
Special Revenue Funds



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SPECIAL REVENUE FUND SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
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 Adopted
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

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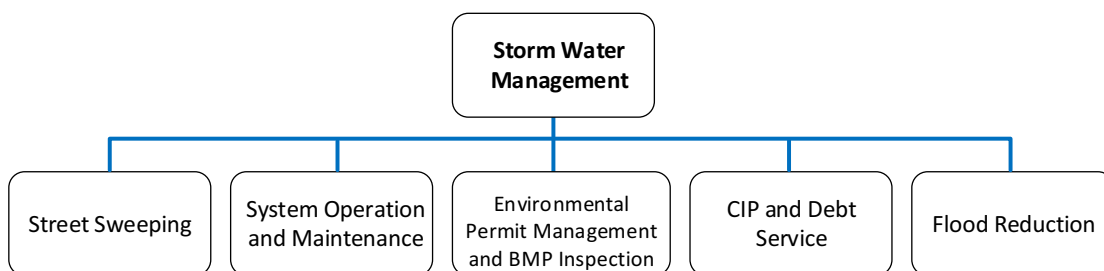
STORM WATER MANAGEMENT

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 Adopted	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 Adopted	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 Adopted
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 Adopted
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	

ADOPTED 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 Adopted
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 09	\$34,445	\$56,161	0	1	1
Construction Inspector II	1 11	\$40,805	\$66,586	5	0	5
Crew Leader I	1 09	\$34,445	\$56,161	9	0	9
Design/Construction Project Manager, Senior	1 17	\$64,260	\$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 12	\$44,339	\$72,308	1	0	1
Equipment Operator II	1 07	\$29,391	\$47,962	13	0	13
Equipment Operator III	1 08	\$31,804	\$51,684	16	0	16
Equipment Operator IV	1 09	\$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 Adopted
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 Adopted	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 Adopted
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 Adopted
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

ADOPTED 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 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	0	1
Accounting Technician II	1 07	\$29,391	\$47,962	4.9	0	4.9
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Equipment Operator II	1 07	\$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

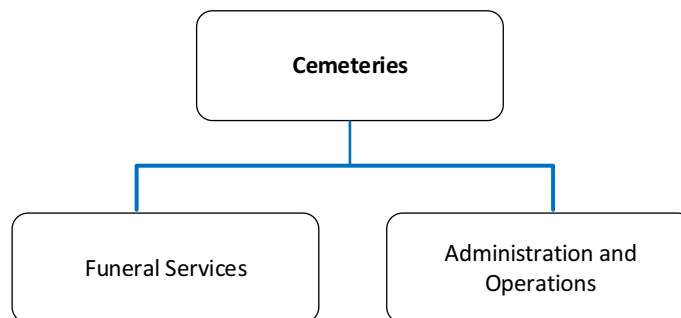
MISSION STATEMENT

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 to 14 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 Adopted	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 Adopted	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 Adopted	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 Adopted	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 Adopted
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 Adopted
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

ADOPTED 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 Adopted
Accounting Technician II	1 07	\$29,391	\$47,962	1	0	1
Administrative Technician	1 07	\$29,391	\$47,962	1	0	1
Bureau Manager	1 18	\$68,697	\$112,020	1	0	1
Cemetery Manager I	1 06	\$27,438	\$44,737	1	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 Adopted
Division Head	1 16	\$60,149	\$98,068	1	0	1
Equipment Operator II	1 07	\$29,391	\$47,962	6	0	6
Equipment Operator III	1 08	\$31,804	\$51,684	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 Adopted
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 Adopted
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 by improving existing and preparing for new civic facilities.

DEPARTMENT OVERVIEW

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

¹The \$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.

²Funds provided to assist with operational costs incurred related to development of the Royster Building into a boutique hotel.

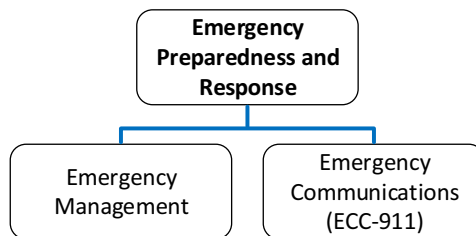
EMERGENCY PREPAREDNESS AND RESPONSE

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 Adopted	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 Adopted	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 Adopted	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 Adopted	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 Adopted
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 Adopted
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	

ADOPTED 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

<ul style="list-style-type: none"> • Support voice logging system maintenance 	FY 2018 \$710 FTE: 0
<p>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.</p>	
<p>Priority Area(s) Met: Safe, Healthy, and Inclusive Communities</p>	
<ul style="list-style-type: none"> • Remove one-time funds for time and attendance software costs 	FY 2018 (\$6,552) FTE: 0
<p>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.</p>	
<p>Priority Area(s) Met: Safe, Healthy, and Inclusive Communities</p>	
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2018 \$170 FTE: 0
<p>Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.</p>	
<p>Priority Area(s) Met: Safe, Healthy, and Inclusive Communities</p>	
<ul style="list-style-type: none"> • Annualize Phase III of ARMD Compensation Strategy 	FY 2018 \$37,816 FTE: 0
<p>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.</p>	
<p>Priority Area(s) Met: Safe, Healthy, and Inclusive Communities</p>	
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system 	FY 2018 \$10,292 FTE: 0
<p>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.</p>	
<p>Priority Area(s) Met: Safe, Healthy, and Inclusive Communities</p>	
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2018 (\$27,920) FTE: 0
<p>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.</p>	
<p>Emergency Preparedness and Response</p>	
Total: \$239,320 FTE: 0	

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Adopted
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 16	\$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 Adopted
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 Adopted
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 the 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 Adopted	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 Adopted	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 Adopted	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 Adopted
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 Adopted
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

ADOPTED 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 Adopted
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 Adopted
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

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