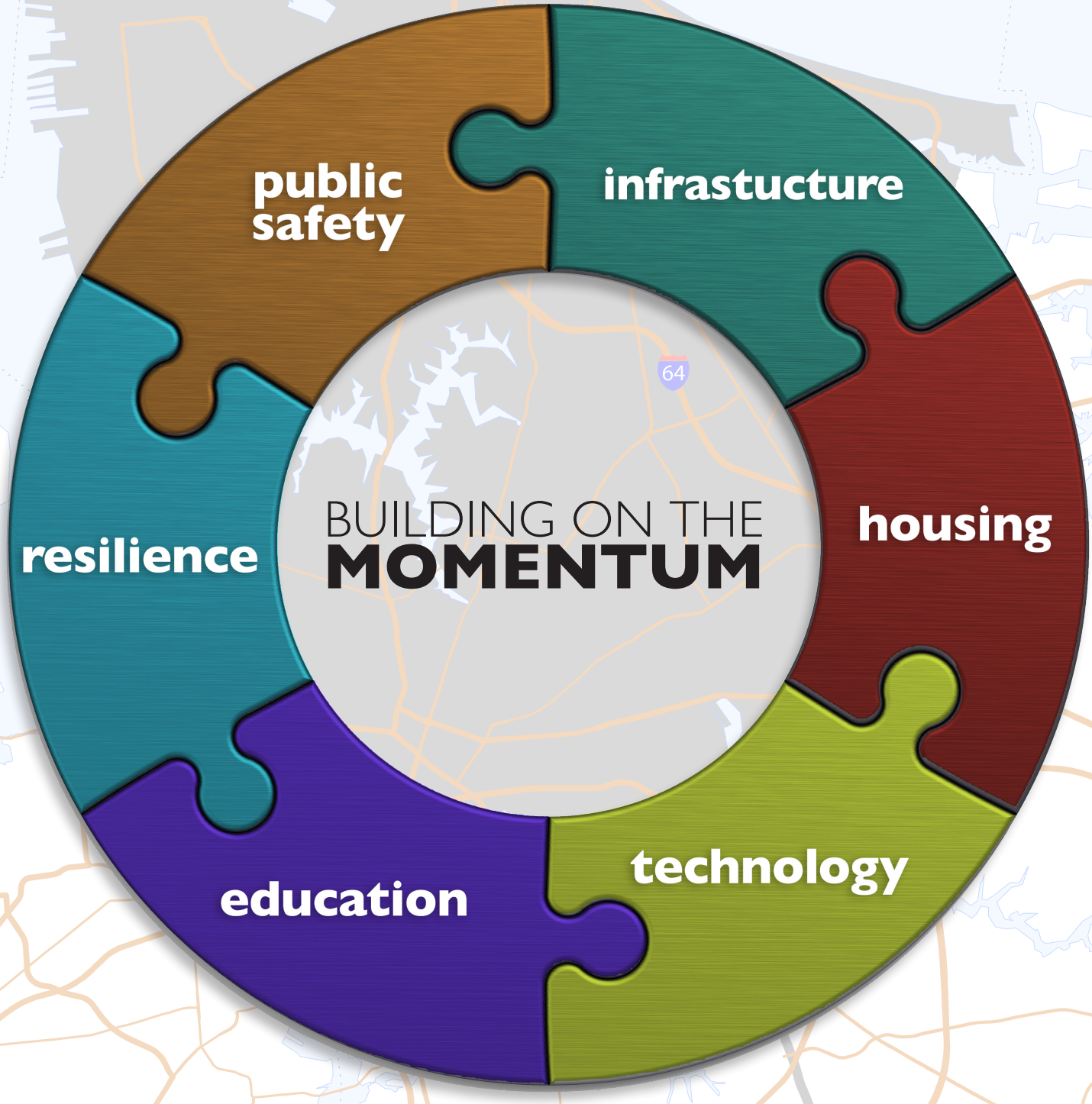
PROPOSED FISCAL YEAR 2018 BUDGET

City of Norfolk, Virginia



This page intentionally left blank

THE CITY OF NORFOLK
OFFICE OF THE CITY MANAGER

April 11, 2017

Honorable Mayor and City Council
City of Norfolk, Virginia

I respectfully submit to you the Proposed Fiscal Year (FY) 2018 Financial Plan for the City of Norfolk, which comprises the General Fund, Enterprise Funds, Special Revenue Funds, Internal Service Funds, Capital Improvement Plan, and the Annual Plan for Housing and Urban Development (HUD) Block Grant programs. A summary of the Proposed Financial Plan is shown in the table below:

Fiscal Year 2018 Financial Plan	
Fund	**Proposed Budget**
General Fund	$853,176,054
Enterprise Funds	$142,121,764
Special Revenue Funds	$63,698,401
Internal Service Funds	$106,298,225
Total Operating Funds	**$1,165,294,444**
Capital Improvement Plan	$83,579,933
Total Operating and Capital Funds	**$1,248,874,377**
Annual Plan for HUD Block Grants	$5,405,297
Total Financial Plan	**$1,254,279,674**

The Proposed FY 2018 General Fund Budget is $853.2 million. This is $18.1 million, or 2.2 percent, above last year's Approved Budget. This budget demonstrates the city continues to operate efficiently and maintain a structurally sound financial base, while boldly creating opportunities for our residents. The balance between fiscal responsibility and bold decision-making is imperative as we continue to shape the coastal community of the future.

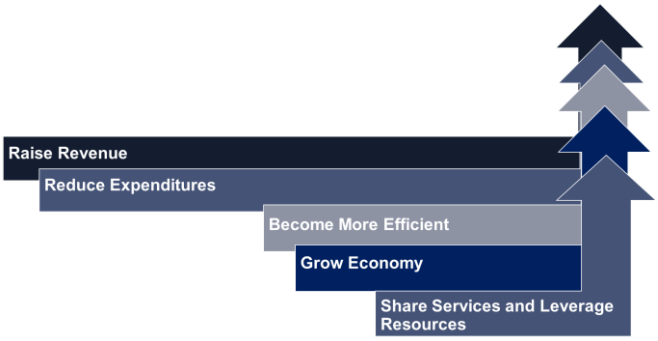
Norfolk is a vibrant, unique, and thriving city that offers residents and visitors alike a unique waterfront experience, with an array of arts and culture venues, performances, and exhibits. It is also the most multi-modal city in Hampton Roads and a municipality committed to adapting for the future by learning to live with water, deconcentrating poverty, and creating economic opportunity.

The Proposed FY 2018 Budget represents Norfolk's commitment to making bold decisions, while working within our financial policies. It supports Council's priorities of public safety, housing, and education and builds on the momentum created by prudent financial choices, creativity, and a commitment to meeting the needs of residents. Resilience continues to be the lens through which we make decisions, and the budget reflects this through a focus on preparing the city for the next century, deconcentrating poverty, and balancing our economic portfolio.

The traits that make Norfolk unique are the result of visionary decision-making. The creativity and investment in big ideas has generated momentum for Norfolk. I look forward to building on this momentum by bringing bold ideas to life, while remaining committed to conservative financial practices.

Guiding Principles

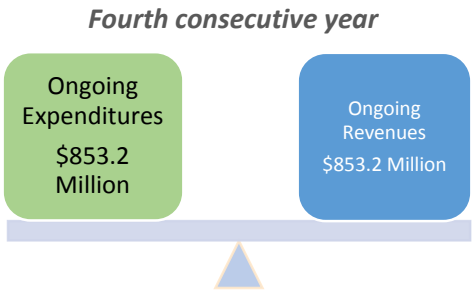
Financial stability is essential for the future of Norfolk. The Proposed FY 2018 Budget is shaped by building on the momentum of years past, while remaining committed to our financial policies. As in prior years, the budget was developed using a five-pronged approach to fiscal resilience that analyzes ways to raise revenues, reduce expenditures, become more efficient, grow the economy, and share services and leverage resources. The Proposed Budget supports Council's priorities, with added emphasis on housing, public safety, and education.



The budget is also guided by the financial policies put in place in 2013 by City Council to strengthen long-term sustainability and ensure expenditure flexibility in the operating budget. The financial policies helped stabilize the city during difficult financial times and allow Norfolk to remain resilient in the face of continued fiscal stress. This commitment to good financial management and excellent core service delivery continues, while holding onto the values of our vibrant city.

Focused on Accountability

Council's financial policy commitment included achieving a structurally balanced budget within five years, formalizing a plan to fund reserves, adopting self-imposed debt affordability measures, and formally adopting financial policies for the Parking Facilities Fund.



A structurally balanced budget was accomplished ahead of schedule in FY 2015. A structurally balanced budget exists when the city can pay for recurring expenditures with ongoing revenue, without using savings from the previous year or reserve funds. By continuing good fiscal practices, structural balance was maintained in FY 2016, FY 2017, and is continued in the Proposed FY 2018 Budget.

As a result of structural balance for three consecutive years, the budget gaps we face now, while not insignificant, are significantly less than in prior years. In the past, budget gaps recurred and were not truly closed because of the use of one-time resources to address them. Structural balance in FY 2018 was achieved by requesting one-percent reduction strategies from departments, analyzing citywide utilization of personnel funds to maximize savings from vacant positions, and an in-depth base budget analysis to allocate existing funds to match operational needs prior to the start of budget development.

The financial policies also called for fully funded reserves. The three reserve funds include: a General Fund Unassigned Reserve with a minimum funding goal of five percent of the budget, a Risk Management Reserve with a funding goal of $5 million, and an Economic Downturn Reserve with a funding goal of $5 million. The General Fund Unassigned Reserve goal has been met, and in FY 2016, City Council increased the Risk Management Reserve and the Economic Downturn Reserve each by $1 million. As a result, all three reserves have met the financial policy goals and further bolster the city's ability to manage risk in the future.

At the time Council enacted the current financial policies, the city's financial landscape looked much different from today. Though challenges remain, the past six years of streamlining operations and financial discipline have increased the city's long-term stability. Moving forward, staff and I will develop recommendations for Council consideration regarding updates to the financial policies that allow us to continue to thrive, while remaining fiscally conservative.

Confronting Our Challenges

Ensuring the efficient functioning of any city presents unique challenges, and Norfolk is no different. We are committed to addressing issues in a thoughtful and creative way that ensures our ability to continue providing residents with excellent core services. For example, we are taking steps to become a world leader in developing strategies for living with water, which includes changing the way we plan and build to accommodate the changing environment.

Hampton Roads Transit (HRT) has presented Norfolk with a year-end true-up for FY 2016 of $1.97 million, which is well above the historically experienced average of $85,000, and we are anticipating another significant true-up for FY 2017. The Proposed FY 2018 Budget begins to tackle the FY 2016 true-up by allocating $700,000 as part of a three-year repayment plan. Additionally, to prevent this from happening in the future, city staff and I initiated a regional working group other member cities. Working together with HRT, we will formulate a plan to address the causes of the FY 2016 true-up and ensure residents continue to have access to reliable public transportation that is affordable to both individuals and our city.

Southeastern Public Service Authority (SPSA) is confronting two major issues that impact the management of waste disposal for the region: 1) a large buildup of liquid, or leachate, has drained from the Suffolk landfill, a major environmental concern that must be remediated; and 2) contract delays with RePower South, the company contracted to perform waste disposal for the region beginning in January 2018. SPSA is addressing both issues and city staff will continue working to ensure Norfolk can provide residents with dependable and affordable waste disposal services.

Employee benefit costs are increasing. The Proposed FY 2018 Budget includes $2.9 million for increased healthcare and retirement costs. On average, in FY 2018 employees will see a seven percent increase in the cost of healthcare, and employee benefit cost increases will continue to be a substantial budget driver in the years to come. We are actively working to mitigate these increases to the extent possible while balancing the need for quality healthcare and retirement benefits for staff.

Setting the Table for Bold Moves

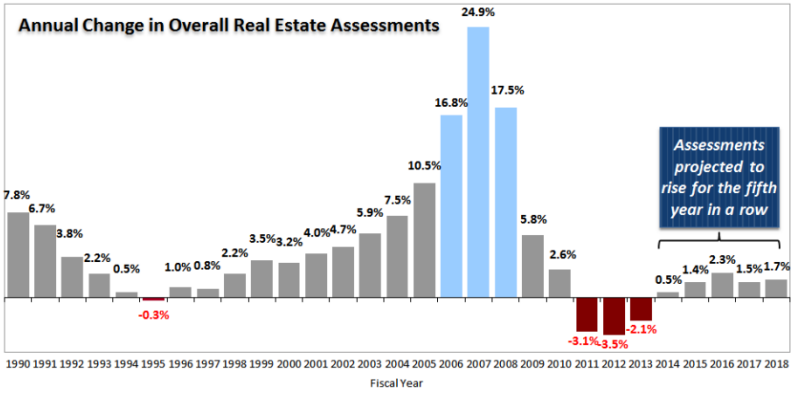
Norfolk spent the past six years streamlining city operations and building fiscal resilience, while adjusting to the "new normal" of slowed revenue growth created by the Great Recession. By re-framing our long-term stresses as strategic opportunities, I am confident Norfolk will continue to thrive. Some notable accomplishments from the past year that will pay dividends in the years ahead include:

- Launch of the Norfolk Works center, a workforce development initiative that leverages relationships with community partners to connect job seekers with available jobs. Development of this multi-department project, led by the Department of Economic Development, was the direct result of recommendations generated by the Poverty Commission in the Norfolk Plan to Reduce Poverty and is funded by the Community Development Block Grant. The Norfolk Works center has served almost 500 job seekers since it first opened in December.
- Continuing to expand economic opportunity citywide by adding nearly 6,000 new jobs, throughout the city, in a variety of career fields, between now and 2018.
- Selection to host the NATO Resilience Conference in May 2017. We will welcome 200 experts from the United States and Europe to the new Main Conference Center to discuss the interconnectedness of the military, civilian, and private sectors in building urban resilience. European Commission Vice President Federica Mogherini will keynote this important conference, the first of its kind. With this conference, Norfolk continues as leader of resilience on the global stage.
- Introduction of Norfolk Nighthawks, a recreation program at the Berkley and Huntersville community centers intended to provide young adults a safe, activity-filled way to spend their evenings during the summertime. The program was supported by city staff and community partners and provided young residents with access to basketball courts, educational opportunities, and career development resources.
- Grant engagement with the Commonwealth of Virginia, implementing the National Disaster Resilience Competition (NDRC) Grant of $120.5 million. This grant pilots resilient adaptation to flooding in the Ohio Creek Watershed and establishes the Coastal Resilience Laboratory/Accelerator to drive innovation around and adaptation to new coastal environmental conditions impacting coastal cities across the globe.
- Partnership with the Navy for a Public Public Private Partnership (P4) initiative, intended to allow the city, the Navy, and other stakeholders to share information and resources, generate savings, enhance quality of services, and improve regional, government, and community relations.

- Adoption of Vision 2100, a long-term strategy to address the challenges of sea level rise, infrastructure needs, and population growth.

Financial Backdrop

Norfolk's recovery is gaining momentum. For the second year in a row, the revenue estimate in the Proposed Budget will exceed the pre-recession peak reached in FY 2009. This revenue growth is driven largely by real estate assessments, economic development projects coming to fruition, and state aid.



Source: Office of the Real Estate Assessor annual report. FY 2018 is Real Estate Assessor projected growth effective on July 1, 2017.

In FY 2018, real estate assessments are projected to rise by 1.7 percent, with the growth coming from the annual reassessment and new growth. This is the fifth consecutive year of growth, and while the rate of growth in real estate assessments overall has been below historical averages, it has provided Norfolk with a stable source of revenue.

Residential assessments are also projected to grow in FY 2018 for the fourth year in a row by 1.4 percent. The growth in assessments reflects the improvement in Norfolk's housing market. In the past five years, the average and median sales price of homes in Norfolk increased by approximately 22 percent and 25 percent, respectively.

Due to the increase in assessments, the average homeowner's tax bill is estimated to increase by $34 in FY 2018. It is important to note the average homeowner will be paying approximately $170 less than in FY 2010, when residential assessed values were at their peak. Though the average homeowner's tax bill is projected to increase due to an increase in property values, I am not proposing a tax rate increase.

Impact on Average Homeowner's Tax Bill	
FY 2017: Average homeowner's tax bill (at $1.15 rate)*	**$2,371**
FY 2018: Estimated average homeowner's tax bill (at $1.15 rate)** Increase in tax bill (due to annual reassessment)	**$2,405** $34
Decrease from average homeowner's tax bill in FY 2010 of $2,575	**-$170**

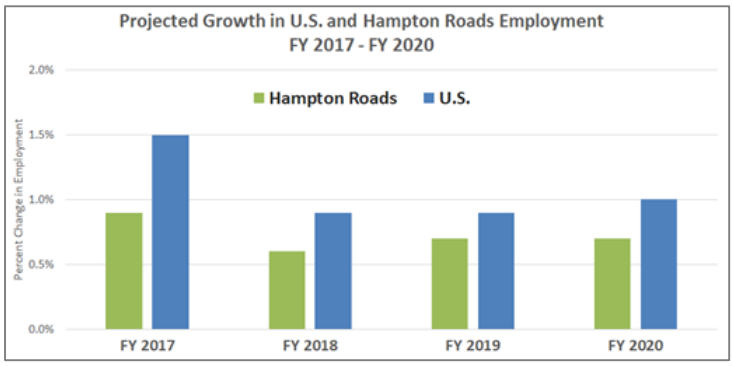
* Based on home value of $206,151

** Based on Real Estate Assessor estimate of residential assessments (with condominiums) and number of parcels in FY 2017

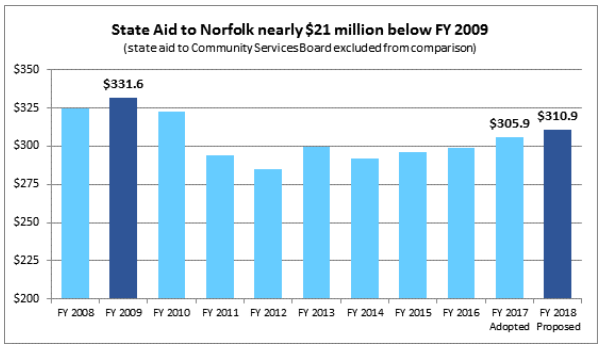
In addition to real estate assessments, revenue growth in FY 2018 is driven by significant economic development projects coming to fruition. These projects are expected to generate additional revenue from local taxes, such as sales, meals, and hotel stays. The opening of The Main Hotel and Conference Center in April, Norfolk Premium Outlets and Waterside District this summer, completion of multi-family

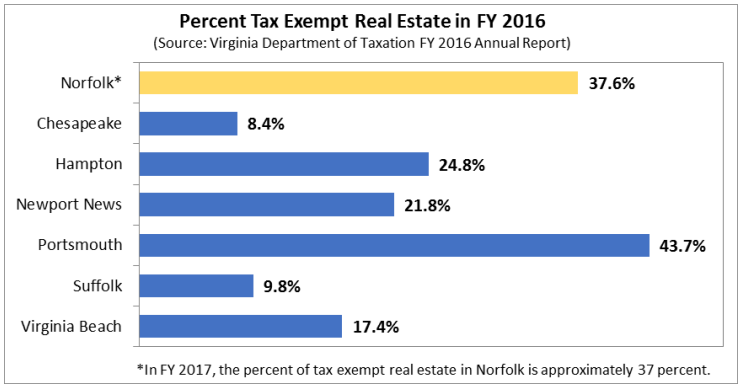
residential projects, and new and expanding businesses are expected to attract more people to come to Norfolk to live, work, and play.

These projects are also expected to generate nearly 6,000 jobs by 2018. The city's efforts to grow the economy are working and Norfolk continues to be the economic engine of the region. Jobs, an important measure of economic well-being, have been slow to grow in the region, lagging the nation. While the recession ended nearly eight years ago, the region has not fully recovered the 38,000 jobs lost during 2007-2010 because of the effects of the recession and lack of robust growth in defense spending. While stable, the employment outlook for FY 2018 through FY 2020 indicates the region will continue to have moderate job growth that continues to lag the nation.



State aid is projected to rise in FY 2018. Norfolk, like other cities, relies on state aid which makes up nearly 38 percent of General Fund revenue. To put this in perspective, real estate taxes, the largest source of locally generated revenue, make up nearly 26 percent. State aid supports a significant share of the cost of public education, social services, public safety, street maintenance, constitutional officers, and other basic services. As such, growth in state support is essential to build on the city's momentum. The increase in state aid in FY 2018 reflects current reimbursement levels for social services, salary increase for teachers and constitutional officers, and the state's current distribution of the car rental tax. In spite of the growth, state aid in FY 2018 continues to be below its last peak in FY 2009 by nearly $21 million.





While the city has made great strides in growing the economy and its tax base, there are factors constraining its growth. Norfolk has one of the highest percentages of tax exempt real estate in the region. Over 50 percent of tax exempt property in Norfolk is owned by federal and state entities. The potential taxes lost from exempt properties is

significant. In FY 2017, the potential taxes lost from exempt properties is approximately $126 million, roughly seven times the growth of the Proposed Budget. Payments in lieu of taxes for tax exempt properties of approximately $14 million do not make up for this loss.

While Norfolk's recovery is underway, we have not returned to historical levels of revenue growth and must continue to maintain fiscal discipline. This will preserve the city's financial health and ensure a stable future. To ensure support of our current level of services, consideration of any new programs and initiatives must include sustainable revenue.

Capital Improvement Plan (CIP)

The CIP allows us to make large investments in buildings and other infrastructure and pay for them over time. The CIP may be funded with cash or financed, with bonds, typically over 20 years. The city's general CIP is guided by two City Council adopted measures of affordability. One measure is tied to the value of revenue-producing taxable property citywide and the other measure is a proportionate share of the General Fund budget. The Proposed FY 2018 CIP is within the two measures of affordability listed below. These self-imposed debt limits are as follows:

- Net debt as a percent of taxable property (not-to-exceed 3.5 percent), which is projected to be 3.18 percent in FY 2018; and
- Debt service as a percent of the General Fund budget (not-to-exceed 10 percent), which is projected to be 8.11 percent in FY 2018.

In FY 2018, I am proposing a conservative capital plan focused on asset maintenance and replacement. The Proposed FY 2018 General CIP is $26.3 million, which is $7.5 million above what was initially planned last year. The increase is driven primarily by additional investment in neighborhoods, and much needed maintenance projects that cannot be delayed any longer.

Taking Care of What We Have

In the past, CIP was driven by a transaction-oriented approach, focused on generational projects, such as the consolidated courthouse, five new schools, light rail, and the Slover Library. These investments provide residents and visitors with access to state-of-the-art facilities; however, the large-scale capital projects of the last decade and slow revenue growth related to the value of our taxable property means a smaller, maintenance-focused CIP is required to stay within debt affordability measures.

The core of CIP moving forward continues to shift away from the large capital projects of years past, and focuses on maintenance and taking care of our existing structures. The Proposed FY 2018 CIP provides unplanned funds in the amount of $1 million for fire station maintenance, $380,000 to replace in-ground vehicle lifts, and over $600,000 for roof and walkway repair at the Virginia Zoo.

Moving forward, we must maintain an affordable CIP to remain within the debt affordability measures, which is important to preserving our strong credit. In FY 2019, the growth for debt service expenditures

is projected to be $6.2 million. The projected CIP budgets of future years are designed to continue addressing the maintenance needs of the city, while keeping debt affordability in mind.

Managing Water

Taking care of what we have is not only limited to city facilities. It includes ensuring the infrastructure running throughout the city is suited to manage the precipitation and tidal flooding that is part of our reality as a coastal community. To support this, the Proposed FY 2018 CIP includes $9.1 million to address storm water and flooding. The funded projects include:

- Neighborhood flood mitigation programs, which will allow for infrastructure improvements to better mitigate issues from both precipitation and tidal flooding;
- Continuation of best practices used to reduce storm water pollutants entering waterways, rivers, and the Chesapeake Bay; and
- Storm water system and facility improvements.

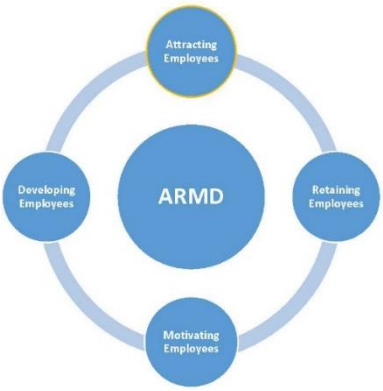
Valuing Team Norfolk

City staff is comprised of an array of talented professionals that are the foundation for delivering excellent core services. Norfolk employees are collecting refuse; fighting fires; maintaining parks; building safe, healthy, and inclusive neighborhoods; running libraries; paving roads; and keeping the city running. Attracting, training, and retaining capable and dedicated employees is important for the continued success of the city.

Attraction, Retention, Motivation, and Development (ARMD)

In FY 2015, a multi-year initiative was adopted to recruit, retain, and motivate employees, while ensuring effective and efficient service delivery for residents. In FY 2016, Phase II of ARMD was implemented. The programs and momentum of Phase I were continued, and Phase II included a focus on enhancing employee development opportunities. With Phase III, adopted as part of the FY 2017 Budget, the initiatives from Phases I and II were continued and the program introduced a comprehensive update to the compensation plan for Police and Fire-Rescue employees.

The Proposed FY 2018 Budget continues the ARMD initiative, which includes implementing the second phase of the public safety pay plan and introduces a new compensation plan for refuse collectors. The Proposed FY 2018 Budget includes: a two percent salary increase for general and constitutional officer employees for the sixth consecutive year; a step increase for sworn Police and Fire-Rescue; a step increase and bonus for sworn Sheriff employees; a $300 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out-of-market classifications. The new compensation plan for refuse collectors takes effect July 1, 2017, and all other actions are effective January 2018.



Public Safety

In FY 2017, council adopted a redesigned public safety compensation plan to address regional competitiveness, retention, and compression issues. The new compensation plan was designed to give Norfolk a competitive advantage within the region to attract and retain talented individuals. The Proposed FY 2018 Budget continues to make public safety compensation a high priority. As such, the proposed budget includes:

- A one-step increase for sworn Police and Fire-Rescue (average pay increase of 3.5 percent);
- Compression adjustment for Police Officer;
- Compression adjustments for Police Sergeants; and
- Continued support for the Master Firefighter program.

Keeping residents safe by attracting and retaining an effective public safety force also encompasses ensuring our Police and Fire-Rescue departments are properly equipped to do their job. We continue to annually support the operational needs of the Police and Fire-Rescue departments. In the Proposed FY 2018 Budget, this includes $1 million for fire station improvements, and over $500,000 for equipment, such as tasers, protective vests, medical supplies, and in-car video systems.

Additionally, in today's technology-driven world, equipping Police and Fire-Rescue with updated technology is increasingly important for keeping residents safe. To provide public safety with the newest technology, we must make investments in our IT infrastructure. In FY 2018, this means investing $4.2 million to replace and upgrade existing systems. The proposed infrastructure improvements include: replacing radios and upgrading the communication system; replacing the 911 Computer-Aided Dispatch System; upgrading the Police Records Management System; and upgrading 911 call handling equipment.

The demands of public safety require a diverse fleet of mission-specific vehicles. There will always be a need for more equipment and we continue to support investment in an effective public safety fleet. In FY 2018, $3.4 million is dedicated for public safety vehicles, including, a ladder fire truck, a pumper fire truck, and ambulances for Fire-Rescue, unmarked sedans and marked patrol cars, an all-terrain vehicle, a cargo van, and a large SUV for Police.

Refuse Collectors

The Proposed FY 2018 Budget furthers the goal of attracting and retaining effective employees by redesigning the compensation plan for refuse collectors. The city's refuse collectors serve as front-line ambassadors for the city. They are a vital part of ensuring Norfolk is a beautiful city for residents and visitors. The proposed compensation plan:

- Increases pay for all refuse collectors (average pay increase of 7.6 percent);
- Establishes career progression opportunities, including automatic promotion after five years;

- Raises supervisory pay above the regional market average; and
- Preserves apprentice training and provides a 17 percent increase in minimum pay upon training completion.

Retirement

The Norfolk Employees' Retirement System (NERS) provides retirement benefits to the men and women who laid the groundwork for the Norfolk of today. As a result, I am keenly aware of the need to ensure the stability of our retirement system.

Unlike many retirement systems, including the Virginia Retirement System (VRS), NERS does not and never has included a provision to provide an automatic cost of living adjustment (COLA) to retirees. However, when possible, the city provided one-time COLAs to retirees on an annual basis. From FY 2001 – FY 2008, prior to the Great Recession, the city provided a COLA to retirees every year.

Since FY 2008, the financial landscape has changed dramatically. The Great Recession hit Hampton Roads, and Norfolk specifically, very hard. Resources were limited to provide a COLA for retirees until we began emerging from the recession in 2013. Since then, the city provided a two percent one-time COLA to retirees in FY 2013 and a supplement to eligible retirees in FY 2015, FY 2016, and FY 2017.

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

The financial impact to NERS and to the city would be extreme if the auditors and actuaries determine a COLA is a permanent plan feature of the retirement system. Where a one-time CPI-linked COLA (CPI assumption of 3%) costs the General Fund approximately $1.5 million a year (if amortized over 20 years), a permanent CPI-linked COLA would cost the General Fund about $32 million annually. While the city is currently financially stable, an additional $32 million in ongoing expenses is extremely difficult to absorb without new revenue or a decrease in expenditures elsewhere.

A permanent COLA would also negatively impact NERS's funded status. Funded status measures a retirement system's assets compared to its projected liabilities (payouts). Funded status is an important measure of a system's health and is considered by credit rating agencies when determining the city's credit rating. A funded status of 80 percent or higher is generally considered healthy. Currently, NERS's funded status is 84 percent. A CPI-linked automatic COLA would reduce the system's funded status to approximately 64 percent, below the level which is considered healthy. If the system were to incorporate a permanent COLA it could put downward pressure on the city's credit ratings which would result in higher capital borrowing costs.

To strike the balance between meeting the needs of current retirees and the city's finances, the Proposed FY 2018 Budget includes $600,000 of General Fund support for a retiree supplement. My intention was to recommend to Council that the pool of eligible retirees remain the same as last year: a minimum of 15 years of service and an annual retirement benefit of less than $30,000. However, on

Friday, April 7, I met with the Retired City Employees' Association of Norfolk and they provided compelling information that suggested we should reexamine the group of retirees eligible for the supplement.

As a result, I will work with staff to present to Council a plan for distributing the supplement in a way that rewards career employees. Additionally, we will continue to work with the Retired City Employees' Association of Norfolk to determine if it is possible to resolve the COLA question in a way that protects the pensions of our career public servants, the long-term health of NERS, and the city's finances.

Building a Connected City

A connected city is a successful city, and Norfolk is connecting communities through technology and infrastructure to provide residents and visitors with access to an array of city services and state-of-the-art attractions.

Placemaking

Placemaking provides residents and visitors with opportunities to interact with the many amenities that make Norfolk unique. Whether it is our waterfront access along the Elizabeth River and the Chesapeake Bay, or the many parks, recreation centers, and libraries throughout the city, Norfolk is home to an array of attractions. Investment in placemaking creates opportunity for our residents and showcases the character of our city.

Elizabeth River Trail

The Elizabeth River Trail currently stretches from the Port of Virginia to Harbor Park and showcases much of what makes Norfolk special. To transform the trail into a regional attraction, the Friends of the Elizabeth River Trail have begun a capital campaign to raise $3.5 million for enhancements to the trail. The long-term goal is to incorporate amenities, such as kayak launches, playgrounds, fitness equipment, and water fountains to accentuate the trail and attract residents, businesses, and visitors to enjoy the urban riverfront. The Proposed FY 2018 CIP includes $500,000 to support the campaign over the next five years.

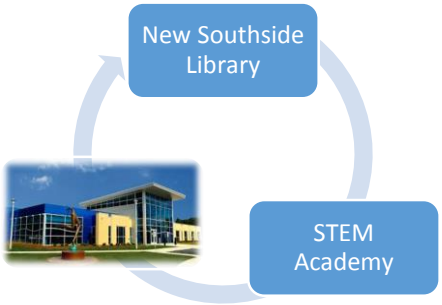
Broad Creek Library

In service of our commitment to lifelong learning, the city has invested millions of dollars to support the construction of libraries throughout the city, providing residents and visitors of all ages with access to extensive book collections, the internet, public computers, and other educational opportunities. The newest of our libraries, the Broad Creek Anchor Branch, is set to open this December.

The Broad Creek Anchor Branch is located next to the newly opened Richard Bowling Elementary, creating an educational corridor for the nearby students and residents. Construction of the new library is supported by $10 million in CIP funds and the Proposed FY 2018 Budget dedicates $463,000 in operating funds to support the opening of the library late this year.

Connecting Southside

The city will have another state-of-the-art education and recreation corridor with the construction of the Southside Library, which is located near the newly opened Southside STEM Academy at Campostella. The library will offer a full scope of services for visitors of all ages, including educational programming, public computers, and a diverse collection of books, magazines, and other resources, such as walking trails. The library is set to open in 2019.



What Works Cities

In March of this year, Norfolk was selected to partner with What Works Cities (WWC), a national initiative launched by Bloomberg Philanthropies to help 100 mid-sized American cities enhance their use of data and evidence to shape decisions, improve services, and engage citizens.

As we begin working with WWC, our initial goal is to improve the city's use of data and our ability to make data more consumable and readily available for residents and city staff alike. To accomplish this, our initial project engagement focuses on improving open data practices, policies, and governance, and improving the city's performance management programs by measuring processes, outcomes, and tracking progress toward priority goals.

The benefits of this partnership extend far beyond the initial project engagement. Working with WWC will provide ongoing access to technical experts within the WWC network and continuous training to improve the city's capacity to conduct analysis and strengthen our data-driven culture. Additionally, we have the opportunity to pursue partnerships with the other cities selected for the program, allowing us to exchange ideas and best practices with like-minded cities and community leaders.

Through partnerships with organizations, such as WWC, Norfolk is creatively addressing the constantly changing technology landscape and gaining a national reputation as an innovative and results-oriented city.

Technology Infrastructure

As dependency on technology grows, Norfolk has worked to accommodate changes that provide connectivity and better, more advanced service delivery to residents. From 3D printers at the Slover Library to partnering with Centura College to launch Fly Norfolk, a program offering drone aviation education, Norfolk is working to provide residents with a variety of high-tech, interactive learning

opportunities. To support innovative services, it is imperative we have the adequate technological infrastructure.

In FY 2017, we took a major step forward with respect to our technology infrastructure by dedicating $3.6 million to replace and upgrade broadband infrastructure for city facilities. Additionally, FY 2017 saw the rollout of free public Wi-Fi in MacArthur Square and City Hall. However, there are still infrastructure needs that must be met before we can move forward with other technology initiatives.

The city is currently unable to adhere to industry standard replacement best practices for computers and other hardware due to limited financial resources and lack of dedicated funding for technology infrastructure replacement. This created an extensive backlog of hardware that needs to be updated so city staff can continue providing residents with excellent core services.

The Proposed FY 2018 Budget begins to address the IT backlog by establishing a Technology Reserve with $1.35 million and provides $850,000 from the General Fund for software licenses. In the past, short-term debt was used to cover the cost of software licenses. This practice allowed us to pay for the needed license, but was not the most financially efficient use of our resources. By using General Fund dollars for software licenses, we can begin implementing best practices for hardware replacement and create capacity for other capital needs. In FY 2018, we will continue evaluating ongoing technology replacement practices to ensure we are strategic about our technology investments and use of financial resources.

Fostering Creativity

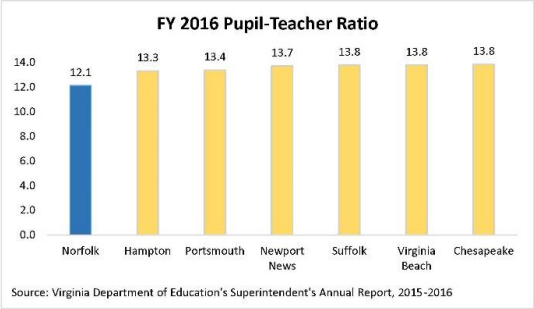
The abundance of cultural resources in Norfolk provide a diverse selection of entertainment options and attracts new residents and visitors from around the country. As the arts and culture hub of Hampton Roads, we provide residents and visitors with access to an array of festivals, world-class performances, sporting events, museums, and much more.

To continue attracting world-class exhibits and events to Norfolk, we must ensure our cultural facilities are well-maintained and able to accommodate the needs of the artists and acts that utilize the many venues throughout the city. To keep our cultural facilities the best in the region, in FY 2018 we will study the maintenance and upgrade needs of our venues and develop an investment plan for these public amenities.

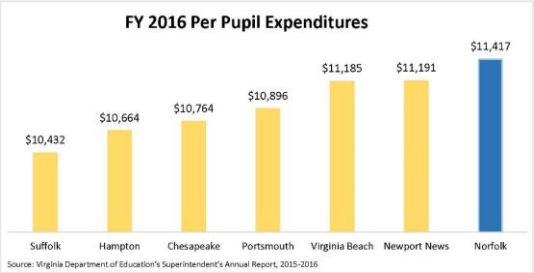
Additionally, the Proposed FY 2018 Budget provides $1 million from the Public Amenities Fund for capital improvements to the Scope Arena ($750,000) and other facilities ($250,000). The Public Amenities Fund was designed to support projects that enhance visitor attractions and cultural facilities, and its use for the capital improvements is consistent with the Fund's goals and prior use.

Commitment to Education

Supporting Norfolk Public Schools (NPS) and educating children is an investment in our future; it is one of the most important things we do for the city. We know a healthy school system is an economic driver and develops the next generation's leaders and workforce. Building a robust school system and providing students with the quality education they need to succeed requires commitment, and Norfolk's commitment remains strong.

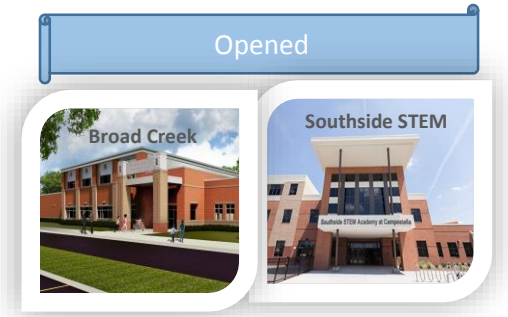


Recently released data from the Virginia Department of Education shows Norfolk spends the most per child and has the lowest pupil to teacher ratio in the region. Additionally, the city provides operating and capital support to ensure NPS can provide students with an environment that fosters growth and learning.



Currently the city provides operating support, as well as in-kind services, such as school resource officers and facility and ground maintenance. In FY 2018, the city's total proposed operating support is approximately $119 million, which is about $65 million more than the state's required local effort. The city will also provide an estimated $18.3 million in in-kind support and the funds to complete construction of our five new schools and maintenance and infrastructure projects.

We have maintained a continued commitment to improving, maintaining, or constructing schools. The Proposed FY 2018 Budget further supports NPS' physical learning environment through the continued construction of new schools throughout the city. The city committed to build five new schools. The first two, Southside STEM Academy at Campostella and Richard Bowling Elementary, opened this past year. Construction is underway for the remaining three - Larchmont, Ocean View, and Camp Allen. To fund these types of large-scale capital projects, the city must issue debt, which is typically repaid over 20 years. This means that while all five schools are projected to be open by December 2018, the city's debt will not be repaid until approximately 2040. The Proposed FY 2018 Budget also includes another $2 million to address school maintenance.



Great cities have great schools, and the city will continue to work with NPS to build a world-class education system for our students. As part of this partnership, I propose developing a School Funding Formula in FY 2018. An established formula will help align the interests of the city and NPS, promote efficient use of resources, and allow NPS to share in revenue growth as Norfolk continues to thrive. Additionally, a set funding formula will shift the focus of the city's relationship with NPS from funding to performance and promote process transparency.

Strengthening the Community

We are a city of over 120 diverse neighborhoods, and the continued strength of these neighborhoods is vital to the success of the city. The continued health and diversity of all neighborhoods requires us to remain committed to investing in neighborhood improvement initiatives across the city to create a place for all residents to call home.

Leveraging Resources

Neighborhood development extends well beyond the city financial investment in the community. We are also leveraging federal resources from Community Development Block Grants (CDBG) for neighborhood infrastructure and programming. Investing CDBG funds directly into neighborhoods allows the city to maximize the impact of its federal dollars. CDBG funds support economic development, infrastructure, homeless prevention, advocacy, and youth programs.

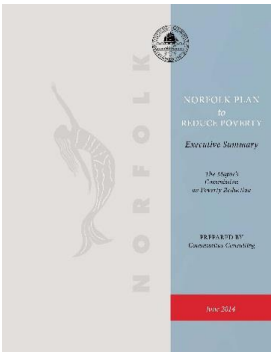
The Proposed FY 2018 Budget includes $4.1 million in CDBG funds. The following are examples of projects receiving funds:

- $350,000 to support Department of Neighborhood Development initiatives targeting neighborhood enhancement and housing development;
- $1 million for homeowner rehabilitation, a program administered by the Department of Neighborhood Development to improve the physical appearance of homes, improving the overall quality of neighborhoods and home values;
- $150,000 to support Norfolk Works, a workforce development initiative providing career and application assistance and connecting job seekers with employment opportunities; and
- $100,000 for nuisance abatement.

Implementing Transformational Ideas

Place Matters - and the City of Norfolk is a great place to live. Building on our history as a great port city and on the strength of our diversity, Norfolk's residents are working hard each day to build upon the vibrant center of Hampton Roads. Driven by the knowledge that place matters, City Council is focused on three priorities that reflect a place-based approach to strengthening and enlivening our community: education, public safety and housing.

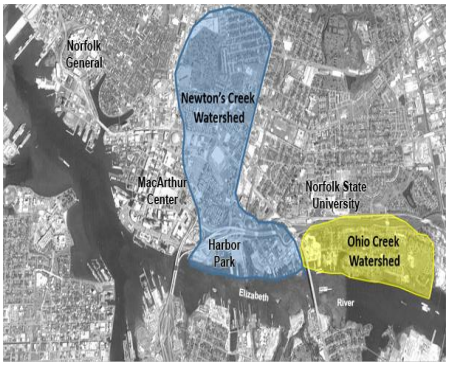
Council members understand the interconnectedness of these systems—that where a family lives can impact both their children's educational experience and how safe they feel in their neighborhood. Investments in housing provide positive pathways to achieving better school outcomes, safer neighborhoods, and the de-concentration of poverty.



Implementing the recommendations of the *Norfolk Plan to Reduce Poverty,* the city completed a comprehensive affordable housing study resulting in a strategy with two bold goals - strengthening neighborhoods and deconcentrating poverty. The Proposed FY 2018 Budget provides over $21 million in funding over the next five years to implement strategies in these two goal areas.

Strengthening Neighborhoods: The Proposed FY 2018 Budget provides $8.7 million in funding over the next five years to invest in affordable housing strategies that strengthen neighborhoods. Strategies will include home rehabilitation, down payment assistance, and rental revitalization in pilot neighborhoods. Neighborhoods will be selected for specific programs based on the ability of each program to make a measurable difference in the strength of the housing market with the ultimate goal of catalyzing private investment.

Transform Newton Creek: Over $14 million is proposed for the transformation of the Newton Creek area. Newton Creek, just on the edge of Norfolk's thriving downtown, has been the subject of several planning efforts since 2005. It is well poised for redevelopment as a result of its location, the high concentrations of poverty, and the enormous infrastructure needs resulting from sea level rise. As we reconfigure the Newton Creek Watershed to more effectively manage water, we will revitalize the area in a way that showcases how city neighborhoods can function as economic drivers and great places to live. This transformation will coordinate the physical infrastructure, housing, transportation networks, and water management systems with a comprehensive approach to the needs of people that includes a focus on education, employment opportunities, and community safety and health.



The Proposed FY 2018 budget takes bold steps to transform Norfolk's neighborhoods. These investments create pathways out of poverty and provide opportunity for residents. These innovative strategies embrace current challenges and demonstrate the willingness of City Council to be transformational in their vision for Norfolk.

Our Path Forward

Moving forward, my goal is for us to address several initiatives intended to make us more efficient and effective. Internally, we will develop and adopt a comprehensive technology replacement strategy to address our replacement backlog, and we will work with our cultural amenities partners to develop an

investment plan to ensure our cultural facilities remain the best in the region. Collaborating with our external partners, we will develop a school funding formula, and we will evaluate performance-based agreements with community-partners.

Though the future holds many challenges, I am confident that our resilient spirit will strengthen and empower all Norfolk residents. Building upon our strong foundation and hard-earned momentum, we will continue to work to make our city a diverse, authentic, and thriving community and a great place to call home.

I am appreciative of the opportunity to serve as your Interim City Manager and deliver to you a financial plan to move the city forward as a premier coastal community. I look forward to discussing this proposed budget in detail over the coming weeks and stand ready to lead with your vision into the 2018 fiscal year.

Sincerely,

Douglas L. Smith
Interim City Manager

This page intentionally left blank

Budget Overview

Acknowledgments 3
Distinguished Budget Presentation Award 4
City of Norfolk Government 5
Norfolk City Council Members 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 12
Fund Structure 16
City of Norfolk Fund Structure 18
Basis of Budgeting and Accounting 19
Budget Process 20
Budget Calendar 22
General Fund Budget Overview 23
Estimated General Fund Revenues by Source 24
Estimated Revenues by Source (All Funds) 26
Estimated Expenditures by Use (All Funds) 28
Estimated Expenditures by Fund Type 30
Estimated General Fund Expenditures by Area 32
Major Revenue Sources 34
Appropriations 45
Selected Tax Rates and Fees 48
General Fund Balance Reserves 50
Transfers From/To 51
Full Time Equivalent (FTE) Staffing Summary 52
City Indebtedness 54
Yearly Maturity of Long-Term Debt 57

General Fund Revenues

General Fund Revenue Summary 61

General Fund Expenditures

General Fund Expenditure Summary 71

Citywide Priorities

Citywide Priorities 75

Legislative

City Council 81
City Clerk 83
City Real Estate Assessor 87
City Auditor 90

Executive

City Manager 97
Office of Budget and Strategic Planning 101

Office of Resilience 105
Office of Marketing and Communications 109

Department of Law
City Attorney 115

Constitutional Officers
Commissioner of the Revenue 121
City Treasurer 126
Clerk of the Circuit Court 130
Commonwealth's Attorney 133
Sheriff and Jail 139

Judicial
General District Court 147
Juvenile and Domestic Relations Court 148
Circuit Court Judges 150
Norfolk Juvenile Court Service Unit 153
Magistrate 155

Elections
Elections 159

General Management
Information Technology 165
Finance 172
General Services 177
Human Resources 184

Community Development
City Planning 191
Neighborhood Development 196
Economic Development 201

Parks, Recreation and Culture
Libraries 207
Cultural Facilities, Arts and Entertainment 213
Zoological Park 219
The National Maritime Center 225
Recreation, Parks and Open Space 231

Central and Outside Agency Appropriations
Central Appropriations 241
Outside Agencies 247

Public Health and Assistance
Norfolk Community Services Board 261
Office to End Homelessness 269

Public Health 273
Human Services 278

Public Safety
Police 289
Fire-Rescue 297

Public Works
Public Works 307

Debt Service
Debt Service 317

Public School Education
Norfolk Public Schools 321
Construction, Technology, and Infrastructure 326
Performance Measures 327
Proposed FY 2018 Budget Actions 329
Norfolk Public Schools Summary 330
School Operating Fund 332
School Grants 334
Child Nutrition Services 336

Special Revenue Funds
Special Revenue Fund Summary 339
Storm Water Management 341
Towing and Recovery Operations 347
Cemeteries 350
Golf Operations 355
Public Amenities 356
Emergency Preparedness and Response 358
Tax Increment Financing 364
Waste Management 365

Enterprise Funds
Enterprise Fund Summary 373
Water 375
Wastewater 382
Parking Facilities Fund 385

Internal Service Funds
Internal Service Fund Summary 393
Healthcare Fund 395
Fleet Management 397

Capital Improvement Plan
Capital Improvement Plan 402

Annual Plan

Annual Plan. 487

Norfolk Statistical Information

Norfolk Statistical Information 495

Glossary

Glossary 509

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 2018 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 Office of Budget and Strategic Planning staff who worked to prepare this year's budget.

Office of Budget and Strategic Planning Staff
Gregory Patrick, Director

Budget, Grants, and Policy Team
Mariam Abdelhamid, Peter Buryk, Jessica Dennis, Eundene Falks, Patricia Harrison, Kaitrin Mahar, Susan Meslang, Barbara Mazur, Cecelia Rieb, Anne Marie Strano, Emily Uselton, and Joseph Younkin.

Interim 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, 2016

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, 2016. The review process by GFOA has not commenced for the annual budget for the fiscal year beginning July 1, 2017.

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 2018 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 Interim City Manager, Douglas L. Smith. The Council also appoints a City Attorney, Bernard A. Pishko; City Auditor, John H. Sanderlin; City Clerk, R. Breckenridge Daughtrey; and City Real Estate Assessor, Albert W. Marchand.

Norfolk City Council Members and City Manager

Mayor
Kenneth Cooper Alexander

Vice Mayor
Dr. Theresa W. Whibley
Ward 2

Council Member
Martin A. Thomas
Ward 1

Council Member
Mamie Johnson
Ward 3

Council Member
Paul R. Riddick
Ward 4

Council Member
Thomas R. Smigiel
Ward 5

Council Member
Andria P. McClellan
Super Ward 6

Council Member
Angelia Williams Graves
Super Ward 7

Interim City Manager
Douglas L. Smith

City of Norfolk Ward Map

City Council's Vision for Norfolk

Vision

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

Priorities

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

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

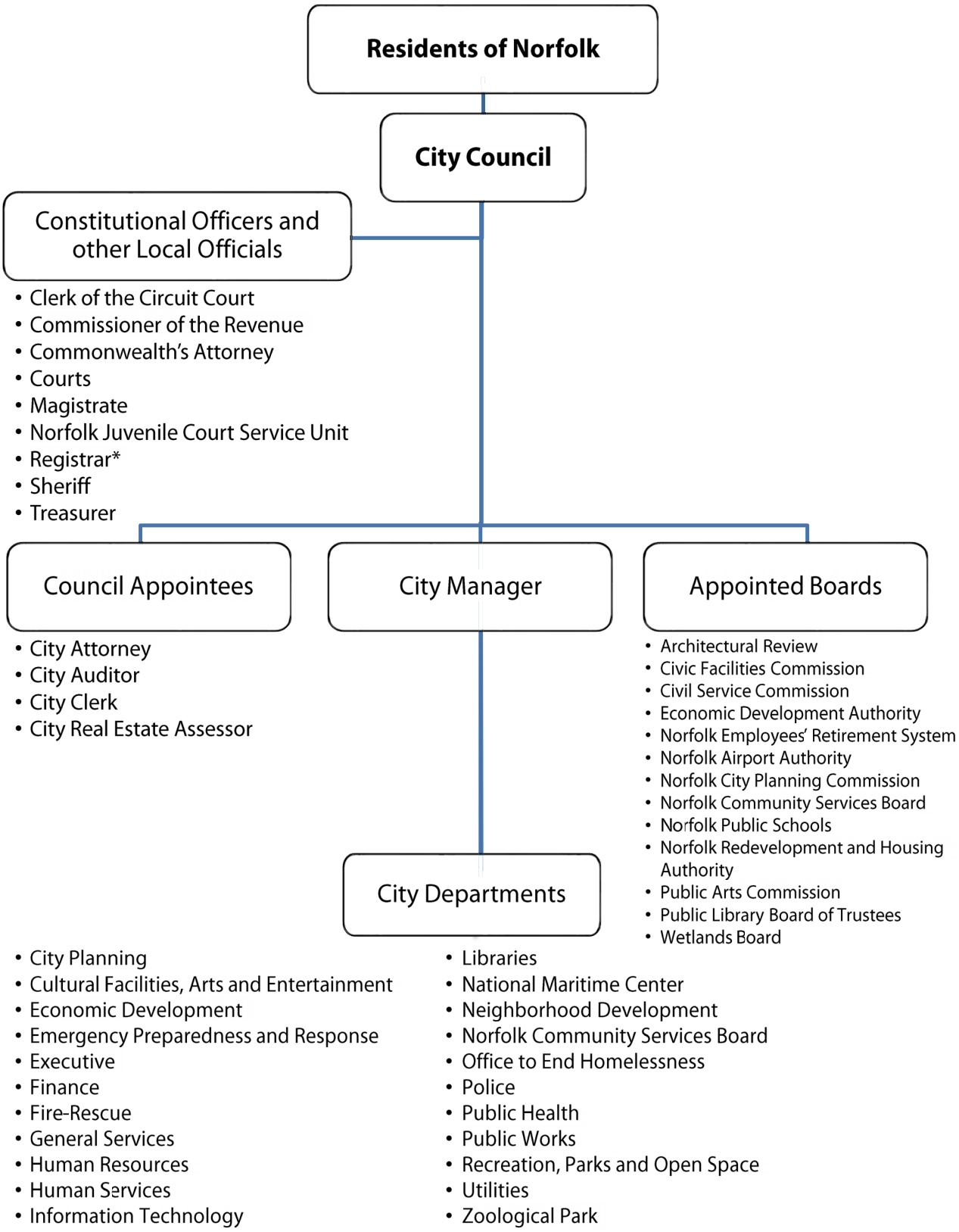
- **Environmental Sustainability** - A premier waterfront community that creates a positive, regenerative effect on its environment, avoids detrimental environmental impacts and thrives economically and culturally.

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

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

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

City of Norfolk Organizational Chart



*Appointed by State Board of Elections

Reader's Guide to the Budget

Purpose

The budget is an instrument that sets policy and summarizes public service programs provided by the city government and how the programs are funded. It is the annual plan for coordinating revenues and expenditures. The budget presented covers the period of **July 1, 2017 to June 30, 2018**. The amounts for FY 2018 are approved 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 2016 provided in the summaries do not include designations and financial adjustments posted after June 30, 2016. FY 2018 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 2016 do not include designations and financial adjustments posted after June 30, 2016. FY 2018 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

Citywide Priorities

This section provides an overview of the six citywide priorities and highlight achievements that support those priorities.

Department Budgets

This section provides detailed information on the budget of each department within the General Fund. A brief description of the proposed FY 2018 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 2015 and FY 2016 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2018 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 2018 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 proposed FY 2018 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 2015 and FY 2016 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2018 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

Capital Improvement Plan

This section provides detailed budget information on the five-year Capital Improvement Plan. However, the only year of the plan that is certain is the current budget year, FY 2018, with future years reflecting planning and not commitment. FY 2018 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

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

This section contains the Annual Plan for the Community Development Block Grant (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 2018 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

Norfolk Statistical Information

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

Glossary and Index

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. In July 2013, City Council passed a resolution to update the city's policies on reserves and use of surplus funds, commit to achieving a structurally balanced budget (achieved in FY 2015), formalize the city's long-standing self-imposed debt affordability measures, and provide for the long-term financial sustainability and viability of the Parking Facilities Fund. Financial policies demonstrate commitment to consistent financial practices, operational efficiencies and best practices; preserve fiscal integrity; and improve fiscal stability to promote long-term fiscal sustainability. Sound financial management practices contribute to maintaining high city credit ratings and lower borrowing costs for capital projects.

General Fund Balance Reserves

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

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

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

Unassigned General Fund Balance ('five percent reserve") **–** The city maintains an unassigned General Fund balance equal to at least five percent of the annual General Fund budget to help mitigate current and future risks and provide temporary funding for unforeseen emergency or catastrophic needs. The FY 2017 minimum of $41,752,118 is based on the Adopted FY 2017 General Fund Budget of $835,042,352. The projected level of $42,332,591 currently exceeds five percent of the budget due to additional funds set aside by City Council in FY 2011 and FY 2012 to strengthen reserves. In FY 2011, City Council elected not to reduce the unassigned General Fund balance by approximately$2.0 million, maintaining the balance at the FY 2010 level of $41,559,263. In FY 2012, during the FY 2013 budget work session, City Council allocated $773,328 of the FY 2011 fund balance, raising the unassigned General Fund balance to $42,332,591.

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

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

Reserve	Purpose	FY 2017 Minimum	FY 2017 Projected
Unassigned General Fund Balance ("five percent reserve")	Good management practices recommend accumulation of undesignated funds to mitigate current and future risks and provide temporary funding of unforeseen emergency or catastrophic needs.	$41,752,118	$42,332,591
Risk Management Reserve	Because the city is self-insured, a reserve is needed in the event of major unanticipated workers compensation or general liability claims.	$3 - $5 million	$5,000,000
Economic Downturn Reserve	To abate the impact of short-term economic downturns on the overall budget and to build adequate reserves to transition the impact of extreme swings in revenues and/or expenditures. The reserve is intended to be used as needed, whereas the "five percent reserve" is to be used for catastrophic needs or unforeseen emergencies.	$3 - $5 million	$5,000,000

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

Definition and Use of Surpluses

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

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

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

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

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

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

Debt Management

The Commonwealth of Virginia imposes a legal limit of ten percent of the assessed valuation of taxable real property as a ceiling on the amount of general obligation borrowings. Based on the assessed valuation of taxable real property, the city's legal debt limit (debt the city can issue without referendum) is approximately $1.9 billion (see City Indebtedness section). While this is the legal limitation, the city is well aware it cannot take on expenditures beyond its fiscal means of affordability. Therefore, the city strives to adhere to the following adopted self-imposed debt ratios to guide the development of the Capital Improvement Plan:

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

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

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

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

Capital Improvement Plan

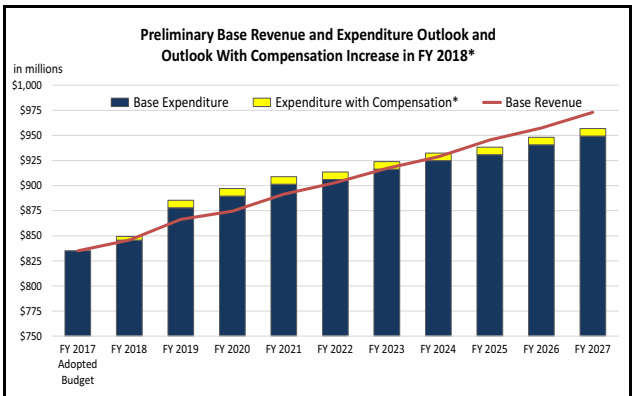
The city uses several guiding principles and best practices to manage the Capital Improvement Plan (CIP). The principles (see Guiding Principles under CIP section) governing the CIP are closely linked with the debt management practices mentioned in the previous section. Using the principles as a foundation,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

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

To be included in the CIP, the project must cost $50,000 or more and should extend the life of the asset by greater than the life of the debt instrument used to finance the improvement or grant program. 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 five to ten-year base budget forecast annually. The multi-year forecast of revenues and expenditures enables the city to identify long-term financial challenges and plan for the upcoming budget. In the summer of each fiscal year, the Office of Budget and Strategic Planning begins the process of compiling information for the forecast from city departments, partner agencies, state and federal agencies, economic roundtable participants, and regional economists. In the fall, forecast estimates produced during the summer are updated and refined. The forecast is further updated and is presented to the City Council at the mid-year financial update.



**City compensation increase beginning January of FY 2018 with full annual cost realized in FY 2019. Norfolk Public Schools compensation increase not included in amount.*

The multi-year forecast incorporates revenue adjustments, budget adjustments as a result of state, federal and local mandates, debt and other contractual obligations, opening of new city facilities, impact of economic developments, economic forecasts, state budget actions and projections, annualized prior year prorated costs, and cost savings. However, the base forecast does not include funding for budget enhancements, new programs or initiatives under consideration, or policy changes requiring City Council or administrative action such as, salary increases and tax rate changes. The chart summarizes the base multi-year forecast and a scenario with an increase in compensation presented to the City Council at the mid-year financial update in February 2017.

Fund Structure

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

Governmental Funds

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

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

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

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

Proprietary Funds

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

Enterprise Funds

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

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

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

Internal Service Funds

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

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

Component Unit Funds

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

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

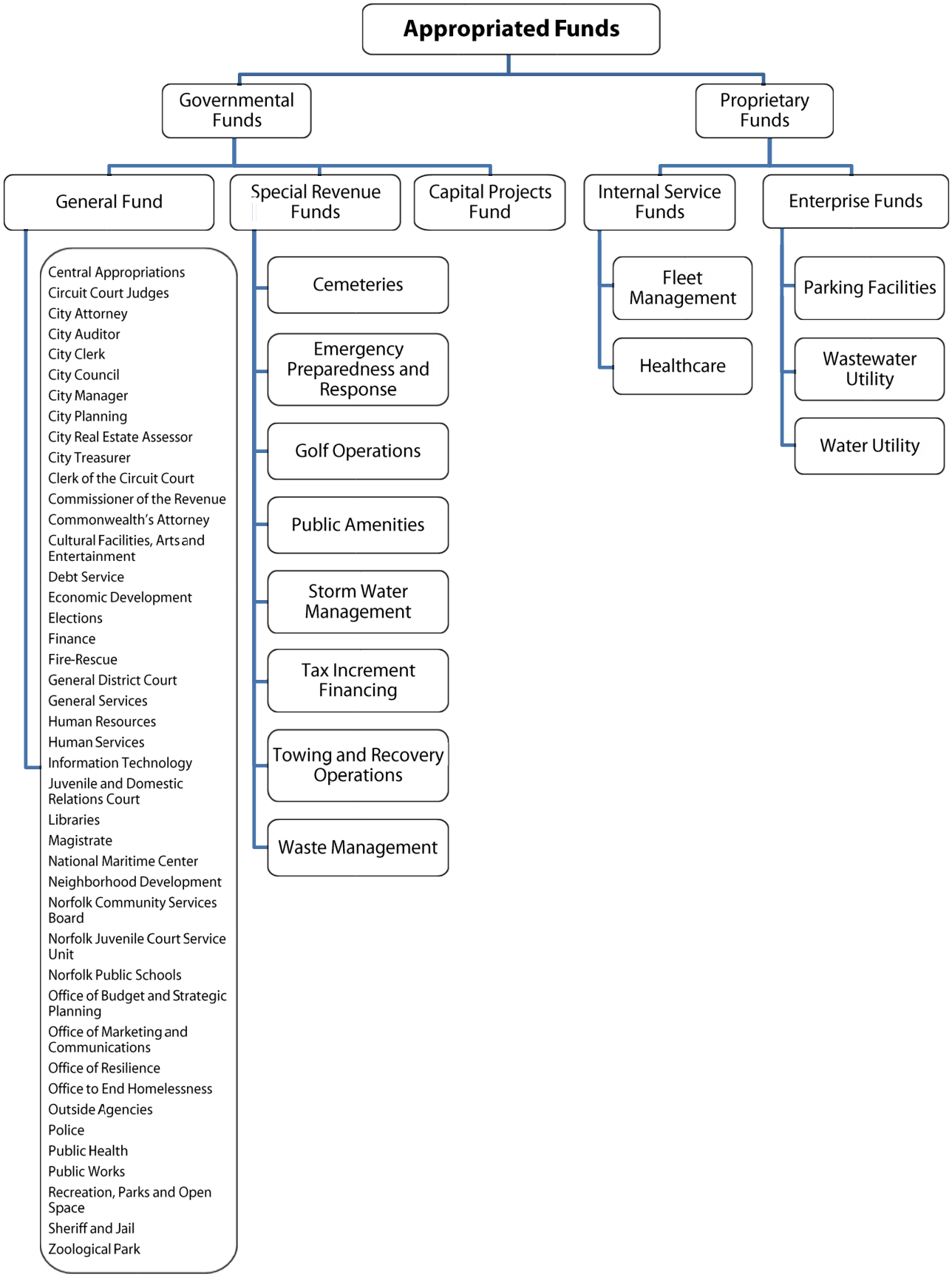
School Grants
This fund accounts for revenues and expenditures for federal, state, and other grants for educational programs.

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

City of Norfolk Fund Structure



Basis of Budgeting and Accounting

Basis of Budgeting

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

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

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

Basis of Accounting

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

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

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

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

Budget Process

Formulation of the City Manager's Budget

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

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

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

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

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

City Council's Authorization and Appropriation

After general distribution of the Proposed 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; general operations and fixed charges; equipment; public assistance; department specific appropriation; and debt service.

City Manager's Authorization

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

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

Budget Implementation

Once the budget is adopted, it is effective on July 1 and becomes the legal basis for the programs and services of each department of the city during the fiscal year. No department or other agency of the city government may spend in excess of adopted and appropriated amounts, unless authorized by budget transfer as approved by the City Manager or designee. Financial and programmatic monitoring of departmental activities to ensure conformity with the budget takes place throughout the year. The budget can be found in the libraries 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 and Consolidated Plan

City Council also adopts a Capital Improvement Plan Budget and a Consolidated 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 the actions of the City Council. 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
August - October 2016	City Departments	Departments Submit Operating and Capital Improvement Budget Requests	N/A
December 2016	Budget and Strategic Planning Executive Staff City Departments	Department Meetings with Budget Staff and Executive Budget Team	N/A
February 2017	Budget and Strategic Planning	City Manager's Mid-Year Budget Review and Financial Update	N/A
March 24, 2017	City Clerk	Public Hearing Notice of the Real Estate Tax Increase (due to increased reassessment)	Code of Virginia 58.1-3321
April 1, 2017	Norfolk Public Schools	School Board Approved Operating Budget to City Council	Code of Virginia 15.2-2503
April 6, 2017	City Clerk	Public Hearing Notice of the HUD Grant (CDBG, ESG and HOME) Budget	U.S. Department of Housing and Urban Development (HUD)
April 11, 2017	City Manager	City Manager Presentation of Proposed Budget to City Council	City of Norfolk Charter Sec. 67
April 12, 2017	City Clerk	Public Hearing Notice of the Operating and Capital Improvement Plan Budgets	Code of Virginia 15.2-2506, 58.1-3007
April 19, 2017	City Council	Public Hearings on the Operating, Capital Improvement Plan, and HUD Grant (CDBG, ESG and HOME) Budgets	Code of Virginia 15.2-2506 U.S. Department of Housing and Urban Development (HUD)
April 25, 2017	City Council	1st City Council Work Session	N/A
April 25, 2017	City Council	Public Hearing on the Real Estate Tax Increase (due to increased reassessment)	Code of Virginia 58.1-3321
May 2, 2017	City Council	2nd City Council Work Session	N/A
May 9, 2017	City Council	3rd City Council Work Session	N/A
May 23, 2017	City Council	City Council Budget Adoption	City of Norfolk Charter Sec. 68; Code of Virginia 15.2-2503

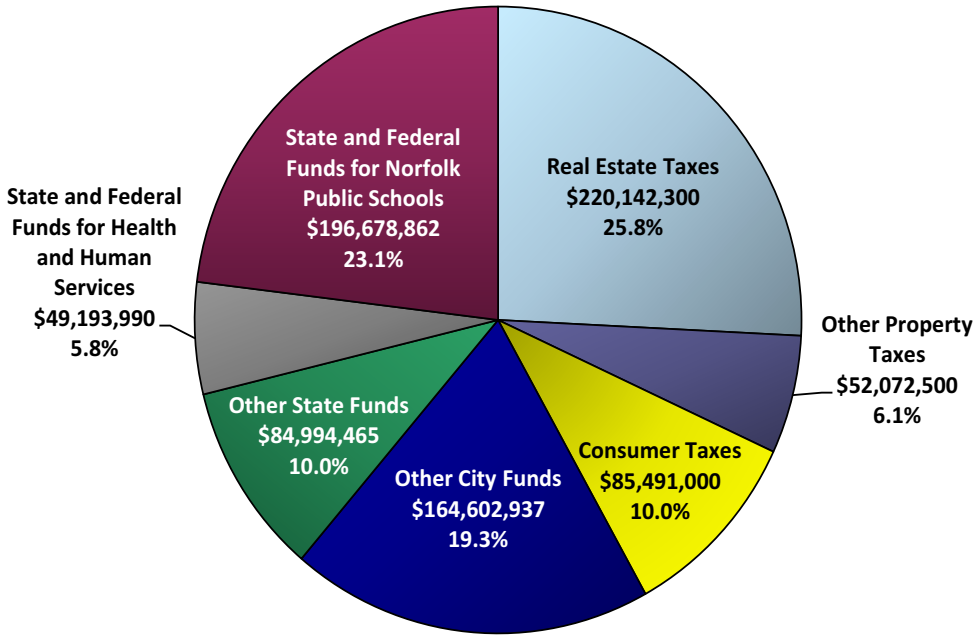
General Fund Budget Overview

Proposed FY 2018 General Fund Revenues $853,176,054

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

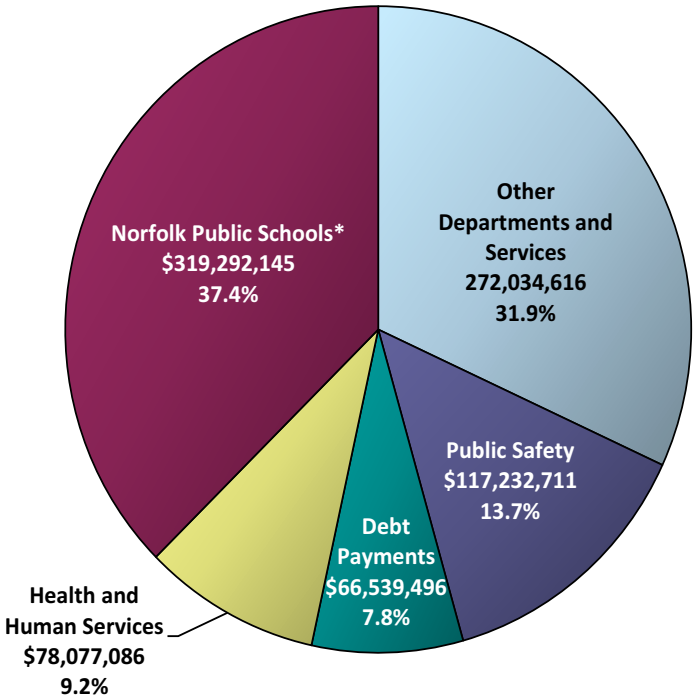
"Other City Funds" include local taxes, fees, charges, fines, rent and interest.

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



Proposed FY 2018 General Fund Expenditures $853,176,054

In the FY 2018 budget breakdown, "Other Departments and Services" includes public works, libraries, recreation, cultural facilities, zoo, maritime facility, planning, neighborhood development, economic development, finance, human resources, information technology, general services, legislative, executive, law, courts, constitutional officers, outside agencies, and central appropriations.



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

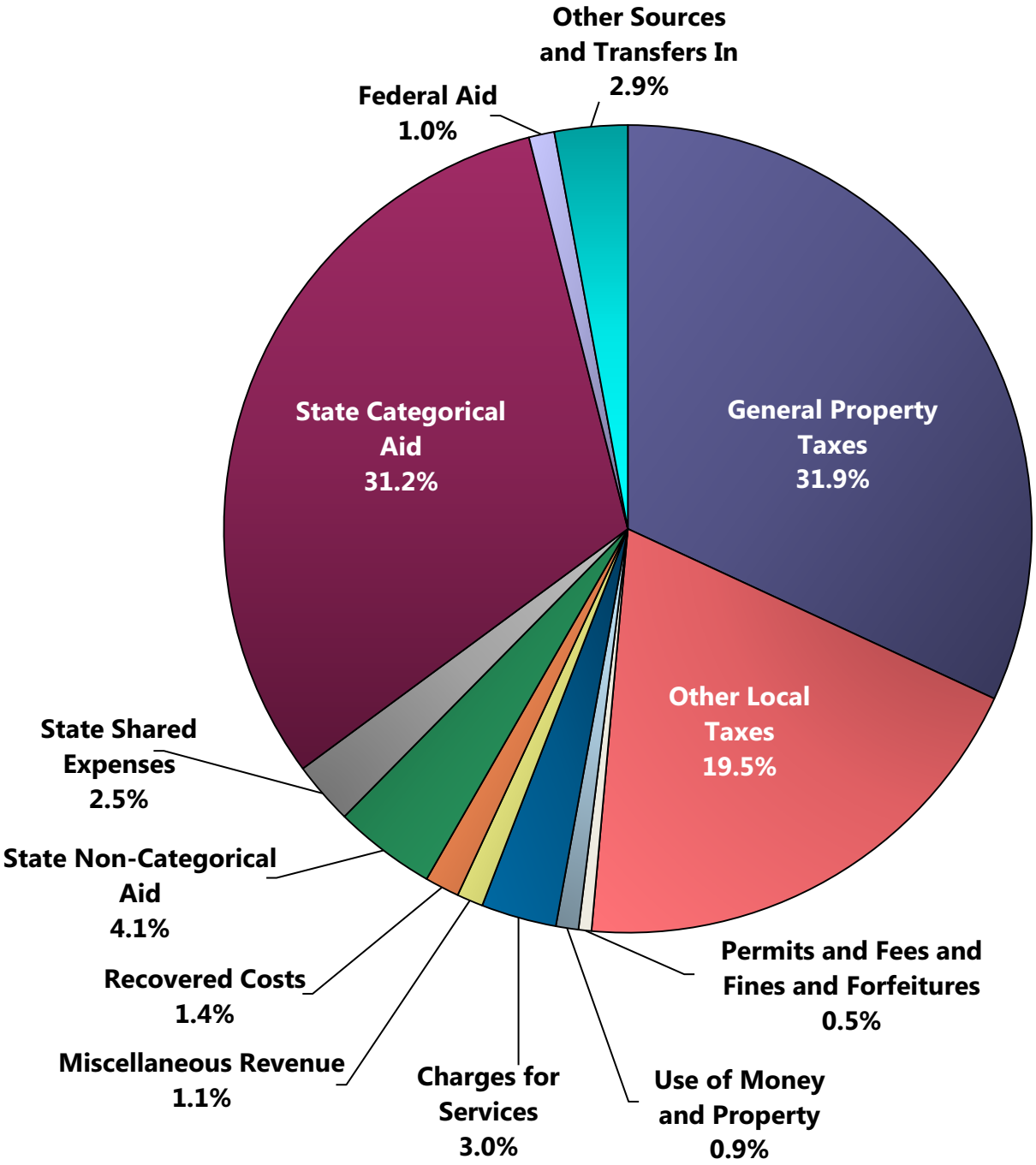
Estimated General Fund Revenues by Source

The following table compares the Proposed FY 2018 General Fund Operating Budget to the Adopted FY 2017 General Fund Operating Budget and the FY 2016 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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2017 vs. FY 2018 $ Change	% Change
General Property Taxes	260,959,130	264,677,000	272,214,800	7,537,800	2.8%
Other Local Taxes	156,358,560	162,026,400	166,625,000	4,598,600	2.8%
Permits and Fees	3,038,229	3,007,600	3,191,900	184,300	6.1%
Fines and Forfeitures	1,110,993	1,275,000	1,215,000	-60,000	-4.7%
Use of Money and Property	7,277,291	7,570,159	7,704,583	134,424	1.8%
Charges for Services	26,020,807	26,211,109	25,720,611	-490,498	-1.9%
Miscellaneous Revenue	8,563,623	8,734,009	8,970,789	236,780	2.7%
Recovered Costs	10,556,495	12,134,608	11,758,591	-376,017	-3.1%
Non-Categorical Aid - State	34,022,242	33,707,100	34,807,100	1,100,000	3.3%
Shared Expenses - State	21,208,525	21,102,700	21,377,000	274,300	1.3%
Categorical Aid - State	254,701,634	262,139,276	265,985,727	3,846,451	1.5%
Federal Aid	9,269,199	8,511,596	8,701,490	189,894	2.2%
Other Sources and Transfers In[1]	28,901,952	23,945,795	24,903,463	957,668	4.0%
General Fund Total	**821,988,680**	**835,042,352**	**853,176,054**	**18,133,702**	**2.2%**

[1] The decrease in other sources and transfers in from FY 2016 was largely due to a decline in the carryforward of prior year savings from the city and Norfolk Public Schools.

Proposed
FY 2018 General Fund Revenues by Source



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

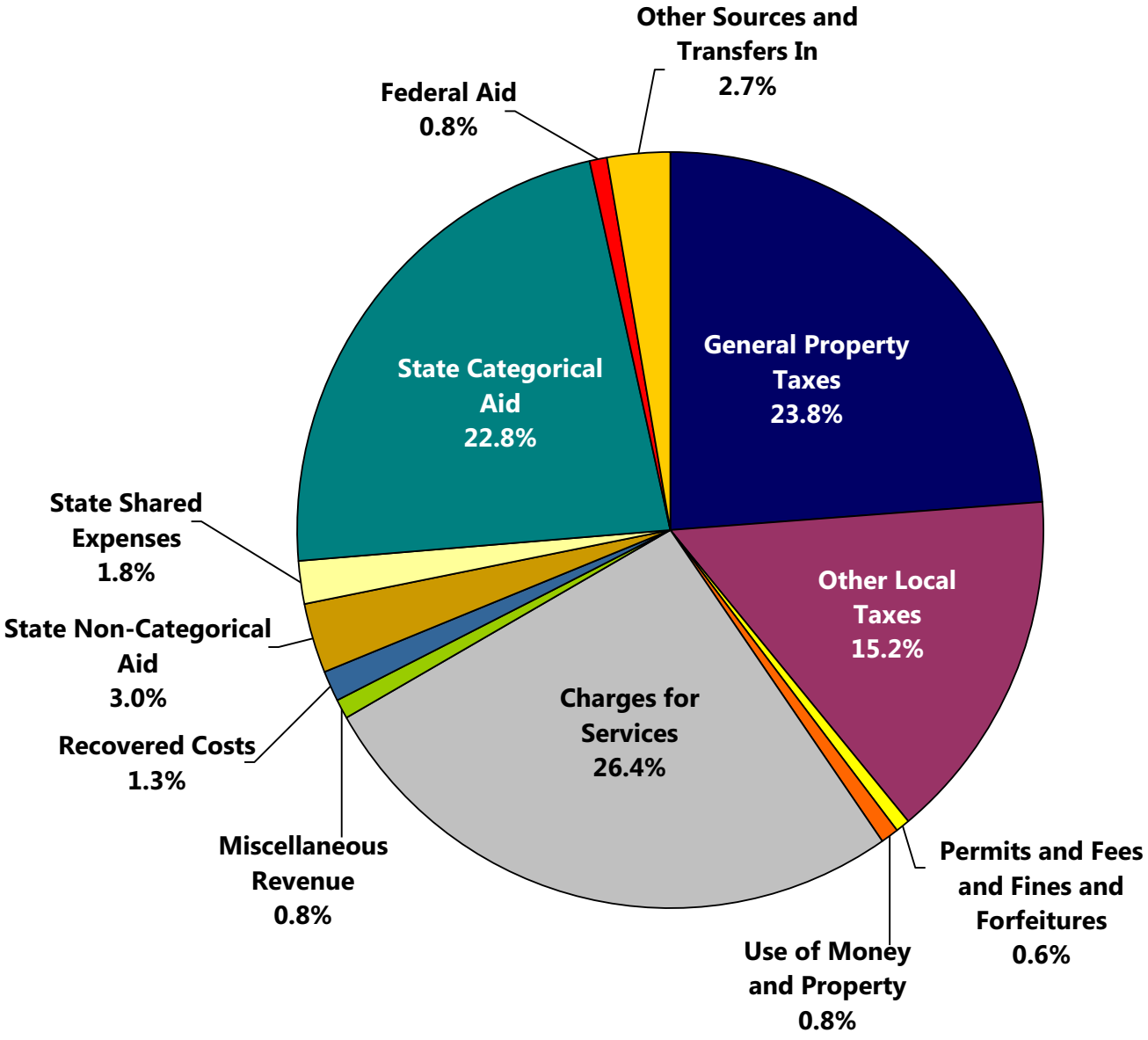
Estimated Revenues by Source (All Funds)

The following table compares the Proposed FY 2018 General Fund Operating Budget to the Adopted FY 2017 General Fund Operating Budget and the FY 2016 Actual amount. Funding sources by category are shown to provide an overview of the sources of revenue for all operating funds of the city. Revenues are contained in those categories where they are originally raised.

Source	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2017 vs. FY 2018 $ Change	FY 2017 vs. FY 2018 % Change
General Property Taxes	265,943,230	270,061,000	277,480,800	7,419,800	2.7%
Other Local Taxes	166,033,611	171,962,996	176,917,596	4,954,600	2.9%
Permits and Fees	3,862,972	3,681,445	3,817,224	135,779	3.7%
Fines and Forfeitures	3,334,901	3,804,343	3,333,377	-470,966	-12.4%
Use of Money and Property	8,341,955	8,873,428	9,028,800	155,372	1.8%
Charges for Services	288,612,042	299,372,528	307,060,603	7,688,075	2.6%
Miscellaneous Revenue	9,557,697	9,486,107	9,693,168	207,061	2.2%
Recovered Costs	14,533,881	15,706,073	15,295,056	-411,017	-2.6%
Non-Categorical Aid - State	34,022,242	33,707,100	34,807,100	1,100,000	3.3%
Shared Expenses - State	21,208,525	21,102,700	21,377,000	274,300	1.3%
Categorical Aid - State	254,701,634	262,139,276	265,985,727	3,846,451	1.5%
Federal Aid	9,290,494	8,625,213	8,815,107	189,894	2.2%
Other Sources and Transfers In[1]	37,730,188	29,153,240	31,682,886	2,529,646	8.7%
Total All Funds	**1,117,173,372**	**1,137,675,449**	**1,165,294,444**	**27,618,995**	**2.4%**

[1] The decrease in other sources and transfers in from FY 2016 was largely due to a decline in the carryforward of prior year savings from the city and Norfolk Public Schools and the return of cash support from the Capital Improvement Program. See General Fund Revenue section and Public Amenities Fund for details.

Proposed
FY 2018 Revenues by Source (All Funds)



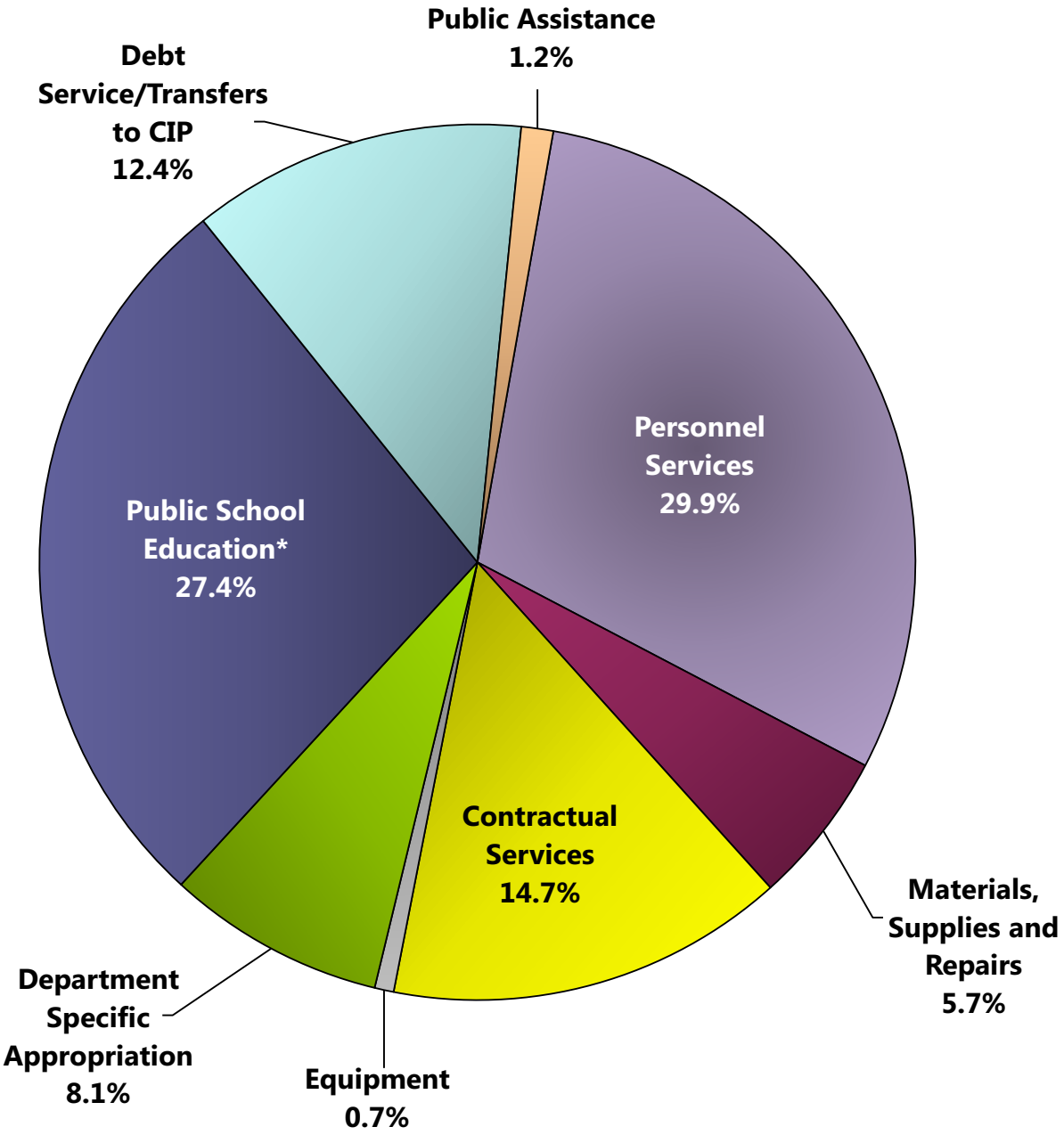
Note: Percentages may not total to 100 due to rounding.

Estimated Expenditures by Use (All Funds)

The following table compares the Proposed FY 2018 Operating Budget to the Adopted FY 2017 Operating Budget and the FY 2016 Actual amount. Funding uses by category are shown to provide an overview of the principal uses of expenditures for all operating funds of the city. Expenditures are contained in those categories where they are originally spent.

Uses	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2017 vs. FY 2018 $ Change	FY 2017 vs. FY 2018 % Change
Personnel Services	316,306,934	336,633,713	348,504,882	11,871,169	3.5%
Materials, Supplies and Repairs	60,322,716	65,768,482	65,845,847	77,365	0.1%
Contractual Services	167,141,427	165,492,722	171,651,301	6,158,579	3.7%
Equipment	6,384,503	6,646,895	8,232,640	1,585,745	23.9%
Department Specific Appropriation	76,243,286	92,252,096	93,892,592	1,640,496	1.8%
Public School Education	308,887,807	321,868,495	319,292,145	-2,576,350	-0.8%
Debt Service/Transfers to CIP	98,991,461	135,555,963	144,160,259	8,604,296	6.3%
Public Assistance	12,437,310	13,457,083	13,714,778	257,695	1.9%
Total All Funds	**1,046,715,444**	**1,137,675,449**	**1,165,294,444**	**27,618,995**	**2.4%**

Proposed
FY 2018 Expenditures by Use (All Funds)



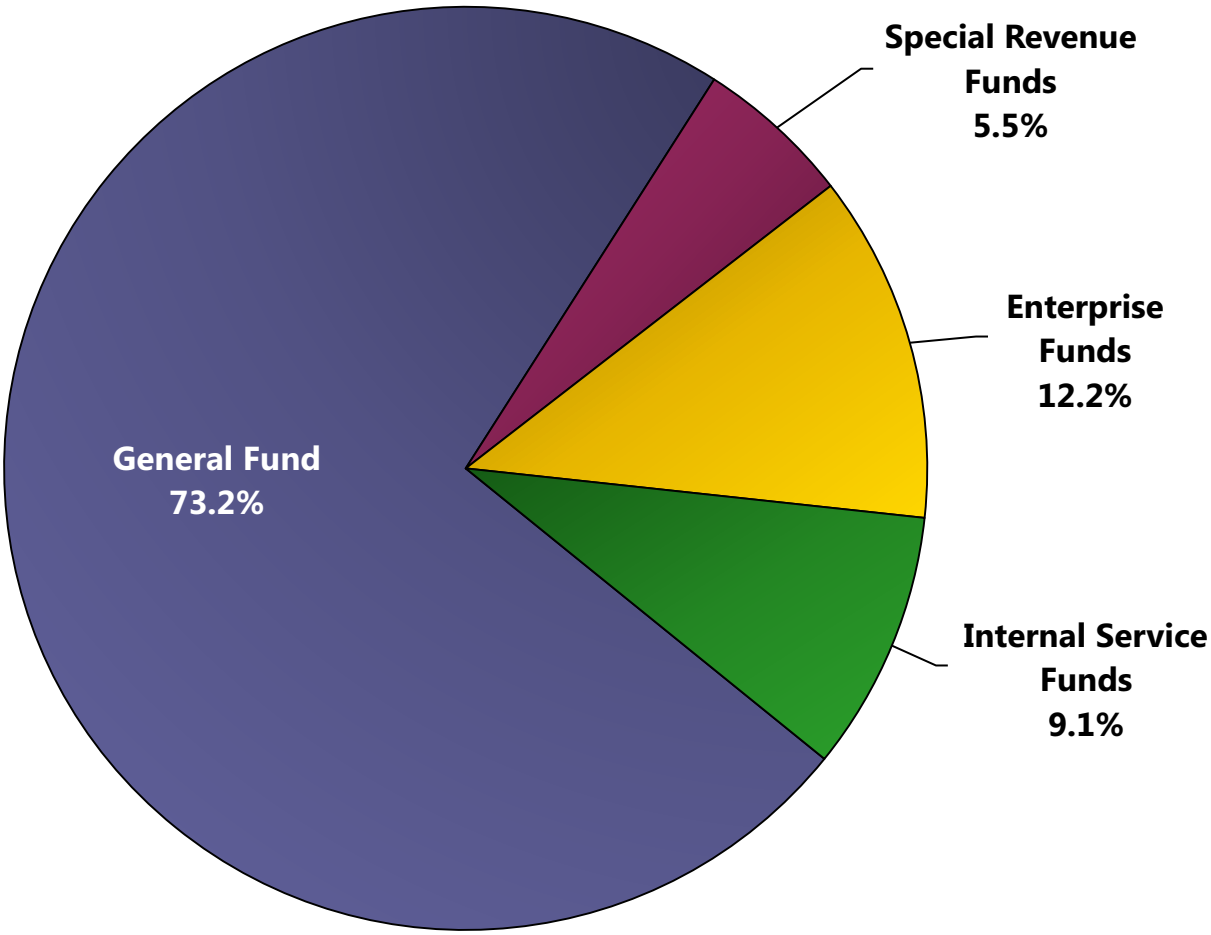
Note: Percentages may not total to 100 due to rounding.
* Does not include "in-kind" support. See Public School Education section.

Estimated Expenditures by Fund Type

The following table compares expenditures by fund type in the Proposed FY 2018 Operating Budget with the Adopted FY 2017 Operating Budget and the FY 2016 Actual amount.

Fund Type	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2017 vs. FY 2018	
				$ Change	% Change
General Fund	799,144,593	835,042,352	853,176,054	18,133,702	2.2%
Special Revenue Funds	58,637,825	63,120,099	63,698,401	578,302	0.9%
Enterprise Funds	90,987,639	138,036,398	142,121,764	4,085,366	3.0%
Internal Service Funds	97,945,387	101,476,600	106,298,225	4,821,625	4.8%
Total All Funds	**1,046,715,444**	**1,137,675,449**	**1,165,294,444**	**27,618,995**	**2.4%**

Proposed
FY 2018 Expenditures by Fund Type (All Funds)



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

Estimated General Fund Expenditures by Area

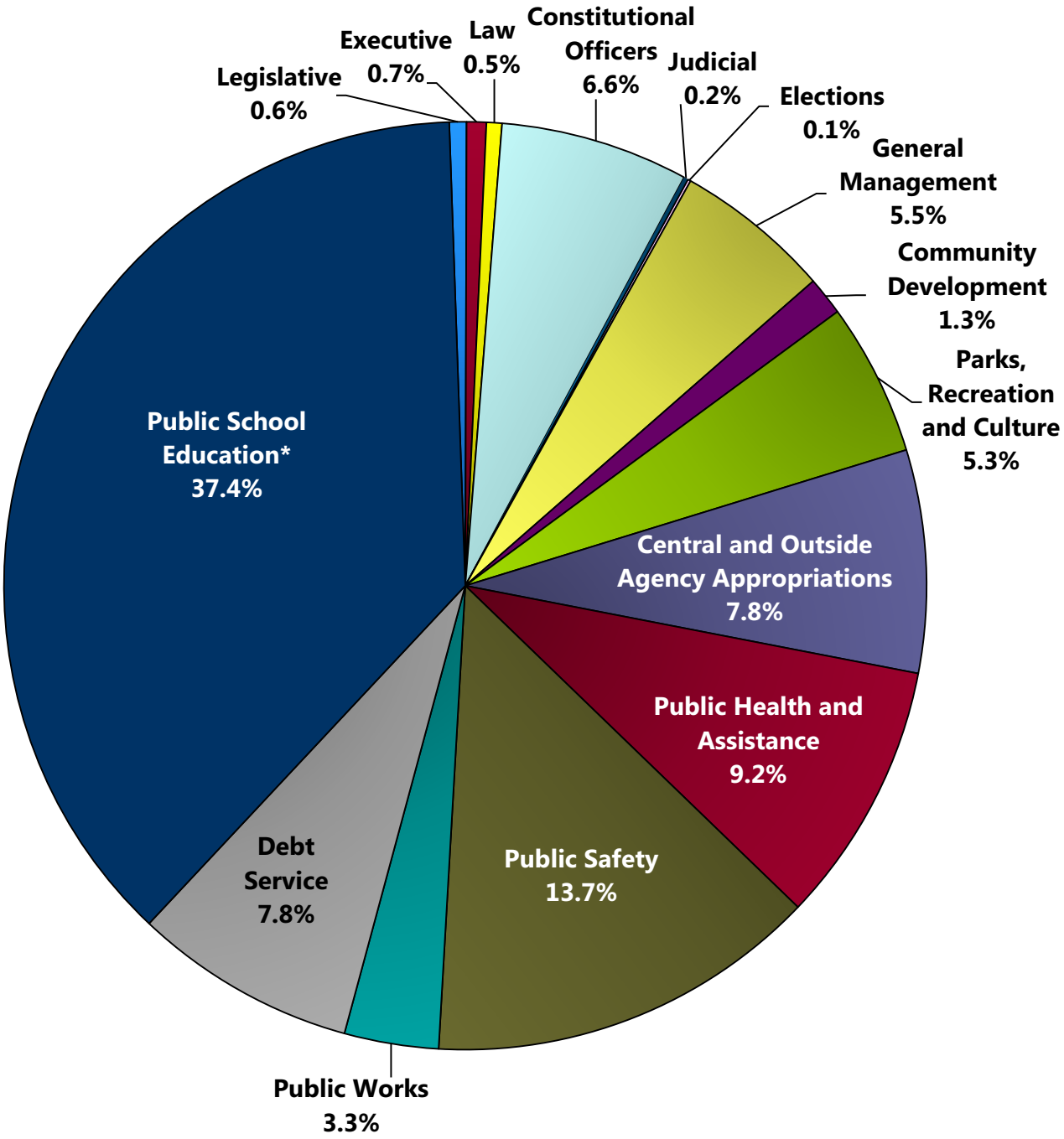
The following table compares the Proposed FY 2018 General Fund Operating Budget to the Adopted FY 2017 General Fund Operating Budget and the FY 2016 Actual amount. Major areas of service are shown to provide a broad overview of the expenditures for the general operating fund of the city.

Service Area	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2017 vs. FY 2018	
				$ Change	% Change
Legislative	4,485,082	4,934,613	5,121,896	187,283	3.8%
Executive[1]	3,372,891	4,110,478	5,859,918	1,749,440	42.6%
Department of Law	4,340,229	4,499,892	4,613,010	113,118	2.5%
Constitutional Officers	52,324,171	55,313,211	56,249,002	935,791	1.7%
Judicial	1,128,793	1,304,721	1,328,043	23,322	1.8%
Elections	832,606	895,986	862,298	-33,688	-3.8%
General Management	42,829,736	46,004,791	46,728,343	723,552	1.6%
Community Development	10,095,181	11,148,965	11,456,718	307,753	2.8%
Parks, Recreation and Culture	41,426,803	44,012,604	45,460,173	1,447,569	3.3%
Central and Outside Agency Appropriations	57,887,143	60,474,116	66,199,909	5,725,793	9.5%
Public Health and Assistance	72,382,194	76,931,956	78,077,086	1,145,130	1.5%
Public Safety	107,757,505	111,093,054	117,232,711	6,139,657	5.5%
Public Works	24,013,316	26,702,280	28,155,306	1,453,026	5.4%
Debt Service	67,381,136	65,747,190	66,539,496	792,306	1.2%
Public School Education[2]	308,887,807	321,868,495	319,292,145	-2,576,350	-0.8%
General Fund Total	**799,144,593**	**835,042,352**	**853,176,054**	**18,133,702**	**2.2%**

[1] The increase in FY 2018 reflects the creation of the Office of Marketing and Communications which was formerly in General Management.

[2] The decrease in FY 2018 reflects the removal of one-time funding in FY 2017 for carryforward funds that are non-recurring in FY 2018. See Public School Education section for details.

Proposed
FY 2018 General Fund Expenditures by Area



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

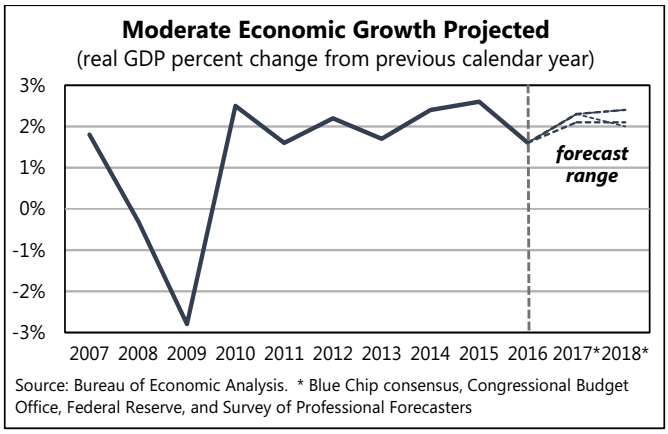
* Does not include "in-kind" support. See Public School Education section.

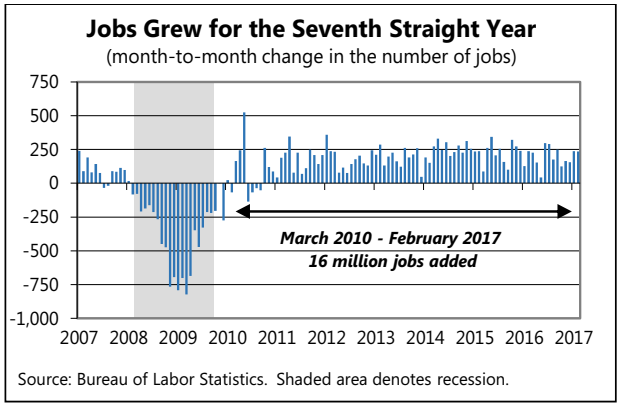
Major Revenue Sources

Evaluating the city's current and long-term financial health requires a review of the economy and major revenue sources. Overall, General Fund revenues are projected to rise 2.2 percent in FY 2018. Moreover, real estate assessments, which drives the largest locally generated General Fund revenue source (real estate taxes), are projected to grow 1.7 percent, which is above the 1.5 percent growth in FY 2017 but is below the 2.3 percent growth in FY 2016.

Economic Overview

In 2016, the national economy, as measured by the real gross domestic product (GDP), grew at a 1.6 percent rate which was below the 2.6 percent and 2.4 percent rate in 2015 and 2014, respectively. Consumer spending, residential investment, federal nondefense spending, and state and local government spending grew at a slower pace in 2016, while business investment, inventory, federal defense spending, and net exports fell in 2016. Despite the softening of the economy in 2016, the Federal Reserve continued the gradual process of normalizing interest rates and raised the target range for the federal funds rate by 0.25 percentage point in December 2016 and again in March 2017, bringing it to 0.75 percent - 1.0 percent from 0.25 percent - 0.5 percent in 2015. During the announcement of the rate increase in March 2017, Federal Reserve Chair Janet Yellen noted the economy is expected to continue to expand at a moderate pace over the next few years, around 2.1 percent in calendar years 2017 and 2018. Yellen also noted the ongoing strength of the economy will warrant gradual increases in the federal funds rate and the Federal Reserve Open Market Committee federal funds rate median forecast to be 1.4 percent and 2.1 percent at the end of 2017 and 2018, respectively. The Blue Chip consensus forecast, Congressional Budget Office, and Survey of Professional Forecasters are also projecting moderate growth in the economy of 2.3 percent in calendar year 2017 and 2.0 – 2.4 percent in calendar year 2018.



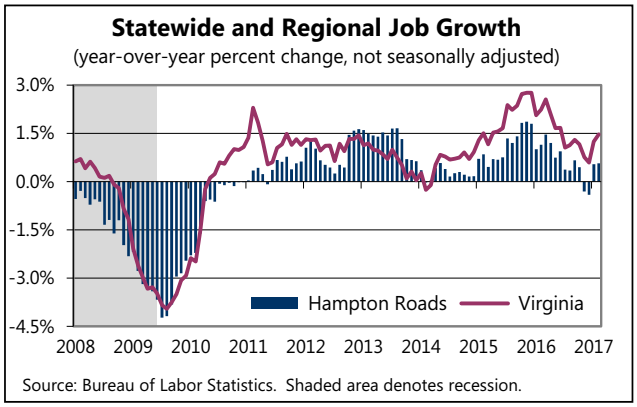


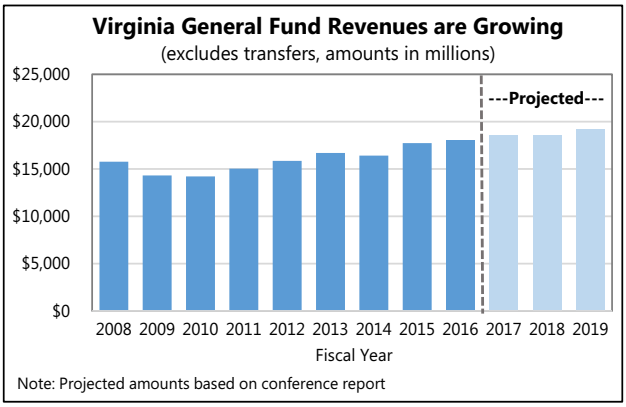
Employment also grew in 2016 for the seventh year in a row by approximately 2.2 million jobs, equivalent to an average of about 187,000 jobs per month. Both the private and public sectors added jobs in 2016. Within the private sector, the number of jobs grew in most major industries, except in manufacturing and mining, although the decline in mining jobs was lower in 2016. Within the public sector, job growth was mainly in the federal and local government, while state government lost jobs. Jobs continued to grow in 2017 with 473,000 jobs added in the first two months of the year. Since falling to its lowest level as a result of the Great Recession in February 2010, the number of jobs has increased by approximately 16 million jobs through February 2017. With job growth, the unemployment rate fell to 4.9 percent in 2016 from 5.3 percent in 2015, and has continued to decline in the first two months of 2017 to 4.7 percent.

Virginia's average nonfarm employment rose 1.5 percent (58,500 jobs) to 3,917,600 in 2016, after increasing 2.0 percent (revised) in 2015. Jobs rose in most major industries, with health services, professional and business services, and leisure and hospitality seeing the biggest gains, while jobs fell in mining, manufacturing, and information. Across the state, jobs increased in most Virginia metropolitan statistical areas (MSA), except in

Lynchburg MSA where employment was unchanged in 2016 from 2015. The job gains in Virginia's metro areas ranged from 0.5 percent (Blacksburg-Christiansburg-Radford MSA) to 2.9 percent (Harrisonburg MSA). Also, the average unemployment rate in Virginia fell to 4.0 percent in 2016 from 4.5 percent (revised) in 2015. This was Virginia's lowest annual average rate since 2008 and Virginia's rate was also below the national annual average unemployment rate of 4.9 percent in 2016. In 2017, Virginia nonfarm employment (not seasonally adjusted) continued to rise year-over-year in February 2017 by 1.5 percent (56,400 jobs).

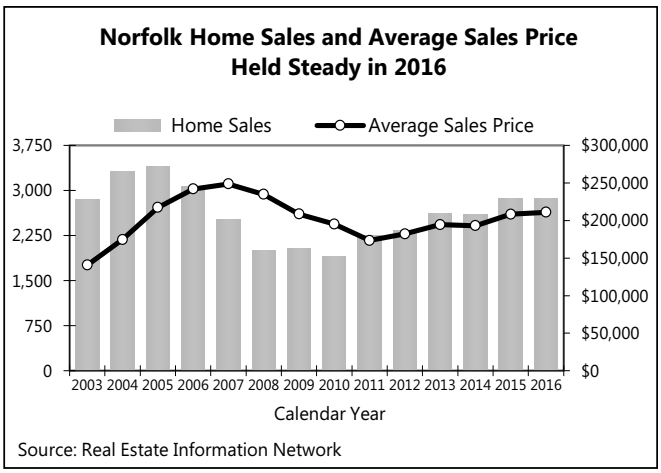
Hampton Roads' average nonfarm employment rose 0.6 percent (4,800 jobs) in 2016 to 771,800 after increasing 1.1 percent (revised) in 2015. The biggest job gains in 2016 were in health services, leisure and hospitality, transportation and warehousing, retail trade, and federal government, while job losses in manufacturing, professional and business services, and state and local government, offset some of the gains. In 2017, the region's nonfarm employment (not seasonally adjusted) continued to rise year-over-year in February 2017 by 0.6 percent (4,300 jobs). In contrast, seasonally adjusted regional employment fell in February by 0.1 percent from the previous month after advancing 0.6 percent in January. Despite job gains to date, jobs in the region (seasonally adjusted) is below pre-recession peak employment by 5,700 jobs (0.7 percent) in February. The economic outlook by regional economists at Old Dominion University and Hampton Roads Planning District Commission calls for moderate employment growth to continue in 2017.



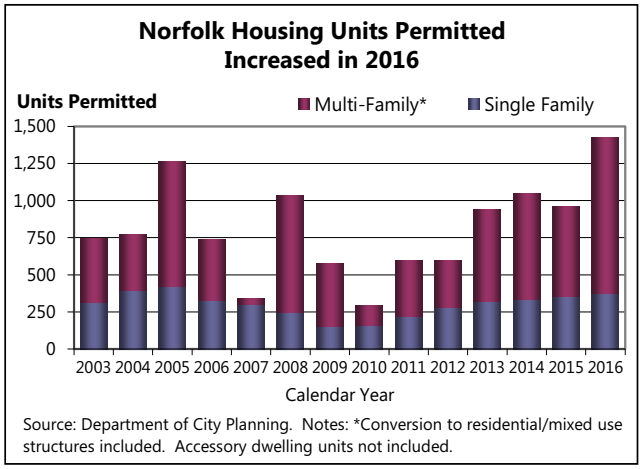


Virginia's economic performance in FY 2016 with regard to employment, personal income, and wage growth exceeded expectations. Virginia is projected to continue to grow in FY 2017 but at a slower rate compared to FY 2016. For FY 2018, the outlook calls for moderate growth with employment, personal income, and wage growth to be below that of the nation. Virginia's fiscal stability is important to Norfolk, since nearly 38 percent of General Fund resources come from the Commonwealth, which support Norfolk Public Schools, social services, and other basic services. While Virginia's economy exceeded expectations in FY 2016, Virginia's General Fund revenue collections did not and ended with a $279 million shortfall. As a result of the revenue shortfall, a reforecast mandated by the state code indicated a $1.2 billion revenue shortfall for the FY 2017-2018 biennium. Fortunately, unlike previous budget shortfalls, the 2017 state actions to address the gap did not include a reduction in aid to localities.

With stability in state funding, Norfolk revenues continue to improve, although its recovery from the Great Recession has been only at a moderate pace. Compared to the Commonwealth, the city's General Fund revenues increased 4.4 percent in the past five years, compared to the Commonwealth's revenue growth (excluding transfers) of 19.9 percent. Norfolk's revenue growth had been held back by the slow recovery of real estate assessments overall which is still below its pre-recession peak. Like other localities, the city's largest source of locally generated revenue comes from real property taxes. For FY 2018, the Real Estate Assessor's Office is estimated a 1.75 percent year-over-year projected increase in overall real estate assessments on July 1, 2017. The increase follows



four straight years of growth of 1.5 percent in FY 2017, 2.3 percent in FY 2016, 1.4 percent in FY 2015 and 0.6 percent in FY 2014. Residential assessments will also increase in FY 2018 by 1.4 percent for the fourth straight year. That growth is a reflection of the improvement in the local housing market. In the past five years, the average sales price of homes in Norfolk has increased nearly 22 percent, while the median sales price increased nearly 25 percent over the same period, but remains below its pre-recession peak.



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

With the improvement in the local housing market, new construction activity throughout the city should also support future growth in overall assessments. In 2016, the number of housing units permitted increased significantly, which was largely in multi-family housing, particularly housing units permitted in commercial structures being converted to residential. Single-family housing units permitted also continued to rise in 2016 and rose to their highest level since 2005. Residential projects permitted in 2016 include the Clairmont apartments, Icon at Citywalk, and the Banks at Berkeley.

Nonresidential (or "commercial") projects permitted in 2016 included renovation of existing structures and new building construction. Commercial projects permitted in 2016 included 2 Commercial Place (Atlantic at Citywalk project), Waterside District, Simon Premium Outlets, Lidl grocery store, former JC Penney building renovation, Broad Creek Library, and Camp Allen elementary school. It is important to note that Norfolk is built out, and the building activity occurring currently is mainly redevelopment, infill development, and vertical expansion.

General Fund Revenue Overview

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

The Commonwealth of Virginia provides nearly 38 percent of General Fund revenues, which mostly consists of funding for dedicated purposes such as education, social services, transportation and constitutional officers. HB 599 funds for law enforcement, city's share of personal property tax relief funds, and the tax on rental of cars also make up revenue from the Commonwealth. As a result of the Great Recession, the Commonwealth saw a significant decline in revenues and in turn, reduced Direct Aid to education, HB 599, Constitutional Officers salaries and benefits funding, jail per diem, and funds for street maintenance, imposed a "flexible cut" to state aid to localities, and eliminated the local share of ABC profits and wine tax. Not all revenue 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. On a positive note, although the Commonwealth had faced a combined $1.5 billion revenue shortfall for FY 2016 and the FY 2017-2018 biennium, actions to address the shortfall did not include a reduction in aid to localities.

The remaining revenue comes from the federal government (mostly dedicated to Norfolk Public Schools and the Norfolk Community Services Board), recovered costs, interfund transfers, and carryforward of prior year savings. Interfund transfers represent a return on investment from Waste Management and Utilities (water and wastewater) operations. It also includes the return of Tax Increment Financing surplus funds, and Public Amenities funding to support the Norfolk Consortium. Carryforward funds are generated through a combination of projected current year savings and realized savings from prior years. It may also include the re-appropriation of prior year unspent designated funds.

Preliminary General Fund revenue projections, based on historical data and recent economic data, were presented during the City Council Retreat (September 2016) and the City Manager's mid-year report on the budget (February 2017). Projections for FY 2018 were updated through March to incorporate the most recent information available. Revenue estimates were based on the analysis of the collection history and patterns, the underlying drivers that impact a revenue source, and the overall economic environment and developments projected for the city in the coming year. Revenue amounts shown in the following discussion include the FY 2017 budget, FY 2017 end of year estimate, and FY 2018 budget. The FY 2018 General Fund budget is approximately $853.2 million, which is 2.2 percent ($18.1 million) above the FY 2017 budget.

General Fund Revenues

Source	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2017 vs. FY 2018 $ Change	FY 2017 vs. FY 2018 % Change	FY 2018 % of Total
General Property Taxes	260,959,130	264,677,000	272,214,800	7,537,800	2.8%	31.9%
Other Local Taxes	156,358,560	162,026,400	166,625,000	4,598,600	2.8%	19.5%
Permits and Fees	3,038,229	3,007,600	3,191,900	184,300	6.1%	0.4%
Fines and Forfeitures	1,110,993	1,275,000	1,215,000	-60,000	-4.7%	0.1%
Use of Money and Property	7,277,291	7,570,159	7,704,583	134,424	1.8%	0.9%
Charges for Services	26,020,807	26,211,109	25,720,611	-490,498	-1.9%	3.0%
Miscellaneous Revenue	8,563,623	8,734,009	8,970,789	236,780	2.7%	1.1%
Recovered Costs	10,556,495	12,134,608	11,758,591	-376,017	-3.1%	1.4%
Non-Categorical Aid - State	34,022,242	33,707,100	34,807,100	1,100,000	3.3%	4.1%
Shared Expenses - State	21,208,525	21,102,700	21,377,000	274,300	1.3%	2.5%
Categorical Aid - State	254,701,634	262,139,276	265,985,727	3,846,451	1.5%	31.2%
Federal Aid	9,269,199	8,511,596	8,701,490	189,894	2.2%	1.0%
Other Sources and Transfers In[1]	28,901,952	23,945,795	24,903,463	957,668	4.0%	2.9%
General Fund Total	**821,988,680**	**835,042,352**	**853,176,054**	**18,133,702**	**2.2%**	**100.0%**

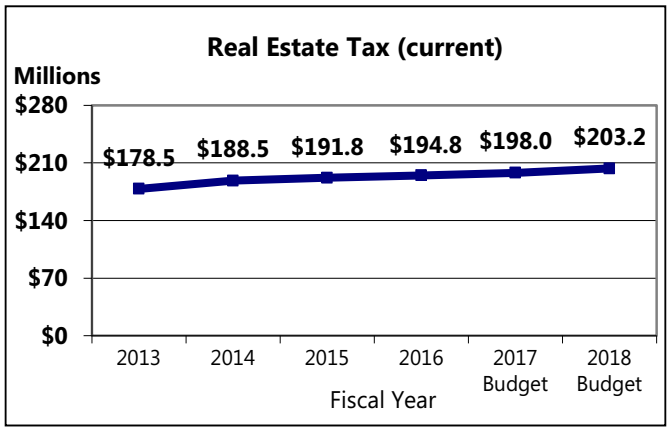
[1] The decrease in other sources and transfers in FY 2018 compared to FY 2016 was largely due to a decline in the carryforward of prior year savings from the city and Norfolk Public Schools.

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

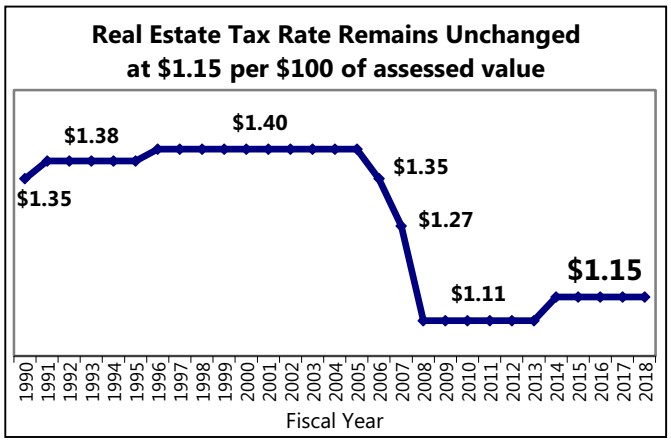
Revenue Monitoring

Collection of all of the city's revenue sources are monitored throughout the year. 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, seasonal fluctuations and economic conditions. Strong collection rates for locally generated taxes and fees reflect Norfolk residents' commitment and fulfillment of responsibility to the city.

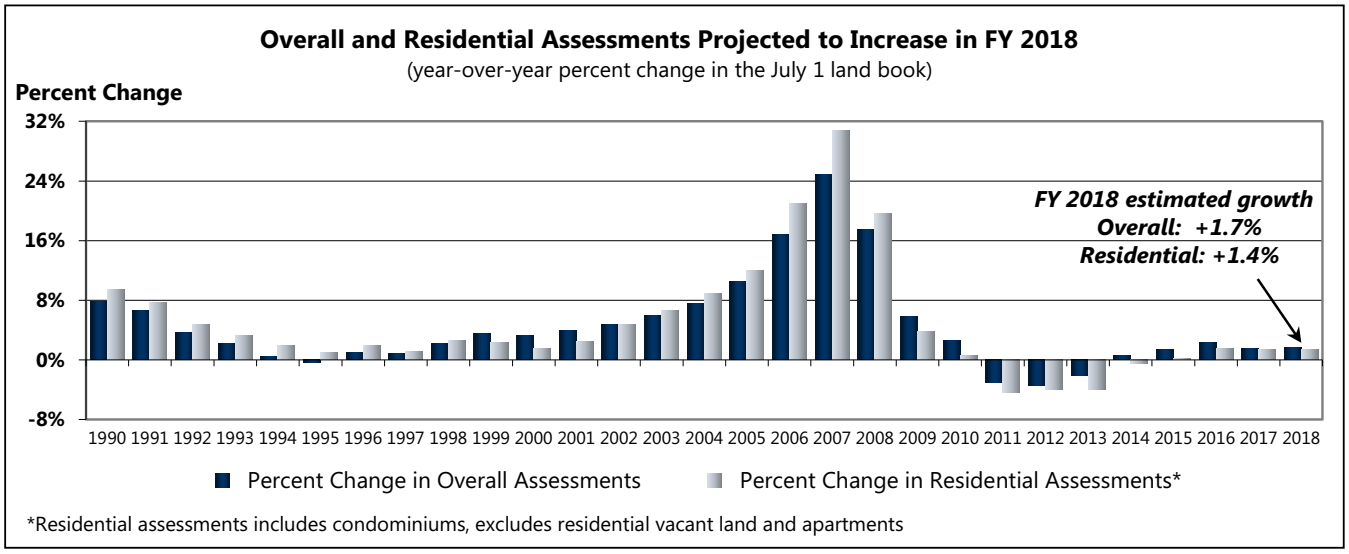
General Property Taxes

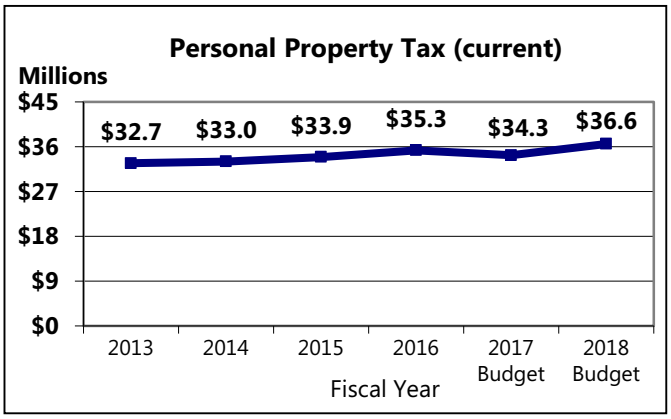


General property taxes are levied on the assessed value of real and personal property. These taxes represent approximately 32 percent ($272.2 million) of the city's General Fund revenues. Real estate taxes make up the largest component of general property taxes ($220.1 million or nearly 26 percent of General Fund revenues), which includes current and delinquent taxes and tax on public service corporations and Downtown Improvement District real property. Current real estate taxes make up nearly 24 percent ($203.2 million) of FY 2018 revenues, an increase of 2.7 percent from the FY 2017 budget ($198.0 million). The FY 2018 estimate of current real estate taxes assumes no change in the real estate tax rate of $1.15 per $100 of assessed value, improved collections, and continuing to set aside $5.0 million for real estate tax relief to qualifying senior/disabled homeowners, disabled veterans, and surviving spouses of military personnel killed in action.



The FY 2018 estimate of current real estate taxes takes into account the Real Estate Assessor's Office estimate of overall assessments on July 1, 2017, which is projected to be approximately 1.7 percent above its value on July 1, 2016. This would mark the fifth straight year of increase in overall assessments. Residential assessments, which make up nearly two-thirds of taxable assessed value, are also projected to increase by 1.4 percent in FY 2018, the fourth straight year of growth. Despite the projected growth in FY 2018, both overall and residential assessments continue to be below their peak level in FY 2010 by approximately 1.4 percent and 8.3 percent, respectively. It is important to note that tax-exempt real estate makes up 37-38 percent of total assessed values in the city, largely due to federal and state property ownership. Among the seven major cities in the region, only Portsmouth has a higher percentage of tax-exempt real property in the region.

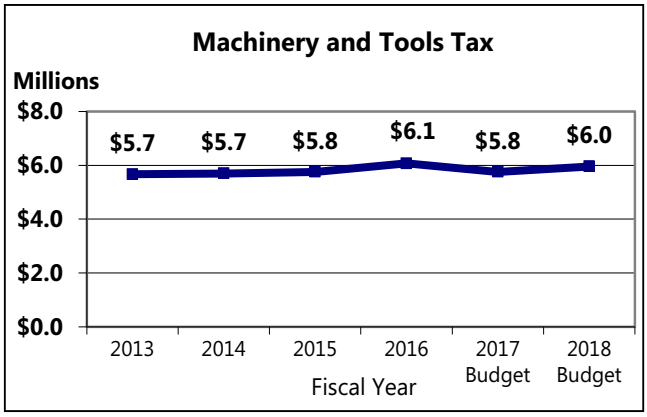




The second largest component of general property taxes is the personal property tax, which is levied on tangible personal property, including motor vehicles, boats, aircraft, business furnishings and office equipment. Household goods and personal effects are exempt from taxation. Personal property tax (current) makes up 4.3 percent ($36.6 million) of FY 2018 General Fund revenues and is 6.7 percent ($2.3 million) above the FY 2017 budget and is 2.5 percent above the FY 2017 year-end estimate, due to improved collections from this source in recent years and new developments in the city. Personal property taxes in total (delinquent collections, refunds, and public service corporations) comprise 5.4 percent ($46.1 million) of FY 2018 General Fund revenues and are estimated to be approximately 5.2 percent ($2.3 million) above the FY 2017 budget and is 3.4 percent ($1.5 million) above the FY 2017 year-end estimate.

The FY 2018 estimate assumes no change in the general tax rate on personal property at $4.33 per $100 of assessed value. The estimate also assumes the state car tax relief is unchanged at 55 percent (55%) rate for FY 2018 (tax bills due June 5, 2018). The 55 percent relief rate is anticipated to fully exhaust relief funds provided to the city by the Commonwealth of Virginia under the Personal Property Tax Relief Act. This means that qualifying vehicles with an assessed value of more than $1,000 will receive a **55 percent (55%) rate** of tax relief on the vehicle's first $20,000 of assessed value. Qualifying vehicles with an assessed value of $1,000 or less will receive 100 percent (100%) rate of tax relief. Prior to FY 2006, qualifying vehicles with an assessed value of more than $1,000 were reimbursed for 70 percent of the total property tax eligible for relief. State legislation passed in 2004 capped car tax relief funds statewide at $950 million beginning in FY 2006. Consequently, each locality in the state now receives a fixed share of the $950 million of statewide personal property tax relief funds per state code. Each locality's share was determined based on the proportional share of actual personal property tax relief payments received in tax year 2005, as certified by the Commonwealth of Virginia Auditor of Public Accounts, of which, Norfolk's share is $16,871,056. Personal property tax relief funds received and not used in FY 2017 shall be carried forward and used to increase the funds available for car tax relief. With the state capping the amount of funds available for car tax relief, the percentage of the state reimbursement compared to the total tax is expected to decrease over time and residents will pay an increasing share of the car tax.

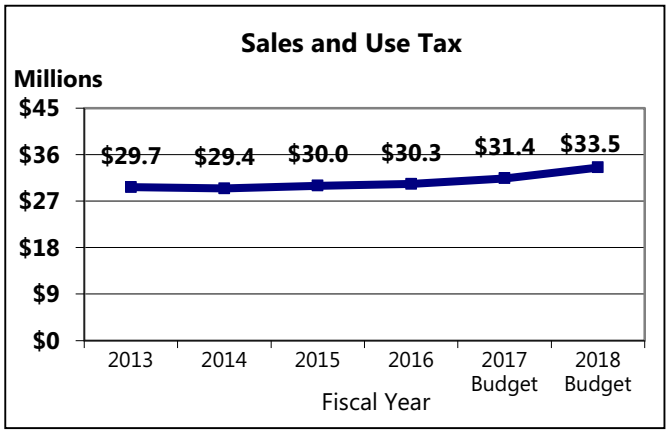
The machinery and tools tax is the third largest component of general property taxes and makes up approximately 0.7 percent ($6.0 million) of General Fund revenues. The tax is levied on machinery and tools used in manufacturing, mining, radio and television broadcasting, cable television, dry cleaning or laundry businesses at a rate of $4.25 per $100 of assessed value, eight cents below the general personal property tax rate of $4.33 per $100 of assessed value. In recent years, revenue from this source has been fairly stable. However, there are attempts each year through state legislation to curtail or eliminate entirely the ability of localities to generate revenue from this source.



Other Local Taxes

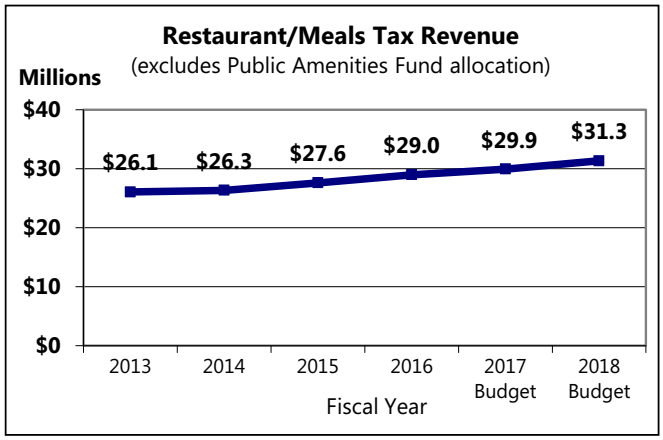
Other local taxes are comprised of consumer and business-based taxes, including excise taxes on utilities (water, gas, electricity, and communications), sales, hotel, restaurant/meals, admissions, and cigarettes, as well as franchise, business license, and recordation taxes. In FY 2018, other local taxes are projected to make up approximately 19.5 percent ($166.6 million) of General Fund revenues. Citywide, other local taxes total

approximately $176.9 million in the operating budget which includes the Public Amenities Fund portion of the hotel, restaurant/meals, and sales tax ($6.7 million) and the Emergency Preparedness and Response portion of the telecommunications sales and use tax ($3.6 million). The revenue category is sensitive to changes in economic conditions.



The sales and use tax makes up approximately 3.9 percent ($33.5 million) of the city's General Fund revenue and is levied on selling, distribution, leasing or renting of tangible personal property, use or consumption of tangible personal property, as well as taxable services in Virginia. Revenue from this source is sensitive to the state of the economy, household income, and underlying price level changes. Current year trend is used in projecting next year's revenues as well as changes in the local retail activity (such as new retail and businesses, expansions, job growth, and overall economic health) are used for projecting this revenue. Adjustments made by the Virginia Department of Taxation for overpayments and underpayments of the tax by businesses also affect collections. Sales tax receipts are projected to be above the FY 2017 budget by 6.7 percent ($2.1 million) from the FY 2017 budget, reflecting the growth in new businesses in the city including the outlet mall and new downtown businesses.

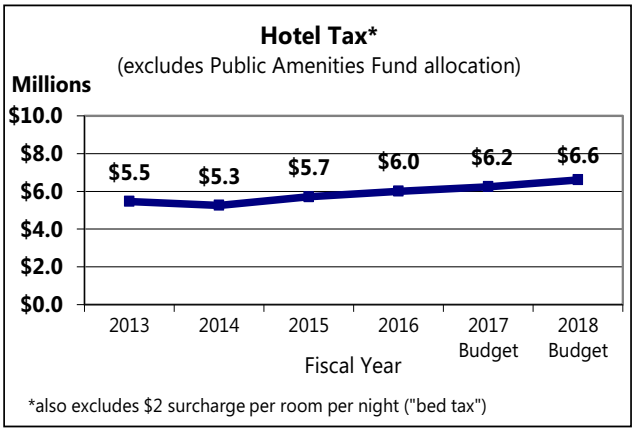
Consumer utility taxes on water, gas, electricity and the communications sales and use tax combined make up approximately 4.6 percent or $39.3 million of the city's General Fund revenue. The consumer utility tax is levied on the purchase of utility service including water, gas, and electricity. Monthly receipts are monitored and used as a basis for estimating the revenue yield, taking seasonal variations into consideration. The consumer utility tax on telephones, cell phones and cable TV were abolished and replaced by a statewide uniform communications sales and use tax on January 1, 2007. The Emergency 911 (E-911) tax on telephones was also replaced by a statewide uniform $0.75 tax per phone at the same time. The E-911 tax is distributed to the city together with the communications sales and use tax in one lump sum. Consequently, a portion of the communications sales and use tax received by the city is allocated and goes directly to support emergency communications (E-911) in the Emergency Preparedness and Response Special Revenue Fund (approximately $3.6 million). The General Fund portion of the communications sales and use tax in FY 2018 is estimated to be $17.6 million, which is approximately 2.2 percent ($0.4 million) below the amount in the FY 2017 budget. Since the inception of this tax, the revenue received from this source has fluctuated due to adjustments for overpayments and underpayments of the tax by telecommunications service providers. Revenue from consumer utility taxes and the communication sales and use tax are estimated to decrease by approximately 0.3 percent ($0.1 million) from the FY 2017 budget.



Taxes are collected on prepared meals. The tax rate is 6.5 percent of the value of the meal. The revenue generated by 1.0 percentage point of the tax rate is allocated to the Public Amenities Fund, estimated to be $5.7 million in FY 2018, and the revenue generated from the remaining 5.5 percentage points of the tax rate are allocated to the General Fund, estimated to be $31.3 million in FY 2018. The total revenue generated by the meals tax in the General Fund and Public Amenities Fund combined is approximately $37.0 million in FY 2018 and is the largest revenue source in the "other local tax" category.

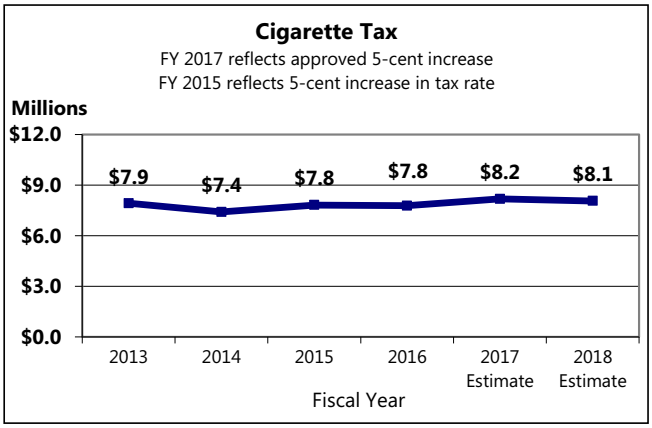
Meals taxes have grown steadily since the end of the recession as new restaurants have opened in several commercial districts including, downtown Norfolk, Military Highway corridor, and Ghent and Colley Avenue areas. Meals taxes make up 3.7 percent ($31.3 million) of General

Fund revenues which is approximately 4.7 percent ($1.4 million) above the FY 2017 budget and reflects the new development in the city such as The Main Hotel and Conference Center, Waterside District, and the outlet mall.



Hotel taxes are levied on hotel rooms rented at the rate of 8.0 percent of the room rate. Like the meals tax, revenue generated by 1.0 percentage point of the tax is allocated to the Public Amenities Fund, estimated to be $0.9 million in FY 2018, and revenue generated from the remaining 7.0 percentage points is allocated to the General Fund, estimated to be $6.6 million in FY 2018. The total revenue generated by the hotel tax in the General Fund and Public Amenities Fund combined is approximately $7.6 million in FY 2018. Hotel taxes make up 0.8 percent ($6.6 million) of General Fund revenues, which is approximately 5.9 percent ($0.4 million) above the FY 2017 budget and also reflects The Main opening in March 2017.

The estimate above does not include the $2.00 surcharge per room night ("bed tax"), estimated to generate nearly $2.0 million in FY 2018. The bed tax was enacted on April 1, 2006 at the rate of $1.00 per room night with the support from the Norfolk Hotel-Motel Association. In FY 2012, the bed tax was raised to $2.00 per room night. The revenue collected is designated equally between Norfolk Convention and Visitor's Bureau (Visit Norfolk) for visitor promotion and advertising for conventions and tourism and Norfolk Consortium (see Outside Agencies section).



In FY 2017, the City Council adopted a five-cent increase in the cigarette tax rate, raising the rate to 85 cents per pack of 20 cigarettes from 80 cents. Revenue from the rate hike is dedicated for economic development initiatives, same as the last increase that was adopted in FY 2015 (see Central Appropriations section). As a result of the five-cent increase, Norfolk, along with Hampton and Newport News, has the second highest rate among the seven major cities in the region, with Portsmouth having the highest rate. It is important to note revenue generated from these rate increases tends to be short-lived. This is because these tax increases likely induce smokers to stop or reduce cigarette use or buy their cigarettes elsewhere. According to the Tax Foundation, cigarettes are highly susceptible to border shopping because the cost of transporting them is so low. Cigarette taxes make up approximately 0.9 percent ($8.1 million) of General Fund revenues.

Business license taxes are collected from anyone who engages in a business, trade, profession, or occupation in the city. It is generally imposed as a percentage of gross receipts generated within a calendar year. It is also applied to individuals that maintain a place of business, either permanent or temporary, or conduct a business-related activity. Business license tax rates vary depending on business classification and amount of gross receipts generated. Norfolk's rates are at the state maximum allowed for the main business classifications. Revenue collections in recent years have been reduced by higher than average refunds of overpayments. In FY 2018, this revenue source makes up approximately 3.7 percent ($31.3 million) of General Fund revenues, which is projected to be approximately 1.8 percent ($0.5 million) above the FY 2017 budget.

Permits and Fees

Permits are issued to regulate new construction and ensure public safety. Revenues from this source comprised of fees for permits, licenses and other privileges subject to city regulation, partially to cover the expense of providing

regulatory services (taxi permits, zoning inspections, construction permits, right-of-way, etc.) in the city. Permits and fees are projected to be 0.4 percent ($3.2 million) of General Fund revenues and is 6.1 percent ($0.2 million) above the FY 2017 budget and is below the FY 2017 year-end estimate reflecting a slightly lower level of activity.

Fines and Forfeitures

Fines and forfeitures in the General Fund mainly consist of revenues received from the courts as fines and forfeitures for violations of city ordinances. These provide approximately 0.1 percent ($1.2 million) of General Fund revenues. The FY 2018 estimate is approximately 4.7 percent ($60,000) below the FY 2017 budget. Citywide, fines and forfeitures total approximately $3.3 million of revenues from all operating funds. Over 60 percent of the citywide amount are generated from parking fines which support the Parking Enterprise Fund (nongeneral fund).

Use of Money and Property

Revenue from use of money and property is comprised primarily of interest earned on cash balances, rents from short-term and long-term property leases, and prudent management of city assets. Revenue from this source make up 0.9 percent ($7.7 million) of General Fund revenues and is 1.8 percent ($0.1 million) above the FY 2017 budget.

Charges for Services

Charges for services include fees charged for various programs and services such as, recreation centers, Virginia Zoo, judicial services, paramedical rescue, school activities, Cruise Ship Terminal, and National Maritime Center. Charges for services make up approximately 3.0 percent ($25.7 million) of General Fund revenues and is approximately 1.9 percent ($0.5 million) below the FY 2017 budget. Citywide, most of the revenue collected are charges for services provided by nongeneral funds. Charges for services citywide make up approximately $307.1 million (over ten times the General Fund amount) and are mostly from user fees for utilities, storm water, and refuse disposal. The rates for these user fees are set to ensure operations are fully supported by the fees collected.

Miscellaneous Revenue

Miscellaneous revenue consists of revenues not classified in other categories. Included in this category are revenue from payments in lieu of taxes, fee for services provided to the U.S. Navy for the housing public-private venture, and land sales. The city is estimated to receive $9.0 million in FY 2018, which represents approximately 1.1 percent of General Fund revenues and is approximately 2.7 percent ($0.2 million) above the FY 2017 budget. The FY 2018 estimate reflects an increase in the fee for services from the U.S. Navy housing public-private venture and payment in lieu of taxes.

Recovered Costs

Recovered costs consist of revenue from nongeneral funds, partner agencies and the public for certain expenses such as, indirect cost, employee compensation, debt service, and communications and technology. Recovered costs make up approximately 1.4 percent ($11.8 million) of General Fund revenues and is 3.1 percent ($0.4 million) below the FY 2017 budget. The decrease was mostly due to the impact of sequestration on the federal interest subsidy for the Build America Bonds and loss of reimbursement from Norfolk Public Schools for the cost of financing school bus purchases.

Non-Categorical Aid - Virginia

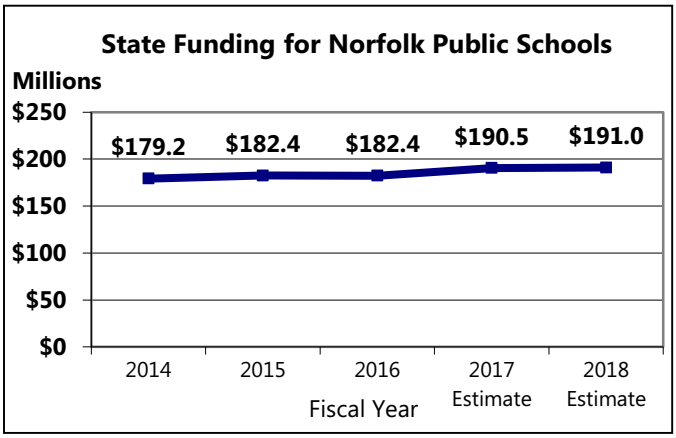
Non-Categorical aid consist of state revenues without restriction as to use. In FY 2018, non-categorical aid is estimated to be 4.1 percent ($34.8 million) of General Fund revenues and is 3.3 percent ($1.1 million) above the FY 2017 budget. The FY 2018 estimate was based on 2017 General Assembly actions and historical car rental tax distribution which is administered by the Virginia Department of Taxation for localities.

Shared Expenses

Shared expenses consist of recovered costs from the Commonwealth for a portion of the salaries and benefits of constitutional and other offices serving the Norfolk community, including the Norfolk Electoral Board, Sheriff, City Treasurer, Commissioner of the Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney. This revenue category makes up approximately 2.5 percent ($21.4 million) of General Fund revenues and is 1.3 percent ($0.3 million) above the FY 2017 budget. The FY 2018 estimate is based on 2017 General Assembly actions which includes additional funds from the state for a two percent across the board salary increase and to address salary compression issues for deputy sheriffs. Both state actions are effective in August 1, 2017.

State Categorical Aid

Categorical aid from the Commonwealth consists mainly of revenues earmarked for Norfolk Public Schools, public assistance grants and social service programs, Norfolk Community Services Board (NCSB), Virginia Department of Transportation (VDOT) funding for street maintenance and localities that host port-owned facilities, and local adult correctional facility. State categorical aid makes up approximately 31.2 percent ($266.0 million) of General Fund revenues and is 1.5 percent ($3.8 million) above the FY 2017 budget, with the increase mostly for street maintenance, social services, Norfolk Community Services Board, and Norfolk Public Schools. The FY 2018 estimates are based on 2017 General Assembly actions.



The majority of state categorical aid is earmarked for Norfolk Public Schools, approximately $191.0 million of the $266.0 million in FY 2018. Categorical aid for Norfolk Public Schools includes the state sales and use tax and state school funds. State sales and use tax for schools is the revenue from the city's proportionate share of the state sales and use tax designated for public education. Since July 1, 2012, the city's share of the state sales and use tax is based on the population estimate provided by the Weldon Cooper Center for Public Service at the University of Virginia. Additionally in FY 2014, state sales and use tax dedicated to public education increased to 1⅜ cent due to the statewide transportation bill. Prior to FY 2014, 1¼ cent of the state sales and use tax was dedicated to public education, which reflected the change in FY 2005 when half of the one-half cent sales and use tax increase adopted by the General Assembly was earmarked for local school divisions and real estate tax relief. Half of that quarter percent is distributed in the manner discussed above. The other half of the quarter percent goes to support the Standards of Quality (SOQ), which is included in state school funds. State school funds reflect schools operational costs. The rate of reimbursements is based on the SOQ formula with reimbursement rates varying by program and area of emphasis. Changes in enrollment figures affect this revenue source. Localities are required to match the state contribution based on a composite index. Currently, Norfolk provides more than its required share of local effort.

Categorical aid also includes the state reimbursements for the cost of operating the Department of Human Services and Norfolk Community Services Board, estimated to be $34.9 million and $11.3 million, respectively, in FY

2018. State aid are tied to operating costs that include the cost of personnel, fringe benefits, nonpersonal services, rent for buildings and parking, etc. The reimbursement rate of the overall costs varies by program.

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

Categorical aid also includes funds received from VDOT for street construction and maintenance and support for localities that host Virginia Port Authority owned real estate, estimated in total to be $25.2 million in FY 2018. The funds for street construction and maintenance are received from VDOT to maintain the city's principal and minor arterials, collector roads and local streets based on moving lane miles. The revenue is based on a statewide maintenance index of the unit costs used on roads and bridges. Changes in the index are used to calculate and implement annual per-land-mile rates. The rates fluctuate on index changes and number of miles assessed. These funds offset qualifying operating costs recorded in the city's budget.

Federal Aid

Aid from the federal government primarily includes funds for Norfolk Public Schools and Norfolk Community Services Board. In FY 2018, federal aid is approximately 1.0 percent ($8.7 million) of General Fund revenues and is 2.2 percent ($0.2 million) above the FY 2017 budget. The increase was mainly in federal aid for Norfolk Community Services Board (approximately $0.2 million) partly to support expansion of substance abuse medicine assisted treatment.

Other Sources and Transfers In

Other sources and transfers in consist of intra-governmental transfers and carryforward funds. In FY 2018, other sources and transfers in comprise approximately 2.9 percent ($24.9 million) of General Fund revenues. It is 4.0 percent ($1.0 million) above the FY 2017 budget, as the loss or decrease in the Norfolk Public Schools Carryforward ($3.1 million) was offset by increases in other resources. Other sources and transfers in includes transfers in from nongeneral funds of approximately $16.9 million from Utilities, Waste Management, Public Amenities, and Tax Increment Financing. The Public Amenities Fund will increase support for the Norfolk Consortium by $1.0 million, from $2.0 million in FY 2017 to $3.0 million in FY 2018 (see Outside Agencies section). The remaining amount ($8.0 million) consists of the carry forward of prior year and current year savings by city departments and closeout of accounts. This amount includes re-appropriating $0.7 million of the Housing Trust Fund to support affordable housing initiatives (see Capital Improvement Plan) and $2.7 million of the FY 2016 surplus for one-time uses.

APPROPRIATIONS

Department	FY 2018 Proposed
GENERAL FUND	
LEGISLATIVE	
City Council	380,673
City Clerk	1,635,009
City Real Estate Assessor	2,145,130
City Auditor	961,084
Total Legislative	**5,121,896**
EXECUTIVE	
City Manager	2,228,095
Office of Budget and Strategic Planning	1,432,603
Office of Resilience	370,766
Office of Marketing and Communications	1,828,454
Total Executive	**5,859,918**
DEPARTMENT OF LAW	**4,613,010**
CONSTITUTIONAL OFFICERS	
Commissioner of the Revenue	3,144,672
City Treasurer	2,434,112
Clerk of the Circuit Court	3,233,546
Commonwealth's Attorney	5,680,103
Sheriff and Jail	41,756,569
Total Constitutional Officers	**56,249,002**
JUDICIAL	
General District Court	267,742
Juvenile and Domestic Relations Court	79,793
Circuit Court Judges	801,820
Norfolk Juvenile Court Service Unit	167,250
Magistrate	11,438
Total Judicial	**1,328,043**
ELECTIONS	**862,298**
GENERAL MANAGEMENT	
Information Technology	12,600,302
Finance	4,931,633
General Services	25,560,491
Human Resources	3,635,917

Department	FY 2018 Proposed
Total General Management	**46,728,343**
COMMUNITY DEVELOPMENT	
City Planning	4,982,672
Neighborhood Development	4,310,937
Development	2,163,109
Total Community Development	**11,456,718**
PARKS, RECREATION AND CULTURE	
Libraries	12,184,268
Cultural Facilities, Arts and Entertainment	5,822,356
Zoological Park	4,353,369
The National Maritime Center	5,399,734
Recreation, Parks and Open Space	17,700,446
Total Parks, Recreation and Culture	**45,460,173**
CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS	
Central Appropriations	21,325,989
Outside Agencies	44,873,920
Total Central and Outside Agency Appropriations	**66,199,909**
PUBLIC HEALTH AND ASSISTANCE	
Norfolk Community Services Board	26,641,422
Office to End Homelessness	300,160
Public Health	3,409,151
Human Services	47,726,353
Total Public Health and Assistance	**78,077,086**
PUBLIC SAFETY	
Police	72,601,269
Fire-Rescue	44,631,442
Total Public Safety	**117,232,711**
PUBLIC WORKS	**28,155,306**
DEBT SERVICE	**66,539,496**
PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)	**319,292,145**
Total General Fund	**853,176,054**

Department	FY 2018 Proposed
SPECIAL REVENUE FUNDS	
Storm Water Management	16,473,697
Towing and Recovery Operations	1,828,130
Cemeteries	2,121,113
Golf Operations	15,000
Public Amenities	8,900,293
Emergency Preparedness and Response	6,427,954
Tax Increment Financing	5,266,000
Waste Management	22,666,214
Total Special Revenue Funds	**63,698,401**
ENTERPRISE FUNDS	
Water Utility	87,032,657
Wastewater Utility	31,378,392
Parking Facilities Fund	23,710,715
Total Enterprise Funds	**142,121,764**
INTERNAL SERVICE FUNDS	
Healthcare	94,666,785
Fleet Management	11,631,440
Total Internal Service Funds	**106,298,225**
TOTAL CITY OPERATIONS	**1,165,294,444**
CAPITAL IMPROVEMENT PLAN	**83,579,933**
ANNUAL PLAN	**5,405,297**
TOTAL APPROPRIATIONS	**1,254,279,674**

Selected Tax Rates and Fees

Description	FY 2017 Adopted	FY 2018 Proposed
PROPERTY TAXES		
Real Estate (General Tax)	$1.15/$100 Assessed Value	$1.15/$100 Assessed Value
Real Estate (Downtown Improvement District)	$1.31/$100 Assessed Value	$1.31/$100 Assessed Value
Personal Property		
Airplane	$2.40/$100 Assessed Value	$2.40/$100 Assessed Value
Motor Vehicle	$4.33/$100 Assessed Value	$4.33/$100 Assessed Value
Recreational Vehicle	$1.50/$100 Assessed Value	$1.50/$100 Assessed Value
Business Furniture, Fixtures, and Equipment	$4.33/$100 Assessed Value	$4.33/$100 Assessed Value
Watercraft - Business	$1.50/$100 Assessed Value	$1.50/$100 Assessed Value
Watercraft - Recreational	$0.50/$100 Assessed Value	$0.50/$100 Assessed Value
Machinery & Tools	$4.25/$100 Assessed Value	$4.25/$100 Assessed Value
OTHER LOCAL TAXES		
Amusement and Admissions	10%	10%
Cigarette	85 cents/pack of 20 cigarettes (42.5 mils/cigarette)	85 cents/pack of 20 cigarettes (42.5 mils/cigarette)
Emergency 911 (Landline)	Replaced by the statewide E-911 tax rate of $0.75/line/month	Replaced by the statewide E-911 tax rate of $0.75/line/month
Hotel/Motel Lodging	8%	8%
Bed Tax	$2 per room night	$2 per room night
Food and Beverage	6.5%	6.5%
Motor Vehicle License:		
Small Trailers (<2,000 pounds)	$11.50	$11.50
Motorcycles	$20.00	$20.00
Cars and Small Trucks	$31.00	$31.00
Mid-Size Trucks/Vans (>4,000 pounds)	$36.00	$36.00
Large Vehicles (over 19,000 pounds)	$1.60-$1.80/1,000 pounds of gross weight (additional $5 flat fee)	$1.60-$1.80/1,000 pounds of gross weight (additional $5 flat fee)

Description	FY 2017 Adopted	FY 2018 Proposed
REFUSE DISPOSAL		
Residential		
Single or Multiple Units (four units or less)	$28.01/unit/month	$28.01/unit/month
Multiple Units (five units or more)	$46.94/container/month	$46.94/container/month
Commercial		
Business 1 times per week	$61.18/unit/month	$61.18/unit/month
Business 5 times per week	$151.64/unit/month	$151.64/unit/month
Combined Commercial and Residential	$89.19/unit/month	$89.19/unit/month
WATER AND WASTEWATER UTILITY FEES		
Water	**$4.77/100 cubic feet**	**$4.93/100 cubic feet**
Wastewater	**$3.97/100 cubic feet**	**$4.13/100 cubic feet**
STORM WATER FEES (rate calculated based on a 30-day month)		
Residential	**$12.13/month**	**$12.40/month**
Commercial	**$8.95/month per 2,000 sq. ft.**	**$9.46/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. City Council passed a resolution in July 2013 updating the city's policies on reserves, described in the "Financial Policies" section of the Budget Overview.

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

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

General Fund Balance Reserves

Reserve	FY 2016 Actual	FY 2017 Minimum	FY 2017 Projected
Unassigned Reserve ("five percent reserve")[1]	$42,332,591	$41,752,118	$42,332,591
Risk Management Reserve[2]	$5,000,000	$3 - $5 million	$5,000,000
Economic Downturn Reserve[2]	$5,000,000	$3 - $5 million	$5,000,000
General Fund Balance Reserves at June 30[3]	**$52,332,591**		**$52,332,591**

[1] The minimum FY 2017 unassigned reserve of $41,752,118 is based upon the Adopted FY 2017 General Fund Budget of $835,042,352.

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

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

Transfers From/To

The tables below present certain fund to fund transfers in FY 2018 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 2018
Capital Improvement Program	1,487,256
Cemetery Fund	339,088
Emergency Preparedness and Response Fund	1,138,883
Total Transfers from General Fund	**2,965,227**

Transfer to General Fund from	
Public Amenities Fund	3,000,000
Tax Increment Financing Fund	3,702,265
Waste Management Fund	185,824
Wastewater Utility Fund	1,500,000
Water Utility Fund	8,500,000
Total Transfers to General Fund	**16,888,089**

Transfer to Capital Improvement Program from	
General Fund	1,487,256
Parking Facilities Fund	2,900,000
Public Amenities Fund	1,000,000
Storm Water Management Fund	1,315,200
Water Utility Fund	5,000,000
Total Transfers to the Capital Improvement Program	**11,702,456**

Full Time Equivalent (FTE) Staffing Summary

	FY 2016 Adopted FTE	FY 2017 Adopted FTE	FY 2018 Proposed FTE	Change FY 2017 to FY 2018
General Fund				
Budget and Strategic Planning	18	18	18	0
Circuit Court Judges	5	5	5	0
City Attorney	34	34	34	0
City Auditor	8	9	9	0
City Clerk	14	14	14	0
City Council	8	8	8	0
City Manager	15	14	14	0
City Planning	63	65	65	0
City Real Estate Assessor	24	24	24	0
City Treasurer	31	31	31	0
Clerk of Circuit Court	49	49	49	0
Commissioner of the Revenue	42	42	42	0
Commonwealth's Attorney	61	58	59	1
Cultural Facilities, Arts & Entertainment	53	54	54	0
Development	19	20	21	1
Elections	6	6	6	0
Finance	43.8	48.8	58	9.3
Fire-Rescue	504	504	504	0
General Services	127.8	130	131	1
Human Resources	33	36	36	0
Human Services	525	525.5	525.5	0
Information Technology	123	106	90.0	-16
Libraries	121.6	124.6	134.6	10
Marketing and Communications[1]	0	0	15.0	15
Neighborhood Development	37	56	56	0
Norfolk Community Services Board	284.9	283.9	289.1	5.2
Office to End Homelessness	3	3	3	0
Office of Resilience	0	3	3	0

	FY 2016 Adopted FTE	FY 2017 Adopted FTE	FY 2018 Proposed FTE	Change FY 2017 to FY 2018
Police	874	874	874	0
Public Health	10	11	11	0
Public Works	225	225	226	1
Recreation, Parks and Open Space	214.3	216.7	216.7	0
Sheriff and Jail[2]	475	475	447	-28
The National Maritime Center (Nauticus)	40.3	40.3	40.3	0
Zoological Park	47.1	51.1	51.1	0
Total General Fund	**4,138.7**	**4,164.8**	**4,164.3**	**-0.5**
Special Revenue Funds				
Cemeteries	33.8	32.8	32.8	0
Emergency Preparedness and Response	90	90	90	0
Storm Water Management	105.8	109	112	3
Towing and Recovery Operations	9.9	9.9	9.9	0
Waste Management	101	101	101	0
Total Special Revenue Funds	**340.4**	**342.7**	**345.7**	**3**
Enterprise Funds				
Parking Facilities	65	65	65.0	0
Wastewater Utility	106	105	105	0
Water Utility	291.3	292.5	292.5	0
Total Enterprise Funds	**462.3**	**462.5**	**462.5**	**0**
Internal Service Funds				
Fleet	56.8	56.8	56.8	0
Total Internal Service Funds	**56.8**	**56.8**	**56.8**	**0**
Total All Funds	**4,998.1**	**5,026.9**	**5,029.3**	**2.5**

Only permanent positions are reflected in the Budget Document.

[1]The FY 2018 Budget creates the Office of Marketing and Communications.

[2] The State Compensation Board reduced approved positions by 28, effective May 1, 2016.

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

City Indebtedness

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

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

The following table shows the estimated general obligation Legal Debt Margins for the current fiscal year as of June 30, 2017, and for the past four fiscal years.

As of	Taxable Real Property Assessed Value (1)	Debt Limit: 10% of Assessed Value	Debt Applicable to Debt Limit	Amount of Debt as % of Debt Limit	Legal Margin for Additional Debt
June 30, 2017 (2) (3)	$19,381,202,618	$1,938,120,262	$1,087,916,363	56.13%	$850,203,899
June 30, 2016	19,106,737,956	1,910,673,796	988,381,838	51.73%	922,291,957
June 30, 2015	18,734,201,726	1,873,420,173	914,299,379	48.80%	959,120,794
June 30, 2014	18,421,412,121	1,842,141,212	912,700,343	49.55%	929,440,869
June 30, 2013	18,319,948,478	1,831,994,848	818,068,050	44.65%	1,013,926,798

(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, 2017.
(3)Projected Debt Applicable to Debt Limit excludes $324,882,100 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

Overlapping Debt

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

Statement of No Past Default

The city has never defaulted on the payment of either principal or interest on 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 2018 is estimated to be $1,249,479,483.

General Capital Improvements–Affordability Measures

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

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

The FY 2018 Capital Improvement Plan is within the two measures of affordability listed above. However, the city will need to maintain a moderate Capital Improvement Plan to stay within these measures as it finances some major essential governmental projects, such as a new city courthouse, several schools and a new anchor branch library for Broad Creek.

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 2018 meet debt coverage requirements. As previously noted, outstanding Wastewater bonds are a combination of general obligations of the city and revenue bonds and Water bonds are solely revenue bonds. The city's Parking operations finance capital needs with self-supporting general obligation bonds. As a matter of practice, the city pays such general obligation bonds from its respective enterprise activities. In the event that money in the respective funds is not sufficient to pay debt service on the general obligations, the city is obligated to pay such debt service from the General Fund or other available revenues.

Bond Ratings

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

Each of the three major credit rating agencies in the U.S.: Moody's Investors Service ("Moody's"), 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, for example, from 'AAA' to 'D' to communicate the agency's opinion of relative level of credit risk. Credits are further

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

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

Norfolk's rating on its General Obligations Bonds of Aa2/AA+/AA+ and its Water Revenue Bonds of Aa2/AA+/AA+ are very strong and continue to assist the city in achieving least cost of funds to finance key capital projects throughout the city. All agencies affirmed the city's General Obligation long-term ratings in September 2016 and S&P upgraded the City's General Obligation bond rating from "AA" to "AA+" in September 2013. In general, AA category rating signifies very high quality bonds with some elements of long-term risks.

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

Computation of Legal Debt Margin

June 30, 2017 (Estimated)		
Total Assessed Value of Taxed Real Property as of March 31, 2017		$19,381,202,618
Debt Limit: 10 percent of Total Assessed Value		$1,938,120,262
Amount of Debt Applicable to Debt Limit:(1)(2)(3)		
Gross Debt	$877,913,363	
Line of Credit	$200,000,000	
Economic Development Authority Note	$10,000,000	$1,087,916,363
Legal Debt Margin		$850,203,899
Amount of Debt as a percent of Debt Limit		56.13%

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

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

(3) Excludes $324,882,100 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

YEARLY MATURITY OF LONG-TERM DEBT

Fiscal Year	General Obligation (1) (2)			General Obligation Equipment(1)			Water Revenue(1)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2018	53,431,036	36,150,471	89,581,507	4,790,000	856,429	5,646,429	13,860,000	15,405,600	29,265,600
2019	59,570,468	33,783,465	93,353,933	6,615,000	630,625	7,245,625	14,200,000	14,714,975	28,914,975
2020	59,061,803	31,376,656	90,438,458	3,970,000	368,742	4,338,742	13,830,000	14,025,550	27,855,550
2021	57,048,982	28,860,315	85,909,297	3,200,000	191,158	3,391,158	15,965,000	13,292,450	29,257,450
2022	55,899,164	26,436,523	82,335,686	640,000	96,700	736,700	17,170,000	12,485,575	29,655,575
2023	55,105,511	24,042,649	79,148,160	655,000	65,925	720,925	18,675,000	11,611,375	30,286,375
2024	53,868,055	21,683,653	75,551,708	395,000	41,275	436,275	19,785,000	10,662,975	30,447,975
2025	49,030,042	19,416,491	68,446,533	270,000	23,250	293,250	17,820,000	9,736,475	27,556,475
2026	46,904,056	17,195,742	64,099,798	165,000	12,375	177,375	18,900,000	8,832,650	27,732,650
2027	46,074,176	15,060,500	61,134,677	165,000	4,125	169,125	11,710,000	8,078,950	19,788,950
2028	41,224,270	13,136,473	54,360,743	-	-	-	12,370,000	7,485,725	19,855,725
2029	31,465,000	11,505,736	42,970,736	-	-	-	13,140,000	6,856,975	19,996,975
2030	32,440,000	9,996,996	42,436,996	-	-	-	8,300,000	6,330,213	14,630,213
2031	32,455,000	8,481,143	40,936,143	-	-	-	8,965,000	5,912,200	14,877,200
2032	19,640,000	6,912,780	26,552,780	-	-	-	9,245,000	5,475,300	14,720,300
2033	30,905,000	5,653,529	36,558,529	-	-	-	7,600,000	5,063,819	12,663,819
2034	19,185,000	4,514,795	23,699,795	-	-	-	8,000,000	4,674,213	12,674,213
2035	16,040,000	3,703,230	19,743,230	-	-	-	8,450,000	4,263,244	12,713,244
2036	16,300,000	2,986,806	19,286,806	-	-	-	8,905,000	3,832,213	12,737,213
2037	16,245,000	2,261,940	18,506,940	-	-	-	7,950,000	3,418,131	11,368,131
2038	13,280,000	1,584,523	14,864,523	-	-	-	8,370,000	3,022,306	11,392,306
2039	9,625,000	1,140,992	10,765,992	-	-	-	8,810,000	2,608,263	11,418,263
2040	2,315,000	932,069	3,247,069	-	-	-	6,990,000	2,232,019	9,222,019
2041	2,330,000	837,694	3,167,694	-	-	-	7,325,000	1,899,731	9,224,731
2042	2,350,000	758,919	3,108,919	-	-	-	7,690,000	1,533,488	9,223,488
2043	3,565,000	648,969	4,213,969	-	-	-	8,095,000	1,127,488	9,222,488
2044	2,985,000	496,422	3,481,422	-	-	-	8,525,000	695,494	9,220,494
2045	2,710,000	354,750	3,064,750	-	-	-	8,985,000	235,856	9,220,856
2046	2,815,000	216,625	3,031,625	-	-	-	-	-	-
2047	2,925,000	73,125	2,998,125	-	-	-	-	-	-
Total	**836,792,562**	**330,203,978**	**1,166,996,540**	**20,865,000**	**2,290,604**	**23,155,604**	**319,630,000**	**185,513,250**	**505,143,250**

*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
2018	3,919,967	-	3,919,967	76,001,003	52,412,500	128,413,503
2019	4,244,967	-	4,244,967	84,630,435	49,129,065	133,759,500
2020	4,419,967	-	4,419,967	81,281,769	45,770,947	127,052,717
2021	4,419,967	-	4,419,967	80,633,949	42,343,923	122,977,872
2022	4,419,967	-	4,419,967	78,129,131	39,018,798	117,147,928
2023	4,419,967	-	4,419,967	78,855,478	35,719,949	114,575,427
2024	4,419,967	-	4,419,967	78,468,022	32,387,903	110,855,925
2025	4,419,967	-	4,419,967	71,540,009	29,176,216	100,716,225
2026	4,419,967	-	4,419,967	70,389,023	26,040,767	96,429,790
2027	4,419,967	-	4,419,967	62,369,143	23,143,575	85,512,719
2028	4,419,967	-	4,419,967	58,014,236	20,622,198	78,636,434
2029	4,419,967	-	4,419,967	49,024,967	18,362,711	67,387,678
2030	3,994,967	-	3,994,967	44,734,967	16,327,208	61,062,175
2031	3,569,967	-	3,569,967	44,989,967	14,393,343	59,383,310
2032	3,194,967	-	3,194,967	32,079,967	12,388,080	44,468,047
2033	2,694,967	-	2,694,967	41,199,967	10,717,348	51,917,315
2034	2,462,467	-	2,462,467	29,647,467	9,189,007	38,836,474
2035	1,939,983	-	1,939,983	26,429,983	7,966,473	34,396,457
2036	1,400,000	-	1,400,000	26,605,000	6,819,019	33,424,019
2037	900,000	-	900,000	25,095,000	5,680,071	30,775,071
2038	500,000	-	500,000	22,150,000	4,606,829	26,756,829
2039	175,000	-	175,000	18,610,000	3,749,254	22,359,254
2040	-	-	-	9,305,000	3,164,088	12,469,088
2041	-	-	-	9,655,000	2,737,425	12,392,425
2042	-	-	-	10,040,000	2,292,406	12,332,406
2043	-	-	-	11,660,000	1,776,456	13,436,456
2044	-	-	-	11,510,000	1,191,916	12,701,916
2045	-	-	-	11,695,000	590,606	12,285,606
2046	-	-	-	2,815,000	216,625	3,031,625
2047	-	-	-	2,925,000	73,125	2,998,125
Total	**73,196,921**	**-**	**73,196,921**	**1,250,484,483**	**518,007,832**	**1,768,492,315**

(1) Existing Debt Service as of June 30, 2017. 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, Maritime, and Towing and Recovery projects. The bonded debt associated with those projects is self-supported by the respective funds. The Debt Service portion of the General Fund budget finances only General Capital projects and not its self-supporting funds.

General Fund Revenues

This page intentionally left blank

General Fund Revenue Summary

Revenue Source	FY 2016 Actual	FY 2017 Adopted	FY 2017 Year-End Estimate	FY 2018 Proposed
GENERAL PROPERTY TAXES				
Real Property Taxes				
Current	194,825,357	197,989,000	197,989,000	203,241,000
Delinquent	4,933,222	5,400,000	4,600,000	4,700,000
Interest	413,178	485,000	350,000	410,000
Real Estate Tax Refunds	0	-25,000	-10,000	-10,000
Subtotal - Real Property Taxes	**200,171,757**	**203,849,000**	**202,929,000**	**208,341,000**
Downtown Improvement District				
Current, Delinquent, and Interest	1,872,183	1,880,000	1,880,000	1,896,300
Public Service Corporations				
Current, Delinquent, and Interest	9,398,776	9,355,000	9,785,000	9,905,000
Total All Real Property Taxes	**211,442,716**	**215,084,000**	**214,594,000**	**220,142,300**
Personal Property				
Current	35,294,156	34,300,000	35,700,000	36,600,000
Delinquent	7,980,489	9,200,000	8,600,000	9,200,000
Interest	401,798	460,000	430,000	460,000
Personal Property Tax Refund	-293,598	-200,000	-200,000	-200,000
Subtotal - Personal Property	**43,382,845**	**43,760,000**	**44,530,000**	**46,060,000**
Public Service Corporations				
Current, Delinquent, and Interest	50,217	60,000	36,000	40,000
Total All Personal Property Taxes	**43,433,062**	**43,820,000**	**44,566,000**	**46,100,000**
Mobile Home				
Current, Delinquent, and Interest	16,006	17,000	16,500	16,500
Machinery and Tools				
Current	5,768,245	5,650,000	5,750,000	5,800,000
Delinquent	295,276	100,000	100,000	150,000
Interest	3,825	6,000	6,000	6,000
Subtotal - Machinery and Tools	**6,067,346**	**5,756,000**	**5,856,000**	**5,956,000**
Total General Property Taxes	**260,959,130**	**264,677,000**	**265,032,500**	**272,214,800**
OTHER LOCAL TAXES				
Sales and Use	**30,330,390**	**31,400,000**	**31,100,000**	**33,500,000**
Consumer Utility Taxes				
Water	5,545,133	5,675,200	5,625,000	5,726,000
Electric	12,349,681	12,622,600	12,622,600	12,790,000
Gas	2,773,473	3,105,500	3,080,000	3,155,000

Revenue Source	FY 2016 Actual	FY 2017 Adopted	FY 2017 Year-End Estimate	FY 2018 Proposed
Communications Sales Tax	17,615,922	18,000,000	17,600,000	17,600,000
Subtotal - Consumer Utility Taxes	**38,284,209**	**39,403,300**	**38,927,600**	**39,271,000**
Business Taxes				
Other Local Tax Refunds	-7,032	-20,000	-15,400	-16,000
Business License	28,935,140	30,730,000	30,730,000	31,275,000
Franchise	583,995	605,000	585,000	585,000
Bank Franchise	2,647,884	2,381,000	2,500,000	2,645,000
Subtotal - Business Taxes	**32,159,987**	**33,696,000**	**33,799,600**	**34,489,000**
Licenses and Decals				
Motor Vehicle	4,488,298	4,669,500	4,700,000	4,825,000
Boats	82,924	93,900	84,000	84,000
Subtotal - Licenses and Decals	**4,571,222**	**4,763,400**	**4,784,000**	**4,909,000**
Consumer Taxes				
Recordation	2,414,900	2,300,000	2,200,000	2,300,000
Cigarette	7,784,080	8,189,000	8,061,000	8,061,000
Admissions	3,784,645	4,000,000	3,700,000	4,000,000
Hotel/Motel Room	6,002,966	6,243,000	6,243,000	6,610,000
Hotel ($2 flat tax)	1,913,035	1,927,700	1,927,700	1,971,000
Restaurant Food	28,971,969	29,939,000	29,500,000	31,349,000
Estate Probate	36,595	40,000	40,000	40,000
Short-term Rental	104,562	125,000	125,000	125,000
Subtotal - Consumer Taxes	**51,012,752**	**52,763,700**	**51,796,700**	**54,456,000**
Total Other Local Taxes	**156,358,560**	**162,026,400**	**160,407,900**	**166,625,000**
PERMITS, FEES AND LICENSES				
Animal License	71,117	73,200	72,000	73,000
Burglar Alarm License	2,230	2,400	2,400	2,400
Building Permit	592,500	620,000	800,000	685,000
Electrical Permit	376,037	350,000	320,000	300,000
Plumbing Permit	207,643	215,000	320,000	290,000
Plan Review Fee	133,936	150,000	125,000	120,000
Mechanical Code Inspection Fee	181,168	195,000	270,000	250,000
Elevator Inspection Fee	76,402	90,000	70,000	80,000
Technology Fee - Permits	77,781	80,000	80,000	80,000
Wetland Permit	5,375	6,000	6,000	6,000
Zoning Fees	202,629	175,000	190,000	190,000
Driveway Permit	24,775	25,000	30,000	30,000
Utility Cut Permit	122,724	149,000	250,000	200,000

Revenue Source	FY 2016 Actual	FY 2017 Adopted	FY 2017 Year-End Estimate	FY 2018 Proposed
Special ROW/ Parking Permit	178,716	142,000	180,000	170,000
Street Construction Permit	133,018	138,000	50,000	125,000
Fire Permit	147,208	150,000	150,000	150,000
Fire Inspection	106,240	110,000	75,000	90,000
Precious Metal Dealer Permit	13,850	15,000	15,000	15,000
Excessive Size and Weight Permit	330,287	280,000	280,000	280,000
Taxi Operator Permit	16,540	11,000	16,000	16,000
Foot Race/Bicycle Race Permit	1,650	1,500	1,500	1,500
Yard/Garage Sale Permit	6,405	8,000	7,000	7,000
Registration Vacant Buildings Fee	24,807	16,000	25,000	25,000
Transfer Fees	5,191	5,500	5,700	6,000
Total Permits and Fees	**3,038,229**	**3,007,600**	**3,340,600**	**3,191,900**
FINES AND FORFEITURES				
Fines and Forfeitures	917,606	1,000,000	925,000	1,000,000
Fines - Red Light Cameras	79,550	180,000	30,000	120,000
Fees - Returned Checks	10,488	10,000	10,000	10,000
Excess Weight Penalties	57,844	35,000	35,000	35,000
Fines - False Alarm	45,505	50,000	50,000	50,000
Total Fines and Forfeitures	**1,110,993**	**1,275,000**	**1,050,000**	**1,215,000**
USE OF MONEY AND PROPERTY				
Interest on Investments	33,978	60,000	30,000	35,000
Other Interest	68,668	100,000	80,000	100,000
Rent - General Properties	4,062,406	4,193,059	4,193,059	4,231,233
Rent - Governor's Magnet School	0	8,000	0	0
Rent - Cultural Convention Center	51,294	100,000	100,000	100,000
Rent - Chrysler Hall	284,349	325,000	300,000	325,000
Rent - Virginia Stage Company (Wells Theatre)	24,056	12,000	20,000	25,000
Rent - Harrison Opera House	102,743	50,000	85,000	85,000
Rent - Harbor Park-Other	213,729	198,000	210,000	210,000
Rent - Special Programs	65,407	70,000	60,000	70,000
Sale of Salvage Materials	0	20,000	2,000	2,000
Sale of Fixed Assets	67,304	85,000	60,000	85,000
Rent - Equipment	32,891	46,400	46,400	46,400
Ticket System- Cultural Center	418,752	400,000	415,000	415,000
Rent - Picnic Shelters	31,251	32,000	32,000	32,000
Commissions - Jail Telephone	672,000	672,000	672,000	672,000
Rent - Selden	47,896	26,800	0	0

Revenue Source	FY 2016 Actual	FY 2017 Adopted	FY 2017 Year-End Estimate	FY 2018 Proposed
Rent - Cruise Ship Terminal	349,217	436,000	360,000	401,700
Rent - Nauticus	36,384	65,900	55,000	56,450
Sales - Nauticus Merchandise	573,622	600,000	600,000	672,800
Rent - Slover	141,344	70,000	160,000	140,000
Total Use of Money and Property	**7,277,291**	**7,570,159**	**7,480,459**	**7,704,583**
CHARGES FOR SERVICES				
Court Costs	112,625	126,000	120,000	126,000
Courthouse Security Assessment	281,585	335,000	300,000	315,000
Courthouse Construction Fee	181,287	218,000	200,000	218,000
DNA Charges	2,278	2,500	3,000	2,500
Fees - High Constable	453,115	464,000	450,000	460,000
Jail Processing Fees	30,077	27,000	30,000	30,000
Fees - Court Officers	34,868	28,000	35,000	35,000
Fees - Excess	0	15,000	67,952	30,000
Fees - City Sheriff	38,116	38,100	38,100	38,100
Detention Home Charge For Ward	263,061	120,000	260,000	260,000
Fees - Jail Booking	758	1,500	800	1,000
Miscellaneous School Fees	3,638,443	3,983,361	3,983,361	3,983,361
Paramedical Rescue Service	7,507,230	7,466,000	7,200,000	7,216,000
Charges - Insurance	100,000	100,000	100,000	100,000
Charges - Animal Protection	46,071	42,000	45,000	45,000
Police Records And Reports	184,150	175,000	170,000	175,000
Public Vehicle Inspection Certification	6,844	8,000	20,000	20,000
Non-Emergency Traffic Escort	19,570	17,000	19,000	19,000
Fees - Library Fines	196,514	245,540	200,000	220,000
Charges - Public Works	374,365	334,000	334,000	334,000
Charges - Materials - Street and Bridges	542,900	694,300	694,300	694,300
Zoo Admission	2,104,208	2,238,700	2,150,000	2,157,100
Charges - Transient Yacht	176,108	200,000	200,000	220,000
Sales Surveys/Blueprints/Maps	47,274	40,000	40,000	40,000
Fees - Tax Abatement	4,000	2,500	4,000	3,000
Recreation/Parks Fees	361,517	400,000	385,000	400,000
Recreation/Parks Classes Fees	318,291	320,000	310,000	320,000
Recreation/Parks Concession Fees	1,450	2,000	1,000	1,500
Recreation/Parks Rental Fees	101,983	100,000	100,000	100,000
Recreation/Parks Camp Wakeup	630,900	475,000	450,000	475,000
Cruise Ship Terminal Fees	495,313	425,000	425,000	345,550

Revenue Source	FY 2016 Actual	FY 2017 Adopted	FY 2017 Year-End Estimate	FY 2018 Proposed
Fees - Nauticus Admissions	1,825,327	1,970,000	1,850,000	1,807,800
Fees - Nauticus Memberships	29,797	22,608	29,000	32,400
Program Fees - NCSB	5,910,782	5,575,000	5,575,000	5,496,000
Total Charges for Services	**26,020,807**	**26,211,109**	**25,789,513**	**25,720,611**
MISCELLANEOUS REVENUE				
Payments In Lieu Of Taxes	4,416,221	4,457,518	4,457,518	4,464,324
Navy PPV Payment	2,948,523	2,937,613	2,937,613	3,267,669
DMV Select Fees	92,131	107,000	107,000	107,000
Sale of Other Property	512	1,200	1,000	1,000
Sale of Unclaimed Property	4,790	2,000	2,000	2,000
Administrative Fees - Real Estate Tax	29,350	35,000	30,000	35,000
Administrative Fees - Personal Property Tax	93,812	100,000	100,000	100,000
Administrative Fees - DMV Stop	547,894	580,000	560,000	580,000
Other Miscellaneous Revenue	417,950	507,678	350,000	407,796
Community Development Fund	1,800	1,500	1,500	1,500
Sales - Slover	4,731	4,500	4,500	4,500
Concessions - Slover	5,909	0	0	0
Proceeds from Sale of Land	0	0	20,000	0
Total Miscellaneous Revenue	**8,563,623**	**8,734,009**	**8,571,131**	**8,970,789**
RECOVERED COSTS				
Utilities	257	90,000	30,000	60,000
Transport of Prisoner	93,839	90,000	100,000	90,000
Zoo	9,461	4,800	5,000	5,700
Nuisance Abatement	118,762	385,000	385,000	385,000
Retirement Bureau	452,712	534,282	534,282	649,064
Insurance	408,860	2,000	164,000	30,000
Benefits Program Administration	5,000	6,500	6,500	5,500
Miscellaneous Salaries (Police)	697,517	927,521	800,000	900,000
Healthcare Consortium Contribution	264,813	443,400	400,000	420,000
General Overhead - Water Utility Fund	1,076,264	1,771,960	1,771,960	1,776,059
Debt Service Recovery	2,418,607	2,983,252	2,300,000	2,407,547
Telephone Charges	390,832	372,200	372,200	372,200
Public Information	7,612	6,000	9,000	8,500
Recoveries and Rebates	425,347	103,900	309,775	107,330
General Overhead - Wastewater Utility Fund	408,281	321,872	321,872	417,594
Information System Support	1,347,160	1,350,000	1,350,000	1,350,000
Jail Meals	324,616	406,000	325,000	350,000

Revenue Source	FY 2016 Actual	FY 2017 Adopted	FY 2017 Year-End Estimate	FY 2018 Proposed
E-ZPasses	4,445	10,500	5,000	6,200
General Overhead - Parking Fund	455,300	422,817	422,817	521,603
General Overhead - Towing Operations	33,582	78,760	78,760	67,331
General Overhead - Storm Water	758,659	730,213	730,213	755,473
General Overhead - Waste Management	827,574	1,084,631	1,084,631	1,034,490
General Overhead - Golf	0	9,000	9,000	9,000
Contract Revenue - NCSB	26,995	0	7,000	30,000
Total Recovered Costs	**10,556,495**	**12,134,608**	**11,522,010**	**11,758,591**
REVENUES FROM THE COMMONWEALTH				
NON-CATEGORICAL AID				
Taxes - Rolling Stock	199,001	199,000	199,000	199,000
Taxes - Mobile Home Title	4,839	7,000	7,000	7,000
Rental of Passenger Cars	5,109,484	4,500,000	5,300,000	5,600,000
Law Enforcement (HB 599)	11,174,996	11,530,000	11,530,000	11,530,000
Grantor's Tax on Deeds	662,866	600,000	580,000	600,000
Personal Property Tax Relief	16,871,056	16,871,100	16,871,100	16,871,100
Total Non-Categorical Aid	**34,022,242**	**33,707,100**	**34,487,100**	**34,807,100**
SHARED EXPENSES				
City Treasurer	519,286	483,000	510,000	519,000
Clerk of the Circuit Court	1,645,215	1,611,400	1,667,000	1,695,000
Commissioner of the Revenue	571,557	565,000	574,000	584,000
Commonwealth Attorney	2,811,494	2,575,300	2,700,000	2,750,000
Registrar/Electoral Board	119,555	75,000	76,000	78,000
Sheriff	15,541,418	15,793,000	15,264,000	15,751,000
Total Shared Expenses	**21,208,525**	**21,102,700**	**20,791,000**	**21,377,000**
CATEGORICAL AID				
Norfolk Interagency Consortium (NIC)	37,726	37,726	37,726	37,726
Public Assistance Grants	8,306,059	8,310,000	8,800,000	9,392,600
Social Services Administration	23,003,723	21,925,700	23,000,000	23,386,000
State Funds - NCSB	11,177,605	11,046,269	11,046,269	11,251,600
State Sales and Use Tax for Schools	32,400,377	33,211,659	33,211,659	32,536,797
State School Funds	149,968,370	157,333,453	157,333,453	158,490,639
Street and Maintenance	23,435,362	24,204,400	24,084,874	24,608,325
Retirement - State Employee	11,791	11,000	12,000	13,000
State Library Grant	180,138	179,508	185,319	184,340
Div. of Youth Services Facilities	2,038,772	1,900,000	2,061,000	2,080,000
Shared Expenses - Jail Support	2,552,631	2,624,861	2,600,000	2,615,000

Revenue Source	FY 2016 Actual	FY 2017 Adopted	FY 2017 Year-End Estimate	FY 2018 Proposed
Port Funding	747,893	639,700	787,256	639,700
State Recordation Tax	841,187	715,000	750,000	750,000
Total Categorical Aid	**254,701,634**	**262,139,276**	**263,909,556**	**265,985,727**
REVENUE FROM THE COMMONWEALTH	**309,932,401**	**316,949,076**	**319,187,656**	**322,169,827**
FEDERAL AID				
Disaster Relief Aid	19,574	0	0	0
Federal School Funds	6,312,576	5,651,426	5,651,426	5,651,426
Federal Funds - NCSB	2,841,397	2,759,170	2,759,170	2,946,064
Juvenile Detention Center (food service)	90,252	100,000	60,000	100,000
Social Security Payments - Prisoners	5,400	1,000	2,000	4,000
Total Federal Aid	**9,269,199**	**8,511,596**	**8,472,596**	**8,701,490**
OTHER SOURCES AND TRANSFERS IN				
Rollover from Last Year				
Carryforward - General Fund	9,356,035	2,658,264	2,658,264	6,755,374
Carryforward - School Construction, Technology and Infrastructure (CTI)	246,600	0	0	0
Carryforward - NCSB Fund Balance[1]	0	1,552,666	1,261,767	1,000,000
Carryforward - Nauticus Fund Balance	0	100,000	100,000	260,000
Return from Wastewater Utility Fund	1,500,000	1,500,000	1,500,000	1,500,000
Return from Water Utility Fund	8,500,000	8,500,000	8,500,000	8,500,000
Return from Waste Management Fund	800,000	500,000	500,000	185,824
Transfer in from				
Norfolk Public Schools[2]	4,410,913	3,149,274	3,149,274	0
Tax Increment Financing Fund	4,088,404	3,985,591	3,985,591	3,702,265
Public Amenities Fund	0	2,000,000	2,000,000	3,000,000
Total Other Sources and Transfers In	**28,901,952**	**23,945,795**	**23,654,896**	**24,903,463**
General Fund Total	**821,988,680**	**835,042,352**	**834,509,261**	**853,176,054**

[1] Carryforward reflects re-appropriation from Norfolk Community Services Board (NCSB) fund balance.
[2] Reflects re-appropriation of Norfolk Public Schools' year-end balance. See Public School Education section for details.

This page intentionally left blank

General Fund Expenditures

This page intentionally left blank

General Fund Expenditure Summary

Department	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
LEGISLATIVE			
City Council	366,379	381,397	380,673
City Clerk	1,371,083	1,505,909	1,635,009
City Real Estate Assessor	1,934,231	2,087,667	2,145,130
City Auditor	813,389	959,640	961,084
Total Legislative	**4,485,082**	**4,934,613**	**5,121,896**
EXECUTIVE			
City Manager	2,163,514	2,292,447	2,228,095
Office of Budget and Strategic Planning	1,209,377	1,483,079	1,432,603
Office of Resilience	0	334,952	370,766
Office of Marketing and Communications	0	0	1,828,454
Total Executive	**3,372,891**	**4,110,478**	**5,859,918**
DEPARTMENT OF LAW	**4,340,229**	**4,499,892**	**4,613,010**
CONSTITUTIONAL OFFICERS			
Commissioner of the Revenue	2,804,455	3,050,725	3,144,672
City Treasurer	2,339,627	2,409,856	2,434,112
Clerk of the Circuit Court	2,905,364	3,191,350	3,233,546
Commonwealth's Attorney	5,420,524	5,473,398	5,680,103
Sheriff and Jail	38,854,201	41,187,882	41,756,569
Total Constitutional Officers	**52,324,171**	**55,313,211**	**56,249,002**
JUDICIAL			
General District Court	168,838	267,742	267,742
Juvenile and Domestic Relations Court	77,074	79,793	79,793
Circuit Court Judges	718,178	779,524	801,820
Norfolk Juvenile Court Service Unit	155,496	166,224	167,250
Magistrate	9,207	11,438	11,438
Total Judicial	**1,128,793**	**1,304,721**	**1,328,043**
ELECTIONS	**832,606**	**895,986**	**862,298**
GENERAL MANAGEMENT			
Information Technology[1]	12,453,674	13,660,136	12,600,302
Finance	4,271,319	4,448,534	4,931,633
General Services	23,086,215	24,399,559	25,560,491
Human Resources	3,018,528	3,496,562	3,635,917
Total General Management	**42,829,736**	**46,004,791**	**46,728,343**
COMMUNITY DEVELOPMENT			
City Planning	4,560,931	4,962,151	4,982,672
Neighborhood Development	3,658,240	4,154,653	4,310,937
Economic Development	1,876,010	2,032,161	2,163,109

Department	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Total Community Development	**10,095,181**	**11,148,965**	**11,456,718**
PARKS, RECREATION AND CULTURE			
Libraries	10,946,999	11,689,510	12,184,268
Cultural Facilities, Arts and Entertainment	5,462,691	5,703,491	5,822,356
Zoological Park	3,766,307	4,196,666	4,353,369
The National Maritime Center	4,439,957	5,043,780	5,399,734
Recreation, Parks and Open Space	16,810,849	17,379,157	17,700,446
Total Parks, Recreation and Culture	**41,426,803**	**44,012,604**	**45,460,173**
CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS			
Central Appropriations	15,976,387	17,799,751	21,325,989
Grant Providers on Behalf of City	1,647,015	910,515	910,515
Funds to Community Partners	1,694,237	1,546,480	1,658,078
Public-Private Partnerships for City-Owned Facilities	4,661,838	4,935,070	4,878,629
Public-Private Partnerships for Tourism and Special Event Organizations	8,020,406	8,847,356	9,010,656
Public Partnerships to Provide Services	19,897,238	20,810,708	22,287,916
Contractual Obligations	3,435,462	3,028,593	3,510,414
Memberships and Dues	713,239	715,643	721,412
Other Arrangements	1,841,321	1,880,000	1,896,300
Total Central and Outside Agency Appropriations	**57,887,143**	**60,474,116**	**66,199,909**
PUBLIC HEALTH AND ASSISTANCE			
Norfolk Community Services Board	24,152,479	26,020,634	26,641,422
Office to End Homelessness	235,234	286,951	300,160
Public Health	3,367,884	3,468,419	3,409,151
Human Services	44,626,597	47,155,952	47,726,353
Total Public Health and Assistance	**72,382,194**	**76,931,956**	**78,077,086**
PUBLIC SAFETY			
Police	67,172,903	68,500,916	72,601,269
Fire-Rescue	40,584,602	42,592,138	44,631,442
Total Public Safety	**107,757,505**	**111,093,054**	**117,232,711**
PUBLIC WORKS	**24,013,316**	**26,702,280**	**28,155,306**
DEBT SERVICE	**67,381,136**	**65,747,190**	**66,539,496**
PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)	**308,887,807**	**321,868,495**	**319,292,145**
Total General Fund	**799,144,593**	**835,042,352**	**853,176,054**

[1] Beginning in FY 2018, Communications and Technology has been renamed Information Technology. The decline in FY 2018 from the Adopted FY 2017 Budget reflects the creation of the Office of Marketing and Communications (see Executive).

Citywide Priorities

This page intentionally left blank

Citywide Priorities

Background

In 2011, the city conducted a comprehensive priority setting process, which included review of citywide goals, objectives, and associated performance measures. Based on inputs from City Council, city staff, and residents, six new citywide priorities were developed and adopted. These priorities reflect the social, economic, and environmental conditions of the city at that time, express the aspirational future state of the city, and serve to focus resources towards those activities that best support these strategic goals. Priorities also define what success looks like and help ensure that the city is effective (doing the right things) and efficient (doing those things well).

Priority-Based Budgeting

The city's annual budget development process strives to ensure that funding goes to those programs and core services that match the priority areas. All activities in both the operating budget and capital budget pertain to at least one of the six city priorities. As departments link their goals, objectives, and work plans to the priorities, it becomes clear which programs and services provide the greatest benefit. Programs and services that help the city achieve desired outcomes become funding priorities. Any programs that are not clearly identified as aligned with priorities are re-evaluated for further continuation or funding.

The following are the currently-adopted priority areas and their associated descriptions. Also included are recent investments that demonstrate the city's ongoing commitment to priority-based budgeting and strengthening the community in a strategic manner.

- **Accessibility, Mobility and Connectivity:** *A comprehensive network of accessibility and information gathering options, addressing all traditional transportation modes as well as new technologies, which connects people, goods and information*
    - In FY 2016, invested in Complete Streets initiative to improve the neighborhood infrastructure and further develop bicycle lanes and pedestrian greenways
    - In FY 2016, significant capital improvement investments to strengthen the city's transportation network and connect neighborhoods, including funding for citywide street and sidewalk repair
    - In FY 2017, invested resources to place and upgrade broadband infrastructure, as well as expand internet access and public Wi-Fi
    - In FY 2017, entered into a public-private partnership and invested in an effort to develop the Elizabeth River Trail into a premier urban riverfront destination and a corridor for future economic development

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

  - In FY 2016, improved access to capital for economic development initiatives focused on expanding small business, export activity, innovation, and women/minority-owned enterprises

  - Invested in economic development projects, such as The Main Hotel & Conference Center, Waterside District, IKEA, Simon Premium Outlets, and Military Circle

  - Attracted new businesses and employers to the city, creating thousands of new jobs for residents

  - In FY 2017, established the NorfolkWorks workforce development initiative to connect residents to new jobs

  - Continued support to arts and cultural organizations and activities that have helped Norfolk become the region's cultural hub and improved the city's reputation nationally and internationally as a center for the arts

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

  - In FY 2016, initiated a multi-year beach re-nourishment effort in cooperation with the Army Corps of Engineers to strengthen the city's coastline against flooding and storm surge effects and improve quality of life for residents

  - In FY 2017, established the City Manager's Office of Resilience to further strengthen the city against economic, social, and environmental challenges

  - In FY 2017, created a comprehensive brownfields redevelopment plan for Harbor Park/Downtown, which was awarded highly-competitive federal grant funding for planning and implementation

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

  - In FY 2015, opened the state-of-the-art, award-winning Slover Memorial Library in Downtown

  - In FY 2015, partnered with and supported Norfolk Public Schools, local universities, businesses, non-profits, and community-based organizations focused on improving early education programs

  - In FY 2016, provided funding through the city's Capital Improvement Program to complete the construction of five new schools

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

  - In FY 2015, established the Department of Neighborhood Development to bring together city resources for strengthening communities and residents

  - In FY 2016, invested resources to address priorities of the Mayor's Commission on Poverty Reduction, including establishment of a Housing Trust Fund for affordable housing development

  - In FY 2016, provided increased support to the Crisis Intervention Team, a partnership between the Norfolk Police Department and Norfolk Community Services Board, to address mental health training and evaluation

  - In FY 2017, created the Ready to Thrive Initiative to provide wrap-around services promoting the healthy growth, development, and success of children as well as removing barriers to learning

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

  - Achieved a structurally balanced budget in FY 2015, four years ahead of schedule and in accordance with City Council's approved financial policies. The FY 2016 and FY 2017 budgets were also structurally balanced, as is the Proposed FY 2018 Budget.

  - Starting in FY 2015, developed and implemented Phase I of a compensation initiative to attract, retain, motivate, and develop (ARMD) the city workforce and further Norfolk's position as an employer of choice. FY 2016 and FY 2017 saw the implementation of Phases II and III, and the Proposed FY 2018 Budget includes funding for Phase IV of the ARMD initiative.

  - In FY 2015, transitioned to self-administered healthcare model, which resulted in $6 million in cost avoidance

  - In FY 2015, created two analysis and evaluation teams to study internal service delivery, identify best practices, and make recommendations for process and policy changes

  - In FY 2016, transitioned the Department of Waste Management to a self-sustaining operation, providing full transparency of associated costs as well as ensuring dedicated funding for fleet replacement

This page intentionally left blank

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 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$312,062	$308,713	$319,327	$318,603
Contractual Services	$33,818	$57,666	$62,070	$62,070
Total	$345,879	$366,379	$381,397	$380,673

Proposed FY 2018 Budget Actions

- **Adjust required contribution to the city's retirement system** **FY 2018 $1,495 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($2,219) FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

City Council **Total: ($724) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Member of Council	*	*	*	7	0	7
President of Council	*	*	*	1	0	1
Total				8	0	8

*No pay grade or salary range per compensation plan.

City Clerk

Mission Statement

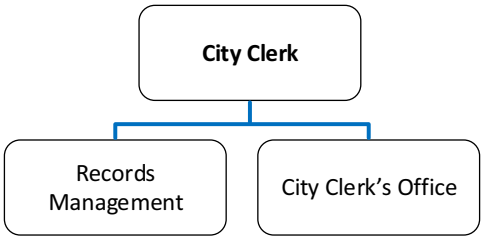
The City Clerk's Office provides administrative support to the City Council; records and maintains proceedings of the City Council; processes records and maintains city deeds, contracts, and agreements; provides records management policies and procedures to city departments; provides support to selected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

Department Overview

The department is comprised of two divisions:

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

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



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

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

Ongoing Actions	Status
Provide support for citywide initiatives that promote an informed and engaged citizenry	Ongoing
Assist the City Council in communicating with the public and executing its events	Ongoing

Ongoing Actions	Status
Make stored documents readily accessible to requesting departments, thereby enhancing process efficiency	Ongoing

Performance Measures

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Serve as a gateway to local government for City Council, residents, city departments, and outside agencies					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of meeting minutes maintained for six boards and commissions (City Planning Commission, Design and Review Committee, Civil Service Commission, Board of Zoning Appeals, Wetlands Board, and Board of Building Codes of Appeals) and City Council Meeting	122	54	122	122	0

Priority: Well-Managed Government					
Goal					
Enhance the efficiency of programs and services					
Objective					
Provide current records to the customer served					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of documents stored off-site that are retrieved within 24 hours	100	100	100	100	0
Percent of documents stored on-site that are retrieved within 30 minutes	100	100	100	100	0

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of residents attending Council meetings (estimate based on historical data)	120	750	120	120	0

Priority: Accessibility, Mobility and Connectivity					
Goal					
Increase access to city services and information					
Objective					
Assist the City Council in its public communications and effective execution of events					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of City Council regularly scheduled and committee meeting minutes published and available by next regular Council meeting	28	40	29	29	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$1,013,725	$1,005,514	$1,080,001	$1,208,886
Materials, Supplies and Repairs	$48,054	$43,383	$48,082	$45,297
Contractual Services	$265,227	$300,853	$332,726	$335,726
Equipment	$29,483	$21,333	$45,100	$45,100
Total	$1,356,489	$1,371,083	$1,505,909	$1,635,009

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $8,297** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Increase funds for records storage contract** **FY 2018 $3,000** **FTE: 0**

  Technical adjustment for the contractual increase of records storage costs. The Library of Virginia governs the retention and disposition of state and local public records.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 ($2,785)** **FTE: 0**

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

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $8,392 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $9,192 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 $103,004 FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

City Clerk **Total: $129,100 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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 / Executive Assistant to the Mayor	1 20	$77,520	$126,409	2	-1	1
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	0	1	1
Deputy City Clerk / Senior Secretary	1 10	$37,337	$60,884	2	0	2
Deputy City Clerk / Stenographic Reporter	1 08	$31,804	$51,864	2	0	2
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	0	14

City Real Estate Assessor

Mission Statement

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

Department Overview

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

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Ensure validity and integrity of the assessment process					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of continuing education hours completed by appraisal staff	132	300	120	120	0

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Assess all real property in the city in a fair, equitable and uniform manner					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of parcels assessed	73,327	73,351	73,365	73,365	0
Percent of total parcel assessments (annual and periodic formal review) successfully appealed (New measure in FY 2017)	0	0	2	2	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$1,842,894	$1,813,195	$1,950,799	$2,009,915
Materials, Supplies and Repairs	$43,644	$64,783	$44,802	$43,149
Contractual Services	$51,185	$50,979	$79,177	$79,177
Equipment	$6,853	$5,274	$12,889	$12,889
Total	$1,944,576	$1,934,231	$2,087,667	$2,145,130

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $14,253** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Adjust costs for Fleet expenditures** **FY 2018 ($1,653)** **FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $14,776** **FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $15,572** **FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $14,515 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

City Real Estate Assessor **Total: $57,463 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
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 Technician I	1 09	$34,445	$56,161	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 II	1 11	$40,805	$66,586	2	0	2
Real Estate Appraiser III	1 13	$47,823	$77,978	9	0	9
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
Support Technician	1 05	$25,179	$41,096	3	0	3
Total				24	0	24

City Auditor

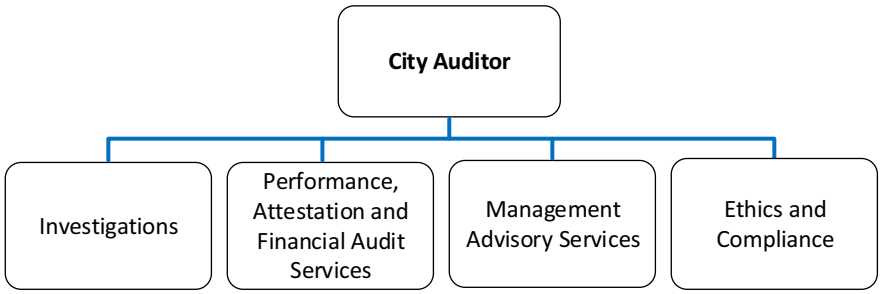
Mission Statement

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

Department Overview

The Office of the City Auditor conducts professional audits and a variety of services to include inquiries, investigations, management advisory projects, and ethics and compliance awareness. Basic services include:

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



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

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

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

Performance Measures

Priority: Well-Managed Government					
Goal					
Provide continuous, progressive, and premier independent audit and related professional services in the most timely and efficient manner possible including investigations, inquiries, and management advisory					
Objective					
Identify ways to increase the economy, efficiency, effectiveness, and accountability of city government and provide independent, reliable, accurate, and timely information to City Council and other stakeholders					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of the City Council approved work plan completed or substantially completed during the fiscal year	100	40	100	100	0
Percent of investigations completed where corrective action is needed as the result of a fraud, waste, or abuse complaint	100	75	100	100	0
Percent of audit recommendations accepted by management	95	100	95	95	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$812,382	$794,597	$940,733	$938,677
Materials, Supplies and Repairs	$2,749	$4,050	$3,744	$3,744
Contractual Services	$15,860	$14,742	$15,163	$18,663
Total	$830,991	$813,389	$959,640	$961,084

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $5,925 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Provide funds for peer review** **FY 2018 $3,500 FTE: 0**

  Technical adjustment to provide one-time funds for an external quality control assessment, which occurs every three years to comply with Government Auditing Standards.

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $6,977 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 ($4,814) FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($10,144) FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

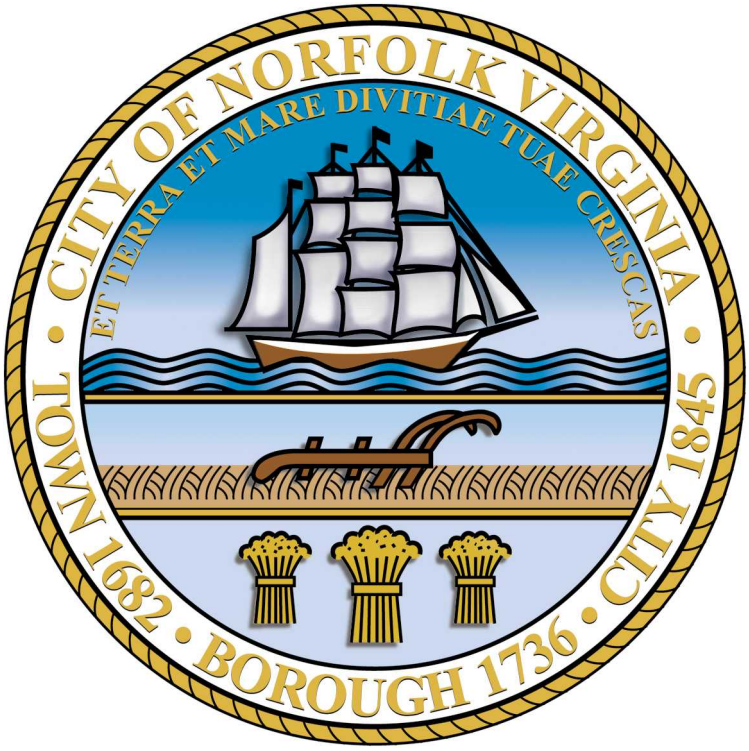
City Auditor **Total: $1,444 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Assistant City Auditor / Audit Analyst	1 13	$47,823	$77,978	1	0	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

This page intentionally left blank

Executive


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

This page intentionally left blank

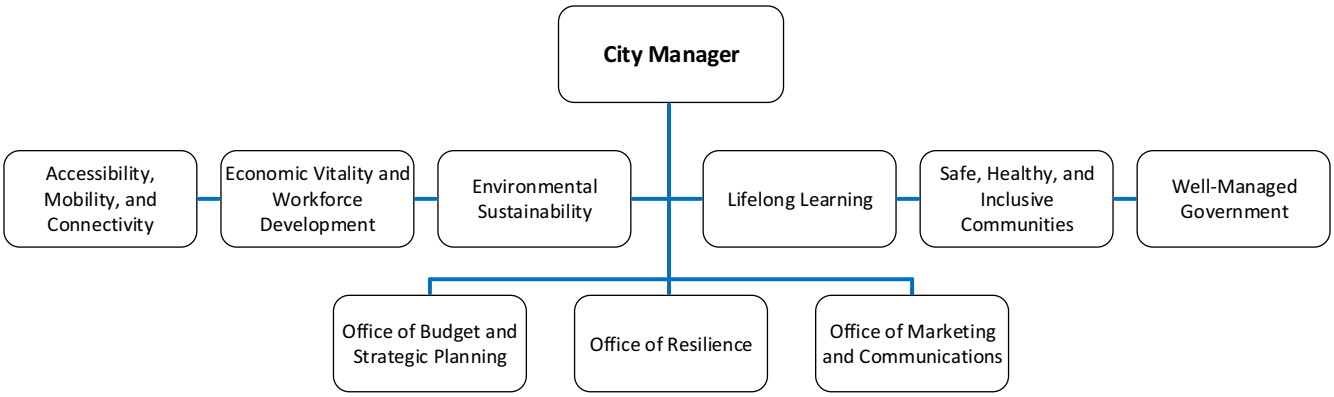
City Manager

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 Executive 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.



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

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

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

Performance Measures

Priority: Well-Managed Government					
Goal					
The city strives to maintain an experienced and skilled workforce					
Objective					
City Manager creates a workforce culture which fosters employee satisfaction and supports career development					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Based on a five-year rolling average, percentage of full-time employees retained year-to-year (New measure in FY 2018)	0	0	0	85	85

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$1,842,705	$1,895,223	$1,978,813	$1,915,334
Materials, Supplies and Repairs	$22,183	$37,693	$24,036	$23,163
Contractual Services	$363,435	$230,598	$284,098	$284,098
Equipment	$464	$0	$5,500	$5,500
Total	$2,228,788	$2,163,514	$2,292,447	$2,228,095

PROPOSED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD compensation strategy** **FY 2018 $9,748 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 ($873) FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $16,424 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 ($3,188) FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 ($86,463) FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

City Manager **Total: ($64,352) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Administrative Assistant I	1 09	$34,445	$56,161	2	0	2
Administrative Assistant II	1 10	$37,337	$60,884	2	1	3
Assistant to the City Manager	1 20	$77,520	$126,409	2	-1	1
Chief Deputy City Manager	1 27	$123,675	$204,439	0	1	1
City Manager*	1 29	*	*	1	0	1
Deputy City Manager	1 26	$112,455	$187,792	4	-1	3
Director of Intergovernmental Relations	1 20	$77,520	$126,409	1	0	1
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Total				14	0	14

*No salary range per compensation plan.

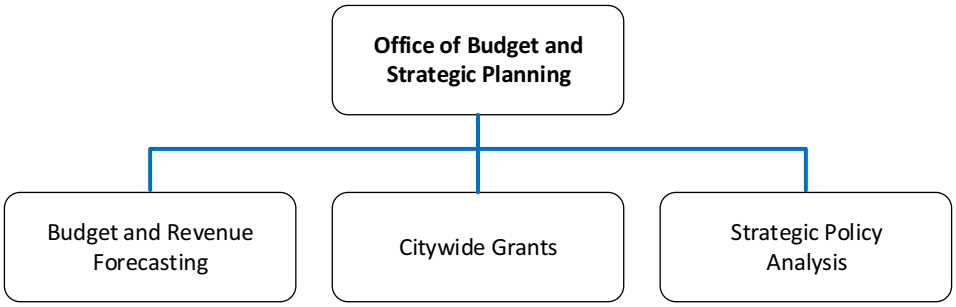
Office of Budget and Strategic Planning

Mission Statement

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

Department Overview

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



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

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

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

Performance Measures

Priority: Well-Managed Government					
Goal					
Promote strong financial management					
Objective					
Prepare and submit a balanced budget that aligns decision making and resources which communicates the city's priorities					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent variance between forecast and actual revenue	-0.2	0.4	2.0	2.0	0.0
Percent variance between forecast and actual expenditures (New measure in 2017)	0.0	0.0	2.0	2.0	0.0
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of grant management training sessions and workshops	4	15	25	25	0
Dollar value of grants received for city programs (New measure for FY 2016)	0	28,914,914	17,000,000	17,000,000	0
Number of grant training participants	0	267	400	400	0
Percent of city department grant applications reviewed by the Grants Team	81	92	100	100	0

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants in training sessions provided by budget staff	125	68	100	100	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$1,243,893	$1,163,033	$1,431,407	$1,380,931
Materials, Supplies and Repairs	$7,742	$12,261	$10,725	$10,725
Contractual Services	$22,914	$30,481	$40,292	$40,292
Equipment	$24,383	$3,602	$655	$655
Total	$1,298,932	$1,209,377	$1,483,079	$1,432,603

PROPOSED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $7,864 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $9,679 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 ($14,183) FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($53,836) FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Office of Budget and Strategic Planning **Total: ($50,476) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Budget & Policy Analyst	1 13	$47,823	$77,978	5	-1	4
Budget & Policy Analyst, Senior	1 15	$56,314	$92,075	3	0	3
Budget Team Leader	1 18	$68,697	$112,020	1	0	1
Budget Technician	1 09	$34,445	$56,161	1	0	1
Director of Budget & Strategic Planning	1 24	$94,656	$162,302	1	0	1
Economic & Policy Analyst	1 13	$47,823	$77,978	1	0	1
Economic Forecast Specialist	1 15	$56,314	$92,075	1	0	1
Grants Team Leader	1 18	$68,697	$112,020	1	0	1
Management Analyst II	1 13	$47,823	$77,978	1	1	2
Management Analyst III	1 14	$52,020	$86,041	1	-1	0
Policy Team Leader	1 18	$68,697	$112,020	1	0	1
Principal Analyst	1 17	$64,260	$104,872	1	1	2
Total				18	0	18

Office of Resilience

Mission Statement

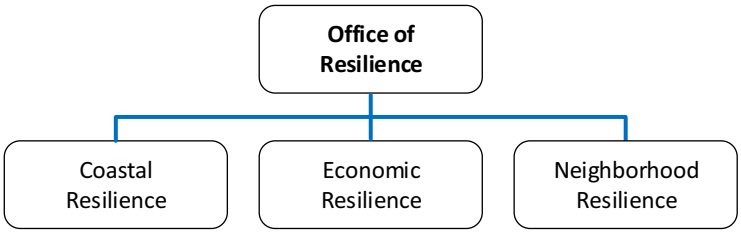
The Office of Resilience actively collaborates with city departments and community/business partners to enhance the city's capacity to proactively, effectively, and sustainably address issues arising from changing environmental and economic conditions.

Department Overview

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

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



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

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

Performance Measures

Priority: Environmental Sustainability					
Goal					
Strengthen the capacity of the city to address environmental, economic, and neighborhood issues					
Objective					
Increase knowledge of resilience issues and tactics amongst city and community partners					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of community and city participants for Office of Resilience events and presentations (New measure in FY 2017)	0	0	500	520	20

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$0	$0	$284,952	$320,766
Materials, Supplies and Repairs	$0	$0	$0	$13,000
Contractual Services	$0	$0	$0	$37,000
Department Specific Appropriation	$0	$0	$50,000	$0
Total	$0	$0	$334,952	$370,766

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$112,812,457	Cities of Service	1
		Ohio Creek Watershed Project - CDBG NDRC	

PROPOSED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $2,290 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Transfer GIS Team Supervisor position** **FY 2018 ($81,721) FTE: -1**

  Transfer all personnel costs for the Geographic Information Systems Team Supervisor position from the Office of Resilience to the Department of Information Technology. A corresponding adjustment can be found in the Department of Information Technology.

  Priority Area(s) Met: Well-Managed Government

- **Add Administrative Technician position** **FY 2018 $31,992 FTE: 1**

  Add an Administrative Technician to assist the Office of Resilience in achieving its goal of implementing a community-driven resilience strategy designed to alleviate the impacts of recurrent flooding, advance economic opportunities, and strengthen neighborhoods.

  Priority Area(s) Met: Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $20,383 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 $62,870 FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Office of Resilience **Total: $35,814 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Administrative Technician	1 07	$29,391	$47,962	0	1	1
Assistant Director	1 21	$80,963	$134,732	1	0	1
Geographic Information Systems Team Supervisor	1 16	$60,149	$98,068	1	-1	0
Special Assistant	1 20	$77,520	$126,409	1	0	1
Total				3	0	3

The Chief Resilience Officer is a special project position funded by the CDBG NDRC grant.

Office of Marketing and Communications

Mission Statement

The Office of Marketing and Communications collaborates with city departments and partners to enhance the lives of the city's residents and businesses, reinforce a spirit of inclusion, and foster community pride.

Department Overview

The Office of Marketing and Communications provides strategic counsel, creative solutions and timely, responsive services that engage, inform and strengthen the city's brand as the most inclusive, vibrant, and authentic urban waterfront community in America.

The department creates captivating and inspiring stories shared in an integrated fashion via newsletter, the city's website, Norfolk.gov, social media platforms (Facebook, Twitter, Instagram, YouTube and Linkedin), and the city's TV channel, Norfolk48. The department also facilitates Freedom of Information Act (FOIA) requests, shares media releases, and responds to media inquiries about the city government.

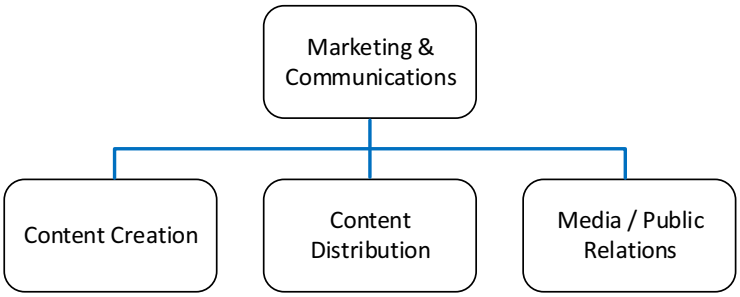
Through planning and collaboration with city leaders, other departments, and partner organizations the Office of Marketing and Communications ensures that residents, businesses, and visitors have access to the latest events and happenings throughout the City of Norfolk.

The Office of Marketing and Communications is also responsible for the development and execution of Norfolk's strategic marketing communication strategy and related programs to most effectively and efficiently communicate with the city's constituents and stakeholders. The office is comprised of three teams:

Content Creation: Includes writers, videographers, photographers and storytellers with expertise creating content for all city-owned communication channels (e-newsletters, email, broadcast channels, website and social media).

Content Distribution: Plans and coordinates the publishing of all content for city-owned communications channels (e-newsletters, email, broadcast channels, website and social media) and manages the collection of resident feedback, research, and the overall marketing and communications work process.

Media and Public Relations: Facilitates Freedom of Information Act (FOIA) requests, shares media releases and responds to media inquiries about city government. This team serves as the central point of communication integration and coordination when a city emergency occurs (Hurricane, Winter Storm, etc.) and helps develop and reinforce city brand guidelines and internal employee communications.



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

The Office of Marketing and Communications supports the Priority Areas of Well-Managed Government and Accessibility, Mobility, and Connectivity. Actions in place to achieve the long term goals of increasing access to city information, enhancing efficiency of our programs and services, and enhancing the marketability of Norfolk's neighborhoods include the following:

Ongoing Actions	Status
Implement a marketing and communications process to develop initiatives that enforce brand message architecture and assist stakeholders (internal and external) with aligning their actions to the brand	Ongoing

Performance Measures

Priority: Accessibility, Mobility and Connectivity

Goal

Increase access to city services, products, and information for both internal departments and external entities/ residents

Objective

Connect residents and businesses to training, programs, services, and resources to improve individual and community growth and sustainability

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of internal departments that engage the Department of Marketing and Communications for assistance with their marketing and communications needs (New measure for FY 2017)	0	0	11	15	4
Number of external clients that engage the Office of Marketing and Communications for assistance with their marketing and communications needs (New measure for FY 2017)	0	0	4	4	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$0	$0	$0	$1,341,112
Materials, Supplies and Repairs	$0	$0	$0	$32,609
Contractual Services	$0	$0	$0	$436,908
Equipment	$0	$0	$0	$17,825
Total	$0	$0	$0	$1,828,454

PROPOSED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $8,852 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Establish Department of Marketing and Communications** **FY 2018 $1,808,355 FTE: 15**

  Establish Office of Marketing and Communications. This transfer is part of a citywide reorganization of marketing and communications resources to more effectively promote and protect the city's brand. The Office of Marketing and Communications will collaborate with the City Manager's Office, other city departments, and city partners to provide strategic counsel, creative solutions, and timely, responsive services to engage, inform and strengthen the reputation of the City of Norfolk.

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $11,283 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $46,009 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($46,045) FTE: 0**

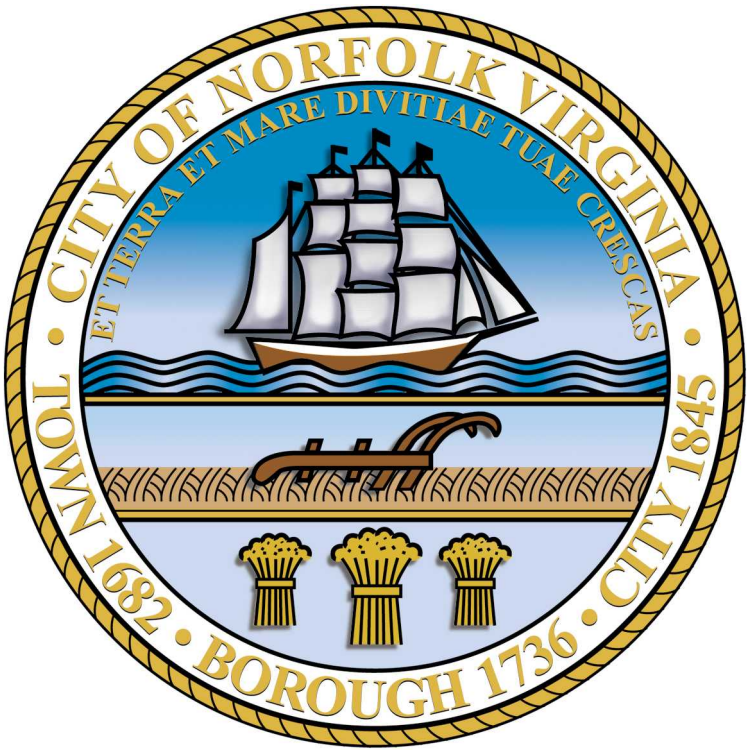
  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Office of Marketing and Communications **Total: $1,828,454 FTE: 15**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Applications Development Team Supervisor	1 17	$64,260	$104,872	0	1	1
Chief Marketing Officer	1 24	$94,656	$162,302	0	1	1
Creative Designer & Production Manager	1 12	$44,339	$72,308	0	1	1
Manager of Public Relations	1 17	$64,260	$104,872	0	4	4
Media Production Specialist	1 12	$44,339	$72,308	0	2	2
Program Supervisor	1 13	$47,823	$77,978	0	2	2
Public Information Specialist I	1 10	$37,337	$60,884	0	2	2
Public Relations Specialist	1 12	$44,339	$72,308	0	1	1
Webmaster	1 13	$47,823	$77,978	0	1	1
Total				0	15	15

Department of Law



This page intentionally left blank

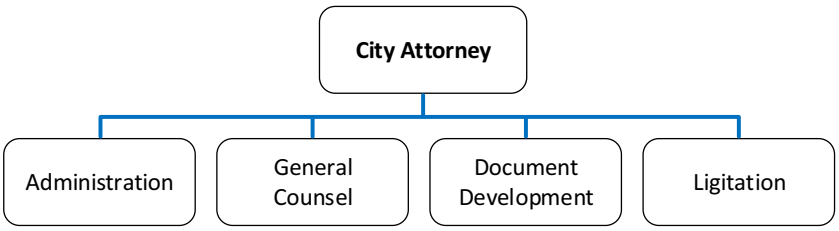
City Attorney

Mission Statement

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

Department Overview

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



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

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

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

Performance Measures

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Represent the city, School Board, Norfolk 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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of new files opened	5,658	5,198	6,000	6,000	0
Number of files closed	5,829	5,098	6,000	6,000	0
Revenue collected from suits, city appeals, and general collections	7,200,000	6,000,000	7,500,000	7,500,000	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$3,912,334	$3,978,921	$4,089,550	$4,202,422
Materials, Supplies and Repairs	$58,318	$71,627	$69,265	$69,511
Contractual Services	$158,407	$264,896	$296,365	$296,365
Department Specific Appropriation	$37,117	$24,785	$44,712	$44,712
Total	$4,166,176	$4,340,229	$4,499,892	$4,613,010

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $32,477** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Adjust City Attorney compensation plan benefits** **FY 2018 $4,041** **FTE: 0**

  Technical adjustment for the City Attorney's compensation plan as adopted by City Council. This action aligns funding with the Adopted FY 2017 Compensation Plan benefits.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 $246 FTE: 0**

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

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $34,108 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $35,806 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 $6,440 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

City Attorney **Total: $113,118 FTE: 0**

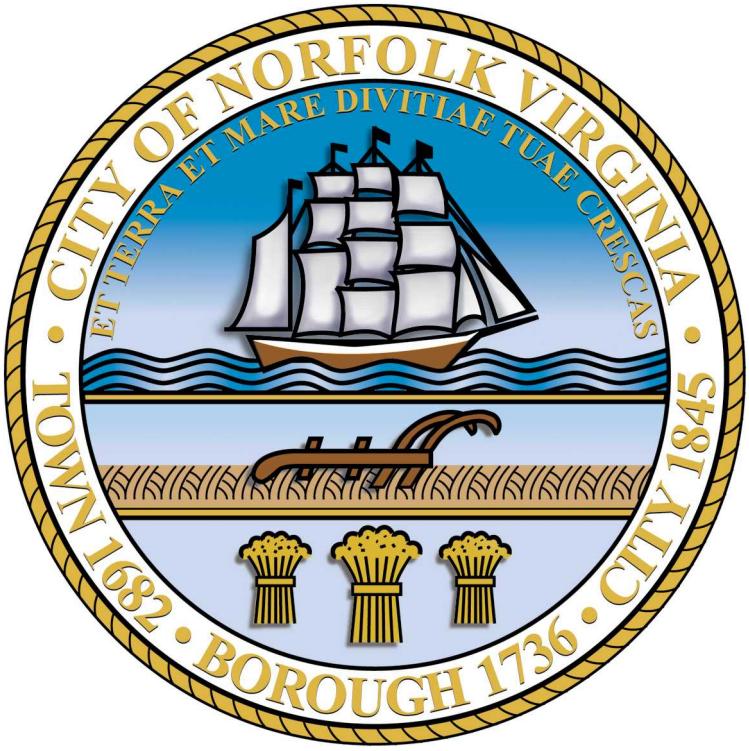
Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Assistant City Attorney I	1 16	$60,149	$98,068	3	0	3
Assistant City Attorney II	1 18	$68,697	$112,020	1	0	1
Assistant City Attorney III	1 20	$77,520	$126,409	4	0	4
Business Manager	1 13	$47,823	$77,978	1	0	1
Chief Deputy City Attorney	1 26	$112,455	$187,792	1	-1	0
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	4	-1	3
Deputy City Attorney II	1 24	$94,656	$162,302	5	0	5

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Deputy City Attorney III	1 25	$102,209	$172,706	0	2	2
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 09	$34,445	$56,161	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

Constitutional Officers



This page intentionally left blank

Commissioner of the Revenue

Mission Statement

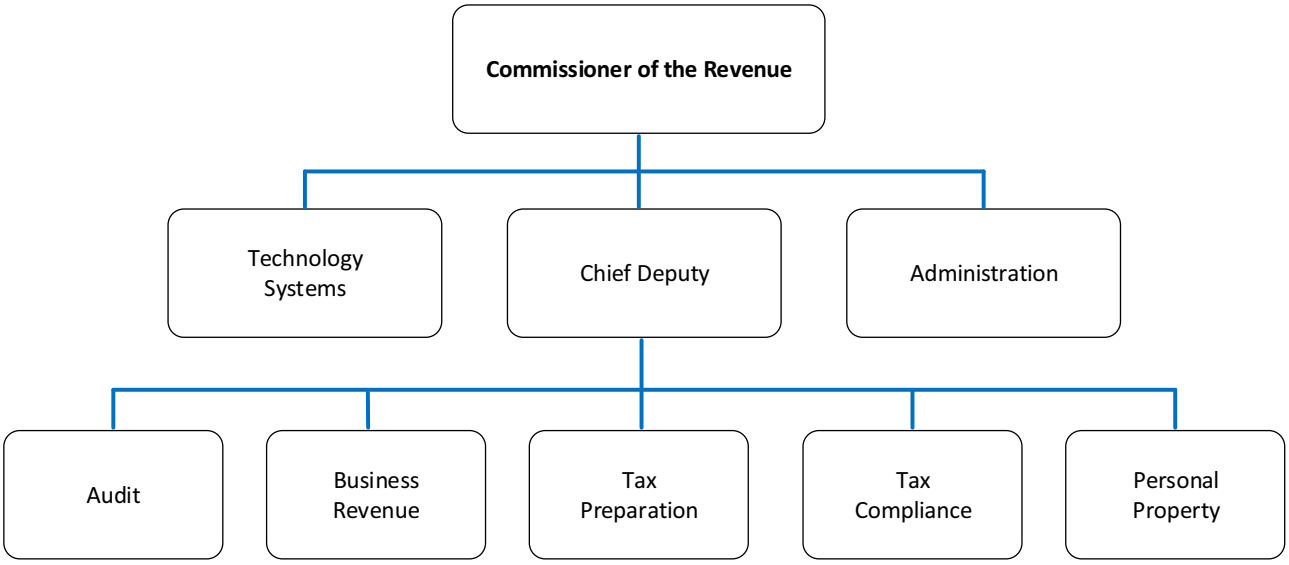
The Commissioner of the Revenue assesses various taxes pursuant to state and local law and strives to fairly and efficiently assist Norfolk residents and business owners in the following areas:

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

Department Overview

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

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



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

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

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

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract and retain business within Norfolk					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of annual business licenses	14,745	14,924	13,700	13,700	0

Priority: Lifelong Learning					
Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Increase the skill and competence of employees of the Commissioner of the Revenue Office					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants in the statewide Career Development Program for Commissioners of the Revenue	38	38	37	37	0

Priority: Accessibility, Mobility and Connectivity					
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of modules of the business portal tested and open for public use	3	4	7	7	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$2,590,776	$2,508,011	$2,703,305	$2,800,068
Materials, Supplies and Repairs	$271,336	$203,512	$234,042	$231,226
Contractual Services	$93,846	$86,810	$110,978	$110,978
Equipment	$10,525	$6,122	$2,400	$2,400
Total	$2,966,483	$2,804,455	$3,050,725	$3,144,672

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $20,961 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Adjust funds for E-ZPass** **FY 2018 ($5,100) FTE: 0**

  Technical adjustment to update department costs for the service to offer E-ZPass to residents. There is no financial impact to the city since the service is supported by proceeds from the sale of E-ZPasses. A corresponding revenue reduction has been made to match the decrease in expenditures.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Adjust costs for Fleet expenditures** **FY 2018 $2,284 FTE: 0**

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

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $21,319 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $19,210 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $35,273 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Commissioner of the Revenue **Total: $93,947 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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	$27,190	$55,059	14	-1	13
Deputy II - COR	COR 02	$34,127	$69,345	12	-1	11
Deputy III - COR	COR 03	$43,376	$78,533	8	2	10
Supervising Deputy - COR	COR 04	$55,800	$89,206	4	0	4
Total				42	0	42

City Treasurer

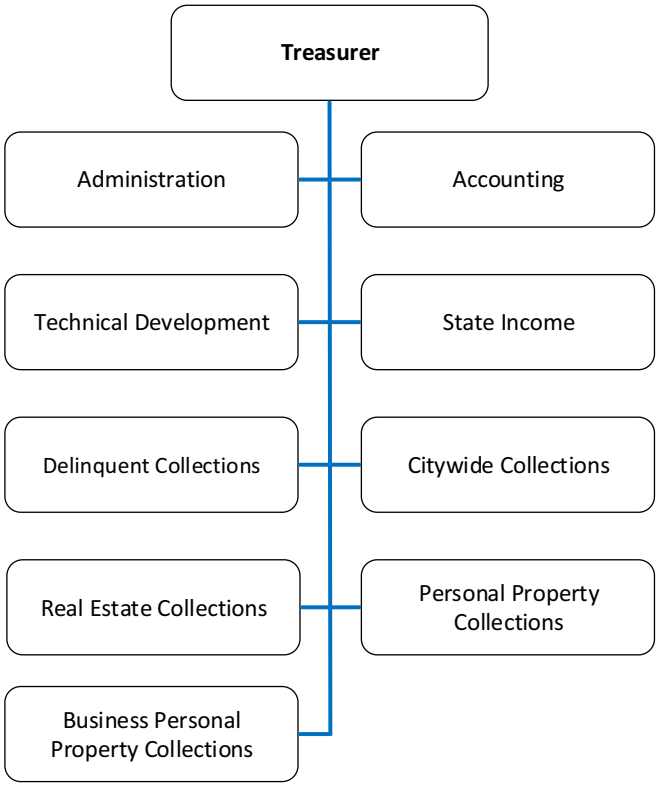
Mission Statement

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

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

Department Overview

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



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

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

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

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Attract new residents to contribute to Norfolk's economic growth					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of properties auctioned (to provide investors and developers the opportunity to grow within the city and return properties to the tax rolls)	300	311	400	400	0

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Maintain a level of performance in the collection of current revenues with a strong emphasis on increasing delinquent collections					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Personal property tax collection rate	98	99	98	98	0
Real property tax collection rate	98	99	100	100	0
Delinquent personal property tax collection rate	99	98	98	98	0
Delinquent real property tax collection rate	98	98	98	98	0

Priority: Lifelong Learning
Goal
Achieve a well-trained, qualified community workforce
Objective
Create a comprehensive short- and long-term community workforce plan outlining workforce skills needed by area employers

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of staff participating in career development to increase knowledge of city code and state code	14	11	25	25	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$1,815,781	$1,918,068	$1,929,023	$1,953,279
Materials, Supplies and Repairs	$160,034	$133,173	$175,853	$175,853
Contractual Services	$271,727	$288,386	$304,980	$304,980
Total	$2,247,543	$2,339,627	$2,409,856	$2,434,112

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $14,893** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $17,151** **FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($7,788)** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

City Treasurer **Total: $24,256** **FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant II - TR	TRO 03	$37,335	$59,689	3	0	3
Accountant III - TR	TRO 04	$49,122	$78,533	1	0	1
Accounting Manager - TR	TRO 06	$59,540	$95,182	1	0	1
Accounting Technician - TR	TRO 01	$25,177	$40,247	4	0	4
Accounting Technician Supv - TR	TRO 03	$37,335	$59,689	1	0	1
Accounting Technician, Senior - TR	TRO 02	$27,190	$43,470	12	0	12
Chief Deputy Treasurer	TRO 07	$68,817	$121,118	2	0	2
City Treasurer	TRO 08	$87,546	$139,197	1	0	1
Customer Service Representative - TR	TRO 01	$25,177	$40,247	1	0	1
Division Manager - TR	TRO 05	$52,335	$83,664	3	0	3
Fraud Investigator - TR	TRO 04	$49,122	$78,533	1	0	1
Office Manager - TR	TRO 04	$49,122	$78,533	1	0	1
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.

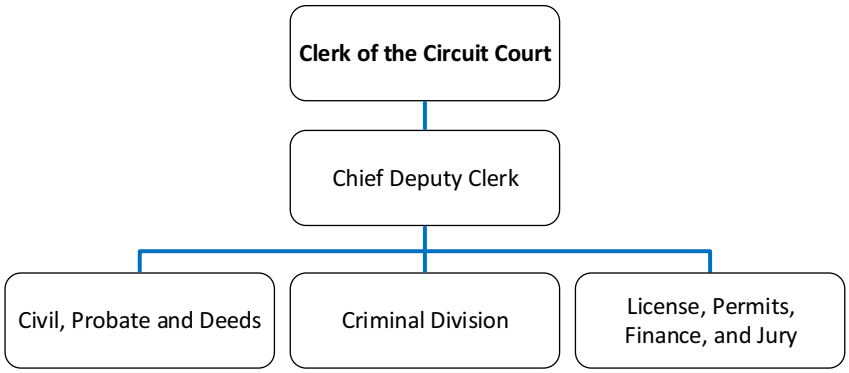
Department Overview

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

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

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

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



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

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

Performance Measures

Priority: Well-Managed Government					
Goal					
Enhance the efficiency of programs and services					
Objective					
Complete the digitization of civil case files, appeals files, and other papers held by the Clerk					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of milestones of the electronic file implementation plan achieved	45	100	100	100	0

Priority: Accessibility, Mobility and Connectivity					
Goal					
Enhance residents' access to goods and services					
Objective					
Complete implementation of the online system for Circuit Court Clerk's Office users to report service issues and make requests, and provide greater access for those who are homebound, senior citizens, and others					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of responses to reports of service issues, problems, or requests made by users	769	100	900	900	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$2,499,713	$2,448,804	$2,730,838	$2,773,034
Materials, Supplies and Repairs	$69,617	$96,570	$147,391	$147,391
Contractual Services	$306,630	$349,971	$298,087	$298,087
Equipment	$9,468	$10,019	$15,000	$15,000
Department Specific Appropriation	$0	$0	$34	$34
Total	$2,885,428	$2,905,364	$3,191,350	$3,233,546

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $19,956 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $21,446 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Update personnel expenditures** **FY 2018 $794 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Clerk of the Circuit Court **Total: $42,196 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Administrative Assistant - CC	CCC 05	$39,001	$65,658	4	0	4
Administrative Manager - CC	CCC 07	$55,800	$89,206	1	0	1
Applications Manager - CC	CCC 09	$68,817	$121,118	1	0	1
Cashier - CC	CCC 02	$29,323	$46,880	2	0	2
Chief Deputy Circuit Court	CCC 09	$68,817	$121,118	1	0	1
Clerk of the Circuit Court	CCC 10	$87,546	$139,197	1	0	1
Comptroller - CC	CCC 08	$59,540	$95,182	1	0	1
Deputy Clerk I - CC	CCC 01	$25,917	$41,431	13	-1	12
Deputy Clerk II - CC	CCC 02	$29,323	$46,880	11	1	12
Deputy Clerk III - CC	CCC 03	$31,698	$50,672	5	0	5
In Court Clerk - CC	CCC 04	$35,455	$56,678	6	0	6
Supervising Deputy Clerk - CC	CCC 07	$55,800	$89,206	3	0	3
Total				49	0	49

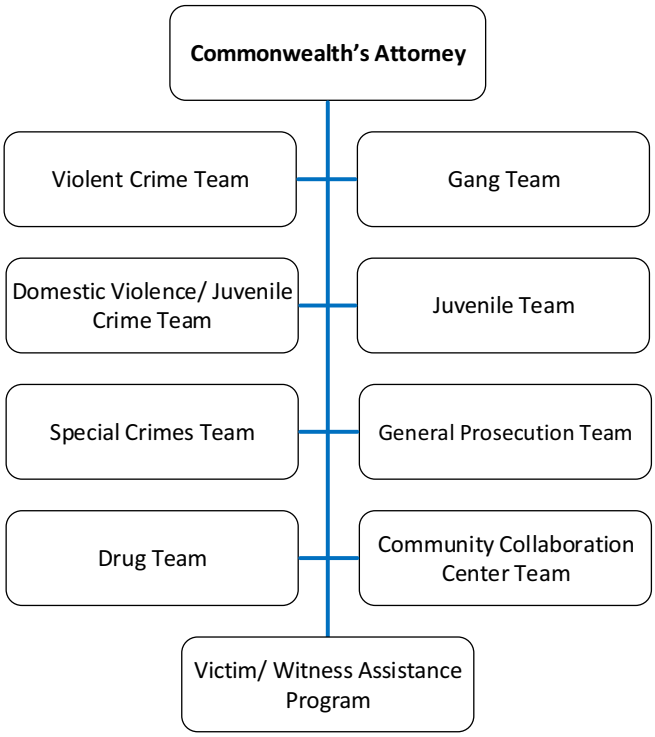
Commonwealth's Attorney

Mission Statement

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

Department Overview

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



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

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

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

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities

Goal

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

Objective

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 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Total compensation awarded to victims who received reimbursement from CICF	111,542	160,297	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 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of defendants participating in Drug Court	29	45	73	73	0
Number of defendants participating in Mental Health docket	20	20	53	53	0
Number of new participants in the Offender Re-Entry docket	12	12	35	35	0

Priority: Well-Managed Government					
Goal					
Enhance the efficiency of programs and services					
Objective					
Integrate and streamline technology and office practices to create a paperless environment, while keeping with the advancements of local, state, and federal courts					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of legal documents filed electronically with various courts	10	14	10	10	0
Percent of documents used electronically with defense attorneys regarding criminal cases	95	95	95	95	0

Priority: Lifelong Learning					
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of youth who complete the Virginia Rules program	1,746	3,468	672	672	0
Number of volunteers qualified to teach Virginia Rules Program	60	10	29	29	0
Objective					
Host law school students as legal interns and criminal justice or social work college majors as victim/witness advocate interns to encourage interest in a career in public service while providing project support to employees					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of legal interns	14	10	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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of scheduled in-house training meetings (two scheduled per month)	24	24	24	24	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$5,099,805	$5,061,176	$5,065,464	$5,301,859
Materials, Supplies and Repairs	$243,599	$256,170	$242,190	$258,500
Contractual Services	$124,298	$79,601	$104,855	$91,955
Equipment	$18,089	$23,577	$60,889	$27,789
Total	$5,485,790	$5,420,524	$5,473,398	$5,680,103

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$1,041,247	Asset Forfeiture	16
		Department of Criminal Justice Victim/Witness Assistance	
		Domestic Violence Victim Fund - advocate grant	
		Victim Witness Domestic Violence Prosecution	
		Violence Against Women Prosecutor Grant	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $48,097 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Support additional city-funded attorney position** **FY 2018 $71,328 FTE: 1**

  Provide funds to support an additional city-funded Assistant Commonwealth's Attorney II position. The office has realized a reduction of six state-funded attorney positions since 2014, as a result of the State Compensation Board's Position Reallocation Policy. The city-funded position will allow the office to continue supporting safe, healthy, and inclusive communities in Norfolk.

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

- **Remove one-time funds for case management system enhancement** **FY 2018 ($35,100) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for case management system enhancements, which included additional storage, an electronic subpoena module, and the ability to interface with the Police records management system.

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

- **Adjust costs for Fleet expenditures** **FY 2018 $5,410 FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $57,185 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $13,358 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $46,427 FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Commonwealth's Attorney **Total: $206,705 FTE: 1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Assistant Commonwealth's Attorney I	CWA 09	$58,610	$93,191	7	0	7
Assistant Commonwealth's Attorney II	CWA 10	$65,528	$104,187	9	1	10
Assistant Commonwealth's Attorney III	CWA 11	$74,618	$118,643	8	0	8
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	$40,509	$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	8	0	8
Victim / Witness Coordinator	CWA 02	$34,125	$54,554	1	0	1
Total				58	1	59

Sheriff and Jail

Mission Statement

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

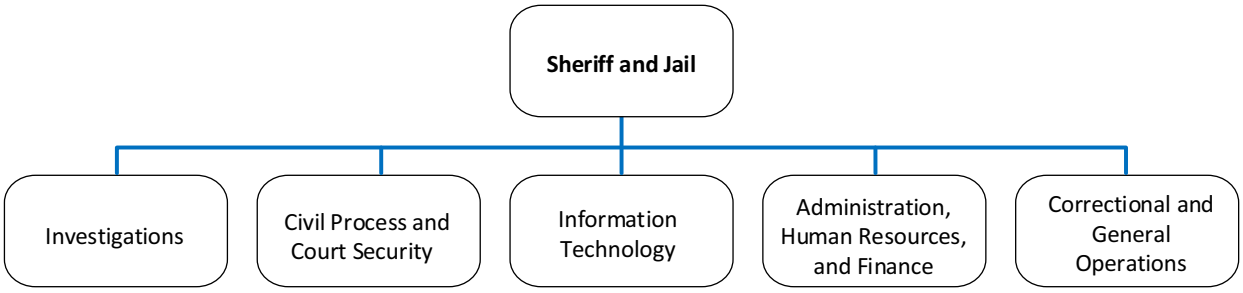
Department Overview

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

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

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

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



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

By performing its core public safety functions, the Norfolk Sheriff's Office supports the Safe, Healthy and Inclusive Communities priority. Recent initiatives also support Economic Vitality and Workforce Development, Well-Managed Government, and Lifelong Learning. Actions undertaken include the following:

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

Performance Measures

Priority: Economic Vitality and Workforce Development

Goal

Diversify and strengthen Norfolk's economic base

Objective

Eliminate barriers to employment

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of graduates from jail programming (GED, Life Skills, Reentry, and Cognitive Behavior training)	355	410	475	475	0

Priority: Well-Managed Government

Goal

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

Objective

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

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Percent of eligible inmates participating in jail programs	24	23	30	30	0
Number of bed-nights in jail cells made available for more serious offenders by use of electronic monitoring for eligible offenders	8,388	7,706	12,000	12,000	0
Total dollar value to the city of work performed through the Sheriff's Inmate Workforce and jail costs savings from Electronic Monitoring Program	1,678,032	1,843,532	1,950,000	1,950,000	0
Total number of labor hours provided by Sheriff's Inmate Workforce to perform city services	171,100	99,539	200,000	200,000	0

Priority: Lifelong Learning					
Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of offenders placed in paying jobs within the business community	142	198	200	200	0
Total number of vocational training hours for offenders	171,100	99,539	200,000	200,000	0
Number of city landscaping sites maintained by inmate work crews in partnership with Recreation, Parks, and Open Space	216	216	216	216	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$25,298,485	$25,124,717	$26,575,461	$26,940,701
Materials, Supplies and Repairs	$7,100,042	$6,946,677	$7,882,995	$7,995,192
Contractual Services	$599,810	$562,430	$499,584	$499,584
Equipment	$706,004	$455,517	$385,258	$385,258
Department Specific Appropriation	$5,756,590	$5,764,860	$5,844,584	$5,935,834
Total	$39,460,930	$38,854,201	$41,187,882	$41,756,569

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$1,569,425	Inmate Commissary Account	15
		Sheriff's Community Correction Program	
		State Criminal Alien Assistance Program	
		U.S Marshal Service	

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $230,805** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Support one-time bonus for sworn Sheriff employees** **FY 2018 $329,409** **FTE: 0**

  Support one-time compensation bonus for sworn Sheriff employees, effective July 2017. Sworn employees with at least one year of employment are eligible to receive the bonus. Eligible employees with less than five years of employment will receive a $500 bonus, employees with five to nine years of employment will receive a $1,000 bonus, and employees with ten years or more of employment will receive a $1,500 bonus.

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

- **Fund maintenance and support cost for jail security system** **FY 2018 $88,527** **FTE: 0**

  Technical adjustment to provide additional funds for jail security system maintenance and support. This action will provide additional funds required for ongoing maintenance and support of the new door controller, camera, and recording system.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Adjust funds for medical expenditures** **FY 2018 $50,738** **FTE: 0**

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

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

- **Support regional jail per diem increase** **FY 2018 $91,250** **FTE: 0**

  Technical adjustment to provide funds for a per diem rate increase for the Hampton Roads Regional Jail (HRRJ). The HRRJ per diem rate will increase by one dollar, from $64 to $65 in FY 2018. The city's contractual agreement is to pay per diem costs for 250 inmates per month. This increase equates to $91,250 for FY 2018.

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

- **Transfer funds for mental health transport services** **FY 2018 ($140,000)** **FTE: 0**

  Transfer personnel cost from the Norfolk Sheriff's Office to the Norfolk Police Department for the transition of mental health transportation services from the Sheriff's Office to the Police Department. A corresponding adjustment can be found in the Norfolk Police Department.

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

- **Adjust costs for Fleet expenditures** **FY 2018 ($27,068) FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $238,899 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $584 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 ($294,457) FTE: -28**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect FY 2017 reduction in state compensation board approved positions. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Sheriff and Jail **Total: $568,687 FTE: -28**

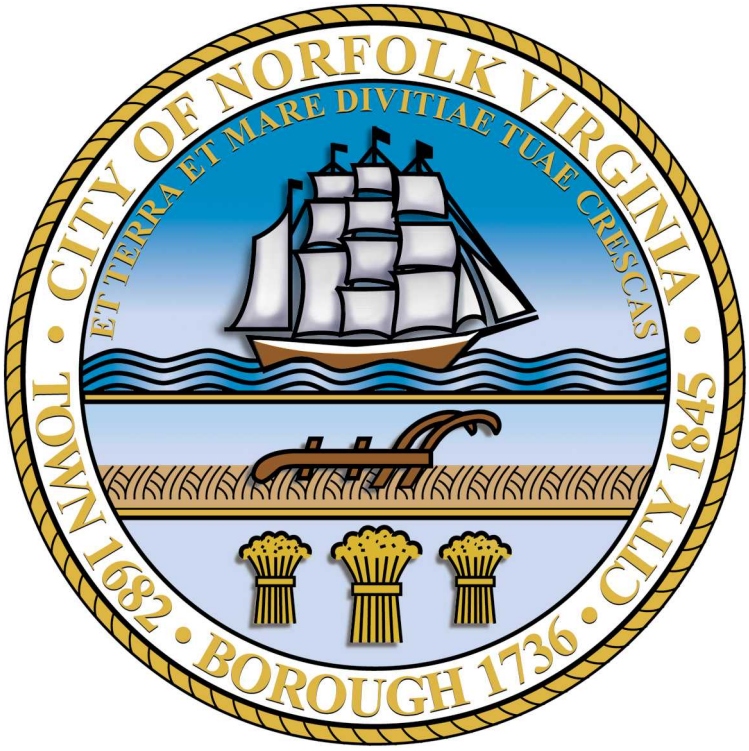
Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Assistant Inmate Classification Manager	SHC 11	$42,998	$68,351	2	2	4
Assistant Procurement Specialist	SHC 09	$36,420	$57,895	3	-1	2
Corrections Director	SHC 16	$53,808	$85,538	3	1	4
Deputy Sheriff	SHF 02	$33,637	$52,827	264.8	-32	232.8
Deputy Sheriff (Captain)	SHF 06	$51,580	$81,351	12	0	12
Deputy Sheriff (Colonel)	SHF 09	$65,529	$103,525	1	0	1
Deputy Sheriff (Corporal)	SHF 03	$36,974	$58,130	35	-1	34
Deputy Sheriff (Lieutenant Colonel)	SHF 08	$62,461	$98,647	3	1	4
Deputy Sheriff (Lieutenant)	SHF 05	$44,707	$70,422	18	0	18
Deputy Sheriff (Major)	SHF 07	$54,105	$85,370	6	1	7

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Deputy Sheriff (Master)	SHF 02	$33,637	$52,827	41	1	42
Deputy Sheriff (Sergeant)	SHF 04	$42,630	$67,121	14	3	17
Education Program Manager	SHC 11	$42,998	$68,351	4	-3	1
Education Programs Specialist	SHC 10	$39,001	$61,997	0	2	2
Electronic Surveillance Supervisor	SHC 07	$33,691	$53,555	2	0	2
Grievance Coordinator	SHC 10	$39,001	$61,997	1	0	1
Human Resources & Budget Director	SHC 14	$49,775	$79,127	1	0	1
Information Technology Systems Director	SHC 17	$60,141	$96,143	1	1	2
Inmate Classification Manager	SHC 13	$47,406	$75,358	6	-4	2
Inmate Classification Specialist	SHC 10	$39,001	$61,997	7	3	10
Inmate Rehabilitation Coord	SHC 12	$44,880	$71,910	1	3	4
Legal Counsel	SHC 15	$51,247	$81,470	1	-1	0
Microcomputer Systems Analyst - SC	SHC 08	$35,375	$56,233	5	-1	4
Network Engineer - SC	SHC 16	$53,808	$85,538	1	-1	0
Payroll and Benefits Coordinator	SHC 08	$35,375	$56,233	0	1	1
Procurement Specialist - SC	SHC 10	$39,001	$61,997	2	1	3
Public Affairs Officer	SHC 11	$42,998	$68,351	1	1	2
Records Clerk	SHC 02	$25,140	$39,964	1	0	1
Secretary I	SHC 03	$27,717	$44,060	3	0	3
Secretary II	SHC 05	$30,558	$48,575	32.3	-4	28.3
Secretary to the Sheriff	SHC 06	$32,086	$51,005	1	0	1
Sheriff	SHC 18	$87,546	$139,197	1	0	1
Work Release Crew Supervisor	SHF 01	$32,703	$51,342	1	-1	0
Total				475	-28	447

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 without regard to personal considerations in an efficient and professional manner.

Department Overview

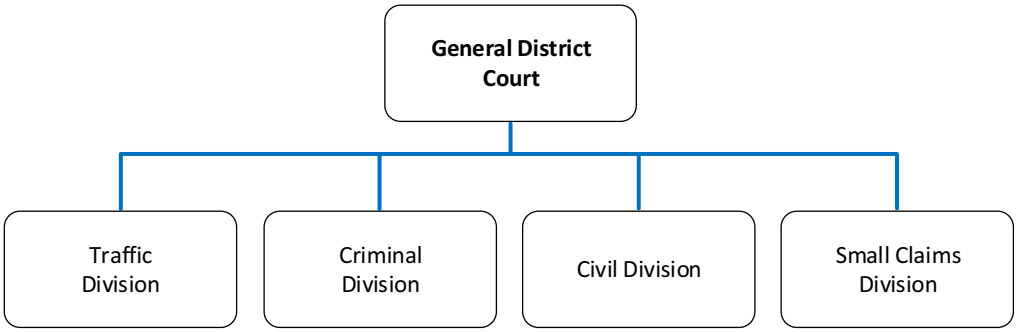
The Norfolk General District Court has four divisions: Criminal, Civil, Small Claims and Traffic.

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

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

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

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



Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Materials, Supplies and Repairs	$22,356	$35,866	$18,226	$28,901
Contractual Services	$180,985	$132,703	$248,516	$237,841
Equipment	$6,926	$269	$1,000	$1,000
Total	$210,267	$168,838	$267,742	$267,742

*No proposed budget actions for FY 2018.

Juvenile and Domestic Relations Court

Mission Statement

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

Department Overview

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

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

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

Ongoing Actions	Status
Continue implementing the scanning of all case types, in order to begin making progress toward becoming paperless on said files	Ongoing
Continue implementation of e-filing, which will allow attorneys, as well as state and city agencies, to file case documents electronically with the court	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Provide court services for juvenile and domestic relations cases					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of new cases heard	18,020	17,862	28,000	28,000	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Materials, Supplies and Repairs	$20,687	$30,738	$30,074	$30,074
Contractual Services	$22,816	$29,462	$33,781	$33,781
Equipment	$17,115	$16,874	$15,938	$15,938
Total	$60,619	$77,074	$79,793	$79,793

*No proposed budget actions for FY 2018.

Circuit Court Judges

Mission Statement

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

Department Overview

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

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

Ongoing Actions	Status
Maintain number of cases heard	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Preserve the rule of law and protect the rights and liberties guaranteed by the United States and Virginia Constitutions. Ensure that residents who appear before the court are provided a forum for the just resolution of disputes					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of cases heard	20,700	24,896	21,300	21,300	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$664,205	$624,757	$689,937	$712,233
Materials, Supplies and Repairs	$5,425	$9,023	$3,538	$3,538
Contractual Services	$6,431	$3,855	$5,512	$5,512
Equipment	$1,335	$2,043	$2,037	$2,037
Department Specific Appropriation	$0	$78,500	$78,500	$78,500
Total	$677,395	$718,178	$779,524	$801,820

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$383,500	Adult Drug Treatment Court	5
		Vivitrol Drug Treatment Grant	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $5,947 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $6,377 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $12,616** **FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 ($2,644)** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Circuit Court Judges **Total: $22,296** **FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Legal Assistant	1 11	$40,805	$66,586	1	0	1
Legal Secretary II	1 09	$34,445	$56,161	3	0	3
Management Services Administrator	1 18	$68,697	$112,020	1	0	1
Total				5	0	5

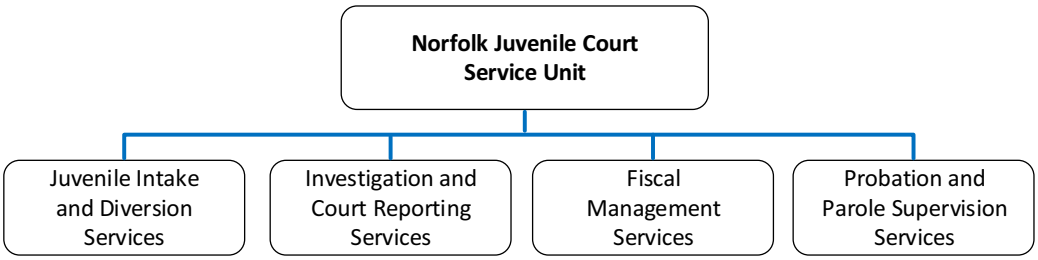
Norfolk Juvenile Court Service Unit

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. While providing an array of services, community-based collaborations and referral linkages are recognized through partnerships with state and local agencies, as well as private sector service providers.



Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families through the provision of an array of programs and services					
Objective					
Divert from Department of Juvenile Justice those youth who are more appropriately served by other partners					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of all intakes diverted from court	4	19	20	20	0

Priority: Well-Managed Government					
Goal					
Develop, recruit and retain talented and engaged employees to meet current and future workplace needs					
Objective					
Provide adequate and appropriate training to equip staff to deal with the demands of working with a challenging population					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of probation and parole staff trained in evidence based programming	100	100	90	90	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Materials, Supplies and Repairs	$8,210	$7,890	$8,355	$8,355
Contractual Services	$140,681	$147,512	$157,496	$158,522
Equipment	$320	$94	$373	$373
Total	$149,210	$155,496	$166,224	$167,250

Proposed FY 2018 Budget Actions

- **Fund rent increase at Little Creek and JANAF facilities** **FY 2018 $1,026 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. FY 2018 projected rent costs will increase from $115,574 to $118,492. The Adopted FY 2017 budget for contractual rent expenditures is $117,446, resulting in an increase of $1,026.

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

- **Update personnel expenditures** **FY 2018 $0 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Norfolk Juvenile Court Service Unit **Total: $1,026 FTE: 0**

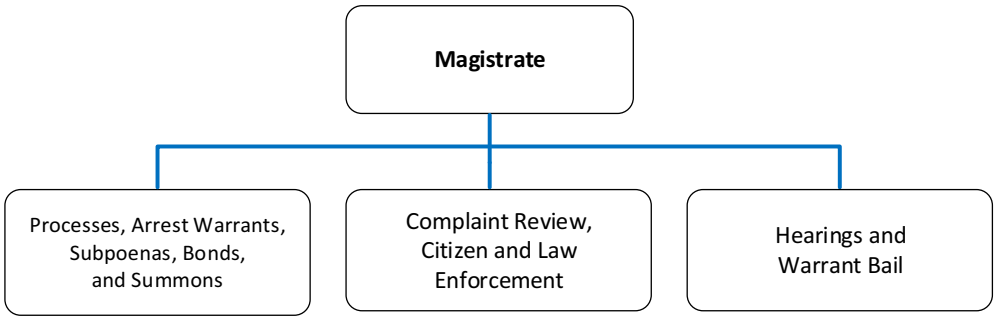
MAGISTRATE

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

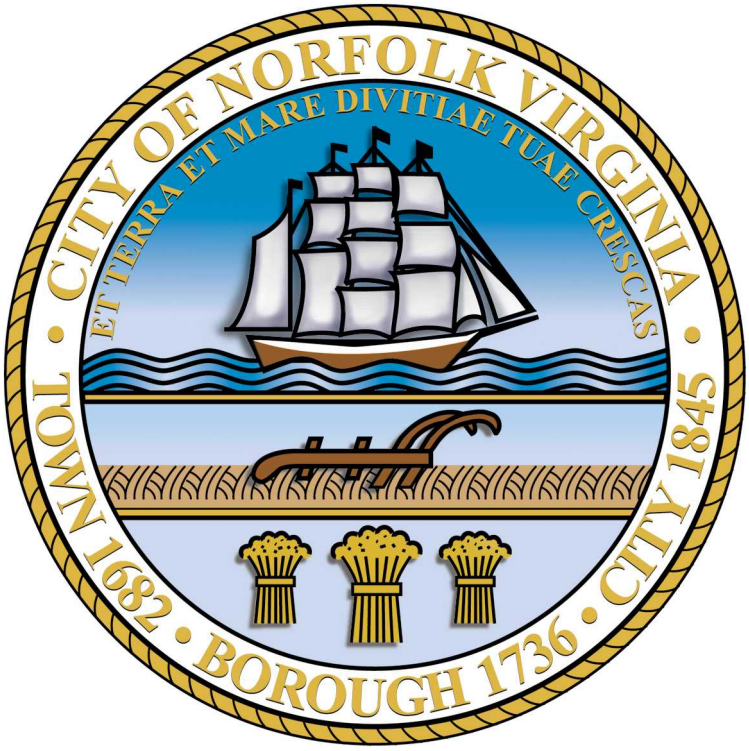
	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$9,915	$5,949	$7,932	$7,932
Materials, Supplies and Repairs	$1,832	$1,986	$2,224	$2,224
Contractual Services	$1,387	$1,272	$1,282	$1,282
Total	$13,134	$9,207	$11,438	$11,438

* The City of Norfolk provides a personnel supplement for the Office of the Magistrate. As employees retire or leave, per Code of Virginia, the city is no longer required to provide this support.

*No proposed budget actions for FY 2018.

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

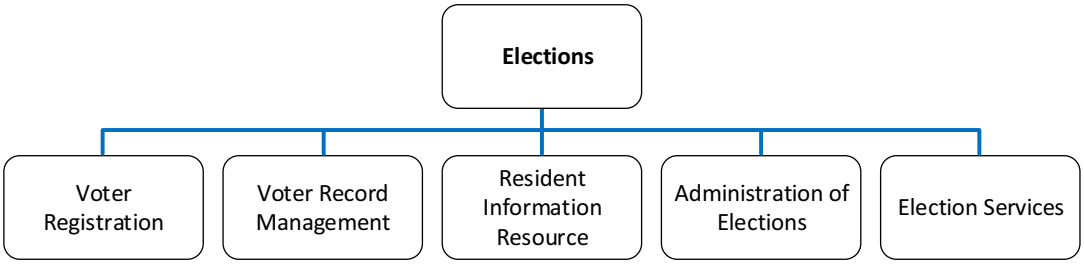
Elections

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 115,000 registered voters, coordinates voter registration activities and voter education programs, supervises over 900 Officers of Election, oversees candidate filing procedures, and audits campaign finance reports. Additionally, the office administers general, primary, special elections, and recounts on behalf of the Norfolk Electoral Board.



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

Elections primarily supports the Well-Managed Government priority area through the following actions:

Ongoing Actions	Status
Promote online voter registration	Ongoing
Communicate election information, changes to polling locations, and voter identification requirements on webpage	Ongoing

Performance Measures

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Maintain accurate voter registration records					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of transactions initiated by voter request processed (increases in FY 2016 and FY 2017 due to 2016 presidential primaries and election)	41,093	72,098	100,000	100,000	0
Number of elections administered in accordance with state and federal laws	3	4	2	2	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$492,862	$506,522	$555,799	$542,111
Materials, Supplies and Repairs	$23,046	$49,770	$96,305	$76,305
Contractual Services	$174,175	$276,314	$243,882	$243,882
Total	$690,083	$832,606	$895,986	$862,298

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $3,466** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Remove one-time funding provided for additional elections** **FY 2018 ($20,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the general election of Virginia Senate and House of Delegates representatives, 2016 Presidential Primary, U.S. House of Representatives Primary election, and the city's general elections for the Mayor, City Council, and School Board Members.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $4,286 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Adjust required contribution to the city's retirement system** **FY 2018 ($10,680) FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Update personnel expenditures** **FY 2018 ($10,760) FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

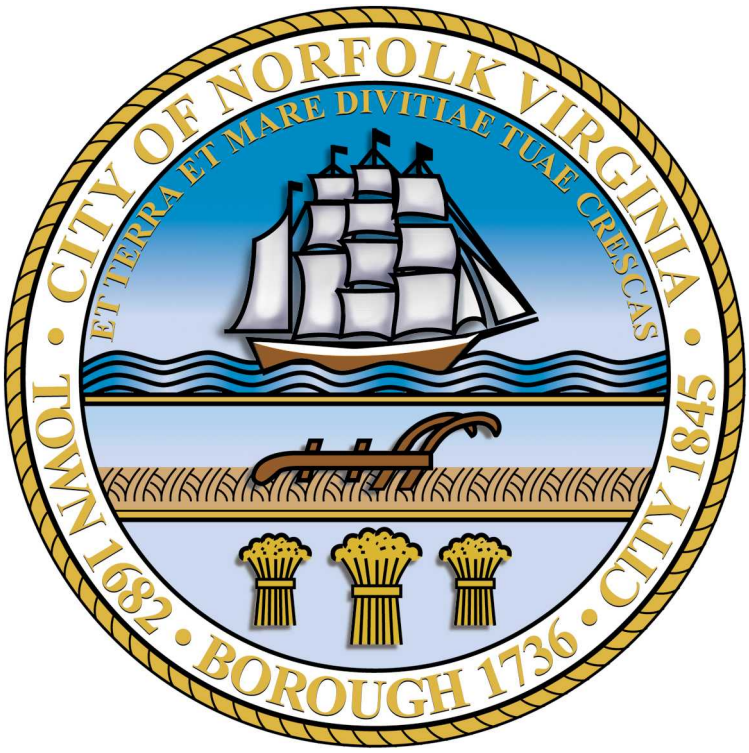
Elections **Total: ($33,688) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Deputy Registrar / Elections Administrator	1 11	$40,805	$66,586	1	0	1
Director of Elections	1 22	$85,068	$143,055	1	0	1
Election Assistant I	1 02	$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, Senior	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 a well-managed government and engaged residents.

Department Overview

The Department of Information Technology serves two primary functions:

- The first function, an essential driver of the city's well-managed government initiative, is to continually improve the delivery of city services through technology.

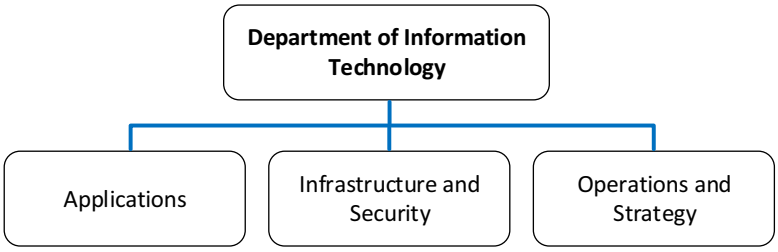
- The second function is to build and promote an engaged community. This is accomplished by delivering effective technology services that connect residents to their city government and encourage resilience.

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 cyber security policies and standards to protect data and technology resources for use by city staff and residents.

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



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

The Department of Information Technology supports the priority areas of Well-Managed Government; Safe, Healthy and Inclusive Communities; Lifelong Learning; and Accessibility, Mobility and Connectivity. Actions in place to achieve the long term goals of increasing access to city services and information, enhancing efficiency of programs and services, and enhancing the vitality and marketability of Norfolk's neighborhoods include the following:

Ongoing Actions	Status
Develop and implement technology initiatives that improve access for external clients (businesses, visitors and residents) to both the Internet and data collected and/or generated by the city	Ongoing
Refresh and develop technological infrastructure, by June 30, 2017, and deliver enterprise business applications and support solutions to internal clients (departments and city leaders) to facilitate a well-managed government	Ongoing

Performance Measures

Priority: Well-Managed Government					
Goal					
Increase access to city services, products, and information for both internal departments and external entities/ residents					
Objective					
Optimize use of products and services to enhance the capacity of city staff					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of city staff indicating they are either satisfied or very satisfied with products and services (New measure in FY 2017)	0	0	80	80	0

Priority: Accessibility, Mobility and Connectivity					
Goal					
Increase access to city services, products, and information for both internal departments and external entities/ residents					
Objective					
Connect residents and businesses to training, programs, services, and resources to improve individual and community growth and sustainability					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of Norfolk residents with broadband access (New measure in FY 2017)	0	0	60	65	5
Number of unique users of open data applications (New measure in FY 2017)	0	0	90,000	92,000	2,000

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$9,049,708	$8,894,069	$9,391,646	$8,251,160
Materials, Supplies and Repairs	($1,251,304)	($1,261,548)	$407,935	($46,698)
Contractual Services	$3,955,617	$4,795,558	$3,828,480	$4,335,840
Equipment	$88,575	$25,595	$32,075	$60,000
Total	$11,842,596	$12,453,674	$13,660,136	$12,600,302

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$34,180	NEXTEL Frequency Rebanding Agreement	0

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $61,461 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Support Microsoft Office software licensing** **FY 2018 $850,000 FTE: 0**

  Provide funds for Microsoft Office licenses based on the anticipated number of licenses installed in FY 2018. This expense was previously funded with short-term debt.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Purchase electronic voting machines** **FY 2018 $60,000 FTE: 0**

  Provide one-time funds for the purchase of electronic voting machines to be installed in City Council Chambers. This enhancement will allow for technological advancements to the City Council Chambers that are in accordance with industry standards.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Support maintenance for citywide systems** **FY 2018 $219,189 FTE: 0**

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

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Transfer Bureau of Communications** **FY 2018 ($1,808,355)** **FTE: -18**

  Technical adjustment to transfer Bureau of Communications to the newly created Office of Marketing and Communications. This transfer is part of a citywide reorganization of marketing and communications resources to more effectively promote and protect the city's brand. The Office of Marketing and Communications will collaborate with the City Manager's Office, other city departments, and city partners to provide strategic counsel, creative solutions, and timely, responsive services to engage, inform and strengthen the reputation of the City of Norfolk.

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

- **Transfers GIS Team Supervisor position** **FY 2018 $81,721** **FTE: 1**

  Technical adjustment to transfer all personnel costs for the Geographic Information System (GIS) Team Supervisor position from the Office of Resilience to the Department of Information Technology. A corresponding adjustment can be found in the Office of Resilience.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Fund software maintenance for scheduling system** **FY 2018 $79,600** **FTE: 0**

  Technical adjustment to provide funds to support the Police Officer Scheduling System software (POSS) subscription. The Norfolk Police Department implemented a new scheduling system in FY 2017.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Support audit software maintenance** **FY 2018 $1,729** **FTE: 0**

  Technical adjustment to provide funds for audit software maintenance and support. The software automates the work flow of audit workpapers, provides risk assessment data, monitors audit teams results, manages the governance of the audit process, enhances communication with the auditees, and provides on demand reporting.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($417,753)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for time and attendance monitoring software costs. One-time funds provided in FY 2017 completed the implementation of the time and attendance monitoring software.

  Priority Area(s) Met: Well-Managed Government

- **Reduce infrastructure network equipment maintenance expenses** **FY 2018 ($100,000)** **FTE: 0**

  Technical adjustment to reduce annual expenses for the city's infrastructure network equipment. In FY 2017 the city began to maintain the infrastructure network equipment in-house thereby reducing the cost of maintenance and support expenses.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Adjust telephone maintenance contract** **FY 2018 ($120,000) FTE: 0**

  Technical adjustment to reduce maintenance costs associated with the Avaya telephone system. Telephone maintenance needs will be handled internally by the department.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Adjust costs for Fleet expenditures** **FY 2018 ($4,771) FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $65,838 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 ($4,176) FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($24,317) FTE: 1**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment and the addition of a Database Administrator. These are routine actions which occur at the beginning of the budget cycle.

Information Technology **Total: ($1,059,834) FTE: -16**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Applications Analyst	1 14	$52,020	$86,041	1	0	1
Applications Development Team Supervisor	1 17	$64,260	$104,872	6	0	6
Assistant Director	1 21	$80,963	$134,732	2	-1	1
Bureau Manager	1 18	$68,697	$112,020	1	-1	0
Business Manager	1 13	$47,823	$77,978	1	0	1
Chief Information Officer	1 25	$102,209	$172,706	1	0	1
Chief Marketing Officer	1 24	$94,656	$162,302	1	-1	0
Database Administrator	1 16	$60,149	$98,068	3	1	4
Geographic Information Systems Specialist II	1 12	$44,339	$72,308	1	0	1
Geographic Information Systems Team Supervisor	1 16	$60,149	$98,068	1	1	2
Information Technology Specialist	1 09	$34,445	$56,161	3	0	3
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	0	1	1
Manager of Broadcast Services	1 16	$60,149	$98,068	1	-1	0
Manager of Public Relations	1 17	$64,260	$104,872	2	-2	0
Manager of Publications & Direct Communications	1 16	$60,149	$98,068	1	-1	0
Media Production Specialist	1 12	$44,339	$72,308	2	-2	0
Microcomputer Systems Analyst	1 13	$47,823	$77,978	1	0	1
Microcomputer Systems Analyst, Senior	1 14	$52,020	$86,041	5	0	5
Network Engineer I	1 10	$37,337	$60,884	1	0	1
Network Engineer II	1 14	$52,020	$86,041	3	-1	2
Network Engineer III	1 16	$60,149	$98,068	4	0	4
Network Engineer IV	1 18	$68,697	$112,020	3	0	3
Network Security Engineer	1 17	$64,260	$104,872	2	0	2
Program Supervisor	1 13	$47,823	$77,978	2	-2	0
Programmer/Analyst III	1 13	$47,823	$77,978	9	0	9
Programmer/Analyst IV	1 14	$52,020	$86,041	15	-2	13
Programmer/Analyst V	1 16	$60,149	$98,068	11	-1	10
Project Manager	1 14	$60,149	$98,068	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Public Information Specialist I	1 10	$37,337	$60,884	1	-1	0
Public Information Specialist II	1 11	$40,805	$66,586	1	-1	0
Radio Communications Systems Analyst, Senior	1 12	$44,339	$72,308	4	0	4
Radio Communications Systems Supervisor	1 14	$52,020	$86,041	1	0	1
Radio Communications Systems Technician	1 08	$31,804	$51,864	1	0	1
Services & Support Supervisor	1 16	$60,149	$98,068	2	0	2
Software Analyst	1 13	$47,823	$77,978	3	-1	2
Technology Manager	1 20	$77,520	$126,409	3	0	3
Webmaster	1 13	$47,823	$77,978	2	-1	1
Total				106	-16	90

Finance

Mission Statement

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

Department Overview

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

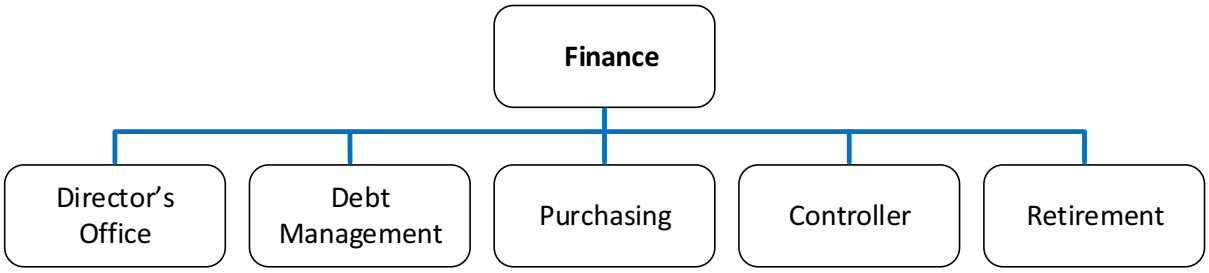
Director's Office: Provides management direction and administrative oversight for the department, participates in the planning of major economic and financing initiatives, and has oversight of a complex range of debt financing and risk management functions.

Controller: Provides accounting and financial reporting services for the city including the preparation of the Comprehensive Annual Financial Report (CAFR), Comparative Cost Report and the Indirect Cost Allocation Plan, processes payroll for the city, administers accounts payable and miscellaneous accounts receivable functions for the city, and manages the cash and investments of the city.

Retirement: Provides administration and management of Norfolk Employee's Retirement System (NERS), administrative services to the system's Board of Trustees, and customer service to the city's retirees.

Purchasing: Provides purchasing and material management functions to support the city's needs.

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



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

The Department of Finance primarily supports the Well-Managed Government priority area. Actions in place to achieve the long-term goals of achieving a reputation both internally and externally as a well-managed government and enhancing the efficiency of programs and services include the following:

Ongoing Actions	Status
Prepare financial reports that are accessible, accurate, and timely to support the decision-making processes, compliance with regulatory requirements, and customer and stakeholder informational interests	Ongoing
Streamline the procurement process to improve efficiency	Ongoing
Implement and execute cost-effective financings for capital needs on a timely basis, including the evaluation of financing strategies to positively effectuate the capital financing plan	Ongoing
Maximize revenue for which Finance provides collection services (e.g. ambulance billing)	Ongoing
Reduce costs, improve services and increase efficiency, increase focus on converting vendors that receive the most checks from the city to electronic payments	Ongoing
Reduce costs and increase efficiency of retirement and payroll	Ongoing
Increase communication and interactive outreach and education	Ongoing
Create a well-managed government by identifying, developing, and implementing training programs and policies to promote effective controls	Ongoing

Performance Measures

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Promote strong financial management					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Maintain an unqualified audit opinion for the city's Comprehensive Annual Financial Report (CAFR)	Yes	Yes	Yes	Yes	N/A
Achieve Certification of Financial Reporting Excellence by Governmental Finance Officer's Association (GFOA)	Yes	Yes	Yes	Yes	N/A
Maintain bond rating of Aa2/AA/AA+	Yes	Yes	Yes	Yes	N/A

Priority: Well-Managed Government					
Goal					
Enhance the efficiency of programs and services					
Objective					
Integrate and streamline technology and business practices to improve service delivery					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of payments which are processed electronically	2	2	60	60	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$2,894,286	$3,325,578	$3,607,105	$4,065,010
Materials, Supplies and Repairs	$77,244	$70,548	$68,159	$68,159
Contractual Services	$837,790	$850,959	$771,670	$796,864
Equipment	$11,157	$24,234	$1,600	$1,600
Total	$3,820,478	$4,271,319	$4,448,534	$4,931,633

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $27,844** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Well-Managed Government

- **Increase support for external audit contract** **FY 2018 $30,194** **FTE: 0**

  Technical adjustment to provide additional funds for the contractual increase related to the external audit contract. The increase is due to annual contractual fee adjustments from a new audit contract.

  Priority Area(s) Met: Well-Managed Government

- **Remove one-time funds for retirement readiness program** **FY 2018 ($5,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for a retirement readiness program offered through the International City/County Management Association (ICMA).

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $31,121** **FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $131,249 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2018 $267,691 FTE: 9.3**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment; the addition of an Accountant II, two Accountant III's, an Administrative Assistant, a Buyer II, a Collection Coordinator, a Payroll Administrator, and a Program Manager. The update is part of a departmental re-organization to improve efficiency and strengthen internal controls. These are routine actions which occur at the beginning of the budget cycle.

Finance **Total: $483,099 FTE: 9.3**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant I	1 11	$40,805	$66,586	4	0	4
Accountant II	1 12	$44,339	$72,308	1	1	2
Accountant III	1 13	$47,823	$77,978	1	2	3
Accountant IV	1 14	$52,020	$86,041	3	1	4
Accountant V	1 16	$60,149	$98,068	1	0	1
Accounting Manager, Senior	1 18	$68,697	$112,020	2	0	2
Accounting Technician II	1 07	$29,391	$47,962	1.8	0.3	2
Administrative Assistant I	1 09	$34,445	$56,161	0	2	2
Administrative Assistant II	1 10	$37,337	$60,884	4	0	4
Assistant Director	1 21	$80,963	$134,732	1	0	1
Bureau Manager	1 18	$68,697	$112,020	1	0	1
Buyer I	1 10	$37,337	$60,884	2	-1	1
Buyer II	1 13	$47,823	$77,978	2	2	4
Cash & Investments Analyst	1 13	$47,823	$77,978	1	0	1
Collection Coordinator	1 11	$40,805	$66,586	2	1	3
Debt Management Specialist	1 14	$52,020	$86,041	1	0	1
Debt Manager	1 16	$60,149	$98,068	1	-1	0
Director of Finance	1 24	$94,656	$162,302	1	0	1
Financial Operations Manager	1 15	$56,314	$92,075	2	0	2
Fiscal Systems Analyst	1 14	$52,020	$86,041	1	0	1
Fiscal Systems Manager	1 16	$60,149	$98,068	1	0	1
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Analyst II	1 13	$47,823	$77,978	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Management Analyst III	1 14	$52,020	$86,041	2	1	3
Payroll Administrator	1 14	$52,020	$86,041	0	1	1
Payroll Manager	1 14	$52,020	$86,041	1	0	1
Payroll Specialist	1 11	$40,805	$66,586	2	0	2
Procurement Specialist	1 15	$56,314	$92,075	3	0	3
Programs Manager	1 15	$56,314	$92,075	1	1	2
Purchasing Agent	1 19	$72,930	$118,606	1	0	1
Risk Manager	1 15	$60,149	$98,068	1	0	1
Special Assistant	1 20	$77,520	$126,409	1	0	1
Support Technician	1 05	$25,179	$41,096	1	-1	0
Total				48.8	9.3	58

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

General Services

Mission Statement

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

Department Overview

The Department of General Services (DGS) refines delivery processes, resource utilization, and organizational structure to meet the city's goal of becoming a Well-Managed Government.

General Services is comprised of five divisions, three of which (Facilities Maintenance, Fleet Management, and the Office of Real Estate), provide internal services to all city departments, and two of which (Parking and Norfolk Animal Care and Adoption Center), provide services and assistance to residents and businesses. Internal support provided by DGS allows city departments to effectively carry out their missions and provide services throughout the City of Norfolk. Fleet Management also provides fleet fueling services to outside agencies such as Norfolk Public Schools (NPS), Norfolk Botanical Garden, Norfolk Redevelopment and Housing Authority (NRHA), and other city-related agencies.

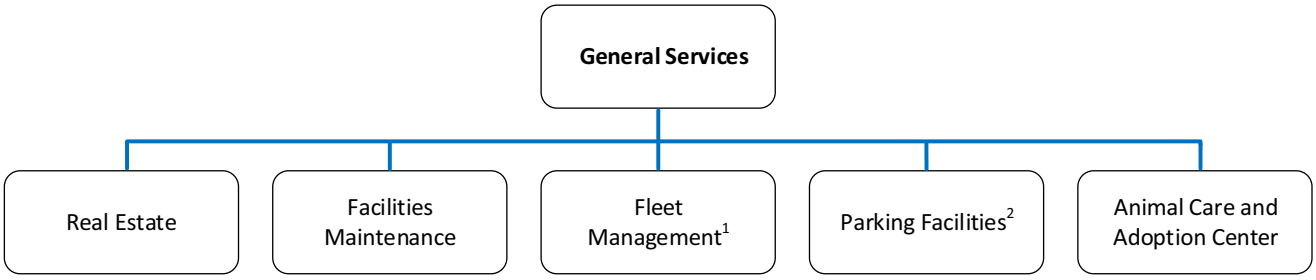
Facilities Maintenance (FM): Provides safe, clean, functional facilities for Norfolk employees, visitors, and residents by combining craftsmanship, responsiveness, financial responsibility, and innovative ideas for the future.

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

Norfolk Animal Care and Adoption Center: Provides care for stray, unwanted, sick, injured, and abandoned animals in the city. The Center adopts animals into permanent homes, reduces the pet population through spay and neuter programs, and transfers animals to responsible fostering and rescue groups.

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

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



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

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

Facilities Maintenance and the Animal Care and Adoption Center primarily support the Well-Managed Government priority area. Departmental long-term goals are achieved by the efficient use of municipal resources and the enhancement of programs and services. Specific division activities include the following:

Ongoing Actions	Status
Continue to evaluate and refine the Animal Care Center volunteer program for recruitment, training, and retention through job skills development, annual meeting to celebrate accomplishments and discussion of goals and challenges	Ongoing
Complete emergency facility work orders within no more than two business days	Ongoing
Strengthen the feedback loop between city staff and the custodial services contractor to enhance custodial services	Ongoing

Performance Measures

Priority: Well-Managed Government					
Goal					
Enhance the efficiency and effectiveness of programs					
Objective					
Ensure the safety, cleanliness, and attractiveness of two million square feet of buildings and extensive parks and school infrastructure through cost effective and efficient maintenance services.					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of customers who rate custodial service as meeting or exceeding expectations	98	98	95	95	0
Percent of total Facilities Maintenance budget used for energy efficient upgrades (New measure in FY 2017)	0	0	10	10	0
Percent of emergency facility work orders completed within two days (New measure in FY 2017)	0	0	90	90	0
Objective					
Increase the efficiency and effectiveness of the Animal Care Center					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of volunteer hours donated to the Animal Care Center (New measure in FY 2017)	0	0	14,000	14,000	0
Number of animals adopted from the Animal Care Center (New measure in FY 2017)	0	0	2,100	2,200	100
Objective					
Increase the efficiency and effectiveness with which real estate services are provided by the city					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Total lease revenue realized during fiscal year (New measure in FY 2017)	0	0	2,009,341	2,010,000	659

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$7,070,533	$6,976,770	$7,727,184	$7,970,727
Materials, Supplies and Repairs	$7,991,852	$8,912,782	$9,149,480	$9,282,670
Contractual Services	$7,028,665	$7,160,942	$7,480,761	$8,254,960
Equipment	$48,681	$35,721	$42,134	$52,134
Total	$22,139,730	$23,086,215	$24,399,559	$25,560,491

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $56,053 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Provide one-time support to upgrade animal housing** **FY 2018 $15,000 FTE: 0**

  Provide one-time funds to upgrade animal housing in the dog isolation and cat intake areas at the Norfolk Animal Care and Adoption Center. This upgrade will bring current housing in line with state requirements and provide a safe and healthy environment for animal residents.

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

- **Add Assistant Director position** **FY 2018 $123,780 FTE: 1**

  Provide funds to support the addition of an Assistant Director position. An Assistant Director position was added during FY 2017 to manage workload and enhance the administration and management of the Divisions of Parking and Real Estate and the Norfolk Animal Care and Adoption Center.

  Priority Area(s) Met: Well-Managed Government

- **Adjust rent cost for the Animal Care Center** **FY 2018 $5,484 FTE: 0**

  Technical adjustment to increase funds for lease payments due to a contractual rent increase. The existing contract for space at the Animal Care Center calls for a three percent escalation each year. The rent will increase from $182,772 to $188,256 in FY 2018.

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

- **Adjust operational support at the Norfolk Animal Care Center** **FY 2018 $516 FTE: 0**

  Technical adjustment to support additional funding for water and sewer rate increases at the Animal Care Center.

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

- **Increase food and medical support at the Animal Care Center** **FY 2018 $42,723 FTE: 0**

  Technical adjustment to provide additional funding for food and medical costs at the Norfolk Animal Care and Adoption Center based on projected utilization.

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

- **Increase funds for contractual labor** **FY 2018 $255,099** **FTE: 0**

  Technical adjustment to support the contractual increase for custodial services and supplies at city facilities.

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

- **Increase funds for elevator maintenance** **FY 2018 $62,955** **FTE: 0**

  Technical adjustment to support the contractual increase for elevator maintenance.

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

- **Support increase for water and sewer rates** **FY 2018 $59,286** **FTE: 0**

  Technical adjustment to support additional funding for the water and sewer rate increases.

  Priority Area(s) Met: Environmental Sustainability

- **Support increase in chiller contract** **FY 2018 $4,760** **FTE: 0**

  Technical adjustment to provide funds for the contractual two percent Consumer Price Index increase for chiller maintenance costs.

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

- **Support increase in security services contract** **FY 2018 $99,626** **FTE: 0**

  Technical adjustment to support increase in contractual expenses for security services at city buildings.

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

- **Reduce utility expenses** **FY 2018 ($228,340)** **FTE: 0**

  Reduce funds for utility costs. This action aligns the budget with anticipated expenditures.

  Priority Area(s) Met: Environmental Sustainability

- **Adjust costs for Fleet expenditures** **FY 2018 ($3,340)** **FTE: 0**

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

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Support utilities and maintenance costs of new facilities** **FY 2018 $591,585** **FTE: 0**

  Technical adjustment to annualize utilities, maintenance, and custodial costs for Phase II of the Consolidated Courthouse, and the new boxing center at Harbor Park, which opened in FY 2017. This action also provides partial year funding for utilities, maintenance, and custodial costs for the new Broadcreek and Southside Libraries which are scheduled to open in FY 2018.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $68,589 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $57,012 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($49,856) FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

General Services **Total: $1,160,932 FTE: 1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant I	1 11	$40,805	$66,586	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Administrative Manager	1 15	$56,314	$92,075	1	0	1
Animal Caretaker	1 02	$20,099	$32,778	10.4	0	10.4
Assistant Animal Services Supervisor	1 11	$40,805	$66,586	1	0	1
Assistant Director	1 21	$80,963	$134,732	1	1	2
Assistant Facilities Maintenance Manager	1 17	$64,260	$104,872	2	-1	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	3	1	4
Chief Operating Engineer-HVAC	1 16	$60,149	$98,068	2	0	2

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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	2	0	2
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	8	0	8
Maintenance Mechanic II	1 07	$29,391	$47,962	16	0	16
Maintenance Mechanic III	1 09	$34,445	$56,161	2	-1	1
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	3	-1	2
Maintenance Worker I	1 03	$21,646	$35,301	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
Office Manager	1 09	$34,445	$56,161	1	0	1
Operating Engineer I	1 06	$27,438	$44,737	2	0	2
Operating Engineer II	1 09	$34,445	$56,161	18	0	18
Painter I	1 06	$27,438	$44,737	3	0	3
Painter II	1 08	$31,804	$51,864	1	0	1
Plumber	1 09	$34,445	$56,161	5	0	5
Plumber, Senior	1 10	$37,337	$60,884	1	0	1
Project Manager	1 14	$60,149	$98,068	1	1	2
Project Manager, Senior	1 16	$64,620	$104,872	1	-1	0
Real Estate Analyst	1 11	$40,805	$66,586	1	0	1
Real Estate Coordinator	1 12	$44,339	$72,308	1	0	1
Storekeeper I	1 04	$23,333	$38,047	1	-1	0
Storekeeper II	1 06	$27,438	$44,737	0	1	1
Storekeeper III	1 08	$31,804	$51,864	1	0	1
Supervising Operating Engineer-HVAC	1 12	$44,339	$72,308	3	1	4
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				130	1	131

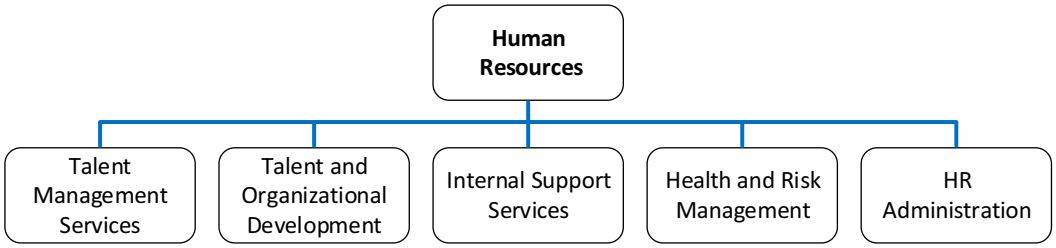
Human Resources

Mission Statement

The Department of Human Resources provides a comprehensive human resources management program by developing and implementing policies, programs, and services to support the City of Norfolk's priority of being a Well-Managed Government.

Department Overview

The Department of Human Resources provides support services in the administration of the city's human resources program by: developing cost efficient recruitment and selection strategies; creating and facilitating training programs to address the needs of employees; analyzing and recommending contemporary pay strategies, trends, and best practices; providing a comprehensive and cost-effective benefits program to include initiatives focused on safety and wellness; creating and consulting on policy development and interpretation; and providing timely and comprehensive advisory services related to investigations, grievance resolutions, disciplinary actions, and complaints.



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

The Department of Human Resources supports the priority areas of Well-Managed Government; Economic Vitality and Workforce Development; and Lifelong Learning. The following actions have been established to achieve the long-term goal of enhancing the efficiency of the city's programs and services, achieving a reputation as a well-managed government, and promoting the well-being of the city's employees:

Ongoing Actions	Status
Increase employment opportunities for veterans through inclusive recruitment practices	Ongoing
Increase and improve training and development opportunities for city employees	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Increase regionally based employment opportunities for Norfolk's residents					
Objective					
Eliminate barriers to employment					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of new hires who are veterans	14	17	18	18	0

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Implement and clearly communicate citywide Human Resources administrative policies to ensure consistency and fairness throughout the organization					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of grievance panels held or scheduled	2	16	6	6	0
Number of grievances filed	7	40	29	29	0

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Increase the accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of employees registering for the Learning Management System	18	17	25	25	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$2,311,292	$2,275,972	$2,533,420	$2,540,381
Materials, Supplies and Repairs	$31,714	$44,214	$35,652	$28,830
Contractual Services	$863,836	$685,058	$916,059	$1,054,275
Equipment	$10,732	$13,284	$11,431	$12,431
Total	$3,217,575	$3,018,528	$3,496,562	$3,635,917

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $19,734** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Automate open enrollment** **FY 2018 $16,360** **FTE: 0**

  Provide one-time funds in FY 2018 to automate open enrollment confirmation using the city's human resources information system, PeopleSoft. Currently, when city employees complete the benefits open enrollment process they are mailed a confirmation through the United States Postal Service, which costs over $7,000 annually.

  Priority Area(s) Met: Well-Managed Government

- **Automate new employee onboarding** **FY 2018 $19,300** **FTE: 0**

  Provide funds for new employee onboarding software. The onboarding software will allow the department to electronically send, track, and receive new hire paperwork, a process that is currently done manually. As a result, the department will be able to more effectively and quickly manage new hire paperwork and reduce the use of paper.

  Priority Area(s) Met: Well-Managed Government

- **Enhance organizational development services** **FY 2018 $17,100** **FTE: 0**

  Provide funds to expand organizational development services for city employees. Improvements to organizational development services include: offering more leadership development training, funding for internal instructors to pursue certification in new course content, providing a better variety of training materials and videos, and implementing a biennial employee survey.

  Priority Area(s) Met: Well-Managed Government

- **Support ongoing executive recruitment services** **FY 2018 $25,000** **FTE: 0**

  Provide one-time funds to join the Commonwealth Department of Human Resource Management (DHRM) contract for executive recruitment services. The contractor will assist with establishing search criteria, reviewing candidates qualifications, interviewing candidates, and making hiring recommendations to city personnel responsible for the hiring of senior level positions.

  Priority Area(s) Met: Well-Managed Government

- **Capture learning management system contract savings** **FY 2018 ($7,300)** **FTE: 0**

  Technical adjustment for the city's Learning Management System (LMS). The city has an agreement with the Commonwealth of Virginia to use the state's learning management system for employee training. The cost per user has decreased from $4.98 to $3.01.

  Priority Area(s) Met: Well-Managed Government

- **Increase funds for required medical services** **FY 2018 $11,400 FTE: 0**

  Technical adjustment to increase funds for required employee medical services. Medical screenings and evaluations are provided for new and existing employees in all departments, except Public Safety, through the City Safety Program. These services are required by the Occupational Safety and Health Administration (OSHA).

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

- **Support health assessments for public safety employees** **FY 2018 $41,028 FTE: 0**

  Technical adjustment to increase funds for medical and fitness assessments for public safety employees. The assessment process ensures public safety employees meet all required testing and are able to perform the duties of their employment.

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

- **Support Police and Fire-Rescue promotional test screenings** **FY 2018 $20,100 FTE: 0**

  Technical adjustment to increase funds for an independent contractor to conduct written and behavioral assessments for Police and Fire-Rescue promotions. The contractor will provide promotional process services for the ranks of Fire Battalion Chief, Fire Lieutenant, and Fire Captain, as well as Police Sergeant, Police Lieutenant, and Police Captain.

  Priority Area(s) Met: Well-Managed Government

- **Support Police and Fire-Rescue recruitment exams** **FY 2018 $20,500 FTE: 0**

  Technical adjustment to increase funds for an independent contractor to prepare and administer public safety entrance examinations. The new written exam for Police and Fire-Rescue recruits will more accurately test for the essential skills needed for the position.

  Priority Area(s) Met: Well-Managed Government

- **Adjust tuition assistance contract** **FY 2018 ($30,272) FTE: 0**

  Adjust city contract for tuition assistance funding to match current utilization levels.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 ($822) FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $18,301 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $21,115 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($52,189) FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Human Resources **Total: $139,355 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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	0	1	1
City Safety Officer	1 16	$60,149	$98,068	1	0	1
City Wellness Coordinator	1 13	$47,823	$77,978	1	0	1
Director of Human Resources	1 24	$94,656	$162,302	1	0	1
Human Resources Administrator	1 14	$52,020	$86,041	1	0	1
Human Resources Analyst	1 13	$47,823	$77,978	11	-2	9
Human Resources Analyst, Senior	1 14	$52,020	$86,041	1	2	3
Human Resources Assistant I	1 06	$27,438	$44,737	1	0	1
Human Resources Assistant II	1 07	$29,391	$47,962	2	0	2
Human Resources Manager	1 17	$64,260	$104,872	3	0	3
Human Resources Technician	1 09	$34,445	$56,161	9	-1	8
Personnel Specialist	1 11	$40,805	$66,586	1	-1	0
Public Information Specialist I	1 10	$37,337	$60,884	0	1	1
Safety Specialist	1 11	$40,805	$66,586	1	0	1
Software Analyst	1 13	$47,823	$77,978	1	0	1
Total				36	0	36

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 enforcement services and emphasizing the development of safe, healthy, and fun communities where people choose to live, work, and play.

Department Overview

City Planning is responsible for developing and implementing short and long-range plans, goals, and policies, as approved by the City Council, that reflect the needs and interests of residents and the city. The department fulfills four primary functions: provision of long-range planning services; implementation of the city's land use regulations; implementation of federal, state, and local environmental programs, including the Chesapeake Bay Preservation Act, storm water management, and erosion control programs; and oversight of building safety during the construction process.

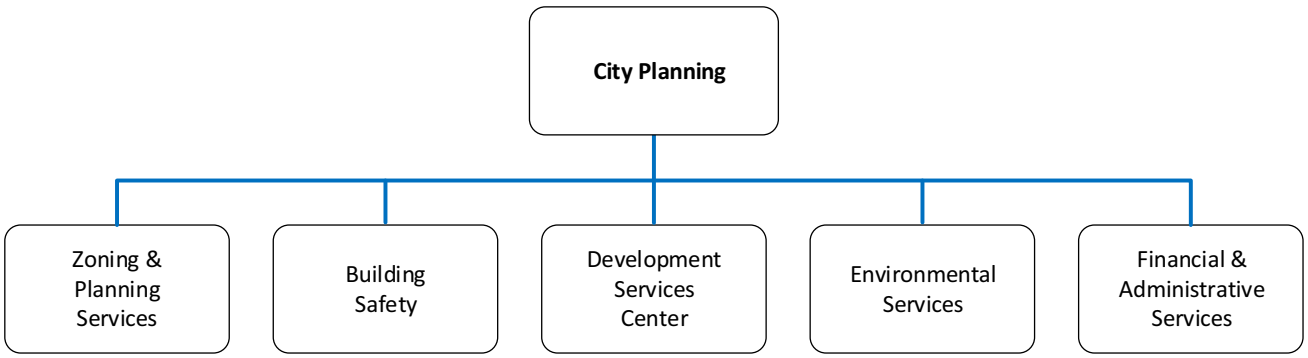
Planning Services: Develops and coordinates guidance and policy direction through the General Plan and other plans for: land use policies, transportation, economic development, neighborhood planning; and location of facilities. The bureau implements land use policy and regulates development practices through the maintenance and interpretation of the Zoning Ordinance and other applicable city codes.

Building Safety: Ensures building safety during the construction process by reviewing plans, issuing permits, inspecting construction work, managing elevator inspections, and enforcing the Virginia Uniform Statewide Building Code.

Development Services Center: Provides essential services prior to the construction process by reviewing residential and commercial plans, performing business license zoning reviews, and issuing trade permits.

Environmental Services: Implements the requirements of the Chesapeake Bay Preservation Act and the Erosion and Sediment Control Program, and coordinates shoreline restoration efforts, including wetland and dune restoration.

Financial and Administrative Services: Provides for the central management and coordination of departmental resources.



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

City Planning primarily supports the priority areas of Safe, Healthy and Inclusive Communities; Environmental Sustainability; and Economic Vitality. Actions in place to achieve the long term goals of providing a safe environment, protecting the city's natural resources, and diversifying Norfolk's economic base include the following:

Ongoing Actions	Status
Review commercial and residential plans in a timely manner; encourage staff to obtain additional training and certification above the minimum required	Ongoing
Design and construct wetland restoration projects on public land, encourage the implementation of "living shorelines" erosion control projects on private land, and assist residential and commercial landowners in controlling invasive grass species	Ongoing
Create web-based brochures to help guide residents and businesses through internal planning, zoning, and environmental processes	Ongoing
Initiate online permitting and plan review by posting plan review status online	Ongoing
Implement programs to improve the City's Community Rating System rating (which, ultimately, can lower flood insurance premiums)	Ongoing

Performance Measures

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of cooperative ed and college/ graduate-level interns	1	3	2	2	0

Priority: Environmental Sustainability					
Goal					
Enhance efficient use and protection of natural resources					
Objective					
Increase wetland areas					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Square footage of wetlands restored annually in accordance with the General Plan	23,713	17,857	40,000	40,000	0

Priority: Accessibility, Mobility and Connectivity					
Goal					
Enhance residents' access to goods and services					
Objective					
Provide electronic planning application submission and posting					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of planning applications posted online within 48 hours following the filing deadline	96	98	97	97	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$4,196,193	$4,307,652	$4,716,708	$4,757,667
Materials, Supplies and Repairs	$121,988	$108,312	$113,291	$102,853
Contractual Services	$124,407	$144,967	$131,252	$121,252
Equipment	$4,425	$0	$900	$900
Total	$4,447,013	$4,560,931	$4,962,151	$4,982,672

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$4,205	Chesapeake Bay Preservation Landscaping	0

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $33,189 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Environmental Sustainability and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Provide funds for electronic building code books** **FY 2018 $5,000 FTE: 0**

  Provide one-time funds to purchase electronic building code books. In FY 2018 the Commonwealth of Virginia will issue an updated Virginia Uniform Statewide Building Code. The new code book will be purchased in electronic form and will integrate with tablets used by code inspectors.

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

- **Remove one time funds for training** **FY 2018 ($10,000) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for training to enhance the professional and technical skill level of employees.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 ($15,438) FTE: 0**

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

  Priority Area(s) Met: Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $36,347 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Environmental Sustainability and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $26,842 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Environmental Sustainability and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($55,419) FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

City Planning **Total: $20,521 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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 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	1	-1	0
Business Manager	1 13	$47,823	$77,978	1	0	1
City Planner I	1 11	$40,805	$66,586	2	0	2
City Planner II	1 13	$47,823	$77,978	1	0	1
City Planning Manager	1 17	$64,260	$104,872	2	0	2
City Planning Technician	1 09	$34,445	$56,161	1	0	1
Code Official	1 20	$77,520	$126,409	1	0	1
Codes Enforcement Team Leader	1 14	$52,020	$86,041	4	0	4
Codes Specialist, Senior	1 11	$40,805	$66,586	22	0	22
Deputy Code Official	1 15	$56,314	$92,075	0	1	1
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
Environmental Engineer	1 14	$52,020	$86,041	1	0	1
Environmental Services Manager	1 19	$72,930	$118,606	1	0	1
Geographic Information Systems Technician II	1 11	$40,805	$66,586	1	0	1
Management Analyst 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 07	$29,391	$47,962	3	0	3
Permits Specialist	1 12	$44,339	$72,308	3	0	3
Permits Specialist, Senior	1 13	$47,823	$77,978	2	0	2
Principal Planner	1 15	$56,314	$92,075	4	0	4
Senior Planner	1 14	$52,020	$86,041	1	0	1
Support Technician	1 05	$25,179	$41,096	2	0	2
Zoning Enforcement Specialist I	1 09	$34,445	$56,161	2	0	2
Zoning Enforcement Specialist II	1 10	$37,337	$60,884	1	0	1
Zoning Enforcement Specialist III	1 12	$44,339	$72,308	1	0	1
Total				65	0	65

Neighborhood Development

Mission Statement

The Department of Neighborhood Development promotes thriving communities by engaging residents and working with them to improve the quality of life in their neighborhoods. Neighborhood Development strives to promote and support civic participation, community partnerships, and accessibility to city services, and seeks to preserve and enhance the character of Norfolk's neighborhoods.

Department Overview

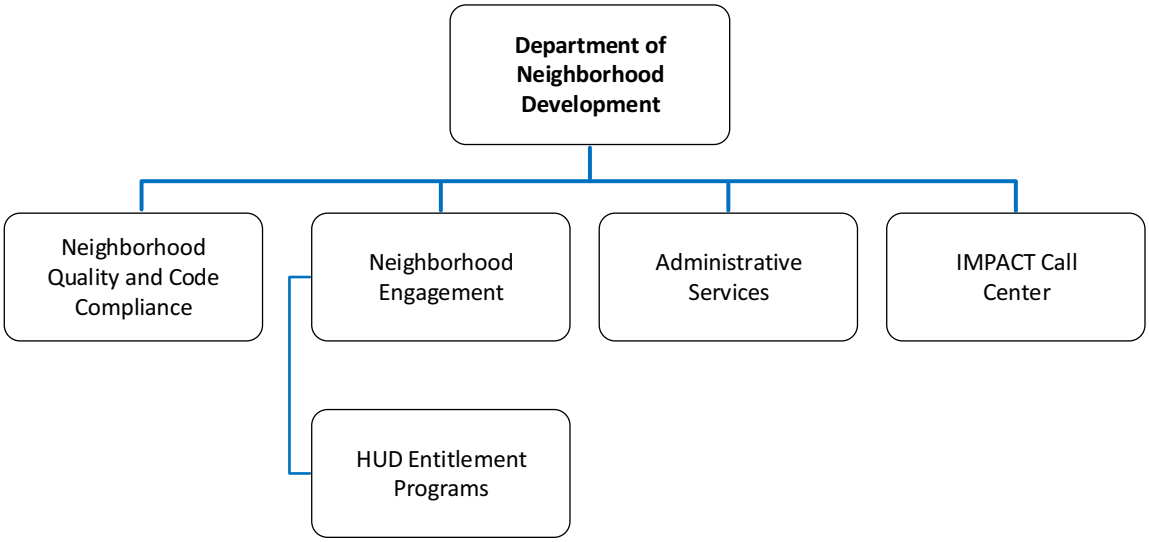
The Department of Neighborhood Development promotes and supports the highest quality of life for all residents in Norfolk. The department is comprised of four divisions that work together to support community development, neighborhood investment, and resident involvement.

- Administrative Services: Provides for the central management and coordination of 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.

- Neighborhood Engagement: Works on behalf of, and supports the interest of neighborhoods and community based organizations by: fostering and promoting individual and community neighborhood involvement; supporting creative, constructive, and positive solutions to community concerns; administering the federal Housing and Urban Development (HUD) entitlement grant programs in support of community development; cultivating organizational and leadership capacity; and positioning neighborhoods for investment and growth.

- Neighborhood Quality and Code Compliance: Supports the highest quality of life possible for all Norfolk neighborhoods by maintaining citywide standards for addressing blight, nuisances, and environmental conditions in coordination with other city departments, agencies, residents and businesses. Seeks voluntary compliance with applicable city codes and works in partnership with neighborhoods and community based organizations through ongoing and special public outreach programs and initiatives that promote self sufficiency of Norfolk neighborhoods.

- Norfolk Cares IMPACT Center: The single-point-of-contact for residents and businesses seeking information about city services. Through Norfolk Cares, residents can request a variety of city services, obtain information on city services, or receive an update on a previous request. Norfolk Cares is unique among municipal call centers because of its "start-to-finish" tracking of service requests to ensure timely resolution.



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

The Department of Neighborhood Development primarily supports the priority areas of Safe, Healthy and Inclusive Communities; Lifelong Learning; and Well-Managed Government. Actions undertaken to achieve the long-term goal of improving the overall quality of life and vitality of all Norfolk neighborhoods include the following:

Ongoing Actions	Status
Educate resident and community organizations to develop capacity and partnerships to assist with producing a satisfying quality of life for all neighborhoods in the City of Norfolk	Ongoing
Serve as the initial point of contact and initiator for a variety of department service requests, thereby providing residents with seamless and effective service	Ongoing
Implement an effective and timely system of code violation response and remediation	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Respond to service complaints and close cases in timely manner					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of nuisance and environmental cases closed in 30 days	92	86	85	85	0
Percent of housing cases closed or with approved plan of action in 180 days	88	85	85	85	0
Percent of complaints investigated within three working days	92	89	85	85	0

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Maintain effectiveness and efficiency standards established for administration and implementation of Federal programs					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of negative findings in the annual external audit of Federal programs managed by the HUD Entitlement Unit	4	0	0	0	0

Priority: Lifelong Learning					
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of attendees at Neighbors Building Neighborhood (NBN) Academy workshops and trainings	129	309	75	75	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$2,111,963	$2,632,470	$3,178,674	$3,217,800
Materials, Supplies and Repairs	$96,285	$120,922	$91,609	$90,521
Contractual Services	$208,197	$197,783	$149,483	$267,729
Equipment	$685	$9,151	$3,250	$3,250
Department Specific Appropriation	$656,216	$697,914	$731,637	$731,637
Total	$3,073,346	$3,658,240	$4,154,653	$4,310,937

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $26,139** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Provide funds for customer relationship management software** **FY 2018 $118,000 FTE: 0**

  Purchase customer relationship management (CRM) software for the IMPACT Call Center. The new software will allow the call center to handle calls more efficiently and accurately, and resolve resident requests more quickly. This upgrade will reduce the number of computer systems used by the Citizen Service Advisors from 26 to one.

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

- **Adjust costs for Fleet expenditures** **FY 2018 ($842) FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $24,344 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $28,282 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($39,639) FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Neighborhood Development **Total: $156,284 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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	1	0	1
Assistant Director	1 21	$80,963	$134,732	0	1	1
Citizen Service Advisor I	1 05	$25,179	$41,096	10	-1	9
Citizen Service Advisor II	1 07	$29,391	$47,962	2	0	2
Citizen Service Advisor III	1 09	$34,445	$56,161	2	0	2
Codes Enforcement Team Leader	1 14	$52,020	$86,041	0	3	3
Codes Specialist	1 10	$37,337	$60,884	15	-3	12
Codes Specialist, Senior	1 11	$40,805	$66,586	6	0	6
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	1	1	2
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	0	1
Neighborhood Development Administrator	1 19	$72,930	$118,606	1	-1	0
Neighborhood Development Specialist	1 11	$40,805	$66,586	1	-1	0
Neighborhood Development Specialist, Senior	1 13	$47,823	$77,978	5	0	5
Neighborhood Services Manager	1 15	$56,314	$92,075	1	0	1
Program Administrator	1 13	$47,823	$77,978	1	0	1
Program Supervisor	1 13	$47,823	$77,978	1	1	2
Programs Manager	1 15	$56,314	$92,075	1	-1	0
Project Manager	1 14	$60,149	$98,068	0	1	1
Public Services Coordinator	1 11	$40,805	$66,586	1	0	1
Total				56	0	56

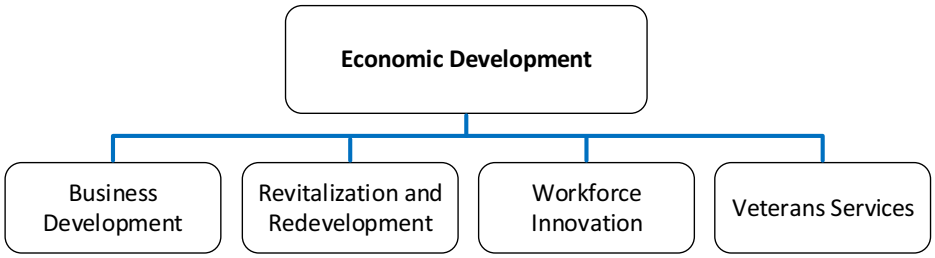
Economic Development

Mission Statement

The Department of Economic Development generates wealth for the City of Norfolk through business expansion, enhancement, and new business development complementary to the city's neighborhoods.

Department Overview

The Department of Economic Development creates economic opportunities across a broad range of disciplines, including; business attraction, expansion, and retention; international trade; downtown and neighborhood revitalization; and workforce development. The department assists in growing and diversifying the local economy, and creating competitive employment opportunities, with specific emphasis on military, veterans, and Small, Women, and Minority-owned (SWaM) businesses in Norfolk.



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

The Department of Economic Development primarily supports the Economic Vitality and Workforce Development priority area. The department's long-term goals include diversifying and strengthening Norfolk's economic base; increasing small, women, veteran, and minority owned businesses within Norfolk; increasing regionally-based employment opportunities for Norfolk's residents; and increasing accessibility to lifelong learning. Actions taken to achieve these goals include the following:

Ongoing Actions	Status
Institute a business retention/expansion effort by implementing a strategic plan which includes an inventory of Norfolk businesses	Ongoing
Network and hold regular meetings with regional institutions and organizations to increase lifelong learning opportunities for Norfolk residents and to identify business employment needs	Ongoing
Increase support to new and existing Norfolk businesses by developing a new business concierge program and identifying new financing resources	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Dollar value in millions of commercial investment	300	180	210	210	0
Objective					
Increase small, women, veteran, and minority owned businesses within Norfolk					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of small, women, veteran, and minority owned businesses that conduct business in the city	387	331	575	575	0

Priority: Economic Vitality and Workforce Development					
Goal					
Increase regionally-based employment opportunities for Norfolk's residents					
Objective					
Connect businesses and workers					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of events planned and held to honor veterans	2	2	2	2	0

Priority: Lifelong Learning					
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of small business outreach events	23	31	25	25	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$1,407,710	$1,603,165	$1,781,455	$1,752,569
Materials, Supplies and Repairs	$18,179	$19,502	$6,559	$1,815
Contractual Services	$332,084	$253,343	$244,147	$408,725
Total	$1,757,973	$1,876,010	$2,032,161	$2,163,109

Proposed FY 2018 Budget Actions

- **Expand Economic Development Initiatives** **FY 2018 $150,000** **FTE: 0**

  Provide funds to attract and retain diverse businesses to Norfolk. This includes funds for marketing materials such as brochures, banners, and signage, and an increased presence at business conventions.

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

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $12,713** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Adjust lease rate for BB&T building** **FY 2018 $14,578** **FTE: 0**

  Technical adjustment to provide funds for lease payments due to contractual rent increase. The existing contract for space in the BB&T building calls for a three percent escalation each calendar year. Projected rent costs will increase from $135,171 to $149,749 in FY 2018.

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

- **Adjust costs for Fleet expenditures** **FY 2018 ($4,744)** **FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $15,006** **FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 ($29,855) FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 ($26,750) FTE: 1**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Economic Development **Total: $130,948 FTE: 1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Administrative Analyst	1 13	$47,823	$77,978	2	1	3
Administrative Assistant II	1 10	$37,337	$60,884	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	7	0	7
Business Development Manager, Senior	1 17	$64,260	$104,872	4	0	4
Director of Development	1 24	$94,656	$162,302	1	0	1
Office Manager	1 09	$34,445	$56,161	1	0	1
Special Assistant	1 20	$77,520	$126,409	1	0	1
Total				20	1	21

Parks, Recreation and Culture

This page intentionally left blank

Libraries

Mission Statement

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

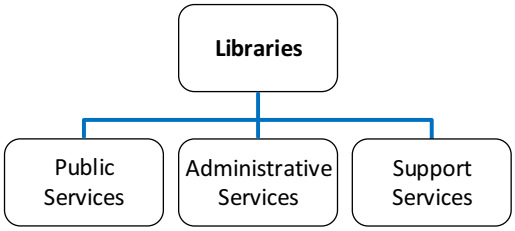
Department Overview

The Norfolk Public Library is comprised of three divisions: Public Services, Support Services, and Administrative Services.

Public Services provides access to all library services and programs to the community at ten neighborhood branches, one anchor branch library (Mary D. Pretlow), Slover Library, a Bookmobile, and the new Broad Creek Anchor Branch Library. Each library serves the community through Early Childhood Literacy Programs (Babygarten, 1-2-3 Play with Me, Toddler Time, Storytime, and KinderSTEM), KidZones, Learning Edge, after-school programming, access to computers, and book collections that provide students with the resources needed to complete homework. They also provide engaging and informative programming for teens and adults.

Support Services provides library services through collection development (selecting and refining the materials); technical services (purchasing and cataloging materials); library automation (public computers and classes). The collection provides residents with popular fiction and nonfiction books, eBooks, audiobooks, eAudiobooks, magazines and newspapers, eMagazines, microforms, manuscripts, and photographs. In addition, online resources include online courses, language instruction, investment and business information, live homework help, career and test preparation, encyclopedias, dictionaries, genealogy, history, marketing, and other research databases.

Administrative Services manages the logistics and operational functions for all neighborhood and anchor branch libraries including the bookmobile and the service center. Functions include accounting, payroll, personnel recordkeeping, budgeting, allocation of supplies, coordination of branch courier services, mail distribution, and oversight of facility maintenance.



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

Norfolk Public Library supports the priority areas of Lifelong Learning; Accessibility, Mobility and Connectivity; and Well-Managed Government. Actions in place to achieve the long-term goals of increasing access to city services and library information, enhancing the vitality of Norfolk neighborhoods, and diversifying the economic base include the following:

Ongoing Actions	Status
Focus on patron and community needs by providing access to a robust library collection	Ongoing
Provide programming to stimulate interest in local history, genealogy, and cultural diversity	Ongoing
Promote literacy by coordinating system-wide programming for babies, youth, tweens/teens and families	Ongoing
Provide resources to the public on library and community programs through information technology and city and community partnerships	Ongoing
Connect patrons, neighborhoods, and the community to library branches and programming through volunteer opportunities	Ongoing

Performance Measures

Priority: Well-Managed Government

Goal

Enhance the efficiency of NPL programs and services

Objective

Expand the utilization of alternative fiscal and volunteer resources to enhance NPL programs and services

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Dollar value of volunteer hours (New measure in FY 2017)	0	0	170,000	170,000	0
Number of volunteer hours at library locations, including the Bookmobile	6,365	4,756	17,000	17,000	0

Priority: Lifelong Learning

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 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of weekly early literacy program sessions offered throughout the year at libraries and offsite locations	2,484	2,323	800	800	0
Number of multicultural programs offered	56	68	83	83	0
Number of early literacy program participants (New measure in FY 2017)	0	0	10,000	10,000	0
Total number of NPL program participants (New measure in FY 2017)	0	0	63,000	63,000	0
Percent of early literacy program participants citing improved reading behaviors and skill (New measure in FY 2017)	0	0	80	80	0
Number of multicultural program attendees (New measure in FY 2017)	0	0	2,600	2,600	0

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
To inform, educate, and entertain through the provision of a wide variety of library resources and materials					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of Online Language Learning and Online Career Test Preparation Services sessions used	706	780	4,100	4,100	0
Number of materials circulated	749,876	816,849	987,500	987,500	0
Number of materials in the collection: books, eBooks, CDs, etc. (New measure in FY 2017)	0	0	600,000	600,000	0

Priority: Accessibility, Mobility and Connectivity					
Goal					
Increase access to city services and library information					
Objective					
Increase use of social media and web tools to communicate information to the public on library services as well as community information					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of NPL website visitors navigating beyond the landing page to other library resources (New measure in FY 2017)	0	0	45	45	0
Number of NPL website page views	393,062	376,175	810,000	810,000	0
NPL e-newsletter open rate (percent of recipients)	34	20	33	33	0
Objective					
Maintain and enhance the utility of library locations as places of social/community engagement, lifelong learning, and resource utilization					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of non-NPL sponsored events held in branch and Slover meeting rooms (New measure in FY 2017)	0	0	1,637	1,650	13
Number of library visitors during the fiscal year (New measure in FY 2017)	0	0	1,200,000	1,200,000	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$6,598,829	$8,080,831	$8,727,787	$9,197,014
Materials, Supplies and Repairs	$344,148	$440,054	$448,888	$528,402
Contractual Services	$622,810	$828,805	$743,619	$689,636
Equipment	$2,028,851	$1,592,648	$1,769,216	$1,769,216
Department Specific Appropriation	$0	$4,661	$0	$0
Total	$9,594,638	$10,946,999	$11,689,510	$12,184,268

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$173,444	Library Donations	0
		Pretlow Donations	
		Universal Services Fund	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $63,813** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Lifelong Learning

- **Support contractual increase for software maintenance** **FY 2018 $76,586** **FTE: 0**

  Technical adjustment to provide funds for the annual contractual increase for the Norfolk Public Library checkout and self-checkout systems and materials database.

  Priority Area(s) Met: Lifelong Learning

- **Adjust costs for Pineridge Center Lease** **FY 2018 ($62,899)** **FTE: 0**

  Technical adjustment to adjust funds for lease payments due to a renegotiated contractual agreement. The agreement allows the city to lease approximately 42,000 square feet of space at the Pineridge Center.

  Priority Area(s) Met: Lifelong Learning

- **Support for Broad Creek Library staffing** **FY 2018 $446,084** **FTE: 10**

  Provide funds for the annualization of a Librarian III, a Library Associate II, and a Senior Microcomputer Systems Analyst, and additional funds for a Librarian I, five Library Associate I, four Library Assistant II, and 22 part-time positions. The Broad Creek Library is scheduled to open in December 2017.

  Priority Area(s) Met: Lifelong Learning

- **Support Broad Creek Library operating costs** **FY 2018 $17,000** **FTE: 0**

  Provide funds for operating supplies, telephone and internet services, purchase of printers, and programming to support technology, youth, and adult services for the Broad Creek Library.

  Priority Area(s) Met: Lifelong Learning

- **Adjust costs for Fleet expenditures** **FY 2018 ($5,156)** **FTE: 0**

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

  Priority Area(s) Met: Lifelong Learning

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $68,281** **FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Lifelong Learning

- **Adjust required contribution to the city's retirement system** **FY 2018 $55,620** **FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Lifelong Learning

- **Update personnel expenditures** **FY 2018 ($164,571)** **FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Libraries **Total: $494,758** **FTE: 10**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accounting Technician II	1 07	$29,391	$47,962	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	1	1	2
Administrative Assistant II	1 10	$37,337	$60,884	1.8	0	1.8
Administrative Technician	1 07	$29,391	$47,962	1	0	1
Applications Development Team Supervisor	1 17	$64,260	$104,872	1	0	1
Business Manager	1 13	$47,823	$77,978	1	-1	0
City Historian	1 12	$44,339	$72,308	1	0	1
Data Quality Control Analyst	1 07	$29,391	$47,962	1	-1	0
Director of Libraries	1 24	$94,656	$162,302	1	0	1
Event Coordinator	1 12	$44,339	$72,308	1	0	1
Executive Director - Slover Library	1 21	$80,963	$134,732	1	0	1
Financial Operations Manager	1 15	$56,314	$92,075	0	1	1
Information Technology Trainer	1 12	$44,339	$72,308	3	0	3
Librarian I	1 11	$40,805	$66,586	11	1	12
Librarian II	1 14	$52,020	$86,041	14	0	14
Librarian III	1 15	$56,314	$92,075	5	0	5
Library Assistant I	1 04	$23,333	$38,047	0.6	0	0.6
Library Assistant II	1 06	$27,438	$44,737	22.8	4	26.8
Library Associate I	1 08	$31,804	$51,864	26.4	5	31.4
Library Associate II	1 09	$34,445	$56,161	12	0	12
Library Manager	1 18	$68,697	$112,020	2	0	2
Manager of Visitor Marketing	1 14	$52,020	$86,041	1	0	1
Media Production Specialist	1 12	$44,339	$72,308	2	0	2
Messenger/Driver	1 02	$20,099	$32,778	1	0	1
Microcomputer Systems Analyst	1 13	$47,823	$77,978	1	0	1
Microcomputer Systems Analyst, Senior	1 14	$52,020	$86,041	6	0	6
Office Assistant	1 03	$21,646	$35,301	1	0	1
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Project Coordinator	1 13	$47,823	$77,978	1	0	1
Public Relations Specialist	1 12	$44,339	$72,308	1	0	1
Public Services Coordinator	1 11	$40,805	$66,586	1	0	1
Total				124.6	10	134.6

Cultural Facilities, Arts and Entertainment

Mission Statement

Cultural Facilities, Arts and Entertainment provides diverse live entertainment, inclusive community events, and vibrant public art to enrich and celebrate life in Norfolk. The department promotes collaboration, responsible management, economic, and cultural vitality, and educational opportunities.

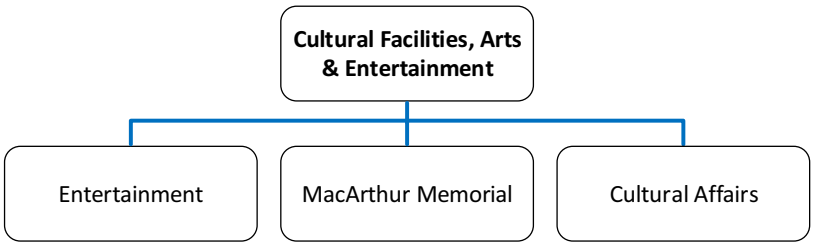
Department Overview

The Department of Cultural Facilities, Arts and Entertainment (Cultural Facilities) manages ten facilities for the city: Scope, Chrysler Hall, Scope Exhibition Hall, Wells Theater, Harrison Opera House, Harbor Park, MacArthur Memorial, Attucks Theatre, Town Point Park, and Little Hall. The department serves more than one million patrons at over 1,000 events annually. The department consists of three bureaus: Events (SevenVenues), Cultural Affairs, and Museum.

SevenVenues is responsible for the programming, management, and providing the equipment for many of the city's indoor and outdoor events. The indoor events that occur in the facilities listed above include: the Triple-A (AAA) Baseball; East Coast Hockey League (ECHL) Hockey; Virginia Symphony; Virginia Opera; Virginia Stage Company; Generic Theatre; Virginia Arts Festival; Mid-Eastern Athletic Conference (MEAC) Basketball; Broadway at Chrysler Hall; Norfolk Forum; and many other touring shows that come to Norfolk to present. In addition, the bureau manages all of the city's special events from runs and walks, to parades and neighborhood gatherings, to festivals and concerts.

Cultural Affairs includes the city's Public Art Program. This program utilizes the talents of many local and national artists and incorporates the knowledge and desires of residents of the city to assist with the process of making choices in the selection of artists, the type of art to be developed, and the location of art works displayed in various locations around Norfolk. The bureau is also home to the Arts and Humanities Commission, which is responsible for granting thousands of dollars each year to various not for profit arts organizations.

Finally, the 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.



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

The departmental focus touches all city priority areas, with key focus on two areas: Economic Vitality and Workforce Development and Lifelong Learning. The department provides inspiring live entertainment, diverse community events, and vibrant public art to enrich and celebrate life in Norfolk. Actions undertaken to achieve its goals include the following:

Ongoing Actions	Status
Offer high quality and diverse arts and entertainment programs to meet the needs and expectations of community members, patrons, regional residents, tourists, artists, etc.	Ongoing
Collaborate, both internally and externally, to promote increased tourism and revenue generation	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development

Goal

Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk

Objective

Increase the number of entertainment opportunities

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of CFAE-sponsored events	1,620	959	1,840	1,840	0
Number of attendees for all events	1,166,980	1,187,857	1,220,362	1,220,362	0

Objective

Increase the use of all social media to better inform residents of events taking place throughout city venues

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of patrons/potential patrons actively engaged in CFAE social media, including those liking, commenting, and sharing posts (New measure in FY 2017)	0	0	20,000	22,000	2,000
Number of patrons or potential patrons who receive regular communication about upcoming events	174,891	174,891	177,820	177,820	0

Priority: Economic Vitality and Workforce Development					
Objective					
Increase revenue streams through new and innovative approaches including: sponsorship dollars, all-in-one package ticket offers, updated rental promotion/pricing, and collaboration between internal and external partners					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Estimated economic impact of CFAE-sponsored events in dollars (New measure in FY 2017)	0	0	24,000,000	24,000,000	0
Total event revenue in dollars	1,569,349	1,113,251	1,138,500	1,138,500	0
Objective					
Increase choice of entertainment venues for all demographic groups, including the "creative class"					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of special programs and events at MacArthur Memorial	38	36	38	38	0
Estimated number of people viewing public art daily (New measure in FY 2017)	0	0	300,000	300,000	0

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Present educational and historical exhibits, provide historical research assistance, and provide high quality educational programs					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of MacArthur Memorial archive research inquiries	3,210	4,821	3,500	3,500	0
Number of students served through research assistance, Memorial tours, and educational programming	14,669	22,680	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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants in MacArthur Memorial educational and cultural programs	40,486	43,064	45,000	45,000	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$3,241,566	$3,344,640	$3,445,485	$3,593,855
Materials, Supplies and Repairs	$1,252,328	$1,218,558	$1,299,871	$1,217,883
Contractual Services	$1,007,090	$892,079	$872,780	$925,263
Equipment	$7,662	$7,414	$10,355	$10,355
Department Specific Appropriation	$0	$0	$75,000	$75,000
Total	$5,508,646	$5,462,691	$5,703,491	$5,822,356

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$130,000	Arts Challenge Grant	0
		NEA Arts and Rising Tides Project	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $31,824** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Economic Vitality and Workforce Development and Lifelong Learning and Safe, Healthy, and Inclusive Communities

- **Adjust support for d'Art Center lease agreement** **FY 2018 ($31,630)** **FTE: 0**

  Technical adjustment to reduce funds for the city portion of an annual lease agreement with d'Art Center in FY 2018. The lease expires December 31, 2017.

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

- **Reduce electricity costs** **FY 2018 ($15,000)** **FTE: 0**

  Reduce electricity usage in Scope Arena with the installation of a new LED lighting system. The new lighting system will be energy efficient and consume less power than the current lighting system.

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

- **Adjust costs for Fleet expenditures** **FY 2018 ($909) FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $34,722 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Economic Vitality and Workforce Development and Lifelong Learning and Safe, Healthy, and Inclusive Communities

- **Adjust required contribution to the city's retirement system** **FY 2018 $31,003 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Economic Vitality and Workforce Development and Lifelong Learning and Safe, Healthy, and Inclusive Communities

- **Update personnel expenditures** **FY 2018 $68,855 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Cultural Facilities, Arts and Entertainment **Total: $118,865 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant I	1 11	$40,805	$66,586	1	0	1
Accountant II	1 12	$44,339	$72,308	1	0	1
Accounting Manager	1 17	$64,260	$104,872	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Administrative Technician	1 07	$29,391	$47,962	2	1	3
Archivist	1 11	$40,805	$66,586	1	0	1
Arts Manager	1 15	$56,314	$92,075	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

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Bureau Manager	1 18	$68,697	$112,020	1	0	1
Creative Designer & Production Manager	1 12	$44,339	$72,308	1	0	1
Crew Leader II	1 09	$37,337	$60,884	3	-1	2
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	6	1	7
Event Manager	1 14	$52,020	$86,041	1	0	1
Event Support Crew Member I	1 04	$23,333	$38,047	8	-2	6
Event Support Crew Member II	1 06	$27,438	$44,737	7	1	8
MacArthur Memorial Director	1 18	$68,697	$112,020	1	0	1
Maintenance Worker II	1 06	$27,438	$44,737	1	0	1
Manager of the Office of Cultural Affairs & Special Events	1 18	$68,697	$112,020	1	0	1
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 Relations Specialist	1 12	$44,339	$72,308	1	0	1
Stage Crew Chief	1 11	$40,805	$66,586	1	0	1
Stage Production Manager	1 12	$44,339	$72,308	1	0	1
Support Technician	1 05	$25,179	$41,096	1	0	1
Total				54	0	54

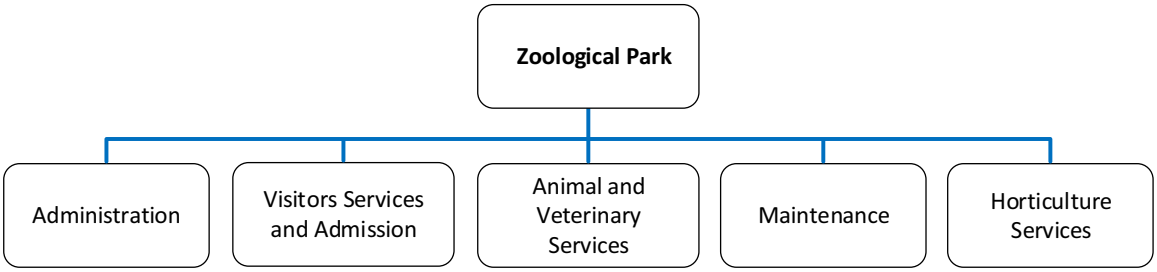
Zoological Park

Mission Statement

The Virginia Zoological Park is a conservation, education, and recreation organization dedicated to the sustainable reproduction, protection, and exhibition of animals, plants, and their habitats. This mission is abbreviated in the slogan, "education - recreation - research - conservation."

Department Overview

The Virginia Zoo is a hybrid organization that employs staff through the City of Norfolk and the Virginia Zoological Society. The Zoological Society provides support services in the following ways: facility enhancements, membership, fundraising, marketing and promotions, special events, education, and food and retail operations. The City of Norfolk support services include: animal services, veterinary services, horticulture, operations, visitor services/admissions, and administration. Animal services maintain the welfare of the animal collection. Veterinary services provide medical and veterinary care for the Zoo's animals. Horticulture services provide grounds maintenance for the Zoo's 55 acres including animal exhibits, flowerbeds and plants. Maintenance performs repairs and maintains the Zoo's infrastructure. Operations oversee security services, safety, and maintenance to the Zoo's infrastructure. Visitor services manage the front entrance operations. Administration oversees visitor services, gate admissions, and the operations of the Zoo in regards to the capital and operating budgets.



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

The Virginia Zoological Park primarily supports the priority areas of Economic Vitality and Workforce Development; Environmental Sustainability; and Lifelong Learning. Actions in place to achieve the long-term goals of diversifying and strengthening Norfolk's economic base and the Zoo as an entertainment venue; promoting a culture of lifelong learning; and increasing wildlife and environmental awareness through community workforce partnerships with residents, schools, and local businesses include the following:

Ongoing Actions	Status
Engage in effective marketing of zoo programs and events, through a variety of channels, to increase attendance	Ongoing
Post information, photos and videos on social media sites regarding animal news, events, discounts, and programs to promote Zoo activities to Virginia Zoo followers	Ongoing

Ongoing Actions	Status
Collaborate with area schools and science educator organizations, attend science fairs, and take animals off-site on outreach programs to promote interest in the Zoo and provide wildlife learning opportunities to residents and students	Ongoing
Attract and retain long term volunteers to sustain and enhance programming provided by the Zoological Park	Ongoing
Renovate existing animal exhibits to improve the environment of the animals, while enhancing public interaction with the animal collection	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk					
Objective					
Market cultural experiences available in Norfolk to the region and outside the region to increase attendance					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of zoo visitors	427,892	432,065	500,000	500,000	0
Objective					
Market cultural experiences available in Norfolk to the region and outside the region					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of social media messages sent to zoo members and the public to increase event participation and attendance	1,312	1,371	1,100	1,100	0

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of environmentally conscious vendors from which zoo acquires saleable merchandise and compare sales to determine benefit, revenue and sustainability	35	9	8	8	0
Number of zoo exhibit renovations	16	19	14	14	0

Priority: Lifelong Learning					
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of volunteers	480	866	170	170	0
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of partnerships to deliver educational programming in area schools	6	12	18	18	0

Priority: Lifelong Learning					
Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of zoo staff receiving advanced training to create a vibrant leadership succession plan	22	68	71	71	0
Number of interns recruited from area colleges, universities, and vocational schools to work and learn at the zoo	18	12	20	20	0

Priority: Environmental Sustainability					
Goal					
Enhance efficient use and protection of natural resources					
Objective					
Create a culture of continuing sustainability by implementing educational and outreach programs to increase wildlife and environmental awareness					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of exhibits improved	33	38	22	22	0
Number of sustainability projects for animals (nationally and locally)	16	14	28	28	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$2,390,671	$2,492,353	$2,761,974	$2,837,641
Materials, Supplies and Repairs	$730,540	$629,005	$805,442	$813,288
Contractual Services	$550,797	$579,767	$572,159	$650,934
Equipment	$30,270	$65,182	$57,091	$51,506
Total	$3,702,279	$3,766,307	$4,196,666	$4,353,369

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $19,722** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Support increase for animal food** **FY 2018 $9,053** **FTE: 0**

  Technical adjustment to support the increased cost to purchase hay, grain, produce, rodents, and frozen meats for the animal collection.

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

- **Support increase for custodial costs** **FY 2018 $49,074** **FTE: 0**

  Provide funds for additional janitorial and custodial services.

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

- **Support increase in water and sewer rates** **FY 2018 $13,791** **FTE: 0**

  Technical adjustment to provide additional funding for the utility increases for water and sewer rates. The water rate will increase by $0.17 from $4.77 per cubic feet (CCF) to $4.94 per CCF and the sewer rate will increase by $0.14 from $3.97 per CCF to $4.11 per CCF.

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

- **Increase funds for mandatory laboratory services** **FY 2018 $10,325** **FTE: 0**

  Technical adjustment to provide funds for mandated veterinary laboratory services for animal care in the Animal Wellness Center.

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

- **Adjust costs for Fleet expenditures** **FY 2018 ($1,207) FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $20,575 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Adjust required contribution to the city's retirement system** **FY 2018 $25,236 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Update personnel expenditures** **FY 2018 $10,134 FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Zoological Park **Total: $156,703 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Assistant Director	1 21	$80,963	$134,732	1	0	1
Assistant Supervisor of Animal Services	1 12	$44,339	$72,308	2	0	2
Business Manager	1 13	$47,823	$77,978	1	0	1
Crew Leader II	1 09	$37,337	$60,884	0	1	1
Customer Service Representative	1 05	$25,179	$41,096	4.1	0	4.1
Director of the Virginia Zoological Park	1 24	$94,656	$162,302	1	0	1
Equipment Operator II	1 06	$29,391	$47,962	1	0	1
Groundskeeper	1 04	$23,333	$38,047	2	0	2
Horticulture Technician	1 05	$25,179	$41,096	4	-1	3
Horticulturist	1 12	$44,339	$72,308	1	0	1
Landscape Coordinator I	1 11	$40,805	$66,586	0	1	1
Landscape Coordinator II	1 12	$44,339	$72,308	1	-1	0
Lead Zookeeper	1 09	$34,445	$56,161	5	0	5
Operations Manager	1 14	$52,020	$86,041	1	0	1
Quality Assurance Inspector	1 08	$31,804	$51,864	1	0	1
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	1	0	1
Visitor Services Assistant	1 05	$25,179	$41,096	2	0	2
Visitor Services Coordinator	1 08	$31,804	$51,864	1	0	1
Zookeeper	1 07	$29,391	$47,962	18	0	18
Total				51.1	0	51.1

The National Maritime Center

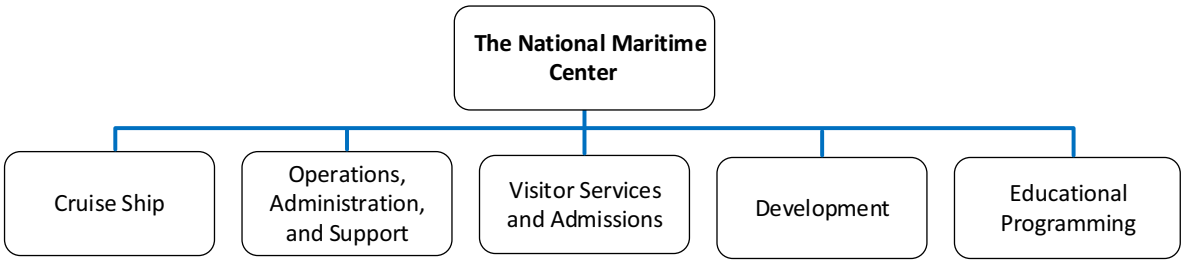
Mission Statement

The National Maritime Center's mission is to (1) inspire and educate visitors from across the country with engaging and interactive experiences and (2) serve as an economic catalyst by generating revenue from museum admission, event rentals, and cruise ship operations. The Center not only seeks to create additional direct revenue for the city by managing these assets, but also to generate a larger "footprint" as museum guests and cruise passengers park, eat, shop, and stay in Downtown Norfolk.

Department Overview

The Nauticus campus is a valued community resource and major tourist destination, attracting more than 250,000 visitors annually. Appealing to diverse audiences, Nauticus explores the economic, naval, and natural power of the sea. 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 500,000 passengers, 129,000 crew members, and 255,000 event attendees since opening in 2007, contributing more than $8.7 million in direct revenue and nearly $53 million in indirect impact for the city. In addition, the campus' special event business is robust and generates rental income as well as parking and other revenue from event attendees. Nauticus also has a growing membership program and a core of dedicated and active volunteers. Among Nauticus' signature programs is Dickens' Christmas Towne, an immersive walk-through holiday experience in Victorian London, which draws more than 20,000 visitors annually.



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

The Nauticus campus assets are continuously leveraged and enhanced in exciting and creative ways to support Economic Vitality and Workforce Development; Lifelong Learning; and Well-Managed Government. Nauticus supports the long-term goals of diversifying and strengthening entertainment venues, increasing access to lifelong learning, and achieving a reputation as a well-managed government through the following actions:

Ongoing Actions	Status
Provide interactive and relevant educational programs and exhibits in the Nauticus Museum and Battleship Wisconsin to visitors in the areas of science, technology, engineering, math, and Naval and port history	Ongoing
Present large format exhibitions and promote fee-based private use for the Half Moone Cruise Terminal to fully leverage the unique attributes of the facility to bring additional revenue to the City and visitors to the downtown waterfront	Ongoing
Leverage the Port of Norfolk's competitive advantages in marketing to cruise passengers and cruise lines, develop guest programs to attract home port passengers, and expand local sight-seeing options for stop-over cruise passengers	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development

Goal

Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk

Objective

Increase the number of visitors to Nauticus by expanding the variety of programs, targeting various demographic groups including the creative class

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of visitors to Nauticus	227,376	231,150	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 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of cruise ship passengers	34,066	47,376	45,000	45,000	0

Priority: Well-Managed Government

Goal

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

Objective

Increase utilization of the Peter G. Decker Half Moone Cruise Center and Celebration Terminal, Battleship Wisconsin, and Nauticus Museum as premier venues for weddings and corporate functions

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Number of Cruise Center rentals	121	88	180	180	0

Priority: Lifelong Learning					
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Attendance at Battleship Wisconsin programs	30,634	41,297	25,100	25,100	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Use of Money and Property	$1,008,473	$959,222	$1,101,900	$1,130,950
Charges for Services	$1,970,208	$2,350,437	$2,417,608	$2,185,750
Miscellaneous Revenue	$7,720	$20,810	$47,250	$43,920
Other Sources and Transfers In	$1,418,880	$1,331,766	$1,477,022	$2,039,114
Total	$4,405,281	$4,662,235	$5,043,780	$5,399,734

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$2,467,795	$2,423,370	$2,711,878	$2,876,913
Materials, Supplies and Repairs	$994,705	$923,431	$1,128,793	$1,221,512
Contractual Services	$886,121	$796,670	$903,110	$857,440
Equipment	$2,803	$10,504	$14,000	$29,270
Department Specific Appropriation	$269,999	$285,982	$285,999	$414,599
Total	$4,621,423	$4,439,957	$5,043,780	$5,399,734

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$83,479	Virginia Port Authority Floating Dock Grant	0

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $23,829** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Support utility costs for the Wisconsin** **FY 2018 $90,532** **FTE: 0**

  Technical adjustment to provide additional funds for utility costs for air conditioning new areas opened on the battleship to permit additional overnights, corporate retreats, and rental events on the mess decks and galley areas of the U.S. Wisconsin.

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

- **Support Schooner Virginia operations** **FY 2018 $250,000** **FTE: 0**

  Provide support for the operation and maintenance of the Schooner Virginia, now owned by the Nauticus Foundation, for use in Sail Nauticus community programs, and as a waterborne ambassador of the Commonwealth and the City of Norfolk.

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

- **Support contractual increase for custodial service** **FY 2018 $9,583** **FTE: 0**

  Technical adjustment to provide additional funds for the contractual three percent increase for janitorial and custodial services.

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

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($2,642)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

  Priority Area(s) Met: Lifelong Learning

- **Adjust costs for Fleet expenditures** **FY 2018 ($1,044)** **FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $26,749 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 ($6,080) FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 ($34,973) FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

The National Maritime Center **Total: $355,954 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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	2	0	2
Business Manager	1 13	$47,823	$77,978	1	0	1
Carpenter II	1 09	$34,445	$56,161	1	0	1
Crew Leader I	1 08	$34,445	$56,161	1	0	1
Curator	1 12	$44,339	$72,308	1	0	1
Director of Maritime Center	1 24	$94,656	$162,302	1	0	1
Education Specialist	1 07	$29,391	$47,962	4	-1	3
Electrician II	1 09	$34,445	$56,161	1	0	1
Electronics Technician I	1 08	$31,804	$51,864	1	0	1
Electronics Technician II	1 10	$37,337	$60,884	1	0	1
Exhibits Manager / Designer, Senior	1 13	$47,823	$77,978	1	0	1
Grants & Development Coordinator	1 14	$52,020	$86,041	1	0	1
Maintenance Mechanic II	1 07	$29,391	$47,962	0.8	1.3	2
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Manager of Visitor Marketing	1 14	$52,020	$86,041	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Manager of Visitor Services	1 12	$44,339	$72,308	2	0	2
Operations Manager	1 14	$52,020	$86,041	1	0	1
Property Manager	1 15	$56,314	$92,075	1	0	1
Public Relations Specialist	1 12	$44,339	$72,308	1	0	1
Public Services Coordinator	1 11	$40,805	$66,586	1	0	1
Sales Representative	1 11	$40,805	$66,586	2	0	2
Support Technician	1 05	$25,179	$41,096	1	0	1
Visitor Services Assistant	1 05	$25,179	$41,096	4.5	-0.3	4.3
Visitor Services Coordinator	1 08	$31,804	$51,864	2	0	2
Visitor Services Specialist	1 10	$37,337	$60,884	3	0	3
Welder	1 10	$37,337	$60,884	1	0	1
Total				40.3	0	40.3

Recreation, Parks and Open Space

Mission Statement

The Department of Recreation, Parks and Open Space enriches the quality of life for residents by providing choices and opportunities for Norfolk residents to recreate, along with developing and operating a full spectrum of recreational services for youth, adults, and special populations, while ensuring the management and maintenance of the city's parks, playgrounds, beaches, urban forestry, and city-owned cemeteries.

Department Overview

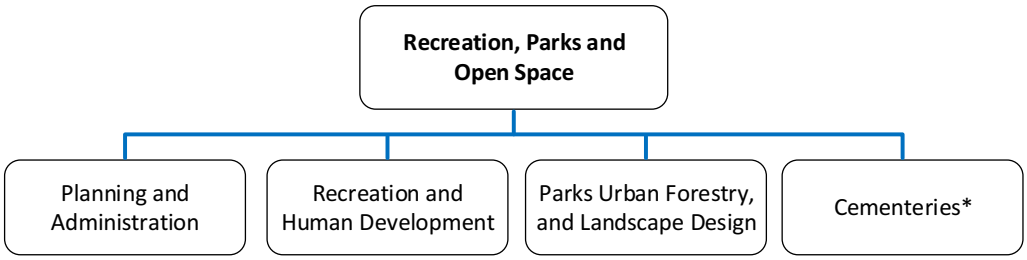
The Department of Recreation, Parks and Open Space consists of four bureaus:

The Bureau of Planning and Administration is comprised of two divisions: Business Services and Public Information. The bureau provides accounting, budgeting, communications and marketing, human resource and financial guidance, services and compliance, policy development and monitoring, youth development, Norfolk Emerging Leader (NEL) and NEL Executive Internship programs, and payroll services.

The Bureau of Recreation and Human Development is comprised of three divisions: Aquatics and Water Activities, Athletics and Special Programs, and Recreation and Leisure Activities. The bureau operates the city's recreation centers and provides opportunities for instructional classes and citywide athletics to include aquatic instructional programs and open swimming, league and open play, senior activities, and therapeutic programs. The bureau also focuses on providing strategic direction, comprehensive recreational programs, and activities for the city's youth, 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.

The Bureau of Parks and Urban Forestry and Landscape Design is comprised of three divisions: Urban Forestry, Open Space Planning and Development, and Park Maintenance. The bureau is responsible for management and maintenance of the 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 and provides landscape architecture and development for city projects as well as review of private landscape projects.

The Bureau of Cemeteries works closely with the Bureau of Parks and Urban Forestry to operate and maintain the eight city-owned cemetery locations throughout the city. The activities of Cemeteries are presented in the Special Revenue Fund pages.



*Shown also in the Special Revenue Section

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

The Department of Recreation, Parks and Open Space primarily supports the priority areas of Economic Vitality and Workforce Development; Safe, Healthy and Inclusive Communities; and Lifelong Learning. The department's long-term goals include the following: increasing accessibility to lifelong learning; enhancing the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds, and tree canopy; increasing regionally-based employment opportunities for Norfolk's residents; diversifying and strengthening Norfolk's economic base; and creating a culture that promotes health, engages in prevention, and supports economic and social well-being of individuals and families through the provision of an array of programs and services. The following actions are being undertaken to achieve these goals:

Ongoing Actions	Status
Increase opportunities for residents to assume healthy lifestyles by providing a range of recreation programs and facilities	Ongoing
Increase knowledge of water safety amongst Norfolk's youth through the provision of water safety instructional programming	Ongoing
Effectively maintain and enhance park grounds/public property and infrastructure	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Enhance the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds and tree canopy					
Objective					
Improve maintenance of public property and infrastructure					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of city properties maintained on a 12-14 working days or less mowing cycle	64	95	85	85	0
Number of street tree pruning requests received (New measure in FY 2017)	0	0	1,700	1,700	0
Percent of residents rating park aesthetic quality (inclusive of signage, etc.) as either good or excellent (New measure in FY 2017)	0	0	80	80	0
Percent of city covered by tree canopy (New measure in FY 2017)	0	0	33	33	0
Acreage of parks improved in a given fiscal year (New measure in FY 2017)	0	0	2	2	0
Number of athletic facilities upgraded (New measure in FY 2017)	0	0	1	1	0
Percent of street tree pruning requests fulfilled	53	74	65	65	0

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families 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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants for water safety instructional programs, including Schoolsplash, Summerplunge, etc. (New measure in FY 2017)	0	0	13,861	14,000	139
Number of participants in youth and adult sports (New measure in FY 2017)	0	0	6,500	6,600	100
Estimated healthcare costs savings (in dollars) attributable to participation in recreation programming and recreation center visitation: Health Value Indicator (New measure in FY 2017)	0	0	1,515,750	1,515,750	0
Number of participants in recreation programming (New measure in FY 2017)	0	0	74,520	74,600	80
Daily average attendance at indoor pools	1,026	1,152	850	850	0
Average daily attendance at recreation and community centers	7,825	8,366	6,200	6,200	0

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families 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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of attendees at Norfolk Youth Council projects and events	3	21	7	7	0

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Enhance accessibility to recreation programming and facilities (by, in part, utilizing school facilities)					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of population with access to recreational programming and facilities within a two-mile radius of their home (New measure in FY 2017)	0	0	86	86	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$13,657,324	$13,885,915	$14,817,499	$15,131,622
Materials, Supplies and Repairs	$1,531,689	$1,575,826	$1,375,547	$1,336,864
Contractual Services	$1,613,607	$1,243,784	$1,143,499	$1,189,348
Equipment	$14,991	$18,064	$42,612	$42,612
Department Specific Appropriation	$1,046	$87,260	$0	$0
Total	$16,818,657	$16,810,849	$17,379,157	$17,700,446

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$183,610	Celebrate Trees Project	0
		Donations to Recreation and Parks	
		Lavalette Ave Boat/Kayak Project	
		Senior and Adult Programs	
		Tree Recovery Parks and Urban Forestry	

PROPOSED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $137,856 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Environmental Sustainability and Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Support Nighthawks Program** **FY 2018 $20,000 FTE: 0**

  Provide funds to support the Nighthawks program. The Norfolk Nighthawk program is a recreation and jobs initiative for young adults.

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

- **Support increase for water and sewer rates** **FY 2018 $1,657 FTE: 0**

  Technical adjustment to support additional funding for the water and sewer rate increases.

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

- **Adjust costs for Fleet expenditures** **FY 2018 ($38,683) FTE: 0**

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

  Priority Area(s) Met: Environmental Sustainability and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $188,058 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Environmental Sustainability and Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $6,851 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Environmental Sustainability and Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 $5,550 FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Recreation, Parks and Open Space **Total: $321,289 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Administrative Technician	1 07	$29,391	$47,962	1	0	1
Applications Analyst	1 14	$52,020	$86,041	1	0	1
Architect I	1 13	$47,823	$77,978	1	0	1
Architect III	1 17	$64,260	$104,872	2	0	2
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 14	$52,020	$86,041	1	0	1
Director of Recreation, Parks, & Open Space	1 24	$94,656	$162,302	1	0	1
Division Head	1 16	$60,149	$98,068	5	0	5
Equipment Operator II	1 06	$29,391	$47,962	19	0	19
Equipment Operator III	1 07	$31,804	$51,684	7	0	7
Equipment Operator IV	1 08	$34,445	$56,161	1	0	1
Facilities Manager	1 13	$47,823	$77,978	4	0	4
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 09	$40,805	$66,586	6	0	6
Forestry Supervisor	1 13	$52,020	$86,041	1	0	1
Geographic Information Systems Technician II	1 11	$40,805	$66,586	1	0	1
Groundskeeper	1 04	$23,333	$38,047	14	-1	13
Groundskeeper Crew Leader	1 09	$34,445	$56,161	22	0	22
Health & Fitness Facilitator	1 10	$37,337	$60,884	1	0	1
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	13	0	13
Maintenance Mechanic I	1 06	$27,438	$44,737	5	0	5
Maintenance Mechanic II	1 07	$29,391	$47,962	3	0	3
Maintenance Mechanic III	1 09	$34,445	$56,161	1	0	1
Maintenance Supervisor II	1 12	$44,339	$72,308	6	0	6

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Management Analyst III	1 14	$52,020	$86,041	1	-1	0
Messenger/Driver	1 02	$20,099	$32,778	1.9	0	1.9
Office Assistant	1 03	$21,646	$35,301	2.7	0	2.7
Office Manager	1 09	$34,445	$56,161	1	0	1
Park Ranger	1 07	$29,391	$47,962	3	0	3
Project Coordinator	1 13	$47,823	$77,978	0	1	1
Project Manager	1 14	$60,149	$98,068	1	-1	0
Recreation Specialist	1 09	$34,445	$56,161	32.9	0	32.9
Recreation Supervisor	1 11	$40,805	$66,586	20	-1	19
Recreation Supervisor, Senior	1 13	$47,823	$77,978	8	2	10
Staff Technician II	1 09	$34,445	$56,161	2	0	2
Support Technician	1 05	$25,179	$41,096	1.9	0	1.9
Therapeutic Recreation Specialist	1 09	$34,445	$56,161	4.4	0	4.4
Tree Trimmer I	1 06	$31,804	$51,684	2	1	3
Tree Trimmer II	1 08	$37,337	$60,884	6	0	6
Total				216.7	0	216.7

This page intentionally left blank

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 and emergency management and communications.

Central Appropriations is divided into four categories:

Compensation and Benefits: Funds are designated for employee benefit payouts, unemployment compensation, worker's compensation claims, and costs related to staffing and organizational redesign.

General Administration: Funds are designated for citywide strategic priorities, such as the Housing Trust Fund and Poverty Commission; economic development initiatives for business retention and development; employee recognition events and parking; and sponsorships to support local events.

Risk Management: Funds are designated for the payment of insurance premiums and general liability, property, and automobile claims in addition to associated legal fees. Operating contingency funds are used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.

Transfers Out: Funds are used to support operations for Cemeteries and Emergency Preparedness and Response.

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Compensation and Benefits					
Healthcare Savings One-time savings based on projected changes in employee enrollment and plan election	-153,364	-65,000	0	0	0
Line of Duty Act Benefit for public safety personnel injured or killed in the line of duty	572,601	713,311	640,675	679,115	38,440
Retiree Benefit Reserve Death benefit to eligible retirees	45,000	42,500	45,000	45,000	0
Retiree Healthcare City supplement to monthly healthcare premiums paid by participating retirees.	108,795	99,970	126,800	126,800	0
Retiree Supplement Funds for one-time supplement in FY 2018 for retirees who meet specific service time and income requirements	236,100	351,900	600,000	600,000	0
Staffing and Organizational Redesign Initiative Expenses related to strategic reorganization, retirement incentive payouts and personnel actions.	40,088	150,763	500,000	500,000	0

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Compensation and Benefits					
Unemployment Compensation Unemployment insurance claim payments	233,283	122,656	220,000	220,000	0
Virginia Worker's Compensation Claim payments, related third-party administration, and state taxes	4,649,655	4,913,169	4,823,000	5,015,920	192,920
Subtotal	**5,732,158**	**6,329,269**	**6,955,475**	**7,186,835**	**231,360**
General Administration					
Advisory Services Urban design consulting	400,000	300,000	300,000	425,000	125,000
Boards and Commission Expenses Expenditures associated with Norfolk Boards and Commissions	17,950	18,190	28,445	28,445	0
Development Initiatives Support for business retention, feasibility analysis, and development initiatives.	473,000	445,000	878,000	863,000	-15,000
Employee Recognition Incentive Support for employee recognition events	74,993	75,001	75,000	75,000	0
HUD Obligation[1] Moved from Outside Agencies	0	139,918	300,000	0	-300,000

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
General Administration					
GPS Fleet Tracking System Support GPS tracking system for Fleet Maintenance	0	52,266	70,000	70,000	0
Housing Trust Fund[2] Funds to support the Housing Trust Fund initiatives	0	0	0	700,000	700,000
Lifelong Learning Initiative Funds to support Norfolk Ready by Five Initiative	0	50,000	0	0	0
Municipal Parking - Long-term City Parking Support for city employee parking costs	1,149,038	1,149,038	1,149,038	1,149,038	0
Municipal Parking - Development Parking incentives	319,100	274,395	319,100	319,100	0
Poverty Commission Support for Poverty Commission Initiatives	0	614,791	0	0	0
Smart Processing Support for the Smart Processing Initiative	250,000	244,002	250,000	250,000	0
Special Programs and Sponsorships Support for local events	197,829	131,125	200,000	200,000	0

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
General Administration					
Technology Reserve Fund Funds to support technology infrastructure and replacement needs	0	0	0	1,350,000	1,350,000
Undesignated Balance One - time undesignated Funds	0	0	0	1,400,000	1,400,000
Subtotal	**2,881,910**	**3,493,726**	**3,569,583**	**6,829,583**	**3,260,000**
Risk Management and Reserves					
Claim Payments and Insurance General liability, property and automobile insurance, and associated legal fees	4,560,923[3]	4,218,369	3,881,600	3,881,600	0
Operating Contingency Contingency funds for unforeseen challenges that may occur during the fiscal year	165,930	782,234	1,950,000	1,950,000	0
Subtotal	**4,726,853**	**5,000,603**	**5,831,600**	**5,831,600**	**0**

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Transfers Out					
Cemeteries Support General support for operations	415,153	211,813	439,088	339,088	-100,000
Emergency Preparedness Support General support for operations	928,473	940,976	1,004,005	1,138,883	134,878
Golf Fund Support General support for operations	309,048	0	0	0	0
Subtotal	**1,652,674**	**1,152,789**	**1,443,093**	**1,477,971**	**34,878**
Central Appropriations Total	**14,993,595**	**15,976,387**	**17,799,751**	**21,325,989**	**3,526,238**

[1]HUD obligation moved to Central Appropriations due to reclassification from Outside Agencies in FY 2016. A corresponding note is included in Outside Agencies.

[2]In FY 2016, $1.4 million was appropriated for the Housing Trust Fund. The FY 2018 Budget re-appropriates $700,000 to the Capital Improvement Plan to support the "Strengthen Neighborhoods through Affordable Housing Initiatives" project.

[3]FY 2015 includes an additional $993,321 in expenses related to the Selden Arcade incident.

OUTSIDE AGENCIES

The City of Norfolk recognizes partnerships with outside organizations and agencies as vital to optimally support citywide priorities. These agencies provide services, programming and events the city cannot provide alone. The city partners directly with outside agencies through funding for operational support or in support of a new initiative. Having a wider range of cultural and entertainment amenities contributes to the economic health of the city and augments its attractiveness as a potential locale for business relocation.

NORFOLK CONSORTIUM

Arts and culture are integral to community attachment and satisfaction in the City of Norfolk. Arts and culture organizations help identify the underlying character, the unique meaning, and value of the city. The city's intrinsic nature is ever changing and evolving to meet the needs of the community. To preserve and enhance this local identity and uniqueness, the Norfolk Consortium was created in FY 2012. Through the Consortium, the city's large event organizations encourage collaborative service delivery, revenue growth, reduce duplication, and co-sponsor large scale events. The Consortium's contribution is invaluable to the city's economic vitality, quality of life and sense of place. These member organizations define the City of Norfolk as the cultural center of the Hampton Roads region.

Consortium members include: Arts and Entertainment, Chrysler Museum, Cultural Facilities, MacArthur Memorial, Norfolk Botanical Garden, Norfolk Commission on the Arts and Humanities, Norfolk Convention and Visitor's Bureau (Visit Norfolk), Norfolk Festevents, Norfolk NATO Festival, The National Maritime Center (Nauticus), Virginia Arts Festival, Virginia Opera, Virginia Stage Company, 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 2018 is provided through General Fund and other sources:

Norfolk Consortium Financial Support	
Source	**FY 2018 Proposed**
General Fund Member Support[1]	$8,241,185
Norfolk Consortium Bed Tax[2]	$985,500
Public Amenities	$3,000,000
Flat Bed Tax dedicated to Visit Norfolk[2]	$985,500
Total	**$13,212,185**

[1]Does not include General Fund support for city departments: The National Maritime Center (Nauticus), MacArthur Memorial, Virginia Zoo, and Cultural Facilities, Arts and Entertainment.

[2]Actual amounts distributed from bed tax may vary depending on actual revenue collected.

Norfolk Consortium Member Funding

Consortium Member Support (does not include city departments)		
Member	**FY 2017 Adopted**	**FY 2018 Proposed**
Chrysler Museum of Art	$2,917,832	$2,917,832
Norfolk Botanical Gardens	$1,226,659	$1,226,659
Norfolk Commission on the Arts and Humanities	$248,338	$248,338
Norfolk Convention and Visitor's Bureau (Visit Norfolk)	$4,780,968	$4,802,618
Norfolk Festevents[1]	$1,809,551	$1,879,551
Norfolk NATO Festival	$179,226	$179,226
Virginia Arts Festival	$960,961	$960,961
Virginia Opera	$309,500	$309,500
Virginia Stage Company	$285,000	$285,000
Virginia Symphony	$297,000	$297,000
Citywide Marketing	$103,850	$125,500
TOTAL	**$13,118,885**	**$13,232,185**

[1]Does not include $65,000 transferred to Festevents from the Department of General Services for Fountain Park programming.

Outside Agency Funding

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	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	959,838	959,838	248,338	248,338	0
Norfolk Department of Human Services Grants Pass through grants to local social services agencies; managed by Department of Human Services	682,646	687,177	662,177	662,177	0
SUBTOTAL	**1,642,484**	**1,647,015**	**910,515**	**910,515**	**0**
Funds to Community Partners					
Downtown Norfolk Council General operating support	60,000	60,000	60,000	60,000	0
Eastern Virginia Medical School General operating support	709,348	709,348	709,348	709,348	0
Friends of Fred Huette General operating support	17,500	17,500	17,500	17,500	0

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Funds to Community Partners					
The Governor's School for the Arts General operating support	0	0	0	50,000	50,000
Garden of Hope (Second Chances) General operating support	435,000	435,000	435,000	435,000	0
Healthy Neighborhood Enterprises (formerly Hampton Roads Community Development Corporation) General operating support	100,000[1]	200,000	0	0	0
Legal Aid Society of Eastern Virginia General operating support	8,364	8,364	8,364	8,364	0
The Literacy Partnership General operating support	50,000	50,000	50,000	50,000	0
Norfolk Criminal Justice Services Funds to supplement state grant	158,932	106,689	158,932	158,932	0
Norfolk Sister City Association General operating support	50,000	50,000	50,000	50,000	0

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Funds to Community Partners					
Opportunity Inc. Workforce development	0	0	0	61,598	61,598
St. Mary's Home for the Disabled General operating support	20,000	20,000	20,000	20,000	0
Square One General operating support	37,336	37,336	37,336	37,336	0
SUBTOTAL	**1,646,480**	**1,694,237**	**1,546,480**	**1,658,078**	**111,598**
Public-Private Partnerships for City-Owned Facilities					
Chrysler Museum General operating support	2,847,832	2,847,832	2,917,832	2,917,832	0
Norfolk Botanical Gardens General operating support	1,186,659	1,186,659	1,226,659	1,226,659	0
Virginia Zoo Society General operating support	325,000	325,000	325,000	325,000	0

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Incentive Agreement - provides 50 percent of gate receipts in excess of $1.5 million in FY 2018	252,191	302,347	465,579	409,138	-56,441
SUBTOTAL	**4,611,682**	**4,661,838**	**4,935,070**	**4,878,629**	**-56,441**
Public-Private Partnerships for Tourism and Special Event Organizations					
Caribfest	50,000	50,000	50,000	50,000	0
General operating support					
Hampton Roads Sports Commission	0	0	36,000	36,000	0
General operating support					
Hampton Roads Pridefest	0	0	0	50,000	50,000
General operating support. FY 2018, begins a two-year commitment					
Junior Olympics	0	0	35,300	35,300	0
Three-year commitment to support Junior Olympics					
Norfolk Consortium	798,002	752,552	0	0	0
Revenue from $1 increase in bed tax beginning in FY 2012; pass through funds managed by the Norfolk Consortium					
Citywide Marketing Efforts	0	0	103,850	125,500	21,650

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Public-Private Partnerships for Tourism and Special Event Organizations					
Norfolk Convention and Visitors Bureau (Visit Norfolk)					
General operating support	3,617,118	3,617,118	3,817,118	3,817,118	0
Revenue from $1 flat bed tax	961,369	955,998	963,850	985,500	21,650
Norfolk Festevents					
General operating support	1,623,363	1,623,363	1,738,363	1,758,363	20,000
Jazz Festival	71,188	71,188	71,188	71,188	0
Norfolk Naval Station Centennial Celebration FY 2018	0	0	0	50,000	50,000
Norfolk Festevents Subtotal	1,694,551	1,694,551	1,809,551	1,879,551	70,000
Norfolk NATO Festival	139,226	139,226	179,226	179,226	0
General operating support					
Virginia Arts Festival					
General operating support	645,523	645,523	795,523	795,523	0
Special funding for Virginia Tattoo and Dance Series	165,438	165,438	165,438	165,438	0
Virginia Arts Festival Subtotal	810,961	810,961	960,961	960,961	0
Virginia Opera	0	0	309,500	309,500	0
General operating support					

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Public-Private Partnerships for Tourism and Special Event Organizations					
Virginia Stage Company	0	0	285,000	285,000	0
General operating support					
Virginia Symphony	0	0	297,000	297,000	0
General operating support					
SUBTOTAL	**8,071,227**	**8,020,406**	**8,847,356**	**9,010,656**	**163,300**
Public Partnerships to Provide Services					
Hampton Roads Transit (HRT)					
Light rail transit (LRT) service	5,246,600	5,977,325	6,060,934	6,153,552	92,618
Advance capital	582,064	600,697	562,647	520,497	-42,150
Commission expense	166,612	177,932	158,311	136,576	-21,735
Ferry service	191,750	120,309	240,783	374,238	133,455
Paratransit	1,497,474	1,644,600	1,886,498	2,154,460	267,962
Regular bus service	10,421,446	10,184,813	10,304,426	10,648,880	344,454
Vanpool profit	-46,627	0	0	0	0

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Public Partnerships to Provide Services					
Capital match for bus replacement	0	0	192,951	192,951	0
Prior year reconciliation	132,233	0	0	700,000	700,000
HRT Subtotal	18,191,552	18,705,676	19,406,550	20,881,154	1,474,604
Norfolk Redevelopment and Housing Authority					
Administrative support	750,000	1,000,000	1,300,000[2]	1,300,000	0
Legal Expense	250,000	0	0	0	0
Rental of space - 201 Granby Street	89,945	89,945	0	0	0
Rental of Monroe Building for the Virginia Stage Company	90,979	101,617	104,158	106,762	2,604
HUD Obligation[3]	139,918	0	0	0	0
SUBTOTAL	**19,512,394**	**19,897,238**	**20,810,708**	**22,287,916**	**1,477,208**
Contractual Obligations					
Economic Development Incentive Grants					
Economic Development Incentive Grants	1,428,033	907,610	77,000	693,481	616,481
NRHA Economic Incentive Grants	1,352,717	1,436,852	1,718,593	1,531,933	-186,660

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Contractual Obligations					
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 Supports improvements to cultural facilities	450,000	750,000	892,000	944,000	52,000
Waterside Marriott Convention Center Subsidy Maintenance subsidy agreement with the Marriott Hotel's management company	195,000	195,000	195,000	195,000	0
SUBTOTAL	**3,571,750**	**3,435,462**	**3,028,593**	**3,510,414**	**481,821**
Memberships and Dues					
Hampton Roads Chamber of Commerce Event sponsorship	12,000	12,000	12,000	12,000	0
Hampton Roads Economic Development Alliance Membership dues based on per capita expense	116,747	233,494	232,819	234,073	1,254

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Memberships and Dues					
Hampton Roads Military & Federal Facilities Alliance Membership dues based on per capita expense	121,402	121,402	123,197	123,595	398
Hampton Roads Planning District Commission Membership dues based on per capita expense (includes funds for Metropolitan Medical Response System)	245,803	246,392	246,394	247,189	795
Virginia First Cities Membership dues based on pro-rata population fee schedule	43,230	43,230	43,230	45,392	2,162
Virginia Municipal League Membership dues based on annual population estimate	56,720	56,721	58,003	59,163	1,160
SUBTOTAL	**595,902**	**713,239**	**715,643**	**721,412**	**5,769**
Other Arrangements					
Downtown Improvement District (DID) Pass Through Revenue Revenue from special district real estate tax collections used for DID activities	1,751,393	1,755,001	1,762,500	1,777,800	15,300

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Downtown Improvement District (DID) Public and Performing Arts Group[4]	618,000[5]	86,320	117,500	118,500	1,000
Revenue from special district real estate tax collections used for DID activities					
SUBTOTAL	**2,369,393**	**1,841,321**	**1,880,000**	**1,896,300**	**16,300**
TOTAL	**42,021,312**	**41,910,756**	**42,674,365**	**44,873,920**	**2,199,555**

[1]Three year commitment from FY 2015 - FY 2017. FY 2014 funds were not used and were carried forward to FY 2015.

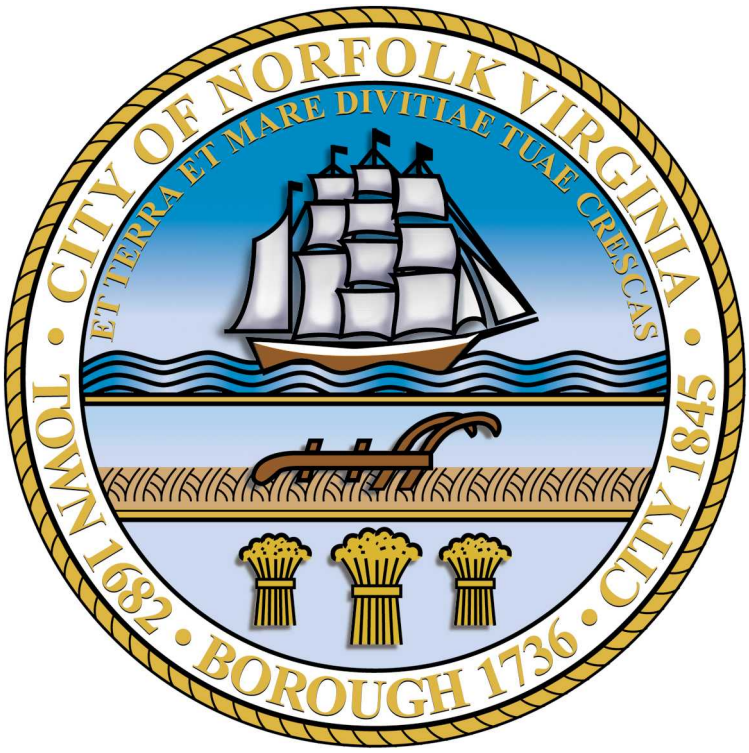
[2]In FY 2017, $300,000 increase for administrative support previously funded through the Capital Improvement Plan.

[3]HUD obligation moved to Central Appropriations due to reclassification from Outside Agencies in FY 2016. A corresponding note is included in Central Appropriations.

[4]Beginning in FY 2017, one cent from the DID special district real estate tax collections is dedicated to Granby Street lights.

[5]Includes $505,622 in prior year funds from FY 2010 - FY 2014 to support street lighting.

Public Health and Assistance



This page intentionally left blank

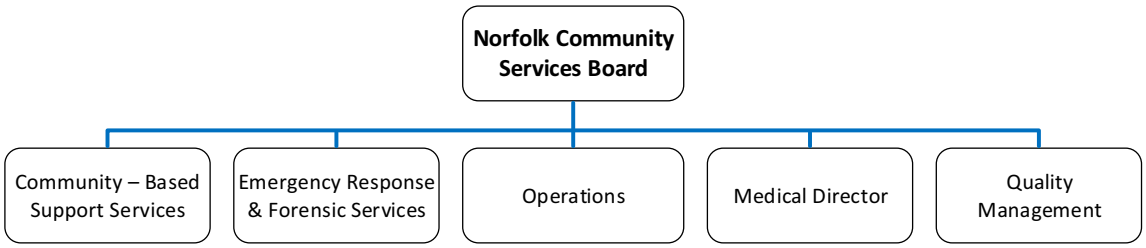
Norfolk Community Services Board

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 intellectual 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. 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 either acute intervention, long-term, or intensive community support would have historically been institutionalized or faced disabling consequences: serious mental illness, serious emotional disturbances, substance abuse addictions, intellectual disabilities, and developmental disorders. These services are provided across seven NCSB service locations, as well as in state hospitals, local hospitals, housing programs, homeless shelters, private homes, group living settings, jails, courts, and schools.



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

The Norfolk Community Services Board (NCSB) supports the priority areas of Lifelong Learning and Safe, Healthy and Inclusive Communities. Actions undertaken to assist in the creation of a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families include the following:

Ongoing Actions	Status
Provide programming to increase developmentally delayed preschoolers' learning readiness	Ongoing
Provide a variety of mental health services to improve client outcomes	Ongoing
Provide a variety of substance abuse services to improve client outcomes	Ongoing
Provide a variety of housing stabilization services to improve client outcomes	Ongoing
Provide a variety of crisis stabilization services to improve client outcomes	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families through the provision of an array of programs and services					
Objective					
Provide a range of mental health, substance abuse, housing, and crisis stabilization services to improve client outcomes					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of Mental Health/Co-Occurring Court/Jail Diversion participants without new criminal justice involvement while in the program (New measure in FY 2017)	0	0	85	85	0
Percent of individuals enrolled in Substance Abuse Case Management (SACM) for more than 90 days having negative drug screens (New measure in FY 2017)	0	0	80	80	0
Percent of PTSD/Trauma program participants experiencing a decrease in depressive symptoms (New measure in FY 2017)	0	0	60	60	0
Percent of individuals served through the Intellectual Disability Residential Services (ID RS) program participating in at least one community integration activity weekly (New measure in FY 2017)	0	0	95	95	0
Percent of individuals detained who are admitted to a community hospital or stabilization unit within 8 hours (New measure in FY 2017)	0	0	70	70	0
Percent of dispatched Crisis Intervention Team (CIT)-involved calls to NPD resolved without arrest or legal charges (New measure in FY 2017)	0	0	70	70	0
Percent of Community Integration consumers who do not require re-hospitalization during time of enrollment in the program (New measure in FY 2017)	0	0	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 (New measure in FY 2017)	0	0	80	80	0

Priority: Safe, Healthy, and Inclusive Communities					
Percent of youth enrolled in Child and Adolescent Services (CAS) programming for 90 days or more reporting positive gain from treatment (New measure in FY 2017)	0	0	80	80	0
Percent of individuals enrolled in Intensive Care Coordination (ICC) who successfully transition out of residential programs into the community (New measure in FY 2017)	0	0	95	95	0
Percent of Shelter Plus Care tenants maintaining permanent housing for at least one year from program entry date (New measure in FY 2017)	0	0	80	80	0

Priority: Lifelong Learning					
Goal					
Increase accessibility to lifelong learning					
Objective					
Increase preschoolers' learning readiness					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of children with a planned transition from the Infant and Toddler Connection of Norfolk program who are ready for non-specialized preschool	45	81	45	45	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Use of Money and Property	$49	$0	$0	$0
Charges for Services	$5,377,300	$5,980,802	$5,575,000	$5,496,000
Miscellaneous Revenue	$11,758	$29,073	$4,300	$5,100
Recovered Costs	$33,113	$17,988	$0	$30,000
Categorical Aid - Virginia	$11,090,968	$10,991,909	$11,046,269	$11,251,600
Carryforward	$3,050,996	$863,531	$1,552,666	$1,000,000
Local Match	$3,156,385	$5,133,612	$5,083,229	$5,912,658
Federal Aid	$2,941,380	$2,710,081	$2,759,170	$2,946,064
Total	$25,661,949	$25,726,996	$26,020,634	$26,641,422

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$16,873,954	$17,188,037	$18,507,545	$19,159,233
Materials, Supplies and Repairs	$896,020	$699,930	$1,059,733	$1,166,445
Contractual Services	$5,666,178	$5,598,284	$5,443,757	$5,481,150
Equipment	$1,068	$19,872	$41,000	$47,200
Public Assistance	$652,167	$645,866	$786,480	$705,775
Department Specific Appropriation	$138,320	$490	$182,119	$81,619
Total	$24,227,708	$24,152,479	$26,020,634	$26,641,422

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$3,995,445	Adult Drug Court Treatment Program	19.5
		Crisis Intervention Program	
		CSB Supportive Housing	
		Eastern State Supportive Housing	
		Intellectual Disability Housing	
		PACT Forensics	
		Permanent Supportive Housing	
		SAMSHA-CABHI Road 2 Home - Three Year Grant	
		Strategic Prevention- Five Year Grant	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $140,275 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Adjust personnel expenditures related to Drug Court** **FY 2018 $140,280 FTE: 0**

  Provide funds for two previously approved Counselor positions to assist the Norfolk Drug Court in providing intensive outpatient services to reduce recidivism and provide rehabilitation and recovery for participants. A corresponding revenue adjustment has been made.

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

- **Enhance crisis response and child psychiatry services** **FY 2018 $58,321 FTE: 1**

  Provide funds for an Emergency Counselor to support crisis response and child psychiatry needs. The Virginia Department of Behavioral Health and Developmental Services (VDBHDS) will provide funds, through the annual Performance Contract, to support this position. A corresponding revenue adjustment has been made.

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

- **Support expansion of substance abuse treatment** **FY 2018 $175,382 FTE: 2**

  Provide funds to support the expansion for Substance Abuse Medication-Assisted Treatment. The VDBHDS Performance Contract provides funds to support one counselor, one case manager, client medication, and nurse services.

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

- **Support state and federal mandates for case management** **FY 2018 $120,196 FTE: 2**

  Technical adjustment to provide funds for two case manager positions. These positions will provide intellectual and developmental disability case management to Norfolk residents. The addition of these positions is a result of state and federal actions.

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

- **Support substance abuse prevention** **FY 2018 $50,000 FTE: 0**

  Provide funds to support the Norfolk Drug Court's substance abuse prevention services. Services include participant medication, purchase of medical supplies, and participant evaluation. A corresponding revenue adjustment has been made.

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

- **Adjust funds for lease payments** **FY 2018 ($82,121) FTE: 0**

  Technical adjustment to reduce rent expenditures due to the renewal of leases at three facilities: Virginia Beach Boulevard, Tidewater Drive, and Olney Road. The reduction in costs is due to a lease amendment for the Virginia Beach Boulevard and Tidewater Drive locations executed in FY 2017. The amendment resulted in an approximate rent decrease of $120,071 in FY 2018. It is anticipated the lease at Olney Road will increase from $579,186 in FY 2017 to $617,136 in FY 2018.

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

- **Reduce funds previously used for facility renovation** **FY 2018 ($100,000) FTE: 0**

  Remove funds previously appropriated for facility repairs and maintenance. This action will not impact service delivery.

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

- **Support contractual increase for IT services** **FY 2018 $18,304** **FTE: 0**

  Technical adjustment to provide funds for contractual costs for electronic health records system; internal information and technology services; and copiers and printer maintenance.

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

- **Adjust costs for Fleet expenditures** **FY 2018 $11,631** **FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $152,130** **FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $112,133** **FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 ($175,743)** **FTE: 0.2**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Norfolk Community Services Board **Total: $620,788** **FTE: 5.2**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant I	1 11	$40,805	$66,586	1	0	1
Accountant II	1 12	$44,339	$72,308	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	1	0	1
Administrative Analyst	1 13	$47,823	$77,978	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	2.5	1.5	4
Administrative Assistant II	1 10	$37,337	$60,884	6	1	7
Administrative Manager	1 15	$56,314	$92,075	0	1	1
Administrative Technician	1 07	$29,391	$47,962	4	-2	2
Assistant Director	1 21	$80,963	$134,732	1	0	1
Bureau Manager	1 18	$68,697	$112,020	1	0	1
Case Manager II	1 09	$34,445	$56,161	13	1	14
Case Manager III	1 11	$40,805	$66,586	51.5	4.5	56
Case Manager IV	1 12	$44,339	$72,308	13	2	15
Chief Medical Officer	1 29	*	*	1	0	1
Chief of Nursing	1 16	$60,149	$98,068	1	0	1
Clinical Coordinator	1 14	$52,020	$86,041	1	1	2
Clinical Supervisor	1 15	$56,314	$92,075	2	0	2
Clinician	1 13	$47,823	$77,978	13.6	-1	12.6
Compliance Specialist	1 09	$34,445	$56,161	1	0	1
Consumer Relations Specialist	1 13	$47,823	$77,978	2	0	2
Contract Monitoring Specialist	1 11	$40,805	$66,586	1	0	1
Counselor III	1 11	$40,805	$66,586	15	1	16
Counselor IV	1 12	$44,339	$72,308	1	0	1
Customer Service Representative	1 05	$25,179	$41,096	1	0	1
Data Processing Assistant II	1 04	$23,333	$38,047	2	0	2
Data Quality Control Analyst	1 07	$29,391	$47,962	2	0	2
Direct Support Professional I	1 05	$25,179	$41,096	10.1	4.5	14.6
Direct Support Professional II	1 06	$27,438	$44,737	10	-4	6
Division Head	1 16	$60,149	$98,068	2	0	2
Early Childhood Special Educator	1 14	$52,020	$86,041	2	0.5	2.5
Emergency Services Counselor	1 12	$44,339	$72,308	15.4	-0.8	14.6
Executive Director	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	-2	2
Information Technology Planner	1 14	$52,020	$86,041	1	0	1
Information Technology Specialist	1 09	$34,445	$56,161	1	0	1
Licensed Practical Nurse	1 10	$40,805	$66,586	14	0	14
Maintenance Mechanic I	1 06	$27,438	$44,737	1	0	1
Management Analyst I	1 11	$40,805	$66,586	4	-1	3

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Management Analyst II	1 13	$47,823	$77,978	2	-1	1
Medical Records Administrator	1 11	$40,805	$66,586	1	0	1
Mental Health Professional	1 11	$40,805	$66,586	4	-1	3
Nurse Coordinator - Supervisor	1 13	$47,823	$77,978	4	-1	3
Nurse Practitioner	1 20	$77,520	$126,409	1	0	1
Operations Controller	1 16	$60,149	$98,068	1	0	1
Peer Counselor I	1 08	$31,804	$51,864	1	0	1
Peer Counselor II	1 09	$34,445	$56,161	2	0	2
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	12	0	12
Program Supervisor	1 13	$47,823	$77,978	3	1	4
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Programs Manager	1 15	$56,314	$92,075	6	1	7
Psychiatrist	1 29	*	*	5.1	0	5.1
Records & Information Clerk	1 04	$23,333	$38,047	2	0	2
Registered Nurse	1 12	$44,339	$72,308	7.2	0	7.2
Reimbursement Specialist	1 09	$34,445	$56,161	1	0	1
Reimbursement Supervisor	1 14	$52,020	$86,041	1	0	1
Reimbursement Technician	1 06	$27,438	$44,737	4	0	4
Staff Technician I	1 08	$31,804	$51,864	1	0	1
Support Technician	1 05	$25,179	$41,096	13.5	-1	12.5
Total				283.9	5.2	289.1

*No salary range per compensation plan.

Office to End Homelessness

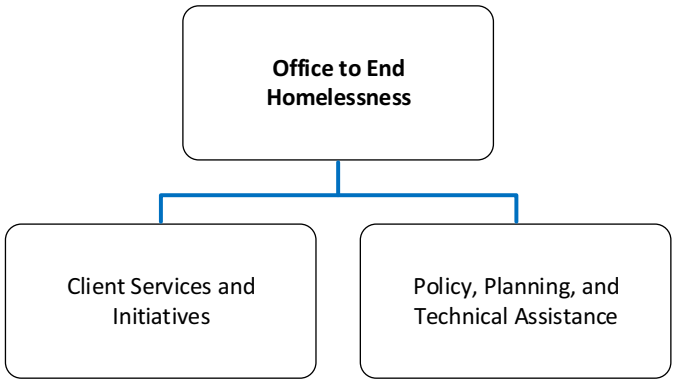
Mission Statement

The mission of the Office to End Homelessness (OTEH) is to prevent and end homelessness in the City of Norfolk by establishing and promoting sustainable and effective policies, programs, services, and housing that will have a positive impact now and for future generations.

Department Overview

The Office to End Homelessness is responsible for the provision of policy and direction within the City of Norfolk, and in partnership with community partners and stakeholders, to support an effective system that works to end and prevent homelessness. OTEH also assists in providing oversight for services and activities which fill a gap that cannot be met by other city departments or within the community.

The office coordinates and supports activities that ensure access to federal and state funding sources to assist in ending homelessness. OTEH also works to ensure the development of city policies to end homelessness. Additionally, the department provides technical assistance and training in order to help ensure effective programs, services, and housing. Direct implementation of programs and services that assist in ending homelessness, including city initiatives and regional partnerships, ensure that an effective array of programs, services, and housing is available in the community.



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

The Office to End Homelessness primarily supports the city priority area of Safe, Healthy and Inclusive Communities through its work to create effective strategies to implement the city's blueprint to end homelessness. Actions in place to serve those residents confronted by the loss of their personal residence include the following:

Ongoing Actions	Status
Develop focused activities and events that provide those persons dealing with the impact of homelessness with direct access to the goods, services, and programs needed to lead productive lives	Ongoing

Ongoing Actions	Status
Provide Tenant-Based Rental Assistance funding to assist homeless individuals with stabilizing their housing	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Create a culture that promotes health, engages in prevention, and supports the economics and social well-being of individuals and families through the provision of an array of programs and services					
Objective					
Strengthen the network of resources, programs, and services that supports the economic and social well-being of individuals and families					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of homeless service plans developed (New measure in FY 2017)	0	0	250	250	0
Number of households receiving Tenant-Based Rental Assistance (TBRA) funds (New measure in FY 2017)	0	0	45	45	0
Percent of individuals developing homeless service plans who secure transitional or permanent housing, on average, in less than 90 days (New measure in FY 2017)	0	0	85	85	0
Percent of Tenant-Based Rental Assistance (TBRA) household participants remaining housed for a minimum of two months after graduating from the program (New measure in FY 2017)	0	0	90	90	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 (New measure in FY 2017)	0	0	80	80	0
Number of homeless individuals attending Project Homeless Connect (New measure in FY 2017)	0	0	400	400	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$229,485	$216,299	$250,596	$263,805
Materials, Supplies and Repairs	$2,760	($1,149)	$17,923	$17,923
Contractual Services	$4,950	$4,022	$7,933	$7,933
Equipment	$2,034	$1,926	$5,200	$5,200
Public Assistance	$8,817	$4,201	$0	$0
Department Specific Appropriation	$4,560	$9,935	$5,299	$5,299
Total	$252,607	$235,234	$286,951	$300,160

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$364,435	ESG Street Outreach Grant	1
		HUD - HOME TBRA Program	
		Project Homeless Connect Donation	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $1,866 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $2,101 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $2,142 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $7,100 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Office to End Homelessness **Total: $13,209 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Case Manager I	1 07	$29,391	$47,962	1	0	1
Director of the Office to End Homelessness	1 20	$77,520	$126,409	1	0	1
Program Administrator	1 13	$47,823	$77,978	1	0	1
Total				3	0	3

Public Health

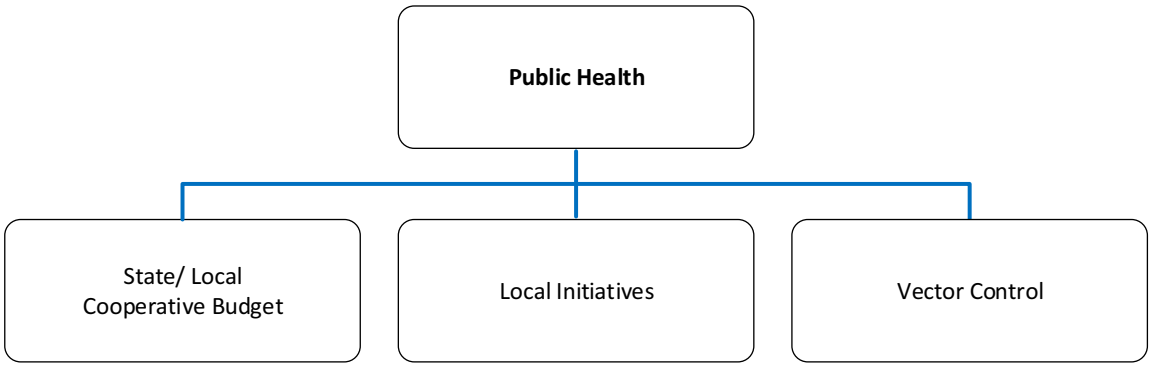
Mission Statement

To protect the health and promote the well-being of all people in the 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.



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

The Norfolk Department of Public Health (NDPH) supports the priority areas of Economic Vitality and Workforce Development; Safe, Healthy and Inclusive Communities; and Lifelong Learning. NDPH has partnered with local businesses, government agencies, schools, and health providers to promote and protect the health of Norfolk residents, visitors, and its environment by undertaking the following actions:

Ongoing Actions	Status
Work with the increasing number of Norfolk eating establishments, food vendors and their employees to protect consumers from food borne pathogens	Ongoing
Increase enrollment of teenagers in abstinence-based educational programs to reduce teen birth rates to a level that meets or exceeds the best performing cities and counties (~20 per 1,000 births)	Ongoing
Collaborate with Norfolk Public Schools to ensure all eligible students entering sixth grade comply with admission requirements by receiving a TDAP vaccine to reduce disease morbidity and mortality	Ongoing
Provide Virginia Cooperative Extension programs and services to foster effective youth development and family nutrition education	Ongoing

Ongoing Actions	Status
Maintain and enhance the pool of active volunteers to strengthen the range and depth of programming provided by Virginia Cooperative Extension	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Increase knowledge, skills, and abilities of Norfolk's workforce					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of Norfolk food establishment managers certified	493	526	460	460	0
Number of Norfolk food establishment employees certified	8,439	7,648	11,000	11,000	0

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services					
Objective					
Ensure students receive required/recommended immunizations by strengthening the partnership with NPS					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of Norfolk Public Schools 6th graders who are adequately immunized	100	100	100	100	0
Objective					
Provide Virginia Cooperative Extension (VCE) services for urban horticulture, nutritional education, and youth development					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of volunteer hours contributed to the provision of VCE programs and services (New measure in FY 2017)	0	0	13,018	13,018	0
Dollar value of VCE volunteer hours (New measure in FY 2017)	0	0	85,000	90,000	5,000
Number of youth participating in Norfolk 4-H programs (New measure in FY 2017)	0	0	4,000	4,500	500
Number of Norfolk residents participating in urban horticulture training, nutrition education, and Master Gardener certification programs	47,322	42,670	52,000	52,000	0

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of teens undertaking abstinence programming	504	156	400	400	0
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of medical and community volunteers	302	115	250	250	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$967,167	$383,731	$303,585	$337,913
Materials, Supplies and Repairs	$71,976	$68,482	$192,033	$90,802
Contractual Services	$90,212	$89,904	$89,963	$89,963
Equipment	$1,576	$2,790	$0	$0
Department Specific Appropriation	$2,399,878	$2,822,977	$2,882,838	$2,890,473
Total	$3,530,809	$3,367,884	$3,468,419	$3,409,151

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$45,783	Safe Neighborhoods Community Readiness Initiative Grant	0

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $1,162** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Environmental Sustainability

- **Provide support for city-state cooperative budget** **FY 2018 $41,984** **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.

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

- **Remove one-time funds for building maintenance** **FY 2018 ($101,357)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for improvements to the Workforce Development Center. A corresponding removal of one-time revenue has been made.

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

- **Reduce funds for local positions** **FY 2018 ($34,349)** **FTE: 0**

  Adjust personnel funds to capture vacancy savings for locally funded positions. The department will use seasonal and part-time employees to improve operational efficiency while maintaining service quality.

  Priority Area(s) Met: Environmental Sustainability

- **Adjust costs for Fleet expenditures** **FY 2018 $126** **FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $1,031** **FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Environmental Sustainability

- **Adjust required contribution to the city's retirement system** **FY 2018 $18,012 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $14,123 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Public Health **Total: ($59,268) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Environmental Health Assistant I	1 03	$21,646	$35,301	6	0	6
Environmental Health Assistant II	1 04	$23,333	$38,047	2	0	2
Groundskeeper Crew Leader	1 09	$34,445	$56,161	1	0	1
Refuse Inspector	1 10	$37,337	$60,884	2	0	2
Total				11	0	11

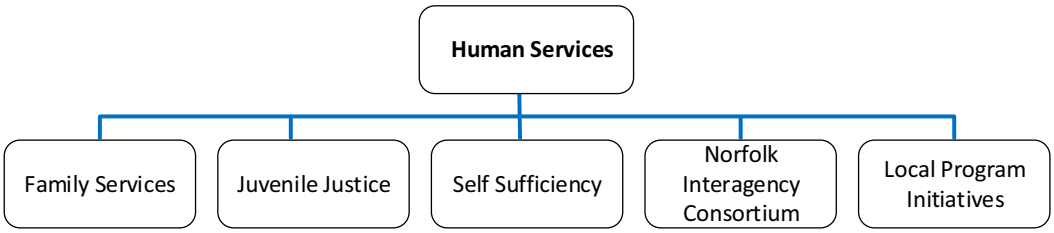
Human Services

Mission Statement

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

Department Overview

The Norfolk Department of Human Services is a multifunctional agency providing services to strengthen children, families, and individuals. NDHS provides social services and juvenile justice services. Services include foster care, adoption services, adult protective services (APS), child protective services (CPS), job assistance, supplemental nutrition assistance (SNAP), medical assistance, Medicaid, and many other comprehensive services to meet the needs of Norfolk residents. NDHS works cooperatively with community organizations to ensure comprehensive services are available to all children, adults, families, and individuals who need them.



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

The Department of Human Services promotes the priority areas of Safe, Healthy and Inclusive Communities and Economic Vitality and Workforce Development. Actions in place to further the primary long-term goal of creating a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families include the following:

Ongoing Actions	Status
Increase referral services, decrease barriers to employment, and increase post-employment support and services	Ongoing
Increase the number of families that are rapidly re-housed and prevented from entering homelessness	Ongoing
Conduct investigation of CPS and APS referrals within the priority time frames established by state guidelines	Ongoing
Decrease time to permanency for foster care children who cannot be reunited with the original family by terminating parental rights, recruiting families interested in fostering to adopt, and performing concurrent planning when bringing children into care	Ongoing
Provide community, familial, and vocational engagement programming to reduce offender recidivism	Ongoing

Ongoing Actions	Status
Prevent reoccurrence of abuse or neglect by providing services to children and adults who have been abused or neglected	Ongoing
Provide mental health, medical, and educational services to improve the outcomes of youth in the Juvenile Detention Center	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development

Goal

Diversify and strengthen Norfolk's economic base

Objective

Connect workers with viable employment opportunities

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Percent of Virginia Initiative for Employment not Welfare (VIEW) participants who find employment and remain employed for 90 days or longer	77	77	75	75	0

Priority: Safe, Healthy, and Inclusive Communities

Goal

Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families 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 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	Change
Percent of Supplemental Nutrition Assistance Program applications processed within state timeliness standards (Benefits Programs)	98	98	97	97	0
Percent of Medicaid Program applications processed within state timeliness standards (Benefits Programs)	82	91	97	97	0
Percent of Temporary Assistance for Needy Families Program applications processed within state timeliness standards (Benefits Programs)	95	98	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

Priority: Safe, Healthy, and Inclusive Communities					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of adults with no recurrence of a substantiated claim of abuse or neglect for six months-Adult Protective Services (New measure in FY 2017)	0	0	95	95	0
Percent of children with no recurrence of a substantiated claim of abuse or neglect for six months-Child Protective Services (New measure in FY 2017)	0	0	97	97	0
Percent of Adult Protective Services complaints of abuse and neglect responded to within state standards for timeliness (Adult Protective Services)	89	90	97	97	0
Percent of Child Protective Services abuse and neglect complaints responded to within state standards for timeliness	96	93	95	95	0
Objective					
Improve service delivery purchased through Norfolk Interagency Consortium for at risk youth and families					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of family assessment and planning meetings attended by members of the child's family (New measure in FY 2017)	0	0	50	60	10
Percent of youth remaining in a residential setting for less than or equal to 12 months (New measure in FY 2017)	0	0	60	60	0
Percent of total youth served by CSA who are receiving community-based services (New measure in FY 2017)	0	0	60	60	0
Objective					
Increase percent of children who are safely discharged from foster care to adoption, reunification with family or are transferred to relatives					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Average time (in months) that youth are in foster care prior to reunification with their family (New measure in FY 2017)	0	0	12	11	-1
Average time (in months) that youth are in foster care prior to adoption for those youth who could not be reunified with family or placed with a relative (New measure in FY 2017)	0	0	35	35	0
Percent of foster care children entering foster care during the preceding 24 months who have been permanently placed (New measure in FY 2017)	0	0	85	90	5

Priority: Safe, Healthy, and Inclusive Communities					
Objective					
To stabilize families at risk of becoming homeless through prevention services, rapid re-housing, and inter-agency service coordination					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of Homeless Action and Response Team (HART) participants stably housed after 3 months (New measure in FY 2017)	0	0	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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of participants returning to jail or prison within three years of entering the Prisoner Reentry Program	7	5	15	15	0
Objective					
Enhance community safety and youth offender outcomes through the provision of Detention Center programs and services					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of youth actively engaged in mental health, medical, and educational services while in the Juvenile Detention Center (New measure in FY 2017)	0	0	100	100	0
Number of unique youth offenders housed in the Juvenile Detention Center during fiscal year (New measure in FY 2017)	0	0	550	550	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$26,502,545	$27,523,471	$29,747,061	$30,041,978
Materials, Supplies and Repairs	$930,729	$886,373	$1,240,202	$1,173,042
Contractual Services	$5,676,666	$4,250,367	$3,135,686	$3,139,130
Equipment	$221,604	$179,143	$349,900	$350,700
Public Assistance	$11,601,613	$11,787,243	$12,670,603	$13,009,003
Department Specific Appropriation	$427,157	$0	$12,500	$12,500
Total	$45,360,315	$44,626,597	$47,155,952	$47,726,353

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$6,921,395	Byrne JAG Juvenile Assessment Grant	5.5
		Challenge Grant Early Learning	
		Comprehensive Services Act	
		Donations: Foster Children Support and Christmas Fund	
		Emergency Shelter Grant	
		HOME Grant	
		Smart Beginnings Early Childhood	
		Virginia Department of Juvenile Justice	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $216,031 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Increase funds for medical services contract** **FY 2018 $50,000 FTE: 0**

  Technical adjustment to provide funds for a new medical services contract at the Norfolk Juvenile Detention Center.

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

- **Support Fostering Futures Adoption Assistance program** **FY 2018 $333,400 FTE: 0**

  Technical adjustment to provide funds to support the implementation of the Fostering Futures program. In 2016, the Virginia General Assembly authorized the Virginia Department of Social Services to extend foster care services and adoption assistance to youths up to 21 years old. Expenditures related to this program are reflected at 100 percent. A corresponding revenue adjustment has been made.

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

- **Fund rent increase for Monticello Building** **FY 2018 $61,744 FTE: 0**

  Technical adjustment to provide funds for increased rent at the Monticello facility. Rent expenditures associated with Virginia Department of Social Services programs are reimbursable at an average rate of 77 percent. Due to the increase in rent expenditures, a corresponding revenue adjustment has been made.

  Priority Area(s) Met: Lifelong Learning and Well-Managed Government

- **Reduce discretionary expenditures** **FY 2018 ($161,000) FTE: 0**

  Reduce funds for contractual services and office supplies based on historical usage and projected need. No impact to service levels are anticipated as a result of this action.

  Priority Area(s) Met: Lifelong Learning and Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 ($8,660) FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $234,761 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $174,827 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($330,702) FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Human Services **Total: $570,401 FTE: 0**

Full Time Equivalent (FTE) Summary

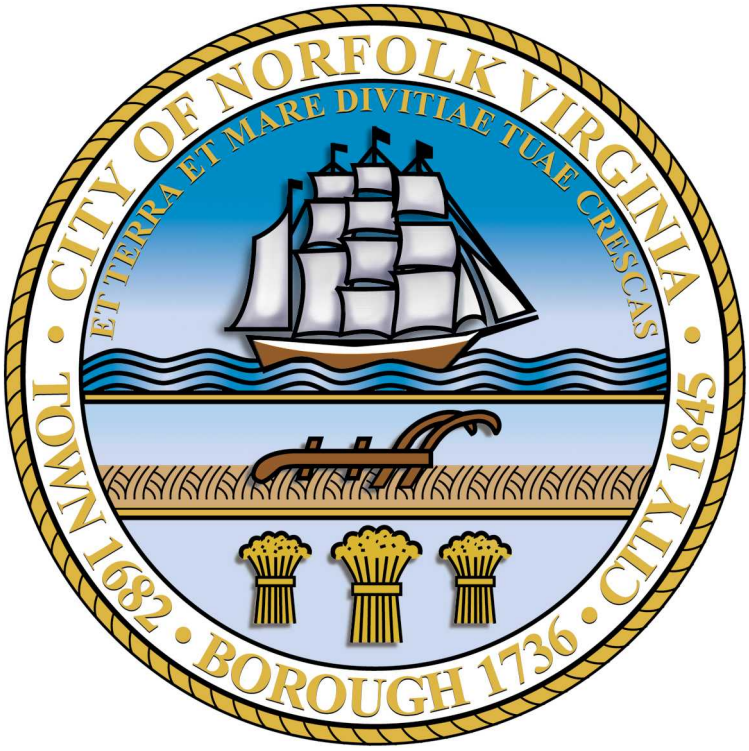
	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant I	1 11	$40,805	$66,586	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	4	0	4
Administrative Assistant I	1 09	$34,445	$56,161	1	0	1
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Administrative Technician	1 07	$29,391	$47,962	8	0	8
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 08	$31,804	$51,864	36.5	9.5	46
Benefit Programs Specialist II	1 09	$34,445	$56,161	110	-10.5	99.5
Benefit Programs Specialist, Senior	1 10	$37,337	$60,884	19	0	19
Benefit Programs Supervisor	1 12	$44,339	$72,308	25	0	25
Business Manager	1 13	$47,823	$77,978	3	0	3
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 19	$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	0	1
Family Services Associate	1 07	$29,391	$47,962	10	-1	9
Family Services Supervisor	1 14	$52,020	$86,041	17	0	17
Family Services Worker I	1 10	$37,337	$60,884	36	1	37
Family Services Worker II	1 12	$44,339	$72,308	34	0	34
Family Services Worker III	1 13	$47,823	$77,978	6	0	6
Fiscal Manager II	1 14	$52,020	$86,041	3	0	3
Fiscal Monitoring Specialist I	1 11	$40,805	$66,586	3	0	3
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 09	$34,445	$56,161	5	0	5
Fraud Supervisor	1 12	$44,339	$72,308	1	0	1
Human Resources Technician	1 09	$34,445	$56,161	1	0	1
Human Services Aide	1 05	$25,179	$41,096	40	1	41
Laundry Worker	1 01	$18,681	$30,692	1	0	1
Licensed Practical Nurse	1 10	$40,805	$66,586	1	0	1
Maintenance Mechanic I	1 06	$27,438	$44,737	2	0	2
Maintenance Supervisor I	1 11	$40,805	$66,586	1	0	1
Management Analyst I	1 11	$40,805	$66,586	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Messenger/Driver	1 02	$20,099	$32,778	2	1	3
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	1	4
Operations Controller	1 16	$60,149	$98,068	1	0	1
Operations Manager	1 14	$52,020	$86,041	1	0	1
Personnel Specialist	1 11	$40,805	$66,586	1	0	1
Program Supervisor	1 13	$47,823	$77,978	4	0	4
Programmer/Analyst II	1 12	$44,339	$72,308	1	0	1
Programmer/Analyst IV	1 14	$52,020	$86,041	1	0	1
Programmer/Analyst V	1 16	$60,149	$98,068	3	0	3
Programs Manager	1 15	$56,314	$92,075	9	0	9
Registered Nurse	1 12	$44,339	$72,308	1	0	1
Self-Sufficiency Specialist II	1 11	$40,805	$66,586	13	0	13
Self-Sufficiency Specialist, Senior	1 12	$44,339	$72,308	4	0	4
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	30	-2	28
Youth Detention Specialist I	1 08	$31,804	$51,864	13	-4	9
Youth Detention Specialist II	1 09	$34,445	$56,161	17	4	21
Youth Detention Specialist III	1 11	$40,805	$66,586	16	0	16
Total				525.5	0	525.5

This page intentionally left blank

Public Safety



This page intentionally left blank

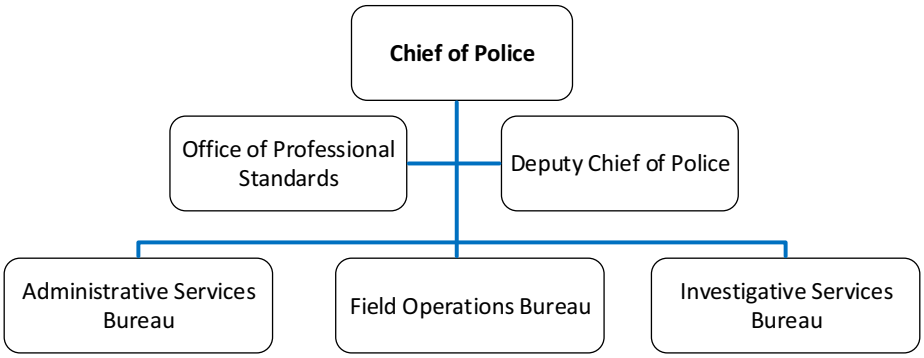
POLICE

MISSION STATEMENT

The Norfolk Police Department shall provide exemplary police service rooted in honor, integrity, and diversity to meet the needs of the people of Norfolk.

DEPARTMENT OVERVIEW

The Department of Police is structured to deliver services to the residents of the City of Norfolk in the most efficient and effective manner. The Chief's Office includes the Deputy Police Chief, Office of Professional Standards, Public Information Office, and Community 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.



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

The Norfolk Police Department strategically supports the city priority areas of Economic Vitality and Workforce Development; Lifelong Learning; Safe, Healthy and Inclusive Communities; and Well-Managed Government. The strategies are planned to sustain safe, healthy, and vital communities by promoting community partnerships with residents and businesses, continuing proactive policing, and achieving operational efficiency through a well-trained and qualified community-focused workforce. Specific actions undertaken to achieve long-term goals include the following:

Ongoing Actions	Status
Continue community partnerships with crime prevention programs to enhance the safety and livability of Norfolk's neighborhoods	Ongoing
Conduct academies and provide training opportunities to support lifelong learning within the communities and the police workforce	Ongoing
Sustain safe environments by protecting and serving the people of Norfolk through proactive policing and solving homicides	Ongoing

Ongoing Actions	Status
Focus on improved emergency preparedness by providing vigorous and standard homeland security training	Ongoing
Sustain operational efficiency by retaining a qualified workforce through leadership training and development	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract and retain businesses within Norfolk					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants in the crime prevention program	3,449	2,618	1,550	1,550	0
Number of participants in the security survey	89	74	70	70	0
Number of crime prevention programs held to promote public safety	6	6	6	6	0

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Reduce crime through the creation of a proactive policing unit at the Patrol Division level					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Index crime levels for violent crime	1,340	1,447	1,275	1,275	0
Objective					
Maintain a homicide Cold Case section within the Detective Division					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Homicide clearance rate	57	63	77	77	0

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Improve and enhance disaster awareness and planning					
Objective					
Improve emergency preparedness by vigorous and regular Homeland Security training					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of workforce who complete Homeland Security training	12	66	30	30	0

Priority: Well-Managed Government					
Goal					
Develop, recruit, and retain talented employees to meet current and future workplace requirements					
Objective					
Promote organizational excellence and leadership skills of staff by developing an annual leadership school tied to the department rank structure					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of rank leadership officers who complete training	37	51	17	17	0
Objective					
Improve retention rate of sworn staff					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Retention rate of sworn staff	95	91	97	97	0

Priority: Lifelong Learning					
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants for Citizens Police Academy	118	146	81	81	0
Number of participants for Youth Academy	528	364	288	288	0

Priority: Lifelong Learning					
Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Network and identify opportunities for partnership among the city, local educational institutions, businesses, and community resources that will promote and expand lifelong learning					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of training hours facilitated by the NPD	4,249	1,127	3,600	3,600	0
Number of sworn personnel receiving educational pay	260	255	236	236	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$60,335,971	$62,447,713	$64,302,037	$68,136,245
Materials, Supplies and Repairs	$3,594,531	$3,274,240	$2,816,911	$2,932,871
Contractual Services	$858,392	$842,628	$900,523	$914,146
Equipment	$206,720	$608,322	$481,445	$618,007
Public Assistance	$25,613	$0	$0	$0
Department Specific Appropriation	$15,845	$0	$0	$0
Total	$65,037,072	$67,172,903	$68,500,916	$72,601,269

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$1,503,913	Asset Forfeiture	0
		DMV Selective Enforcement Grants	
		Donations to Police	
		Edward Byrne Memorial Justice Assistance Grant	
		Local Training Academy	
		Port Security Grant	
		Project Safe Neighborhoods	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $793,819** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Support planned second phase of public safety compensation** **FY 2018 $621,707 FTE: 0**

  Provide support to address Police Officer and Police Sergeant compression. The redesigned public safety pay plan was implemented in FY 2017 and included a planned second phase in FY 2018 for targeted compression adjustments. Step adjustments are based on years of service and historical attrition data. This compensation action positively impacts two-thirds of Police Officers and more than half of Police Sergeants.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Replace police officer tasers** **FY 2018 $136,962 FTE: 0**

  Provide funds to replace police officer tasers. The service and maintenance contract for existing tasers has expired and the equipment has reached the end of its useful life.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Replace ballistic vests** **FY 2018 $65,000 FTE: 0**

  Increase funding for ballistic vest replacement. The department's budget currently supports replacing approximately 64 vests per year. Ballistic vests have a lifespan of five years. Effective equipment life-cycle management requires vests for one-fifth of sworn officers, approximately 150, to be replaced annually. This results in the need for funding an additional 86 ballistic vests at approximately $750 per vest.

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

- **Enhance video record dissemination** **FY 2018 $88,836 FTE: 0**

  Provide funds for additional part-time, temporary employees to handle the review and dissemination of video records. The volume of video records has increased as a result of officers wearing body cameras while on duty. The positions will be responsible for collection, dissemination, and appropriate legal application of video records.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity

- **Adjust Medical Examiner Office contract** **FY 2018 $4,865 FTE: 0**

  Technical adjustment for Medical Examiner Office service contract. The department utilizes the Medical Examiner Office for the removal and transportation of human remains to maintain evidence integrity during crime scene investigations.

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

- **Fund rent increase for Tazewell Building** **FY 2018 $9,288 FTE: 0**

  Technical adjustment to provide funds for lease payments due to a contractual rent increase. The existing contract for space at Tazewell calls for an escalation each year based on the Consumer Price Index plus one percent. Projected rent costs will increase from $309,595 to $318,883.

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

- **Transfer funds for mental health transport services** **FY 2018 $140,000 FTE: 0**

  Transfer personnel cost from the Norfolk Sheriff's Office to the Norfolk Police Department for the transition of mental health transportation services from the Sheriff's Office to the Police Department. A corresponding adjustment can be found in the Norfolk Sheriff's Office.

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

- **Adjust costs for Fleet expenditures** **FY 2018 $50,030 FTE: 0**

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

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Annualize redesigned sworn public safety compensation plan** **FY 2018 $1,043,571 FTE: 0**

  Technical adjustment to annualize the redesigned sworn public safety compensation plan that occurred in January 2017. The revised plan makes Norfolk a regional leader in public safety compensation.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $53,489 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $434,618 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 $658,168 FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Police **Total: $4,100,353 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant I	1 11	$40,805	$66,586	2	0	2
Accounting Supervisor	1 14	$52,020	$86,041	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	1	0	1
Administrative Assistant I	1 09	$34,445	$56,161	9	0	9
Administrative Assistant II	1 10	$37,337	$60,884	2	0	2
Administrative Technician	1 07	$29,391	$47,962	1	0	1
Assistant Chief Of Police	5 10	$105,600	$125,376	4	0	4
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	1	0	1
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
Fiscal Manager II	1 14	$52,020	$86,041	1	0	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
Legal Assistant - CWA	CWA 06	$40,509	$64,756	1	-1	0
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Management Analyst II	1 13	$47,823	$77,978	4	0	4
Management Analyst III	1 14	$52,020	$86,041	1	0	1
Office Assistant	1 03	$21,646	$35,301	2	0	2
Operations Manager	1 14	$52,020	$86,041	1	0	1
Operations Officer I	1 05	$25,179	$41,096	12	1	13
Operations Officer II	1 07	$29,391	$47,962	10	0	10
Police Captain	5 09	$88,550	$110,390	11	0	11
Police Corporal	5 05	$53,400	$77,109	29	2	31
Police Identification Clerk	1 05	$25,179	$41,096	1	0	1
Police Lieutenant	5 08	$78,698	$98,108	35	-1	34
Police Officer	5 03	$43,500	$64,384	575	1	576
Police Records & Identification Section Supervisor	1 12	$44,339	$72,308	1	0	1
Police Recruit	5 01	$40,000	$40,000	28	3	31
Police Sergeant	5 07	$64,100	$90,303	86	-5	81
Program Administrator	1 13	$47,823	$77,978	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Programmer/Analyst IV	1 14	$52,020	$86,041	1	0	1
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	0	1
Public Services Coordinator	1 11	$40,805	$66,586	1	0	1
Software Analyst	1 13	$47,823	$77,978	1	0	1
Stenographic Reporter	1 07	$29,391	$47,962	3	1	4
Support Technician	1 05	$25,179	$41,096	27	-1	26
Total				874	0	874

Composition of sworn police force changes based on career progression and the size of the active recruit class

Fire-Rescue

Mission Statement

Norfolk Fire-Rescue protects life, property, and the environment by preventing and suppressing fires, mitigating hazards, caring for the sick and injured, and providing public education.

Department Overview

Norfolk Fire-Rescue consists of seven divisions:

Operations: Responsible for all emergency services provided by the department including fire suppression, emergency medical care, hazardous materials mitigation, technical rescue, water rescue, and terrorism response. In addition, operational forces perform pre-incident evaluation site visits, public service activities including residential 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.

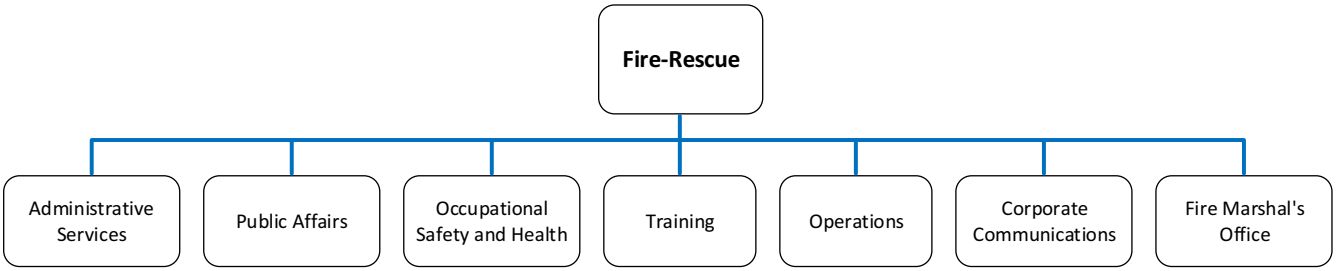
Training and Professional Development: Responsible for all Fire-Rescue initial and re-certification training programs in the subject areas of basic and advanced firefighting, basic and advanced emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control. This Fire-Rescue Division also coordinates the education and implementation of cutting edge emergency medical care techniques and research projects.

Occupational Safety & 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 medical services billing.

Administrative Services: Responsible for procurement and supply of equipment and materials as well as clerical and administrative support.



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

Norfolk Fire-Rescue primarily supports the priority areas of Economic Vitality and Workforce Development; Safe, Healthy and Inclusive Communities; and Lifelong Learning. Actions in place to achieve the long term-goals of providing a safe environment for residents, workers, and visitors; enhancing the efficiency of programs and services; increasing accessibility to lifelong learning; and increasing regionally based employment opportunities for Norfolk's residents include the following:

Ongoing Actions	Status
Improve documentation, provide training, and track progress to improve response times	Ongoing
Heighten awareness of the smoke alarm program through public outreach, public announcements, and web-based information	Ongoing
Provide 350 or more fire/EMS safety presentations of 30 minutes or more	Ongoing
Continue support of the Norfolk Fire-Rescue Explorers program	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Increase regionally-based employment opportunities for Norfolk's residents					
Objective					
Increase knowledge, skills, and abilities of Norfolk's workforce					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants in the Norfolk Fire-Rescue's Explorers program	15	25	25	25	0
Percent of Explorers program participants currently enrolled in high school and maintaining a 2.0 or above grade point average (New measure for FY 2017)	0	0	85	85	0
Objective					
Eliminate barriers to employment					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of minority applicants secured through recruitment efforts (New measure for FY 2017)	0	0	179	180	1
Number of veteran applicants secured through recruitment efforts (New measure for FY 2017)	0	0	145	150	5

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Enhance neighborhood safety by improving average total response time to critical fire calls to equal to or less than five minutes and 20 seconds					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of fire calls with a total response time of five minutes and 20 seconds or less	80	90	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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of Emergency Medical Services calls with advanced life support response with a total response time of 9 minutes or less	100	90	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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of residential contacts that lead to resident awareness and installation of smoke alarms (Revised measure for FY 2017)	0	0	1,400	1,470	70

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants reached through community outreach efforts emphasizing prevention of cooking fires (Revised measure for FY 2017)	0	0	11,495	11,500	5
Number of emergency calls annually associated with cooking (reduced through increased community outreach)	76	76	76	76	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$37,220,800	$38,162,644	$40,059,247	$41,831,109
Materials, Supplies and Repairs	$2,217,347	$2,071,455	$2,133,119	$2,288,137
Contractual Services	$343,864	$350,503	$399,772	$407,196
Equipment	$0	$0	$0	$105,000
Total	$39,782,011	$40,584,602	$42,592,138	$44,631,442

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$2,015,079	Donations to Fire Rescue and EMS	0
		Fire Programs Aid to Locality Fund	
		Fireman's Heritage Program	
		Four-for-Life Aid to Locality Fund	
		Hazardous Materials Recovery Fund	
		Rescue Squad Assistance	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $467,653** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Support continuation of Master Firefighter Program** **FY 2018 $60,000** **FTE: 0**

  Provide funds to support the Master Firefighter Program. The professional development initiative is designed to encourage firefighters to enhance skills and abilities in the areas of firefighting, emergency medical services, special operations, fire prevention, training, and management administration.

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

- **Increase funds for medical supplies** **FY 2018 $20,000 FTE: 0**

  Increase funds to purchase medical supplies for emergency medical services. Current service levels have required reliance on special revenue funds.

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

- **Provide funds for Lucas CPR devices** **FY 2018 $70,000 FTE: 0**

  Provide one-time funds to purchase five Lucas CPR devices per year for the next two fiscal years. This emergency medical device provides continuous and consistent chest compression at the correct depth and rate. The department currently has three Lucas CPR devices. With the addition of 10 more devices over two years, each of the medic units will have this equipment available for use.

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

- **Provide funds for commercial extractors and dryers** **FY 2018 $35,000 FTE: 0**

  Provide one-time funds to purchase commercial extractors and dryers for two additional fire stations. Commercial extractors and dryers are used to clean firefighting clothing.

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

- **Fund rent increase for Tazewell Building** **FY 2018 $7,424 FTE: 0**

  Technical adjustment to provide funds for lease payments due to a contractual rent increase. The existing contract for space at Tazewell calls for an escalation each year based on the Consumer Price Index plus one percent. Projected rent cost will increase from $239,479 to $246,903.

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

- **Adjust costs for Fleet expenditures** **FY 2018 $135,018 FTE: 0**

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

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

- **Annualize redesigned sworn public safety compensation plan** **FY 2018 $908,095 FTE: 0**

  Technical adjustment to annualize the redesigned sworn public safety compensation plan that occurred in January 2017. The revised plan makes Norfolk a regional leader in public safety compensation.

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $6,448 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Annualize Master Firefighter Program funding** **FY 2018 $51,380 FTE: 0**

  Technical adjustment to annualize funds provided in FY 2017 to support the Master Firefighter Program. The professional development initiative is designed to encourage firefighters to enhance skills and abilities in the areas of firefighting, emergency medical services, special operations, fire prevention, training, and management administration

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $212,834 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $65,452 FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Fire-Rescue **Total: $2,039,304 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accounting Technician II	1 07	$29,391	$47,962	1	0	1
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
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
Fire Captain	5 07	$64,100	$90,303	47	0	47
Fire Inspector	5 04	$49,354	$73,049	10	0	10
Fire Lieutenant	5 06	$54,550	$78,770	35	0	35

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Firefighter EMT	5 02(a)	$41,168	$54,166	15	0	15
Firefighter EMT-Enhanced / Advanced	5 02	$42,450	$62,830	230	-2	228
Firefighter EMT-I	5 03	$43,500	$64,384	36	4	40
Firefighter EMT-P	5 04	$49,354	$73,049	76	4	80
Firefighter Recruit	5 01	$40,000	$40,000	22	-6	16
Media Production Specialist	1 12	$44,339	$72,308	1	0	1
Personnel Specialist	1 11	$40,805	$66,586	1	0	1
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Staff Technician I	1 08	$31,804	$51,864	2	0	2
Total				504	0	504

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 street network, traffic management systems, storm water system, and waste collection system.

Department Overview

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

- The Operations Division maintains 2,200 lane miles of asphalt and concrete streets, 1,225 miles of curbs and gutters, 1,000 miles of sidewalks and 29 bridge structures. This division also coordinates the city's emergency recovery from man-made and natural disasters including snow, ice, and tropical storms.

- The Transportation Division engages in planning, design, and construction management for the city and VDOT transportation projects. Projects are initiated through needs identification and funding acquisition processes. The Division also operates and maintains the traffic signal and traffic management systems, maintains all street signs and pavement markings, assist with special events, and coordinates the installation of street lighting.

- The Right-of-Way Division coordinates, permits, and inspects construction and other activity within 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.

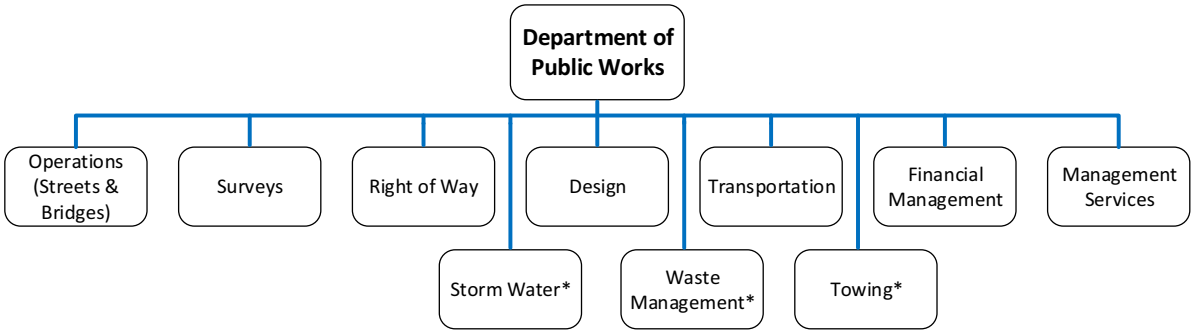
- The Design and Construction Division provides design and contract technical support for construction of new and existing facilities.

- The Surveys Division provides land and construction surveying services; maintains official plats, records, addresses, and control benchmarks; processing encroachments into city rights-of-way.

- 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. These divisions are considered Special Revenue and are listed in the special revenue section of the budget document.



*Shown also in the Special Revenue section

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

The Department of Public Works supports the priority areas of Accessibility, Mobility and Connectivity; Economic Vitality and Workforce Development; Environmental Sustainability; Lifelong Learning; Safe, Healthy and Inclusive Communities; and Well-Managed Government. Actions in place to achieve the long-term goals of protecting natural resources, increasing vocational and technical opportunities, maintaining safety measures for infrastructure, and providing growth opportunities for employees include the following:

Ongoing Actions	Status
Inspect bridges to ensure that they meet National Bridge Inspection Standards	Ongoing
Improve roadways and sidewalk infrastructure citywide to reduce right of way backlogs and resident complaints/claims	Ongoing
Develop and implement a comprehensive Pavement Management Program to increase longevity of streets and address drainage issues	Ongoing
Execute, design, and/or commence construction of major city projects within the fiscal year they are funded	Ongoing
Expand the pedestrian and bicycle network to optimize traditional and alternative transportation modes	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Enhance the vitality of Norfolk's neighborhoods					
Objective					
Maintain safety of traffic signal system by inspecting all traffic signal infrastructure on a yearly basis					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of traffic signal infrastructure inspected per standard	100	100	100	100	0
Objective					
Ensure that arterial streets meet the lighting standards by maintaining existing street lights and adding new lights where appropriate					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of residential streets that meet illuminating engineering standards	77	77	77	77	0
Percent of arterial streets that meet illuminating engineering standards	100	100	100	100	0
Objective					
Improve maintenance of city streets by resurfacing 35 lane miles per year to meet 20-year resurfacing program goal					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of roadway lane miles resurfaced per year	26	36	30	30	0
Objective					
Maintain safe bridge conditions					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of bridges rated good or fair according to National Bridge Inspection Standards (It is anticipated that one bridge will fall below a rating of fair during FY 2017)	100	97	95	95	0

Priority: Accessibility, Mobility and Connectivity					
Goal					
Increase transportation choice, connectivity, and affordability					
Objective					
Optimize traditional and alternative transportation modes and travel including an expanded pedestrian and bicycle network					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Miles of bikeways marked (total)	25	38	42	42	0

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$13,517,416	$13,444,666	$14,127,255	$14,543,230
Materials, Supplies and Repairs	$7,454,520	$7,478,399	$7,749,747	$7,773,922
Contractual Services	$734,877	$462,295	$603,088	$514,464
Equipment	$534,532	$497,096	$125,473	$951,973
Department Specific Appropriation	$2,044,825	$2,130,860	$4,096,717	$4,371,717
Total	$24,286,170	$24,013,316	$26,702,280	$28,155,306

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$44,386,957	ADA Ramps	0
		Brambleton Corridor	
		Brownsfield Grants	
		Camp Allen Elementary School	
		Culvert Improvement Projects	
		Elizabeth River Trail	
		Granby St/ Bayview Blvd Improvements	
		Highway Safety Improvement Projects	
		Land Improvement Projects	
		Litter Prevention and Education	
		Signal Improvement Projects	
		Street Pavement Improvement Projects	
		Traffic Control System Upgrades	
		Traffic Management Projects	
		VB/Newtown Road Intersection Improvements	
		West Ocean View Flyover	

PROPOSED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $104,313 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Add Construction Inspector II position** **FY 2018 $44,400 FTE: 1**

  Provide funds for a Construction Inspector II position to assist with the department's increased workload obligations within the Right of Way Division. This division focuses on infrastructure plan reviews, approval, permitting, coordination, and inspection of all construction.

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

- **Provide funds for preliminary engineering** **FY 2018 $1,100,000 FTE: 0**

  Provide funds for preliminary engineering of capital projects. Preliminary engineering supports the personnel costs associated with capital projects throughout the city. This action is part of a multi-year phase in plan to the General Fund and will be phased out of the Capital Improvement Program (CIP) in FY 2018.

  Priority Area(s) Met: Well-Managed Government

- **Remove one-time funds for HRT transit extension study** **FY 2018 ($92,000) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the city's FY 2017 match for the Naval Station Norfolk Transit Extension Study Draft Environmental Impact Statement.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 $29,051 FTE: 0**

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

  Priority Area(s) Met: Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $121,931 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $152,565 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Economic Vitality and Workforce Development and Environmental Sustainability and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 ($7,234) FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Public Works **Total: $1,453,026 FTE: 1**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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	3	0	3
Administrative Assistant II	1 10	$37,337	$60,884	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	0	1
Asphalt Plant Operator II	1 09	$34,445	$56,161	1	0	1
Assistant City Engineer	1 19	$72,930	$118,606	2	0	2
Assistant City Surveyor	1 15	$56,314	$92,075	1	0	1
Assistant Director	1 21	$80,963	$134,732	2	0	2
Assistant Streets Engineer	1 15	$56,314	$92,075	1	0	1
Automotive Mechanic	1 10	$37,337	$60,884	1	1	2
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	2	0	2
City Engineer	1 21	$80,963	$134,732	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
City Surveyor	1 18	$68,697	$112,020	1	0	1
City Transportation Engineer	1 20	$77,520	$126,409	1	0	1
Civil Engineer II	1 14	$52,020	$86,041	5	0	5
Civil Engineer III	1 15	$56,314	$92,075	5	0	5
Civil Engineer IV	1 16	$60,149	$98,068	2	0	2
Civil Engineer V	1 17	$64,260	$104,872	2	1	3
Construction Inspector II	1 11	$40,805	$66,586	11	-1	10
Construction Inspector III	1 12	$44,339	$72,308	7	1	8
Contract Monitoring Specialist	1 11	$40,805	$66,586	1	0	1
Design/Construction Project Manager, Senior	1 16	$64,620	$104,872	6	0	6
Director of Public Works	1 24	$94,656	$162,302	1	0	1
Engineering Manager	1 20	$77,520	$126,409	1	0	1
Engineering Technician II	1 11	$40,805	$66,586	9	0	9
Engineering Technician III	1 12	$44,339	$72,308	1	0	1
Equipment Operator II	1 06	$29,391	$47,962	21	0	21
Equipment Operator III	1 07	$31,804	$51,684	12	0	12
Equipment Operator IV	1 08	$34,445	$56,161	1	0	1
Geographic Information Systems Specialist II	1 12	$44,339	$72,308	2	0	2
Geographic Information Systems Specialist III	1 15	$56,314	$92,075	0	1	1
Geographic Information Systems Technician I	1 09	$34,445	$56,161	1	-1	0
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	3	3	6
Maintenance Mechanic I	1 06	$27,438	$44,737	1	0	1
Maintenance Shop Manager	1 13	$47,823	$77,978	1	0	1
Maintenance Worker I	1 03	$21,646	$35,301	8	0	8
Maintenance Worker II	1 06	$27,438	$44,737	9	0	9
Management Analyst II	1 13	$47,823	$77,978	2	0	2
Management Services Administrator	1 18	$68,697	$112,020	1	0	1
Mason	1 06	$27,438	$44,737	17	-4	13
Operations Manager	1 14	$52,020	$86,041	1	0	1
Program Supervisor	1 13	$47,823	$77,978	1	0	1
Project Manager	1 14	$60,149	$98,068	5	0	5
Project Manager, Senior	1 16	$64,620	$104,872	1	0	1
Right of Way Permit Supervisor	1 15	$56,314	$92,075	1	0	1
Staff Technician I	1 08	$31,804	$51,864	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Staff Technician II	1 09	$34,445	$56,161	1	0	1
Street Maintenance Supervisor	1 10	$37,337	$60,884	9	1	10
Superintendent of Traffic Operations	1 16	$60,149	$98,068	1	0	1
Support Technician	1 05	$25,179	$41,096	5	0	5
Survey Party Chief	1 10	$37,337	$60,884	3	0	3
Traffic Engineer, Senior	1 15	$56,314	$92,075	1	0	1
Traffic Engineering Assistant	1 14	$52,020	$86,041	2	0	2
Traffic Maintenance Technician I	1 03	$21,646	$35,301	5	0	5
Traffic Maintenance Technician III	1 08	$31,804	$51,864	6	-1	5
Traffic Sign Fabricator II	1 06	$31,804	$51,684	2	0	2
Traffic Signal Technician I	1 07	$34,445	$56,161	2	2	4
Traffic Signal Technician II	1 10	$37,337	$60,884	4	-2	2
Traffic Signal Technician III	1 11	$40,805	$66,586	2	0	2
Traffic Signal Technician IV	1 12	$44,339	$72,308	4	0	4
Traffic Systems Engineering Technician	1 10	$37,337	$60,884	2	0	2
Transportation Engineer, Senior	1 15	$56,314	$92,075	1	0	1
Utility Maintenance Supervisor, Senior	1 13	$47,823	$77,978	2	0	2
Total				225	1	226

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 of items:

- School buses
- City-owned vehicle replacement
- City-owned information technology equipment replacement

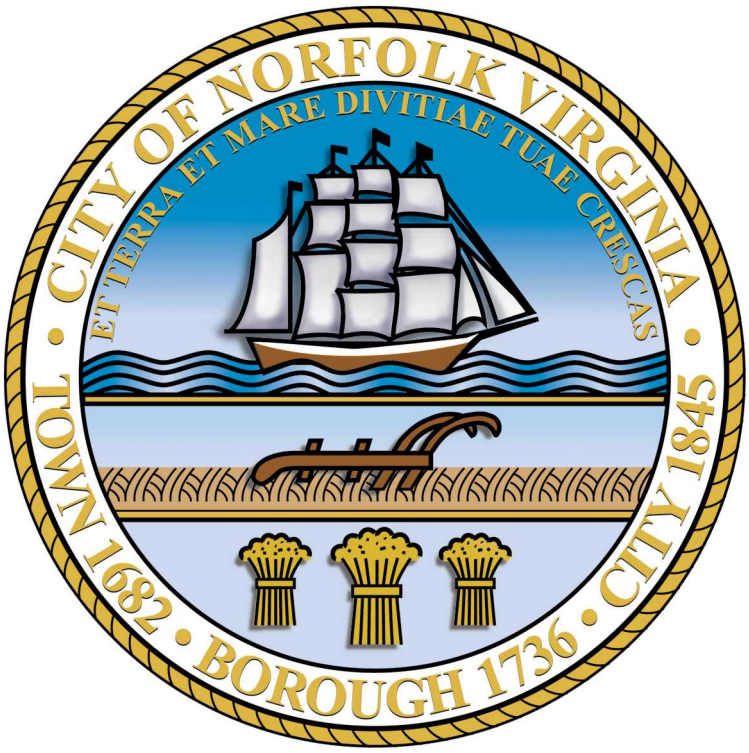
In Fiscal Year 2015, a Line of Credit (LOC) financing tool was established as an additional financing mechanism that allows better management of cash flow for capital project financing. A LOC partially funds the city's CIP cashflow needs by providing a low-cost, flexible interim financing option for 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 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Debt Principal & Interest	67,679,996	59,289,667	59,848,794	60,987,133
Equipment Acquisition Principal & Interest	3,980,835	3,234,403	3,551,003	4,265,107
Bond Issuance Cost	428,135	577,900	500,000	500,000
Transfer to CIP	609,666	4,279,166	1,847,393	787,256
TOTAL	**72,698,632**	**67,381,136**	**65,747,190**	**66,539,496**

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 eighth largest division overall in the Commonwealth of Virginia. The division enrolls a racially and economically diverse population of approximately 31,500 students, supported by more than 4,600 employees in 55 facilities. The educational philosophy of the division is based on the belief that all children can achieve at high levels and that it is the responsibility of the staff and community to ensure each child reaches his or her highest potential.

NPS has a variety of programs to meet the needs of students. Programs within the traditional school setting include those for students with special needs, English as a Second Language, Title I, and Gifted Education. Auxiliary facilities house programs for students who need an alternate educational setting as well as opportunities for trade and technical education. There are full-day kindergarten programs in all elementary schools. There are two early childhood centers for three and four year old children and pre-kindergarten programs in all elementary schools.

Legal Authorization

Pursuant to Virginia law, all school divisions are fiscally dependent on the local government. As a fiscally dependent school division, NPS does not levy taxes or issue debt. All funds are appropriated to Norfolk Public Schools by the Norfolk City Council, which has authority to tax and incur debt.

The School Board derives its authority from the Commonwealth and has the constitutional responsibility to provide public education to the residents of Norfolk.

School Funding

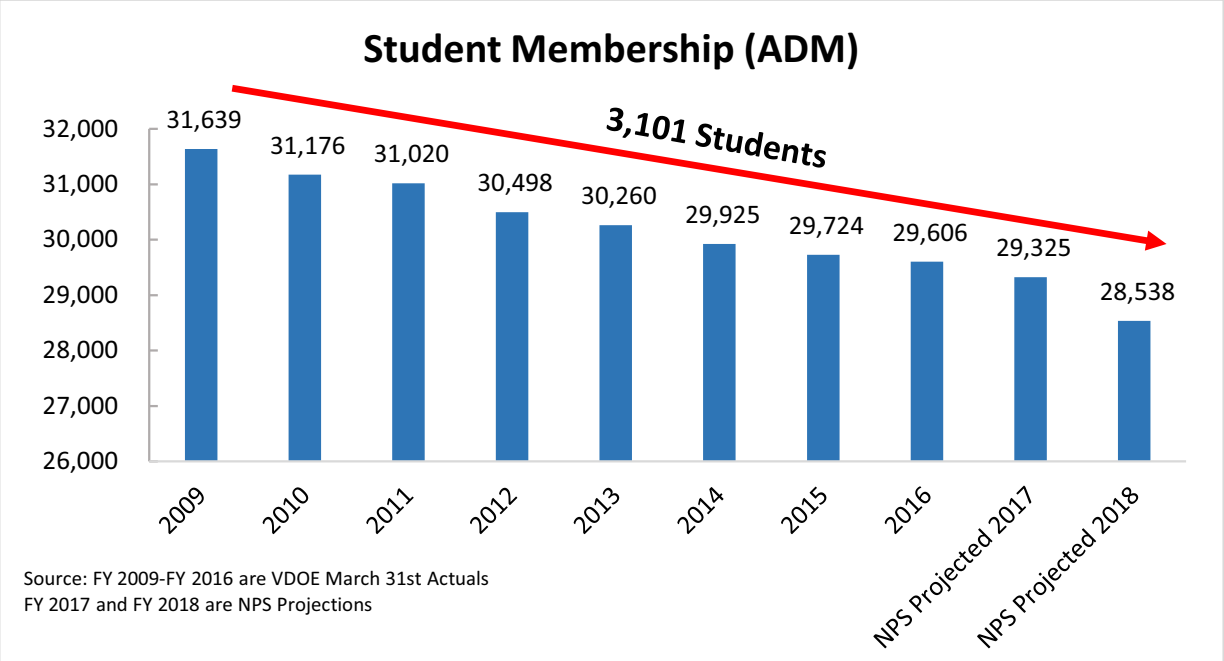
The division receives financial support from several sources:

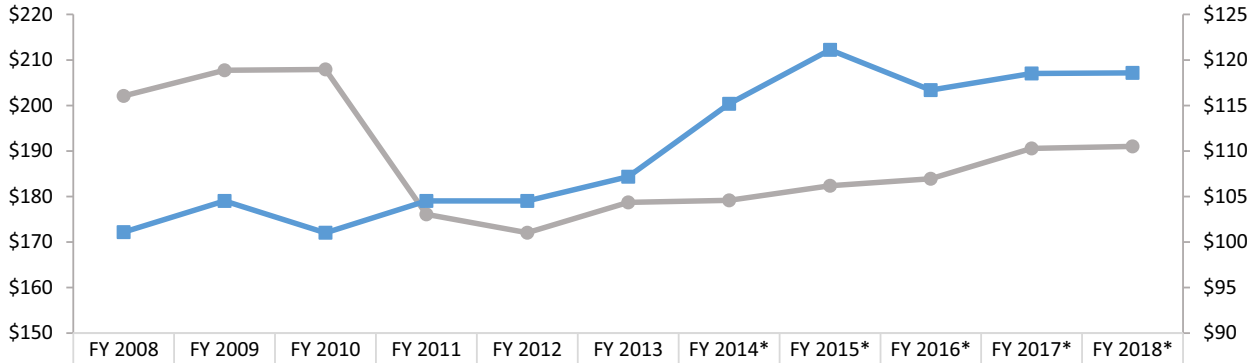
- Commonwealth of Virginia
- City of Norfolk
- Federal Government
- Local Fees and Revenues

Commonwealth of Virginia: Support for public schools is a shared cost between the Commonwealth of Virginia and localities. Article VIII, Section 2 of the Constitution of Virginia authorizes the General Assembly to determine the cost of education as prescribed by the Standards of Quality (SOQ) and to establish the cost share between state and local governments. Sales tax revenue is used to offset Basic Aid costs. In FY 2013, $1^1/_4$ cent of the Commonwealth's 5-cent sales and use tax was dedicated to public school funding. In FY 2014, sales and use tax increased in Norfolk to 6-cents due to the statewide transportation bill, and of this $1^3/_8$ cent is dedicated to public school funding.

The Standards of Quality (SOQ) prescribe the minimum standards of education for public school divisions. The standards are established in the Constitution of Virginia and defined in the Code of Virginia. Only the State Board of Education and the General Assembly can alter the standards. SOQ rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. SOQ accounts represent about 85 percent of the total state funding for direct aid to public education. Localities may choose to spend more than the required amounts at their own discretion. School divisions may offer additional programs and employ additional staff beyond what is required by the SOQ at their own discretion.

Average Daily Membership (ADM) as of March 31st is the student enrollment count that drives most state funds for public education. The ADM is reported to the Virginia Department of Education (VDOE) twice a year, a projection in the fall and a final ADM in the spring. ADM is determined by the total days in membership for all students over the school year divided by the number of days school was in session. NPS projects ADM to decline from 29,325 in FY 2017 to 28,538 in FY 2018, a decrease of 787 students. Since 2009, ADM has decreased by 3,101 students or 9.8 percent, while city support has increased. Pre-kindergarten is an optional program and not included in the ADM. As such, the numbers reflected do not include pre -kindergarten.



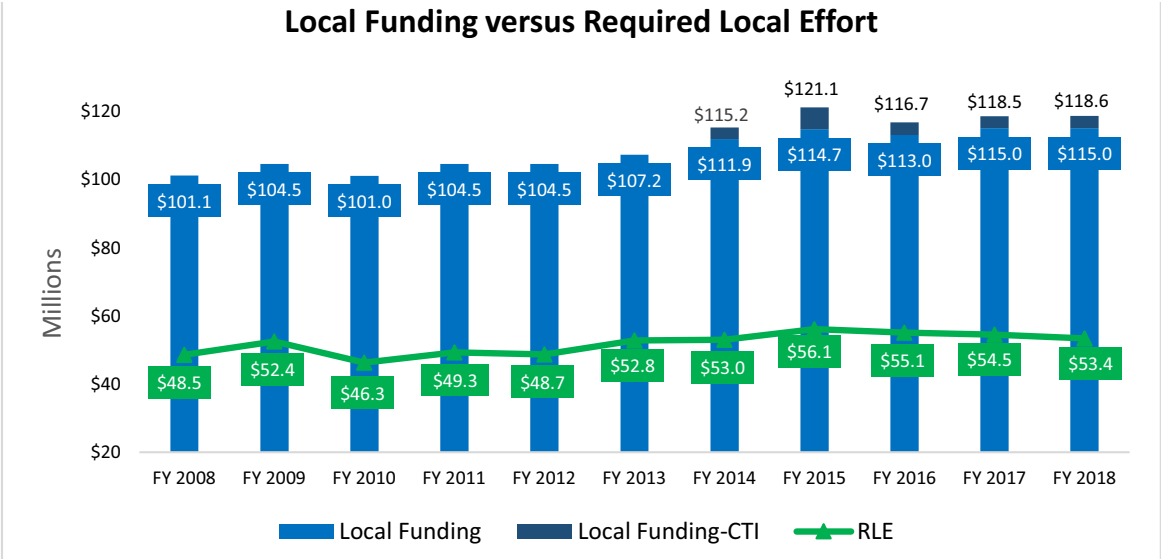


	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014*	FY 2015*	FY 2016*	FY 2017*	FY 2018*
State	$202.1	$207.7	$207.9	$176.1	$172.1	$178.7	$179.2	$182.4	$183.9	$190.5	$191.0
City	$101.1	$104.5	$101.0	$104.5	$104.5	$107.2	$115.2	$121.1	$116.7	$118.5	$118.6

* Includes Construction, Technology, and Infrastructure (CTI) funding. FY 2017 and FY 2018 are budgeted amounts, all others are actuals.

City of Norfolk: Lifelong Learning is one of the six City Council priorities. The city provides funding for schools based on citywide needs. Identified needs by Norfolk Public Schools (NPS) are weighed against all other city needs. Even during the Great Recession as city support decreased for other priorities, city support did not wane for NPS. In contrast to the state, the city does not decrease its support when student enrollment declines. Student enrollment is projected to decline by 787 students in FY 2018, but the city support remains level. Since 2008, local support has increased by $17.5 million or 17.3 percent despite declining enrollment. This amount includes the Construction, Technology, and Infrastructure program (CTI).

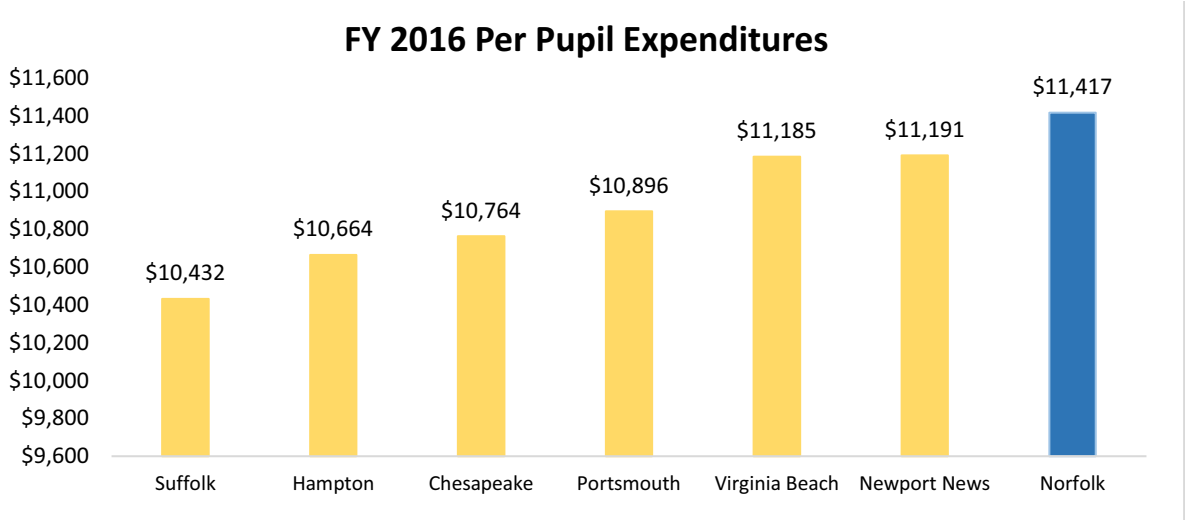
Local Composite Index: The Local Composite Index (LCI) was formulated by the state to measure a locality's ability to fund education. The LCI is calculated using three measures of the local tax base: true real estate values (50 percent of measure); adjusted gross income (40 percent of measure); and local taxable retail sales (10 percent of measure). LCI calculations for the 2016-2018 biennium are based on 2013 data from the Virginia Department of Taxation. Each of the local tax measures are combined with two per capita components: 2014 ADM and total population provided by the Weldon Cooper Center for Public Service. Each locality's ability to pay is evaluated relative to all other localities. Norfolk's LCI for FY 2018 is 0.2988, which means that the city's Required Local Effort (RLE) for SOQ programs is approximately 30 percent of the total cost of education for Norfolk. The city consistently provides more than 100 percent of the required amount.



*FY 2015 includes $3.0 million and FY 2016 includes $246,600 in CTI carryforward from FY 2014.

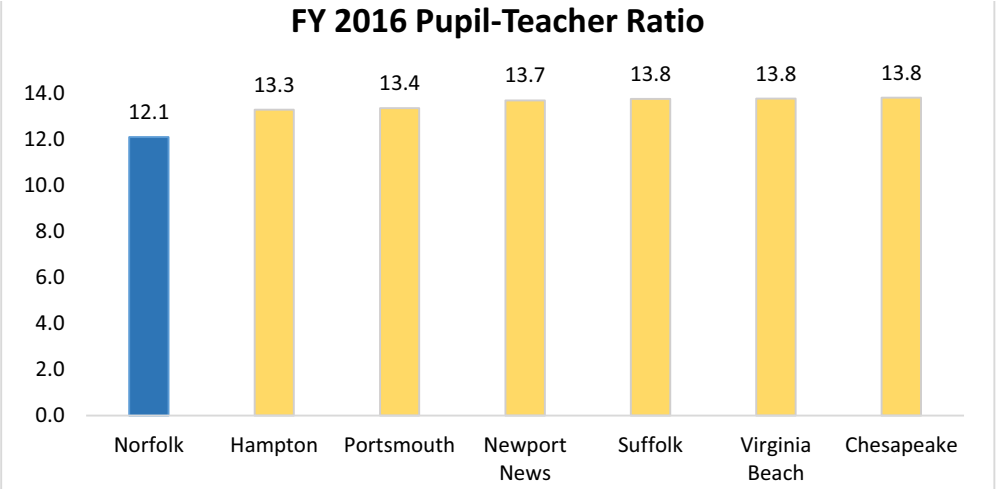
Additionally, the city provides support for NPS related to capital debt service, landscape maintenance, school resource officers, and other services valued at over $21 million in FY 2018. The city's FY 2018 - FY 2022 Capital Improvement Plan (CIP) continues the city's previous commitment of building six schools for $159 million. (Crossroads, Southside STEM Academy at Campostella, Richard Bowling, Jr., Ocean View, Larchmont, and Camp Allen).

Per Pupil Expenditure (PPE): PPE is the statistic that includes the amount of money put toward the general education for each student. The Superintendent's Annual Report for Virginia provides a yearly PPE for all school divisions in the Commonwealth. The report utilizes annual financial data submitted by school divisions. Since all school divisions submit this data, this report provides the best comparison of PPE across the state. The most recent report is for FY 2016 and **Norfolk Public Schools has the highest PPE in the region**.



Source: Virginia Department of Education, Superintendent's Annual Report FY 2016

Pupil-Teacher Ratio: The Pupil-Teacher Ratio data is reported each year in the Superintendent's Annual report. The most recent report is for FY 2016 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, Superintendent's Annual Report FY 2016

Starting Teacher Salaries: Starting teacher salaries (includes regular K-12, art, music, physical education, technology, remedial, gifted, mathematics, reading, special education, and ESL) are reported to the Virginia Department of Education by each division on an annual basis. For FY 2017, divisions reported the annual salary for three education levels. Norfolk Public Schools has the highest starting salary, along with Portsmouth, for a Bachelor's degree, and the highest for both a Master's and Doctorate degree. NPS is above the regional average for all three education levels.

FY 2017 Starting Teacher Salaries

School Division	Bachelor's	Master's	Doctorate
Chesapeake	$42,465	$45,665	$48,865
Hampton	$42,700	$45,300	$46,500
Newport News	$42,600	$45,582	$47,177
Norfolk	$43,622	$47,105	$51,344
Portsmouth	$43,622	$46,122	$49,622
Suffolk	$40,677	$43,621	$45,932
Virginia Beach	$43,559	$46,059	$47,659
Regional Average	$42,749	$45,636	$48,157
Highest of Hampton Roads	**Norfolk and Portsmouth**	**Norfolk**	**Norfolk**

Source: Virginia Department of Education, 2016-2017 Teacher Salary Survey

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 overtime as real estate values increase.

Dedicated Funding for FY 2018: $3,618,000

History of Funding

Prior CTI Funds	$13,684,100
FY 2018 CTI Funds	$3,618,000
Total CTI Funds Appropriated	$17,302,100

Performance Measures

Norfolk Public Schools (NPS) FY 2018 Achievable Results (GOALS)

- NPS will implement, annually monitor, and refine the comprehensive plan for improving on-time graduation for students
- NPS will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)
- NPS will improve the climate of support for the achievement of all students through staff, family, and community engagement

Priority: Lifelong Learning

Goal

Norfolk Public Schools (NPS) will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)

Measure (As Reported by NPS)	FY 2015 Actual	FY 2016 Actual	FY 2017 State Benchmark	FY 2018 State Benchmark
Increase division level pass rates on SOLs (Standards of Learning)				
Grade 3 Reading	63	64	75	75
Grade 3 Mathematics	68	67	70	70
Grade 3 History and Social Science	*	*	-	-
Grade 3 Science	*	*	-	-
Grade 4 Reading	65	68	75	75
Grade 4 Mathematics	78	74	70	70
Grade 5 Reading	70	74	75	75
Grade 5 Writing	*	*	-	-
Grade 5 Math	75	73	70	70
Grade 5 Virginia Studies	82	83	70	70
Grade 5 Science	66	72	70	70
Grade 6 Reading	61	64	75	75
Grade 6 Mathematics	71	77	70	70
Grade 6 History: US History I	*	*	-	-
Grade 7 Reading	67	71	75	75
Grade 7 Mathematics	52	49	70	70
Grade 7 History: US History II	*	*	-	-

Measure (As Reported by NPS)	FY 2015 Actual	FY 2016 Actual	FY 2017 State Benchmark	FY 2018 State Benchmark
Grade 8 English	62	63	75	75
Grade 8 Writing	60	57	75	75
Grade 8 Mathematics	55	51	70	70
Grade 8 Civics and Economics	81	79	70	70
Grade 8 Science	66	64	70	70
End-of-Course English: Reading	85	84	75	75
End-of-Course English: Writing	79	79	75	75
End-of-Course Algebra I	80	77	70	70
End-of-Course Geometry	81	80	70	70
End-of-Course Algebra II	88	93	70	70
End-of-Course Virginia and US History	74	71	70	70
End-of-Course World History I	77	74	70	70
End-of-Course World History II	71	79	70	70
End-of-Course Earth Science	79	80	70	70
End-of-Course Biology	79	80	70	70
End-of-Course Chemistry	89	90	70	70
End-of-Course World Geography	96	94	70	70

* Denotes Virginia Department of Education discontinued tests.

PROPOSED FY 2018 BUDGET ACTIONS

- **Adjust support for Construction, Technology, and Infrastructure program** **$90,600**

  Adjust support for Construction, Technology, and Infrastructure (CTI) program based on an increase in real estate assessments. The total amount, $3,618,000, in the Proposed FY 2018 Budget will be used for debt service payments for the remaining schools under construction. The CTI program is designed to supplement the city's existing efforts for school construction and major maintenance.

- **Update SOQ and state support** **$482,324**

  Adjust support to NPS based on amendments to the 2016 - 2018 biennial budget adopted by the General Assembly. The amendments include the following: technical updates to SOQ, incentive, and Lottery-funded programs; the state's share of funding for a two percent salary increase on February 15, 2018, and an increase in Lottery funds. This update also includes funds related to sales tax receipts.

- **Remove appropriation for NPS carryforward** **($3,149,274)**

  Technical adjustment to remove one-time funding provided in FY 2017 for carryforward funds for Norfolk Public Schools (NPS). The removal of prior year non-recurring funds is a standard practice. This adjustment has been included in the School Board's Proposed FY 2018 Budget.

Norfolk Public Schools **Total: ($2,576,350)**

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 2015 and FY 2016 Actual amounts are provided by NPS. The FY 2017 Adopted amount is approved by City Council.

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Operating Revenue from the City	112,471,922	112,471,922	114,971,922	114,971,922
Construction, Technology, and Infrastructure				
Infrastructure and Technology to NPS	*0*	*1,500,000*	*0*	*0*
Debt Service	*3,388,800*	*1,932,300*	*3,527,400*	*3,618,000*
Unspent CTI Funds	*0*	*0*	*0*	*0*
Total CTI	**3,388,800**	**3,432,300**	**3,527,400**	**3,618,000**
Total ongoing support	**115,860,722**	**115,904,222**	**118,499,322**	**118,589,922**
One-time support				
CTI carryforward to NPS for Infrastructure and Technology (from FY 2014 unspent CTI funds)	3,000,000	246,600	0	0
One-time support	2,250,000[1]	550,000	0	0
Subtotal one-time support	**5,250,000**	**796,600**	**0**	**0**
Total City Revenue	**121,110,722**	**116,700,822**	**118,499,322**	**118,589,922**
Revenue from Commonwealth	182,387,110	182,368,746	190,545,112	191,027,436
Revenue from Federal Funds	5,427,739	5,399,128	5,651,426	5,651,426
Revenue from Other Funds	2,738,357	3,691,408	4,023,361	4,023,361
NPS Carryforward	5,944,513	4,410,913	3,149,274	0
Subtotal State and Other	**196,497,719**	**195,870,195**	**203,369,173**	**200,702,223**
Total Operating Revenues	**317,608,441**	**312,571,017**	**321,868,495**	**319,292,145**
Total Grant Revenues and School Nutrition Funds	**52,393,556**	**45,427,947**	**56,549,805**	**54,222,017**
Total Revenues	**370,001,997**	**357,998,964**	**378,418,300**	**373,514,162**
Additional Services Provided[2] (see next page for details)	**15,861,956**	**15,998,526**	**16,684,143**	**21,310,032**
Grand Total Support Received	**385,863,953**	**373,997,490**	**395,102,443**	**394,824,194**

[1] Includes $750,000 in one-time amendment funds.

[2] 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 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
School Operating Budget	314,069,603	308,887,807	321,868,495	319,292,145
Grants and Special Programs	34,788,438	26,416,451	37,984,805	35,022,017
Child Nutrition Services	16,739,504	17,952,330	19,065,000[1]	19,200,000
Total Expenditures	**365,597,545**	**353,256,588**	**378,918,300**	**373,514,162**

Additional Services Provided to Norfolk Public Schools (Excluding School Construction)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Debt Service for School Buses	123,650	309,850	356,300	904,650
Debt Service for School Construction and Maintenance Projects[2]	9,652,837	9,395,531	9,410,736	14,514,755
Facility Maintenance	1,311,410	1,308,140	1,300,000	1,301,000
Ground Maintenance	679,375	681,294	680,000	695,000
School Nurses[3]	258,000	0	0	0
School Resource Officers	536,684	877,085	937,107	894,627
Subtotal Other City Support	**12,561,956**	**12,571,900**	**12,684,143**	**18,310,032**
Ongoing School Maintenance	3,300,000	3,750,000[4]	4,000,000	2,000,000
Grand Total Additional Services Provided	**15,861,956**	**16,321,900**	**16,684,143**	**20,310,032**

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]NPS received an additional $500,000 for Child Nutrition Services in the FY 2017 Budget amendment.

[2]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.

[3]In FY 2013 approximately $1.5 million in city funds were transferred from the Norfolk Department of Public Health (NDPH) directly to Norfolk Public Schools (NPS) for school health services. In FY 2014, an additional $250,000 was transferred for a total of $1.79 million. In FY 2016, the three year transition period with NPS was completed.

[4] NPS received an additional $250,000 to address school maintenance in the FY 2016 Budget amendment.

School Operating Fund

Operating Revenues

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Revenue from Commonwealth				
Standards of Quality Funds				
Basic Aid	84,763,492	83,986,359	87,483,196	85,183,732
Textbook Payments	977,711	1,140,032	375,475	2,196,791
Vocational Education Standards of Quality (SOQ)	940,310	936,588	1,007,572	980,531
Gifted Education	960,751	956,948	987,009	960,521
Special Education SOQ	9,975,457	9,915,614	9,520,525	9,265,022
Prevention, Intervention and Remediation	5,846,272	5,823,133	6,209,932	6,043,275
Fringe Benefits	17,150,429	16,761,776	17,786,725	18,590,075
English as a Second Language (ESL)[1]	0	0	628,967	707,668
Remedial Summer School	1,128,231	797,514	830,827	806,236
Total Standards of Quality Funds	**121,742,653**	**120,312,964[2]**	**124,830,228**	**124,733,851**
State Sales Taxes	31,992,590	32,400,377	33,211,659	32,536,797
Lottery Funded Programs	26,465,837	25,851,400	28,689,761	24,745,935
Other State Funds	2,186,030	3,804,005	3,813,464	9,010,853
Total from Commonwealth	**182,387,110**	**182,368,746**	**190,545,112**	**191,027,436**
Total Federal	**5,427,739**	**5,399,128**	**5,651,426**	**5,651,426**
Total City Funds	**121,110,722**	**116,700,822**	**118,499,322**	**118,589,922**
Total Other Revenue	**2,738,357**	**3,691,408**	**4,023,361**	**4,023,361**
Total Carryforwards	**5,944,513**	**4,410,913**	**3,149,274**	**0**
Total Revenues	**317,608,441**	**312,571,017**	**321,868,495**	**319,292,145**

[1]English as a Second Language moved back to Standards of Quality funds from Lottery Funds in FY 2017.

[2]The total Standards of Quality funds for FY 2016 reflects the removal of $5,000. This is consistent with the NPS Approved budget document.

Operating Expenditures

Expenditures	Positions FY 2017	Positions FY 2018	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Instructional Services	3,192	3,143	233,079,437	234,495,960	241,569,398	245,933,020
Central Administration	84	84	9,476,250	8,624,542	9,461,843	9,687,075
Student Attendance and Health	100	100	6,381,035	7,268,228	8,226,181	8,297,616
Pupil Transportation	283	287	11,905,064	12,355,477	13,346,285	13,837,705
Operations/ Maintenance	413	412	34,905,144	33,973,285	35,142,078	35,545,385
Community Services	0	0	797	697	0	0
Facility Improvements	0	0	2,252,367	1,355,152	370,000[1]	1,460,200[1]
Information Technology	63	63	12,680,709	8,882,166	10,225,310	10,829,187
School Operating Budget	**4,134**	**4,088**	**310,680,803**	**306,955,507**	**318,341,095**	**325,590,188**
Construction Technology and Infrastructure			**3,388,000**	**1,932,300**	**3,527,400**	**3,618,000**
Grand Total Operating and CTI			**314,068,803**	**308,887,807**	**321,868,495**	**329,208,188**
Difference from City Revenue						**-9,916,043**
Total Expenditures						**319,292,145**

[1] This amount differs from the NPS Approved FY 2017 and NPS Approved FY 2018 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 Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Federal Grants	30,209,899	21,458,006	33,007,394	30,594,038
Commonwealth of Virginia Grants	4,210,808	4,120,549	4,400,811	4,049,212
Corporate and Foundation Awards	311,222	688,916	300,000	0
Other Grants	56,510	148,980	276,600	378,767
Total Grant Revenues	**34,788,439**	**26,416,451**	**37,984,805**	**35,022,017**

Grants and Special Programs Expenditure Summary

Federal Grants

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Compensatory Programs	19,631,270	8,252,904	19,849,314	16,850,189
Special Education	9,108,125	9,906,902	7,387,241	7,387,241
Career, Technical and Adult Education	815,646	912,271	1,080,237	1,080,237
Other Projects	654,857	2,385,929	4,690,601	5,276,371
Total Federal Grants	**30,209,898**	**21,458,006**	**33,007,393**	**30,594,038**

COMMONWEALTH OF VIRGINIA GRANTS

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Career, Technical and Adult Education	152,288	156,303	186,280	162,726
State Operated Facilities	3,050,575	2,994,481	3,113,455	3,113,455
Special Education	109,190	132,524	172,543	172,543
Virginia Technology Initiative	350,710	364,897	0	0
Other Grants	548,045	472,344	928,534	600,488
Total Commonwealth of Virginia	**4,210,808**	**4,120,549**	**4,400,812**	**4,049,212**

CORPORATE AND FOUNDATION AWARDS

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Corporate and Foundation Awards	311,222	688,916	300,000	0
Total Corporate and Foundation Awards	**311,222**	**688,916**	**300,000**	**0**

OTHER GRANTS

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Other Grants	56,510	148,980	276,600	378,767
Total Other Grants	**56,510**	**148,980**	**276,600**	**378,767**
Total Grants and Special Programs	**34,788,438**	**26,416,451**	**37,984,805**	**35,022,017**

Child Nutrition Services

Revenues	FY 2015 Actual	FY 2016 Approved	FY 2017 Adopted	FY 2017 Proposed
Sales	1,433,241	1,446,149	1,621,000	1,850,000
Federal and State Food Program Reimbursements	14,675,992	16,422,282	16,115,000	15,970,000
Federal Commodities Donated	1,409,789	1,087,767	1,200,000	1,250,000
Interest Earned	10,794	17,161	16,000	17,000
Other Revenue	75,302	38,137	113,000	113,000
Total Revenues	**17,605,118**	**19,011,496**	**19,065,000**	**19,200,000**

Expenditures	FY 2015 Actual	FY 2016 Approved	FY 2017 Adopted	FY 2017 Proposed
Cost of Goods Sold	8,672,015	9,339,519	9,964,627	9,289,614
Employee Compensation	7,008,573	7,321,915	7,717,291	7,919,383
Maintenance Costs	293,126	294,218	363,902	743,275
Supplies and Materials	85,203	97,535	85,000	85,203
Cafeteria and Other Equipment	245,826	439,069	355,000	550,275
Other Costs	434,761	460,074	579,180	612,250
Total Expenditures	**16,739,504**	**17,952,330**	**19,065,000**	**19,200,000**
Excess of Revenues Over Expenditures	865,614	1,059,166	0	0
Fund Balance – Beginning of Year	6,319,464	7,185,078	6,319,464	6,319,464
Fund Balance – End of Year	**7,185,078**	**8,244,244**	**6,319,464**	**6,319,464**

Special Revenue Funds

This page intentionally left blank

Special Revenue Fund Summary

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Revenues			
General Property Taxes	4,984,100	5,384,000	5,266,000
Other Local Taxes	9,675,051	9,936,596	10,292,596
Fines and Forfeitures	18,600	22,000	11,535
Use of Money and Property	691,801	989,130	990,130
Charges for Services	38,299,955	39,667,477	40,381,778
Miscellaneous Revenue	626,233	563,717	535,199
Recovered Costs	2,200,803	2,131,000	2,131,000
Federal Aid	0	113,617	113,617
Other Sources and Transfers In	8,726,556	4,312,562	3,976,546
Total Revenues	**65,223,099**	**63,120,099**	**63,698,401**

Actual amounts represent collections, not appropriation authority.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Expenditures			
Personnel Services	17,367,088	18,647,226	19,527,969
Materials, Supplies and Repairs	4,935,871	6,391,134	6,359,020
Contractual Services	17,076,288	15,431,243	14,618,758
Equipment	2,288,914	2,286,125	2,778,853
Department Specific Appropriation	9,182,438	8,264,899	8,564,399
Debt Service/Transfers to CIP	7,787,226	12,099,472	11,849,402
Total Expenditures	**58,637,825**	**63,120,099**	**63,698,401**

This page intentionally left blank

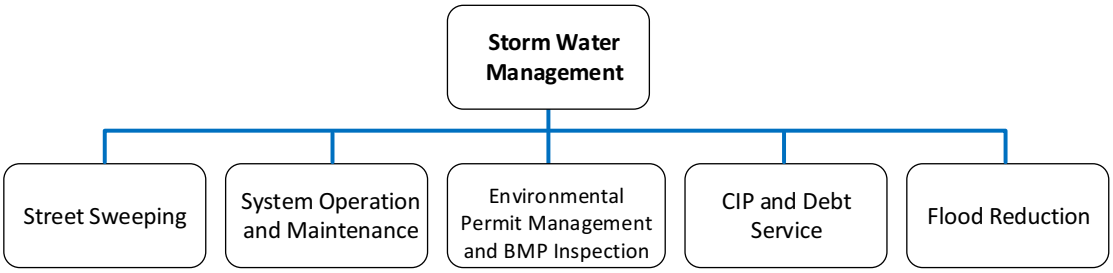
Storm Water Management

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 inconveniences.

Department 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, environmentalists, 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.



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

Ongoing Actions	Status
Implement a wide variety of projects and programs to mitigate impacts from coastal and precipitation flooding by addressing preventable contributors	Ongoing

Performance Measures

Priority: Environmental Sustainability					
Goal					
Enhance efficient use and protection of natural resources					
Objective					
Prevent pollutants and debris from entering the storm water system					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Miles of curb cleaned through street sweeping	41,098	53,755	50,000	50,000	0
Number of tons of debris removed by street sweeping	7,602	7,967	7,000	7,000	0

Priority: Environmental Sustainability					
Goal					
Reduce the negative impacts of flooding					
Objective					
Keep Norfolk's drain/storm water structures clean and free from debris					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of drain structures cleaned annually	7,027	6,231	7,000	7,000	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Use of Money and Property	$7,781	$7,789	$565	$565
Charges for Services	$15,139,017	$15,556,193	$16,410,285	$16,422,016
Miscellaneous Revenue	$151,937	$88,515	$112,000	$45,000
Other Sources and Transfers In	$0	$0	$6,116	$6,116
Federal Aid	$13,063	$0	$0	$0
Total	$15,311,798	$15,652,497	$16,528,966	$16,473,697

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$4,915,999	$5,480,030	$5,710,046	$5,877,611
Materials, Supplies and Repairs	$2,302,862	$2,378,593	$3,819,961	$3,801,543
Contractual Services	$2,003,956	$2,784,999	$1,795,864	$1,276,948
Equipment	$1,263,860	$453,528	$474,725	$789,225
Department Specific Appropriation	($35,749)	$7,437	$0	$0
Debt Service/Transfers to CIP	$4,598,837	$4,414,018	$4,728,370	$4,728,370
Total	$15,049,766	$15,518,605	$16,528,966	$16,473,697

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$5,400,987	National Fish & Wildlife Foundation Grants	0
		Stormwater Local Assistance Fund Grants	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $40,740 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Add Equipment Operator II position** **FY 2018 $31,992 FTE: 1**

  Provide funds for an Equipment Operator II position to operate a mini street sweeper and leaf-vacuum to sweep bike lanes and other city-owned properties in addition to cleaning curb lines and ditches.

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

- **Add Construction Inspector II position** **FY 2018 $67,400 FTE: 1**

  Provide funds for a Total Maximum Daily Load (TMDL) Construction Inspector II position and vehicle to oversee construction of water quality and flood reduction projects. New regulatory water quality mandates increase the amount of inspections and oversight of the city's construction projects. The current staffing of two Civil Engineers is not sufficient to sustain the existing work load and fulfill the enhanced requirements.

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

- **Add Senior Design Construction Project Manager** **FY 2018 $69,948 FTE: 1**

  Provide funds for a Senior Design Construction Project Manager position. This position will oversee storm water general operations.

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

- **Adjust operational expenses** **FY 2018 ($390,379) FTE: 0**

  Technical adjustment to adjust funds for operational expenses which occurs annually. These expenses include vehicle maintenance, fuel, indirect costs, and materials and supplies for operations.

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

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($10,871) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

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

- **Remove one-time funds for vehicle purchase** **FY 2018 ($23,000) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the purchase of a pick-up truck

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

- **Remove one-time funds for Storm Water rod machine** **FY 2018 ($40,000) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for a rod machine to clean out storm water pipes.

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

- **Remove one-time funds for Storm Water trailer** **FY 2018 ($3,000) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 to purchase a trailer to prevent fluid spills into the drainage system.

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

- **Adjust costs for Fleet expenditures** **FY 2018 $16,257 FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $60,079 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $75,005 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $50,560 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Storm Water Management **Total: ($55,269) FTE: 3**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant I	1 11	$40,805	$66,586	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	2	0	2
Automotive Service Attendant	1 08	$31,804	$51,864	1	0	1
Civil Engineer II	1 14	$52,020	$86,041	2	0	2
Civil Engineer III	1 15	$56,314	$92,075	3	0	3
Collection Coordinator	1 11	$40,805	$66,586	1	0	1
Construction Inspector I	1 08	$34,445	$56,161	0	1	1
Construction Inspector II	1 11	$40,805	$66,586	5	0	5
Crew Leader I	1 08	$34,445	$56,161	9	0	9
Design/Construction Project Manager, Senior	1 16	$64,620	$104,872	1	1	2
Engineering Technician I	1 10	$37,337	$60,884	2	0	2
Engineering Technician II	1 11	$40,805	$66,586	2	0	2
Environmental Engineer	1 14	$52,020	$86,041	2	0	2
Environmental Specialist II	1 11	$44,339	$72,308	1	0	1
Equipment Operator II	1 06	$29,391	$47,962	13	0	13
Equipment Operator III	1 07	$31,804	$51,684	16	0	16
Equipment Operator IV	1 08	$34,445	$56,161	1	0	1
Geographic Information Systems Technician I	1 09	$34,445	$56,161	1	-1	0
Geographic Information Systems Technician II	1 11	$40,805	$66,586	0	1	1
Landscape Coordinator I	1 11	$40,805	$66,586	1	0	1
Maintenance Mechanic II	1 07	$29,391	$47,962	2	0	2
Maintenance Worker I	1 03	$21,646	$35,301	13	0	13
Maintenance Worker II	1 06	$27,438	$44,737	4	0	4
Management Analyst II	1 13	$47,823	$77,978	1	0	1
Manager of Budget & Accounting	1 18	$68,697	$112,020	1	0	1
Manager of Environmental Protection Programs	1 20	$77,520	$126,409	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Program Administrator	1 13	$47,823	$77,978	1	0	1
Programs Manager	1 15	$56,314	$92,075	1	0	1
Project Coordinator	1 13	$47,823	$77,978	0	1	1
Public Relations Specialist	1 12	$44,339	$72,308	1	0	1
Public Services Coordinator	1 11	$40,805	$66,586	2	0	2
Recycling Coordinator	1 14	$52,020	$86,041	1	-1	0
Storekeeper II	1 06	$27,438	$44,737	1	0	1
Storm Water Assistant Superintendent	1 14	$52,020	$86,041	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	1	1	2
Utility Maintenance Mechanic I	1 06	$27,438	$44,737	1	0	1
Utility Maintenance Mechanic II	1 08	$31,804	$51,864	1	0	1
Utility Maintenance Supervisor	1 10	$37,337	$60,884	4	0	4
Utility Maintenance Supervisor, Senior	1 13	$47,823	$77,978	2	0	2
Total				109	3	112

Towing and Recovery Operations

Mission Statement

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

Department Overview

Towing and Recovery Operations 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 all vehicles, and maintains records of all tows and final disposition of vehicles. Customer service is provided 24 hours a day, seven days a week. The Department of Towing and Recovery Operations receives oversight from the Department of Public Works.

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

Ongoing Actions	Status
Enhance the safety of the city by removing abandoned vehicles	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Provide a safe environment for residents, visitors, and workers					
Objective					
Keep the city's streets free from nuisance and abandoned vehicles					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of nuisance vehicles removed	316	270	252	252	0
Number of abandoned vehicles removed	435	692	484	484	0
Total dollar value of towing fees collected	367,810	400,009	433,820	433,820	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Use of Money and Property	$563,993	$633,584	$969,565	$969,565
Charges for Services	$654,878	$605,921	$761,400	$839,565
Miscellaneous Revenue	$1,816	$0	$0	$0
Recovered Costs	$94,396	$88,640	$19,000	$19,000
Total	$1,315,083	$1,328,145	$1,749,965	$1,828,130

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$518,407	$652,941	$659,672	$685,860
Materials, Supplies and Repairs	$76,060	$68,861	$24,450	$24,096
Contractual Services	$678,788	$595,274	$882,773	$935,104
Equipment	$0	$967	$10,000	$10,000
Debt Service/Transfers to CIP	$206,471	$198,687	$173,070	$173,070
Total	$1,479,725	$1,516,730	$1,749,965	$1,828,130

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $4,472** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Support increase in contractual services** **FY 2018 $43,248** **FTE: 0**

  Technical adjustment to provide funds for contractual staffing of towing storage lots. The additional staffing may help reduce vandalism and improve customer service.

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

- **Adjust operational expenses** **FY 2018 $9,083** **FTE: 0**

  Technical adjustment for operational expenses which occur annually. These expenses include vehicle maintenance, fuel, indirect costs, and materials and supplies for operations.

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

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($1,275)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

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

- **Adjust costs for Fleet expenditures** **FY 2018 $921 FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $5,234 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $3,930 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $12,552 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Towing and Recovery Operations **Total: $78,165 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant I	1 11	$40,805	$66,586	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	4.9	0	4.9
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Equipment Operator II	1 06	$29,391	$47,962	1	0	1
Support Technician	1 05	$25,179	$41,096	1	0	1
Towing Operations Manager	1 15	$56,314	$92,075	1	0	1
Total				9.9	0	9.9

Cemeteries

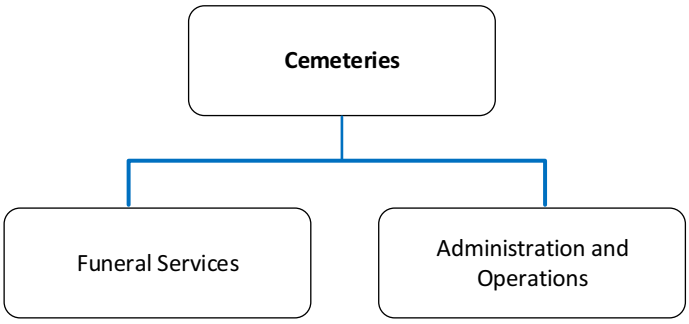
Mission Statement

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

Department Overview

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

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



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

The Bureau of Cemeteries primarily supports the priority areas of Accessibility, Mobility and Connectivity; Safe, Healthy and Inclusive Communities; and Lifelong Learning. Actions in place to achieve the long-term goals of providing a web-based program to allow access to cemetery records; providing competent, courteous, and compassionate service to residents in a timely and professional manner; enhancing awareness among residents of the history of Norfolk's cemeteries, while raising funds for cemetery restoration; and maintaining city cemeteries on a 12 to14 working day or less mowing cycle include the following:

Ongoing Actions	Status
Provide Norfolk historic cemeteries cultural resource management presentations to civic leagues, garden clubs, community organizations, nonprofit organizations, groups of college students, private school children, and cemetery tour groups	Ongoing
Provide a web-based internet system for all eight municipal cemeteries	Ongoing
Maintain and enhance the aesthetic quality of the city's cemeteries	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Enhance the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds, and tree canopy					
Objective					
Maintain city cemeteries on a 12 to 14 working day or less mowing cycle					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of residents/visitors rating aesthetic quality of cemeteries as good or excellent (New measure in FY 2017)	0	0	80	80	0
Percent of cemetery grounds mowed on a 12 to 14 working days or less cycle	80	80	80	80	0

Priority: Lifelong Learning					
Goal					
Increase lifelong learning access					
Objective					
Enhance awareness among residents of the history of Norfolk's cemeteries while raising funds for cemetery restoration					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of educational sessions held to inform residents of the history of Norfolk's cemeteries	157	94	57	57	0
Number of participants for educational sessions (New measure in FY 2017)	0	0	1,000	1,000	0

Priority: Accessibility, Mobility and Connectivity					
Goal					
Increase access to city services and information					
Objective					
Provide a web based program to allow access to cemetery records					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of Cemetery website page views	5,479	3,049	3,050	3,050	0
Objective					
Provide competent, courteous, and compassionate service to residents in a timely and professional manner					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent rating Cemeteries customer service as excellent or good (New measure for 2017)	0	0	90	90	0
Number of funerals for which services are provided by Cemeteries	754	847	835	840	5

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Charges for Services	$851,351	$905,770	$835,292	$896,018
Miscellaneous Revenue	$401,318	$536,860	$451,717	$490,199
Recovered Costs	$300,000	$300,000	$300,000	$300,000
Other Sources and Transfers In	$450,153	$231,041	$506,207	$434,896
Total	$2,002,822	$1,973,671	$2,093,216	$2,121,113

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$1,604,045	$1,532,225	$1,792,582	$1,851,514
Materials, Supplies and Repairs	$240,880	$221,511	$222,005	$190,520
Contractual Services	$56,074	$51,095	$46,649	$53,649
Equipment	$94,245	$99,289	$27,430	$25,430
Department Specific Appropriation	$1,922	$11,185	$4,550	$0
Total	$1,997,165	$1,915,305	$2,093,216	$2,121,113

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $11,160** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($2,297)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 ($28,738) FTE: 0**

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

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $12,533 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $24,835 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 $10,404 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Cemeteries **Total: $27,897 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accounting Technician II	1 07	$29,391	$47,962	1	0	1
Administrative Technician	1 07	$29,391	$47,962	1	0	1
Bureau Manager	1 18	$68,697	$112,020	1	0	1
Cemetery Manager I	1 06	$27,438	$44,737	1	0	1
Cemetery Manager II	1 09	$34,445	$56,161	4	0	4

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Division Head	1 16	$60,149	$98,068	1	0	1
Equipment Operator II	1 06	$29,391	$47,962	6	0	6
Equipment Operator III	1 07	$31,804	$51,684	3	1	4
Groundskeeper	1 04	$23,333	$38,047	9	0	9
Groundskeeper Crew Leader	1 09	$34,445	$56,161	1	0	1
Maintenance Supervisor II	1 12	$44,339	$72,308	2	-1	1
Operations Manager	1 14	$52,020	$86,041	1	0	1
Public Information Specialist II	1 11	$40,805	$66,586	1	0	1
Support Technician	1 05	$25,179	$41,096	0.8	0	0.8
Total				32.8	0	32.8

Golf Operations

Mission Statement

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

Department Overview

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

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Use of Money and Property	$7,218	$48,600	$15,000	$15,000
Charges for Services	$116,948	$0	$0	$0
Other Sources and Transfers In	$309,048	$0	$0	$0
Total	$433,213	$48,600	$15,000	$15,000

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Materials, Supplies and Repairs	$25,911	$16,893	$6,000	$6,000
Contractual Services	$403,907	$0	$9,000	$9,000
Total	$429,818	$16,893	$15,000	$15,000

Public Amenities

Mission Statement

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

Department Overview

As Norfolk continues to grow as a tourist and visitor destination, physical improvements to existing cultural and entertainment facilities and planning and preparation for new venues are needed. In FY 2003, the city raised the hotel tax from 7.0 percent to 8.0 percent and the food and beverage tax from 5.5 percent to 6.5 percent. The revenues generated by the increase are set aside in the Public Amenities Fund as a means of providing financial resources to improve public amenities and cultural facilities, increase tourism, and attract visitors to the city. Since FY 2017, the Public Amenities Fund has supported the five-year Property Improvement Plan commitment for the Marriott Convention Center. The Public Amenities Fund also provides on-going support for the Norfolk Consortium (see Outside Agencies section). The agencies that may receive this support include: The National Maritime Center (Nauticus); MacArthur Memorial Foundation; Virginia Zoo; Department of Cultural Facilities, Arts and Entertainment; Norfolk Commission on the Arts and Humanities; Chrysler Museum of Art; Norfolk Botanical Gardens; Visit Norfolk (formerly Norfolk Convention and Visitors Bureau); Norfolk Festevents; Norfolk NATO Festival; Virginia Symphony; Virginia Arts Festival; Virginia Stage Company; and Virginia Opera. The remaining funds and accrued escrow will be set aside to support the Conference Center project and pay the Conference Center debt service.

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Other Local Taxes	$5,831,476	$6,103,455	$6,365,000	$6,721,000
Other Sources and Transfers In[1]	$0	$7,500,000	$2,000,000	$2,179,293
Total	$5,831,476	$13,603,455	$8,365,000	$8,900,293

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Transfer to CIP Program	$1,000,000	$1,000,000	$3,000,000	$1,000,000
Debt Service (Conference Center)	$876,186	$1,002,422	$1,677,717	$3,381,960
Department Specific Appropriation:				
Conference Center	$5,924,587	$4,075,413	$1,103,950	$935,000
Marriott Convention Center	$0	$0	$583,333	$583,333
Transfer to General Fund (Norfolk Consortium)	$0	$0	$2,000,000	$3,000,000
Norfolk Redevelopment and Housing Authority[2]	$0	$1,000,000	$0	$0
Total	$7,800,773	$7,077,835	$8,365,000	$8,900,293

[1]The $7.5 million in FY 2016 reflects the return of cash support from the Conference Center CIP project to support the conference center hotel grant.
[2]Funds provided to assist with operational costs incurred related to development of the Royster Building into a boutique hotel.

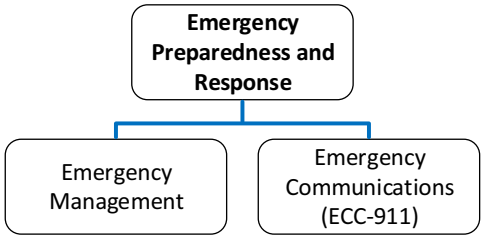
Emergency Preparedness and Response

Mission Statement

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

Department Overview

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



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

Emergency Preparedness and Response primarily supports the priority areas of Safe, Healthy and Inclusive Communities; Environmental Sustainability; and Well-Managed Government. Actions in place to achieve the long-term goal of providing a safe environment for residents, workers, and visitors include the following:

Ongoing Actions	Status
Engage in public outreach to increase the subscriber base of current alert notification system (Nixle)	Ongoing
Assist residents in obtaining grant funding for remediation of flood prone properties	Ongoing
Engage in public outreach to increase the knowledge base of residents regarding potential and actual natural events	Ongoing
Respond to 911 calls in a timely manner to enhance the likelihood of positive incident outcomes	Ongoing

Performance Measures

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Improve and enhance disaster awareness and planning					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of visitors to Emergency Preparedness & Response website	17,940	3,412	22,000	22,000	0
Number of community outreach events held (New measure in FY 2017)	0	0	100	100	0
Number of participants in Emergency Preparedness and Response community outreach events, including for civic leagues and school groups (New measure in FY 2017)	0	0	60,000	60,000	0
Percent of outreach event participants citing increased knowledge and awareness of emergency preparedness topics (New measure in FY 2017)	0	0	80	80	0
Number of subscribers to current alert notification system	2,883	3,246	5,000	5,000	0
Objective					
Increase neighborhood safety by providing effective and efficient call triage for incoming 911 requests for emergency assistance					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Total number of dispatched events (New measure in FY 2017)	0	0	300,000	300,000	0
Number of valid (non-misdialed) 911 calls answered (New measure in FY 2017)	0	0	200,000	200,000	0
Percent of 911 calls responded to within 10 seconds	0	92	97	97	0

Priority: Well-Managed Government					
Goal					
Enhance the efficiency of programs and services					
Objective					
Enhance services provided by the department through volunteerism and/or additional/alternative funding streams					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Dollar value of general grants secured by Emergency Preparedness and Response to provide and enhance department services (New measure in FY 2017)	0	0	200,000	200,000	0
Number of Community Emergency Response Team (CERT) volunteer hours, including outreach and training (New measure in FY 2017)	0	0	600	620	20

Priority: Environmental Sustainability					
Goal					
Reduce the negative impacts of flooding					
Objective					
Enhance services provided by the department through volunteerism and/or additional/alternative funding streams					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Dollar value of grants secured by Emergency Preparedness and Response for flood-prone property mitigation (New measure in FY 2017)	0	0	1,000,000	1,000,000	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Other Local Taxes	$3,571,596	$3,571,596	$3,571,596	$3,571,596
Charges for Services	$2,266	$2,788	$4,500	$4,500
Recovered Costs	$1,361,916	$1,390,202	$1,392,000	$1,392,000
Other Sources and Transfers In	$811,727	$940,976	$1,106,921	$1,346,241
Federal Aid	$68,083	$0	$113,617	$113,617
Total	$5,815,587	$5,905,562	$6,188,634	$6,427,954

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$5,140,168	$5,180,969	$5,394,682	$5,459,946
Materials, Supplies and Repairs	$252,942	$254,907	$257,665	$251,283
Contractual Services	$327,195	$380,692	$532,467	$533,177
Equipment	$0	$0	$3,820	$183,548
Total	$5,720,304	$5,816,568	$6,188,634	$6,427,954

Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2017.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	$2,970,681	Emergency Management Performance Grant	2
		FEMA Elevation Grants	
		Severe Repetitive Loss Elevation Project	
		VDEM Community Sheltering Grant	

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $45,076** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Upgrade 911 call handling equipment** **FY 2018 $179,728** **FTE: 0**

  Provide one-time funds to replace and upgrade the 911 Call Handling Equipment (CHE) system used to receive 911 calls. Upgrade features include industry best practices like text-to-911, as well as enhanced security capabilities. The total cost to replace the system is $329,728. The city received a $150,000 grant from the Virginia Information Technologies Agency (VITA) to assist with the replacement cost.

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

- **Support voice logging system maintenance** **FY 2018 $710** **FTE: 0**

  Technical adjustment to provide funds to continue hardware, software, and application support for the voice logging system. This system records radio, data, and voice communications within the Emergency Communications Center.

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

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($6,552)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

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

- **Adjust costs for Fleet expenditures** **FY 2018 $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.

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $37,816** **FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $10,292** **FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 ($27,920)** **FTE: 0**

  Technical adjustment to update department costs for personnel services, including adjustments to reflect recent utilization of personnel funds as it relates to vacancy savings. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Emergency Preparedness and Response **Total: $239,320** **FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Administrative Assistant I	1 09	$34,445	$56,161	1	1	2
Administrative Assistant II	1 10	$37,337	$60,884	1	0	1
Chief Training Officer-CES	1 12	$44,339	$72,308	1	0	1
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 Manager	1 14	$60,149	$98,068	2	0	2
Public Safety Telecommunicator I	1 08	$31,804	$51,864	5	-1	4
Public Safety Telecommunicator II	1 09	$34,445	$56,161	54	-9	45
Public Safety Telecommunicator III	1 12	$44,339	$72,308	9	0	9
Public Safety Telecommunicator Trainee	1 06	$27,438	$44,737	12	9	21
Software Analyst	1 13	$47,823	$77,978	1	0	1
Total				90	0	90

Tax Increment Financing

Mission Statement

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

Department Overview

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

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
General Property Taxes	$3,338,300	$4,984,100	$5,384,000	$5,266,000
Miscellaneous Revenue	$119,639	$0	$0	$0
Other Sources and Transfers In	$2,200,990	$0	$119,639	$0
Total	$5,658,929	$4,984,100	$5,503,639	$5,266,000

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Transfer to General Fund	$4,928,024	$4,088,404	$3,985,591	$3,702,265
Debt Service/Transfers to CIP	$611,266	$895,695	$1,518,048	$1,563,735
Total	$5,539,290	$4,984,099	$5,503,639	$5,266,000

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 city.

Department Overview

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

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

The Department of Waste Management primarily supports the city priority areas of Lifelong Learning and Environmental Sustainability through the following actions:

Ongoing Actions	Status
Focus on increasing tonnage of curbside recycling, which will help protect natural resources and reduce disposal costs	Ongoing

Performance Measures

Priority: Lifelong Learning					
Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants in Waste Management driver training	5	9	10	10	0

Priority: Lifelong Learning					
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 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of participants in Recycling Perks program	34,551	10,763	8,800	8,800	0
Number of businesses participating in Recycling Perks program	433	445	350	350	0

Priority: Environmental Sustainability					
Goal					
Enhance efficient use and protection of natural resources					
Objective					
Reduce and recycle waste					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Tons of curbside recycling collected	10,884	11,086	12,500	12,500	0
Percent of total refuse collected that is recycled (state goal is 25%)	19	18	21	21	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Fines and Forfeitures	$15,075	$18,600	$22,000	$11,535
Use of Money and Property	$4,111	$1,828	$4,000	$5,000
Charges for Services	$21,082,513	$21,229,283	$21,656,000	$22,219,679
Miscellaneous Revenue	$159	$858	$0	$0
Recovered Costs	$419,940	$421,961	$420,000	$420,000
Other Sources and Transfers In	$0	$54,539	$573,679	$10,000
Total	$21,521,798	$21,727,069	$22,675,679	$22,666,214

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$4,527,159	$4,520,923	$5,090,244	$5,653,038
Materials, Supplies and Repairs	$2,181,652	$1,995,106	$2,061,053	$2,085,578
Contractual Services	$13,622,145	$13,264,228	$12,164,490	$11,810,880
Equipment	$475,152	$1,735,130	$1,770,150	$1,770,650
Department Specific Appropriation	$0	$0	$587,475	$343,801
Debt Service/Transfers to CIP	$213,687	$276,404	$1,002,267	$1,002,267
Total	$21,019,795	$21,791,791	$22,675,679	$22,666,214

Proposed FY 2018 Budget Actions

- **Redesign refuse collector compensation plan** **FY 2018 $204,409** **FTE: 0**

  Redesign refuse collector compensation plan to align with the city's Attract, Retain, Motivate, and Develop (ARMD) initiative. The revised plan provides competitive market pay and enhanced opportunities for career progression. All actions are effective July 2017.

  Priority Area(s) Met: Environmental Sustainability

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $7,605** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Environmental Sustainability

- **Adjust operational expenses** **FY 2018 ($378,346)** **FTE: 0**

  Technical adjustment to adjust funds for vehicle maintenance, fuel, indirect costs, and materials and supplies.

  Priority Area(s) Met: Environmental Sustainability

- **Adjust costs for Fleet expenditures** **FY 2018 $11,246** **FTE: 0**

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

  Priority Area(s) Met: Environmental Sustainability

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $34,864 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Environmental Sustainability

- **Adjust required contribution to the city's retirement system** **FY 2018 $82,138 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Environmental Sustainability

- **Update personnel expenditures** **FY 2018 $28,619 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Waste Management **Total: ($9,465) FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accounting Technician II	1 07	$29,391	$47,962	2	0	2
Administrative Technician	1 07	$29,391	$47,962	1	0	1
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 03	$21,646	$35,301	1	0	1
Management Analyst I	1 11	$40,805	$66,586	1	0	1
Operations Manager	1 14	$52,020	$86,041	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Refuse Collection Supervisor	1 13	$47,823	$77,978	5	0	5
Refuse Collector Assistant	1 04	$23,333	$38,047	2	0	2
Refuse Collector I	1 07	$29,391	$47,962	37	0	37
Refuse Collector II	1 09	$34,445	$56,161	29	0	29
Refuse Collector, Lead	1 11	$40,805	$66,586	5	0	5
Refuse Inspector	1 10	$37,337	$60,884	7	0	7
Safety Specialist	1 11	$40,805	$66,586	1	0	1
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				101	0	101

This page intentionally left blank

Enterprise Funds

This page intentionally left blank

Enterprise Fund Summary

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Revenues			
Permits and Fees	824,743	673,845	625,324
Fines and Forfeitures	2,205,308	2,507,343	2,106,842
Federal Aid	21,295	0	0
Use of Money and Property	369,698	304,639	329,087
Charges for Services	126,640,468	132,240,707	134,778,854
Miscellaneous Revenue	367,841	188,381	187,180
Recovered Costs	1,715,268	1,341,600	1,341,600
Other Sources and Transfers In	20,156	779,883	2,752,877
Totals	**132,164,777**	**138,036,398**	**142,121,764**

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Expenditures			
Personnel Services	25,721,652	28,004,556	28,754,722
Materials, Supplies and Repairs	15,661,903	15,652,503	15,708,125
Contractual Services	16,634,816	15,917,954	15,541,714
Equipment	340,576	762,671	775,291
Department Specific Appropriation	8,805,593	19,989,413	16,270,551
Debt Service/Transfers to CIP	23,823,099	57,709,301	65,071,361
Total	**90,987,639**	**138,036,398**	**142,121,764**

This page intentionally left blank

Utilities

Mission Statement

The mission of the Department of Utilities is to enhance quality of life by providing excellent and sustainable water and wastewater services at the best possible value to residents and customers.

Department Overview

The Department of Utilities is responsible for the operation of two enterprise funds, the Water Fund and the Wastewater Fund. The department, which is comprised of seven divisions in addition to the Director's Office, is organized as follows:

Water Production: Responsible for the operation and maintenance of the water treatment plants and finished water storage facilities; maintains raw and finished water pump stations and raw water transmission mains; and manages city owned reservoirs and adjacent watershed properties.

Water Quality: Ensures the provision of high quality, safe, clean drinking water through compliance monitoring, testing, analysis, and backflow prevention.

Wastewater: Maintains and operates the sanitary sewer system that takes wastewater away from Norfolk homes, businesses, and facilities, and conveys it to treatment plants that are operated by the Hampton Roads Sanitation District (HRSD).

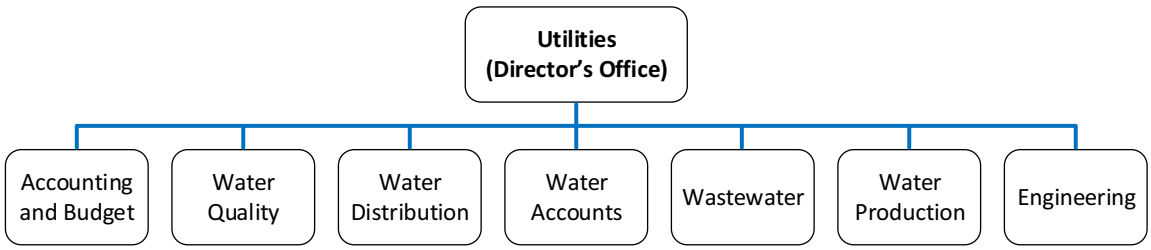
Water Distribution: Responsible for the maintenance and operation of over 800 miles of water mains. Repairs, replaces and installs fire hydrants, meters and valves and detects and repairs leaks in the distribution system. Provides routine flushing of water mains and the installation of service main extensions.

Water Accounts: Provides billing, collections, and response to users of Norfolk's utility system.

Engineering: Plans, designs, and manages water and sewer system improvements and expansions. Responsible for overall construction oversight and project management. Prevents damage to water and sewer infrastructure by marking underground utilities. Manages the department's Capital Improvement Program and documentation for the maintenance and construction of the city's water and wastewater infrastructure.

Accounting and Budget: Responsible for the administration of the department's finance and accounting operations including the budget, accounts payable, payroll, financial reporting, contract compliance, bond issuance, capital project financing and rate setting.

Director's Office: Provides administrative, leadership and management services to the department. Provides support services such as: human resources; public relations; communications; performance tracking; grants administration; and legislative review.



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

The City of Norfolk Department of Utilities is a premier service provider that meets customer needs for affordable, dependable, and high quality drinking water and wastewater services. The department primarily supports the priority areas of Safe, Healthy and Inclusive Communities; Economic Vitality and Workforce Development; Environmental Sustainability; and Well-Managed Government. Actions in place to achieve these long-term goals include the following:

Ongoing Actions	Status
Track current and future water demand projections at the water treatment plants and monitor per-capita water consumption region-wide	Ongoing
Survey the water distribution system for leaks and replace problematic and aging water mains to maintain and improve the water distribution system and, ultimately, provide safe healthy drinking water to customers	Ongoing
Clean ten percent of the wastewater collection system piping per year to provide environmentally friendly and dependable services to residents and businesses	Ongoing
Produce high quality drinking water by maintaining 100 percent compliance with the Safe Drinking Water Act and by inspecting water resources, properties, and facilities	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Linear feet of wastewater system cleaned per year	1,171,115	604,896	1,200,000	1,200,000	0

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services					
Objective					
Ensure a sufficient supply of safe drinking water that meets customer's needs, provides fire protection, and promotes economic growth					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Average daily drinking water for all retail and wholesale customer needs, in millions of gallons per day (MGD)	59	58	62	62	0

Priority: Safe, Healthy, and Inclusive Communities					
Goal					
Enhance the vitality of Norfolk's neighborhoods					
Objective					
Maintain the integrity of the water distribution system by staying under the national median rate of 37.8 water main breaks per 100 miles of water distribution system piping					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Number of water main breaks per 100 miles of water distribution system piping	22	12	29	29	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Permits and Fees	$1,361,614	$614,051	$583,100	$553,700
Use of Money and Property	$193,926	$323,120	$232,000	$268,000
Charges for Services	$83,147,731	$81,033,844	$81,997,036	$84,668,062
Miscellaneous Revenue	$2,954,389	$367,561	$186,900	$186,900
Recovered Costs	$1,183,635	$1,565,694	$1,338,000	$1,338,000
Other Sources and Transfers In	($10,541)	$20,156	$17,995	$17,995
Total	$88,830,753	$83,924,426	$84,355,031	$87,032,657

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$17,085,349	$17,034,194	$18,518,267	$19,008,363
Materials, Supplies and Repairs	$10,951,214	$10,974,012	$10,958,740	$10,914,747
Contractual Services	$8,296,076	$9,422,336	$9,431,090	$8,899,294
Equipment	$509,995	$202,385	$285,970	$298,970
Department Specific Appropriation	$7,724,888	$7,305,593	$15,533,906	$13,256,253
Debt Service/Transfers to CIP	$14,547,182	$12,659,825	$29,627,058	$34,655,030
Total	$59,114,705	$57,598,345	$84,355,031	$87,032,657

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $122,380** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust operational expenses** **FY 2018 $2,228,966** **FTE: 0**

  Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs, payment in lieu of taxes, and material and supplies for essential operations.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust costs for storehouse rent** **FY 2018 $1,557** **FTE: 0**

  Technical adjustment for rent cost of the city's Hollister Storehouse Facility. In FY 2014, the Storehouse operations were decentralized to improve efficiency and provide departments greater autonomy in managing resources. The Storehouse rent will increase annually at a rate of three percent.

  Priority Area(s) Met: Well-Managed Government

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($9,449)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 $26,456 FTE: 0**

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

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $137,422 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 $107,324 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 $62,970 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Water **Total: $2,677,626 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Account Representative	1 07	$29,391	$47,962	17.5	-1	16.5
Accountant I	1 11	$40,805	$66,586	3	0	3
Accountant II	1 12	$44,339	$72,308	0	1	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
Administrative Assistant I	1 09	$34,445	$56,161	3	0	3
Administrative Assistant II	1 10	$37,337	$60,884	3	0	3
Administrative Technician	1 07	$29,391	$47,962	1	0	1
Applications Development Team Supervisor	1 17	$64,260	$104,872	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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	4	0	4
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 13	$47,823	$77,978	4	0	4
Civil Engineer II	1 14	$52,020	$86,041	3	0	3
Civil Engineer III	1 15	$56,314	$92,075	3	0	3
Civil Engineer IV	1 16	$60,149	$98,068	2	0	2
Civil Engineer V	1 17	$64,260	$104,872	1	0	1
Collection Coordinator	1 11	$40,805	$66,586	2	0	2
Construction Inspector I	1 08	$34,445	$56,161	4	-1	3
Construction Inspector II	1 11	$40,805	$66,586	6	1	7
Construction Inspector III	1 12	$44,339	$72,308	2	0	2
Contract Monitoring Specialist	1 11	$40,805	$66,586	1	0	1
Crew Leader I	1 08	$34,445	$56,161	11	0	11
Cross-Connection Specialist	1 08	$31,804	$51,864	2	0	2
Customer Service Manager	1 18	$68,697	$112,020	1	0	1
Director of Utilities	1 24	$94,656	$162,302	1	0	1
Electrician III	1 10	$37,337	$60,884	3	0	3
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
Engineering Technician II	1 11	$40,805	$66,586	4	0	4
Engineering Technician III	1 12	$44,339	$72,308	1	0	1
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 06	$29,391	$47,962	11	0	11
Equipment Operator III	1 07	$31,804	$51,684	11	0	11
Financial Operations Manager	1 15	$56,314	$92,075	1	0	1
General Utility Maintenance Supervisor	1 14	$52,020	$86,041	7	-1	6
Geographic Information Systems Technician II	1 11	$40,805	$66,586	1	0	1
Maintenance Supervisor II	1 12	$44,339	$72,308	1	0	1
Maintenance Worker I	1 03	$21,646	$35,301	6	0	6
Maintenance Worker II	1 06	$27,438	$44,737	27	0	27
Management Analyst I	1 11	$40,805	$66,586	1	0	1

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Management Services Administrator	1 18	$68,697	$112,020	1	0	1
Manager of Budget & Accounting	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
Programmer/Analyst III	1 13	$47,823	$77,978	1	0	1
Programmer/Analyst IV	1 14	$52,020	$86,041	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 11	$40,805	$66,586	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	3	1	4
Storekeeper I	1 04	$23,333	$38,047	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	1	4
Utility Construction Inspector	1 10	$37,337	$60,884	1	0	1
Utility Maintenance Mechanic I	1 06	$27,438	$44,737	28	-1	27
Utility Maintenance Mechanic II	1 08	$31,804	$51,864	3	0	3
Utility Maintenance Supervisor	1 10	$37,337	$60,884	9	0	9
Utility Maintenance Supervisor, Senior	1 13	$47,823	$77,978	8	1	9
Utility Operations Manager	1 19	$72,930	$118,606	1	0	1
Water Chemist	1 11	$40,805	$66,586	3	0	3
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 Maintenance Technician	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	4	-1	3
Waterworks Operator II	1 09	$34,445	$56,161	2	-1	1
Waterworks Operator III	1 10	$37,337	$60,884	1	0	1
Waterworks Operator IV	1 11	$40,805	$66,586	9	1	10
Total				292.5	0	292.5

WASTEWATER

REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Permits and Fees	$93,000	$181,208	$50,000	$50,000
Use of Money and Property	$16,768	$15,584	$30,000	$30,000
Charges for Services	$28,242,513	$28,242,988	$30,722,691	$31,292,792
Recovered Costs	$164,404	$149,574	$3,600	$3,600
Other Sources and Transfers In	$0	$0	$2,000	$2,000
Federal Aid	$0	$21,295	$0	$0
Total	$28,516,686	$28,610,649	$30,808,291	$31,378,392

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$5,432,704	$5,380,378	$5,827,947	$6,002,929
Materials, Supplies and Repairs	$2,981,083	$3,079,235	$3,031,220	$3,024,452
Contractual Services	$1,993,646	$2,441,399	$2,087,898	$2,009,281
Equipment	$196,131	$71	$311,101	$311,101
Department Specific Appropriation	$1,500,000	$1,500,000	$4,455,507	$3,014,298
Debt Service/Transfers to CIP	$1,619,033	$2,715,742	$15,094,618	$17,016,331
Total	$13,722,597	$15,116,825	$30,808,291	$31,378,392

PROPOSED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $34,155 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Adjust operational expenses** **FY 2018 $399,887 FTE: 0**

  Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs, payment in lieu of taxes, and material and supplies for essential operations.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($9,926) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

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

- **Adjust costs for Fleet expenditures** **FY 2018 $5,158 FTE: 0**

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

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $48,821 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $11,664 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $80,342 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Wastewater **Total: $570,101 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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 08	$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	3	0	3
Environmental Specialist II	1 11	$44,339	$72,308	1	0	1
Equipment Operator II	1 06	$29,391	$47,962	6	0	6
Equipment Operator III	1 07	$31,804	$51,684	19	0	19
General Utility Maintenance Supervisor	1 14	$52,020	$86,041	2	0	2
Maintenance Worker I	1 03	$21,646	$35,301	3	0	3
Maintenance Worker II	1 06	$27,438	$44,737	27	0	27
Utility Maintenance Mechanic I	1 06	$27,438	$44,737	7	0	7
Utility Maintenance Supervisor	1 10	$37,337	$60,884	10	0	10
Utility Maintenance Supervisor, Senior	1 13	$47,823	$77,978	5	0	5
Water Chemist	1 11	$40,805	$66,586	1	0	1
Total				105	0	105

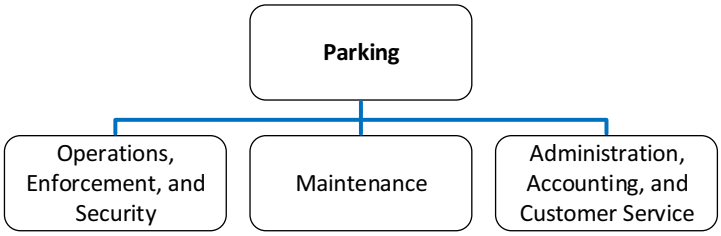
Parking Facilities Fund

Mission Statement

The Division of Parking is dedicated to excellence in providing safe, convenient, and affordable parking services to the residents, visitors, and businesses in Norfolk.

Department Overview

The City of Norfolk's Parking Division operates and maintains one of the largest municipally owned parking systems in the country while meeting the parking needs of downtown workers, residents, students, shoppers, and tourists. This includes over 20,000 public parking spaces located in 16 garages, nine lots, and over 600 on-street spaces. Safe, convenient and affordable parking is provided to all patrons through the efficient management of the city's parking resources. The Parking Facilities Fund receives oversight from the Department of General Services.



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

The Parking Facilities Fund supports the priority areas of Economic Vitality and Workforce Development and Well-Managed Government. Parking's long-term goals are achieved by strong financial management, available parking assets (for example, garages and lots), and innovative customer programs. Specific actions undertaken to achieve long-term goals include the following:

Ongoing Actions	Status
Maximize utilization of available parking to increase revenue	Ongoing
Improve parking services and infrastructure to enhance the customer experience	Ongoing

Performance Measures

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Promote strong financial management by ensuring revenue is maximized in order to meet all operating obligations					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of fines collected	98	76	100	100	0
Percent of total available monthly parking spaces utilized (New measure in FY 2016)	0	54	50	60	10
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Total parking revenue (New measure in FY 2016)	0	19,629,702	21,200,000	21,200,000	0
Number of transient (non-monthly) parkers in garages (New measure in FY 2017)	0	0	2,350,000	2,350,000	0
Number of parking violation tickets issued	43,593	41,850	43,300	43,300	0

Priority: Well-Managed Government					
Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Attract and retain businesses within Norfolk by ensuring all parking facilities are accessible, clean, safe, and inviting					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of customers who rate parking services as meeting or exceeding expectations	61	61	60	60	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Permits and Fees	$0	$29,484	$40,745	$21,624
Fines and Forfeitures	$2,531,254	$2,205,308	$2,507,343	$2,106,842
Use of Money and Property	$1,728,812	$30,994	$42,639	$31,087
Charges for Services	$16,987,584	$17,363,636	$19,520,980	$18,818,000
Miscellaneous Revenue	$767	$280	$1,481	$280
Other Sources and Transfers In	$0	$0	$759,888	$2,732,882
Total	$21,248,417	$19,629,702	$22,873,076	$23,710,715

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$3,268,220	$3,307,080	$3,658,342	$3,743,430
Materials, Supplies and Repairs	$1,552,344	$1,608,656	$1,662,543	$1,768,926
Contractual Services	$4,043,756	$4,771,081	$4,398,966	$4,633,139
Equipment	$63,836	$138,120	$165,600	$165,220
Debt Service/Transfers to CIP	$8,621,167	$8,447,532	$12,987,625	$13,400,000
Total	$17,549,323	$18,272,469	$22,873,076	$23,710,715

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $29,441** **FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust debt service payments** **FY 2018 $412,375** **FTE: 0**

  Technical adjustment to support annual debt service payments for parking related capital projects.

  Priority Area(s) Met: Well-Managed Government

- **Adjust operational expenses** **FY 2018 $243,232** **FTE: 0**

  Technical adjustment for routine operational expenses. These expenses may include indirect costs, materials, and supplies for essential operations.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Increase funds for contractual services** **FY 2018 $115,602** **FTE: 0**

  Technical adjustment for contractual services which occur annually. These contractual increases include service to parking equipment, co-op garage costs, and credit card processing fees.

  Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Remove one-time funds for time and attendance software costs** **FY 2018 ($6,547) FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

  Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 ($12,111) FTE: 0**

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

  Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $27,413 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 ($19,249) FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

  Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 $47,483 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Parking Facilities Fund **Total: $837,639 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
Accountant III	1 13	$47,823	$77,978	1	0	1
Accounting Technician II	1 07	$29,391	$47,962	6.8	0	6.8
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 08	$34,445	$56,161	2	0	2
Customer Service Representative	1 05	$25,179	$41,096	15.2	0	15.2
Electrician II	1 09	$34,445	$56,161	1	1	2
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 07	$29,391	$47,962	5	0	5
Maintenance Supervisor I	1 11	$40,805	$66,586	0	1	1
Maintenance Supervisor II	1 12	$44,339	$72,308	1	-1	0
Maintenance Worker I	1 03	$21,646	$35,301	5	-1	4
Maintenance Worker II	1 06	$27,438	$44,737	3	-1	2
Management Analyst III	1 14	$52,020	$86,041	0	1	1
Management Services Administrator	1 18	$68,697	$112,020	0	1	1
Manager of Budget & Accounting	1 18	$68,697	$112,020	1	-1	0
Meter Monitor	1 04	$23,333	$38,047	9	0	9
Painter I	1 06	$27,438	$44,737	1	0	1
Parking Administrator	1 14	$52,020	$86,041	1	0	1
Parking Director	1 18	$68,697	$112,020	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				65	0	65

This page intentionally left blank

Internal Service Funds

This page intentionally left blank

Internal Service Fund Summary

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Revenues			
Use of Money and Property	3,165	9,500	5,000
Charges for Services	97,650,812	101,253,235	106,179,360
Recovered Costs	61,315	98,865	63,865
Federal Aid	0	0	0
Other Sources and Transfers In	81,524	115,000	50,000
Total Revenues	**97,796,816**	**101,476,600**	**106,298,225**

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Expenditures			
Personnel Services	3,009,377	3,429,611	3,527,618
Materials, Supplies and Repairs	4,380,050	4,542,104	4,490,704
Contractual Services	90,482,444	93,441,507	98,244,525
Equipment	73,516	63,378	35,378
Total Expenditures	**97,945,387**	**101,476,600**	**106,298,225**

This page intentionally left blank

Healthcare Fund

Mission Statement

The Healthcare Fund 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 Healthcare Fund which implemented city-administered health insurance beginning January 2014. As a result of the change, the Norfolk Consortium generated approximately $6.0 million in cost avoidance.

The Healthcare Fund collects employer and employee premiums from the City of Norfolk, NPS, and NRHA. Medical claims, administrative costs, wellness program costs, fees related to the Affordable Care Act, and benefit consultant costs are expended from the Healthcare Fund. End of year fund balance and interest earned is used to stabilize premiums in future years. Any funds deposited into this account can only be used to pay costs associated with the healthcare plan.

It is estimated that collections in the fund in FY 2018 will total $94,666,785 from employee, employer, and retiree contributions. Deposits into the Healthcare Fund by Consortium members in FY 2018 are estimated as follows:

- City of Norfolk: $45,597,046
- NPS: $46,440,904
- NRHA: $2,628,835

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Charges for Services	$86,410,352	$86,292,951	$89,943,167	$94,666,785
Total	$86,410,352	$86,292,951	$89,943,167	$94,666,785

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Contractual Services	$88,449,808	$86,435,121	$89,943,167	$94,666,785
Total	$88,449,808	$86,435,121	$89,943,167	$94,666,785

Proposed FY 2018 Budget Actions

- **Adjust Healthcare Fund expenditures** **FY 2018 $4,723,618** **FTE: 0**

  Adjust Healthcare Fund in FY 2018 based on projected expenditures. The increase in projected cost is primarily due to medical cost inflation.

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

Healthcare Fund	**Total: $4,723,618**	**FTE: 0**

Fleet Management

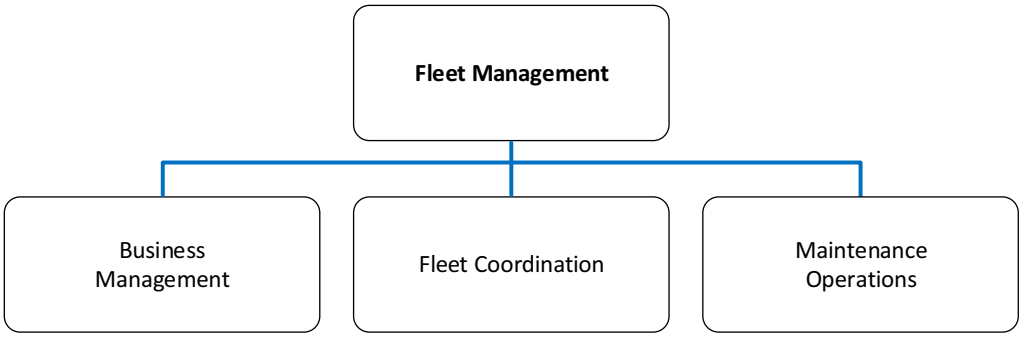
Mission Statement

The Division of Fleet Management strives to provide excellent customer service to all departments of the City of Norfolk by developing and administering a comprehensive structured preventive maintenance and repair program by:

- Being among the best and most respected fleet management operations in the country
- Exceeding customer expectations for service, quality, and value
- Providing team members a great place to work, learn, and thrive
- Serving the residents of Norfolk with pride, dedication, and efficiency

Department Overview

Fleet Management is managed by the Department of General Services. Key responsibilities include vehicle maintenance and repair, fueling, replacement analysis, specification review, acquisition, new vehicle preparation, and disposal.



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

Fleet Management supports the priority areas of Environmental Sustainability and Well-Managed Government. Fleet's long-term goals are achieved by the efficient repair and maintenance of the fleet, managing multiple contracts, and the acquisition and disposal of vehicles and equipment. Specific division activities include the following:

Ongoing Actions	Status
Work with the departments to enhance their compliance with the preventative maintenance schedule, thereby lengthening the useful life of vehicles	Ongoing
Strive to reduce the average time between vehicle failures (for the same vehicle)	Ongoing

Performance Measures

Priority: Well-Managed Government					
Goal					
Enhance the efficiency of programs and services					
Objective					
Improve customer service through implementing a quality preventative maintenance program					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
City department preventative maintenance compliance rate for equipment and vehicles	36	43	80	80	0
Percent of customers who rate Fleet Services as meeting or exceeding expectations	100	96	95	95	0
Objective					
Decrease the amount of time vehicles are out of service					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of maintenance jobs that are unscheduled (New measure in FY 2017)	0	0	20	20	0
Fleet availability rate	93	91	90	90	0

Priority: Well-Managed Government					
Goal					
Develop, recruit and retain a well qualified work force					
Objective					
Increase number of staff who possess industry certifications and related education					
Measure	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted**	**FY 2018 Proposed**	**Change**
Percent of technicians with relevant industry certifications	70	25	50	50	0

Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Use of Money and Property	$5,867	$3,165	$9,500	$5,000
Charges for Services	$13,330,407	$11,357,861	$11,310,068	$11,512,575
Recovered Costs	$59,394	$61,315	$98,865	$63,865
Other Sources and Transfers In	$245,238	$81,524	$115,000	$50,000
Federal Aid	$1,934	$0	$0	$0
Total	$13,642,840	$11,503,865	$11,533,433	$11,631,440

Actual amounts represent collections, not appropriation authority.

Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
Personnel Services	$2,966,596	$3,009,377	$3,429,611	$3,527,618
Materials, Supplies and Repairs	$6,496,515	$4,380,050	$4,542,104	$4,490,704
Contractual Services	$3,438,962	$4,047,323	$3,498,340	$3,577,740
Equipment	$75,998	$73,516	$63,378	$35,378
Total	$12,978,073	$11,510,266	$11,533,433	$11,631,440

Proposed FY 2018 Budget Actions

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 $22,564 FTE: 0**

  Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

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

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 $23,615 FTE: 0**

  Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

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

- **Adjust required contribution to the city's retirement system** **FY 2018 $31,712 FTE: 0**

  Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

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

- **Update personnel expenditures** **FY 2018 $20,116 FTE: 0**

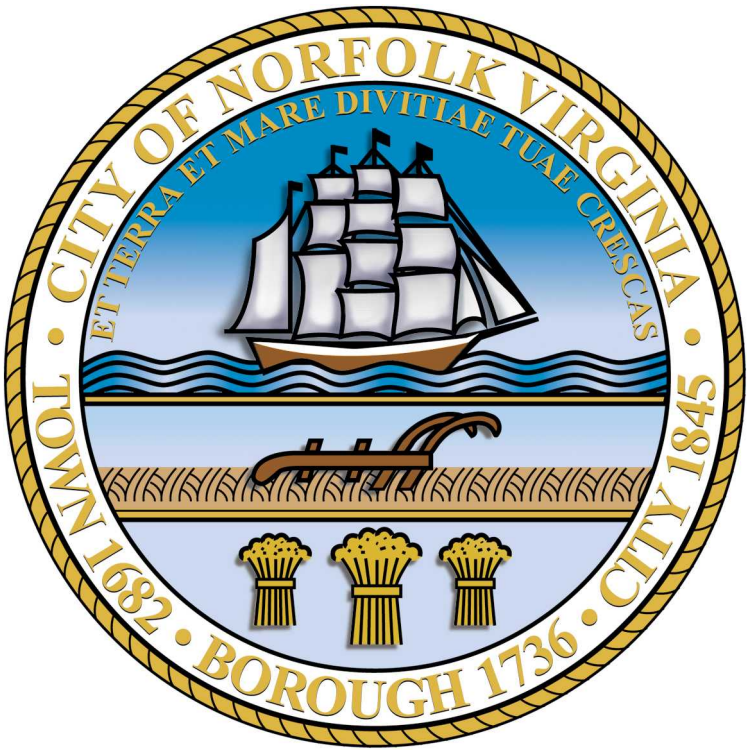
  Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Fleet Management **Total: $98,007 FTE: 0**

Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Proposed
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	1 07	$29,391	$47,962	1	-1	0
Autobody Repair Mechanic, Senior	1 09	$34,445	$56,161	1	0	1
Automotive Operations Manager	1 12	$44,339	$72,308	4	0	4
Automotive Repair Technician	1 10	$37,337	$60,884	18	1	19
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
Messenger/Driver	1 02	$20,099	$32,778	0.8	0	0.8
Software Analyst	1 13	$47,823	$77,978	1	0	1
Storekeeper I	1 04	$23,333	$38,047	1	0	1
Support Technician	1 05	$25,179	$41,096	2	0	2
Welder	1 10	$37,337	$60,884	1	0	1
Total				56.8	0	56.8

Capital Improvement Plan



This page intentionally left blank

READER'S GUIDE

BACKGROUND

The Capital Improvement Program (CIP) is a multi-year plan for capital expenditures to replace and expand the city's infrastructure. The city uses the CIP to develop infrastructure and maintain the quality of life offered to residents and businesses.

The capital budget supports non-recurring expenditures, such as the construction of buildings, acquisition of property, repairs and improvements to roadways, building maintenance, and efficient operation of the water and sewage systems. Capital funding is limited to the cost of the project and may be expended over several fiscal years until the project is completed. Other costs associated with the capital budget include, but are not limited to the following:

- Architectural and engineering fees;
- Site development; and
- Major equipment.

The city uses a long-range planning process that results in a Five-Year CIP Plan. This Five-Year 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 2018 or included as a planned project in FY 2019 through FY 2022. 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 $50,000 or more. Further, 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:

- Developing a capital plan that includes projects that meet the six City Council priorities;
- Ensuring that the CIP will be the platform for development in neighborhoods and business communities; and
- Preserving and enhancing the existing tax base.
- To guide the CIP decision-making process, projects are evaluated on the degree to which the following objectives are met:
- Adheres to legal or contractual obligation or federal or state mandate;

- Addresses health concerns, safety or emergency needs;
- Leverages outside funding through a match of federal, state or private funding;
- Produces positive community impact through the formation of partnerships with residents and businesses to leverage public dollars, making Norfolk the community of choice for living, working and leisure activities;
- Enjoys broad community support;
- Results in unacceptable outcomes if the project is deferred;
- Ensures existing infrastructure and/or equipment is maintained and replaced in a timely manner; and
- Assures consistency with plaNorfolk2030 comprehensive plan, NorfolkVision2100, and other City Council adopted plans.

FUNDING CIP

A combination of funding sources are used to implement the CIP. Below are descriptions of funding sources used to support the CIP:

- **Reappropriation of Previous Authorization:** Dollars represent projects that are closed or determined to have excess funds.
- **Transfer from General Fund:** Annual cash contributions to the CIP.
- **Transfer from School Fund:** Dollars represent cash contributions from Norfolk Public Schools.
- **Transfer from Public Amenities Fund:** This cash contribution is from a special revenue fund, which collects one percent of the prepared food tax rate and one percent of the lodging tax rate to promote cultural and entertainment activity in the downtown area.
- **Other Cash Contribution:** Dollars represent other sources of cash contributions to the CIP such as grants, donations, other state or federal aid, or other reprogrammed funds.
- **Bonds (Debt):** The city's debt is defined by the sources of repayment: general fund supported debt service and nongeneral fund supported debt service. General fund supported debt is pledged to be repaid from tax revenue. Nongeneral fund debt is intended to be repaid from revenue derived from other revenue sources such as fees.

NONGENERAL FUND PROJECTS:

Projects below are supported through nongeneral fund revenues, which are not paid from taxes:

- **Parking Facilities:** Improve the city's parking infrastructure systems, promote tourism, and perpetuate and attract new businesses, including architectural designs, construction of new and/or replacement, multi-level parking facilities.
- **Storm Water Utility:** Improve the city's storm water infrastructure system, including miscellaneous drainage improvements, system repairs and rehabilitation, and system cleaning and drainage studies in neighborhoods citywide.
- **Towing and Recovery:** Support the city's ability to keep abandoned vehicles off the public right-of-way and address code violations. There are no projects in this fund for the FY 2018 - FY 2022 CIP.
- **Wastewater Utility:** Improve the city's wastewater infrastructure system including the operation and maintenance of collection sewers, pump stations, and sewer force mains.

- **Waste Management:** Support the city's ability to comply with regulatory requirements related to its landfills.
- **Water Utility:** Improve the city's water infrastructure system and perpetuate the city's economic vitality.

PRIORITY AREA DESCRIPTIONS

GENERAL FUND SUPPORTED PROJECTS:
In FY 2018, the City of Norfolk continued the implementation of the initiative to become a "Well-Managed Government." This initiative promotes the values of being a *data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive, and customer-focused*. This initiative also led to the revision of the citywide priorities.

In preparation for the FY 2018 budget development process, city staff reviewed and affirmed the goals and objectives, which support the Priority Area Plan. Departments continued to refine measures that drive the organization towards the objectives and goals. Through cross-functional teams, departments work together, along with outside partners, to ensure success. Using input from the City Council, residents, and business leaders, staff developed action statements describing the vision for each priority. These action statements can be found in each department's section of the operating budget document.

Similar to the operating budget, the CIP projects are categorized into one of the six priority areas. By categorizing the projects, the city is better able to understand where and how it is prioritizing major projects throughout the city. This also ensured that the projects authorized in the CIP are in line with the community and the City Council's long-term vision for the city. Listed below are the City of Norfolk's priorities and corresponding priority statements.

Accessibility, Mobility, and Connectivity:
A comprehensive network of accessibility and information gathering options, addressing all traditional transportation modes, as well as new technologies that connect people, goods, and information. Projects in this category will promote a sustainable and efficient transportation system, an effective communication network, and an accessible system of delivering goods and services to our residents.

Economic Vitality and Workplace Development:
A growing, competitive, and diversified economy that enhances the quality of life for residents through a wide range of housing, shopping, educational, cultural, business, and employment opportunities. Projects in this category will promote public infrastructure improvements designed to enhance and support private sector investments in a variety of neighborhood and commercial areas of the city. Projects in this category will also promote diversify and strengthen entertainment venues and "cool city" amenities in Norfolk.

Environmental Sustainability:
A premier waterfront community that creates a positive, regenerative effect on its environment, avoids detrimental environmental impacts, and thrives economically and culturally. Projects in this category will promote the efficient use and protection of natural resources and reduce the negative impacts of coastal flooding.

Lifelong Learning:
Residents of all ages enjoy a culture of learning that enables them to reach their full potential, achieve personal goals, and, through their knowledge, skills, abilities, and talents, become well-equipped to support a prosperous economy. Projects in this category promote a well-trained, qualified community workforce and increase accessibility to lifelong learning. These include construction projects to improve, replace, and/or build new elementary, middle, and high school facilities.

Safe, Healthy and Inclusive Communities:
Residents of diverse backgrounds and interests feel encouraged and empowered to assist in the development of safe and healthy neighborhoods, thereby fostering a culture of leadership, pride, and well-being that advances Norfolk's brand as a desirable and enjoyable place to live, learn, work, and play. Projects in this category promote a safe environment for residents, workers, and visitors, increase the availability of sustainable and high quality housing for residents, and create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families.

Well-Managed Government:
A data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive, and customer-focused. Projects in this category promote efficiency of programs and services, as well as developing, recruiting, and retaining talented and engaged employees to meet current and future workplace needs.

METHODOLOGY FOR APPROPRIATING CAPITAL PROJECT FUNDS

In FY 2016, the city introduced an additional method of appropriating stand-alone, large CIP projects. Previously the approval of such CIP projects were timed to the issuance of bonds and the debt limit ratios. This led to these projects being appropriated over a number of years based on projected expenditures. This meant that a project would receive design funds in year one, and construction in years two, three, or four.

In the new method, projects receive full appropriation in one year, but funds are released based on the anticipated schedule of payments for planning, design, and construction. This new methodology reduces the redundant approvals of the same project year after year and increases the accountability of cost estimates provided at the time of the initial authorization. This approach allows for better management of cash flow and for bond issuance only when needed, saving unnecessary interest payments.

Umbrella projects that focus on maintaining and improving infrastructure are appropriated on an annual basis. These projects include, but are not limited to, maintenance of streets, bridges, sidewalks, parks, public utilities, and improvement of city facilities.

PROJECT INFORMATION

The FY 2018 CIP provides for 36 projects with support from the General Capital, one project with support from Parking Facilities, five projects with support from Storm Water Utility, one project with support from Waste Management, one project with support from Wastewater Utility, and seven projects with support from the Water Utility.

Financial information for projects can be found throughout the CIP and in the sections listed below.

- **CIP Funding Sources:** Lists the sources of revenue the city uses to fund capital projects.
- **CIP - Uses of Funds:** Lists the projects approved in the FY 2018 CIP.
- **CIP Five-Year Plan Summary:** A five-year outlook of funding needed for projects in the FY 2018 CIP.
- **Project Detail by Priority Area:** Projects shown on the CIP Five-Year Plan Summary are listed individually with a detailed financial breakdown.

Each project within the FY 2018 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 2018 Proposed:** Reflects the amounts for the project. Amounts listed in FY 2019 – FY 2022 are planned amounts in the upcoming years.
    - **FY 2017 Adopted:** Amounts that were approved for the project when the budget was authorized in the previous fiscal year.
    - **Estimated Operating Budget Impact:** Reflects an ongoing operating budget expense once the project is complete. These expenses are not paid from the capital budget.
    - **Anticipated Project Timeline:** Amounts shown are a projection of how and when funds will be spent in FY 2019 – FY 2022.
    - **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 2019 – FY 2022.
    - **Project Total:** Reflects the total amount of money dedicated for the completion of the project.
- **Picture:** Includes a visual depiction, if available, of the project location or the end result expected from the completion of the project.

Project Description Page

Project Title

Project Description

Department

Address School Major Maintenance

Department

Executive

Project Address

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☐

Customers Served

Project Description

Provide support for major maintenance and repair to school facilities. Expenditures in this category help preserve the life of buildings, perform major preventative maintenance and undertake significant repairs. Each year, prior to the distribution of funds, Norfolk Public Schools shall provide a list of planned projects, as well as the results of the prior year's efforts.

Financial Summary

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
FY 2017 Adopted	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	12,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

Anticipated Project Spending

Prior Capital Funding	31,550,000
FY 2018 Proposed	2,000,000
Capital Share Remaining	8,000,000
Project Total	41,550,000

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 five-year expenditure forecast. Operating impacts are analyzed for funding on a project-by-project basis because, at times, these impacts can be absorbed within the department's current budget and, at other times, additional funding may be needed. These costs are taken into account when the city authorizes a project for capital funding. CIP projects that have been completed in prior years, which have operating impacts, are not shown here. Prior projects such as the Slover Library, the Southside Aquatics Center, and the new courthouse, for example, have annual operating and maintenance costs that have been added to the department's budget as these buildings have already come online.

Five Year Estimated CIP Project Operating and Maintenance Cost Impact

Project Title	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Develop Bicycle, Pedestrian Greenways, Sharrows, and Complete Streets	$0	$0	$0	$12,000	$12,000
Implement RPOS Master Plan	$6,200	$6,200	$6,200	$6,200	$6,200
Improve Street Lights	$35,000	$35,000	$35,000	$35,000	$35,000
Grand Total	**$41,200**	**$41,200**	**$41,200**	**$53,200**	**$53,200**

*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 2018 – FY 2022 Funding Sources						
	Proposed	----------Planned----------				
Sources	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**Total**
Reappropriation of Previous Authorization	$748,691	$0	$0	$0	$0	$748,691
Transfer From General Fund	$1,487,256	$1,339,666	$1,309,166	$1,309,166	$1,309,166	$6,754.420
Transfer From Public Amenities Fund	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,000,000
Other Cash Contribution	$0	$0	$0	$0	$0	$0
Bonds	$23,025,453	$27,344,734	$21,200,234	$19,170,234	$18,505,234	$109,245,889
Subtotal	**$26,261,400**	**$29,684,400**	**$23,509,400**	**$21,479,400**	**$20,814,400**	**$121,749,000**

CIP FUNDING SOURCES – NONGENERAL FUNDS

FY 2018 – FY 2022 Funding Sources						
	Proposed	----------Planned----------				
Sources	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**Total**
Other CIP						
Parking Bonds	$0	$7,000,000	$0	$0	$0	$7,000,000
Parking Fund Cash	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$14,500,000
Subtotal Parking Fund	$2,900,000	$9,900,000	$2,900,000	$2,900,000	$2,900,000	$21,500,000
Storm Water Bonds	$6,300,000	$6,300,000	$6,300,000	$6,300,000	$6,300,000	$31,500,000
Storm Water Cash	$1,315,200	$1,315,200	$1,315,200	$1,315,200	$1,315,200	$6,576,000
Subtotal Storm Water	$7,615,200	$7,615,200	$7,615,200	$7,615,200	$7,615,200	$38,076,000
Wastewater Bonds	$20,000,000	$20,000,000	$20,000,000	$20,000,000	$20,000,000	$100,000,000
Subtotal Wastewater	$20,000,000	$20,000,000	$20,000,000	$20,000,000	$20,000,000	$100,000,000
Waste Management Bonds	$400,000	$0	$0	$0	$0	$400,000
Subtotal Waste Management	$400,000	$0	$0	$0	$0	$400,000
Water Bonds	$21,403,333	$20,723,333	$15,723,334	$17,150,000	$24,170,000	$99,170,000
Water Fund Cash	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,000,000
Subtotal Water	$26,403,333	$25,723,333	$20,723,334	$22,150,000	$29,170,000	$124,170,000
Other CIP Total	$57,318,533	$63,238,533	$51,238,534	$52,665,200	$59,685,200	$284,146,000
Grand Total CIP	**$83,579,933**	**$92,922,933**	**$74,747,934**	**$74,144,600**	**$80,499,600**	**$405,895,000**

CIP - Uses of Funds

FY 2018 - FY 2022 Capital Improvement Plan		
Project Title	**Page**	**Proposed FY 2018**
Accessibility, Mobility and Connectivity		
Enhance Signals and Intersections	422	200,000
Improve Downtown Corridor Streetscaping	423	100,000
Repair and Maintain Bridges - Minor	424	250,000
Repair, Replace, and Maintain Bridges	425	1,000,000
Subtotal Accessibility, Mobility and Connectivity		**1,550,000**
Economic Vitality and Workforce Development		
Continue Scope Arena Improvements (PA)	429	750,000
Fund Chrysler Museum Capital Campaign Match	430	850,000
Improve Cultural Facilities (PA)	431	250,000
Improve Harbor Park	432	835,000
Subtotal Economic Vitality and Workforce Development		**2,685,000**
Environmental Sustainability		
Address Street Flooding Citywide	433	1,500,000
Control Beach Erosion	434	1,214,400
Improve Citywide Dredging and Waterways	435	150,000
Improve HVAC Systems Citywide	436	200,000
Repair Virginia Zoo Africa Exhibit Thatch Roofs	437	500,000
Subtotal Environmental Sustainability		**3,564,400**
Lifelong Learning		
Address School Major Maintenance	439	2,000,000
Construct or Renovate Schools	440	1,250,000
Subtotal Lifelong Learning		**3,250,000**

FY 2018 - FY 2022 Capital Improvement Plan

Project Title	Page	Proposed FY 2018
Safe, Healthy and Inclusive Communities		
Acquire Blighted Properties in Willoughby	443	200,000
Fund ADA Master Plan for City Facilities	444	150,000
Implement RPOS Master Plan	445	500,000
Improve Community and Neighborhood Parks	446	250,000
Improve Existing Community Centers	447	200,000
Improve Neighborhood Streets - Major	448	300,000
Improve Neighborhoods Citywide	449	2,500,000
Improve Street Lights	450	100,000
Maintain Fire Stations	451	1,000,000
Repair Neighborhoood Streets/Sidewalks/Walkways	452	250,000
Replace Asphalt and Walkways in the Zoo	453	123,000
Strengthen Neighborhoods through Affordable Housing Initiatives	454	700,000
Support Jail Improvements	455	1,650,000
Transform Newton Creek	456	2,000,000
Improve Fairmount Park Infrastructure	457	1,000,000
Subtotal Safe, Healthy and Inclusive Communities		**10,923,000**
Well-Managed Government		
Fund Preliminary Engineering	459	1,159,000
Improve Infrastructure and Acquire Property	460	1,000,000
Improve Roof Repair and Moisture Protection	461	250,000
Maintain Municipal Facilities	462	1,000,000
Maintain USS Wisconsin BB-64	463	500,000
Replace In-Ground Vehicle Lifts	464	380,000
Subtotal Well-Managed Government		**4,289,000**
Total General Capital		**26,261,400**

FY 2018 - FY 2022 Capital Improvement Plan

Project Title	Page	Proposed FY 2018
Parking Facilities		
Maintain Parking Facilities	465	2,900,000
Subtotal Parking Facilities		**2,900,000**
Storm Water Utility		
Create Citywide Flooding Reserve	467	1,315,200
Improve Storm Water Quality	469	2,350,000
Improve Storm Water System	470	600,000
Improve Storm Water Waterfront Facilities	471	500,000
Reduce Neighborhood Flooding	472	2,850,000
Subtotal Storm Water Utility		**7,615,200**
Waste Management		
Support Campostella Landfill Post Closure Requirements	473	400,000
Subtotal Waste Management		**400,000**
Wastewater Utility		
Improve Wastewater Collection System	475	20,000,000
Subtotal Wastewater Utility		**20,000,000**
Water Utility		
Comply With Safe Drinking Water Act Amendments	477	300,000
Design and Construct 37th Street Plant	478	2,500,000
Implement Meter Change-Out Program	479	320,000
Improve Water Pipeline Infrastructure	480	11,000,000
Rehabilitate Reservoirs Systemwide	481	3,733,333
Upgrade Moores Bridges Water Treatment Plant	482	8,500,000
Upgrade Northstar Billing System	483	50,000
Subtotal Water Utility		**26,403,333**

FY 2018 - FY 2022 Capital Improvement Plan

Project Title	Page	Proposed FY 2018
Total Capital Improvement Plan		**83,579,933**

CIP Five - Year Plan Summary

FY 2018 - FY 2022 Capital Improvement Plan								
		Originally Planned	Proposed	Planned				
Project Title	Page	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Accessibility, Mobility and Connectivity								
Develop Bicycle, Pedestrian Greenways, Sharrows, and Complete Streets	413	750,000	-	-	-	750,000	750,000	1,500,000
Enhance Signals and Intersections	414	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Improve Downtown Corridor Streetscaping	415	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Repair and Maintain Bridges - Minor	416	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Repair, Replace, and Maintain Bridges	417	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Replace USS Wisconsin Basin Pedestrian Bridge	418	-	-	-	825,000	-	-	825,000
Support Elizabeth River Trail Capital Campaign	419	-	-	250,000	-	250,000	-	500,000
Subtotal Accessibility, Mobility and Connectivity		**2,300,000**	**1,550,000**	**1,800,000**	**2,375,000**	**2,550,000**	**2,300,000**	**10,575,000**
Economic Vitality and Workforce Development								
Continue Scope Arena Improvements (PA)	421	750,000	750,000	750,000	750,000	750,000	750,000	3,750,000
Fund Chrysler Museum Capital Campaign Match	422	850,000	850,000	850,000	850,000	-	-	2,550,000
Improve Cultural Facilities (PA)	423	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Improve Harbor Park	424	500,000	835,000	500,000	500,000	165,000	-	2,000,000
Subtotal Economic Vitality and Workforce Development		**2,350,000**	**2,685,000**	**2,350,000**	**2,350,000**	**1,165,000**	**1,000,000**	**9,550,000**
Environmental Sustainability								
Address Street Flooding Citywide	425	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Control Beach Erosion	426	955,000	1,214,400	1,214,400	1,214,400	1,214,400	1,214,400	6,072,000
Improve Citywide Dredging and Waterways	427	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Improve HVAC Systems Citywide	428	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Repair Virginia Zoo Africa Exhibit Thatch Roofs	429	-	500,000	-	-	-	-	500,000

FY 2018 - FY 2022 Capital Improvement Plan								
		Originally Planned	Proposed	Planned				
Project Title	Page	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Subtotal Environmental Sustainability		**2,805,000**	**3,564,400**	**3,064,400**	**3,064,400**	**3,064,400**	**3,064,400**	**15,822,000**
Lifelong Learning								
Address School Major Maintenance	431	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Construct or Renovate Schools	432	-	1,250,000	-	-	-	-	1,250,000
Improve Maury High School	433	-	-	6,000,000	-	-	-	6,000,000
Subtotal Lifelong Learning		**2,000,000**	**3,250,000**	**8,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**17,250,000**
Safe, Healthy and Inclusive Communities								
Acquire Blighted Properties in Willoughby	435	-	200,000	200,000	200,000	200,000	200,000	1,000,000
Fund ADA Master Plan for City Facilities	436	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Implement RPOS Master Plan	437	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Improve Community and Neighborhood Parks	438	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Improve Existing Community Centers	439	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Improve Neighborhood Streets - Major	440	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Improve Neighborhoods Citywide	441	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Improve Street Lights	442	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Maintain Fire Stations	443	-	1,000,000	1,000,000	1,000,000	500,000	250,000	3,750,000
Repair Neighborhoood Streets/Sidewalks/Walkways	444	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Replace Asphalt and Walkways in the Zoo	445	-	123,000	-	-	-	-	123,000
Strengthen Neighborhoods through Affordable Housing Initiatives	446	-	700,000	2,000,000	2,000,000	2,000,000	2,000,000	8,700,000
Support Jail Improvements	447	1,200,000	1,650,000	-	-	-	-	1,650,000
Transform Newton Creek	448	-	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	14,000,000
Improve Fairmount Park Infrastructure	449	-	1,000,000	1,000,000	-	-	-	2,000,000
Subtotal Safe, Healthy and Inclusive Communities		**5,450,000**	**10,923,000**	**11,450,000**	**10,450,000**	**9,950,000**	**9,700,000**	**52,473,000**

FY 2018 - FY 2022 Capital Improvement Plan								
		Originally Planned	Proposed	Planned				
Project Title	Page	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Well-Managed Government								
Fund Preliminary Engineering	451	1,159,000	1,159,000	-	-	-	-	1,159,000
Improve Infrastructure and Acquire Property	452	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Improve Roof Repair and Moisture Protection	453	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Maintain Municipal Facilities	454	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Maintain USS Wisconsin BB-64	455	500,000	500,000	500,000	750,000	500,000	500,000	2,750,000
Replace In-Ground Vehicle Lifts	456	-	380,000	270,000	270,000	-	-	920,000
Subtotal Well-Managed Government		**3,909,000**	**4,289,000**	**3,020,000**	**3,270,000**	**2,750,000**	**2,750,000**	**16,079,000**
Total General Capital		**18,814,000**	**26,261,400**	**29,684,400**	**23,509,400**	**21,479,400**	**20,814,400**	**121,749,000**
Parking Facilities								
Maintain Parking Facilities	457	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	14,500,000
Replace Parking Access, Revenue, and Control System	458	-	-	7,000,000	-	-	-	7,000,000
Subtotal Parking Facilities		**2,900,000**	**2,900,000**	**9,900,000**	**2,900,000**	**2,900,000**	**2,900,000**	**21,500,000**
Storm Water Utility								
Create Citywide Flooding Reserve	459	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
Improve Storm Water Quality	461	950,000	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	11,750,000
Improve Storm Water System	462	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Improve Storm Water Waterfront Facilities	463	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Reduce Neighborhood Flooding	464	1,450,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	14,250,000
Subtotal Storm Water Utility		**4,815,200**	**7,615,200**	**7,615,200**	**7,615,200**	**7,615,200**	**7,615,200**	**38,076,000**

FY 2018 - FY 2022 Capital Improvement Plan								
		Originally Planned	Proposed	Planned				
Project Title	Page	FY 2018	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Waste Management								
Support Campostella Landfill Post Closure Requirements	465	-	400,000	-	-	-	-	400,000
Subtotal Waste Management		**-**	**400,000**	**-**	**-**	**-**	**-**	**400,000**
Wastewater Utility								
Improve Wastewater Collection System	467	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
Subtotal Wastewater Utility		**20,000,000**	**20,000,000**	**20,000,000**	**20,000,000**	**20,000,000**	**20,000,000**	**100,000,000**
Water Utility								
Comply With Safe Drinking Water Act Amendments	469	300,000	300,000	1,300,000	500,000	300,000	300,000	2,700,000
Design and Construct 37th Street Plant	470	500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Implement Meter Change-Out Program	471	150,000	320,000	200,000	370,000	3,250,000	10,320,000	14,460,000
Improve Water Pipeline Infrastructure	472	11,000,000	11,000,000	10,040,000	6,600,000	7,000,000	7,000,000	41,640,000
Rehabilitate Reservoirs Systemwide	473	3,733,333	3,733,333	1,183,333	1,853,334	550,000	550,000	7,870,000
Replace Master Meters	-	120,000	-	-	-	-	-	-
Upgrade Moores Bridges Water Treatment Plant	474	5,000,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	42,500,000
Upgrade Northstar Billing System	475	50,000	50,000	2,000,000	400,000	50,000	-	2,500,000
Subtotal Water Utility		**20,853,333**	**26,403,333**	**25,723,333**	**20,723,334**	**22,150,000**	**29,170,000**	**124,170,000**
Total Capital Improvement		**67,382,533**	**83,579,933**	**92,922,933**	**74,747,934**	**74,144,600**	**80,499,600**	**405,895,000**

Accessibility, Mobility and Connectivity

This page intentionally left blank

Develop Bicycle, Pedestrian Greenways, Sharrows, and Complete Streets

Department

Public Works

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to develop citywide transportation connectivity initiatives. These initiatives may include the construction of new bike and pedestrian trails, sidewalk and curb improvements, bike lane striping, and other improvements that promote the Recreation, Parks, and Open Space Master Plan and Complete Streets Initiative. The Complete Streets Initiative promotes safe access for all pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	0	0	0	750,000	750,000	1,500,000
FY 2017 Adopted	750,000	750,000	750,000	750,000	750,000	N/A	3,750,000
Estimated Operating Budget Impact	N/A	0	0	0	12,000	12,000	24,000

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	0	75,000	75,000	150,000
Construction/FFE	N/A	0	0	0	675,000	675,000	1,350,000
Total	N/A	0	0	0	750,000	750,000	1,500,000

Prior Capital Funding	2,000,000
FY 2018 Proposed	0
Capital Share Remaining	1,500,000
Project Total	3,500,000

Enhance Signals and Intersections

Department

Public Works

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 new signalized intersections, school flashing signals, pedestrian crossing improvements, roadway capacity and neighborhood access improvements, and conversion to Light Emitting Diode (LED) lights.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2017 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	150,000	150,000	150,000	150,000	150,000	750,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	8,569,000
FY 2018 Proposed	200,000
Capital Share Remaining	800,000
Project Total	9,569,000

Improve Downtown Corridor Streetscaping

Department

Public Works

Project Description

Provide funds for streetscaping and corridor improvements in the Central Business District. The scope of the project may include the installation of curbing, brick sidewalks, and paths downtown to encourage a pedestrian friendly environment.

Property Address:

Downtown

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	100,000	100,000	100,000	100,000	100,000	500,000
FY 2017 Adopted	100,000	100,000	100,000	100,000	100,000	N/A	500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	10,000	10,000	10,000	10,000	10,000	50,000
Construction/FFE	N/A	90,000	90,000	90,000	90,000	90,000	450,000
Total	N/A	100,000	100,000	100,000	100,000	100,000	500,000

Prior Capital Funding	5,262,601
FY 2018 Proposed	100,000
Capital Share Remaining	400,000
Project Total	5,762,601

Repair and Maintain Bridges - Minor

Department

Public Works

Project Description

Provide funds for routine minor repairs and the maintenance of bridges. Repairs may include bridge coating and corrosion protection, concrete repair, joint sealing, bearing pad replacement, embankment repair, and lighting upgrades.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2017 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	25,000	25,000	25,000	25,000	25,000	125,000
Construction/FFE	N/A	225,000	225,000	225,000	225,000	225,000	1,125,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	7,825,000
FY 2018 Proposed	250,000
Capital Share Remaining	1,000,000
Project Total	9,075,000

Repair, Replace, and Maintain Bridges

Department

Public Works

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for the replacement, repair, upgrade, or demolition of key bridge structures that are in significant stages of deterioration. FY 2018 funding may be used for the design of the Hampton Boulevard Bridge Rehabilitation, Willow Wood Bridge repairs, and the citywide Bridge Preservation Program for general repairs. The bridge rating assessments have determined and helped prioritize which bridges citywide need to be repaired or replaced.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2017 Adopted	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Construction/FFE	N/A	900,000	900,000	900,000	900,000	900,000	4,500,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	12,451,208
FY 2018 Proposed	1,000,000
Capital Share Remaining	4,000,000
Project Total	17,451,208

Replace USS Wisconsin Basin Pedestrian Bridge

Department

Public Works

Project Description

Replace deck and superstructure of the USS Wisconsin Basin pedestrian bridge to ensure continued pedestrian safety. The existing condition of the deck and superstructure requires frequent maintenance and repair.

Property Address:

Downtown

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	0	0	825,000	0	0	825,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	50,000	0	0	50,000
Construction/FFE	N/A	0	0	775,000	0	0	775,000
Total	N/A	0	0	825,000	0	0	825,000

Prior Capital Funding	0
FY 2018 Proposed	0
Capital Share Remaining	825,000
Project Total	825,000

Support Elizabeth River Trail Capital Campaign

Department

Public Works

Property Address:

Citywide

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 and charging stations, and other improvements.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	0	250,000	0	250,000	0	500,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	250,000	0	250,000	0	500,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	0	250,000	0	250,000	0	500,000

Prior Capital Funding	0
FY 2018 Proposed	0
Capital Share Remaining	500,000
Project Total	500,000

This page intentionally left blank

Economic Vitality and Workforce Development

This page intentionally left blank

Continue Scope Arena Improvements (PA)

Department

Cultural Fac., Arts & Ent.

Project Description

Provide funds for ongoing renovations and improvements to Scope arena. This project is supported with public amenities (PA) funds.

Property Address:

201 E. Brambleton Avenue

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	750,000	750,000	750,000	750,000	750,000	3,750,000
FY 2017 Adopted	750,000	750,000	750,000	750,000	750,000	N/A	3,750,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	700,000	700,000	700,000	700,000	700,000	3,500,000
Total	N/A	750,000	750,000	750,000	750,000	750,000	3,750,000

Prior Capital Funding	4,125,000
FY 2018 Proposed	750,000
Capital Share Remaining	3,000,000
Project Total	7,875,000

Fund Chrysler Museum Capital Campaign Match

Department

Chrysler Museum

Project Description

Provide match funds to supplement funds raised by the Chrysler Museum for capital improvements that expanded and renovated the building. The total contribution commitment is $10.0 million. Including FY 2018, the city has contributed $8.3 million towards the campaign.

Property Address:

245 W. Olney Road

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	850,000	850,000	850,000	0	0	2,550,000
FY 2017 Adopted	850,000	850,000	850,000	850,000	0	N/A	3,400,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	850,000	850,000	850,000	0	0	2,550,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	850,000	850,000	850,000	0	0	2,550,000

Prior Capital Funding	6,710,000
FY 2018 Proposed	850,000
Capital Share Remaining	1,700,000
Project Total	9,260,000

Improve Cultural Facilities (PA)

Department

Cultural Fac., Arts & Ent.

Project Description

Provide funds for general improvements and renovation to cultural facilities. Improvements will enhance the cultural experience of visitors and residents. This project is supported with public amenities (PA) funds.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2017 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	25,000	25,000	25,000	25,000	25,000	125,000
Construction/FFE	N/A	225,000	225,000	225,000	225,000	225,000	1,125,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	3,498,000
FY 2018 Proposed	250,000
Capital Share Remaining	1,000,000
Project Total	4,748,000

Improve Harbor Park

Department

Cultural Fac., Arts & Ent.

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 or Fan Amenities to Harbor Park by 2023. Including FY 2018 the city has contributed over $2.3 million towards this agreement.

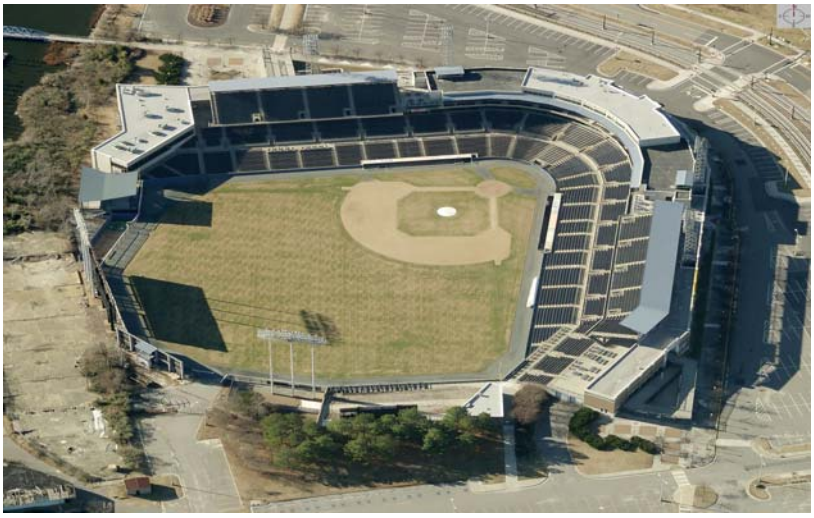
Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	835,000	500,000	500,000	165,000	0	2,000,000
FY 2017 Adopted	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	0	200,000
Construction/FFE	N/A	785,000	450,000	450,000	115,000	0	1,800,000
Total	N/A	835,000	500,000	500,000	165,000	0	2,000,000

Prior Capital Funding	1,000,000
FY 2018 Proposed	835,000
Capital Share Remaining	1,165,000
Project Total	3,000,000



Environmental Sustainability

This page intentionally left blank

Address Street Flooding Citywide

Department

Public Works

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to address street flooding issues throughout the city. These projects supplement Storm Water projects. Additionally, these projects may also correct minor to moderate resident flooding concerns that are compiled by the Department of Public Works and addressed systematically as funding becomes available.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
FY 2017 Adopted	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	N/A	7,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	150,000	150,000	150,000	150,000	150,000	750,000
Construction/FFE	N/A	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	6,750,000
Total	N/A	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000

Prior Capital Funding	13,700,000
FY 2018 Proposed	1,500,000
Capital Share Remaining	6,000,000
Project Total	21,200,000

Control Beach Erosion

Department

City Planning

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 cost for construction of dune walkovers is a new cost in FY 2018, equating to $250,000. The Army Corps of Engineers is performing a $38.4 million beach nourishment project in Willoughby Spit and the surrounding areas. The project will help repair the shoreline and protect it from future storms. The city's share of the project is $464,400 per year for a total of $9.2 million over 30 years.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,214,400	1,214,400	1,214,400	1,214,400	1,214,400	6,072,000
FY 2017 Adopted	955,000	955,000	955,000	955,000	955,000	N/A	4,775,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	1,014,400	1,014,400	1,014,400	1,014,400	1,014,400	5,072,000
Total	N/A	1,214,400	1,214,400	1,214,400	1,214,400	1,214,400	6,072,000

Prior Capital Funding	31,028,500
FY 2018 Proposed	1,214,400
Capital Share Remaining	4,857,600
Project Total	37,100,500

Improve Citywide Dredging and Waterways

Department

Public Works

Project Description

Provide funds for the dredging and improvement of waterways and adjacent shorelines. FY 2018 funding includes support to address the Broad Creek Main Channel maintenance and Riverpoint dredging projects.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	150,000	150,000	150,000	150,000	150,000	750,000
FY 2017 Adopted	500,000	150,000	150,000	150,000	150,000	N/A	1,100,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	10,000	10,000	10,000	10,000	10,000	50,000
Construction/FFE	N/A	140,000	140,000	140,000	140,000	140,000	700,000
Total	N/A	150,000	150,000	150,000	150,000	150,000	750,000

Prior Capital Funding	4,960,000
FY 2018 Proposed	150,000
Capital Share Remaining	600,000
Project Total	5,710,000

Improve HVAC Systems Citywide

Department

General Services

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds for the repair or replacement of outdated or inefficient heating, ventilation and air conditioning (HVAC) systems in various facilities. Phase I of a comprehensive building assessment study was completed in FY 2016 and identified areas for chiller and induction unit improvements. Phase II of the study is underway and will include a comprehensive review of the citywide building infrastructure.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2017 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	10,000	10,000	10,000	10,000	10,000	50,000
Construction/FFE	N/A	190,000	190,000	190,000	190,000	190,000	950,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	4,925,000
FY 2018 Proposed	200,000
Capital Share Remaining	800,000
Project Total	5,925,000

Repair Virginia Zoo Africa Exhibit Thatch Roofs

Department

General Services

Project Description

Provide funds to replace the thatch rooftops in the Africa area of the zoo with synthetic thatch that matches the theme of the exhibit. The synthetic thatch has a life expectancy of 50 years. Current roofs in the Africa area are made of straw thatch that is deteriorating.

Property Address:

3500 Granby Street

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	500,000	0	0	0	0	500,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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 2018 Proposed	500,000
Capital Share Remaining	0
Project Total	500,000

This page intentionally left blank

Lifelong Learning

This page intentionally left blank

Address School Major Maintenance

Department

Executive

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide support for major maintenance and repair to school facilities. Expenditures in this category help preserve the life of buildings, perform major preventative maintenance and undertake significant repairs. Each year, prior to the distribution of funds, Norfolk Public Schools shall provide a list of planned projects, as well as the results of the prior year's efforts.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
FY 2017 Adopted	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	12,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

Prior Capital Funding	31,550,000
FY 2018 Proposed	2,000,000
Capital Share Remaining	8,000,000
Project Total	41,550,000

Construct or Renovate Schools

Department

Executive

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide additional funds for the Public-Private Educational Facilities Infrastructure Act (PPEA) school construction program. These funds will complete the funding commitment for five new schools; Ocean View Elementary School, Larchmont Elementary School, Camp Allen Elementary School, Southside STEM Academy, and Richard Bowling Elementary School.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,250,000	0	0	0	0	1,250,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	100,000	0	0	0	0	100,000
Construction/FFE	N/A	1,150,000	0	0	0	0	1,150,000
Total	N/A	1,250,000	0	0	0	0	1,250,000

Prior Capital Funding	130,470,525
FY 2018 Proposed	1,250,000
Capital Share Remaining	0
Project Total	131,720,525

Norfolk Public Schools
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

Improve Maury High School

Department

Executive

Property Address:

322 Shirley Avenue

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☐

Project Description

Provide funds for Maury High School exterior repair and rehabilitation. Built in 1911, the school is one of many historically significant buildings throughout the city. Planned funds in FY 2019 will provide for extensive repairs to the exterior masonry and windows. Prior to the exterior renovations, work will be done to determine the extent of other renovations required to the building, including interior and structural rehabilitation.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	0	6,000,000	0	0	0	6,000,000
FY 2017 Adopted	0	0	6,000,000	0	0	N/A	6,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	500,000	0	0	0	500,000
Construction/FFE	N/A	0	5,500,000	0	0	0	5,500,000
Total	N/A	0	6,000,000	0	0	0	6,000,000

Prior Capital Funding	0
FY 2018 Proposed	0
Capital Share Remaining	6,000,000
Project Total	6,000,000

This page intentionally left blank

Safe, Healthy and Inclusive Communities

This page intentionally left blank

Acquire Blighted Properties in Willoughby

Department

NRHA

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.

Property Address:

Willoughby

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	0
FY 2018 Proposed	200,000
Capital Share Remaining	800,000
Project Total	1,000,000

Fund ADA Master Plan for City Facilities

Department

General Services

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds for improvements at city facilities to accommodate the needs of persons with disabilities. The Americans with Disabilities Act (ADA) requires ongoing attention to the access needs of the disabled. These improvements may include restroom configuration, signage, entrances, curb cuts, access ramps, benches, water fountains, service desks, seating, and other equipment to improve accessibility.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	150,000	150,000	150,000	150,000	150,000	750,000
FY 2017 Adopted	0	150,000	150,000	150,000	150,000	N/A	600,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	15,000	15,000	15,000	15,000	15,000	75,000
Construction/FFE	N/A	135,000	135,000	135,000	135,000	135,000	675,000
Total	N/A	150,000	150,000	150,000	150,000	150,000	750,000

Prior Capital Funding	3,210,000
FY 2018 Proposed	150,000
Capital Share Remaining	600,000
Project Total	3,960,000

Implement RPOS Master Plan

Department

Recreation/Parks and Open Space

Project Description

Implement the Recreation Parks and Open Space (RPOS) Master Plan. This plan serves as a guiding vision for parks and recreation facilities. The plan includes projects to be phased in over a 20-year period. Highlights of the plan may include the improvements to parks, athletic fields, and community centers.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2017 Adopted	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
Estimated Operating Budget Impact	N/A	6,200	6,200	6,200	6,200	6,200	31,000

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	45,000	45,000	45,000	45,000	45,000	225,000
Construction/FFE	N/A	455,000	455,000	455,000	455,000	455,000	2,275,000
Total	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000

Prior Capital Funding	3,600,000
FY 2018 Proposed	500,000
Capital Share Remaining	2,000,000
Project Total	6,100,000

Improve Community and Neighborhood Parks

Department

Recreation/Parks and Open Space

Project Description

Provide funds to improve and upgrade amenities within community parks around the city such as playgrounds and playing fields.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2017 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	15,000	15,000	15,000	15,000	15,000	75,000
Construction/FFE	N/A	235,000	235,000	235,000	235,000	235,000	1,175,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	4,965,000
FY 2018 Proposed	250,000
Capital Share Remaining	1,000,000
Project Total	6,215,000

Improve Existing Community Centers

Department

Recreation/Parks and Open Space

Project Description

Provide funds for improvements to entranceways, landscaping, and interior and exterior renovations. Planned work will enhance the appearance, serviceability, and safety at various recreation centers throughout the city.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2017 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	15,000	15,000	15,000	15,000	15,000	75,000
Construction/FFE	N/A	185,000	185,000	185,000	185,000	185,000	925,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	3,650,000
FY 2018 Proposed	200,000
Capital Share Remaining	800,000
Project Total	4,650,000

Improve Neighborhood Streets - Major

Department

Public Works

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for the installation of new curbs, gutters, sidewalks, resurfacing, and drainage improvements in various neighborhood locations in accordance with prioritized needs and the city's Complete Streets Initiative. The Complete Streets Initiative promotes safe access for all pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000
FY 2017 Adopted	300,000	300,000	300,000	300,000	300,000	N/A	1,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	30,000	30,000	30,000	30,000	30,000	150,000
Construction/FFE	N/A	270,000	270,000	270,000	270,000	270,000	1,350,000
Total	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000

Prior Capital Funding	9,471,000
FY 2018 Proposed	300,000
Capital Share Remaining	1,200,000
Project Total	10,971,000

Improve Neighborhoods Citywide

Department

Executive

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for the improvement of emerging neighborhoods throughout the city. The project will support select emerging neighborhoods such as the Arts District, Park Place/35th Street, Five Points, Church Street, and Ocean View, including Bay Oaks Park. Activities may include the acquisition of blighted properties, renovations, and improvements that help to revitalize neighborhoods.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
FY 2017 Adopted	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	N/A	12,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
Construction/FFE	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total	N/A	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000

Prior Capital Funding	2,500,000
FY 2018 Proposed	2,500,000
Capital Share Remaining	10,000,000
Project Total	15,000,000

Improve Street Lights

Department

Public Works

Project Description

Provide funds to repair, expand and improve the city's roadway lighting infrastructure and maintain public safety through efficient maintenance and enhancement.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	100,000	100,000	100,000	100,000	100,000	500,000
FY 2017 Adopted	100,000	100,000	100,000	100,000	100,000	N/A	500,000
Estimated Operating Budget Impact	N/A	35,000	35,000	35,000	35,000	35,000	175,000

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Total	N/A	100,000	100,000	100,000	100,000	100,000	500,000

Prior Capital Funding	2,463,500
FY 2018 Proposed	100,000
Capital Share Remaining	400,000
Project Total	2,963,500

Maintain Fire Stations

Department

General Services

Project Description

Provide funds to maintain fire station dormitories, aprons, and air filtration systems. Improvements may include privacy partitioning, bunk room modifications, bathroom renovations, driveway repairs (aprons), and diesel exhaust filtration systems replacement.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,000,000	1,000,000	1,000,000	500,000	250,000	3,750,000
FY 2017 Adopted	1,000,000	0	0	0	0	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	50,000	450,000
Construction/FFE	N/A	900,000	900,000	900,000	400,000	200,000	3,300,000
Total	N/A	1,000,000	1,000,000	1,000,000	500,000	250,000	3,750,000

Prior Capital Funding	1,000,000
FY 2018 Proposed	1,000,000
Capital Share Remaining	2,750,000
Project Total	4,750,000

Repair Neighborhoood Streets/Sidewalks/Walkways

Department

Public Works

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

Project Description

Provide funds for the repair or rehabilitation of streets, sidewalks, curbs, gutters, promenades, street pavements, and walkways citywide, in accordance with the city's Complete Streets Initiative. The Complete Streets Initiative promotes safe access for all pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2017 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	25,000	25,000	25,000	25,000	25,000	125,000
Construction/FFE	N/A	225,000	225,000	225,000	225,000	225,000	1,125,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	13,205,000
FY 2018 Proposed	250,000
Capital Share Remaining	1,000,000
Project Total	14,455,000

Replace Asphalt and Walkways in the Zoo

Department

Zoo

Property Address:

3500 Granby Street

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to repair existing walkways and install a sidewalk leading into the Zoo from Lafayette Park. The repairs to existing walkways will help eliminate significant trip hazards for visitors to the Zoo as a result of roots or uneven boards. The addition of a sidewalk from Lafayette Park to the Zoo will provide a safe passage for visitors.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	123,000	0	0	0	0	123,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	123,000	0	0	0	0	123,000
Total	N/A	123,000	0	0	0	0	123,000

Prior Capital Funding	0
FY 2018 Proposed	123,000
Capital Share Remaining	0
Project Total	123,000

Strengthen Neighborhoods through Affordable Housing Initiatives

Department

Executive

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 other strategies. Funding for this project will be supported through the Housing Trust Fund in FY 2018. This project supports recommendations by the Poverty Commission.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	700,000	2,000,000	2,000,000	2,000,000	2,000,000	8,700,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	100,000	200,000	200,000	200,000	200,000	900,000
Construction/FFE	N/A	600,000	1,800,000	1,800,000	1,800,000	1,800,000	7,800,000
Total	N/A	700,000	2,000,000	2,000,000	2,000,000	2,000,000	8,700,000

Prior Capital Funding	0
FY 2018 Proposed	700,000
Capital Share Remaining	8,000,000
Project Total	8,700,000

Support Jail Improvements

Department

General Services

Property Address:

811 E. City Hall Ave

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for jail improvement projects, including replacement windows, HVAC system enhancements and roof replacement. Funding in the amount of $1.2 million was planned in FY 2018 for the replacement of jail windows and HVAC repairs in Jail Tower 1. An additional $450,000 has been provided for roof replacement for Jail Tower 2 and the Sheriff's Training Academy.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,650,000	0	0	0	0	1,650,000
FY 2017 Adopted	5,400,000	1,200,000	0	0	0	N/A	6,600,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	250,000	0	0	0	0	250,000
Construction/FFE	N/A	1,400,000	0	0	0	0	1,400,000
Total	N/A	1,650,000	0	0	0	0	1,650,000

Prior Capital Funding	5,400,000
FY 2018 Proposed	1,650,000
Capital Share Remaining	0
Project Total	7,050,000

Transform Newton Creek

Department

NRHA

Project Description

Provide funds for the redevelopment of Newton Creek. The site will become a mixed-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives.

Property Address:

Newton Creek

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	14,000,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	200,000	300,000	300,000	300,000	300,000	1,400,000
Construction/FFE	N/A	1,800,000	2,700,000	2,700,000	2,700,000	2,700,000	12,600,000
Total	N/A	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	14,000,000

Prior Capital Funding	0
FY 2018 Proposed	2,000,000
Capital Share Remaining	12,000,000
Project Total	14,000,000

Improve Fairmount Park Infrastructure

Department

Public Works

Property Address:

Fairmount Park Area

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to continue the installation of storm drainage pipes, construction of curbs and gutters, and repair or construction of sidewalks that are in poor condition. This project is timed with utility repairs that are currently underway.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,000,000	1,000,000	0	0	0	2,000,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	100,000	100,000	0	0	0	200,000
Construction/FFE	N/A	900,000	900,000	0	0	0	1,800,000
Total	N/A	1,000,000	1,000,000	0	0	0	2,000,000

Prior Capital Funding	13,577,500
FY 2018 Proposed	1,000,000
Capital Share Remaining	1,000,000
Project Total	15,577,500

This page intentionally left blank

Well-Managed Government

This page intentionally left blank

Fund Preliminary Engineering

Department

Public Works

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for the preliminary design work, engineering and support services within the Department of Public Works for major capital projects. By internally supporting these services with city staff, a cost savings is achieved by retaining firsthand knowledge and expertise of project completion while adhering to city's policy areas. Preliminary engineering will be phased out of the CIP at the end of FY 2018. In FY 2018, support for preliminary engineering is split between the General Fund and the CIP. In FY 2019, total support will be provided by the General Fund.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,159,000	0	0	0	0	1,159,000
FY 2017 Adopted	2,259,000	1,159,000	0	0	0	N/A	3,418,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	1,159,000	0	0	0	0	1,159,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,159,000	0	0	0	0	1,159,000

Prior Capital Funding	38,669,882
FY 2018 Proposed	1,159,000
Capital Share Remaining	0
Project Total	39,828,882

Improve Infrastructure and Acquire Property

Department

Executive

Project Description

Provide funds to address various infrastructure, disposition, and acquisition needs, as they arise.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2017 Adopted	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Construction/FFE	N/A	900,000	900,000	900,000	900,000	900,000	4,500,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	11,200,000
FY 2018 Proposed	1,000,000
Capital Share Remaining	4,000,000
Project Total	16,200,000

Improve Roof Repair and Moisture Protection

Department

General Services

Project Description

Provide funds for moisture protection, continued inspection, repair, and replacement of roofs on city-owned buildings. Planned activities include the repair or replacement of roofs at city facilities. These funds also support citywide emergencies, inspections, and design costs.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2017 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	25,000	25,000	25,000	25,000	25,000	125,000
Construction/FFE	N/A	225,000	225,000	225,000	225,000	225,000	1,125,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	11,833,300
FY 2018 Proposed	250,000
Capital Share Remaining	1,000,000
Project Total	13,083,300

Maintain Municipal Facilities

Department

General Services

Project Description

Provide funds to renovate and improve civic buildings, office space, and other city-owned facilities. Phase I of a comprehensive building assessment study was completed in FY 2016 to help prioritize the repair of city building infrastructure. Phase II of the study is currently underway and will identify additional infrastructure needs.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2017 Adopted	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	6,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Construction/FFE	N/A	900,000	900,000	900,000	900,000	900,000	4,500,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	16,218,246
FY 2018 Proposed	1,000,000
Capital Share Remaining	4,000,000
Project Total	21,218,246

Maintain USS Wisconsin BB-64

Department

Maritime Center

Property Address:

1 Waterside Drive

Customers Served

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds for the improvements, maintenance, and long-term upkeep of the USS Wisconsin. Funding may include improvements to interior spaces, maintenance, and repair 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.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	500,000	500,000	750,000	500,000	500,000	2,750,000
FY 2017 Adopted	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	500,000	500,000	750,000	500,000	500,000	2,750,000
Total	N/A	500,000	500,000	750,000	500,000	500,000	2,750,000

Prior Capital Funding	2,750,000
FY 2018 Proposed	500,000
Capital Share Remaining	2,250,000
Project Total	5,500,000

Replace In-Ground Vehicle Lifts

Department

Fleet Management

Project Description

Replace heavy duty in-ground lifts in the truck shop at Fleet Maintenance. An independent inspection by a certified lift inspector has determined that the current lifts do not meet industry safety and efficiency standards and are not certified by the American Lift Institute.

Property Address:

118 Lance Road

Customers Served

Residents ☐ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

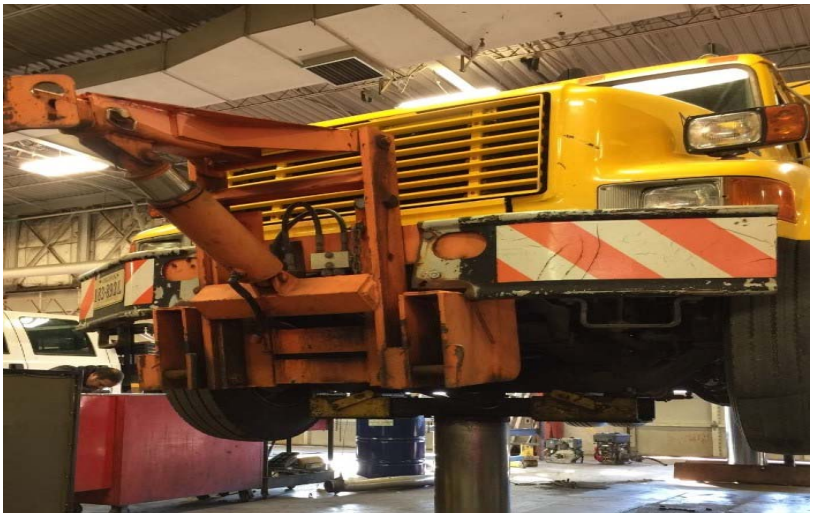
Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	380,000	270,000	270,000	0	0	920,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	80,000	70,000	70,000	0	0	220,000
Construction/FFE	N/A	300,000	200,000	200,000	0	0	700,000
Total	N/A	380,000	270,000	270,000	0	0	920,000

Prior Capital Funding	0
FY 2018 Proposed	380,000
Capital Share Remaining	540,000
Project Total	920,000



Parking Facilities

This page intentionally left blank

Maintain Parking Facilities

Department

Parking Facilities

Project Description

Provide funds for the long-term maintenance of city parking facilities. Long-term improvement projects may include structural and ventilation improvements for city parking facilities.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	14,500,000
FY 2017 Adopted	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	N/A	14,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000
Construction/FFE	N/A	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	13,000,000
Total	N/A	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	14,500,000

Prior Capital Funding	12,600,000
FY 2018 Proposed	2,900,000
Capital Share Remaining	11,600,000
Project Total	27,100,000

Replace Parking Access, Revenue, and Control System

Department

Parking Facilities

Project Description

Provide funds to replace the current Parking Access Revenue Control System (PARCS) hardware and software. A PARCS system is a real-time computerized parking system that controls access and collects revenue from parking users.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	0	7,000,000	0	0	0	7,000,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	1,000,000	0	0	0	1,000,000
Construction/FFE	N/A	0	6,000,000	0	0	0	6,000,000
Total	N/A	0	7,000,000	0	0	0	7,000,000

Prior Capital Funding	0
FY 2018 Proposed	0
Capital Share Remaining	7,000,000
Project Total	7,000,000

Storm Water Utility

This page intentionally left blank

Create Citywide Flooding Reserve

Department

Storm Water Utility

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 efforts in flood mitigation.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
FY 2017 Adopted	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	N/A	6,576,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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	6,576,000
FY 2018 Proposed	1,315,200
Capital Share Remaining	5,260,800
Project Total	13,152,000

This page intentionally left blank

Improve Storm Water Quality

Department

Storm Water Utility

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

Project Description

Provide funds to continue best practices used to reduce storm water related pollutants entering local waterways, rivers, and the Chesapeake Bay. Planned work includes the continuation of the wetlands restoration initiative, led by the Army Corps of Engineers, and a systematic program for dredging of silted-in and obstructed storm water outfalls around the city. The increase in funding will ensure storm water compliance with regulatory standards are met by 2030.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	11,750,000
FY 2017 Adopted	950,000	950,000	950,000	950,000	950,000	N/A	4,750,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	350,000	350,000	350,000	350,000	350,000	1,750,000
Construction/FFE	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total	N/A	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	11,750,000

Prior Capital Funding	9,200,000
FY 2018 Proposed	2,350,000
Capital Share Remaining	9,400,000
Project Total	20,950,000

Improve Storm Water System

Department

Storm Water Utility

Project Description

Provide funds to improve storm water facilities; install standby power generators at underpass storm water stations; replace pumps, controls, electrical systems, valves, and piping that are approaching the end of their service life; and install and replace tideflex flap valves storm water outfalls to reduce tidal flooding during aberrant tide conditions.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	600,000	600,000	600,000	600,000	600,000	3,000,000
FY 2017 Adopted	600,000	600,000	600,000	600,000	600,000	N/A	3,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	60,000	60,000	60,000	60,000	60,000	300,000
Construction/FFE	N/A	540,000	540,000	540,000	540,000	540,000	2,700,000
Total	N/A	600,000	600,000	600,000	600,000	600,000	3,000,000

Prior Capital Funding	11,650,000
FY 2018 Proposed	600,000
Capital Share Remaining	2,400,000
Project Total	14,650,000

Improve Storm Water Waterfront Facilities

Department

Storm Water Utility

Project Description

Provide funds for non-routine inspections, maintenance, repair, rehabilitation, and replacement of deteriorated bulkheads and outfall extensions citywide.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2017 Adopted	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	450,000	450,000	450,000	450,000	450,000	2,250,000
Total	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000

Prior Capital Funding	7,500,000
FY 2018 Proposed	500,000
Capital Share Remaining	2,000,000
Project Total	10,000,000

Reduce Neighborhood Flooding

Department

Storm Water Utility

Project Description

Provide funds for neighborhood flood mitigation programs to address various drainage system improvements, repairs, rehabilitation, cleaning, and drainage studies in neighborhoods throughout the city. The increase in funding will allow for infrastructure improvements to better mitigate issues from precipitation and tidal flooding.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	14,250,000
FY 2017 Adopted	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	N/A	7,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	150,000	100,000	150,000	0	0	400,000
Construction/FFE	N/A	2,700,000	2,750,000	2,700,000	2,850,000	2,850,000	13,850,000
Total	N/A	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	14,250,000

Prior Capital Funding	18,150,000
FY 2018 Proposed	2,850,000
Capital Share Remaining	11,400,000
Project Total	32,400,000

Waste Management

This page intentionally left blank

Support Campostella Landfill Post Closure Requirements

Department

Waste Management

Property Address:

2400 Berkley Avenue Ex

Customers Served

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for fly ash repairs and seep fixes in the Campostella Landfill, which is a closed and permitted facility regulated by the Virginia Department of Environmental Quality. In order to comply with post-closure regulatory requirements, the city must monitor discharge of various pollutants, and take remedial action if levels of any of those pollutants exceed acceptable limits.

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	400,000	0	0	0	0	400,000
FY 2017 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	350,000	0	0	0	0	350,000
Total	N/A	400,000	0	0	0	0	400,000

Prior Capital Funding	1,500,000
FY 2018 Proposed	400,000
Capital Share Remaining	0
Project Total	1,900,000

This page intentionally left blank

Wastewater Utility

This page intentionally left blank

Improve Wastewater Collection System

Department

Wastewater Utility

Project Description

Provide funds for the replacement and rehabilitation of several thousand feet of gravity sanitary sewer pipe to eliminate overflows. In addition, the project provides for upgrades to pump stations and failing sections of force mains.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
FY 2017 Adopted	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	N/A	100,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Construction/FFE	N/A	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	90,000,000
Total	N/A	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000

Prior Capital Funding	210,505,000
FY 2018 Proposed	20,000,000
Capital Share Remaining	80,000,000
Project Total	310,505,000

This page intentionally left blank

Water Utility

This page intentionally left blank

Comply With Safe Drinking Water Act Amendments

Department

Water Utility

Project Description

Provide funds for aging laboratory equipment and process changes to address general water quality issues and water treatment improvements, as they relate to Safe Drinking Water Act compliance.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

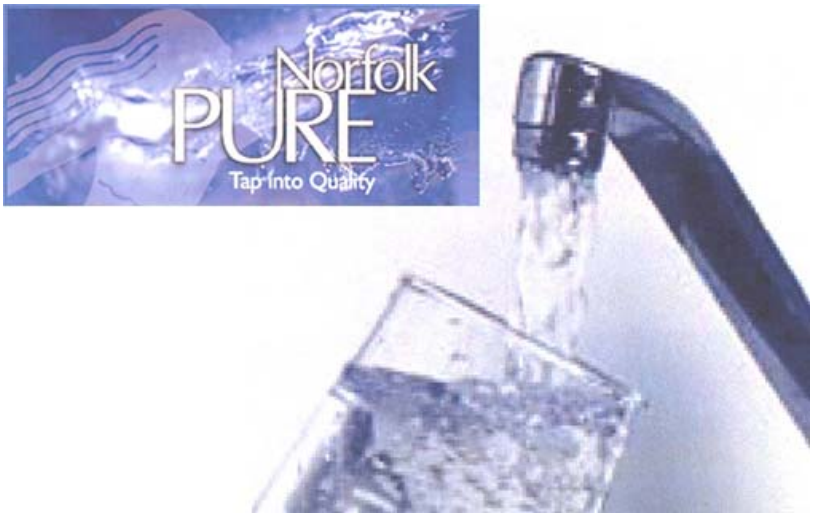
Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	300,000	1,300,000	500,000	300,000	300,000	2,700,000
FY 2017 Adopted	400,000	300,000	1,300,000	500,000	300,000	N/A	2,800,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	50,000	300,000	100,000	50,000	50,000	550,000
Construction/FFE	N/A	250,000	1,000,000	400,000	250,000	250,000	2,150,000
Total	N/A	300,000	1,300,000	500,000	300,000	300,000	2,700,000

Prior Capital Funding	1,520,000
FY 2018 Proposed	300,000
Capital Share Remaining	2,400,000
Project Total	4,220,000



Design and Construct 37th Street Plant

Department

Water Utility

Project Description

Provide funds for necessary modifications to the 37th Street Water Treatment Plant to replace critical systems and components, such as clarification basins and finished water storage.

Property Address:

37th Street

Customers Served

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
FY 2017 Adopted	500,000	500,000	500,000	2,000,000	1,000,000	N/A	4,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
Construction/FFE	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total	N/A	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000

Prior Capital Funding	35,500,000
FY 2018 Proposed	2,500,000
Capital Share Remaining	10,000,000
Project Total	48,000,000

Implement Meter Change-Out Program

Department

Water Utility

Project Description

Provide funds for the replacement of old and malfunctioning water meters and distribution system master meters throughout the city. This project has been combined with the project titled "Replace Master Meters" representing the increase in cost.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	320,000	200,000	370,000	3,250,000	10,320,000	14,460,000
FY 2017 Adopted	400,000	150,000	150,000	200,000	3,150,000	N/A	4,050,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	320,000	200,000	370,000	3,250,000	10,320,000	14,460,000
Total	N/A	320,000	200,000	370,000	3,250,000	10,320,000	14,460,000

Prior Capital Funding	1,050,000
FY 2018 Proposed	320,000
Capital Share Remaining	14,140,000
Project Total	15,510,000

Improve Water Pipeline Infrastructure

Department

Water Utility

Project Description

Provide funds for the continued improvement of the city's raw water and treated water transmission and distribution systems.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	11,000,000	10,040,000	6,600,000	7,000,000	7,000,000	41,640,000
FY 2017 Adopted	12,000,000	11,000,000	10,040,000	6,600,000	7,000,000	N/A	46,640,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Construction/FFE	N/A	10,000,000	9,040,000	5,600,000	6,000,000	6,000,000	36,640,000
Total	N/A	11,000,000	10,040,000	6,600,000	7,000,000	7,000,000	41,640,000

Prior Capital Funding	142,911,000
FY 2018 Proposed	11,000,000
Capital Share Remaining	30,640,000
Project Total	184,551,000

Rehabilitate Reservoirs Systemwide

Department

Water Utility

Project Description

Provide funds for multiple rehabilitation and watershed protection measures for systemwide reservoirs. This project will help maintain high quality and sufficient quantity of water for customers, as well as, ensuring compliance with Commonwealth of Virginia Dam Safety Regulations.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	3,733,333	1,183,333	1,853,334	550,000	550,000	7,870,000
FY 2017 Adopted	3,650,000	3,733,333	1,183,333	1,853,334	550,000	N/A	10,970,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	333,333	283,333	353,334	100,000	100,000	1,170,000
Construction/FFE	N/A	3,400,000	900,000	1,500,000	450,000	450,000	6,700,000
Total	N/A	3,733,333	1,183,333	1,853,334	550,000	550,000	7,870,000

Prior Capital Funding	10,725,000
FY 2018 Proposed	3,733,333
Capital Share Remaining	4,136,667
Project Total	18,595,000

Upgrade Moores Bridges Water Treatment Plant

Department

Water Utility

Project Description

Provide funds for required upgrades at the Moores Bridges Water Treatment Plant, such as storage tanks, chemical feeders, and solids removal systems. The increase in funding is due to a revised asset evaluation that identified unanticipated repairs and modifications needed.

Property Address:

6040 Water Works Road

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

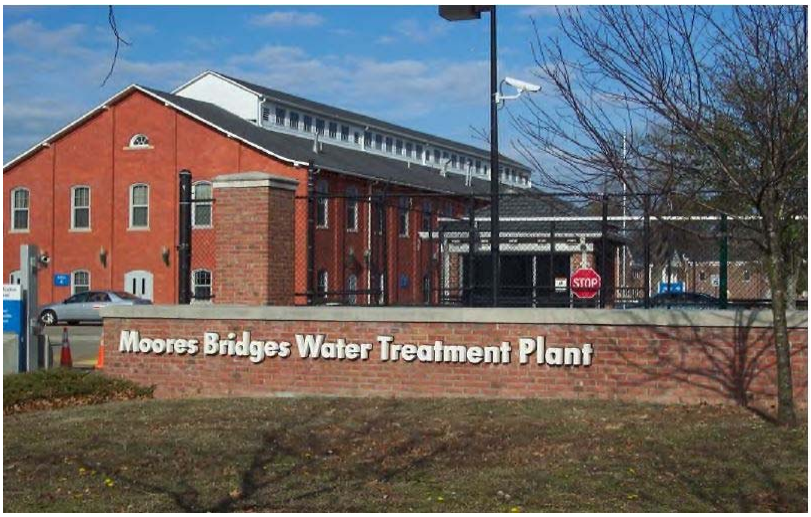
Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	42,500,000
FY 2017 Adopted	9,000,000	5,000,000	7,000,000	7,000,000	5,000,000	N/A	33,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
Construction/FFE	N/A	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000
Total	N/A	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	42,500,000

Prior Capital Funding	33,450,000
FY 2018 Proposed	8,500,000
Capital Share Remaining	34,000,000
Project Total	75,950,000



Upgrade Northstar Billing System

Department

Water Utility

Project Description

Provide funds for upgrades to the billing system to ensure accurate billing calculations. An increase in funding in FY 2019 is for a full-scale replacement of the system.

Property Address:

Citywide

Customers Served

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☐

Financial Summary

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
FY 2018 Proposed	N/A	50,000	2,000,000	400,000	50,000	0	2,500,000
FY 2017 Adopted	0	50,000	0	400,000	50,000	N/A	500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Planning/Design/Other	N/A	50,000	2,000,000	400,000	50,000	0	2,500,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	50,000	2,000,000	400,000	50,000	0	2,500,000

Prior Capital Funding	350,000
FY 2018 Proposed	50,000
Capital Share Remaining	2,450,000
Project Total	2,850,000

This page intentionally left blank

Annual Plan

This page intentionally left blank

ANNUAL PLAN

The Fiscal Year 2018 Annual Action Plan represents the second year of the City of Norfolk's 2017 through 2022 Consolidated Plan period. U.S. Department of Housing and Urban Development (HUD) regulations require that every three to five years participating jurisdictions prepare a Consolidated Plan. A Consolidated Plan is developed with the purpose of identifying opportunities for strategic planning and 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.

Annually, during the Consolidated Plan period, grantees are required to prepare an Annual Action Plan to update the goals and objectives for planned projects and programs, and to demonstrate how these activities relate to the Consolidated Plan. The Annual Plan describes priority projects for neighborhood revitalization, public improvements, housing development, economic development, public services, and activities to reduce homelessness. The Annual Plan also identifies funding priorities and details the projects proposed to receive Federal funds under the Community Development Block Grant (CDBG) Program, HOME Investment Partnership (HOME) Program, and Emergency Solutions Grant (ESG) Program.

For the current Consolidated Plan period (FY 2017 - 2022), the city will continue to focus on programs and services designed to benefit lower income residents of Norfolk. Efforts outlined in both the Consolidated Plan and the Annual Action Plan are identified utilizing HUD's Performance Outcome Measurement System outcome categories: Economic Opportunities, Suitable Living Environments, and Decent Housing. Funding considerations are given to a broad range of issues that include, but are not limited to:

- Efforts to eliminate homelessness
- Methods for improving housing quality
- Increasing homeownership
- Strengthening economic development opportunities

Projected Available Resources

CDBG Entitlement	3,885,982
CDBG Revolving Loan Fund (Rehab Payments)	250,000
Total Community Development Block Grant Program	4,135,982
Emergency Solutions Grant Program	348,293
HOME Entitlement	921,022
Total Resources	5,405,297

Community Development Block Grant Program (CDBG)

The CDBG Program is a federal funding source that allows local officials and residents unprecedented flexibility in designing programs within a wide-range of eligible activities. The CDBG Program was created over 40 years ago under the administration of President Gerald R. Ford. Since its inception, the goal of the CDBG has remained the same: to encourage more broadly conceived community development projects, and expand housing opportunities for people living in low and moderate-income households.

The city's budget for the FY 2018 CDBG Program is $4,135,982, which includes an estimated $250,000 in Rehabilitation Loan Payments from prior years. The proposed FY 2018 Annual Plan continues a concentrated effort to adequately fund homeless programs. Additionally, in FY 2018, the city will continue to manage the homeowner

rehabilitation program, rental rehabilitation program as well as launch a new neighborhood enhancement program.

COMPARISON OF GRANT RESOURCES - FY 2017 to FY 2018				
	FY 2017	**FY 2018**	**Inc/Dec Amount**	**% Difference**
CDBG Entitlement	3,885,982	3,885,982	0	0%
CDBG Revolving Loan Fund	250,000	250,000	0	0%
CDBG Fund Balance (Reprogrammed Dollars)	937,966	0	(937,966)	(100%)
CDBG Total	**5,073,948**	**4,135,982**	**(937,966)**	**(18.5%)**
ESG Total	**348,293**	**348,293**	**0**	**0%**
HOME Total	**916,073**	**921,022**	**4,946**	**0.5%**
Grand Total	**6,338,317**	**5,405,297**	**(933,020)**	**(14.7%)**

CDBG entitlement is divided into three sections: public service, administration, and project use.

Land Inventory

The CDBG Land Inventory is a registry of land acquired with CDBG funds. The goal of the inventory is to provide a centralized repository of land suitable for residential development, including vacant sites and sites having potential for redevelopment. CDBG regulations require that grantees maintain an up to date inventory of land acquired with CDBG funds that includes, at a minimum: the legal address; block and parcel i.d.; the purchase price; the estimated fair market value; and the property's suitability for redevelopment.

For more than two decades NRHA, acting on behalf of the city, has acquired hundreds of properties for the single purpose of creating residential redevelopment that results in an increased number of viable housing units for low to moderate income individuals. In FY 2013, the city made a decision to halt property acquisition with the use of CDBG funds. At this time there are number of properties that were purchased with CDBG funds that have not been disposed of and, therefore, have not met a broad national objective (BNO), which would most commonly be the creation of low to moderate income housing units as required by CDBG regulations.

The city and NRHA are currently analyzing all open Integrated Disbursement and Information System (IDIS) numbers and formulating remediation plans. It is expected that during FY 2018 a formal plan and agreement will be reached with HUD regarding open IDIS activities reflected in the Land Inventory that require disposition. This agreement and subsequent disposition activity will significantly reduce the size of the CDBG Land Inventory and support efforts to dispose of all CDBG acquired property.

HOME Investment Partnerships Program (HOME)

In FY 2018, under the HOME Program, program funding will be provided to stimulate revitalization of inner-city 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 2018, it will continue to allocate HOME funds towards tenant-based rental assistance in effort to house previous homeless individuals and utilize program funding towards providing case management services and pay for client's security deposits and/or rental expenses. The city is using TBRA as a resource in its efforts to end homelessness.

Homeless Emergency Solutions Grant Program (HESG)

The HESG Program, restructured by HUD in FY 2014, has been expanded to fund new activities such as Street Outreach and Rapid Re-housing. The HESG Program will continue to provide short-term homeless prevention assistance to persons at imminent risk of losing their own home due to eviction, foreclosure, or utility shutoffs. This

program currently provides funding for the Department of Human Services, the Planning Council, and five emergency shelters.

Prior Year Self-Evaluation

In FY 2017, the city funded 15 public service programs. The funding for these programs encompassed a variety of services to benefit seniors, homeless persons, and other special needs groups. Award amounts ranged from $11,079 to $95,158. The city also supported three community development "bricks and mortar" projects based on clearly identified needs. Among these initiatives were programs that focused on handicap accessibility projects and home maintenance repairs for special needs populations and low to moderate-income homeowners. Both the public service programs and the community development projects are based on priorities identified in the 2017-2022 Consolidated Plan. Specific program accomplishments, which include the percent of goals that are met, are provided in the Goals and Accomplishments Summary section of the Consolidated Plan.

Over the last year, the city has recognized several administrative successes. Financial monitoring was conducted, for all sub-recipients and on-site monitoring was completed for the majority of public service sub-recipients. Mandatory training was held for all sub-recipients to improve compliance. The city expects to meet its timeliness ratio prior to May 2, 2017.

Community Development Public Service	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
AIDS Care Center for Education and Support Services Housing Solutions	39,529	39,529	39,529
Child and Family Services of Eastern Virginia	26,353	26,353	26,353
Community Services Board Jail Case Management	0	18,367	18,367
Department of Human Services Emergency Utility Assistance	69,214	66,532	66,532
Foodbank of Southeastern Virginia	29,000	29,000	29,000
F.O.R. Kids Permanent Supportive Housing Solutions	20,000	20,000	20,000
HomeNet (Public Service)	65,882	65,882	65,882

Community Development Public Service	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
Norfolk Police Department Crisis Intervention Team	75,000	75,000	75,000
Department of Neighborhood Development Community Initiatives	13,147	0	0
Park Place Dental Clinic (formerly American Red Cross Dental Clinic)	35,137	35,137	35,137
St. Columba Ecumenical Ministries Homeless Assistant	16,052	16,052	16,052
St. Columba Ecumenical Ministries Next Step Transitional Housing	22,000	22,000	22,000
The Planning Council Continuum of Care	37,808	37,808	37,808
The Planning Council ShelterLink	11,079	11,079	11,079
The Salvation Army Hope Day Center	95,158	95,158	95,158
Virginia Supportive Housing (Support Services for Gosnold)	25,000	25,000	25,000
Total CDBG Public Service	**580,359**	**582,897**	**582,897**

Community Development Project Use/Planning and Administration	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
City Planning Nuisance Abatement	200,000	100,000	100,000
City of Norfolk Community Infrastructure and Improvement Project	666,629	0	0
Department of Economic Development Local Incentive Hiring Fund	0	250,000	0
City of Norfolk Homeowner Rehabilitation and Repair Program	2,152,259	150,000	1,000,000
Department of Neighborhood Development Neighborhood Enhancement Program	0	0	250,000
Department of Neighborhood Development Technical Assistance for Housing Development	0	0	100,000
Department of Neighborhood Development Rental Rehabilitation Program	0	500,000	300,000
Department of Economic Development Norfolk Works	0	150,000	150,000
Department of Economic Development SWaM Activities and Business Cafe	0	300,000	150,000
Department of Economic Development Virginia Community Capital	0	0	219,000
Department of Public Works/General Services ADA Ramps	0	300,000	150,000
Department of Neighborhood Development Neighborhood Improvements	0	250,000	250,000

Department of General Services Improve Access to Public Beaches and Restrooms	0	300,000	0
Department of Communication and Technology Increase access to broadband/internet/bandwidth	0	513,085	0
Grant Administration	269,812	300,000	534,085
Planning and Capacity Building	0	190,000	100,000

Total CDBG Project Use	**3,288,700**	**3,303,085**	**3,303,085**

Subtotal CDBG Entitlement Funds	**3,869,059**	**3,885,982**	**3,885,982**

Revolving Loan Fund	**250,000**	**250,000**	**250,000**

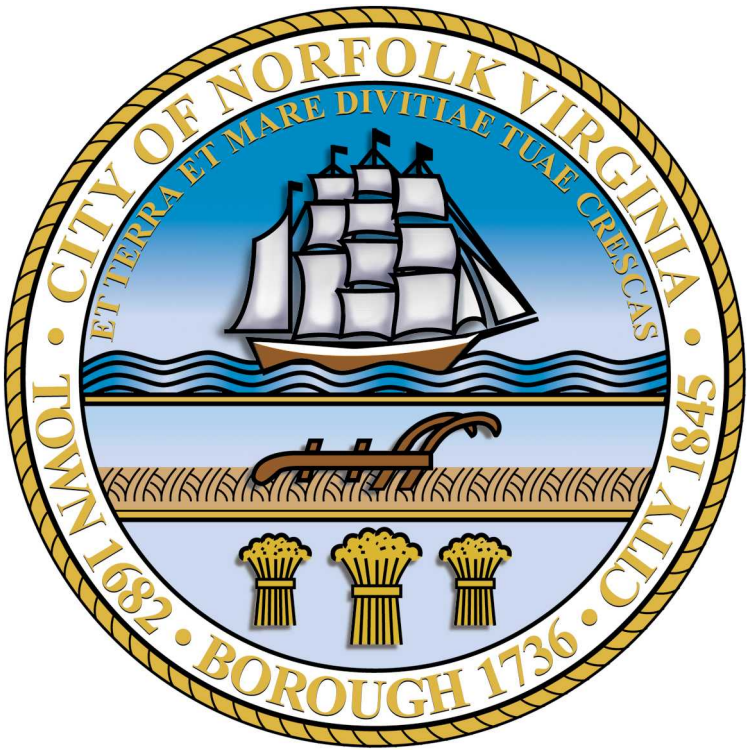
CDBG Reprogramming	**FY 2016 Adopted**	**FY 2017 Adopted**	**FY 2018 Proposed**
City of Norfolk Community Infrastructure and Economic Development	0	303,333	0
Libraries Horace Downing Library Renovations	0	550,000	0
Community Services Board Jail Recidivism and Diversion Prevention	0	84,633	0
Total CDBG Reprogramming	**0**	**937,966**	**0**

Homeless Emergency Solutions Grant Program	**FY 2016 Adopted**	**FY 2017 Adopted**	**FY 2018 Proposed**
ESG Administration	25,984	26,122	26,122
City of Norfolk Office to End Homelessness Street Outreach	28,500	29,405	29,405
F.O.R. Kids, Inc. Emergency Shelter	47,216	47,216	47,216
F.O.R. Kids, Inc. Rapid Rehousing	72,819	73,215	73,215
The Salvation Army Emergency Shelter	18,186	18,186	18,186
The Salvation Army Street Outreach	10,000	10,000	10,000
St. Columba Ecumenical Ministries, Inc. Emergency Shelter	29,479	29,479	29,479
The Planning Council, Inc. Homeless Prevention	66,796	67,192	67,192
Virginia Supportive Housing Street Outreach	15,000	15,000	15,000

YWCA of South Hampton Roads Emergency Shelter (Domestic Violence)	32,478	32,478	32,478
Total Homeless Emergency Solutions Grant	**346,458**	**348,293**	**348,293**

HOME Investment Partnership Program	**FY 2016 Adopted**	**FY 2017 Adopted**	**FY 2018 Proposed**
CHDO Set-Aside Requirement	132,219	137,411	138,154
Department of Human Services	100,000	100,000	100,000
HOME Administration - NRHA	88,146	91,607	91,606
Homebuyer Assistance	490,720	500,000	504,204
Office to End Homelessness – TBRA	70,374	87,058	87,058
Total HOME Investment Partnership Program	**881,459**	**916,076**	**921,022**

Norfolk Statistical Information



This page intentionally left blank

Norfolk Statistical Information

Form of Government

Norfolk is an independent, full service city with sole local government taxing power within its boundaries. It derives its governing authority from a charter (the "Charter") originally adopted by the General Assembly of Virginia in 1918, which authorizes a Council-Manager form of government. The members are elected to office under a ward-based system with two members elected from citywide super wards. Beginning July 1, 2006, as a result of a charter change approved by the Virginia General Assembly, Norfolk swore in the first mayor elected at large. Prior to that time, the mayor was appointed by the City Council. Among the city officials currently appointed by the City Council is the City Manager, who serves as the administrative head of the municipal government. The City Manager carries out the city's policies, directs business procedures and appoints, has the power to remove the heads of departments and other employees of the city except those otherwise specifically covered by statutory provisions. The City Council also appoints certain boards, commissions and authorities of the city.

The city provides a full range of services including: police protection; fire and paramedical services; mental health and social services; planning and zoning management; neighborhood preservation and code enforcement; environmental storm water management; local street maintenance; traffic control; design and construction of city buildings and infrastructure; parks and cemeteries operations and maintenance; recreation and library services; solid waste disposal and recycling; general administrative services; water and wastewater utilities; and construction and operation of parking facilities. The city budget allocates state and federal pass-through funds for education, public health, and other programs.

Geography

Norfolk lies at the mouth of the James and Elizabeth Rivers and the Chesapeake Bay, and is adjacent to the Atlantic Ocean and 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 247,000 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]

1. All figures cited are the most recent available as of March 2017.

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 October of 2016, the Navy's direct economic impact to the region in FY 2015 was $10.75 billion, an increase of approximately $770 million from FY 2014. Total annual payroll (military and civilian) increased from $8.4 billion to $8.9 billion. Additionally, procurement expenditures increased nearly $208 million from approximately $1.46 billion in FY 2014 to $1.67 billion in FY 2015. 72,136 active duty Navy military personnel were assigned to Hampton Roads bases in 2015; approximately 62 percent were assigned to Naval Station Norfolk. There were approximately 35,445 Navy civilian employees in Hampton Roads, of whom 38 percent were located in Norfolk in FY 2015.[1] The military presence also provides a highly qualified pool of veterans for local businesses.

The city also serves as a gateway between world commerce centers and the industrial heartland of the United States. With one of the world's largest natural deep-water harbors and a temperate climate, the city hosts the Norfolk International Terminals (NIT), one of the largest general cargo ports on the east coast. The Port's container volume for the fiscal year that ended June 30, 2016 was 2,573,635 TEUs (twenty-foot equivalent container units), an increase of 2.5 percent from FY 2015.[2] According to the latest economic impact study (2014) by William and Mary's Raymond A. Mason School of Business, Port-related business is linked to over 374,000 jobs in Virginia, $60.0 billion in annual revenues, $17.5 billion in payroll compensation, and $1.4 billion in local tax revenues.[3]

Economic development initiatives are focused on the attraction, expansion and retention of businesses playing to the city's strengths, which include maritime, higher education, medical and research facilities, neighborhood and community revitalization and commercial corridor development. Under the city's plan to promote the highest and best use for scarce land, real property assessed values increased 100.2 percent since 2003 (from $9,356,760 in 2003 to $18,734,201 in 2015).

The city continues to undergo a successful renewal including new office, retail, entertainment and hotel construction downtown, new residential development along the rivers and bay front and revitalization projects in many of its neighborhoods. Norfolk is home to Virginia's first and only light rail system and the Commonwealth's only cruise terminal. With a downtown hotel and conference center opening in FY 2017, current construction projects include a new outlet mall and a revitalized Waterside District entertainment complex.

City Facts

Total square miles: 66; Total square miles of land: 54

Population estimate (Weldon Cooper Center, 2016): 247,087

Median household income (American Community Survey, 2015 5-year estimate): $44,480

Average sales price of homes sold (2016): $210,950

Median sales price of homes sold (2016): $185,000

Total residential homes sold (2016): 2,867

Percentage of non-taxable property (2016): 37%

---

1. Navy Region Mid-Atlantic Public Affairs Office, "The Navy in Hampton Roads: A Statistical Report for Fiscal Year 2015." Released October 19, 2016. Available at https://www.cnic.navy.mil/regions/cnrma/news/press_releases/2016/16-13.html
2. Calculated from Port of Virginia statistics available at http://www.portofvirginia.com/about/port-stats/
3. Available at http://www.portofvirginia.com/pdfs/POV%20Econ%20Impact%20Study%202014.pdf

City Facts Continued

Public schools:

- Elementary schools: 33
- Middle schools: 7
- High schools: 5
- Preschools: 2
- Special Purpose Schools: 3
- Other School Facilities: 4

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)
- 30 neighborhood passive parks (typically 10 acres or less with no active play component or equipment)
- 12 dog parks

Number of community centers: 26

Six public pools

Libraries: one main 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 2003-2016 (In thousands)

Year	Real Property	Personal Property	Other Property	Total Taxable Assessed Value
2003	$9,356,760	$1,311,951	$271,046	$10,939,757
2004	$10,029,639	$1,503,713	$281,578	$11,814,930
2005	$10,960,812	$1,569,991	$305,154	$12,835,957
2006	$12,691,527	$1,655,021	$316,863	$14,663,411
2007	$15,607,512	$1,687,318	$324,387	$17,619,217
2008	$18,401,851	$1,983,503	$193,287	$20,578,641
2009	$19,397,795	$1,676,811	$233,703	$21,308,309
2010	$19,940,273	$1,610,680	$226,801	$21,777,754
2011	$19,320,642	$1,832,276	$230,756	$21,383,647
2012	$18,676,729	$1,613,797	$238,497	$20,529,023
2013	$18,319,947	$1,532,337	$241,023	$20,093,307
2014	$18,421,412	$1,112,330	$258,302	$19,792,044
2015	$18,734,201	$1,902,442	$255,710	$20,892,353
2016	$19,106,738	$1,952,956	$277,302	$21,336,996

Source: City of Norfolk 2016 Comprehensive Annual Financial Report (CAFR)

ASSESSED PROPERTY VALUE CHANGE

Table 2: Proposed Assessed Value Change From 7/1/16 to 7/1/17 by Property Class

Property Class	July 1, 2016	Estimated Values July 1, 2017	$ Difference	% Change
Residential	$10,831,236,900	$10,999,455,500	$168,218,600	1.55%
Residential Condos	$1,037,508,100	$1,039,338,400	$1,830,300	0.18%
Apartments	$1,961,044,500	$1,988,643,500	$27,599,000	1.41%
Commercial	$3,743,381,500	$3,805,433,900	$62,052,400	1.66%
Industrial/Manufacturing	$592,231,200	$604,958,400	$12,727,200	2.15%
Vacant Land	$313,781,600	$328,915,300	$15,133,700	4.82%
Total	**$18,479,183,800**	**$18,766,745,000**	**$287,561,200**	**1.56%**

Source: Office of the Real Estate Assessor

* Real Estate Assessor estimate of values by property class for July 1, 2017. The estimate reflects the values from the annual reassessment and FY 2016 assessments through the third quarter.

PRINCIPAL TAXPAYERS
Table 3: Principal Property Taxpayers in 2016

Rank	Taxpayer	Real Property Taxable Assessed Value	Percent of Total Assessed Value
1	MacArthur Shopping Center	$199,763,100	1.05%
2	ODU Real Estate Foundation	$129,988,800	0.68%
3	Norfolk Southern	$88,086,900	0.46%
4	Wells Fargo Building	$76,225,200	0.40%
5	Dominion Enterprises	$61,618,200	0.32%
6	Dominion Power	$57,691,600	0.30%
7	Military Circle LLC	$57,417,100	0.30%
8	Norfolk Housing, LLC	$56,783,300	0.30%
9	Marriott (Norfolk Hotel Association)	$51,894,500	0.27%
10	North Pine Associates LLC	$50,770,000	0.27%

Source: City of Norfolk 2016 Comprehensive Annual Financial Report (CAFR)

PRINCIPAL EMPLOYERS
Table 4: 25 Largest Employers as of Second Quarter in FY 2016

1. U.S. Department of Defense
2. Sentara Healthcare
3. Norfolk Public Schools
4. City of Norfolk
5. Old Dominion University
6. Children's Hospital of the King's Daughters
7. Eastern Virginia Medical School
8. Anthem
9. Norfolk State University
10. Wal Mart
11. Bon Secours DePaul Medical Center
12. U.S. Navy Exchange
13. Portfolio Recovery Association
14. Postal Service
15. Norshipco
16. Sentara Health Management
17. Tidewater Community College
18. Virginia International Terminal
19. CMA CGM America
20. U.S. Department of Homeland Defense
21. Maersk Line Limited
22. Colonnas Shipyard
23. ODU Research Foundation
24. Norfolk Naval Station
25. Top Guard Inc

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated February 2017

Table 5: Employers by Size of Establishment

Number of Employees	Norfolk	Virginia
0 to 4	2,862	157,369
5 to 9	950	38,485
10 to 19	839	28,363
20 to 49	654	20,924
50 to 99	213	7,336
100 to 249	127	3,819
250 to 499	38	1,064
500 to 999	15	369
1000 and over	15	238

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated February 2017

Table 6: Top 10 Places Workers are Commuting From

Area of Virginia	Workers
Virginia Beach	36,158
Chesapeake	19,488
Portsmouth	7,163
Suffolk	4,980
Hampton	4,526
Newport News	3,725
Isle of Wight	1,281
Fairfax County	1,225
Chesterfield County	1,136
York County	967

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated February 2017

POPULATION AND AGE

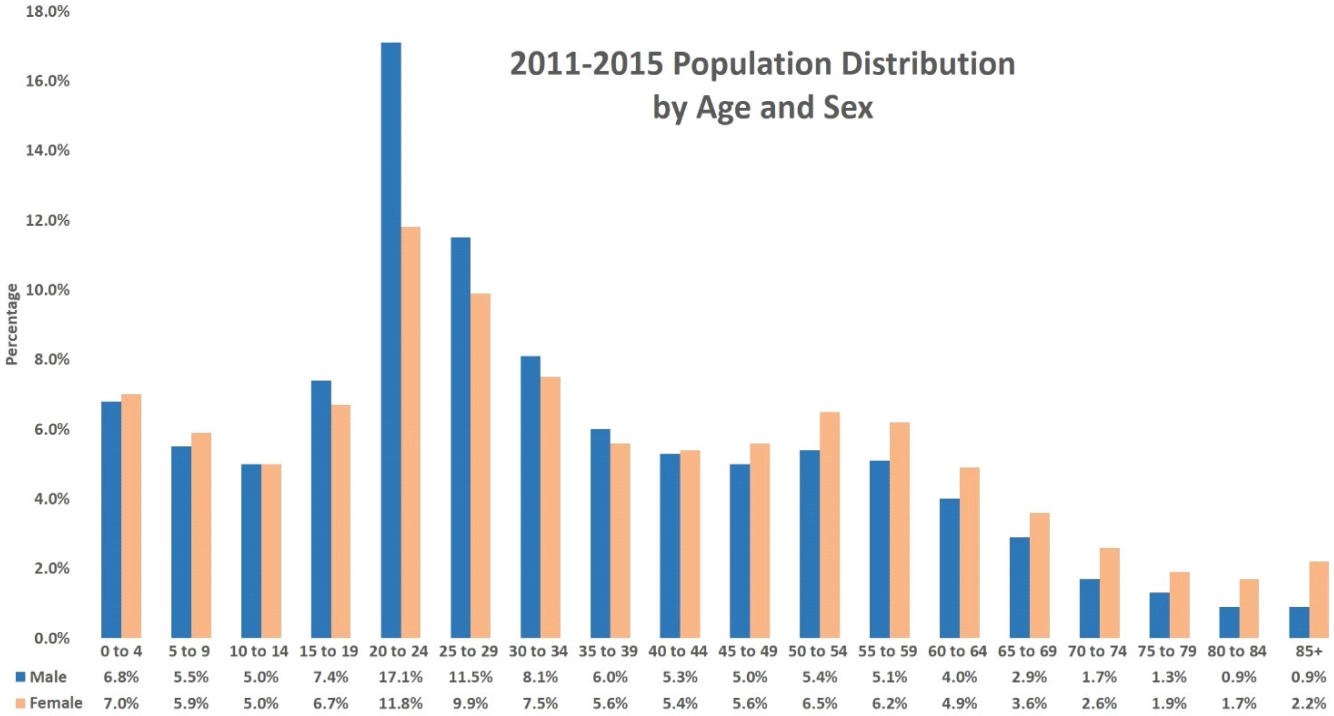
As shown in Table 7, the population of the city increased by 8,400 persons according to the 2010 decennial census, reversing four decades of population decline. Norfolk is the second most populous city in Virginia.

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, 2011-2015 American Community Survey estimates

STUDENT POPULATION

Table 9: Norfolk Public Schools Student Population, 1996-2016

School 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	29,928	-332	-1.1%
2014-2015	29,724	-204	-0.7%
2015-2016	29,606	-118	-0.4%

Source: Norfolk Public Schools; Virginia Department of Education

EDUCATIONAL ATTAINMENT
Table 10: Educational Attainment

	Total	Male	Female
Population 18 to 24 years	46,487	28,110	18,377
Less than high school graduate	6.9%	6.5%	7.5%
High school graduate (includes equivalency)	33.5%	37.1%	27.9%
Some college or associates degree	53.9%	52.6%	56.1%
Bachelor's degree or higher	5.6%	3.7%	8.5%
Population 25 years and over	149,072	74,506	74,566
Less than 9th grade	3.6%	3.5%	3.8%
9th to 12th grade, no diploma	9.4%	9.4%	9.4%
High school graduate (includes equivalency)	26.9%	27.9%	25.9%
Some college, no degree	26.1%	26.6%	25.7%
Associates degree	7.8%	6.9%	8.8%
Bachelor's degree	15.6%	14.9%	16.3%
Graduate or professional degree	10.6%	10.9%	10.2%

Source: U.S. Census Bureau, 2011-2015 American Community Survey

INCOME
Table 11: Per Capita Personal Income Comparisons, 2006-2015

Year	Norfolk	VA-NC MSA	Virginia	United States
2006	$35,690	$37,681	$42,654	$38,144
2007	$35,940	$39,401	$44,554	$39,821
2008	$36,040	$40,639	$45,707	$41,082
2009	$34,237	$39,907	$44,232	$39,376
2010	$34,501	$40,627	$45,340	$40,277
2011	$35,342	$42,228	$47,544	$42,453
2012	$36,308	$43,496	$49,294	$44,267
2013	$36,066	$43,245	$48,460	$44,462
2014	$37,052	$44,603	$50,105	$46,414
2015	$38,676	$46,400	$52,052	$48,112

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System
Note: 2006-2014 numbers updated at time of November 2016 data release, may not match previously cited figures.

Table 12: Household Income 2013-2015

Subject	City of Norfolk			Commonwealth of Virginia		
INCOME AND BENEFITS	2015 Estimate	2014 Estimate	2013 Estimate	2015 Estimate	2014 Estimate	2013 Estimate
Total households	87,819	87,760	85,484	3,106,895	3,083,820	3,055,863
Less than $10,000	11.2%	11.5%	9.9%	5.8%	5.9%	5.9%
$10,000 to $14,999	5.5%	6.5%	7.4%	3.8%	4.3%	4.2%
$15,000 to $24,999	10.9%	11.7%	13.2%	8.1%	8.3%	8.5%
$25,000 to $34,999	11.0%	11.7%	11.8%	8.3%	8.2%	8.8%
$35,000 to $49,999	15.2%	15.2%	14.0%	12.0%	12.0%	12.5%
$50,000 to $74,999	19.5%	17.0%	19.2%	17.4%	17.4%	17.7%
$75,000 to $99,999	9.8%	10.9%	10.2%	12.8%	12.9%	12.5%
$100,000 to $149,999	9.3%	9.8%	8.9%	16.0%	15.9%	15.2%
$150,000 to $199,999	4.2%	2.7%	2.9%	7.4%	6.9%	6.9%
$200,000 or more	3.3%	3.0%	2.6%	8.4%	8.1%	7.8%
Median household income	$45,996	$43,186	$44,030	$66,262	$64,902	$62,666

Source: 2013-2015 American Community Survey 1-Year Estimates

HOUSING AND CONSTRUCTION AVAILABILITY

Table 13: New Construction and Property Values, 2002-2016

	Residential Construction			Non-Residential Construction	
Fiscal Year	Building Permits	Number of Units	Estimated Value (in thousands)	Building Permits	Estimated Value (in thousands)
2002	290	462	44,498	53	51,451
2003	286	597	61,582	41	32,262
2004	506	766	83,525	71	14,658
2005	560	1,191	204,391	80	80,316
2006	531	1,058	133,053	60	165,989
2007	389	491	688,476	55	81,396
2008	277	815	101,212	35	102,714
2009	209	535	35,878	38	138,131
2010	191	621	58,729	35	104,922
2011	221	479	37,298	27	40,073
2012	268	371	39,360	26	116,401
2013	384	822	63,728	28	105,635
2014	432	1,393	93,072	33	37,575
2015	399	711	59,018	36	233,824
2016	384	1,089	74,293	20	91,171

Source: City of Norfolk Department of City Planning

UNEMPLOYMENT

Table 14: Unemployment Rate Comparisons, 2007-2016

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
City of Norfolk	4.1	5.3	8.5	8.8	8.3	7.6	6.9	6.4	5.6	5.2
Hampton Roads MSA	3.2	4.2	6.9	7.6	7.3	6.8	6.2	5.7	4.9	4.6
Commonwealth of Virginia	3.0	3.9	6.7	7.1	6.6	6.0	5.7	5.2	4.4	4.0
United States	4.6	5.8	9.3	9.6	8.9	8.1	7.4	6.2	5.3	4.9

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. 2016 averages are preliminary estimates.

WAGES

Table 15: Distribution of Average Hourly Wage in Virginia, Top 20 Counties/Cities

Rank	Area Name	Total Average Employment	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
1	Goochland County	14,798	$49.60	$1,984	$103,168
2	Arlington County	170,851	$43.35	$1,734	$90,168
3	Surry County	$2,165	$41.95	$1,678	$87,256
4	Fairfax County	588,080	$40.55	$1,622	$84,344
5	Alexandria City	93,845	$35.00	$1,400	$72,800
6	King George County	11,317	$33.53	$1,341	$69,732
7	Loudoun County	155,881	$29.83	$1,193	$62,036
8	Falls Church City	11,450	$29.63	$1,185	$61,620
9	Richmond City	152,609	$29.33	$1,173	$60,996
10	Manassas City	22,107	$27.90	$1,116	$58,032
11	Fairfax City	19,235	$26.50	$1,060	$55,120
12	Henrico County	187,586	$25.70	$1,028	$53,456
13	Newport News City	95,469	$25.40	$1,016	$52,832
14	Rappahannock County	1,480	$25.35	$1,014	$52,728
15	Hopewell City	7,562	$25.00	$1,000	$52,000
16	Albemarle County	52,892	$24.78	$991	$51,532
17	**Norfolk City**	**140,167**	**$24.68**	**$987**	**$51,324**
18	Prince George County	14,997	$23.85	$954	$49,608
19	Isle of Wight County	10,767	$23.75	$950	$49,400
20	Charlottesville City	38,967	$23.30	$932	$48,464

* Assumes a 40-hour week worked the year round.

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 1st Quarter 2016

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.

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 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, streets, and their financing sources. 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 Impacted 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.

Children in Need of Services (CHINS): Youth who are referred by, but not limited to parents and schools for diversionary services such as family counseling, anger management, truancy prevention, and in some cases temporary residential placements. The goal is to provide services that would result in behavior modification to avoid entry into the juvenile justice system.

Children in Need of Supervision (CHINSUP): Youth placed on court-ordered, supervision after having received diversionary services. Court-ordered, community-based services may be residential or non-residential.

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 program, the HOME Investment Partnership Program, and the Emergency Shelter Grant (ESG) program.

Computer Aided Design and Drafting (CADD) System: Computer systems with input-tools for the purpose of streamlining drafting, documentation and design processes.

Computer Aided Dispatch (CAD) System: Computer systems supporting the Emergency Operations Center 911 response service areas as well as other areas of public safety.

Consolidated Plan: A three or five-year plan describing a community's needs, resources, priorities, and proposed activities to be undertaken with funding provided by the U.S. Department of Housing and Urban Development (HUD). The Consolidated Plan must include opportunities for resident input and is updated annually.

Constitutional Officers: Elected officials who head local offices as directed by the Constitution of Virginia. There are five constitutional officers in Norfolk with partial state funding coordinated by the State Compensation Board: the Commissioner of Revenue, the City Treasurer, the Clerk of the Circuit Court, the Commonwealth's Attorney and the Sheriff.

Contingency Fund: A budget account set aside for use by the City Manager in dealing with emergencies or unforeseen expenditures.

Contractual Service: Legal agreement between the city and an outside entity providing services that are mutually agreed and have binding terms.

Debt Service: The annual payment of principal and interest on the city's bonded indebtedness.

Deficit: The excess of an entity's or fund's liabilities over its assets (see Fund Balance). The excess of expenditures or expenses over revenues during a single budget year.

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. 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.

Direct Turnover (DTO) Transactions: Non-stock items ordered and turned over directly to customers. Items ordered are not a part of inventory.

Effectiveness: The degree to which goals, objectives and outcomes are achieved.

Efficiency: A measurement of an organization's performance based on operational outputs as measured by a comparison of production with cost.

Emergency Communications Center (ECC): The Emergency Communications Center serves as a central point to provide timely, accurate, and critical 24-hour communications with all field units (police, fire, and other emergency services).

Emergency Operations Center (EOC): A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation to ensure the continuity of operations during an emergency.

Encumbrance: An obligation against appropriated funds in the form of a purchase order, contract, salary commitment, or other reservation of available funds.

Enterprise Funds: A separate fund used to account for operations financed and operated similar to private business enterprises. The cost expenses, including depreciation of providing goods or services to the general public on a continuing basis are to be financed or recovered primarily through user charges.

Expenditure: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payment has been made or not. Where accounts are kept on a cash basis, expenditure is recognized only when the cash payment is made.

Fiduciary Funds: Funds used to account for resources held for the benefit of parties outside the city. The fiduciary funds include the city's pension trust fund, the Commonwealth of Virginia agency fund, and the miscellaneous agency fund.

Financial Policy: The city's policy in respect to taxes, spending, and debt management as related to the provision of city services, programs and capital investment.

Fines and Forfeitures: Revenue received by a local government from court fines, forfeitures, and parking fines.

Fiscal Year (FY): 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 Assets: 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/expenses.

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.

GEM Program: A city initiative operating under the guidelines of Commonwealth of Virginia's blight eradication legislation (VA Codes 58.1-3970.1 and 58.1-3965), which allows cities to acquire private property where nuisance abatement liens and/or delinquent taxes were not paid by their owners. The GEM Program acquires slum and blighted properties in the community to provide opportunities for redevelopment and revitalization of Norfolk's neighborhoods.

General Fund: The operating fund which finances the necessary day-to-day actions within the city through taxes, fees, and other revenue sources. This fund includes all revenues and expenditures not accounted for in specific purpose funds.

Generally Accepted Accounting Principles (GAAP): The common set of accounting principles, standards, and procedures that are used to complete financial statements.

General Obligation Bonds: Bonds pledging the full faith and credit of the city.

Geographic Information System (GIS): A system used to capture, manage, analyze, and display all forms of geographically referenced information. A team of employees is responsible for the design and deployment of this web-based application displaying information at the street, neighborhood, and planning district levels.

Global Position System (GPS): A system that providing specially coded satellite signals that can be processed in a GPS receiver, enabling the receiver to compute position, velocity and time. GPS is funded by and controlled by the U. S. Department of Defense (DOD). While there are many thousands of civil users of GPS world-wide, the system was designed for and is operated by the U. S. military.

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 (iNet): An advanced fiber-based communications network that connects common stakeholders and includes video, data, and voice.

Insurance: A contract to pay a premium in return for which the insurer will pay compensation in certain eventualities such as fire, theft, 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/expenses, assets, or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total. Major funds are reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

Managed Competition: A process that allows government to test the market for improved service delivery and pricing options by allowing both public and private entities to compete for a contract.

Materials, Supplies and Repairs: A budget category that includes expenditures for supplies, contracted services, and equipment maintenance.

Modified Accrual Basis: The basis of accounting under 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.

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, Storm Water Utility, 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.

United States Department of Agriculture (USDA): The federal agency that leads the anti-hunger effort with the Food Stamp, School Lunch, School Breakfast, and the Women, Infants and Children (WIC) Programs.

Vector Borne: A disease or illness from an animal or insect that transmits a disease-producing organism from one host to another.

Vector Control: An effort to maintain order over animals and insects that transmit disease-producing organism from one to another.

Virginia Department of Transportation (VDOT): The state agency responsible for building, maintaining, and operating the state's roads, bridges, and tunnels.

Virginia Municipal League (VML): A statewide, nonpartisan nonprofit association of city, town and county governments established to improve and assist local governments through legislative advocacy, research, education and other services.

Virginia Pollution Discharge & Elimination System (VPDES): A permit from the state to discharge storm water to natural bodies of water since storm water, unlike sewage, is not treated.

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

A

Acknowledgements 3
Appropriations 45

B

Basis of Budgeting and Accounting 19
Budget Calendar 22
Budget Overview 1
Budget Process 20

C

Capital Improvement Plan 401, 402
Cemeteries 350
Central Appropriations 242
Circuit Court Judges 150
City Attorney 115
City Auditor 90
City Clerk 83
City Council 81
City Indebtedness 54
City Manager 97
City of Norfolk Government 5
City Planning 191
City Real Estate Assessor 87
City Treasurer 126
Clerk of the Circuit Court 130
Commissioner of the Revenue 121
Commonwealth's Attorney 133
Community Development
    City Planning 191
    Economic Development 201
    Neighborhood Development 196
Constitutional Officers
    City Treasurer 126
    Clerk of the Circuit Court 130
    Commissioner of the Revenue 121
    Commonwealth's Attorney 133
    Sheriff and Jail 139
Cultural Facilities, Arts and Entertainment 213

D

Debt Service 317
    Debt Service 317
Department of Law
    City Attorney 115

E

Economic Development 201
Elections 159
Emergency Preparedness and Response 358
Enterprise Fund Summary 373
Enterprise Funds
    Parking Facilities Fund 385
    Wastewater 382
    Water 375
Estimated Expenditures by Fund Type 30
Estimated Expenditures by Use (All Funds) 28
Estimated General Fund Expenditures by Area . . . 32
Estimated General Fund Revenues by Source 24
Estimated Revenues by Source (All Funds) 26
Executive
    City Manager 97
    Office of Budget and Strategic Planning 101
    Office of Marketing and Communications . . 109
    Office of Resilience 105

F

Finance 172
Financial Policies 12
Fire-Rescue 297
Fleet Management 397
Fund Structure 16

G

General District Court 147
General Fund Balance Reserves 50
General Fund Budget Overview 23
General Fund Revenue Summary 61, 71
General Fund Revenues 59, 69
General Management
    Finance 172
    General Services 177
    Human Resources 184
    Information Technology 165
General Services 177
Glossary 507
Golf Operations 355

H

Healthcare Fund 395
Human Resources 184
Human Services 278

I

Information Technology 165
Internal Service Fund Summary 393
Internal Service Funds
    Fleet Management 397
    Healthcare Fund 395

J

Judicial
- Circuit Court Judges 150
- General District Court 147
- Juvenile and Domestic Relations Court 148
- Magistrate 155
- Norfolk Juvenile Court Service Unit 153

Juvenile and Domestic Relations Court 148

L

Legislative
- City Auditor 90
- City Clerk 83
- City Council 81
- City Real Estate Assessor 87

Libraries 207

M

Magistrate 155
Major Revenue Sources 34
Miscellaneous Statistical Information 493, 495

N

Neighborhood Development 196
Non Departmental Appropriations 239
Norfolk Community Services Board 261
Norfolk Juvenile Court Service Unit 153

O

Office of Budget and Strategic Planning 101
Office of Marketing and Communications 109
Office of Resilience 105
Office to End Homelessness 269
Outside Agencies 247

P

Parking Facilities Fund 385
Parks, Recreation and Culture
- Cultural Facilities, Arts and Entertainment . . 213
- Libraries 207
- Recreation, Parks and Open Space 231
- The National Maritime Center 225
- Zoological Park 219

Personnel Staffing Summary 52
Police 289
Priority 73
Priority Setting Process Narrative 75
Public Amenities 356
Public Health 273
Public Health and Assistance
- Human Services 278
- Norfolk Community Services Board 261
- Office to End Homelessness 269
- Public Health 273

Public Safety
- Fire-Rescue 297
- Police 289

Public Works 307
- Public Works 307

R

Reader's Guide to the Budget 10
Recreation, Parks and Open Space 231

S

Sheriff and Jail 139
Special Revenue Fund Summary 339
Special Revenue Funds
- Cemeteries 350
- Emergency Preparedness and Response 358
- Golf Operations 355
- Public Amenities 356
- Storm Water Management 341
- Tax Increment Financing 364
- Towing and Recovery Operations 347
- Waste Management 365

Storm Water Management 341

T

Tax Increment Financing 364
Tax Rates and Fees 48
The National Maritime Center 225
Towing and Recovery Operations 347
Transfers From/To 51

W

Waste Management 365
Wastewater 382
Water 375

Y

Yearly Maturity of Long-Term Debt 57

Z

Zoological Park 219

BUILDING ON THE MOMENTUM

PROPOSED FISCAL YEAR 2018 BUDGET

City of Norfolk, Virginia