
Special Revenue Funds



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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.

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TOWING AND RECOVERY OPERATIONS

MISSION STATEMENT

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

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

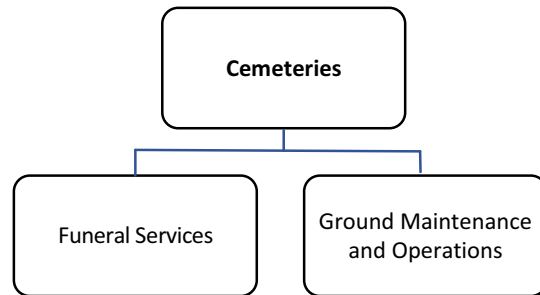
MISSION STATEMENT

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

<ul style="list-style-type: none"> • Reduce grounds and facility maintenance 	FY 2021 (\$150,987)	FTE: -4
<p>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.</p>		
<ul style="list-style-type: none"> • Restructure operating hours 	FY 2021 (\$76,580)	FTE: -2
<p>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.</p>		
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2021 (\$701)	FTE: 0
<p>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.</p>		
<ul style="list-style-type: none"> • Adjust required contribution to the city retirement system 	FY 2021 (\$34,241)	FTE: 0
<p>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.</p>		
<ul style="list-style-type: none"> • Adjust employer healthcare contribution 	FY 2021 (\$9,438)	FTE: 0
<p>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.</p>		
<ul style="list-style-type: none"> • Annualize FY 2020 compensation increase 	FY 2021 \$11,470	FTE: 0
<p>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.</p>		
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2021 (\$10,404)	FTE: 0
<p>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.</p>		
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

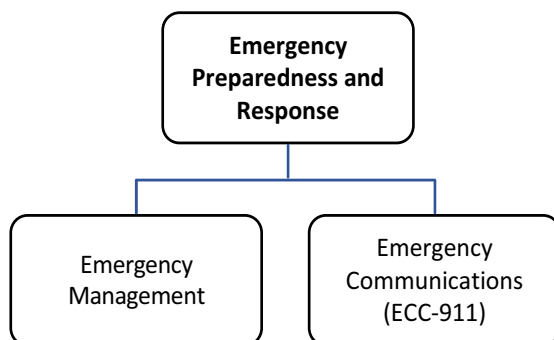
EMERGENCY PREPAREDNESS AND RESPONSE

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.

<ul style="list-style-type: none"> • Support annual debt service payment 	FY 2021 (\$132,325)	FTE: 0
<p>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.</p>		
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<ul style="list-style-type: none"> • Remove one-time funds transferred to General Fund 	FY 2021 (\$1,714,824)	FTE: 0
<p>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.</p>		
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Tax Increment Financing	Total: (\$1,500,824)	FTE: 0
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WASTE MANAGEMENT

MISSION STATEMENT

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

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