0	5
Paralegal - CWA	CWA 04	$35,454	$56,158	7	1	8
Public Information Specialist II	1 12	$44,339	$72,308	1	0	1
Victim / Witness Program Director	CWA 06	$49,509	$64,756	1	0	1
Total				61	3	64

Sheriff and Jail

Mission Statement

The Norfolk Sheriff's Office is a value-driven organization committed to public safety, public service, and public trust. This includes providing an environment of life, health, safety, and security.

The Norfolk Sheriff's Office core values are unconditional:

- Integrity in all things
- Respect at all times
- Duty without prejudice
- Pride without ego
- Team before self

Department Overview

The Norfolk Sheriff's Office is required by the Virginia Constitution to operate in three capacities:

Maintain a safe and secure jail facility;

Ensure public safety in the Norfolk court system; and

Execute various types of civil processes.

In addition, the Norfolk Sheriff's Office provides services and programs to incarcerated offenders with the intent to reduce recidivism. The office also provides timely notice to a person or legal entity of pending action in which they may be involved, including civil subpoenas and warrants, writs, and eviction notices. The Norfolk Sheriff's Office also provides residents with community and crime prevention programs.

Court Services: Court security is provided to all three Norfolk court systems. Sworn staff are responsible for transporting both juvenile and adult offenders with mental health issues from the jail, hospitals, and treatment centers to mental health hospitals and treatment facilities across the State. The office is responsible for inmate transports for the Court to and from other jurisdictions and the Virginia Department of Corrections.

Corrections: Corrections encompasses Institutional and Community Corrections.

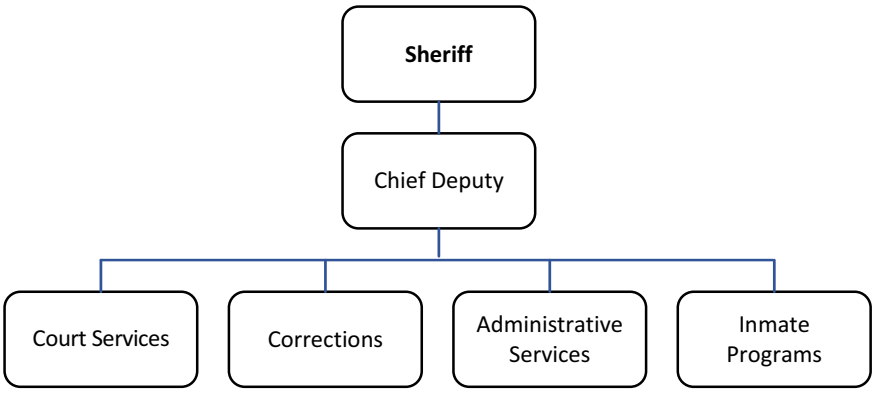
- Institutional Corrections: Sworn and civilian staff man and operate the Norfolk Jail. The facility management team handles all maintenance issues, while the inmate management team handles medical and food for residents. Classification provides residents the rules and carefully places inmates in appropriate housing. The security threat unit is responsible for the safety of inmates and staff.

- Community Corrections: The Inmate Workforce and Work Release Programs provide an opportunity for qualified inmates to receive credit for fines and court costs, receive job training, earn early release credit, secure paid employment, and be considered for home electronic monitoring. These programs also help reduce jail

overcrowding and introduce a work ethic to 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.

- Administrative Services: Sworn and civilian staff responsible for training, grants, LIDS, information technology, finance, human resources, and community affairs work in the Administrative Services Division. Community affairs include programs and services offered for children and senior residents of Norfolk.

- Inmate Programs: Our staff provides evidence-based programming such as re-entry programs, GED preparation, Thinking for Change, and cognitive drug treatment programs to try to reduce recidivism and provide an opportunity for inmates to become productive members of society.



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Eliminate barriers to employment					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of graduates from jail programming (GED, Life Skills, Reentry, and Cognitive Behavior training)	322	317	250	250	0

Goal
Achieve a reputation internally and externally as a well-managed government
Objective
Reduce jail overcrowding while providing community service and manpower savings to the city through the Inmate Work Force and Work Release Programs, the Weekender Work Program, and the Global Positioning System Electronic Monitoring Program

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of eligible inmates participating in jail programs	30	33	20	20	0
Number of bed-nights in jail cells made available for more serious offenders by use of electronic monitoring for eligible offenders	8,012	6,965	8,000	8,000	0
Total dollar value to the city of work performed through the Sheriff's Inmate Workforce and jail costs savings from Electronic Monitoring Program	1,533,753	1,788,489	1,600,000	1,600,000	0
Total number of labor hours provided by Sheriff's Inmate Workforce to perform city services	60,758	48,904	62,000	62,000	0

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of offenders placed in paying jobs within the business community	133	165	170	170	0
Total number of vocational training hours for offenders	60,758	48,904	62,000	62,000	0
Number of city landscaping sites maintained by inmate work crews in partnership with Recreation, Parks, and Open Space	214	207	214	214	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$25,468,664	$25,876,541	$27,111,238	$28,286,267
Materials, Supplies and Repairs	$7,199,276	$6,362,910	$6,183,463	$6,012,850
Contractual Services	$522,513	$414,514	$422,000	$426,500
Equipment	$575,327	$1,126,802	$497,500	$472,443
Department Specific Appropriation	$5,935,370	$0	$0	$0
Total	$39,701,150	$33,780,767	$34,214,201	$35,198,060

ADOPTED FY 2021 BUDGET ACTIONS

- **Enhance retirement plan for sworn Sheriff employees** **FY 2021 $350,000 FTE: 0**

  Elect the irrevocable option for sworn Sheriff's Office employees to transition to the enhanced Hazardous Duty coverage, which would change the multiplier used to determine the retirement benefit. The multiplier and years of service determine an employees retirement benefit. State-supported Sheriff employees are part of the Virginia Retirement System (VRS).

- **Provide funds for city hall and courthouse security** **FY 2021 $200,000 FTE: 0**

  Provide funds to support utilizing Sheriff's Deputies for security at City Hall and the Consolidated Courthouse Complex. The Norfolk Sheriff's Office will supplement a current city security contract with two additional deputy sheriffs from 8 AM to 5 PM Monday - Friday at City Hall and provide security from 6 AM to 6 PM Monday - Friday at the Consolidated Courthouse Complex.

- **Provide funds for jail medical services** **FY 2021 $60,000 FTE: 0**

  Technical adjustment to provide funds for contractual increases in jail health services. Funds will be used to hire a discharge planner to help individuals with mental health concerns after release. This position is newly mandated by state code.

- **Reduce non-funded state positions** **FY 2021 ($303,880) FTE: -7**

  Technical adjustment to eliminate seven vacant Deputy Sheriff positions to reflect State Compensation Board actions for FY 2021. A corresponding revenue adjustment has been made.

- **Adjust nonpersonnel costs** **FY 2021 ($250,000) FTE: 0**

  Service may be impacted. This action adjusts nonpersonnel funds based on utilization. This action may result in reduced frequency of repairs, fewer office supplies for employees, and reduced supplies for employee clothing supplies.

- **Adjust costs for Fleet expenditures** **FY 2021 ($1,170) 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 employer contribution to Virginia Retirement System** **FY 2021 $249,142 FTE: 0**

  Technical adjustment to adjust funds for the employer contribution to the Virginia Retirement System (VRS) for constitutional officers and their employees. The VRS Board increased the contribution rate for Political Subdivision Employees from 9.42 percent to 10.65 percent for the FY 2021 - FY 2022 Biennium. Funds were also adjusted to reflect changes in staffing composition.

- **Adjust required contribution to the city retirement system** **FY 2021 ($5,079) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $184,265 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $38,451 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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.

- **Annualize FY 2020 Sworn Sheriff Pay Plan** **FY 2021 $456,211 FTE: 0**

  Technical adjustment to annualize FY 2020 compensation actions for year two of the sworn Sheriff pay plan that occurred in January 2020.

- **Update personnel expenditures** **FY 2021 $5,919 FTE: 0**

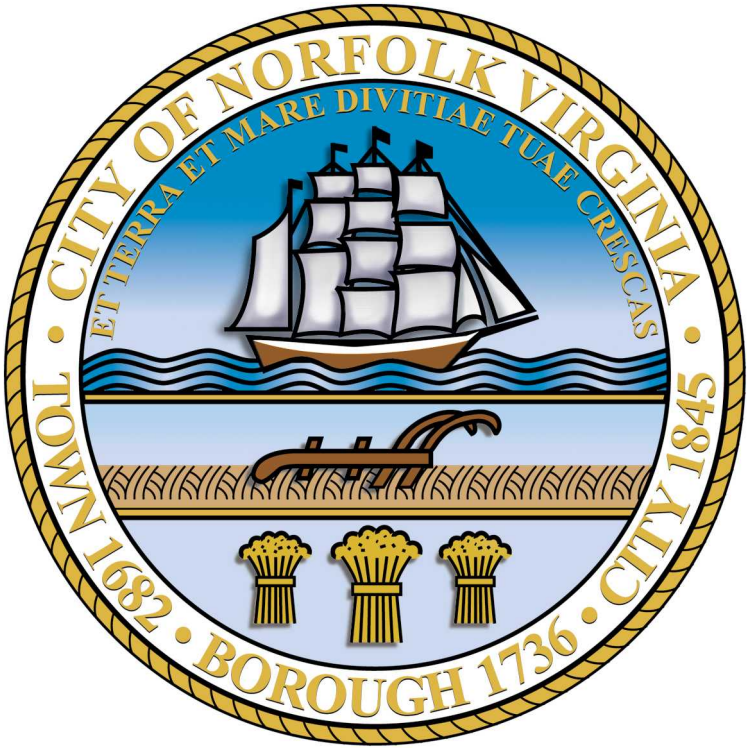
  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

Sheriff and Jail **Total: $983,859 FTE: -7**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Assistant Inmate Classification Manager	SHC 11	$42,998	$68,351	4	-3	1
Assistant Procurement Specialist	SHC 09	$36,420	$57,895	4	0	4
Corrections Director	SHC 16	$53,808	$85,538	2	3	5
Deputy Sheriff	SHF 02	$35,118	$55,109	216	-25	191
Deputy Sheriff (Captain)	SHF 06	$46,674	$73,244	9	1	10
Deputy Sheriff (Colonel)	SHF 09	$65,209	$102,331	1	1	2
Deputy Sheriff (Corporal)	SHF 03	$38,601	$60,575	31	1	32
Deputy Sheriff (Lieutenant Colonel)	SHF 08	$56,485	$88,641	4	-1	3
Deputy Sheriff (Lieutenant)	SHF 05	$44,505	$69,841	16	1	17
Deputy Sheriff (Major)	SHF 07	$53,850	$84,505	4	0	4
Deputy Sheriff (Master)	SHF 02	$35,118	$55,109	47	19	66
Deputy Sheriff (Recruit)	SHF 01	$33,000	$33,000	40	-3	37
Deputy Sheriff (Sergeant)	SHF 04	$41,553	$65,208	23	-1	22
Education Program Manager	SHC 11	$42,998	$68,351	3	-2	1
Education Programs Specialist	SHC 10	$39,001	$61,997	3	1	4
Electronic Surveillance Supervisor	SHC 07	$33,691	$53,555	1	-1	0
Human Resources & Budget Director	SHC 14	$49,775	$79,127	1	-1	0
Information Technology Systems Director	SHC 17	$60,141	$96,143	1	0	1
Inmate Classification Manager	SHC 13	$47,406	$75,358	1	-1	0
Inmate Classification Specialist	SHC 10	$39,001	$61,997	10	-6	4
Maintenance Mechanic - SC	SHC 04	$29,070	$46,410	0	1	1
Microcomputer Systems Analyst - SC	SHC 08	$35,375	$56,233	3	0	3
Network Engineer - SC	SHC 16	$53,808	$85,538	1	0	1
Payroll & Benefits Coordinator	SHC 08	$35,375	$56,233	2	0	2
Procurement Specialist - SC	SHC 10	$39,001	$61,997	2	4	6
Public Affairs Officer	SHC 11	$42,998	$68,351	1	0	1
Records Clerk	SHC 02	$25,140	$39,964	0	10	10
Secretary I	SHC 03	$27,717	$44,060	3	1	4
Secretary II	SHC 05	$39,558	$48,575	12	-5	7
Secretary to the Sheriff	SHC 06	$32,086	$51,005	1	-1	0
Sheriff	SHC 18	$87,546	$138,197	1	0	1
Total				447	-7	440

Judicial


CITY OF NORFOLK VIRGINIA
ET TERRA ET MARE DIVITIAE TUAE CRESCAS
TOWN 1682 • BOROUGH 1736 • CITY 1845

This page intentionally left blank

General District Court

Mission Statement

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

Department Overview

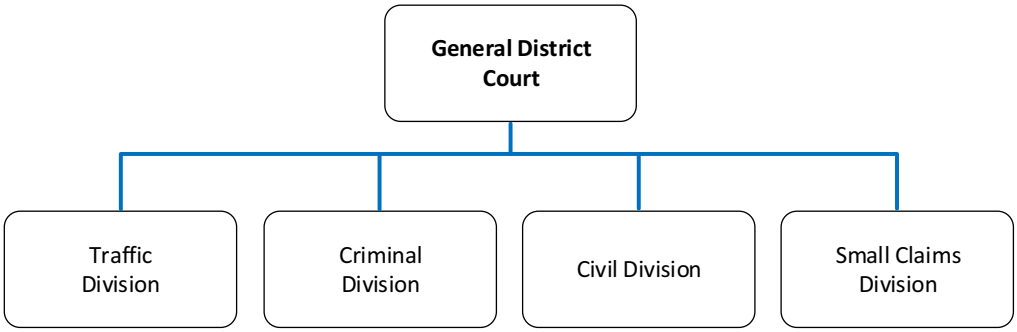
The Norfolk General District Court has four divisions: Criminal, Civil, Small Claims, and Traffic.

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

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

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

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



Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$0	$15,425	$15,847	$0
Materials, Supplies and Repairs	$16,803	$21,506	$33,751	$33,751
Contractual Services	$127,120	$125,444	$226,010	$226,010
Equipment	$8,628	$2,661	$1,000	$1,000
Total	$152,551	$165,036	$276,608	$260,761

- **Adjust required contribution to the city retirement system** **FY 2021 ($15,847) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

General District Court	Total: ($15,847)	FTE: 0

Juvenile and Domestic Relations Court

Mission Statement

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

Department Overview

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

Performance Measures

Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Provide court services for juvenile and domestic relations cases					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of new cases heard	16,785	18,465	18,000	18,000	0

Expenditure Summary

	FY 2018 Actual	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**
Materials, Supplies and Repairs	$33,641	$27,760	$30,074	$30,074
Contractual Services	$22,284	$33,381	$33,921	$33,921
Equipment	$12,723	$9,455	$15,938	$15,938
Total	$68,648	$70,596	$79,933	$79,933

No adopted budget actions for FY 2021.

Circuit Court Judges

Mission Statement

The Circuit Court Judges ensure that all of the residents of Norfolk and others who are affected by judicial processes are provided with an independent, accessible, and responsible forum for the just resolution of disputes and to preserve the rule of law while protecting residents' rights and liberties.

Department Overview

Circuit Court Judges ensure that all persons who appear before the court are provided with an independent, accessible, and responsible forum for the just resolution of disputes; the rule of law is preserved; and the rights and liberties guaranteed by the United States and Virginia constitutions are protected. Adopting problem solving court strategies in conjunction with other criminal justice system partners, the Circuit Court has established Mental Health Court, Drug Court, and Reentry Court dockets with veterans and co-occurring tracks. These are specialized dockets for the assessment and treatment of nonviolent offenders. A high volume of felony and civil cases are heard by the Circuit Court of Norfolk Judges, which makes the Fourth Circuit one of the largest and busiest courts in the Commonwealth of Virginia.

Performance Measures

Goal

Provide a safe environment for residents, workers, and visitors

Objective

Preserve the rule of law and protect the rights and liberties guaranteed by the United States and Virginia Constitutions. Ensure that residents who appear before the court are provided a forum for the just resolution of disputes

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of cases heard	21,649	23,360	21,300	21,300	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$763,296	$758,917	$713,940	$743,100
Materials, Supplies and Repairs	$12,280	$53,320	$10,038	$10,038
Contractual Services	$10,614	$8,634	$8,012	$8,012
Equipment	$1,091	$992	$2,337	$2,337
Department Specific Appropriation	$78,500	$78,500	$78,500	$78,500
Total	$865,781	$900,363	$812,827	$841,987

ADOPTED FY 2021 BUDGET ACTIONS

- **Adjust required contribution to the city retirement system** **FY 2021 $5,847 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $3,132 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $7,330 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $12,851 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 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

Circuit Court Judges **Total: $29,160 FTE: 0**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Legal Assistant	1 13	$47,823	$77,978	1	0	1
Legal Secretary II	1 11	$40,805	$66,586	3	0	3
Management Services Administrator	1 18	$68,697	$112,020	1	0	1
Total				5	0	5

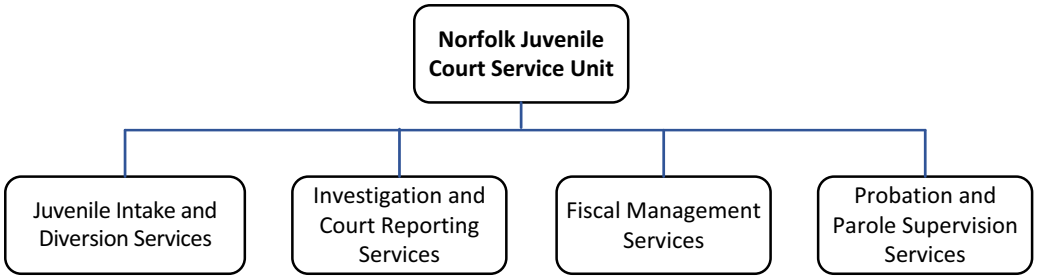
Norfolk Juvenile Court Service Unit

Mission Statement

The mission of the Department of Juvenile Justice (DJJ) is to protect the public by preparing court involved youth to be successful residents. Norfolk Juvenile Court Service Unit's mission, which expands upon the DJJ mission, is to protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement, and others while providing opportunities for delinquent youth to become responsible and productive residents.

Department Overview

The Norfolk Juvenile Court Service Unit is the local community programs entity within the Virginia DJJ. The community programs section of the Division of Operations is responsible for providing a continuum of community-based services to juvenile offenders and their families. The department is also responsible for developing and implementing a continuum of services that respond to the unique needs of the city's juvenile justice community. The Norfolk Juvenile Court Service Unit provides juvenile intake, diversion, investigations and court reports, and probation and parole supervision. In addition to its own array of services, the Norfolk Juvenile Court Service Unit actively collaborates with and makes referrals to state and local agencies, as well as private sector service providers.



Performance Measures

Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families through the provision of an array of programs and services					
Objective					
Divert those youth who would be more appropriately served by other partners from juvenile justice system					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of all intakes diverted from court	11	13.3	20	20	0

Goal
Develop, recruit, and retain talented and engaged employees to meet current and future workplace needs
Objective
Provide adequate and appropriate training to equip staff to deal with the demands of working with a challenging population

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of probation and parole staff trained in evidence based programming	99	100	100	100	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Materials, Supplies and Repairs	$6,463	$7,829	$8,355	$8,355
Contractual Services	$145,279	$149,127	$152,985	$155,063
Equipment	$110	$0	$373	$373
Total	$151,852	$156,956	$161,713	$163,791

Adopted FY 2021 Budget Actions

- **Fund rent increase at Little Creek and JANAF facilities** **FY 2021 $2,078 FTE: 0**

  Technical adjustment to provide funds for lease payments due to a contractual rent increase. The existing contracts for office space at Little Creek and JANAF locations call for a two and three percent escalation each year, respectively. Projected rent costs will increase by $2,078 from $120,809 to 122,887.

Norfolk Juvenile Court Service Unit	**Total: $2,078**	**FTE: 0**

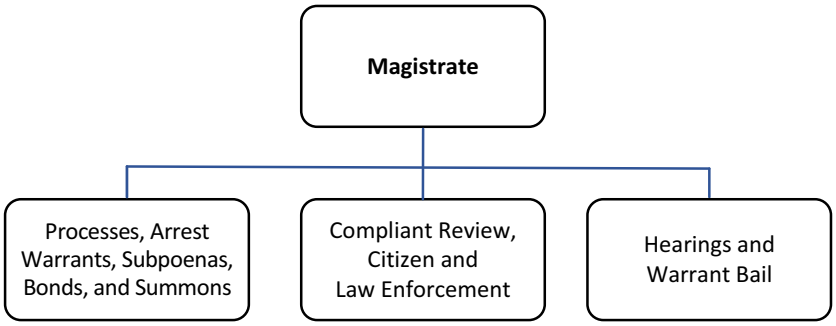
MAGISTRATE

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The Office of the Magistrate is open 24 hours a day, seven days a week. To remain accessible while providing the residents of Norfolk with quality and cost-efficient services, the Magistrate's Office currently maintains two locations. The primary office of the Magistrate is located in the Public Safety Building, with a secondary site located at the Norfolk Police Department's Operation Center on Virginia Beach Boulevard. The Magistrate's Office also maintains a video-conferencing system at the Norfolk Police Department's Second Precinct on North Military Highway, providing a convenient hearing location for residents and law-enforcement officers. Magistrates conduct judicial hearings, determining if probable cause exists for the issuance of felony and misdemeanor criminal warrants, search warrants, and mental health orders. Magistrates are also responsible for conducting bail determination hearings to determine what, if any, bond and conditions should be granted to an individual charged with a crime. Regardless of the situation, magistrates are always accessible to hear the complaints and concerns of the residents of Norfolk.



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$9,915	$6,253	$7,368	$7,932
Materials, Supplies and Repairs	$1,804	$628	$2,224	$2,224
Contractual Services	$1,387	$1,387	$1,282	$1,282
Total	$13,106	$8,268	$10,874	$11,438

* Office of the Magistrate personnel supplements are fixed at those that were in place on June 30, 2008, per Code of Virginia § 19.2-46.1. As employees retire or leave, the city is no longer required to provide this support.

ADOPTED FY 2021 BUDGET ACTIONS

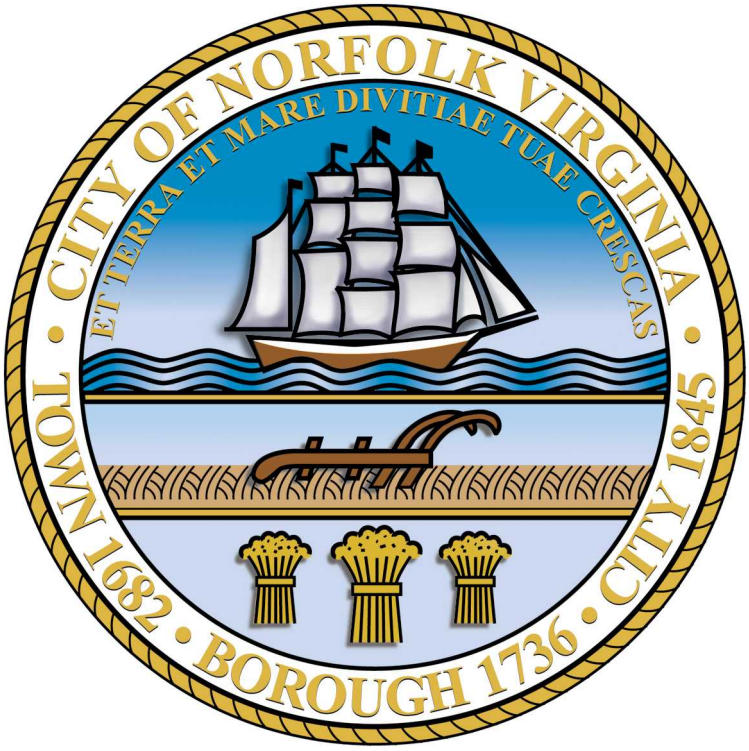
- **Update personnel expenditures** **FY 2021 $564 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include an increase for social security and medicare taxes for supplement payments. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

Magistrate **Total: $564 FTE: 0**

This page intentionally left blank

Elections


CITY OF NORFOLK VIRGINIA
ET TERRA ET MARE DIVITIAE TUAE CRESCAS
TOWN 1682 • BOROUGH 1736 • CITY 1845

This page intentionally left blank

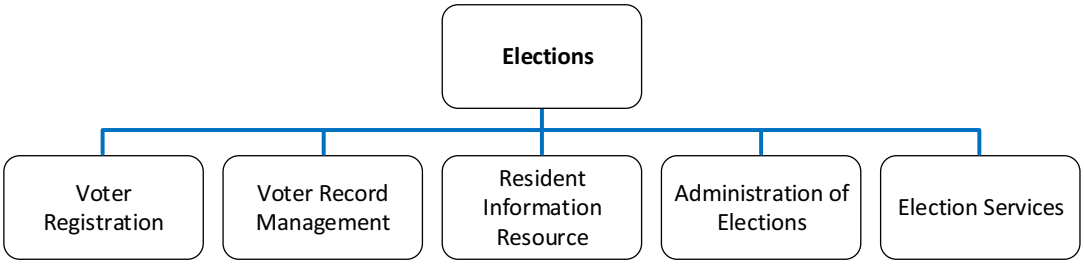
ELECTIONS

MISSION STATEMENT

The Office of Elections is responsible for protecting the integrity of the electoral process in the City of Norfolk through the maintenance of accurate voter records and the efficient administration of elections in accordance with state and federal election laws. The office is committed to being an information resource for the city and residents of Norfolk regarding elected officials, voter registration, and election services.

DEPARTMENT OVERVIEW

The Office of Elections provides voter registration services, maintains the records of over 129,000 registered voters, coordinates voter registration activities and voter education programs, supervises over 1,000 Officers of Election, oversees candidate filing procedures, and audits campaign finance reports. Additionally, the office administers general, primary, special elections, and recounts on behalf of the Norfolk Electoral Board.



PERFORMANCE MEASURES

Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Maintain accurate voter registration records					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of transactions initiated by voter request processed	92,567	87,880	100,000	100,000	0
Number of elections administered in accordance with state and federal laws	4	2	3	3	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$488,620	$493,288	$577,868	$525,550
Materials, Supplies and Repairs	$64,435	$70,512	$76,305	$76,305
Contractual Services	$312,249	$242,206	$456,789	$406,109
Total	$865,304	$806,006	$1,110,962	$1,007,964

Adopted FY 2021 Budget Actions

- **Provide funds for voting equipment contractual increases** **FY 2021 $29,320 FTE: 0**

  Technical adjustment to provide funds associated with contractual increases for maintenance of voting machines and maintenance and software for electronic poll books.

- **Remove funds for part-time staff** **FY 2021 ($52,000) FTE: 0**

  Service will be impacted. The temporary staff furlough may lead to a higher reliance on volunteers to operate voting places during elections.

- **Remove one-time funds for voting ballots** **FY 2021 ($80,000) FTE: 0**

  Technical adjustment to remove one-time funds to purchase paper ballots for two primary elections and two general elections in FY 2020. Since the state decertified touchscreen voting equipment in September 2017, all elections use optical scan counters with paper voting ballots. There are only two elections FY 2021, so fewer ballots are needed.

- **Adjust required contribution to the city retirement system** **FY 2021 ($7,003) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $2,265 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $4,326** **FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $94** **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 2021 for such actions. In addition, the adjustment resets the personnel base budget to reflect the personnel management philosophy with the Constitutional and City Council Appointee Offices. The adjustment was made to reverse the budgetary impact of position-based budgeting which began in FY 2020.

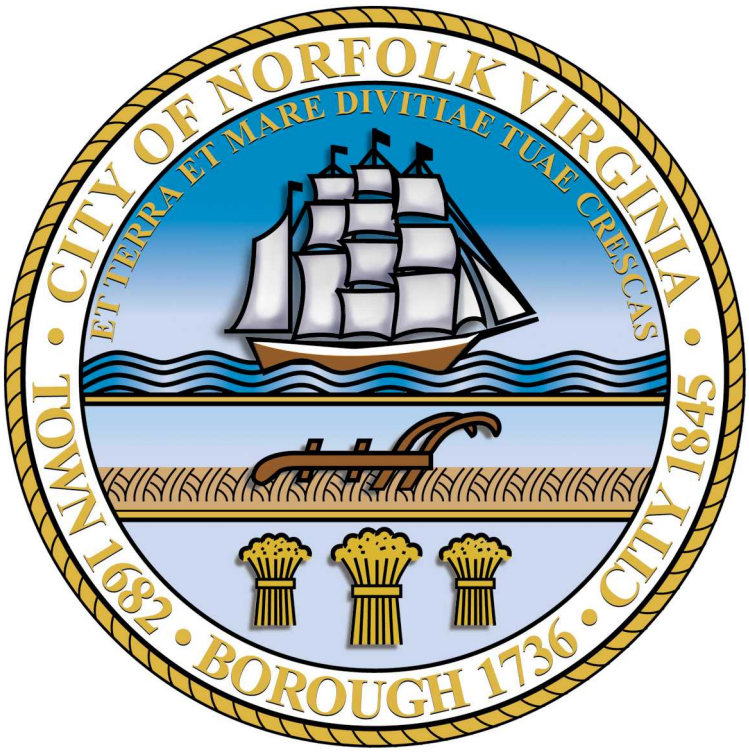
Elections **Total: ($102,998)** **FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Deputy Registrar / Elections Administrator	1 15	$56,314	$92,075	1	0	1
Director of Elections	1 22	$85,068	$143,055	1	0	1
Election Assistant I	1 05	$25,179	$41,096	1	0	1
Election Assistant II	1 06	$27,438	$44,737	1	0	1
Election Assistant III	1 07	$29,391	$47,962	1	0	1
Election Assistant IV	1 09	$34,445	$56,161	1	0	1
Total				6	0	6

This page intentionally left blank

General Management



This page intentionally left blank

Information Technology

Mission Statement

The Department of Information Technology provides the support framework for customer-focused services that lead to data-informed decision making and engaged citizens.

Department Overview

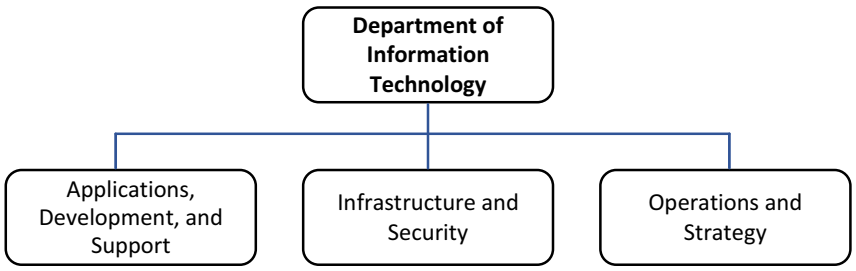
The Department of Information Technology serves two primary functions. The first function is to continually improve the delivery of city services through technology. The second function is to build and promote an engaged community. This is accomplished by delivering effective technology services that connect residents to their city government and encourage resilience.

The Department of Information Technology is structured into three bureaus. Each bureau has specific goals that enable the department as a whole to meet the two primary functions.

- The Bureau of Infrastructure and Security is responsible for selecting, installing, and supporting desktop and mobile computing devices; designing, installing, and supporting network, telecommunications, servers, and storage infrastructure; and developing and enforcing cybersecurity policies and standards to protect city data and technology resources.

- The Bureau of Operations and Strategy manages assets (computers, phones, etc.) and licenses, business continuity services, communications and technology planning, mobile devices, and radios.

- The Bureau of Applications Development and Support provides development, integration, and support of both business applications for city departments and avenues of public access to information and data.



Performance Measures

Goal					
Increase access to city services, products, and information for both internal departments and external entities/ residents					
Objective					
Optimize use of products and services to enhance the capacity of city staff					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of city staff indicating they are either satisfied or very satisfied with Information Technology products and services	96	96	90	90	0
Percentage of calls to the helpdesk answered within 30 seconds (New measure for FY 2020)	0	0	75	75	0

Goal					
Increase access to city services, products, and information for both internal departments and external entities/ residents					
Objective					
Connect residents and businesses to training, programs, services, and resources to improve individual and community growth and sustainability					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of Norfolk residents with broadband access	99	96	100	100	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$7,349,102	$7,947,337	$9,012,397	$8,354,278
Materials, Supplies and Repairs	($54,187)	$1,288,117	$1,351,038	$1,340,954
Contractual Services	$3,599,441	$5,468,656	$4,630,156	$4,971,528
Equipment	$66,560	$2,046,487	$1,795,906	$1,798,506
Total	$10,960,916	$16,750,597	$16,789,497	$16,465,266

Adopted FY 2021 Budget Actions

- **Create Norfolk CivicLab** **FY 2021 ($90,715) FTE: -1**

  Transfer Open Data Program position from the Department of Information Technology (IT) to the Department of Budget and Strategic Planning as part of the creation of CivicLab. The CivicLab team is dedicated to building a culture of data-informed decision-making for the city government. A corresponding adjustment can be found in the Department of Budget and Strategic Planning.

- **Provide funds for disaster recovery** **FY 2021 $200,000 FTE: 0**

  Technical adjustment to provide funding to support off-site disaster recovery planning. This will allow the city to improve the ability to recover critical data in the event a natural disaster occurs within the city or region. It will also allow operations to continue to function normally and maintain business continuity while managing the crisis.

- **Provide funds for financial system contractual increases** **FY 2021 $15,864 FTE: 0**

  Technical adjustment to provide funds for contractual amendments for maintenance and fees associated with the city's financial system software. Maintenance and fees will increase by $15,864 from $313,261 in FY 2020 to $329,125 in FY 2021.

- **Support maintenance for citywide systems** **FY 2021 $450,464 FTE: 0**

  Technical adjustment to provide funds for annual contractual increases related to software applications utilized citywide. These funds are used for troubleshooting, upgrades, and licensing requirements.

- **Support rent increase at Granby Municipal Building** **FY 2021 $204,913 FTE: 0**

  Technical adjustment to provide funds for the increase in rent at Granby Municipal Building. The city is renting office space for the IT Department. The rent budget will increase by $204,913 from $19,200 in FY 2020 to $224,113 in FY 2021.

- **Transfer call center software contract maintenance** **FY 2021 $72,600 FTE: 0**

  Technical adjustment to transfer funding for the software maintenance contract for the Norfolk Cares customer relationship management (CRM) software from the Department of Neighborhood Development to the Department of Information Technology. This software helps the Norfolk Cares call center centralize, optimize, and streamline communication with residents. A corresponding adjustment can be found in the Department of Neighborhood Development.

- **Reduce funding for contractual services** **FY 2021 ($122,247) FTE: 0**

  Service may be impacted. This action reduces funds for applications that are being phased out by the city and will no longer have technical support. These applications include WebEOC, Crystal Enterprise and more. Consultant services for upgrades will be eliminated and the department will need to absorb the additional workload. Currently the city has two forms of internet connection, cable and WiFi. Cable internet connection is redundant and will be eliminated.

- **Reduce funding for data airtime** **FY 2021 ($152,000) FTE: 0**

  Service will be impacted. This action will reduce funding for data airtime. This service has been made redundant by the expansion of the city's institutional network (i-net).

- **Reduce office supplies budget** **FY 2021 ($12,722) FTE: 0**

  No impact to service. Technical adjustment to align funding with anticipated utilization. Reduction of funds for travel will eliminate PeopleSoft conference travel expenses.

- **Reduce staffing for Application Development** **FY 2021 ($58,971)** **FTE: -1**

  Service will be impacted. This action eliminates one vacant position and will result in reduced capacity to assist other city departments with custom application development and maintenance.

- **Reduce staffing for Customer Support Services** **FY 2021 ($115,653)** **FTE: -2**

  Service will be impacted. This action eliminates two vacant positions and will result in increased wait times for IT Help Desk support and service. City employees will experience more technology down time, reducing overall efficiency of work.

- **Reduce staffing for Information Technology Assets Management** **FY 2021 ($61,360)** **FTE: -1**

  Service will be impacted. This action eliminates one vacant position and will reduce ArcGIS capabilities including data maintenance and analysis, mapping and data visualization, troubleshooting and technical support, and application development.

- **Reduce staffing for Public Safety Radio & Technology Support** **FY 2021 ($203,673)** **FTE: -3**

  Service will be impacted. This action will result in the elimination of three positions and reduce application support services for public safety, placing greater reliance on the technology support unit within the Police department.

- **Remove funds for part-time staff** **FY 2021 ($158,713)** **FTE: 0**

  Service will be impacted. Part-time staff supplement the work done by the department's full-time staff. This reduction will result in increased workloads for full-time staff. As a result, work will be delayed and lower priority projects may be eliminated.

- **Restructure staffing for Enterprise Innovation & Application** **FY 2021 ($32,080)** **FTE: 0**

  Service may be impacted. This program provides citywide support for enterprise systems and applications. The strategy will restructure staffing, resulting in an impact to support services for some system applications to prioritize network security and remote connection support with the expectation that increased telework capabilities remain standard practice.

- **Remove one-time funds for citywide cybersecurity training** **FY 2021 ($80,000)** **FTE: 0**

  Remove one-time funds provided in FY 2020 to implement a comprehensive, citywide cybersecurity awareness training program. A cybersecurity breach in city systems could cause significant loss of IT services and expose sensitive data. Building a more cyber-aware culture helps mitigate risk.

- **Remove one-time funds for courthouse equipment repairs** **FY 2021 ($50,000)** **FTE: 0**

  Remove one-time funds provided in FY 2020 to purchase a three-year contract for repairs and maintenance of courtroom technology in 21 courtrooms, six jury rooms, one training center, and one 35-seat conference room. Repairs are handled on a per-service-call basis, and service needs have increased as equipment ages.

- **Remove one-time funds for network access upgrade** **FY 2021 ($34,000) FTE: 0**

  Remove one-time funds provided in FY 2020 to update the network access control system. This software allows network engineers to monitor, program, and control network infrastructure and network clients throughout the city. The software package performs authentication, authorization, and accounting services for network devices.

- **Remove one-time funds for payroll system upgrades** **FY 2021 ($100,000) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2019 and FY 2020 to improve interoperability between software systems used for payroll.

- **Remove one-time funds for Smart City software** **FY 2021 ($23,900) FTE: 0**

  Remove one-time funds provided in FY 2020 to purchase communications gateway software to be used as a backbone as the city begins using internet-of-things (IoT) technology and environmental sensors. This gateway will initially be used to communicate wirelessly with the sensor testbed established by the Department of Resilience and the RISE organization. By establishing protocols for further deployment of sensors for functions such as gathering information about parking and flooding conditions, this purchase lays groundwork for Norfolk's use of a broad range of applications including energy use monitoring, waste bin monitoring for smarter pickup, and environmental monitoring.

- **Remove one-time funds to digitize permit applications** **FY 2021 ($35,000) FTE: 0**

  Remove one-time funds provided in FY 2020 to move the permitting and application processes for Cultural Facilities, Arts and Entertainment (CFAE) and Recreation, Parks an Open Space (RPOS) from paper to electronic forms. An electronic permitting and application process increases the information sharing capabilities and shortens the approval timeline through increased efficiency.

- **Adjust costs for Fleet expenditures** **FY 2021 ($84) 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 2021 $95,528 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $39,151 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $69,693 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($141,326) FTE: -1**

  Technical adjustment to update department costs for personnel services. Changes include the elimination of a Database Administrator position and the corresponding adjustment to funds needed in FY 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Information Technology **Total: ($324,231) FTE: -9**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Manager	1 15	$56,314	$92,075	1	0	1
Applications Analyst	1 14	$52,020	$86,041	1	0	1
Applications Development Team Supervisor	1 17	$64,260	$104,872	8	-1	7
Assistant Director	1 21	$80,963	$134,732	1	0	1
Chief Information Officer	1 25	$102,209	$172,706	1	0	1
Database Administrator	1 16	$60,149	$98,068	4	-1	3
Geographic Information Systems Specialist II	1 12	$44,339	$72,308	1	-1	0
Information Technology Specialist	1 09	$34,445	$56,161	2	0	2
Information Technology Telecommunications Analyst II	1 13	$47,823	$77,978	1	0	1
Information Technology Telecommunications Analyst III	1 16	$60,149	$98,068	1	0	1
Information Technology Training Coordinator	1 13	$47,823	$77,978	1	0	1
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Services Administrator	1 18	$68,697	$112,020	1	-1	0
Microcomputer Systems Analyst	1 13	$47,823	$77,978	2	0	2
Microcomputer Systems Analyst, Senior	1 14	$52,020	$86,041	11	-3	8
Network Engineer II	1 15	$56,314	$92,075	2	0	2
Network Engineer III	1 16	$60,149	$98,068	4	1	5
Network Engineer IV	1 18	$68,697	$112,020	3	0	3
Network Security Engineer	1 17	$64,260	$104,872	3	0	3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Programmer/Analyst III	1 13	$47,823	$77,978	4	-2	2
Programmer/Analyst IV	1 15	$56,314	$92,075	15	0	15
Programmer/Analyst V	1 16	$60,149	$98,068	10	1	11
Project Manager	1 16	$60,149	$98,068	1	0	1
Radio Communications Systems Analyst, Senior	1 12	$44,339	$72,308	3	0	3
Radio Communications Systems Supervisor	1 14	$52,020	$86,041	1	0	1
Radio Communications Systems Technician	1 08	$31,804	$51,864	1	-1	0
Services & Support Supervisor	1 16	$60,149	$98,068	2	0	2
Software Analyst	1 13	$47,823	$77,978	1	-1	0
Staff Technician I	1 08	$31,804	$51,864	1	0	1
Technology Manager	1 20	$77,520	$126,409	3	0	3
Total				91	-9	82

FINANCE

MISSION STATEMENT

The Department of Finance ensures a strong financial foundation and fiscal integrity by exercising due diligence and control over the city's assets and resources, provides timely and accurate reporting that enables sound decision-making and execution of city initiatives through responsible stewardship of public assets.

DEPARTMENT OVERVIEW

The Department of Finance is a multi-faceted department comprised of the following bureaus:

Director's Office: Provides management direction and administrative oversight for the department, participates in the planning of major economic and financing initiatives, has oversight of a complex range of debt financing, and is responsible for safeguarding the fiscal integrity of the city through the development and implementation of sound financial policies and practices.

Financial Reporting: Manages the city's financial reporting, audit facilitation, capital asset record keeping, financial transaction oversight and assists with financial reconciliation and regulatory compliance. Additionally, the bureau provides accounting services for the city, including the preparation of the Comprehensive Annual Financial Plan (CAFR), Comparative Cost Reporting, and the Indirect Cost Allocation Plan.

Accounts Payable: Operates as the payment control center for goods and services procured by the city.

Accounts Receivable (Collections): Responsible for the collection of amounts owed to the city.

Retirement: Provides administration and management of Norfolk Employees' Retirement System (NERS), administrative services to the Systems' Board of Trustees, and customer services to the city's retirees, beneficiaries, inactive vested members, and city staff.

Purchasing: Provides procurement support and expertise to facilitate the delivery of goods and services and disposal of surplus property across all city entities.

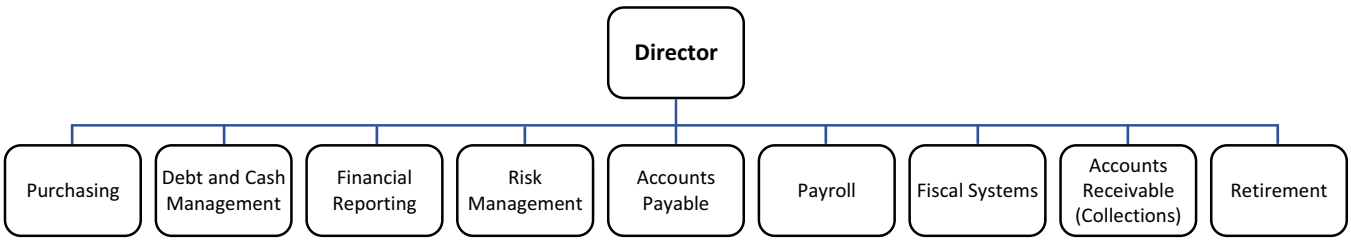
Risk Management: Provides consultative and operational services for the city's self-insured liability risks, insurance and property/casualty risk management programs, FEMA Public Assistance Program Coordination, and occupational health and safety program.

Business Process Management: Promotes sustainable business processes which support the department in achieving, monitoring, and maintaining desired business outcomes.

Debt and Cash Management: Oversees the city's debt portfolio to ensure accountability, control, and judicious application of public resources. The bureau oversees the issuance of General Obligation and Revenue bonds to fund the cash flow needs of the city's capital projects and manages the cash and investments of the city.

Fiscal Systems: Administers the financial information systems functions of the city.

Payroll: Responsible for the accurate and timely payment of wages to employees and the lifetime retirement benefits to its members.



Performance Measures

Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Promote strong financial management					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Maintain an unqualified audit opinion for the city's Comprehensive Annual Financial Report (CAFR)	Yes	Yes	Yes	Yes	N/A
Achieve Certification of Financial Reporting Excellence by Government Finance Officers Association (GFOA)	Yes	Yes	Yes	Yes	N/A
Maintain general obligation bond rating of Aa2/AA/AA+	Yes	Yes	Yes	Yes	N/A

Goal					
Enhance the efficiency of programs and services					
Objective					
Integrate and streamline technology and business practices to improve service delivery					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of payments which are processed electronically	4	8	15	15	0

Expenditure Summary

	FY 2018 Actual	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**
Personnel Services	$3,899,884	$4,679,763	$5,199,241	$5,247,003
Materials, Supplies and Repairs	$68,549	$127,326	$78,159	$116,514
Contractual Services	$1,316,498	$740,441	$835,197	$923,594
Equipment	$14,060	$80,652	$1,600	$1,600
Department Specific Appropriation	$237,573	$0	$0	$0
Total	$5,536,564	$5,628,182	$6,114,197	$6,288,711

ADOPTED FY 2021 BUDGET ACTIONS

- **Provide funds for Red Light Camera Contract** **FY 2021 $270,000** **FTE: 0**

  Technical adjustment to provide funds for the red light camera contract to reflect changes in the contract structure. As a result of the new contract, the city is being billed directly for the maintenance of the red light cameras. Under the old contract, the cost for maintaining the red light cameras was deducted from the red light camera revenue. A corresponding revenue adjustment has been made.

- **Adjust funding for printing services based on utilization** **FY 2021 $40,000** **FTE: 0**

  Technical adjustment to align the funds for contractual printer and copier services based on utilization. Departments are being billed directly for utilization of printer and copier services.

- **Remove funds for part-time staff** **FY 2021 ($5,883)** **FTE: 0**

  Service may be impacted. This action will prevent the department from being able to hire short-term temporary staff to assist with project specific work.

- **Reduce staffing in the Purchasing program** **FY 2021 ($61,360)** **FTE: -1**

  Service will be impacted. This action will result in workflow delays and delay procurement of goods and services.

- **Reduce Risk Management staffing** **FY 2021 ($69,550)** **FTE: -1**

  Service will be impacted. This action eliminates the City Safety Officer position. This position coordinates citywide workplace safety policies and procedures. As a result of this action, workplace safety will become decentralized at the department level and this will limit the city's ability to develop and implement a cohesive workplace safety program.

- **Reduce funds for the annual audit contract** **FY 2021 ($133,248)** **FTE: 0**

  No impact to service. This is a technical adjustment to align funding with anticipated expenditures.

- **Remove one-time funds to update retirement software** **FY 2021 ($50,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2020 to adapt existing city software to the needs of the retirement program.

- **Adjust required contribution to the city retirement system** **FY 2021 $105,715** **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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $25,524 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $39,418 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $13,898 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Finance **Total: $174,514 FTE: -2**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant IV	1 14	$52,020	$86,041	0	2	2
Accounting Technician III	1 08	$31,804	$51,864	1	0	1
Accounts Payable Manager	1 18	$68,697	$112,020	1	0	1
Accounts Receivable Manager	1 18	$68,697	$112,020	1	0	1
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Assistant Director	1 21	$80,963	$134,732	1	0	1
Bureau Manager	1 18	$68,697	$112,020	2	0	2
Buyer II	1 13	$47,823	$77,978	4	0	4
Cash & Investments Analyst, Sr	1 14	$52,020	$86,041	1	0	1
Chief Procurement Officer	1 21	$80,963	$134,732	1	0	1
City Controller	1 20	$77,520	$126,409	1	0	1
City Safety Officer	1 16	$60,149	$98,068	1	-1	0
Collection Coordinator	1 11	$40,805	$66,586	3	0	3
Debt Management Specialist I	1 14	$52,020	$86,041	1	-1	0
Debt Management Specialist II	1 15	$56,314	$92,075	0	1	1
Director of Finance	1 24	$94,656	$162,302	1	0	1
Executive Assistant	1 11	$40,805	$66,586	1	0	1
Financial Operations Manager	1 15	$56,314	$92,075	1	0	1
Fiscal Systems Manager	1 16	$60,149	$98,068	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Analyst III	1 14	$52,020	$86,041	2	0	2
Payroll Administrator	1 14	$52,020	$86,041	2	0	2
Payroll Manager	1 17	$64,260	$104,872	1	0	1
Payroll Specialist	1 11	$40,805	$66,586	4	0	4
Procurement Specialist	1 15	$56,314	$92,075	4	-1	3
Purchasing Agent	1 19	$72,930	$118,606	1	0	1
Retirement Benefits Administrator	1 15	$56,314	$92,075	1	0	1
Retirement Benefits Specialist I	1 10	$37,337	$60,884	1	0	1
Retirement Benefits Specialist II	1 11	$40,805	$66,586	1	0	1
Risk Manager	1 16	$60,149	$98,068	1	0	1
Senior Accountant I	1 12	$44,339	$72,308	1	0	1
Senior Accountant II	1 13	$47,823	$77,978	5	0	5
Senior Accountant III	1 14	$52,020	$86,041	1	0	1
Senior Accountant IV	1 16	$60,149	$98,068	6	-2	4
Senior Accountant V	1 18	$68,697	$112,020	1	0	1
Total				56	-2	54

General Services

Mission Statement

The Department of General Services (DGS) is a customer service driven department that provides a variety of support services through facilities maintenance, environmental sustainability, real estate, animal care, fleet management, and parking to both internal city departments and external stakeholders.

Department Overview

The Department of General Services (DGS) strives to continuously improve operations by refining service delivery process, resource utilization, and organizational structure to be a data-driven, continuous improvement department.

General Services is comprised of five divisions: Facilities Maintenance and Fleet Management provide internal services to all city departments; Parking and Norfolk Animal Care and Adoption Center provide services and assistance to residents and businesses; and the Office of Real Estate provides both internal services to city departments and external services to the public. General Services also includes Environmental Sustainability which develops strategies to successfully implement the city's Climate Action Plan.

Internal Support provided by DGS allows city departments to effectively carry out their missions and provide essential services throughout the City of Norfolk. Fleet Management also provides fleet fueling to service to outside agencies such as Norfolk Public Schools, Norfolk Botanical Garden, Norfolk Redevelopment and Housing Authority, and other city related agencies.

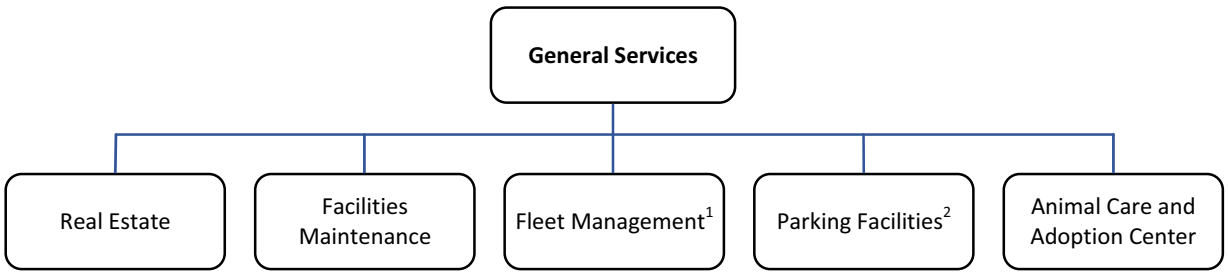
Facilities Maintenance (FM): provides maintenance, repair, custodial and security services to ensure safe, clean, functional facilities for City of Norfolk employees, visitors, and residents by combining craftsmanship, responsiveness, financial responsibility and innovate ideas for the future.

Real Estate: Performs various real estate services associated with attaining the best and highest use of city real property and generating lease and sales revenue from city-owned real property.

Norfolk Animal Care and Adoption Center: Ensures the welfare of companion animals through its commitment to achieve positive outcomes for 100 percent of the healthy and treatable animals received each year. The center provides care for stray, confiscated, surrendered, or abandoned companion animals in the city and facilitates effective placement and community engagement programs to promote welfare and responsible pet ownership. The center adopts animals into permanent homes, reduces the pet population through spay and neuter programs, and transfers animals to responsible fostering and rescue groups.

Fleet Management: Provides quality maintenance and fueling services to all customers, whether internal or external; ensures safe, operable vehicles and equipment in support of city programs; and ensures that city resources are used in the most efficient manner possible. The activities of Fleet Management are presented in the Internal Service Fund section.

Parking: Provides safe, convenient, and affordable parking services to the residents, visitors, employees, and businesses in Norfolk. The activities of Parking are presented in the Enterprise Fund section.



[1]Shown also in the Internal Service Fund section
[2]Shown also in the Enterprise Fund Section

Performance Measures

Goal					
Enhance the efficiency and effectiveness of programs					
Objective					
Ensure the safety, cleanliness, and attractiveness of two million square feet of buildings and extensive parks and school infrastructure through cost effective and efficient maintenance services.					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of emergency facility work orders completed within two days	72.7	88.3	100	100	0
Percent of corrective maintenance completed or closed in 7 days or less (New measure for FY 2020)	0	0	89	89	0
Percent of funds allocated for Special Repairs Projects spent within fiscal year (New measure for FY 2020)	0	0	100	100	0
Objective					
Increase the efficiency and effectiveness of the Animal Care Center					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of volunteer hours donated to the Animal Care Center	24,819	29,121	14,000	14,000	0
Number of animals adopted from the Animal Care Center	2,074	2,156	2,300	2,300	0
Objective					
Increase the efficiency and effectiveness with which real estate services are provided by the city					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Total lease revenue realized during fiscal year	1,357,241	1,444,501	1,358,000	1,358,000	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$7,446,287	$7,591,880	$8,554,208	$8,152,473
Materials, Supplies and Repairs	$8,677,630	$8,465,733	$8,908,305	$7,975,050
Contractual Services	$8,647,521	$9,584,444	$8,165,765	$8,611,853
Equipment	$78,345	$55,263	$51,077	$54,052
Department Specific Appropriation	$0	$78,453	$78,000	$78,000
Total	$24,849,783	$25,775,773	$25,757,355	$24,871,428

Adopted FY 2021 Budget Actions

- **Increase funds for security guard services** **FY 2021 $169,937 FTE: 0**

  Technical adjustment to provide funds for contractual increases in security services. Total costs will increase by $169,937 from $1,182,332 in FY 2020 to $1,352,269 in FY 2021.

- **Support increase for water and sewer rates** **FY 2021 $160,453 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 percent and four percent, respectively

- **Increase funds for custodial services citywide** **FY 2021 $116,243 FTE: 0**

  Technical adjustment to provide funds for contractual increases in custodial services. Total costs will increase by $116,243 from $2,566,603 in FY 2020 to $2,682,846 in FY 2021.

- **Support increase in animal food expenditures** **FY 2021 $14,939 FTE: 0**

  Technical Adjustment to support a three percent inflationary increase in expenses and increased utilization of animal food at the Norfolk Animal Care Center. In 2019, NACC launched its Medium/Large Dog Foster Program as part of ongoing efforts to achieve its Strategic Mission of finding positive outcomes for 100 percent of healthy and treatable animals. Consistent with foster program best-practices, NACC bears the cost of providing food for animals placed into foster care.

- **Fund rent increase for Norfolk Animal Care Center** **FY 2021 $5,817 FTE: 0**

  Technical adjustment to provide funds for increased rent at 5585 Lance Road based on the existing lease. Total costs will increase by $5,817 from $193,905 in FY 2020 to $199,722 in FY 2021.

- **Support increase in real estate software agreement** **FY 2021 $5,292 FTE: 0**

  Technical adjustment to support inflationary increases in real estate software license agreement. The contract increases by about 4.5 percent each year.

- **Increase funds for elevator maintenance contract** **FY 2021 $3,637** **FTE: 0**

  Technical adjustment to support inflationary increases in elevator maintenance services. Prices for services increase by three percent per year.

- **Provide funds for facility dude assessment software** **FY 2021 $2,040** **FTE: 0**

  Technical adjustment to provide funds for contractual increases in facility maintenance condition software. Total costs will increase by $2,040 from $40,800 in FY 2020 to $42,840 in FY 2021.

- **Increase funds for window washing contract** **FY 2021 $1,353** **FTE: 0**

  Technical adjustment to provide funds for contractual increases in window washing services. Total costs will increase by $1,353 from $45,092 in FY 2020 to $46,445 in FY 2021.

- **Transfer funding for printing services** **FY 2021 ($1,950)** **FTE: 0**

  Technical Adjustment to transfer printer lease expenses from the Department of General Services to the Department of Resilience. When the Department of Resilience was created in FY 2017, printer lease expenses continued to be paid from the Department of General Services. A corresponding adjustment can be found in the Department of Resilience.

- **Reduce funds for utilities based on utilization** **FY 2021 ($374,516)** **FTE: 0**

  No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- **Reduce contracted security services** **FY 2021 ($276,450)** **FTE: 0**

  No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- **Reduce contracted custodial services** **FY 2021 ($264,377)** **FTE: 0**

  No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- **Reduce staffing in the Director's Office** **FY 2021 ($185,602)** **FTE: -2**

  Service may be impacted. This action eliminates a vacant Assistant Director and a vacant Management Analyst III position and may result in less effective administrative oversight of department functions.

- **Reduce staffing for Facility Maintenance** **FY 2021 ($82,755)** **FTE: -2**

  Service will be impacted. This action eliminates a vacant Operating Engineer I position and a vacant Maintenance Mechanic I position. The reduced staffing will delay response to maintenance and repair requests.

- **Remove funds for part-time staff** **FY 2021 ($61,420)** **FTE: -0.8**

  Service will be impacted. This strategy eliminates part-time furloughed positions enacted during the fourth quarter of FY 2020. Reduced staffing increases response time to maintenance issues and decreases the ability to hire short-term temporary staff to assist with project specific work.

- **Reduce funds for supplies and equipment** **FY 2021 ($45,507) FTE: 0**

  Service may be impacted. This action for the Norfolk Animal Care Center reduces the amount of cleaning, medical, and office supplies and will result in a more judicious use of existing supplies to keep the building and animals healthy. The equipment reduction may result in the need to use kennels, carts, etc. longer than the recommended useful life.

- **Reduce staffing for Real Estate Services** **FY 2021 ($44,462) FTE: -1**

  Service will be impacted. This action will reduce the city's capacity to provide oversight of the city's real estate transactions.

- **Adjust costs for Fleet expenditures** **FY 2021 ($1,103) 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 2021 ($27,035) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $51,476 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $64,728 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($116,665) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

General Services **Total: ($885,927) FTE: -5.8**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Assistant I	1 09	$34,445	$56,161	2	0	2
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Administrative Manager	1 15	$56,314	$92,075	1	0	1
Animal Caretaker	1 02	$20,099	$32,778	11.6	-0.8	10.8
Assistant Animal Services Supervisor	1 11	$40,805	$66,586	1	0	1
Assistant Director	1 21	$80,963	$134,732	2	-1	1
Assistant Facilities Maintenance Manager	1 17	$64,260	$104,872	1	0	1
Bureau Manager	1 18	$68,697	$112,020	2	0	2
Business Manager	1 13	$47,823	$77,978	1	0	1
Capacity Analyst	1 13	$47,823	$77,978	1	0	1
Carpenter I	1 08	$31,804	$51,864	7	0	7
Carpenter II	1 09	$34,445	$56,161	5	0	5
Chief Operating Engineer	1 16	$60,149	$98,068	2	1	3
Codes Specialist, Senior	1 11	$40,805	$66,586	1	0	1
Contract Administrator	1 14	$52,020	$86,041	2	0	2
Customer Service Representative	1 05	$25,179	$41,096	2.6	0	2.6
Director of General Services	1 24	$94,656	$162,302	1	0	1
Electrician I	1 06	$27,438	$44,737	1	0	1
Electrician II	1 09	$34,445	$56,161	6	0	6
Electrician III	1 10	$37,337	$60,884	1	0	1
Environmental Services Manager	1 19	$72,930	$118,606	1	0	1
Executive Director of Real Estate Services	1 21	$80,963	$134,732	1	0	1
Facilities Maintenance Manager	1 19	$72,930	$118,606	1	0	1
Facilities Manager	1 13	$47,823	$77,978	1	0	1
Kennel Supervisor	1 08	$31,804	$51,864	2	0	2
Maintenance Mechanic I	1 06	$27,438	$44,737	5	-3	2
Maintenance Mechanic II	1 08	$31,804	$51,864	16	0	16
Maintenance Shop Manager	1 13	$47,823	$77,978	2	0	2
Maintenance Supervisor I	1 11	$40,805	$66,586	2	0	2
Maintenance Supervisor II	1 12	$44,339	$72,308	4	0	4
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Analyst II	1 13	$47,823	$77,978	1	0	1
Management Analyst III	1 14	$52,020	$86,041	1	-1	0
Office Manager	1 09	$34,445	$56,161	1	0	1
Operating Engineer I	1 06	$27,438	$44,737	3	-1	2
Operating Engineer II	1 09	$34,445	$56,161	16	0	16
Painter I	1 06	$27,438	$44,737	2	2	4
Painter II	1 08	$31,804	$51,864	1	0	1
Plumber	1 09	$34,445	$56,161	5	0	5

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Plumber, Senior	1 10	$37,337	$60,884	1	0	1
Project Manager	1 16	$60,149	$98,068	2	0	2
Real Estate Analyst	1 11	$40,805	$66,586	1	-1	0
Real Estate Coordinator	1 12	$44,339	$72,308	1	0	1
Storekeeper II	1 06	$27,438	$44,737	1	0	1
Storekeeper III	1 08	$31,804	$51,864	1	0	1
Supervising Operating Engineer	1 12	$44,339	$72,308	4	-1	3
Support Technician	1 05	$25,179	$41,096	1	0	1
Visitor Services Specialist	1 10	$37,337	$60,884	1	0	1
Welder	1 10	$37,337	$60,884	1	0	1
Total				132.2	-5.8	126.4

Human Resources

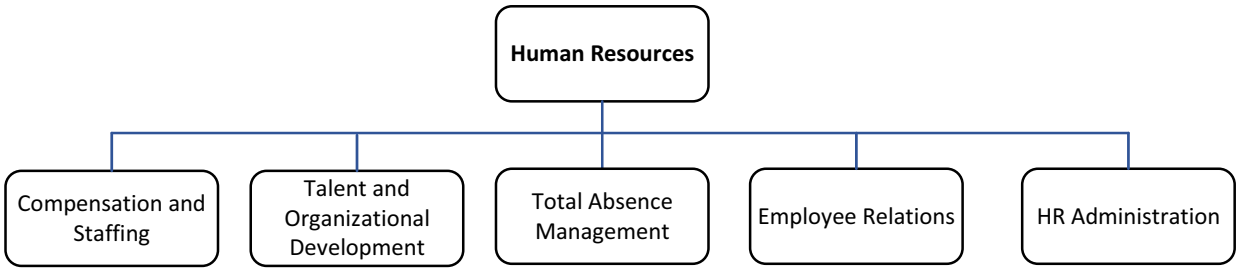
Mission Statement

The Department of Human Resources attracts, develops, and retains diverse and exceptional employees committed to supporting our vibrant and resilient coastal community.

Department Overview

The Department of Human Resources ensures that residents have a diverse, engaged, and high-performing workforce that is committed to the delivery of quality service. This is accomplished through implementation of:

- Employee lifecycle programs and services
- Contemporary employee selection strategies
- Total rewards best practices
- Employee engagement programs
- Superior training and development opportunities
- A healthy and safe work environment
- Comprehensive performance management, regulatory compliance, and advisory services



Performance Measures

Goal					
Increase regionally based employment opportunities for Norfolk's residents					
Objective					
Eliminate barriers to employment					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of new hires who are veterans	9	14	18	18	0

Goal					
Provide learning and development opportunities that enhance knowledge, support career growth, and enrich the organization					
Objective					
Ensure all employees receive training in key personnel policies					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of employees who have completed the Human Resources Compliance Training Series (New measure for FY 2020)	0	0	100	100	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$2,507,318	$2,401,558	$2,544,061	$2,261,349
Materials, Supplies and Repairs	$23,654	$40,729	$27,696	$30,796
Contractual Services	$894,420	$757,494	$1,071,982	$1,018,882
Equipment	$18,301	$7,296	$13,431	$13,431
Total	$3,443,693	$3,207,077	$3,657,170	$3,324,458

Adopted FY 2021 Budget Actions

- **Transfer recruiting and employee relations services** **FY 2021 $105,821 FTE: 2**

  Technical adjustment to transfer recruiting and employee relations services from the Department of Human Services to the Department of Human Resources. This includes the transfer of two positions. A corresponding adjustments can be found in the Department of Human Services.

- **Create Norfolk CivicLab** **FY 2021 ($138,911) FTE: -1**

  Transfer the Team Norfolk Agile Program position and contract from the Department of Human Resources to the Department of Budget and Strategic Planning as part of the creation of CivicLab. The CivicLab team is dedicated to building a culture of data-informed decision-making for the city government. A corresponding adjustment can be found in the Department of Budget and Strategic Planning.

- **Transfer healthcare benefits administration** **FY 2021 ($280,592)** **FTE: -5**

  Technical adjustment to transfer the healthcare benefits administration program from the Department of Human Resources to the Norfolk Healthcare Consortium, Healthcare Fund. The healthcare benefits administration program develops, implements and administers affordable self-funded healthcare, disability, and other benefits for active and participating retired employees of the City of Norfolk, Norfolk Public Schools (NPS), and the Norfolk Redevelopment and Housing Authority (NRHA) and their covered dependents, in a fiscally sound and sustainable manner. The program facilitates well-being activities promoting a healthy and safe work environment. A corresponding adjustment can be found in the Norfolk Healthcare Consortium.

- **Reduce funds for part-time staff** **FY 2021 ($5,591)** **FTE: 0**

  Service may be impacted. This action will prevent the department from being able to hire shirt-term temporary staff to assist with project specific work.

- **Restructure Organizational Development team** **FY 2021 ($69,951)** **FTE: -1**

  Service may be impacted. This action eliminates the employee engagement program and consolidates resources within the Organizational Development team. This action may lead to a less engaged workforce, and as a result, less job satisfaction, higher turnover, and less discretionary effort.

- **Reduce staffing for Compensation and Classification** **FY 2021 ($85,476)** **FTE: -1**

  Service may be impacted. This action furloughs one position in the Compensation and Classification program. This action will result in redistributed process flows and reduce the ability for compensation research and strategy development.

- **Eliminate vacant position in the Director's Office** **FY 2021 ($88,218)** **FTE: -1**

  Service may be impacted. This action eliminates one vacant Assistant Director position in the Director's Office and may impact the department's ability to proactively undertake strategic initiatives.

- **Adjust required contribution to the city retirement system** **FY 2021 $28,852** **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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $39,187** **FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $19,167 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $143,000 FTE: 2**

  Technical adjustment to update department costs for personnel services. Changes include the addition of two Human Resources Manager positions and the corresponding adjustment to funds needed in FY 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Human Resources **Total: ($332,712) FTE: -5**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant I	1 11	$40,805	$66,586	1	0	1
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Assistant Director	1 21	$80,963	$134,732	1	-1	0
Director of Human Resources	1 24	$94,656	$162,302	1	0	1
Human Resources Analyst	1 13	$47,823	$77,978	10	5	15
Human Resources Analyst, Senior	1 14	$52,020	$86,041	3	-3	0
Human Resources Assistant II	1 07	$29,391	$47,962	1	0	1
Human Resources Manager	1 17	$64,260	$104,872	3	1	4
Human Resources Technician	1 10	$37,337	$60,884	9	-5	4
Management Analyst III	1 14	$52,020	$86,041	1	-1	0
Public Information Specialist I	1 10	$37,337	$60,884	1	-1	0
Software Analyst	1 13	$47,823	$77,978	1	0	1
Total				33	-5	28

This page intentionally left blank

Community Development

This page intentionally left blank

City Planning

Mission Statement

The Department of City Planning ensures the highest quality of life for present and future generations by providing excellent planning and development services and emphasizing the creation of safe, healthy, and fun communities where people choose to live, work, and play.

Department Overview

City Planning is responsible for developing and implementing short and long-range plans, goals, and policies, as developed with the community and approved by the City Council, that reflect the needs and interests of residents and the city. The department fulfills four primary functions: provision of long-range planning services; implementation of the city's land use regulations; implementation of federal, state, and local environmental programs, including the Chesapeake Bay Preservation Act, storm water management, dune management and erosion control programs; and oversight of building safety during the construction process. City Planning provides input and staffs the City Planning Commission, the Wetlands Board, the Architectural Review Board, and the Zoning Appeals Board.

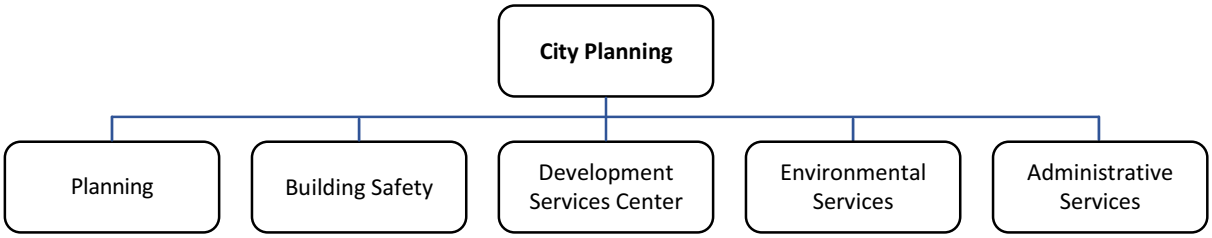
Planning Services: Develops and coordinates guidance and policy direction through the General Plan and other plans for: land use policies, transportation, economic development, neighborhood planning, historic preservation, and location of facilities. The bureau implements land use policy and regulates development practices through the maintenance and interpretation of the Zoning Ordinance and other applicable city codes.

Building Safety: Ensures building safety during the construction process by reviewing plans, issuing permits, inspecting construction work, and enforcing the Virginia Uniform Statewide Building Code.

Development Services Center: Provides essential services prior to the construction process by reviewing residential and commercial plans, performing business license zoning reviews, and issuing trade permits.

Environmental Services: Implements the requirements of the Chesapeake Bay Preservation Act and the Erosion and Sediment Control Program, and coordinates shoreline restoration efforts, including wetland and dune restoration.

Financial and Administrative Services: Provides for the central management and coordination of departmental resources.



Performance Measures

Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of cooperative education and college or graduate-level interns	11	11	2	2	0

Goal					
Enhance efficient use and protection of natural resources					
Objective					
Increase wetland areas					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Square footage of wetlands restored annually in accordance with the General Plan	80,407	154,750	40,000	40,000	0

Goal					
Enhance residents' access to goods and services					
Objective					
Provide electronic planning application submission and posting					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of planning applications posted online within 48 hours following the filing deadline	97	97	97	97	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$4,314,539	$4,317,977	$4,612,354	$4,491,336
Materials, Supplies and Repairs	$79,763	$107,656	$100,333	$99,947
Contractual Services	$165,948	$151,945	$261,389	$167,554
Equipment	$350	$1,654	$900	$900
Department Specific Appropriation	$55,635	$0	$0	$0
Total	$4,616,235	$4,579,232	$4,974,976	$4,759,737

ADOPTED FY 2021 BUDGET ACTIONS

- **Enhance city environmental services** **FY 2021 $61,360** **FTE: 1**

  Increase funds to add a Programs Manager position to increase capacity for environmental services. The addition of a Programs Manager in City Planning's Environmental Services program will allow for greater plan review and inspection capacity.

- **Reduce staff for Comprehensive Planning** **FY 2021 ($114,787)** **FTE: -1**

  Service will be impacted. Comprehensive and area planning projects will be delayed. Responsiveness to City Council, Planning Commission, and neighborhood requests will be adversely impacted.

- **Reduce staffing for Floodplain Management** **FY 2021 ($48,312)** **FTE: -1**

  Service will be impacted. Work will be delayed where there is not a statutorily mandated deadline.

- **Reduce staffing for Site Plan Review** **FY 2021 ($60,125)** **FTE: -1**

  Service will be impacted. This action eliminates a Planner II position that provides site plan review. As a result, site plan review will be delayed. This delay will especially impact new construction.

- **Remove funds for part-time staff** **FY 2021 ($5,646)** **FTE: 0**

  Service may be impacted. This action will prevent the department from being able to hire short-term temporary staff to assist with project specific work.

- **Remove one-time funds for short term rental program** **FY 2021 ($18,835)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2020 for consultant fees associated with developing a short-term rental program. The short-term rental program supports online registration and enforcement of short-term rental units.

- **Remove one-time funds to support the 2020 Census** **FY 2021 ($75,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2020 for costs associated with the 2020 National Census.

- **Adjust costs for Fleet expenditures** **FY 2021 ($386)** **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 2021 $48,563** **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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $30,799 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $38,351 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($71,221) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

City Planning **Total: ($215,239) FTE: -2**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accounting Technician II	1 07	$29,391	$47,962	1	-1	0
Administrative Analyst	1 13	$47,823	$77,978	1	-1	0
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Administrative Technician	1 07	$29,391	$47,962	0	1	1
Assistant Director	1 21	$80,963	$134,732	1	0	1
Building Commissioner	1 20	$77,520	$126,409	1	0	1
Business Manager	1 13	$47,823	$77,978	1	-1	0
City Planner I	1 12	$44,339	$72,308	3	1	4
City Planner II	1 13	$47,823	$77,978	2	-2	0
City Planner III	1 14	$52,020	$86,041	1	0	1
City Planning Manager	1 17	$64,260	$104,872	2	-1	1
City Planning Technician	1 09	$34,445	$56,161	1	0	1
Codes Enforcement Team Leader	1 14	$52,020	$86,041	4	1	5
Codes Specialist, Senior	1 11	$40,805	$66,586	18	0	18
Construction Inspector I	1 09	$34,445	$56,161	1	0	1
Construction Inspector II	1 11	$40,805	$66,586	2	0	2
Deputy Building Commissioner	1 15	$56,314	$92,075	1	-1	0
Design & Rehabilitation Consultant, Senior	1 14	$52,020	$86,041	1	0	1
Director of City Planning	1 24	$94,656	$162,302	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Division Head	1 16	$60,149	$98,068	0	1	1
Environmental Engineer	1 14	$52,020	$86,041	1	0	1
Environmental Services Manager	1 19	$72,930	$118,606	1	0	1
Financial Operations Manager	1 15	$56,314	$92,075	0	1	1
Landscape Coordinator I	1 11	$40,805	$66,586	1	0	1
Management Analyst II	1 13	$47,823	$77,978	1	0	1
Permit Technician	1 08	$31,804	$51,864	3	0	3
Permits Specialist	1 12	$44,339	$72,308	3	0	3
Permits Specialist, Senior	1 13	$47,823	$77,978	3	0	3
Principal Planner	1 15	$56,314	$92,075	4	0	4
Program Supervisor	1 13	$47,823	$77,978	1	0	1
Programs Manager	1 15	$56,314	$92,075	0	1	1
Zoning Inspector II	1 10	$37,337	$60,884	1	-1	0
Zoning Inspector III	1 12	$44,339	$72,308	1	0	1
Total				63	-2	61

Neighborhood Development

Mission Statement

The Department of Neighborhood Development promotes resilient communities by engaging residents, neighborhood organizations and businesses and working with them to improve the quality of life in their neighborhoods. Neighborhood development promotes and supports civic participation, community partnerships, accessibility to city services, and seeks to preserve and enhance the character of Norfolk's neighborhoods.

Department Overview

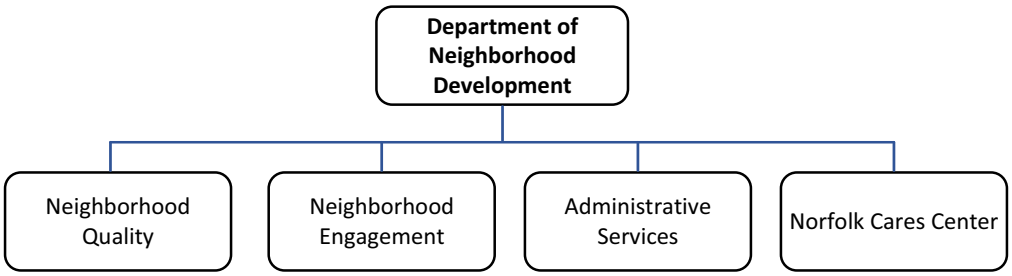
The Department of Neighborhood Development promotes and supports the highest quality of life for all residents in Norfolk. The department is comprised of four divisions that work together to support community development, neighborhood investment, resident involvement and code compliance.

Administration: Provides for the central management and coordination of department resources. Primary focus is on vision setting, the delivery of efficient and effective services to neighborhoods, and creating partnership opportunities with all Norfolk neighborhoods and organizations.

Neighborhood Engagement: Works with neighborhoods and community-based organizations to foster and promote individual and neighborhood involvement and by facilitating creative, constructive, and positive solutions to community concerns.

Neighborhood Quality: Maintains citywide standards and compliance by addressing blight, nuisances, and environmental conditions in coordination with other city departments, agencies, residents, and businesses.

Norfolk Cares Center: The single-point-of-contact for residents and businesses seeking non-emergency-based information about city services. Through Norfolk Cares, residents can request a variety of city services, obtain information on city services, or receive an update on a previous request. Norfolk Cares is unique among municipal call centers because of its "start-to-finish" tracking of service requests to ensure timely resolution.



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Respond to service complaints and close cases in timely manner					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
New code cases opened by city staff as a percentage of total new cases (New measure for FY 2019)	0	40	60	60	0
Number of derelict structure cases opened citywide (New measure for FY 2019)	0	28	75	75	0

Goal					
Increase lifelong learning access					
Objective					
Connect residents and businesses to training, programs services, and resources to improve individual and community growth and sustainability					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of attendees at Neighbors Building Neighborhood (NBN) Academy workshops and trainings	78	138	200	200	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$3,031,226	$3,171,832	$3,505,194	$3,449,489
Materials, Supplies and Repairs	$103,854	$111,324	$74,260	$71,017
Contractual Services	$407,220	$298,487	$678,924	$644,956
Equipment	$3,553	$0	$0	$0
Public Assistance	$0	$0	$34,500	$25,500
Department Specific Appropriation	$709,588	$547,343	$630,887	$481,887
Total	$4,255,441	$4,128,986	$4,923,765	$4,672,849

Adopted FY 2021 Budget Actions

- **Increase General Fund support for Neighborhood Engagement** **FY 2021 $133,383 FTE: 3**

  Transition funding for three Neighborhood Development Specialists from the Community Development Block Grant to the General Fund. These positions provide neighborhood capacity building programs designed to empower residents to effectively promote, lead, and manage positive change in their neighborhoods.

- **Adjust funds for contractual lease agreement** **FY 2021 $45,548 FTE: 0**

  Technical adjustment to provide funds for increased rent at the BB&T building based on our existing lease. The building is utilized for the department's headquarters. Total costs will increase by $45,548 from $296,556 in FY 2020 to $342,104 in FY 2021.

- **Enhance Code Enforcement Program** **FY 2021 $81,365 FTE: 2**

  Technical adjustment to transfer funding for two Code Specialists positions from Strategic Organizational Redesign to Neighborhood Development. The Code Specialists maintain the safety and appearance of the city's neighborhoods through routine inspections of existing structures and properties throughout the city.

- **Transfer funding for software contract maintenance** **FY 2021 ($72,600) FTE: 0**

  Technical adjustment to transfer funding for the software maintenance contract for the Norfolk Cares customer relationship management (CRM) software from the Department of Neighborhood Development to the Department of Information Technology. This software helps the Norfolk Cares call center centralize, optimize, and streamline communication with residents. A corresponding adjustment can be found in the Department of Information Technology.

- **Reduce funding for Neighborhood Engagement** **FY 2021 ($16,982) FTE: 0**

  Service will be impacted. This action will eliminate funding for green neighborhood signs, and reduce funding used to promote the Rent Ready program.

- **Reduce funding for nonemergency demolitions** **FY 2021 ($142,000) FTE: 0**

  Service will be impacted. This action will result in reduced capacity for demolitions across the city. As a result of the reduction, the city will no longer be able to complete non-emergency demolitions.

- **Reduce operating costs in the Director's Office** **FY 2021 ($10,967) FTE: 0**

  Service may be impacted. This action will reduce the opportunity for staff development, which may lead to a less engaged workforce.

- **Reduce staffing at the Norfolk Cares Call Center** **FY 2021 ($89,984) FTE: -3**

  Service will be impacted. This action eliminates one vacant Citizen Service Advisor II position and two vacant Citizen Service Advisor Trainee positions, resulting in longer initial wait times for citizens contacting Norfolk Cares, and delays in resolving citizen requests and inquiries.

- **Reduce staffing for Code Enforcement** **FY 2021 ($162,545) FTE: -3**

  Service will be impacted. This action eliminates three vacant positions: a Code Enforcement Team Leader, an Administrative Technician, and a Codes Specialist. This will result in delays in service including confirming compliance with building maintenance codes, nuisance violations, tall weeds and grass violations, emergency on call inspections, graffiti removal, trash and debris removal, demolition services, building board ups, elevator inspection compliance, and zoning violations across the city.

- **Remove funds for part-time staff** **FY 2021 ($35,684) FTE: 0**

  Service will be impacted. This action will reduce support for Neighborhood Engagement and the Norfolk Cares hotline.

- **Adjust costs for Fleet expenditures** **FY 2021 ($298) 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 2021 $36,656 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $20,347 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $28,082 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($65,237) FTE: -1**

  Technical adjustment to update department costs for personnel services. Changes include removing a vacant Management Analyst I position previously utilized for HUD entitlement administration. This program has transitioned to Budget and Strategic Planning. 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. These are routine actions that occur at the beginning of the budget cycle.

Neighborhood Development **Total: ($250,916) FTE: -2**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Administrative Technician	1 07	$29,391	$47,962	1	-1	0
Assistant Director	1 21	$80,963	$134,732	1	0	1
Business Manager	1 13	$47,823	$77,978	0	1	1
Citizen Service Advisor I	1 06	$27,438	$44,737	7	-5	2
Citizen Service Advisor II	1 07	$29,391	$47,962	2	1	3
Citizen Service Advisor III	1 09	$34,445	$56,161	2	2	4
Citizen Service Advisor Trainee	1 05	$25,179	$41,096	2	-1	1
Codes Enforcement Team Leader	1 14	$52,020	$86,041	3	-1	2
Codes Specialist	1 10	$37,337	$60,884	9	3	12
Codes Specialist, Senior	1 11	$40,805	$66,586	5	0	5
Customer Service Manager	1 18	$68,697	$112,020	1	0	1
Director of Neighborhood Development	1 24	$94,656	$162,302	1	0	1
Division Head	1 16	$60,149	$98,068	2	0	2
Executive Assistant	1 11	$40,805	$66,586	1	-1	0
Management Analyst I	1 11	$40,805	$66,586	1	-1	0
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Neighborhood Development Specialist	1 11	$40,805	$66,586	1	3	4
Neighborhood Development Specialist, Senior	1 13	$47,823	$77,978	2	0	2
Neighborhood Services Manager	1 15	$56,314	$92,075	2	0	2
Program Administrator	1 13	$47,823	$77,978	1	0	1
Program Supervisor	1 13	$47,823	$77,978	2	0	2
Public Services Coordinator	1 11	$40,805	$66,586	1	0	1
Quality Assurance Specialist	1 12	$44,339	$72,308	1	0	1
Zoning Inspector I	1 09	$34,445	$56,161	2	-2	0
Total				52	-2	50

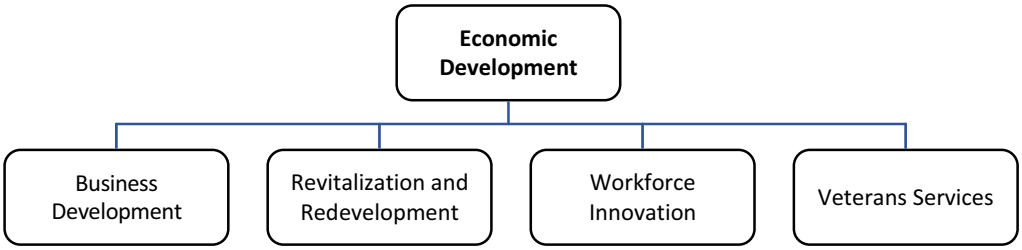
Economic Development

Mission Statement

The Department of Economic Development generates income for the City of Norfolk through business expansion, enhancement, and new business development complementary to the city's neighborhoods.

Department Overview

The Department of Economic Development creates economic opportunities across a broad range of disciplines, including; business attraction, expansion, and retention; international trade; downtown and neighborhood revitalization; and workforce development. The department aims to build an inclusive economy that embraces equality of opportunity. It encourages participation and growth by all, by growing and diversifying the local economy, and creating competitive employment opportunities, with specific emphasis on military, veterans, and Small, Women, and Minority-owned (SWaM) businesses in Norfolk.



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Dollar value in millions of commercial investment	210	210	210	210	0
Objective					
Increase the number of small, women-owned, veteran-owned, and minority-owned businesses within Norfolk					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of small, women-owned, veteran-owned, and minority-owned businesses that conduct business in the city	575	575	575	575	0

Goal					
Increase regionally-based employment opportunities for Norfolk's residents					
Objective					
Connect businesses and workers					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Achieve certification for Virginia Values Veterans (V3) Program	Yes	Yes	Yes	Yes	N/A
Objective					
Market cultural experiences available in Norfolk to the region and outside the region					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of events planned and held to honor veterans	2	2	2	2	0

Goal					
Increase lifelong learning access					
Objective					
Network and identify opportunities for partnership among the city, local educational institutions, businesses, and community resources that will promote and expand lifelong learning for the city workforce and community members					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of small business outreach events	25	25	25	25	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$1,715,197	$1,649,436	$2,009,471	$1,777,619
Materials, Supplies and Repairs	$35,109	$36,232	$19,606	$19,606
Contractual Services	$386,436	$452,534	$313,877	$289,341
Department Specific Appropriation	$0	$0	$28,881	$28,881
Total	$2,136,742	$2,138,202	$2,371,835	$2,115,447

Adopted FY 2021 Budget Actions

- **Fund rent increase for Dominion Tower lease** **FY 2021 $2,917** **FTE: 0**

  Technical adjustment to provide funds for increased rent at Dominion Tower based on the existing lease. This building serves as the department's headquarters. Total costs will increase by $2,917 from $150,000 in FY 2020 to $152,917 in FY 2021.

- **Reduce funding for marketing** **FY 2021 ($27,453) FTE: 0**

  Service will be impacted. This action reduces funds used to market Norfolk as great for business. The reduction will limit the city's outreach and exposure and may result in slower growth in the tax base.

- **Reduce staffing for Business Development** **FY 2021 ($172,848) FTE: -2**

  Service will be impacted. This action eliminates two vacant Business Development Manager positions. This reduction will negatively impact the city's business attraction efforts, which help grow the tax base, and will reduce the level of service the city provides to help foster and grow existing local businesses.

- **Adjust required contribution to the city retirement system** **FY 2021 ($2,703) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $6,006 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $12,749 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($75,056) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Economic Development **Total: ($256,388) FTE: -2**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Assistant Director	1 21	$80,963	$134,732	2	0	2
Business Development Consultant	1 13	$47,823	$77,978	1	0	1
Business Development Manager	1 16	$60,149	$98,068	3	0	3
Business Manager	1 13	$47,823	$77,978	1	-1	0
Director of Development	1 24	$94,656	$162,302	1	0	1
Management Analyst II	1 13	$47,823	$77,978	0	1	1
Office Manager	1 09	$34,445	$56,161	1	-1	0
Senior Business Development Manager	1 17	$64,260	$104,872	7	-1	6
Special Assistant	1 20	$77,520	$126,409	1	0	1
Total				18	-2	16

Parks, Recreation and Culture

This page intentionally left blank

Libraries

Mission Statement

Norfolk Public Library (NPL) provides equal opportunity access to information, high quality books and multimedia materials, programs, exhibits, and online resources to meet the needs of the diverse community for lifelong learning, cultural enrichment, and intellectual stimulation. To fulfill its mission, the Library employs a knowledgeable, well-trained staff committed to excellent service and civility.

Department Overview

Norfolk Public Library supports the neighborhood community needs with nine neighborhood branch libraries: Barron F. Black, Blyden, Janaf, Horace C. Downing, Little Creek, Lafayette, Larchmont, Park Place, and Van Wyck; three computer resource centers: Diggstown, Oakleaf, and Campostella Heights; a Bookmobile; two anchor branches: Mary D. Pretlow and Jordan-Newby; and the upcoming Richard A. Tucker Memorial Library. The department continues to provide support and coordinated efforts with Slover Library. The Library strives to transform lives by creating a city of readers that begins at birth and continues through one's lifetime. The focus of the library is articulated in the department's "Strategic Directions 2018 - 2023."

The department is comprised of four divisions: Sargeant Memorial Collection (SMC), Collection Development and Circulation; Programming Services; Business and Fiscal Services; and Training and Technical Services.

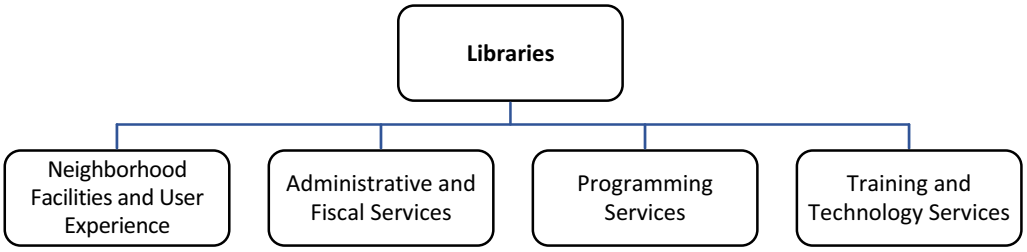
SMC, Collection Development and Circulation: Provides patrons access to all library books and materials, eBooks, streaming media, databases, and other digital resources. This includes the Sargent Memorial Collection, local history, and genealogy services for the public.

Programming Services: Consists of Youth Services, Adult Programming, Community Engagement, and the Digital Media and Production Team (DMPT). Youth Services includes Early Childhood Literacy Programs, which feature: Babygarten, 1-2-3 Play with Me, Toddler Time, Storytime, KinderSTEM, KidZones, after-school programming, and YOUmedia (digital and arts) programming for teens. Adult Programming includes cooking, holiday crafts, paint nights, multicultural programs, literary programs, and annual initiatives as well as local branch book clubs. The Community Engagement Office manages the Volunteer Program for the library system and provides outreach services through the Bookmobile, such as Fun Fridays at area schools. The DMPT develops content for the library's webpage, Facebook, and digital monitors in the branches as well as print media. Programming serves the community at all library locations through a myriad of adult, youth, and multicultural programs, and outreach services.

Business and Fiscal Services: Manages the overall administrative business, financial logistics, and operational functions for all neighborhood and anchor branch libraries including the bookmobile and the service center. Functions include finance and accounting; payroll; human resources and personnel management; recordkeeping; budgeting, guidance, compliance, and monitoring; grants and ordinances; allocation of supplies; coordination of branch courier services; mail distribution; and oversight of facility maintenance.

Training and Technical Services: Offers library technical services involving materials acquisition and processing and library automation, as well as providing patrons with public computers and online accessibility of popular fiction and nonfiction print and audio books; music and movies; magazines and newspapers; microforms; manuscripts; and photographs. Additionally, classes are provided to patrons for workforce development, job searching, and areas of need to update technology skills. Professional Development training is delivered in various

formats to update and improve skills and knowledge of library employees to promote continuous learning and foster well-trained staff in all areas of serving the community.



Performance Measures

Goal					
Enhance the efficiency of NPL programs and services					
Objective					
Expand the utilization of alternative fiscal and volunteer resources to enhance NPL programs and services					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Dollar value of volunteer hours	152,834	2,648,422	170,000	170,000	0
Number of volunteer hours at library locations, including the Bookmobile	13,894	336,794	17,000	17,000	0

Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning at Norfolk Public Libraries by offering a variety of programs for children, teens, and families					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of weekly early literacy program sessions offered throughout the year at libraries and offsite locations	1,628	2,633	800	800	0
Number of early literacy program participants	32,317	29,909	10,000	10,000	0
Total number of NPL program participants	77,556	72,587	63,000	63,000	0
Number of multicultural programs offered	44	29	83	83	0
Number of multicultural program attendees	1,487	503	2,600	2,600	0

Goal					
Increase lifelong learning access					
Objective					
Inform, educate, and entertain through the provision of a wide variety of library resources and materials					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of Online Language Learning and Online Career Test Preparation Services sessions used	3,383	2,109	4,100	4,100	0
Number of materials circulated	763,407	822,502	987,500	987,500	0
Number of materials in the collection: books, eBooks, CDs, etc.	704,536	721,887	700,000	700,000	0

Goal					
Increase access to city services and library information					
Objective					
Increase use of social media and web tools to communicate information to the public on library services as well as community information					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of NPL website visitors navigating beyond the landing page to other library resources	51.8	172.5	45	45	0
Number of NPL website page views	1,033,629	937,047	810,000	810,000	0
Objective					
Maintain and enhance the utility of library locations as places of social/community engagement, lifelong learning, and resource utilization					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of non-NPL sponsored events held in branch meeting rooms	2,015	2,354	1,650	1,650	0
Number of library visitors during the fiscal year	1,119,718	886,883	1,200,000	1,200,000	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$8,562,401	$9,066,072	$7,058,379	$4,822,575
Materials, Supplies and Repairs	$523,369	$658,056	$714,480	$839,474
Contractual Services	$741,695	$683,385	$607,360	$759,226
Equipment	$1,834,126	$1,701,681	$1,409,666	$780,091
Total	$11,661,591	$12,109,194	$9,789,885	$7,201,366

ADOPTED FY 2021 BUDGET ACTIONS

- **Adjust funding for printing services based on utilization** **FY 2021 $60,000 FTE: 0**

  Technical adjustment to align the funds for contractual printer and copier services based on utilization. Departments are being billed directly for utilization of printer and copier services.

- **Adjust funding for Richard A. Tucker Memorial Library** **FY 2021 ($334,810) FTE: 0**

  Technical adjustment to remove funds provided in the Adopted FY 2020 Budget until the new library opens.

- **Increase funds for Pineridge Center lease** **FY 2021 $3,178 FTE: 0**

  Technical adjustment to provide funds for increased rent at Pineridge Center based on the existing lease. The building is utilized for the department's operating office. Total costs will increase by $3,178 from $311,767 in FY 2020 to $314,945 in FY 2021.

- **Transfer Community Resource Centers operations to Libraries** **FY 2021 $124,272 FTE: 1**

  Technical adjustment to transfer operational management and funding of the Community Resource Centers from Recreation, Parks, and Open Space to Norfolk Public Libraries. The Community Resource Center services better align with the core service areas provided by Norfolk Public Libraries. A corresponding adjustment can be found in Recreation, Parks, and Open Space.

- **Transfer Sargeant Memorial Collection** **FY 2021 $31,104 FTE: 0**

  Technical adjustment to transfer operational management and funding of the Sargeant Memorial Collection (SMC) from Slover to Norfolk Public Libraries. The Sargeant Memorial Collection focuses on history and genealogy services for the public. A corresponding transfer can be found in Slover Library.

- **Reduce books and materials** **FY 2021 ($270,000) FTE: 0**

  Service will be impacted. This action aligns funding with anticipated utilization. Neighborhood branch libraries will be closed and will not require new books or other media.

- **Reduce staff to align with library facility plan** **FY 2021 ($1,409,073) FTE: -23.5**

  Service will be impacted. This action aligns staffing levels with the library facility plan that will see only anchor branch libraries open to begin FY 2021. As the city begins it's financial recovery from the COVID-19 pandemic, it will look to bring more library facilities back online based on improved revenue projections.

- **Remove funds for part-time staff** **FY 2021 ($1,076,894) FTE: 0**

  Service will be impacted. This action is a citywide furlough of part-time positions. Beginning in July, the city plans to only open anchor branch libraries. Full-time staff will be available to fully staff those libraries as a result of the closure of neighborhood branch libraries.

- **Adjust costs for Fleet expenditures** **FY 2021 ($147) 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 2021 $75,293 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $31,678 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $64,760 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $112,120 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Libraries **Total: ($2,588,519) FTE: -22.5**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant II	1 12	$44,339	$72,308	0	1	1
Accounting Technician II	1 07	$29,391	$47,962	1	-1	0
Administrative Assistant I	1 09	$34,445	$56,161	2	-2	0
Administrative Assistant II	1 10	$37,337	$60,884	2	-1	1
Administrative Technician	1 07	$29,391	$47,962	1	0	1
City Historian	1 12	$44,339	$72,308	1	-1	0
Director of Libraries	1 24	$94,656	$162,302	1	0	1
Executive Assistant	1 11	$40,805	$66,586	0	1	1
Information Technology Trainer	1 12	$44,339	$72,308	2	0	2
Librarian I	1 11	$40,805	$66,586	10	-1	9
Librarian II	1 14	$52,020	$86,041	11	-8	3
Librarian III	1 15	$56,314	$92,075	4	0	4
Library Assistant II	1 06	$27,438	$44,737	20	-3	17
Library Associate I	1 08	$31,804	$51,864	22.5	-2.5	20
Library Associate II	1 09	$34,445	$56,161	11	-3	8
Library Manager	1 18	$68,697	$112,020	4	-1	3
Management Analyst III	1 14	$52,020	$86,041	0	1	1
Messenger/Driver	1 02	$20,099	$32,778	1	0	1
Office Assistant	1 03	$21,646	$35,301	1	-1	0
Project Coordinator	1 13	$47,823	$77,978	4	-1	3
Total				98.5	-22.5	76

Cultural Facilities, Arts and Entertainment

Mission Statement

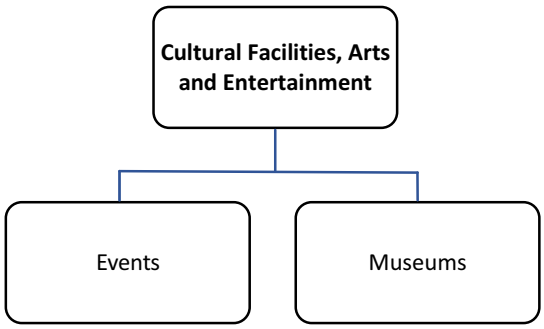
Cultural Facilities, Arts and Entertainment provides diverse live entertainment, a vibrant historical museum, and inclusive community events to enrich and celebrate life in Norfolk. The department promotes collaboration, responsible management, economic and cultural vitality, and educational opportunities.

Department Overview

The Department of Cultural Facilities, Arts and Entertainment (Cultural Facilities) manages ten facilities for the City of Norfolk: Scope Arena, Chrysler Hall, Scope Exhibition Hall, Wells Theatre, Harrison Opera House, Harbor Park, MacArthur Memorial, Attucks Theatre, Town Point Park, and Little Hall. The department serves more than one million patrons at over one thousand events annually.

The department consists of two bureaus: Events (SevenVenues) and Museum (MacArthur Memorial). SevenVenues is responsible for the programming, management, and providing the equipment for many of the city's indoor and outdoor events. The indoor events that occur in the facilities listed above include: Triple-A (AAA) baseball at Harbor Park; East Coast Hockey League (ECHL) hockey at Scope Arena; the Virginia Symphony at Chrysler Hall; the Virginia Opera at Harrison Opera House; the Virginia Stage Company at Wells Theatre; the Generic Theatre at Little Hall; the Virginia Arts Festival at all of our venues; the Mid-Eastern Athletic Conference (MEAC) basketball tournament at Scope Arena; Broadway at Chrysler Hall; the Norfolk Forum at Chrysler Hall; and many other touring shows that come to Norfolk to present in our venues. In addition, the department manages all of the city's Open Air Events which includes: runs and walks, parades and neighborhood gatherings, and festivals and concerts.

The Museum Bureau has the responsibility for maintaining and operating the MacArthur Memorial. The MacArthur Memorial is a public museum and a world-renowned research facility, dedicated to preserving the legacy of General Douglas MacArthur.



Performance Measures

Goal					
Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk					
Objective					
Increase the number of entertainment opportunities					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of CFAE-sponsored events	884	811	1,050	1,050	0
Number of attendees for all events	1,230,355	1,206,936	1,235,000	1,235,000	0
Objective					
Increase the use of all social media to better inform residents of events taking place throughout city venues					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of patrons/potential patrons actively engaged in CFAE social media, including those liking, commenting, and sharing posts	19,872	19,438	22,000	22,000	0
Number of patrons or potential patrons who receive regular communication about upcoming events	174,638	179,024	177,820	177,820	0
Objective					
Increase revenue streams through new and innovative approaches including: sponsorship dollars, all-in-one package ticket offers, updated rental promotion/pricing, and collaboration between internal and external partners					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Estimated economic impact of CFAE-sponsored events in dollars	33,219,585	26,431,898	24,000,000	24,000,000	0
Total event revenue in dollars	1,127,540	1,981,900	1,972,500	1,972,500	0
Objective					
Increase choice of entertainment venues for all demographic groups, including the "creative class"					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of special programs and events at MacArthur Memorial	52	58	39	39	0

Goal
Increase lifelong learning access
Objective
Present educational and historical exhibits, provide historical research assistance, and provide high quality educational programs

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of MacArthur Memorial archive research inquiries	1,368	1,845	3,500	3,500	0
Number of students served through research assistance, Memorial tours, and educational programming	27,372	15,486	15,450	15,450	0

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

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of participants in MacArthur Memorial educational and cultural programs	51,058	44,269	45,000	45,000	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$3,807,739	$3,587,195	$3,833,823	$3,468,804
Materials, Supplies and Repairs	$1,032,819	$1,052,249	$1,203,738	$1,203,562
Contractual Services	$1,035,051	$1,384,275	$1,044,744	$1,038,415
Equipment	$8,579	$7,418	$10,355	$10,355
Department Specific Appropriation	$30,000	$30,000	$75,000	$55,000
Total	$5,914,188	$6,061,137	$6,167,660	$5,776,136

Adopted FY 2021 Budget Actions

- **Adjust funds for waste removal** **FY 2021 $5,036 FTE: 0**

  Technical adjustment to provide funds for contractual increases associated with waste and debris removal from the Scope, Chrysler Hall, Harbor Park, and the Attucks Theater. This adjustment will better align current utilization and additional pickups resulting in additional charges per container size. This is an increase of $5,036 from $21,370 in FY 2020 to $26,406 in FY 2021.

- **Support annual increase in water and wastewater costs** **FY 2021 $5,704 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 percent and 4.0 percent, respectively.

- **Reduce Attucks Promotional Funding** **FY 2021 ($17,069)** **FTE: 0**

  Service will be impacted. A reduction in funds for Attucks programming will result in fewer performances and fewer high profile performers at the venue.

- **Reduce funds for Theatre Festival marketing** **FY 2021 ($20,000)** **FTE: 0**

  No impact to service. This action aligns funding with anticipated utilization.

- **Reduce staffing for Event Services and Project Management** **FY 2021 ($308,640)** **FTE: -7**

  Service will be impacted. The Event Services and Project Management program manages all aspects of event production for SevenVenues. As a result of this action, the department will no longer have the capacity to produce events in Towne Point Park. Events such as Pridefest and Caribfest would need to work through Festevents for production assistance. This action will also eliminate the capacity to provide rental services for the show mobile and tents and other equipment for city departments and the public.

- **Reduce staffing for MacArthur Programming** **FY 2021 ($107,278)** **FTE: -1**

  No impact to service. This position has been vacant for six months, and the MacArthur team has been operating effectively. The team is innovative and utilizes strategies to continue to serve the mission of the museum by spreading education of General Douglas MacArthur online to students across the state and country.

- **Reduce staffing for Marketing** **FY 2021 ($48,312)** **FTE: -1**

  Service will be impacted. This action eliminates one position that assists with corporate sales for tickets and receptions along with converting sponsors for upcoming events, impacting efficiency and processing for marketing services.

- **Adjust costs for Fleet expenditures** **FY 2021 ($176)** **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 2021 $31,144** **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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $24,698** **FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $32,715 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $10,654 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Cultural Facilities, Arts and Entertainment **Total: ($391,524) FTE: -9**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant I	1 11	$40,805	$66,586	0	1	1
Accountant II	1 12	$44,339	$72,308	1	0	1
Accounting Manager	1 17	$64,260	$104,872	1	0	1
Accounting Technician III	1 08	$31,804	$51,864	1	-1	0
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Administrative Assistant II	1 10	$37,337	$60,884	0	1	1
Administrative Technician	1 07	$29,391	$47,962	2	0	2
Archivist	1 11	$40,805	$66,586	1	0	1
Assistant Director	1 21	$80,963	$134,732	1	0	1
Box Office Manager	1 13	$47,823	$77,978	1	0	1
Box Office Supervisor	1 09	$34,445	$56,161	2	0	2
Bureau Manager	1 18	$68,697	$112,020	1	0	1
Contract & Program Administrator	1 14	$52,020	$86,041	1	0	1
Creative Designer & Production Manager	1 12	$44,339	$72,308	1	0	1
Curator	1 12	$44,339	$72,308	1	0	1
Director of Cultural Facilities, Arts, & Entertainment	1 24	$94,656	$162,302	1	0	1
Division Head	1 16	$60,149	$98,068	1	0	1
Education Manager	1 14	$52,020	$86,041	1	0	1
Event Coordinator	1 12	$44,339	$72,308	8	-2	6
Event Support Crew Member I	1 04	$23,333	$38,047	5	-3	2

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Event Support Crew Member II	1 06	$27,438	$44,737	10	-3	7
MacArthur Memorial Director	1 18	$68,697	$112,020	1	-1	0
Museum Attendant	1 04	$23,333	$38,047	2	0	2
Office Manager	1 09	$34,445	$56,161	1	0	1
Operations Manager	1 14	$52,020	$86,041	1	0	1
Public Information Specialist I	1 10	$37,337	$60,884	1	0	1
Public Relations Specialist	1 12	$44,339	$72,308	1	-1	0
Stage Crew Chief	1 11	$40,805	$66,586	1	0	1
Stage Production Manager	1 12	$44,339	$72,308	1	0	1
Total				50	-9	41

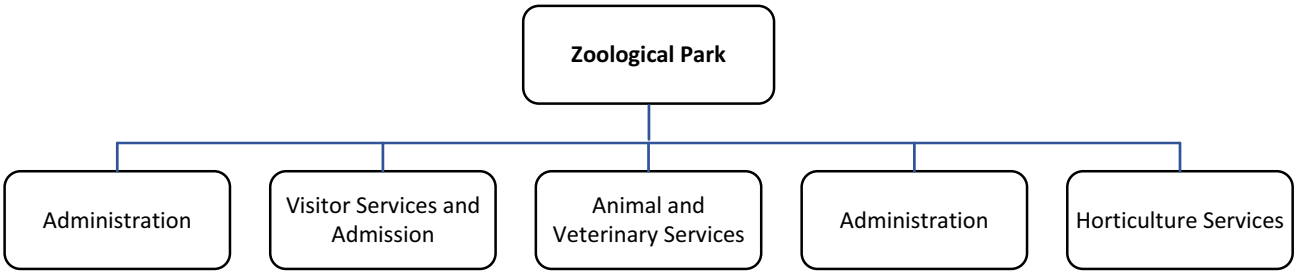
Zoological Park

Mission Statement

The Virginia Zoological Park is a conservation, education, and recreation organization dedicated to the sustainable reproduction, protection, and exhibition of animals, plants, and their habitats. This mission is abbreviated in the slogan, "education - recreation - research - conservation."

Department Overview

The Virginia Zoo is a hybrid organization that employs staff through the City of Norfolk and the Virginia Zoological Society. The Zoological Society provides support services in the following ways: facility enhancements, membership, fundraising, marketing and promotions, special events, education, and food and retail operations. The City of Norfolk support services include: animal services, veterinary services, horticulture services, operations/maintenance, visitor services/admissions, and administration. Animal services maintain the welfare of the animal collection. Veterinary services provide medical and veterinary care for the Zoo's animals. Horticulture services provide grounds maintenance for the Zoo's 53 acres including animal exhibits, flowerbeds, and plants. Operations/maintenance performs repairs, maintains the Zoo's infrastructure, and oversees safety and security. Visitor services manage the front entrance operations. Administration oversees visitor services, gate admissions, and the operations of the Zoo in regards to the capital and operating budgets.



Performance Measures

Goal					
Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk					
Objective					
Market cultural experiences available in Norfolk to the region and outside the region to increase attendance					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of zoo visitors	483,673	479,525	500,000	500,000	0
Objective					
Market cultural experiences available in Norfolk to the region and outside the region					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of social media messages sent to zoo members and the public to increase event participation and attendance	1,072	1,425	1,100	1,100	0

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of environmentally conscious vendors from which zoo acquires merchandise	6	6	8	8	0
Number of zoo exhibit renovations	50	14	14	14	0

Goal					
Increase lifelong learning access					
Objective					
Network and identify opportunities for partnership among regional colleges, universities, high schools, and businesses to provide vocational and technical training opportunities through a comprehensive intern and volunteer program					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of volunteers	825	775	170	170	0
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of partnerships to deliver educational programming in area schools	22	21	18	18	0

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of zoo staff receiving advanced training to create a vibrant leadership succession plan	32	45	71	71	0
Number of interns recruited from area colleges, universities, and vocational schools to work and learn at the zoo	17	15	20	20	0

Goal
Enhance efficient use and protection of natural resources
Objective
Create a culture of continuing sustainability by implementing educational and outreach programs to increase wildlife and environmental awareness

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of exhibits improved	15	20	22	22	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$2,876,713	$2,865,309	$3,047,353	$2,772,052
Materials, Supplies and Repairs	$759,655	$754,772	$733,923	$747,183
Contractual Services	$518,150	$527,358	$618,102	$544,241
Equipment	$150,538	$65,534	$63,916	$48,250
Total	$4,305,056	$4,212,973	$4,463,294	$4,111,726

Adopted FY 2021 Budget Actions

- **Increase funds for animal food and care** **FY 2021 $3,951** **FTE: 0**

  Technical adjustment to increase funds for animal feed and care. The number of animals at the Zoo has increased causing an increase in the purchase of hay, grain, produce, and other items to feed and care for the animals.

- **Reduce nonpersonnel budget** **FY 2021 ($55,000)** **FTE: 0**

  Service may be impacted. Aquatic management services will be brought in house to generate contractual savings. Travel costs will be reduced by encouraging virtual professional development. Animal acquisition and transportation costs will also be reduced.

- **Reduce staffing for operations** **FY 2021 ($115,281) FTE: -1**

  Service may be impacted. The department will restructure staff for daily operations.

- **Remove funds for part-time staff** **FY 2021 ($189,854) FTE: -4.6**

  Service will be impacted. The furlough of part-time Customer Service Representatives leaves the department with only two full-time employees to handle ticket sales. The department may need to use other staff members to help cover during peak hours.

- **Restructure staffing for Landscape and Facilities** **FY 2021 ($42,523) FTE: 0**

  No impact to service. The department views this program as a core service. In order to maintain service levels and generate cost savings they will reclassify one oversight position and furlough an additional position to focus on front-line horticulture and groundskeeping services.

- **Adjust costs for Fleet expenditures** **FY 2021 ($268) 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 2021 $16,936 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $19,995 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $21,361 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($10,885) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Zoological Park **Total: ($351,568) FTE: -5.6**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Animal Registrar	1 09	$34,445	$56,161	0	1	1
Assistant Supervisor of Animal Services	1 12	$44,339	$72,308	1	-1	0
Crew Leader II	1 10	$37,337	$60,884	1	0	1
Customer Service Representative	1 05	$25,179	$41,096	4.1	-4.1	0
Director of the Virginia Zoological Park	1 24	$94,656	$162,302	1	0	1
Equipment Operator III	1 08	$31,804	$51,864	1	-1	0
Financial Operations Manager	1 15	$56,314	$92,075	1	0	1
Groundskeeper	1 04	$23,333	$38,047	1	1	2
Horticulture Technician	1 05	$25,179	$41,096	3	1	4
Horticulturist	1 12	$44,339	$72,308	1	0	1
Landscape Coordinator I	1 11	$40,805	$66,586	1	-1	0
Lead Zookeeper	1 09	$34,445	$56,161	5	0	5
Office Manager	1 09	$34,445	$56,161	1	0	1
Operations Manager	1 14	$52,020	$86,041	1	-1	0
Security Officer	1 06	$27,438	$44,737	3	0	3
Veterinarian	1 14	$52,020	$86,041	1	0	1
Veterinary Technician	1 07	$29,391	$47,962	2	0	2
Visitor Services Assistant	1 05	$25,179	$41,096	1	0	1
Visitor Services Coordinator	1 08	$31,804	$51,864	1	0	1
Zoo Manager	1 13	$47,823	$77,978	2	0	2
Zookeeper	1 07	$29,391	$47,962	20.5	-0.5	20
Total				52.6	-5.6	47

Nauticus

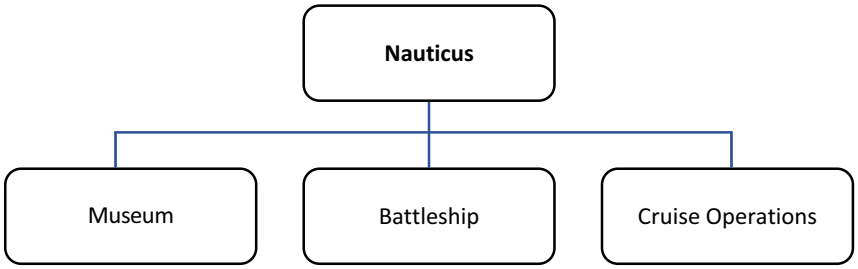
Mission Statement

Nauticus' mission is to (1) inspire and educate visitors from across the country with engaging and interactive experiences and (2) serve as an economic catalyst by generating revenue from museum admission, event rentals, and cruise ship operations. Nauticus not only seeks to create additional direct revenue for the city by managing these assets, but also to generate a larger "footprint" as museum guests and cruise passengers park, eat, shop, and stay in Downtown Norfolk.

Department Overview

The Nauticus campus is a valued community resource and major tourist destination, attracting nearly 370,000 visitors annually. Appealing to diverse audiences, Nauticus explores the economic, naval, and natural power of the sea. The Center features hands-on exhibits, marine life, 3D movies, educational programs that meet the Virginia Standards of Learning (SOLs), the awe-inspiring Battleship Wisconsin - one of the largest and last battleships built by the U.S. Navy, the Hampton Roads Naval Museum, the Banana Pier Gift Shop, the Dockside Cafe, and the Nauticus Marina.

Nauticus also operates the Sail Nauticus Community Sailing Center, which offers sailing instruction and other sailing programs primarily to underserved populations; and the Peter G. Decker Half Moone Cruise Center, which has welcomed more than 520,000 passengers, 135,000 crew members, and 360,000 event attendees since opening in 2007, contributing more than $11 million in direct revenue and nearly $63 million in indirect impact for the city. In addition, the campus' special event business is robust and generates rental income as well as parking and other revenue from event attendees. Nauticus also has a growing membership program and a core of dedicated and active volunteers. Among Nauticus' signature programs is Dickens' Christmas Towne, an immersive walk-through holiday experience in Victorian London, which draws almost 30,000 visitors annually.



Performance Measures

Goal					
Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk					
Objective					
Increase the number of visitors to Nauticus by expanding the variety of programs, targeting various demographic groups including the creative class					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of visitors to Nauticus	341,704	368,615	237,000	237,000	0
Objective					
Increase Norfolk's reputation as a premier cruise ship port of call by improving factors that make cruising from Norfolk more attractive to both cruise patrons and international cruise lines					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of cruise ship passengers and crew	46,226	53,341	45,000	45,000	0

Goal					
Increase lifelong learning access					
Objective					
Establish Nauticus as a premium community resource for informal education by developing fun and engaging educational programs that leverage the unique environment of the Battleship Wisconsin and other campus assets					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Attendance at Battleship Wisconsin programs	23,586	20,899	25,100	25,100	0

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Use of Money and Property	$1,034,475	$0	$0	$0
Charges for Services	$2,449,385	$2,242,608	$2,765,984	$2,140,000
Miscellaneous Revenue	$21,373	$36,732	$25,888	$25,000
Recovered Costs	$0	$0	$24,472	$24,472
Other Sources and Transfers In	$1,515,525	$1,545,314	$1,617,148	$1,689,289
Total	$5,020,758	$3,824,654	$4,433,492	$3,878,761

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$2,827,244	$2,173,621	$2,447,161	$1,994,451
Materials, Supplies and Repairs	$1,011,825	$1,059,025	$1,264,701	$1,236,693
Contractual Services	$799,881	$559,646	$692,360	$620,347
Equipment	$17,700	$32,362	$29,270	$27,270
Department Specific Appropriation	$364,108	$0	$0	$0
Total	$5,020,758	$3,824,654	$4,433,492	$3,878,761

Adopted FY 2021 Budget Actions

- **Adjust funding for printing services based on utilization** **FY 2021 $20,000 FTE: 0**

  Technical adjustment to align the funds for contractual printer and copier services based on utilization. Departments are being billed directly for utilization of printer and copier services.

- **Reduce funds for cruise terminal marketing** **FY 2021 ($19,013) FTE: 0**

  Service will be impacted. This action will reduce funds used to market Norfolk and the Cruise Terminal as a great destination for cruise lines. Reduced marketing may lead to fewer cruise ship visits and less revenue.

- **Reduce operational budget** **FY 2021 ($103,000) FTE: 0**

  No impact to service. This action is a technical adjustment to align funding with anticipated utilization.

- **Reduce staffing for Museum Operations** **FY 2021 ($57,936) FTE: -1**

  No impact to service. This action furloughs one position in the Museum Operations program. This action will reduce expenses while continuing to provide the level of service that guests have come to expect while touring the USS Wisconsin and the Nauticus Museum.

- **Remove funds for part-time staff** **FY 2021 ($350,071) FTE: 0**

  Service will be impacted. Part-time staff are critical to the visitor experience at Nauticus and the Battleship Wisconsin to assist with admissions, guest services, and large scale cruise operations. When public health conditions allow for re-opening, bringing back part-time staff will need to be supported by the ability to generate sufficient revenue to cover personnel cost.

- **Adjust costs for Fleet expenditures** **FY 2021 ($8) 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 2021 $4,165 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $14,327 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $21,707 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($84,902) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Nauticus **Total: ($554,731) FTE: -1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant III	1 13	$47,823	$77,978	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Assistant Director	1 21	$80,963	$134,732	1	0	1
Business Manager	1 13	$47,823	$77,978	1	0	1
Carpenter II	1 09	$34,445	$56,161	2	0	2
Crew Leader I	1 09	$34,445	$56,161	1	0	1
Curator	1 12	$44,339	$72,308	1	-1	0
Director of Maritime Center	1 24	$94,656	$162,302	1	0	1
Education Specialist	1 07	$29,391	$47,962	4	0	4
Electronics Technician I	1 08	$31,804	$51,864	1	0	1
Electronics Technician II	1 10	$37,337	$60,884	1	0	1
Event Coordinator	1 12	$44,339	$72,308	0	1	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Exhibits Manager / Designer	1 13	$47,823	$77,978	1	0	1
Maintenance Mechanic II	1 08	$31,804	$51,864	1	0	1
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Manager of Visitor Services	1 12	$44,339	$72,308	2	-1	1
Operations Manager	1 14	$52,020	$86,041	2	-1	1
Sales Representative	1 11	$40,805	$66,586	1	0	1
Support Technician	1 05	$25,179	$41,096	1	0	1
Visitor Services Assistant	1 05	$25,179	$41,096	1	0	1
Visitor Services Coordinator	1 08	$31,804	$51,864	1	0	1
Visitor Services Specialist	1 10	$37,337	$60,884	1	1	2
Total				28	-1	27

Slover Library

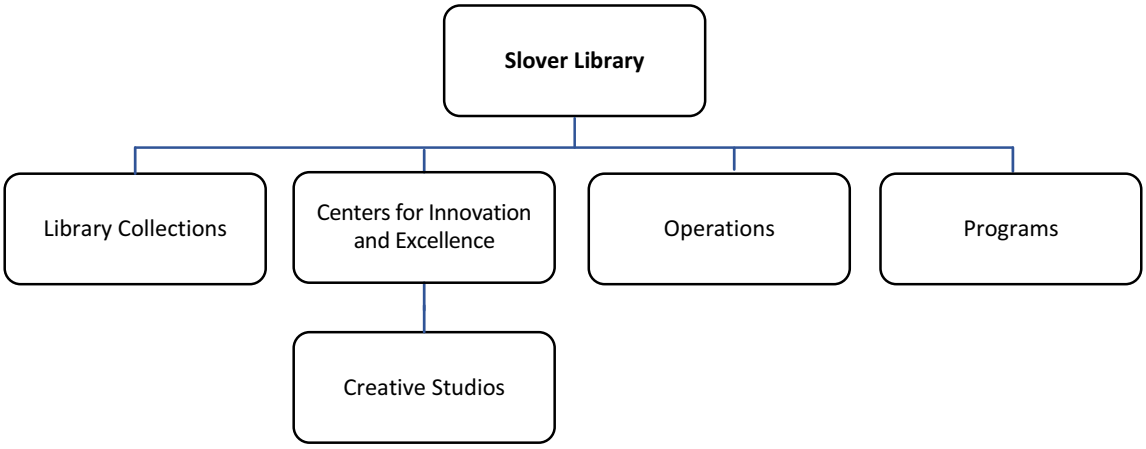
Mission Statement

Slover Library is a lighthouse of community lifelong learning, civic engagement, and innovative spaces for citizens throughout the region.

Department Overview

Slover Library cultivates regional relationships and stimulates economic growth through community-focused programs and cultural exhibits, as well as hosts beautiful spaces for meetings, events, and city-wide initiatives. With support from the Slover Library Foundation, Slover Library fosters engaging dialogues with leaders and luminaries, and facilitates strategic investment in technological innovations in support of its mission.

During its fifth year of operation, Slover Library will continue to foster regional relationships and stimulate economic growth by offering state-of-the-art library, technology, and educational services. Through programs, exhibits, meetings, events, and outreach, Slover is the "village green for the community." It serves as that safe third place beyond home and school where citizens meet to discuss and solve community issues. The Slover Library Foundation supports the library's ever-changing technology needs and improvements and accepts community donations to support programs and activities. The coming year, staff and divisions will focus on media technology upgrades and volunteer recruitment. The Centers of Innovation and Engagement will continue to grow through the addition of a community-supported business center and the City Council's Lifelong Learning initiative. These programs will have new leadership, private and grant funding, and focus. Lastly, and overall strategic plan will be developed to guide stakeholders as to the next "big thing" for Slover Library.



Performance Measures

Goal
Operate a world-class library
Objective
Offer state-of-the-art library, technology, and educational services through programs, exhibits, meetings, events, and outreach

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number materials circulated annually (New measure for FY 2020)	0	0	200,000	200,000	0
Number patrons visiting annually (New measure for FY 2020)	0	0	325,000	325,000	0
Number of memberships (New measure for FY 2020)	0	0	24,000	24,000	0

Goal
Enhance community learning and civic engagement
Objective
Advance community learning and civic engagement by investing in meaningful and accessible technological experiences

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of volunteer intern and student hours (New measure in FY 2020)	0	0	8,000	8,000	0
Digital engagement with public audiences (New measure in FY 2020)	0	0	100,000	100,000	0
Grants and other non-city funding to support Slover services and programs (New measure in FY 2020)	0	0	290,000	290,000	0
Number of programs and events offered (New measure in FY 2020)	0	0	3,250	3,250	0
Number of program and events participants (New measure in FY 2020)	0	0	60,000	60,000	0

Objective					
Increase awareness and usage of regionally unique resources located at Slover Library					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of calls and in-person inquiries to Sargeant Memorial Collection for obituaries, property ownership and photograph searches (New measure in FY 2020)	0	0	500	500	0
Number of hours of patron use of Creative Studios (New measure for FY 2020)	0	0	6,400	6,400	0
Program attendance in Creative Studios (New measure in FY 2020)	0	0	1,460	1,460	0
Number of projects produced in Creative Studios (New measure in FY 2020)	0	0	1,600	1,600	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$0	$0	$2,099,546	$2,008,880
Materials, Supplies and Repairs	$0	$21,164	$49,000	$90,300
Contractual Services	$0	$20,562	$266,888	$195,152
Equipment	$0	$39,568	$330,000	$249,596
Total	$0	$81,294	$2,745,434	$2,543,928

Slover Library was established as a stand-alone department in FY 2019. Previously, it was a division of Libraries.

Adopted FY 2021 Budget Actions

- **Adjust funding for printing services based on utilization** **FY 2021 $10,000 FTE: 0**

  Technical adjustment to align the funds for contractual printer and copier services based on utilization. Departments are being billed directly for utilization of printer and copier services.

- **Increase funds for technology software maintenance** **FY 2021 $16,700 FTE: 0**

  Technical adjustment to increase funds for various software licenses in the areas of creative studios, facility rental, scheduling, marketing and general information technology. The agreement between the city and the Slover Library Foundation is that the Foundation will outfit studios and sponsor technology projects and then turn the equipment, software and peripherals over to the city to maintain.

- **Transfer Sargeant Memorial Collection** **FY 2021 ($31,104) FTE: 0**

  Technical adjustment to transfer operational management and funding of the Sargeant Memorial Collection (SMC) from Slover Library to Norfolk Public Libraries. The Sargeant Memorial Collection focuses on history and genealogy services for the public. A corresponding transfer can be found in Norfolk Public Libraries.

- **Remove funds for part-time staff** **FY 2021 ($450,000) FTE: 0**

  Service will be impacted. This action continues the furlough of part-time positions. Slover is heavily reliant on part-time staff across all seventeen of it's service points. The continued furlough will result in a diminished visitor experience and reduced programming.

- **Adjust required contribution to the city retirement system** **FY 2021 ($61,460) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $14,253 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $13,106 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $286,999 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Slover Library **Total: ($201,506) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Executive Director - Slover Library	1 21	$80,963	$134,732	1	0	1
Information Technology Trainer	1 12	$44,339	$72,308	2	0	2
Librarian I	1 11	$40,805	$66,586	3	0	3
Librarian II	1 14	$52,020	$86,041	1	0	1
Library Assistant II	1 06	$27,438	$44,737	5	0	5
Library Associate I	1 08	$31,804	$51,864	8	0	8
Library Associate II	1 09	$34,445	$56,161	5	0	5
Media Production Specialist	1 12	$44,339	$72,308	2	0	2
Total				27	0	27

Recreation, Parks and Open Space

Mission Statement

The Department of Recreation, Parks and Open Space enriches the quality of life for residents by providing choices and opportunities for Norfolk residents to recreate, along with developing and operating a full spectrum of recreational services for youth, adults, and special populations, while ensuring the management and maintenance of the city's parks, playgrounds, beaches, urban forestry, and city-owned cemeteries.

Department Overview

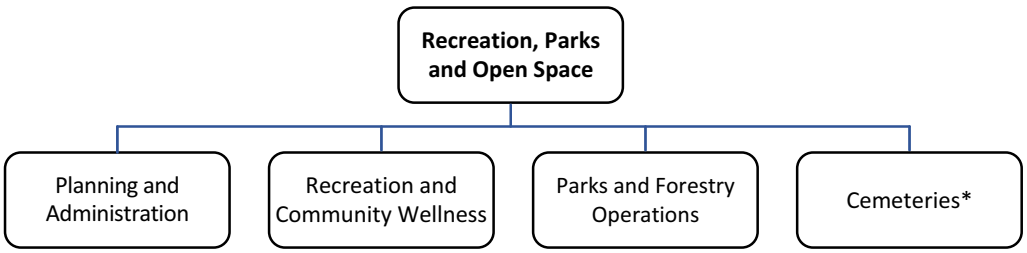
The Department of Recreation, Parks and Open Space consists of four bureaus:

The Bureau of Planning and Administration is comprised of two divisions: Business Services and Support, and Park Planning and Development. The bureau provides accounting, budgeting, communications and marketing; human resource and financial guidance; services and compliance; policy development and monitoring; technology support; and provides landscape architecture and development for city projects, improving and updating departmental amenities and facilities as well as review of private landscape projects; and oversight of the NRPA/ CAPRA Accreditation process.

The Bureau of Recreation and Community Wellness is comprised of three divisions: Aquatics and Water Activities, Athletics and Special Services, and Recreation and Leisure Activities. The bureau operates the city's recreation centers and provides opportunities for instructional classes and citywide athletics to include aquatic instructional programs and open swimming, league and open play, senior activities, and therapeutic programs. The bureau also focuses on providing strategic direction, comprehensive recreational programs, and activities for the city's youth, adults, seniors, and special populations. Youth programming is accomplished by overseeing elementary, middle, and high school youth programming, such as before and after school programs and summer camps as well as youth development; Norfolk Emerging Leader (NEL) and NEL Executive Internship programs.

The Bureau of Parks and Forestry Operations is comprised of two divisions: Forestry and Conservation, and Landscape Services. The bureau is responsible for management and maintenance of the city's urban canopy consisting of street trees, trees on public property, over 25,000 acres of open space, and the city nursery. The bureau provides grounds maintenance services for all parks, public buildings, roadway medians, public schools, athletic fields, and city parcels. Additionally, the bureau maintains and manages seven miles of public beaches.

The Bureau of Cemeteries works closely with the Bureau of Parks and Forestry Operations to operate and maintain the eight city-owned cemetery locations throughout the city. The activities of Cemeteries are presented in the Special Revenue Fund section.



*Shown also in the Special Revenue Section

PERFORMANCE MEASURES

Goal					
Enhance the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds and tree canopy					
Objective					
Improve maintenance of public property and infrastructure					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of street tree pruning requests received	1,392	1,199	1,500	1,500	0
Percent of city covered by tree canopy	25	25	33	33	0
Acreage of parks improved in a given fiscal year	19	5.4	5	5	0
Number of athletic facility improvements	24	8	5	5	0
Percent of city properties maintained on a 10-12 working days or less mowing cycle	91	97	90	90	0
Percent of street tree pruning requests fulfilled	32	22	45	45	0

Goal
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services
Objective
Increase access to activities and resources, such as recreation center programs and events that promote healthy lifestyles

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of participants in water safety instructional programs, including Schoolsplash, Summerplunge, etc.	30,943	16,923	25,000	25,000	0
Number of participants in youth and adult sports	6,042	9,472	6,000	6,000	0
Number of participants in recreation programming	72,912	254,784	73,000	73,000	0
Daily average attendance at indoor pools	542	500	600	600	0
Average daily attendance at recreation and community centers	6,743	6,437	6,500	6,500	0

Goal
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services
Objective
Enhance resident teens' capacity to shape neighborhoods and communities by developing community projects, events and/or programs

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of Norfolk Youth projects and events	15	10	10	10	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$13,860,308	$13,749,252	$15,589,304	$9,725,155
Materials, Supplies and Repairs	$1,533,028	$1,628,077	$1,409,575	$1,686,883
Contractual Services	$1,794,907	$1,520,807	$1,063,551	$1,226,779
Equipment	$28,587	$214,931	$29,388	$34,032
Total	$17,216,830	$17,113,067	$18,091,818	$12,672,849

ADOPTED FY 2021 BUDGET ACTIONS

- **Support Elizabeth River Trail maintenance** **FY 2021 $10,000 FTE: 0**

  Provide funds for Elizabeth River Trail maintenance including mowing, trash pick up, and landscaping. The Elizabeth River Trail provides residents and visitors with an opportunity to bike, walk, or run through historic, residential, commercial, and scenic areas of Norfolk. Along the trail are various amenities including wifi, parking, kayak launches, marinas, parks, and access to public transportation.

- **Transfer Community Resource Centers' operations to Libraries** **FY 2021 ($124,272) FTE: -1**

  Technical adjustment to transfer operational management and funding of the Community Resource Centers from Recreation, Parks, and Open Space to Norfolk Public Libraries. The Community Resource Center services better align with the core service areas provided by Norfolk Public Libraries. A corresponding adjustment can be found in Libraries.

- **Remove funds for part-time staff** **FY 2021 ($2,254,112) FTE: 0**

  Service will be impacted. This action continues the furlough of part-time positions. Part-time staff primarily supports beach operations, recreation center programming, and the Norfolk Emerging Leaders (N.E.L.) program.

- **Restructure programmatic services** **FY 2021 ($2,032,478) FTE: -45.3**

  Service will be impacted. As a result of this action fewer recreation and community centers will be open amid the COVID-19 health crisis. This will result in fewer available locations to take classes, exercise, and participate in other activities. Facilities planned to be reopened are East Ocean View Recreation Center, Norview Community Center, Lambert's Point Community Center, Berkley Community Center, Norfolk Fitness and Wellness Center, and Huntersville Community Center. With the furlough of temporary staffing, permanent positions will backfill the hours normally provided by temporary staff at these locations. After redeployment of permanent staff, 46 remaining positions will be furloughed or eliminated.

- **Suspend Aquatics program** **FY 2021 ($517,952) FTE: -3**

  Service will be impacted. As a result of this action aquatic services will be modified due to public health concerns with COVID-19. Two vacant positions will be eliminated. One position will be furloughed.

- **Reduce citywide maintenance of trees and shrubs** **FY 2021 ($160,681) FTE: -4**

  Service will be impacted. As a result of this action, maintenance, pruning, removal, and installation of trees and shrubbery will be less frequent throughout the year. Four vacant positions will be eliminated.

- **Reduce project management capacity** **FY 2021 ($124,674) FTE: -2**

  Service will be impacted. This action will result in reduced capacity including increased timelines for analysis, design, and response for projects. One vacant position will be eliminated. One position will be furloughed.

- **Reduce funds for supplies** **FY 2021 ($100,000) FTE: 0**

  Service will be impacted. This action will result in reduced supplies which will increase electronic communications and reports. There will be a decrease in rentals, promotional activities, and marketing for department programs.

- **Suspend the Norfolk Emerging Leaders program** **FY 2021 ($75,920) FTE: 0**

  Service will be impacted. As a result of this action, most of the Norfolk Emerging Leaders (N.E.L.) program is being suspended for FY 2021. The suspension of this program is primarily a public health decision rather than a financial decision. Nonpersonnel expenditures will not be needed. Staffing expenditures for the program are included in the temporary staffing reduction.

- **Reduce program outreach capacity** **FY 2021 ($32,024) FTE: -1**

  Service will be impacted. This action will result in fewer opportunities for events and programs at parks. Park patrols will be restructured. One vacant position will be eliminated.

- **Adjust costs for Fleet expenditures** **FY 2021 ($5,886) 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 2021 ($54,868) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $83,309 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $155,106 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($184,517) FTE: -1.8**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Recreation, Parks and Open Space **Total: ($5,418,969) FTE: -58**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Applications Analyst	1 14	$52,020	$86,041	1	0	1
Architect III	1 17	$64,260	$104,872	2	-1	1
Architect IV	1 18	$68,697	$112,020	1	0	1
Assistant Director	1 21	$80,963	$134,732	1	0	1
Athletics Groundskeeper	1 07	$29,391	$47,962	3	0	3
Bureau Manager	1 18	$68,697	$112,020	3	0	3
City Forester	1 15	$56,314	$92,075	1	0	1
Director of Recreation, Parks, & Open Spaces	1 24	$94,656	$162,302	1	0	1
Division Head	1 16	$60,149	$98,068	4	0	4
Equipment Operator II	1 07	$29,391	$47,962	15	0	15
Equipment Operator III	1 08	$31,804	$51,864	7	0	7
Equipment Operator IV	1 09	$34,445	$56,161	1	0	1
Facilities Manager	1 13	$47,823	$77,978	3	0	3
Financial Operations Manager	1 15	$56,314	$92,075	1	0	1
Fiscal Monitoring Specialist I	1 11	$40,805	$66,586	1	0	1
Forestry Crew Leader	1 11	$40,805	$66,586	6	0	6
Forestry Supervisor	1 14	$52,020	$86,041	1	0	1
Geographic Information Systems Technician II	1 11	$40,805	$66,586	1	-1	0
Groundskeeper	1 04	$23,333	$38,047	16	0	16
Groundskeeper Crew Leader	1 09	$34,445	$56,161	21	0	21
Horticulture Technician	1 05	$25,179	$41,096	2	0	2
Horticulturist	1 12	$44,339	$72,308	1	0	1
Lifeguard	1 04	$23,333	$38,047	14	0	14
Maintenance Mechanic I	1 06	$27,438	$44,737	4	0	4
Maintenance Mechanic II	1 08	$31,804	$51,864	3	0	3
Maintenance Supervisor II	1 12	$44,339	$72,308	6	0	6
Messenger/Driver	1 02	$20,099	$32,778	1.9	-1.9	0
Office Assistant	1 03	$21,646	$35,301	2	-2	0
Office Manager	1 09	$34,445	$56,161	1	0	1
Park Ranger	1 07	$29,391	$47,962	5	-1	4

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Programs Manager	1 15	$56,314	$92,075	0	1	1
Project Coordinator	1 13	$47,823	$77,978	1	-1	0
Recreation Specialist	1 09	$34,445	$56,161	32.9	-19.9	13
Recreation Supervisor	1 12	$44,339	$72,308	20	-17	3
Recreation Supervisor, Senior	1 13	$47,823	$77,978	8	-5	3
Staff Technician I	1 08	$31,804	$51,864	0	1	1
Staff Technician II	1 09	$34,445	$56,161	2	-2	0
Support Technician	1 05	$25,179	$41,096	0.9	-0.9	0
Therapeutic Recreation Specialist	1 09	$34,445	$56,161	4.4	-3.4	1
Tree Trimmer I	1 08	$31,804	$51,864	3	-1	2
Tree Trimmer II	1 10	$37,337	$60,884	6	-3	3
Total				209	-58	151

Central and Outside Agency Appropriations

This page intentionally left blank

Central Appropriations

The City of Norfolk provides funds for programs and services not directly attributable to specific city departments through Central Appropriations. These funds are used for a variety of purposes, including supplemental compensation and benefit payments to employees and retirees, economic development initiatives, support for citywide strategic priority programs, sponsorship for local events, insurance premiums and claims, and operating contingencies. Central Appropriations also provides support to eight city-owned cemeteries.

Central Appropriations is divided into four categories:

Compensation and Benefits: Funds are designated for employee benefit payouts, unemployment compensation, worker's compensation claims, costs related to staffing and organizational redesign, an estimate of savings related to citywide vacancy savings, and city retirement supplement for eligible grant-funded positions.

General Administration: Funds are designated for citywide strategic priorities, such as resilience initiatives; economic development initiatives for business retention and development; employee recognition events and parking; and sponsorships to support local events.

Risk Management: Funds are designated for the payment of insurance premiums and general liability, property, and automobile claims in addition to associated legal fees. Operating contingency funds are used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.

Transfers Out: Funds are used to support operations for Cemeteries and Emergency Preparedness and Response.

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Compensation and Benefits					
Line of Duty Act Benefit for public safety personnel injured or killed in the line of duty	1,331,232	1,288,106	1,411,105	1,321,920	-89,185
Citywide Healthcare Savings Realize healthcare utilization savings	0	0	-184,700	0	184,700
Retiree Benefit Reserve Death benefit to eligible retirees	20,000	10,000	45,000	45,000	0
Retiree Healthcare City supplement to monthly healthcare premiums paid by participating retirees.	53,350	47,095	126,800	126,800	0
Retiree Supplement Funds for one-time supplement for retirees who met specific service time and income requirements	591,495	0	0	0	0
Retirement Contributions City supplement for grant-funded positions.	0	0	157,462	176,506	19,044
Staffing and Organizational Redesign Expenses related to strategic personnel actions.	0	0	200,000	425,000	225,000

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Compensation and Benefits					
Unemployment Compensation Unemployment insurance claim payments	129,477	145,065	220,000	220,000	0
Virginia Worker's Compensation Claim payments, related third-party administration, and state taxes	4,938,755	5,502,845	5,218,486	5,337,671	119,185
Subtotal	**7,064,309**	**6,993,111**	**7,194,153**	**7,652,897**	**458,744**
General Administration					
Advisory Services Urban design consulting	425,000	425,000	425,000	425,000	0
Boards and Commission Expenses[1] Expenditures associated with Norfolk boards and commissions	0	0	28,445	28,445	0
Development Initiatives Support for business retention, feasibility analysis, and development initiatives.	863,000	836,571	813,000	778,000	-35,000
Employee Recognition Incentive Support for employee recognition events	71,674	64,353	75,000	75,000	0
Reimbursement for COVID-19 Federal and State estimate for eligible expenditures relating to the impact of COVID-19 on city operations	0	0	0	-5,000,000	-5,000,000

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Establish Central Turnover Estimate of citywide annual vacancy savings	0	0	-3,000,000	-3,187,500	-187,500
Furlough Days Estimate of citywide one-time personnel savings for five furlough days	0	0	0	-1,750,000	-1,750,000
Gainsharing Program					
Ongoing savings	0	0	-500,000	-500,000	0
Incentive Payments	0	11,512	250,000	250,000	0
GPS Fleet Tracking System Support GPS tracking system for Fleet Maintenance	32,793	42,959	70,000	70,000	0
Housing Trust Fund Funds to support the Housing Trust Fund initiatives	700,000	700,000	0	0	0
Municipal Parking - Long-term City Parking Support for city employee parking costs	1,149,038	1,349,038	1,549,038	1,749,038	200,000
Municipal Parking - Development Parking incentives	282,855	285,843	319,100	319,100	0
Resilience Initiatives[2]	0	972,561	1,925,500	850,000	-1,075,500
Smart Processing Support for the Smart Processing Initiative	160,239	250,328	250,000	250,000	0

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Special Programs and Sponsorships Support for local events	184,210	163,600	180,000	180,000	0
Subtotal	**3,868,809**	**5,101,765**	**2,385,083**	**-5,462,917**	**-7,848,000**
Risk Management and Reserves					
Claim Payments and Insurance General liability, property and automobile insurance, and associated legal fees	5,388,100	4,600,044	3,881,600	4,131,600	250,000
Operating Contingency Contingency funds for unforeseen challenges that may occur during the year	0	314,973	1,000,000	650,000	-350,000
Subtotal	**5,388,100**	**4,915,017**	**4,881,600**	**4,781,600**	**-100,000**
Transfers Out					
Cemeteries Support Support for operations	112,148	494,398	447,637	220,070	-227,567
Emergency Preparedness Support Support for operations	570,834	386,784	1,171,660	1,364,343	192,683
Subtotal	**682,982**	**881,182**	**1,619,297**	**1,584,413**	**-34,884**
Central Appropriations Total	**17,004,200**	**17,891,075**	**16,080,133**	**8,555,993**	**-7,524,140**

[1]Actual amounts reflect expenditures made directly from this budget line. Budgeted amounts may have been transferred to other city departments for expenditure. Actual expenditures for such transfers are reflected in the respective city departments.

[2] The FY 2021 budget carries forward $850,000 of unspent FY 2019 designated funds to be utilized for resilience projects in FY 2021. The one cent Real Estate Tax designation for FY 2021 will be used to fund general city operations in response to the estimated General Fund revenue loss of $40 million resulting from the COVID-19 pandemic.

OUTSIDE AGENCIES

The City of Norfolk recognizes partnerships with outside organizations and agencies as vital to optimally support citywide priorities. These agencies provide services, programming, and events the city cannot provide alone. The city partners directly with outside agencies through funding for operational support or in support of a new initiative. Having a wider range of cultural and entertainment amenities contributes to the economic health of the city and augments its attractiveness as a potential locale for business relocation.

NORFOLK CONSORTIUM

Arts and culture are integral to community attachment and satisfaction in the City of Norfolk. Arts and culture organizations help identify the underlying character, the unique meaning, and value of the city. The city's intrinsic nature is ever changing and evolving to meet the needs of the community. To preserve and enhance this local identity and uniqueness, the Norfolk Consortium was created in FY 2012. Through the Consortium, the city's large event organizations encourage collaborative service delivery, revenue growth, reduce duplication, and co-sponsor large scale events. The Consortium's contribution is invaluable to the city's economic vitality, quality of life, and sense of place. These member organizations define the City of Norfolk as the cultural center of the Hampton Roads region.

Consortium members include: Arts and Entertainment, Chrysler Museum, Cultural Facilities, MacArthur Memorial, Norfolk Botanical Garden, Norfolk Commission on the Arts and Humanities, Norfolk Convention and Visitor's Bureau (Visit Norfolk), Norfolk Festevents, Norfolk NATO Festival, Nauticus, Virginia Arts Festival, Virginia Opera, Virginia Stage Company, Virginia Symphony, and Virginia Zoo.

Through a strategic and holistic approach, sponsored activities result in increased revenues and a leveraging of non-city resources. Financial support in FY 2021 is provided through the General Fund and other sources:

Norfolk Consortium Financial Support	
Source	**FY 2021 Adopted**
General Fund Member Support[1]	$6,874,328
Norfolk Consortium Bed Tax[2]	$784,000
Public Amenities	$3,500,000
Flat Bed Tax dedicated to Visit Norfolk[2]	$784,000
Total	**$11,942,328**

[1]Does not include General Fund support for city departments: Nauticus, MacArthur Memorial, Virginia Zoo, and Cultural Facilities, Arts and Entertainment.

[2]Actual amounts distributed from bed tax may vary depending on actual revenue collected.

Norfolk Consortium Member Funding

Consortium Member Support (does not include city departments)		
Member	**FY 2020 Adopted**	**FY 2021 Adopted**
Chrysler Museum of Art	$2,928,047	$2,600,106
Norfolk Botanical Garden	$1,232,497	$1,094,457
Norfolk Commission on the Arts and Humanities	$248,338	$220,524
Norfolk Convention and Visitor's Bureau (Visit Norfolk)	$4,925,304	$4,185,310
Norfolk Festevents	$2,240,820	$1,989,848
Norfolk NATO Festival	$185,063	$164,336
Virginia Arts Festival	$982,851	$872,772
Virginia Opera	$318,255	$282,610
Virginia Stage Company	$293,755	$260,854
Virginia Symphony	$305,755	$271,510
Citywide Marketing	$100,500	$0
TOTAL	**$13,761,185**	**$11,942,328**

Outside Agency Funding

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Grant Providers on Behalf of City					
Norfolk Commission on the Arts and Humanities Pass through grants to arts agencies; housed in Cultural Facilities, Arts and Entertainment	260,063	248,338	248,338	220,524	-27,814
Norfolk Department of Human Services Grants[1] Pass through grants to local social services agencies; managed by Department of Human Services	0	0	662,177	400,000	-262,177
SUBTOTAL	**260,063**	**248,338**	**910,515**	**620,524**	**-289,991**
Funds to Community Partners					
Downtown Norfolk Council General operating support	60,000	120,000	120,000	108,000	-12,000
Eastern Virginia Medical School General operating support	709,348	709,348	709,348	638,413	-70,935
Friends of Fred Huette General operating support	17,500	17,500	17,500	15,750	-1,750
The Governor's School for the Arts General operating support	50,000	50,000	50,000	45,000	-5,000
Garden of Hope (Second Chances) General operating support	435,000	435,000	435,000	391,500	-43,500

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Funds to Community Partners					
Global Institute for Empowerment and Leadership Development (GIELD)[2] General operating support	0	20,000	0	0	0
Legal Aid Society of Eastern Virginia General operating support	8,364	9,964	9,964	8,968	-996
The Literacy Partnership General operating support	50,000	50,000	0	0	0
Norfolk Behavioral Health Docket General operating support	0	0	0	0	0
Norfolk Criminal Justice Services Funds to supplement state grant	158,932	158,932	88,932	88,932	0
Norfolk Sister City Association General operating support	65,000	65,000	65,000	58,500	-6,500
Hampton Roads Workforce Council (Opportunity Inc.) Workforce development	61,598	61,598	61,598	61,598	0
Southside Boys and Girls Club at Diggs Town General operating support	0	75,000	75,000	67,500	-7,500
St. Mary's Home for the Disabled General operating support	20,000	20,000	20,000	18,000	-2,000
St. Paul's Community Development Corporation General Operating Support	0	0	300,000	0	-300,000

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Funds to Community Partners					
Square One General operating support	37,336	37,336	37,336	33,602	-3,734
Teens with a Purpose General operating support (Youth Leadership/Development)	0	0	0	54,000	54,000
The Urban Renewal Center[2] General operating support (Youth Leadership Camp)	0	0	20,000	18,000	-2,000
SUBTOTAL	**1,673,078**	**1,829,678**	**2,009,678**	**1,607,763**	**-401,915**
Public-Private Partnerships for City-Owned Facilities					
Chrysler Museum General operating support	2,917,832	2,921,902	2,928,047	2,600,106	-327,941
Nauticus Foundation Incentive Agreement - provides 50 percent of admission receipts in excess of $1.8 million in FY 2021	0	152,075	222,992	125,000	-97,992
Nauticus Foundation - Exhibits[3]	0	0	250,000	125,000	-125,000
Norfolk Botanical Gardens General operating support	1,226,659	1,228,985	1,232,497	1,094,457	-138,040
Norfolk Botanical Gardens - Capital Campaign[3]	0	0	100,000	0	-100,000

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Virginia Zoo Society General operating support	487,500	325,000	325,000	162,500	-162,500
Incentive Agreement - provides 50 percent of gate receipts in excess of $1.86 million in FY 2021	219,057	332,200	295,000	212,500	-82,500
SUBTOTAL	**4,851,048**	**4,960,162**	**5,353,536**	**4,319,563**	**-1,033,973**
Public-Private Partnerships for Tourism and Special Event Organizations					
Arts and Culture Activities General support	0	0	50,000	0	-50,000
Caribfest General operating support	50,000	50,000	50,000	45,000	-5,000
Hampton Roads Pride General operating support	50,000	50,000	50,000	45,000	-5,000
Hampton Roads Sports Commission General operating support	36,000	36,000	36,000	0	-36,000
Junior Olympics FY 2019 completes three-year commitment to support Junior Olympics.	35,300	35,300	0	0	0
Norfolk Consortium[4] Citywide Marketing Efforts	60,000	0	100,500	0	-100,500
Norfolk Convention and Visitors Bureau (Visit Norfolk) General operating support	3,842,118	3,828,746	3,830,304	3,401,307	-428,997
Revenue from $1 flat bed tax	965,389	1,045,114	1,095,000	784,000	-311,000

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Norfolk Festevents	2,085,363	2,159,329	2,144,632	1,896,160	-248,472
General operating support					
Jazz Festival	71,188	71,188	71,188	71,188	0
Ocean View Programming	0	25,000	25,000	22,500	-2,500
Norfolk Festevents Subtotal	2,156,551	2,191,517	2,240,820	1,989,848	-250,972
Public-Private Partnerships for Tourism and Special Event Organizations					
Virginia Arts Festival	795,523	806,601[5]	817,555	730,227	-87,328
General operating support					
Special funding for Virginia Tattoo and Dance Series	165,438	163,081[5]	165,296	142,545	-22,751
Norfolk NATO Festival	179,226	181,551	185,063	164,336	-20,727
Virginia Arts Festival Subtotal	1,140,187	1,151,233	1,167,914	1,037,108	-130,806
Virginia Opera	309,500	312,988	318,255	282,610	-35,645
General operating support					
Virginia Stage Company	285,000	288,488	293,755	260,854	-32,901
General operating support					
Virginia Symphony	297,000	300,488	305,755	271,510	-34,245
General operating support					
SUBTOTAL	**9,227,045**	**9,353,874**	**9,538,303**	**8,117,238**	**-1,421,065**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Public Partnerships to Provide Services					
Hampton Roads Transit (HRT)					
Light rail transit (LRT) service	6,589,205	6,824,490	6,239,381	5,984,853	-254,528
Advance capital	552,844	550,263	554,350	556,789	2,439
Commission expense	203,940	193,751	197,749	180,818	-16,931
Ferry service	390,560	227,471	117,603	161,719	44,116
Paratransit	2,273,134	2,184,036	2,468,354	2,253,280	-215,074
Regular bus service	10,095,400	9,772,328	10,382,852	10,822,830	439,978
Capital match for bus replacement	192,951	192,951	192,951	192,951	0
Prior year reconciliation	-878,998	-219,277	0	0	0
HRT Subtotal	19,419,036	19,726,013[6]	20,153,240	20,153,240	0
Norfolk Redevelopment and Housing Authority					
Administrative support	1,300,000	1,300,000	1,300,000	1,300,000	0
Rental of Monroe Building for the Virginia Stage Company	106,762	109,431	112,167	0	-112,167
SUBTOTAL	**20,825,798**	**21,135,444**	**21,565,407**	**21,453,240**	**-112,167**
Contractual Obligations					
Economic Development Incentive Grants					
Economic Development Incentive Grants	505,806	1,182,372	1,839,995	2,249,117	409,122
NRHA Economic Incentive Grants	1,352,670	2,286,689	2,449,271	1,675,323	-773,948
Hampton Roads Regional Jail[7]	0	6,299,810	6,483,334	7,030,834	547,500
General operating support					

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Housing First Program Contract to provide homeless support	140,000	140,000	140,000	140,000	0
Tidewater Community College General operating support	6,000	6,000	6,000	6,000	0
Tourism Infrastructure Repairs[8] Revenue from one percent of the hotel tax; funds were distributed to specific projects					
Nauticus Foundation - Exhibits	250,000	250,000	0	0	0
Norfolk Botanical Garden - Capital Campaign	500,000	500,000	0	0	0
Virginia Stage Company - Wells Theater HVAC	180,000	194,000	0	0	0
Contingency	0	0	0	0	0
Debt Service	0	0	1,140,000	707,000	-433,000
Tourism Infrastructure Repairs Subtotal	930,000	944,000	1,140,000	707,000	-433,000
Waterside Marriott Convention Center Subsidy Maintenance subsidy agreement with Marriott Hotel's management company (Based on the agreement there is no subsidy in FY 2020. The subsidy will return in FY 2021)	195,000	0	0	195,000	195,000
SUBTOTAL	**3,129,476**	**10,858,871**	**12,058,600**	**12,003,274**	**-55,326**
Memberships and Dues					
Hampton Roads Chamber of Commerce Event sponsorship	12,000	12,000	12,000	12,000	0

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Hampton Roads Economic Development Alliance Membership dues based on per capita expense	234,073	232,859	244,703	283,129	38,426
Memberships and Dues					
Hampton Roads Military & Federal Facilities Alliance Membership dues based on per capita expense	123,595	123,544	123,544	123,544	0
Hampton Roads Planning District Commission Membership dues based on per capita expense (includes funds for Metropolitan Medical Response System)	247,189	246,256	246,422	250,656	4,234
Virginia First Cities Membership dues based on pro-rata population fee schedule	47,600	47,438	47,438	47,438	0
Virginia Municipal League Membership dues based on annual population estimate	59,163	60,756	59,340	61,869	2,529
SUBTOTAL	**723,620**	**722,853**	**733,447**	**778,636**	**45,189**
Other Arrangements					
Downtown Improvement District (DID) Pass Through Revenue[9] Revenue from special district real estate tax collections used for DID activities	1,932,925	1,951,305	2,151,500	2,269,700	118,200

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Downtown Improvement District (DID) Public and Performing Arts Group[9,10]	85,000	129,028	65,272	0	-65,272
Revenue from special district real estate tax collections used for DID activities					
SUBTOTAL	**2,017,925**	**2,080,333**	**2,216,772**	**2,269,700**	**52,928**
TOTAL	**42,708,053**	**51,189,553**	**54,386,258**	**51,169,938**	**-3,216,320**

[1]Grant funds are transferred to the Department of Human Services annually. Actual expenditures are reflected in that department.

[2]Funds for youth leadership transitioned from the Global Institute for Empowerment and Leadership Development (GIELD) to the Urban Renewal Center beginning in FY 2020.

[3]For FY 2019 funding, see Tourism Infrastructure Repair. In FY 2020 this activity is supported by general operating support.

[4]Budgeted amounts may have been transferred to other city departments or organizations for expenditure. Actual expenditures for such transfers are reflected in the respective city departments or organizations.

[5]The FY 2019 Adopted Budget Book incorrectly indicated $802,741 in General operating support and $166,939 in special funding for the Virginia Tattoo and Dance Series. These numbers were updated to reflect the correct FY 2019 allocation.

[6]Hampton Roads Transit FY 2019 Actuals include an $80,000 payment for a light rail study expansion to Norfolk Naval Station. The regular bus service amount is $121,000 less than the budgeted amount due to an increase in state funding. The prior year reconciliation is a true-up from FY 2018 in the amount of $219,277.

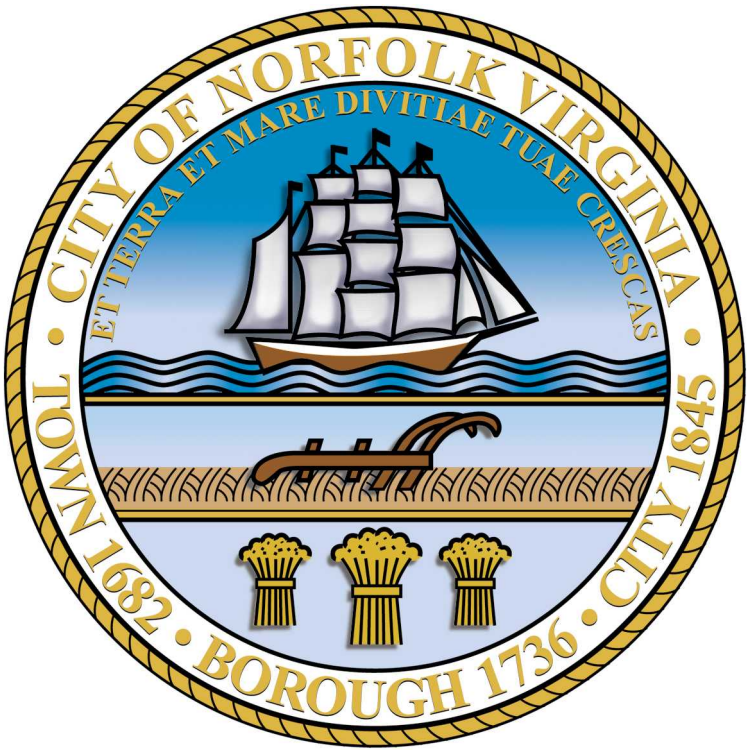
[7]Beginning in FY 2019, the HRRJ budget is in Outside Agencies. The increase in FY 2019 from FY 2018 reflects the transfer of the HRRJ budget from Sheriff and Jail to Outside Agencies.

[8]In FY 2019, revenue from one percent of the hotel tax was distributed to specific projects. In FY 2020, funds will be allocated to pay the debt service on tourism infrastructure projects. Continued funding for Nauticus Exhibits and the Norfolk Botanical Garden Capital Campaign can be found in separate lines under Nauticus Foundation and Norfolk Botanical Garden.

[9]Prior to FY 2020, of the 16 cent additional real estate tax rate in the Downtown Improvement District, 15 cents was allocated to general DID expenditures and one cent was dedicated to DID Public and Performing Arts. As of FY 2020 all 16 cents will be allocated to general DID expenditures.

[10]Beginning in FY 2017, funds dedicated to Granby Street lights.

Public Health and Assistance



This page intentionally left blank

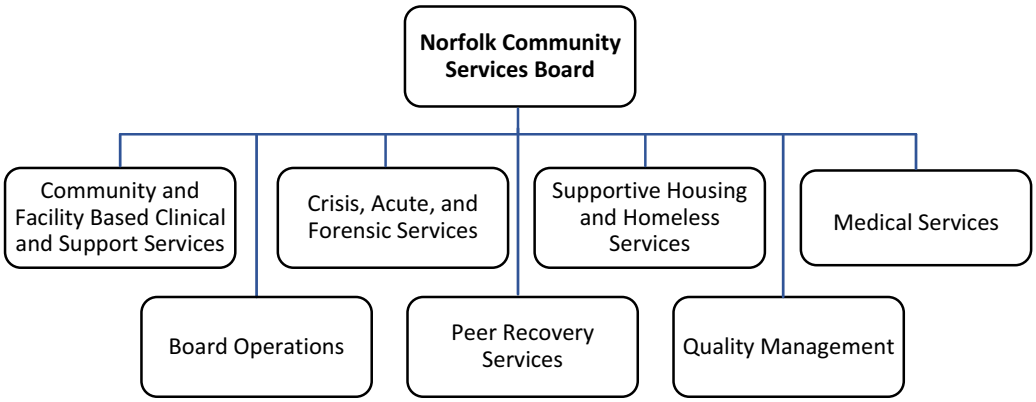
Norfolk Community Services Board

Mission Statement

To provide the residents of Norfolk who experience behavioral health and developmental disabilities with quality services that instill hope and recovery.

Department Overview

Founded in 1969, the Norfolk Community Services Board (NCSB) is the primary provider of public mental health, substance abuse, and developmental disability services for the most vulnerable persons needing those services in the City of Norfolk. NCSB serves over 6,000 infants, children, and adults annually through direct support and clinical services as well as community education, collaboration, and prevention programming. The NCSB became a city department in July 2012. Services are designed to meet the most pressing needs not available in the private sector. Primary goals of service delivery include clinical intervention and working with consumers to ensure they have assistance in addressing healthcare, housing, income, and overall personal needs. NCSB services are focused on persons experiencing the following that without acute intervention, long-term support, or intensive community support would have historically been institutionalized or faced disabling consequences: serious mental illness, serious emotional disturbances, substance abuse addictions, and developmental disabilities. These services are provided across seven NCSB service locations, as well as in state and local hospitals, housing programs, homeless shelters, private homes, group living settings, jails, courts, and schools.



Performance Measures

Goal
Create a culture that promotes health, engages in prevention, and supports the economics and social well-being of individuals and families through the provision of an array of programs and services
Objective
Strengthen the network of resources, programs, and services that supports the economic and social well-being of individuals and families

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of homeless service plans developed	193	149	200	200	0
Number of households receiving Tenant-Based Rental Assistance (TBRA) funds	24	101	40	40	0
Percent of individuals developing homeless service plans who secure transitional or permanent housing	65	68	85	85	0
Percent of Project Homeless Connect participants indicating that the benefit of the event would likely extend beyond the day itself as a result of securing access to services	93	75	80	80	0
Number of homeless individuals attending Project Homeless Connect	404	367	400	400	0

Goal
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families through the provision of an array of programs and services
Objective
Provide a range of mental health, substance abuse, housing, and crisis stabilization services to improve client outcomes

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of Mental Health/Co-Occurring Court/Jail Diversion participants without new criminal justice involvement while in the program	99.1	99	85	85	0
Percent of individuals enrolled in Substance Abuse Case Management (SACM) for more than 90 days having negative drug screens	69.6	63	80	80	0
Percent of individuals detained who are admitted to a community hospital or stabilization unit within 8 hours	86.9	84	70	70	0
Percent of dispatched Crisis Intervention Team (CIT)-involved calls to NPD resolved without arrest or legal charges	99.7	99	70	70	0

Percent of Community Integration consumers who do not require re-hospitalization during time of enrollment in the program	89.6	94	85	85	0
Percent of individuals enrolled in Medication Assisted Treatment Program (MAT) participating in treatment for more than one year who have no illicit opiate use	85.2	80	80	80	0
Percent of youth enrolled in Child and Adolescent Services (CAS) programming for 90 days or more reporting positive gain from treatment	66.6	81	80	80	0
Percent of Shelter Plus Care tenants maintaining permanent housing for at least one year from program entry date	99.8	100	80	80	0

Goal					
Increase accessibility to lifelong learning					
Objective					
Increase preschoolers' learning readiness					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of children with a planned transition from the Infant and Toddler Connection of Norfolk program who are ready for non-specialized preschool	58	66	45	45	0

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Charges for Services	$5,450,093	$4,985,769	$6,294,300	$6,330,606
Miscellaneous Revenue	$16,351	$10,543	$3,900	$3,500
Recovered Costs	$51,619	$9,749	$50,000	$20,000
Categorical Aid - Virginia	$10,950,319	$9,867,216	$9,247,740	$9,267,726
Carryforward	$1,000,000	$1,000,000	$1,000,000	$2,800,000
Federal Aid	$2,770,765	$2,911,716	$2,961,882	$2,961,882
Local Match	$4,486,291	$4,485,348	$5,520,839	$4,499,921
Total	$24,725,438	$23,270,341	$25,078,661	$25,883,635

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$17,634,609	$16,973,929	$19,954,097	$20,196,905
Materials, Supplies and Repairs	$858,630	$593,971	$462,316	$461,463
Contractual Services	$4,645,132	$5,065,131	$3,778,396	$3,547,355
Equipment	$5,633	$8,061	$61,400	$64,200
Public Assistance	$648,858	$620,852	$736,034	$732,093
Department Specific Appropriation	$932,576	$8,397	$86,418	$81,619
Debt Service/Transfers to CIP	$0	$0	$0	$800,000
Total	$24,725,438	$23,270,341	$25,078,661	$25,883,635

Adopted FY 2021 Budget Actions

- **Replace the Electronic Health Records System** **FY 2021 $800,000** **FTE: 0**

  Provide one-time funds to the Capital Improvement Plan for the replacement of the Electronic Health Records System (EHRS). The current system has exceeded its useful life and requires replacement. The EHRS maintains clinical records for patients across each of the medical service divisions. Replacement will ensure services remain efficient and compliant with federal and state reporting requirements.

- **Enhance access to mental health services** **FY 2021 $193,073** **FTE: 4**

  Enhance mental health services through the addition of four Case Manager III positions. The addition of these positions are reimbursable by the state and will allow the city to offer additional support for mental health services.

- **Enhance child and adolescent services** **FY 2021 $96,537** **FTE: 2**

  Enhance child and adolescent services through the addition of two Case Manager III positions. The addition of these positions are eligible for reimbursement by the state and will allow the city to provide additional child and adolescent services.

- **Enhance developmental disability services** **FY 2021 $48,482** **FTE: 1**

  Enhance funds for the addition of one Case Manager III who will provide developmental disability services. The new position is eligible for reimbursement by the state and will allow the city to enhance developmental disability services.

- **Provide funds to relocate the Child and Adolescent program** **FY 2021 $128,229** **FTE: 0**

  Technical adjustment to provide funds for contractual rent at a new facility for the Child and Adolescent Services unit. The current lease agreement at Virginia Beach Boulevard will expire June 30, 2020. The city is actively pursuing a new location for FY 2021.

- **Support rent for Guy Avenue apartments** **FY 2021 $42,600 FTE: 0**

  Technical adjustment to increase funds for rent at Guy Avenue Apartments based on a new lease. Total costs will increase by $42,600 from $0 in FY 2020 to $42,600 in FY 2021.

- **Support increase for insurance costs** **FY 2021 $21,131 FTE: 0**

  Technical adjustment to support inflationary increases in general liability and property insurance expenses. Total liability and insurance expenses are increasing at an average of five percent annually.

- **Adjust funds for software maintenance** **FY 2021 $5,875 FTE: 0**

  Technical adjustment to provide funds for contractual increases in a medical software license and maintenance agreement. Total costs will increase by $5,875 from $286,101 in FY 2020 to $291,976 in FY 2021.

- **Support increase in rent at Tidewater Drive** **FY 2021 $1,886 FTE: 0**

  Technical adjustment to provide funds for increased rent at Norfolk Community Services Board Tidewater Drive building based on the existing lease. Total costs will increase by $1,886 from $376,801 in FY 2020 to $378,687 in FY 2021.

- **Provide funds for EVMS internship program** **FY 2021 $1,866 FTE: 0**

  Technical adjustment to support inflationary increases in a psychiatry internship agreement with Eastern Virginia Medical School (EVMS). This agreement is increasing at an average of two percent annually. The internship agreement assists the department with recruiting for competitive medical professional positions.

- **Support increase for electronic training system** **FY 2021 $1,059 FTE: 0**

  Technical adjustment to support inflationary increases in the electronic training system contract. The annual renewal requires a five percent increase. Total costs will increase by $1,059 from $21,173 in FY 2020 to $22,232 in FY 2021.

- **Support increase in rent for Monticello Office** **FY 2021 $475 FTE: 0**

  Technical adjustment to provide funds for increased rent at 861 Monticello Avenue based on the existing lease. Total costs will increase by $475 from $46,664 in FY 2020 to $44,139 in FY 2021.

- **Transfer rent funds for payment of debt service** **FY 2021 ($402,226) FTE: 0**

  Technical adjustment to transfer funds used for rent at the Norfolk Community Services Board Virginia Beach Boulevard and Olney Road locations. The funds will be used to pay the debt service on NCSB's new location at 7447 Central Business Park Drive.

- **Reduce nonpersonnel budget** **FY 2021 ($58,740) FTE: 0**

  No impact to service. The department will actively manage existing program budgets to remain within spending authorization.

- **Remove one-time funds for new computer equipment** **FY 2021 ($6,000) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2020 for three laptop computers. Three laptops were needed to support the addition of one Accountant II position, one Accounting Technician position, and one Data Quality Analyst position.

- **Adjust costs for Fleet expenditures** **FY 2021 ($853) 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 2021 $10,198 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $95,095 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $137,854 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($311,567) FTE: -0.5**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Norfolk Community Services Board **Total: $804,974 FTE: 6.5**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant I	1 11	$40,805	$66,586	2	0	2
Accountant II	1 12	$44,339	$72,308	3	0	3
Accounting Supervisor	1 14	$52,020	$86,041	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	4	0	4
Accounting Technician III	1 08	$31,804	$51,864	1	0	1
Administrative Analyst	1 13	$47,823	$77,978	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	5	2	7
Administrative Assistant II	1 10	$37,337	$60,884	7.5	-1.5	6
Administrative Manager	1 15	$56,314	$92,075	1	0	1
Administrative Technician	1 07	$29,391	$47,962	2	0	2
Assistant Director	1 21	$80,963	$134,732	1	-1	0
Case Manager I	1 07	$29,391	$47,962	4	0	4
Case Manager II	1 09	$34,445	$56,161	9	-3	6
Case Manager III	1 11	$40,805	$66,586	61	9	70
Case Manager IV	1 12	$44,339	$72,308	13	1	14
Chief Medical Officer	1 29	*	*	1	0	1
Chief of Nursing	1 16	$60,149	$98,068	1	-1	0
Clinical Coordinator	1 14	$52,020	$86,041	2	3	5
Clinical Supervisor	1 15	$56,314	$92,075	3	-1	2
Clinician	1 13	$47,823	$77,978	10	0	10
Compliance Specialist	1 09	$34,445	$56,161	1	0	1
Consumer Relations Specialist	1 13	$47,823	$77,978	2	-2	0
Contract Monitoring Specialist	1 11	$40,805	$66,586	1	0	1
Counselor III	1 11	$40,805	$66,586	13	0	13
Counselor IV	1 12	$44,339	$72,308	2	0	2
Customer Service Representative	1 05	$25,179	$41,096	1	0	1
Data Processor	1 04	$23,333	$38,047	2	0	2
Data Quality Control Analyst	1 07	$29,391	$47,962	3	0	3
Division Head	1 16	$60,149	$98,068	2	2	4
Early Childhood Special Educator	1 14	$52,020	$86,041	2.5	0	2.5
Emergency Services Counselor	1 13	$47,823	$77,978	13	-1	12
Executive Director CSB	1 24	$94,656	$162,302	1	0	1
Facilities Manager	1 13	$47,823	$77,978	1	0	1
Human Services Aide	1 05	$25,179	$41,096	4	0	4
Information Technology Planner	1 14	$52,020	$86,041	1	0	1
Licensed Practical Nurse	1 11	$40,805	$66,586	13	0	13
Maintenance Mechanic I	1 06	$27,438	$44,737	1	0	1
Management Analyst I	1 11	$40,805	$66,586	3	0	3
Management Analyst III	1 14	$52,020	$86,041	0	3	3
Medical Records Administrator	1 11	$40,805	$66,586	1	0	1
Mental Health Professional	1 11	$40,805	$66,586	3	0	3

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Nurse Coordinator - Supervisor	1 13	$47,823	$77,978	3	-1	2
Nurse Practitioner	1 20	$77,520	$126,409	1	0	1
Operations Controller	1 16	$60,149	$98,068	1	0	1
Peer Counselor II	1 09	$34,445	$56,161	1	0	1
Pharmacist	1 29	*	*	1	0	1
Practice Manager	1 13	$47,823	$77,978	2	0	2
Program Administrator	1 13	$47,823	$77,978	13	-2	11
Program Coordinator	1 11	$40,805	$66,586	3	0	3
Program Supervisor	1 13	$47,823	$77,978	4	-1	3
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Programs Manager	1 15	$56,314	$92,075	7	3	10
Psychiatrist	1 29	*	*	4.1	0	4.1
Records & Information Clerk	1 04	$23,333	$38,047	2	0	2
Registered Nurse	1 12	$44,339	$72,308	6.2	0	6.2
Reimbursement Supervisor	1 14	$52,020	$86,041	1	0	1
Reimbursement Technician	1 06	$27,438	$44,737	1	0	1
Staff Technician I	1 08	$31,804	$51,864	1	0	1
Support Technician	1 05	$25,179	$41,096	10	-2	8
Total				265.3	6.5	271.8

*No salary range per compensation plan.

Public Health

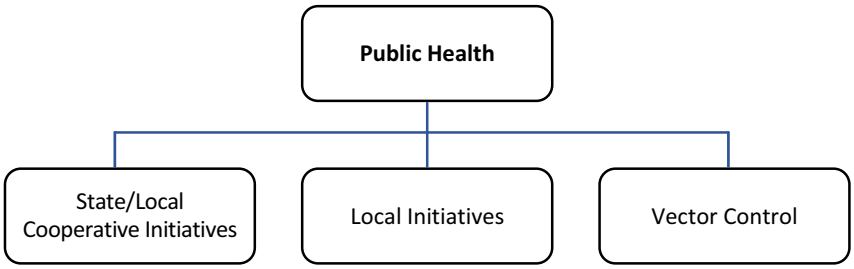
Mission Statement

To protect the health and promote the well-being of all people in Norfolk.

Department Overview

The Norfolk Department of Public Health (NDPH) serves as a leader and coordinator of Norfolk's community health system. In conjunction with the state and federal governments, and partners in the public and private health sectors, NDPH plays a fundamental role in protecting and promoting the well-being of all people in Norfolk.

This is achieved through services such as: communicable disease surveillance, investigation and control; community health assessment, promotion and education; environmental health hazards protection; child and mother nutrition; emergency preparedness and response; medical care services; and vital records and health statistics.



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Increase knowledge, skills, and abilities of Norfolk's workforce					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of Norfolk food establishment managers certified	222	290	460	460	0
Number of Norfolk food establishment employees certified	7,769	8,293	11,000	11,000	0

Goal
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services
Objective
Ensure students receive required/recommended immunizations by strengthening the partnership with NPS

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of Norfolk Public Schools 6th graders who are adequately immunized	100	97	100	100	0

Objective
Provide Virginia Cooperative Extension (VCE) services for urban horticulture, nutritional education, and youth development

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of volunteer hours contributed to the provision of VCE programs and services	15,685	16,409	13,018	13,018	0
Dollar value of VCE volunteer hours	419,573	442,386	90,000	90,000	0
Number of youth participating in Norfolk 4-H programs	2,607	1,527	4,500	4,500	0

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

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of medical and community volunteers	223	211	250	250	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$226,844	$216,880	$350,685	$351,324
Materials, Supplies and Repairs	$64,378	$132,248	$87,213	$116,844
Contractual Services	$90,924	$228,255	$97,181	$105,181
Equipment	$1,582	$0	$1,880	$1,880
Department Specific Appropriation	$2,791,070	$2,832,422	$2,922,737	$2,970,787
Total	$3,174,798	$3,409,805	$3,459,696	$3,546,016

ADOPTED FY 2021 BUDGET ACTIONS

- **Provide support for city-state cooperative budget** **FY 2021 $48,050 FTE: 0**

  Technical adjustment to provide funds for a projected increase in the required local match for the city-state cooperative budget due to additional state funds.

- **Provide funds for vector control chemicals** **FY 2021 $30,000 FTE: 0**

  Provide funds to support additional costs of chemicals used for fogging during mosquito season. Fogging dispels mosquitoes from areas to reduce mosquito population in the city and reduces the potential for spreading of disease.

- **Provide funds for maintenance of vector control tablets** **FY 2021 $8,000 FTE: 0**

  Technical adjustment to support the contractual service maintenance for tablets used by the vector control program. The vector control program provides protection to citizens by monitoring and controlling mosquito and rodent population and permitting and monitoring bulk containers. The use of tablets helps to streamline operations by leveraging the functionality of geographic information and access to department data and citizen requests while in the field.

- **Adjust costs for Fleet expenditures** **FY 2021 ($369) 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 2021 $3,367 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $1,696 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $2,251 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($6,675) FTE: -1.5**

  Technical adjustment to update department costs for personnel services, including changes to three part-time positions from permanent to temporary. 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. These are routine actions that occur at the beginning of the budget cycle.

Public Health **Total: $86,320 FTE: -1.5**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Environmental Health Assistant I	1 03	$21,646	$35,301	4.5	-1.5	3
Environmental Health Assistant II	1 04	$23,333	$38,047	1	0	1
Groundskeeper Crew Leader	1 09	$34,445	$56,161	1	0	1
Refuse Inspector	1 10	$37,337	$60,884	2	0	2
Total				8.5	-1.5	7

Human Services

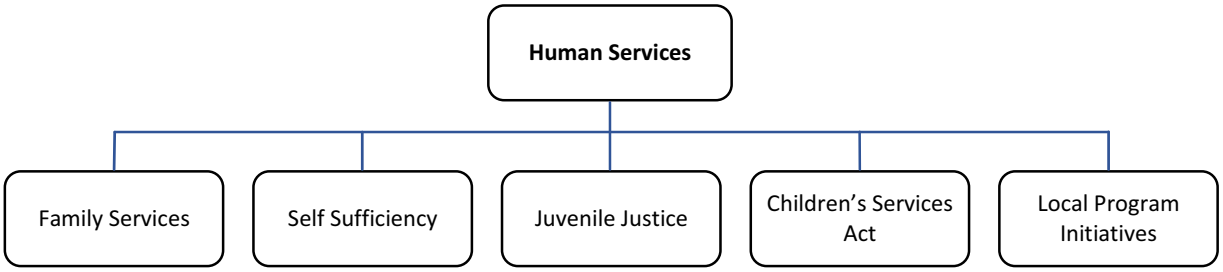
Mission Statement

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

Department Overview

The Norfolk Department of Human Services is a multifunctional agency providing services to strengthen children, families, and individuals. NDHS provides social services and juvenile justice services. Social services include foster care, adoption services, adult protective services (APS), child protective services (CPS), job assistance, supplemental nutrition assistance (SNAP), medical assistance, (Medicaid), Temporary Assistance for Needy Families (TANF), and many other comprehensive services to meet the needs of Norfolk residents. Juvenile Justice services includes the Juvenile Detention Center and Virginia Juvenile Community Criminal Control Act (VJCCCA).

Human Services also serves as the lead coordinator for the Children's Services Act, a multi-disciplinary program serving at-risk youth and their families, and provides prevention programs that address issues such as family homelessness and help to prevent children from coming into foster care. The agency has also undertaken a program called PowerUp! that provides assistance and benefits to citizens beyond the traditional, mandated programs. Locally funded programs include Human Services Grants, Indigent Burials, Emergency Water Assistance, homeless prevention assistance and tenant based rental assistance. NDHS works cooperatively with community organizations to ensure comprehensive services are available to all children, adults, families, and individuals who need them.



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Connect workers with viable employment opportunities					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of Virginia Initiative for Employment not Welfare (VIEW) participants who find employment and remain employed for 90 days or longer	78.5	50.7	75	75	0

Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services					
Objective					
Strengthen the network of benefit programs and services by processing applications and reviews according to timeframes established by federal and state guidelines					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of Supplemental Nutrition Assistance Program applications processed within state timeliness standards (Benefits Programs)	86	95	97	97	0
Percent of Medicaid Program applications processed within state timeliness standards (Benefits Programs)	95	100	98	98	0
Percent of Temporary Assistance for Needy Families Program applications processed within state timeliness standards (Benefits Programs)	97	99	97	97	0
Objective					
Increase the timeliness of responses to allegations of abuse and neglect to children and adults in order to decrease the recurrence					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of adults with no recurrence of a substantiated claim of abuse or neglect for six months-Adult Protective Services	96	100	96	96	0
Percent of children with no recurrence of a substantiated claim of abuse or neglect for six months-Child Protective Services	98	97.2	97	97	0
Percent of Adult Protective Services complaints of abuse and neglect responded to within state standards for timeliness (FY 2017 data unavailable due to issues with state system)	75	45	97	97	0

Percent of Child Protective Services abuse and neglect complaints responded to within state standards for timeliness	90	91	95	95	0

Objective

Improve service delivery purchased through the Children's Services Act for at risk youth and families

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of youth remaining in a residential setting for less than or equal to 12 months	48	57	60	60	0
Percent of total youth served by CSA who are receiving community-based services	86	57	60	60	0

Objective

Increase percent of children who are safely discharged from foster care to adoption, reunified with family, or transferred to relatives

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Average time (in months) that youth are in foster care prior to reunification with their family (New measure in FY 2017)	11	11	11	11	0
Average time (in months) that youth are in foster care prior to adoption for those youth who could not be reunified with family or placed with a relative	46	64	35	35	0
Percent of foster care children entering foster care during the preceding 24 months who have been permanently placed	69	83	93	93	0

Objective

To stabilize families at risk of becoming homeless through prevention services, rapid re-housing, and interagency service coordination

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of Homeless Action and Response Team (HART) participants stably housed after 3 months	99	99	85	85	0

Objective

Enhance public safety and ex-offender outcomes by reducing recidivism through a host of community, familial, and vocational engagement programs

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of participants returning to jail or prison within three years of entering the Prisoner Reentry Program	15	19	21	21	0

Objective					
To stabilize families at risk of child abuse, neglect, or foster care with Early Prevention Services					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of households receiving Early Prevention Services able to maintain children safely in the home or with family members (New measure in FY 2019)	0	97	95	95	0
Percent of families receiving early prevention services with no new finding of abuse or neglect (New measure for FY 2020)	0	0	95	95	0
Objective					
Enhance community safety and youth offender outcomes through the provision of Detention Center programs and services					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of youth actively engaged in mental health, medical, and educational services while in the Juvenile Detention Center	100	100	100	100	0
Number of unique youth offenders housed in the Juvenile Detention Center during fiscal year	471	338	560	560	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$28,732,491	$28,113,785	$30,433,353	$31,516,092
Materials, Supplies and Repairs	$830,851	$915,652	$1,035,782	$1,044,288
Contractual Services	$3,759,181	$3,935,230	$3,415,104	$3,480,582
Equipment	$199,917	$183,198	$342,939	$327,915
Public Assistance	$12,222,985	$12,733,641	$13,942,751	$13,866,713
Department Specific Appropriation	$14,090	$16,546	$138,771	$12,500
Total	$45,759,515	$45,898,052	$49,308,700	$50,248,090

Adopted FY 2021 Budget Actions

- **Support Foster Care Case Management** **FY 2021 $76,085 FTE: 4**

  Technical adjustment to provide funds for foster care case management. The Virginia Department of Social Services provided guidance in April 2019 that localities were allocated additional funding by the General Assembly. Norfolk Department of Human Services allocation was $126,271 in FY 2020. This adjustment provides an additional amount of $76,085 approved by the state which is necessary to support four permanent positions to help Norfolk reduce case ratios as required by SB 1339.

- **Fund rent increase for Monticello building** **FY 2021 $26,350 FTE: 0**

  Technical adjustment to provide funds for increased rent at 741 Monticello based on the existing lease. Total costs will increase by $26,350 from $1,050,249 in FY 2020 to $1,076,599 in FY 2021. Rent expenditures associated with Virginia Department of Social Services programs are partially reimbursable. A corresponding revenue adjustment has been made.

- **Fund contractual increases in NJDC services** **FY 2021 $18,531 FTE: 0**

  Technical adjustment to provide funds for contractual increases in medical, sanitation, and food at the Norfolk Juvenile Detention Center. Total costs will increase by $18,531 from $595,721 in FY 2020 to $614,252 in FY 2021.

- **Fund rent increase for the Workforce Development Center** **FY 2021 $18,365 FTE: 0**

  Technical adjustment to provide funds for increased rent at the Workforce Development Center based on the existing lease. Total costs will increase by $18,365 from $687,238 in FY 2020 to $705,603 in FY 2021. Rent expenditures associated with Virginia Department of Social Services programs are partially reimbursable. A corresponding revenue adjustment has been made.

- **Support contractual increase in motor pool services** **FY 2021 $1,507 FTE: 0**

  Technical adjustment to provide funds for contractual increases in the motor pool system. The motor pool system is an automated process to more effectively use and keep track of leased vehicles. Total costs will increase by $1,507 from $30,150 in FY 2020 to $31,657 in FY 2021.

- **Centralize recruiting and employee relations services** **FY 2021 ($105,821) FTE: -2**

  Technical adjustment to transfer recruiting and employee relations services from the Department of Human Services to the Department of Human Resources. This includes two positions, a Personnel Specialist and a Programs Manager. A corresponding adjustments can be found in the Department of Human Resources.

- **Adjust costs for Fleet expenditures** **FY 2021 ($193) 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 2021 $227,948 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $165,408 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $294,600 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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.

- **Annualize FY 2020 pay plan for Benefit Program Specialists** **FY 2021 $274,937 FTE: 0**

  Technical adjustment to annualize the redesigned compensation plan for Benefit Programs Specialists, Fraud Investigators, and Program Supervisors.

- **Update personnel expenditures** **FY 2021 ($58,327) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Human Services **Total: $939,390 FTE: 2**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant II	1 12	$44,339	$72,308	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	3	0	3
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Administrative Technician	1 07	$29,391	$47,962	7	0	7
Applications Development Team Supervisor	1 17	$64,260	$104,872	1	0	1
Assistant Director	1 21	$80,963	$134,732	1	0	1
Benefit Programs Specialist I	1 09	$34,445	$56,161	34	-3	31
Benefit Programs Specialist II	1 11	$40,805	$66,586	95	3	98
Benefit Programs Specialist, Senior	1 12	$44,339	$72,308	17	0	17
Benefit Programs Supervisor	1 13	$47,823	$77,978	24	0	24
Benefit Programs Supervisor, Senior	1 14	$52,020	$86,041	4	0	4
Business Manager	1 13	$47,823	$77,978	3	0	3

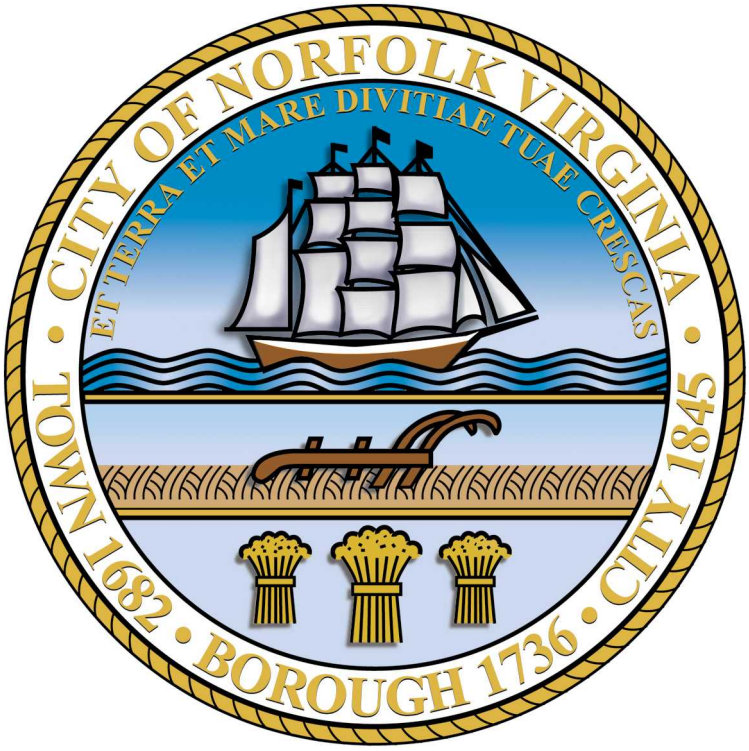
FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Community Assessment Team Coordinator	1 11	$40,805	$66,586	1	0	1
Cook	1 04	$23,333	$38,047	5	0	5
Data Quality Control Analyst	1 07	$29,391	$47,962	1	0	1
Data Quality Control Manager	1 09	$34,445	$56,161	1	0	1
Detention Center Assistant Superintendent	1 14	$52,020	$86,041	2	0	2
Detention Center Superintendent	1 20	$77,520	$126,409	1	0	1
Detention Center Supervisor	1 12	$44,339	$72,308	6	0	6
Director of Human Services	1 24	$94,656	$162,302	1	0	1
Facilities Manager	1 13	$47,823	$77,978	1	-1	0
Family Services Associate	1 07	$29,391	$47,962	2	0	2
Family Services Supervisor	1 14	$52,020	$86,041	17	2	19
Family Services Worker I	1 10	$37,337	$60,884	38	1	39
Family Services Worker II	1 12	$44,339	$72,308	39	1	40
Family Services Worker III	1 13	$47,823	$77,978	4	0	4
Fiscal Manager II	1 14	$52,020	$86,041	2	0	2
Fiscal Monitoring Specialist I	1 11	$40,805	$66,586	4	0	4
Fiscal Monitoring Specialist II	1 13	$47,823	$77,978	2	0	2
Food Service Manager	1 11	$40,805	$66,586	1	0	1
Fraud Investigator	1 12	$44,339	$72,308	3	0	3
Fraud Supervisor	1 12	$44,339	$72,308	1	0	1
Human Resources Technician	1 10	$37,337	$60,884	1	0	1
Human Services Aide	1 05	$25,179	$41,096	37	0	37
Human Services Operations Manager	1 15	$56,314	$92,075	1	-1	0
Laundry Worker	1 01	$18,681	$30,692	1	0	1
Maintenance Mechanic I	1 06	$27,438	$44,737	1	0	1
Maintenance Supervisor I	1 11	$40,805	$66,586	1	0	1
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Services Administrator	1 18	$68,697	$112,020	0	1	1
Messenger/Driver	1 02	$20,099	$32,778	2	0	2
Microcomputer Systems Analyst, Senior	1 14	$52,020	$86,041	2	0	2
Office Assistant	1 03	$21,646	$35,301	6	0	6
Office Manager	1 09	$34,445	$56,161	3	0	3
Operations Controller	1 16	$60,149	$98,068	1	0	1
Operations Manager	1 14	$52,020	$86,041	0	1	1
Personnel Specialist	1 11	$40,805	$66,586	2	-1	1
Programmer/Analyst V	1 16	$60,149	$98,068	2	0	2
Programs Manager	1 15	$56,314	$92,075	8	-1	7

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Self-Sufficiency Specialist I	1 10	$37,337	$60,884	0	1	1
Self-Sufficiency Specialist II	1 11	$40,805	$66,586	14	-1	13
Self-Sufficiency Specialist, Senior	1 12	$44,339	$72,308	3	0	3
Self-Sufficiency Supervisor	1 13	$47,823	$77,978	2	0	2
Staff Technician II	1 09	$34,445	$56,161	1	0	1
Support Technician	1 05	$25,179	$41,096	23	0	23
Youth Detention Specialist I	1 08	$31,804	$51,864	2	0	2
Youth Detention Specialist II	1 09	$34,445	$56,161	28	0	28
Youth Detention Specialist III	1 11	$40,805	$66,586	15	0	15
Total				481	2	483

Public Safety



This page intentionally left blank

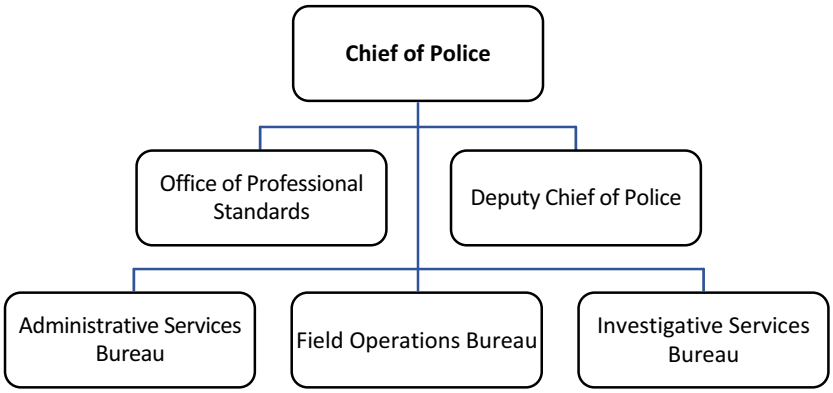
POLICE

MISSION STATEMENT

In partnership with the community, the Norfolk Police Department enhances the safety and quality of life in the City of Norfolk and builds trusting relationships with those we serve through fair and impartial practices.

DEPARTMENT OVERVIEW

The Department of Police is structured to deliver services to the residents of the City of Norfolk in the most efficient and effective manner. The Chief's Office includes the Deputy Police Chief, Office of Professional Standards, and the Office of Public Relations, Information, Marketing, and Engagement (PRIME) Affairs. The Administrative Services function includes the Office of Support Services, Public Safety Financial Management, Central Records, Training, and Facilities Management. The Field Operations function includes three patrol divisions and the Homeland Security Division. The Investigative Services function includes the Detective Division, the Vice and Narcotics Division, and the Criminal Intelligence Unit.



PERFORMANCE MEASURES

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of participants in the crime prevention program	12,974	32,613	1,550	1,550	0
Number of participants in the security survey	13	22	70	70	0
Number of crime prevention programs held to promote public safety	6	16	6	6	0

Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Reduce crime through the creation of a proactive policing unit at the Patrol Division level					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Index crime levels for violent crime	1,100	1,078	1,160	1,160	0
Objective					
Maintain a homicide Cold Case section within the Detective Division					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Homicide clearance rate	76	72	74	74	0

Goal					
Improve and enhance disaster awareness and planning					
Objective					
Improve emergency preparedness by vigorous and regular Homeland Security training					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of workforce who complete Homeland Security training	11	5	30	30	0

Goal					
Develop, recruit, and retain talented employees to meet current and future workplace requirements					
Objective					
Promote organizational excellence and leadership skills of staff by developing an annual leadership school tied to the department rank structure					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of rank leadership officers who complete training	0	22	17	17	0
Objective					
Improve retention rate of sworn staff					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Retention rate of sworn staff	98	98	97	97	0

Goal					
Increase lifelong learning access					
Objective					
Create a comprehensive short- and long-term community workforce plan outlining workforce skills needed by area employers					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of participants for Citizens Police Academy	44	112	80	80	0
Number of participants for Youth Academy	250	230	250	250	0

Goal
Achieve a well-trained, qualified community workforce
Objective
Network and identify opportunities for partnership among the city, local educational institutions, businesses, and community resources that will promote and expand lifelong learning

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of training hours facilitated by the NPD	16,707	57,844	30,000	30,000	0
Number of sworn personnel receiving educational pay	264	254	236	236	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$66,616,588	$68,065,476	$73,033,010	$73,451,230
Materials, Supplies and Repairs	$3,041,644	$3,170,240	$2,855,071	$2,861,715
Contractual Services	$974,583	$955,396	$1,079,066	$968,988
Equipment	$639,396	$640,882	$651,445	$737,867
Department Specific Appropriation	$0	$182,623	$0	$0
Total	$71,272,211	$73,014,617	$77,618,592	$78,019,800

Adopted FY 2021 Budget Actions

- **Provide funds for increased Body Worn Camera maintenance** **FY 2021 $87,883 FTE: 0**

  Technical adjustment to increase funds for the renewal and maintenance of body worn cameras. The additional funding allows the department to continue to update and maintain body worn cameras and video storage solutions. Total costs will increase by $87,883 from $353,277 in FY 2020 to $441,766 in FY 2021.

- **Adjust rent for Tazewell Building** **FY 2021 $4,354 FTE: 0**

  Technical adjustment to increase lease payments at the Tazewell building for the Office of the Police Chief and other administrative offices. Projected rent costs will increase by $4,354 from $290,250 to $294,604 in FY 2021

- **Reduce funds for part-time staff** **FY 2021 ($324,000) FTE: 0**

  Service may be impacted. This action reflects elimination of furloughed part-time positions during FY 2020. The department has not historically relied on part-time staff for operations with the exception of Crossing Guards, which remain fully funded in FY 2021.

- **Freeze twenty sworn officer positions** **FY 2021 ($822,073) FTE: -20**

  This strategy will not have an immediate impact to service levels. The department will still be able to maintain normal academy hiring practices during FY 2021 and FY 2022 with the lower level of authorized sworn personnel due to recent attrition rates.

- **Remove one-time funds to support regional public safety** **FY 2021 ($100,000) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2020 to support continued regional efforts to improve public safety and urbanization. Funds supported developing a regional Common Operating Picture (COP).

- **Adjust costs for Fleet expenditures** **FY 2021 ($14,249) 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 2021 $250,864 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $442,067 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $861,704 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $14,658 FTE: 6**

  Technical adjustment to update department costs for personnel services, including changes to add six sworn Police Officers partially reimbursed by the Community Oriented Policing Services (COPS) grant. The grant is administered by the Federal Department of Justice and reimburses, on average, 75 percent of the entry-level salaries over the three year grant period. 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. These are routine actions that occur at the beginning of the budget cycle.

Police **Total: $401,208 FTE: -14**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant I	1 11	$40,805	$66,586	2	-1	1
Accounting Supervisor	1 14	$52,020	$86,041	1	-1	0
Accounting Technician II	1 07	$29,391	$47,962	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	10	1	11
Administrative Assistant II	1 10	$37,337	$60,884	3	-1	2
Assistant Chief Of Police	5 10	$105,600	$125,376	3	0	3
Bureau Manager	1 18	$68,697	$112,020	1	0	1
Chief of Police	1 25	$102,209	$172,706	1	0	1
Compliance Inspector	1 10	$37,337	$60,884	1	0	1
Crime Analyst	1 11	$40,805	$66,586	2	0	2
Crime Analyst, Senior	1 13	$47,823	$77,978	2	0	2
Custodian	1 02	$20,099	$32,778	1	0	1
Deputy Chief of Police	1 22	$85,068	$143,055	1	0	1
Financial Operations Manager	1 15	$56,314	$92,075	0	1	1
Fiscal Manager II	1 14	$52,020	$86,041	1	0	1
Fiscal Monitoring Specialist II	1 13	$47,823	$77,978	0	1	1
Health & Fitness Facilitator	1 10	$37,337	$60,884	1	0	1
Humane Officer I	1 07	$29,391	$47,962	7	0	7
Humane Officer II	1 11	$40,805	$66,586	1	0	1
Management Analyst II	1 13	$47,823	$77,978	3	0	3
Management Analyst III	1 14	$52,020	$86,041	2	0	2
Office Assistant	1 03	$21,646	$35,301	1	0	1
Operations Manager	1 14	$52,020	$86,041	1	0	1
Operations Officer I	1 05	$25,179	$41,096	12	0	12
Operations Officer II	1 07	$29,391	$47,962	5	-1	4
Personnel Specialist	1 11	$40,805	$66,586	1	0	1
Police Captain	5 09	$88,550	$110,390	11	0	11
Police Corporal	5 05	$53,400	$77,109	47	0	47
Police Identification Clerk	1 05	$25,179	$41,096	1	0	1
Police Lieutenant	5 08	$78,698	$98,108	29	1	30
Police Officer	5 03	$43,500	$64,384	575	-12	563
Police Records & Identification Section Supervisor	1 12	$44,339	$72,308	1	0	1
Police Recruit	5 01	$40,000	$40,000	31	-3	28
Police Sergeant	5 07	$64,100	$90,303	72	0	72
Program Administrator	1 13	$47,823	$77,978	1	0	1
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Programmer/Analyst IV	1 15	$56,314	$92,075	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Programmer/Analyst V	1 16	$60,149	$98,068	1	0	1
Programs Manager	1 15	$56,314	$92,075	1	0	1
Project Coordinator	1 13	$47,823	$77,978	1	1	2
Property & Evidence Technician	1 09	$34,445	$56,161	4	0	4
Public Services Coordinator	1 11	$40,805	$66,586	1	0	1
Software Analyst	1 13	$47,823	$77,978	1	0	1
Staff Technician I	1 08	$31,804	$51,864	0	1	1
Stenographic Reporter	1 10	$37,337	$60,884	4	0	4
Support Technician	1 05	$25,179	$41,096	26	-1	25
Total				873	-14	859

Composition of sworn police force changes based on career progression and the size of the active recruit class

FIRE-RESCUE

MISSION STATEMENT

Norfolk Fire-Rescue protects life, property, and the environment by preventing and suppressing fires, mitigating hazards, caring for the sick and injured, and providing public education.

DEPARTMENT OVERVIEW

Operations: Responsible for all emergency services provided by the department including fire suppression, emergency medical care, hazardous materials mitigation, technical rescue, water rescue, and terrorism response. In addition, operational forces perform pre-incident evaluation site visits as well as public service activities including smoke alarm surveys and installations, hands only CPR and Stop-the-Bleed resident training, and medical blood pressure checks as requested.

Fire Marshal's Office: Responsible for fire prevention and life safety through fire code inspections and enforcement as well as environmental code enforcement. Fire Marshal's Office personnel also perform fire and arson investigations and participate in city and regional task forces and the Police-Fire bomb squad.

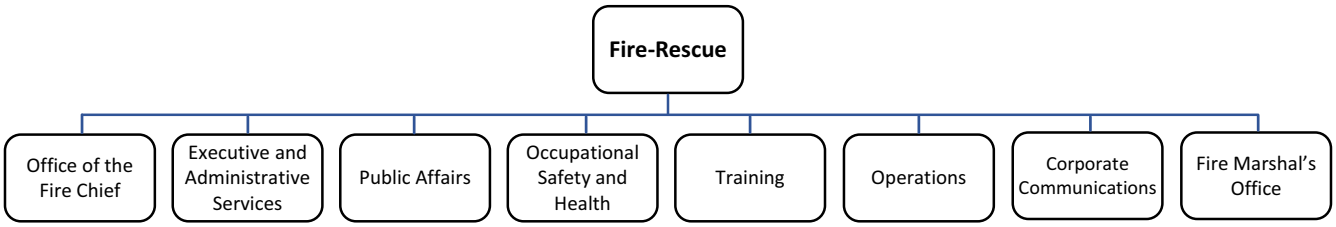
Training and Professional Development: Responsible for all Fire-Rescue initial training and re-certification training programs in the subject areas of basic and advanced firefighting, basic and advanced emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control. This Fire-Rescue Division also coordinates the education and implementation of cutting edge emergency medical care techniques and research projects.

Occupational Safety and Health: Responsible for Fire-Rescue employee health and wellness programs, emergency incident and workplace safety, risk management, disability management, and loss prevention.

Public Affairs: Responsible for public outreach programs, media relations and public information, marketing, recruitment, and public fire and life safety education.

Corporate Communications: Responsible for information technology, performance measurement, quality assurance/quality improvement, strategic planning, fire and EMS reporting records management, and emergency services billing.

Executive and Administrative Services: Responsible for procurement and supply of equipment materials, as well as clerical and administrative support.



Performance Measures

Goal					
Increase regionally-based employment opportunities for Norfolk's residents					
Objective					
Increase knowledge, skills, and abilities of Norfolk's workforce					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of participants in the Norfolk Fire-Rescue's Explorers program	10	6	20	20	0
Percent of Explorers program participants currently enrolled in high school and maintaining a 2.0 or above grade point average	86	83	100	100	0
Objective					
Eliminate barriers to employment					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of minority applicants secured through recruitment efforts	29	29	200	200	0
Number of veteran applicants secured through recruitment efforts	167	167	200	200	0

Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Enhance neighborhood safety by improving average total response time to critical fire calls to equal to or less than five minutes and 20 seconds					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of fire calls with a total response time of five minutes and 20 seconds or less	80	81	90	90	0
Objective					
Enhance neighborhood safety by improving average total response time to Advanced Life Support emergency medical calls to within nine minutes of receiving the emergency call					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of Emergency Medical Services calls with advanced life support response with a total response time of 9 minutes or less	100	84	90	90	0
Objective					
Increase resident awareness of the program that provides free smoke alarms as well as installation for all Norfolk residents					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of residential contacts that lead to resident awareness and installation of smoke alarms	341	281	1,500	1,500	0

Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of participants reached through community outreach efforts emphasizing prevention of cooking fires	15,934	8,239	12,000	12,000	0
Number of emergency calls annually associated with cooking (reduced through increased community outreach)	84	97	60	60	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$41,604,891	$44,275,506	$44,660,391	$46,015,604
Materials, Supplies and Repairs	$2,237,014	$2,306,471	$2,205,663	$2,118,751
Contractual Services	$371,311	$434,712	$412,729	$432,402
Equipment	$65,237	$18,888	$0	$76,950
Total	$44,278,453	$47,035,577	$47,278,783	$48,643,707

Adopted FY 2021 Budget Actions

- **Provide funds for stretcher maintenance** **FY 2021 $10,885** **FTE: 0**

  Technical adjustment to increase funds for the annual maintenance contract for Fire-Rescue stretchers. The funds will support the maintenance required to keep stretchers in good operating condition. Rescue stretchers can last for years but may need updated grommets, slings, and ropes due to daily rescue use.

- **Increase funds for compressor contract** **FY 2021 $6,950** **FTE: 0**

  Technical adjustment to increase funds for contractual maintenance on air compressor. The funds will ensure maintenance to air compressors that are crucial to department operations. Annual cost of the contract is $6,950.

- **Adjust rent for Tazewell Building** **FY 2021 $3,363** **FTE: 0**

  Technical adjustment to increase lease payments at the Tazewell building for administrative offices. A ten-year lease agreement was signed in FY 2018. Projected rent cost will increase by $3,363 from $224,186 to $227,549 in FY 2021.

- **Adjust costs for Fleet expenditures** **FY 2021 ($11,487)** **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 2021 $523,264 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $298,803 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $525,184 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $7,962 FTE: 10**

  Technical adjustment to update department costs for personnel services, including changes to add ten sworn Firefighters partially reimbursed by the Staffing for Adequate Fire and Emergency Response (SAFER) grant. The grant is administered by the Federal Department of Homeland Security and reimburses, on average, 75 percent of the position salaries during the first two years of employment and 35 percent the third year of employment. 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. These are routine actions that occur at the beginning of the budget cycle.

Fire-Rescue **Total: $1,364,924 FTE: 10**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 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
Administrative Technician	1 07	$29,391	$47,962	1	0	1
Assistant Fire Chief	5 10	$105,600	$125,376	4	0	4
Assistant Fire Marshal	5 06	$54,550	$78,770	3	0	3
Battalion Fire Chief	5 09	$88,550	$110,390	16	0	16
Chief of Fire-Rescue	1 25	$102,209	$172,706	1	0	1
Deputy Fire Chief	5 11	$107,100	$127,157	1	0	1
Deputy Fire Marshal	5 07	$64,100	$90,303	1	0	1
Executive Assistant	1 11	$40,805	$66,586	0	1	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Fire Captain	5 07	$64,100	$90,303	46	0	46
Fire Inspector	5 04	$49,354	$73,049	11	0	11
Fire Lieutenant	5 06	$54,550	$78,770	36	0	36
Firefighter EMT	5 2A	$41,168	$54,166	10	-4	6
Firefighter EMT - Advanced	5 02	$42,450	$62,830	207	6	213
Firefighter EMT-I	5 03	$43,500	$64,384	43	-1	42
Firefighter EMT-P	5 04	$49,354	$73,049	91	3	94
Firefighter Recruit	5 01	$40,000	$40,000	26	6	32
Media Production Specialist	1 12	$44,339	$72,308	1	0	1
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Programs Manager	1 15	$56,314	$92,075	1	0	1
Staff Technician I	1 08	$31,804	$51,864	1	-1	0
Total				504	10	514

This page intentionally left blank

Public Works

This page intentionally left blank

PUBLIC WORKS

MISSION STATEMENT

The Department of Public Works builds, maintains, and operates the physical facilities that support and enhance the lives of Norfolk's residents, businesses, and visitors, including the city's storm water system, and municipal solid waste collection system.

DEPARTMENT OVERVIEW

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

- The Operations Division maintains 2,200 lane miles of asphalt and concrete streets, 1,225 miles of curbs and gutters, 1,000 miles of sidewalks, and 53 bridge structures. This division also coordinates the city's emergency recovery from man-made and natural disasters including snow, ice, and tropical storms.

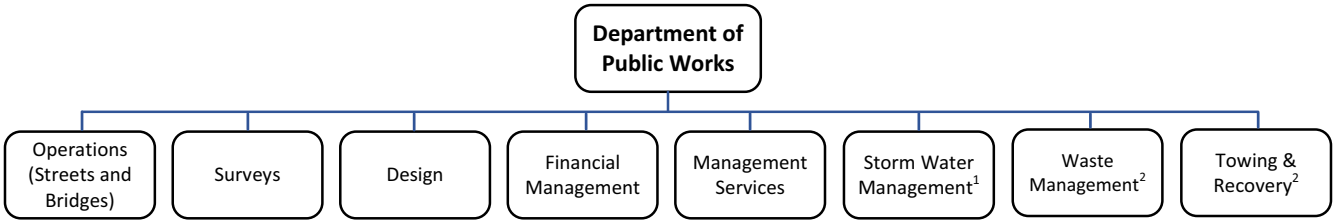
- The Design and Construction Division provides design and contract technical support for construction of new and existing facilities.

- The Surveys Division provides land and construction surveying services; maintains official plats, records, and control benchmarks.

- The Management Services Division is responsible for media, community, and public relations. This division is also responsible for general administration, information technology, and human resources including employee training throughout the department.

- The Financial Management Division is responsible for collections, disbursements, and maintenance of funds as well as fiscal and budgetary monitoring and support.

- The Department of Public Works also manages Environmental Storm Water, Towing and Recovery Services, and Waste Management. Storm Water is listed under the Enterprise Fund section of the budget document. Waste Management and Towing and Recovery Services are considered special revenue funds and are listed in the Special Revenue section of the budget document.



[1] Also shown in the Enterprise Fund section
[2] Also shown in the Special Revenue Fund section

Performance Measures

Goal					
Enhance the vitality of Norfolk's neighborhoods					
Objective					
Improve maintenance of city streets by resurfacing 70 lane miles per year to meet 20-year resurfacing program goal					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of roadway lane miles resurfaced per year	63	74	70	70	0
Objective					
Maintain safe bridge conditions					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of bridges rated good or fair according to National Bridge Inspection Standards	98	98	98	98	0

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$14,140,798	$13,603,300	$10,010,173	$9,302,085
Materials, Supplies and Repairs	$7,541,107	$7,703,465	$2,195,365	$2,190,673
Contractual Services	$749,938	$494,475	$468,938	$342,584
Equipment	$342,086	$258,584	$888,657	$131,251
Department Specific Appropriation	$3,590,568	$4,263,231	$3,433,716	$4,530,321
Total	$26,364,497	$26,323,055	$16,996,849	$16,496,914

Adopted FY 2021 Budget Actions

- **Provide funds for preliminary engineering** **FY 2021 $608,999** **FTE: 0**

  Technical adjustment to provide funds for preliminary engineering costs. Preliminary engineering supports the personnel costs associated with capital projects throughout the city. This action is a financial best practice and is part of a multi-year plan to transition costs from the Capital Improvement Plan to the General Fund. The FY 2021 funding completes the transition to the General Fund.

- **Transfer funding for coastal resilience initiatives** **FY 2021 ($130,748)** **FTE: -1**

  Technical Adjustment to reorganize the dune management program. This includes the transfer of a City Coastal Engineer position to the Department of Resilience. The position will manage and plan beach and dune activities as well as other coastal resilience projects. A corresponding adjustment can be found in the Department of Resilience.

- **Reduce funding for street repairs and maintenance** **FY 2021 ($552,608) FTE: -7**

  Service will be impacted. This action reduces staffing and nonpersonnel funds for the repair and maintenance of the city's network of streets and bridges. Specifically this action will result in an eight percent reduction in sidewalk and pothole repairs, a two percent reduction in road resurfacing, a 32 percent reduction in concrete resurfacing, and a 50 percent reduction in curb and gutter repair. Seven positions will be eliminated.

- **Reduce staffing for project management** **FY 2021 ($192,794) FTE: -3**

  Service will be impacted. This action will result in fewer positions to manage construction contracts reducing oversight and quality control of projects. Three positions will be eliminated.

- **Reduce staffing for the Survey Services program** **FY 2021 ($118,810) FTE: -2**

  Service will be impacted. This action eliminates two vacant positions. Specifically this action is expected to result in a two day increase in survey request response time, a three day increase in plat and plan review, drawing review, and parcel description prep time. This action is also expected to eliminate the program's capacity to complete topographical and boundary requests.

- **Reduce Vibrant Cities capacity** **FY 2021 ($71,154) FTE: 0**

  Service will be impacted. This action will result in fewer projects being completed annually.

- **Remove funds for part-time staff** **FY 2021 ($2,654) FTE: 0**

  No impact to service. This strategy continues the furlough of part-time positions. The department does not historically employ part-time employees.

- **Adjust costs for Fleet expenditures** **FY 2021 ($4,692) 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 2021 ($9,824) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $64,463 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $88,470 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($178,583) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Public Works **Total: ($499,935) FTE: -13**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant II	1 12	$44,339	$72,308	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Administrative Technician	1 07	$29,391	$47,962	2	0	2
Applications Analyst	1 14	$52,020	$86,041	1	0	1
Architect II	1 16	$60,149	$98,068	1	0	1
Architect III	1 17	$64,260	$104,872	1	0	1
Architect IV	1 18	$68,697	$112,020	1	0	1
Asphalt Plant Operator I	1 08	$31,804	$51,864	1	-1	0
Asphalt Plant Operator II	1 09	$34,445	$56,161	0	1	1
Assistant City Engineer	1 19	$72,930	$118,606	1	1	2
Assistant City Surveyor	1 15	$56,314	$92,075	1	-1	0
Assistant Director	1 21	$80,963	$134,732	1	0	1
Assistant Streets Engineer	1 15	$56,314	$92,075	2	0	2
Automotive Mechanic	1 10	$37,337	$60,884	2	-1	1
Bridge Inspection Supervisor	1 13	$47,823	$77,978	1	0	1
Bridge Maintenance Supervisor	1 13	$47,823	$77,978	1	0	1
Building / Equipment Maintenance Supervisor	1 11	$40,805	$66,586	1	0	1
Business Manager	1 13	$47,823	$77,978	1	0	1
City Coastal Engineer	1 21	$80,963	$134,732	1	-1	0
City Engineer	1 21	$80,963	$134,732	1	0	1
City Surveyor	1 18	$68,697	$112,020	1	0	1
Civil Engineer II	1 15	$56,314	$92,075	1	-1	0
Civil Engineer III	1 16	$60,149	$98,068	2	1	3
Civil Engineer IV	1 17	$64,260	$104,872	2	0	2

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Civil Engineer V	1 18	$68,697	$112,020	1	0	1
Construction Inspector I	1 09	$34,445	$56,161	1	0	1
Construction Inspector II	1 11	$40,805	$66,586	5	0	5
Construction Inspector III	1 12	$44,339	$72,308	5	-2	3
Contract Monitoring Specialist	1 11	$40,805	$66,586	1	0	1
Design/Construction Project Manager, Senior	1 17	$64,260	$104,872	4	-1	3
Director of Public Works	1 24	$94,656	$162,302	1	0	1
Engineering Manager	1 20	$77,520	$126,409	1	-1	0
Engineering Technician II	1 11	$40,805	$66,586	4	-1	3
Engineering Technician III	1 12	$44,339	$72,308	1	0	1
Equipment Operator II	1 07	$29,391	$47,962	20	-2	18
Equipment Operator III	1 08	$31,804	$51,864	12	0	12
Equipment Operator IV	1 09	$34,445	$56,161	1	0	1
Executive Assistant	1 11	$40,805	$66,586	1	0	1
Geographic Information Systems Specialist II	1 12	$44,339	$72,308	1	0	1
Geographic Information Systems Technician II	1 11	$40,805	$66,586	1	0	1
Instrument Technician	1 08	$31,804	$51,864	3	0	3
Lead Mason	1 07	$29,391	$47,962	5	0	5
Maintenance Mechanic I	1 06	$27,438	$44,737	1	0	1
Maintenance Worker I	1 04	$23,333	$38,047	7	-1	6
Maintenance Worker II	1 06	$27,438	$44,737	10	-2	8
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Mason	1 06	$27,438	$44,737	7	-1	6
Program Supervisor	1 13	$47,823	$77,978	1	0	1
Project Manager	1 16	$60,149	$98,068	2	0	2
Staff Technician II	1 09	$34,445	$56,161	1	0	1
Street Maintenance Supervisor	1 10	$37,337	$60,884	9	0	9
Support Technician	1 05	$25,179	$41,096	1	0	1
Survey Party Chief	1 10	$37,337	$60,884	2	0	2
Utility Maintenance Supervisor, Senior	1 13	$47,823	$77,978	2	0	2
Total				142	-13	129

This page intentionally left blank

Transit

This page intentionally left blank

Transit

Mission Statement

The Department of Transit aims to achieve complete, safe, and healthy streets that support mobility beyond boundaries through innovative and strategic multimodal transportation planning, project development, programming of local, state, and federal funds that lead to implementation of multimodal transportation projects.

Department Overview

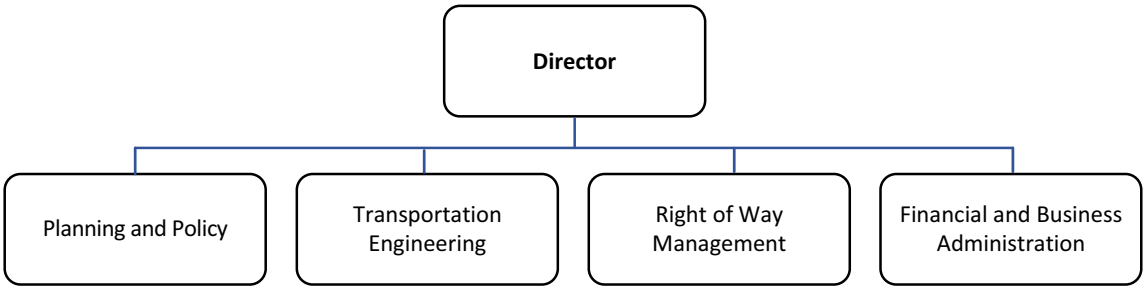
The Department of Transit is responsible for planning, developing, and operating a multimodal transportation system that supports all modes of transportation, including biking, walking, and public transportation. The department is comprised of four divisions that function collectively to make travel safe and efficient, streetscapes more attractive, and provide multimodal options.

- The Planning and Policy Division is responsible for developing and maintaining the city's Multimodal Transportation Master Plan, public transportation service evaluation, environmental evaluations, GIS mapping, data management, safety education, and public engagement.

- The Transportation Engineering Division is responsible for the design and construction management for the city and Virginia Department of Transportation projects. The division includes the Traffic Operations Center and Traffic Management Center that operates and maintains the traffic signal and traffic management systems, maintains all street signs and pavement markings, coordinates the installation of street lighting, and assist with special events.

- The Right of Way Division coordinates, permits, and inspects construction and other activity within the roadways and serves as the liaison to developers, contractors, and private utility companies. The division generates General Fund revenue annually through permit and franchise utility fees which are, in turn, used for city right of way upkeep.

- The Division of Financial and Business Administration is responsible for collection, disbursements, and maintenance of funds as well as fiscal and budgetary monitoring and support.



Performance Measures

Goal					
Achieve complete, safe, and healthy streets					
Objective					
Maintain safety of the traffic signal system					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of traffic signal infrastructure inspected per standard	100	100	100	100	0
Objective					
Ensure that streets are well-lit					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of residential streets that meet illuminating engineering standards	80	85	77	77	0
Percent of arterial streets that meet illuminating engineering standards	100	100	100	100	0
Objective					
Optimize traditional and alternative transportation modes and travel including an expanded pedestrian and bicycle network					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Miles of bikeways marked (total)	50	58	54	58	4

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$0	$0	$4,918,211	$4,910,732
Materials, Supplies and Repairs	$0	$0	$5,606,101	$5,412,498
Contractual Services	$0	$0	$799,053	$545,400
Equipment	$0	$0	$20,000	$18,000
Department Specific Appropriation	$0	$0	$1,047,687	$1,047,687
Debt Service/Transfers to CIP	$0	$0	$75,000	$0
Total	$0	$0	$12,466,052	$11,934,317

Adopted FY 2021 Budget Actions

- **Reduce signal, signs, and pavement maintenance** **FY 2021 ($224,699)** **FTE: -1**

  Service will be impacted. As a result of this action, signal system maintenance will be delayed and only addressed if deemed a critical safety hazard. New and/or replacement signs will only be installed if identified as a critical safety hazard. Pavement marking will prioritize safety related issues and suspend normal maintenance. One vacant position will be eliminated.

- **Restructure project management** **FY 2021 ($127,940) FTE: -1**

  Service will be impacted. This action will change the internal processes for oversight of traffic management, projects, analysis, and design. One position will be furloughed.

- **Reduce funds for Neighborhood Safety Program** **FY 2021 ($96,147) FTE: -2**

  Service will be impacted. This action will reduce the number of studies and safety implementation measures to critical needs only. Traffic reviews, street lighting, control signs, signal improvements, and pedestrian signals will only be implemented if categorized as a critical safety issue. One position will be furloughed. One vacant position will be eliminated.

- **Delay LED street light conversion program** **FY 2021 ($75,000) FTE: 0**

  Service will be impacted. LED conversion will continue until prior-year funding is exhausted. Planned funds will be delayed one year resulting in a temporary hiatus of LED street light conversions.

- **Remove one-time funds for Multimodal Transportation Plan** **FY 2021 ($204,000) FTE: 0**

  Remove a portion of one-time funds provided in FY 2020 to develop a Multimodal Transportation Master Plan. The development of the plan occurs over two years. The Multimodal Transportation Master Plan funding decreases by $204,000 from $600,000 in FY 2020 to $396,000 in FY 2021. The master plan includes planning for pedestrian, bike, transit, rail, freight, and auto transportation. The plan will support the city's commitment to be a Vision Zero city. Vision Zero is a multi-national road traffic project that aims to achieve a highway system with no fatalities or serious injuries.

- **Adjust costs for Fleet expenditures** **FY 2021 ($1,178) 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 2021 $76,985 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $27,590 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $31,576 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $61,078 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Transit **Total: ($531,735) FTE: -4**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant III	1 13	$47,823	$77,978	0	1	1
Administrative Assistant I	1 09	$34,445	$56,161	2	0	2
Assistant City Engineer	1 19	$72,930	$118,606	1	0	1
Business Manager	1 13	$47,823	$77,978	1	0	1
City Transportation Engineer	1 20	$77,520	$126,409	1	0	1
Civil Engineer II	1 15	$56,314	$92,075	1	0	1
Civil Engineer III	1 16	$60,149	$98,068	3	0	3
Civil Engineer IV	1 17	$64,260	$104,872	1	0	1
Civil Engineer V	1 18	$68,697	$112,020	1	0	1
Construction Inspector II	1 11	$40,805	$66,586	5	-1	4
Construction Inspector III	1 12	$44,339	$72,308	3	0	3
Design/Construction Project Manager, Senior	1 17	$64,260	$104,872	2	-1	1
Director of Transit	1 24	$94,656	$162,302	1	0	1
Engineering Technician II	1 11	$40,805	$66,586	5	-1	4
Geographic Information Systems Specialist II	1 12	$44,339	$72,308	1	-1	0
Geographic Information Systems Specialist III	1 15	$56,314	$92,075	1	1	2
Maintenance Shop Manager	1 13	$47,823	$77,978	1	0	1
Maintenance Worker I	1 04	$23,333	$38,047	1	0	1
Management Analyst II	1 13	$47,823	$77,978	1	-1	0
Management Analyst III	1 14	$52,020	$86,041	0	1	1
Operations Manager	1 14	$52,020	$86,041	1	1	2
Project Manager	1 16	$60,149	$98,068	1	0	1
Right of Way Permit Supervisor	1 15	$56,314	$92,075	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Superintendent of Traffic Operations	1 16	$60,149	$98,068	1	0	1
Support Technician	1 05	$25,179	$41,096	1	-1	0
Traffic Engineering Assistant	1 14	$52,020	$86,041	2	0	2
Traffic Maintenance Technician I	1 07	$29,391	$47,962	10	-1	9
Traffic Maintenance Technician III	1 09	$34,445	$56,161	1	0	1
Traffic Sign Fabricator II	1 08	$31,804	$51,864	2	0	2
Traffic Signal Technician I	1 09	$34,445	$56,161	1	3	4
Traffic Signal Technician II	1 10	$37,337	$60,884	3	-2	1
Traffic Signal Technician III	1 11	$40,805	$66,586	2	-1	1
Traffic Signal Technician IV	1 12	$44,339	$72,308	7	-1	6
Transportation Strategic Planner	1 19	$72,930	$118,606	1	0	1
Total				66	-4	62

This page intentionally left blank

Debt Service

This page intentionally left blank

Debt Service

The city traditionally issues General Obligation (G.O.) bonds to provide funding for a wide variety of general infrastructure improvements that directly help meet basic needs and improve the quality of life of every Norfolk resident. G.O. bonds are a type of borrowing, similar to a home mortgage, used by local governments to finance capital projects such as schools; public safety improvements, including police and fire facilities; street improvements; transportation projects such as new roads and sidewalks; neighborhood improvements like curbs and gutters; economic development, including promoting business growth and vitality; parks, recreation and open space facilities; cultural institutions, including the zoo and museums; and community recreation centers.

The city obtains money for these projects by selling its G.O. bonds to investors, also called bondholders. In exchange, the city pledges to repay what it borrowed (principal), plus interest, over a predetermined number of years. As presented below, debt service refers to the scheduled payments of principal and interest on the city's previously issued G.O. bonds and any new debt service resulting from a planned new issuance of bonds to finance approved capital projects. G.O. bonds are backed by the full faith and credit of the city, meaning that the city commits its full taxing authority to paying bondholders.

The city issues bonds because its capital needs exceed the ability to fund all capital projects with cash or current tax revenues. G.O. bond financing allows the city to spread the substantial costs of funding its capital program over multiple years. This kind of financing also allows the costs of capital projects to be spread over a number of years that better matches the expected useful life so that each generation (current and future) of taxpayers and users contributes a portion for the use of the infrastructure assets financed. Additionally, the Debt Service budget includes funding for the equipment and vehicle acquisition program. This program contains three categories:

- School buses
- City-owned vehicle replacement
- City-owned information technology equipment replacement

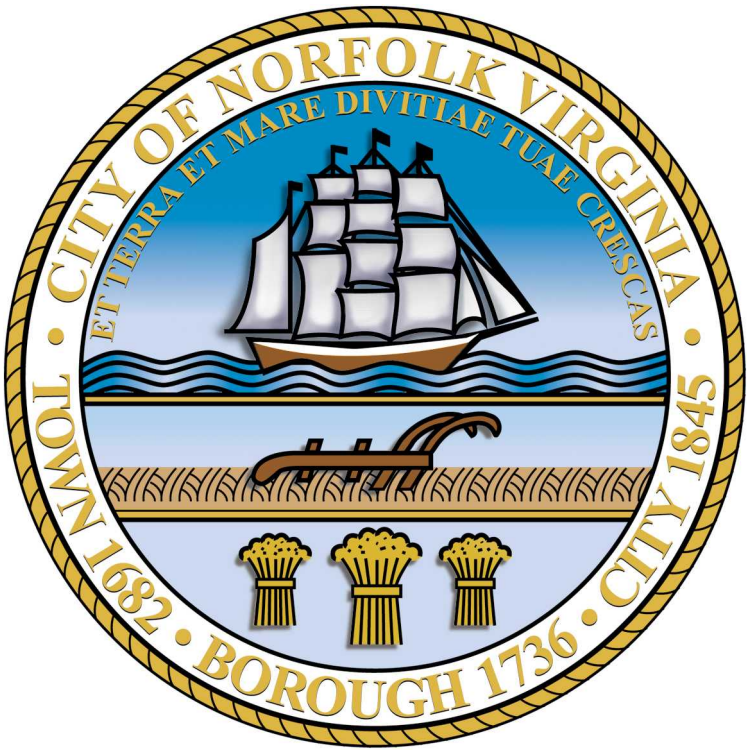
In Fiscal Year 2015, a Line of Credit (LOC) financing tool was established as an additional financing mechanism that allows better management of cash flow for capital project financing. A LOC partially funds the city's CIP cashflow needs by providing a low-cost, flexible interim financing option for capital projects and allows the city to draw funds "just-in-time." Use of this mechanism provides the city with greater flexibility regarding the timing of long-term bond issuances.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Debt Principal & Interest	71,299,330	60,687,634	69,081,934	67,282,004
Equipment Acquisition Principal & Interest	4,265,107	11,090,320	5,500,443	5,500,443
Bond Issuance Cost	498,000	438,609	500,000	500,000
Transfer to CIP	887,256	1,287,256	6,428,148	6,716,789
TOTAL	**76,949,693**	**73,503,819**	**81,510,525**	**79,999,236**

This page intentionally left blank

Public School Education



This page intentionally left blank

Norfolk Public Schools

Mission Statement

The mission of Norfolk Public Schools (NPS), the cornerstone of a proudly diverse community, is to ensure all students maximize their academic potential, develop skills for lifelong learning, and are successful contributors to a global society, as distinguished by:

- Courageous advocacy for all students
- Family and community investment
- Data-driven personalized learning
- Strong and effective leadership teams
- Shared responsibility for teaching and learning
- Access to rigorous and rewarding college and career readiness opportunities

Division Overview

NPS is the largest urban school division and the seventh largest division overall in the Commonwealth of Virginia. The division enrolls a racially and economically diverse population of approximately 29,500 students, supported by more than 4,600 employees in 50 facilities. The educational philosophy of the division is based on the belief that all children can achieve at high levels and that it is the responsibility of the staff and community to ensure each child reaches his or her highest potential.

NPS has a variety of programs to meet the needs of students. Programs within the traditional school setting include those for students with special needs, English as a Second Language, Title I, and Gifted Education. Auxiliary facilities house programs for students who need an alternate educational setting, as well as opportunities for trade and technical education. There are full-day kindergarten programs in all elementary schools except for those schools with grades three through five. There are three early childhood centers for three- and four-year-old children and pre-kindergarten programs in all elementary schools except those serving only grades three through five.

Legal Authorization

Pursuant to Virginia law, all school divisions are fiscally dependent on the local government. As a fiscally dependent school division, NPS does not levy taxes or issue debt. All funds are appropriated to Norfolk Public Schools by the Norfolk City Council, which has authority to tax and incur debt.

The School Board derives its authority from the Commonwealth and has the constitutional responsibility to provide public education to the residents of Norfolk.

School Funding

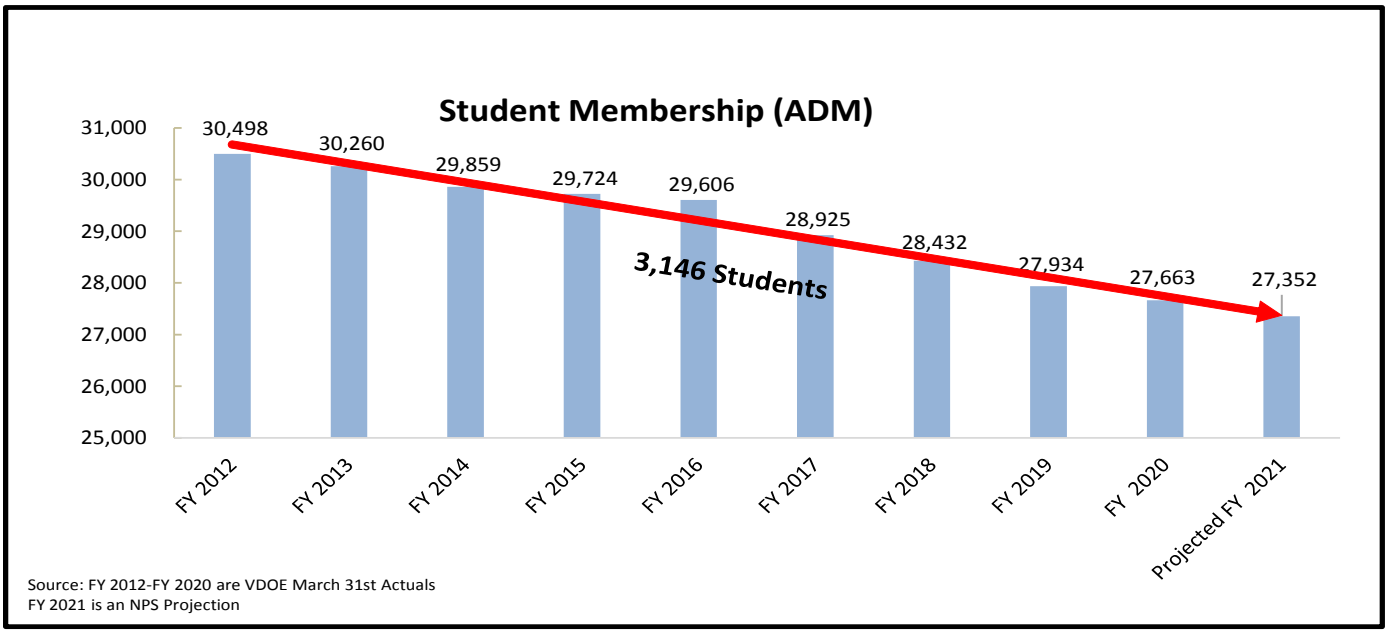
The division receives financial support from several sources:

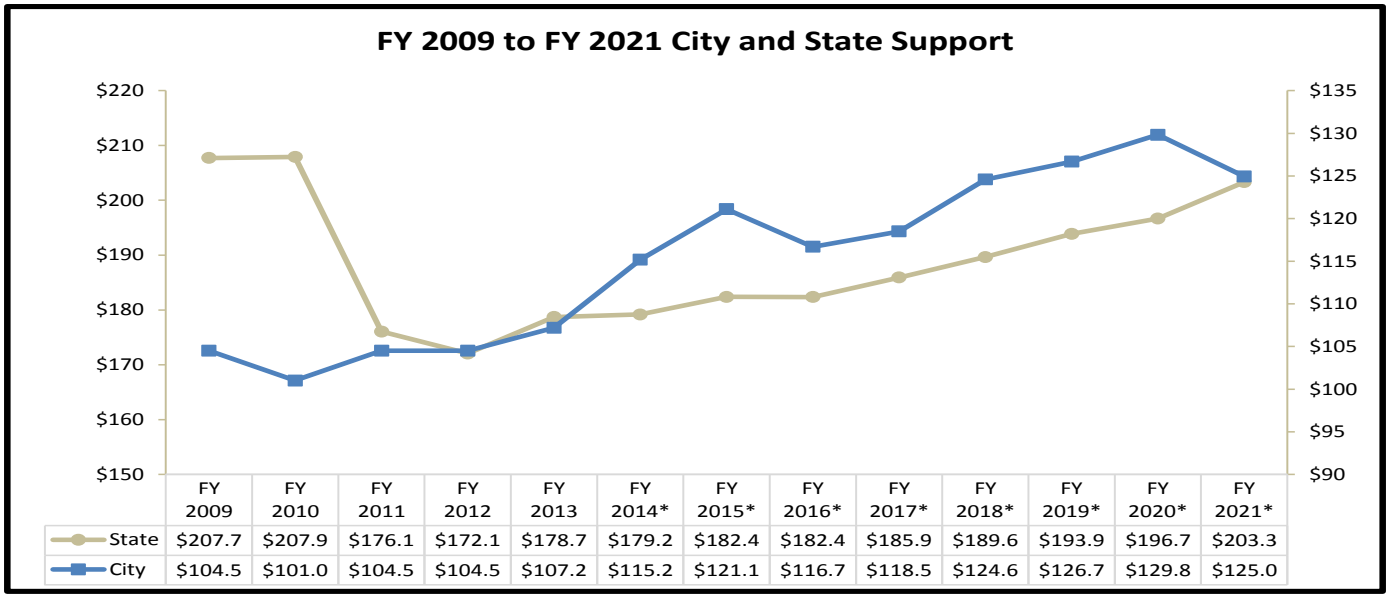
- Commonwealth of Virginia
- City of Norfolk
- Federal Government
- Local Fees and Revenues

Commonwealth of Virginia: Support for public schools is a shared cost between the Commonwealth of Virginia and localities. Article VIII, Section 2 of the Constitution of Virginia authorizes the General Assembly to determine the cost of education as prescribed by the Standards of Quality (SOQ) and to establish the cost share between state and local governments. Sales tax revenue is used to offset Basic Aid costs. In FY 2013, $1^1/_4$ cent of the Commonwealth's five-cent sales and use tax was dedicated to public school funding. In FY 2014, sales and use tax increased in Norfolk to six cents due to the statewide transportation bill, and of this $1^3/_8$ cent is dedicated to public school funding.

The Standards of Quality (SOQ) prescribe the minimum standards of education for public school divisions. The standards are established in the Constitution of Virginia and defined in the Code of Virginia. Only the State Board of Education and the General Assembly can alter the standards. SOQ rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. Localities may choose to spend more than the required amounts at their own discretion. School divisions may offer additional programs and employ additional staff beyond what is required by the SOQ at their own discretion.

Average Daily Membership (ADM) is the student enrollment count that drives most state funds for public education. The ADM is reported to the Virginia Department of Education (VDOE) twice a year, a projection in the fall and a final ADM in the spring. ADM is determined by the total days in membership for all students over the school year divided by the number of days school was in session. NPS projects March 31st ADM to decline from 27,663 in FY 2020 to 27,352 in FY 2021, a decrease of 311 students. Since 2012, ADM has decreased by 3,146 students or 10.3 percent. Pre-kindergarten is an optional program and not included in the ADM. As such, the numbers reported here do not include pre-kindergarten.





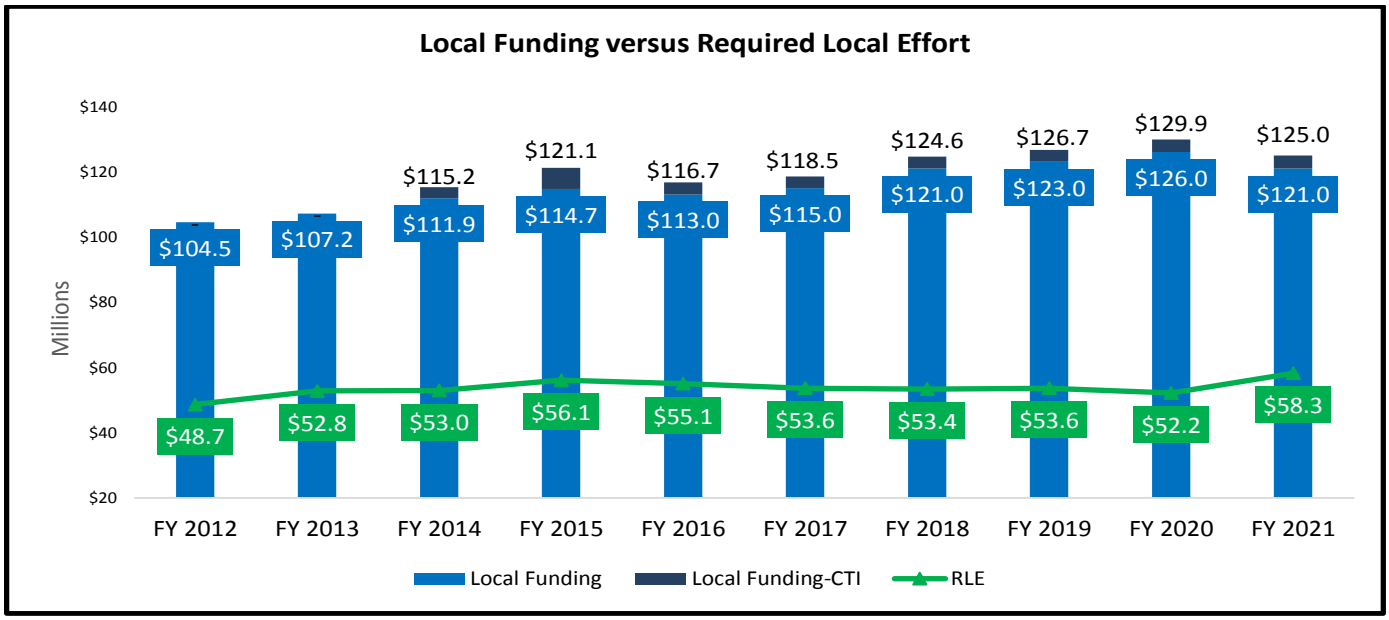
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014*	FY 2015*	FY 2016*	FY 2017*	FY 2018*	FY 2019*	FY 2020*	FY 2021*
State	$207.7	$207.9	$176.1	$172.1	$178.7	$179.2	$182.4	$182.4	$185.9	$189.6	$193.9	$196.7	$203.3
City	$104.5	$101.0	$104.5	$104.5	$107.2	$115.2	$121.1	$116.7	$118.5	$124.6	$126.7	$129.8	$125.0

* Includes Construction, Technology, and Infrastructure (CTI) funding. FY 2020 and FY 2021 are budgeted amounts; all others are actuals. State funding figure for FY 2019 reflects City of Norfolk's Adopted Budget; subsequently, the General Assembly passed a budget that provided $1.3 million in additional state funding.

City of Norfolk: Education has been an ongoing priority for City Council and the City of Norfolk. Despite the Great Recession and declines in enrollment, city support has increased over the last decade. Traditionally, NPS has submitted a budget based on its identified needs, and the local contribution has been determined by balancing those needs against citywide needs and financial capacity.

Beginning in FY 2020, the Local Revenue Allocation Policy included at the end of this section will be used to determine the local contribution to NPS's operating funds. By using a formula to allocate a fixed share of non-dedicated local revenues to schools, this policy provides a predictable, objective method so that both NPS administration and the city can engage in better financial planning with available resources. The policy also links economic growth to school funding, recognizing the importance of schools to the city's economic success. The projected revenue loss as a result of the COVID-19 pandemic impacts the Local Revenue Allocation Policy. The Adopted FY 2021 Budget estimates a reduction from the Adopted FY 2020 Local Revenue Allocation. In response, the city has identified one-time funds that are currently allocated for school maintenance projects in the Capital Improvement Plan (CIP), which if necessary can be flexed to the operating budget as additional local support, if requested by the School Board and Administration. In addition, NPS received separate federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to assist with the financial impact of the COVID-19 pandemic.

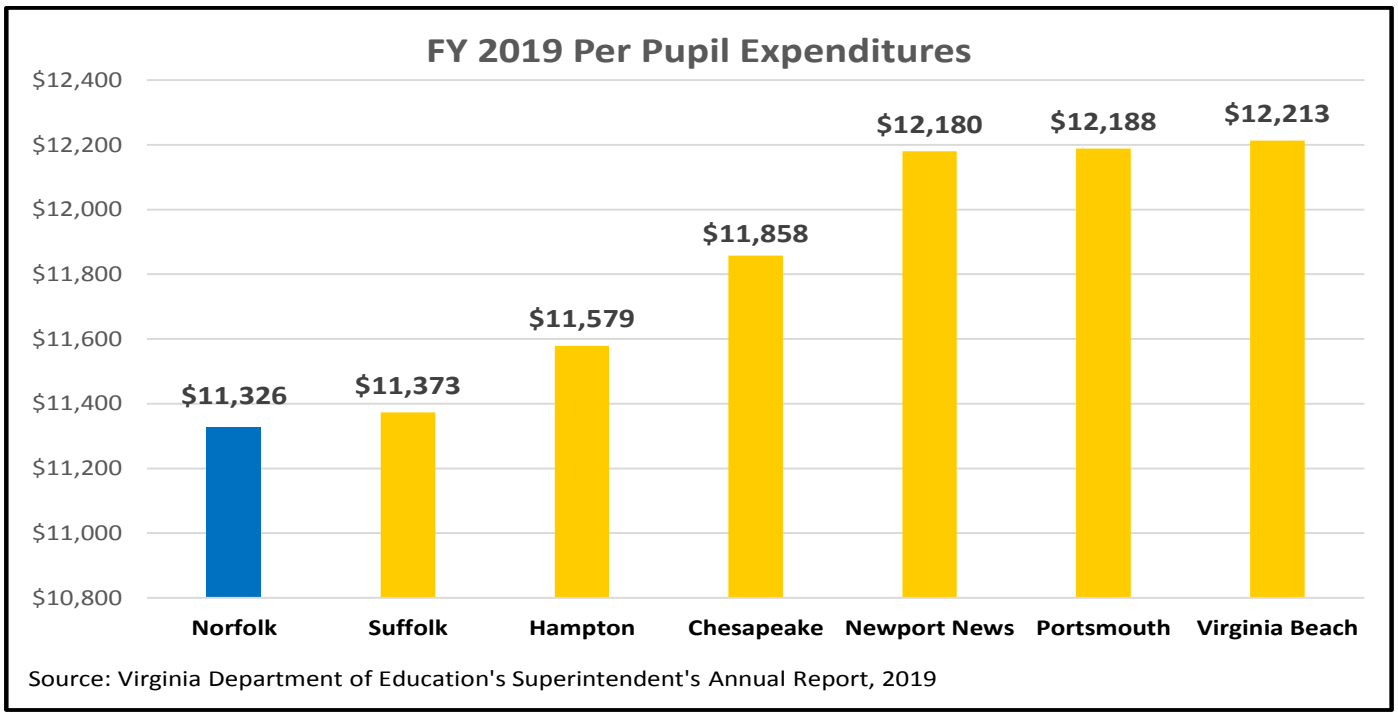
Local Composite Index: The Local Composite Index (LCI) was formulated by the state to measure a locality's ability to fund education. The LCI is calculated using three measures of the local tax base: true real estate values (50 percent of measure); adjusted gross income (40 percent of measure); and local taxable retail sales (10 percent of measure). LCI calculations for the 2020-2022 biennium are based on 2017 data from the Virginia Department of Taxation. The local tax measures are combined with two per capita components: 2018 ADM and total population provided by the Weldon Cooper Center for Public Service. Each locality's ability to pay is evaluated relative to all other localities. Norfolk's LCI for FY 2021 is 0.3059, which means that the city's Required Local Effort (RLE) for SOQ programs is approximately 30 percent of the total cost of education for Norfolk. The city consistently provides more than double the required amount.



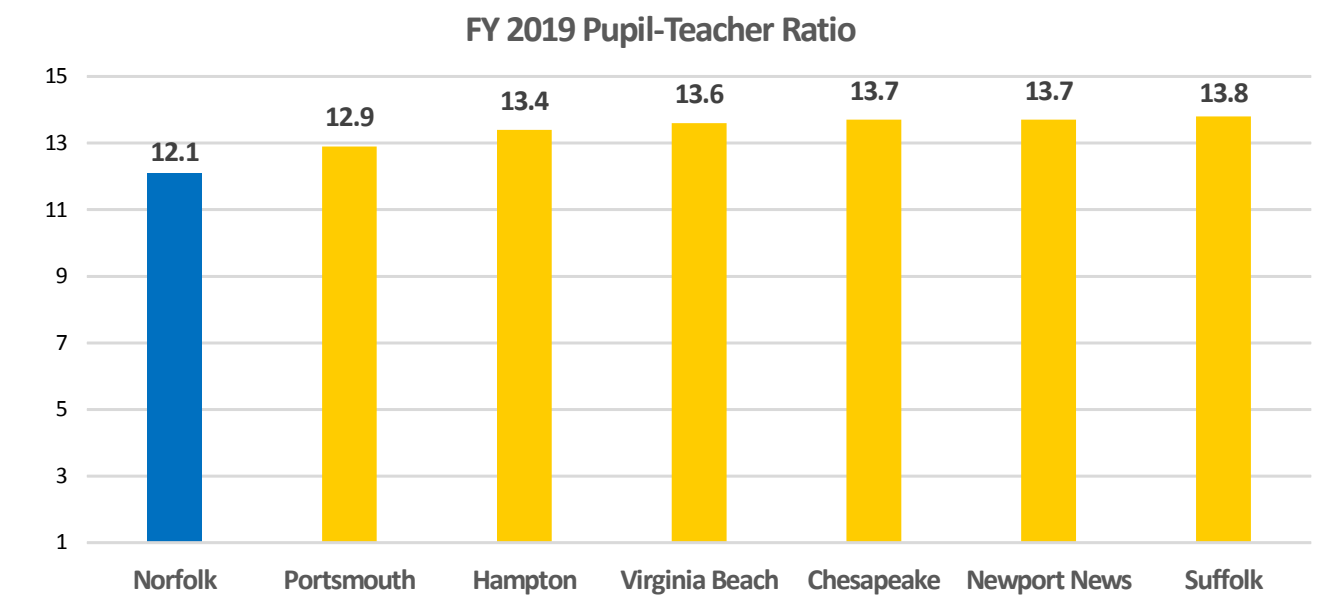
*FY 2015 includes $3.0 million and FY 2016 includes $246,600 in CTI carryforward from FY 2014.

Additionally, the city provides support for NPS related to debt service on school capital projects, landscape maintenance, school resource officers, and other services valued at nearly $25 million in FY 2021. The city's FY 2021 - FY 2025 Capital Improvement Plan (CIP) continues support for facilities maintenance and school bus replacement.

Per Pupil Expenditure (PPE): PPE is the statistic that includes the amount of money put toward the general education for each student. The Superintendent's Annual Report for Virginia provides a yearly PPE for all school divisions in the Commonwealth. The report utilizes annual financial data submitted by school divisions. Since all school divisions submit this data, this report provides the best comparison of PPE across the state. The most recent available report is for FY 2019.



Pupil-Teacher Ratio: The Pupil-Teacher Ratio data is reported each year in the Superintendent's Annual Report. The most recent report available is for FY 2019 and Norfolk has the lowest pupil-teacher ratio in Hampton Roads. The data reflect a weighted average that account for elementary and secondary teachers at each division.



Source: Virginia Department of Education's Superintendent's Annual Report, 2019

Construction, Technology, and Infrastructure

Program Overview

The Construction, Technology, and Infrastructure (CTI) program funds one-time capital, technology, and infrastructure improvements for the school division. The program funds (in priority order) the debt service for school construction projects, technology to enhance learning within the classroom, and infrastructure needs. A dedicated two-cent real estate tax increase from July 1, 2013, supports the CTI. The tax increase accelerates the funding for school construction projects and frees up capacity to address infrastructure and neighborhood capital needs citywide. All funds raised from the two-cent tax increase are used solely for this program. This funding source has the potential to grow over time as real estate values increase.

Dedicated Funding for FY 2021: $3,980,000

History of Funding

Prior CTI Funds	$24,855,100
FY 2021 CTI Funds	$3,980,000
Total CTI Funds Appropriated	$28,835,100

PERFORMANCE MEASURES

Norfolk Public Schools (NPS) FY 2019 Achievable Results (GOALS)

- NPS will implement, annually monitor, and refine the comprehensive plan for improving on-time graduation for students
- NPS will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)
- NPS will improve the climate of support for the achievement of all students through staff, family, and community engagement

Priority: Lifelong Learning

Goal

Norfolk Public Schools (NPS) will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)

Measure (As Reported by VDOE)	FY 2018 Actual	FY 2019 Actual	FY 2020 State Benchmark	FY 2021 State Benchmark
Increase division level pass rates on SOLs (Standards of Learning)				
Grade 3 Reading	65	63	75	75
Grade 3 Mathematics	62	75	70	70
Grade 4 Reading	68	67	75	75
Grade 4 Mathematics	67	75	70	70
Grade 5 Reading	70	65	75	75
Grade 5 Mathematics	64	69	70	70
Grade 5 History & Social Science	97	100	70	85
Grade 5 Science	65	66	70	70
Grade 6 Reading	68	62	75	75
Grade 6 Mathematics	62	56	70	70
Grade 7 Reading	70	67	75	75
Grade 7 Mathematics	43	53	70	70
Grade 8 Reading	64	63	75	75
Grade 8 Writing	60	56	75	75
Grade 8 Mathematics	67	68	70	70
Grade 8 History & Social Science	97	94	70	85
Grade 8 Science	62	60	70	70

Measure (As Reported by VDOE)	FY 2018 Actual	FY 2019 Actual	FY 2020 State Benchmark	FY 2021 State Benchmark
End-of-Course English: Reading	80	78	75	75
End-of-Course English: Writing	80	73	75	75
End-of-Course Algebra I	65	78	70	70
End-of-Course Geometry	62	74	70	70
End-of-Course Algebra II	88	87	70	70
End-of-Course Virginia and U.S. History	72	54	70	85
End-of-Course World History I	76	50	70	85
End-of-Course World History II	81	68	70	85
End-of-Course Earth Science	72	69	70	70
End-of-Course Biology	73	73	70	70
End-of-Course Chemistry	92	78	70	70
End-of-Course World Geography	69	65	70	70

ADOPTED FY 2021 BUDGET ACTIONS

- **Adjust local support for schools** **($4,999,497)**

  Adjust local ongoing operating support according to the Local Revenue Allocation Policy introduced in FY 2019. The decline in funding is attributable to projected revenue loss as a result of the COVID-19 Pandemic.

- **Adjust support for Construction, Technology, and Infrastructure program** **$129,000**

  Adjust support for Construction, Technology, and Infrastructure (CTI) program based on an increase in real estate assessments. The total amount, $3,980,000 in the Adopted FY 2021 Budget will fund one-time capital, technology, and infrastructure improvements for the school division. The program is used to fund (in priority order) debt service for school construction projects, the purchase of technology to enhance learning within the classroom, and address infrastructure needs.

- **Update SOQ and state support** **5,835,261**

  Adjust support to NPS based on the 2020 - 2022 biennial budget as adopted by the General Assembly. Standards of Quality (SOQ) rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle.

- **Adjust federal aid for schools** **$21,707**

  Technical adjustment to increase federal funding for schools based on the NPS estimate in the Superintendent's Proposed FY 2021 Budget. Federal revenue for NPS consists primarily of Federal Impact Aid (FIA), which is based on the number of children in Norfolk who are associated with or directly impacted by federal programs, including children living in government-supplied housing on military bases. Reimbursements for approved services for Medicaid-eligible students and NJROTC funding are also included as federal support.

Norfolk Public Schools **Total: $986,471**

Norfolk Public Schools Summary

The School Board issues a separate, detailed budget document which identifies grant revenues in addition to the School Operating Budget. The FY 2018 and FY 2019 Actual amounts are provided by NPS. The FY 2020 Adopted amount is approved by City Council.

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Operating Revenue from the City	117,971,922	122,971,922	125,972,854	120,973,357
Construction, Technology, and Infrastructure				
Infrastructure and Technology to NPS	*0*	*0*	*0*	*0*
Debt Service	*3,618,000*	*3,702,000*	*3,851,000*	*3,980,000*
Unspent CTI Funds	*0*	*0*	*0*	*0*
Total CTI	**3,618,000**	**3,702,000**	**3,851,000**	**3,980,000**
Subtotal ongoing support	**121,589,922**	**126,673,922**	**129,823,854**	**124,953,357**
One-time support				
Additional appropriation	*3,000,000*	*0*	*0*	0
Subtotal one-time support	**3,000,000**	**0**	**0**	**0**
Total City Revenue	**124,589,922**	**126,673,922**	**129,823,854**	**124,953,357**
Revenue from Commonwealth	189,644,796	194,050,988	197,478,663	203,313,924
Revenue from Federal Funds	4,811,685	6,004,987	5,653,293	5,675,000
Revenue from Other Funds	2,778,534	3,063,926	3,206,000	3,206,000
NPS Carryforward	0	0	0	0
Subtotal State and Other	**197,235,015**	**203,119,901**	**206,337,956**	**212,194,924**
Total Operating Revenues	**321,824,937**	**329,793,823**	**336,161,810**	**337,148,281**
Total Grant Revenues and School Nutrition Funds	**51,381,293**	**53,399,437**	**60,000,000**[1]	**62,200,000**[2]
Total Revenues	**373,206,230**	**383,193,260**	**396,161,810**	**399,348,281**
Additional Services Provided[3] **(see next page for details)**	19,522,643	25,941,412	25,128,230	29,603,393
Grand Total Support Received	**392,728,873**	**409,134,672**	**421,290,040**	**428,951,674**

[1]School Nutrition Funds revenues in FY 2020 include a $916,000 transfer from fund balance.

[2] School Nutrition Funds revenues in FY 2021 includes a $1,161,000 transfer from fund balance.

[3] Additional services exclude school construction and reflect the adjustment of School Crossing Guards from NPD to NPS in FY 2015. These amounts are now included in Revenue from the city.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
School Operating Budget	317,505,301	323,061,236	336,161,810	337,148,281
Grants and Special Programs	33,247,319	35,537,586	40,000,000	42,000,000
Child Nutrition Services	17,047,594	17,861,851	20,000,000	20,200,000
Total Expenditures	**367,800,214**	**376,460,673**	**396,161,810**	**399,348,281**

Additional Services Provided to Norfolk Public Schools (Excluding School Construction)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Debt Service for School Buses	678,525	938,477	925,725	902,650
Debt Service for School Construction and Maintenance Projects[1]	13,733,270	16,231,859	17,993,429	17,838,547
Grounds Maintenance	778,038	710,399	775,000	775,000
School Resource Officers	1,332,810	1,060,677	1,434,076	1,087,196
Subtotal Other City Support	**16,522,643**	**18,941,412**	**21,128,230**	**20,603,393**
Ongoing School Maintenance	2,000,000	6,000,000	3,000,000	9,000,000
Acquire School Buses	1,000,000	1,000,000	1,000,000	0
Grand Total Additional Services Provided	**19,522,643**	**25,941,412**	**25,128,230**	**29,603,393**

In addition to the direct city support to Norfolk Public Schools, the city provides additional services (listed above) funded through city departments' budgets. Debt service for school construction and school buses are included in the city's Debt Service budget, School Resource Officers are included in the Police budget, Facility Maintenance is in the General Services budget, and Grounds Maintenance is in the Recreation, Parks and Open Space budget.

[1]In December, 2014, the city established a revolving line of credit (the "Line") to be used as low cost flexible interim financing. By matching borrowing to school construction, renovation, and maintenance costs the city has been able to reduce its short-term debt service expenditures. Through utilization of the Line, the city has benefited from both low interest costs and better flexibility to time its long-term debt issuance.

School Operating Fund

Operating Revenues

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Revenue from Commonwealth				
Standards of Quality Funds				
Basic Aid	84,520,258	87,348,756	84,200,564	88,664,975
Textbook Payments	2,188,598	1,980,693	1,931,019	2,040,332
Vocational Education Standards of Quality (SOQ)	976,875	1,455,669	1,419,162	1,404,899
Gifted Education	956,938	983,560	958,893	987,227
Special Education SOQ	9,230,468	10,366,723	10,106,735	10,935,433
Prevention, Intervention and Remediation	6,020,737	5,527,607	5,388,980	5,676,553
Fringe Benefits	18,520,746	18,549,942	18,142,261	19,687,577
English as a Second Language (ESL)[1]	694,341	675,578	698,319	1,180,431
Remedial Summer School	689,604	532,851	532,851	451,293
Total Standards of Quality Funds	**123,798,565**	**127,421,379**	**123,378,784**	**131,028,720**
State Sales Taxes	32,662,089	34,024,208	34,899,590	35,660,821
Lottery Funded Programs	27,027,980	22,196,142	27,050,812	23,320,618
Other State Funds	6,156,162	10,409,259	12,149,477	13,303,765
Total from Commonwealth	**189,644,796**	**194,050,988**	**197,478,663**	**203,313,924**
Total Federal	**4,811,685**	**6,004,987**	**5,653,293**	**5,675,000**
Total City Funds	**124,589,922**	**122,971,922**	**129,823,854**	**124,953,357**
Total Other Revenue	**2,778,534**	**3,063,926**	**3,206,000**	**3,206,000**
Total Carryforwards	**0**	**0**	**0**	**0**
Total Revenues	**321,824,937**	**326,091,823**	**336,161,810**	**337,148,281**

Operating Expenditures

Expenditures	Positions FY 2020	Positions FY 2021	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted[1]	FY 2021 Adopted
Instructional Services	3,113	3,127	232,168,475	238,399,008	250,445,722	250,772,800
Administration, Attendance, and Health	190	194	17,929,599	18,666,160	19,762,840	20,103,375
Pupil Transportation	297	300	13,025,812	13,355,574	14,044,327	14,030,317
Operations/ Maintenance	411	414	36,110,779	37,604,028	37,231,501	37,192,692
Facility Improvements	0	0	1,373,168	329,784	1,428,670	1,452,670[2]
Information Technology	63	63	13,279,468	11,004,682	9,397,750	9,616,427
School Operating Budget	**4,073**	**4,098**	**313,887,301**	**319,359,236**	**332,310,810**	**333,168,281**
Construction Technology and Infrastructure			**3,618,000**	**3,702,000**	**3,851,000**	**3,980,000**
Grand Total Operating and CTI			**317,505,301**	**323,061,236**	**336,161,810**	**337,148,281**
Difference from City Revenue						
Total Expenditures						**337,148,281**

[1]FY 2020 Adopted figures reflect the adjusted NPS Superintendent's Proposed FY 2020 Budget presented on March 7, 2019, based on the General Assembly's agreed-upon budget. General Assembly actions added $801,858 to Virginia Preschool Initiative Plus funding and subtracted $1,038,337 in general revenues for a net $236,479 loss in state funding compared to the originally presented Superintendent's Proposed FY 2020 Budget based on the Governor's introduced FY 2018-2020 budget amendments. Expenditure categories may shift according to School Board actions as they reach a final budget.

[2]These amounts differ from the NPS Approved FY 2020 and NPS Proposed FY 2021 budgets. The NPS budgets for facilities improvements includes CTI funds, which is shown in the Construction, Technology, and Infrastructure line.

School Grants

Grants and Special Programs Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Estimated
Federal Grants	28,108,537	29,761,082	30,712,594	31,172,612
Commonwealth of Virginia Grants	4,149,506	5,186,287	7,345,732	8,942,884
Other/Foundation Grants	806,241	590,217	1,941,674	1,884,504
Total Grant Revenues	**33,064,284**	**35,537,586**	**40,000,000**	**42,000,000**

Grants and Special Programs Expenditure Summary

Federal Grants

	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Estimated
Compensatory Programs	16,532,630	18,679,176	20,991,377	18,075,952
Special Education	7,751,585	7,167,243	7,456,013	7,456,013
Career, Technical and Adult Education	1,089,786	1,142,545	1,146,116	1,146,116
Other Projects	2,734,536	2,772,118	1,119,088	4,494,531
Total Federal Grants	**28,108,537**	**29,761,082**	**30,712,594**	**31,172,612**

COMMONWEALTH OF VIRGINIA GRANTS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Estimated
Career, Technical and Adult Education	180,156	180,464	227,427	227,427
State Operated Facilities	3,139,829	3,239,102	3,227,840	3,227,840
Special Education	150,330	178,636	184,503	184,503
Virginia Technology Initiative	438,601	0	0	0
Other Grants	240,590	1,588,085	3,705,962	5,303,114
Total Commonwealth of Virginia	**4,149,506**	**5,186,287**	**7,345,732**	**8,942,884**

OTHER/FOUNDATION GRANTS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Estimated
Other/Foundation Grants	806,241	590,217	1,941,674	1,884,504
Total Other/Foundation Grants	**806,241**	**590,217**	**1,941,674**	**1,884,504**
Total Grants and Special Programs	**33,064,284**	**35,537,586**	**40,000,000**	**42,000,000**

Child Nutrition Services

Revenues	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Sales	1,142,025	1,019,288	1,635,000	1,178,000
Federal and State Food Program Reimbursements	15,974,496	17,192,701	16,130,000	16,540,000
Federal Commodities Donated	856,729	872,188	1,200,000	1,200,000
Interest Earned	13,377	0	16,000	0
Other Revenue	147,347	123,068	103,000	121,000
Transfer from Fund Balance	0	0	916,000	1,161,000
Total Revenues	**18,133,974**	**19,207,245**	**20,000,000**	**20,200,000**

Expenditures	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Cost of Goods Sold	8,556,711	8,953,025	9,184,430	9,189,430
Employee Compensation	7,236,598	7,361,251	9,033,118	9,234,283
Supplies and Materials	110,690	60,120	99,665	130,000
Equipment and Other Costs	1,143,595	1,487,455	1,682,787	1,646,287
Total Expenditures	**17,047,594**	**17,861,851**	**20,000,000**	**20,200,000**
Net Increase (Decrease) in Fund Balance	1,086,380	1,345,394	(916,000)	(1,161,000)
Fund Balance – Beginning of Year	8,788,115	9,874,495	11,219,889	10,303,889
Fund Balance – End of Year	**9,874,495**	**11,219,889**	**10,303,889**	**9,142,889**

Local Revenue Allocation Policy

Purpose

This policy is to establish the procedure for allocating to the City of Norfolk and Norfolk Public Schools non-dedicated local revenues that are estimated to be available in a given fiscal year. It is the intent of this policy to provide a predictable, objective means of allocating local revenues while providing sufficient funding to meet the strategic goals of both the city and Norfolk Public Schools.

This policy seeks to resolve longstanding concerns over the fair division of limited resources and strike a balance between the funding requirements of school and city services. The policy is designed to accomplish these goals by providing better planning for school funding based on a predictable share of non-dedicated local tax revenue and reduce the Schools' reliance on one-time local support. The policy links economic growth to school funding, to recognize the importance of schools to the economic success of the city. It comes after many meetings with school staff to jointly address as many concerns as possible; however, the policy does not reflect the full support of the school system.

At no time shall the City's allocation be less than that required by Virginia law for the maintenance of an educational program meeting the Standards of Quality as established by the General Assembly.

Definitions

"City" refers to the City of Norfolk exclusive of the Norfolk Public Schools system.

"Schools" refers to the Norfolk Public Schools system.

"Non-Dedicated Local Tax Revenue" refers to the revenue sources identified in Table 1. The set of revenues to be used for the calculation was recommended by Norfolk Public Schools; some sources of local revenue have been excluded, such as the cigarette tax, due to their existing dedications.

"Dedicated Local Taxes" refer to taxes that have been previously obligated or may be obligated in the future by the City Council or state law to support specific projects or programs. Examples of dedicated local taxes that are excluded from this policy include, but are not limited to: Tax Increment Financing District revenues; Special Services District revenues; the two cents real estate tax revenue dedicated to Norfolk Public Schools for Construction, Technology, or Infrastructure; the one cent real estate tax dedicated to resilience; the 1.9 cents real estate tax revenue dedicated to the St. Paul's initiative; taxes that represent "net-new revenues" and are required to be redirected or are the basis for the calculation of an incentive payment as part of a public-private partnership approved by City Council; cigarette tax revenue dedicated to economic development initiatives; hotel tax revenue dedicated to tourism infrastructure and public amenities; food and beverage tax revenue dedicated to public amenities; motor vehicle license fee revenue dedicated to the complete streets initiative; and any other obligations that City Council may make in the future.

"Revenue Sharing Formula" refers to the method of sharing local tax revenues between the city and schools.

"Local Contribution" refers to local funds appropriated for Schools by City Council in May of each year for the upcoming fiscal year beginning July 1.

"Actual Non-Dedicated Local Tax Revenues" refers to the actual collected local revenues reflected in the Comprehensive Annual Financial Report (CAFR) at the end of each fiscal year.

"Reversion Funds" refer to the funding held by Norfolk Public Schools at the close of business of each fiscal year (per Code of Virginia § 22.1-100) and to the end of year true-up to the revenue sharing formula based on actual local tax revenues.

Revenue Sharing Formula Calculation

Initial Estimate: In September, the city's Office of Budget and Strategic Planning will provide to Norfolk Public Schools an estimate of the local contribution for the upcoming fiscal year.

Mid-year Estimate: In February, the city's Office of Budget and Strategic Planning will provide to Norfolk Public Schools an updated estimate of the local contribution for the upcoming fiscal year.

Final Estimate: In March, the city's Office of Budget and Strategic Planning will provide a final estimate of the local contribution. This will be the estimate included in the city's Proposed Operating Budget.

Estimates of the revenues contained in the Revenue Sharing Formula shall be clearly presented in the city's operating budget.

Revenue Sharing Formula Calculation: The city's Office of Budget and Strategic Planning will allocate to Norfolk Public Schools a constant 29.55 percent share of non-dedicated local tax revenues shown in the table below starting in FY 2020. This formula calculation shall comprise the local contribution for Norfolk Public Schools pursuant to this policy.

Sources of Non-Dedicated Local Tax Revenue[1]	
Real Estate tax[2]	Real Estate Public Service Corporation tax [2]
Personal Property tax[2]	Transient Occupancy (Hotel) tax
Sales and Use tax	Machinery and Tools tax [2]
Food and Beverage (Meals) tax	Consumer Water Utility tax
Business License tax	Motor Vehicle License Fee (city)
Communication Sales and Use tax	Consumer Gas Utility tax
Consumer Electric Utility tax	Recordation tax

[1]Less dedications as described in the "Dedicated Local Taxes" in the Definitions section.
[2]Does not include delinquent tax revenue

Mid-year Revenue Shortfall: If the city anticipates, at any time during the fiscal year, that actual non-dedicated local tax revenues will fall significantly below the budgeted amount, the City Manager or his designee will provide to Norfolk Public Schools an updated estimate of the local contribution. The School Superintendent, upon notification by the City Manager or his designee, will be expected to notify the Board and take necessary actions to reduce expenditures in an amount equal to the reduction in the local contribution to Norfolk Public Schools.

State Revenue Shortfall: If, at any time during the fiscal year, a significant shortfall in revenue from the Commonwealth is anticipated, The City Manager or designee, School Superintendent, the city's Director of Budget and Strategic Planning, and Schools' Chief Financial Officer shall work together to address the projected shortfall.

True-up Provision: If, at the end of the fiscal year, the actual non-dedicated local tax revenues differ from the budgeted non-dedicated local tax revenues, any excess revenue will be allocated in the same manner as similar revenues were apportioned in the recently ended fiscal year. The School Board may request that such funds be appropriated for one-time expenditures. The procedure to request appropriation is discussed below in the

reversion funds section. Similarly if revenues underperform, the shortage will be taken as a part of the end-of-year true-up process.

End of Year Funds: All other sources of funding shall be expended by Norfolk Public Schools prior to the use of local contribution. All unexpended balances held by Norfolk Public Schools at the close of business of each fiscal year are to be returned to the fund balance of the city's General Fund as required by Code of Virginia § 22.1-100. The School Board may request that such funds be appropriated for one-time expenditures. The procedure to request appropriation is discussed below in the reversion funds section.

Reversion Funds: The School Board may request, by resolution, the re-appropriation of all reversion funds including the balance of end of the year funds that were returned to the city's General Fund balance and any revenue from the true-up of the formula as described above.

The School Board resolution may request the use of reversion funds for one-time purchases. Upon receipt of the resolution, the city's Office of Budget and Strategic Planning shall prepare an ordinance for the City Council's consideration of the School Board's request at the earliest available City Council meeting. If the School Board does not make a request to appropriate the reversion funding, it will be used in the subsequent fiscal year's Capital Improvement Plan to support the one-time purchase of school buses.

Following City Council's action, the city's Office of Budget and Strategic Planning shall notify Norfolk Public Schools of the City Council's decision and shall amend the budget accordingly.

Process to Revise the Local Revenue Allocation Policy

The City Manager, Schools Superintendent, the city's Director of Budget and Strategic Planning, and Schools' Chief Financial Officer shall meet annually to discuss changes in state and federal revenues that support school operations, any use of one-time revenues, and any adjustments made to existing revenues supporting the funding formula. If they determine that an adjustment is needed, the City Manager and Superintendent will brief the City Council and School Board respectively.

Procedure to Request an increase in Local Contribution

If the Norfolk School Board, in consultation with the School Superintendent determine additional funding, beyond what is provided by the formula, is required to maintain the current level of operations or to provide for additional initiatives, it will notify the City Council by resolution by April 1 to allow for inclusion in the city's operating budget deliberations. The School Board's resolution shall contain the following:

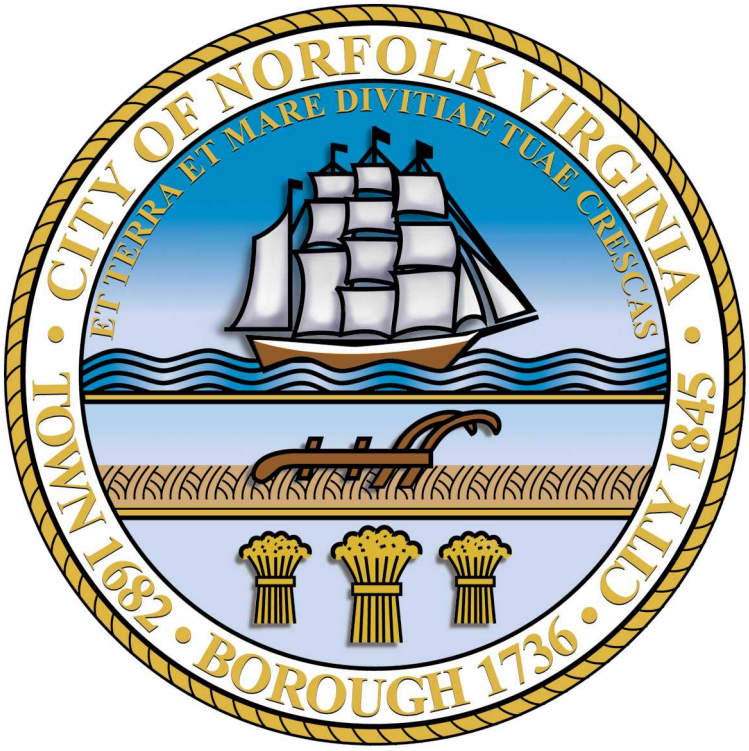
- That additional funding is required,
- The amount of the additional funding requested,
- The purpose for the additional funding, and
- That the School Board supports an increase in the real estate tax rate (or other local tax rate) to support the additional request.

City Council may revise the policy at its discretion. If no other action is taken by the City Council this policy shall remain effective until modified by the City Council.

Adopted by City Council on May 22, 2018.

This page intentionally left blank

Special Revenue Funds



This page intentionally left blank

SPECIAL REVENUE FUND SUMMARY

	FY 2019 Actual	FY 2020 Adopted[1]	FY 2021 Adopted
Revenues			
General Property Taxes	5,855,000	6,268,000	6,482,000
Other Local Taxes	10,719,704	10,778,596	9,285,596
Fines and Forfeitures	2,200	11,000	11,000
Use of Money and Property	812,133	825,565	825,335
Charges for Services	37,989,831	23,286,086	23,269,345
Miscellaneous Revenue	545,416	515,998	487,827
Recovered Costs	1,830,334	1,605,463	1,607,794
Categorical Aid - Virginia	197,929	100,000	98,000
Federal Aid	113,617	113,617	113,617
Other Sources and Transfers In	1,638,401	6,180,931	4,660,148
Total Revenues	**59,704,565**	**49,685,256**	**46,840,662**

Actual amounts represent collections, not appropriation authority.

	FY 2019 Actual	FY 2020 Adopted[1]	FY 2021 Adopted
Expenditures			
Personnel Services	17,840,372	13,485,311	13,475,544
Materials, Supplies and Repairs	5,094,725	2,610,142	2,599,256
Contractual Services	12,933,524	11,144,740	10,774,532
Equipment	2,731,273	2,636,400	2,632,700
Department Specific Appropriation	8,388,027	9,994,300	9,512,157
Debt Service/Transfers to CIP	11,635,409	9,814,363	7,846,473
Total Expenditures	**58,623,330**	**49,685,256**	**46,840,662**

[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.

This page intentionally left blank

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.

Division 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 Division 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 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of nuisance vehicles removed	272	165	250	250	0
Number of abandoned vehicles removed	919	1,056	1,100	1,100	0
Total dollar value of towing fees collected	555,229	559,424	605,200	605,200	0

Revenue Summary

	FY 2018 Actual	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**
Use of Money and Property	$679,678	$756,631	$806,565	$800,335
Charges for Services	$679,962	$666,320	$847,000	$855,000
Miscellaneous Revenue	$395	$0	$0	$100
Recovered Costs	$10,592	$1,157	$1,870	$0
Other Sources and Transfers In	$85,472	$0	$0	$0
Total	$1,456,099	$1,424,108	$1,655,435	$1,655,435

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$605,187	$580,790	$580,023	$551,368
Materials, Supplies and Repairs	$54,735	$59,583	$96,745	$96,669
Contractual Services	$602,162	$512,128	$766,359	$789,790
Equipment	$874	$1,294	$10,000	$15,300
Debt Service/Transfers to CIP	$203,402	$206,919	$202,308	$202,308
Total	$1,466,360	$1,360,714	$1,655,435	$1,655,435

Adopted FY 2021 Budget Actions

- **Adjust operational expenditures** **FY 2021 $28,731 FTE: 0**

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

- **Adjust costs for Fleet expenditures** **FY 2021 ($76) 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 2021 ($3,406) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 ($10,327) FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $6,104 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($21,026) FTE: -0.9**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Towing and Recovery Operations **Total: $0 FTE: -0.9**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant I	1 11	$40,805	$66,586	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	4.9	-2.9	2
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Support Technician	1 05	$25,179	$41,096	1	2	3
Towing Operations Manager	1 15	$56,314	$92,075	1	0	1
Total				8.9	-0.9	8

Cemeteries

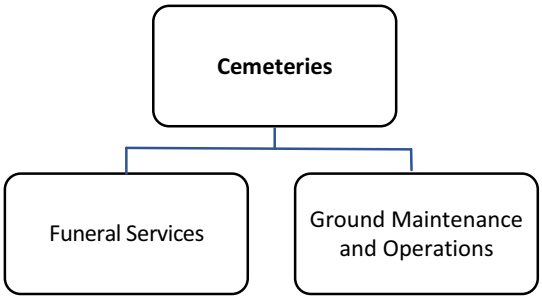
Mission Statement

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 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 handles landscaping and repairs.

The Bureau of Cemeteries maintains approximately 354 acres of developed cemetery properties; and anticipates servicing 841 funerals, installing over 445 foundations for memorials, and selling 444 graves annually.



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 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of visitors rating aesthetic quality of cemeteries as good or excellent	89	79	80	80	0
Percent of cemetery grounds mowed on a 12 to 14 working days or less cycle	88	81	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 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of educational sessions held to inform residents of the history of Norfolk's cemeteries	69	96	65	65	0
Number of participants for educational sessions	1,409	1,756	1,409	1,409	0

Goal					
Increase access to city services and information					
Objective					
Provide a web-based program to allow access to cemetery records					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of Cemetery website page views	5,167	6,597	5,167	5,167	0
Objective					
Provide competent, courteous, and compassionate service to residents in a timely and professional manner					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of funerals for which services are provided by Cemeteries	848	731	848	848	0

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Charges for Services	$865,625	$901,369	$958,586	$944,153
Miscellaneous Revenue	$422,115	$435,084	$515,998	$487,627
Recovered Costs	$300,000	$179,258	$0	$0
Other Sources and Transfers In	$112,148	$537,208	$490,147	$262,070
Total	$1,699,888	$2,052,919	$1,964,731	$1,693,850

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$1,564,278	$1,569,427	$1,664,144	$1,393,907
Materials, Supplies and Repairs	$191,877	$190,887	$215,908	$215,207
Contractual Services	$80,501	$50,756	$57,249	$57,306
Equipment	$26,748	$14,271	$27,430	$27,430
Total	$1,863,404	$1,825,341	$1,964,731	$1,693,850

ADOPTED FY 2021 BUDGET ACTIONS

- **Reduce grounds and facility maintenance** **FY 2021 ($150,987) FTE: -4**

  Service will be impacted. This action will result in an increase in mowing operations from 10-12 days to 14-16 days with minimal to no string trimming. Four vacant positions will be eliminated.

- **Restructure operating hours** **FY 2021 ($76,580) FTE: -2**

  Service will be impacted. This action will result in Calvary Cemetery closing and modifying operating hours of the remaining cemeteries. Two vacant positions will be eliminated.

- **Adjust costs for Fleet expenditures** **FY 2021 ($701) 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 2021 ($34,241) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 ($9,438) FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $11,470 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($10,404) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Cemeteries **Total: ($270,881) FTE: -6**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 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 II	1 09	$34,445	$56,161	4	-2	2
Division Head	1 16	$60,149	$98,068	1	0	1
Equipment Operator II	1 07	$29,391	$47,962	6	-1	5
Equipment Operator III	1 08	$31,804	$51,864	4	0	4
Groundskeeper	1 04	$23,333	$38,047	9	-2	7
Groundskeeper Crew Leader	1 09	$34,445	$56,161	1	0	1
Maintenance Supervisor II	1 12	$44,339	$72,308	1	-1	0
Operations Manager	1 14	$52,020	$86,041	1	0	1
Public Information Specialist II	1 12	$44,339	$72,308	1	0	1
Total				31	-6	25

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 operating agreement ensures the delivery of a high quality golf experience with no financial 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Use of Money and Property	$15,000	$15,000	$15,000	$15,000
Total	$15,000	$15,000	$15,000	$15,000

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 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 2021.

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. The remaining funds and accrued escrow support the The Main Hotel Conference Center debt service and economic development incentives.

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Other Local Taxes	$6,913,326	$7,148,108	$7,207,000	$5,714,000
Sales Tax (Commonwealth of Virginia)[1]	$0	$197,929	$100,000	$98,000
Other Sources and Transfers In	$2,179,293	$714,409	$2,804,300	$3,033,735
Total	$9,092,619	$8,060,446	$10,111,300	$8,845,735

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Transfer to CIP	$1,000,000	$0	$0	$0
Debt Service (Conference Center)	$3,381,960	$3,521,075	$4,951,300	$4,865,735
Department Specific Appropriation:				
Conference Center project	$1,067,019	$0	$0	$0
Conference Center (performance grant)	$0	$101,513	$110,000	$160,000
Conference Center (tourism development financing program)	$216,924	$350,469	$300,000	$320,000
Marriott Convention Center[2]	$583,333	$583,334	$1,750,000	$0
Transfer to General Fund (Norfolk Consortium)	$3,000,000	$3,000,000	$3,000,000	$3,500,000
Total	$9,249,236	$7,556,391	$10,111,300	$8,845,735

[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 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 from FY 2017 through FY 2019 totaled $1,750,000. The FY 2020 amount reflects the transfer of the funds to the CIP to support the FY 2020 "Improve Marriott Waterside Conference Center" capital project.

Adopted FY 2021 Budget Actions

- **Increase support for the Norfolk Consortium** **FY 2021 $500,000** **FTE: 0**

  Provide expenditure authority to transfer $500,000 to the General Fund to support the Norfolk Consortium. There is a corresponding revenue enhancement to carryforward funds accumulated from prior year savings in fund balance to support the expense.

- **Adjust funds for economic development incentives** **FY 2021 $70,000** **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.

- **Support Conference Center project debt service** **FY 2021 ($85,565)** **FTE: 0**

  Technical adjustment to support annual debt service related to the The Main Hotel Conference Center project.

- **Remove one-time funds for the Marriott PIP** **FY 2021 ($1,750,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2020 for the Marriott Property Improvement Plan (PIP) to support "Improve Marriott Waterside Convention Center" project in the Capital Improvement Plan.

Public Amenities **Total: ($1,265,565)** **FTE: 0**

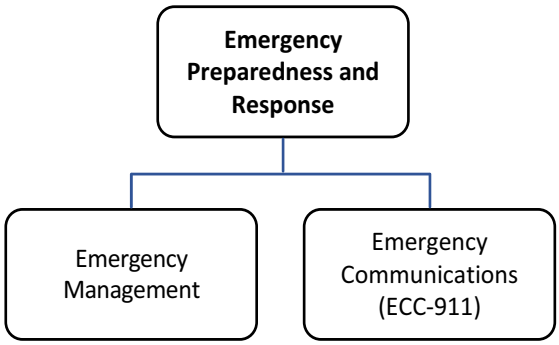
Emergency Preparedness and Response

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, in twelve-hour shifts.



Performance Measures

Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Improve and enhance disaster awareness and planning					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of community outreach events held	26	33	100	100	0
Number of participants in Emergency Preparedness and Response community outreach events, including for civic leagues and school groups	60,000	60,000	60,000	60,000	0
Percent of outreach event participants citing increased knowledge and awareness of emergency preparedness topics	90	90	90	90	0
Number of visitors to Emergency Preparedness & Response website	22,812	22,800	23,000	23,000	0
Number of subscribers to current alert notification system	9,697	11,311	11,000	11,000	0
Objective					
Increase neighborhood safety by providing effective and efficient call triage for incoming 911 requests for emergency assistance					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Total number of dispatched events	299,172	288,874	302,000	302,000	0
Number of valid (non-misdialed) 911 calls answered	196,933	189,938	190,000	190,000	0
Percent of 911 calls responded to within 10 seconds	93	75	92	92	0

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 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Dollar value of general grants secured by Emergency Preparedness and Response to enhance department services	115,617	265,617	115,617	115,617	0
Number of Community Emergency Response Team (CERT) volunteer hours, including outreach and training	1,667	1,728	2,000	2,000	0

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Other Local Taxes	$3,571,596	$3,571,596	$3,571,596	$3,571,596
Charges for Services	$351	$163	$4,500	$4,500
Recovered Costs	$1,478,067	$1,208,997	$1,164,593	$1,164,593
Other Sources and Transfers In	$778,192	$386,784	$1,171,660	$1,364,343
Federal Aid	$113,617	$113,617	$113,617	$113,617
Total	$5,941,823	$5,281,157	$6,025,966	$6,218,649

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$4,803,031	$4,628,369	$5,261,662	$5,454,359
Materials, Supplies and Repairs	$241,798	$246,633	$250,477	$250,463
Contractual Services	$592,061	$554,874	$510,007	$510,007
Equipment	$174,987	$10,991	$3,820	$3,820
Total	$5,811,877	$5,440,867	$6,025,966	$6,218,649

Adopted FY 2021 Budget Actions

- **Adjust costs for Fleet expenditures** **FY 2021 ($14) 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 2021 $90,852 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $77,297 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $39,915** **FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($15,367)** **FTE: -1**

  Technical adjustment to update department costs for personnel services, including changes in scheduled hours for permanent, part-time positions and the corresponding adjustment to funds needed in FY 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Emergency Preparedness and Response **Total: $192,683** **FTE: -1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 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
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	1	-1	0
Project Manager	1 16	$60,149	$98,068	2	0	2
Public Safety Telecommunicator I	1 09	$34,445	$56,161	25	6	31
Public Safety Telecommunicator II	1 10	$37,337	$60,884	38	-18	20
Public Safety Telecommunicator III	1 11	$40,805	$66,586	0	12	12
Public Safety Telecommunicator Supervisor	1 12	$44,339	$72,308	9	0	9
Software Analyst	1 13	$47,823	$77,978	1	0	1
Total				83	-1	82

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
General Property Taxes	$5,266,000	$5,855,000	$6,268,000	$6,482,000
Other Sources and Transfers In[1]	$0	$0	$1,714,824	$0
Total	$5,266,000	$5,855,000	$7,982,824	$6,482,000

Actual amounts represent collections, not appropriation authority.

[1] The FY 2020 amount is the carryforward from the TIF fund balance to fund the Adopted FY 2020 Budget Action titled, "Transfer unspent balance to General Fund for technology." See Adopted FY 2020 Budget Actions in the Adopted FY 2020 Budget Document for details.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Transfer to General Fund	$3,702,265	$4,253,465	$6,350,499	$4,982,000
Debt Service/Transfers to CIP	$1,563,735	$1,601,535	$1,632,325	$1,500,000
Total	$5,266,000	$5,855,000	$7,982,824	$6,482,000

Adopted FY 2021 Budget Actions

- **Transfer excess revenues to the General Fund** **FY 2021 $346,325 FTE: 0**

  Technical adjustment to update the transfer of excess revenues to the General Fund. Funds 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 2021 ($132,325)** **FTE: 0**

  Technical adjustment to support annual debt service associated with the city's HOPE VI project related to infrastructure improvements in the Broad Creek Renaissance District.

- **Remove one-time funds transferred to General Fund** **FY 2021 ($1,714,824)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2020 to the General Fund. Funds provided partial support for the "Acquire Equipment and Technology" capital project in FY 2020.

Tax Increment Financing	**Total: ($1,500,824)**	**FTE: 0**

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.

Division Overview

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 at the SPSA transfer facility at 3136 Woodland Avenue on Tuesdays and Saturdays from noon to 4:00 p.m. at no charge. The Division of Waste Management receives oversight from the Department of Public Works. User fees collected from residents and businesses fund the cost of the operation.

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of participants in Waste Management driver training	9	26	20	20	0

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of participants in Recycling Perks program	12,396	13,040	13,000	13,000	0
Number of businesses participating in Recycling Perks program	478	385	500	500	0

Goal					
Enhance efficient use and protection of natural resources					
Objective					
Reduce and recycle waste					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Tons of curbside recycling collected	11,257	10,733	12,000	12,000	0
Percent of total refuse collected that is recycled (state goal is 25%)	18	8.9	20	20	0

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Fines and Forfeitures	$3,100	$2,200	$11,000	$11,000
Use of Money and Property	$7,270	$25,059	$4,000	$10,000
Charges for Services	$21,196,372	$19,544,188	$21,476,000	$21,465,692
Miscellaneous Revenue	$642	$410	$0	$100
Recovered Costs	$497,003	$440,922	$439,000	$443,201
Other Sources and Transfers In	$43,734	$0	$0	$0
Total	$21,748,121	$20,012,779	$21,930,000	$21,929,993

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$5,053,156	$5,209,143	$5,979,482	$6,075,910
Materials, Supplies and Repairs	$1,952,088	$1,955,881	$2,041,012	$2,030,917
Contractual Services	$10,839,572	$9,386,663	$9,692,125	$9,248,429
Equipment	$2,706,823	$2,080,965	$2,595,150	$2,586,150
Department Specific Appropriation	$210,157	$210,157	$343,801	$710,157
Debt Service/Transfers to CIP	$711,139	$1,547,534	$1,278,430	$1,278,430
Total	$21,472,935	$20,390,343	$21,930,000	$21,929,993

Adopted FY 2021 Budget Actions

- **Adjust curbside recycling expenses** **FY 2021 $83,160** **FTE: 0**

  Technical adjustment to increase recycling expenditures by approximately three percent based on an anticipated rate increase. Total costs will increase by $83,160 from $2,776,350 in FY 2020 to $2,859,510 in FY 2021.

- **Adjust operational expenditures** **FY 2021 ($147,066) FTE: 0**

  Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs, adjustments to municipal solid waste expenses based on utilization, and materials and supplies for essential operations.

- **Adjust costs for Fleet expenditures** **FY 2021 ($12,995) 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 2021 $44,850 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $46,732 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $38,194 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($52,882) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Waste Management **Total: ($7) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accounting Technician II	1 07	$29,391	$47,962	2	0	2
Administrative Assistant I	1 09	$34,445	$56,161	1	0	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 II	1 13	$47,823	$77,978	1	0	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	6	0	6
Refuse Collector Assistant	1 04	$23,333	$38,047	2	0	2
Refuse Collector I	1 07	$29,391	$47,962	42	3	45
Refuse Collector II	1 09	$34,445	$56,161	24	-3	21
Refuse Collector, Lead	1 11	$40,805	$66,586	6	0	6
Refuse Inspector	1 10	$37,337	$60,884	6	0	6
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				106	0	106

Enterprise Funds

This page intentionally left blank

ENTERPRISE FUND SUMMARY

	FY 2019 Actual	FY 2020 Adopted[1]	FY 2021 Adopted
Revenues			
Permits and Fees	1,446,040	867,780	629,505
Fines and Forfeitures	2,805,342	2,435,660	3,328,022
Federal Aid	0	0	0
Use of Money and Property	1,164,849	1,373,565	2,045,775
Charges for Services	162,749,584	167,083,596	164,342,877
Miscellaneous Revenue	390,226	232,240	234,316
Recovered Costs	1,352,740	1,003,600	1,003,600
Other Sources and Transfers In	-902,624	2,260,024	1,782,362
Totals	**169,006,157**	**175,256,465**	**173,366,457**

	FY 2019 Actual	FY 2020 Adopted[1]	FY 2021 Adopted
Expenditures			
Personnel Services	26,582,577	36,025,940	36,813,654
Materials, Supplies and Repairs	15,348,943	18,545,436	18,374,661
Contractual Services	24,166,299	19,197,428	19,203,220
Equipment	326,061	1,880,499	2,448,636
Department Specific Appropriation	29,175,931	20,184,858	34,755,224
Debt Service/Transfers to CIP	50,896,983	79,422,304	61,771,062
Total	**146,496,794**	**175,256,465**	**173,366,457**

[1] In FY 2020, Storm Water converted to an Enterprise Fund. FY 2019 revenues and expenditures can be found in the Special Revenue Fund section.

This page intentionally left blank

UTILITIES - WATER FUND

MISSION STATEMENT

The mission of the Department of Utilities is to enhance quality of life by providing excellent and sustainable water and wastewater services at the best possible value to residents and customers.

DEPARTMENT OVERVIEW

The Department of Utilities is responsible for the operation of two enterprise funds, the Water Fund and the Wastewater Fund. The department, which is comprised of seven divisions in addition to the Director's Office, is organized as follows:

1. Water Production: Responsible for the operation and maintenance of the water treatment plants and finished water storage facilities; maintains raw and finished water pump stations and raw water transmission mains; and manages city-owned reservoirs and adjacent watershed properties.

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

3. 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).

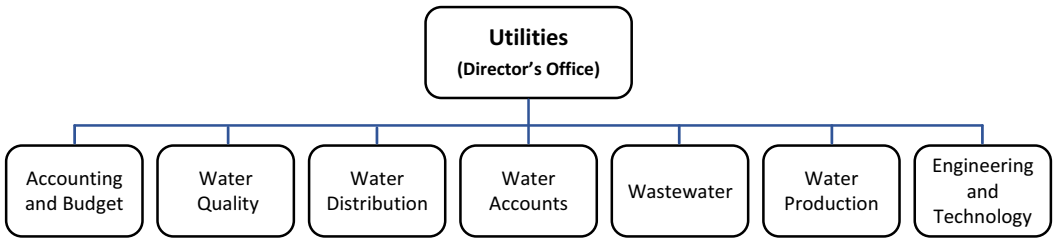
4. Water Distribution: Responsible for the maintenance and operation of over 800 miles of water mains. Repairs, replaces, and installs fire hydrants, meters, and valves; and detects and repairs leaks in the distribution system. Provides routine flushing of water mains and the installation of service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

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

6. Engineering and Technology: Manages the department's Capital Improvement Program and documentation for the maintenance and construction of the city's water and wastewater infrastructure. Responsible for overall construction oversight and project management. Prevents damage to water and wastewater infrastructure by marking underground utilities. Provides technology-related support to include Supervisory Control and Data Acquisition, asset management, GIS, hardware, and software.

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

8. 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.



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Linear feet of wastewater system cleaned per year	767,995	755,040	900,000	900,000	0

Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services					
Objective					
Ensure a sufficient supply of safe drinking water that meets customer needs, provides fire protection, and promotes economic growth					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Average daily drinking water for all retail and wholesale customer needs, in millions of gallons per day (MGD)	60	58.5	61	59	-2

Goal					
Enhance the vitality of Norfolk's neighborhoods					
Objective					
Maintain the integrity of the water distribution system by staying under the national median rate of 37.8 water main breaks per 100 miles of water distribution system piping					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of water main breaks per 100 miles of water distribution system piping	11	7.8	13	9	-4

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Permits and Fees	$830,743	$1,330,505	$783,100	$551,036
Use of Money and Property	$528,800	$642,996	$1,183,000	$1,680,000
Charges for Services	$87,119,959	$110,987,743	$93,764,575	$91,406,342
Miscellaneous Revenue	$10,975	$387,748	$186,900	$186,900
Recovered Costs	$1,008,360	$1,217,707	$1,000,000	$1,000,000
Other Sources and Transfers In	$27,209	$17,944	$5,400	$5,400
Total	$89,526,046	$114,584,643	$96,922,975	$94,829,678

FY 2019 includes one-time revenue of $20,000,000 from a new agreement with the City of Virginia Beach.
Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$17,665,977	$17,801,013	$19,651,545	$20,038,094
Materials, Supplies and Repairs	$10,346,074	$10,318,097	$11,303,649	$11,298,382
Contractual Services	$9,133,745	$9,758,065	$10,592,322	$10,398,640
Equipment	$152,706	$181,588	$292,754	$303,442
Department Specific Appropriation	$7,530,619	$27,675,931	$11,482,942	$22,484,845
Debt Service/Transfers to CIP	$28,974,030	$30,084,154	$43,599,763	$30,306,275
Total	$73,803,151	$95,818,848	$96,922,975	$94,829,678

Adopted FY 2021 Budget Actions

- **Increase funding for Fleet purchases** **FY 2021 $0** **FTE: 0**

  Increase funding to address Fleet needs. Funding will be used to address vehicle and equipment backlog. The department has an aging fleet of vehicles used to perform various utilities maintenance. Purchases include dump trucks, flatbeds, excavators, and pickup trucks.

- **Adjust debt service expenses** **FY 2021 $706,512** **FTE: 0**

  Technical adjustment to adjust annual debt service payments for water related projects. This is a routine adjustment which occurs each budget cycle.

- **Provide funds for rent at Granby Municipal Building** **FY 2021 $207,798** **FTE: 0**

  Technical adjustment to provide funds for rent at the Granby Municipal Building. In FY 2020 the city sold the Granby Municipal Building, the Utilities headquarters. A new Utilities headquarters building will be built in the St. Paul's area. Utilities will pay rent for its existing office space until the new building is complete. Total rent cost in FY 2021 is $260,798.

- **Support increase in storehouse rent** **FY 2021 $1,701** **FTE: 0**

  Technical adjustment to provide funds for increased storehouse rent. Total costs will increase by $1,701 from $56,713 in FY 2020 to $58,414 to FY 2021.

- **Adjust operational expenditures** **FY 2021 ($3,382,040)** **FTE: 0**

  Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs, payment in lieu of taxes, and materials and supplies for essential operations.

- **Adjust costs for Fleet expenditures** **FY 2021 ($5,267)** **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 2021 $97,861** **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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $151,015** **FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $146,189** **FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($17,066)** **FTE: -0.5**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Utilities - Water Fund **Total: ($2,093,297)** **FTE: -0.5**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Account Representative	1 07	$29,391	$47,962	12.5	-0.5	12
Accountant I	1 11	$40,805	$66,586	3	0	3
Accountant II	1 12	$44,339	$72,308	1	0	1
Accountant III	1 13	$47,823	$77,978	1	0	1
Accountant IV	1 14	$52,020	$86,041	1	0	1
Accounting Manager	1 17	$64,260	$104,872	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	4	0	4
Administrative Assistant I	1 09	$34,445	$56,161	4	0	4
Administrative Assistant II	1 10	$37,337	$60,884	3	0	3
Administrative Technician	1 07	$29,391	$47,962	2	0	2
Applications Development Team Supervisor	1 17	$64,260	$104,872	1	0	1
Assistant City Engineer	1 19	$72,930	$118,606	1	0	1
Assistant Director	1 21	$80,963	$134,732	2	0	2
Assistant Superintendent of Utility Division	1 17	$64,260	$104,872	3	0	3
Automotive Mechanic	1 10	$37,337	$60,884	1	0	1
Business Manager	1 13	$47,823	$77,978	1	0	1
Chief of Construction Operations	1 16	$60,149	$98,068	1	0	1
Chief Waterworks Operator	1 13	$47,823	$77,978	8	0	8
Civil Engineer I	1 14	$52,020	$86,041	4	0	4
Civil Engineer II	1 15	$56,314	$92,075	3	-1	2
Civil Engineer III	1 16	$60,149	$98,068	3	1	4
Civil Engineer IV	1 17	$64,260	$104,872	2	0	2
Civil Engineer V	1 18	$68,697	$112,020	1	0	1
Collection Coordinator	1 11	$40,805	$66,586	2	-1	1
Construction Inspector I	1 09	$34,445	$56,161	2	0	2
Construction Inspector II	1 11	$40,805	$66,586	7	-1	6
Construction Inspector III	1 12	$44,339	$72,308	2	1	3
Contract Monitoring Specialist	1 11	$40,805	$66,586	1	0	1
Crew Leader I	1 09	$34,445	$56,161	11	0	11
Cross-Connection Specialist	1 08	$31,804	$51,864	1	0	1
Cross-Connection Specialist, Senior	1 10	$37,337	$60,884	1	0	1
Customer Service Manager	1 18	$68,697	$112,020	1	0	1
Customer Service Supervisor	1 13	$47,823	$77,978	0	1	1
Director of Utilities	1 24	$94,656	$162,302	1	0	1
Electrician II	1 09	$34,445	$56,161	1	0	1
Electrician III	1 10	$37,337	$60,884	2	0	2
Electronics Technician II	1 10	$37,337	$60,884	4	0	4
Engineering Aide	1 04	$23,333	$38,047	1	0	1
Engineering Manager	1 20	$77,520	$126,409	1	0	1
Engineering Technician I	1 10	$37,337	$60,884	6	0	6

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Engineering Technician II	1 11	$40,805	$66,586	4	0	4
Engineering Technician III	1 12	$44,339	$72,308	3	0	3
Engineering Technician IV	1 13	$47,823	$77,978	1	0	1
Enterprise Controller	1 16	$60,149	$98,068	1	0	1
Equipment Operator II	1 07	$29,391	$47,962	11	0	11
Equipment Operator III	1 08	$31,804	$51,864	10	0	10
Financial Operations Manager	1 15	$56,314	$92,075	1	0	1
General Utility Maintenance Supervisor	1 14	$52,020	$86,041	5	0	5
Maintenance Supervisor II	1 12	$44,339	$72,308	1	0	1
Maintenance Worker I	1 04	$23,333	$38,047	4	0	4
Maintenance Worker II	1 06	$27,438	$44,737	29	0	29
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Analyst II	1 13	$47,823	$77,978	1	0	1
Management Services Administrator	1 18	$68,697	$112,020	1	0	1
Messenger/Driver	1 02	$20,099	$32,778	1	0	1
Personnel Specialist	1 11	$40,805	$66,586	1	0	1
Program Supervisor	1 13	$47,823	$77,978	0	1	1
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Programmer/Analyst IV	1 15	$56,314	$92,075	2	0	2
Programmer/Analyst V	1 16	$60,149	$98,068	1	0	1
Programs Manager	1 15	$56,314	$92,075	1	0	1
Public Information Specialist II	1 12	$44,339	$72,308	1	0	1
Reservoir Manager	1 12	$44,339	$72,308	1	0	1
Safety Specialist	1 11	$40,805	$66,586	1	0	1
Staff Technician II	1 09	$34,445	$56,161	4	-1	3
Storekeeper I	1 05	$25,179	$41,096	1	0	1
Storekeeper II	1 06	$27,438	$44,737	2	0	2
Storekeeper III	1 08	$31,804	$51,864	2	0	2
Support Technician	1 05	$25,179	$41,096	3	0	3
Utility Construction Inspector	1 10	$37,337	$60,884	1	0	1
Utility Maintenance Mechanic I	1 07	$29,391	$47,962	26	0	26
Utility Maintenance Mechanic II	1 09	$34,445	$56,161	3	0	3
Utility Maintenance Supervisor	1 11	$40,805	$66,586	9	0	9
Utility Maintenance Supervisor, Senior	1 13	$47,823	$77,978	8	0	8
Utility Operations Manager	1 19	$72,930	$118,606	2	0	2
Water Chemist	1 11	$40,805	$66,586	3	0	3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Water Chemist, Senior	1 12	$44,339	$72,308	3	0	3
Water Production Manager	1 19	$72,930	$118,606	1	0	1
Water Quality Manager	1 18	$68,697	$112,020	2	0	2
Water Treatment Plant Mechanic	1 08	$31,804	$51,864	12	0	12
Water Treatment Supervisor	1 15	$56,314	$92,075	2	0	2
Waterworks Operator I	1 08	$31,804	$51,864	1	0	1
Waterworks Operator II	1 09	$34,445	$56,161	1	-1	0
Waterworks Operator III	1 10	$37,337	$60,884	2	2	4
Waterworks Operator IV	1 11	$40,805	$66,586	12	-1	11
Total				290.5	-0.5	290

Utilities - Wastewater Fund

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Permits and Fees	$113,525	$86,750	$50,000	$50,000
Use of Money and Property	$86,332	$259,098	$100,000	$100,000
Charges for Services	$30,154,051	$31,318,989	$33,364,152	$32,975,012
Recovered Costs	$284,201	$135,033	$3,600	$3,600
Other Sources and Transfers In	$58,161	$7,150	$2,000	$2,000
Total	$30,696,270	$31,807,020	$33,519,752	$33,130,612

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$5,278,073	$5,303,759	$6,050,307	$6,238,235
Materials, Supplies and Repairs	$3,157,543	$3,318,255	$2,964,441	$2,958,817
Contractual Services	$2,488,442	$2,363,087	$2,143,811	$2,139,604
Equipment	$5,785	$36,857	$303,700	$303,700
Department Specific Appropriation	$1,500,000	$1,500,000	$6,512,483	$6,215,536
Debt Service/Transfers to CIP	$15,138,868	$15,503,049	$15,545,010	$15,274,720
Total	$27,568,711	$28,025,007	$33,519,752	$33,130,612

Adopted FY 2021 Budget Actions

- **Adjust debt service expenses** **FY 2021 ($270,290) FTE: 0**

  Technical adjustment to support annual debt service payments for wastewater related projects. This is a routine adjustment which occurs each budget cycle.

- **Adjust operational expenditures** **FY 2021 ($299,154) FTE: 0**

  Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs, payment in lieu of taxes, and materials and supplies for essential operations.

- **Adjust costs for Fleet expenditures** **FY 2021 ($5,624) 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 2021 $45,148 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $82,982 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $37,925 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $19,873 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Utilities - Wastewater Fund **Total: ($389,140) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accounting Technician II	1 07	$29,391	$47,962	3	0	3
Assistant Superintendent of Utility Division	1 17	$64,260	$104,872	1	0	1
Crew Leader I	1 09	$34,445	$56,161	15	0	15
Custodian, Senior	1 04	$23,333	$38,047	1	0	1
Electrician IV	1 11	$40,805	$66,586	1	0	1
Engineering Technician I	1 10	$37,337	$60,884	2	0	2
Environmental Specialist II	1 12	$44,339	$72,308	1	0	1
Equipment Operator II	1 07	$29,391	$47,962	6	0	6
Equipment Operator III	1 08	$31,804	$51,864	19	0	19

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
General Utility Maintenance Supervisor	1 14	$52,020	$86,041	1	0	1
Maintenance Worker I	1 04	$23,333	$38,047	2	0	2
Maintenance Worker II	1 06	$27,438	$44,737	27	0	27
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Analyst III	1 14	$52,020	$86,041	0	1	1
Support Technician	1 05	$25,179	$41,096	1	0	1
Utility Maintenance Mechanic I	1 07	$29,391	$47,962	7	0	7
Utility Maintenance Supervisor	1 11	$40,805	$66,586	11	-1	10
Utility Maintenance Supervisor, Senior	1 13	$47,823	$77,978	4	0	4
Total				103	0	103

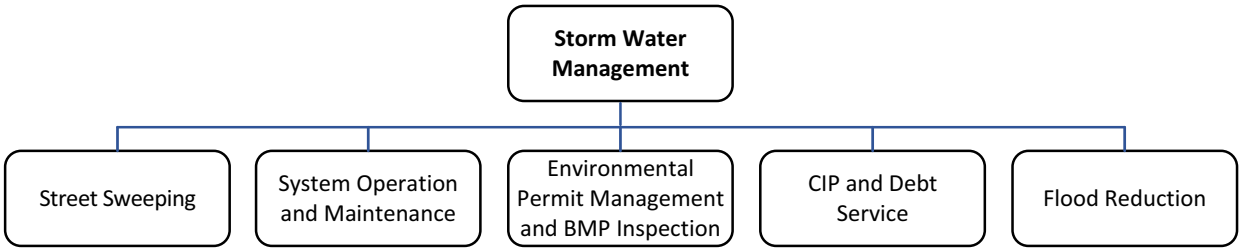
Storm Water Management

Mission Statement

As part of Public Works Operations, Storm Water Management strives to improve the quality of life of Norfolk's residents, business owners, and visitors by improving the environment through reducing pollutants in storm water discharges. Storm Water Management also mitigates flooding, thereby reducing property damage and threats to life, health, and economic vitality.

Division Overview

The Division of Storm Water Management focuses on five prominent categories of work: environmental permit management and regulatory compliance, Capital Improvement Program (CIP) and debt service, flood reduction, system operation and maintenance, and street sweeping. Staff is comprised of professional engineers, environmental scientists, and operations personnel that coordinate to meet the division's goals of reducing flooding and preventing pollution. The Division of Storm Water Management receives oversight from the Department of Public Works.



Performance Measures

Goal					
Enhance efficient use and protection of natural resources					
Objective					
Prevent pollutants and debris from entering the storm water system					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Miles of curb cleaned through street sweeping	53,781	42,252	55,000	55,000	0
Number of tons of debris removed by street sweeping	5,589	4,506	7,000	7,000	0

Goal					
Reduce the negative impacts of flooding					
Objective					
Keep Norfolk's drain/storm water structures clean and free from debris					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Number of drain structures cleaned annually	12,715	23,051	10,000	10,000	0

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Use of Money and Property	$946	$15,443	$565	$3,020
Charges for Services	$16,342,605	$16,877,791	$20,788,948	$21,360,848
Miscellaneous Revenue	$94,528	$109,922	$45,000	$45,000
Recovered Costs	$172,377	$0	$0	$0
Federal Aid	$449,362	$0	$0	$0
Total	$17,059,818	$17,003,156	$20,834,513	$21,408,868

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$6,122,698	$5,852,643	$6,576,818	$6,830,528
Materials, Supplies and Repairs	$3,109,288	$2,641,741	$2,469,064	$2,317,803
Contractual Services	$2,594,038	$2,318,590	$1,602,242	$1,779,245
Equipment	$108,195	$623,752	$1,119,425	$1,668,774
Department Specific Appropriation	($89,246)	($9,398)	$2,189,433	$3,972,451
Debt Service/Transfers to CIP	$4,737,283	$4,758,346	$6,877,531	$4,840,067
Total	$16,582,256	$16,185,674	$20,834,513	$21,408,868

Adopted FY 2021 Budget Actions

- **Purchase vacuum-flushing truck** **FY 2021 $380,000** **FTE: 0**

  Provide one-time funds to purchase a mini vacuum-flushing truck. The vacuum-flushing truck is effective in reducing pollution that may enter waterways by cleaning pipes, structures, and pump station wet-wells of debris and other pollutants. The additional truck will allow the department to be more responsive to flooding issues.

- **Provide funds for resiliency collaboration** **FY 2021 $100,000** **FTE: 0**

  Provide one-time funds for storm water planning in partnership with the Old Dominion University Resilience Collaborative.

- **Enhance storm water maintenance operations** **FY 2021 $71,462 FTE: 1**

  Provide funds to create a Utility Maintenance Supervisor position to provide day-to-day oversight of the crew that performs emergency and routine maintenance on storm water mechanical components. The request also provides one-time funds for the purchase of an additional vehicle for the new position.

- **Enhance flood mitigation project management** **FY 2021 $65,539 FTE: 1**

  Provide funds to create a Project Manager position to join the Storm Water engineering team. This position will assist with major flooding priorities and act as a resource to inform the public on flood mitigation programs. The Project Manager will also oversee studies and design, and construction of infrastructure required to adapt to sea level rise.

- **Adjust operational expenditures** **FY 2021 $3,800 FTE: 0**

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

- **Increase funding for HRPDC** **FY 2021 $27,570 FTE: 0**

  Technical adjustment to increase funding for the Hampton Roads Planning District Commission (HRPDC). Norfolk's contribution to HRPDC is based on a per capita rate and population numbers from the U.S. Census Bureau. The contribution from Storm Water supports regional environmental education and outreach programs.

- **Adjust debt service expenses** **FY 2021 ($207,464) FTE: 0**

  Technical adjustment to adjust annual debt service payments for storm water related projects. This is a routine adjustment which occurs each budget cycle.

- **Adjust costs for Fleet expenditures** **FY 2021 ($9,261) 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 2021 $27,342 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $68,451 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $41,469 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 $5,447 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Storm Water Management **Total: $574,355 FTE: 2**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant I	1 11	$40,805	$66,586	1	0	1
Accountant III	1 13	$47,823	$77,978	1	0	1
Accountant IV	1 14	$52,020	$86,041	1	0	1
Accounting Supervisor	1 14	$52,020	$86,041	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	2	0	2
Administrative Assistant II	1 10	$37,337	$60,884	2	0	2
Administrative Technician	1 07	$29,391	$47,962	1	0	1
Automotive Service Attendant	1 08	$31,804	$51,864	1	0	1
Civil Engineer II	1 15	$56,314	$92,075	2	0	2
Civil Engineer III	1 16	$60,149	$98,068	2	0	2
Civil Engineer V	1 18	$68,697	$112,020	1	0	1
Collection Coordinator	1 11	$40,805	$66,586	1	0	1
Construction Inspector II	1 11	$40,805	$66,586	3	0	3
Crew Leader I	1 09	$34,445	$56,161	9	-1	8
Design/Construction Project Manager, Senior	1 17	$64,260	$104,872	1	0	1
Engineering Technician I	1 10	$37,337	$60,884	2	0	2
Engineering Technician II	1 11	$40,805	$66,586	2	0	2
Enterprise Controller	1 16	$60,149	$98,068	1	0	1
Environmental Engineer	1 14	$52,020	$86,041	1	0	1
Environmental Specialist II	1 12	$44,339	$72,308	1	0	1
Equipment Operator II	1 07	$29,391	$47,962	13	0	13
Equipment Operator III	1 08	$31,804	$51,864	16	0	16
Equipment Operator IV	1 09	$34,445	$56,161	1	0	1
Geographic Information Systems Technician II	1 11	$40,805	$66,586	1	0	1
Maintenance Mechanic II	1 08	$31,804	$51,864	2	0	2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Maintenance Worker I	1 04	$23,333	$38,047	11	1	12
Maintenance Worker II	1 06	$27,438	$44,737	4	0	4
Manager of Budget & Accounting	1 18	$68,697	$112,020	1	0	1
Program Administrator	1 13	$47,823	$77,978	1	0	1
Program Supervisor	1 13	$47,823	$77,978	1	-1	0
Programs Manager	1 15	$56,314	$92,075	1	0	1
Project Manager	1 16	$60,149	$98,068	0	2	2
Public Relations Specialist	1 12	$44,339	$72,308	1	0	1
Storekeeper II	1 06	$27,438	$44,737	1	0	1
Storm Water Engineer	1 19	$72,930	$118,606	1	0	1
Storm Water Operations Manager	1 15	$56,314	$92,075	2	0	2
Utility Maintenance Mechanic I	1 07	$29,391	$47,962	1	0	1
Utility Maintenance Mechanic II	1 09	$34,445	$56,161	3	0	3
Utility Maintenance Supervisor	1 11	$40,805	$66,586	4	1	5
Utility Maintenance Supervisor, Senior	1 13	$47,823	$77,978	2	0	2
Total				103	2	105

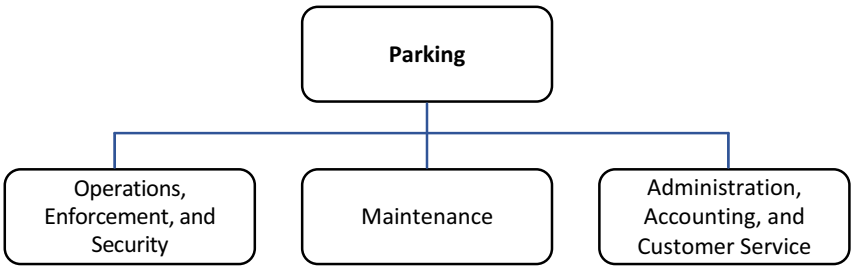
Parking Facilities Fund

Mission Statement

The Division of Parking is dedicated to excellence in providing safe, convenient, and affordable parking services to the residents, visitors, and businesses in Norfolk.

Division Overview

The City of Norfolk's Parking Division operates and maintains one of the largest municipally owned parking systems in the country while meeting the parking needs of downtown workers, residents, students, shoppers, and tourists. This includes over 20,000 public parking spaces located in 16 garages, nine lots, and over 700 on-street spaces. Safe, convenient and affordable parking is provided to all patrons through the efficient management of the city's parking resources. The Parking Facilities Fund receives oversight from the Department of General Services.



Performance Measures

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Promote strong financial management by ensuring revenue is maximized in order to meet all operating obligations					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of fines collected	87	76	90	90	0
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of responses (good or better) from a customer service survey of parking services (New measure for FY 2020)	0	0	60	60	0

Percent of customer calls referred to parking from the Norfolk Cares Call Center that are addressed and closed within 48 hours (New measure for FY 2020)	0	0	80	80	0
Number of parking violation tickets issued	36,990	35,545	40,000	40,000	0

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Permits and Fees	$32,008	$28,785	$34,680	$28,469
Fines and Forfeitures	$2,441,182	$2,805,342	$2,435,660	$3,328,022
Use of Money and Property	$117,471	$262,755	$90,000	$262,755
Charges for Services	$19,670,415	$20,442,852	$19,165,921	$18,600,675
Miscellaneous Revenue	$5,013	$2,478	$340	$2,416
Other Sources and Transfers In	$0	($927,718)	$2,252,624	$1,774,962
Total	$22,266,089	$22,614,494	$23,979,225	$23,997,299

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$3,647,698	$3,477,805	$3,747,270	$3,706,797
Materials, Supplies and Repairs	$1,640,408	$1,712,591	$1,808,282	$1,799,659
Contractual Services	$12,318,494	$12,045,147	$4,859,053	$4,885,731
Equipment	($9,504)	$107,616	$164,620	$172,720
Department Specific Appropriation	($1,243,152)	$0	$0	$2,082,392
Debt Service/Transfers to CIP	$4,884,236	$5,309,780	$13,400,000	$11,350,000
Total	$21,238,180	$22,652,939	$23,979,225	$23,997,299

Adopted FY 2021 Budget Actions

- **Increase funds for MacArthur Mall parking agreement** **FY 2021 $42,685 FTE: 0**

  Technical adjustment to provide funds for contractual increases in the MacArthur Mall parking agreement. The parking agreement states the city will support the operational and maintenance costs of the MacArthur North and South parking garages. Currently those services are provided by a third-party organization. Total costs will increase by $42,685 from $2,134,230 in FY 2020 to $2,176,915 in FY 2021.

- **Increase funds for armored car contract** **FY 2021 $144 FTE: 0**

  Technical adjustment to provide funds for contractual increases in armored car services. Total costs will increase by $144 from $4,809 in FY 2020 to $4,953 in FY 2021.

- **Adjust operational expenditures** **FY 2021 ($2,133) FTE: 0**

  Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs, payment in lieu of taxes, and materials and supplies for essential operations.

- **Adjust costs for Fleet expenditures** **FY 2021 ($523) 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 2021 ($38,829) 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $16,513 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $30,635 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($30,418) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Parking Facilities Fund **Total: $18,074 FTE: 0**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant III	1 13	$47,823	$77,978	1	1	2
Accounting Technician II	1 07	$29,391	$47,962	7	0	7
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Collection Coordinator	1 11	$40,805	$66,586	1	0	1
Crew Leader I	1 09	$34,445	$56,161	1	0	1
Customer Service Representative	1 05	$25,179	$41,096	15.2	0	15.2
Electrician II	1 09	$34,445	$56,161	1	0	1
Electronics Technician II	1 10	$37,337	$60,884	1	0	1
Enterprise Controller	1 16	$60,149	$98,068	1	0	1
Maintenance Mechanic II	1 08	$31,804	$51,864	5	0	5
Maintenance Supervisor I	1 11	$40,805	$66,586	1	0	1
Maintenance Worker I	1 04	$23,333	$38,047	4	0	4
Maintenance Worker II	1 06	$27,438	$44,737	2	0	2
Management Analyst III	1 14	$52,020	$86,041	1	-1	0
Management Services Administrator	1 18	$68,697	$112,020	1	0	1
Meter Monitor	1 04	$23,333	$38,047	9	0	9
Operations Manager	1 14	$52,020	$86,041	0	1	1
Painter II	1 08	$31,804	$51,864	1	0	1
Parking Administrator	1 14	$52,020	$86,041	1	-1	0
Parking Director	1 20	$77,520	$126,409	1	0	1
Parking Manager	1 12	$44,339	$72,308	1	0	1
Parking Supervisor	1 09	$34,445	$56,161	6	0	6
Software Analyst	1 13	$47,823	$77,978	1	0	1
Total				63.2	0	63.2

This page intentionally left blank

Internal Service Funds

This page intentionally left blank

Internal Service Fund Summary

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Revenues			
Use of Money and Property	788	3,500	3,500
Charges for Services	101,208,750	103,495,753	115,368,867
Recovered Costs	47,467	63,865	63,865
Other Sources and Transfers In	4,386	30,000	303,000
Total Revenues	**101,261,391**	**103,593,118**	**115,739,232**

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Expenditures			
Personnel Services	3,548,934	3,780,854	4,207,811
Materials, Supplies and Repairs	4,401,686	4,072,004	4,206,409
Contractual Services	98,107,903	95,701,382	107,284,897
Equipment	20,771	38,878	40,115
Total Expenditures	**106,079,294**	**103,593,118**	**115,739,232**

This page intentionally left blank

Norfolk Healthcare Consortium

Mission Statement

The Norfolk Healthcare Consortium provides city-administered health insurance to employees of the Norfolk Consortium, which include: City of Norfolk, Norfolk Public Schools, and Norfolk Redevelopment and Housing Authority.

Department Overview

The City of Norfolk, Norfolk Public Schools (NPS) and the Norfolk Redevelopment and Housing Authority (NRHA) purchase healthcare services as a consortium. The Adopted FY 2014 Budget created the Norfolk Healthcare Consortium (NHC) to facilitate the transition from fully-insured healthcare to a self-insured model. As a result of the change, the Norfolk Consortium generated approximately $6.0 million in cost avoidance.

NHC is governed by an Executive Committee comprised of leadership representation from each of the consortium members. In addition, as part of the FY 2021 Budget, NHC established a dedicated team of healthcare professionals. The eight member team will be responsible for benefits administration and oversight.

The Healthcare Fund collects employer and employee premiums from the City of Norfolk, NPS, and NRHA. Medical claims, administrative costs, wellness program costs, fees related to the Affordable Care Act, and benefit consultant costs are expended from the Healthcare Fund. End of year fund balance and interest earned is used to stabilize premiums in future years. Any funds deposited into this account can only be used to pay costs associated with employee healthcare and wellness.

It is estimated that collections in the fund in FY 2021 will total $104,199,343 from employee, employer, and retiree contributions. Deposits into the Healthcare Fund by Consortium members in FY 2021 are estimated as follows:

- City of Norfolk: $47,483,404
- NPS: $53,646,813
- NRHA: $3,069,126

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Charges for Services	$88,786,375	$89,967,158	$92,248,194	$104,199,343
Total	$88,786,375	$89,967,158	$92,248,194	$104,199,343

EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$0	$35,162	$130,752	$550,802
Materials, Supplies and Repairs	$0	$0	$0	$7,000
Contractual Services	$82,855,005	$94,093,830	$92,117,442	$103,641,541
Total	$82,855,005	$94,128,992	$92,248,194	$104,199,343

ADOPTED FY 2021 BUDGET ACTIONS

- **Adjust expenditures for Norfolk Healthcare Consortium** **FY 2021 $11,531,099 FTE: 0**

  Technical adjustment for healthcare costs in FY 2021 based on enrollment and updated expenditure projections. Benefit plans are offered on a calendar year basis, referred to as "plan year," with revenue and expenditure estimates converted to the fiscal year equivalent. Plan year 2020 projected medical and pharmacy utilization costs increased from previous estimates, primarily due to an increase in high cost claimants and overall medical utilization of 14.8 percent in 2019. Enrollment declined less than two percent from plan year 2019 to plan year 2020. Plan year 2021 healthcare premiums are expected to increase by 12 percent.

- **Transfer benefits administration** **FY 2021 $280,592 FTE: 5**

  Technical adjustment to transfer the healthcare benefits administration program from the Department of Human Resources to the Norfolk Healthcare Consortium. The healthcare benefits administration program develops, implements and administers affordable self-funded healthcare, disability, and other benefits for active and participating retired employees of the City of Norfolk, Norfolk Public Schools (NPS), and the Norfolk Redevelopment and Housing Authority (NRHA) and their covered dependents, in a fiscally sound and sustainable manner. The program facilitates well-being activities promoting a healthy and safe work environment. A corresponding adjustment can be found in the Department of Human Resources.

- **Create Executive Director for Norfolk Healthcare Consortium** **FY 2021 $138,379 FTE: 1**

  Provide funds to establish a Executive Director for the Norfolk Healthcare Consortium. The position will report to the Consortium's Executive Committee comprised of Norfolk Public Schools, City of Norfolk, and Norfolk Redevelopment and Housing Authority (NRHA). The position will provide daily oversight of benefits administration as well as expertise in developing a long-term strategic plan that drives value for employee benefits while managing costs.

- **Adjust required contribution to the city retirement system** **FY 2021 $10,962 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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $9,893 FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Update personnel expenditures** **FY 2021 ($19,776) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Norfolk Healthcare Consortium **Total: $11,951,149 FTE: 6**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant III	1 13	$47,823	$77,978	0	1	1
City Wellness Coordinator	1 13	$47,823	$77,978	2	-1	1
Executive Director of Norfolk Healthcare Consortium	1 24	$94,656	$162,302	0	1	1
Human Resources Manager	1 17	$64,260	$104,872	0	1	1
Human Resources Technician	1 10	$37,337	$60,884	0	4	4
Total				2	6	8

Fleet Management

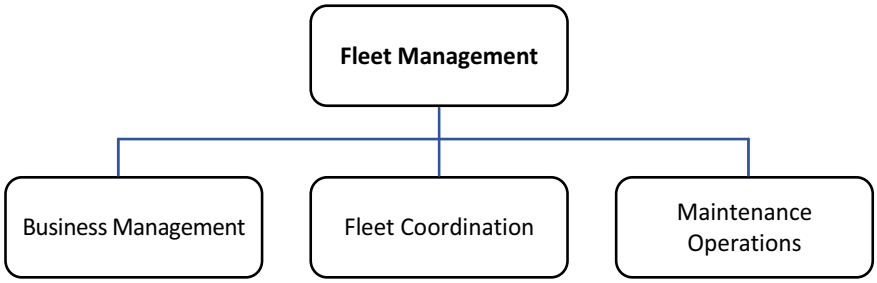
Mission Statement

The Division of Fleet Management strives to provide excellent customer service to all departments of the City of Norfolk by developing and administering a comprehensive structured preventive maintenance and repair program by:

- Being among the best and most respected fleet management operations in the country
- Exceeding customer expectations for service, quality, and value
- Providing team members a great place to work, learn, and thrive
- Serving the residents of Norfolk with pride, dedication, and efficiency

Division Overview

Fleet Management is managed by the Department of General Services. Key responsibilities include vehicle maintenance and repair, fueling, replacement analysis, specification review, acquisition, new vehicle preparation, and disposal.



Performance Measures

Goal					
Enhance the efficiency of programs and services					
Objective					
Improve customer service through implementing a quality preventative maintenance program					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percentage of maintenance performed that was scheduled (New measure for FY 2020)	0	0	60	60	0
City department preventative maintenance compliance rate for equipment and vehicles	37.8	36.3	80	80	0
Objective					
Decrease the amount of time vehicles are out of service					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of time in which the fleet is operational (New measure for FY 2020)	0	0	90	90	0
Fleet availability rate	93.5	93.5	90	90	0

Goal					
Develop, recruit and retain a well qualified work force					
Objective					
Increase number of staff who possess industry certifications and related education					
Measure	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Adopted**	**FY 2021 Adopted**	**Change**
Percent of direct Auto Repair Technician labor hours (New measure for FY 2020)	0	0	75	75	0

Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Use of Money and Property	$2,688	$788	$3,500	$3,500
Charges for Services	$11,256,295	$11,241,592	$11,247,559	$11,169,524
Recovered Costs	$14,438	$47,467	$63,865	$63,865
Other Sources and Transfers In	$1,035	$4,386	$30,000	$303,000
Total	$11,274,456	$11,294,233	$11,344,924	$11,539,889

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	$3,304,535	$3,513,772	$3,650,102	$3,656,471
Materials, Supplies and Repairs	$4,228,437	$4,401,686	$4,072,004	$4,199,409
Contractual Services	$3,409,164	$4,014,073	$3,583,940	$3,643,894
Equipment	$34,313	$20,771	$38,878	$40,115
Total	$10,976,449	$11,950,302	$11,344,924	$11,539,889

Adopted FY 2021 Budget Actions

- **Align support for vehicle fuel with utilization** **FY 2021 $127,405** **FTE: 0**

  Technical adjustment to align the funds for vehicle fuel with anticipated utilization.

- **Align support for vehicle part expenses with utilization** **FY 2021 $59,954** **FTE: 0**

  Technical adjustment to align the funds for vehicle parts to reflect an increase in utilization. Vehicle parts are purchased throughout the year as needed.

- **Support increase in fleet management software agreement** **FY 2021 $1,237** **FTE: 0**

  Technical adjustment to support inflationary increase in fleet management software support. Each year the support agreement increases by five percent. Total costs will increase by $1,237 from $24,759 in FY 2020 to $25,966 in FY 2021.

- **Adjust required contribution to the city retirement system** **FY 2021 ($15,289)** **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 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 $24,960** **FTE: 0**

  Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 $26,393 FTE: 0**

  Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent 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 2021 ($29,695) 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 2021 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. These are routine actions that occur at the beginning of the budget cycle.

Fleet Management **Total: $194,965 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Administrative Analyst	1 13	$47,823	$77,978	1	1	2
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Administrative Technician	1 07	$29,391	$47,962	2	0	2
Assistant Fleet Maintenance Manager	1 15	$56,314	$92,075	1	0	1
Autobody Repair Mechanic, Senior	1 09	$34,445	$56,161	1	0	1
Automotive Operations Manager	1 13	$47,823	$77,978	4	0	4
Automotive Repair Technician	1 10	$37,337	$60,884	17	0	17
Automotive Repair Technician, Senior	1 11	$40,805	$66,586	17	0	17
Automotive Service Attendant	1 08	$31,804	$51,864	3	0	3
Business Manager	1 13	$47,823	$77,978	1	0	1
Fleet Coordinator	1 11	$40,805	$66,586	1	0	1
Fleet Maintenance Manager	1 19	$72,930	$118,606	1	0	1
Operations Manager	1 14	$52,020	$86,041	1	0	1
Software Analyst	1 13	$47,823	$77,978	1	-1	0
Total				52	0	52

This page intentionally left blank

Department Budget Strategies

This page intentionally left blank

FY 2021 DEPARTMENT BUDGET STRATEGIES

The Adopted FY 2021 Budget was developed in response to the financial impact resulting from the COVID-19 Pandemic. While the short or long-term financial impact of this pandemic is still uncertain, the city is projecting a revenue loss of up to $40 million in FY 2021. The strategies outlined below were developed in coordination with city departments to address the anticipated budget gap and include description of impact to service levels.

Adopted Amount

Budget and Strategic Planning

Expenditure Reduction

- **Eliminate one vacant position in Budget Development program** — **$56,682 FTE: 1**

Service will be impacted. The work product provided to the City Manager's Office and to client departments will take longer to produce or will be less thorough in scope.

- **Eliminate one vacant position in Budget Monitoring program** — **$52,123 FTE: 1**

Service will be impacted. Budget analysts' department portfolios will be consolidated. Reduced staffing will result in budget monitoring being less thorough and comprehensive. Budget monitoring will be particularly important in FY 2021 for tracking revenue collections compared to initial projections for revenue loss resulting from the COVID-19 pandemic.

- **Eliminate vacant position in Performance Management program** — **$52,123 FTE: 1**

Service will be impacted. Planned work in FY 2021 included overhaul of the administration's strategic plan and the development of a new performance management program. As a result of the action, the department does not have the resources to implement these initiatives concurrently.

- **Increase HUD reimbursement** — **$15,393 FTE: 0**

No impact to service. This action updates expected grant reimbursement based on current staffing levels and the associated time spent working on Housing and Urban Development (HUD) entitlement compliance.

- **Remove funds for part-time staff** — **$415 FTE: 0**

No impact to service. This action removes temporary salaries budget for the department to align with the elimination of part time positions.

Expenditure Reduction	**Subtotal:**	**$176,736**	**FTE:**	**3**
Budget and Strategic Planning	**Total**	**$176,736**	**FTE:**	**3**

Central Appropriations

Expenditure Reduction

- **Implement five furlough days for staff** — **$1,750,000 FTE: 0**

Service may be impacted. Citywide full-time staff will be required to take five unpaid days of leave during FY 2021. This results in one-time personnel savings.

	Adopted Amount		

Central Appropriations

- **Recognize Federal and State reimbursement for COVID-19** **$5,000,000 FTE: 0**

No impact to service. This strategy is an estimate for COVID-19 related costs the city will incur that are eligible for federal and state reimbursement. This may include the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Federal Emergency Management Agency (FEMA), Community Development Block Grants (CDBG), and other reimbursement sources.

- **Reduce Cemeteries support** **$227,567 FTE: 0**

Service will be impacted. Cemeteries is eliminating six vacant positions impacting mowing and operational hours of the city's cemeteries. Calvary Cemetery will close and the remaining cemeteries' operating hours will be modified. Mowing cycles will increase from 10-12 days to 14-16 days with minimal to no string trimming.

- **Utilize resilience penny designation for operating expenses** **$1,990,000 FTE: 0**

Service level may be impacted. These funds were earmarked to support the Ohio Creek Watershed project. City staff is working to identify alternative grant funds to replace resilience penny funding. If alternative funding is not identified, this action may negatively impact the project scope or completion date.

Expenditure Reduction	**Subtotal:**	**$8,967,567**	**FTE: 0**
Central Appropriations	**Total**	**$8,967,567**	**FTE: 0**

City Auditor

Expenditure Reduction

- **Reduce budget by five percent** **$52,089 FTE: 0**

Service may be impacted. The City Auditor did not provide a reduction strategy. This action reduces the Auditor's personnel budget by five percent.

Expenditure Reduction	**Subtotal:**	**$52,089**	**FTE: 0**
City Auditor	**Total**	**$52,089**	**FTE: 0**

City Clerk

Expenditure Reduction

- **Eliminate the Executive Assistant to the Mayor position** **$84,489 FTE: 1**

Service may be impacted. This position has been vacant since July 2019. Continuing to leave this position vacant may slow the responsiveness of the Mayor's Office.

Expenditure Reduction	**Subtotal:**	**$84,489**	**FTE: 1**
City Clerk	**Total**	**$84,489**	**FTE: 1**

Adopted Amount

City Manager

Expenditure Reduction

- **Eliminate intergovernmental relations contract** **$105,067 FTE: 0**

Service may be impacted. The city currently contracts with three firms to provide lobbying support at the state and federal level. Eliminating the contract with one of the lobbying firms may negatively impact progressive lobbying efforts for the public policy interests of the city.

- **Reduce funding for Intergovernmental Relations Officer** **$21,377 FTE: 0**

Service may be impacted. Reduced funding for this position may limit the ability of the City Manager's Office to provide the salary required to attract the highest quality candidate for the position.

- **Reduce funds for city sponsorships** **$50,000 FTE: 0**

Service will be impacted. This action reduces funding from $180,000 to $130,000. Sponsorship funds are used to support events citywide. Reduced funding will impact the number of events the city is able to sponsor.

- **Remove funds for part-time staff** **$7,175 FTE: 0**

Service may be impacted. This action will prevent the City Manager's Office from being able to hire short-term temporary staff to assist with project specific work.

Expenditure Reduction	**Subtotal:**	**$183,619**	**FTE: 0**
City Manager	**Total**	**$183,619**	**FTE: 0**

City Planning

Expenditure Reduction

- **Reduce staff for Comprehensive Planning** **$114,787 FTE: 1**

Service will be impacted. Comprehensive and area planning projects will be delayed. Responsiveness to City Council, Planning Commission, and neighborhood requests will be adversely impacted.

- **Reduce staffing for Floodplain Management** **$48,312 FTE: 1**

Service will be impacted. Work will be delayed where there is not a statutorily mandated deadline.

- **Reduce staffing for Site Plan Review** **$60,125 FTE: 1**

Service will be impacted. This action eliminates a Planner II position that provides site plan review. As a result, site plan review will be delayed. This delay will especially impact new construction.

- **Remove funds for part-time staff** **$5,646 FTE: 0**

Service may be impacted. This action will prevent the department from being able to hire short-term temporary staff to assist with project specific work.

Expenditure Reduction	**Subtotal:**	**$228,870**	**FTE: 3**
City Planning	**Total**	**$228,870**	**FTE: 3**

	Adopted Amount		

City Real Estate Assessor

Expenditure Reduction

- **Reduce personnel expenditures for Appraisal and Appeals** **$114,237** **FTE: 0**

No impact to service. Capture salary savings accumulated from staff retirement and hiring their replacements at lower salaries.

Expenditure Reduction	**Subtotal:**	**$114,237**	**FTE: 0**
City Real Estate Assessor	**Total**	**$114,237**	**FTE: 0**

City Treasurer

Expenditure Reduction

- **Reduce expenditures for Revenue Collections** **$55,800** **FTE: 0**

No impact to service. Capture salary savings accumulated from staff turnover and hiring new employees at lower salaries and reduce funds for mailings to capture anticipated postage cost savings from transitioning to electronic billing (e-billing). The mailing cost savings that will be realized depends on the timeframe for implementing the e-billing service.

Expenditure Reduction	**Subtotal:**	**$55,800**	**FTE: 0**
City Treasurer	**Total**	**$55,800**	**FTE: 0**

Clerk of the Circuit Court

Expenditure Reduction

- **Reduce nonpersonnel expenditures** **$41,081** **FTE: 0**

No impact to service. Reduce funds for the equipment; contractual services; and materials, supplies and repairs expenditure categories. The costs will be covered by special revenue funding.

Expenditure Reduction	**Subtotal:**	**$41,081**	**FTE: 0**
Clerk of the Circuit Court	**Total**	**$41,081**	**FTE: 0**

Commissioner of the Revenue

Expenditure Reduction

- **Reduce city funded positions in the Business Revenue Team** **$56,292** **FTE: 1**

Service may be impacted. Eliminate one vacant city supported Deputy I position and freeze and defund one vacant city supported Deputy I position in the Business Revenue Team. The Team audits and investigates business establishments and activities for compliance with license tax ordinances; researches, interprets, and applies state and local tax codes; assesses business personal property and machinery and tools; and interacts significantly with the public. This reduction may hamper the capacity to handle growth in the assessing of business property and required compliance of businesses assessed.

	Adopted Amount		

Commissioner of the Revenue

- **Reduce city funded positions in the Personal Property Team** **$32,697** **FTE: 0**

Service may be impacted. Freeze and defund a vacant city supported Deputy I position in the Personal Property Assessment Team. The Team assesses motor vehicles, boats, aircraft, mobile homes, and trailers. Also, as a Department of Motor Vehicles (DMV) Select location, the Team provides vehicle titling, registration, license plates, voter registration, and car dealer transaction services. This reduction may hamper customer service capabilities and the ability to handle growth in the assessing of personal property.

Expenditure Reduction	**Subtotal:**	**$88,989**	**FTE: 1**
Commissioner of the Revenue	**Total**	**$88,989**	**FTE: 1**

Commonwealth's Attorney

Expenditure Reduction

- **Reduce personnel funds for attrition and temporary staffing** **$130,000** **FTE: 0**

Service may be impacted. This strategy reduces funds for city funded positions and increases vacancy savings estimate. Delayed hiring may impact the ability to meet state caseload demand.

Expenditure Reduction	**Subtotal:**	**$130,000**	**FTE: 0**
Commonwealth's Attorney	**Total**	**$130,000**	**FTE: 0**

Communications

Expenditure Reduction

- **Reduce funding for advertising and promotional activities** **$57,696** **FTE: 0**

Service will be impacted. Elimination of printed materials, postage, and advertisement will result in promotions missing certain targeted audiences. Additionally, the department will be unable to create or purchase new large city flags. This results in the loss of in-kind promotional sponsorship opportunities and the ability to reach large audiences for citywide events and initiatives.

- **Reduce funding for promotional activities** **$5,000** **FTE: 0**

Service will be impacted. Norfolk Arts builds community through arts outreach and education. This reduction will reduce the number of art projects the program can produce.

- **Reduce staffing for Creative Services** **$115,961** **FTE: 2**

Service will be impacted. Two Multimedia Communications Specialist positions will be eliminated. These positions support the communication needs of departmental accounts through design and social media content to share Norfolk's story across platforms. Eliminating funding will create an internal backlog of graphic design projects and delay department media communication.

Expenditure Reduction	**Subtotal:**	**$178,657**	**FTE: 2**
Communications	**Total**	**$178,657**	**FTE: 2**

	Adopted Amount		

Cultural Facilities, Arts and Entertainment

Expenditure Reduction

- **Reduce Attucks Promotional Funding** **$17,069** **FTE: 0**

Service will be impacted. A reduction in funds for Attucks programming will result in fewer performances and fewer high profile performers at the venue.

- **Reduce funds for Theatre Festival marketing** **$20,000** **FTE: 0**

No impact to service. This action aligns funding with anticipated utilization.

- **Reduce staffing for Event Services and Project Management** **$308,640** **FTE: 7**

Service will be impacted. The Event Services and Project Management program manages all aspects of event production for SevenVenues. As a result of this action, the department will no longer have the capacity to produce events in Towne Point Park. Events such as Pridefest and Caribfest would need to work through Festevents for production assistance. This action will also eliminate the capacity to provide rental services for the show mobile and tents and other equipment for city departments and the public.

- **Reduce staffing for MacArthur Programming** **$107,278** **FTE: 1**

No impact to service. This position has been vacant for six months, and the MacArthur team has been operating effectively. The team is innovative and utilizes strategies to continue to serve the mission of the museum by spreading education of General Douglas MacArthur online to students across the state and country.

- **Reduce staffing for Marketing** **$48,312** **FTE: 1**

Service will be impacted. This action eliminates one position that assists with corporate sales for tickets and receptions along with converting sponsors for upcoming events, impacting efficiency and processing for marketing services.

Expenditure Reduction	**Subtotal:**	**$501,299**	**FTE: 9**
Cultural Facilities, Arts and Entertainment	**Total**	**$501,299**	**FTE: 9**

Debt Service

Expenditure Reduction

- **Reduce ongoing cash to CIP** **$1,625,290** **FTE: 0**

This strategy eliminates the transfer of ongoing revenue to the CIP. This revenue will now be used to support ongoing operating expenses. While this strategy will not impact city service levels, the use of ongoing revenue to support the CIP is a best practice and provides a hedge against an economic downturn.

Expenditure Reduction	**Subtotal:**	**$1,625,290**	**FTE: 0**
Debt Service	**Total**	**$1,625,290**	**FTE: 0**

	Adopted Amount	

Economic Development

Expenditure Reduction

- **Reduce funding for marketing** **$27,453 FTE: 0**

Service will be impacted. This action reduces funds used to market Norfolk as great for business. The reduction will limit the city's outreach and exposure and may result in slower growth in the tax base.

- **Reduce staffing for Business Development** **$172,848 FTE: 2**

Service will be impacted. This action eliminates two vacant Business Development Manager positions. This reduction will negatively impact the city's business attraction efforts, which help grow the tax base, and will reduce the level of service the city provides to help foster and grow existing local businesses.

Expenditure Reduction	**Subtotal:**	**$200,301**	**FTE: 2**
Economic Development	**Total**	**$200,301**	**FTE: 2**

Elections

Expenditure Reduction

- **Remove funds for part-time staff** **$52,000 FTE: 0**

Service will be impacted. The temporary staff furlough may lead to a higher reliance on volunteers to operate voting places during elections.

Expenditure Reduction	**Subtotal:**	**$52,000**	**FTE: 0**
Elections	**Total**	**$52,000**	**FTE: 0**

Finance

Expenditure Reduction

- **Reduce funds for the annual audit contract** **$133,248 FTE: 0**

No impact to service. This is a technical adjustment to align funding with anticipated expenditures.

- **Reduce Risk Management staffing** **$69,550 FTE: 1**

Service will be impacted. This action eliminates the City Safety Officer position. This position coordinates citywide workplace safety policies and procedures. As a result of this action, workplace safety will become decentralized at the department level and this will limit the city's ability to develop and implement a cohesive workplace safety program.

- **Reduce staffing in the Purchasing program** **$61,360 FTE: 1**

Service will be impacted. This action will result in workflow delays and delay procurement of goods and services.

- **Remove funds for part-time staff** **$5,883 FTE: 0**

Service may be impacted. This action will prevent the department from being able to hire short-term temporary staff to assist with project specific work.

Expenditure Reduction	**Subtotal:**	**$270,041**	**FTE: 2**
Finance	**Total**	**$270,041**	**FTE: 2**

Adopted Amount

General Services

Expenditure Reduction

- **Reduce contracted custodial services** **$264,377 FTE: 0**

No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- **Reduce contracted security services** **$276,450 FTE: 0**

No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- **Reduce funds for supplies and equipment** **$45,507 FTE: 0**

Service may be impacted. This action for the Norfolk Animal Care Center reduces the amount of cleaning, medical, and office supplies and will result in a more judicious use of existing supplies to keep the building and animals healthy. The equipment reduction may result in the need to use kennels, carts, etc. longer than the recommended useful life.

- **Reduce funds for utilities based on utilization** **$374,516 FTE: 0**

No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- **Reduce staffing for Facility Maintenance** **$82,755 FTE: 2**

Service will be impacted. This action eliminates a vacant Operating Engineer I position and a vacant Maintenance Mechanic I position. The reduced staffing will delay response to maintenance and repair requests.

- **Reduce staffing for Real Estate Services** **$44,462 FTE: 1**

Service will be impacted. This action will reduce the city's capacity to provide oversight of the city's real estate transactions.

- **Reduce staffing in the Director's Office** **$185,602 FTE: 2**

Service may be impacted. This action eliminates a vacant Assistant Director and a vacant Management Analyst III position and may result in less effective administrative oversight of department functions.

- **Remove funds for part-time staff** **$61,420 FTE: 0.8**

Service will be impacted. This strategy eliminates part-time furloughed positions enacted during the fourth quarter of FY 2020. Reduced staffing increases response time to maintenance issues and decreases the ability to hire short-term temporary staff to assist with project specific work.

Expenditure Reduction	**Subtotal:**	**$1,335,089**	**FTE: 5.8**
General Services	**Total**	**$1,335,089**	**FTE: 5.8**

Adopted Amount

Human Resources

Expenditure Reduction

- **Eliminate vacant position in the Director's Office** **$88,218 FTE: 1**

Service may be impacted. This action eliminates one vacant Assistant Director position in the Director's Office and may impact the department's ability to proactively undertake strategic initiatives.

- **Reduce funds for part-time staff** **$5,591 FTE: 0**

Service may be impacted. This action will prevent the department from being able to hire shirt-term temporary staff to assist with project specific work.

- **Reduce staffing for Compensation and Classification** **$85,476 FTE: 1**

Service may be impacted. This action furloughs one position in the Compensation and Classification program. This action will result in redistributed process flows and reduce the ability for compensation research and strategy development.

- **Restructure Organizational Development team** **$69,951 FTE: 1**

Service may be impacted. This action eliminates the employee engagement program and consolidates resources within the Organizational Development team. This action may lead to a less engaged workforce, and as a result, less job satisfaction, higher turnover, and less discretionary effort.

Expenditure Reduction	**Subtotal:**	**$249,236**	**FTE:**	**3**
Human Resources	**Total**	**$249,236**	**FTE:**	**3**

Human Services

Revenue Increase

- **Increase state reimbursement** **$251,961 FTE: 0**

No impact to service. Four Department of Law positions focus solely on Social Services work. The action will increase state reimbursement to cover the salaries of these positions. Social Services staff and operation expenses are reimbursed at a base rate of 84.5 percent.

Revenue Increase	**Subtotal:**	**$251,961**	**FTE:**	**0**
Human Services	**Total**	**$251,961**	**FTE:**	**0**

Information Technology

Expenditure Reduction

- **Reduce funding for contractual services** **$122,247 FTE: 0**

Service may be impacted. This action reduces funds for applications that are being phased out by the city and will no longer have technical support. These applications include WebEOC, Crystal Enterprise and more. Consultant services for upgrades will be eliminated and the department will need to absorb the additional workload. Currently the city has two forms of internet connection, cable and WiFi. Cable internet connection is redundant and will be eliminated.

	Adopted Amount		

Information Technology

- **Reduce funding for data airtime** **$152,000** **FTE: 0**

Service will be impacted. This action will reduce funding for data airtime. This service has been made redundant by the expansion of the city's institutional network (i-net).

- **Reduce office supplies budget** **$12,722** **FTE: 0**

No impact to service. Technical adjustment to align funding with anticipated utilization. Reduction of funds for travel will eliminate PeopleSoft conference travel expenses.

- **Reduce staffing for Application Development** **$58,971** **FTE: 1**

Service will be impacted. This action eliminates one vacant position and will result in reduced capacity to assist other city departments with custom application development and maintenance.

- **Reduce staffing for Customer Support Services** **$115,653** **FTE: 2**

Service will be impacted. This action eliminates two vacant positions and will result in increased wait times for IT Help Desk support and service. City employees will experience more technology down time, reducing overall efficiency of work.

- **Reduce staffing for Information Technology Assets Management** **$61,360** **FTE: 1**

Service will be impacted. This action eliminates one vacant position and will reduce ArcGIS capabilities including data maintenance and analysis, mapping and data visualization, troubleshooting and technical support, and application development.

- **Reduce staffing for Public Safety Radio & Technology Support** **$203,673** **FTE: 3**

Service will be impacted. This action will result in the elimination of three positions and reduce application support services for public safety, placing greater reliance on the technology support unit within the Police department.

- **Remove funds for part-time staff** **$158,713** **FTE: 0**

Service will be impacted. Part-time staff supplement the work done by the department's full-time staff. This reduction will result in increased workloads for full-time staff. As a result, work will be delayed and lower priority projects may be eliminated.

- **Restructure staffing for Enterprise Innovation & Application** **$32,080** **FTE: 0**

Service may be impacted. This program provides citywide support for enterprise systems and applications. The strategy will restructure staffing, resulting in an impact to support services for some system applications to prioritize network security and remote connection support with the expectation that increased telework capabilities remain standard practice.

Expenditure Reduction	**Subtotal:**	**$917,419**	**FTE: 7**
Information Technology	**Total**	**$917,419**	**FTE: 7**

Adopted Amount

Libraries

Expenditure Reduction

- **Reduce books and materials** **$270,000 FTE: 0**

Service will be impacted. This action aligns funding with anticipated utilization. Neighborhood branch libraries will be closed and will not require new books or other media.

- **Reduce staff to align with library facility plan** **$1,409,073 FTE: 23.5**

Service will be impacted. This action aligns staffing levels with the library facility plan that will see only anchor branch libraries open to begin FY 2021. As the city begins it's financial recovery from the COVID-19 pandemic, it will look to bring more library facilities back online based on improved revenue projections.

- **Remove funds for part-time staff** **$1,076,894 FTE: 0**

Service will be impacted. This action is a citywide furlough of part-time positions. Beginning in July, the city plans to only open anchor branch libraries. Full-time staff will be available to fully staff those libraries as a result of the closure of neighborhood branch libraries.

Expenditure Reduction	**Subtotal:**	**$2,755,967**	**FTE: 23.5**
Libraries	**Total**	**$2,755,967**	**FTE: 23.5**

Nauticus

Expenditure Reduction

- **Reduce funds for cruise terminal marketing** **$19,013 FTE: 0**

Service will be impacted. This action will reduce funds used to market Norfolk and the Cruise Terminal as a great destination for cruise lines. Reduced marketing may lead to fewer cruise ship visits and less revenue.

- **Reduce operational budget** **$103,000 FTE: 0**

No impact to service. This action is a technical adjustment to align funding with anticipated utilization.

- **Reduce staffing for Museum Operations** **$57,936 FTE: 1**

No impact to service. This action furloughs one position in the Museum Operations program. This action will reduce expenses while continuing to provide the level of service that guests have come to expect while touring the USS Wisconsin and the Nauticus Museum.

- **Remove funds for part-time staff** **$350,071 FTE: 0**

Service will be impacted. Part-time staff are critical to the visitor experience at Nauticus and the Battleship Wisconsin to assist with admissions, guest services, and large scale cruise operations. When public health conditions allow for re-opening, bringing back part-time staff will need to be supported by the ability to generate sufficient revenue to cover personnel cost.

Expenditure Reduction	**Subtotal:**	**$530,020**	**FTE: 1**
Nauticus	**Total**	**$530,020**	**FTE: 1**

	Adopted Amount		

Neighborhood Development

Expenditure Reduction

- **Reduce funding for Neighborhood Engagement** **$16,982 FTE: 0**

Service will be impacted. This action will eliminate funding for green neighborhood signs, and reduce funding used to promote the Rent Ready program.

- **Reduce funding for nonemergency demolitions** **$142,000 FTE: 0**

Service will be impacted. This action will result in reduced capacity for demolitions across the city. As a result of the reduction, the city will no longer be able to complete non-emergency demolitions.

- **Reduce operating costs in the Director's Office** **$10,967 FTE: 0**

Service may be impacted. This action will reduce the opportunity for staff development, which may lead to a less engaged workforce.

- **Reduce staffing at the Norfolk Cares Call Center** **$89,984 FTE: 3**

Service will be impacted. This action eliminates one vacant Citizen Service Advisor II position and two vacant Citizen Service Advisor Trainee positions, resulting in longer initial wait times for citizens contacting Norfolk Cares, and delays in resolving citizen requests and inquiries.

- **Reduce staffing for Code Enforcement** **$162,545 FTE: 3**

Service will be impacted. This action eliminates three vacant positions: a Code Enforcement Team Leader, an Administrative Technician, and a Codes Specialist. This will result in delays in service including confirming compliance with building maintenance codes, nuisance violations, tall weeds and grass violations, emergency on call inspections, graffiti removal, trash and debris removal, demolition services, building board ups, elevator inspection compliance, and zoning violations across the city.

- **Remove funds for part-time staff** **$35,684 FTE: 0**

Service will be impacted. This action will reduce support for Neighborhood Engagement and the Norfolk Cares hotline.

Expenditure Reduction	**Subtotal:**	**$458,162**	**FTE: 6**
Neighborhood Development	**Total**	**$458,162**	**FTE: 6**

Norfolk Community Services Board

Revenue Increase

- **Increase carryforward funds to maintain operations** **$1,000,000 FTE: 0**

Carryforward one-time funds to maintain current service levels. Funds to support these actions come from the Norfolk Community Service Board (NCSB) designated fund balance and cannot be used for general government expenses.

Revenue Increase	**Subtotal:**	**$1,000,000**	**FTE: 0**

Expenditure Reduction

	Adopted Amount

Norfolk Community Services Board

- **Reduce nonpersonnel budget** **$58,740 FTE: 0**

No impact to service. The department will actively manage existing program budgets to remain within spending authorization.

Expenditure Reduction	**Subtotal:**	**$58,740**	**FTE: 0**
Norfolk Community Services Board	**Total**	**$1,058,740**	**FTE: 0**

Norfolk Public Schools

Expenditure Reduction

- **Adjust local support for schools** **$8,000,000 FTE: 0**

Impact to service unknown. The School Board will submit a revised budget indicating impact based on revised appropriation. The city may also used one-time SWIFT money to offset loss in consumption based tax revenue driving the funding reduction.

Expenditure Reduction	**Subtotal:**	**$8,000,000**	**FTE: 0**
Norfolk Public Schools	**Total**	**$8,000,000**	**FTE: 0**

Outside Agencies

Expenditure Reduction

- **Adjust funds for Bed Tax Designation** **$571,500 FTE: 0**

Service will be impacted. One dollar of the three dollar bed tax is designated to Visit Norfolk for marketing. This adjustment reflects the updated revenue projection for bed tax revenue and does not reflect a savings to the city. The funding amount will change based on actual results.

- **Adjust funds for Hampton Roads Transit** **$480,360 FTE: 0**

No impact to service is anticipated. No changes to routes or headways will occur in FY 2021 as a result of this reduction. This reduction reflects the impact of the recordation tax on transportation funding for Hampton Road's localities. The reduction reflects prior year funding and the minimum funding required in FY 2021. A corresponding revenue adjustment has been made.

- **Adjust funds for Human Services Grants** **$262,177 FTE: 0**

Service may be impacted. Human Services Grants will be funded at $400,000 in FY 2021. This results in a reduction of $262,177 from prior year grant awards. Human Services grants are awarded to organizations which provide: housing stabilization services, self sufficiency services and supports, parenting education and family support services and positive youth development activities.

- **Adjust funds for the Zoo and Nauticus Foundations** **$479,222 FTE: 0**

Service may be impacted. The Zoo and Nauticus foundations are funded through the combination of a fixed grant award and a revenue sharing payment for ticket sales beyond an agreed upon baseline. As a result of the pandemic, ticket sales projections for both organizations were revised down below the revenue sharing base. This action reduces the fixed grant payment by half for each organization, while decreasing the revenue sharing baseline. As a result, the organizations will receive less guaranteed city funding, in exchange for the opportunity to generate significantly more funds through the revenue sharing agreement.

	Adopted Amount	

Outside Agencies

- **Adjust funds for Tourism Infrastructure Repair** **$472,000 FTE: 0**

No impact to service. This strategy aligns with the re-forecast of designated funds. A corresponding revenue adjustment has been made.

- **Eliminate Funding for Hampton Roads Sports Commission** **$36,000 FTE: 0**

Service will be impacted. This action is expected to result in less capacity to attract sporting events to the Hampton Roads region.

- **Eliminate funds for Citywide Marketing** **$100,500 FTE: 0**

Service will be impacted. This action eliminates Norfolk Arts Consortium Citywide Marketing funds. The city uses these funds to subsidize the Arts Consortium's promotional efforts. Eliminating these funds may reduce the scope and reach of Norfolk's arts and culture events.

- **Eliminate funds for St. Paul's Community Development Corp.** **$300,000 FTE: 0**

No impact to service. The St. Paul's CDC has not yet been organized and as a result no funding is needed.

- **Reduce funds for Norfolk Arts and Culture Consortium** **$1,196,860 FTE: 0**

Service will be impacted. This action implements an 11.2 percent reduction to Norfolk Consortium members. This action also includes an adjustment to the bed tax allocation for Norfolk Consortium members. This strategy is expected to result in reduced service levels to partner organizations providing cultural, arts, music and theatrical programs and performances to the community.

- **Reduce funds for Outside Agency Partner Organizations** **$165,915 FTE: 0**

Service will be impacted. This action implements a ten percent reduction across non-Consortium outside agency partners. This strategy is expected to result in reduced service levels to partner organizations providing cultural, health, social and support services to the community. In addition, there will be reduced service levels in promoting the economic development in downtown Norfolk and providing student exchange opportunities.

Expenditure Reduction	**Subtotal:**	**$4,064,534**	**FTE: 0**
Outside Agencies	**Total**	**$4,064,534**	**FTE: 0**

Police

Expenditure Reduction

- **Freeze twenty sworn officer positions** **$822,073 FTE: 20**

This strategy will not have an immediate impact to service levels. The department will still be able to maintain normal academy hiring practices during FY 2021 and FY 2022 with the lower level of authorized sworn personnel due to recent attrition rates.

- **Reduce funds for part-time staff** **$324,000 FTE: 0**

Service may be impacted. This action reflects elimination of furloughed part-time positions during FY 2020. The department has not historically relied on part-time staff for operations with the exception of Crossing Guards, which remain fully funded in FY 2021.

Expenditure Reduction	**Subtotal:**	**$1,146,073**	**FTE: 20**

		Adopted Amount	
Police			
Police	**Total**	**$1,146,073**	**FTE: 20**

Public Works

Expenditure Reduction

- **Reduce funding for street repairs and maintenance** **$552,608 FTE: 7**

Service will be impacted. This action reduces staffing and nonpersonnel funds for the repair and maintenance of the city's network of streets and bridges. Specifically this action will result in an eight percent reduction in sidewalk and pothole repairs, a two percent reduction in road resurfacing, a 32 percent reduction in concrete resurfacing, and a 50 percent reduction in curb and gutter repair. Seven positions will be eliminated.

- **Reduce staffing for project management** **$192,794 FTE: 3**

Service will be impacted. This action will result in fewer positions to manage construction contracts reducing oversight and quality control of projects. Three positions will be eliminated.

- **Reduce staffing for the Survey Services program** **$118,810 FTE: 2**

Service will be impacted. This action eliminates two vacant positions. Specifically this action is expected to result in a two day increase in survey request response time, a three day increase in plat and plan review, drawing review, and parcel description prep time. This action is also expected to eliminate the program's capacity to complete topographical and boundary requests.

- **Reduce Vibrant Cities capacity** **$71,154 FTE: 0**

Service will be impacted. This action will result in fewer projects being completed annually.

- **Remove funds for part-time staff** **$2,654 FTE: 0**

No impact to service. This strategy continues the furlough of part-time positions. The department does not historically employ part-time employees.

Expenditure Reduction	**Subtotal:**	**$938,020**	**FTE: 12**
Public Works	**Total**	**$938,020**	**FTE: 12**

Recreation, Parks and Open Space

Expenditure Reduction

- **Reduce citywide maintenance of trees and shrubs** **$160,681 FTE: 4**

Service will be impacted. As a result of this action, maintenance, pruning, removal, and installation of trees and shrubbery will be less frequent throughout the year. Four vacant positions will be eliminated.

- **Reduce funds for supplies** **$100,000 FTE: 0**

Service will be impacted. This action will result in reduced supplies which will increase electronic communications and reports. There will be a decrease in rentals, promotional activities, and marketing for department programs.

- **Reduce program outreach capacity** **$32,024 FTE: 1**

Service will be impacted. This action will result in fewer opportunities for events and programs at parks. Park patrols will be restructured. One vacant position will be eliminated.

	Adopted Amount		

Recreation, Parks and Open Space

- **Reduce project management capacity** **$124,674 FTE: 2**

Service will be impacted. This action will result in reduced capacity including increased timelines for analysis, design, and response for projects. One vacant position will be eliminated. One position will be furloughed.

- **Remove funds for part-time staff** **$2,254,112 FTE: 0**

Service will be impacted. This action continues the furlough of part-time positions. Part-time staff primarily supports beach operations, recreation center programming, and the Norfolk Emerging Leaders (N.E.L.) program.

- **Restructure programmatic services** **$2,032,478 FTE: 45.3**

Service will be impacted. As a result of this action fewer recreation and community centers will be open amid the COVID-19 health crisis. This will result in fewer available locations to take classes, exercise, and participate in other activities. Facilities planned to be reopened are East Ocean View Recreation Center, Norview Community Center, Lambert's Point Community Center, Berkley Community Center, Norfolk Fitness and Wellness Center, and Huntersville Community Center. With the furlough of temporary staffing, permanent positions will backfill the hours normally provided by temporary staff at these locations. After redeployment of permanent staff, 46 remaining positions will be furloughed or eliminated.

- **Suspend Aquatics program** **$517,952 FTE: 3**

Service will be impacted. As a result of this action aquatic services will be modified due to public health concerns with COVID-19. Two vacant positions will be eliminated. One position will be furloughed.

- **Suspend the Norfolk Emerging Leaders program** **$75,920 FTE: 0**

Service will be impacted. As a result of this action, most of the Norfolk Emerging Leaders (N.E.L.) program is being suspended for FY 2021. The suspension of this program is primarily a public health decision rather than a financial decision. Nonpersonnel expenditures will not be needed. Staffing expenditures for the program are included in the temporary staffing reduction.

Expenditure Reduction	**Subtotal:**	**$5,297,841**	**FTE: 55.3**
Recreation, Parks and Open Space	**Total**	**$5,297,841**	**FTE: 55.3**

Resilience

Expenditure Reduction

- **Reduce funding for contracted coastal resilience work** **$27,327 FTE: 0**

Service may be impacted. This action may result in reduced capacity to procure contract support for the Ohio Creek Watershed Project and the U.S. Army Corps of Engineers' Preconstruction Engineering and Design work.

- **Remove funds for part-time staff** **$23,416 FTE: 0**

Service will be impacted. This action continues the furlough of part-time staff. This will reduce administrative support for the department.

Expenditure Reduction	**Subtotal:**	**$50,743**	**FTE: 0**
Resilience	**Total**	**$50,743**	**FTE: 0**

	Adopted Amount		

Sheriff and Jail

Revenue Increase

- **Increase revenue from video visitation services** **$528,000 FTE: 0**

No impact to service. This action recognizes new revenue that the city will receive as a result of an expanded video visitation program. New five-year contract that offers inmate telephone system, video visitation services, tablets for correctional officers, and commissary interface services.

Revenue Increase	Subtotal:	$528,000	FTE:	0

Expenditure Reduction

- **Adjust nonpersonnel costs** **$250,000 FTE: 0**

Service may be impacted. This action adjusts nonpersonnel funds based on utilization. This action may result in reduced frequency of repairs, fewer office supplies for employees, and reduced supplies for employee clothing supplies.

Expenditure Reduction	Subtotal:	$250,000	FTE:	0
Sheriff and Jail	**Total**	**$778,000**	**FTE:**	**0**

Slover Library

Expenditure Reduction

- **Remove funds for part-time staff** **$450,000 FTE: 0**

Service will be impacted. This action continues the furlough of part-time positions. Slover is heavily reliant on part-time staff across all seventeen of it's service points. The continued furlough will result in a diminished visitor experience and reduced programming.

Expenditure Reduction	Subtotal:	$450,000	FTE:	0
Slover Library	**Total**	**$450,000**	**FTE:**	**0**

St. Paul's Area Transformation

Expenditure Reduction

- **Utilize a portion of FY 2021 designation for city operations** **$1,800,000 FTE: 0**

No impact to service. This strategy allows the use of a portion of the FY 2021 designated St. Paul's funds for unrestricted General Fund use with no reduction to planned programming for St. Paul's residents. In FY 2021 People First and Redevelopment operations will be supported by prior year unspent funds.

Expenditure Reduction	Subtotal:	$1,800,000	FTE:	0
St. Paul's Area Transformation	**Total**	**$1,800,000**	**FTE:**	**0**

	Adopted Amount		

Transit

Expenditure Reduction

- **Delay LED street light conversion program** **$75,000 FTE: 0**

Service will be impacted. LED conversion will continue until prior-year funding is exhausted. Planned funds will be delayed one year resulting in a temporary hiatus of LED street light conversions.

- **Reduce funds for Neighborhood Safety Program** **$96,147 FTE: 2**

Service will be impacted. This action will reduce the number of studies and safety implementation measures to critical needs only. Traffic reviews, street lighting, control signs, signal improvements, and pedestrian signals will only be implemented if categorized as a critical safety issue. One position will be furloughed. One vacant position will be eliminated.

- **Reduce signal, signs, and pavement maintenance** **$224,699 FTE: 1**

Service will be impacted. As a result of this action, signal system maintenance will be delayed and only addressed if deemed a critical safety hazard. New and/or replacement signs will only be installed if identified as a critical safety hazard. Pavement marking will prioritize safety related issues and suspend normal maintenance. One vacant position will be eliminated.

- **Restructure project management** **$127,940 FTE: 1**

Service will be impacted. This action will change the internal processes for oversight of traffic management, projects, analysis, and design. One position will be furloughed.

Expenditure Reduction	**Subtotal:**	**$523,786**	**FTE: 4**
Transit	**Total**	**$523,786**	**FTE: 4**

Zoological Park

Expenditure Reduction

- **Reduce nonpersonnel budget** **$55,000 FTE: 0**

Service may be impacted. Aquatic management services will be brought in house to generate contractual savings. Travel costs will be reduced by encouraging virtual professional development. Animal acquisition and transportation costs will also be reduced.

- **Reduce staffing for operations** **$115,281 FTE: 1**

Service may be impacted. The department will restructure staff for daily operations.

- **Remove funds for part-time staff** **$189,854 FTE: 4.6**

Service will be impacted. The furlough of part-time Customer Service Representatives leaves the department with only two full-time employees to handle ticket sales. The department may need to use other staff members to help cover during peak hours.

- **Restructure staffing for Landscape and Facilities** **$42,523 FTE: 0**

No impact to service. The department views this program as a core service. In order to maintain service levels and generate cost savings they will reclassify one oversight position and furlough an additional position to focus on front-line horticulture and groundskeeping services.

Zoological Park

		Adopted Amount		
Expenditure Reduction	**Subtotal:**	**$402,658**	**FTE:**	**5.6**
Zoological Park	**Total**	**$402,658**	**FTE:**	**5.6**

This page intentionally left blank

Unfunded Operating Requests

This page intentionally left blank

UNFUNDED FY 2021 BUDGET REQUESTS

The city began FY 2021 Budget Development with a base budget gap. Growth in ongoing revenues did not support corresponding growth in expenditures required to maintain the same level of service as FY 2020. The original Proposed FY 2021 Budget was balanced with few enhancements. The COVID-19 Pandemic and projected revenue loss occurred between the Proposed and Adopted FY 2021 Budget. As a result, enhancements included in the Proposed Budget were removed in the final Adopted FY 2021 Budget. The Unfunded FY 2021 Budget Requests report shows enhancements that were requested by departments, but not funded in the FY 2021 budget.

Requested Amount

Circuit Court Judges

- **Provide additional funds for Drug Court operations** **$10,000 FTE: 0**

Provide additional funds for the operations of the Drug Court Program. The Drug Court operates by a grant from the Supreme Court of Virginia. Due to the ongoing opioid epidemic, there has been an increase in the demand for drug court placement.

- **Provide additional funds for employee training** **$10,000 FTE: 0**

Provide additional funds for judges' professional development. Seminars and conferences allow judges to stay informed on important social and legal issues such as bioethics, victim's rights, jail and prison overcrowding, the courts and the elderly, and specialized dockets dealing with mental health, drug addiction and veterans.

- **Provide additional funds for office equipment repairs** **$5,000 FTE: 0**

Provide additional funds to repair and replace office furniture.

- **Provide additional funds for office supplies** **$5,000 FTE: 0**

Provide additional funds for office supplies to support consolidated courthouse equipment and operations utilization.

- **Provide funds to adjust employee compensation** **$5,000 FTE: 0**

Provide funds to provide pay raises for several judicial assistants. Judicial assistants support judges by performing administrative tasks including drafting court documents, transcribing court correspondence, and filing paperwork.

Circuit Court Judges	Total	$35,000	FTE:	0

City Attorney

- **Increase funds for Department of Law operations** **$12,270 FTE: 0**

Increase funds for nonpersonnel costs equal to three percent inflation. Nonpersonnel expenses include but are not limited to books, travel, and supplies.

- **Increase funds for Department of Law personnel** **$141,530 FTE: 0**

Increase funds for personnel to cover inflation and maintain competitive salaries.

City Attorney	Total	$153,800	FTE:	0

	Requested Amount		

City Auditor

- **Increase funds for City Auditor operations** **$3,907** **FTE: 0**

Increase funds for nonpersonnel costs. Nonpersonnel expenses include but are not limited to books, travel, memberships, supplies, training, telephone, and printing expenses.

- **Increase funds for City Auditor personnel** **$105,269** **FTE: 0**

Provide funds for personnel to maintain competitive salaries.

- **Provide funds for an Assistant City Auditor II** **$60,037** **FTE: 1**

Provide funds for an additional Assistant City Auditor II. The Auditor's Office is responsible for investigating fraud, waste, and abuse. The new position will be responsible for managing the fraud hotline. Funds support salary expenses as well as one-time equipment purchases.

City Auditor	Total	$169,213	FTE: 1

City Clerk

- **Increase funds for City Clerk operations** **$13,376** **FTE: 0**

Increase funds for nonpersonnel expenses. Nonpersonnel expenses include but are not limited to printing charges, travel, and equipment repair.

- **Increase funds for City Clerk personnel** **$92,079** **FTE: 0**

Provide funds for personnel to maintain competitive salaries.

- **Increase funds for food and promotional activities** **$27,174** **FTE: 0**

Increase funds for food expenses and promotional activities. The Clerk's office interacts with board and commission chairs, plans and implements events for the Mayor and members of City Council, and assists other agencies in the coordination of events.

- **Provide one-time funds for African American History Book** **$60,000** **FTE: 0**

Provide one-time funds to support the publication of "I Too Am Norfolk: A History of African-Americans in Norfolk, Virginia." The book was commissioned by City Council in FY 2005 and entails an in-depth history of Norfolk's African Americans from 1619 to 2001 and beyond.

City Clerk	Total	$192,629	FTE: 0

City Manager

- **Establish a City Security Officer** **$100,000** **FTE: 1**

Provide funds to create a citywide Security Officer. The position will advise senior leadership on security related concerns and recommend new policies and procedures that improve safety and security for employees, residents, and visitors of the city. This enhancement was included in the Proposed FY 2021 budget but has since been eliminated due to the projected revenue loss resulting from COVID-19.

City Manager	Total	$100,000	FTE: 1

Requested Amount

City Planning

- **Provide funding for Norfolk 2050 Maps** **$25,000 FTE: 0**

Provide additional funding for the Plan Norfolk 2050 Maps. Plan Norfolk 2050 is a long term outlook plan used to guide decisions about community development and public infrastructure.

- **Provide funding to support enacting a Comprehensive Plan** **$250,000 FTE: 0**

Provide additional funding to hire a consultant to write a new Comprehensive Plan for the department to include public outreach, production, graphics, and graphics support.

- **Provide funds for department training** **$15,000 FTE: 0**

Provide additional funds for training for Planning Commissioner, Architectural Review Board, and Floodplain Management training. Proper training and certifications will allow Planning to meet state and local requirements.

- **Provide funds for historic mailings** **$10,000 FTE: 0**

Increase funds for historical mailings. Planning currently mails every property owner in local historic districts to remind them of their responsibilities as property owners. New historic districts are anticipated which would necessitate additional mailings.

- **Provide funds for Pattern Books** **$75,000 FTE: 0**

Increase funds for the development of additional neighborhood pattern books. In 2017 the city adopted its first and only neighborhood pattern book, the Olde Huntersville Plan Book, which includes a series of building plans that are made available, free of charge, for the construction of single-family homes in Olde Huntersville. These funds would allow the department to replicate this process for other neighborhoods in the city.

- **Provide funds to enhance Permits and Inspections** **$44,462 FTE: 1**

Provide funds for an additional Code Specialist, Senior position. This position would provide additional support to the Permits and Inspections program by enforcing conditional use permits during evening hours.

- **Provide funds to hire short term rental staff** **$85,144 FTE: 2**

Provide funds to support the addition of a new Code Specialist and Code Specialist Senior. These positions will manage the new Short Term Rental Program. On October 23, 2018 the City Council adopted an ordinance to amend the Norfolk Zoning Ordinance to permit short-term rentals within certain Zoning Districts and to establish operational regulations.

- **Provide funds to install/repair historic marker signs** **$35,000 FTE: 0**

Provide funding for the installation, repair, and maintenance of historic markers along the Cannonball Trail and the Elizabeth River Trial.

- **Provide funds to support Community Engagement** **$15,000 FTE: 0**

Provide funds to support community engagement. Planning conducts ongoing community outreach, which requires mailings, room rentals, equipment and supplies.

	Requested Amount	

City Planning

- **Transition zoning ordinance to municode to enhance Zoning** **$25,000 FTE: 0**

Provide one-time funds to transition the city's zoning ordinance software from MadCap to Municode. Municode provides an integrated technology platform for civic management, including online access to the city's municipal code. Currently, most of the city's municipal code is hosted by Municode, adding the zoning ordinance will further streamline resident and business access to zoning regulations. This enhancement was included in the Proposed FY 2021 Budget but has since been eliminated due to the projected revenue loss resulting from COVID-19.

City Planning	Total	$579,606	FTE:	3

Commonwealth's Attorney

- **Increase funds for dues and legal books** **$51,506 FTE: 0**

Provide funds to pay for office expenses associated with the department's growth in positions from the addition of the digital evidence unit. These funds will be used primarily to pay for dues and memberships such as the Virginia State Bar Association and for legal books.

Commonwealth's Attorney	Total	$51,506	FTE:	0

Communications

- **Support development of a citywide crisis communication plan** **$25,000 FTE: 0**

Provide funds to develop a citywide crisis communication plan. The communication plan will support the city's emergency management efforts. Development of a crisis communication plan will assist with effectively communicating to stakeholders in an accurate and consistent manner should an incident occur. This enhancement was included in the Proposed FY 2021 Budget but has since been eliminated due to the projected revenue loss resulting from COVID-19.

Communications	Total	$25,000	FTE:	0

Cultural Facilities, Arts and Entertainment

- **Provide funds for Security Manager to enhance Event Services** **$44,462 FTE: 1**

Provide funds to support the addition of a new Security Manager position. This position will be trained and certified in public safety venue management and will provide daily and event security. Currently the security protocols and planning are handled by several employees, none of whom are trained or certified public safety professionals.

Cultural Facilities, Arts and Entertainment	Total	$44,462	FTE:	1

Economic Development

- **Provide funds for Business Expansion, Attraction & Retention** **$252,108 FTE: 1**

Provide funds to enhance the Business Expansion, Attraction and Retention (BEAR) Program through a retail market study and creation of a concierge position. This program expands the city's business base to increase resident job opportunities and government revenue. BEAR staff proactively connect with existing and prospective businesses to understand their needs and directly provide or broker services that meet those needs.

Economic Development	Total	$252,108	FTE:	1

Requested Amount

Elections

- **Establish satellite locations for no-excuse/early voting** **$300,000 FTE: 0**

Provide funds to establish satellite locations for no-excuses early voting. The Virginia General Assembly passed legislation during the 2020 session requiring localities to offer no-excuse, in-person absentee voting 45 days prior to each election starting in November 2020. Funds will be used for additional facility costs, IT support, security, and staffing at the satellite locations.

- **Provide funds for additional full-time staff** **$155,000 FTE: 0**

Provide funds to hire three additional full-time staff members to assist with increased elections workload associated with no-excuses early voting. The Virginia General Assembly passed legislation during the 2020 session requiring localities to offer no-excuse, in-person absentee voting 45 days prior to each election starting in November 2020.

- **Provide funds for costs associated with redistricting** **$250,000 FTE: 0**

Provide funds for multiple mailings to Norfolk voters based on estimated changes in district lines as derived from the decennial census.

- **Provide funds to hire additional part-time staff** **$100,000 FTE: 0**

Provide funds to hire additional part-time staff members to assist with the increased election workload associated no-excuses early voting. The Virginia General Assembly passed legislation during the 2020 session requiring localities to offer no-excuse, in-person absentee voting 45 days prior to each election starting in November 2020.

- **Purchase additional voting equipment** **$45,000 FTE: 0**

Provide one-time funds to purchase additional voting equipment to accommodate no-excuses early voting. The Virginia General Assembly passed legislation during the 2020 session requiring localities to offer no-excuse, in-person absentee voting 45 days prior to each election starting in November 2020.

Elections	Total	$850,000	FTE: 0

Emergency Preparedness and Response

- **Provide funds for new medical dispatch system** **$92,000 FTE: 0**

Provide funds for the purchase and yearly maintenance of a new Emergency Medical Dispatch software. The current medical dispatch system costs more money to maintain annually and does not have all the features of the newer Association of Public Safety Communication IntelliComm vendor technology. The new software will communicate with emergency medical personnel more efficiently to ensure quality care to the citizens of Norfolk.

- **Replace 911 call center stations** **$467,475 FTE: 0**

Provide one-time funds for new call station furniture in the 911 response center. The 911 call center is the epicenter to receive emergency calls and dispatch emergency services to residents. New furniture stations would include desks with cabinets, cooling fans for technology, keyboard trays, and chairs.

Emergency Preparedness and Response	Total	$559,475	FTE: 0

	Requested Amount	

Fire-Rescue

- **Continue funding for the Master Firefighter program** **$80,000 FTE: 0**

Provide funds to support the Master Firefighter Program. This professional development initiative is designed to encourage firefighters to enhance skills and abilities in the areas of firefighting, emergency medical services, special operations, fire prevention, training, and management administration.

- **Enhance fire inspection program** **$101,450 FTE: 0**

Provide funds to add four part-time inspector positions. The city currently has 14 fire inspector positions. The additional positions will help achieve the goal of providing a fire inspection to each of the city's roughly 13,000 businesses annually.

- **Increase Medical Supplies Budget** **$40,750 FTE: 0**

Increase funds to purchase medical supplies for emergency medical services. Current service levels have required reliance on state grant funds to purchase the supplies.

Fire-Rescue	Total	$222,200	FTE: 0

General Services

- **Enhance the animal foster care program** **$17,327 FTE: 1**

Provide funds for the addition of a full-time Kennel Supervisor position. In FY 2020 Norfolk Animal Care Center secured a $100,000 grant to pilot their medium and large dog foster program for two years. The addition of a Kennel Supervisor will allow the program to continue beyond the life of the grant.

- **Increase library security** **$394,373 FTE: 0**

Provide funds to increase security services at branch libraries and computer resource centers to include all operating hours. The Department of General Services handles security contracts for General Fund departments.

General Services	Total	$411,700	FTE: 1

Human Resources

- **Enhance Compensation and Classification program** **$104,948 FTE: 2**

Provide funds for one additional Human Resource Analyst, Senior to focus on compensation analysis and data entry. This would increase the capacity of the program to provide accurate data analytics and proactive research around citywide compensation recommendations.

- **Enhance Employee Relations program** **$52,108 FTE: 1**

Provide funds for the addition of a Management Analyst II position to aid in the review and administration of citywide employment policies. The position would assist in the interpretation, analysis, updating, and administration of citywide programs and processes.

- **Increase staffing levels for Total Absence Management** **$84,466 FTE: 1**

Provide funds for the addition of an Occupational Health Nurse position. The position would increase workers compensation analysis and recovery.

Requested Amount

Human Resources

- **Provide funds for a standard operating procedure manual** **$30,000 FTE: 0**

Provide one-time funds to develop a Human Resource standard operating procedure (SOP) manual. A SOP manual will ensure repeatable, consistent, effective and efficient service delivery to employees of the city.

- **Provide funds for Employee Case Management Database** **$80,000 FTE: 0**

Provide funds for an automated employee management system. An employee tracking, for the Total Absence Management program, system would allow for more efficient data entry, retrieval, analysis, reporting, and notification for employee paperwork.

- **Provide funds for HIPAA training** **$40,000 FTE: 0**

Provide funds for training in Health Insurance Portability and Accountability Act to help ensure information is handled in accordance of the law.

- **Provide funds for online learning management system** **$126,000 FTE: 0**

Provide funds for a new learning management system for online training of city employees. The new learning management system will help the department with administration, tracking, reporting, and delivery of training programs for employees.

Human Resources	Total	$517,522	FTE: 4

Human Services

- **Increase support for adoption services** **$48,312 FTE: 1**

Increase support for adoption services through the addition of a Family Services Worker II position. The addition of this position allows the continuation of adoption work currently completed through a grant funded position that ended December 2019. This position is partially reimbursable by the state.

Human Services	Total	$48,312	FTE: 1

Information Technology

- **Increase funding for the GIS Team** **$61,360 FTE: 1**

Provide funds to hire an additional Programmer/Analyst V for geographic information system (GIS) services. GIS is a system designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data. The increased demand for Smart Cities initiatives, mapping services, and data management have significantly increased the GIS workload.

- **Increase funds for the Customs Application team** **$49,518 FTE: 1**

Provide funds to hire an additional Programmer/Analyst III for the Custom Applications and Support team. This position will be responsible for custom application development to support department's functional needs that are not handled by commercial software applications.

- **Increase funds for the document management team** **$52,108 FTE: 1**

Provide funds to hire a Programmer/Analyst III for the document management team. This group helps digitize and streamline many city processes and expects an increased workload as more documents become available via a public portal.

Requested Amount

Information Technology

- **Increase funds to for the Public Safety team** **$52,108 FTE: 1**

Provide funds to hire a Programmer/Analyst III for IT's Public Safety team. This position will deliver innovative and effective technology services, promote transparency, encourage resilience, and improve public safety through services such as mapping, reporting, interfaces, and software implementation fine-tuning.

- **Provide funds to support network engineering team** **$201,753 FTE: 3**

Provide funds to hire a Network Engineer IV to the network engineer team. This addition would allow for supporting enhanced security efforts by the city and support of the city's fiber optic network, including integration with the proposed regional ring, and extend capacity for supporting the city's data. This enhancement was included in the Proposed FY 2021 Budget but has since been eliminated due to the projected revenue loss resulting from COVID-19.

- **Provide funds to support the cybersecurity team** **$115,535 FTE: 2**

Provide funds to support adding a Network Engineer IV and a Network Engineer I to the cybersecurity team. These additions would relieve existing positions to allow better supervision of the team and handling of administrative paperwork. Continuing cyber threats, attacks, unauthorized access attempts, and phishing emails have grown to exceed the capacity of the existing staff to test thoroughly and complete in the time required to meet project requirements and customer expectations. This enhancement was included in the Proposed FY 2021 Budget but has since been eliminated due to the projected revenue loss resulting from COVID-19.

Information Technology	Total	$532,382	FTE:	9

Libraries

- **Increase support for Computer Resource Centers** **$75,849 FTE: 1**

Provide funds to support the addition of a new Systems Librarian position. The position will oversee the Computer Resource Center and act as the liaison between Norfolk Public Libraries and IT Department. There are three CRC's in Norfolk which help children and adults learn how to use popular computer software programs through free and low-cost computer access and instruction. The CRC's have one full-time position and six temporary positions.

Libraries	Total	$75,849	FTE:	1

Nauticus

- **Enhance Cruise Terminal and Museum Operations** **$65,000 FTE: 0**

Increase funding for Cruise Terminal and Museum Operations for the use of wayfinding signs for museum visitors and cruise ship guests. These signs would provide direction for how to get around Nauticus but also would point visitors to Granby Street, Towne Park, The Zoo as well as Waterside and the other attractions in Norfolk.

- **Enhance Museum Operations for Battleship Wisconsin** **$48,312 FTE: 1**

Provide funds for an additional position to serve as a Maritime Center Specialist to support Museum Operations. This position would support operations and event coordination on the Battleship Wisconsin.

- **Increase support for Cruise Terminal Operations** **$23,333 FTE: 0**

Provide additional staff to help support increased cruise line operations and Nauticus events. Nauticus entered into a five year agreement with Carnival Cruise Line to operate seasonal cruises from the Half Moone Cruise Center beginning in 2020 through 2025.

	Requested Amount	

Nauticus

- **Support Museum Operations through increased staffing** **$40,682 FTE: 1**

Provide funds for an additional position to serve as a Curator to support Museum Operations. This position would serve as the curator on the Battleship Wisconsin. Currently, the Nauticus Museum Curator handles duties for both the Nauticus Museum and the Battleship Wisconsin.

Nauticus	Total	$177,327	FTE:	2

Norfolk Community Services Board

- **Enhance peer recovery leadership program** **$69,137 FTE: 1**

Provide funds for the addition of a Division Head position. This position will oversee the city's peer recovery services.

- **Increase administrative support** **$50,312 FTE: 1**

Increase financial services support through the addition of one Accountant II position. This position will support timely and accurate payroll processing, grant compliance and reporting, and assist with department recruiting and staffing needs.

- **Increase funds for NCSB personnel** **$732,346 FTE: 0**

Provide funds to increase the minimum hiring salaries to improve regional competitiveness. The FY 2020 department reorganization funded vacant positions at the grade minimum and not competitive market rates.

- **Increase security services at Tidewater Drive facility** **$87,750 FTE: 0**

Increase security services at Tidewater Drive facility. Security services will be provided by Norfolk Sheriff Deputies trained in crisis intervention.

- **Provide funds for a Maintenance Mechanic I position** **$29,896 FTE: 1**

Provide funds for one permanent full-time Maintenance Mechanic I position. This position would be responsible for maintaining the grounds and facilities at all NCSB sites. These services have previously been provided through contracted temporary employment.

- **Provide funds for additional crisis support** **$68,361 FTE: 1**

Provide funds for additional crisis support through the addition of an Emergency Services Counselor position. This position would be responsible for developing a crisis response plan to support increased community need.

- **Provide funds for an Administrative Technician position** **$32,024 FTE: 1**

Provide funds for a permanent full-time Administrative Technician position. This position would provide reception at the entrance to the 7447 Central Business Park Drive position.

- **Provide funds for Performance Contract management** **$58,682 FTE: 1**

Provide funds for the the addition of a permanent full-time Management Analyst III position. This position would be responsible for implementing NCSB's Performance Contract, managing the performance data measurements and reporting; negotiating with state insurance companies and Managed Care Organizations; and ensuring NCSB is in compliance with state and federal regulations.

Requested Amount

Norfolk Community Services Board

- **Provide funds for winter shelters for the homeless** **$29,000 FTE: 0**

Provide funding to support winter shelters for the homeless community under the NEST program. These funds will assist with the costs for transportation for the Winter Shelter and overtime expenses.

- **Provide security services at 7447 Central Business Park Dr** **$87,750 FTE: 0**

Provide security services at the NCSB headquarters at 7447 Central Business Park Drive. Security services will be provided by Norfolk Police Officers trained in crisis intervention.

- **Support mental health and substance abuse outreach campaigns** **$54,750 FTE: 1**

Provide funds for the addition of one Program Coordinator position to conduct marketing and outreach related to mental health and substance abuse prevention and treatment services. This includes coordination of opioid overdose training.

Norfolk Community Services Board	Total	$1,300,008	FTE: 7

Outside Agencies

- **Increase funds for CaribFest** **$25,000 FTE: 0**

Increase funds for CaribFest. CaribFest promotes awareness and community engagement around Caribbean art and cultural activities. Funds will support costs associated with hiring a production company for CaribFest.

- **Increase funds for Chrysler Museum of Art** **$594,558 FTE: 0**

Increase funds for The Chrysler Museum. The Chrysler Museum collects, displays and interprets original works of art from across the world. The Museum houses a permanent collection of over 32,000 art pieces. The Chrysler Museum offers free admission to Norfolk's residents and visitors and provides educational programming to schools and the community. Funds will be used to support general operating expenses for the security, maintenance, and operation of the city-owned Chrysler Museum facilities including the main museum building, off-site storage, glass studio, and two historic houses. Funds will also be used to support the expansion of educational and family programming, and an increase in personnel expenses.

- **Increase funds for Downtown Norfolk Council** **$30,000 FTE: 0**

Increase funds for the Downtown Norfolk Council. The Downtown Norfolk Council provides programs and services designed to promote and enhance business, cultural, retail, and residential initiatives and economic development in downtown Norfolk. Funds will be used to support general operating costs for the organization in its role as partner with the City of Norfolk and its downtown stakeholders.

- **Increase funds for Eastern Virginia Medical School** **$14,187 FTE: 0**

Increase funds for Eastern Virginia Medical School. Eastern Virginia Medical School provides healthcare and patient education services to individuals across Hampton Roads in need of medical care. Funds will be used to support general operating expenses and increased costs associated with providing necessary patient care services (including indigent care), research, and educational programs to Norfolk residents and visitors.

Requested Amount

Outside Agencies

- **Increase funds for Norfolk Botanical Garden** **$61,625 FTE: 0**

Increase funds for Norfolk Botanical Garden. Norfolk Botanical Garden offers 175 acres of landscape, and provides nature, environmental, social, multicultural programs for Norfolk residents and visitors. Activities include a Children's Nature Garden, Garden of Lights, Floral Design Certificate program, overnight camping, landscaping, and resources for students and the community at large. Funds will be used to support staff salaries and general operating costs for Norfolk Botanical Garden.

- **Increase funds for Norfolk Commission on Arts & Humanities** **$48,605 FTE: 0**

Increase funds for Norfolk Commission on the Arts and Humanities. The Norfolk Commission on the Arts and Humanities provides competitive grants to non-profit arts and cultural organizations serving the citizens of Norfolk. Funds will be used to support general operating costs.

- **Increase funds for Norfolk Convention and Visitor's Bureau** **$450,000 FTE: 0**

Increase funds for Norfolk Convention and Visitors Bureau (NCVB)/Visit Norfolk. NCVB/Visit Norfolk promotes tourism and provides promotional marketing services to elevate the Norfolk brand and to increase the number of visitors, overnight guests, conferences, and travel related jobs to the City of Norfolk. Funds will be used to support general operating costs, communication expansion, outreach, and engagement efforts to multicultural and LGBTQ communities. Funds will also be used to support the Campus 757 initiative, aimed at attracting individuals to the five institutions of higher learning with the intent of retaining students in the Hampton Roads workforce upon graduation.

- **Increase funds for Norfolk Festevents** **$35,000 FTE: 0**

Increase funds for Norfolk Festevents. Norfolk Festevents provides services and programs designed to promote activities and events in downtown Norfolk, the Norfolk waterfront, and at Ocean View Park, and to encourage visits to Norfolk. Funds will be used to support general operating costs and to provide additional shuttle services for the Harborfest Mayor's reception and Ocean View Beach Park events.

- **Increase funds for Southside Boys and Girls Club** **$85,000 FTE: 0**

Increase funds for Southside Boys and Girls Club. Southside Boys and Girls Club, provides leadership, character and career development, education, health and life skills, sports, recreation and fitness programs for 1,500 registered members. It also offers four leadership clubs and two mentoring programs to Norfolk's youth. Funds will support general operating expenses, building renovation, equipment updates and major repair and/or replacement of infrastructure building components (electrical, mechanical, plumbing, and structural) identified in a 2019 building analysis.

- **Increase funds for Virginia Arts Festival** **$36,687 FTE: 0**

Increase funds for Virginia Arts Festival. Virginia Arts Festival provides services and programs designed to encourage, facilitate, and coordinate special events and use of public facilities in Norfolk. Virginia Arts Festival also supports Norfolk NATO programs and services including: Model NATO challenge, Youth Ambassador Program, and Norfolk NATO Festival events such as the Annual Flag Raising Ceremony, Parade of Nations, and the International Village. Funds will be used to support general operating costs, artists fees, and educational programs for the Virginia Arts Festival.

Requested Amount

Outside Agencies

- **Increase funds for Virginia Opera Association** **$6,745 FTE: 0**

Increase funds for Virginia Opera Association. The Virginia Opera Association provides operatic performances, ancillary education and outreach for residents and visitors of the City of Norfolk. Funds will support Virginia Opera's 46th season with twelve performances at the Harrison Opera House of four mainstage productions, K-12 educational programming, and community engagement performances.

- **Increase funds for Virginia Stage Company** **$14,667 FTE: 0**

Increase funds for Virginia Stage Company. The Virginia Stage Company provides theatrical entertainment, education and outreach programs in Norfolk. Funds will be used to support general operating costs, education and community engagement programs and the Public Works Virginia initiative.

- **Increase funds for Virginia Symphony** **$44,245 FTE: 0**

Increase funds for Virginia Symphony Orchestra. The Virginia Symphony Orchestra provides musical entertainment in downtown Norfolk including a regular concert series, community engagement initiatives, and educational programs for Norfolk residents and visitors. Funds will be used to support general operating costs to sustain existing programs and provide two new programs for the symphony.

- **Provide Funds for Virginia Ballet Theatre** **$125,000 FTE: 0**

Provide funds for Virginia Ballet Theatre. The Virginia Ballet Theatre provides dance education and community outreach to residents and visitors of Norfolk. Funds will be used to support the ongoing operation of the Virginia Ballet Theatre, and to provide dance classes to Norfolk residents, youth with low income, and individuals with disabilities. Funds will also be used to support an Executive Director position for the organization.

- **Provide funds to support Norfolk Behavioral Health Docket** **$50,000 FTE: 0**

Provide funds for City of Norfolk General District Court Behavioral Health Docket. The City of Norfolk General District Court will extend and enhance its current General District Mental Health Docket by adding Behavioral Health as a major component. The new Behavioral Health Docket will assist in the case management to defendants suffering from underlying mental illness. Funds will be used to provide support for one Norfolk Criminal Justice Services Pretrial Officer (salary and benefits), one Norfolk Community Services Board Clinician, and office, program and medical supplies. This enhancement was included in the Proposed FY 2021 Budget but has since been eliminated due to the projected revenue loss resulting from COVID-19.

Outside Agencies	**Total**	**$1,621,319**	**FTE: 0**

Police

- **Provide funds for a new Police compensation plan** **$4,054,090 FTE: 0**

Provide funds to support a new Norfolk Police department (NPD) compensation plan. The proposed plan would place Norfolk as the highest paid locality in the region with the goal of increasing Police Officer attraction and retention. Currently, the public safety plan is in line with regional averages but not the highest paid across all ranks. The increase in pay would benefit 739 sworn employees.

- **Provide funds for annual software costs** **$18,000 FTE: 0**

Provide funds for the annual software maintenance cost of PowerDMS. The software aids the department in tracking policy changes, completion of training courses, and allows for more accountability in department communications. The software purchase and maintenance costs are currently paid for using special revenue funds.

	Requested Amount	

Police

- **Provide funds for body armor and flashlights** **$80,465 FTE: 0**

Provide funds to cover flashlights and body armor for officers. Police wear armor to conduct patrol operations in the community. The increase in funds will provide armor for new graduates and replace outdated armor for officers.

Police	Total	$4,152,555	FTE:	0

Recreation, Parks and Open Space

- **Increase medical supplies and equipment** **$15,385 FTE: 0**

Increase funding for medical supplies and use for the Stop the Bleed initiative, aquatic operations, and any patron suffering from any medical condition (cuts, scrapes, breathing emergencies, cardiac arrest, fractures, etc.).

- **Increase strategic planning capacity** **$43,457 FTE: 1**

Provide funds to support the addition of a new Management Analyst II position. The position will strategically analyze how the department should use data to make informed decisions for patrons in regard to programming and services provided.

- **Strengthen marketing and communications team** **$58,395 FTE: 1**

Provide funds to create a new Public Relations Manager position. This position will enhance the department's capacity for outreach, brand development, and messaging. Duties will include social media management, market analysis, and brand assessments. The position was a recommendation from the study conducted by Heller and Heller on an assessment of the Recreation, Parks, and Open Space department.

- **Support strategic initiatives** **$48,457 FTE: 1**

Provide funds to support the creation of a new Program Administrator position. The position will be responsible for developing and updating the department's master plan and strategic plan initiatives and ensuring the implementation of associated activities and tasks.

Recreation, Parks and Open Space	Total	$165,694	FTE:	3

Sheriff and Jail

- **Increase funds for jail medical services** **$525,000 FTE: 0**

Provide funds to upgrade the jail medical contract to provide Resisted Nurses (RN) certified nurses, increased psychiatric staff, and provide additional licensed clinical social workers for provide improved mental health services.

- **Provide funds to rent space for jail warehouse** **$85,000 FTE: 0**

Provide funds to lease a space for the jail warehouse operations. The enhancement would fund rent for a location that could provide at least 10,000 square feet to include warehouse and office spaces.

Sheriff and Jail	Total	$610,000	FTE:	0

	Requested Amount	

Slover Library

- **Increase collection services staffing** **$44,462 FTE: 1**

Provide funds to support the addition of a Librarian I to serve as a circulation supervisor. This position will work with patron accounts to manage fines and fees as well as updating account status information.

- **Increase staffing for Innovation and Community Engagement** **$34,654 FTE: 1**

Provide funds for the addition of a new Library Associate I position to support the Innovation and Community Engagement Services program. This position would serve as a Design Studio Supervisor and subject matter expert in design, film, photography and print. This new position would advance community lifelong learning and civic engagement by investing in meaningful and accessible studio experiences.

- **Increase staffing support for operational services** **$48,312 FTE: 1**

Provide funds to support the addition of a Event Coordinator position. This position will manage the use of public engagement spaces, meeting rooms, and special events to help support operational services.

- **Provide funding for facility management** **$52,108 FTE: 1**

Provide funds to support the addition of a new Facility Manager position. The position will support the operational services by coordinating with building maintenance, security, janitorial services, food service vendors, as well as plan, direct and coordinate work orders and patron incidents

- **Provide funds to increase support for operational services** **$32,024 FTE: 1**

Provide funds to support the addition of a Accounting Technician II position. This position would help support the Operational Services program, and would be responsible for processing all Slover Library expenses and for submitting them into the city's enterprise financial system.

- **Strengthen operational services team** **$37,533 FTE: 1**

Provide funds to support the addition of a Administrative Assistant I position. This position will support operational services and be responsible for managing administrative operations, providing administrative support and assistance to patrons and personnel at Slover Library.

Slover Library	Total	$249,093	FTE:	6

Transit

- **Enhance Signs and Pavement Marking Program** **$128,098 FTE: 4**

Provide funds for the creation of four new Traffic Maintenance Technician positions in the Signs and Pavement Marking Program and one-time funds to purchase a vehicle. This program manufactures, installs, and maintains over 40,000 traffic control and regulatory signs within the city and maintains pavement markings, crosswalks, lane lines, messages and symbols on the roadway to provide safe and orderly operation of vehicular and pedestrian traffic. The additional staff and vehicle will allow the department to address the city's pavement marking infrastructure and required sign replacement backlog.

- **Increase funds for administrative functions** **$40,682 FTE: 1**

Provide funds to support the creation of a new Administrative Assistant II position. This position will support managers, coworkers, outside organizations, and residents of Norfolk while assisting in department communications, finance, mailings, community outreach, and the VDOT Program.

	Requested Amount		

Transit

- **Increase funds for bicycling infrastructure** **$40,000** **FTE: 0**

Provide funds for labor and materials to install bike racks and repair station facilities citywide. The funds will support the ability to respond to these infrastructure requests from various neighborhoods and businesses.

- **Provide funds for neighborhood traffic counts** **$25,000** **FTE: 0**

Provide funds to increase capacity to conduct traffic counts. Traffic counts are used to conduct speed studies on residential streets in order to collect speed and volume data to address residents' concerns regarding unsafe traffic conditions on their street for the possible consideration of traffic calming measures.

Transit	Total	$233,780	FTE:	5

Zoological Park

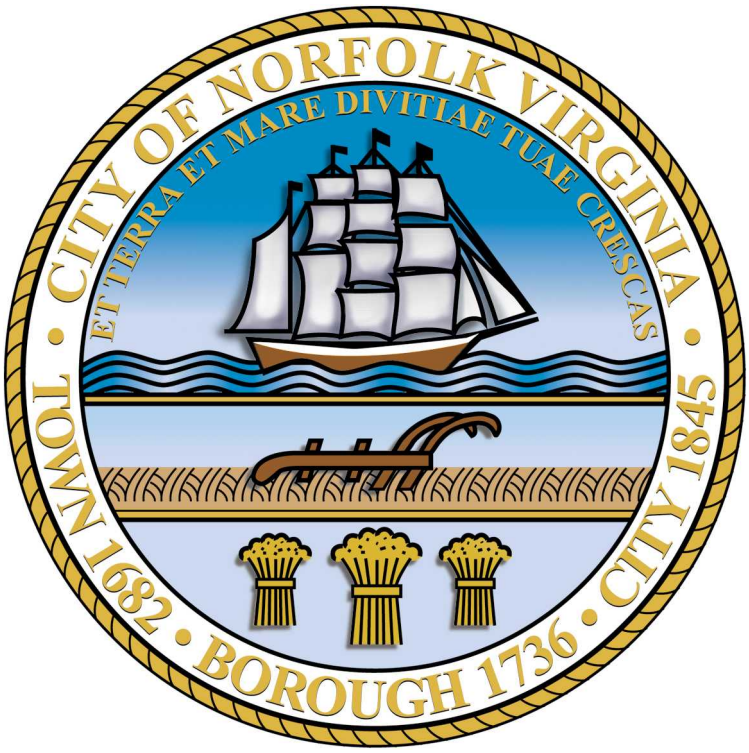
- **Create seasonal zookeeper program** **$67,341** **FTE: 0**

Provide funds for a seasonal zookeeper program comprised of 12 intern positions. This is an entry-level opportunity for people at least 17 years of age that are seriously interested in working in a wildlife field. The seasonal zookeepers will interact with visitors to create a positive, engaging experience during close animal encounters.

Zoological Park	Total	$67,341	FTE:	0

This page intentionally left blank

Capital Improvement Plan



This page intentionally left blank

READER'S GUIDE

BACKGROUND

The Capital Improvement Plan (CIP) is a multi-year plan for capital expenditures to replace, maintain, and expand the city's infrastructure. The city uses the CIP to develop infrastructure and maintain the quality of life offered to residents and businesses.

The capital budget supports non-recurring expenditures, such as the construction of buildings, acquisition of property, repairs and improvements to roadways, building maintenance, and efficient operation of the water, sewage, and storm water systems. Capital funding is limited to the cost of the project and may be expended over several fiscal years until the project is completed. Other costs associated with the capital budget include, but are not limited to the following:

- Architectural and engineering fees;
- Site development; and
- Major equipment.

The city uses a long-range planning process that results in a Five-Year CIP Plan. This Five-Year CIP Plan provides residents with an outline of how the city anticipates investing capital dollars for the next five years. Each capital project included in the CIP is either approved for funding in FY 2021 or included as a planned project in FY 2022 through FY 2025. The inclusion of a project beyond the current budget year is not a guarantee it will be funded in the future, as the needs of the city may shift resulting in changes during the next annual budget cycle.

A project that is included in the city's capital budget is broadly defined as requiring the expenditure of public funds for the purchase, construction, enhancement, or replacement of physical infrastructure/assets and it may take several years to complete the project. Whether a project is included in the CIP or in the city's operating budget is determined by its size and scope. Any project authorized in a department's operating budget must be completed or committed by a contractual obligation within the fiscal year in which the funds are appropriated.

To be included in the CIP, the project must cost $75,000 or more. Furthermore, the project should add to, enhance the value of, or extend the life of the asset by greater than the life of the debt instrument used to finance the improvement or grant program.

GUIDING PRINCIPLES

Guiding principles are used to help shape the CIP. These principles include, but are not limited to the following:

- Develop a capital plan that includes projects that meet City Council priorities;
- Ensure that the CIP will be the platform for development in neighborhoods and business communities; and
- Preserve and enhance the existing tax base.

To guide the CIP decision-making process, projects are evaluated on the degree to which the following objectives are met:

- Adhere to legal or contractual obligation or federal or state mandate;
- Address health concerns, safety or emergency needs;

- Leverage outside funding through a match of federal, state, or private funding;
- 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;
- Ensure existing infrastructure and/or equipment is maintained and replaced in a timely manner;
- Address flooding through meaningful projects;
- Make directed investments in neighborhoods;
- Redevelop the St. Paul's Area;
- Use dedicated revenue to fund projects; and
- Ensure consistency with plaNorfolk2030 comprehensive plan, NorfolkVision2100, and other City Council adopted plans.

FUNDING CIP

A combination of funding sources are used to implement the CIP. Below are descriptions of funding sources used to support the CIP:

- **Reappropriation of Previous Authorization:** Funds provided for projects in prior years that are completed and have excess funds, or projects that will no longer be completed because of a shift in city priorities.
- **Transfer from General Fund:** Cash from the General Fund contributions to the CIP.
- **Transfer from School Fund:** Cash contributions from Norfolk Public Schools.
- **Transfer from Public Amenities Fund:** Cash contributions from a special revenue fund, which collects one percent of the prepared food tax rate and one percent of the lodging tax rate to promote cultural and entertainment activity.
- **Other Cash Contribution:** Cash contributions from other sources to the CIP, such as grants, donations, other state or federal aid, or other reprogrammed funds.
- **Bonds (Debt):** The city's debt is defined by the sources of repayment: General Fund supported debt service and nongeneral fund supported debt service. General Fund supported debt is pledged to be repaid from tax revenue. Nongeneral fund debt is intended to be repaid from revenue derived from other revenue sources such as fees.

NONGENERAL FUND PROJECTS:

Projects below are supported through nongeneral fund revenues, such as user fees, and are not paid from taxes:

- **Parking Facilities (PF):** Improve the city's parking infrastructure systems, including architectural design and construction of multi-level parking facilities, promote tourism, and retain and attract businesses.

- **Storm Water Utility (SW):** Improve the city's storm water infrastructure system, including drainage improvements, system repairs and rehabilitation, and system cleaning and drainage studies in neighborhoods citywide.
- **Towing and Recovery (TR):** Support the city's ability to keep abandoned vehicles off the public right-of-way and address code violations. There are no projects in this fund for the FY 2021 - FY 2025 CIP.
- **Wastewater Utility (SF):** Improve the city's wastewater infrastructure system including the operation and maintenance of collection sewers, pump stations, and sewer force mains.
- **Waste Management (WM):** Support the city's ability to comply with regulatory requirements related to its landfills. There are no projects in this fund for the FY 2021 - FY 2025 CIP.
- **Water Utility (WF):** Improve the city's water infrastructure system and perpetuate the city's economic vitality.

POLICY AREA DESCRIPTIONS

The FY 2021 – FY 2025 CIP uses policy areas to categorize project funding. The policy areas used are described below.

Education:
Projects in this category enhance the educational infrastructure of the city to improve 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.

Economic Development:
Projects in this category improve the city's infrastructure systems and encourage the city's continued economic vitality. They may also provide funds for public infrastructure improvements designed to enhance and support private sector investments in a variety of neighborhoods and commercial areas of the city.

Environmental Sustainability:
Projects in this category are intended to create a positive, regenerative effect on the environment, including opportunities to mitigate detrimental environmental impacts in the city. Projects in this category will promote the efficient use and protection of natural resources, reduce the adverse negative impacts of coastal flooding, and advance a thriving culture and economy.

Cultural Facilities:
Projects in this category improve the city's infrastructure systems and support the city's initiatives to promote tourism and to provide opportunities for cultural enrichment to residents.

General and Other:
Projects in this category improve the city's infrastructure system and maintain public safety through enhancement and maintenance. Projects are typically specialized in nature and do not fall within the other defined policy areas.

Neighborhood Development:
Projects in this category improve the city's infrastructure systems, and preserve and enhance the city's taxable real estate base. These projects may include improvements to the city's community roadways and acquisition of property to strengthen neighborhoods.

Public Buildings:
Projects in this category improve the city-owned infrastructure by providing adequate maintenance to existing facilities and construction of new or renovated facilities.

Parks and Recreation Facilities:
Projects in this category enhance the city's recreational facilities, provide opportunities for cultural enrichment, and promote tourism.

Transportation:
Projects in this category improve the city's roadway infrastructure 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, signalizations, and undergrounding of utilities relating to streets and highways.

PROJECT INFORMATION

The FY 2021 CIP provides funding for projects from the General Fund (CP), Parking Facilities (PF), Storm Water Utility (SW), Wastewater Utility (SF), and Water Utility (WF) funds.

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 2021 CIP.
- **CIP Five-Year Plan Summary:** A five-year outlook of planned projects and funding amounts in the FY 2021 – FY 2025 CIP.
- **Project Detail by Policy Area:** Projects shown on the CIP Five-Year Plan Summary are listed individually with a detailed financial breakdown.

Each project within the FY 2021 – FY 2025 CIP has an individual project information page. The definitions and descriptions below are provided as a guide to understanding the individual project pages.

SEE SAMPLE PAGE FOLLOWING THESE DEFINITIONS FOR MORE INFORMATION

For each project, the following information is included:

- **Project Title:** Provides a descriptive name for the project.
- **Department:** Identifies the city department that will function as the project sponsor and manager.
- **Property Address:** Identifies the location of the project. Several categories are used to identify the location of a project. Addresses are listed when a project is concentrated in a specific area. The term citywide is used when the project involves several locations throughout the city or has a citywide impact. The term "to be determined" is used when a specific site for the project has not been identified.
- **Customers Served:** Indicates the beneficiaries to be served by the project.
- **Project Description:** Provides a brief and informative description of the project.
- **Financial Summary:** The financial summary provides detailed information on the amounts appropriated for the project. This section includes the following:

- **FY 2021 Adopted:** Reflects the amounts for the project. Amounts listed in FY 2022 – FY 2025 are planned amounts in the upcoming years.
- **FY 2020 Adopted:** Amounts that were approved for the project when the budget was authorized in the previous fiscal year.
- **Estimated Operating Budget Impact:** Reflects any ongoing operating budget expense once the project is complete. These expenses are not paid from the capital budget.
- **Anticipated Project Timeline:** Amounts shown are a projection of how and when funds will be spent in FY 2021 – FY 2025.
- **Prior Capital Funding:** Shows the dollars previously contributed to the project from previous appropriations.
- **Capital Share Remaining:** Reflects the amount of capital funding projected to complete the project. This amount is the sum of FY 2022 – FY 2025.
- **Project Total:** Reflects the total amount of money dedicated for completion of the project.

- **Picture:** Includes a visual depiction, if available, of the project location or the end result expected from the completion of the project.

Project Description Page

Project Title

Project Description

Department

Acquire School Buses

Department
Education

Fund
General Capital

Account

Account #
4000 12 4248

Project Address

Property Address:
Citywide

Customers Served
Residents ☑ Business ☐ City Services ☐
Educational Community ☑ Tourists/Visitors ☐

Customers Served

Project Description
Provide funds to acquire school buses for Norfolk Public Schools. In FY 2013, the City of Norfolk began providing $1 million a year to purchase school buses. It is anticipated that this funding will support the purchase of eight to nine school buses annually depending on the type of bus purchased.

Financial Summary

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
FY 2020 Adopted	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Total	N/A	0	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000

Anticipated Project Spending

Prior Capital Funding	3,000,000
FY 2021 Adopted	0
Capital Share Remaining	4,000,000
Project Total	7,000,000

Funding History

OPERATING IMPACT OF MAJOR CIP PROJECTS

The operating impact of capital projects is analyzed during the CIP development process. Many new capital improvement projects entail ongoing expenses for routine operation, repair, and maintenance upon completion or acquisition. Some new capital facilities may also require the addition of new positions.

Estimated revenues and/or operational efficiency savings associated with projects are also considered during the capital project evaluation and review process. Operational costs of new facilities can have a significant financial impact on the operating budget of the city. Therefore, these costs are weighed when a project is considered for funding. Conversely, the positive contribution that a capital project can make to the fiscal well-being of the city is also factored into the decision making process. Capital projects such as redevelopment of under-performing or under-used areas of the city, and the infrastructure expansion needed to support new development, help promote the economic development and growth that generates additional operating revenues or operational efficiencies.

As CIP projects are completed, the operating costs of these projects are identified, prioritized, and justified as part of the city's budget development process. The city plans and budgets for significant start-up costs, as well as operation and maintenance of new facilities in the operating budget. If applicable, each project contains an operating and maintenance projection for the operating costs for the first five years.

The table below represents the estimated operating and maintenance costs for approved projects. These impacts are taken into consideration in the city's ten-year expenditure forecast. Operating impacts are analyzed for funding on a project-by-project basis because, at times, these impacts can be absorbed within a department's current budget and, at other times, additional funding may be needed. These costs are taken into account when the city authorizes a project for capital funding. CIP projects that have been completed in prior years, which have operating impacts, are not shown here. Prior projects such as the Southside Aquatics Center and the new courthouse, for example, have annual operating and maintenance costs that have been added to the operating budget as these buildings have already come online.

Five Year Estimated CIP Project Operating and Maintenance Cost Impact*

Project Title	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Implement Complete Streets Program	$0	$12,000	$12,000	$12,000	$12,000
Implement RPOS Master Plan	$0	$10,000	$10,000	$10,000	$10,000
Improve Existing Community Centers	$0	$5,000	$5,000	$5,000	$5,000
Improve Community and Neighborhood Parks	$0	$5,000	$5,000	$5,000	$5,000
Improve Cemeteries Infrastructure	$0	$5,000	$5,000	$5,000	$5,000
Improve Street Lights	$0	$35,000	$35,000	$35,000	$35,000
Grand Total	**$0**	**$72,000**	**$72,000**	**$72,000**	**$72,000**

*Operating and maintenance costs are addressed through the operating budget for completed projects or for any impending facilities coming online. Operation and maintenance costs are not shown for school construction, as these costs are shown as part of the School Board's separate budget.

CIP FUNDING SOURCES – GENERAL CAPITAL

FY 2021 – FY 2025 Funding Sources						
	Adopted	----------Planned----------				
Sources	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Total**
Reappropriation of Previous Authorization	$0	$0	$0	$0	$0	$0
Transfer from General Fund	$1,516,789	$816,789	$841,789	$866,789	$5,891,789	$4,933,945
Virginia Beach Water Payment	$0	$0	$0	$0	$0	$0
SWIFT Program	$6,000,000	$6,000,000	$6,000,000	$6,000,000	$6,000,000	$30,000,000
Subtotal Transfer from General Fund	$7,516,789	$6,816,789	$6,841,789	$6,866,789	$11,891,789	$34,933,945
Transfer from Public Amenities Fund	$0	$0	$0	$0	$0	$0
Capital Improvement Fund	$0	$0	$0	$0	$0	$0
Tax Credits	$0	$0	$10,000,000	$0	$0	$10,000,000
VDOT Revenue Sharing	$0	$3,850,000	$0	$0	$0	$3,850,000
Community Development Block Grant	$3,700,000	$0	$0	$0	$0	$3,700,000
Bonds	$36,933,211	$45,458,211	$80,033,211	$44,533,211	$39,783,211	$246,741,055
Subtotal	**$48,150,000**	**$56,125,000**	**$96,875,000**	**$51,400,000**	**$51,675,000**	**$304,225,000**

CIP Funding Sources – Nongeneral Funds

FY 2021 – FY 2025 Funding Sources						
	Adopted	----------Planned----------				
Sources	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Total**
Other CIP						
Parking Fund Cash	$850,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$12,450,000
Subtotal Parking Fund	$850,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$12,450,000
Storm Water Bonds	$15,400,000	$27,500,000	$28,400,000	$15,100,000	$14,200,000	$100,600,000
Storm Water Cash	$1,315,200	$1,315,200	$1,315,200	$1,315,200	$1,315,200	$6,576,000
Subtotal Storm Water	$16,715,200	$28,815,200	$29,715,200	$16,415,200	$15,515,200	$107,176,000
Wastewater Bonds	$8,000,000	$8,000,000	$8,000,000	$8,000,000	$8,000,000	$40,000,000
Wastewater Cash	$11,000,000	$9,000,000	$9,000,000	$9,000,000	$9,000,000	$47,000,000
Subtotal Wastewater	$19,000,000	$17,000,000	$17,000,000	$17,000,000	$17,000,000	$87,000,000
Water Bonds	$23,770,000	$15,000,000	$15,000,000	$7,000,000	$7,000,000	$67,770,000
Water Fund Cash	$42,535,000	$20,000,000	$20,000,000	$28,000,000	$28,000,000	$138,535,000
Subtotal Water	$66,305,000	$35,000,000	$35,000,000	$35,000,000	$35,000,000	$206,305,000
Other CIP Total	$102,870,200	$83,715,200	$84,615,200	$71,315,200	$70,415,200	$412,931,000
Grand Total CIP	**$151,020,200**	**$139,840,200**	**$181,490,200**	**$122,715,200**	**$122,090,200**	**$717,156,000**

This page intentionally left blank

CIP - Uses of Funds

FY 2021 - FY 2025 Capital Improvement Plan			
Project Title	**Fund**	**Page**	**Adopted FY 2021***
Education			
Acquire School Buses	CP	485	0
Address School Major Maintenance	CP	486	9,000,000
Subtotal Education			**9,000,000**
Transportation			
Enhance Signals and Intersections	CP	487	100,000
Implement Complete Streets Initiative	CP	488	0
Improve Colonial Avenue for Pedestrians	CP	489	0
Improve Street Infrastructure Citywide	CP	490	730,000
Install ADA Ramps Citywide	CP	491	500,000
Reconstruct Westminster Avenue	CP	492	0
Rehabilitate Hampton Boulevard Bridge	CP	493	700,000
Repair, Replace, and Maintain Bridges	CP	494	700,000
Subtotal Transportation			**2,730,000**
Cultural Facilities			
Dredge Beneath the USS Wisconsin BB-64	CP	495	0
Fund Chrysler Museum Capital Campaign	CP	496	0
Improve Cemeteries Infrastructure	CP	497	0
Improve Cultural Facilities	CP	498	0
Improve Harbor Park	CP	499	0
Improve the Nauticus Facility	CP	500	500,000
Install Dehumidification System at Scope Arena	CP	501	0
Maintain USS Wisconsin BB-64	CP	502	0
Maintain Wells Theatre	CP	503	750,000
Renovate Chrysler Hall	CP	504	0
Replace Cruise Terminal Passenger Boarding Bridge	CP	505	4,850,000
Support Citywide Public Art	CP	506	0
Subtotal Cultural Facilities			**6,100,000**

FY 2021 - FY 2025 Capital Improvement Plan

Project Title	Fund	Page	Adopted FY 2021*
Neighborhood Development			
Acquisition and Demolition of Blighted Properties in Willoughby	CP	507	0
Construct New Department of Utilities Headquarters in St. Paul's Area	WF	508	20,000,000
Construct the Blue/Greenway in St. Paul's Area	SW	509	800,000
Convert Street Lights to LED	CP	510	0
Improve Citywide Dredging and Waterways	CP	511	0
Improve East Ocean View Drainage	SW	512	2,000,000
Improve Gifford Street Drainage	SW	513	1,000,000
Improve Glenrock Drainage	SW	514	1,000,000
Improve Glenwood Park Drainage	SW	515	500,000
Improve Infrastructure at Moton Circle	CP	516	750,000
Improve Neighborhood Streets	CP	517	0
Improve Newport Avenue (Talbot Hall) Drainage	SW	518	0
Improve Overbrook/Coleman Place Drainage	SW	519	2,000,000
Improve Park Place Drainage	SW	520	0
Improve Road Infrastructure in St. Paul's Area	CP	521	4,000,000
Improve Storm Water Infrastructure in St. Paul's Area	SW	522	1,000,000
Improve Street Lights	CP	523	0
Improve Wastewater Infrastructure in St. Paul's Area	SF	524	4,000,000
Improve Water Infrastructure in St. Paul's Area	WF	525	2,000,000
Provide Funds for Acquisition in Wards Corner	CP	526	700,000
Rehabilitate Colley Avenue Pump Station	SW	527	500,000
Rehabilitate Tidewater Drive Pump Station	SW	528	0
Revitalize St. Paul's Community	CP	529	0
Strengthen Neighborhoods through Affordable Housing Initiatives	CP	530	0
Support Elizabeth River Trail Capital Campaign	CP	531	0
Upgrade the Monticello Avenue Pump Station	SW	532	0
Subtotal Neighborhood Development			**40,250,000**
Public Buildings			
Demolish the Willis Building	CP	533	0
Develop New Animal Care Facility	CP	534	0
Improve and Maintain the Zoo	CP	535	0

FY 2021 - FY 2025 Capital Improvement Plan

Project Title	Fund	Page	Adopted FY 2021*
Maintain Fire Stations	CP	536	0
Maintain Municipal Facilities	CP	537	0
Maintain Parking Facilities	PF	538	0
Refurbish Boush Street Garage Elevators	PF	539	850,000
Refurbish Main Street Garage Elevators	PF	540	0
Refurbish Town Point Garage Elevators	PF	541	0
Relocate the City's Data Center	CP	542	8,000,000
Renovate the School Administration Building	CP	543	3,400,000
Replace Chiller at Central Energy Plant	CP	544	800,000
Replace Fire Station 11	CP	545	5,400,000
Replace In-Ground Vehicle Lifts	CP	546	0
Support Jail Improvements	CP	547	345,000
Upgrade Security at City Facilities	CP	548	0
Subtotal Public Buildings			**18,795,000**
Parks & Recreation Facilities			
Implement RPOS Master Plan	CP	549	0
Improve Community and Neighborhood Parks	CP	550	0
Improve Existing Community Centers	CP	551	0
Subtotal Parks & Recreation Facilities			**0**
Environmental Sustainability			
Conduct Drainage Studies Citywide	SW	553	1,000,000
Conduct Outfall Maintenance and Dredging	SW	554	650,000
Conduct Sliplining and Major Repairs to Existing Infrastructure	SW	555	1,000,000
Control Beach Erosion	CP	556	525,000
Create Citywide Flooding Reserve	SW	557	1,315,200
Implement Pond Retrofits Citywide	SW	558	1,290,000
Implement Shoreline Restoration	SW	559	960,000
Implement the Green Infrastructure Plan	SW	560	100,000
Improve 10th View Outfall Extension	SW	561	500,000
Improve Duffys Lane Outfall Extension	SW	562	0
Improve Selby Place Outfall Extension	SW	563	0
Improve Storm Water Waterfront Facilities	SW	564	0

FY 2021 - FY 2025 Capital Improvement Plan

Project Title	Fund	Page	Adopted FY 2021*
Raise the Downtown Floodwall	SW	565	1,000,000
Replace Downtown Pump Station Trash Rack	SW	566	100,000
Subtotal Environmental Sustainability			**8,440,200**
Wastewater			
Improve Larchmont Wastewater Infrastructure	SF	567	1,000,000
Improve Wastewater Collection System	SF	568	12,500,000
Support System Evaluation, Modeling, and Design	SF	569	1,500,000
Subtotal Wastewater			**15,000,000**
Water			
Construct Commonwealth Railroad Pipeline	WF	571	18,000,000
Install Hampton Boulevard Water Storage Tank	WF	572	6,000,000
Replace Raw and Finished Water Transmission / Distribution	WF	573	7,905,000
Support System Evaluation, Modeling, and Design	WF	574	1,700,000
Support Watershed Management	WF	575	200,000
Upgrade Billing System	WF	576	0
Upgrade Water Treatment Plants	WF	577	10,500,000
Subtotal Water			**44,305,000**
General & Other			
Acquire Fleet Vehicles and Equipment	CP	579	2,500,000
Acquire Technology	CP	580	3,300,000
Improve Infrastructure and Acquire Property	CP	581	600,000
Subtotal General & Other			**6,400,000**
Total Capital Improvement Plan			**151,020,200**

* Projects with zero funding in FY 2021 have planned funding during the five-year CIP. Many of these projects were delayed as a result of the COVID-19 pandemic.

CIP Five - Year Plan Summary

FY 2021 - FY 2025 Capital Improvement Plan									
			Originally Planned	Adopted	Planned				
Project Title	Fund	Pg	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Education									
Acquire School Buses	CP	485	1,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Address School Major Maintenance	CP	486	3,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	45,000,000
Subtotal Education			**10,400,000**	**9,000,000**	**10,000,000**	**10,000,000**	**10,000,000**	**10,000,000**	**49,000,000**
Transportation									
Enhance Signals and Intersections	CP	487	1,000,000	100,000	1,000,000	1,000,000	1,000,000	1,000,000	4,100,000
Implement Complete Streets Initiative	CP	488	750,000	-	200,000	750,000	750,000	750,000	2,450,000
Improve Colonial Avenue for Pedestrians	CP	489	-	-	550,000	-	-	-	550,000
Improve Street Infrastructure Citywide	CP	490	5,000,000	730,000	3,500,000	4,500,000	4,500,000	4,500,000	17,730,000
Install ADA Ramps Citywide	CP	491	-	500,000	500,000	500,000	500,000	500,000	2,500,000
Reconstruct Westminster Avenue	CP	492	-	-	1,000,000	-	-	-	1,000,000
Rehabilitate Hampton Boulevard Bridge	CP	493	-	700,000	7,000,000	-	-	-	7,700,000
Repair, Replace, and Maintain Bridges	CP	494	2,000,000	700,000	1,000,000	1,000,000	1,000,000	1,000,000	4,700,000
Subtotal Transportation			**8,750,000**	**2,730,000**	**14,750,000**	**7,750,000**	**7,750,000**	**7,750,000**	**40,730,000**
Cultural Facilities									
Dredge Beneath the USS Wisconsin BB-64	CP	495	-	-	1,500,000	-	-	-	1,500,000
Fund Chrysler Museum Capital Campaign	CP	496	-	-	-	-	1,000,000	1,000,000	2,000,000
Improve Cemeteries Infrastructure	CP	497	250,000	-	250,000	250,000	250,000	250,000	1,000,000
Improve Cultural Facilities	CP	498	1,000,000	-	500,000	1,000,000	1,000,000	1,000,000	3,500,000
Improve Harbor Park	CP	499	165,000	-	165,000	-	-	-	165,000
Improve the Nauticus Facility	CP	500	-	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000

FY 2021 - FY 2025 Capital Improvement Plan									
			Originally Planned	Adopted	Planned				
Project Title	**Fund**	**Pg**	**FY 2021**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Total**
Install Dehumidification System at Scope Arena	CP	501	-	-	500,000	-	-	-	500,000
Maintain USS Wisconsin BB-64	CP	502	500,000	-	500,000	750,000	500,000	500,000	2,250,000
Maintain Wells Theatre	CP	503	-	750,000	-	-	-	-	750,000
Renovate Chrysler Hall	CP	504	40,000,000	-	-	50,000,000	5,000,000	-	55,000,000
Replace Cruise Terminal Passenger Boarding Bridge	CP	505	-	4,850,000	-	-	-	-	4,850,000
Support Citywide Public Art	CP	506	250,000	-	250,000	250,000	250,000	250,000	1,000,000
Subtotal Cultural Facilities			**42,165,000**	**6,100,000**	**4,665,000**	**53,250,000**	**9,000,000**	**4,000,000**	**77,015,000**
Neighborhood Development									
Acquisition and Demolition of Blighted Properties in Willoughby	CP	507	200,000	-	200,000	200,000	200,000	200,000	800,000
Construct New Department of Utilities Headquarters in St. Paul's Area	WF	508	-	20,000,000	-	-	-	-	20,000,000
Construct the Blue/Greenway in St. Paul's Area	SW	509	-	800,000	6,000,000	6,000,000	-	-	12,800,000
Convert Street Lights to LED	CP	510	134,130	-	100,000	125,000	150,000	175,000	550,000
Improve Citywide Dredging and Waterways	CP	511	150,000	-	150,000	150,000	150,000	150,000	600,000
Improve East Ocean View Drainage	SW	512	-	2,000,000	2,000,000	2,700,000	3,100,000	2,000,000	11,800,000
Improve Gifford Street Drainage	SW	513	-	1,000,000	-	-	-	-	1,000,000
Improve Glenrock Drainage	SW	514	-	1,000,000	1,400,000	1,600,000	1,900,000	2,300,000	8,200,000
Improve Glenwood Park Drainage	SW	515	-	500,000	1,900,000	1,600,000	-	-	4,000,000

FY 2021 - FY 2025 Capital Improvement Plan									
			Originally Planned	Adopted	Planned				
Project Title	Fund	Pg	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Improve Infrastructure at Moton Circle	CP	516	-	750,000	-	-	-	-	750,000
Improve Neighborhood Streets	CP	517	550,000	-	550,000	550,000	550,000	550,000	2,200,000
Improve Newport Avenue (Talbot Hall) Drainage	SW	518	-	-	300,000	400,000	-	-	700,000
Improve Overbrook/Coleman Place Drainage	SW	519	-	2,000,000	2,000,000	2,000,000	2,000,000	2,200,000	10,200,000
Improve Park Place Drainage	SW	520	-	-	-	-	2,000,000	1,950,000	3,950,000
Improve Road Infrastructure in St. Paul's Area	CP	521	2,000,000	4,000,000	4,000,000	3,000,000	3,000,000	-	14,000,000
Improve Storm Water Infrastructure in St. Paul's Area	SW	522	3,000,000	1,000,000	500,000	500,000	500,000	300,000	2,800,000
Improve Street Lights	CP	523	100,000	-	100,000	100,000	100,000	100,000	400,000
Improve Wastewater Infrastructure in St. Paul's Area	SF	524	2,000,000	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
Improve Water Infrastructure in St. Paul's Area	WF	525	2,000,000	2,000,000	2,000,000	2,000,000	-	-	6,000,000
Provide Funds for Acquisition in Wards Corner	CP	526	-	700,000	-	-	-	-	700,000
Rehabilitate Colley Avenue Pump Station	SW	527	-	500,000	-	-	-	-	500,000
Rehabilitate Tidewater Drive Pump Station	SW	528	-	-	-	-	600,000	600,000	1,200,000
Revitalize St. Paul's Community	CP	529	3,000,000	-	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
Strengthen Neighborhoods through Affordable Housing Initiatives	CP	530	1,750,000	-	1,750,000	1,750,000	1,750,000	-	5,250,000

FY 2021 - FY 2025 Capital Improvement Plan									
			Originally Planned	Adopted	Planned				
Project Title	**Fund**	**Pg**	**FY 2021**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Total**
Support Elizabeth River Trail Capital Campaign	CP	531	250,000	-	250,000	-	-	-	250,000
Upgrade the Monticello Avenue Pump Station	SW	532	-	-	600,000	600,000	-	-	1,200,000
Subtotal Neighborhood Development			**15,134,130**	**40,250,000**	**28,800,000**	**28,275,000**	**21,000,000**	**15,525,000**	**133,850,000**
Public Buildings									
Demolish the Willis Building	CP	533	-	-	-	1,500,000	-	-	1,500,000
Develop New Animal Care Facility	CP	534	-	-	-	-	-	10,000,000	10,000,000
Improve and Maintain the Zoo	CP	535	-	-	560,000	-	-	-	560,000
Maintain Fire Stations	CP	536	1,000,000	-	500,000	250,000	500,000	500,000	1,750,000
Maintain Municipal Facilities	CP	537	2,100,000	-	3,500,000	3,500,000	3,500,000	3,500,000	14,000,000
Maintain Parking Facilities	PF	538	2,900,000	-	1,450,000	2,900,000	2,900,000	2,900,000	10,150,000
Refurbish Boush Street Garage Elevators	PF	539	-	850,000	-	-	-	-	850,000
Refurbish Main Street Garage Elevators	PF	540	-	-	600,000	-	-	-	600,000
Refurbish Town Point Garage Elevators	PF	541	-	-	850,000	-	-	-	850,000
Relocate the City's Data Center	CP	542	4,000,000	8,000,000	-	-	-	-	8,000,000
Renovate the School Administration Building	CP	543	-	3,400,000	-	-	-	-	3,400,000
Replace Chiller at Central Energy Plant	CP	544	-	800,000	-	-	-	-	800,000
Replace Fire Station 11	CP	545	5,400,000	5,400,000	-	-	-	-	5,400,000
Replace In-Ground Vehicle Lifts	CP	546	-	-	300,000	-	-	-	300,000
Support Jail Improvements	CP	547	350,000	345,000	300,000	300,000	300,000	300,000	1,545,000

FY 2021 - FY 2025 Capital Improvement Plan									
			Originally Planned	Adopted	Planned				
Project Title	**Fund**	**Pg**	**FY 2021**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Total**
Upgrade Security at City Facilities	CP	548	-	-	500,000	500,000	500,000	500,000	2,000,000
Subtotal Public Buildings			**15,750,000**	**18,795,000**	**8,560,000**	**8,950,000**	**7,700,000**	**17,700,000**	**61,705,000**
Parks & Recreation Facilities									
Implement RPOS Master Plan	CP	549	500,000	-	500,000	500,000	500,000	500,000	2,000,000
Improve Community and Neighborhood Parks	CP	550	250,000	-	250,000	250,000	250,000	250,000	1,000,000
Improve Existing Community Centers	CP	551	200,000	-	200,000	200,000	200,000	200,000	800,000
Subtotal Parks & Recreation Facilities			**950,000**	**-**	**950,000**	**950,000**	**950,000**	**950,000**	**3,800,000**
Environmental Sustainability									
Conduct Drainage Studies Citywide	SW	553	-	1,000,000	-	500,000	-	-	1,500,000
Conduct Outfall Maintenance and Dredging	SW	554	-	650,000	750,000	450,000	950,000	1,000,000	3,800,000
Conduct Sliplining and Major Repairs to Existing Infrastructure	SW	555	-	1,000,000	1,200,000	1,200,000	1,200,000	1,000,000	5,600,000
Control Beach Erosion	CP	556	1,014,400	525,000	1,000,000	1,000,000	1,000,000	1,000,000	4,525,000
Create Citywide Flooding Reserve	SW	557	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
Implement Pond Retrofits Citywide	SW	558	-	1,290,000	1,290,000	1,290,000	1,290,000	1,290,000	6,450,000
Implement Shoreline Restoration	SW	559	-	960,000	960,000	960,000	960,000	960,000	4,800,000
Implement the Green Infrastructure Plan	SW	560	-	100,000	100,000	100,000	100,000	100,000	500,000
Improve 10th View Outfall Extension	SW	561	-	500,000	-	-	-	-	500,000
Improve Duffys Lane Outfall Extension	SW	562	-	-	500,000	-	-	-	500,000
Improve Selby Place Outfall Extension	SW	563	-	-	-	500,000	-	-	500,000

FY 2021 - FY 2025 Capital Improvement Plan									
			Originally Planned	Adopted	Planned				
Project Title	**Fund**	**Pg**	**FY 2021**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Total**
Improve Storm Water Waterfront Facilities	SW	564	500,000	-	-	-	500,000	500,000	1,000,000
Raise the Downtown Floodwall	SW	565	1,000,000	1,000,000	8,000,000	8,000,000	-	-	17,000,000
Replace Downtown Pump Station Trash Rack	SW	566	-	100,000	-	-	-	-	100,000
Subtotal Environmental Sustainability			**3,829,600**	**8,440,200**	**15,115,200**	**15,315,200**	**7,315,200**	**7,165,200**	**53,351,000**
Wastewater									
Improve Larchmont Wastewater Infrastructure	SF	567	-	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	7,000,000
Improve Wastewater Collection System	SF	568	15,000,000	12,500,000	12,000,000	12,000,000	12,000,000	12,000,000	60,500,000
Support System Evaluation, Modeling, and Design	SF	569	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Subtotal Wastewater			**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**75,000,000**
Water									
Construct Commonwealth Railroad Pipeline	WF	571	15,000,000	18,000,000	-	-	-	-	18,000,000
Install Hampton Boulevard Water Storage Tank	WF	572	-	6,000,000	-	-	-	-	6,000,000
Replace Raw and Finished Water Transmission / Distribution	WF	573	-	7,905,000	13,800,000	17,000,000	18,300,000	20,000,000	77,005,000
Support System Evaluation, Modeling, and Design	WF	574	-	1,700,000	1,500,000	1,700,000	1,700,000	1,700,000	8,300,000
Support Watershed Management	WF	575	-	200,000	6,200,000	1,800,000	1,500,000	800,000	10,500,000
Upgrade Billing System	WF	576	-	-	-	2,000,000	-	-	2,000,000

FY 2021 - FY 2025 Capital Improvement Plan									
			Originally Planned	Adopted	Planned				
Project Title	**Fund**	**Pg**	**FY 2021**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Total**
Upgrade Water Treatment Plants	WF	577	12,500,000	10,500,000	11,500,000	10,500,000	13,500,000	12,500,000	58,500,000
Subtotal Water			**27,500,000**	**44,305,000**	**33,000,000**	**33,000,000**	**35,000,000**	**35,000,000**	**180,305,000**
General & Other									
Acquire Fleet Vehicles and Equipment	CP	579	7,650,000	2,500,000	4,000,000	4,000,000	4,000,000	4,000,000	18,500,000
Acquire Technology	CP	580	-	3,300,000	4,000,000	4,000,000	4,000,000	4,000,000	19,300,000
Improve Infrastructure and Acquire Property	CP	581	1,000,000	600,000	1,000,000	1,000,000	1,000,000	1,000,000	4,600,000
Subtotal General & Other			**8,650,000**	**6,400,000**	**9,000,000**	**9,000,000**	**9,000,000**	**9,000,000**	**42,400,000**
Total Capital Improvement Plan			**292,748,930**	**151,020,200**	**139,840,200**	**181,490,200**	**122,715,200**	**122,090,200**	**717,156,000**

This page intentionally left blank

Education

CITY OF NORFOLK VIRGINIA
ET TERRA ET MARE DIVITIAE TUAE CRESCAS
TOWN 1682 • BOROUGH 1736 • CITY 1845

This page intentionally left blank

Acquire School Buses

Department
Education

Fund
General Capital

Account #
4000 12 4248

Property Address:
Citywide

Customers Served
Residents ☑ Business ☐ City Services ☐
Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide funds to acquire school buses for Norfolk Public Schools. In FY 2013, the City of Norfolk began providing $1 million a year to purchase school buses. It is anticipated that this funding will support the purchase of eight to nine school buses annually depending on the type of bus purchased. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
FY 2020 Adopted	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Total	N/A	0	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000

Prior Capital Funding	3,000,000
FY 2021 Adopted	0
Capital Share Remaining	4,000,000
Project Total	7,000,000

Address School Major Maintenance

Department
Education

Fund
General Capital

Account #
4000 12 3193

Property Address:
Citywide

Customers Served
Residents ☑ Business ☐ City Services ☐
Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide support for major maintenance and repair to school facilities. Expenditures in this category help preserve the life of buildings, perform major preventative maintenance, and undertake significant repairs. Prior to the distribution of funds each year, Norfolk Public Schools shall provide a list of planned projects, as well as the results of the prior year's efforts.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	45,000,000
FY 2020 Adopted	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	N/A	15,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	45,000,000
Total	N/A	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	45,000,000

Prior Capital Funding	42,550,000
FY 2021 Adopted	9,000,000
Capital Share Remaining	36,000,000
Project Total	87,550,000

Transportation

This page intentionally left blank

Enhance Signals and Intersections

Department
Transit

Fund
General Capital

Account #
4000 45 3041

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for the upgrade of the traffic signal system and improvements to intersections that experience traffic congestion and safety issues. Planned improvements include replace or install new signalized intersections, school flashing signals, pedestrian crossing improvements, roadway capacity, and neighborhood access improvements. A majority of the funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	100,000	1,000,000	1,000,000	1,000,000	1,000,000	4,100,000
FY 2020 Adopted	500,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	200,000	200,000	200,000	200,000	800,000
Construction/FFE	N/A	100,000	800,000	800,000	800,000	800,000	3,300,000
Total	N/A	100,000	1,000,000	1,000,000	1,000,000	1,000,000	4,100,000

Prior Capital Funding	9,469,000
FY 2021 Adopted	100,000
Capital Share Remaining	4,000,000
Project Total	13,569,000

Implement Complete Streets Initiative

Department
Transit

Fund
General Capital

Account #
4000 45 4194

Property Address:
Citywide

Customers Served

Residents	☑	Business	☑	City Services	☐
Educational Community	☑	Tourists/Visitors	☑		

Project Description

Provide funds to develop transportation connectivity initiatives. The Complete Streets Initiative promotes safe access for pedestrians, bicyclists, motorists, and transit users of all ages and abilities. This project includes the construction of bike and pedestrian trails, sidewalk and curb improvements, and bike lane striping. Funding for this project was delayed as a result of the COVID-19 pandemic. The planned FY 2022 amount is below planned. The project "Improve Colonial Avenue for Pedestrians" is a new standalone project. Total planned funding remains unchanged across the two projects.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	200,000	750,000	750,000	750,000	2,450,000
FY 2020 Adopted	750,000	750,000	750,000	750,000	750,000	N/A	3,750,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	20,000	200,000	200,000	200,000	620,000
Construction/FFE	N/A	0	180,000	550,000	550,000	550,000	1,830,000
Total	N/A	0	200,000	750,000	750,000	750,000	2,450,000

Prior Capital Funding	3,500,000
FY 2021 Adopted	0
Capital Share Remaining	2,450,000
Project Total	5,950,000

Improve Colonial Avenue for Pedestrians

Department
Transit

Fund
General Capital

Account #
N/A

Property Address:

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds to support pedestrian improvements along Colonial Avenue between W 27th Street and Princess Anne Road. This project is a part of the Complete Streets Initiative that promotes safe access for all pedestrians, bicyclists, motorists, and transit users of all ages and abilities. This project is a new project that was previously planned under "Implement Complete Streets Initiative." Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	550,000	N/A	N/A	N/A	550,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	50,000	0	0	0	50,000
Construction/FFE	N/A	0	500,000	0	0	0	500,000
Total	N/A	0	550,000	0	0	0	550,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	550,000
Project Total	550,000

Improve Street Infrastructure Citywide

Department
Transit

Fund
General Capital

Account #
4000 45 4252

Property Address:
Citywide

Customers Served

Residents	☑	Business	☑	City Services	☑
Educational Community	☐	Tourists/Visitors	☑		

Project Description

Provide funds for street infrastructure repairs. Funds may be used as VDOT matching funds to improve asphalt and concrete streets. Improvements include streetscape improvements as well as asphalt resurfacing and repair or replacement of concrete streets in accordance with the Pavement Management Plan. The planned FY 2021 amount is below planned as projects "Install ADA Ramps Citywide" and "Reconstruct Westminster Avenue" are new standalone projects. Total planned funding remains unchanged across these projects. Some funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	730,000	3,500,000	4,500,000	4,500,000	4,500,000	17,730,000
FY 2020 Adopted	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	N/A	25,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	100,000	350,000	450,000	450,000	450,000	1,800,000
Construction/FFE	N/A	630,000	3,150,000	4,050,000	4,050,000	4,050,000	15,930,000
Total	N/A	730,000	3,500,000	4,500,000	4,500,000	4,500,000	17,730,000

Prior Capital Funding	10,000,000
FY 2021 Adopted	730,000
Capital Share Remaining	17,000,000
Project Total	27,730,000

Install ADA Ramps Citywide

Department
Transit

Fund
General Capital

Account #
4000 45 4297

Property Address:

Project Description

Provide funds to install ramps compliant with standards in the Americans with Disabilities Act citywide. Funds are used to increase accessiblity of pedestrian crossings. This project is a new project that was previously planned under "Improve Street Infrastructure Citywide."

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	450,000	450,000	450,000	450,000	450,000	2,250,000
Total	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000

Prior Capital Funding	0
FY 2021 Adopted	500,000
Capital Share Remaining	2,000,000
Project Total	2,500,000

Reconstruct Westminster Avenue

Department
Transit

Fund
General Capital

Account #
N/A

Property Address:

Project Description

Provide matching funds for the reconstruction of Westminster Avenue. Reconstruction involves rebuilding the subgrade, roadway base, a new roadway surface, markings, signage, and streetscape. This project is a new project that was previously planned under "Improve Street Infrastructure Citywide." Funding for this project was delayed as a result of the COVID-19 pandemic.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	1,000,000	N/A	N/A	N/A	1,000,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	100,000	0	0	0	100,000
Construction/FFE	N/A	0	900,000	0	0	0	900,000
Total	N/A	0	1,000,000	0	0	0	1,000,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	1,000,000
Project Total	1,000,000

Rehabilitate Hampton Boulevard Bridge

Department
Public Works

Fund
General Capital

Account #
4000 10 4294

Property Address:

Project Description

Provide funds to rehabilitate the Hampton Boulevard Bridge north and south bound lanes crossing the Lafayette River. FY 2021 funds are for design work and FY 2022 funds are for construction. This project is a new project that was previously planned under "Repair, Replace, and Maintain Bridges."

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	700,000	7,000,000	N/A	N/A	N/A	7,700,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	700,000	0	0	0	0	700,000
Construction/FFE	N/A	0	7,000,000	0	0	0	7,000,000
Total	N/A	700,000	7,000,000	0	0	0	7,700,000

Prior Capital Funding	0
FY 2021 Adopted	700,000
Capital Share Remaining	7,000,000
Project Total	7,700,000

Repair, Replace, and Maintain Bridges

Department
Public Works

Fund
General Capital

Account #
4000 10 3020

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for the replacement, repair, upgrade, or demolition of key bridge structures that are in significant stages of deterioration. Funds may be used for the citywide Bridge Preservation Program for general repairs. Bridge rating assessments are used to prioritize which bridges need to be repaired or replaced. The planned FY 2021 amount is below planned. The project "Rehabilitate Hampton Blvd Bridge" is a new standalone project. It was originally planned to be included in this project.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	700,000	1,000,000	1,000,000	1,000,000	1,000,000	4,700,000
FY 2020 Adopted	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	10,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Construction/FFE	N/A	600,000	900,000	900,000	900,000	900,000	4,200,000
Total	N/A	700,000	1,000,000	1,000,000	1,000,000	1,000,000	4,700,000

Prior Capital Funding	17,451,208
FY 2021 Adopted	700,000
Capital Share Remaining	4,000,000
Project Total	22,151,208

Cultural Facilities

This page intentionally left blank

Dredge Beneath the USS Wisconsin BB-64

Department
Nauticus

Fund
General Capital

Account #
N/A

Property Address:
1 Waterside Drive

Customers Served

Residents ☑ Business ☐ City Services ☐
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to dredge beneath the USS Wisconsin. This will allow safe access for maintenance inspections and divers, and a comprehensive cathodic protection system to prevent corrosion and structural hull damage. Dredging will also prevent the ship from leaning too far to either side.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	1,500,000	N/A	N/A	N/A	1,500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	150,000	0	0	0	150,000
Construction/FFE	N/A	0	1,350,000	0	0	0	1,350,000
Total	N/A	0	1,500,000	0	0	0	1,500,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	1,500,000
Project Total	1,500,000

Fund Chrysler Museum Capital Campaign

Department
Executive

Fund
General Capital

Account #
N/A

Property Address:
1 Memorial Place

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to supplement funds raised by the Chrysler Museum. The city is making a committment of $7.5 million over seven years starting in FY 2024. The Chysler Museum will raise an additional $10 million over ten years through philanthropy.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	N/A	1,000,000	1,000,000	2,000,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	0	0	1,000,000	1,000,000	2,000,000
Total	N/A	0	0	0	1,000,000	1,000,000	2,000,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	2,000,000
Project Total	2,000,000

Improve Cemeteries Infrastructure

Department
Cemeteries

Fund
General Capital

Account #
4000 70 4265

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to improve infrastructure at city owned cemeteries. Funds may be used for roads, drainage, wall, building improvements, and repairs. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	250,000	250,000	250,000	250,000	1,000,000
FY 2020 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	50,000	50,000	50,000	50,000	200,000
Construction/FFE	N/A	0	200,000	200,000	200,000	200,000	800,000
Total	N/A	0	250,000	250,000	250,000	250,000	1,000,000

Prior Capital Funding	250,000
FY 2021 Adopted	0
Capital Share Remaining	1,000,000
Project Total	1,250,000

Improve Cultural Facilities

Department
Cultural Fac., Arts & Ent.

Fund
General Capital

Account #
4000 16 4098

Property Address:
3127 Verdun Ave

Customers Served

Residents	☑	Business	☑
City Services	☑	Educational Community	☑
Tourists/Visitors	☑		

Project Description

Provide funds for general improvements and renovation to cultural facilities. Improvements will enhance the cultural experience of visitors and residents. Funding for this project was delayed as a result of the COVID-19 pandemic. The planned FY 2022 amount is below planned. The project "Install Dehumidication System at Scope Arena" is a new standalone project. It was originally planned to be included in this project. Total planned funding remains unchanged across these two projects.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	500,000	1,000,000	1,000,000	1,000,000	3,500,000
FY 2020 Adopted	0	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	20,000	100,000	100,000	100,000	320,000
Construction/FFE	N/A	0	480,000	900,000	900,000	900,000	3,180,000
Total	N/A	0	500,000	1,000,000	1,000,000	1,000,000	3,500,000

Prior Capital Funding	4,748,000
FY 2021 Adopted	0
Capital Share Remaining	3,500,000
Project Total	8,248,000

Improve Harbor Park

Department
Cultural Fac., Arts & Ent.

Fund
General Capital

Account #
4000 16 4206

Property Address:
150 Park Avenue

Customers Served

Residents ☑ Business ☐ City Services ☐
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds for ongoing upgrades and maintenance at Harbor Park to enhance the facility and improve visitor experience. The park was built in 1993 and features 9,000 lower deck seats, 2,800 upper deck seats, and 400 seats in 24 luxury skyboxes leased to area businesses. The city's agreement with the Norfolk Tides requires the city to spend $3,000,000 in major capital improvements for fan amenities to Harbor Park by 2023. Funding in FY 2022 completes this committment. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	165,000	N/A	N/A	N/A	165,000
FY 2020 Adopted	500,000	165,000	0	0	0	N/A	665,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	10,000	0	0	0	10,000
Construction/FFE	N/A	0	155,000	0	0	0	155,000
Total	N/A	0	165,000	0	0	0	165,000

Prior Capital Funding	2,835,000
FY 2021 Adopted	0
Capital Share Remaining	165,000
Project Total	3,000,000

Improve the Nauticus Facility

Department
Nauticus

Fund
General Capital

Account #
4000 37 4269

Property Address:
1 Waterside Drive

Customers Served

Residents ☑ Business ☐ City Services ☐
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for Nauticus to make improvements to the facility through renovation, restoration, or replacement. Projects may include facade, exhibits, and infrastructure.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
FY 2020 Adopted	1,000,000	0	0	0	0	N/A	1,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	50,000	100,000	100,000	100,000	100,000	450,000
Construction/FFE	N/A	450,000	900,000	900,000	900,000	900,000	4,050,000
Total	N/A	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000

Prior Capital Funding	1,000,000
FY 2021 Adopted	500,000
Capital Share Remaining	4,000,000
Project Total	5,500,000

Install Dehumidification System at Scope Arena

Department
Cultural Fac., Arts & Ent.

Fund
General Capital

Account #
N/A

Property Address:

Customers Served

Residents	☑	Business	☑	City Services	☐
Educational Community	☐	Tourists/Visitors	☑		

Project Description

Provide funds to install a dehumidification system at Scope Arena. The system will reduce condensation throughout the building, improve visibility, improve ice quality, and reduce ice maintenance costs to keep the ice surface free of build-up. Building structures will be better protected from deterioration caused by moisture, resulting in reduced maintenance costs while indoor air quality will be improved. This project is a new project that was previously planned under "Improve Cultural Facilities." Funding for this project was delayed as a result of the COVID-19 pandemic.

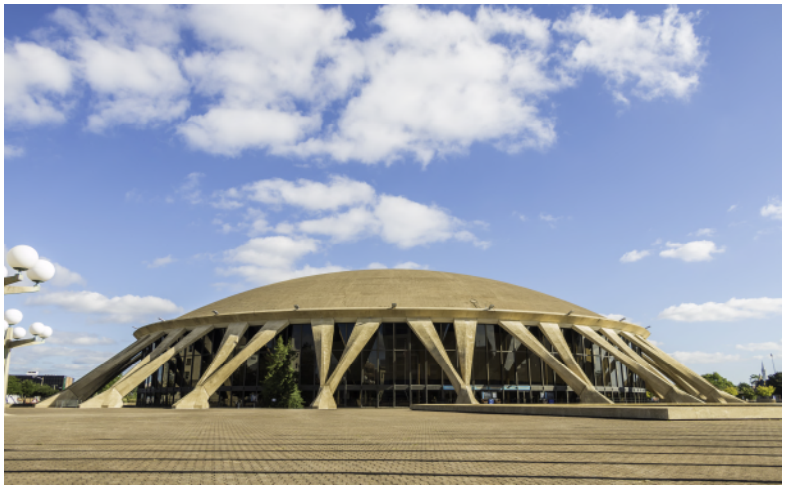
Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	500,000	N/A	N/A	N/A	500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	100,000	0	0	0	100,000
Construction/FFE	N/A	0	400,000	0	0	0	400,000
Total	N/A	0	500,000	0	0	0	500,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	500,000
Project Total	500,000



Maintain USS Wisconsin BB-64

Department
Nauticus

Fund
General Capital

Account #
4000 37 4178

Property Address:
1 Waterside Drive

Customers Served

Residents ☑ Business ☐ City Services ☐
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for the improvement, maintenance, and long-term upkeep of the USS Wisconsin. Funding may include improvements to interior spaces, maintenance, and repair of the battleship; cleaning, repair, and painting of the hull; accessibility improvements for doors and egress; anti-corrosion applications above water; equipment and systems improvements; and required environmental testing. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	500,000	750,000	500,000	500,000	2,250,000
FY 2020 Adopted	750,000	500,000	500,000	750,000	500,000	N/A	3,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	500,000	750,000	500,000	500,000	2,250,000
Total	N/A	0	500,000	750,000	500,000	500,000	2,250,000

Prior Capital Funding	4,500,000
FY 2021 Adopted	0
Capital Share Remaining	2,250,000
Project Total	6,750,000

Maintain Wells Theatre

Department
General Services

Fund
General Capital

Account #
4000 44 4283

Property Address:

Project Description

Provide funds to renovate and upgrade Wells Theatre. The planned improvements include replacement of the fly loft. This will take the fly loft from the 19th century technology of a hemp house to the 21st century technology of automated rigging and fly loft.

Customers Served

Residents ☑ Business ☐ City Services ☐
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	750,000	N/A	N/A	N/A	N/A	750,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	750,000	0	0	0	0	750,000
Total	N/A	750,000	0	0	0	0	750,000

Prior Capital Funding	0
FY 2021 Adopted	750,000
Capital Share Remaining	0
Project Total	750,000

Renovate Chrysler Hall

Department
Cultural Fac., Arts & Ent.

Fund
General Capital

Account #
4000 16 4242

Property Address:
Chrysler Hall

Customers Served

Residents	☑	Business	☑
Educational Community	☑	Tourists/Visitors	☑
City Services	☐		

Project Description

Provide funds for the renovation of Chrysler Hall. Funding for the project includes an estimated $10,000,000 in tax credits and an additional $10,000,000 in cash. Design work is underway with construction anticipated to begin in May of 2023. Chrysler Hall is expected to be closed for 18 months while being renovated and is projected to reopen in the fall of 2024. The total project funding is $61,000,000 including all sources of funding. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	50,000,000	5,000,000	N/A	55,000,000
FY 2020 Adopted	0	40,000,000	0	0	0	N/A	40,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	0	50,000,000	5,000,000	0	55,000,000
Total	N/A	0	0	50,000,000	5,000,000	0	55,000,000

Prior Capital Funding	6,000,000
FY 2021 Adopted	0
Capital Share Remaining	55,000,000
Project Total	61,000,000

Replace Cruise Terminal Passenger Boarding Bridge

Department
Nauticus

Fund
General Capital

Account #
4000 37 4293

Property Address:
1 Waterside Drive

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds to replace the passenger boarding bridge to accommdate the growing cruise program at Nauticus. The new bridge is necessary to meet contractual obligations with the cruise lines as the number and sizes of cruise ships continue to increase. The funds include demolition and removal of the current passenger boarding bridge.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	4,850,000	N/A	N/A	N/A	N/A	4,850,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	850,000	0	0	0	0	850,000
Construction/FFE	N/A	4,000,000	0	0	0	0	4,000,000
Total	N/A	4,850,000	0	0	0	0	4,850,000

Prior Capital Funding	0
FY 2021 Adopted	4,850,000
Capital Share Remaining	0
Project Total	4,850,000

Support Citywide Public Art

Department

Office of Marketing & Communications

Fund

General Capital

Account #

4000 42 4166

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to continue the citywide Public Art Program established by City Council in FY 2006. The Public Art Program strives to provide enduring, impactful artwork in Norfolk reflecting the city's cultural identities, that also challenges, delights, educates, beautifies, and gives character to public spaces. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	250,000	250,000	250,000	250,000	1,000,000
FY 2020 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	250,000	250,000	250,000	250,000	1,000,000
Total	N/A	0	250,000	250,000	250,000	250,000	1,000,000

Prior Capital Funding	1,500,000
FY 2021 Adopted	0
Capital Share Remaining	1,000,000
Project Total	2,500,000

Neighborhood Development

This page intentionally left blank

Acquisition and Demolition of Blighted Properties in Willoughby

Department
NRHA

Fund
General Capital

Account #
4000 18 4232

Property Address:
Willoughby Neighborhood

Customers Served
Residents ☑ Business ☐ City Services ☐
Educational Community ☐ Tourists/Visitors ☐

Project Description
Provide funds for the improvement of Willoughby housing. Activities may include the acquisition of blighted properties, renovations, and improvements that help to revitalize the Willoughby neighborhood. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	200,000	200,000	200,000	200,000	800,000
FY 2020 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	200,000	200,000	200,000	200,000	800,000
Total	N/A	0	200,000	200,000	200,000	200,000	800,000

Prior Capital Funding	600,000
FY 2021 Adopted	0
Capital Share Remaining	800,000
Project Total	1,400,000

Construct New Department of Utilities Headquarters in St. Paul's Area

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4285

Property Address:
St. Paul's Area

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to construct a new Department of Utilities Headquarters facility. The city sold the Granby Municipal Building, the previous headquarters, in January 2020. The new headquarters will be in the St. Paul's area and will serve as an anchor to spur growth and redevelopment.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	20,000,000	N/A	N/A	N/A	N/A	20,000,000
FY 2020 Adopted	0	0	20,000,000	0	0	N/A	20,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	2,000,000	0	0	0	0	2,000,000
Construction/FFE	N/A	18,000,000	0	0	0	0	18,000,000
Total	N/A	20,000,000	0	0	0	0	20,000,000

Prior Capital Funding	0
FY 2021 Adopted	20,000,000
Capital Share Remaining	0
Project Total	20,000,000

Construct the Blue/Greenway in St. Paul's Area

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4311

Property Address:

Customers Served

Residents ☑ Business ☐ City Services ☐
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to construct the Blue/Greenway in the St. Paul's Area. Funds will be used for the redevelopment of approximately 26 acres of public housing and other properties into an aesthetic open space designed to treat and store storm water runoff during storm events. This transformation will create a water eco-center comprised of parks, green spaces, and a dynamic living laboratory. This project is a new project that was previously planned under "Improve Storm Water Infrastructure in St. Paul's Area."

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	800,000	6,000,000	6,000,000	N/A	N/A	12,800,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	800,000	0	0	0	0	800,000
Construction/FFE	N/A	0	6,000,000	6,000,000	0	0	12,000,000
Total	N/A	800,000	6,000,000	6,000,000	0	0	12,800,000

Prior Capital Funding	0
FY 2021 Adopted	800,000
Capital Share Remaining	12,000,000
Project Total	12,800,000

Convert Street Lights to LED

Department
Transit

Fund
General Capital

Account #
4000 45 4277

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to replace street lights with light emitting diode (LED) lights. LED lights will result in lower electricity costs and better lighting. This project is cash funded as a revolving fund. As LED lights are installed, the electricity savings will be used to replace more light fixtures. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	100,000	125,000	150,000	175,000	550,000
FY 2020 Adopted	75,000	134,130	134,130	134,130	134,130	N/A	611,520
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	100,000	125,000	150,000	175,000	550,000
Total	N/A	0	100,000	125,000	150,000	175,000	550,000

Prior Capital Funding	75,000
FY 2021 Adopted	0
Capital Share Remaining	550,000
Project Total	625,000

Improve Citywide Dredging and Waterways

Department
Public Works

Fund
General Capital

Account #
4000 10 3080

Property Address:
Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds for the dredging and improvement of waterways and adjacent shorelines. Funding includes support for design and maintenance dredging of existing channels. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	150,000	150,000	150,000	150,000	600,000
FY 2020 Adopted	150,000	150,000	150,000	150,000	150,000	N/A	750,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	25,000	25,000	25,000	25,000	100,000
Construction/FFE	N/A	0	125,000	125,000	125,000	125,000	500,000
Total	N/A	0	150,000	150,000	150,000	150,000	600,000

Prior Capital Funding	5,410,000
FY 2021 Adopted	0
Capital Share Remaining	600,000
Project Total	6,010,000

Improve East Ocean View Drainage

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4308

Property Address:

Project Description

Provide funds to improve drainage in the East Ocean View area. The current system is rudimentary and undersized. The new system will add storm water infrastructure to manage a 10-year storm.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	2,000,000	2,000,000	2,700,000	3,100,000	2,000,000	11,800,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	800,000	1,800,000	2,500,000	2,900,000	1,800,000	9,800,000
Total	N/A	1,000,000	2,000,000	2,700,000	3,100,000	2,000,000	10,800,000

Prior Capital Funding	0
FY 2021 Adopted	2,000,000
Capital Share Remaining	9,800,000
Project Total	11,800,000

Improve Gifford Street Drainage

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4303

Property Address:

Project Description

Provide funds to support drainage improvements along Gifford Street. Funds will be used to improve the storm water system's ability to manage storm events. Funding will allow for infrastructure improvements to better mitigate issues from precipitation and tidal flooding.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,000,000	N/A	N/A	N/A	N/A	1,000,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	200,000	0	0	0	0	200,000
Construction/FFE	N/A	800,000	0	0	0	0	800,000
Total	N/A	1,000,000	0	0	0	0	1,000,000

Prior Capital Funding	0
FY 2021 Adopted	1,000,000
Capital Share Remaining	0
Project Total	1,000,000

Improve Glenrock Drainage

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4309

Property Address:

Project Description
Provide funds to improve drainage in the Glenrock area. This project will add storm water pipes and inlets to manage a 10-year storm event.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,000,000	1,400,000	1,600,000	1,900,000	2,300,000	8,200,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	150,000	200,000	200,000	200,000	200,000	950,000
Construction/FFE	N/A	850,000	1,200,000	1,400,000	1,700,000	2,100,000	7,250,000
Total	N/A	1,000,000	1,400,000	1,600,000	1,900,000	2,300,000	8,200,000

Prior Capital Funding	0
FY 2021 Adopted	1,000,000
Capital Share Remaining	7,200,000
Project Total	8,200,000

Improve Glenwood Park Drainage

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4302

Property Address:

Project Description

Provide funds to improve drainage in the Glenwood Park area. Funds will be used for neighborhood flood mitigation to address various drainage system improvements. Funding will allow for infrastructure improvements to better mitigate issues from precipitation and tidal flooding.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

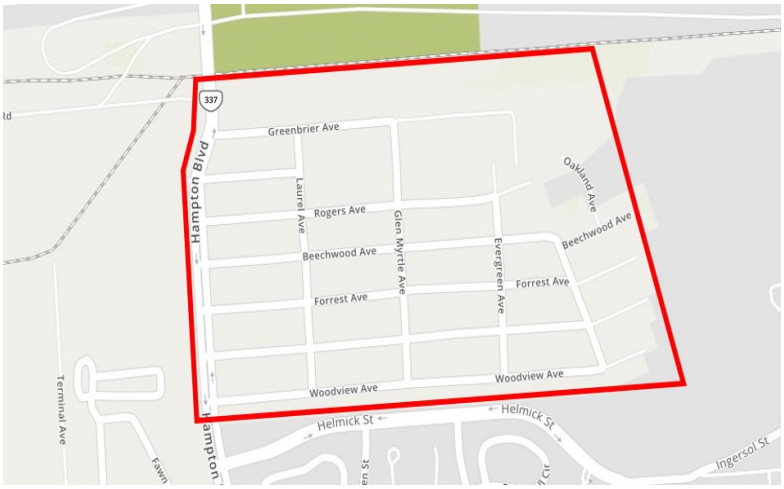
Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	500,000	1,900,000	1,600,000	N/A	N/A	4,000,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	200,000	100,000	100,000	0	0	400,000
Construction/FFE	N/A	300,000	1,800,000	1,500,000	0	0	3,600,000
Total	N/A	500,000	1,900,000	1,600,000	0	0	4,000,000

Prior Capital Funding	0
FY 2021 Adopted	500,000
Capital Share Remaining	3,500,000
Project Total	4,000,000



Improve Infrastructure at Moton Circle

Department
NRHA

Fund
General Capital

Account #
4000 18 4314

Property Address:
Broad Creek Area

Customers Served
Residents ☑ Business ☑ City Services ☐
Educational Community ☐ Tourists/Visitors ☐

Project Description
Provide funds for infrastructure improvements at Moton Circle. This funding is for a pump station that will complete the necessary infrastructure needed prior to the development of a residential neighborhood.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	750,000	N/A	N/A	N/A	N/A	750,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	750,000	0	0	0	0	750,000
Total	N/A	750,000	0	0	0	0	750,000

Prior Capital Funding	0
FY 2021 Adopted	750,000
Capital Share Remaining	0
Project Total	750,000

Improve Neighborhood Streets

Department
Public Works

Fund
General Capital

Account #
4000 10 3031

Property Address:
Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for the installation of new curbs, gutters, sidewalks, resurfacing, and drainage improvements in various neighborhood locations in accordance with prioritized needs and the city's Complete Streets Initiative. The Complete Streets Initiative promotes safe access for pedestrians, bicyclists, motorists, and transit users of all ages and abilities. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	550,000	550,000	550,000	550,000	2,200,000
FY 2020 Adopted	550,000	550,000	550,000	550,000	550,000	N/A	2,750,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	50,000	50,000	50,000	50,000	200,000
Construction/FFE	N/A	0	500,000	500,000	500,000	500,000	2,000,000
Total	N/A	0	550,000	550,000	550,000	550,000	2,200,000

Prior Capital Funding	10,621,000
FY 2021 Adopted	0
Capital Share Remaining	2,200,000
Project Total	12,821,000

Improve Newport Avenue (Talbot Hall) Drainage

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
N/A

Property Address:

Project Description
Support drainage improvements along Newport Avenue in the Talbot Hall area. This project is correcting a flooding issue by increaing the size of storm water pipes along with outfall improvements.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	300,000	400,000	N/A	N/A	700,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	100,000	0	0	0	100,000
Construction/FFE	N/A	0	200,000	400,000	0	0	600,000
Total	N/A	0	300,000	400,000	0	0	700,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	700,000
Project Total	700,000

Improve Overbrook/Coleman Place Drainage

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4301

Property Address:

Project Description

Provide funds to improve the drainage in the Overbrook/Coleman Place area. Funds will be used for neighborhood flood mitigation to address various drainage system improvements. Funding will allow for infrastructure improvements to better mitigate issues from precipitation and tidal flooding through new inlets and large conduits to convey storm water.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

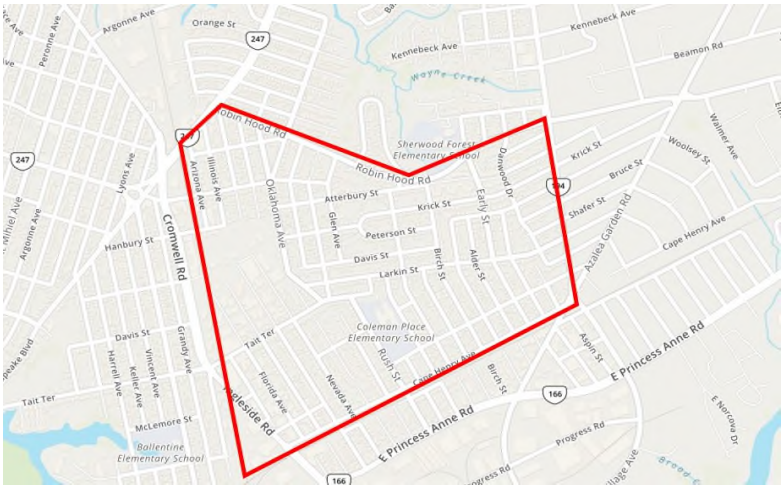
Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,200,000	10,200,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	1,800,000	1,800,000	1,800,000	1,800,000	2,000,000	9,200,000
Total	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,200,000	10,200,000

Prior Capital Funding	0
FY 2021 Adopted	2,000,000
Capital Share Remaining	8,200,000
Project Total	10,200,000



Improve Park Place Drainage

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
N/A

Property Address:

Project Description

Provide funds to support drainage improvements in the Park Place area. Funds will be used to add piping and inlets that will improve the storm water collection and conveyance.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

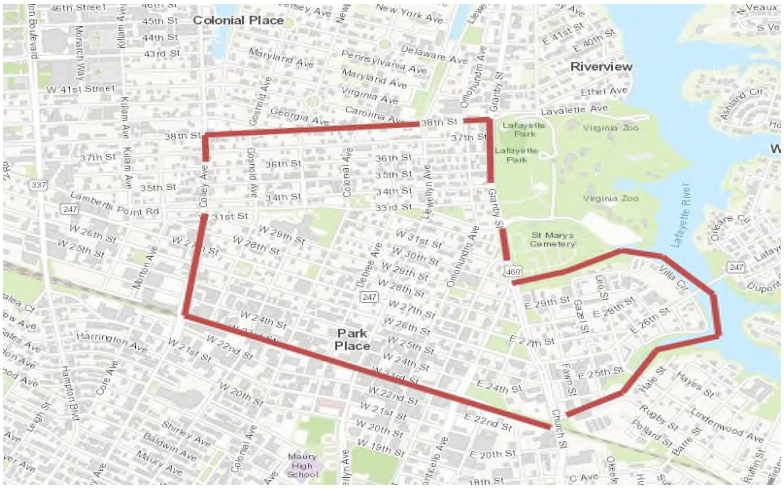
Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	N/A	2,000,000	1,950,000	3,950,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	200,000	0	200,000
Construction/FFE	N/A	0	0	0	1,800,000	1,950,000	3,750,000
Total	N/A	0	0	0	2,000,000	1,950,000	3,950,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	3,950,000
Project Total	3,950,000



Improve Road Infrastructure in St. Paul's Area

Department
Transit

Fund
General Capital

Account #
4000 45 4271

Property Address:
St. Paul's Area

Customers Served

Residents	☑	Business	☑	City Services	☑
Educational Community	☑	Tourists/Visitors	☐		

Project Description

Provide funds to improve road infrastructure in the St. Paul's area. The improved road network will enable safe access for all users including pedestrians, bicyclists, automobiles, and transit riders. The road networks will better connect the St. Paul's area to downtown and the waterfront. The project will help provide the road infrastructure required to transform the St. Paul's area into a mixed-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	4,000,000	4,000,000	3,000,000	3,000,000	N/A	14,000,000
FY 2020 Adopted	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	10,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	500,000	500,000	250,000	250,000	0	1,500,000
Construction/FFE	N/A	3,500,000	3,500,000	2,750,000	2,750,000	0	12,500,000
Total	N/A	4,000,000	4,000,000	3,000,000	3,000,000	0	14,000,000

Prior Capital Funding	2,000,000
FY 2021 Adopted	4,000,000
Capital Share Remaining	10,000,000
Project Total	16,000,000

Improve Storm Water Infrastructure in St. Paul's Area

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
4000 35 4274

Property Address:
St. Paul's Area

Customers Served

Residents	☑	Business	☑	City Services	☐
Educational Community	☑	Tourists/Visitors	☐		

Project Description

Provide funds to improve storm water infrastructure in the St. Paul's area. The project will add storm water collection and conveyance infrastructure in the existing and new street network. The project will mitigate precipitation flooding in the area. The planned FY 2021 amount is below planned. The project "Construct the Blue/Greenway in St. Paul's Area" is a new standalone project. It was originally planned to be included in this project. Total planned funding has increased by $600,000 across these two projects.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,000,000	500,000	500,000	500,000	300,000	2,800,000
FY 2020 Adopted	3,000,000	3,000,000	4,000,000	4,000,000	4,000,000	N/A	18,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	100,000	50,000	50,000	50,000	30,000	280,000
Construction/FFE	N/A	900,000	450,000	450,000	450,000	270,000	2,520,000
Total	N/A	1,000,000	500,000	500,000	500,000	300,000	2,800,000

Prior Capital Funding	3,000,000
FY 2021 Adopted	1,000,000
Capital Share Remaining	1,800,000
Project Total	5,800,000

Improve Street Lights

Department
Transit

Fund
General Capital

Account #
4000 45 3024

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to repair, expand, and improve the city's roadway lighting infrastructure, and maintain public safety through efficient maintenance and improvement. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	100,000	100,000	100,000	100,000	400,000
FY 2020 Adopted	100,000	100,000	100,000	100,000	100,000	N/A	500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	100,000	100,000	100,000	100,000	400,000
Total	N/A	0	100,000	100,000	100,000	100,000	400,000

Prior Capital Funding	2,763,500
FY 2021 Adopted	0
Capital Share Remaining	400,000
Project Total	3,163,500

Improve Wastewater Infrastructure in St. Paul's Area

Department
Wastewater Utility

Fund
Wastewater Utility

Account #
5200 34 4267

Property Address:
St. Paul's Area

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide funds to improve and expand the wastewater infrastructure in the St. Paul's area. The project will help provide the infrastructure required to transform the St. Paul's area into a mixed-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
FY 2020 Adopted	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	10,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	400,000	200,000	200,000	200,000	200,000	1,200,000
Construction/FFE	N/A	3,600,000	1,800,000	1,800,000	1,800,000	1,800,000	10,800,000
Total	N/A	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000

Prior Capital Funding	2,000,000
FY 2021 Adopted	4,000,000
Capital Share Remaining	8,000,000
Project Total	14,000,000

Improve Water Infrastructure in St. Paul's Area

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4266

Property Address:
St. Paul's Area

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide funds to improve and expand the water utility infrastructure in the St. Paul's area. The project will help provide the infrastructure required to transform the St. Paul's area into a mixed-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	2,000,000	2,000,000	2,000,000	N/A	N/A	6,000,000
FY 2020 Adopted	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	10,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	200,000	200,000	200,000	0	0	600,000
Construction/FFE	N/A	1,800,000	1,800,000	1,800,000	0	0	5,400,000
Total	N/A	2,000,000	2,000,000	2,000,000	0	0	6,000,000

Prior Capital Funding	2,000,000
FY 2021 Adopted	2,000,000
Capital Share Remaining	4,000,000
Project Total	8,000,000

Provide Funds for Acquisition in Wards Corner

Department
NRHA

Fund
General Capital

Account #
4000 18 4237

Property Address:
Wards Corner Neighborhood

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to finalize acquisition and demolition activities in Wards Corner. The acquisition and demolition support the Comprehensive Wards Corner Neighborhood Plan. The goal of the plan is to acquire blighted properties to strengthen the surrounding neighborhood. FY 2021 funds will be used for demolition of properties purchased in FY 2020.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	700,000	N/A	N/A	N/A	N/A	700,000
FY 2020 Adopted	2,831,000	0	0	0	0	N/A	2,831,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	700,000	0	0	0	0	700,000
Total	N/A	700,000	0	0	0	0	700,000

Prior Capital Funding	3,747,000
FY 2021 Adopted	700,000
Capital Share Remaining	0
Project Total	4,447,000

Rehabilitate Colley Avenue Pump Station

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4313

Property Address:
Colley Avenue

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to rehabilitate the pump station at Colley Avenue. The project will increase pumping capacity of the station and reduce the times the underpass is unavailable due to flooding. This project is a new project that was previously planned under "Improve Storm Water System."

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	500,000	N/A	N/A	N/A	N/A	500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	450,000	0	0	0	0	450,000
Total	N/A	500,000	0	0	0	0	500,000

Prior Capital Funding	0
FY 2021 Adopted	500,000
Capital Share Remaining	0
Project Total	500,000

Rehabilitate Tidewater Drive Pump Station

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
N/A

Property Address:

Project Description

Provide funds to rehabilitate the Tidewater Drive pump station. The project will increase pumping capacity of the station and reduce the times the underpass is unavailable due to flooding. This project is a new project that was previously planned under "Improve Storm Water System."

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	N/A	600,000	600,000	1,200,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	60,000	60,000	120,000
Construction/FFE	N/A	0	0	0	540,000	540,000	1,080,000
Total	N/A	0	0	0	600,000	600,000	1,200,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	1,200,000
Project Total	1,200,000

Revitalize St. Paul's Community

Department
Executive

Fund
General Capital

Account #
4000 02 4234

Property Address:
St. Paul's Area

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide funds for the redevelopment of the St. Paul's area. The site will become a mixed-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
FY 2020 Adopted	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	N/A	15,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	300,000	300,000	300,000	300,000	1,200,000
Construction/FFE	N/A	0	2,700,000	2,700,000	2,700,000	2,700,000	10,800,000
Total	N/A	0	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000

Prior Capital Funding	5,000,000
FY 2021 Adopted	0
Capital Share Remaining	12,000,000
Project Total	17,000,000

Strengthen Neighborhoods through Affordable Housing Initiatives

Department

Neighborhood Development

Fund

General Capital

Account #

4000 22 4233

Property Address:

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to invest in affordable housing strategies that strengthen neighborhoods. The project will focus on initiatives related to homeownership, rental revitalization, and neighborhood cohesion. The project will provide neighborhood building focused on residents in the Ingleside and Monticello Village/ Oakdale Farms neighborhoods. This project supports recommendations of the Poverty Commission. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	1,750,000	1,750,000	1,750,000	N/A	5,250,000
FY 2020 Adopted	0	1,750,000	1,750,000	1,750,000	0	N/A	5,250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	200,000	200,000	200,000	0	600,000
Construction/FFE	N/A	0	1,550,000	1,550,000	1,550,000	0	4,650,000
Total	N/A	0	1,750,000	1,750,000	1,750,000	0	5,250,000

Prior Capital Funding	2,450,000
FY 2021 Adopted	0
Capital Share Remaining	5,250,000
Project Total	7,700,000

Support Elizabeth River Trail Capital Campaign

Department
Public Works

Fund
General Capital

Account #
4000 10 4243

Property Address:

Customers Served

Residents	☑	Business	☑
City Services	☐	Educational Community	☑
Tourists/Visitors	☑		

Project Description

Provide capital campaign matching funds for the Elizabeth River Trail project. The Friends of the Elizabeth River Foundation have taken the lead in fundraising $3.5 million (Phase I) in order to add kayak launches, improved wayfinding, educational signage, infrastructure, bike racks, maintenance stations, fitness equipment, public art, solar lighting, charging stations, and other improvements. The FY 2022 planned amount will meet the city's total commitment of $500,000. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	250,000	N/A	N/A	N/A	250,000
FY 2020 Adopted	0	250,000	0	0	0	N/A	250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	250,000	0	0	0	250,000
Total	N/A	0	250,000	0	0	0	250,000

Prior Capital Funding	250,000
FY 2021 Adopted	0
Capital Share Remaining	250,000
Project Total	500,000

Upgrade the Monticello Avenue Pump Station

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
N/A

Property Address:

Project Description

Provide funds for upgrades to the Monticello Avenue Pump Station. The project will increase pumping capacity of the station and reduce the times the underpass is unavailable due to flooding. This project is a new project that was previously planned under "Improve Storm Water System."

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	600,000	600,000	N/A	N/A	1,200,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	60,000	60,000	0	0	120,000
Construction/FFE	N/A	0	540,000	540,000	0	0	1,080,000
Total	N/A	0	600,000	600,000	0	0	1,200,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	1,200,000
Project Total	1,200,000

Public Buildings

This page intentionally left blank

Demolish the Willis Building

Department
Public Works

Fund
General Capital

Account #
N/A

Property Address:
645 Church Street

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to demolish the Willis Building. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	1,500,000	N/A	N/A	1,500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	0	1,500,000	0	0	1,500,000
Total	N/A	0	0	1,500,000	0	0	1,500,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	1,500,000
Project Total	1,500,000

Develop New Animal Care Facility

Department
General Services

Fund
General Capital

Account #
N/A

Property Address:

Project Description

Provide funds for design and construction of a new Norfolk Animal Care Center. Funding is anticipated to be a $5,000,000 contribution from the city and $5,000,000 raised through philantropy. A new facility will provide the necessary infrastructure, space, and environment to improve outcomes for animals at the center.

Customers Served

Residents ☑ Business ☐ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	N/A	N/A	10,000,000	10,000,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	1,000,000	1,000,000
Construction/FFE	N/A	0	0	0	0	9,000,000	9,000,000
Total	N/A	0	0	0	0	10,000,000	10,000,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	10,000,000
Project Total	10,000,000

Improve and Maintain the Zoo

Department
General Services

Fund
General Capital

Account #
4000 44 4254

Property Address:
3500 Granby Street

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to improve and maintain the Zoo. FY 2022 funds will be used for roof repairs and replacement at the African Exhibit Restroom and the Reptile Building. Funding will also be used for asphalt repairs throughout the Zoo. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	560,000	N/A	N/A	N/A	560,000
FY 2020 Adopted	1,500,000	0	0	0	0	N/A	1,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	60,000	0	0	0	60,000
Construction/FFE	N/A	0	500,000	0	0	0	500,000
Total	N/A	0	560,000	0	0	0	560,000

Prior Capital Funding	1,500,000
FY 2021 Adopted	0
Capital Share Remaining	560,000
Project Total	2,060,000

Maintain Fire Stations

Department
General Services

Fund
General Capital

Account #
4000 44 4224

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to maintain fire stations citywide. Funds will be used to maintain HVAC systems and make roof repairs at fire stations. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	500,000	250,000	500,000	500,000	1,750,000
FY 2020 Adopted	0	1,000,000	500,000	250,000	0	N/A	1,750,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	100,000	50,000	100,000	100,000	350,000
Construction/FFE	N/A	0	400,000	200,000	400,000	400,000	1,400,000
Total	N/A	0	500,000	250,000	500,000	500,000	1,750,000

Prior Capital Funding	3,000,000
FY 2021 Adopted	0
Capital Share Remaining	1,750,000
Project Total	4,750,000

Maintain Municipal Facilities

Department
General Services

Fund
General Capital

Account #
4000 44 3006

Property Address:
Citywide

Customers Served

Residents	☑	Business	☑	City Services	☑
Educational Community	☐	Tourists/Visitors	☑		

Project Description

Provide funds to renovate and improve civic buildings, office space, and other city-owned facilities. Funds may be used to replace roofs and air handling units, repair facilities, and implement the ADA master plan. Funding for this project was delayed as a result of the COVID-19 pandemic. The project "Replace Chiller at Central Energy Plant" is a new standalone project. It was originally planned to be included in this project. Total planned funding has increased by $5,600,000 across these two projects.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	3,500,000	3,500,000	3,500,000	3,500,000	14,000,000
FY 2020 Adopted	2,850,000	2,100,000	2,100,000	2,100,000	2,100,000	N/A	11,250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	500,000	500,000	500,000	500,000	2,000,000
Construction/FFE	N/A	0	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
Total	N/A	0	3,500,000	3,500,000	3,500,000	3,500,000	14,000,000

Prior Capital Funding	21,218,246
FY 2021 Adopted	0
Capital Share Remaining	14,000,000
Project Total	35,218,246

Maintain Parking Facilities

Department
Parking Facilities

Fund
Parking Facilities

Account #
5100 38 4180

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds to maintain city parking facilities with projects such as structural, ventilation, and lighting improvements throughout the system. Funding for this project was delayed as a result of the COVID-19 pandemic. The projects "Repair Boush Street Garage Elevators", "Repair Main Street Garage Elevators" and "Repair Town Point Garage Elevators" are new standalone projects. They were originally planned to be included in this project. Total planned funding remains unchanged across these projects.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	1,450,000	2,900,000	2,900,000	2,900,000	10,150,000
FY 2020 Adopted	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	N/A	14,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	145,000	50,000	50,000	50,000	295,000
Construction/FFE	N/A	0	1,305,000	2,850,000	2,850,000	2,850,000	9,855,000
Total	N/A	0	1,450,000	2,900,000	2,900,000	2,900,000	10,150,000

Prior Capital Funding	21,300,000
FY 2021 Adopted	0
Capital Share Remaining	10,150,000
Project Total	31,450,000

Refurbish Boush Street Garage Elevators

Department
Parking Facilities

Fund
Parking Facilities

Account #
5100 38 4312

Property Address:
112 W City Hall Avenue

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds to refurbish two of three elevators at the Boush Street Parking Garage. This project is a new project that was previously planned under "Maintain Parking Facilities."

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	850,000	N/A	N/A	N/A	N/A	850,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	100,000	0	0	0	0	100,000
Construction/FFE	N/A	750,000	0	0	0	0	750,000
Total	N/A	850,000	0	0	0	0	850,000

Prior Capital Funding	0
FY 2021 Adopted	850,000
Capital Share Remaining	0
Project Total	850,000

Refurbish Main Street Garage Elevators

Department
Parking Facilities

Fund
Parking Facilities

Account #
N/A

Property Address:
230 Main Street

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds to refurbish all four elevators located at the Main Street Parking Garage. This project is a new project that was previously planned under "Maintain Parking Facilities." Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	600,000	N/A	N/A	N/A	600,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	50,000	0	0	0	50,000
Construction/FFE	N/A	0	550,000	0	0	0	550,000
Total	N/A	0	600,000	0	0	0	600,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	600,000
Project Total	600,000

Refurbish Town Point Garage Elevators

Department
Parking Facilities

Fund
Parking Facilities

Account #
N/A

Property Address:
110 W Main Street

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds to refurbish all three elevators located at the Town Point Parking Garage. This project is a new project that was previously planned under "Maintain Parking Facilities." Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	850,000	N/A	N/A	N/A	850,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	100,000	0	0	0	100,000
Construction/FFE	N/A	0	750,000	0	0	0	750,000
Total	N/A	0	850,000	0	0	0	850,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	850,000
Project Total	850,000

Relocate the City's Data Center

Department
Information Technology

Fund
General Capital

Account #
4000 29 4282

Property Address:
401 Monticello Ave

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to relocate the city's data center located in the Granby Municipal Building.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	8,000,000	N/A	N/A	N/A	N/A	8,000,000
FY 2020 Adopted	0	4,000,000	0	0	0	N/A	4,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	800,000	0	0	0	0	800,000
Construction/FFE	N/A	7,200,000	0	0	0	0	7,200,000
Total	N/A	8,000,000	0	0	0	0	8,000,000

Prior Capital Funding	0
FY 2021 Adopted	8,000,000
Capital Share Remaining	0
Project Total	8,000,000

Renovate the School Administration Building

Department
General Services

Fund
General Capital

Account #
4000 44 4278

Property Address:
800 E City Hall Ave

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide funds to renovate the first four floors of the School Administration Building by converting previous courtrooms and jail cells to office space. FY 2021 funds will be used for replacement of the HVAC and electrical systems, roof replacement, demolition and asbestos abatement of floors 3 and 4, and office buildout for the Department of Human Resources.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	3,400,000	N/A	N/A	N/A	N/A	3,400,000
FY 2020 Adopted	0	0	3,250,000	3,250,000	0	N/A	6,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	400,000	0	0	0	0	400,000
Construction/FFE	N/A	3,000,000	0	0	0	0	3,000,000
Total	N/A	3,400,000	0	0	0	0	3,400,000

Prior Capital Funding	0
FY 2021 Adopted	3,400,000
Capital Share Remaining	0
Project Total	3,400,000

Replace Chiller at Central Energy Plant

Department
General Services

Fund
General Capital

Account #
4000 44 4296

Property Address:

Project Description

Provide funds to replace the Central Energy Plant's chiller which provides conditioned air for occupants of City Hall, the Courthouse, and the Jail. This project is a new project that was previously planned under "Maintain Municipal Facilities."

Customers Served

Residents ☑ Business ☐ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	800,000	N/A	N/A	N/A	N/A	800,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	100,000	0	0	0	0	100,000
Construction/FFE	N/A	700,000	0	0	0	0	700,000
Total	N/A	800,000	0	0	0	0	800,000

Prior Capital Funding	0
FY 2021 Adopted	800,000
Capital Share Remaining	0
Project Total	800,000

Replace Fire Station 11

Department
Fire - Rescue Services

Fund
General Capital

Account #
4000 20 4284

Property Address:
3127 Verdun Ave

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to design and replace Fire Station 11, which is over 90 years old. The city has identified land on Lafayette Blvd, which will allow Norfolk Fire-Rescue to maintain the goal of a four-minute response time in the service area. The project will be funded with approximately $3.7 million in Community Development Block Grant funds.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	5,400,000	N/A	N/A	N/A	N/A	5,400,000
FY 2020 Adopted	0	5,400,000	0	0	0	N/A	5,400,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	5,400,000	0	0	0	0	5,400,000
Total	N/A	5,400,000	0	0	0	0	5,400,000

Prior Capital Funding	0
FY 2021 Adopted	5,400,000
Capital Share Remaining	0
Project Total	5,400,000

Replace In-Ground Vehicle Lifts

Department
Fleet

Fund
General Capital

Account #
4000 93 4230

Property Address:
118 Lance Road

Customers Served
Residents ☐ Business ☐ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Replace heavy duty in-ground lifts in the truck shop at Fleet Maintenance to meet current industry safety and efficiency standards as required by the American Lift Institute. Funding provided in FY 2022 will complete the replacement of all five lifts. Funding for this project was delayed as a result of the COVID-19 pandemic.

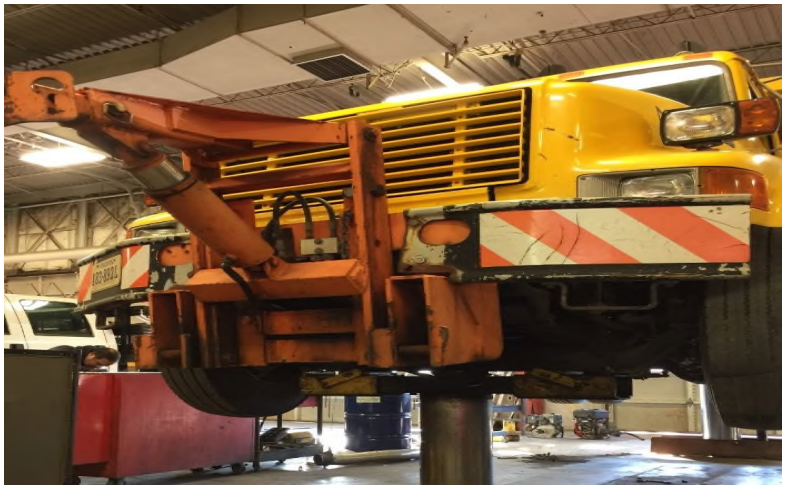
Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	300,000	N/A	N/A	N/A	300,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	300,000	0	0	0	300,000
Total	N/A	0	300,000	0	0	0	300,000

Prior Capital Funding	989,660
FY 2021 Adopted	0
Capital Share Remaining	300,000
Project Total	1,289,660



Support Jail Improvements

Department
General Services

Fund
General Capital

Account #
4000 44 4228

Property Address:
811 E. City Hall Ave

Customers Served

Residents ☑ Business ☐ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for general jail improvements. FY 2021 funds will be used for the completion of the door controller, camera, and recording (DCCR) system.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	345,000	300,000	300,000	300,000	300,000	1,545,000
FY 2020 Adopted	450,000	350,000	300,000	300,000	300,000	N/A	1,700,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	45,000	20,000	20,000	20,000	20,000	125,000
Construction/FFE	N/A	300,000	280,000	280,000	280,000	280,000	1,420,000
Total	N/A	345,000	300,000	300,000	300,000	300,000	1,545,000

Prior Capital Funding	7,700,000
FY 2021 Adopted	345,000
Capital Share Remaining	1,200,000
Project Total	9,245,000

Upgrade Security at City Facilities

Department
General Services

Fund
General Capital

Account #
4000 44 4279

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to upgrade the city's security infrastructure and systems to ensure a safe environment for employees and visitors while in city facilities. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	500,000	500,000	500,000	500,000	2,000,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	50,000	50,000	50,000	50,000	200,000
Construction/FFE	N/A	0	450,000	450,000	450,000	450,000	1,800,000
Total	N/A	0	500,000	500,000	500,000	500,000	2,000,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	2,000,000
Project Total	2,000,000

Parks & Recreation Facilities

This page intentionally left blank

Implement RPOS Master Plan

Department

Recreation/Parks and Open Space

Fund

General Capital

Account #

4000 78 4190

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Project Description

Implement the Recreation, Parks and Open Space (RPOS) Master Plan. This plan serves as a guiding vision for parks and recreation facilities. The plan includes projects to be phased in over a 20-year period. Highlights of the plan may include improvements to parks, athletic fields, and community centers. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	500,000	500,000	500,000	500,000	2,000,000
FY 2020 Adopted	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	50,000	50,000	50,000	50,000	200,000
Construction/FFE	N/A	0	450,000	450,000	450,000	450,000	1,800,000
Total	N/A	0	500,000	500,000	500,000	500,000	2,000,000

Prior Capital Funding	5,200,000
FY 2021 Adopted	0
Capital Share Remaining	2,000,000
Project Total	7,200,000

Improve Community and Neighborhood Parks

Department

Recreation/Parks and Open Space

Fund

General Capital

Account #

4000 78 3004

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to improve and upgrade amenities within community parks around the city such as playgrounds and playing fields. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	250,000	250,000	250,000	250,000	1,000,000
FY 2020 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	15,000	15,000	15,000	15,000	60,000
Construction/FFE	N/A	0	235,000	235,000	235,000	235,000	940,000
Total	N/A	0	250,000	250,000	250,000	250,000	1,000,000

Prior Capital Funding	5,715,000
FY 2021 Adopted	0
Capital Share Remaining	1,000,000
Project Total	6,715,000

Improve Existing Community Centers

Department

Recreation/Parks and Open Space

Fund

General Capital

Account #

4000 78 3000

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for improvements to entranceways, landscaping, and interior and exterior renovations at existing community centers. Planned work will enhance the appearance, serviceability, and safety at various recreation centers throughout the city. Funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	200,000	200,000	200,000	200,000	800,000
FY 2020 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	20,000	20,000	20,000	20,000	80,000
Construction/FFE	N/A	0	180,000	180,000	180,000	180,000	720,000
Total	N/A	0	200,000	200,000	200,000	200,000	800,000

Prior Capital Funding	4,250,000
FY 2021 Adopted	0
Capital Share Remaining	800,000
Project Total	5,050,000

This page intentionally left blank

Environmental Sustainability

This page intentionally left blank

Conduct Drainage Studies Citywide

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4299

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to study areas in advance of designing for planning purposes to optimize resources and target storm water infrastructure areas with the greatest needs.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,000,000	N/A	500,000	N/A	N/A	1,500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	1,000,000	0	500,000	0	0	1,500,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,000,000	0	500,000	0	0	1,500,000

Prior Capital Funding	0
FY 2021 Adopted	1,000,000
Capital Share Remaining	500,000
Project Total	1,500,000

Conduct Outfall Maintenance and Dredging

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4300

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Fund the maintenance and dredging of outfalls citywide. This project includes opening up submerged, clogged outfalls through shoreline or barge dredging.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	650,000	750,000	450,000	950,000	1,000,000	3,800,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	65,000	75,000	45,000	95,000	100,000	380,000
Construction/FFE	N/A	585,000	675,000	405,000	855,000	900,000	3,420,000
Total	N/A	650,000	750,000	450,000	950,000	1,000,000	3,800,000

Prior Capital Funding	0
FY 2021 Adopted	650,000
Capital Share Remaining	3,150,000
Project Total	3,800,000

Conduct Sliplining and Major Repairs to Existing Infrastructure

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4298

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Support sliplining and major repairs to existing storm water infrastructure. The funds will be used to repair and improve existing storm water conveyance pipes by repairing the system using trenchless and other techniques to restore the system to optimal condition. Sliplining is a trenchless method in which a smaller pipe is installed in a larger pipe and then the space between the two pipes is sealed.

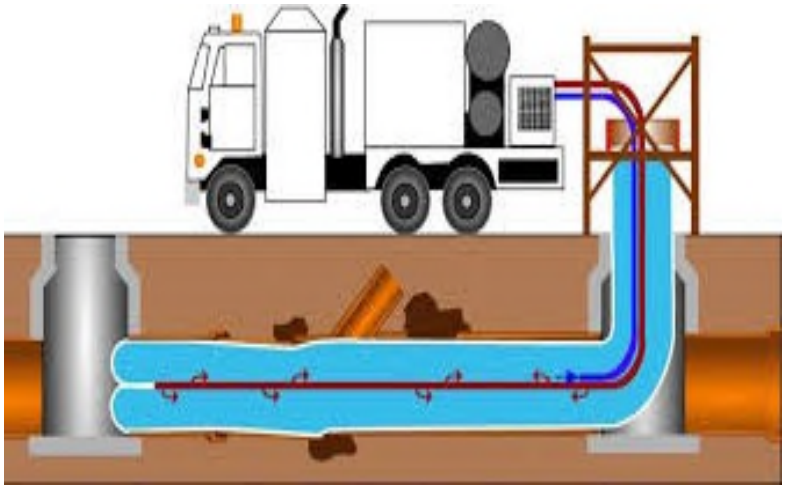
Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,000,000	1,200,000	1,200,000	1,200,000	1,000,000	5,600,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,000,000	1,200,000	1,200,000	1,200,000	1,000,000	5,600,000
Total	N/A	1,000,000	1,200,000	1,200,000	1,200,000	1,000,000	5,600,000

Prior Capital Funding	0
FY 2021 Adopted	1,000,000
Capital Share Remaining	4,600,000
Project Total	5,600,000



Control Beach Erosion

Department
City Planning

Fund
General Capital

Account #
4000 15 3049

Property Address:
Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds for shoreline erosion control structures; shoreline modeling; annual wave gauge maintenance; sand replenishment; dune maintenance, repair and re-vegetation; and continuation of the biennial beach survey. The U.S. Army Corps of Engineers completed a $38.4 million beach nourishment project in Willoughby Spit and the surrounding areas in FY 2018. The project helped repair the shoreline and protect it from future storms. Some funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	525,000	1,000,000	1,000,000	1,000,000	1,000,000	4,525,000
FY 2020 Adopted	1,014,400	1,014,400	1,014,400	1,014,400	1,014,400	N/A	5,072,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	300,000	300,000	300,000	300,000	1,200,000
Construction/FFE	N/A	525,000	700,000	700,000	700,000	700,000	3,325,000
Total	N/A	525,000	1,000,000	1,000,000	1,000,000	1,000,000	4,525,000

Prior Capital Funding	34,171,700
FY 2021 Adopted	525,000
Capital Share Remaining	4,000,000
Project Total	38,696,700

Create Citywide Flooding Reserve

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
4000 35 4188

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to create a citywide flooding reserve to prepare for the larger citywide flooding control projects. This project is funded by the $1.00 Storm Water fee increase approved in FY 2013. Funding will be dedicated to support the city's flood mitigation efforts.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
FY 2020 Adopted	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	N/A	6,576,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000

Prior Capital Funding	10,521,600
FY 2021 Adopted	1,315,200
Capital Share Remaining	5,260,800
Project Total	17,097,600

Implement Pond Retrofits Citywide

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4305

Property Address:

Project Description
Provide funds to support the implementation of pond retrofit projects citywide. Pond retrofits enhance pollutant removal and assist in flood mitigation.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,290,000	1,290,000	1,290,000	1,290,000	1,290,000	6,450,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	290,000	290,000	290,000	290,000	290,000	1,450,000
Construction/FFE	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	N/A	1,290,000	1,290,000	1,290,000	1,290,000	1,290,000	6,450,000

Prior Capital Funding	0
FY 2021 Adopted	1,290,000
Capital Share Remaining	5,160,000
Project Total	6,450,000

Implement Shoreline Restoration

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4304

Property Address:

Project Description

Provide funds to implement shoreline restoration in various areas across the city. The restoration process involves planting specific vegetation, constructing protective sills, adding sand fill, and creating buffer zones to reduce eroision and allow natural growth to build up the shoreline.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	960,000	960,000	960,000	960,000	960,000	4,800,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	60,000	60,000	60,000	60,000	60,000	300,000
Construction/FFE	N/A	900,000	900,000	900,000	900,000	900,000	4,500,000
Total	N/A	960,000	960,000	960,000	960,000	960,000	4,800,000

Prior Capital Funding	0
FY 2021 Adopted	960,000
Capital Share Remaining	3,840,000
Project Total	4,800,000

Implement the Green Infrastructure Plan

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4306

Property Address:

Project Description

Provide funds to support the continued implement of the city's Green Infrastructure Plan. The plan involves approaching water management in a manner that protects or restores the natural water cycle. Funds will be used to build bioretention structures, rainwater collection or infiltration systems, and strategically placed vegetation.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	100,000	100,000	100,000	100,000	100,000	500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Total	N/A	100,000	100,000	100,000	100,000	100,000	500,000

Prior Capital Funding	0
FY 2021 Adopted	100,000
Capital Share Remaining	400,000
Project Total	500,000

Improve 10th View Outfall Extension

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4310

Property Address:

Project Description

Provide funds to design and construct improvements to the 10th View outfall extension. This project will extend the outfall beyond the beach replenishment project. This project is a new project that was previously planned under "Improve Storm Water Waterfront Facilities."

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	500,000	N/A	N/A	N/A	N/A	500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	450,000	0	0	0	0	450,000
Total	N/A	500,000	0	0	0	0	500,000

Prior Capital Funding	0
FY 2021 Adopted	500,000
Capital Share Remaining	0
Project Total	500,000

Improve Duffys Lane Outfall Extension

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
N/A

Property Address:

Project Description

Provide funds to design and construct improvements to Duffys Lane outfall extension. This project will extend the outfall beyond the beach replenishment project. This project is a new project that was previously planned under "Improve Storm Water Waterfront Facilities."

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	500,000	N/A	N/A	N/A	500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	50,000	0	0	0	50,000
Construction/FFE	N/A	0	450,000	0	0	0	450,000
Total	N/A	0	500,000	0	0	0	500,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	500,000
Project Total	500,000

Improve Selby Place Outfall Extension

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
N/A

Property Address:

Project Description

Provide funds to design and construct improvements to the Selby Place outfall extension. This project will extend the outfall beyond the beach replenishment project. This project is a new project that was previously planned under "Improve Storm Water Waterfront Facilities."

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☐

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	500,000	N/A	N/A	500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	50,000	0	0	50,000
Construction/FFE	N/A	0	0	450,000	0	0	450,000
Total	N/A	0	0	500,000	0	0	500,000

Prior Capital Funding	0
FY 2021 Adopted	0
Capital Share Remaining	500,000
Project Total	500,000

Improve Storm Water Waterfront Facilities

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
4000 35 3037

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds for non-routine inspections, maintenance, repair, rehabilitation, and replacement of deteriorated bulkheads and outfall extensions citywide. The planned FY 2021 amount is below planned. The projects "Improve 10th View Outfall Extension", "Improve Duffys Lane Outfall Extension", and "Improve Selby Place Outfall Extension" are new standalone projects. They were originally planned to be included in this project. Total planned funding remains unchanged across these projects.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	N/A	500,000	500,000	1,000,000
FY 2020 Adopted	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	50,000	50,000	100,000
Construction/FFE	N/A	0	0	0	450,000	450,000	900,000
Total	N/A	0	0	0	500,000	500,000	1,000,000

Prior Capital Funding	9,000,000
FY 2021 Adopted	0
Capital Share Remaining	1,000,000
Project Total	10,000,000

Raise the Downtown Floodwall

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
4000 35 4270

Property Address:
Downtown

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to raise the elevation of the downtown floodwall between one and two feet, reinforce sections of the wall, and reconstruct all flood gates in order to provide the level of flood protection required by the Federal Emergency Management Agency (FEMA) for the downtown area.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,000,000	8,000,000	8,000,000	N/A	N/A	17,000,000
FY 2020 Adopted	1,000,000	1,000,000	8,000,000	8,000,000	0	N/A	18,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	1,000,000	0	0	0	0	1,000,000
Construction/FFE	N/A	0	8,000,000	8,000,000	0	0	16,000,000
Total	N/A	1,000,000	8,000,000	8,000,000	0	0	17,000,000

Prior Capital Funding	1,000,000
FY 2021 Adopted	1,000,000
Capital Share Remaining	16,000,000
Project Total	18,000,000

Replace Downtown Pump Station Trash Rack

Department
Storm Water Utility

Fund
Storm Water Utility

Account #
2300 35 4307

Property Address:

Project Description

Fund the replacement of the downtown pump station's trash rack. The rack has had functional issues over the previous several years. The funds will make the trash rack fully operational reducing the debris entering the river system. This project is a new project that was previously planned under "Improve Storm Water System."

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	100,000	N/A	N/A	N/A	N/A	100,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	100,000	0	0	0	0	100,000
Total	N/A	100,000	0	0	0	0	100,000

Prior Capital Funding	0
FY 2021 Adopted	100,000
Capital Share Remaining	0
Project Total	100,000

Wastewater

CITY OF NORFOLK VIRGINIA
ET TERRA ET MARE DIVITIAE TUAE CRESCAS
TOWN 1682 • BOROUGH 1736 • CITY 1845

This page intentionally left blank

Improve Larchmont Wastewater Infrastructure

Department
Wastewater Utility

Fund
Wastewater Utility

Account #
5200 34 4292

Property Address:
Larchmont

Customers Served

Residents ☑ Business ☑ City Services ☐
Educational Community ☑ Tourists/Visitors ☐

Project Description

Install new pump stations, gravity mains and force mains in Larchmont in partnership with Hampton Roads Sanitation District (HRSD).

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	7,000,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	100,000	150,000	150,000	150,000	150,000	700,000
Construction/FFE	N/A	900,000	1,350,000	1,350,000	1,350,000	1,350,000	6,300,000
Total	N/A	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	7,000,000

Prior Capital Funding	0
FY 2021 Adopted	1,000,000
Capital Share Remaining	6,000,000
Project Total	7,000,000

Improve Wastewater Collection System

Department
Wastewater Utility

Fund
Wastewater Utility

Account #
5200 34 3082

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for the replacement and rehabilitation of gravity sanitary sewer pipe to eliminate overflows. In addition, the project provides for upgrades to pump stations and force mains.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	12,500,000	12,000,000	12,000,000	12,000,000	12,000,000	60,500,000
FY 2020 Adopted	12,000,000	15,000,000	15,000,000	15,000,000	15,000,000	N/A	72,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	1,250,000	1,200,000	1,200,000	1,200,000	1,200,000	6,050,000
Construction/FFE	N/A	11,250,000	10,800,000	10,800,000	10,800,000	10,800,000	54,450,000
Total	N/A	12,500,000	12,000,000	12,000,000	12,000,000	12,000,000	60,500,000

Prior Capital Funding	262,505,000
FY 2021 Adopted	12,500,000
Capital Share Remaining	48,000,000
Project Total	323,005,000

Support System Evaluation, Modeling, and Design

Department
Wastewater Utility

Fund
Wastewater Utility

Account #
5200 34 4291

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for engineering support to include testing, modeling, studies, design, and construction administration of the wastewater system.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000

Prior Capital Funding	0
FY 2021 Adopted	1,500,000
Capital Share Remaining	6,000,000
Project Total	7,500,000

This page intentionally left blank

Water

CITY OF NORFOLK VIRGINIA
ET TERRA ET MARE DIVITIAE TUAE CRESCAS
TOWN 1682 • BOROUGH 1736 • CITY 1845

This page intentionally left blank

Construct Commonwealth Railroad Pipeline

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4286

Property Address:
Suffolk

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to relocate a water main that runs in the Commonwealth Railroad right-of-way. The city has been directed to relocate the water main and a grant from the Virginia Department of Rail and Transportation will reimburse Norfolk for 70 percent of the relocation cost. The net cost to the Water Fund will be $5.9 million.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	18,000,000	N/A	N/A	N/A	N/A	18,000,000
FY 2020 Adopted	0	15,000,000	0	0	0	N/A	15,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	1,800,000	0	0	0	0	1,800,000
Construction/FFE	N/A	16,200,000	0	0	0	0	16,200,000
Total	N/A	18,000,000	0	0	0	0	18,000,000

Prior Capital Funding	0
FY 2021 Adopted	18,000,000
Capital Share Remaining	0
Project Total	18,000,000

Install Hampton Boulevard Water Storage Tank

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4289

Property Address:
8021 Hampton Boulevard

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to construct a new two million gallon storage tank on Hampton Boulevard to increase reliability of the drinking water system.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	6,000,000	N/A	N/A	N/A	N/A	6,000,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	600,000	0	0	0	0	600,000
Construction/FFE	N/A	5,400,000	0	0	0	0	5,400,000
Total	N/A	6,000,000	0	0	0	0	6,000,000

Prior Capital Funding	0
FY 2021 Adopted	6,000,000
Capital Share Remaining	0
Project Total	6,000,000

Replace Raw and Finished Water Transmission / Distribution

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4287

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Replace and/or rehabilitate portions of the existing water transmission and distribution mains which transport source water to the treatment plants and then throughout the city. This replacement program is coordinated with sanitary sewer and right-of-way improvements to achieve cost effective infrastructure upgrades.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	7,905,000	13,800,000	17,000,000	18,300,000	20,000,000	77,005,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	800,000	1,300,000	1,700,000	1,800,000	2,000,000	7,600,000
Construction/FFE	N/A	7,105,000	11,500,000	15,300,000	16,500,000	18,000,000	68,405,000
Total	N/A	7,905,000	12,800,000	17,000,000	18,300,000	20,000,000	76,005,000

Prior Capital Funding	0
FY 2021 Adopted	7,905,000
Capital Share Remaining	69,100,000
Project Total	77,005,000

Support System Evaluation, Modeling, and Design

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4290

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for engineering support to include testing, modeling, studies, design, and construction administration for watershed management and raw and finished water assets.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	1,700,000	1,500,000	1,700,000	1,700,000	1,700,000	8,300,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	1,700,000	1,500,000	1,700,000	1,700,000	1,700,000	8,300,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,700,000	1,500,000	1,700,000	1,700,000	1,700,000	8,300,000

Prior Capital Funding	0
FY 2021 Adopted	1,700,000
Capital Share Remaining	6,600,000
Project Total	8,300,000

Support Watershed Management

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4288

Property Address:
Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to procure property to protect water quality around reservoirs. This action will help maintain high quality water for customers.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	200,000	6,200,000	1,800,000	1,500,000	800,000	10,500,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	200,000	6,200,000	1,800,000	1,500,000	800,000	10,500,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	200,000	6,200,000	1,800,000	1,500,000	800,000	10,500,000

Prior Capital Funding	0
FY 2021 Adopted	200,000
Capital Share Remaining	10,300,000
Project Total	10,500,000

Upgrade Billing System

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4244

Property Address:
401 Monticello Ave

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to upgrade the Department of Utilities' billing system to ensure accurate billing calculations. The billing system has exceeded its useful life and is due for replacement.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	N/A	N/A	2,000,000	N/A	N/A	2,000,000
FY 2020 Adopted	0	0	0	2,000,000	0	N/A	2,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	2,000,000	0	0	2,000,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	0	0	2,000,000	0	0	2,000,000

Prior Capital Funding	150,000
FY 2021 Adopted	0
Capital Share Remaining	2,000,000
Project Total	2,150,000

Upgrade Water Treatment Plants

Department
Water Utility

Fund
Water Utility

Account #
5300 33 4240

Property Address:
6040 Water Works Road and 37th Street

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for necessary modifications to the 37th Street Water Treatment Plant, the Moores Bridges Water Treatment Plant, and the Lake Wright Pump Station and Pipeline. These projects may include storage tanks, chemical feeders, solids removal systems, clarification basins, and finished water storage.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	10,500,000	11,500,000	10,500,000	13,500,000	12,500,000	58,500,000
FY 2020 Adopted	16,500,000	12,500,000	12,500,000	5,500,000	11,500,000	N/A	58,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Construction/FFE	N/A	9,000,000	10,000,000	9,000,000	12,000,000	11,000,000	51,000,000
Total	N/A	10,500,000	11,500,000	10,500,000	13,500,000	12,500,000	58,500,000

Prior Capital Funding	30,000,000
FY 2021 Adopted	10,500,000
Capital Share Remaining	48,000,000
Project Total	88,500,000

This page intentionally left blank

General & Other

This page intentionally left blank

Acquire Fleet Vehicles and Equipment

Department
Finance

Fund
General Capital

Account #
4000 04 4264

Property Address:

Project Description
Provide funds to purchase vehicles and equipment. Planned purchases include police vehicles, ambulances, work trucks, trailers, cargo vans, landscaping equipment, excavators, and backhoes.

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	2,500,000	4,000,000	4,000,000	4,000,000	4,000,000	18,500,000
FY 2020 Adopted	8,691,100	7,650,000	7,650,000	7,650,000	7,650,000	N/A	39,291,100
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	2,500,000	4,000,000	4,000,000	4,000,000	4,000,000	18,500,000
Total	N/A	2,500,000	4,000,000	4,000,000	4,000,000	4,000,000	18,500,000

Prior Capital Funding	8,691,100
FY 2021 Adopted	2,500,000
Capital Share Remaining	16,000,000
Project Total	27,191,100

Acquire Technology

Department
Finance

Fund
General Capital

Account #
4000 04 4295

Property Address:

Customers Served

Residents ☑ Business ☑ City Services ☑
Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to purchase information technology (IT) infrastructure. Planned purchases include continued replacement of public safety radios, Courthouse equipment, and Uninterrupted Power Supply Batteries. Other planned purchases include an electronic health record system for NCSB, security applicances, a cybersecurity assessment, and upgrades to e-services platform. This project is a new project that was previously planned under "Acquire Fleet Vehicles and Equipment".

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	3,300,000	4,000,000	4,000,000	4,000,000	4,000,000	19,300,000
FY 2020 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	3,300,000	4,000,000	4,000,000	4,000,000	4,000,000	19,300,000
Total	N/A	3,300,000	4,000,000	4,000,000	4,000,000	4,000,000	19,300,000

Prior Capital Funding	0
FY 2021 Adopted	3,300,000
Capital Share Remaining	16,000,000
Project Total	19,300,000

Improve Infrastructure and Acquire Property

Department
Executive

Fund
General Capital

Account #
4000 02 3174

Property Address:
Citywide

Customers Served
Residents ☑ Business ☐ City Services ☐
Educational Community ☐ Tourists/Visitors ☐

Project Description
Provide funds to address various infrastructure, disposition, and acquisition needs as they arise. Some funding for this project was delayed as a result of the COVID-19 pandemic.

Financial Summary

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
FY 2021 Adopted	N/A	600,000	1,000,000	1,000,000	1,000,000	1,000,000	4,600,000
FY 2020 Adopted	0	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Construction/FFE	N/A	500,000	900,000	900,000	900,000	900,000	4,100,000
Total	N/A	600,000	1,000,000	1,000,000	1,000,000	1,000,000	4,600,000

Prior Capital Funding	13,200,000
FY 2021 Adopted	600,000
Capital Share Remaining	4,000,000
Project Total	17,800,000

This page intentionally left blank

Unfunded Capital Requests

This page intentionally left blank

UNFUNDED CAPITAL REQUESTS

In 2019, Norfolk City Council passed a resolution to update the city's financial policies that formalize the city's debt affordability measures. The Capital Improvement Plan (CIP) is now guided by five affordability measures:

- Debt Service as a percent of the General Fund budget (target will remain below 10 percent, with a not to exceed of 11 percent of General Fund budget)
- Net debt as a percent of taxable property (target will remain below 3.5 percent, with a not to exceed of 4 percent of the total assessed value of taxable property)
- Ten-year General Obligation Payout Ratio (retirement of the principal amount of the long-term general obligation bonds by at least 55 percent or greater within 10 years)
- Overlapping Debt Limit (overlapping debt not to exceed 0.5 percent of total assessed value of taxable property)
- Variable Rate Debt Limit (the city's outstanding debt with variable interest rate will not exceed 20 percent by fund)

From FY 2007 through FY 2017 the city's general CIP averaged nearly $100 million a year, most of which was financed with debt. This investment allowed the city to make generational investments including Light Rail Transit, the new Consolidated Courthouse Complex, Slover Library, and eight new schools. These investments have transformed Norfolk but have also pushed the city's debt capacity close to its self-imposed debt affordability measures. As a result, the city began a period of maintenance CIP in FY 2018 and focused its capacity on existing infrastructure. The Adopted FY 2021 - FY 2025 CIP continues the maintenance CIP focus and as a result not all CIP projects requested by departments can be funded. This report details those projects that were requested by departments but are not funded in the Adopted FY 2021 CIP.

	Requested Amount	Five-Year Total
Policy Area: Cultural Facilities		
• Improve USS Wisconsin Accessibility **Nauticus**	**$1,640,000**	**$1,820,000**
Provide funds to expand visitor access to additional locations within the USS Wisconsin.		
Cultural Facilities Total	**$1,640,000**	**$1,820,000**
Policy Area: Economic Development		
• Renovate Zoo Australia Exhibit **Zoo**	**$300,000**	**$300,000**
Provide funds for the renovation of the existing Australia exhibit to expand into the neighboring Africa exhibit to make room for Okapi, a mammal native to the Democratic Republic of the Congo in Central Africa. The renovation includes a barn-like enclosure, exhibit barriers, and the redesign of the existing exhibit layout.		
Economic Development Total	**$300,000**	**$300,000**
Policy Area: Environmental Sustainability		
• Dredge and Improve the Waterway in the Hague **Public Works**	**$1,000,000**	**$11,000,000**
Provide funds for dredging and improvement of the waterway in various locations of the Hague. Improvements will allow navigational access for small boats, improve water quality, and increase tidal flushing.		

	Requested Amount	Five-Year Total

Policy Area: Environmental Sustainability

• **Repair Waterfront Infrastructure** **Public Works**	**$500,000**	**$900,000**

Provide funds to repair and replace various sections of timber piles, fender assemblies, and associated hardware, which have been damaged by boats or have deteriorated over time. The project will also include minor shore improvements, including bulkhead repair, paver resets, and filling of washouts, as well as other necessary repairs.

Environmental Sustainability	**Total**	**$1,500,000**	**$11,900,000**

Policy Area: General & Other

• **Construct Calvary Cemetery Mausoleum** **Cemeteries**	**$900,000**	**$900,000**

Provide funds for the construction of a mausoleum at Calvary Cemetery. A mausoleum will increase the use of land and meet public demand for crypt space and ash niches.

• **Construct Elmwood Cemetery Columbarium** **Cemeteries**	**$250,000**	**$250,000**

Provide funds for the construction of a columbarium at Elmwood Cemetery. A columbarium is a free-standing building for the interment of cremated remains.

General & Other	**Total**	**$1,150,000**	**$1,150,000**

Policy Area: Neighborhood Development

• **Acquire and Demolish Blighted Fenner Street Properties** **NRHA**	**$275,000**	**$1,375,000**

Provide funds to acquire and demolish properties on Fenner Street to improve conditions in the area and help revitalize the neighborhood.

• **Acquire and Demolish Blighted Properties at Church Street** **NRHA**	**$1,500,000**	**$2,000,000**

Provide funds for the acquisition and demolition of blighted properties along Church Street.

• **Acquire and Demolish Blighted Properties in East Ocean View** **NRHA**	**$1,300,000**	**$5,825,000**

Provide funds to acquire and demolish blighted properties in East Ocean View to improve conditions in the area. This will prepare the area for new mixed-use development from 5th Bay Street east to East Beach.

• **Acquisition and Demolition of Blighted Properties throughout Norfolk** **NRHA**	**$200,000**	**$1,000,000**

Funds will be utilized to develop and advance a pilot program to purchase selected GEM lots.This request seeks funding to purchase blighted structures and/or vacant land within strategic Norfolk neighborhoods to support ongoing City/NRHA initiatives. Targeted areas include Homeward Norfolk neighborhoods - Ingleside, Monticello Village, and Oakdale Farms. Funds may also be deployed to acquire City-owned GEM lots throughout Norfolk.

	Requested Amount	Five-Year Total

Policy Area: Neighborhood Development

• **Improve Emerging Districts: Arts District Streetscape Design** **Executive**	**$1,000,000**	**$1,000,000**

Provide funds for engineering and design for updated streetscape on Granby Street from Brambleton Ave to Virginia Beach Blvd. Once design work is complete, additional funds will be required to implement streetscape improvements.

• **Improve Richmond Cres. and Surrey Cres. Shoreline** **Public Works**	**$300,000**	**$2,300,000**

Provide funds to replace failing bulkheads at Richmond Crescent and Surrey Crescent to protect the the roadways from rising tides.

• **Improve site of former John T. West School** **NRHA**	**$200,000**	**$200,000**

Provide funds for site improvement design and construction at the location of the form John T. West School. Pre-development site work will include survey, resubdivision, and assessment of storm water requirements. Future improvements shall include new sidewalks, street lights, street trees, and applicable storm water protection measures.

Neighborhood Development	**Total**	**$4,775,000**	**$13,700,000**

Policy Area: Parks & Recreation Facilities

• **Construct Berkley Recreation Complex** **Recreation/Parks and Open Space**	**$34,000,000**	**$34,000,000**

Renovate the entire Berkley complex through construction of a new recreation center and site improvements. A study was performed after the closure of the Berkley pool to gather resident input on recreation complex resulting in a $34 million facility.

• **Construct NFWC Indoor Pool Replacement** **Recreation/Parks and Open Space**	**$13,000,000**	**$13,000,000**

Design and construct an indoor pool facility to replace the existing, deteriorating domed natatorium and pool.

• **Improve Boat Ramps Citywide** **Public Works**	**$810,000**	**$2,415,000**

Provide funds to improve exisiting boat ramps and construct new boat ramps citywide. Funds will be used to acquire property, design new boat ramps, pay for any required permitting, construct new boat ramps, and renovate existing boat ramps. In FY 2021 the 13th View St Boat Ramp will be designed and constructed. In FY 2022 the Harbor Park Boat Ramp will be constructed and the Pretty Lake Boat Ramp will be designed and constructed.

• **Install Basketball Court at Oakmont/Denby Park** **Recreation/Parks and Open Space**	**$125,000**	**$125,000**

Construct a basketball court in the Oakmont/Denby Park area in proximity to the existing KaBoom playground to provide additonal recreational amentities and opportunties for youth in the community.

	Requested Amount	Five-Year Total

Policy Area: Parks & Recreation Facilities

• **Install Security Gate at Ghent Dog Park** **Recreation/Parks and Open Space**	**$75,000**	**$75,000**

Install automatic gates with timed locks at Ghent Dog Park to protect the dog park and increase operational efficiency of the park.

• **Install Solar Canopy at the Zoo** **Zoo**	**$300,000**	**$300,000**

Provide funds to construct an elevated solar canopy over the activity area outside the Animal Wellness Center. The solar canopy will generate renewable energy and reduce energy costs to decrease the Zoo's impact on the environment.

• **Relocate Ballentine Basketball Courts** **Recreation/Parks and Open Space**	**$350,000**	**$350,000**

Provide funds to relocate two existing, city basketball courts that will be demolished as a part of the redevelopment of the old Ballentine school into a Senior Living Facility.

Parks & Recreation Facilities	**Total**	**$48,660,000**	**$50,265,000**

Policy Area: Public Buildings

• **Repair and Replace Underground Storage Tanks** **General Services**	**$100,000**	**$400,000**

Provide funds to repair and replace underground storage tanks. The city owns 18 underground storage tanks that hold diesel oil, which is a fuel source for boilers and power generators. Five tanks have exceeded their 20-year life expectancy and are being repaired or replaced to minimize the risk of environmental damage.

Public Buildings	**Total**	**$100,000**	**$400,000**

Policy Area: Transportation

• **Improve Asphalt Plant Electrical Service at Operations Facility** **Public Works**	**$125,000**	**$125,000**

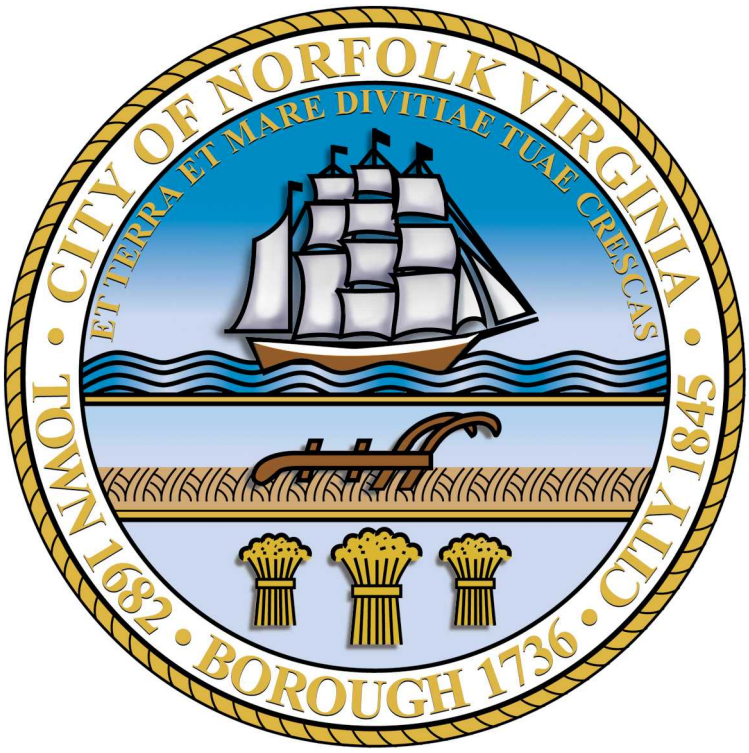
Provide funds to install a generator, transfer switch, and other necessary electrical equipment to provide emergency power to the city-owned asphalt plant and concrete silo in the event of an unanticipated power failure.

• **Install New Sidewalks** **Transit**	**$3,000,000**	**$15,000,000**

Provide funds to install new sidewalks throughout the city. The additional sidewalks will improve connectivity for multi-modal transportation throughout the city and improve pedestrian safety.

Transportation	**Total**	**$3,125,000**	**$15,125,000**

Annual Plan


CITY OF NORFOLK VIRGINIA
ET TERRA ET MARE DIVITIAE TUAE CRESCAS
TOWN 1682 • BOROUGH 1736 • CITY 1845

This page intentionally left blank

Annual Plan

The City of Norfolk is an entitlement city for receipt of the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and Emergency Solutions Grant (ESG) funds distributed by the U.S. Department of Housing and Urban Development (HUD). As required by federal regulations, HUD entitlement funds must be used to support projects that assist low-income citizens, remove slum and/or blight, and respond to urgent needs (disaster relief). Eligible activities include affordable housing projects such as rehabilitation, homebuyer assistance, public service and improvements to public facilities, such as parks, streets, and community centers.

HUD regulations require that every three to five years participating jurisdictions prepare a Consolidated Plan. The Plan is a comprehensive planning document that details how the city will spend its federal funding during the five-year period. It also identifies opportunities for strategic planning and resident participation using a comprehensive approach. The Consolidated Plan enables the city, community-based organizations, and citizens to provide input that directs the scope of activities upon which to focus during the plan period.

For the current Consolidated Plan period (FY 2017 – FY 2021), the city will continue to focus on programs and services designed to benefit lower income residents of Norfolk. Efforts outlined in both the Consolidated Plan and the Annual Action Plan are identified utilizing HUD's Performance Outcome Measurement System outcome categories: Economic Opportunities, Suitable Living Environments, and Decent Housing. Funding considerations are given to a broad range of issues that include, but are not limited to:

- Efforts to eliminate homelessness
- Methods for improving housing quality
- Increasing homeownership
- Strengthening economic development opportunities

During the five-year period, the city must annually prepare an Annual Action Plan to update the goals and objectives for programs and projects. The Annual Action Plan is a summary of the annual objectives that the City of Norfolk expects to achieve during the upcoming year. The Plan describes the activities to be undertaken, the funding recommendations for those objectives, affordable housing goals, homeless needs, barriers to affordable housing and community development objectives. It describes priority projects for neighborhood revitalization, public improvements, housing development, economic development, public services, and activities to reduce homelessness. Fiscal Year 2021 is the fifth and final year of the City of Norfolk's FY 2017 through FY 2021 Consolidated Plan period.

CDBG Entitlement	**4,510,021**
CDBG Local Account	**1,237,797**
CDBG Prior Year Reappropriation	**116,380**
CDBG Program Income	**26,692**
Total Community Development Block Grant Program	**5,890,890**
Emergency Solutions Grant (ESG) Program	**385,289**
HOME Entitlement	1,271,867
HOME Program Income	238,637
Total HOME Program	**1,510,504**
Total Resources	**7,786,683**

Community Development Block Grant Program (CDBG)
The CDBG Program was created over 40 years ago under the administration of President Gerald R. Ford. The CDBG Program allows local officials and residents unprecedented flexibility in designing programs within a wide range of eligible activities. Since its inception, the goal of the CDBG program has remained the same: to encourage more broadly conceived community development projects, and expand housing opportunities for people living in low to moderate income households. The city's adopted budget for the FY 2021 CDBG Entitlement Program is $5,890,890.

COMPARISON OF GRANT RESOURCES - FY 2020 to FY 2021				
	FY 2020 Adopted	FY 2021 Proposed	Inc/Dec Amount	% Difference
CDBG Entitlement	4,384,883	4,510,021	125,138	2.9%
CDBG Local Account	1,237,797	1,237,797	0	N/A
CDBG Prior Year Reappropriation	0	116,380	116,380	100%
CDBG Program Income	0	26,692	26,692	100%
CDBG Total	**5,622,680**	**5,890,890**	**268,210**	**4.8%**
ESG Total	**366,887**	**385,289**	**18,402**	**5.0%**
HOME Entitlement	1,191,349	1,271,867	80,518	6.8%
HOME Program Income	243,256	238,637	-4,619	-1.9%
HOME Total	**1,434,605**	**1,510,504**	**75,899**	**5.3%**
Grand Total	**7,424,172**	**7,786,683**	**362,511**	**4.9%**

CDBG entitlement is divided into three sections: public service, administration, and project use.

Investing in Neighborhoods
One of City Council's priorities is safe, healthy and inclusive communities through economic vitality, workforce development and environmental sustainability. The CDBG program invests in initiatives such as the Norfolk Works Job Resource and Community Career Center to help income-eligible residents locate, apply for, and prepare for jobs. The CDBG program also supports the Ohio Creek Watershed Project, which will help address flooding and ensure the future sustainability of Chesterfield Heights and Grandy Village neighborhoods.

HOME Investment Partnerships Program (HOME)
In FY 2021 HOME Program funding of $1,510,504 will be provided to stimulate revitalization of low to moderate income neighborhoods. In addition, HOME funds will provide income-qualified first-time home buyers with opportunities to become homeowners. As the city moves forward into FY 2021, it will continue to allocate HOME funds toward tenant-based rental assistance in an effort to house previously homeless individuals, and utilize program funding towards providing case management services and pay for clients' security deposits and/or rental expenses. The city is using Tenant-Based Rental Assistance (TBRA) as a resource in its efforts to end homelessness.

Emergency Solutions Grant Program (ESG)
The ESG Program, restructured by HUD in FY 2014, provides funding to assist homeless individuals and families living on the street. Essential services include: **street outreach** to connect individuals or families to emergency shelters; **emergency shelter** provides case management, child care, education services, employment assistance, job training, life skills, mental health services, substance abuse treatment services, and transportation to individuals in shelters; **homelessness prevention** provides short-term rental assistance necessary to prevent an individual or family from moving into an emergency shelter; and **rapid re-housing** provides stabilization services and short-term or medium-term rental assistance to help those living in emergency shelters to move quickly into permanent housing, and **HMIS support** including Homeless Management Information System (HMIS) and comparable database and equipment costs. The program recipients consist of metropolitan cities, urban counties, territories

and states. ESG proposed program funding of $385,289 is planned for administration, street outreach, emergency shelters, rapid re-housing and homeless prevention.

Administration of HUD Entitlement Programs

The administration of the HUD entitlement program transitioned to the Department of Budget and Strategic Planning effective December 2018. The transition presents a collaborative opportunity to develop a comprehensive planning strategy that effectively utilizes the HUD entitlement program to achieve city priorities. Moving forward in FY 2021, the city will address community priority needs benefiting low and moderate-income residents by achieving measurable improvements in the lives of those families.

Community Development Public Service	FY 2019 Adopted*	FY 2020 Adopted	FY 2021 Adopted
AIDS Care Center for Education and Support Services Housing Solutions	33,840	33,840	33,840
Child and Family Services of Eastern Virginia (The Up Center) Parents as Teachers	22,561	22,561	22,561
Department of Economic Development Norfolk Works	114,720	75,238	75,238
Department of Human Services Emergency Utilities Payment Program	56,959	57,000	57,000
Foodbank of Southeastern Virginia Lead the Effort to Eliminate Hunger in Norfolk	24,827	24,827	24,827
ForKids Permanent Supportive Housing Solutions	17,122	17,122	17,122
NHRA HomeNet Program	56,894	56,894	56,894
Norfolk Crisis Intervention Team (CIT) Assessment Center Police Staffing Program	50,000	50,000	50,000
Norfolk Community Services Board CIT	64,208	64,208	64,208
Park Place Health and Dental Clinic Park Place Health and Dental Clinic Program	30,080	30,080	30,080
St. Columba Ecumenical Ministries Homeless Advocate and Day Center Assistant	13,743	13,743	13,743
St. Columba Ecumenical Ministries Next Step Transitional Housing	18,834	18,834	18,834
The Planning Council Continuum of Care	32,367	32,367	32,367
The Planning Council ShelterLink Program	9,553	9,553	9,553
The Salvation Army HOPE Day Center Program	81,465	81,465	81,465
The Salvation Army HOPE Village Transitional Housing	0	25,000	25,000
Virginia Supportive Housing Gosnold and Church Street Station Apartments	21,403	45,000	45,000
Total CDBG Public Service	**648,576**	**657,732**	**657,732**

Community Development Project Use/Planning and Administration	FY 2019 Adopted*	FY 2020 Adopted	FY 2021 Adopted
City of Norfolk Homeowner Rehabilitation and Repair Program	475,420	612,000	0
Department of Economic Development Façade Improvements	100,000	0	0
Department of Economic Development Innovation Fund - Reimbursable Grant	0	250,000	300,000
Department of Economic Development Micro Enterprise Grants	100,000	100,000	0
Department of Neighborhood Development Neighborhood Enhancement Program	329,273	208,224	0
Department of Neighborhood Development Neighborhood Improvements	146,634	0	0
Department of Neighborhood Development Rental Rehabilitation Program	216,886	350,000	0
Department of Neighborhood Development Technical Assistance for Housing Development	10,000	0	0
Department of Public Works Full Depth Joint Replacement	0	530,771	0
City of Norfolk Grant Administration and Planning	535,495	668,753	300,000
NRHA Hunton YMCA Acquisition	0	1,100,000	0
Office of Resilience St. Paul's Area Transformation Road Design	500,000	0	975,000
Recreation, Parks and Open Space Ballentine Park Playground	0	247,600	0
Recreation, Parks and Open Space Berkley Campostella Playground	427,963	0	0
Recreation, Parks and Open Space East Ocean View Basketball Courts	0	172,600	0
Recreation, Parks and Open Space North Fox Hill Park Improvements	0	425,000	0
Recreation, Parks and Open Space Oakmont North Park and Playground Improvements	214,595	0	0
Section 108 Interest Payment	400,000	300,000	700,000
Virginia Community Capital Project	219,000	0	0
Norfolk Fire-Rescue Department Fire Station 11 Construction	0	0	1,850,000
Norfolk Office of Resilience Ohio Creek Watershed Project	0	0	1,108,158
Total CDBG Project Use	**3,675,266**	**4,964,948**	**5,233,158**

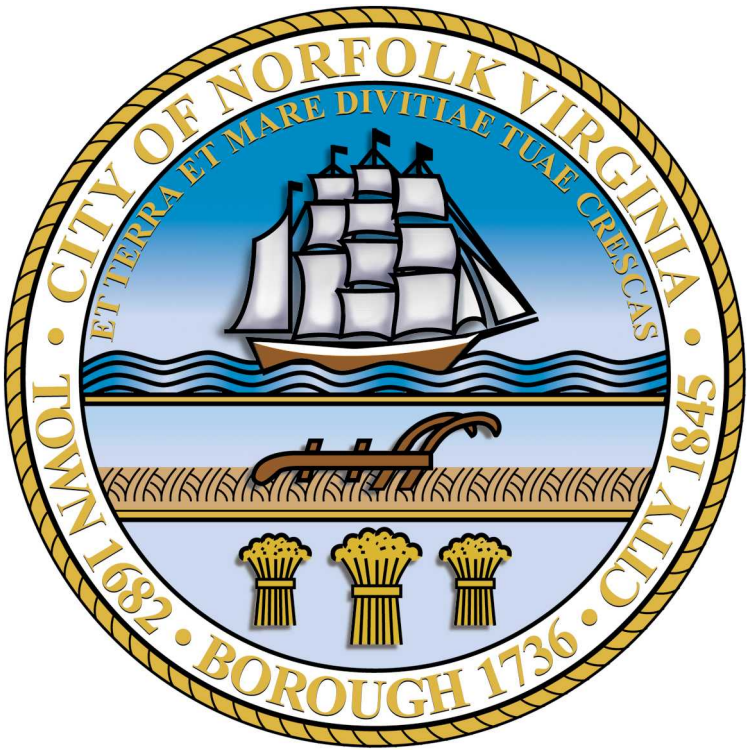
Emergency Solutions Grant Program	FY 2019 Adopted*	FY 2020 Adopted	FY 2021 Adopted
ForKids, Inc. Haven House Emergency Shelter Program	48,984	48,984	51,441
For Kids, Inc. Homeless Prevention Program	0	75,398	79,180
ForKids, Inc. Rapid Re-housing, Relocation and Stabilization Program	74,983	68,545	71,983
Grant Administration	26,338	27,516	28,896
Norfolk Community Services Board Street Outreach	36,472	42,907	45,059
St. Columba Ecumenical Ministries, Inc. Emergency Shelter	31,247	35,292	37,062
The Planning Council, Inc Homeless Prevention	68,957	0	0
The Salvation Army HOPE Emergency Shelter Program	29,954	33,999	35,704
YWCA of South Hampton Roads Women In Crisis Emergency Shelter Program	34,246	34,246	35,964
Total Emergency Solutions Grant Program	**351,181**	**366,887**	**385,289**

HOME Investment Partnership Program	FY 2019 Adopted*	FY 2020 Adopted	FY 2021 Adopted
NRHA Community Housing Development Organization Set Aside	191,792	178,702	190,780
Department of Human Services HART Program	132,368	100,000	100,000
NRHA HOME Administration	95,860	119,134	119,134
NRHA Homebuyer Assistance Program	704,880	1,036,769	756,790
Office to End Homelessness HOME Administration	32,000	0	0
Office to End Homelessness Tenant-Based Rental Assistance	121,708	0	343,800
Total HOME Investment Partnership Program	**1,278,608**	**1,434,605**	**1,510,504**

*The FY 2019 Ordinance was approved for CDBG, ESG, and HOME. Actual HUD funding was announced after May 22, 2018. Amounts have been updated to reflect the additional funding from HUD.

This page intentionally left blank

Norfolk Statistical Information



This page intentionally left blank

Norfolk Statistical Information

Form of Government

Norfolk is an independent city with sole local government taxing power within its boundaries. It derives its governing authority from a charter originally adopted by the General Assembly of Virginia in 1918, which authorizes a Council-Manager form of government. The members of City Council are elected to office under a ward-based system with two members elected from citywide superwards. On July 1, 2006, as a result of a charter change approved by the Virginia General Assembly, Norfolk swore in the first Mayor elected at large. Prior to that time, the Mayor was appointed by the City Council. Among the city officials currently appointed by the City Council is the City Manager, who serves as the administrative head of the municipal government. The City Manager carries out the city's policies, directs business procedures, appoints, and has the power to remove the heads of departments and other employees of the city except those otherwise specifically covered by statutory provisions. The City Council also appoints certain boards, commissions, and authorities of the city.

The city provides a full range of services including: police protection; fire and paramedical services; mental health and social services; planning and zoning management; neighborhood preservation and code enforcement; environmental storm water management; local street maintenance; traffic control; design and construction of city buildings and infrastructure; parks and cemeteries operations and maintenance; recreation and library services; solid waste disposal and recycling; general administrative services; water and wastewater utilities; and construction and operation of parking facilities. The city budget allocates state and federal pass-through funds for education, public health, and other programs.

Geography

Norfolk lies at the mouth of the James and Elizabeth Rivers and the Chesapeake Bay, and is adjacent to the Atlantic Ocean and to the cities of Virginia Beach, Portsmouth, and Chesapeake. It has seven miles of Chesapeake Bay beachfront and a total of 144 miles of shoreline along the lakes, rivers, and bay.

Community Profile

The City of Norfolk was established as a town in 1682, then as a borough in 1736, and it was incorporated as a city in 1845. Norfolk is a city of approximately 245,000 residents and more than 100 diverse neighborhoods. It is the cultural, educational, business, and medical center of Hampton Roads that hosts the region's international airport and one of the busiest international ports on the east coast of the United States.[1]

The city is home to the world's largest naval complex with headquarters for U.S. Fleet Forces Command, NATO Allied Command Transformation, and other major naval commands. According to information released by the U.S. Navy in December 2019, the Navy's direct economic impact to the region in FY 2018 was more than $16 billion, an increase of nearly $2 billion over FY 2017. Total annual payroll (military, civilian, and contractor) increased from nearly $11.4 billion to $11.7 billion. Procurement expenditures increased $1.6 billion from approximately $2.6 billion in FY 2017 to $4.2 billion in FY 2018. There were 89,304 active duty Navy military personnel assigned to Hampton Roads bases in 2018; approximately 65 percent were assigned to Naval Station Norfolk. There were approximately 52,958 Navy civilian and Navy contracted employees in Hampton Roads, of whom 36 percent worked at Naval Station Norfolk in FY 2018.[2] The military presence provides a highly qualified pool of veterans for local businesses.

The city also serves as a gateway between world commerce centers and the industrial heartland of the United States. With one of the world's largest natural deep-water harbors and a temperate climate, the city hosts the Norfolk International Terminals (NIT), one of the largest general cargo ports on the east coast. The Port's container volume for the fiscal year that ended June 30, 2019, was 2,938,857 TEUs (twenty-foot equivalent container units), a 3.9 percent increase from FY 2018.[3] In December 2019, the first phase of work began to widen and deepen Norfolk Harbor's commercial shipping channels, making the Port of Virginia the deepest port on the U.S. East Coast by 2024.[4]

Economic development initiatives are focused on the attraction, expansion, and retention of businesses playing to the city's strengths, which include maritime, higher education, medical and research facilities, neighborhood and community revitalization, and commercial corridor development. Under the city's plan to promote the best use for scarce land, real property assessed values increased 117 percent since FY 2003 (from $9,356,760 in FY 2003 to $20,345,182 in FY 2019, in thousands).

The city continues to undergo a successful renewal including new office, retail, entertainment, and hotel construction downtown, new residential development along the rivers and bay front, and revitalization projects in many of its neighborhoods. Norfolk is home to Virginia's first and only light rail system and the Commonwealth's only cruise terminal. Recently completed construction projects include a downtown hotel and conference center, a new outlet mall, a new IKEA, and a revitalized Waterside District entertainment complex.

City Facts

Total square miles: 96; Total square miles of land: 53

Population estimate (Weldon Cooper Center, 2019): 245,054

Median household income (American Community Survey, 2018 5-year estimate): $49,146

Average sales price of homes sold (2019): $238,100

Median sales price of homes sold (2019): $215,000

Total residential homes sold (2019): 3,446

Percentage of non-taxable property (2019): 36%

[1]All figures cited are the most recent available as of March 2020.
[2]Navy Region Mid-Atlantic Public Affairs Office, "The Navy in Hampton Roads: A Statistical Report for Fiscal Year 2018." Released December 10, 2019. Available at https://www.cnic.navy.mil/content/dam/cnic/cnrma/pdfs/economic_impact/economic_impact_(FY2018).pdf
[3]Calculated from Port of Virginia statistics available at http://www.portofvirginia.com/about/port-stats/
[4]Port of Virginia Newsroom, http://www.portofvirginia.com/dredging-to-make-virginia-the-east-coasts-deepest-port-is-underway/

City Facts Continued

Public schools:

- Pre-schools: 3
- Pre-kindergarten/Elementary schools (PreK-2): 2
- Elementary schools (K-5): 26 (1 is Grades 3-5)
- Elementary/Middle schools (K-8): 5
- Middle schools: 6
- High schools: 5
- Special Purpose Schools: 3

Public institutions of higher education:

- Old Dominion University
- Norfolk State University
- Tidewater Community College

Private institutions of higher education:

- Eastern Virginia Medical School (public-private)
- Virginia Wesleyan College

Parks:

- Two festival parks (specially designated parks which are permitted, can support festivals, and comply with ABC Board regulations)
- Seven community parks (10 acres in size or larger which support a variety of both active and passive activities)
- 38 neighborhood active parks (typically 10 acres or less that provide some type of recreational component for active play)
- 31 neighborhood passive greenspaces (typically 10 acres or less with no active play component or equipment)
- 13 dog parks

Community and recreation centers: 19

Specialty centers: 8 (boxing, fitness, performance arts, skateboarding, senior, and therapeutics)

Public pools: four indoor, two outdoor

Libraries: one downtown library, two anchor branches, 10 branches, and one bookmobile

Seven major venues for public performances

Home to the only cruise ship terminal in Virginia

Established the first light rail system in Virginia, which runs a total length of 7.4 miles and has a total of 11 stations with four park-and-ride lots

ASSESSED VALUE OF TAXABLE PROPERTY

Table 1: Assessed Valuations of Taxable Property 2003-2019 (In thousands)

Year	Real Property	Personal Property	Other Property	Total Taxable Assessed Value
2003	$9,356,760	$1,311,951	$271,046	$10,939,757
2004	$10,029,639	$1,503,713	$281,578	$11,814,930
2005	$10,960,812	$1,569,991	$305,154	$12,835,957
2006	$12,691,527	$1,655,021	$316,863	$14,663,411
2007	$15,607,512	$1,687,318	$324,387	$17,619,217
2008	$18,401,851	$1,983,503	$193,287	$20,578,641
2009	$19,397,795	$1,676,811	$233,703	$21,308,309
2010	$19,940,273	$1,610,680	$226,801	$21,777,754
2011	$19,320,642	$1,832,276	$230,756	$21,383,674
2012	$18,676,729	$1,613,797	$238,497	$20,529,023
2013	$18,319,947	$1,532,337	$241,023	$20,093,307
2014	$18,421,412	$1,512,332	$258,302	$20,192,046
2015	$18,734,201	$1,902,442	$255,710	$20,892,353
2016	$19,106,737	$1,952,955	$277,301	$21,336,993
2017	$19,433,889	$2,219,662	$265,149	$21,918,700
2018	$19,870,881	$1,938,053	$288,054	$22,096,988
2019	$20,345,182	$2,006,838	$281,245	$22,633,265

Source: City of Norfolk 2019 Comprehensive Annual Financial Report (CAFR)

ASSESSED PROPERTY VALUE CHANGE

Table 2: Assessed Value Change From 7/1/18 to 7/1/19 by Property Class

Property Class	July 1, 2018	July 1, 2019	$ Difference	% Change
Residential	$11,302,391,500	$11,797,864,300	$495,472,800	4.4%
Residential Condos	$1,044,422,800	$1,072,949,000	$28,526,200	2.7%
Apartments	$2,142,242,600	$2,255,805,500	$113,562,900	5.3%
Commercial	$4,030,643,800	$4,247,536,500	$216,892,700	5.4%
Industrial/Manufacturing	$621,968,700	$648,963,100	$26,994,400	4.3%
Vacant Land	$296,059,200	$296,753,500	$694,300	0.2%
Total	**$19,437,728,600**	**$20,319,871,900**	**$882,143,300**	**4.5%**

Source: Office of the Real Estate Assessor

PRINCIPAL TAXPAYERS
Table 3: Principal Property Taxpayers in 2019

Rank	Taxpayer	Real Property Taxable Assessed Value	Percent of Total Assessed Value
1	MacArthur Shopping Center	$232,330,500	1.14%
2	ODU Real Estate Foundation	$140,054,800	0.69%
3	Norfolk Southern	$88,591,700	0.44%
4	SLNWC Office Company LLC	$81,533,700	0.40%
5	Norfolk Hotel Associates LLC	$73,192,400	0.36%
6	LCP Waterside Hotel Owner, LLC	$73,104,600	0.36%
7	Dominion Enterprises	$69,320,500	0.34%
8	MPB, Inc.	$67,445,200	0.33%
9	Military Circle LLC	$65,274,400	0.32%
10	WIM Core Portfolio Owner, LLC	$63,811,400	0.31%

Source: City of Norfolk 2019 Comprehensive Annual Financial Report (CAFR)

PRINCIPAL EMPLOYERS
Table 4: 25 Largest Employers in 2019

1. U.S. Department of Defense
2. Sentara Healthcare
3. City of Norfolk
4. Norfolk City School Board
5. Old Dominion University, Norfolk
6. Children's Hospital of the King's Daughters
7. Sentara Health Management
8. Eastern Virginia Medical School
9. Anthem
10. Portfolio Recovery Association
11. Norfolk State University
12. Norshipco
13. U.S. Navy Exchange
14. Wal Mart
15. Bon Secours DePaul Medical Center
16. Postal Service
17. U.S. Department of Homeland Defense
18. S.O.S Security, LLC
19. Colonnas Shipyard
20. Top Guard Inc
21. CMA CGM America
22. Virginia International Terminal
23. Soc LLC
24. ODU Research Foundation
25. Cp&o LLC

Source: Virginia Employment Commission, Economic Information & Analytics, Virginia Community Profiles, Norfolk City, updated February 2020, 3rd Quarter (July, August, September) 2019

Table 5: Employers by Size of Establishment

Number of Employees	Norfolk	Virginia
0 to 4	3,126	171,555
5 to 9	930	38,733
10 to 19	837	28,794
20 to 49	680	21,799
50 to 99	209	7,512
100 to 249	117	3,965
250 to 499	42	1,118
500 to 999	15	384
1000 and over	15	251

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated February 2020

Table 6: Top 10 Places Workers are Commuting From

Area of Virginia	Workers
Virginia Beach	34,504
Norfolk	34,092
Chesapeake	18,454
Portsmouth	6,843
Suffolk	4,903
Hampton	4,533
Newport News	3,876
Fairfax County	1,204
Isle of Wight County	1,175
Chesterfield County	1,159

Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics, updated August 2019

POPULATION AND AGE

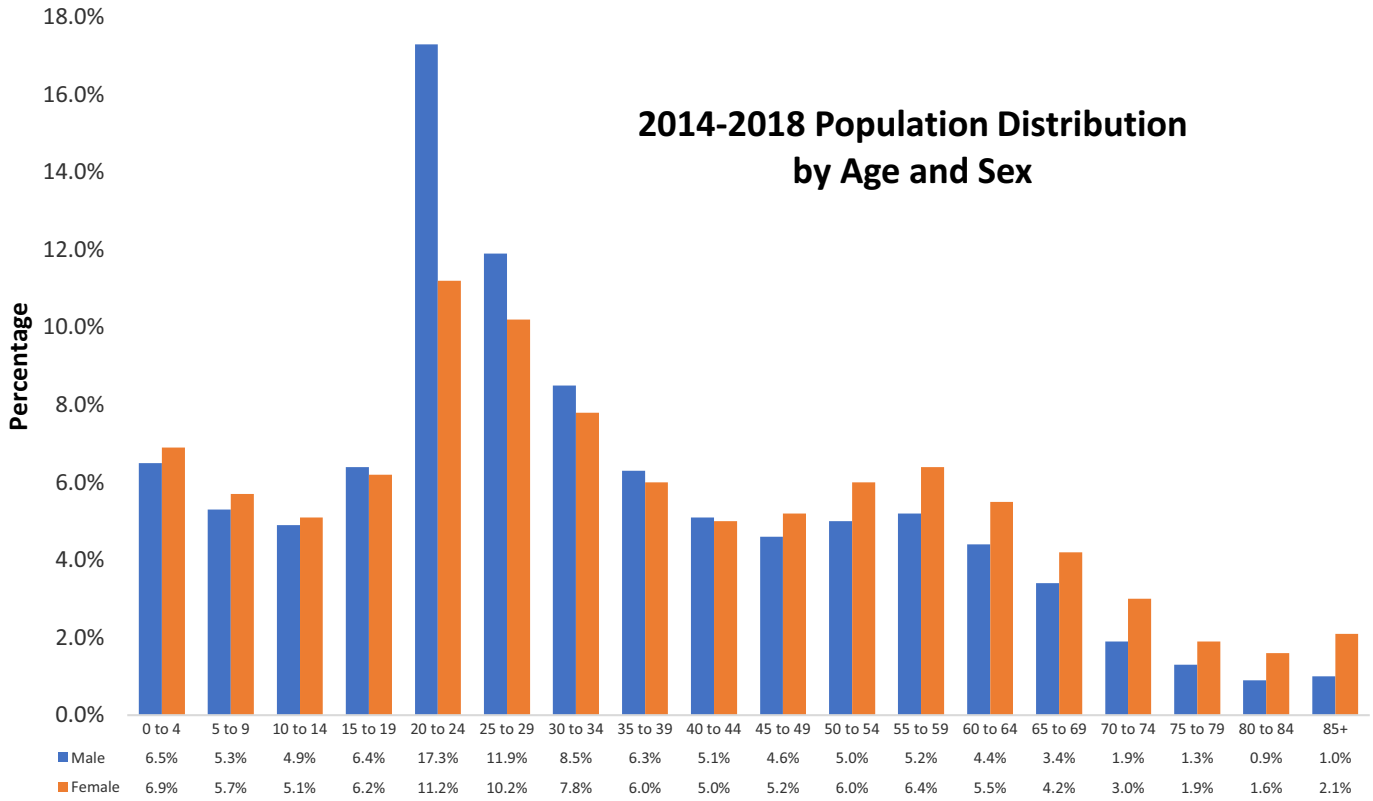
As shown in Table 7, the population of the city increased by 8,400 persons according to the 2010 decennial census, reversing four decades of population decline. Norfolk is the second most populous city in Virginia.

Table 7: Population Trend Comparison, 1960-2010

Year	City of Norfolk		Commonwealth of Virginia		United States	
	Number	Percent	Number	Percent	Number	Percent
1960	305,872	--	3,966,949	--	179,323,175	--
1970	307,951	0.7%	4,648,494	17.2%	203,211,926	13.3%
1980	266,979	-13.3%	5,346,818	15.0%	226,545,805	11.5%
1990	261,229	-2.2%	6,187,358	15.7%	248,709,873	9.8%
2000	234,403	-10.3%	7,078,515	14.4%	281,421,906	13.2%
2010	242,803	3.6%	8,001,024	13.0%	308,745,538	9.7%

Source: U. S. Department of Commerce, Bureau of the Census; Decennial Census

Table 8: Population Distribution by Age and Sex



Source: U.S. Census Bureau, 2014-2018 American Community Survey estimates

STUDENT POPULATION

Table 9: Norfolk Public Schools Student Population, 1996-2020

Year	Average Daily Membership (March 31)	Change	Percent Change
1996-1997	35,677	618	1.8%
1997-1998	35,923	246	0.7%
1998-1999	35,709	-214	-0.6%
1999-2000	35,326	-383	-1.1%
2000-2001	35,000	-326	-0.9%
2001-2002	34,408	-592	-1.7%
2002-2003	34,089	-319	-0.9%
2003-2004	34,030	-59	-0.2%
2004-2005	33,708	-322	-0.9%
2005-2006	33,472	-236	-0.7%
2006-2007	32,929	-543	-1.6%
2007-2008	32,213	-716	-2.2%
2008-2009	31,639	-574	-1.8%
2009-2010	31,176	-463	-1.5%
2010-2011	31,020	-156	-0.5%
2011-2012	30,498	-522	-1.7%
2012-2013	30,260	-238	-0.8%
2013-2014	29,859	-401	-1.3%
2014-2015	29,724	-135	-0.5%
2015-2016	29,606	-118	-0.4%
2016-2017	28,925	-681	-2.3%
2017-2018	28,432	-493	-1.7%
2018-2019	27,934	-498	-1.8%
2019-2020	27,628	-306	-1.1%

Source: Norfolk Public Schools; Virginia Department of Education

EDUCATIONAL ATTAINMENT
Table 10: Educational Attainment

	Total	Male	Female
Population 18 to 24 years	44,296	27,158	17,138
Less than high school graduate	4.9%	4.5%	5.7%
High school graduate (includes equivalency)	31.8%	34.4%	27.7%
Some college or associates degree	56.7%	56.5%	57.1%
Bachelor's degree or higher	6.6%	4.7%	9.5%
Population 25 years and over	152,497	76,338	76,159
Less than 9th grade	3.6%	3.6%	3.5%
9th to 12th grade, no diploma	8.8%	8.2%	9.4%
High school graduate (includes equivalency)	25.6%	26.7%	24.5%
Some college, no degree	25.8%	26.8%	24.8%
Associates degree	8.3%	7.7%	8.9%
Bachelor's degree	17.0%	15.8%	18.2%
Graduate or professional degree	11.0%	11.3%	10.8%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

INCOME
Table 11: Per Capita Personal Income Comparisons, 2007-2018

Year	Norfolk	VA-NC MSA	Virginia	United States
2007	$37,328	$39,486	$44,289	$39,844
2008	$36,296	$40,444	$45,501	$40,904
2009	$34,142	$39,722	$44,026	$39,284
2010	$34,647	$40,584	$45,405	$40,545
2011	$35,503	$42,187	$47,647	$42,727
2012	$36,523	$43,490	$49,431	$44,582
2013	$36,313	$43,291	$48,666	$44,826
2014	$37,356	$44,721	$50,528	$47,025
2015	$38,629	$46,650	$52,687	$48,940
2016	$38,826	$46,992	$53,605	$49,870
2017	$40,107	$48,485	$55,306	$51,885
2018	$41,822	$50,619	$57,799	$54,446

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System
Note: 2007-2017 numbers updated at time of November 2019 data release, may not match previously cited figures

Table 12: Household Income 2016-2018

Subject	City of Norfolk			Commonwealth of Virginia		
INCOME AND BENEFITS	2018 Estimate	2017 Estimate	2016 Estimate	2018 Estimate	2017 Estimate	2016 Estimate
Total households	89,338	87,857	87,910	3,175,524	3,120,880	3,120,692
Less than $10,000	9.1%	9.0%	9.5%	5.2%	5.3%	5.6%
$10,000 to $14,999	5.1%	6.5%	6.1%	3.6%	3.7%	3.9%
$15,000 to $24,999	11.0%	12.2%	11.6%	7.4%	7.4%	7.8%
$25,000 to $34,999	11.1%	8.6%	11.7%	7.5%	7.4%	8.0%
$35,000 to $49,999	14.0%	14.1%	14.7%	11.3%	11.2%	11.8%
$50,000 to $74,999	20.8%	17.0%	18.9%	16.3%	16.9%	17.0%
$75,000 to $99,999	11.8%	13.3%	10.1%	12.8%	13.2%	12.8%
$100,000 to $149,999	9.0%	11.5%	9.8%	16.7%	16.6%	16.2%
$150,000 to $199,999	3.6%	3.6%	4.4%	8.4%	8.3%	7.6%
$200,000 or more	4.4%	4.2%	3.1%	10.7%	9.9%	9.3%
Median household income	$49,587	$49,445	$46,467	$72,577	$71,535	$68,114

Source: 2016-2018 American Community Survey 1-Year Estimates

HOUSING AND CONSTRUCTION AVAILABILITY
Table 13: New Construction and Property Values, 2003-2019

	Residential Construction			Non-Residential Construction	
Fiscal Year	Building Permits	Number of Units	Estimated Value (in thousands)	Building Permits	Estimated Value (in thousands)
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	68,476	55	81,396
2008	277	815	101,212	35	102,714
2009	209	535	35,878	38	138,131
2010	191	621	58,729	35	104,922
2011	221	479	37,298	27	40,073
2012	268	371	39,360	26	116,401
2013	384	822	63,728	28	105,635
2014	432	1,393	93,072	33	37,575
2015	399	729	59,018	36	233,824
2016	384	894	74,377	20	91,171
2017	459	1,193	68,571	25	82,443
2018	346	597	54,899	15	118,459
2019	274	1,125	83,245	31	238,513

Source: City of Norfolk Department of City Planning

UNEMPLOYMENT

Table 14: Unemployment Rate Comparisons, 2009-2019

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
City of Norfolk	8.5	8.8	8.3	7.6	7.0	6.4	5.6	5.3	4.6	3.6	3.4
Hampton Roads MSA	6.9	7.6	7.3	6.8	6.3	5.7	4.9	4.7	4.1	3.3	3.1
Commonwealth of Virginia	6.7	7.1	6.6	6.1	5.7	5.2	4.5	4.1	3.7	3.0	2.8
United States	9.3	9.6	8.9	8.1	7.4	6.2	5.3	4.9	4.4	3.9	3.7

Sources: U.S. Bureau of Labor Statistics: Labor Force Statistics from the Current Population Survey and Local Area Unemployment Statistics (LAUS) series

Note: Not seasonally adjusted; figures represent annual averages. 2019 averages are preliminary estimates.

WAGES

Table 15: Distribution of Average Hourly Wage in Virginia, Top 20 Counties/Cities

Rank	Area Name	Employment September 2019	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
1	Goochland County	17,996	$45.73	$1,829	$95,108
2	Arlington County	182,914	$43.60	$1,744	$90,688
3	Fairfax County	622,206	$41.28	$1,651	$85,852
4	Alexandria City	89,489	$37.63	$1,505	$78,260
5	King George County	12,029	$35.50	$1,420	$73,840
6	Surry County	2,226	$35.18	$1,407	$73,164
7	Falls Church City	12,056	$33.30	$1,332	$69,264
8	Manassas City	23,080	$31.00	$1,240	$64,480
9	Loudoun County	174,842	$30.70	$1,228	$63,856
10	Richmond City	158,720	$29.95	$1,198	$62,296
11	Prince George County	14,817	$27.33	$1,093	$56,836
12	Fairfax City	19,761	$27.05	$1,082	$56,264
13	**Norfolk City**	139,635	$26.58	$1,063	$55,276
14	Albemarle County	59,947	$26.53	$1,061	$55,172
15	Charlottesville City	41,439	$25.73	$1,029	$53,508
16	Stafford County	45,134	$25.68	$1,027	$53,404
17	Henrico County	191,674	$25.58	$1,023	$53,196
18	Portsmouth City	44,482	$25.55	$1,022	$53,144
19	Newport News City	103,303	$25.48	$1,019	$52,988
20	Hopewell City	7,821	$25.10	$1,004	$52,208

* Assumes a 40-hour week worked the year round.

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 3rd Quarter 2019

This page intentionally left blank

Glossary

This page intentionally left blank

GLOSSARY

Account: A record of public funds showing receipts, disbursements, and the balance.

Accounting Basis: The basis of accounting determines rules for recognition of income, expense, assets, liabilities, and equity (cash basis and accrual basis are the most widely known). The City of Norfolk operates on a budget basis under which most expenditure liabilities are recognized when incurred and most revenues are recognized when earned and billed. Adjustments from this budget basis are done for financial reporting purposes to conform to Generally Accepted Accounting Principles (GAAP).

Accrual Accounting: A generally accepted accounting method where revenue is recognized when earned and expenses when incurred. These revenues and expenses are recorded at the end of an accounting period even if cash has not been received or paid.

Ad Valorem Tax: A tax based upon the assessed value of real estate or personal property, or the estimated value of the goods concerned

Americans with Disabilities Act (ADA): Federal legislation that prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation.

Amortization: Spreading out the cost of an intangible asset or debt over the useful life of the asset.

Annual Plan: A plan that identifies the annual funding of the city's priority community development projects and activities as outlined in the five-year Consolidated Plan.

Appropriation: An expenditure authorization granted by the City Council to incur obligations for specific purposes. Appropriations are usually limited to amount, purpose, and time.

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 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.

Average Daily Membership (ADM): ADM is the total days in membership for all students over the school year divided by the number of days school was in session. This number is used by the state to calculate annual funding levels for local public schools.

Balanced Budget: A budget in which current expenditures are supported by current revenues.

Bond Indenture: The formal agreement between a group of bond holders, acting through a trustee, and the issuer as to the term and security for the debt.

Bond Rating: In rating municipalities for the issuance of general obligation debt, credit rating agencies (Standard and Poor's, Moody's, Fitch) consider factors that are considered especially relevant to a government's "capacity and willingness" to repay its debt: The local economic base, including local employment, taxes, and demographics (for example, age, education, income level, and skills of the local population); financial performance and flexibility, including accounting and reporting methods, revenue and expenditure structure and patterns, annual operating and budget performance, financial leverage and equity position, budget and financial planning, and contingency

financial obligations, such as pension liability funding; debt burden; and administration attributes, including local autonomy and discretion regarding financial affairs, background and experience of key administrative officials, and frequency of elections. Bond ratings impact the interest rate and the cost of debt service in the operating budget.

Bonds: A type of security sold to finance capital improvement projects. With "general obligation" bonds, the full faith and credit of the city, through its taxing authority, guarantee the principal and interest payments. The City of Norfolk has issued water and parking revenue bonds for which repayment is pledged from the revenues of those systems.

Broadband: Allows Internet access to consumers using one of several high-speed transmission technologies. Defined by the Federal Communications Commission (FCC) as download speed of 25 Mbps.

Budget: A policy setting document that outlines a financial plan for a specified period of time (fiscal year) that matches all planned revenues with expenditures for various municipal services.

Budget Strategies: Revenue increases and expenditure reductions, developed with participation across the organization, used to balance the budget.

Budget Transfer: An administrative means to move budget resources from one budget account to another.

Capital Improvement Plan (CIP): A five-year plan developed to guide spending for capital projects such as, but not limited to buildings, parks, and streets. The CIP also identifies financing sources for these projects. The Capital Improvement Plan (CIP) budget is adopted as a one-year appropriation as part of the five-year plan to authorize expenditures for the projects in the first year of the plan.

Capital Lease: A direct substitute for purchase of an asset with borrowed money. It is a series of payments in return for use of an asset for a specified period of time. It transfers substantially all the benefits and risks inherent in the ownership of the property to the lessee.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets. Fixed assets generally are purchased from the equipment appropriation category to facilitate the maintenance of the fixed assets inventory.

Capital Projects: Projects for the purchase or construction of capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

Categorical Aid: Revenue received from the state or federal government designated for specific use by the local government. Examples of state categorical aid are Basic School Aid funds and the state's share of public assistance payments. An example of federal categorical aid is Impact Area Aid grants that are to be used for education.

Central Appropriation: Programs and services the city provides not directly linked to a specific department, such as employee benefits, risk management, and transfers to other departments.

Charges for Service: Fees charged for various government operations that are based on a cost recovery model. Examples include garbage fees, sanitation and waste removal fees, parking fees, water fees, and storm water fees.

Coastal Community: A city, town, or neighborhood tied to a geographic area along the coast by economic, social, or other necessity.

Community Development Block Grant (CDBG): A federal funding source that allows local officials and residents flexibility in designing their own programs within a wide range of eligible activities. The CDBG program encourages more broadly conceived community development projects and expanded housing opportunities for people living in low and moderate-income households.

Community Development Fund: A fund that accounts for federal entitlement funds received under Title I of the Housing and Community Development Act of 1974. The Community Development Block Grant (CDBG) funds support public improvements and redevelopment and conservation activities within targeted neighborhoods and are developed as part of the Annual Plan.

Compensated Absences: A liability for vested vacation and sick leave benefits for employees recorded as general long-term obligations.

Component Units: Legally separate entities which are part of the city's operations. Component units are The School Board of the City of Norfolk, The Norfolk Redevelopment and Housing Authority, and the City of Norfolk Retirement Board.

Comprehensive Annual Financial Report (CAFR): The official annual financial report of the city. It includes financial statements prepared in conformity with GAAP and is organized into a financial reporting pyramid. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, required supplementary information, extensive introduction material, and illustrative information about the city.

Comprehensive Annual Performance Evaluation Report (CAPER): A report prepared annually in compliance with grant funding requirements to the federal Department of Housing and Urban Development (HUD) for the Community Development Block Grant (CDBG) program, the HOME Investment Partnership Program, and the Emergency Solutions Grant (ESG) program.

Consolidated Plan: A three- or five-year plan describing a community's needs, resources, priorities, and proposed activities to be undertaken with funding provided by the U.S. Department of Housing and Urban Development (HUD). The Consolidated Plan must include opportunities for resident input and is updated annually.

Constitutional Officers: Elected officials who head local offices as directed by the Constitution of Virginia. There are five constitutional officers in Norfolk with partial state funding coordinated by the State Compensation Board: the Commissioner of Revenue, the City Treasurer, the Clerk of the Circuit Court, the Commonwealth's Attorney, and the Sheriff.

Contingency Fund: A budget account set aside for use by the City Manager in dealing with emergencies or unforeseen expenditures.

Contractual Service: Legal agreement between the city and an outside entity providing services that are mutually agreed and have binding terms.

COVID-19: The State Health Commissioner of the Commonwealth of Virginia declared coronavirus disease 2019, also known as COVID-19, to be a communicable disease of public health threat for Virginia. COVID-19 is contagious or infectious and poses potential of community spread. On March 13, 2020 the Mayor of Norfolk declared the existence of a Local Emergency in response to the public health threat of COVID-19.

Debt Service: The annual payment of principal and interest on the city's bonded indebtedness.

Deficit: The excess of an entity's or fund's liabilities over its assets (see Fund Balance). The excess of expenditures or expenses over revenues during a single budget year.

Department of Environmental Quality (DEQ): The state agency dedicated to protecting the environment of Virginia in order to promote the health and well-being of the citizens of the Commonwealth.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. This is the portion of a capital asset which is charged as an expense during a particular period for reporting purposes in proprietary funds. The capital outlay, rather than the

periodic depreciation expense, is recorded under the modified accrual basis of budgeting and accounting.

Derelict Structure: A residential or nonresidential structure that might endanger the public's safety or welfare, and has been vacant; boarded up; and not lawfully connected to electric, water, or sewer service from a utility service provider for a continuous period in excess of six months.

Effectiveness: The degree to which goals, objectives, and outcomes are achieved.

Efficiency: A measurement of an organization's performance based on operational outputs as measured by a comparison of production with cost.

Emergency Communications Center (ECC): The Emergency Communications Center serves as a central point to provide timely, accurate, and critical 24-hour communications with all field units (police, fire, and other emergency services).

Emergency Operations Center (EOC): A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation to ensure the continuity of operations during an emergency.

Encumbrance: An obligation against appropriated funds in the form of a purchase order, contract, salary commitment, or other reservation of available funds.

Enterprise Fund: A separate fund used to account for operations financed and operated similar to private business enterprises. The cost expenses, including depreciation of providing goods or services to the general public on a continuing basis, are to be financed or recovered primarily through user charges.

Expenditure: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payment has been made or not. Where accounts are kept on a cash basis, expenditure is recognized only when the cash payment is made.

Fiduciary Funds: Funds used to account for resources held for the benefit of parties outside the city. The fiduciary funds include the city's pension trust fund, the Commonwealth of Virginia agency fund, and the miscellaneous agency fund.

Financial Policy: The city's policy in respect to taxes, spending, and debt management as related to the provision of city services, programs, and capital investment.

Fines and Forfeitures: Revenue received by a local government from court fines, forfeitures, and parking fines.

Fiscal Year (FY): The 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 Asset: A long-term tangible piece of property a firm owns and uses in the production of its income and that is not expected to be consumed or converted into cash any sooner than one year's time. Buildings, real estate, equipment, and furniture are examples of fixed assets.

Fleet Management Fund: A fund used to provide operating departments with maintenance, repair, and service of the city's fleet of vehicles, heavy equipment, and miscellaneous machinery.

Freedom of Information Act (FOIA): State statute ensuring that residents of the Commonwealth have access to public records in the custody of a public body, its officers, and employees; and free entry to meetings of public bodies wherein the business of the people is being conducted. All public records and meetings shall be presumed open, unless an exemption is properly invoked.

Fringe Benefits: Employee benefits, in addition to salary, which may be paid in full or in part by the city or sponsored for employee participation at their individual expense. Some benefits, such as Social Security and Medicare (FICA), unemployment insurance, workers' compensation, and others, are required by law. Other benefits, such as health, dental, and life insurance are not mandated by law but are offered to employees by the city as part of their total compensation.

Full Time Equivalent (FTE): The amount of time a position has been budgeted for in the amount of time a permanent, full-time employee normally works a year. Most full-time employees are paid for 2,080 hours a year. A position that has been budgeted to work less than full-time will work the number of hours which equate to that budgeted FTE amount; for example, a half FTE budgeted position can work 40 hours a week for six months, or 20 hours a week for one year.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund balances/retained earnings, and revenues and expenditures.

Fund Balance: In the context of the city's budget discussions, fund balance refers to the undesignated General Fund Balance. This is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures not appropriated by City Council and has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the city is able to cope with financial emergencies and fluctuations in revenue cycles. The General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. The undesignated General Fund balance is analogous to the retained earnings of proprietary funds.

General Fund: The operating fund which finances the necessary day-to-day actions within the city through taxes, fees, and other revenue sources. This fund includes all revenues and expenditures not accounted for in specific purpose funds.

Generally Accepted Accounting Principles (GAAP): The common set of accounting principles, standards, and procedures that are used to complete financial statements.

General Obligation Bonds: Bonds pledging the full faith and credit of the city.

Geographic Information System (GIS): A system used to capture, manage, analyze, and display all forms of geographically referenced information. A team of employees is responsible for the design and deployment of this web-based application displaying information at the street, neighborhood, and planning district levels.

Global Position System (GPS): A system providing specially coded satellite signals that can be processed in a GPS receiver, enabling the receiver to compute position, velocity, and time. GPS is funded by and controlled by the U. S. Department of Defense (DOD). While there are many thousands of civil users of GPS world-wide, the system was designed for and is operated by the U. S. military.

Goal: A long-range desirable development attained by time-phased objectives and designed to carry out a strategy.

Governmental Accounting Standards Board (GASB) 34: A statement establishing the financial report standards for state and local governments. The financial statements should consist of management's discussion and analysis, basic financial statements, notes to the financial statements and supplementary information.

Governmental Accounting Standards Board (GASB) 54: A statement establishing changes to the fund balance classifications and governmental fund type definitions.

Government Finance Officers Association (GFOA): An organization founded to support the advancement of

governmental accounting, auditing, and financial reporting.

Government Funds: Funds used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds. Government funds are reported using the current financial resources and the modified accrual basis of accounting.

Grant: A non-repayable fund disbursed by one party (grant makers), generally a government department, corporation, foundation, or trust, to a recipient, for a specific project or purpose. There is typically an application process to qualify and be approved for a grant. This involves submitting a proposal to a potential funder, either on the applicant's own initiative or in response to a Request for Proposal from the funder. There are various types of grants awarded: (1) *block grant* is a consolidated grant of federal funds that a state or local government may use at its discretion for such programs as education or urban development; (2) *categorical grant* is given by the federal government to state and local governments on the basis of merit for a specific purpose; (3) *formula grant* is distributed to all states according to a formula generally for a specific purpose; and (4) *discretionary grant* awards funds on the basis of a competitive process with discretion to determine which applications best address the program requirements and are, therefore, most worthy of funding. Most recipients are required to provide periodic reports on their grant project's progress. There may be monitoring visits or audits of the grant once it is awarded and implemented to ensure accountability.

Healthcare Fund: A fund established to account for the receipt and disbursement of revenue from the Norfolk Health Consortium members, employees, and retirees for payments of claims, administrative costs, and other expenses related to healthcare.

High-speed Internet: Interchangeable with "Broadband."

Institutional Network (I-Net): An advanced fiber-based communications network that connects common stakeholders and includes video, data, and voice.

Insurance: A contract to pay a premium in return for which the insurer will pay compensation in certain eventualities such as fire, theft, or motor accident. The premiums are calculated so that, on average, they are sufficient to pay compensation for the policyholders who will make a claim together with a margin to cover administration cost and profit. In effect, insurance spreads the risk so that the loss by policyholder is compensated at the expense of all those who insure against it.

Internal Service Funds: Funds accounting for the financing of goods and services supplied to other funds of the city and other governmental units on a cost-reimbursement basis. The city's Fleet Management and Healthcare funds operate as internal service funds.

Key Goals and Objectives: A concise presentation of departmental outcome and/or efficiency goals and objectives for the budgeted fiscal year.

Legal Debt Margin: Limits how much debt an entity can issue. Article VII, Section 10 of the Virginia Constitution states: "No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment of taxes."

Liability Insurance: Protection against risk of financial loss due to a civil wrong resulting in property damage or bodily injury.

Line Item: An account representing a specific object of expenditure. Line items are commonly referred to as the budget detail and account for the inputs related to an activity process or service.

Litigation: To carry on a legal contest by judicial process.

Local Composite Index (LCI): The Commonwealth's of Virginia's established formula to measure a locality's ability to fund public education. It determines each division's state and local share of Standards of Quality (SOQ) costs. LCI is used as a proxy to determine the "wealth" of a school division and its ability to pay for public education. It measures each local government's ability to generate revenue. Values range from below .2000 to .8000. The higher LCI, the more the locality has to provide support to public schools. For example, a division with a LCI value of .3000 pays 30 percent of the calculated cost of public education while the state pays 70 percent.

Long-term Goals: Identified expectations the organization has targeted to reach over a time period greater than three years.

Maintenance: The act of keeping capital assets in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts or structural components, and other activities needed to maintain the asset to provide normal services and achieve its optimal life.

Major Funds: Funds whose revenue, expenditures, assets, or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total. Major funds are reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

Materials, Supplies, and Repairs: A budget category that includes expenditures for materials, supplies, and equipment maintenance.

Modified Accrual Basis: The basis of accounting under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Net Assets: Total assets minus total liabilities of an individual or entity.

Network Infrastructure: In information technology and on the internet, infrastructure is the physical hardware used to interconnect computers and users. Infrastructure includes the transmission media, including telephone lines, cable television lines, and satellites and antennas, and also the routers, aggregators, repeaters, and other devices that control transmission paths. Infrastructure also includes the software used to send, receive, and manage the signals that are transmitted.

New Measure: A performance measurement the city has not captured or reported upon in previous years.

Norfolk Juvenile Detention Center (NJDC): A short-term, secured co-ed facility for court involved youth.

Norfolk Redevelopment and Housing Authority (NRHA): A governmental entity assisting the city with conservation and redevelopment activities, property rehabilitation, management of public housing programs, and services and programs for low and moderate income families within Norfolk communities.

Nuisance Abatement: The process to remedy code violations identified as an annoyance, inconvenience, or may present a public health and safety concern.

Objective: Something to be accomplished defined in specific, well-defined and measurable terms and is achievable within a specific timeframe.

One-time: A nonrecurring revenue or expenditure.

Operating Budget: An annual financial plan of operating expenditures encompassing all the fund types within the city, and the approved means of financing them. The operating budget is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

Operating Revenues and Expenditures: Revenues and expenditures resulting from regular provision of scheduled services and/or the production and delivery of goods.

Ordinance: A formal legislative enactment by the City Council, which has the full force and effect of law within the boundaries of the city.

Outcome Measure: The results of an activity, plan, process, or program as presented for comparison with the intended or projected results.

Parking Facilities Fund: A fund used to account for the operations of the city-owned parking facilities.

Permanent Fund: A governmental fund type used to report resources legally restricted to earnings, not principal, to be used for purposes supporting the reporting government's programs.

Permanent Part-Time Position: A position regularly scheduled for no more than 30 hours per week.

Personal Property Tax: Taxes assessed each year by the Commissioner of Revenue's (COR) Office for all tangible personal property located within the City of Norfolk. A major set of tangible personal property taxed are motor vehicles.

Personnel Services: Compensation for direct labor of persons in the employment of the city and/or salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime, shift differential, and similar compensation. The personnel services account group also includes fringe benefits paid for employees.

Program Catalog: A collaborative effort between the Office of Budget and Strategic Planning (OBSP) and city departments to clearly define what the city does and what it costs.

Proposed Budget: The budget formally submitted by the City Manager to the City Council for its consideration.

Proprietary Funds: Funds that account for operations similar to those in the private sector. These include the enterprise funds and internal service funds. The focus is on determination of net income, financial position, and changes in financial position.

Public Amenities Fund: A Special Revenue fund designated for tourism and visitor destinations, improvements to existing cultural and entertainment facilities, and planning and preparation for new venues. Revenues are derived from one percentage point of the meals and hotel taxes.

Public Assistance: Federal, state, and local programs that provide a safety net (for example housing, medical assistance, money) for disadvantaged groups who lack the resources to provide basic necessities for themselves and their families.

Public-Private Partnership: A contractual agreement between the city and a private sector entity for the provision of public services or infrastructure. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. Rather than completely transferring public assets to the private sector, as with privatization, government and business work together to provide services with each party sharing in the risks and rewards potential in the delivery of the service and/or facility.

Purchased Services: Services, under contract with the city, provided to an individual or group of individuals by an enterprise.

Real Property Taxes: Revenue derived from the tax assessed on residential, commercial, or industrial property.

Reserve: An amount set aside in a fund balance to provide for expenditures from the unencumbered balances of continuing appropriations, economic uncertainties, future apportionments, and pending salary or price increase appropriations and appropriations for capital outlay projects.

Resilience: The capacity of individuals, communities, and systems to survive, adapt, and grow in the face of stress and shocks.

Resources: Factors of production or service in terms of information, people, materials, capital, facilities, and equipment.

Revenue: The yield from various sources of income such as taxes the city collects and receives into the treasury for public use.

Revenue Anticipation Notes: A short-term debt security issued on the premise future revenues will be sufficient to meet repayment obligations. Securities are repaid with future expected revenues from the completed project which may come from sources like tolls or facility ticket sales.

Revenue Bonds: Limited liability obligations where revenues derived from the respective acquired or constructed assets are pledged to pay debt service.

Rolling Stock: The total number of transit vehicles in the city's fleet (for example vans, cars, buses, and vehicles used for support services).

Server: A computer or computer program that manages access to a centralized resource or service in a network.

Service: The on-going sequence of specific tasks and activities representing a continuous and distinct benefit provided to internal and external customers.

Service Quality: The manner or technique by which an activity was undertaken, and the achievement of a desirable end result (for example when filling a pothole there should be a service quality standard for how long that pothole should stay filled). Efficiency and effectiveness should be achieved within the context of a service quality standard. Measuring any one of these without the other two can cause problems in terms of getting an accurate assessment of performance.

Shared Expenses: Revenue received from the state for its share of expenditures in activities considered to be a state/local responsibility. Sources include the state's share of Norfolk Public Schools, Commonwealth's Attorney, Sheriff, Commissioner of the Revenue, Treasurer, Medical Examiner, and Registrar/Electoral Board expenditures.

Short-term Goals: Identified expectations an organization has targeted to reach over a time period between one and three years.

Southeastern Public Service Authority (SPSA): The organization that manages and operates solid waste transportation, processing and disposal programs, and facilities for Norfolk, Portsmouth, Virginia Beach, Chesapeake, Suffolk, Franklin, Isle of Wight, and Southampton County.

Special Revenue Funds: Funds used to account for the proceeds of specific financial resources (other than expendable trusts or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The individual Special Revenue funds are Cemeteries, Emergency Preparedness and Response, Golf Operations, Public Amenities, Towing & Recovery, and Waste Management.

Staffing and Organization Redesign (SOR) Initiative: The effort to evaluate and appropriately allocate staff and positions throughout departments to improve productivity.

Standards of Quality (SOQ): The statutory framework that establishes the minimal requirements for educational programs for Virginia public schools.

Storm Water Best Management Practice (BMP): Methods designed to control storm water runoff incorporating sediment control and soil stabilization. Norfolk employs both structural (retention ponds) and nonstructural (education) methods of reducing the quantity and improving the quality of storm water runoff.

Storm Water Fund: A fund established to account for the operations of the city-owned environmental storm water management system.

Strategic Planning: The continuous and systematic process whereby guiding members of the city make decisions about its future, and develop procedures and operations to achieve the future to determine how success will be measured.

Strategic Priority: Each year, City Council identifies focus areas in need of enhanced service. Examples include: improving public education, addressing flooding, and economic diversification.

Supplemental Nutrition Assistance Program (SNAP): Provides financial assistance for food purchasing to low- and no-income individuals and families living in the United States. It is a federal aid program administered by the Food and Nutrition Service of the U.S. Department of Agriculture, and benefits are distributed by the individual states.

Surplus: The excess of an entity's or fund's assets over its liabilities (see also fund balance). The excess of revenues over expenditures or expenses during a single budget year.

Tax Base: All forms of wealth taxable under the city's jurisdiction.

Tax Increment Financing (TIF): A public method used to finance infrastructure projects through future gains in tax revenue within a designated district established by a City Council ordinance. These tax revenues are projected to grow as a result of the increase in the value of real estate within the designated district.

Technical Adjustment: A routine budget action occurring at the beginning of each budgetary cycle to adjust costs for such items as personnel (for example healthcare, retirement), contractual increase, prorated funding, and internal service fund charges.

Temporary Assistance to Needy Families (TANF): A block grant program to states that was designed to reform the nation's welfare system by moving recipients into work, promoting self-sufficiency and turning welfare into a program of temporary assistance.

Tipping Fee: The charge levied upon the quantity (calculated in tonnage) of waste received at a waste processing facility.

Total Maximum Daily Load (TMDL): A comprehensive pollution prevention initiative that has rigorous accountability measures (waste load allocations) to restore clean water in the Chesapeake Bay and its watershed.

Transaction: As pertains to the voter registrar, transaction is a measure of the number of computerized entries necessary to maintain voter registration and election records. Transaction totals vary depending on the number of elections and the quantity of voter-initiated activity.

Unfunded Requests: Enhancements or capital projects that were requested by departments, but not funded in the budget.

United States Department of Agriculture (USDA): The federal agency that leads the anti-hunger effort with the Food Stamp (SNAP), School Lunch, School Breakfast, and the Women, Infants and Children (WIC) Programs.

Vector Control: An effort to maintain order over animals and insects that transmit disease-producing organism from one to another.

Virginia Department of Transportation (VDOT): The state agency responsible for building, maintaining, and operating the state's roads, bridges, and tunnels.

Virginia Municipal League (VML): A statewide, nonpartisan nonprofit association of city, town and county governments established to improve and assist local governments through legislative advocacy, research, education, and other services.

Vision: An objective statement that describes an entity's most desirable future state. An organization's vision employs the skills, knowledge, innovation, and foresight of management and the workforce to communicate effectively the desired future state.

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.

This page intentionally left blank

Ordinances

This page intentionally left blank

Form and Correctness Approved: BAP

By: _____
Office of the City Attorney

Contents Approved:

By: _____
Budget and Strategic Planning

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

_____
Christine Garczynski, Director of Finance

NORFOLK, VIRGINIA

R-1 ORDINANCE NO: 47,999

AN ORDINANCE APPROPRIATING FUNDS FOR OPERATION OF THE CITY FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021, APPROPRIATING U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) ENTITLEMENT GRANTS, APPROPRIATING ANNUAL REOCCURRING GRANTS, INCREASING CERTAIN FEES, AND REGULATING THE PAYMENT OF MONEY FROM THE CITY TREASURY.

- - -

WHEREAS, the City Manager submitted to the Council a proposed annual budget for the city for the fiscal year beginning July 1, 2020 and ending June 30, 2021, which has been amended by the Council, and it is necessary to make appropriations sufficient to fund said budget and to regulate the payment of money from the city treasury; now, therefore,

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the amounts shown herein aggregating Eight Hundred Eighty Three Million Four Hundred Eighty Thousand Two Hundred Sixteen Dollars ($883,480,216) for the General Fund, Ninety Four Million Eight Hundred Twenty Nine Thousand Six Hundred

Seventy Eight Dollars ($94,829,678) for the Water Utility Fund, Thirty Three Million One Hundred Thirty Thousand Six Hundred Twelve Dollars ($33,130,612) for the Wastewater Utility Fund, Twenty One Million Four Hundred Eight Thousand Eight Hundred Sixty Eight Dollars ($21,408,868) for the Storm Water Utility Fund, One Hundred Four Million One Hundred Ninety Nine Thousand Three Hundred Forty Three Dollars ($104,199,343) for the Norfolk Healthcare Consortium Fund, Eleven Million Five Hundred Thirty Nine Thousand Eight Hundred Eighty Nine Dollars ($11,539,889) for the Fleet Management Fund, Twenty Three Million Nine Hundred Ninety Seven Thousand Two Hundred Ninety Nine Dollars ($23,997,299) for the Parking Facilities Fund, One Million Six Hundred Ninety Three Thousand Eight Hundred Fifty Dollars ($1,693,850) for the Cemetery Services Fund, Six Million Two Hundred Eighteen Thousand Six Hundred Forty Nine Dollars ($6,218,649) for the Emergency Preparedness and Response Fund, Fifteen Thousand Dollars ($15,000) for the Golf Operations Fund, Twenty One Million Nine Hundred Twenty Nine Thousand Nine Hundred Ninety Three Dollars ($21,929,993) for the Waste Management Fund, Eight Million Eight Hundred Forty Five Thousand Seven Hundred Thirty Five Dollars ($8,845,735) for the Public Amenities Fund, Six Million Four Hundred Eighty Two Thousand Dollars ($6,482,000) for the Tax Increment Financing Fund, One Million Six Hundred Fifty Five Thousand Four Hundred Thirty Five Dollars ($1,655,435) for the Towing and Recovery Operations Fund, or so much thereof as may be necessary, as set forth in the annual budget for the fiscal year July 1, 2020 - June 30, 2021, 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, 2020 – June 30, 2021, 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, 2020 – June 30, 2021 as follows:

Legislative	$5,274,627
Executive	$10,555,078
Department Of Law	$5,024,632
Constitutional Officers	$49,931,416
Judicial	$1,357,910

Elections	$1,007,964
Department Of Information Technology	$16,465,266
Department Of Finance	$6,288,711
Department Of General Services	$24,871,428
Department Of Human Resources	$3,324,458
Department Of City Planning	$4,759,737
Department Of Neighborhood Development	$4,672,849
Department Of Economic Development	$2,115,447
Norfolk Public Libraries	$7,201,366
Department Of Cultural Facilities, Arts And Entertainment	$5,776,136
Virginia Zoological Park	$4,111,726
Nauticus	$3,878,761
Slover Library	$2,543,928
Department Of Recreation, Parks And Open Space	$12,672,849
Central and Outside Agency Appropriations	$59,725,931
Norfolk Community Services Board	$25,883,635
Department Of Public Health	$3,546,016
Department Of Human Services	$50,248,090
Department Of Police	$78,019,800
Department Of Fire - Rescue	$48,643,707
Department Of Public Works	$16,496,914
Department Of Transit	$11,934,317
Debt Service	$79,999,236
Norfolk Public Schools	$337,148,281
Total Appropriations General Fund – Operating Budget	$883,480,216

Water Utility Fund	$94,829,678
Wastewater Utility Fund	$33,130,612
Parking Facilities Fund	$23,997,299
Storm Water Utility Fund	$21,408,868
Norfolk Healthcare Consortium Funds	$104,199,343
Fleet Management Fund	$11,539,889
Cemetery Services Fund	$1,693,850
Emergency Preparedness And Response Fund	$6,218,649
Golf Operations Fund	$15,000
Waste Management Fund	$21,929,993

Public Amenities Fund	$8,845,735
Tax Increment Financing Fund	$6,482,000
Towing and Recovery Operations Fund	$1,655,435
Total Operating Funds	$1,219,426,567

Section 2:- That unless otherwise specified by Council, all taxes and fees heretofore levied shall continue from year to year including but not limited to the increase provided in Virginia Code Section 58.1-3321 which increase the council deems to be necessary.

Section 3:- That the salaries and wages set forth in detail in said annual budget, including for the City Manager, as amended, and for offices and positions which are not embraced within said compensation plan are hereby authorized.

The positions, except where the number thereof is not under the control of the Council, set forth in said annual budget, as amended, shall be the maximum number of positions authorized for the various departments, divisions, bureaus and funds of the city during the fiscal year July 1, 2020 – June 30, 2021 and the number may be changed during said fiscal year as authorized by the Council or City Manager.

Unless the city's compensation plan provides otherwise, changes in personnel occurring during said fiscal year in classifications embraced within the city’s compensation plans shall be administered by the City Manager in accordance with the regulations for the administration of the plans.

In the event any personnel authorized in the preceding year’s annual budget and appropriations are notified of release due to a reduction in force, reorganizations or workforce downsizing or the staffing and organization redesign effort, such positions are hereby authorized to continue in existence until such time as adopted procedures relating to reductions in force or work force downsizing, or the staffing and organizational redesign effort are completed and implemented in accordance with its terms and conditions. Unless the Council provides otherwise, the City Manager is hereby authorized to continue all benefits and salaries throughout the period of employment from appropriated funds for the positions aforesaid, notwithstanding

that said positions may or may not have been deleted in a department budget for the fiscal year July 1, 2020 - June 30, 2021.

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 compensation or 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, 2020, 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.

Section 5:- That within several departments, funds and activities, there are hereby appropriated sufficient amounts to cover the operation of all Internal Service Funds, including the Healthcare and Fleet Management Funds. Charges for services assessed against said departments, funds and activities by the Internal Service Funds shall be accumulated in the appropriate internal service fund and expended to cover the operating costs of such funds as provided in the annual budget.

Any unexpended balances in the amounts appropriated for the Healthcare Fund at the close of business on June 30, 2020, shall not revert to the surplus of the Healthcare Fund, but shall be carried

forward on the books of the Director of Finance and be available for expenditure in the succeeding year.

Section 6:- That the various amounts appropriated by this ordinance for the several groups, as set forth in the annual budget, as amended, are to be expended for the purposes designated by said groups, provided, however, that the City Manager or a designee may authorize the transfers between account groups within departments, funds or activities of the city and a record of such transfers shall be maintained by the Director of Finance.

The City Manager or a designee is authorized to transfer from any department, fund or activity which has an excess of funds appropriated for its use of the balance of the fiscal year to any department, activity or fund all or any part of such excess, or to cause such transfers to be made, a record of all such transfers shall be maintained by the Director of Finance.

Any unexpended balances in the amounts appropriated for the Department of Public Works Street Construction and Maintenance Projects, Public Amenities Fund, Tourism Infrastructure Repair, Poverty Commission, Downtown Service District (sometimes referred to as the Downtown Improvement District), and the Norfolk Consortium at the close of business on June 30, 2020 shall not revert to the surplus of the General Fund, but shall be carried forward on the books of the Director of Finance and be available for expenditure in the succeeding year.

There are hereby appropriated the revenues from the fiscal year 2015 Five cent ($0.05) cigarette tax increase and the fiscal year 2017 Five cent ($0.05) cigarette tax increase for development initiatives. The City Manager is hereby authorized to expend $661,500 of the revenues for debt service on the former J.C. Penney’s building and $97,840 of the revenues for previously authorized economic development incentive grants through the Economic Development Authority. The City Manager is hereby authorized to reserve the balance of the revenues supported by the cigarette tax increases, an estimated $18,660, for the purpose of business retention, feasibility analysis, debt service, and other economic development activities subject to Council authorization for expenditure. Any unspent funds at the end of the fiscal year will be transferred

to the Norfolk Economic Development Authority and will not become a part of the General Fund Balance. The aforementioned unspent funds will be expended for the purpose of business retention, feasibility analysis, debt service, and other economic development activities.

The City Manager shall provide to the City Council a mid-year budget update. Such mid-year budget update shall report the projected revenue and expenditure estimates for the entire fiscal year, receipt of unbudgeted revenues, and other major changes to the adopted budget.

There is hereby reserved in the General Fund Balance up to the amount of Sixty Five Million Seven Hundred eighty eight Thousand Sixty One Dollars ($65,788,061) for the Unassigned General Fund Balance Reserve.

There is hereby reserved in the General Fund Balance the amount of Seven Million One Hundred Seventy One Thousand One Hundred Twenty One Dollars ($7,171,121) for the Risk Management Reserve.

There is hereby reserved in the General Fund Balance the amount of Five Million Dollars ($5,000,000) for the Economic Downturn and Leveling Reserve.

There is hereby reserved in the General Fund Balance the amount of Two Million Dollars ($2,000,000) for the Inclusive Development Opportunity Fund.

There is hereby reserved in the General Fund Balance up to the amount of Five Million Three Hundred Sixty Seven Thousand Four Hundred Sixty Six Dollars ($5,367,466) in the revolving fund for strategic land acquisitions to be expended for future land acquisitions. Unless otherwise appropriated, the proceeds of future land sales shall be deposited in the Land Acquisition Fund during the fiscal year. Such deposits are hereby appropriated for future land acquisitions. Any unobligated appropriation in the Land Acquisition/Revolving Fund for the purchase of property and related transactional costs that have not been finalized at the close of the fiscal year ending on June 30, 2020, is hereby reserved for the Land Acquisition/Revolving Fund and shall be carried forward on the books of the Director of Finance and appropriated and available for expenditure in the

succeeding year for the aforementioned purchase of property and related transactional costs.

There is hereby appropriated and authorized for expenditure the revenues, if and when received, from the fiscal year 2006 flat tax increase of one dollar ($1.00) per room for each night of lodging at any hotel to the Norfolk Convention and Visitors Bureau (Visit Norfolk) for visitor promotion and advertising for conventions and tourism and from the fiscal year 2012 flat fax increase of one dollar ($1.00) per room for each night of lodging at any hotel to the Norfolk Consortium.

There is hereby appropriated and authorized for expenditure for the Parking Facilities Fund up to One Million Seven Hundred Seventy Four Thousand Nine Hundred Sixty Two ($1,774,962) from the Parking Facilities Rate Stabilization Fund.

There is hereby authorized, in accordance with guidelines established by the City Manager, the execution of warrants for the disbursement of any cash in banks credited to the City's Corporate Account to meet any properly authorized and approved payment chargeable to any account of the city.

Unless otherwise specified by any other provision of local, state or federal law, operating funds appropriated to Norfolk Public Schools that have not been expended or contractually obligated at the end of the fiscal year are deemed local dollars and shall revert to the city for re-appropriation by City Council.

There are hereby appropriated and authorized for expenditure the revenues from the fiscal year 2014 Two cent ($0.02) real estate tax increase for the School Construction, Technology and Infrastructure Program. The City Manager is hereby authorized to expend and reserve the School Construction, Technology and Infrastructure Program supported by the Two cent ($0.02) real estate tax increase to support the needs of Norfolk Public Schools. For the purposes of policy governing the allocation of local revenue to Norfolk Public Schools, this revenue is defined as a dedicated local tax, therefore, excluded from the revenue-sharing formula calculation. Any unexpended balances in the amounts appropriated shall not revert to the surplus of the General Fund, but solely be dedicated to the School

Construction, Technology and Infrastructure Program and shall be carried forward on the books of the Director of Finance and appropriated and available for expenditure in the succeeding year.

There is hereby appropriated an amount equal to One Million Nine Hundred Ninety Thousand Dollars ($1,990,000) of funds designated for resilience initiatives and One Million Eight Hundred Thousand Dollars ($1,800,000) of funds designated for St. Paul's Area Transformation that will be used to support general expenses of the city in FY2021.

Section 7:- That the FY 2021 Annual Plan, (Consolidated Plan Fiscal Years 2017-2021) for the Community Development Block Grant Program, HOME Investment Partnership Program and Emergency Solutions Grant Program attached hereto, having been reviewed and found to be in the best interests of the city, is hereby approved.

Section 8:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Four Million Five Hundred Thirty Six Thousand, Seven Hundred Thirteen Dollars ($4,536,713) is hereby appropriated and authorized for expenditure for the Community Development Block Grant Program (2020-2021) from the Community Development Block Grant and when such funds are realized as Program Income and earnings from the Revolving Loan Fund.

Section 9:- That the sum of up to One Million Two Hundred Thirty Seven Thousand Seven Hundred Ninety Seven Dollars ($1,237,797) is hereby appropriated and authorized for expenditure for the Community Development Block Grant Program (2020-2021), if and when received from the Community Development Block Grant Local Accounts. That the sum of up to One Hundred Sixteen Thousand, Three Hundred Eighty Dollars ($116,380) is hereby appropriated and authorized for expenditure for the Community Development Block Grant Program (2020-2021) if and when such re-programmed funds are made available from the remaining balances of certain identified Community Development Block Grant activities.

Section 10:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to One Million Five Hundred Ten Thousand Five Hundred Four Dollars ($1,510,504) is

hereby appropriated and authorized for expenditure for the HOME Investment Partnership Program (2020-2021) from the HOME Investment Partnership Program Grant and when such funds are realized as Program Income.

Section 11:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Three Hundred Eighty Five Thousand Two Hundred Eighty Nine Dollars ($385,289) is hereby appropriated and authorized for expenditure for the Emergency Solutions Program (2020-2021) from the Emergency Solutions Grant.

Section 12:- That the City Manager is designated as the certifying officer and authorized representative of the City of Norfolk and shall provide the assurance required by the provisions of the Housing and Community Development Act of 1974, as amended, and the regulations adopted pursuant to such Act.

Section 13:- That the City Manager is further authorized and directed to give to the U.S. Department of Housing and Urban Development (HUD) and the Comptroller General, through any authorized representative, access to and the right to examine all records, books, papers, documents and other materials which are related to the grant funds and is further authorized and directed to do all things necessary and proper to apply for, accept, receive and modify current and prior year grant funds to carry out the program.

Section 14:- That the reoccurring grants listed below, having been reviewed and found to be in the best interest of the city, are hereby accepted, appropriated and authorized for expenditure if and when received.

(a) That, if and when made available from the Supreme Court of Virginia, the sum of up to Two Hundred Forty Five Thousand Dollars ($245,000) is hereby appropriated and authorized for expenditure for the Adult Drug Court Program from Adult Drug Treatment Court grant.

(1) That a local cash match of up to Seventy Eight Thousand Five Hundred Dollars ($78,500) in appropriated funds and up to Twenty Thousand Dollars ($20,000) in program fees are hereby authorized to be expended for the Adult Drug Court Program from the Circuit Court Judges General Fund Account.

(b) That, if and when made available from Supreme Court of Virginia, the sum of up to Fifty Thousand Dollars ($50,000) is hereby appropriated and authorized for expenditure for the Vivitrol Program from the Vivitrol grant.

(c) That, if and when made available from U.S. Department of Health and Human Services, the sum of up to Six Million Two Hundred Forty Five Thousand Dollars ($6,245,000) is hereby appropriated and authorized for expenditure for the Ryan White HIV/AIDS Program – Part A HIV Emergency Relief from the Ryan White HIV/AIDS grant.

(d) That, if and when made available from the Virginia Department of Criminal Justice Services, the sum of up to One Million Two Hundred Forty Thousand Dollars ($1,240,000) is hereby appropriated and authorized for expenditure for the Norfolk Criminal Justice Services (NCJS) Agency from the Comprehensive Community Corrections Act grant.

(1) That a local cash match of up to One Hundred Thirty Nine Thousand Dollars ($139,000) in appropriated funds is hereby authorized to be expended for the Norfolk Criminal Justice Services (NCJS) Agency from the City Manager General Fund Account.

(e) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Forty Five Thousand Dollars ($45,000) is hereby appropriated and authorized for expenditure for the Virginia Sexual and Domestic Violence Victims Fund Paralegal from the Virginia Sexual and Domestic Violence Victims Fund.

(f) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Ninety Thousand Dollars ($90,000) is hereby appropriated and authorized for expenditure for the Prosecution Program from the Violence Against Women Act VSTOP Grant Program.

(1) That a local cash match of up to Thirty Thousand Dollars ($30,000) in appropriated funds is hereby authorized to be expended for the Prosecution Program from the Commonwealth’s Attorney General Fund Account.

(g) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Seven Hundred Fifty Thousand Dollars ($750,000) is hereby appropriated and authorized for expenditure for the Victim Services Program from the Victim Witness Assistance Grant Program.

(h) That, if and when made available from Virginia Department of Emergency Management, the sum of up to One Hundred Fourteen Thousand Dollars ($114,000) is hereby appropriated and authorized for expenditure for the Local Emergency Management Program from the Local Emergency Management grant.

(1) That a local cash match of up to One Hundred Fourteen Thousand Dollars ($114,000) in appropriated funds is hereby authorized to be expended for the Local Emergency Management Program from the Emergency Preparedness and Response Fund Account.

(i) That, if and when made available from Commonwealth of Virginia – Virginia 9-1-1 Services Board, the sum of up to Two Thousand Dollars ($2,000) is hereby appropriated and authorized for expenditure for the Public Safety Answering Point Program from the Virginia Information Technologies Agency – Public Safety Answering Point grant.

(j) That, if and when made available from Virginia Department of Fire Programs, the sum of up to Nine Hundred Twenty Nine Thousand Six Hundred Sixty Four Dollars ($929,664) is hereby appropriated and authorized for expenditure for the Aid to Localities Program from the Virginia Department of Fire Programs – Aid to Localities Grant.

(k) That, if and when made available from Virginia Department of Health and the Department of Emergency Medical Services, the sum of up to One Hundred Ninety Five Thousand Dollars ($195,000) is hereby appropriated and authorized for expenditure for the Emergency Medical Services program from the Four for Life – Emergency Medical Services Grant.

(l) That, if and when made available from the Virginia Department of Juvenile Justice, the sum

of up to Six Hundred Forty Thousand Dollars ($640,000) is hereby appropriated and authorized for expenditure for the Virginia Juvenile Community Crime Control Act Program from the Virginia Juvenile Community Crime Control Act grant.

(1) That a local cash match of up to Six Hundred Forty Thousand Dollars ($640,000) in appropriated funds is hereby authorized to be expended for the Virginia Juvenile Community Crime Control Act Program from the Human Services General Fund Account.

(m) That, if and when made available from the Commonwealth of Virginia Children's Services Act Program, the sum of up to Eight Million Seven Hundred Thousand Dollars ($8,700,000) is hereby appropriated and authorized for expenditure for the Virginia Children's Services Act program from the Virginia Children's Services Act grant.

(1) That a local cash match of up to Three Million One Hundred Fifty Thousand Dollars ($3,150,000) in appropriated funds is hereby authorized to be expended for the Virginia Children's Services Act program from the Human Services General Fund Account.

(n) That, if and when made available from Schools and Libraries Division of the Universal Service Fund E-Rate Reimbursement Program, the sum of up to One Hundred Thirty Three Thousand Dollars ($133,000) is hereby appropriated and authorized for expenditure for the E-Rate Reimbursement Program from the E-Rate Reimbursement Program grant.

(o) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Three Hundred Six Thousand Dollars ($306,000) is hereby appropriated and authorized for expenditure for the Crisis Intervention Program from the Crisis Intervention Program grant.

(p) That, if and when made available from Virginia Department of Social Services, the sum of up to Four Hundred Eleven Thousand Dollars ($411,000) is hereby appropriated and authorized for expenditure for the Flexible Employment Supports Team for TANF Participants program from

the Flexible Employment Supports Team for TANF Participants grant.

(1) That a local cash match of up to Forty One Thousand Seventy Two Dollars ($41,072) in appropriated funds is hereby authorized to be expended for the Flexible Employment Supports Team for TANF Participants program from the Norfolk Community Services Board General Fund Account.

(q) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, allocated by Chesapeake Integrated Behavioral Health Care, the sum of up to One Hundred Sixty Five Thousand Dollars ($165,000) is hereby appropriated and authorized for expenditure for the Norfolk Community Services Board to provide forensic discharge planner services to Hampton Roads Regional Jail.

(r) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Hundred Thousand Dollars ($200,000) is hereby appropriated and authorized for expenditure for the Forensic Program of Assertive Community Treatment from the Forensic Program of Assertive Community Treatment grant.

(s) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to One Hundred Thirty One Thousand Dollars ($131,000) is hereby appropriated and authorized for expenditure for the Peer Recovery Center from the Peer Recovery Center grant.

(t) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Million One Hundred Thousand Dollars ($2,100,000) is hereby appropriated and authorized for expenditure for the Permanent Supportive Housing program from the Permanent Supportive Housing grant.

(u) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Five Hundred Seventy Thousand Dollars ($570,000) is

hereby appropriated and authorized for expenditure for the Pharmacy and Medication Support Program from the Pharmacy and Medication Support grant.

(v) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Hundred Ten Thousand Dollars ($210,000) is hereby appropriated and authorized for expenditure for the Substance Use Disorder Treatment Program from the Substance Use Disorder Treatment grant.

(w) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Hundred Ten Thousand Dollars ($210,000) is hereby appropriated and authorized for expenditure for the Substance Use Disorder Recovery Program from the Substance Use Disorder Recovery grant.

(x) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Hundred Seventy Thousand Dollars ($270,000) is hereby appropriated and authorized for expenditure for the Same Day Access Program from the Mental Health System Transformation Excellence and Performance in Virginia grant.

(y) That, if and when made available from the U.S. Department of Justice, Office on Violence Against Women, the sum of up to Four Hundred Thousand Dollars ($400,000) is hereby appropriated and authorized for expenditure for the Enhanced Training and Services to End Elder Abuse Program from the Enhanced Training and Services to End Abuse in Later Life Program grant.

(z) That, if and when made available from the U.S. Department of Justice, Office on Violence Against Women, the sum of up to Four Hundred Ninety Seven Thousand Dollars ($497,000) is hereby appropriated and authorized for expenditure for the Improving Criminal Justices Response Program from the Improving Criminal Justices Response Program grant.

(aa) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two

Hundred Eighty Three Thousand Dollars ($283,000) is hereby appropriated and authorized for expenditure for the Primary Care Program from the Mental Health System Transformation Excellence and Performance in Virginia grant.

(bb) That, if and when made available from Virginia Commission for the Arts, the sum of up to Four Thousand Five Hundred Dollars ($4,500) is hereby appropriated and authorized for expenditure for the Creative Communities Partnership program from the Creative Communities Partnership Grant.

(1) That a local cash match of up to Four Thousand Five Hundred Dollars ($4,500) in appropriated funds is hereby authorized to be expended for the Creative Communities Partnership program from the Communications General Fund Account.

(cc) That, if and when made available from Virginia Department of Motor Vehicles, the sum of up to Forty Five Thousand Dollars ($45,000) is hereby appropriated and authorized for expenditure for the Alcohol Program from the DMV Selective Enforcement grant.

(1) That a local cash match of up to Twenty Five Thousand Dollars ($25,000) in appropriated funds is hereby authorized to be expended for the Alcohol Enforcement Program from the Police General Fund Account.

(dd) That, if and when made available from Virginia Department of Motor Vehicles, the sum of up to Fifty Six Thousand Dollars ($56,000) is hereby appropriated and authorized for expenditure for the Speed Enforcement Program from the DMV Selective Enforcement grant.

(1) That a local cash match of up to Twenty Nine Thousand Dollars ($29,000) in appropriated funds is hereby authorized to be expended for the Speed Enforcement Program from the Police General Fund Account.

(ee) That, if and when made available from U.S. Department of Justice, the sum of up to One Hundred Eighty Five Thousand Dollars ($185,000) is hereby appropriated and authorized for expenditure for the Edward Byrne Memorial Justice Assistance Grant Program from the Edward Byrne Memorial Justice Assistance grant.

(ff) That, if and when made available from Virginia Department of Environmental Quality, the sum of up to Thirty Five Thousand Dollars ($35,000) is hereby appropriated and authorized for expenditure for the Keep Norfolk Beautiful Program from the Litter Prevention and Recycling Program grant.

(gg) That, if and when made available from the Sheriff, funds generated from the 811 Market Place Program (Inmate Commissary Account), the sum of up to Two Hundred Thirty Thousand Dollars ($230,000) is hereby appropriated and authorized for expenditure for 811 Market Place Program.

(hh) That, if and when made available from funds generated from Sheriff's Community Corrections Program (Work Release, Inmate Work Force, and Electronic Monitoring), the sum of up to Five Hundred Eighty Six Thousand Dollars ($586,000) is hereby appropriated and authorized for expenditure for the Sheriff's Community Correction Program.

(ii) That, if and when made available from U.S. Department of Justice, the sum of up to Seventy Eight Thousand Dollars ($78,000) is hereby appropriated and authorized for expenditure for the State Criminal Alien Assistance Program from State Criminal Alien Assistance Program grant.

(jj) That, if and when made available from funds generated from the Sheriff's Inmate Commissary Account, the sum of up to One Hundred Ninety Four Thousand Dollars ($194,000) is hereby appropriated and authorized for expenditure for the Inmate Classification Specialist Program.

(kk) That, if and when made available from U.S. Marshal Service, the sum of up to One Hundred Twenty Five Thousand Dollars ($125,000) is hereby appropriated and authorized for expenditure for the U.S. Marshal Services Program.

(ll) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Three Hundred Seventy Eight Thousand Dollars ($378,000) is hereby appropriated and authorized for expenditure for the Victims of

Crime Act Victim Services Program from the Victims of Crime Act grant.

(1) That a local cash match of up to Ninety Five Thousand Dollars ($95,000) in appropriated funds is hereby authorized to be expended for the Prosecution Program from the Commonwealth's Attorney General Fund Account.

(mm) That if and when made available from Commonwealth of Virginia Compensation Board, the sum of up to Two hundred Forty Seven Thousand Dollars ($247,000) is hereby appropriated and authorized for expenditure for the Technology Program from the Virginia Technology Trust Fund.

(nn) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, through the Hampton Newport News Community Services Board (HNNCSB), the sum of up to One Hundred Thousand Dollars ($100,000) is hereby appropriated and authorized for expenditure for the Norfolk Community Services Board to provide Emergency Services from the Emergency Services Grant Program.

(oo) That, if and when made available from Virginia Department of Social Services, the sum of up to Two Hundred Forty Four Thousand Dollars ($244,000) is hereby appropriated and authorized for expenditure for the Flexible Employment Supports Team for TANF Participants program from the Flexible Employment Supports Team for TANF Participants grant.

(1) That a local cash match of up to Eighty One Thousand Five Hundred Dollars ($81,500) in appropriated funds is hereby authorized to be expended for the Flexible Employment Supports Team for TANF Participants program from the Norfolk Community Services Board General Fund Account.

(pp) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Fifty Thousand Dollars ($50,000) is hereby appropriated and authorized for expenditure for the Substance Use Disorder Prevention Program from the Substance Use Disorder Prevention grant.

(qq) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Three Hundred Fifty Thousand Dollars ($350,000) is hereby appropriated and authorized for expenditure for the Outpatient Services Program from the Mental Health System Transformation Excellence and Performance in Virginia grant.

(rr) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, through the Health Planning Region Planning V, the sum of up to Twenty Five Thousand Dollars ($25,000) is hereby appropriated and authorized for expenditure for the Norfolk Community Services Board to provide psychiatry services for children and adolescents.

(ss) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to One Hundred Thirty Thousand Dollars ($130,000) is hereby appropriated and authorized for expenditure for the Medication Assisted Treatment for Opioid Use Disorder Program from the Virginia State General Fund.

Section 15:- That there is hereby set-aside from the General Fund revenues a sum sufficient, estimated at Five Million Three Hundred Thousand Dollars ($5,300,000) to be the amount by which revenue is reduced for the purpose of providing real estate tax exemptions and deferrals for the elderly and disabled under Chapter 24, Article IV, Division 2 of the Norfolk City Code, 1979, real estate tax exemptions for disabled veterans pursuant to Code of Virginia, Section 58.1-3219.5, and real estate tax exemptions of the principal residences of surviving spouses of members of the armed forces of the United States killed in action, pursuant to Code of Virginia, Section 58.1-3219.9.

The Department of Human Services, as designated by the City Manager, shall administer this program.

Section 16:- That Section 24-3 subsection (4) is hereby amended and reordained to read as follows and to be in effect for initial use in the tax year beginning January 1, 2021:

Sec. 24-3. Tax levied on tangible personal property, machinery and tools; proration, refund.

(4) On all privately owned pleasure boats and watercraft used for recreational purposes only, there shall be a tax of one millionth of one cent ($0.000001) for every one hundred dollars ($100.00) of assessed value thereof. On all other boats and watercraft, there shall be a tax of one dollar fifty cents ($1.50) for every one hundred dollars ($100.00) of assessed value thereof.

Section 17:- That Section 25.1-61 of the Norfolk City Code, 1979 is hereby amended and reordained so as to read as follows:

Sec. 25.1-61 Report and notice of and general penalty for violations of chapter.

(a) It shall be the duty of police officers, the fire marshal and their assistants, special police officers, such other employees of the city designated by the city manager, and other uniformed personnel employed as an independent contractor by the city to enforce parking regulations, acting in accordance with instructions issued by the chief of police, to issue summonses and/or parking tickets to report violations of this chapter or chapter 25 of the Norfolk City Code and Code of Virginia, section 46.2-1242, as amended, or successor sections, concerning parking spaces reserved for persons with disabilities, without the necessity of a warrant being obtained by the owner of the private parking area. Each such person shall attach to any vehicle parked in violation of any parking provision, except City Code section 25-278 a notice to the owner thereof that such vehicle has been parked in violation of such provision and instructing such owner to report to the parking ticket office in regard to such violation. The fine schedule is as follows:

Parking Violation Fines	
Violation	Fine
Overtime Parking—Meter	$35.00
Overtime Parking—Time Zone	$50.00

Overtime Parking—Meter Feeding	$50.00
No Parking	$50.00
No Parking—Fire Hydrant	$150.00
No Parking—Cross Walk	$50.00
No Parking—Loading Zone	$50.00
No Parking—Here to Corner	$50.00
No Parking Bus Stop	$50.00
No Parking—Street Cleaning	$60.00
Facing Wrong Way	$50.00
No Parking—This Side	$50.00
No Stopping Zone	$50.00
Restricted City Lot/Garage	$50.00
Handicapped Parking	$300.00
Taxi Stand	$50.00
Blocking Driveway	$50.00
Overnight Parking	$50.00
Parking Off Roadway	$50.00
Blocking Fire Lane	$150.00

(1) Violation of any provision limiting the time a vehicle may be parked shall be subject to a cumulative fine calculated for each hour or fraction thereof during which such vehicle is parked in violation of such provision.

(2) Where payment remains unpaid for thirty (30) or more calendar days, the above-specified penalties shall be increased by fifty dollars ($50.00).

(3) Where payment remains unpaid for ninety (90) or more calendar days, the above-specified penalties shall be further increased by twenty dollars ($20.00).

(4) Where payment remains unpaid for one hundred fifteen (115) or more calendar days, the above-specified penalties shall be further increased by twenty dollars ($20.00) for fees related to initiating a department of motor vehicles hold.

(5) Should a delinquent payment be eligible for the commonwealth's tax intercept program,

the above-specified penalties shall be further increased by twenty-five dollars ($25.00) for fees related to the tax intercept program.

(6) After a vehicle has been towed for three (3) or more unpaid parking tickets, an administration towing fee of ten dollars ($10.00) will be collected prior to authorizing release of the vehicle towed.

(7) Where payment remains unpaid for longer than thirty (30) days, the above-specified penalties may be collected and accounted for by a contracted official body compensated by the city. Every action to collect unpaid parking citation penalties imposed for violation of a provision in this chapter shall be commenced within three (3) years of the date upon which such penalty became delinquent.

(8) If payment for the violation of any of the provisions of this chapter is paid with a personal check which is returned unpaid by the banking institution upon which it is drawn with the notation that the account upon which it is drawn has insufficient funds or has been closed or that the drawer has no account with that bank, the violator shall be charged a fee of thirty-five dollars ($35.00) in addition to the penalty already imposed. This additional fee must be paid by the violator in addition to the penalty for any outstanding parking violations and shall not be dismissed or set aside.

(b) The failure of such owner to make payment within the appropriate time shall, upon conviction of such parking violation, renders such owner subject to a fine of not less than twenty-five dollars ($25.00) and not more than one hundred dollars ($100.00) in addition to the penalty prescribed in this section and any other penalties as provided by law.

(c) In addition, any such owner who has three (3) or more outstanding unpaid or otherwise unsettled parking violation notices shall be subject to the removal and immobilization procedures as set forth in chapter 25.

(d) Any person desiring to contest a parking citation for which no date for court appearance is specified on the citation shall appear in person at the parking ticket office within thirty (30) days of the issuance of said citation to

register his/her intent to contest the violation. Failure to initiate action within thirty (30) days shall constitute a waiver and the matter shall proceed for collection.

(e) Upon proper notification, the parking administration unit, or other authorized person, shall cause a notice to be issued which will summons the person to appear before the general district court on an appointed date. Signing of the notice by the person contesting the parking citation shall constitute acknowledgement of receipt of the notice. Notice of such action shall be certified in writing on an appropriate form to the general district court.

Section 18:- That Section 25.1-75 of the Norfolk City Code, 1979 is hereby amended and reordained so as to read as follows:

Sec. 25.1-75 Rates for parking in off-street facilities.

Facility No.	Facility	Daily Rate	Monthly Rates		Nightly Rates	
			Unreserved	Reserved	Unreserved	Reserved
1	Waterside Garage	A	$85.00	$115.00		
2	Freemason Street Garage	A	$85.00	$115.00	$34.00	$39.00
3	Town Point Garage	A	$85.00	$115.00	$34.00	$39.00
6	York Street Garage	A	$64.00	$94.00	$27.00	$32.00
7	Main Street Garage	A	$85.00	$115.00	$34.00	$39.00
8	Boush Street Garage	A	$85.00	$115.00	$34.00	$39.00
9	MacArthur Center, North Garage	MC #1	$85.00	$115.00		
10	MacArthur Center, South Garage	MC #1	$85.00	$115.00		
11	Commercial Place Garage	A	$85.00	$115.00	$34.00	$39.00
12	Scope Garage	A/COE	$52.00	$82.00		
13	Bank Street Garage	A	$89.00	$119.00		
14	Charlotte Street Garage	A	$89.00	$119.00		
30	Plume Street Lot	No Daily	$69.00	$99.00	$28.00	$33.00
33	Union Street Lot	A/RCL/RSE	$69.00	$99.00	$28.00	$33.00
34	South Street Lot	RCL/RSE	$69.00	$99.00	$28.00	$33.00
36	Education Lot	Metered				

37	Brambleton Lot	No Daily	$52.00			
38	Harrison Opera House Lot	No Daily	$37.00	$67.00		
39	Cedar Grove (Lot 39)	No Daily	$43.00		$20.00	$25.00
42	St. Paul's Lot	No Daily; RSE only	$43.00			
55	Harbor Park (Park and Ride) (Lots A—G)	No Daily; RCL only	$43.00	$73.00		
60	West Plume Street Garage	A	$95.20	$128.80	$34.00	$39.00
61	Fountain Park Garage	A	$95.20	$128.80	$34.00	$39.00

Definition Notes:

A—Applicable.

No Daily—Lots where the city does not have daily parking.

RCL—Restricted City Lot.

RCG—Restricted City Garage.

Metered—Off-street lots with meter controls; see meter pricing.

MC #1—MacArthur Center North and South Garages have separate transient rates pursuant to Agreements.

COE—Collect-on-entry.

RSE—Recreational and special event parking

Regulations and Rules:

Monthly rates— Rates shown are for Monday through Friday 6:00 a.m. to 9:00 p.m. Monday through Sunday, unlimited parking rates are also available at these facilities with a sixteen dollar ($16.00) higher fee than each of the monthly rates shown herein.

City government parking— Union Street Lot and East Street may be reused for city government parking.

Recreational and Special Event Parking- RSE rates may apply Monday through Sunday. All recreational and special event rates shall be determined based on demand and proximity to the event and shall be either five dollars ($5.00) per vehicle, ten dollars ($10.00) per vehicle, or otherwise as set by the city manager in accordance with section 25.1-26 of Norfolk City Code, 1979, as amended.

Authorized monthly parking discounts— The following are applicable discounts allowed:

1. If one account has fifty (50) or more spaces, then a five dollar ($5.00) per space, per month discount may apply.
2. If one account has 50 or more spaces and manages the account centrally, then five dollars ($5.00) per space, per month discount may also be applied.
3. If the above two criteria are met and the one account desires to pay a full year in advance, then an additional five dollars ($5.00) per space, per month discount may be applied.
4. Pursuant to section 25.1-26 of the City Code, the city manager is authorized to provide special discounts when it is determined advantageous to the city.

Lost monthly passes— There is a five dollar ($5.00) replacement fee for lost monthly passes/decals.

Corporate Rate:

If one account has five hundred (500) vehicles or more, the monthly rate will be fifty dollars ($50.00) per space, per month. No additional discounts may be applied.

Top Deck Parking Program:

1. The monthly rates set below are for the designated roof top parking spaces and are limited to qualifying businesses as defined below. The parking spaces are on the roof or top deck of the Boush Street Garage, West Plume Street Garage and the Bank Street Garage.

2. The program shall be available to businesses with a Norfolk business license:

a. Up to one hundred (100) parking spaces for new businesses, having obtained a Norfolk business license within the preceding ninety (90) business days with fifty (50) employees or less;
b. Up to one hundred (100) parking spaces for businesses, having a current/existing Norfolk business license with fifty (50) employees or less; and
c. Up to one hundred (100) parking spaces for businesses having fifty-one (51) to one hundred (100) employees.
d. The city manager has the authority to reallocate the number of spaces assigned to a., b. and c. above; however, in no event shall the total exceed three hundred (300).

3. Rates:

a. Qualifying new businesses, as described in 2(a) above, may lease Top Deck parking spaces, for up to

two (2) years for forty dollars ($40.00) per month, per space;

b. Existing businesses with fifty (50) or less employees, may lease Top Deck parking spaces for sixty dollars ($60.00) per month, per space; and,

c. Existing businesses with fifty-one (51) to one hundred (100) employees may lease Top Deck parking spaces for seventy dollars ($70.00) per month, per space.

4. Business accounts must be in the name of the business or company and parking spaces and access cards must be identified by an authorized, named, individual parker.

5. All program parking participants are required to park on the roof or top deck of the assigned parking garage, unless the roof or top deck is closed by the city. If the roof or top deck is closed by the city, authorized parkers will be permitted to park one floor lower in the respective assigned parking garage.

6. Access shall be by electronic card issued by the city and access shall be available twenty-four (24) hours per day, seven (7) days of the week.

7. Participants who do not park on the roof or top deck will be required to pay the full daily rate for the respective garage.

   Additionally, for the 1st offense, the business owner and named, individual parker will receive a courtesy warning; for the 2nd offense, the named individual parker will be ticketed (a fine of $30.00 shall be imposed); and, for the 3rd offense, the named, individual parker's access card will be deactivated and the business or company will be notified. Continued violations may cause the business or company to be removed from the Top Deck Parking Program.

8. The Top Deck Parking Program may be discontinued if parkers are not attracted to the roof or top deck parking or for any other reason at the city manager's sole discretion.

9. Parking spaces designated for the Top Deck Parking Program total three hundred (300); allocated in accordance with paragraph 2, above. Applications for the parking spaces will be received and approved on a first-come, first-served basis, not to exceed the capacity of the top deck per garage. Once the one hundred (100) parking spaces in each of the several options are leased, an application-dated waiting list will be maintained.

Daily Rate Structure:

Category	Rate
0 to 1 Hour	$1.50
1 to 2 Hours	$3.00
2 to 3 Hours	$4.50
3 to 4 Hours	$6.00
4 to 5 Hours	$7.50
5 to 6 Hours	$9.00
6 to 7 Hours	$10.50
7 to 8 Hours	$12.00
Maximum Daily Rate (up to 24 Hours)	$13.00
Lost Ticket/Per Day	$13.00
6:00 p.m. to 9:00 p.m./Collect-on-Entry	$3.00
9:00 p.m. to 3:00 a.m./Collect-on-Entry	$5.00
Special Event Rate/Collect-on-Entry	$5.00

MacArthur Center Garages:

Weekdays until 6:00 p.m.:

First 3 hours or any part thereof $1.00
4th hour of any part thereof $2.00
5th hour or any part thereof $2.00
6th hour or any part thereof $2.00
7th hour or any part thereof $2.00
8th hour of any part thereof $2.00
Maximum Daily Rate (Up to 24 hours) $10.00
Lost Ticket/Per Day $10.00

Weekdays after 6:00 p.m.:

All evening $2.00

Weekend Rates:

Before 6:00 p.m. $1.00
After 6:00 p.m. $2.00
Enter before 6:00 p.m. and stay less than 3 hours $3.00

Section 19:- Section 25.1-125 of the Norfolk City Code, 1979 is hereby amended and reordained so as to read as follows:

Sec. 25.1-125 Enforcement.

(a) Except as otherwise provided, the parking lot meters referred to in this article shall be in operation between the hours of 9:00 a.m. and 6:00 p.m., Monday through Saturday, and the Spotswood Lot parking meters shall be in operation from 8:00 a.m. to 8:00 p.m., Monday through Saturday.

(b) The provisions of this article shall not apply on Sundays, state election days, federal legal holidays, state legal holidays, or other holidays set by city council.

(c) The city manager is hereby authorized to waive the provision of this article with respect to any and/or all rates, designated streets, zones, or public areas of the city.

(d) Where the provisions of this article are waived, signs or notices advising the public of such waiver shall be conspicuously posted for the streets, zones, or areas so affected.

Section 20:- That Section 41.1-23 subsection (a) of the Norfolk City Code, 1979 is hereby amended and reordained so as to read as follows:

Sec. 41.1-23 Stormwater management fees.

(a) The following stormwater management fees are hereby authorized:

Type of Account	Daily Rate	Effective Date
Residential Accounts	$0.379	July 1, 2020
Nonresidential Accounts	$0.379 per 2,000 square foot of impervious area	July 1, 2020

For residential accounts that are active as of July 1, 2020, the rate will increase on July 1, 2020, so that the rate will be $0.379 per day. For nonresidential accounts, the rate will increase on July 1, 2020, to $0.379 per day per two thousand (2,000) square feet of impervious surface. Rates will be calculated by rounding to the nearest two thousand (2,000) square feet of impervious area with a minimum bill based on two thousand (2,000) square feet. Annual increases of three percent (3%) over the previous year's stormwater rate for residential and nonresidential accounts will begin July 1 of each year, until amended.

In addition to the above daily rates, the residential stormwater charge shall be one dollar

($1.00) per month per account and the nonresidential stormwater charge shall be one dollar ($1.00) per month per two thousand (2,000) square feet of impervious surface.

Section 21:- There are hereby appropriated the revenues from the taxes imposed on the service district created by Council pursuant to Section 15.2-2400 of the Code of Virginia, 1950, as amended, known as the Downtown Service District (sometimes referred to as the Downtown Improvement District) in the estimated amount set out in a line item in the attachments incorporated into this ordinance, to be used by the Downtown Norfolk Council for the purposes set out in Section 24-212.1 of the Code of the City of Norfolk (1979), as amended, and in Section 15.2-2403 of the Code of Virginia, 1950, as amended.

Section 22:- 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 23:- That this ordinance shall be in effect from and after July 1, 2020.

CERTIFICATION OF FUNDING
Account No.: HUD account
Amount: $7,786,683

CERTIFICATION OF FUNDING
Account No.: Annual Recurring Grants
Amount: $32,641,736

CERTIFICATION OF FUNDING
Account No.: Various
Amount: $1,219,426,567

Adopted by Council May 19, 2020
Effective July 1, 2020

TRUE COPY
TESTE:

RICHARD ALLAN BULL

BY:

CHIEF DEPUTY CITY CLERK

Form and Correctness Approved: BAP

By: _____
Office of the City Attorney

Contents Approved:

By: _____
Budget and Strategic Planning

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

_____
Christine Garczynski, Director of Finance

NORFOLK, VIRGINIA

R-2 ORDINANCE NO: 48,000

AN ORDINANCE APPROVING THE CAPITAL IMPROVEMENT PLAN BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30,2021; APPROPRIATING $151,020,200 FOR CERTAIN PROJECTS APPROVED THEREIN; AUTHORIZING AN ISSUE OF BONDS IN THE AMOUNT OF $84,103,211; AND AUTHORIZING THE EXPENDITURE OF $66,916,989 IN CASH.

- - -

WHEREAS, on April 21, 2020, the City Manager submitted to the City Council a Capital Improvement Plan for the City for the fiscal year beginning July 1, 2020 and ending on June 30, 2021; and

WHEREAS, it is necessary to appropriate sufficient funds to cover the approved capital projects set forth in the Capital Improvement Plan 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, 2020 and ending on June 30, 2021, are hereby approved and the amounts totaling $151,020,200, or so much thereof as may be necessary, are hereby appropriated for the purposes hereinafter set out:

A. General Capital Improvement Projects

Number	Title	Approved Amount
1	Address Major School Maintenance	9,000,000
2	Relocate the City's Data Center	8,000,000
3	Replace Fire Station 11	5,400,000
4	Replace Cruise Terminal Passenger Boarding Bridge	4,850,000
5	Acquire Fleet Vehicles and Equipment	2,500,000
6	Improve Road Infrastructure in St. Paul's Area	4,000,000
7	Acquire Technology	3,300,000
8	Improve Street Infrastructure Citywide	730,000
9	Renovate the School Administration Building	3,400,000
10	Repair, Replace, and Maintain Bridges	700,000
11	Control Beach Erosion	525,000
12	Improve the Nauticus Facility	500,000
13	Enhance Signals and Intersections	100,000
14	Improve Infrastructure and Acquire Property	600,000
15	Replace Chiller at Central Energy Plant	800,000
16	Maintain Wells Theatre	750,000
17	Improve Infrastructure at Moton Circle	750,000
18	Rehabilitate Hampton Boulevard Bridge	700,000
19	Provide Funds for Acquisition in Wards Corner	700,000
20	Support Jail Improvements	345,000
21	Install ADA Ramps Citywide	500,000
Total General Capital		**48,150,000**
B. Parking Facilities		
52	Refurbish Boush Street Garage Elevators	850,000
Total Parking Facilities		**850,000**
C. Storm Water Utility		
55	Improve East Ocean View Drainage	2,000,000
56	Improve Overbrook/Coleman Place Drainage	2,000,000
57	Create Citywide Flooding Reserve	1,315,200
58	Implement Pond Retrofits Citywide	1,290,000
59	Improve Glenrock Drainage	1,000,000
60	Improve Gifford Street Drainage	1,000,000
61	Conduct Drainage Studies Citywide	1,000,000
62	Conduct Sliplining and Major Repairs to Existing Infrastructure	1,000,000
63	Raise the Downtown Floodwall	1,000,000
64	Improve Storm Water Infrastructure in St. Paul's Area	1,000,000
65	Implement Shoreline Restoration	960,000
66	Construct the Blue/Greenway in St. Paul's Area	800,000
67	Conduct Outfall Maintenance and Dredging	650,000
68	Improve 10th View Outfall Extension	500,000
69	Improve Glenwood Park Drainage	500,000

70	Rehabilitate Colley Avenue Pump Station	500,000
71	Implement the Green Infrastructure Plan	100,000
72	Replace Downtown Trash Rack	100,000
Total Storm Water Utility		**16,715,200**
D.Wastewater Utility		
73	Improve Wastewater Collection System	12,500,000
74	Improve Wastewater Infrastructure in St. Paul's Area	4,000,000
75	Support System Evaluation, Modeling, and Design	1,500,000
76	Improve Larchmont Wastewater Infrastructure	1,000,000
Total Wastewater Utility		**19,000,000**
E.Water Utility		
77	Construct New Department of Utilities Headquarters in St. Paul's Area	20,000,000
78	Construct Commonwealth Railroad Pipeline	18,000,000
79	Upgrade Water Treatment Plants	10,500,000
80	Replace Raw and Finished Water Transmission/Distribution	7,905,000
81	Install Hampton Boulevard Water Storage Tank	6,000,000
82	Improve Water Infrastructure in St. Paul's Area	2,000,000
83	Support System Evaluation, Modeling, and Design	1,700,000
84	Support Watershed Management	200,000
Total Water Utility		**66,305,000**
Grand Total		**151,020,200**

Section 2:- The issuance of bonds of the City from time to time, in the total principal amount of $84,103,211 is hereby authorized, in such form and with such terms as shall be established pursuant to future ordinances, of which $36,933,211 is for General Capital Improvement Projects, $15,400,000 is for Storm Water Utility Projects, $8,000,000 is for Wastewater Utility Projects, and 23,770,000 is for Water Utility Projects.

Section 3:- That the expenditure of $66,916,989 in cash is hereby authorized in order to provide a portion of the funds appropriated. Of such sum, $11,216,789 is for General Capital Improvement Projects; $850,000 from the Parking Fund is for Parking Facilities Projects; $1,315,200 from the Storm Water Fund is for Storm Water Utility Projects; $11,000,000 from the Wastewater Utility Fund is for Wastewater Utility Projects; and $42,535,000 from the Water Utility Fund is for Water Utility Projects.

Section 4:- That the Council reasonably expects to reimburse certain expenditures made to interim finance the above-described capital projects from the General

Capital Improvement Projects Fund, Storm Water Utility Fund, Wastewater Utility Fund, Water Utility Fund, and Waste Management Fund with the proceeds of the bonds to be issued by the City.

Section 5:- That this ordinance represents a declaration of "official intent" under Treasury Regulations Section 1.150-2(e).

Section 6:- 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) 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;

(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) 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 7:- That the appropriate officers or agents of the City are authorized and directed to file a certified copy of this ordinance with the Circuit Court of the City of Norfolk pursuant to Sections 15.2-2607 and 15.2-2627 of the Code of Virginia, 1950, as amended.

Section 8:- That the City Manager, unless otherwise directed by City Council, is hereby authorized to do all things necessary to implement the projects set forth in the Fiscal Year 2021 Capital Improvement Plan Budget.

Section 9:- That the City Manager or his designee is authorized to close out or reappropriate unused Capital

Improvement Plan funds in projects that have been completed. These funds may be reappropriated as sources in future year Capital Improvement Plans.

Section 10: - That the City Manager or his designee is authorized to change, subject to any applicable restriction of law or of any bonds or bond issue, the financing sources for the various capital projects included in this or previous ordinances to reflect effective utilization of the financing sources and actual collections and/or realized revenues. If the financing sources in support of capital projects decline, the City Manager or his designee is authorized to reduce, subject to any applicable restriction of law or of any bonds or bond issue, those appropriations to equal the changed financing source. The accounting records of the City will be maintained in a manner where the total of financing sources is equal to the total appropriations for each of the City's capital projects funds.

Section 11:- That the City Manager or his designee is authorized to transfer from any project that 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 12:- That the City Manager or his designee is authorized to transfer funds from any project authorized with Public Art funds in the Capital Improvement Plan to any other project or pool funds, as needed, to implement any portion of the Capital Improvement Plan.

Section 13:- That, if the City Manager, in consultation with the Director of Finance, determines that it is advisable to finance the acquisition of Short-Term Equipment in an alternative manner, the City Manager, with the approval of Council, 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 Ten Million Dollars ($10,000,000). 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.

Section 14:- That this ordinance shall be in effect from and after July 1, 2020.

CERTIFICATION OF FUNDING

Account No.: Various

Amount: $151,020,200

Adopted by Council May 19, 2020
Effective July 1, 2020

TRUE COPY
TESTE:

RICHARD ALLAN BULL

BY: _____
CHIEF DEPUTY CITY CLERK

Appendix

This page intentionally left blank

THE CITY OF NORFOLK
OFFICE OF THE CITY MANAGER

MEMORANDUM

TO: Honorable Mayor and City Council

CC TO: Deputy City Manager's; Greg Patrick, Budget Director

FROM: Dr. Chip Filer, City Manager

SUBJECT: Post COVID19 Proposed Revisions to the FY 2021 General Fund Budget

DATE: May 11, 2020

This letter transmits the recommended adjustments to the Proposed FY 2021 General Fund Budget. These adjustments are a result of the projected revenue loss from the impact of the COVID-19 pandemic. While we cannot determine with certainty either the short or long-term financial impact of this pandemic, we are projecting a revenue loss of up to $40 million in FY 2021. As a result, the adjustments detailed in the attached report, reduce proposed FY 2021 operating costs by that amount.

This document outlines our guiding principles for adjusting the operating budget, summaries of the impact to department budgets and personnel, and the details on the strategies that were used to close the budget gap, along with the resulting impact to service levels.

Guiding Principles for Revised FY 2021 Operating Budget

There are several principles that helped guide decision-making on the proposed operating adjustments

- Prepare for the worst – To the extent possible, make this a one-year event and limit difficult budget decisions to this year.
    - Requires on-going reductions as opposed to one-time fixes
- Begin year in a conservative stance budgetarily - fund core services; some facilities and programs remain closed.
    - No service reductions to refuse collection, public safety, social services, and water and sewer utilities.
    - Open only main and anchor branch libraries and five recreation centers.
    - Impact existing staff only after other options have been explored
- Restore programs and services based on the pace of revenue recovery.

Impact to Department Budgets and Personnel

As I mentioned above, the revised operating budget includes $40 million in budget reductions. These reductions impact department budgets and personnel. A summary of budget reductions by department

can be found on page three, and a summary of the impact to positions by department can be found on page four. Excluding the Central Appropriation, Outside Agency and Norfolk Public Schools budget sections, city departments will see overall budget reductions of $23.2 million. These actions will result in the elimination of 104 vacant positions, and the furlough of 89 employees for a total reduction of 193 full-time positions.

Included in the guiding principles above is the goal of keeping this to a one-year event and limiting difficult budget decisions around programs and services to FY 2021. This can only be accomplished through budget reductions that are on-going rather than one-time in nature. While this is a painful and difficult process in the short- run, it is financially prudent and will help ensure that we are on a sustainable path. To that end, of the $40 million in budget reductions, $29.5 million are on-going savings while $10.5 million are one-time in nature.

Budget Reduction Strategies and Service Level Impacts

This document includes a report by department that details every strategy used to close the budget gap, along with the resulting impact to service levels. Budget staff worked with city departments, City Council Appointees, and Constitutional Officers to develop these strategies and communicate the projected impact to services. While we have attempted to provide context around the impact of each action, it is difficult to capture the detail and nuance in full. If you have additional questions about any of the strategies, please let me know.

Enterprise and Special Revenue Fund Departments

Enterprise and Special Revenue fund department budgets will remain mostly unchanged. Water and Wastewater budgets will be revised down slightly to reflect lower commercial water usage. We will work with the Parking Fund during the year to make any budget adjustments that are necessary based on the impact of the pandemic. Waste Management and Storm Water operating budgets remain unchanged.

I appreciate your patience as we worked to rerun numbers and provide you with the best possible recommendation to see us through this difficult time. Should you have any questions please contact me. Otherwise, we will discuss this in more detail on Tuesday, May 12th.

Sincerely,
Chip

Dr. Chip Filer - City Manager
THE CITY OF NORFOLK
Office of the City Manager
1101 City Hall Building
810 Union Street
Norfolk, Virginia 23510
757-664-4242 direct

Table of Contents

Reconciliation of Proposed to Revised FY 2021 Budget	1
Summary of Budget Reductions by Strategy	2
Summary of Budget Reductions by Department	3
Summary of Impact to Positions by Department	4
Department Budget Reduction Strategies:	
Budget and Strategic Planning	5
Central Appropriations	6
City Attorney	8
City Auditor	9
City Clerk	10
City Manager's Office	11
City Planning	12
City Real Estate Assessor	13
City Treasurer	14
Clerk of the Circuit Court	15
Commissioner of the Revenue	16
Commonwealth's Attorney	17
Communications	18
Cultural Facilities, Arts and Entertainment	19
Debt Service	21
Economic Development	22
Elections	23
Finance	24
Fire-Rescue	25
General Services	26
Human Resources	27
Human Services	28
Information Technology	29
Libraries	31
Nauticus	32
Neighborhood Development	33
Norfolk Community Services Board	34
Norfolk Public Schools	35
Outside Agencies	36
Police	39
Public Health	40
Public Works	41
Recreation, Parks and Open Space	42
Resilience	44
Sheriff and Jail	45
Slover Library	46
St. Paul's Area Transformation	47
Transit	48
Zoological Park	50

Reconciliation of Proposed to Revised FY 2021 Budget

Note: The Proposed FY 2021 General Fund Base Budget reflects where $40 million in reduction strategies were taken from.

Proposed FY 2021 General Fund Budget	**$942,600,200**
Removal of One-Time Items in Proposed Budget	
Remove transfer of Virginia Beach water payment to CIP	($13,500,000)
Remove transfer of SWIFT funds to CIP	($6,000,000)
Remove one-time funds for IT and vehicle replacement	($3,782,721)
Remove one-time funds for citywide bonus	($2,139,657)
Remove one-time funds to replace NCSB's Electronic Health Records System	($800,000)
Remove one-time funds for Multimodal Transportation Plan	($396,000)
Adjust City Manager's contingency for impact of FY 2020 surplus	($350,000)
Remove one-time funds for state compensation board personnel actions	($143,484)
Remove one-time funds for VML conference	($40,000)
Remove one-time funds to support development of a citywide crisis communication plan	($25,000)
Remove one-time funds to transition zoning ordinance to municode to enhance Zoning	($30,000)
Sub-Total Removal of One-Time Funds from Proposed FY 2021	**($27,206,862)**
Proposed FY 2021 General Fund Base Budget[1]	**$915,393,338**
One-Time Funds to add back for Adopted FY 2021 Budget	
Transfer of SWIFT funds to CIP for Norfolk Public Schools	$6,000,000
Carryforward one-time funds to replace NCSB's Electronic Health Records System[2]	$800,000
Carryforward one-time funds to maintain current service levels at NCSB[2]	$1,000,000
Carryforward one-time funds for Multimodal Transportation Plan	$396,000
Carryforward unspent prior year funds for Resilience	$850,000
Carryforward unspent prior year funds for St. Paul's	$1,800,000
Sub-Total One-Time Funds to add back for Revised FY 2021 Budget	**$10,846,000**

SUMMARY OF RECONCILIATION	
Proposed FY 2021 General Fund Budget	**$942,600,200**
Removal of one-time funds	**($27,206,862)**
Strategies to close budget gap resulting from COVID-19 revenue loss	**($40,015,659)**
Sub-Total FY 2021 Revised General Fund Budget	**$875,377,679**
Add back of one-time funds	**$10,846,000**
Grand Total FY 2021 General Fund Budget	**$886,223,679**

[1] The Proposed FY 2021 General Fund Base Budget reflects the starting point from which $40 million in strategies were developed to close the estimated worst-case revenue shortfall resulting from COVID-19

[2] Funds to support these actions come from NCSB's designated fund balance and cannot be used for general government expenses.

FY 2021 Revised Budget

Summary of Budget Reductions by Strategy

Proposed FY 2021 General Fund Budget	**$942,600,200**
Remove One-Time Funds	**($27,206,862)**
Revised FY 2021 General Fund Ongoing Budget	**$915,393,338**
Strategy	**Estimated Savings**
Adjust local support for schools based on revenue sharing formula	($8,000,000)
Continue furlough of part-time staff	($5,028,528)
Recognize Federal and State reimbursement for COVID-19	($5,000,000)
Department specific service reductions	($3,481,063)
Re-open only core recreation centers	($3,197,553)
Use resilience penny to fund operating expenses in FY 2021	($1,990,000)
Re-open only anchor branch libraries	($1,911,288)
Reduce Outside Agency funding	($1,897,697)
Use St. Paul's Area Transformation funds to support general operating expenses in FY 2021	($1,800,000)
Reduce ongoing cash to CIP	($1,625,290)
Implement four furlough days for staff	($1,400,000)
Five percent reduction for Constitutional Officers	($1,204,121)
Freeze twenty sworn officer positions	($822,320)
Eliminate funds for Human Services Grants	($662,177)
Pass on portion of healthcare cost increase to employees	($503,954)
Five percent reduction for Council Appointees	($502,776)
Eliminate ongoing expenditure enhancements	($465,388)
Eliminate funds for St. Paul's Community Development Corporation (CDC)	($300,000)
Eliminate funds for Arts and Humanities Grants	($223,504)
Total	**($40,015,659)**
Sub-Total Revised General Fund FY 2021	**$875,377,679**
Add back of one-time funds	**$10,846,000**
Grand Total Revised General Fund FY 2021	**$886,223,679**

Summary Budget Reductions by Department

Department Name	FY 2020 Adopted Budget	FY 2021 Proposed Budget	FY 2021 Base Budget (removes one-time adjs)	FY 2021 Revised	Reduction ($)	Reduction (%)
Budget and Strategic Planning	$1,566,063	$2,214,270	$2,204,171	$2,027,438	($176,733)	-8.0%
Central Appropriations	$16,080,133	$13,426,279	$13,036,060	$7,477,039	($5,559,021)	-42.6%
Circuit Court Judges	$812,827	$860,362	$855,587	$855,587	$0	0.0%
City Attorney	$4,905,409	$5,056,985	$5,039,223	$4,787,262	($251,961)	-5.0%
City Auditor	$976,749	$1,046,630	$1,041,786	$989,697	($52,089)	-5.0%
City Clerk	$1,683,422	$1,829,881	$1,783,356	$1,698,867	($84,489)	-4.7%
City Council	$387,387	$387,979	$387,979	$387,979	$0	0.0%
City Manager's Office	$2,517,452	$2,701,646	$2,695,385	$2,411,766	($283,619)	-10.5%
City Planning	$4,974,976	$5,024,030	$4,961,032	$4,732,162	($228,870)	-4.6%
City Real Estate Assessor	$2,168,245	$2,296,039	$2,284,736	$2,170,499	($114,237)	-5.0%
City Treasurer	$2,503,713	$2,598,340	$2,578,364	$2,522,564	($55,800)	-2.2%
Clerk of the Circuit Court	$2,873,590	$3,092,884	$3,063,550	$3,014,868	($48,682)	-1.6%
Commissioner of the Revenue	$2,979,959	$3,184,550	$3,159,630	$3,070,641	($88,989)	-2.8%
Commonwealth's Attorney	$6,006,308	$6,304,684	$6,240,587	$6,110,587	($130,000)	-2.1%
Communications	$1,941,157	$2,012,521	$1,979,985	$1,800,787	($179,198)	-9.1%
Cultural Facilities, Arts and Entertainment	$6,167,660	$6,294,700	$6,266,350	$5,765,051	($501,299)	-8.0%
Debt Service	$81,510,525	$98,907,247	$75,624,526	$73,999,236	($1,625,290)	-2.1%
Economic Development	$2,371,835	$2,334,319	$2,326,097	$2,125,796	($200,301)	-8.6%
Elections	$1,110,962	$1,058,371	$1,054,977	$1,002,977	($52,000)	-4.9%
Finance	$6,114,197	$6,603,969	$6,574,905	$6,304,864	($270,041)	-4.1%
Fire-Rescue	$47,278,783	$49,207,315	$48,891,923	$48,891,923	$0	0.0%
General District Court	$276,608	$260,761	$260,761	$260,761	$0	0.0%
General Services	$25,757,355	$26,204,480	$26,146,770	$25,727,024	($419,746)	-1.6%
Human Resources	$3,657,170	$3,606,991	$3,590,493	$3,341,257	($249,236)	-6.9%
Human Services	$49,308,700	$50,591,475	$50,351,107	$50,351,107	$0	0.0%
Information Technology	$16,789,497	$17,652,536	$17,607,279	$16,479,445	($1,127,834)	-6.4%
Juvenile and Domestic Relations Court	$79,933	$79,933	$79,933	$79,933	$0	0.0%
Libraries	$9,789,885	$10,040,302	$9,976,333	$6,988,151	($2,988,182)	-30.0%
Magistrate	$10,874	$11,438	$11,438	$11,438	$0	0.0%
Nauticus	$4,433,492	$4,378,556	$4,361,623	$3,831,603	($530,020)	-12.2%
Neighborhood Development	$4,923,765	$5,165,877	$5,140,370	$4,682,208	($458,162)	-8.9%
Norfolk Community Services Board	$25,078,661	$26,075,590	$25,157,177	$24,098,437	($1,058,740)	-4.2%
Norfolk Juvenile Court Service Unit	$161,713	$163,791	$163,791	$163,791	$0	0.0%
Norfolk Public Schools - Pass-through Revenue[1]	$206,337,956	$215,466,974	$215,466,974	$215,466,974	$0	0.0%
Norfolk Public Schools - Local[2]	$129,823,854	$132,953,357	$132,953,357	$124,953,357	($8,000,000)	-6.0%
Outside Agencies	$54,386,258	$54,073,902	$54,073,902	$50,840,524	($3,233,378)	-6.0%
Police	$77,618,592	$79,559,071	$79,135,752	$77,989,432	($1,146,320)	-1.4%
Public Health	$3,459,696	$3,543,824	$3,541,133	$3,541,133	$0	0.0%
Public Works	$16,996,849	$17,480,326	$17,415,735	$16,477,715	($938,020)	-5.4%
Recreation, Parks and Open Space	$18,091,818	$18,098,111	$17,965,264	$11,854,912	($6,110,352)	-34.0%
Resilience	$421,720	$683,168	$680,833	$630,090	($50,743)	-7.5%
Sheriff and Jail	$34,214,201	$36,269,530	$35,940,835	$35,060,185	($880,650)	-2.5%
Slover Library	$2,745,434	$2,710,391	$2,691,468	$2,521,255	($170,213)	-6.3%
St. Paul's Area Transformation	$3,658,000	$3,890,269	$3,888,116	$2,088,116	($1,800,000)	-46.3%
Transit	$12,466,052	$12,616,100	$12,189,420	$11,640,634	($548,786)	-4.5%
Zoological Park	$4,463,294	$4,580,446	$4,553,265	$4,150,607	($402,658)	-8.8%
Total General Fund	**$901,882,729**	**$942,600,200**	**$915,393,338**	**$875,377,679**	**($40,015,659)**	**-4.4%**

[1] Amount reflects FY 2021 Proposed Budget and has not been adjusted for any subsequent state actions. Adjustments will occur in consultation with NPS.

[2] Includes Construction, Technology, and Infrastructure (CTI) funds of $3,851,000 in FY 2020 and $3,980,000 in FY 2021.

Summary of Impact to Positions (FTEs) by Department

Department Name	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Revised	Furlough (filled)	Eliminate (vacant)	Total Change
Budget and Strategic Planning	19	26	23	0	(3)	(3)
Circuit Court Judges	5	5	5	0	0	0
City Attorney	34	34	34	0	0	0
City Auditor	9	9	9	0	0	0
City Clerk	14	14	13	0	(1)	(1)
City Council	8	8	8	0	0	0
City Manager's Office	13	14	13	0	(1)	(1)
City Planning	63	64	61	(1)	(2)	(3)
City Real Estate Assessor	25	25	25	0	0	0
City Treasurer	31	31	31	0	0	0
Clerk of the Circuit Court	49	48	46	0	(2)	(2)
Commissioner of the Revenue	38	38	37	0	(1)	(1)
Commonwealth's Attorney	61	64	64	0	0	0
Communications	18	18	16	0	(2)	(2)
Cultural Facilities, Arts and Entertainment	50	50	41	(2)	(7)	(9)
Economic Development	18	18	16	0	(2)	(2)
Elections	6	6	6	0	0	0
Finance	56	56	54	(1)	(1)	(2)
Fire-Rescue	504	514	514	0	0	0
General Services	132	132	127	0	(5)	(5)
Human Resources	33	31	28	(2)	(1)	(3)
Human Services	481	483	483	0	0	0
Information Technology	91	92	81	(2)	(9)	(11)
Libraries[1]	99	100	69	(18)	(5)	(23)
Nauticus	28	28	27	(1)	0	(1)
Neighborhood Development	52	56	50	0	(6)	(6)
Norfolk Community Services Board	265	272	272	0	0	0
Police	873	879	859	0	(20)	(20)
Public Health	9	7	7	0	0	0
Public Works	142	141	129	0	(12)	(12)
Recreation, Parks and Open Space	209	208	134	(60)	(14)	(74)
Resilience	4	5	5	0	0	0
Sheriff and Jail	447	447	440	0	(7)	(7)
Slover Library[1]	27	27	35	0	0	0
St. Paul's Area Transformation	4	5	5	0	0	0
Transit	66	66	62	(2)	(2)	(4)
Zoological Park	53	53	52	0	(1)	(1)
Total General Fund	**4,035**	**4,074**	**3,881**	**(89)**	**(104)**	**(193)**

[1] As a result of re-opening only anchor branch libraries, eight permanent full-time FTEs from the Department of Libraries will be redeployed to Slover to fulfill part-time staffing requirements due to the furlough of part-time staff.

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Budget and Strategic Planning

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$1,566,063	19.0
Proposed FY 2021	$2,204,171	26.0
Revised FY 2021	$2,027,438	23.0
Total Reduction ($)		($176,733)
Reduction Pct of Proposed		-8.0%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Eliminate one vacant position	Budget Development	Service level will be impacted. Work product provided to City Manager's Office and to client departments will take longer to produce or will be less thorough in its scope.	-1.0	($56,681)
Eliminate one vacant position	Strategic Planning and Performance Management	Service level will be impacted. Planned work in FY 2021 included overhaul of the administration's strategic plan and the development of a new prerformance management program. As a result of the action, the department does not have the resources to implement these initiatives concurrently.	-1.0	($52,122)
Increase HUD reimbursement	Housing and Urban Development (HUD) Entitlement Management	No impact to service.	0.0	($15,393)
Eliminate one vacant position	Budget Monitoring	Service level will be impacted. Budget analysts portfolio's will be consolidated. Budget monitoring will be less thorough and comprehensive as a result of reduced staffing. Budget monitoring will be particularly important in FY 2021 as we track revenue levels against our projections to develop a plan to restore services to residents.	-1.0	($52,122)
Remove funds for part-time staff	Budget Development	No impact to service	0.0	($415)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Central Appropriations

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$16,080,133	
Proposed FY 2021	$13,036,060	
Revised FY 2021	$7,477,039	
Total Reduction ($)		($5,559,021)
Reduction Pct of Proposed		-42.6%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Pass on portion of healthcare cost increase to employees	N/A	No impact to service. This strategy splits the 12 percent increase in healthcare premiums between the city and employees. The Proposed FY 2021 Budget assumed the city would fund the total premium increase. This action will result in a take home pay reduction for city employees, as no salary increase is recommended.	0.0	($503,954)
Reduce Cemeteries support	General Operating Support	Service will be impacted. Cemeteries is eliminating six vacant positions impacting mowing and operational hours of the city's cemeteries. Calvary Cemetery will close and the remaining cemeteries' operating hours will be modified. Mowing cycles will increase from 10-12 days to 14-16 days with minimal to no string trimming.	0.0	($227,567)
Recognize Federal and State reimbursement for COVID-19	N/A	No impact to service. This strategy is a placeholder for COVID-19 related costs the city will incurred that are eligible for reimbursement. This may include the CARES Act, FEMA, CDBG, and other reimbursement sources.	0.0	($5,000,000)
Use resilience penny to fund operating expenses in FY 2021	Resilience Designation	Service level may be impacted. These funds were earmarked to support the Ohio Creek Watershed project. City staff is working to identify alternative grant funds to replace resilience penny funding. If alternative funding is not identified, this action may negatively impact the project scope or completion date.	0.0	($1,990,000)

Adjust vacancy savings estimate	Citywide Turnover Savings	Impact to service is reflected in all departments experiencing elimination or furlough of previously funded positions. This action reduces the city's assumption for personnel savings from vacant positions. This action is necessary to reflect the impact of position reductions citywide.	0.0	$3,562,500
Implement four furlough days for staff	Compensation and Benefits	Service may be impacted. Citywide full-time staff will be required to take four unpaid days during FY 2021. This results in one-time personnel savings.	0.0	($1,400,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: City Attorney

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$4,905,409	34.0
Proposed FY 2021	$5,039,223	34.0
Revised FY 2021	$4,787,262	34.0
Total Reduction ($)		($251,961)
Reduction Pct of Proposed		-5.0%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Increase State reimbursement	Legal Services	No impact to service. Four Department of Law positions focus solely on Social Services work. The action will increase state reimbursement to cover the salaries of these positions. Social Services staff and operation expenses are reimbursed at a base rate of 84.5 percent.	0.0	($251,961)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: City Auditor

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$976,749	9.0
Proposed FY 2021	$1,041,786	9.0
Revised FY 2021	$989,697	9.0
Total Reduction ($)		($52,089)
Reduction Pct of Proposed		-5.0%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce budget by five percent	N/A	Service may be impacted. The City Auditor did not provide a reduction strategy. This action reduces the Auditor's personnel budget by five percent.	0.0	($52,089)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: City Clerk

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$1,683,422	14.0
Proposed FY 2021	$1,783,356	14.0
Revised FY 2021	$1,698,867	13.0
Total Reduction ($)		($84,489)
Reduction Pct of Proposed		-4.7%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Eliminate funding for the Executive Assistant to the Mayor position	Legislative Support Services	Service may be impacted. This position has been vacant since July 2019. Continuing to leave this position vacant may slow the responsiveness of the Mayor's Office.	-1.0	($84,489)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: City Manager's Office

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$2,517,452	13.0
Proposed FY 2021	$2,695,385	14.0
Revised FY 2021	$2,411,766	13.0
Total Reduction ($)		($283,619)
Reduction Pct of Proposed		-10.5%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce funding for Intergovernmental Relations Officer position	Intergovernmental Relations	Service may be impacted. Reduced funding for this position may limit the ability of the City Manager's Office to provide the salary required to attract the highest quality candidate for the position.	0.0	($21,377)
Eliminate intergovernmental relations contract	Intergovernmental Relations	Service may be impacted. The city currently contracts with three firms to provide lobbying efforts at the state and federal level. Eliminating the contract with one of the lobbying firms may negatively impact progressive lobbying efforts for the public policy interests of the city.	0.0	($105,067)
Reduce funds for city sponsorships	Intergovernmental Relations	Service will be impacted. Reduction of funding from $180,000 to $130,000. Sponsorship funds are used to support events citywide. Reduced funding will impact the number of events the city sponsors.	0.0	($50,000)
Remove funds for City Security Officer position	Policy Management	No impact to service. The FY 2021 proposed budget included funds to create a City Security Officer position. This position would have been responsible for enhancing the safety of city employees and visitors to city facilities. This action removes funding for this enhancement.	-1.0	($100,000)
Remove funds for part-time staff	N/A	Service may be impacted. This action will prevent the City Manager's Office from being able to hire short-term temporary staff to assist with project specific work.	0.0	($7,175)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: City Planning

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$4,974,976	63.0
Proposed FY 2021	$4,961,032	64.0
Revised FY 2021	$4,732,162	61.0
Total Reduction ($)		($228,870)
Reduction Pct of Proposed		-4.6%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Site Plan Review	Site Plan Review	Service will be impacted. This action eliminates a Planner II position that provides site plan review. As a result, site plan review will be delayed. This delay will especially impact new construction.	-1.0	($60,125)
Reduce staff for Comprehensive Planning	Comprehensive Planning	Service will be impacted. Comprehensive and area planning projects will be delayed. Responsiveness to City Council, Planning Commission, and neighborhood requests will be impacted adversely.	-1.0	($114,787)
Reduce staffing for Floodplain Management	Floodplain Management	Service will be impacted. Work will be delayed where there is not a statutorily mandated deadline.	-1.0	($48,312)
Remove funds for part-time staff	N/A	Service may be impacted. This action will prevent the department from being able to hire short-term temporary staff to assist with project specific work.	0.0	($5,646)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: City Real Estate Assessor

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$2,168,245	25.0
Proposed FY 2021	$2,284,736	25.0
Revised FY 2021	$2,170,499	25.0
Total Reduction ($)		($114,237)
Reduction Pct of Proposed		-5.0%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce personnel expenditures for the Appraisal and Appeals Program	Appraisal and Appeals	No impact to service. This action will capture salary savings accumulated from staff retirement and hiring their replacements at lower salaries.	0.0	($114,237)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: City Treasurer

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$2,503,713	31.0
Proposed FY 2021	$2,578,364	31.0
Revised FY 2021	$2,522,564	31.0
Total Reduction ($)		($55,800)
Reduction Pct of Proposed		-2.2%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce personnel expenditures for the Revenue Collections Program	Revenue Collections	No impact to service. This action will capture salary savings accumulated from staff turnover and hiring new employees at lower salaries.	0.0	($29,400)
Reduce nonpersonnel expenditures for the Revenue Collections Program	Revenue Collections	No impact to service. This action will reduce funds for mailings to capture anticipated postage cost savings from transitioning to electronic billing (e-billing). The cost savings that will be realized depends on the timeframe for implementing the e-billing service.	0.0	($26,400)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Clerk of the Circuit Court

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$2,873,590	49.0
Proposed FY 2021	$3,063,550	48.0
Revised FY 2021	$3,014,868	46.0
Total Reduction ($)		($48,682)
Reduction Pct of Proposed		-1.6%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce nonpersonnel expenditures	N/A	No impact to service. This action will reduce funds for the equipment, contractual services, and materials, supplies and repairs expenditure categories. The costs will be covered by special revenue funding.	0.0	($41,081)
Reduce non-funded state positions	N/A	Technical adjustment to eliminate a vacant Deputy Clerk I and a vacant Deputy Clerk II to reflect State Compensation Board actions for FY 2021. This adjustment aligns the city's number of state-supported positions with the State Compensation Board approved number of positions. A corresponding revenue adjustment has been made.	-2.0	($7,601)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Commissioner of the Revenue

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$2,979,959	38.0
Proposed FY 2021	$3,159,630	38.0
Revised FY 2021	$3,070,641	37.0
Total Reduction ($)		($88,989)
Reduction Pct of Proposed		-2.8%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce city funded positions in the Business Revenue Team	Business Revenue	Service may be impacted. This action will eliminate one vacant city-supported Deputy I position and freeze and defund one vacant city-supported Deputy I position in the Business Revenue Team. The Team audits and investigates business establishments and activities for compliance with license tax ordinances; researches, interprets, and applies state and local tax codes; assesses business personal property and machinery and tools; and interacts significantly with the public. This reduction may hamper the capacity to handle growth in the assessing of business property and required compliance of businesses assessed.	-1.0	($56,292)
Reduce city funded positions in the Personal Property Assessment Team	Personal Property Assessment	Service may be impacted. This action will freeze and defund a vacant city-supported Deputy I position in the Personal Property Assessment Team. The Team assesses motor vehicles, boats, aircraft, mobile homes, and trailers. Also, as a Department of Motor Vehicles (DMV) Select location, the Team provides vehicle titling, registration, license plates, voter registration, and car dealer transaction services. This reduction may hamper customer service capabilities and the ability to handle growth in the assessing of personal property.	0.0	($32,697)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Commonwealth's Attorney

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$6,006,308	61.0
Proposed FY 2021	$6,240,587	64.0
Revised FY 2021	$6,110,587	64.0
Total Reduction ($)		($130,000)
Reduction Pct of Proposed		-2.1%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce personnel funds to reflect attrition and temporary staffing	N/A	Service may be impacted. This strategy reduces funds for city funded positions and increases vacancy savings estimate. Delayed hiring may impact the ability to meet state caseload demand.	0.0	($130,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Communications

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$1,941,157	18.0
Proposed FY 2021	$1,979,985	18.0
Revised FY 2021	$1,800,787	16.0
Total Reduction ($)		($179,198)
Reduction Pct of Proposed		-9.1%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce funding for advertising and promotional activities	Account Management	Service will be impacted. Department will miss targeted audiences by eliminating printed materials, postage and ads. Additionally, the department will be unable to create or purchase new large city flags. This results in the loss of in-kind promotional sponsorship opportunities and the ability to reach large audiences for citywide events and initiatives.	0.0	($58,237)
Reduce funding for promotional activities.	Norfolk Arts	Service will be impacted. Norfolk Arts builds community through arts outreach and education. This reduction will reduce the number of art projects the program can produce.	0.0	($5,000)
Reduce staffing for Creative Services	Creative Services	Service will be impacted. Two Multimedia Communications Specialist positions will be eliminated. These positions support the communication needs of departmental accounts through design and social media content to share Norfolk's story across platforms. Eliminating funding will create an internal backlog of graphic design projects and delay department media communication.	-2.0	($115,961)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Cultural Facilities, Arts and Entertainme

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$6,167,660	50.0
Proposed FY 2021	$6,266,350	50.0
Revised FY 2021	$5,765,051	41.0
Total Reduction ($)		($501,299)
Reduction Pct of Proposed		-8.0%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Event Services and Project Management	Event Services and Project Management	Service will be impacted. The Event Services and Project Management program manages all aspects of event production for SevenVenues. As a result of this action, the department will no longer have the capacity to produce events in Towne Point Park. Events such as Pridefest and Caribfest would need to work through Festevents for production assistance. This action will also eliminate the capacity to provide rental services for the show mobile and tents and other equipment for city departments and the public.	-7.0	($308,640)
Reduce staffing for Marketing	Marketing	Service will be reduced. Eliminating this position will stall efforts to add more corporate sales for tickets and receptions along with converting sponsors for upcoming events.	-1.0	($48,312)
Reduce staffing for MacArthur Programming	MacArthur Programming	No impact to service. This position has been vacant for six months, and the MacArthur team has been operating effectively. The team is very innovative and are utilizing many strategies to continue to serve the mission of the museum by spreading education of General Douglas MacArthur online to students across our state and country.	-1.0	($107,278)
Reduce Attucks Promotional Funding	N/A	Service will be impacted. A reduction in funds for Attucks programming will result in fewer performances and fewer high profile performers at the venue.	0.0	($17,069)

Reduce funds for Theatre Festival marketing	N/A	No impact to services. This action aligns funding with anticipated expenditures. Current marketing budget is $100,000, average spend during the first two years of the festival was $82,000.	0.0	($20,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Debt Service

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$81,510,525	
Proposed FY 2021	$75,624,526	
Revised FY 2021	$73,999,236	
Total Reduction ($)		($1,625,290)
Reduction Pct of Proposed		-2.1%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce ongoing cash to CIP	Capital Transfers	This strategy eliminates the transfer of ongoing revenue to the CIP. This revenue will now be used to support ongoing operating expenses. While this strategy will not impact city service levels, the use of ongoing revenue to support the CIP is a best practice and provides a hedge against an economic downturn.	0.0	($1,625,290)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Economic Development

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$2,371,835	18.0
Proposed FY 2021	$2,326,097	18.0
Revised FY 2021	$2,125,796	16.0
Total Reduction ($)		($200,301)
Reduction Pct of Proposed		-8.6%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Business Development	Business Expansion, Attraction and Retention	Service will be impacted. This action eliminates two vacant Business Development Manager positions. This reduction will negatively impact the city's business attraction efforts which help grow the tax base, and will reduce the level of service the city provides to help foster and grow existing local businesses	-2.0	($172,848)
Reduce funding for marketing	Marketing and Communications	Service will be impacted. This action reduces funds used to market Norfolk as great for business. The reduction will limit the city's outreach and exposure and may result in slower growth in the tax base.	0.0	($27,453)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Elections

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$1,110,962	6.0
Proposed FY 2021	$1,054,977	6.0
Revised FY 2021	$1,002,977	6.0
Total Reduction ($)		($52,000)
Reduction Pct of Proposed		-4.9%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Remove funds for part-time staff	N/A	Service will be impacted. The temporary staff furlough may lead to a higher reliance on volunteers to operate voting places during elections.	0.0	($52,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Finance

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$6,114,197	56.0
Proposed FY 2021	$6,574,905	56.0
Revised FY 2021	$6,304,864	54.0
Total Reduction ($)		($270,041)
Reduction Pct of Proposed		-4.1%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing in the Purchasing program	Purchasing	Service will be impacted. This action will result in workflow delays and delay procurement of good and services.	-1.0	($61,360)
Reduce Risk Management staffing	Risk Management	Service will be impacted. This action eliminates the City Safety Officer position. This position coordinates citywide workplace safety policies and procedures. As a result of this action, workplace safety will become decentralized at the department level and this will limit the city's ability to develop and implement a cohesive workplace safety program.	-1.0	($69,550)
Reduce funds for annual audit contract	Financial Reporting, Quality and Integrity Assurance	No impact to service. This is a technical adjustment to align funding with anticipated expenditures.	0.0	($133,248)
Remove funds for part-time staff	N/A	Service may be impacted. This action will prevent the department from being able to hire short-term temporary staff to assist with project specific work.	0.0	($5,883)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Fire-Rescue

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$47,278,783	504.0
Proposed FY 2021	$48,891,923	514.0
Revised FY 2021	$48,891,923	514.0
Total Reduction ($)		$0
Reduction Pct of Proposed		0.0%

Summary of Strategies

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: General Services

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$25,757,355	132.2
Proposed FY 2021	$26,146,770	132.2
Revised FY 2021	$25,727,024	127.2
Total Reduction ($)		($419,746)
Reduction Pct of Proposed		-1.6%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Facilities Maintenance	Facility Maintenance	Service will be impacted. The reduced staffing will delay response to maintenance and repair requests. Two vacant positions will be eliminated.	-2.0	($82,755)
Reduce staffing for Real Estate Services	Real Estate Services	Service will be impacted. This action will reduce the city's capacity to provide oversight of the city's real estate transactions.	-1.0	($44,462)
Reduce funds for supplies and equipment	Animal Health and Welfare	Service may be impacted. This action reduces the amount of cleaning, medical, and office supplies and will result in a more judicious use of existing supplies to keep the building and animals healthy. The equipment reduction may result in the need to use kennels, carts, etc. longer than the recommended useful life.	0.0	($45,507)
Reduce staffing in the Director's Office	Director's Office	Service may be impacted. This action eliminates a vacant Assistant Director and a vacant Management Analyst III position and may result in less effective administrative oversight of department functions.	-2.0	($185,602)
Remove funds for part-time staff	N/A	Service will be impacted. This strategy continues the furlough of part-time positions enacted in the fourth quarter of FY 2020. Reduced staffing increases response time to maintenance issues and decreases the annual project capacity.	0.0	($61,420)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Human Resources

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$3,657,170	33.0
Proposed FY 2021	$3,590,493	31.0
Revised FY 2021	$3,341,257	28.0
Total Reduction ($)		($249,236)
Reduction Pct of Proposed		-6.9%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Restructure Organizational Development team	Organizational Development	Service may be impacted. This action eliminates the employee engagement program and consolidates resources within the organizational development team. This action may lead to a less engaged workforce, and as a result, less job satisfation, higher turnover, and less discretionary effort.	-1.0	($69,951)
Reduce staffing for Compensation and Classification	Compensation and Classification	Service may be impacted. This action furloughs one position in the compensation and classification program. This action may result in redistributed process flows, reduce the ability for compensation research and strategy development.	-1.0	($85,476)
Eliminate one vacant position	Director's Office	Service may be impacted. This action eliminates one vacant position in the Director's Office and may impact the department's ability to proactively undertake strategic initiatives.	-1.0	($88,218)
Reduce funds for part-time staff	N/A	Service may be impacted. Eliminating temporary staffing budget may result in slower process streamlines.	0.0	($5,591)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Human Services

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$49,308,700	481.0
Proposed FY 2021	$50,351,107	483.0
Revised FY 2021	$50,351,107	483.0
Total Reduction ($)		$0
Reduction Pct of Proposed		0.0%

Summary of Strategies

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Information Technology

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$16,789,497	91.0
Proposed FY 2021	$17,607,279	92.0
Revised FY 2021	$16,479,445	81.0
Total Reduction ($)	($1,127,834)	
Reduction Pct of Proposed	-6.4%	

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Application Development	Application Development	Service will be impacted. This action will result in reduced capacity to assist other city departments with custom application development and maintenance.	-1.0	($58,971)
Reduce staffing for Customer Support Services	Customer Support Services	Service will be impacted. This action will result in increased wait times for IT Help Desk support and service. City employees will experience more technology down time, reducing overall efficiency of work.	-2.0	($115,653)
Reduce staffing for Enterprise Innovation and Application Services	Enterprise Innovation and Application Services	Service may be impacted. This program provides citywide support for enterprise systems and applications. The strategy will restructure staffing, resulting in an impact to support services for some system applications to prioritize network security and remote connection support with the expectation that increased telework capabilities remain standard practice.	-1.0	($52,108)
Reduce staffing for Public Safety Radio and Technology Support	Public Safety Radio and Technology Support	Service will be impacted. This action will result in the elimination of three positions and reduce application support services for public safety, placing greater reliance on the technology support unit within the Police department.	-3.0	($203,672)
Reduce staffing for Information Technology Assets Management	Information Technology Asset Management	Service will be impacted. This action eliminates one vacant position and will reduce ArcGIS capabilities including data maintenance and analysis, mapping and data visualization, troubleshooting and technical support, and application development.	-1.0	($61,360)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Reduce office supplies budget	Director's Office	No impact to service. This is a technical adjustment to align funding with anticipated utilization.	0.0	($12,722)
Reduce funding for contractual services	Application Development	Service may be impacted. This action reduces funds for applications that are being phased out by the city and will no longer have technical support. These applications include WebEOC, Crystal Enterprise and more. Consultant services for upgrades will be eliminated and the department will need to absorb the additional workload. Currently the city has two forms of internet connection, cable and WiFi. Cable internet connection is redundant and will be eliminated.	0.0	($122,247)
Reduce funding for data airtime and public WiFi	Telecommunications	Service will be impacted. This action will reduce funding for for data airtime. This service has been made redundent by the expansion of the city's institutional network (i-net). This action also eliminates all public WiFi at recreation centers, Towne Point Park, and Nauticus.	0.0	($152,000)
Remove funds for enhanced network security	N/A	No impact to service. The Proposed FY 2021 budget included funds for enhanced network security. This action removes that enhancement and maintains the current service level.	-1.0	($74,853)
Remove funds for enhanced cybersecurity	N/A	No impact to service. The Proposed FY 2021 budget included funds for enhanced cybersecurity. This action removes that enhancement and maintains the current service level.	-2.0	($115,535)
Remove funds for part-time staff	N/A	Service will be impacted. Part-time staff supplement the work done by the department's full-time staff. This reduction will result in increased workloads for full-time staff. As a result, work will be delayed and lower priority projects may be eliminated.	0.0	($158,713)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Libraries

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$9,789,885	98.5
Proposed FY 2021	$9,976,333	99.5
Revised FY 2021	$6,988,151	68.5
Total Reduction ($)		($2,988,182)
Reduction Pct of Proposed		-30.0%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Remove funds for part-time staff	N/A	Service will be impacted. This action is a city-wide furlough of part-time positions. Beginning in July, the city plans to only open anchor branch libraries. Full-time staff will be available to fully staff those libraries as a result of the closure of neighborhood branch libraries.	0.0	($1,076,894)
Reduce staff to align with library facility plan	Branch Operations	Service will be impacted. This action aligns staffing levels with the library facility plan that will see only anchor branch libraries open to begin FY 2021. As the city begins it's financial recovery from the COVID-19 pandemic, it will look to bring more library facilities back online based on improved revenue projections.	-31.0	($1,398,068)
Reduce books and materials	Books and Digital Media	Service will be impacted. This action aligns funding with anticipated utilization. Neighborhood branch libraries will be closed and will not require new books or other media.	0.0	($270,000)
Reduce funds for security, custodial, and utilities based on utilization	Branch Operations	No impact to service. The city will begin FY 2021 operating only a limited number of libraries. This action aligns funding with anticipated utilization to account for closed facilities	0.0	($243,220)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Nauticus

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$4,433,492	28.0
Proposed FY 2021	$4,361,623	28.0
Revised FY 2021	$3,831,603	27.0
Total Reduction ($)		($530,020)
Reduction Pct of Proposed		-12.2%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Museum Operations	Museum Operations	No impact to service. This action will reduce expenses while continuing to provide the level of service that guests have come to expect while touring the USS Wisconsin and the Nauticus Museum	-1.0	($57,936)
Reduce operational budget	Museum Operations	No impact to service. This action is a technical adjustment to align funding with anticipated utilization.	0.0	($103,000)
Reduce funds for cruise terminal marketing	Cruise Terminal	Service will be impacted. This action will reduce funds used to market Norfolk and the Cruise Terminal as a great destination for cruise lines. Reduced marketing may lead to fewer cruise ship visits and less revenue.	0.0	($19,013)
Remove funds for part-time staff	N/A	Service will be impacted. Part-time staff are critical to the visitor experience at Nauticus and the Battleship Wisconsin. The department does not believe they can effectively re-open without some level of part-time staff to assist with admissions, guest services, and large scale cruise operations.	0.0	($350,071)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Neighborhood Development

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$4,923,765	52.0
Proposed FY 2021	$5,140,370	56.0
Revised FY 2021	$4,682,208	50.0
Total Reduction ($)		($458,162)
Reduction Pct of Proposed		-8.9%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Code Enforcement	Code Enforcement	Service will be impacted. This action will result in delays in service including confirming compliance with building maintenance codes, nuisance violations, tall weeds and grass violations, emergency on call inspections, graffiti removal, trash and debris removal, demolition services, building board ups, elevator inspection compliance, and zoning violations across the city.	-3.0	($162,545)
Reduce staffing at the Norfolk Cares Call Center	Norfolk Cares Call Center	Service will be impacted. This action will result in longer initial wait times for citizens contacting Norfolk Cares, and delays in resolving citizen requests and inquiries.	-3.0	($89,984)
Reduce funding for non-emergency demolitions	Nuisance Abatement and Demolition	Service will be impacted. This action will result in reduced capacity for demolitions across the city. As a result of the reduction, the city will no longer be able to complete non-emergency demolitions.	0.0	($142,000)
Reduce funding for Neighborhood Engagement	Neighborhood Engagement	Service will be impacted. This action will eliminate funding for green neighborhood signs, and reduce funding used to promote the Rent Ready program.	0.0	($16,982)
Reduce operating costs in the Director's Office	Director's Office	Service may be impacted. This action will reduce the opportunity for staff development, which may lead to a less engaged workforce.	0.0	($10,967)
Remove funds for part-time staff	N/A	Service will be impacted. This action will reduce support for Neighborhood Engagement and the Norfolk Cares hotline.	0.0	($35,684)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Norfolk Community Services Board

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$25,078,661	265.3
Proposed FY 2021	$25,157,177	272.3
Revised FY 2021	$24,098,437	272.3
Total Reduction ($)		($1,058,740)
Reduction Pct of Proposed		-4.2%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce nonpersonnel budget	Housing and Employment Services	No impact to service. The department will actively manage existing program budgets to remain within spending authorization.	0.0	($58,740)
Increase revenue from reserve fund balance	N/A	No impact to service. This strategy increases revenue by utilizing designated fund balance to lower local match requirements. State guidance for department mandated services recommended use of reserves to maintain current service levels during the pandemic.	0.0	($1,000,000)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Norfolk Public Schools

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$336,161,810	
Proposed FY 2021	$348,420,331	
Revised FY 2021	$340,420,331	
Total Reduction ($)		($8,000,000)
Reduction Pct of Proposed		-2.3%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Adjust local support for schools based on revenue sharing formula	School Funding	Impact to service unknown. The School Board will submit a revised budget indicating impact based on revised appropriation. The city may also use one-time SWIFT money to offset loss in consumption based tax revenue driving the funding reduction.	0.0	($8,000,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Outside Agencies

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$54,386,258	
Proposed FY 2021	$54,073,902	
Revised FY 2021	$50,840,524	
Total Reduction ($)		($3,233,378)
Reduction Pct of Proposed		-6.0%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Eliminate funds for Human Services Grants	Community Initiatives	Service will be impacted. Human Services Grants provide resources to Norfolk's at-risk and vulnerable populations. This action eliminates funding for this program in FY 2021 and may result in worsening outcomes for the population served by this grant program.	0.0	($662,177)
Eliminate funds for Arts and Humanities Grants	Norfolk Arts and Culture Consortium	Service will be impacted. Arts and Humanities Grants support public art initiatives and local arts organizations. This action will negatively impact the local arts communities ability to produce work and inspire the next generation of artists and creators.	0.0	($223,504)
Eliminate funds for St. Paul's Community Development Corporation (CDC)	Economic Development Initiatives	No impact to service. The St. Paul's CDC has not yet been organized and as a result no funding is needed.	0.0	($300,000)
Reduce funds for Outside Agency Arts and Culture Organizations	Community Initiatives	Service will be impacted. This action implements a ten percent reduction across all of the city's outside agency partners. This strategy is expected to result in reduced service levels to partner organizations providing cultural, health, social and support services to the community. In addition, there will be reduced service levels in promoting the economic development in downtown Norfolk and providing student exchange opportunities.	0.0	($165,915)
Eliminate Funding for Hampton Roads Sports Commission	City Memberships and Dues	Service will be impacted. This action is expected to result in less capacity to attract sporting events to the Hampton Roads region.	0.0	($36,000)

Adjust funding for The Zoo and Nauticus Foundations	Community Initiatives	Service may be impacted. The Zoo and Nauticus foundations are funded through the combination of a fixed grant award and a revenue sharing payment for ticket sales beyond an agreed upon baseline. As a result of the pandemic, ticket sales projections for both organization were revised down below the revenue sharing base. This action reduces the fixed grant payment by half for each organization, while decreasing the revenue sharing baseline. As a result, the organizations will receive less guaranteed city funding, in exchange for the opportunity to generate significantly more funds through the revenue sharing agreement.	0.0	($479,222)
Provide funds to support Teens with a Purpose	Community Initiatives	No impact to service. Funding for Teens with a Purpose will move from Human Services Grants to a direct outside agency grant.	0.0	$54,000
Eliminate Funds for Citywide Marketing	Norfolk Arts and Culture Consortium	Service will be impacted. This action eliminates Norfolk Arts Consortium Citywide Marketing funds. The city uses these funds to subsidize the Arts Consortium's promotional efforts. Eliminating these funds may reduce the scope and reach of Norfolk's arts and culture event and result in reduced city revenue.	0.0	($100,500)
Remove proposed enhancement for Norfolk Redevelopment and Housing Authority (NRHA)	Economic Development Initiatives	No impact to service. This strategy is a removal of an enhancement contained in the FY 2021 proposed budget. This strategy maintains prior year funding for administrative support.	0.0	($100,000)
Reduce funds for Hampton Roads Transit	Public Transportation	No impact to service is anticipated. No changes to routes or headways will occur in FY 2021 as a result of this reduction. This reduction reflects the impact of the recordation tax on transportation funding for Hampton Road's localities. The reduction reflects prior year funding and the minimum funding required in FY 2021. A corresponding revenue adjustment has been made.	0.0	($480,360)

Reduce funds for Tourism Infrastructure Repairs (Debt Service)	Economic Development Initiatives	No impact to service. This strategy aligns with the reforecast of designated funds. A corresponding revenue adjustment has been made.	0.0	($353,700)
Remove proposed enhancement for Norfolk Behavioral Health Docket	Community Initiatives	No impact to service. The Proposed FY 2021 Budget included funds to create a Behavioral Health Docket at the General District Court.	0.0	($50,000)
Reduce funds for Norfolk Convention and Visitor's Bureau	Community Initiatives	Service will be impacted. One dollar of the three dollar bed tax is designated to Visit Norfolk for marketing. This adjustment reflects the updated revenue projection for bed tax revenue and does not reflect a savings to the city. The funding amount will change based on actual results.	0.0	($336,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Police

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$77,618,592	873.0
Proposed FY 2021	$79,135,752	879.0
Revised FY 2021	$77,989,432	859.0
Total Reduction ($)		($1,146,320)
Reduction Pct of Proposed		-1.4%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Freeze twenty sworn officer positions	Patrol Services	This strategy will not have an immediate impact to service levels. The department will still be able to maintain normal academy hiring practices during FY 2021 and FY 2022 with the lower level of authorized sworn personnel due to recent attrition rates.	-20.0	($822,320)
Reduce funds for part-time staff	Crowd, Traffic, and Special Events Management	Service will be impacted. This action is the continuation of the furlough of part-time staff and will place added strain on Norfolk Police Department's over-time budget. Funds for School Crossing Guards remain in the budget and are not impacted by this action.	0.0	($324,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Public Health

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$3,459,696	8.5
Proposed FY 2021	$3,541,133	7.0
Revised FY 2021	$3,541,133	7.0
Total Reduction ($)		$0
Reduction Pct of Proposed		0.0%

Summary of Strategies

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Public Works

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$16,996,849	142.0
Proposed FY 2021	$17,415,735	141.0
Revised FY 2021	$16,477,715	129.0
Total Reduction ($)		($938,020)
Reduction Pct of Proposed		-5.4%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for the Construction, Design, and Engineering program	Construction, Design, and Engineering	Service will be impacted. This action will result in fewer positions to manage construction contracts reducing oversight and quality control of projects. Three positions will be eliminated.	-3.0	($192,794)
Reduce staffing and nonpersonnel funds for street repairs and maintenance	Street Repairs and Maintenance	Service will be impacted. This action reduces staffing and nonpersonnel funds for the repair and maintenance of the city's network of streets and bridges. Specifically this action will result in an eight percent reduction in sidewalk and pothole repairs, a two percent reduction in road resurfacing, a 32 percent reduction in concrete resurfacing, and a 50 percent reduction in curb and gutter repair. Seven positions will be eliminated.	-7.0	($552,608)
Reduce staffing for the Survey Services program	Survey Services	Service will be impacted. This action eliminates two vacant positions. Specifically this action is expected to result in a two day increase in survey request response time, a three day increase in plat and plan review, drawing review, and parcel description prep time. This action is also expected to eliminate the program's capacity to complete topographical and boundary requests.	-2.0	($118,810)
Reduce Vibrant Cities capacity	Director's Office	Service will be impacted. This action will result in fewer projects being completed annually.	0.0	($71,154)
Remove funds for part-time staff	N/A	No impact to service. This strategy continues the furlough of part-time positions. The department does not historically employ part-time staffers.	0.0	($2,654)

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: Recreation, Parks and Open Space

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$18,091,818	209.0
Proposed FY 2021	$17,965,264	208.0
Revised FY 2021	$11,854,912	134.0
Total Reduction ($)		($6,110,352)
Reduction Pct of Proposed		-34.0%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce mowing and landscape capacity	Mowing and Landscape Maintenance	Service will be impacted. This action will result in mowing cycles increased from 12-14 days to 16-21 days. Bed maintenance will be reduced from twice per month to once per month. Four vacant positions will be eliminated.	-4.0	($140,388)
Reduce citywide maintenance of trees and shrubs	Urban Forestry	Service will be impacted. As a result of this action, maintenance, pruning, removal, and installation of trees and shrubbery will be less frequent throughout the year. Four vacant positions will be eliminated.	-4.0	($160,681)
Suspend the N.E.L. program	Norfolk Emerging Leaders and Youth Initiatives	Service will be impacted. As a result of this action, the N.E.L. program is being suspended for FY 2021. The suspension of this program is primarily a public health decision rather than a financial decision. Nonpersonnel expenditures will not be needed. Staffing expenditures for the program are included in the temporary staffing reduction.	0.0	($75,920)
Reduce project management capacity	Park Planning and Design	Service will be impacted. This action will result in reduced capacity including increased timelines for analysis, design, and response for projects. One vacant position will be eliminated. One position will be furloughed.	-2.0	($124,674)
Reduce program outreach capacity	Community Engagement and Education	Service will be impacted. This action will result in fewer opportunities for events and programs at parks. Park patrols will be restructured. One vacant position will be eliminated.	-1.0	($32,024)

Suspend aquatics program	Aquatics	Service will be impacted. As a result of this action no aquatic services will be offered due to public health concerns with COVID-19. Two vacant positions will be eliminated. 15 positions will be furloughed.	-17.0	($492,952)
Reduce funds for supplies	Director's Office	Service will be impacted. This action will result in reduced supplies which will increase electronic communications and reports. There will be a decrease in rentals, promotional activities, and marketing for department programs.	0.0	($100,000)
Restructure programmatic services	Recreation Programming	Service will be impacted. As a result of this action fewer recreation and community centers will be open amid the COVID-19 health crisis. This will result in fewer available locations to take classes, exercise, and participate in other activities. Facilities planned to be reopened are East Ocean View Recreation Center, Norview Community Center, Lambert's Point Community Center, Berkley Community Center, and Huntersville Community Center. With the furlough of temporary staffing, permanent positions will backfill the hours normally provided by temporary staff at these locations. After redeployment of permanent staff, 46 remaining positions will be furloughed or eliminated.	-46.0	($2,032,478)
Remove funds for part-time staff	N/A	Service will be impacted. This action continues the furlough of part-time positions. Part-time staff primarily supports beach operations, recreation center programming, and the N.E.L. program.	0.0	($2,279,112)
Reduce funds for security, custodial, and utilities based on utilization	Recreation Programming	No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers. This action aligns funding with anticipated utilization to account for closed facilities.	0.0	($672,123)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Resilience

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$421,720	4.0
Proposed FY 2021	$680,833	5.0
Revised FY 2021	$630,090	5.0
Total Reduction ($)		($50,743)
Reduction Pct of Proposed		-7.5%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce funding for contracted coastal resilience work	Coastal Resilience	Service may be impacted. This action may result in reduced capacity to procure contract support for the Ohio Creek Watershed Project and US Army Corps of Engineers' Preconstruction Engineering and Design work	0.0	($27,327)
Remove funds for part-time staff	N/A	Service will be impacted. Remove funds for furlough of part-time staff. This will reduce administrative support for the Department of Resilience.	0.0	($23,416)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Sheriff and Jail

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$34,214,201	447.0
Proposed FY 2021	$35,940,835	447.0
Revised FY 2021	$35,060,185	440.0
Total Reduction ($)		($880,650)
Reduction Pct of Proposed		-2.5%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Adjust nonpersonnel costs	Constitutional Administrative Office	Service may be impacted. This action adjusts nonpersonnel funds based on usage. Impact may result in reduced frequency of repairs, reduced office supplies for employees, reduced funds for department vehicle maintenance, and reduced supplies for employee clothing supplies.	0.0	($250,000)
Reduce non-funded state positions	Constitutional Administrative Office	Service will be impacted. Technical adjustment to eliminate seven vacant Deputy Sheriff positions to reflect State Compensation Board actions for FY 2021. A corresponding revenue adjustment has been made.	-7.0	($105,650)
Increase revenue from video visitation services	Inmate Services	No impact to service. This action recognizes new revenue that they city will receive as a result of an expanded video visitation program.	0.0	($525,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Slover Library

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$2,745,434	27.0
Proposed FY 2021	$2,691,468	27.0
Revised FY 2021	$2,521,255	35.0
Total Reduction ($)		($170,213)
Reduction Pct of Proposed		-6.3%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Remove funds for part-time staff	N/A	Service will be impacted. This action continues the furlough of part-time positions. Slover is heavily reliant on part-time staff across all seventeen of it's service points. The continued furlough, in the absence of any mitigating actions, will result in a severely diminished visitor experience, reduced hours, and reduced programming.	0.0	($450,000)
Transfer eight Library Associate I's from NPL furlough	N/A	As a result of the FY 2021 library facilities plan, only Slover, Jordan Newby, and Mary D. Pretlow libraries are planned to open on July 1. As a result, some library staff have been furloughed. This actions reassigns eight furloughed NPL staff to Slover, to mitigate the impact of the part-time employee furlough. As a result, Slover will be able to provide a level of service that is more similar to pre-covid levels	8.0	$279,787

FY 2021 Revised Budget

COVID Budget Reduction Summary

Department: St. Paul's Area Transformation

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$3,658,000	4.0
Proposed FY 2021	$3,888,116	5.0
Revised FY 2021	$2,088,116	5.0
Total Reduction ($)	($1,800,000)	
Reduction Pct of Proposed	-46.3%	

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Use St. Paul's Area Transformation funds to support general operating expenses in FY 2021	People First	No impact to service. Utilize the FY 2020 dedicated revenue carryforward for FY 2021 People First and Redevelopment expenses. This strategy allows the use of the FY 2021 designated St. Paul's funds for unrestricted General Fund use with no reduction to planned programming for St. Paul's residents.	0.0	($1,800,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Transit

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$12,466,052	66.0
Proposed FY 2021	$12,189,420	66.0
Revised FY 2021	$11,640,634	62.0
Total Reduction ($)		($548,786)
Reduction Pct of Proposed		-4.5%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Reduce funds for Neighborhood Safety program	Neighborhood Safety	Service will be impacted. This action will reduce the number of studies and safety implementation measures to critical needs only. Traffic reviews, street lighting, control signs, signal improvements, and pedestrian signals will only be implemented if categorized as a critical safety issue. One position will be furloughed. One vacant position will be eliminated.	-2.0	($104,922)
Delay LED street light conversion program	Street Lighting	Service will be impacted. LED conversion will continue until prior-year funding is exhausted. Planned funds will be delayed one year resulting in a temporary hiatus of LED street light conversions.	0.0	($75,000)
Restructure project management	Traffic Engineering	Service will be impacted. This action will change the internal processes for oversight of traffic management, projects, analysis, and design. One position will be furloughed.	-1.0	($127,940)
Reduce signal, signs, and pavement maintenance	Traffic Operations	Service will be impacted. As a result of this action, signal system maintenance will be delayed and only addressed if deemed a critical safety hazard. New and/or replacement signs will only be installed if identified as a critical safety hazard. Pavement marking will prioritize safety related issues and suspend normal maintenance. One vacant position will be eliminated.	-1.0	($215,924)

Remove proposed enhancement for Vision Zero community project	Neighborhood Safety	No impact to service. The Proposed FY 2021 Budget included $25,000 to continue the Vision Zero program. In FY 2020 this program was funded with $25,000 of one-time support. This action eliminates the enhanced funding.	0.0	($25,000)

FY 2021 Revised Budget
COVID Budget Reduction Summary

Department: Zoological Park

Budget Summary	Budget $	Budget FTEs
Adopted FY 2020	$4,463,294	52.6
Proposed FY 2021	$4,553,265	52.6
Revised FY 2021	$4,150,607	51.6
Total Reduction ($)		($402,658)
Reduction Pct of Proposed		-8.8%

Summary of Strategies

Strategy	Program	Service Impact	FTEs	Savings
Restructure staffing for Landscape and Facilities	Landscape and Facilities Beautification	No impact to service. The department views this program as a core service. In order to maintain service levels and generate cost savings they will reclassify one oversight position and furlough an additional position for two entry level positions focused on horticulture and groundskeeping services.	0.0	($42,523)
Reduce staffing for operations	Animal Operations	Service may be impacted. The department will furlough two managerial positions and add one entry level position for animal operations.	-1.0	($115,281)
Remove funds for part-time staff	N/A	Service will be impacted. The furlough of part-time Customer Service Representatives leaves the department with only two full-time employees to handle ticket sales. The department may need to use other staff members to help cover during peak hours.	0.0	($189,854)
Reduce nonpersonnel budget	Animal Operations	Service may be impacted. Aquatic management services will be brought in house to generate contractual savings. Travel costs will be reduced by encouraging virtual professional development. Animal acquisition and transportation costs will also be reduced.	0.0	($55,000)

This page intentionally left blank

THE CITY OF NORFOLK
OFFICE OF THE CITY MANAGER

MEMORANDUM

TO: City Council

CC TO: DCM's; Greg Patrick, Budget Director

FROM: Dr. Chip Filer, City Manager

SUBJECT: Proposed Revisions to the FY 2021 - FY 2025 CIP

DATE: 5/9/2020

This letter transmits the recommended adjustments to the FY 2021 – FY 2025 Proposed Five-Year Capital Improvement Plan (CIP). These adjustments are a result of the revenue loss projected due to the impact of the COVID-19 pandemic. This document details our guiding principles for adjusting the CIP, the benefits of delayed funding, the use of prior year funds to manage necessary maintenance issues, details on the projects that were adjusted, and an updated recommended five-year CIP.

Guiding Principles for Revised FY 2021 – FY 2025 CIP

We employed three principles in our decision-making on funding of projects:

- Delay instead of eliminating projects
    - Fund essential projects including legal obligations or commitments, St. Paul's Area Transformation, and critical infrastructure and maintenance
- Reprioritize prior-year, unobligated funds for necessary maintenance during FY 2021
- Continue enterprise funds capital programs as planned, including enhanced investment in Storm Water / Resilience

Benefits of Delayed Funding

The revised CIP five-year plan does not eliminate any projects, but delays funding based on categorization. Non-essential projects are delayed rather than eliminated and are included within the five-year CIP between FY 2022 and FY 2025. Essential projects will still receive funding in FY 2021. Essential projects include legal obligations or commitments, St. Paul's Area Transformation, and critical infrastructure and maintenance. Delaying the funding will potentially slow the growth of the city's debt service costs in FY 2022 and FY 2023. This action also reduces the cash that was going to be transferred to the CIP from the General Fund balance and will instead be used as reserves as we work to close the budget gap in FY 2021.

While the plan is to simply delay funding of projects, it is quite possible that non-essential projects will need to be further delayed or eliminated from the current 5-year plan should future financial conditions necessitate.

Use of Prior Year Funds

As of April 20, 2020, the city had almost $49.3 million in prior-year, unobligated funds in the General Capital program. Departments have been asked to review prior-year unobligated funds in projects that have not yet been started and weigh them against planned projects for FY 2021. After reprioritizing projects, the prior-year unobligated funds will be used to manage the necessary projects and maintenance for FY 2021.

Enterprise Funds

Enterprise Funds – Water, Wastewater, and Storm Water – will continue with their proposed CIPs although the timeline of the projects will be impacted by revenue collections and adhering to their adopted financial policies. The Parking Fund will delay the majority of their CIP until FY 2022.

Summary of General Capital CIP Actions

The recommended CIP reduces the proposed General Capital CIP Five-Year total by $23,952,000 from $328,177,000 to $304,225,000. These actions reduce the FY 2021 CIP by $75,977,000 from $124,127,000 to $48,150,000.

Summary of Adjustments to Proposed FY 2021 – FY 2025 General Capital CIP

Fiscal Year	Pre-COVID-19	Post COVID-19	Change
FY 2021	$124,127,000	$48,150,000	($75,977,000)
FY 2022	$59,350,000	$56,125,000	($3,225,000)
FY 2023	$45,875,000	$96,875,000	$51,000,000
FY 2024	$46,150,000	$51,400,000	$5,250,000
FY 2025	$52,675,000	$51,675,000	($1,000,000)
5 Year Total	**$328,177,000**	**$304,225,000**	**($23,952,000)**

I appreciate your patience as we worked to rerun numbers and provide you with the best possible recommendation to see us through this difficult time. Should you have any questions please contact me. Otherwise, we will discuss this in more detail on Tuesday, May 12th.

Sincerely,
Chip

Dr. Chip Filer - City Manager
THE CITY OF NORFOLK
Office of the City Manager
1101 City Hall Building
810 Union Street
Norfolk, Virginia 23510
757-664-4242 direct

Table of Contents

Summary of Delayed Projects.....1

Recommended Five-Year CIP by Fund.....3

General Capital.....3

Parking.....6

Storm Water.....7

Water.....9

Wastewater.....10

Unfunded Capital Requests.....11

Summary of Delayed Projects

General Capital

	Department	Project	Proposed FY 2021	Revised FY 2021	Detail
1	Cultural Facilities	Improve Cultural Facilities	$500,000	$0	Delayed 1 year
2	Cultural Facilities	Install Dehumidification System at Scope Arena	$500,000	$0	Delayed 1 year
3	Cultural Facilities	Improve Harbor Park	$165,000	$0	Delayed 1 year
4	Cultural Facilities	Renovate Chrysler Hall	$50,000,000	$0	Delayed 2 years
5	General Services	Maintain Municipal Facilities	$1,700,000	$0	Delayed 1 year
6	General Services	Maintain Fire Stations	$500,000	$0	Delayed 1 year
7	General Services	Improve and Maintain the Zoo	$560,000	$0	Delayed 1 year
8	General Services	Upgrade Security at City Facilities	$500,000	$0	Delayed 1 year
9	General Services	Replace In-Ground Vehicle Lifts	$300,000	$0	Delayed 1 year
10	Communications	Support Citywide Public Art	$250,000	$0	Delayed 1 year
11	Public Works	Demolish the Willis Building	$1,500,000	$0	Delayed 2 years
12	Public Works	Improve Neighborhood Streets	$550,000	$0	Delayed 1 year
13	Public Works	Support Elizabeth River Trail Capital Campaign	$250,000	$0	Delayed 1 year
14	Public Works	Improve Citywide Dredging and Waterways	$150,000	$0	Delayed 1 year
15	Nauticus	Maintain USS Wisconsin BB-64	$500,000	$0	Delayed 1 year
16	Recreation, Parks, and Open Space	Implement RPOS Master Plan	$500,000	$0	Delayed 1 year
17	Recreation, Parks, and Open Space	Improve Existing Community Centers	$200,000	$0	Delayed 1 year
18	Recreation, Parks, and Open Space	Improve Community and Neighborhood Parks	$250,000	$0	Delayed 1 year
19	Cemeteries	Improve Cemeteries Infrastructure	$250,000	$0	Delayed 1 year
20	Transit	Reconstruct Westminster Avenue	$1,000,000	$0	Delayed 1 year
21	Transit	Improve Street Lights	$100,000	$0	Delayed 1 year
22	Transit	Convert Street Lights to LED	$75,000	$0	Delayed 1 year
23	Transit	Implement Complete Streets Initiative	$200,000	$0	Delayed 1 year
24	Transit	Improve Colonial Avenue for Pedestrians	$550,000	$0	Delayed 1 year

	Department	Project	Proposed FY 2021	Revised FY 2021	Detail
25	Neighborhood Development	Strengthen Neighborhoods Through Affordable Housing	$1,750,000	$0	Delayed 1 year
26	NRHA	Acquisition and Demolition of Blighted Properties in Willoughby	$200,000	$0	Delayed 1 year
27	Central	Revitalize St. Paul's Community	$3,000,000	$0	Delayed 1 year
28	Norfolk Public Schools	Acquire School Buses	$1,000,000	$0	Delayed 1 year
	General Capital Total		**$67,000,000**	**$0**	

Parking

	Project	Proposed FY 2021	Revised FY 2021	Detail
1	Maintain Parking Facilities	$600,000	$0	Delayed 1 year
2	Repair Main Street Garage Elevators	$600,000	$0	Delayed 1 year
3	Repair Town Point Garage Elevators	$850,000	$0	Delayed 1 year
	Parking Total	**$2,050,000**	**$0**	

Recommended Five-Year CIP by Fund

General Capital

	General Capital		Proposed	Planned				
	Department	**Project**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**5 Year Total**
1	Cultural Facilities	Improve Cultural Facilities	$0	$500,000	$1,000,000	$1,000,000	$1,000,000	**$3,500,000**
2	Cultural Facilities	Install Dehumidification System at Scope Arena	$0	$500,000	$0	$0	$0	**$500,000**
3	Cultural Facilities	Improve Harbor Park	$0	$165,000	$0	$0	$0	**$165,000**
4	Cultural Facilities	Renovate Chrysler Hall	$0	$0	$50,000,000	$5,000,000	$0	**$55,000,000**
5	General Services	Maintain Municipal Facilities	$0	$3,500,000	$3,500,000	$3,500,000	$3,500,000	**$14,000,000**
6	General Services	Replace Chiller at Central Energy Plant	$800,000	$0	$0	$0	$0	**$800,000**
7	General Services	Renovate the School Admin Building	$3,400,000	$0	$0	$0	$0	**$3,400,000**
8	General Services	Support Jail Improvements	$345,000	$300,000	$300,000	$300,000	$300,000	**$1,545,000**
9	General Services	Maintain Fire Stations	$0	$500,000	$250,000	$500,000	$500,000	**$1,750,000**
10	General Services	Improve and Maintain the Zoo	$0	$560,000	$0	$0	$0	**$560,000**
11	General Services	Upgrade Security at City Facilities	$0	$500,000	$500,000	$500,000	$500,000	**$2,000,000**
12	General Services	Maintain Wells Theatre	$750,000	$0	$0	$0	$0	**$750,000**
13	General Services	Replace In-Ground Vehicle Lifts	$0	$300,000	$0	$0	$0	**$300,000**
14	General Services	Develop New Animal Care Facility	$0	$0	$0	$0	$10,000,000	**$10,000,000**
15	General Services	Relocate the Registrar's Office	$0	$0	$0	$0	$0	**$0**
16	Communications	Support Citywide Public Art	$0	$250,000	$250,000	$250,000	$250,000	**$1,000,000**
17	IT	Relocate City's Data Center	$8,000,000	$0	$0	$0	$0	**$8,000,000**
18	Public Works	Demolish the Willis Building	$0	$0	$1,500,000	$0	$0	**$1,500,000**
19	Public Works	Replace Fire Station 11	$5,400,000	$0	$0	$0	$0	**$5,400,000**
20	Public Works	Improve Neighborhood Streets	$0	$550,000	$550,000	$550,000	$550,000	**$2,200,000**
21	Public Works	Support Elizabeth River Trail Capital Campaign	$0	$250,000	$0	$0	$0	**$250,000**

			Proposed	Planned				
	Department	**Project**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**5 Year Total**
22	Public Works	Repair, Replace, and Maintain Bridges	$700,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	**$4,700,000**
23	Public Works	Rehabilitate Hampton Blvd Bridge	$700,000	$7,000,000	$0	$0	$0	**$7,700,000**
24	Public Works	Improve Citywide Dredging and Waterways	$0	$150,000	$150,000	$150,000	$150,000	**$600,000**
25	Public Works	Control Beach Erosion	$525,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	**$4,525,000**
26	Nauticus	Maintain USS Wisconsin BB-64	$0	$500,000	$750,000	$500,000	$500,000	**$2,250,000**
27	Nauticus	Dredge Beneath the USS Wisconsin BB-64	$0	$1,500,000	$0	$0	$0	**$1,500,000**
28	Nauticus	Replace Cruise Terminal Passenger Boarding Bridge	$4,850,000	$0	$0	$0	$0	**$4,850,000**
29	Nauticus	Improve the Nauticus Facility	$500,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	**$4,500,000**
30	Recreation, Park, and Open Space	Implement RPOS Master Plan	$0	$500,000	$500,000	$500,000	$500,000	**$2,000,000**
31	Recreation, Park, and Open Space	Improve Existing Community Centers	$0	$200,000	$200,000	$200,000	$200,000	**$800,000**
32	Recreation, Park, and Open Space	Improve Community and Neighborhood Parks	$0	$250,000	$250,000	$250,000	$250,000	**$1,000,000**
33	Cemeteries	Improve Cemeteries Infrastructure	$0	$250,000	$250,000	$250,000	$250,000	**$1,000,000**
34	Transit	Improve Street Infrastructure Citywide	$730,000	$3,500,000	$4,500,000	$4,500,000	$4,500,000	**$17,730,000**
35	Transit	Install ADA Ramps Citywide	$500,000	$500,000	$500,000	$500,000	$500,000	**$2,500,000**
36	Transit	Reconstruct Westminster Avenue	$0	$1,000,000	$0	$0	$0	**$1,000,000**
37	Transit	Enhance Signals and Intersections	$100,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	**$4,100,000**
38	Transit	Improve Street Lights	$0	$100,000	$100,000	$100,000	$100,000	**$400,000**
39	Transit	Convert Street Lights to LED	$0	$100,000	$125,000	$150,000	$175,000	**$550,000**

			Proposed	Planned				
	Department	**Project**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**5 Year Total**
40	Transit	Implement Complete Streets Initiative	$0	$200,000	$750,000	$750,000	$750,000	**$2,450,000**
41	Transit	Improve Colonial Avenue for Pedestrians	$0	$550,000	$0	$0	$0	**$550,000**
42	Transit	Improve Road Infrastructure in St. Paul's Area	$4,000,000	$4,000,000	$3,000,000	$3,000,000	$0	**$14,000,000**
43	Neighborhood Development	Strengthen Neighborhoods Through Affordable Housing	$0	$1,750,000	$1,750,000	$1,750,000	$0	**$5,250,000**
44	NRHA	Acquisition and Demolition of Blighted Properties in Willoughby	$0	$200,000	$200,000	$200,000	$200,000	**$800,000**
45	NRHA	Improve Infrastructure at Moton Circle	$750,000	$0	$0	$0	$0	**$750,000**
46	NRHA	Provide Funds for Acquisition in Wards Corner	$700,000	$0	$0	$0	$0	**$700,000**
47	Central	Acquire Fleet Vehicles and Equipment	$2,500,000	$4,000,000	$4,000,000	$4,000,000	$4,000,000	**$18,500,000**
48	Central	Acquire Technology	$3,300,000	$4,000,000	$4,000,000	$4,000,000	$4,000,000	**$19,300,000**
49	Central	Improve Infrastructure and Acquire Property	$600,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	**$4,600,000**
50	Central	Revitalize St. Paul's Community	$0	$3,000,000	$3,000,000	$3,000,000	$3,000,000	**$12,000,000**
51	Central	Fund Chrysler Museum Capital Campaign	$0	$0	$0	$1,000,000	$1,000,000	**$2,000,000**
52	Norfolk Public Schools	Address Major School Maintenance	$9,000,000	$9,000,000	$9,000,000	$9,000,000	$9,000,000	**$45,000,000**
53	Norfolk Public Schools	Acquire School Buses	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	**$4,000,000**
	General Capital Total		**$48,150,000**	**$56,125,000**	**$96,875,000**	**$51,400,000**	**$51,675,000**	**$304,225,000**

Parking

	Parking	Proposed	Planned				
	Project	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**5 Year Total**
1	Maintain Parking Facilities	$0	$600,000	$2,900,000	$2,900,000	$2,900,000	**$9,300,000**
2	Repair Boush Street Garage Elevators	$850,000	$0	$0	$0	$0	**$850,000**
3	Repair Main Street Garage Elevators	$0	$600,000	$0	$0	$0	**$600,000**
4	Repair Town Point Garage Elevators	$0	$850,000	$0	$0	$0	**$850,000**
	Parking Total	**$850,000**	**$2,050,000**	**$2,900,000**	**$2,900,000**	**$2,900,000**	**$11,600,000**

Storm Water

	Storm Water	Proposed	Planned				
	Project	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**5 Year Total**
1	Create Citywide Flooding Reserve	$1,315,200	$1,315,200	$1,315,200	$1,315,200	$1,315,200	**$6,576,000**
2	Implement Pond Retrofits Citywide	$1,290,000	$1,290,000	$1,290,000	$1,290,000	$1,290,000	**$6,450,000**
3	Implement Shoreline Restoration	$960,000	$960,000	$960,000	$960,000	$960,000	**$4,800,000**
4	Implement the Green Infrastructure Plan	$100,000	$100,000	$100,000	$100,000	$100,000	**$500,000**
5	Improve 10th View Outfall Extension	$500,000	$0	$0	$0	$0	**$500,000**
6	Improve Duffys Lane Outfall Extension	$0	$500,000	$0	$0	$0	**$500,000**
7	Improve Selby Place Outfall Extension	$0	$0	$500,000	$0	$0	**$500,000**
8	Improve Storm Water Waterfront Facilities	$0	$0	$0	$500,000	$500,000	**$1,000,000**
9	Improve East Ocean View Drainage*	$2,000,000	$2,000,000	$2,700,000	$3,100,000	$2,000,000	**$11,800,000**
10	Improve Glenrock Drainage*	$1,000,000	$1,400,000	$1,600,000	$1,900,000	$2,300,000	**$8,200,000**
11	Improve Overbrook/Coleman Place Drainage*	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,200,000	**$10,200,000**
12	Improve Gifford Street Drainage	$1,000,000	$0	$0	$0	$0	**$1,000,000**
13	Improve Glenwood Park Drainage	$500,000	$1,900,000	$1,600,000	$0	$0	**$4,000,000**
14	Improve Newport Avenue (Talbot Hall) Drainage	$0	$300,000	$400,000	$0	$0	**$700,000**

*Funding due to increased capacity from rate equalization

		Proposed	Planned				
	Project	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**5 Year Total**
15	Improve Park Place Drainage	$0	$0	$0	$2,000,000	$1,950,000	**$3,950,000**
16	Conduct Drainage Studies	$1,000,000	$0	$500,000	$0	$0	**$1,500,000**
17	Conduct Outfall Maintenance and Dredging	$650,000	$750,000	$450,000	$950,000	$1,000,000	**$3,800,000**
18	Conduct Slipling and Major Repairs to Existing Infrastructure	$1,000,000	$1,200,000	$1,200,000	$1,200,000	$1,000,000	**$5,600,000**
19	Raise the Downtown Floodwall	$1,000,000	$8,000,000	$8,000,000	$0	$0	**$17,000,000**
20	Rehabilitate Colley Avenue Pump Station	$500,000	$0	$0	$0	$0	**$500,000**
21	Replace Downtown Trash Rack	$100,000	$0	$0	$0	$0	**$100,000**
22	Upgrade Monticello Avenue Pump Station	$0	$600,000	$600,000	$0	$0	**$1,200,000**
23	Rehabilitate Tidewater Drive Pump Station	$0	$0	$0	$600,000	$600,000	**$1,200,000**
24	Construct the Blue-Greenway in St. Paul's Area	$800,000	$6,000,000	$6,000,000	$0	$0	**$12,800,000**
25	Improve Storm Water Infrastructure in St. Paul's Area	$1,000,000	$500,000	$500,000	$500,000	$300,000	**$2,800,000**
	Storm Water Total	**$16,715,200**	**$28,815,200**	**$29,715,200**	**$16,415,200**	**$15,515,200**	**$107,176,000**

Water

	Water	Proposed	Planned				
	Project	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**5 Year Total**
1	Construct New Department of Utilities Headquarters in St. Paul's Area	$20,000,000	$0	$0	$0	$0	**$20,000,000**
2	Improve Water Infrastructure in St. Paul's Area	$2,000,000	$2,000,000	$2,000,000	$0	$0	**$6,000,000**
3	Construct Commonwealth Railroad Pipeline	$18,000,000	$0	$0	$0	$0	**$18,000,000**
4	Install Hampton Boulevard Water Storage Tank	$6,000,000	$0	$0	$0	$0	**$6,000,000**
5	Replace Raw and Finished Water Transmission/Distribution	$7,905,000	$13,800,000	$17,000,000	$18,300,000	$20,000,000	**$77,005,000**
6	Support System Evaluation, Modeling, and Design	$1,700,000	$1,500,000	$1,700,000	$1,700,000	$1,700,000	**$8,300,000**
7	Support Watershed Management	$200,000	$6,200,000	$1,800,000	$1,500,000	$800,000	**$10,500,000**
8	Upgrade Billing System	$0	$0	$2,000,000	$0	$0	**$2,000,000**
9	Upgrade Water Treatment Plants	$10,500,000	$11,500,000	$10,500,000	$13,500,000	$12,500,000	**$58,500,000**
	Water Total	**$66,305,000**	**$35,000,000**	**$35,000,000**	**$35,000,000**	**$35,000,000**	**$206,305,000**

Wastewater

	Wastewater	Proposed	Planned				
	Project	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**5 Year Total**
1	Improve Wastewater Collection System	$12,500,000	$12,000,000	$12,000,000	$12,000,000	$12,000,000	**$60,500,000**
2	Improve Wastewater Infrastructure in St. Paul's Area	$4,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	**$12,000,000**
3	Improve Larchmont Wastewater Infrastructure	$1,000,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	**$7,000,000**
4	Support System Evaluation, Modeling, and Design	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	**$7,500,000**
	Wastewater Total	**$19,000,000**	**$17,000,000**	**$17,000,000**	**$17,000,000**	**$17,000,000**	**$87,000,000**

Unfunded Capital Requests

UNFUNDED CAPITAL REQUESTS (Pre-COVID-19)

In 2019, Norfolk City Council passed a resolution to update the city's financial policies that formalize the city's debt affordability measures. The Capital Improvement Plan (CIP) is now guided by five affordability measures:

- Debt Service as a percent of the General Fund budget (target will remain below 10 percent, with a not to exceed of 11 percent of General Fund budget)
- Net debt as a percent of taxable property (target will remain below 3.5 percent, with a not to exceed of 4 percent of the total assessed value of taxable property)
- Ten-year General Obligation Payout Ratio (retirement of the principal amount of the long-term general obligation bonds by at least 55 percent or greater within 10 years)
- Overlapping Debt Limit (overlapping debt not to exceed 0.5 percent of total assessed value of taxable property)
- Variable Rate Debt Limit (the city's outstanding debt with variable interest rate will not exceed 20 percent by fund)

From FY 2007 through FY 2017 the city's general CIP averaged nearly $100 million a year, most of which was financed with debt. This investment allowed the city to make generational investments including Light Rail Transit, the new Consolidated Courthouse Complex, Slover Library, and eight new schools. These investments have transformed Norfolk but have also pushed the city's debt capacity close to its self-imposed debt affordability measures. As a result, the city began a period of maintenance CIP in FY 2018 and focused its capacity on existing infrastructure. The Proposed FY 2021 - FY 2025 CIP continues the maintenance CIP focus and as a result not all CIP projects requested by departments can be funded. This report details those projects that were requested by departments during pre-COVID-19 budget development but are not funded in the Proposed FY 2021 CIP.

	Requested Amount	Five-Year Total
Policy Area: Cultural Facilities		
• **Improve USS Wisconsin Accessibility** **Nauticus**	**$1,640,000**	**$1,820,000**
Provide funds to expand visitor access to additional locations within the USS Wisconsin.		
Cultural Facilities Total	**$1,640,000**	**$1,820,000**
Policy Area: Economic Development		
• **Renovate Zoo Australia Exhibit** **Zoo**	**$300,000**	**$300,000**
Provide funds for the renovation of the existing Australia exhibit to expand into the neighboring Africa exhibit to make room for Okapi, a mammal native to the Democratic Republic of the Congo in Central Africa. The renovation includes a barn-like enclosure, exhibit barriers, and the redesign of the existing exhibit layout.		
Economic Development Total	**$300,000**	**$300,000**
Policy Area: Environmental Sustainability		
• **Dredge and Improve the Waterway in the Hague** **Public Works**	**$1,000,000**	**$11,000,000**
Provide funds for dredging and improvement of the waterway in various locations of the Hague. Improvements will allow navigational access for small boats, improve water quality, and increase tidal flushing.		

	Requested Amount	Five-Year Total

Policy Area: Environmental Sustainability

• **Repair Waterfront Infrastructure** **Public Works**	**$500,000**	**$900,000**

Provide funds to repair and replace various sections of timber piles, fender assemblies, and associated hardware, which have been damaged by boats or have deteriorated over time. The project will also include minor shore improvements, including bulkhead repair, paver resets, and filling of washouts, as well as other necessary repairs.

Environmental Sustainability	**Total**	**$1,500,000**	**$11,900,000**

Policy Area: General & Other

• **Construct Calvary Cemetery Mausoleum** **Cemeteries**	**$900,000**	**$900,000**

Provide funds for the construction of a mausoleum at Calvary Cemetery. A mausoleum will increase the use of land and meet public demand for crypt space and ash niches.

• **Construct Elmwood Cemetery Columbarium** **Cemeteries**	**$250,000**	**$250,000**

Provide funds for the construction of a columbarium at Elmwood Cemetery. A columbarium is a free-standing building for the interment of cremated remains.

General & Other	**Total**	**$1,150,000**	**$1,150,000**

Policy Area: Neighborhood Development

• **Acquire and Demolish Blighted Fenner Street Properties** **NRHA**	**$275,000**	**$1,375,000**

Provide funds to acquire and demolish properties on Fenner Street to improve conditions in the area and help revitalize the neighborhood.

• **Acquire and Demolish Blighted Properties at Church Street** **NRHA**	**$1,500,000**	**$2,000,000**

Provide funds for the acquisition and demolition of blighted properties along Church Street.

• **Acquire and Demolish Blighted Properties in East Ocean View** **NRHA**	**$1,300,000**	**$5,825,000**

Provide funds to acquire and demolish blighted properties in East Ocean View to improve conditions in the area. This will prepare the area for new mixed-use development from 5th Bay Street east to East Beach.

• **Acquisition and Demolition of Blighted Properties throughout Norfolk** **NRHA**	**$200,000**	**$1,000,000**

Funds will be utilized to develop and advance a pilot program to purchase selected GEM lots.This request seeks funding to purchase blighted structures and/or vacant land within strategic Norfolk neighborhoods to support ongoing City/NRHA initiatives. Targeted areas include Homeward Norfolk neighborhoods - Ingleside, Monticello Village, and Oakdale Farms. Funds may also be deployed to acquire City-owned GEM lots throughout Norfolk.

	Requested Amount	Five-Year Total

Policy Area: Neighborhood Development

• **Improve Emerging Districts: Arts District Streetscape Design** **Executive**	**$1,000,000**	**$1,000,000**

Provide funds for engineering and design for updated streetscape on Granby Street from Brambleton Ave to Virginia Beach Blvd. Once design work is complete, additional funds will be required to implement streetscape improvements.

• **Improve Richmond Cres. and Surrey Cres. Shoreline** **Public Works**	**$300,000**	**$2,300,000**

Provide funds to replace failing bulkheads at Richmond Crescent and Surrey Crescent to protect the the roadways from rising tides.

• **Improve site of former John T. West School** **NRHA**	**$200,000**	**$200,000**

Provide funds for site improvement design and construction at the location of the form John T. West School. Pre-development site work will include survey, resubdivision, and assessment of storm water requirements. Future improvements shall include new sidewalks, street lights, street trees, and applicable storm water protection measures.

Neighborhood Development	**Total**	**$4,775,000**	**$13,700,000**

Policy Area: Parks & Recreation Facilities

• **Construct Berkley Recreation Complex** **Recreation/Parks and Open Space**	**$34,000,000**	**$34,000,000**

Renovate the entire Berkley complex through construction of a new recreation center and site improvements. A study was performed after the closure of the Berkley pool to gather resident input on recreation complex resulting in a $34 million facility.

• **Construct NFWC Indoor Pool Replacement** **Recreation/Parks and Open Space**	**$13,000,000**	**$13,000,000**

Design and construct an indoor pool facility to replace the existing, deteriorating domed natatorium and pool.

• **Improve Boat Ramps Citywide** **Public Works**	**$810,000**	**$2,415,000**

Provide funds to improve exisiting boat ramps and construct new boat ramps citywide. Funds will be used to acquire property, design new boat ramps, pay for any required permitting, construct new boat ramps, and renovate existing boat ramps. In FY 2021 the 13th View St Boat Ramp will be designed and constructed. In FY 2022 the Harbor Park Boat Ramp will be constructed and the Pretty Lake Boat Ramp will be designed and constructed.

• **Install Basketball Court at Oakmont/Denby Park** **Recreation/Parks and Open Space**	**$125,000**	**$125,000**

Construct a basketball court in the Oakmont/Denby Park area in proximity to the existing KaBoom playground to provide additonal recreational amentities and opportunties for youth in the community.

	Requested Amount	Five-Year Total

Policy Area: Parks & Recreation Facilities

• **Install Security Gate at Ghent Dog Park** **Recreation/Parks and Open Space**	**$75,000**	**$75,000**

Install automatic gates with timed locks at Ghent Dog Park to protect the dog park and increase operational efficiency of the park.

• **Install Solar Canopy at the Zoo** **Zoo**	**$300,000**	**$300,000**

Provide funds to construct an elevated solar canopy over the activity area outside the Animal Wellness Center. The solar canopy will generate renewable energy and reduce energy costs to decrease the Zoo's impact on the environment.

• **Relocate Ballentine Basketball Courts** **Recreation/Parks and Open Space**	**$350,000**	**$350,000**

Provide funds to relocate two existing, city basketball courts that will be demolished as a part of the redevelopment of the old Ballentine school into a Senior Living Facility.

Parks & Recreation Facilities	**Total**	**$48,660,000**	**$50,265,000**

Policy Area: Public Buildings

• **Repair and Replace Underground Storage Tanks** **General Services**	**$100,000**	**$400,000**

Provide funds to repair and replace underground storage tanks. The city owns 18 underground storage tanks that hold diesel oil, which is a fuel source for boilers and power generators. Five tanks have exceeded their 20-year life expectancy and are being repaired or replaced to minimize the risk of environmental damage.

Public Buildings	**Total**	**$100,000**	**$400,000**

Policy Area: Transportation

• **Improve Asphalt Plant Electrical Service at Operations Facility** **Public Works**	**$125,000**	**$125,000**

Provide funds to install a generator, transfer switch, and other necessary electrical equipment to provide emergency power to the city-owned asphalt plant and concrete silo in the event of an unanticipated power failure.

• **Install New Sidewalks** **Transit**	**$3,000,000**	**$15,000,000**

Provide funds to install new sidewalks throughout the city. The additional sidewalks will improve connectivity for multi-modal transportation throughout the city and improve pedestrian safety.

Transportation	**Total**	**$3,125,000**	**$15,125,000**

A

Acknowledgements 3
Appropriations 48

B

Basis of Budgeting and Accounting 21
Budget and Strategic Planning 120
Budget Calendar 24
Budget Overview 1
Budget Process 22

C

Capital Improvement Plan 463
Cemeteries 368
Central Appropriations 267
Circuit Court Judges 174
City Attorney 139
City Auditor 111
City Clerk 104
City Council 103
City Indebtedness 62
City Manager 117
City of Norfolk Government 5
City Planning 215
City Real Estate Assessor 108
City Treasurer 150
Clerk of the Circuit Court 154
Commissioner of the Revenue 145
Commonwealth's Attorney 158
Communications 129
Community Development
    City Planning 215
    Economic Development 225
    Neighborhood Development 220
Constitutional Officers
    City Treasurer 150
    Clerk of the Circuit Court 154
    Commissioner of the Revenue 145
    Commonwealth's Attorney 158
    Sheriff and Jail 163
Cultural Facilities, Arts and Entertainment 237

D

Debt Service 337
    Debt Service 337
Department of Law
    City Attorney 139

E

Economic Development 225
Elections 183
    Elections 183
Emergency Preparedness and Response 375
Enterprise Fund Summary 387
Enterprise Funds
    Parking Facilities Fund 404
    Storm Water Management 399
    Utilities - Wastewater Fund 396
    Utilities - Water Fund 389
Estimated Expenditures by Fund Type 32
Estimated Expenditures by Use (All Funds) 30
Estimated General Fund Expenditures by Area . . . 34
Estimated General Fund Revenues by Source 26
Estimated Revenues by Source (All Funds) 28
Executive
    Budget and Strategic Planning 120
    City Manager 117
    Communications 129
    Resilience 125
    St. Paul's Area Transformation 133

F

Finance 196
Financial Policies 13
Fire-Rescue 313
Fleet Management 416
Full Time Equivalent (FTE) Staffing Summary 60
Fund Structure 18

G

General District Court 171
General Fund Balance Reserves 53
General Fund Budget Overview 25
General Fund Expenditure Summary 81
General Fund Expenditures 79
General Fund Revenue Summary 71
General Fund Revenues 69
General Management
    Finance 196
    General Services 201
    Human Resources 208
    Information Technology 189
General Services 201
Glossary 613
Golf Operations 372

H

Human Resources 208

Human Services 297

I

Information Technology 189
Internal Service Fund Summary 411
Internal Service Funds
    Fleet Management 416
    Norfolk Healthcare Consortium 413

J

Judicial
    Circuit Court Judges 174
    General District Court 171
    Juvenile and Domestic Relations Court 173
    Magistrate 178
    Norfolk Juvenile Court Service Unit 176
Juvenile and Domestic Relations Court 173

L

Legislative
    City Auditor 111
    City Clerk 104
    City Council 103
    City Real Estate Assessor 108
Libraries 231

M

Magistrate 178
Major Revenue Sources 36

N

Nauticus 248
Neighborhood Development 220
Non Departmental Appropriations 265
Norfolk Community Services Board 285
Norfolk Healthcare Consortium 413
Norfolk Juvenile Court Service Unit 176
Norfolk Statistical Information 599

O

Outside Agencies 272

P

Parking Facilities Fund 404
Parks, Recreation and Culture
    Cultural Facilities, Arts and Entertainment . . 237
    Libraries 231
    Nauticus 248
    Recreation, Parks and Open Space 258
    Slover Library 253
    Zoological Park 243
Police 307
Public Amenities 373
Public Health 293
Public Health and Assistance
    Human Services 297
    Norfolk Community Services Board 285
    Public Health 293
Public Safety
    Fire-Rescue 313
    Police 307
Public Works 321
    Public Works 321

R

Reader's Guide to the Budget 10
Recreation, Parks and Open Space 258
Resilience 125

S

Sheriff and Jail 163
Slover Library 253
Special Revenue Fund Summary 363
Special Revenue Funds
    Cemeteries 368
    Emergency Preparedness and Response . . . 375
    Golf Operations 372
    Public Amenities 373
    Tax Increment Financing 379
    Towing and Recovery Operations 365
    Waste Management 381
St. Paul's Area Transformation 133
Storm Water Management 399

T

Tax Increment Financing 379
Tax Rates and Fees 51
Towing and Recovery Operations 365
Transfers From/To 59
Transit 329
    Transit 329

U

Utilities - Wastewater Fund 396
Utilities - Water Fund 389

W

Waste Management 381

Y

Yearly Maturity of Long-Term Debt 66

Z

Zoological Park 243

Adopted Fiscal Year 2021 Budget

City Council

Kenneth Cooper Alexander
Mayor

Martin A. Thomas Jr.
Vice Mayor
Ward 1

Courtney Doyle
Ward 2

Mamie B. Johnson
Ward 3

Paul R. Riddick
Ward 4

Thomas R. Smigiel Jr.
Ward 5

Andria P. McClellan
Super Ward 6

Angelia Williams-Graves
Super Ward 7

FY 2021 Budget Calendar

Date	Event
April 21, 2020	City Manager Presentation of Proposed Budget to City Council
May 6, 2020	Public Hearing on Operating, CIP, and HUD Annual Plan
May 12, 2020	Public Hearing on the Real Estate Tax Increase (due to increased reassessment)
May 19, 2020	City Council Budget Adoption