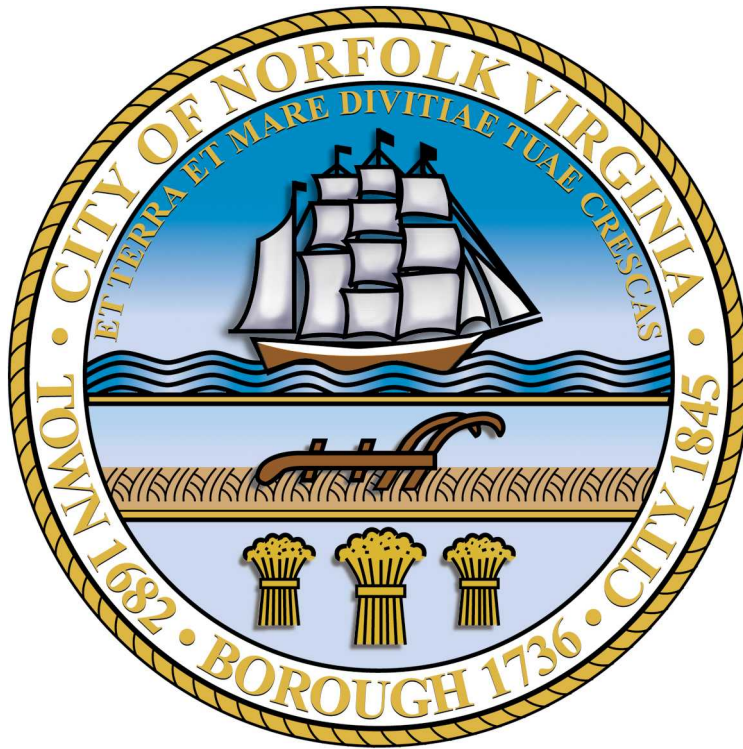

Department Budget Strategies



This page intentionally left blank

FY 2021 DEPARTMENT BUDGET STRATEGIES

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

		Adopted Amount
Budget and Strategic Planning		
<u>Expenditure Reduction</u>		
<ul style="list-style-type: none"> Eliminate one vacant position in Budget Development program <p>Service will be impacted. The work product provided to the City Manager's Office and to client departments will take longer to produce or will be less thorough in scope.</p>	\$56,682	FTE: 1
<ul style="list-style-type: none"> Eliminate one vacant position in Budget Monitoring program <p>Service will be impacted. Budget analysts' department portfolios will be consolidated. Reduced staffing will result in budget monitoring being less thorough and comprehensive. Budget monitoring will be particularly important in FY 2021 for tracking revenue collections compared to initial projections for revenue loss resulting from the COVID-19 pandemic.</p>	\$52,123	FTE: 1
<ul style="list-style-type: none"> Eliminate vacant position in Performance Management program <p>Service will be impacted. Planned work in FY 2021 included overhaul of the administration's strategic plan and the development of a new performance management program. As a result of the action, the department does not have the resources to implement these initiatives concurrently.</p>	\$52,123	FTE: 1
<ul style="list-style-type: none"> Increase HUD reimbursement <p>No impact to service. This action updates expected grant reimbursement based on current staffing levels and the associated time spent working on Housing and Urban Development (HUD) entitlement compliance.</p>	\$15,393	FTE: 0
<ul style="list-style-type: none"> Remove funds for part-time staff <p>No impact to service. This action removes temporary salaries budget for the department to align with the elimination of part time positions.</p>	\$415	FTE: 0
Expenditure Reduction	Subtotal:	\$176,736 FTE: 3
Budget and Strategic Planning	Total	\$176,736 FTE: 3

Central Appropriations

Expenditure Reduction

- Implement five furlough days for staff \$1,750,000 FTE: 0
- Service may be impacted. Citywide full-time staff will be required to take five unpaid days of leave during FY 2021. This results in one-time personnel savings.

Central Appropriations

- Recognize Federal and State reimbursement for COVID-19 \$5,000,000 FTE: 0

No impact to service. This strategy is an estimate for COVID-19 related costs the city will incur that are eligible for federal and state reimbursement. This may include the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Federal Emergency Management Agency (FEMA), Community Development Block Grants (CDBG), and other reimbursement sources.

- Reduce Cemeteries support \$227,567 FTE: 0

Service will be impacted. Cemeteries is eliminating six vacant positions impacting mowing and operational hours of the city's cemeteries. Calvary Cemetery will close and the remaining cemeteries' operating hours will be modified. Mowing cycles will increase from 10-12 days to 14-16 days with minimal to no string trimming.

- Utilize resilience penny designation for operating expenses \$1,990,000 FTE: 0

Service level may be impacted. These funds were earmarked to support the Ohio Creek Watershed project. City staff is working to identify alternative grant funds to replace resilience penny funding. If alternative funding is not identified, this action may negatively impact the project scope or completion date.

Expenditure Reduction	Subtotal:	\$8,967,567	FTE: 0
Central Appropriations	Total	\$8,967,567	FTE: 0

City Auditor

Expenditure Reduction

- Reduce budget by five percent \$52,089 FTE: 0

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

Expenditure Reduction	Subtotal:	\$52,089	FTE: 0
City Auditor	Total	\$52,089	FTE: 0

City Clerk

Expenditure Reduction

- Eliminate the Executive Assistant to the Mayor position \$84,489 FTE: 1

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

Expenditure Reduction	Subtotal:	\$84,489	FTE: 1
City Clerk	Total	\$84,489	FTE: 1

City Manager

Expenditure Reduction

- Eliminate intergovernmental relations contract \$105,067 FTE: 0

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

- Reduce funding for Intergovernmental Relations Officer \$21,377 FTE: 0

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

- Reduce funds for city sponsorships \$50,000 FTE: 0

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

- Remove funds for part-time staff \$7,175 FTE: 0

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

Expenditure Reduction	Subtotal:	\$183,619	FTE: 0
City Manager	Total	\$183,619	FTE: 0

City Planning

Expenditure Reduction

- Reduce staff for Comprehensive Planning \$114,787 FTE: 1

Service will be impacted. Comprehensive and area planning projects will be delayed. Responsiveness to City Council, Planning Commission, and neighborhood requests will be adversely impacted.

- Reduce staffing for Floodplain Management \$48,312 FTE: 1

Service will be impacted. Work will be delayed where there is not a statutorily mandated deadline.

- Reduce staffing for Site Plan Review \$60,125 FTE: 1

Service will be impacted. This action eliminates a Planner II position that provides site plan review. As a result, site plan review will be delayed. This delay will especially impact new construction.

- Remove funds for part-time staff \$5,646 FTE: 0

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

Expenditure Reduction	Subtotal:	\$228,870	FTE: 3
City Planning	Total	\$228,870	FTE: 3

City Real Estate Assessor

Expenditure Reduction

- Reduce personnel expenditures for Appraisal and Appeals \$114,237 FTE: 0

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

Expenditure Reduction	Subtotal:	\$114,237	FTE: 0
City Real Estate Assessor	Total	\$114,237	FTE: 0

City Treasurer

Expenditure Reduction

- Reduce expenditures for Revenue Collections \$55,800 FTE: 0

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

Expenditure Reduction	Subtotal:	\$55,800	FTE: 0
City Treasurer	Total	\$55,800	FTE: 0

Clerk of the Circuit Court

Expenditure Reduction

- Reduce nonpersonnel expenditures \$41,081 FTE: 0

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

Expenditure Reduction	Subtotal:	\$41,081	FTE: 0
Clerk of the Circuit Court	Total	\$41,081	FTE: 0

Commissioner of the Revenue

Expenditure Reduction

- Reduce city funded positions in the Business Revenue Team \$56,292 FTE: 1

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

Commissioner of the Revenue

- Reduce city funded positions in the Personal Property Team \$32,697 FTE: 0

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

Expenditure Reduction	Subtotal:	\$88,989	FTE: 1
Commissioner of the Revenue	Total	\$88,989	FTE: 1

Commonwealth's Attorney

Expenditure Reduction

- Reduce personnel funds for attrition and temporary staffing \$130,000 FTE: 0

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

Expenditure Reduction	Subtotal:	\$130,000	FTE: 0
Commonwealth's Attorney	Total	\$130,000	FTE: 0

Communications

Expenditure Reduction

- Reduce funding for advertising and promotional activities \$57,696 FTE: 0

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

- Reduce funding for promotional activities \$5,000 FTE: 0

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

- Reduce staffing for Creative Services \$115,961 FTE: 2

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

Expenditure Reduction	Subtotal:	\$178,657	FTE: 2
Communications	Total	\$178,657	FTE: 2

Cultural Facilities, Arts and Entertainment

Expenditure Reduction

- Reduce Attucks Promotional Funding
\$17,069 FTE: 0

Service will be impacted. A reduction in funds for Attucks programming will result in fewer performances and fewer high profile performers at the venue.

- Reduce funds for Theatre Festival marketing
\$20,000 FTE: 0

No impact to service. This action aligns funding with anticipated utilization.

- Reduce staffing for Event Services and Project Management
\$308,640 FTE: 7

Service will be impacted. The Event Services and Project Management program manages all aspects of event production for SevenVenues. As a result of this action, the department will no longer have the capacity to produce events in Towne Point Park. Events such as Pridefest and Caribfest would need to work through Festevents for production assistance. This action will also eliminate the capacity to provide rental services for the show mobile and tents and other equipment for city departments and the public.

- Reduce staffing for MacArthur Programming
\$107,278 FTE: 1

No impact to service. This position has been vacant for six months, and the MacArthur team has been operating effectively. The team is innovative and utilizes strategies to continue to serve the mission of the museum by spreading education of General Douglas MacArthur online to students across the state and country.

- Reduce staffing for Marketing
\$48,312 FTE: 1

Service will be impacted. This action eliminates one position that assists with corporate sales for tickets and receptions along with converting sponsors for upcoming events, impacting efficiency and processing for marketing services.

Expenditure Reduction	Subtotal:	\$501,299	FTE: 9
Cultural Facilities, Arts and Entertainment	Total	\$501,299	FTE: 9

Debt Service

Expenditure Reduction

- Reduce ongoing cash to CIP
\$1,625,290 FTE: 0

This strategy eliminates the transfer of ongoing revenue to the CIP. This revenue will now be used to support ongoing operating expenses. While this strategy will not impact city service levels, the use of ongoing revenue to support the CIP is a best practice and provides a hedge against an economic downturn.

Expenditure Reduction	Subtotal:	\$1,625,290	FTE: 0
Debt Service	Total	\$1,625,290	FTE: 0

Economic Development

Expenditure Reduction

- Reduce funding for marketing \$27,453 FTE: 0

Service will be impacted. This action reduces funds used to market Norfolk as great for business. The reduction will limit the city's outreach and exposure and may result in slower growth in the tax base.

- Reduce staffing for Business Development \$172,848 FTE: 2

Service will be impacted. This action eliminates two vacant Business Development Manager positions. This reduction will negatively impact the city's business attraction efforts, which help grow the tax base, and will reduce the level of service the city provides to help foster and grow existing local businesses.

Expenditure Reduction	Subtotal:	\$200,301	FTE: 2
Economic Development	Total	\$200,301	FTE: 2

Elections

Expenditure Reduction

- Remove funds for part-time staff \$52,000 FTE: 0

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

Expenditure Reduction	Subtotal:	\$52,000	FTE: 0
Elections	Total	\$52,000	FTE: 0

Finance

Expenditure Reduction

- Reduce funds for the annual audit contract \$133,248 FTE: 0

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

- Reduce Risk Management staffing \$69,550 FTE: 1

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

- Reduce staffing in the Purchasing program \$61,360 FTE: 1

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

- Remove funds for part-time staff \$5,883 FTE: 0

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

Expenditure Reduction	Subtotal:	\$270,041	FTE: 2
Finance	Total	\$270,041	FTE: 2

General Services

Expenditure Reduction

- Reduce contracted custodial services \$264,377 FTE: 0

No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- Reduce contracted security services \$276,450 FTE: 0

No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- Reduce funds for supplies and equipment \$45,507 FTE: 0

Service may be impacted. This action for the Norfolk Animal Care Center reduces the amount of cleaning, medical, and office supplies and will result in a more judicious use of existing supplies to keep the building and animals healthy. The equipment reduction may result in the need to use kennels, carts, etc. longer than the recommended useful life.

- Reduce funds for utilities based on utilization \$374,516 FTE: 0

No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers and libraries. This action aligns funding with anticipated utilization to account for closed facilities.

- Reduce staffing for Facility Maintenance \$82,755 FTE: 2

Service will be impacted. This action eliminates a vacant Operating Engineer I position and a vacant Maintenance Mechanic I position. The reduced staffing will delay response to maintenance and repair requests.

- Reduce staffing for Real Estate Services \$44,462 FTE: 1

Service will be impacted. This action will reduce the city's capacity to provide oversight of the city's real estate transactions.

- Reduce staffing in the Director's Office \$185,602 FTE: 2

Service may be impacted. This action eliminates a vacant Assistant Director and a vacant Management Analyst III position and may result in less effective administrative oversight of department functions.

- Remove funds for part-time staff \$61,420 FTE: 0.8

Service will be impacted. This strategy eliminates part-time furloughed positions enacted during the fourth quarter of FY 2020. Reduced staffing increases response time to maintenance issues and decreases the ability to hire short-term temporary staff to assist with project specific work.

Expenditure Reduction	Subtotal:	\$1,335,089	FTE: 5.8
-----------------------	-----------	-------------	----------

General Services	Total	\$1,335,089	FTE: 5.8
------------------	-------	-------------	----------

Human Resources

Expenditure Reduction

- Eliminate vacant position in the Director's Office \$88,218 FTE: 1

Service may be impacted. This action eliminates one vacant Assistant Director position in the Director's Office and may impact the department's ability to proactively undertake strategic initiatives.

- Reduce funds for part-time staff \$5,591 FTE: 0

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

- Reduce staffing for Compensation and Classification \$85,476 FTE: 1

Service may be impacted. This action furloughs one position in the Compensation and Classification program. This action will result in redistributed process flows and reduce the ability for compensation research and strategy development.

- Restructure Organizational Development team \$69,951 FTE: 1

Service may be impacted. This action eliminates the employee engagement program and consolidates resources within the Organizational Development team. This action may lead to a less engaged workforce, and as a result, less job satisfaction, higher turnover, and less discretionary effort.

Expenditure Reduction	Subtotal:	\$249,236	FTE: 3
-----------------------	-----------	-----------	--------

Human Resources	Total	\$249,236	FTE: 3
-----------------	-------	-----------	--------

Human Services

Revenue Increase

- Increase state reimbursement \$251,961 FTE: 0

No impact to service. Four Department of Law positions focus solely on Social Services work. The action will increase state reimbursement to cover the salaries of these positions. Social Services staff and operation expenses are reimbursed at a base rate of 84.5 percent.

Revenue Increase	Subtotal:	\$251,961	FTE: 0
------------------	-----------	-----------	--------

Human Services	Total	\$251,961	FTE: 0
----------------	-------	-----------	--------

Information Technology

Expenditure Reduction

- Reduce funding for contractual services \$122,247 FTE: 0

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

Information Technology

- Reduce funding for data airtime \$152,000 FTE: 0

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

- Reduce office supplies budget \$12,722 FTE: 0

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

- Reduce staffing for Application Development \$58,971 FTE: 1

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

- Reduce staffing for Customer Support Services \$115,653 FTE: 2

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

- Reduce staffing for Information Technology Assets Management \$61,360 FTE: 1

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

- Reduce staffing for Public Safety Radio & Technology Support \$203,673 FTE: 3

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

- Remove funds for part-time staff \$158,713 FTE: 0

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

- Restructure staffing for Enterprise Innovation & Application \$32,080 FTE: 0

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

Expenditure Reduction	Subtotal:	\$917,419 FTE: 7
-----------------------	-----------	------------------

Information Technology	Total	\$917,419 FTE: 7
------------------------	-------	------------------

Libraries

Expenditure Reduction

- Reduce books and materials \$270,000 FTE: 0

Service will be impacted. This action aligns funding with anticipated utilization. Neighborhood branch libraries will be closed and will not require new books or other media.

- Reduce staff to align with library facility plan \$1,409,073 FTE: 23.5

Service will be impacted. This action aligns staffing levels with the library facility plan that will see only anchor branch libraries open to begin FY 2021. As the city begins it's financial recovery from the COVID-19 pandemic, it will look to bring more library facilities back online based on improved revenue projections.

- Remove funds for part-time staff \$1,076,894 FTE: 0

Service will be impacted. This action is a citywide furlough of part-time positions. Beginning in July, the city plans to only open anchor branch libraries. Full-time staff will be available to fully staff those libraries as a result of the closure of neighborhood branch libraries.

Expenditure Reduction	Subtotal:	\$2,755,967	FTE: 23.5
Libraries	Total	\$2,755,967	FTE: 23.5

Nauticus

Expenditure Reduction

- Reduce funds for cruise terminal marketing \$19,013 FTE: 0

Service will be impacted. This action will reduce funds used to market Norfolk and the Cruise Terminal as a great destination for cruise lines. Reduced marketing may lead to fewer cruise ship visits and less revenue.

- Reduce operational budget \$103,000 FTE: 0

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

- Reduce staffing for Museum Operations \$57,936 FTE: 1

No impact to service. This action furloughs one position in the Museum Operations program. This action will reduce expenses while continuing to provide the level of service that guests have come to expect while touring the USS Wisconsin and the Nauticus Museum.

- Remove funds for part-time staff \$350,071 FTE: 0

Service will be impacted. Part-time staff are critical to the visitor experience at Nauticus and the Battleship Wisconsin to assist with admissions, guest services, and large scale cruise operations. When public health conditions allow for re-opening, bringing back part-time staff will need to be supported by the ability to generate sufficient revenue to cover personnel cost.

Expenditure Reduction	Subtotal:	\$530,020	FTE: 1
Nauticus	Total	\$530,020	FTE: 1

Neighborhood Development

Expenditure Reduction

- Reduce funding for Neighborhood Engagement \$16,982 FTE: 0
 Service will be impacted. This action will eliminate funding for green neighborhood signs, and reduce funding used to promote the Rent Ready program.

- Reduce funding for nonemergency demolitions \$142,000 FTE: 0
 Service will be impacted. This action will result in reduced capacity for demolitions across the city. As a result of the reduction, the city will no longer be able to complete non-emergency demolitions.

- Reduce operating costs in the Director's Office \$10,967 FTE: 0
 Service may be impacted. This action will reduce the opportunity for staff development, which may lead to a less engaged workforce.

- Reduce staffing at the Norfolk Cares Call Center \$89,984 FTE: 3
 Service will be impacted. This action eliminates one vacant Citizen Service Advisor II position and two vacant Citizen Service Advisor Trainee positions, resulting in longer initial wait times for citizens contacting Norfolk Cares, and delays in resolving citizen requests and inquiries.

- Reduce staffing for Code Enforcement \$162,545 FTE: 3
 Service will be impacted. This action eliminates three vacant positions: a Code Enforcement Team Leader, an Administrative Technician, and a Codes Specialist. This will result in delays in service including confirming compliance with building maintenance codes, nuisance violations, tall weeds and grass violations, emergency on call inspections, graffiti removal, trash and debris removal, demolition services, building board ups, elevator inspection compliance, and zoning violations across the city.

- Remove funds for part-time staff \$35,684 FTE: 0
 Service will be impacted. This action will reduce support for Neighborhood Engagement and the Norfolk Cares hotline.

Expenditure Reduction	Subtotal:	\$458,162	FTE: 6
Neighborhood Development	Total	\$458,162	FTE: 6

Norfolk Community Services Board

Revenue Increase

- Increase carryforward funds to maintain operations \$1,000,000 FTE: 0
 Carryforward one-time funds to maintain current service levels. Funds to support these actions come from the Norfolk Community Service Board (NCSB) designated fund balance and cannot be used for general government expenses.

Revenue Increase	Subtotal:	\$1,000,000	FTE: 0
------------------	-----------	-------------	--------

Expenditure Reduction

Norfolk Community Services Board

- Reduce nonpersonnel budget \$58,740 FTE: 0

No impact to service. The department will actively manage existing program budgets to remain within spending authorization.

Expenditure Reduction	Subtotal:	\$58,740	FTE: 0
Norfolk Community Services Board	Total	\$1,058,740	FTE: 0

Norfolk Public Schools

Expenditure Reduction

- Adjust local support for schools \$8,000,000 FTE: 0

Impact to service unknown. The School Board will submit a revised budget indicating impact based on revised appropriation. The city may also use one-time SWIFT money to offset loss in consumption based tax revenue driving the funding reduction.

Expenditure Reduction	Subtotal:	\$8,000,000	FTE: 0
Norfolk Public Schools	Total	\$8,000,000	FTE: 0

Outside Agencies

Expenditure Reduction

- Adjust funds for Bed Tax Designation \$571,500 FTE: 0

Service will be impacted. One dollar of the three dollar bed tax is designated to Visit Norfolk for marketing. This adjustment reflects the updated revenue projection for bed tax revenue and does not reflect a savings to the city. The funding amount will change based on actual results.

- Adjust funds for Hampton Roads Transit \$480,360 FTE: 0

No impact to service is anticipated. No changes to routes or headways will occur in FY 2021 as a result of this reduction. This reduction reflects the impact of the recordation tax on transportation funding for Hampton Road's localities. The reduction reflects prior year funding and the minimum funding required in FY 2021. A corresponding revenue adjustment has been made.

- Adjust funds for Human Services Grants \$262,177 FTE: 0

Service may be impacted. Human Services Grants will be funded at \$400,000 in FY 2021. This results in a reduction of \$262,177 from prior year grant awards. Human Services grants are awarded to organizations which provide: housing stabilization services, self sufficiency services and supports, parenting education and family support services and positive youth development activities.

- Adjust funds for the Zoo and Nauticus Foundations \$479,222 FTE: 0

Service may be impacted. The Zoo and Nauticus foundations are funded through the combination of a fixed grant award and a revenue sharing payment for ticket sales beyond an agreed upon baseline. As a result of the pandemic, ticket sales projections for both organizations were revised down below the revenue sharing base. This action reduces the fixed grant payment by half for each organization, while decreasing the revenue sharing baseline. As a result, the organizations will receive less guaranteed city funding, in exchange for the opportunity to generate significantly more funds through the revenue sharing agreement.

Outside Agencies

- Adjust funds for Tourism Infrastructure Repair \$472,000 FTE: 0

No impact to service. This strategy aligns with the re-forecast of designated funds. A corresponding revenue adjustment has been made.

- Eliminate Funding for Hampton Roads Sports Commission \$36,000 FTE: 0

Service will be impacted. This action is expected to result in less capacity to attract sporting events to the Hampton Roads region.

- Eliminate funds for Citywide Marketing \$100,500 FTE: 0

Service will be impacted. This action eliminates Norfolk Arts Consortium Citywide Marketing funds. The city uses these funds to subsidize the Arts Consortium's promotional efforts. Eliminating these funds may reduce the scope and reach of Norfolk's arts and culture events.

- Eliminate funds for St. Paul's Community Development Corp. \$300,000 FTE: 0

No impact to service. The St. Paul's CDC has not yet been organized and as a result no funding is needed.

- Reduce funds for Norfolk Arts and Culture Consortium \$1,196,860 FTE: 0

Service will be impacted. This action implements an 11.2 percent reduction to Norfolk Consortium members. This action also includes an adjustment to the bed tax allocation for Norfolk Consortium members. This strategy is expected to result in reduced service levels to partner organizations providing cultural, arts, music and theatrical programs and performances to the community.

- Reduce funds for Outside Agency Partner Organizations \$165,915 FTE: 0

Service will be impacted. This action implements a ten percent reduction across non-Consortium outside agency partners. This strategy is expected to result in reduced service levels to partner organizations providing cultural, health, social and support services to the community. In addition, there will be reduced service levels in promoting the economic development in downtown Norfolk and providing student exchange opportunities.

Expenditure Reduction	Subtotal:	\$4,064,534	FTE: 0
-----------------------	-----------	-------------	--------

Outside Agencies	Total	\$4,064,534	FTE: 0
------------------	-------	-------------	--------

Police

Expenditure Reduction

- Freeze twenty sworn officer positions \$822,073 FTE: 20

This strategy will not have an immediate impact to service levels. The department will still be able to maintain normal academy hiring practices during FY 2021 and FY 2022 with the lower level of authorized sworn personnel due to recent attrition rates.

- Reduce funds for part-time staff \$324,000 FTE: 0

Service may be impacted. This action reflects elimination of furloughed part-time positions during FY 2020. The department has not historically relied on part-time staff for operations with the exception of Crossing Guards, which remain fully funded in FY 2021.

Expenditure Reduction	Subtotal:	\$1,146,073	FTE: 20
-----------------------	-----------	-------------	---------

Police

	Police	Total	\$1,146,073	FTE: 20
--	--------	-------	-------------	---------

Public Works

Expenditure Reduction

- Reduce funding for street repairs and maintenance \$552,608 FTE: 7

Service will be impacted. This action reduces staffing and nonpersonnel funds for the repair and maintenance of the city's network of streets and bridges. Specifically this action will result in an eight percent reduction in sidewalk and pothole repairs, a two percent reduction in road resurfacing, a 32 percent reduction in concrete resurfacing, and a 50 percent reduction in curb and gutter repair. Seven positions will be eliminated.

- Reduce staffing for project management \$192,794 FTE: 3

Service will be impacted. This action will result in fewer positions to manage construction contracts reducing oversight and quality control of projects. Three positions will be eliminated.

- Reduce staffing for the Survey Services program \$118,810 FTE: 2

Service will be impacted. This action eliminates two vacant positions. Specifically this action is expected to result in a two day increase in survey request response time, a three day increase in plat and plan review, drawing review, and parcel description prep time. This action is also expected to eliminate the program's capacity to complete topographical and boundary requests.

- Reduce Vibrant Cities capacity \$71,154 FTE: 0

Service will be impacted. This action will result in fewer projects being completed annually.

- Remove funds for part-time staff \$2,654 FTE: 0

No impact to service. This strategy continues the furlough of part-time positions. The department does not historically employ part-time employees.

Expenditure Reduction	Subtotal:		\$938,020	FTE: 12
-----------------------	-----------	--	-----------	---------

Public Works	Total		\$938,020	FTE: 12
--------------	-------	--	-----------	---------

Recreation, Parks and Open Space

Expenditure Reduction

- Reduce citywide maintenance of trees and shrubs \$160,681 FTE: 4

Service will be impacted. As a result of this action, maintenance, pruning, removal, and installation of trees and shrubbery will be less frequent throughout the year. Four vacant positions will be eliminated.

- Reduce funds for supplies \$100,000 FTE: 0

Service will be impacted. This action will result in reduced supplies which will increase electronic communications and reports. There will be a decrease in rentals, promotional activities, and marketing for department programs.

- Reduce program outreach capacity \$32,024 FTE: 1

Service will be impacted. This action will result in fewer opportunities for events and programs at parks. Park patrols will be restructured. One vacant position will be eliminated.

Recreation, Parks and Open Space

- Reduce project management capacity \$124,674 FTE: 2

Service will be impacted. This action will result in reduced capacity including increased timelines for analysis, design, and response for projects. One vacant position will be eliminated. One position will be furloughed.

- Remove funds for part-time staff \$2,254,112 FTE: 0

Service will be impacted. This action continues the furlough of part-time positions. Part-time staff primarily supports beach operations, recreation center programming, and the Norfolk Emerging Leaders (N.E.L.) program.

- Restructure programmatic services \$2,032,478 FTE: 45.3

Service will be impacted. As a result of this action fewer recreation and community centers will be open amid the COVID-19 health crisis. This will result in fewer available locations to take classes, exercise, and participate in other activities. Facilities planned to be reopened are East Ocean View Recreation Center, Norview Community Center, Lambert's Point Community Center, Berkley Community Center, Norfolk Fitness and Wellness Center, and Huntersville Community Center. With the furlough of temporary staffing, permanent positions will backfill the hours normally provided by temporary staff at these locations. After redeployment of permanent staff, 46 remaining positions will be furloughed or eliminated.

- Suspend Aquatics program \$517,952 FTE: 3

Service will be impacted. As a result of this action aquatic services will be modified due to public health concerns with COVID-19. Two vacant positions will be eliminated. One position will be furloughed.

- Suspend the Norfolk Emerging Leaders program \$75,920 FTE: 0

Service will be impacted. As a result of this action, most of the Norfolk Emerging Leaders (N.E.L.) program is being suspended for FY 2021. The suspension of this program is primarily a public health decision rather than a financial decision. Nonpersonnel expenditures will not be needed. Staffing expenditures for the program are included in the temporary staffing reduction.

Expenditure Reduction	Subtotal:	\$5,297,841	FTE: 55.3
-----------------------	-----------	-------------	-----------

Recreation, Parks and Open Space	Total	\$5,297,841	FTE: 55.3
----------------------------------	-------	-------------	-----------

Resilience

Expenditure Reduction

- Reduce funding for contracted coastal resilience work \$27,327 FTE: 0

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

- Remove funds for part-time staff \$23,416 FTE: 0

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

Expenditure Reduction	Subtotal:	\$50,743	FTE: 0
-----------------------	-----------	----------	--------

Resilience	Total	\$50,743	FTE: 0
------------	-------	----------	--------

Sheriff and Jail

Revenue Increase

- Increase revenue from video visitation services \$528,000 FTE: 0

No impact to service. This action recognizes new revenue that the city will receive as a result of an expanded video visitation program. New five-year contract that offers inmate telephone system, video visitation services, tablets for correctional officers, and commissary interface services.

Revenue Increase	Subtotal:	\$528,000	FTE: 0
------------------	-----------	-----------	--------

Expenditure Reduction

- Adjust nonpersonnel costs \$250,000 FTE: 0

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

Expenditure Reduction	Subtotal:	\$250,000	FTE: 0
-----------------------	-----------	-----------	--------

Sheriff and Jail	Total	\$778,000	FTE: 0
------------------	-------	-----------	--------

Slover Library

Expenditure Reduction

- Remove funds for part-time staff \$450,000 FTE: 0

Service will be impacted. This action continues the furlough of part-time positions. Slover is heavily reliant on part-time staff across all seventeen of its service points. The continued furlough will result in a diminished visitor experience and reduced programming.

Expenditure Reduction	Subtotal:	\$450,000	FTE: 0
-----------------------	-----------	-----------	--------

Slover Library	Total	\$450,000	FTE: 0
----------------	-------	-----------	--------

St. Paul's Area Transformation

Expenditure Reduction

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

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

Expenditure Reduction	Subtotal:	\$1,800,000	FTE: 0
-----------------------	-----------	-------------	--------

St. Paul's Area Transformation	Total	\$1,800,000	FTE: 0
--------------------------------	-------	-------------	--------

Transit

Expenditure Reduction

- Delay LED street light conversion program \$75,000 FTE: 0

Service will be impacted. LED conversion will continue until prior-year funding is exhausted. Planned funds will be delayed one year resulting in a temporary hiatus of LED street light conversions.

- Reduce funds for Neighborhood Safety Program \$96,147 FTE: 2

Service will be impacted. This action will reduce the number of studies and safety implementation measures to critical needs only. Traffic reviews, street lighting, control signs, signal improvements, and pedestrian signals will only be implemented if categorized as a critical safety issue. One position will be furloughed. One vacant position will be eliminated.

- Reduce signal, signs, and pavement maintenance \$224,699 FTE: 1

Service will be impacted. As a result of this action, signal system maintenance will be delayed and only addressed if deemed a critical safety hazard. New and/or replacement signs will only be installed if identified as a critical safety hazard. Pavement marking will prioritize safety related issues and suspend normal maintenance. One vacant position will be eliminated.

- Restructure project management \$127,940 FTE: 1

Service will be impacted. This action will change the internal processes for oversight of traffic management, projects, analysis, and design. One position will be furloughed.

Expenditure Reduction	Subtotal:	\$523,786	FTE: 4
-----------------------	-----------	-----------	--------

Transit	Total	\$523,786	FTE: 4
---------	-------	-----------	--------

Zoological Park

Expenditure Reduction

- Reduce nonpersonnel budget \$55,000 FTE: 0

Service may be impacted. Aquatic management services will be brought in house to generate contractual savings. Travel costs will be reduced by encouraging virtual professional development. Animal acquisition and transportation costs will also be reduced.

- Reduce staffing for operations \$115,281 FTE: 1

Service may be impacted. The department will restructure staff for daily operations.

- Remove funds for part-time staff \$189,854 FTE: 4.6

Service will be impacted. The furlough of part-time Customer Service Representatives leaves the department with only two full-time employees to handle ticket sales. The department may need to use other staff members to help cover during peak hours.

- Restructure staffing for Landscape and Facilities \$42,523 FTE: 0

No impact to service. The department views this program as a core service. In order to maintain service levels and generate cost savings they will reclassify one oversight position and furlough an additional position to focus on front-line horticulture and groundskeeping services.

Zoological Park

Expenditure Reduction	Subtotal:	\$402,658	FTE: 5.6
Zoological Park	Total	\$402,658	FTE: 5.6

This page intentionally left blank