

ADOPTED FISCAL YEAR 2022 BUDGET



CITY OF NORFOLK, VIRGINIA

Operating Ordinance #48,379

Capital Ordinance #48,378

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July 1, 2021

Honorable Mayor and City Council,

I respectfully present to you the Adopted Fiscal Year (FY) 2022 Financial Plan for the City of Norfolk, which is comprised of the General Fund, Enterprise Funds, Special Revenue Funds, Internal Service Funds, Capital Improvement Plan (CIP), and the Annual Plan for the Housing and Urban Development (HUD) Block Grants.

Discussions during our budget work sessions resulted in amendments to the Proposed FY 2022 Operating and Capital Budgets. These amendments to the Proposed FY 2022 Budget were adopted at the May 11, 2021 City Council meeting. The table below illustrates the final Adopted FY 2022 Financial Plan:

Adopted FY 2022 Financial Plan	
Fund	Adopted Budget
General Fund	\$929,181,090
Enterprise Funds	\$179,851,885
Special Revenue Funds	\$47,873,951
Internal Service Funds	\$117,471,859
Total Operating Funds	\$1,274,378,785
Capital Improvement Plan	\$187,508,200
Total Operating and Capital Funds	\$1,461,886,985
Annual Grants Plan	\$75,521,801
Annual Plan for HUD Block Grants	\$8,708,872
Total Financial Plan	\$1,546,117,658

Development of the FY 2022 Adopted Budget began last summer during a period of unprecedented public health and economic uncertainty. City Council's decision to reduce last year's budget by \$40 million and the resulting reductions to services was extremely difficult but it has set the stage for our recovery this year. Council's goal was to limit the painful financial impact of the pandemic to one year, and that goal has been achieved.

While this Budget begins our recovery from the COVID-19 pandemic, our revenues remain significantly below where they would have been if not for the pandemic. Although the Adopted Budget includes substantial reinvestment in city services, resources are not available to restore all the services reductions in last year's budget.

Despite these challenges, the FY 2022 Adopted Budget makes major investments in City Council's priorities and begins the process of rebuilding the organizational capacity necessary to deliver important services effectively. Highlights of the budget include:

- No tax rate or fee increases,
- 25.7 million in new investment in the City Council priorities,
- \$2.7 million to increase organizational capacity,
- \$14.7 million in new technology upgrades, vehicles, and equipment,
- Investment in new strategic capital projects that leverage non-city funds, and
- More than \$42.3 million in FY 2022 and \$117 million over the next five years in resilience CIP projects

General Fund Operating Budget Amendments

Below summarizes the general fund operating amendments to the FY 2022 budget as a result of council directives from the budget work sessions.

Council Directives

Regrade Firefighter EMT-I, Firefighter EMT-P (Paramedic), and Fire Inspector Ranks: \$200,000

Moves the Firefighter EMT-I rank from grade three to grade four and moves the Firefighter EMT-P and Fire Inspector ranks from grade four to grade five. This action will incentivize firefighters to earn a paramedic designation and maintain parity between the EMT-I rank and the Police Officer rank which was similarly regraded. This action impacts 140 firefighters and provides an average salary increase of 4.9 percent.

Lifelong Learning Program: \$150,000

Provides ongoing funding to continue the Lifelong Learning Program. This program was created from recommendations from the Mayor's Commission on Lifelong Learning.

Ocean View Tourism Development Fund: \$150,000

Provides one-time funds to create the Ocean View Tourism Development Fund. The funds can be used to facilitate access to the Commonwealth of Virginia's Tourism Development Financing Program (TDFP) for qualifying hospitality projects.

Run/Walk incentive program: \$125,000

Provides funding to the Norfolk Convention and Visitors Bureau to administer an improved Run/Walk incentive program. The current incentive program relies on city staff across multiple departments to provide support for these events at no cost. This support typically requires staff to work overtime at additional cost to the city. The improved incentive program will require Run/Walk organizers to pay for all city services but will provide them a cash incentive based on the number of participants and the estimated economic impact of the event.

Southside Boys & Girls Club: \$67,500

This amendment doubles the city's annual operating support for the Club from \$67,500 to \$135,000. In return, the Club will take over the operations and programming of the Campostella Heights, Diggs Town, and Oak Leaf Computer Resource Centers.

General Fund Operating Budget Technical Adjustments

The following amendments are General Fund operating technical adjustments that were made after the FY 2022 budget was proposed.

Norfolk Public Schools: \$5,200,229

State funding for Norfolk Public Schools (NPS) in the city's Proposed FY 2022 Budget was based on the Governor's proposed budget. General Assembly amendments to the Governor's budget added \$5,200,229 million in additional State funding for NPS to support five percent teacher salary increases. This adjustment aligns the city's budget with anticipated State funding.

Cash transfer to CIP: \$1,150,000

A one-time transfer of resilience penny funding to the CIP to support flood mitigation at Cambridge Crescent and Carroll Place. This project is recommended to be added to the FY 2022 Capital Improvement Plan (CIP) as a CIP amendment.

Nutritional Equity Fund: \$287,000

The Proposed FY 2022 Budget included \$250K in funding to create a "Nutritional Equity Fund" to combat food and health disparities among Norfolk residents. This amendment changes the funding source for this initiative to use \$287K of unspent Poverty Commission funding. This action will increase the size of the fund by \$37K to \$287K and help fund other budget amendments. The unspent Poverty Commission funding had no planned use.

757 Collab: \$55,000

Provides funding in FY 2022 and FY 2023 to subsidize 757 Collab's rent expense at "Assembly". The organization is working to establish a centralized innovation center in which startup resources and capital can co-locate with the region's most promising innovators to support and accelerate growth of early-stage companies.

Hampton Roads Planning District Commission (HRPDC): \$7,330

Aligns funding for membership dues with increased costs. HRPDC dues were finalized after the city's budget was proposed.

The table below details the source of funds that will be used to fund the amendments outlined above.

Sources of Operating Budget Amendments/Adjustments	One-time Amount	Ongoing Amount
Additional State funding for five percent teacher salary increase	\$0	\$5,200,229
Remove ongoing funds for Nutritional Equity Fund	\$0	\$250,000
Remove funds for jury management expenses	\$0	\$180,000
Realize projected savings in city healthcare cost	\$0	\$82,330
Reduce funds for Human Services Grants	\$0	\$67,500
Reduce funds for Run/Walk incentive program in Cultural Facilities	\$0	\$25,000
Transfer funds from the Resilience Penny designation to the CIP	\$1,150,000	\$0
Transfer unspent Poverty Commission Funds to Nutritional Equity Fund	\$287,000	\$0
Increase carryforward of prior year fund balance	\$150,000	\$0
Total	\$1,587,000	\$5,805,059

Uses of Operating Budget Amendments/Adjustments	One-time Amount	Ongoing Amount
Increase state SOQ funding for Norfolk Public Schools	\$0	\$5,200,229
Regrade Firefighter EMT-I, EMT-P, and Fire Inspector positions	\$0	\$200,000
Provide funds to continue the Lifelong Learning Program	\$0	\$150,000
Increase funds to NCVB to administer city's Run/Walk incentive program	\$0	\$125,000
Increase Operating Support for the Southside Boys and Girls Club	\$0	\$67,500
Provide operating support for 757 Collab in FY 2022 and FY 2023	\$0	\$55,000
Increase funds for HRPDC member dues	\$0	\$7,330
Increase cash transfer to the CIP	\$1,150,000	\$0
Increase funds and change funding source for Nutritional Equity Fund	\$287,000	\$0
Provide funds for Ocean View Tourism Development Fund	\$150,000	\$0
Totals	\$1,587,000	\$5,805,059

Other Financial Plan Technical Adjustments

Annual Grants Plan:

The Annual Grants plan appropriation was reduced by \$8.2 million, primarily related to Transit grants that Council already appropriated during a previous council formal session.

Housing and Community Development (HUD) Block Grant:

Grants received by HUD for coronavirus related initiatives were transferred from the Annual Plan for HUD Block grants to the Annual Grants Plan.

Capital Improvement Plan (CIP) Amendments

The General Fund CIP amendments funds three new projects in FY 2022 and one new planned project in FY 2023 – FY 2026. The projects and sources for funding are outlined below.

Capital Grant to Southside Boys and Girls Club: \$1,500,000

Provides one-time funds in FY 2022 to the Southside Boys and Girls Club for various facility improvements at their current location.

Flood mitigation at Cambridge Crescent and Carroll Place: \$1,150,000

Provides one-time funds in FY 2022 to implement flood mitigation measures at Cambridge Crescent and Carroll Place through the installation of backflow valves and repairs to the bulkhead.

Berkley Square Complex: \$1,000,000

Provides one-time funds in FY 2022 for the design of the Berkley Square Complex. This project is envisioned to serve as a community hub and a catalyst for new commercial and residential development.

Sources to Fund CIP Amendments/Adjustments	Amount
Increase cash to the CIP from projected budget savings	\$1,500,000
Resilience Penny Designation	\$1,150,000
Eliminate "Demolish the Willis Building" CIP project	\$605,000
Increase General Obligation Bonds	\$395,000
Total	\$3,650,000

Uses of CIP Amendment Funds	Amount
Provide Capital Grant to Southside Boys & Girls Club for facility improvements	\$1,500,000
Implement Flood Mitigation at Cambridge Crescent and Carroll Place	\$1,150,000
Design Berkley Complex Facility	\$1,000,000
Total	\$3,650,000

FY 2023 – FY 2026 CIP Plan Changes

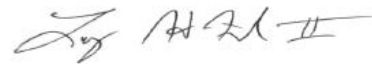
Arts District Streetscape: \$4,850,000

In the FY 2020 CIP, \$900,000 was provided to redesign the Arts District Streetscape. The FY 2022-FY2026 CIP will provide funds for implementation of the redesign in FY 2023 at \$2,500,000 and FY 2024 at \$2,350,000 bringing the total project funding to \$5,750,000.

Next Steps

As we move forward, the Administration will continue to partner with stakeholders to deliver high quality, efficient, and effective programs to our residents. On behalf of the dedicated members of Team Norfolk, I look forward to implementing the many initiatives supported by the Adopted FY 2022 Budget.

Sincerely,



Dr. Larry H. Filer II
City Manager

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March 30, 2021

Honorable Mayor and City Council

I respectfully submit to you the Proposed Fiscal Year (FY) 2022 Financial Plan for the City of Norfolk, which comprises the General Fund, enterprise funds, special revenue funds, internal service funds, the Capital Improvement Plan (CIP), the Annual Plan for Housing and Urban Development (HUD) Block Grant programs, and the Annual Grants Plan.

A summary of the Proposed Financial Plan is shown in the table below:

Proposed FY 2022 Financial Plan	
Fund	Proposed Budget
General Fund	\$923,543,861
Enterprise Funds	\$179,851,885
Special Revenue Funds	\$47,873,951
Internal Service Funds	\$117,471,859
Total Operating Funds	\$1,268,741,556
Capital Improvement Plan	\$184,463,200
Total Operating and Capital Funds	\$1,453,204,756
Annual Plan for HUD Block Grants	\$10,159,773
Annual Grants Plan	\$83,694,300
Total Financial Plan	\$1,547,058,829

Development of this budget began last summer during a period of unprecedented public health and economic uncertainty. City Council's decision to reduce last year's budget by \$40 million and the resulting reductions to services was extremely difficult but it has set the stage for our recovery this year. Council's goal was to limit the painful financial impact of the pandemic to one year, and that goal has been achieved.

Very quickly the theme of this budget, Recovery and Realignment, began to take shape. Recovery means understanding our economic backdrop and constantly reassessing our revenue projections based on new financial and public health data. We updated Council in November and again in February on our projections and the outlook has remained consistent:

- FY 2021 revenue is outperforming budget but well below our pre-COVID forecast,
- The FY 2022 revenue forecast has continued to improve as the public health outlook has improved – especially with the introduction of effective vaccines, and
- The five-year revenue forecast (FY 2022 – FY 2026) projects revenue growth but total revenue will continue to lag the pre-COVID forecast

This outlook results in a recommended budget that will allow for some reinvestment in city services, though revenue is not sufficient to restore all the service reductions in last year's budget. This reality resulted in the second part of this budget's theme – Realignment.

Realignment is the process of evaluating our capacity to deliver services including:

- The restoration of services impacted by COVID-19 budget reductions,
- The addition of new or enhancements to existing services, and
- Evaluation of existing services.

The purpose of this process is to ensure that we are effectively resourcing the programs and services that we provide to residents. Under-resourced programs have little chance of success. When we choose to invest in a program or service, we will do so by following the principle of – “We will do it well or not at all.” This theme is a through line across all the investments that are recommended in this budget.

Overview

The Proposed FY 2022 General Fund Budget is \$923.5 million - 4.5 percent more than last year. The total operating budget is \$1.27 billion - 4.0 percent more than last year. The total spending plan is more than \$1.5 billion and includes \$184.5 million in Capital Improvement Plan funds, \$10.2 million in HUD entitlement grants, and \$83.7 million in anticipated grant funding.

The budget includes:

- No tax rate increases
- No fee increases
- \$25.7 million in new investment in the City Council priorities of
 - Supporting Norfolk Public Schools,
 - Attracting and retaining the best talent,
 - Recreation and library operations,
 - Support for our youth,
 - Citywide beautification,
 - Affordable housing and community development,
 - and streamlining development services.
- \$2.7 to increase organizational capacity,
- \$14.7 million in new technology upgrades, vehicles, and equipment,
- Investment in new strategic capital projects that leverage non-city funds, and
- More than \$42.3 million in FY 2022 and \$117 million over the next five years in resilience CIP projects.

The budget reduces the structural imbalance from last year's budget from \$10.5 million to \$7.5 million. Ongoing revenues are catching up to ongoing expenditures. We expect to achieve structural balance again by FY 2024 when new revenues come online, and the impacts of the pandemic are behind us. In the meantime, a combination of budget savings, federal stimulus, and other one-time revenue sources will keep revenues and expenditures in balance.

Funding Council Priorities

It has been clear over the last year while living with the pandemic that several priorities emerged for City Council. This budget responds to those priorities with meaningful investment.

Council Priorities: Norfolk Public Schools

The school funding formula City Council adopted along with the FY 2020 budget has been an unqualified success. It has allowed the conversation between the Council and School Board to transition away from funding and has proved to be a valuable budget planning tool for both administrations. This year, as a result of the funding formula, the local contribution to NPS is projected to increase by more than \$8.6 million. This increase, along with increased funding from the state, means that NPS revenue will have recovered to its pre-COVID level while city ongoing revenue remains below this level.

The increase in local support has helped NPS invest in substantial pay increases for teachers, administrators, and support staff and raise teacher starting pay by more than six percent. Details from the NPS Budget include:

- An increase in the starting pay for teachers from \$44,220 to \$47,000
- A step increase in the base salaries for current teachers by an average of 5.1 percent
- A step increase for classified employees, projected at an average of 5.0 percent
- A step increase for administrators, projected to raise base pay by an average of 3.0 percent

Norfolk's planned FY 2022 – FY 2026 capital funding for NPS included more than \$39 million for school maintenance and \$5 million for school buses. In FY 2022 NPS requested \$16 million for maintenance and \$1 million for school buses. NPS has not submitted a capital plan beyond FY 2022 nor has the city received a plan for new school construction, major renovation, or taking schools offline as enrollment continues to decline.

The NPS School Board's Adopted FY 2022 Budget includes a request to City Council to use FY 2019 and FY 2020 year-end surplus funds totaling \$22.5 million for:

- \$4.8 million for bonus payments this spring
- \$17.7 million for capital maintenance for school facilities to be included in the FY 2022 budget.

The School Boards Budget also includes \$15 million in federal stimulus funds for capital improvements to HVAC and ventilation systems in schools. This brings total capital maintenance funds to \$41.7 million in FY 2022 and \$71.7 million over the next five years. While these funds are included in the proposed budget, I would recommend Council request and receive a spending plan from NPS prior to approving this level of funding. A summary of the NPS capital funding plan is show here.

NPS Capital Improvement Plan Funding Sources

FY 2022 - FY 2026

Description	FY 2022	FY 2023 - FY 2026	Total
City Debt	\$3,000,000	\$12,000,000	\$15,000,000
City Cash (SWIFT Program)	\$6,000,000	\$18,000,000	\$24,000,000
School Surplus Funds (FY 19, FY 20)	\$17,700,000	\$0	\$17,700,000
Federal Stimulus	\$15,000,000	\$0	\$15,000,000
Total	\$41,700,000	\$30,000,000	\$71,700,000

NPS Capital Improvement Plan Funding Uses

FY 2022 - FY 2026

Description	FY 2022	FY 2023 - FY 2026	Total
Bus Replacement	\$1,000,000	\$0	\$1,000,000
Roof replacement – Booker T. Washington	\$5,457,000	\$0	\$5,457,000
Roof replacement – Oceanair Elem	\$1,107,000	\$0	\$1,107,000
Roof replacement – Ingleside	\$1,036,000	\$0	\$1,036,000
HVAC – Jacox Elementary Schools	\$1,314,000	\$0	\$1,314,000
Doors and windows replacement – Calcott Elem	\$1,123,000	\$0	\$1,123,000
Doors and windows replacement – Larrymore Elem	\$1,333,000	\$0	\$1,333,000
Doors and windows replacement – Oceanair Elem	\$1,077,000	\$0	\$1,077,000
Doors and windows replacement – Sewells Point Elem	\$1,050,000	\$0	\$1,050,000
Doors and windows replacement – Suburban Park Elem	\$1,069,000	\$0	\$1,069,000
Doors and windows replacement – Willard Elementary	\$1,124,000	\$0	\$1,124,000
Feasibility Study – Booker T. Washington	\$200,000	\$0	\$200,000
Educational Planning	\$110,000	\$0	\$110,000
Total	\$17,000,000	\$0	\$17,000,000

Council Priorities: Attract and Retain Talent

Recruiting and Retaining high performing staff is essential to providing excellent city services. To that end, our employees, "TEAM NORFOLK", are the most important asset we have. It was my top budget priority to provide a salary increase for employees. I am recommending a three percent salary increase effective July 1 for general, council appointee, constitutional officer, and sworn police and fire employees. I am also recommending a three percent increase to the minimum and maximum of each pay range to raise starting pay to help our recruiting efforts.

Additional compensation actions are included for three groups of employees whose jobs are critical and present unique and challenging recruiting and retention difficulties:

- 911 Telecommunicators (average 6.7 percent increase)
- Police Officer Rank (average increase 8.0 percent)
- Sworn Sheriff's Deputies (average increase 5.0 percent)

Public Safety Telecommunicator Pay Comparison

Job Title	CPK	Va Beach	Norfolk Current	Norfolk Proposed
Telecommunicator I	\$36,525	\$36,026	\$34,445	\$38,457
Telecommunicator II	\$39,581	\$37,856	\$37,337	\$42,029
Telecommunicator III	\$44,821	\$39,770	\$40,805	\$45,669
Telecommunicator IV	\$47,878	\$41,787	\$44,339	\$49,258

Increase of Five Percent or Min of New Grade
Average Increase = 6.7 Percent
Vacant Positions Eliminated = 5

Each level of the 911 Telecommunicator job series will be regraded up one grade and each employee will receive a minimum of a five percent salary increase or will move to the minimum of the new grade. This results in an average increase of 6.7 percent. This action is funded by eliminating five vacant positions. Norfolk 911 operators will now be the highest paid in the area.

Difficulty recruiting and retaining police officers and sheriff's deputies is not a problem unique to Norfolk. Police departments across the country are grappling with the same difficulties. Fewer people are applying to become police officers and sheriff's deputies, and more people are leaving the profession, often after only a few years on the job. There is no easy solution for improving recruiting and retention efforts, but competitive pay is certainly important. This budget seeks to mitigate pay concerns for these recruits.

I am recommending that the Police Officer rank be regraded up one grade in the public safety pay plan. This adjustment, plus the three percent increase in all pay ranges across the city, will result in an average salary increase for Police Officers of eight percent. More importantly, this action will move Norfolk Police Officer pay from lower than average to the highest among regional cities, about \$5,400 more than Virginia Beach – the current top payer.

Comparison of Proposed Norfolk Police Office Pay to Neighboring Cities Data as of 2/19

City	Position	Min	Mid	Max
Virginia Beach	Police Officer 1	\$45,448	\$56,025	\$66,602
Chesapeake	Police Officer	\$44,326	\$55,693	\$69,058
Hampton	Police Officer	\$43,297	\$48,490	\$73,683
Newport News	Police Officer	\$44,719	\$58,871	\$73,023
Average (w/o Norfolk)	Police Officer	\$44,448	\$54,770	\$70,591
Norfolk Current	Police Officer	\$43,500	\$53,942	\$64,384
Norfolk Proposed	Police Officer	\$50,835	\$63,038	\$75,240
Norfolk Proposed vs Average		\$6,388		
Norfolk Proposed vs Next Highest (VB)		\$5,387		

I am also recommending implementation of year three of a four year compensation strategy to make Norfolk Sheriff's Deputy pay regionally competitive. Sheriff Baron and his deputies have been tremendous partners throughout the pandemic and have been on the front lines in the fight against COVID-19. It is important that we continue to appropriately value their work.

Healthcare and Retirement

City healthcare premiums will increase by 6.6 percent in December 2022. This budget funds the entire cost of that increase so that employees will see no additional costs or deductions from their pay. This results in employees seeing the entire three percent salary increase make its way into their paychecks.

The city is exploring transitioning new general and public safety employees to the Virginia Retirement System (VRS) and closing the Norfolk Employees Retirement System (NERS) to new employees. The first budget worksession this year will include a discussion on the impact of this potential transition.

Council Priorities: Recreation and Library Operations

One of the most difficult actions Council took in last year's budget was to close many of the city's recreation and library facilities. That was both a financial and a public health decision. Currently eight recreation facilities and six libraries are open. As the public health concerns around the pandemic begin to wane, a plan to reopen additional facilities has been a primary topic of discussion for City Council. Funds are not available to open all facilities for their regular hours. The budget does provide funds to:

- Open the new Richard Tucker Library when construction is complete this summer,
- Expand Aquatics and Athletics operations,
- Increase hours at the Slover Library, and
- Open additional recreation and library facilities.

We will work with Council to develop a reopening strategy for the adopted budget.

Council Priorities: Support for our Youth

The COVID-19 Pandemic has been especially difficult for kids. The social, emotional, and academic impact that has resulted from enforced isolation will likely have long-term repercussions and we will need more than a vaccine to address the fallout. That is why it is incredibly important, as the pandemic begins to wind down, that our kids have access to safe and nurturing programming that builds confidence and character.

The budget supports that goal with \$500,000 allocated to provide such programming this summer. I am aware that the summer does not start on July 1 even if the budget does. As a result, I have instructed staff to design and implement this programming beginning in June.

The public health environment will not allow for a NEL program to be run this summer. However, in recognition of this program's importance, the budget provides funding that will allow a full Norfolk Emerging Leaders (NEL) program to return next summer.

Council Priorities: Beautification

City Council has long discussed beautification as a priority especially in public rights of way, along our commercial corridors, and in city entrance ways. This budget makes a substantial investment across several programs that will make a real difference in the appearance of the city.

Enhancements include 17 new positions and more than \$2.1 million in funding in the following areas:

- Landscape maintenance in the St. Paul's and Ohio Creek areas,
- Funds for quick and effective median fencing repair and replacement,
- Funds for median beautification,
- Operating funds of \$1 million to enhance street resurfacing and begin the process of returning to a 20-year repaving cycle, and
- Three new crews dedicated every working day to identifying and mitigating litter around the city.

These beautification efforts are an example of the theme of realignment that is a through line in this budget. This budget provides the level of resources needed to make these programs a success.

Council Priorities: Affordable Housing and Community Development

The theme of realignment plays a large role in the investments this budget makes in Affordable Housing and Community Development. The city's recent past has seen us develop terrific neighborhood programming – Strengthening Neighborhoods and Renovate Norfolk for example – but without any additional resources to

implement the programs. This strategy produced the inevitable results – the programs were unable to achieve the expected results.

This budget invests in Affordable Housing and Community Development with the principle of “We will do it well or not at all.” To that end, this budget reconstitutes the Department of Real Estate as the Department of Housing and Community Development (DHCD). This department will see the creation of nine new positions and the consolidation of existing community development resources to build the capacity to deliver neighborhood services effectively. The department’s work will focus on:

- Developing strong, healthy, vibrant neighborhoods,
- The acquisition and disposition of residential real estate including developing an auction process for GEM lots,
- Creating and preserving affordable housing,
- Promoting stable homeownership, and
- Reprioritizing our HUD entitlement grants to community development initiatives.

Along with the changes to DHCD the budget also sees the Department of Neighborhood Development renamed the Department of Neighborhood Services to better align with the work it does. Neighborhood Services will see its code enforcement program enhanced with the addition of four new Code Specialists.

St. Paul’s Transformation will also see the addition of two new positions to enhance outreach and develop community partnerships. These positions will add capacity to the largest project the city is currently undertaking and work to build relationships that will yield grant and donor funding in the future.

The budget also enhances our Diversity, Equity, and Inclusion program to help improve economic opportunities for our residents with the addition of a new position. This position will focus on implementing the city’s Economic Inclusion Plan and inclusive procurement efforts.

Council Priorities: Streamline Development Services

The speed at which the city processes development services applications is crucial to our ability to grow the tax base, diversify our economy, and develop new, good paying jobs. Consequently, it is a consistent concern and priority for City Council. This budget takes meaningful steps to improve the process and the speed that applications are processed.

The budget creates a permanent Business Concierge position to help business owners quickly navigate the city’s development processes and help dislodge applications that may have become stuck in the city’s bureaucracy. City Planning will also see the addition of two new positions for comprehensive planning and zoning that will help work move through the system more quickly.

Enhancing Services and Increasing Organizational Effectiveness

Beyond the enhanced funding for City Council priorities outlined above, we looked across the organization for opportunities to strategically enhance services where:

- A critical need was identified, or
- Our current service level could be substantially improved with additional capacity.

Examples are included below:

Enhanced Services to meet a Critical Need

- Funds for the Fire Department to add Emergency Medical Transport personnel to staff an additional medic to ensure response times are not impacted by the closure of DePaul Hospital,
- Funds to create a City Security Officer position in the City Manager's Office to provide strategic oversight of security protocols processes in city facilities,
- Enhanced customer service for special event and weekend parking to ensure customers experience friendly and efficient parking operations,
- Funds to continue the provision of telemedicine and remote client service that has been very effective for the Community Services Board over the past year, and
- Funds to continue the public WiFi services that were initiated using CARES funds last year. While this is not a new service, it does ensure that this popular program continues going forward.

Enhancing Organizational Capacity

Several programs across the city need additional capacity to provide the level of service I expect. The budget allocates enhanced funding to:

- Cemetery Management,
- Finance - Debt and Cash Management,
- Information Technology – GIS Mapping and Network Security,
- Human Resources – Absence Management,
- Zoo Operations,
- Budget Office – Program Evaluation, and
- General Services – Animal Health and Welfare.

Information Technology and Fleet Vehicles and Equipment

In FY 2019, City Council implemented a real estate tax increase – a portion of which went to address growing backlogs in our IT infrastructure and Fleet Vehicles and Equipment. This investment has continued in every budget since, and this year is no different. This budget allocates more than \$14 million for IT and Fleet with all but \$3 million supported with cash.

It is worth noting that as the pandemic began to take hold in March of last year most office work quickly and effectively transitioned to working remotely. Without the investment that Council made a few years prior, our reality would have been very different. The VPN technology that the city was able to use so effectively was built using the technology funding from the FY 2019 tax increase.

Remote work success

I expect the organization's transition to remote work will permanently change the way we do business in many areas across the city. IT acted quickly to shift more than 800 employees to remote work and created solutions that allowed Norfolk Cares Center and Human Services staff to answer calls from home. This shift was crucial as staff in the call center and for benefit programs including SNAP (Supplemental Nutrition Assistance) responded to a record number of requests from residents.

Other departments leveraged the shift to remote work to enhance service to residents. The Community Services Board served vulnerable residents with telehealth psychiatry services. The Norfolk Animal Care Center

introduced pets to families with virtual visits. Libraries, recreation centers and cultural partners offered virtual events. Electronic permitting and signatures streamlined and improved processing of key documents.

Not all city services transition effectively to a remote work environment, but we did find that many services function more effectively remotely or offer ancillary benefits to the city. These benefits include cost savings and reduced office space requirements and reduced employee travel time and advantages for employees with physical disabilities. One notable instance of remote work success occurred in the Department of Human Services. When the lease to the Workforce Development Center building came to an end, nearly all 175 Benefit Programs Specialists shifted to working remote and flexible schedules. This has resulted in higher productivity and increased client satisfaction. Thanks to this change, eligible residents can complete their benefit intake over the phone on evenings or weekends, and do not have to lose valuable working hours to attend in-person interviews. Shifting to a remote work strategy also means that no additional space was needed. This resulted in a savings of more than \$700,000 annually that we were able to reinvest in city services this year.

Program Catalog

The annual budget is one the most important policy documents shared with residents and the public. The information is often dense and sometimes difficult to translate into stakeholder impact. Since FY 2019 city staff has been working to change that. The goal is to develop a public budget document that clearly communicates what programs are offered to our stakeholders: residents, visitors, business, and city agencies; and the resources it takes to provide the service. A program is simply a set of related tasks intended to produce a desired result for stakeholders, for example, *Street Repairs and Maintenance*. The culmination of this effort resulted in a Proposed FY 2022 Budget that is program-based.

This year, for the first time, the city will publish its catalog of programs as a supplement to the formal budget document. This catalog will show the resources that are allocated to each program in the current fiscal year (FY 2021), the change in resources required to maintain the same level of service for that program in the upcoming fiscal year (FY 2022), and proposed service level enhancements for FY 2022. In addition to financial resource allocation, each program is assigned a service objective and service-level classification. We identified seven service objectives that inform how city funds are allocated across different types of services that broadly capture our role as a local government. Service-level classification strives for consistency and simplicity when communicating what level of service can be expected from a program. With finite resources, we want to be transparent about those programs that have the capacity to meet service-level demand and those that do not. The program-based budget will be published in early April to assist with Council deliberations.

Capital Budget (CIP) Overview

This year's CIP primarily funds maintenance to existing city facilities and infrastructure with the addition of a few strategic projects that leverage non-city support. The FY 2022 General Capital CIP has increased by \$40.4 million over planned while the FY 2022 - FY 2026 has increased by \$47 million. The major driver of the FY 2022 increase is the \$17.7M of NPS surplus funds that will increase the School Maintenance CIP project. The other additional funds go to support either new maintenance projects that have been identified as critical needs, increased funding for existing projects where current funding is insufficient, and the strategic projects that leverage non-city support mentioned above.

Those strategic projects include:

Support Beach Renourishment (\$6.5M)

The project will support renourishment of the beaches between Little Creek Inlet and Willoughby Spit in four locations. The project is occurring in conjunction with the Virginia Port Authority's dredging of the Thimble Shoals Channel and will use the sand from that project resulting in a savings of roughly \$8.5 million, with an additional \$6.5 million in savings possible if the Army Corp allows us to use this project funding as match for the larger beach renourishment project planned for the future.

Construct Regional Fiber Ring (\$5M)

The project will connect Southside cities' municipal networks to create a reliable and cost-effective network that will deliver high-speed data and support future development around the delivery of information and technological advancements.

Construct Park along East Water Street (\$500K)

The project will meet environmental remediation requirements and include storm water features, trees, and other plantings. Streetscaping will improve portions of the Elizabeth River Trail and parking. The \$1 million project will leverage a \$500K Virginia Department of Environmental Quality (DEQ) grant.

New Projects

Project	Funding	
	First Year	Total
Support Blue-Greenway Amenities in St. Paul's	FY 2022	\$5,000,000
Design Combo Rec/Library Facility on NFWC footprint	FY 2022	\$4,000,000
Support Major Demolitions	FY 2022	\$3,000,000
Improve 13th View Boat Ramp	FY 2022	\$900,000
Repair Shore Dr. Bridge over Little Creek	FY 2023	\$1,000,000
Rehab Berkley Ave Bridge	FY 2025	\$6,600,000
Replace Fire Station Nine	FY 2026	\$6,500,000
Total		\$27,000,000

Investing in City Facilities

The budget directs additional funding to city facility maintenance with increased funding for the Maintain Municipal Facilities CIP project - \$22 million over five years – and long-term commitments to fund the Chrysler Museum and Nauticus Capital Campaigns. I am recommending a commitment of \$15 million over ten years beginning in FY 2023 to support the Chrysler Museum Capital Campaign and \$7.5 million over six years to support the Nauticus Capital Campaign.

Resilience Funding

The Budget also continues our commitment to fund resilience projects across the city. We recently converted the Storm Water Fund to an enterprise fund which allowed us to make and plan significant new investment in neighborhood resilience projects. This CIP includes \$42.3 million in resilience projects in FY 2022 and nearly \$117 million over the next five years. This includes \$7.6 million for neighborhood drainage projects in FY 2022 and more than \$35 million over the next five years in the East Ocean View, Overbrook/Coleman Place, Talbot Hall, Glenwood, Park Place, and Glenrock Neighborhoods.

Looking Forward

As the COVID-19 Pandemic comes to an end we begin to look to the future and the opportunities and challenges on the horizon. The public health uncertainty associated with the pandemic will hopefully be in our rear-view mirror soon. However, the pandemic will potentially have longer term impacts for Norfolk.

- The future of work and the impact to downtown commercial office space now that remote work has become a mostly effective and standard procedure for many office workers.
- The resulting impact on our parking operations – Norfolk is the owner of one of the largest municipal parking operations in the country and if the nature of office work changes, so will the demand and value of downtown parking.
- Finally, the accelerating decline of traditional retail. This is a trend that was in full swing prior to the pandemic but may have seen its pace quickened as customers turned to Amazon and other online retailers more and more over the last year.

On the other hand, we have substantial good economic news on the horizon.

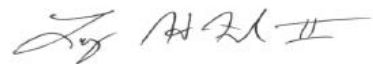
- We expect to receive nearly \$150 million in federal stimulus associated with the American Rescue Plan Act (ARPA) with the first installment likely arriving before the end of the year. We have yet to receive any guidance from the administration as to eligible uses for the funds, but we expect this information shortly.
- The resort and Casino are expected to come online in the next few years which I expect to be the single largest economic development revenue generator in Norfolk's recent history, and
- We continue the process of kickstarting the redevelopment of the Military Circle area. This area of the city sits on high ground at the transportation nexus of the Southside of Hampton Roads. This project represents a massive opportunity to diversify the city's economy and build a true mid-town in Norfolk.

In summary, the budget before you begins the city's recovery from the COVID-19 pandemic and starts the process of realigning city services to ensure we have the capacity to deliver important services effectively. The budget funds City Council priorities, other critical service enhancements, and adds needed capacity to the organization to make sure we can meet the expectations of our residents and other stakeholders.

A special thanks to my Senior Executive Team of Deputy City Managers and Department Heads who played an important role in building this budget. I believe is the foundation of our recovery. I would also like to thank the Department of Budget and Strategic Planning for their tireless work throughout the last year.

I look forward to discussing this budget with you over the next six weeks.

Sincerely,



Dr. Larry H. Filer, II
City Manager

Budget Overview



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ACKNOWLEDGMENTS

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

The FY 2022 Budget was developed with the assistance of many who deserve acknowledgment and appreciation:

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

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

Director, Department of Budget and Strategic Planning

Gregory Patrick

Department of Budget and Strategic Planning Staff

Irric Apolonio, Peter Buryk, Megan Erwin, Brent Esber, Patricia Harrison, Frennyrose Jenkins, Carl Larsen, Pamela Marino, Betty Meyer, Seth Parker, Cecelia Rieb, Traquita Simmons, Natasha Singh-Miller, Anne Marie Strano, Natasha Turner, Emily Uselton, Andréa Vargas, Chelsea West, and Amanda Workman.

City Manager,

A handwritten signature in black ink, appearing to read 'L. H. Filer', written over a light gray rectangular background.

Larry H. Filer, Ph.D.

DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Norfolk

Virginia

For the Fiscal Year Beginning

July 1, 2020



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Norfolk, Virginia for its annual budget for the fiscal year beginning July 1, 2020. The review process by GFOA has not commenced for the annual budget for the fiscal year beginning July 1, 2021.

This prestigious award is presented to governmental entities that prepare budget documents which exhibit the highest qualities in meeting or exceeding both the guidelines established by the National Advisory Council on State and Local Budgeting and GFOA's standards of best practices. Documents submitted for the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting. The award is valid for a period of one year. The FY 2022 budget continues to conform to program requirements and will be submitted to GFOA for award eligibility.

CITY OF NORFOLK GOVERNMENT

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

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

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

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

NORFOLK CITY COUNCIL AND CITY MANAGER



Mayor
Kenneth Cooper Alexander, Ph.D.



Vice Mayor
Martin A. Thomas Jr
Ward 1



Council Member
Courtney R. Doyle
Ward 2



Council Member
Mamie B. Johnson
Ward 3



Council Member
Paul R. Riddick
Ward 4



Council Member
Thomas R. Smigiel Jr.
Ward 5



Council Member
Andria P. McClellan
Superward 6



Council Member
Danica Royster
Superward 7



City Manager
Larry "Chip" Filer, Ph.D.

CITY OF NORFOLK WARD MAP

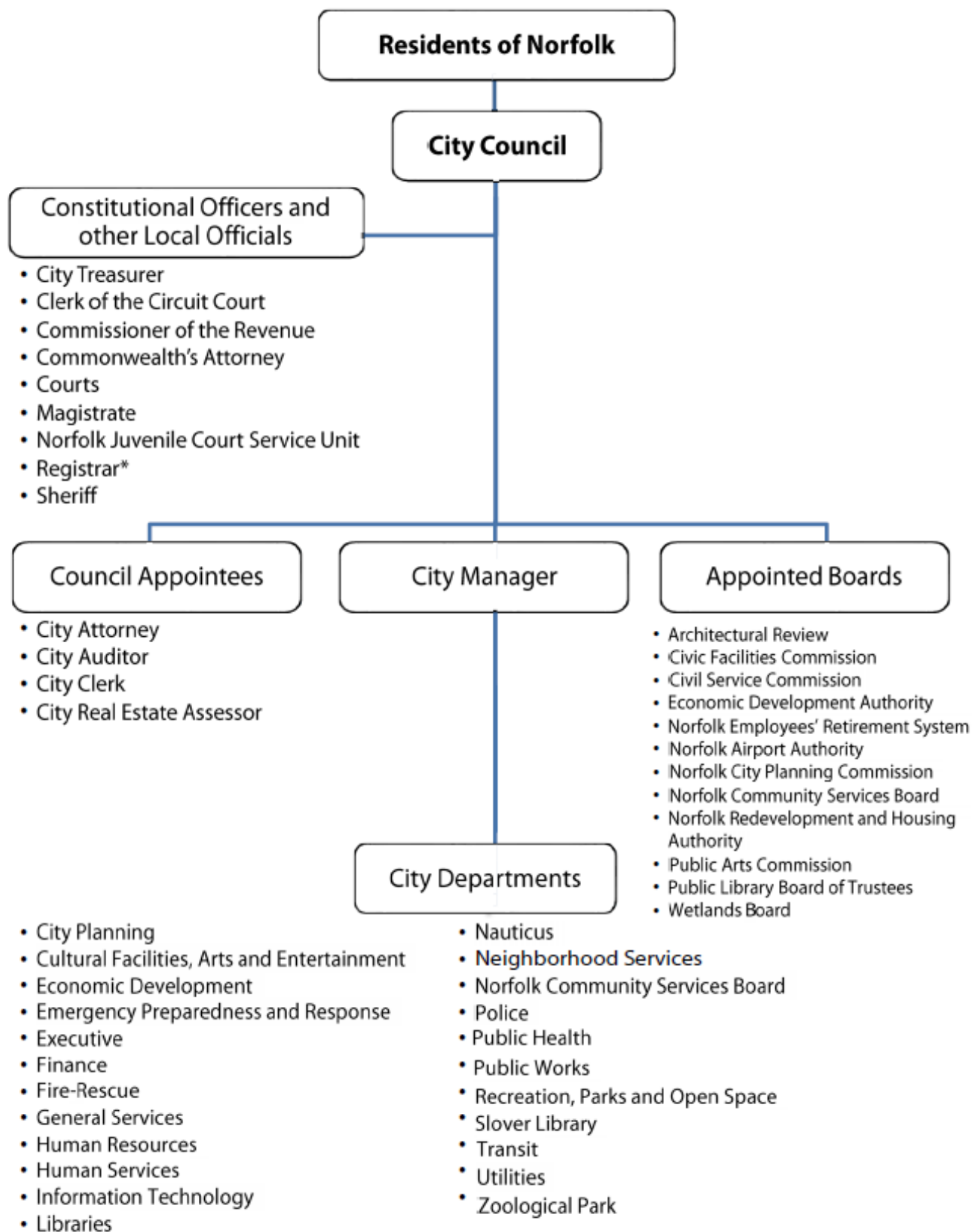


CITY COUNCIL'S VISION FOR NORFOLK

Vision Statement

- Norfolk is a national leader in the quality of life offered to all its citizens.
- This is achieved through effective partnerships between city government and its constituents.
- As a result, Norfolk is a physically attractive, socially supportive, and financially sound city.
- Here, the sense of community is strong.
- Neighborhoods are designed so that people of all ages can know their neighbors and travel the streets and sidewalks safely.
- The sense of community exists citywide.
- Norfolk is known nationally as a strategically located place where there are abundant and fulfilling employment, recreational, and educational opportunities.

CITY OF NORFOLK ORGANIZATIONAL CHART



*Appointed by State Board of Elections

READER'S GUIDE TO THE BUDGET

PURPOSE

The budget is an instrument that sets policy and summarizes public service programs provided by the city government and how the programs are funded. It is the annual plan for coordinating revenues and expenditures. The budget presented covers the period of **July 1, 2021 to June 30, 2022**. The amounts for FY 2022 are adopted through the appropriation ordinance adopted by the City Council. The Adopted Budget document may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

BUDGET OVERVIEW

This section provides information on budget and financial policies, fund structure, basis of budget and accounting, budget process, budget calendar, and the city's organizational chart. The section also includes revenue and expenditure summaries, discussion of major revenue sources, indebtedness, and personnel staffing. Historical revenue and expenditure amounts for FY 2020 provided in the summaries do not include designations and financial adjustments posted after June 30, 2020. FY 2022 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

GENERAL FUND REVENUE AND EXPENDITURE

The General Fund is used to account for primary government services. A summary of historical and estimated revenue from each source is provided for the General Fund. For each department within the General Fund, a summary of historical and approved expenditures is provided. Historical revenue and expenditure amounts for FY 2020 do not include designations and financial adjustments posted after June 30, 2020. FY 2022 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

STRATEGIC GOALS AND OBJECTIVES

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

PERFORMANCE MEASURES

The city has previously displayed performance measures for city departments within each individual department page. As the city shifts to a program budgeting model, performance measures will be reevaluated and updated to better measure outcomes and impacts of the programs. FY 2022 will be a transition year in which performance measures have been removed from individual department pages and consolidated in this section.

ANNUAL GRANTS PLAN

This section provides an overview of the grants that the city anticipates to receive annually from federal, state, and other agencies that are dedicated for specific purposes. This information provides readers a more complete picture of the city's resources available to provide programs and services for residents.

DEPARTMENT BUDGETS

This section provides detailed information on the budget of each department within the General Fund. A brief description of Adopted FY 2022 budget actions and their impact on the budget and full time equivalent (FTE) personnel are provided in this section. Historical revenue and expenditure amounts for FY 2019 and FY 2020 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2022 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

PUBLIC SCHOOL EDUCATION

This section provides information on the adopted appropriation for Norfolk Public Schools. FY 2022 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

SPECIAL REVENUE, ENTERPRISE, AND INTERNAL SERVICE FUNDS

These sections provide detailed information on the adopted budget of the city's Special Revenue, Enterprise, and Internal Service Funds. A brief description of the Adopted FY 2022 budget actions and their impact on the budget and full time equivalent (FTE) personnel are provided in this section. Historical revenues and expenditures for FY 2019 and FY 2020 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2022 adopted amounts may include technical changes made after the City Manager's presentation of the proposed budget to the City Council.

UNFUNDED REQUESTS

The Adopted FY 2021 Budget projected revenue loss of \$40 million as a result of the COVID-19 pandemic, requiring ongoing expenditure reductions across city departments to balance the budget. Much of FY 2022 Budget Development involved tracking and reassessing trends in revenue collection during the pandemic, particularly for revenue sources closely tied to the public health environment. Recent improvements in the public health landscape, such as vaccine development and distribution, will positively impact revenue collections in FY 2022. The city's public health assumption is that operations, including large-scale events, community recreation, and cultural activities will return to normal by winter 2022. Even with an optimistic outlook, revenue projections remain below where the city's revenue would have been had COVID-19 not happened. As a result, the city's financial capacity for funding enhancements remains limited. The Unfunded FY 2022 Budget Requests report shows enhancements that were requested by departments, but not funded in the FY 2022 budget.

CAPITAL IMPROVEMENT PLAN

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

ANNUAL PLAN - U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) ENTITLEMENT GRANT PROGRAM

This section contains the Annual Plan for the Community Development Block Grant (CDBG), HOME Investment Partnerships Program, and Emergency Solutions Grant Program. The Annual Plan identifies the annual funding of the city's priority community development projects and activities as outlined in the five-year Consolidated Plan. FY 2022 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

NORFOLK STATISTICAL INFORMATION

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

ORDINANCES, GLOSSARY, AND INDEX

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

FINANCIAL POLICIES

OPERATING BUDGET

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

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

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

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

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

RESERVE FUND

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

Reserve Fund (continued)

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

PENSION FUNDING

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

DEBT AFFORDABILITY MEASURES

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

USE OF SURPLUS

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

PARKING FACILITIES FUND

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

WATER UTILITY FUND

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

WASTEWATER UTILITY FUND

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

Wastewater Utility Fund (continued)

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

STORM WATER MANAGEMENT FUND

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

CAPITAL IMPROVEMENT PLAN

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

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

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

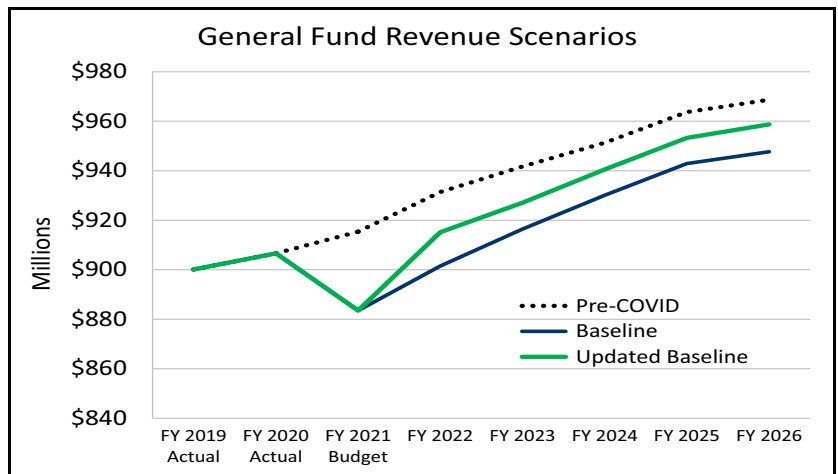
debt, such as revenue bonds or cash contributions from various resources. For general capital improvements, the city strives to achieve an annual pay-as-you-go cash contribution.

MULTI-YEAR PLANNING

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

In the summer of each fiscal year, the Office of Budget and Strategic Planning (Budget Office) initiates the process of compiling information for the long-term forecast from city departments, regional and city partner agencies, state and federal agencies, and state and regional economists. In FY 2019, the Budget Office integrated the long-term forecast submission process in the performance budgeting ("budget") system. As a result of the budget system enhancement, items in the forecast were seamlessly incorporated in the department's base budget for the upcoming fiscal year. The actions in the Adopted FY 2021 Budget that impact the following fiscal year's base budget are incorporated in the start point of the following year's long-term forecasting process. Also, the long-term base revenue forecast is updated to reflect actions in the proposed and adopted budgets. During the fall, the Budget Office refined the long-term forecast compiled during the summer. At the fall financial update in November 2020, the long-term forecast was presented to the City Council with a particular emphasis on the long-term revenue forecast due to the COVID-19 pandemic. The preliminary long-term forecast provided the start point of the development of the budget for the upcoming fiscal year (FY 2022) as well as the base budget outlook for the following year. In February, the long-term revenue forecast was updated and presented to the City Council at the Mid-Year Budget Review and Financial Update.

The long-term base budget forecast annually incorporates adjustments to base revenues and expenditures due to: state, federal, and local mandates; debt and other inflationary or contractual cost increases needed to maintain existing levels of service; the estimated impact of the Norfolk Public Schools (NPS) revenue sharing formula; obligations related to regional partnerships; the opening of new city facilities; economic development projects coming to fruition; national, state, and regional economic forecasts; state budget actions enacted by the General Assembly; state budget forecasts; annualization of prior year prorated costs; and removal of one-time budgetary items. However, the base revenue and expenditure forecast does not include: new fees; fee or tax rate changes; the cost of budget enhancements such as, future salary increases, new programs or initiatives, and program or service expansion; or policy changes under consideration and requiring City Council or administrative action. The chart above summarizes the General Fund's long-term revenue forecast presented to City Council in February 2021. The long-term forecast is also considered for monitoring the city's debt affordability measures.



FUND STRUCTURE

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

GOVERNMENTAL FUNDS

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

General Fund

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

Special Revenue Funds

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

Capital Projects Fund

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

PROPRIETARY FUNDS

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

Enterprise Funds

Water Utility Fund

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

Wastewater Utility Fund

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

Storm Water Management Fund

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

Parking Facilities Fund

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

Internal Service Funds

Norfolk Healthcare Consortium

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

Fleet Management Fund

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

COMPONENT UNIT FUNDS

Education

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

School Operating Fund

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

School Grants

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

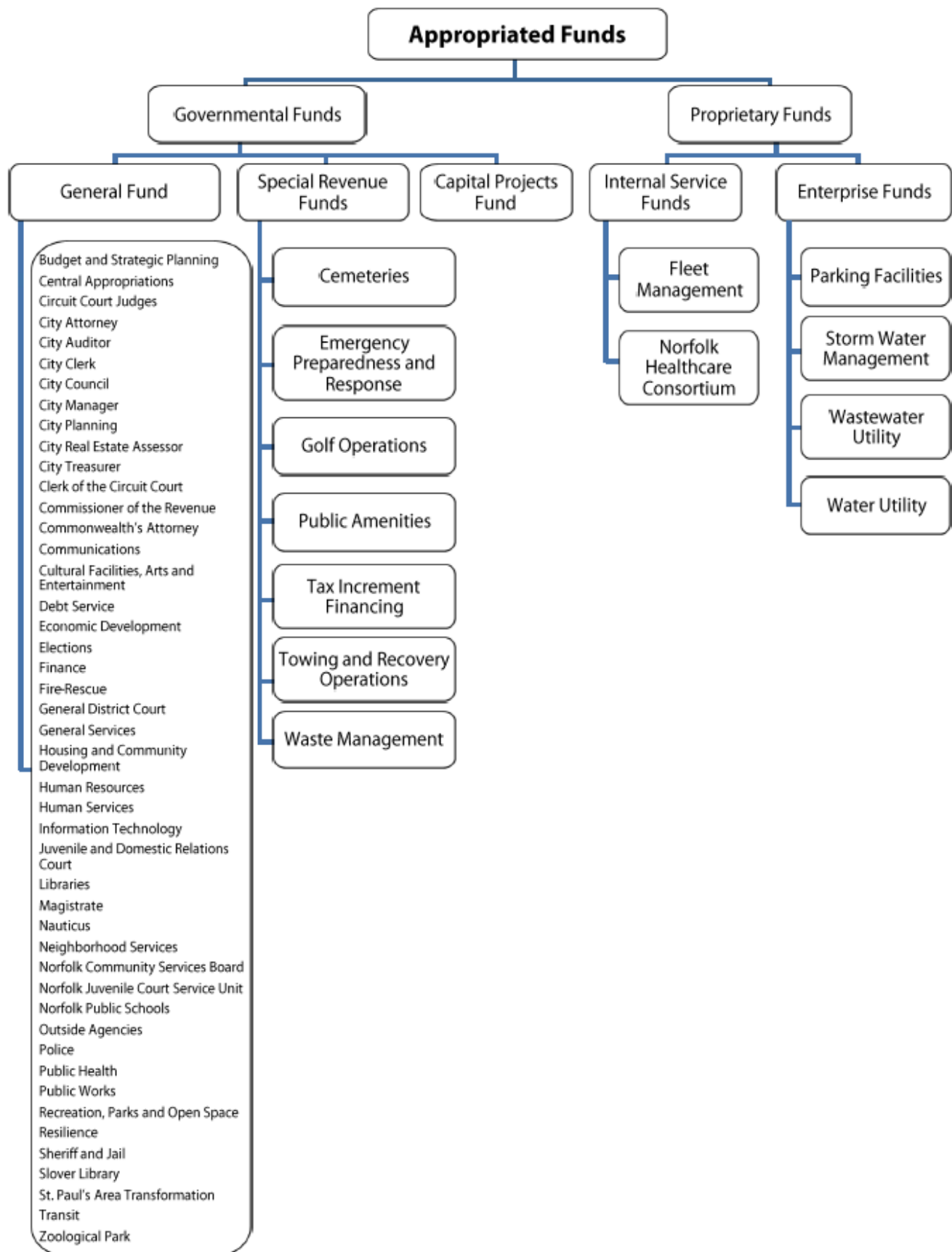
School Nutrition Services

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

FIDUCIARY FUNDS AND PERMANENT FUND

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

FUND STRUCTURE



BASIS OF BUDGETING AND ACCOUNTING

BASIS OF BUDGETING

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

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

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

BASIS OF ACCOUNTING

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

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

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

BUDGET PROCESS

FORMULATION OF THE CITY MANAGER'S BUDGET

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

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

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

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

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

CITY COUNCIL'S AUTHORIZATION AND APPROPRIATION

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

CITY MANAGER'S AUTHORIZATION

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

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

BUDGET IMPLEMENTATION

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

CAPITAL IMPROVEMENT PLAN, ANNUAL GRANTS PLAN, AND ANNUAL PLAN

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

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

BUDGET PRINCIPLES AND POLICIES

These include the following:

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

BUDGET CALENDAR

Date	Responsible Party	Description	Legal Requirement
August 2020	City Departments	Long-term Forecast Operating Budget Requests	N/A
September 2020 - January 2021	City Departments	Departments Submit Operating and Capital Improvement Budget Requests Department Program Catalog Development with Budget Staff	N/A
February 2021	Budget and Strategic Planning Management Leadership Team City Departments	Department Meetings with Budget Staff on Operating and Capital Budget Requests	N/A
February 23, 2021	Budget and Strategic Planning	City Manager's Mid-Year Budget Review and Financial Update	N/A
March 17, 2021	Norfolk Public Schools	School Board approves Educational Plan and Budget for FY 2022	Code of Virginia 15.2-2503
March 25, 2021	Budget and Strategic Planning	Public Hearing Notice of the HUD Grant (CDBG, ESG, and HOME) Budget	U.S. Department of Housing and Urban Development (HUD)
March 28, 2021	City Clerk	Public Hearing Notice of the Real Estate Tax Increase due to increased reassessment	Code of Virginia 58.1-3321
March 30, 2021	City Manager	City Manager Presentation of Proposed Budget to City Council	City of Norfolk Charter Sec. 67
April 1, 2021	City Clerk	Public Hearing Notice of the Operating and Capital Improvement Plan Budgets	Code of Virginia 15.2-2506, 58.1-3007
April 8, 2021	City Council	Public Hearing on the Operating, Capital Improvement Plan, and HUD Grant (CDBG, ESG and HOME) Budgets	Code of Virginia 15.2-2506, 58.1-3007
April 13, 2021	City Council	City Council Budget Worksession	N/A
April 27, 2021	City Council	City Council Budget Worksession	N/A
April 27, 2021	City Council	Public Hearing on the Real Estate Tax Increase due to increased reassessment (tentative)	Code of Virginia 58.1-3321
May 4, 2021	City Council	City Council Budget Worksession	N/A
May 11, 2021	City Council	City Council Budget Adoption	City of Norfolk Charter Sec. 68 Code of Virginia 15.2-2503

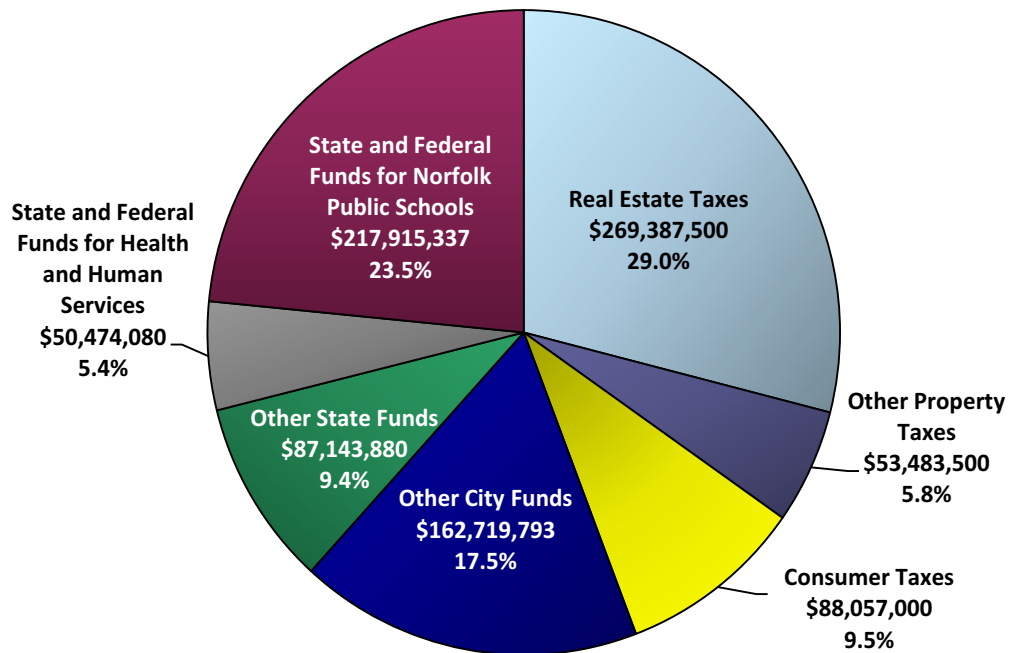
GENERAL FUND BUDGET OVERVIEW

Adopted FY 2022 General Fund Revenues \$929,181,090

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

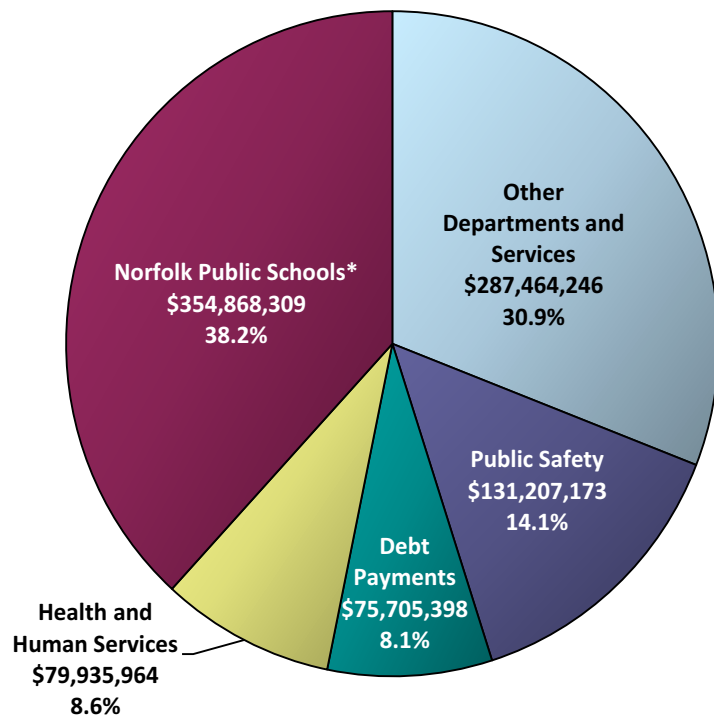
"Other City Funds" include local taxes, fees, charges, fines, rent and interest.

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



Adopted FY 2022 General Fund Expenditures \$929,181,090

In the FY 2022 budget, "Other Departments and Services" include public works, transit, libraries, Slover library, recreation, cultural facilities, zoo, Nauticus, planning, neighborhood development, economic development, finance, human resources, information technology, general services, legislative, executive, law, judicial, constitutional officers, outside agencies, and central appropriations.



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

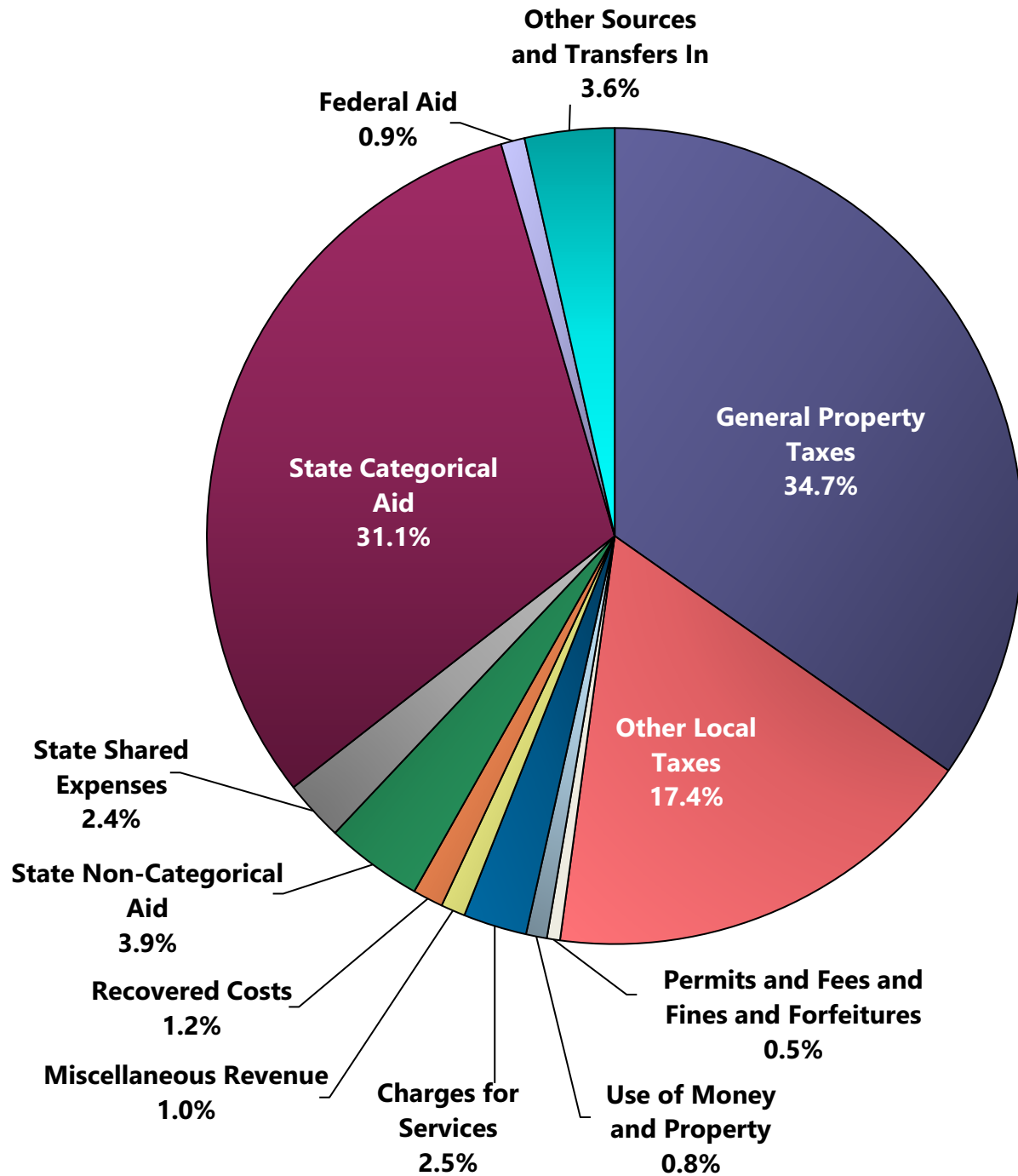
ESTIMATED GENERAL FUND REVENUES BY SOURCE

The following table compares the Adopted FY 2022 General Fund Operating Budget to the Adopted FY 2021 General Fund Operating Budget and the FY 2020 Actual amount. Funding sources are shown by category to provide an overview of the principal sources of revenue for the general operating fund of the city. These revenue sources support general government operations. The tables and charts in the pages that follow show revenues and expenditures for all funds.

Source	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	FY 2021 vs. FY 2022	
				\$ Change	% Change
General Property Taxes	305,693,092	311,526,200	322,871,000	11,344,800	3.6%
Other Local Taxes	161,697,210	143,126,000	161,646,000	18,520,000	12.9%
Permits and Fees	3,633,149	3,214,000	3,608,000	394,000	12.3%
Fines and Forfeitures	798,931	1,201,000	1,218,000	17,000	1.4%
Use of Money and Property	8,221,043	7,543,055	7,711,765	168,710	2.2%
Charges for Services	20,425,711	23,539,021	23,379,568	-159,453	-0.7%
Miscellaneous Revenue	9,677,776	8,983,473	8,976,770	-6,703	-0.1%
Recovered Costs	11,390,149	10,880,725	11,183,290	302,565	2.8%
Non-Categorical Aid - State	35,568,849	34,146,200	35,777,200	1,631,000	4.8%
Shared Expenses - State	22,897,825	21,930,000	22,395,400	465,400	2.1%
Categorical Aid - State	272,019,306	278,285,660	288,618,441	10,332,781	3.7%
Federal Aid	9,027,163	8,736,882	8,790,256	53,374	0.6%
Other Sources and Transfers In ¹	45,596,110	30,368,000	33,005,400	2,637,400	8.7%
General Fund Total	906,646,314	883,480,216	929,181,090	45,700,874	5.2%

¹ The FY 2020 amount reflects carryforward of a one-time Virginia Beach water payment.

Adopted FY 2022 General Fund Revenues by Source



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

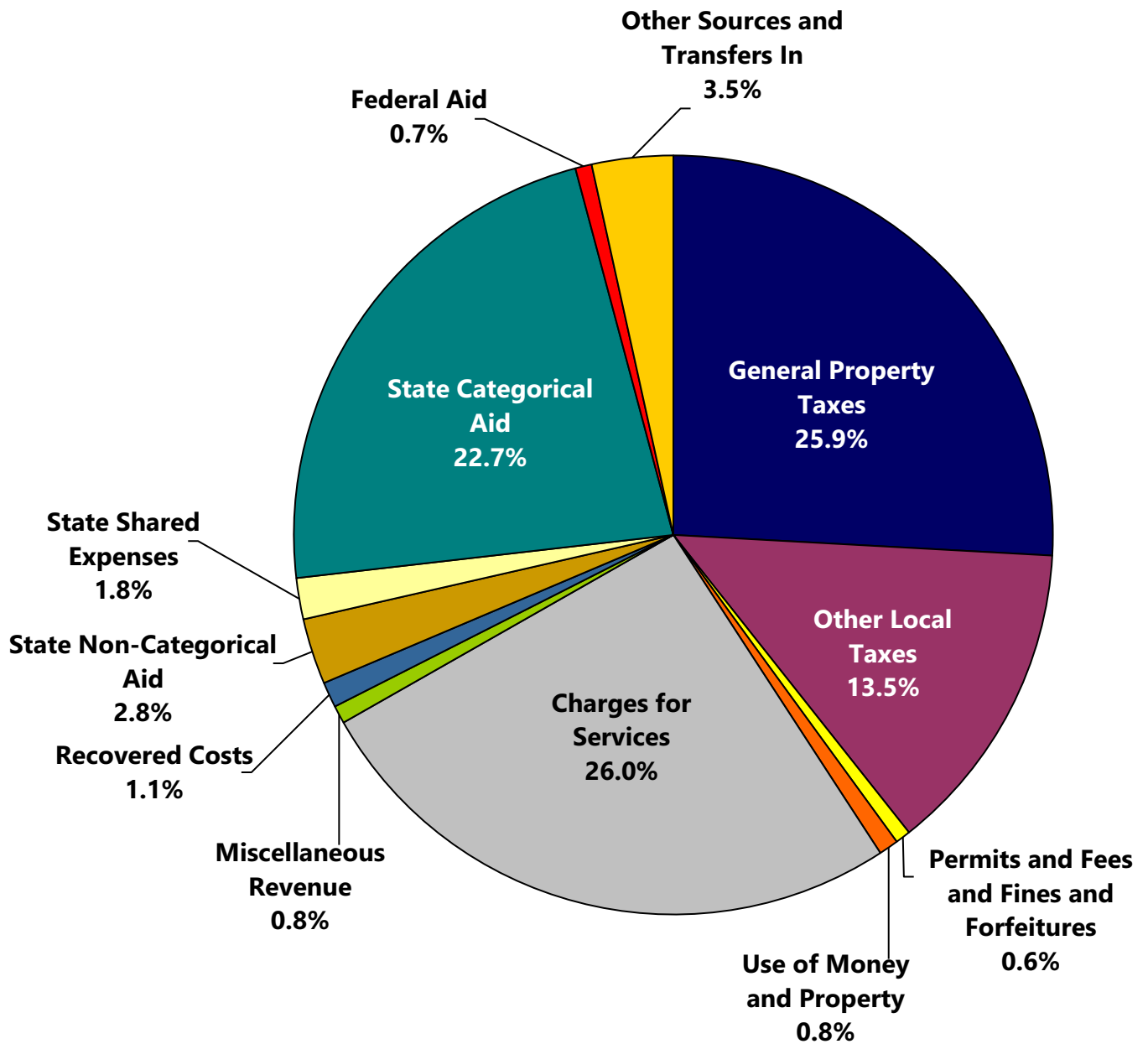
ESTIMATED REVENUES BY SOURCE (ALL FUNDS)

The following table compares the Adopted FY 2022 Operating Budget to the Adopted FY 2021 Operating Budget and the FY 2020 Actual amount. Funding sources by category are shown to provide an overview of the sources of revenue for the general and nongeneral operating funds of the city. Revenues are reflected in those categories where they are originally raised.

Source	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	FY 2021 vs. FY 2022	
				\$ Change	% Change
General Property Taxes	311,961,092	318,008,200	329,639,400	11,631,200	3.7%
Other Local Taxes	171,533,023	152,411,596	171,668,596	19,257,000	12.6%
Permits and Fees	4,627,511	3,843,505	4,469,569	626,064	16.3%
Fines and Forfeitures	2,913,910	4,540,022	3,757,022	-783,000	-17.2%
Use of Money and Property	19,859,312	10,417,665	10,611,375	193,710	1.9%
Charges for Services	303,440,026	326,520,110	330,751,827	4,231,717	1.3%
Miscellaneous Revenue	10,290,452	9,705,616	9,739,156	33,540	0.3%
Recovered Costs	15,154,528	13,555,984	13,858,549	302,565	2.2%
Non-Categorical Aid - State	35,568,849	34,146,200	35,777,200	1,631,000	4.8%
Shared Expenses - State	22,897,825	21,930,000	22,395,400	465,400	2.1%
Categorical Aid - State	272,137,649	278,383,660	288,730,441	10,346,781	3.7%
Federal Aid	9,140,780	8,850,499	8,903,873	53,374	0.6%
Other Sources and Transfers In	51,977,251	37,113,510	44,076,377	6,962,867	18.8%
Total All Funds	1,231,502,208	1,219,426,567	1,274,378,785	54,952,218	4.5%

¹ The FY 2020 amount reflects the carryforward of a one-time Virginia Beach water payment.

Adopted FY 2022 Revenues by Source (All Funds)



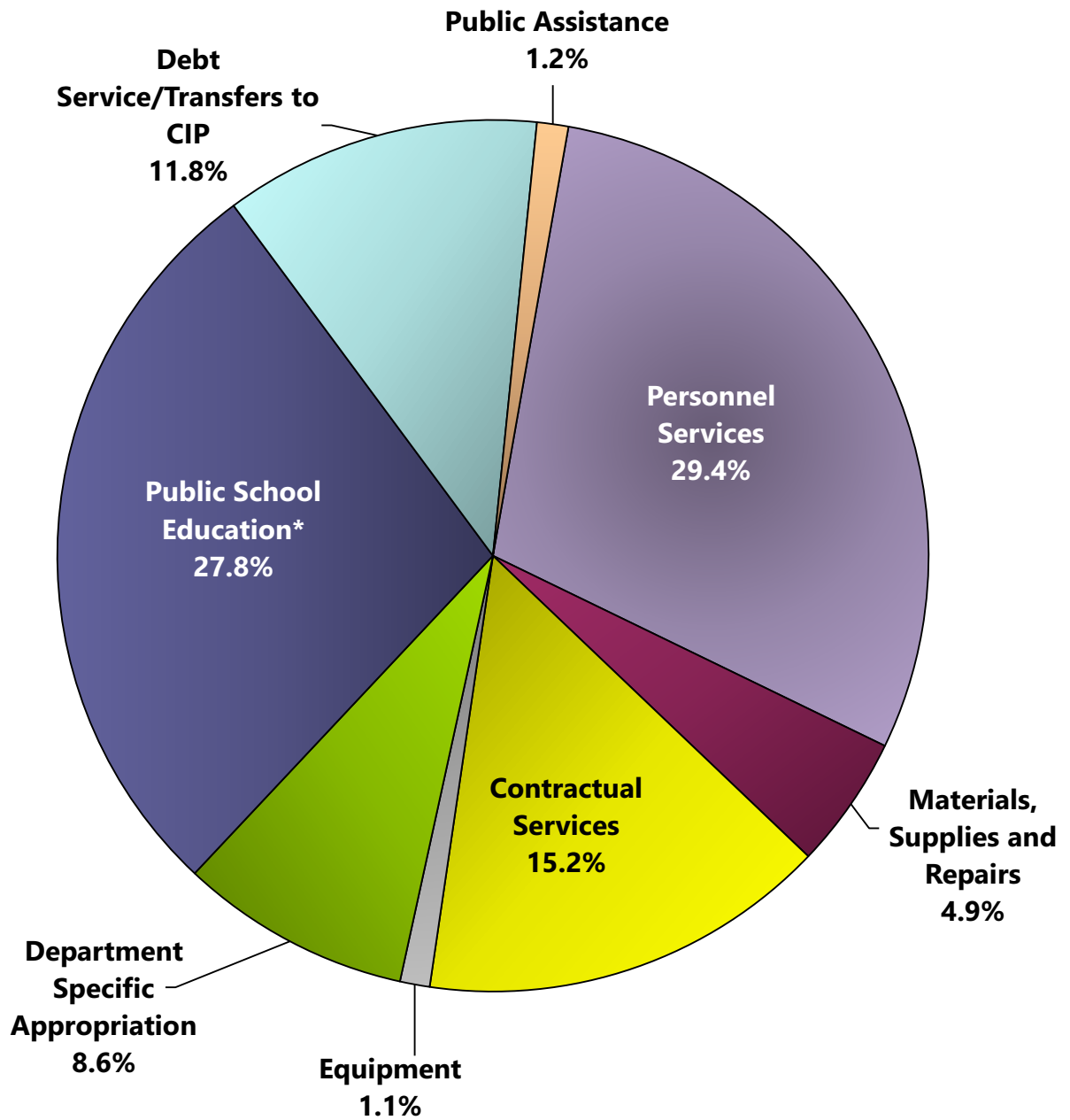
Note: Percentages may not total to 100 due to rounding.

ESTIMATED EXPENDITURES BY USE (ALL FUNDS)

The following table compares the Adopted FY 2022 Operating Budget to the Adopted FY 2021 Operating Budget and the FY 2020 Actual amount. Funding uses by category are shown to provide an overview of the principal uses of expenditures for the general and nongeneral operating funds of the city. Expenditures are reflected in those categories where they are originally spent.

Uses	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	FY 2021 vs. FY 2022	
				\$ Change	% Change
Personnel Services	344,651,484	355,297,276	374,757,645	19,460,369	5.5%
Materials, Supplies and Repairs	59,226,288	61,647,388	62,809,452	1,162,064	1.9%
Contractual Services	173,103,905	185,415,497	193,808,016	8,392,519	4.5%
Equipment	9,154,867	10,058,246	14,070,513	4,012,267	39.9%
Department Specific Appropriation	77,777,897	104,111,802	109,309,075	5,197,273	5.0%
Public School Education	321,413,214	337,148,281	354,868,309	17,720,028	5.3%
Debt Service/Transfers to CIP	149,524,252	151,123,771	149,920,101	-1,203,670	-0.8%
Public Assistance	13,249,091	14,624,306	14,835,674	211,368	1.4%
Total All Funds	1,148,100,998	1,219,426,567	1,274,378,785	54,952,218	4.5%

Adopted FY 2022 Expenditures by Use (All Funds)



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

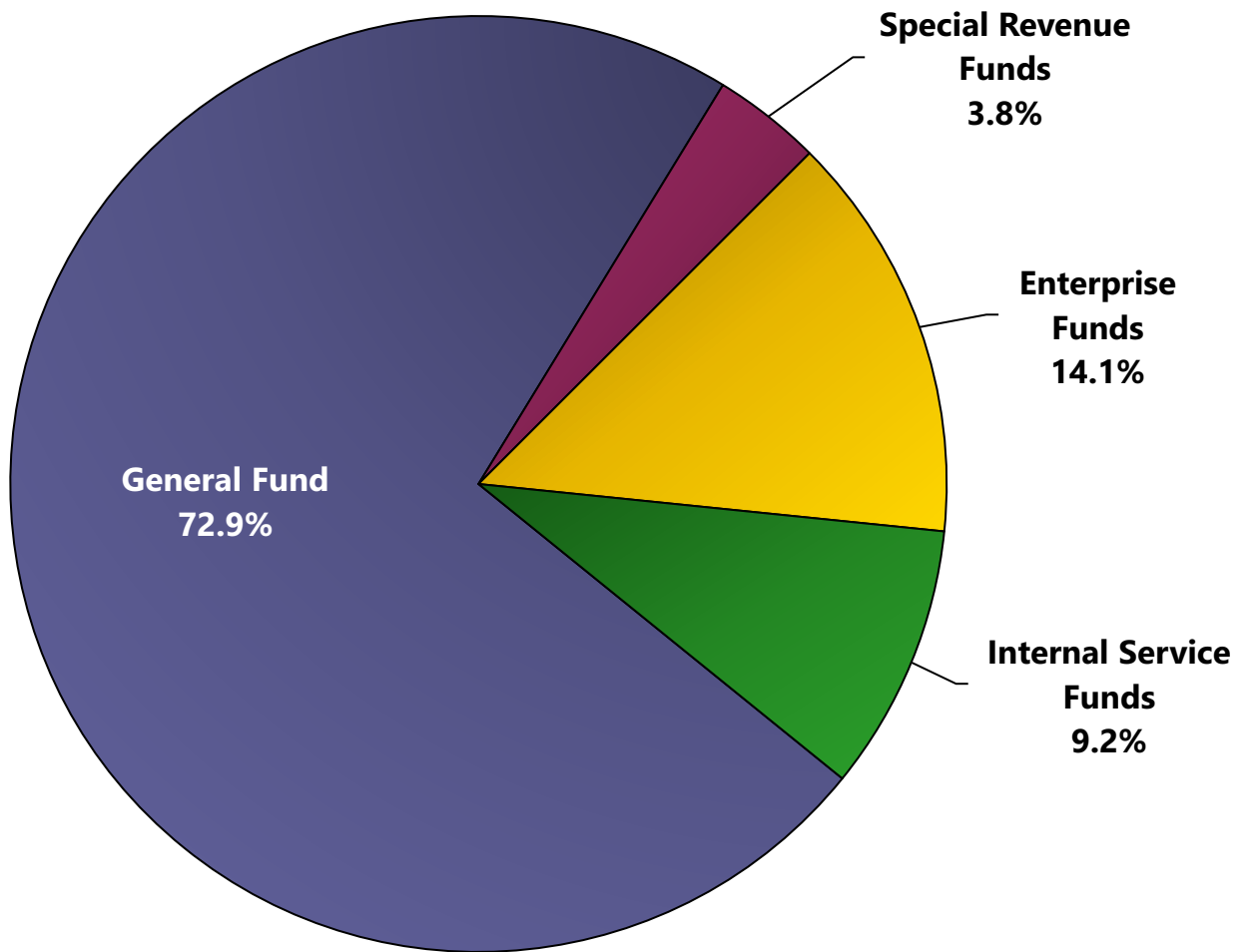
*Does not include "in-kind" support. See Public School Education section.

ESTIMATED EXPENDITURES BY FUND TYPE

The following table compares expenditures by fund type in the Adopted FY 2022 Operating Budget to the Adopted FY 2021 Operating Budget and the FY 2020 Actual amount.

Fund Type	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	FY 2021 vs. FY 2022	
				\$ Change	% Change
General Fund	863,099,276	883,480,216	929,181,090	45,700,874	5.2%
Special Revenue Funds ¹	47,601,613	46,840,662	47,873,951	1,033,289	2.2%
Enterprise Funds ¹	138,235,829	173,366,457	179,851,885	6,485,428	3.7%
Internal Service Funds ²	99,164,280	115,739,232	117,471,859	1,732,627	1.5%
Total All Funds	1,148,100,998	1,219,426,567	1,274,378,785	54,952,218	4.5%

Adopted FY 2022 Expenditures by Fund Type (All Funds)



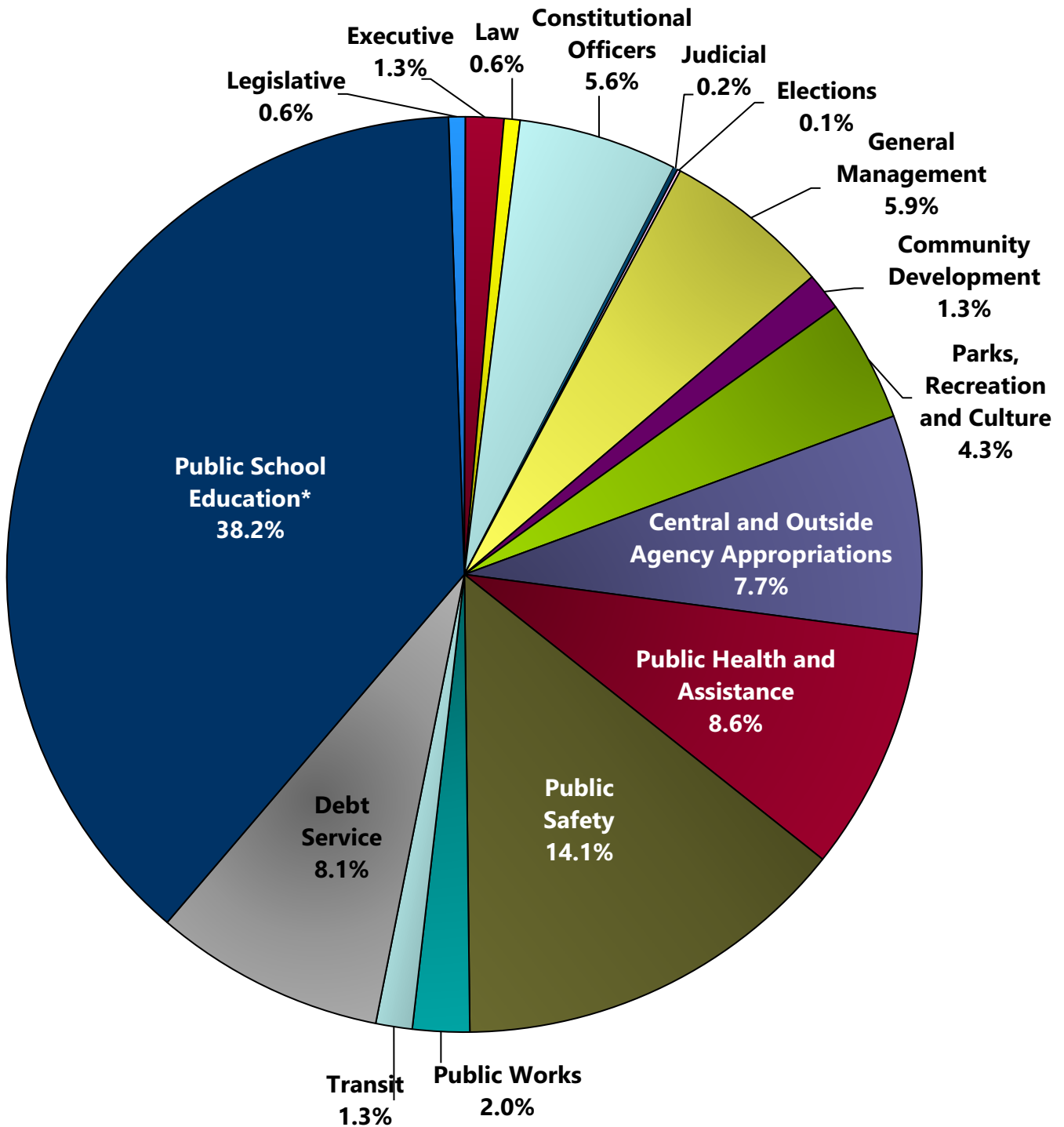
Note: Percentages may not total to 100 due to rounding.

ESTIMATED GENERAL FUND EXPENDITURES BY AREA

The following table compares the Adopted FY 2022 General Fund Operating Budget to the Adopted FY 2021 General Fund Operating Budget and the FY 2020 Actual amount. Major areas of service are shown to provide a broad overview of the expenditures for the general operating fund of the city.

Service Area	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	FY 2021 vs. FY 2022	
				\$ Change	% Change
Legislative	4,846,887	5,274,627	5,513,857	239,230	4.5%
Executive	8,623,443	10,555,078	12,512,308	1,957,230	18.5%
Department of Law	4,634,183	5,024,632	5,226,300	201,668	4.0%
Constitutional Officers	47,427,888	49,931,416	52,156,276	2,224,860	4.5%
Judicial	1,271,004	1,357,910	1,416,511	58,601	4.3%
Elections	1,037,619	1,007,964	1,022,942	14,978	1.5%
General Management	49,057,608	50,949,863	54,945,762	3,995,899	7.8%
Community Development	11,443,253	11,548,033	12,367,410	819,377	7.1%
Parks, Recreation and Culture	40,755,142	36,184,766	40,057,937	3,873,171	10.7%
Central and Outside Agency Appropriations	70,603,645	59,725,931	71,631,093	11,905,162	19.9%
Public Health and Assistance	73,095,317	79,677,741	79,935,964	258,223	0.3%
Public Safety	122,115,556	126,663,507	131,207,173	4,543,666	3.6%
Public Works	13,836,440	16,496,914	18,674,269	2,177,355	13.2%
Transit	11,427,551	11,934,317	11,939,581	5,264	0.0%
Debt Service	81,510,526	79,999,236	75,705,398	-4,293,838	-5.4%
Public School Education	321,413,214	337,148,281	354,868,309	17,720,028	5.3%
General Fund Total	863,099,276	883,480,216	929,181,090	45,700,874	5.2%

Adopted FY 2022 General Fund Expenditures by Area



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

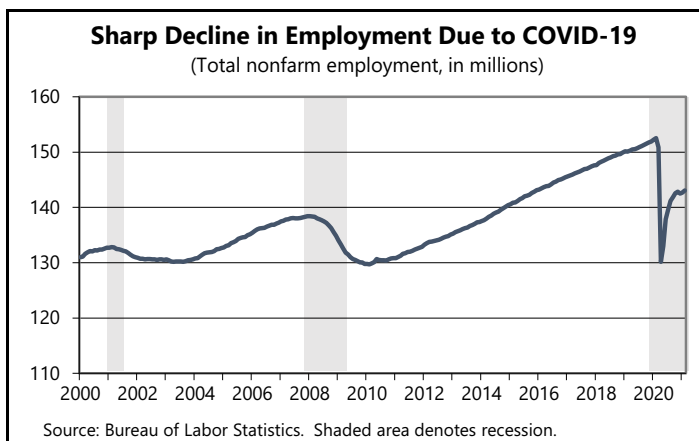
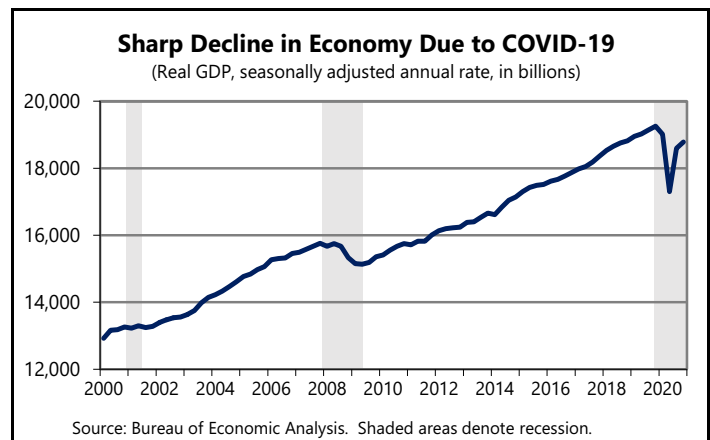
*Does not include "in-kind" support. See Public School Education section.

MAJOR REVENUE SOURCES

Evaluating the city's current and long-term financial health requires a review of the economy and major revenue sources. Overall, General Fund revenues are projected to increase by 5.2 percent in FY 2022 while operating revenues citywide (all funds) are projected to increase 4.5 percent. Real estate assessments, which drives the largest locally generated General Fund revenue source (real estate taxes), are projected to grow by approximately 3.25 percent in FY 2022, which is under the 3.7 percent and 4.5 percent growth in FY 2021 and FY 2020, respectively, but is the third highest increase in nine years.

ECONOMIC OVERVIEW

The economy declined 3.5 percent (second estimate) in 2020 due to the COVID-19 pandemic. Economic activity contracted sharply in the first and second quarter, ending the longest economic expansion that began in June 2009. Real gross domestic product (GDP) which is the broadest measure of economic activity, fell 5.0 percent and 31.4 percent in the first and second quarter, respectively. In the third quarter, real GDP rose sharply by 33.4 percent and grew moderately in the fourth quarter by 4.1 percent (second estimate). In spite of the growth in the latter half of the year, real GDP is below its pre-COVID level, and the National Bureau of Economic Research (NBER), the official arbiter of U.S. recessions, has not yet called the end of the current recession that began in February 2020. The consensus view is that the economic recovery will depend on the course of the pandemic and the vaccine delivery.



National employment also declined in 2020. In March and April 2020, the economy lost over 22 million jobs. While the economy has gained jobs, the latest figures reported for February 2021 show employment to be below pre-COVID level by approximately 9.5 million jobs. The leisure and hospitality sector has been hardest hit, where employment in February 2021 is below pre-COVID level by nearly 3.5 million jobs. Likewise, the unemployment rate continues to be above pre-COVID level. In February 2021, the unemployment rate stood at 6.6 percent (seasonally adjusted) compared to 3.8 percent in the same period last year. The unemployment rate peaked at 14.4

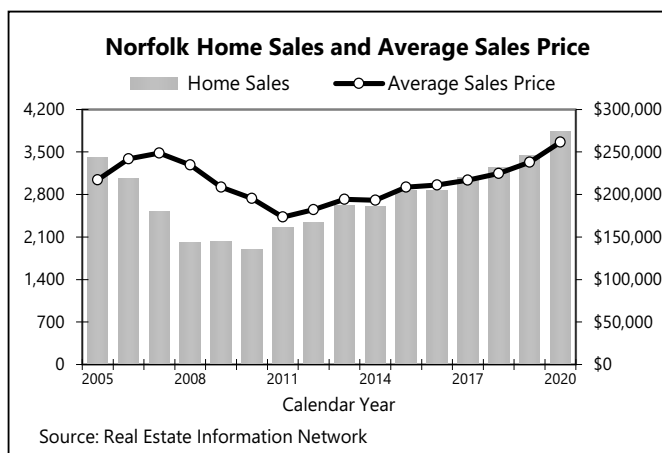
percent (seasonally adjusted) in April 2020. The initial claims for unemployment continue to be above pre-COVID level. For the week ending March 6, 2021 initial claims stood at 712,000 (seasonally adjusted) compared to 211,000 from the comparable period last year, while continued claims for the previous week stood at about 4.1 million (seasonally adjusted) compared to 1.7 million from the comparable period last year.

Similar to the nation, nonfarm employment in Virginia also declined as a result of the pandemic. The Virginia Employment Commission reported seasonally adjusted nonfarm employment stood at 3,910,000 (seasonally adjusted) in December 2020, which was down 189,900 jobs (preliminary) from the pre-COVID peak in February 2020. Among the Virginia metropolitan statistical areas (MSA), compared to February 2020 employment level, Northern Virginia MSA had the largest decline in number of jobs (71,300 seasonally adjusted) in December 2020

followed by Richmond MSA (35,100 jobs) and Hampton Roads MSA (27,900 jobs). However, these figures are subject to revision with the upcoming release of the annual benchmark revision.

As result of the COVID-19 pandemic, the Commonwealth’s general fund revenues in FY 2020 came in below the forecast. The revenue shortfall resulted in the Governor to call for a reforecast of the current biennium revenues. The interim forecast presented in August indicated a \$2.7 billion reduction in the revenue forecast, and to reduce spending, much of the new spending unallotted during the reconvened session in April 2020 were converted to budget reductions in the biennial budget amended during the 2020 Special Session I. The reduction impacted funding for public safety (HB599), constitutional officers, and social services. Amendments introduced by the Governor in December and amendments agreed to by the House and Senate conferees (Conference Report) during the 2021 Special Session I restored some of the funding due to an improved revenue outlook. Virginia’s fiscal stability is important to Norfolk, since nearly 37 percent of the General Fund budget in FY 2022 comes from the Commonwealth. These resources support Norfolk Public Schools, social services, street maintenance, public safety, and other core city services.

GENERAL FUND REVENUE OVERVIEW



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

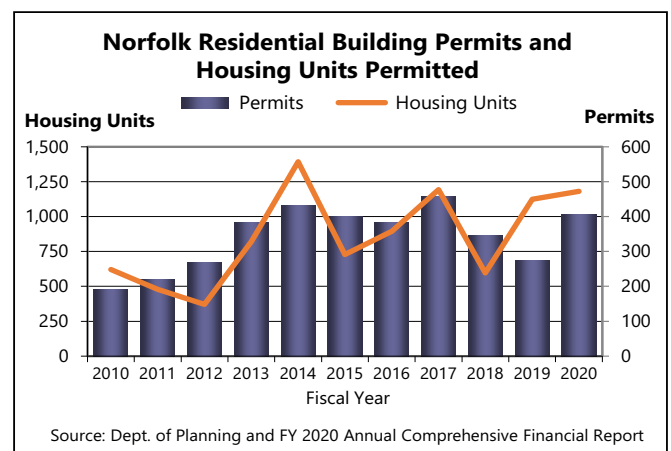
Similar to other Virginia localities, Norfolk is highly dependent upon real estate taxes to fund its general operations. Real estate taxes are the city’s largest source of locally generated revenue. For FY 2022, the Office of

the Real Estate Assessor’s Office is estimating that the land book value of real estate assessments on July 1, 2021 will increase by 3.25 percent from the land book value of real estate assessments on July 1, 2020. This would mark the ninth consecutive year of growth and the third largest in nine years.

The increase comes largely from residential assessments which reflect the continued strength in the local housing market activity while the impact of the COVID-19 pandemic on commercial assessments is anticipated in FY 2023 due to the lag in assessments. The local housing market was robust in calendar year 2020 with the number of homes sold increasing by approximately 11 percent, and the sales price of homes sold also increasing by nearly 10 percent, to approximately \$262,000 from \$238,000 in calendar year 2019.

New housing units permitted also increased in FY 2020. The new construction permitted throughout the city should support future growth in real estate assessments.

In FY 2020, the number of housing units permitted rose again, increasing to 1,182 in FY 2020 from 1,125 in FY 2019. Housing units permitted in FY 2020 included single-family homes permitted citywide as well as multi-family housing projects such as The Lofts at Front Street. In contrast, nonresidential (or “commercial”) projects permitted



decreased in FY 2020. It is important to note that the city of Norfolk is built out, and the building activity occurring currently is mainly redevelopment, infill development, and vertical expansion.

The Commonwealth of Virginia provides approximately 37 percent of General Fund revenues in the FY 2022 General Fund budget, which consists of funding that is mostly for dedicated purposes such as education, social services, transportation, and constitutional officers. HB 599 funds for law enforcement, the city's share of personal property tax relief funds, and the tax on rental of cars also make up revenue from the Commonwealth. In total, it is the largest revenue source in the General Fund. As a result of the Great Recession, the Commonwealth saw a significant decline in revenues and in turn, reduced Direct Aid to education, HB 599, Constitutional Officers salaries and benefits funding, jail per diem, and funds for street maintenance, imposed a "flexible cut" to state aid to localities, and eliminated the local share of ABC profits and wine tax. Not all revenues from the Commonwealth have returned to pre-recession levels even though the Commonwealth's General Fund revenues have been above its last pre-recession peak since FY 2012. The Adopted FY 2022 Budget for revenue from the Commonwealth are based on the budget amendments agreed to by the House and Senate conferees (Conference Report).

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

Preliminary General Fund revenue projections, based on historical data and current economic data, were presented during the City Manager's financial and budget updates at the City Council financial update in the fall (November 2020) and the mid-year update in February 2021. Projections were updated through February to incorporate the current information available including state budget estimates and the Norfolk Public Schools proposed budget. Initial revenue estimates were based on the analysis of the collection history and patterns, underlying drivers that impact a revenue source, information from departments that collect revenue, overall economic environment, and developments projected for the city in the coming year. The revenue amounts shown in the discussion that follows include the FY 2021 budget and FY 2022 budget.

The FY 2022 General Fund budget is approximately \$929.2 million, which is 5.2 percent (\$45.7 million) above the Adopted FY 2021 Budget.

General Fund Revenue Summary

Source	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	FY 2021 vs. FY 2022 \$ Change	% Change	FY 2022 % of Total
General Property Taxes	305,693,092	311,526,200	322,871,000	11,344,800	3.6%	34.7%
Other Local Taxes	161,697,210	143,126,000	161,646,000	18,520,000	12.9%	17.4%
Permits and Fees	3,633,149	3,214,000	3,608,000	394,000	12.3%	0.4%
Fines and Forfeitures	798,931	1,201,000	1,218,000	17,000	1.4%	0.1%
Use of Money and Property	8,221,043	7,543,055	7,711,765	168,710	2.2%	0.8%
Charges for Services	20,425,711	23,539,021	23,379,568	-159,453	-0.7%	2.5%
Miscellaneous Revenue	9,677,776	8,983,473	8,976,770	-6,703	-0.1%	1.0%
Recovered Costs	11,390,149	10,880,725	11,183,290	302,565	2.8%	1.2%
Non-Categorical Aid - State	35,568,849	34,146,200	35,777,200	1,631,000	4.8%	3.9%
Shared Expenses - State	22,897,825	21,930,000	22,395,400	465,400	2.1%	2.4%
Categorical Aid - State	272,019,306	278,285,660	288,618,441	10,332,781	3.7%	31.1%
Federal Aid	9,027,163	8,736,882	8,790,256	53,374	0.6%	0.9%
Other Sources and Transfers In ¹	45,596,110	30,368,000	33,005,400	2,637,400	8.7%	3.6%
General Fund Total	906,646,314	883,480,216	929,181,090	45,700,874	5.2%	100.0%

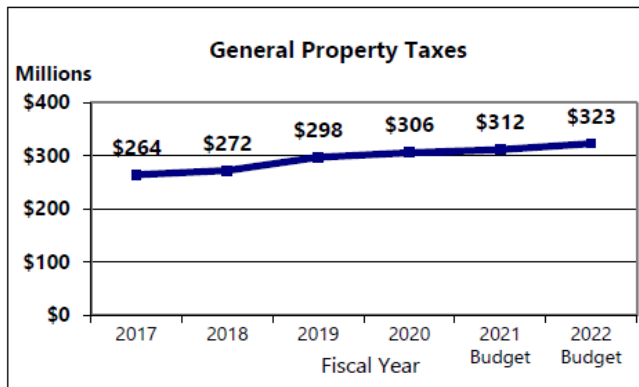
Note: Percentages may not total to 100 due to rounding.

¹The FY 2020 amount reflects the one-time Virginia Beach water payment.

REVENUE MONITORING

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

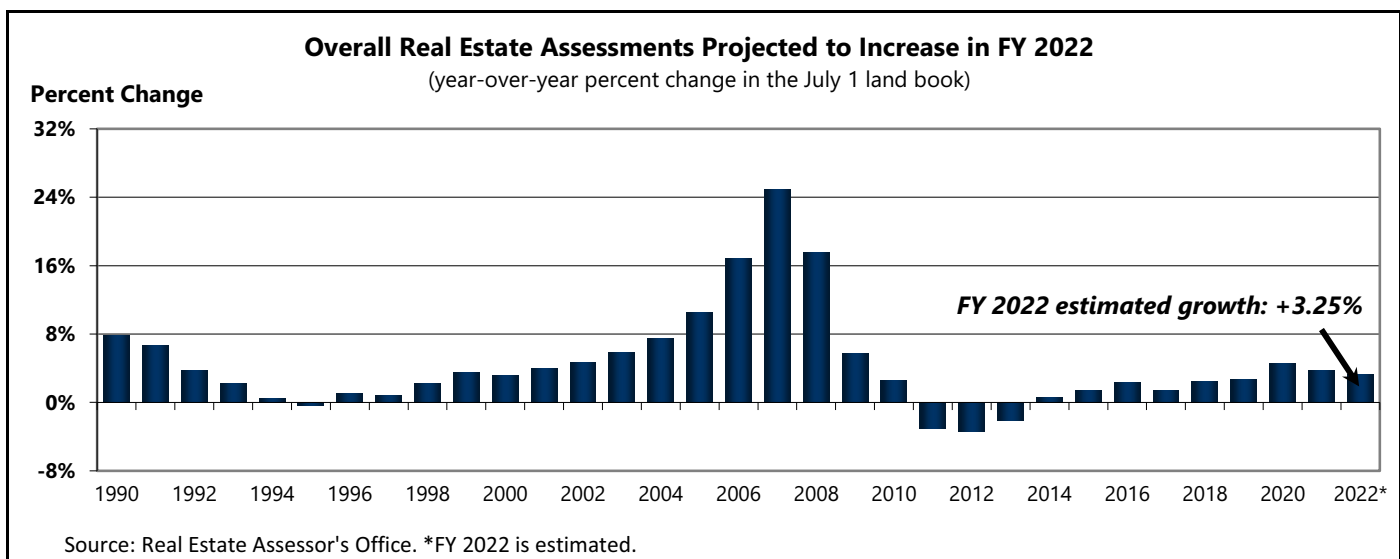
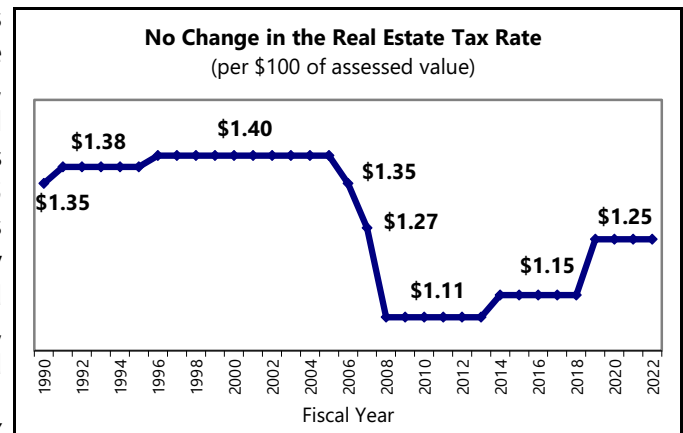
GENERAL PROPERTY TAXES



General property taxes are levied on the assessed value of real estate and personal property including machinery and tools. These taxes make up approximately 35 percent or \$323 million of the city's FY 2022 General Fund revenues. Real estate tax revenue is the largest component of general property taxes, approximately \$269 million or 29 percent of FY 2022 General Fund revenues. It includes current and delinquent taxes as well as, the tax on public service corporations and the additional \$0.16 per \$100 of assessed value levied on real estate located within the Downtown Improvement District (DID). The estimate for current real estate taxes reflects the real estate tax rate of \$1.25 per

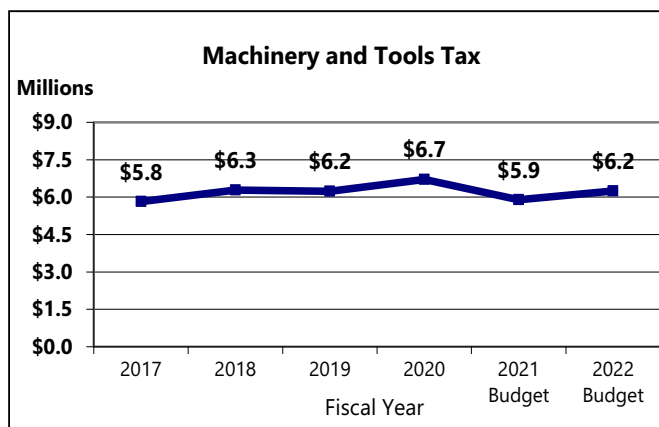
\$100 of assessed value and setting aside a sum sufficient amount estimated at \$5.3 million for real estate tax relief to qualifying senior and disabled homeowners and to state mandated disabled veterans and surviving spouses of military personnel killed in action.

The current real estate tax revenue estimate also reflects the Office of the Real Estate Assessor's estimate of the overall taxable assessments in the land book on July 1, 2020. The most recent update from the Office of the Real Estate Assessor indicated that overall taxable assessments on July 1, 2021 are projected to be approximately 3.25 percent above the land book value on July 1, 2020. It is also important to note that due to the significant property owned by federal, state, and local government, and religious and secular organizations in Norfolk, approximately 36 percent of the city's real estate assessed value is tax exempt. This would be equivalent to a potential revenue loss of \$146 million based on the FY 2021 assessed value and the current real estate tax rate of \$1.25 per \$100 of assessed value city's real estate assessed value is tax exempt.



The second largest component of general property taxes is the personal property tax, which is levied on tangible personal property, including motor vehicles, boats, aircraft, business furnishings, and office equipment. Household goods and personal effects are exempt from taxation. Personal property taxes in total include current and delinquent collections, refunds, and taxes from public service corporations. In FY 2022, these comprise approximately 5.1 percent or \$47.2 million of General Fund revenues and are estimated to be approximately 3.2 percent above the FY 2021 budget that was impacted by the COVID-19 pandemic.

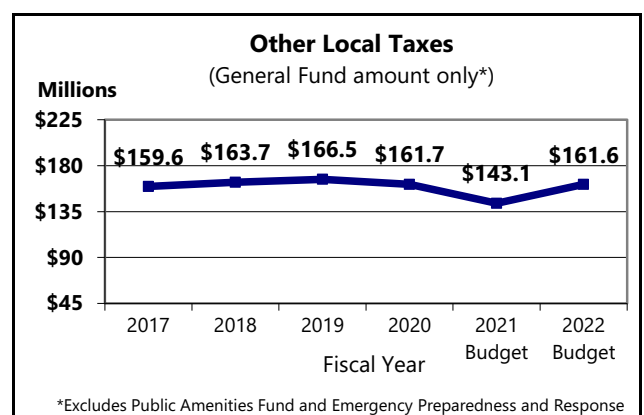
The FY 2022 budget assumes no change in the general tax rate on personal property at \$4.33 per \$100 of assessed value. The estimate also assumes the state car tax relief is unchanged at 55 percent (55%) rate for FY 2022 (tax bills due June 5, 2022). The 55 percent relief rate is anticipated to fully exhaust relief funds provided to the city by the Commonwealth of Virginia under the Personal Property Tax Relief Act. This means that qualifying vehicles with an assessed value of more than \$1,000 will receive a **55 percent (55%)** rate of tax relief on the vehicle's first \$20,000 of assessed value. Qualifying vehicles with an assessed value of \$1,000 or less will receive 100 percent (100%) rate of tax relief. Prior to FY 2006, qualifying vehicles with an assessed value of more than \$1,000 were reimbursed for 70 percent of the total property tax eligible for relief. State legislation passed in 2004 capped car tax relief funds statewide at \$950 million beginning in FY 2006. Consequently, each locality in the state now receives a fixed share of the \$950 million of statewide personal property tax relief funds per state code. Each locality's share was determined based on the proportional share of actual personal property tax relief payments received in tax year 2005, as certified by the Commonwealth of Virginia Auditor of Public Accounts, of which, Norfolk's share is \$16,871,056. Personal property tax relief funds received and not used in FY 2022 shall be carried forward and used to increase the funds available for car tax relief. With the cap on the amount of funds available for car tax relief, the percentage of the state reimbursement from the total tax is expected to decrease over time and residents will pay an increasing share of the car tax.



The machinery and tools tax is the third largest component of general property taxes. In FY 2022, the tax makes up approximately 0.7 percent or \$6.2 million of General Fund revenues. The tax is levied on machinery and tools used in manufacturing, mining, radio and television broadcasting, cable television, dry cleaning or laundry businesses at a rate of \$4.25 per \$100 of assessed value. That tax rate is eight cents below the tax rate on general personal property of \$4.33 per \$100 of assessed value. Machinery and tools tax revenue is expected to remain stable in FY 2022. It is important to note that there have been several attempts by state legislators to curtail or eliminate localities' taxing authority over this source.

OTHER LOCAL TAXES

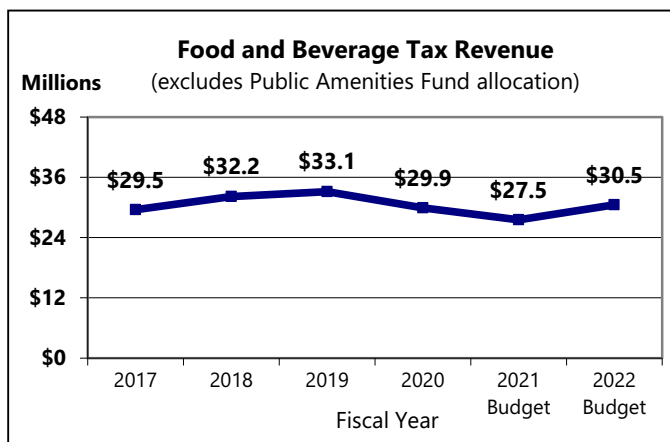
Other local taxes comprise of consumer and business-based taxes, including taxes on utilities (water, gas, electricity, and communications), sales, hotel, restaurant/meals, admissions, and cigarettes, as well as franchise, business license, and recordation taxes. Historically, the revenue category has been sensitive to changes in economic conditions and is anticipated to be most impacted by the economic effects of COVID-19. Other local taxes are projected to comprise approximately 17 percent or \$162 million of General Fund revenues in FY 2022 and are 13 percent above the FY 2021 budget. Other local taxes include the consumption-based taxes which have been particularly impacted by measures



taken to limit the spread of COVID-19 such as, the closure of businesses and schools and restricting or cancellation of events and large gatherings. Citywide (all funds), other local taxes make up 13 percent or \$172 million of the operating budget in FY 2022 and are also 13 percent above the FY 2021 budget. The citywide amount includes the Public Amenities Fund portion of the hotel and food and beverage taxes and Emergency Preparedness and Response portion of the telecommunications sales and use tax.

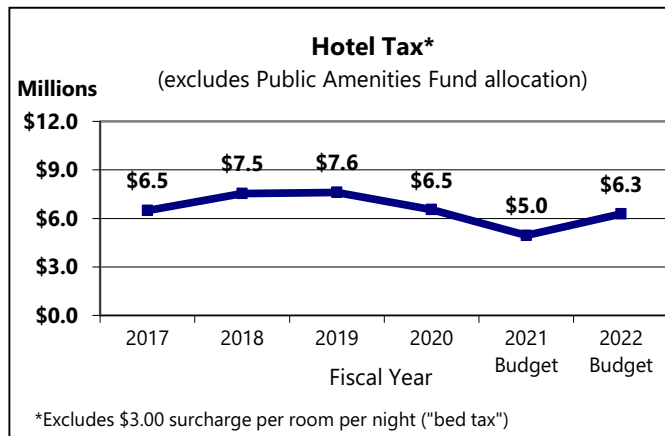
The sales and use tax makes up approximately 4.1 percent or \$38.3 million of the city's General Fund revenue in FY 2022 which is approximately 23 percent above the FY 2021 budget that was impacted by the COVID-19 pandemic. The sales and use tax is levied on selling, distribution, leasing, or renting of tangible personal property, use or consumption of tangible personal property, as well as taxable services in Virginia. Revenue from this source has historically been sensitive to the state of the economy, household income, and underlying price level changes. Changes in the local retail activity (such as new businesses, expansions, closures, and job changes) and in the local economy impact the projection of this revenue source. Also, much of the growth in FY 2020 and FY 2021 was largely due to Wayfair related legislation. Since July 1, 2019, sales tax requirements have been in place for remote sellers and marketplace facilitators that have an economic nexus in Virginia. Under the law enacted during the 2019 session of the General Assembly, a remote seller or marketplace facilitator who meet the economic nexus standards of selling or facilitating the sale of more than \$100,000 in annual gross retail sales or 200 or more transactions to Virginia customers began collecting sales tax on July 1, 2019. Prior to the new law, only businesses with a physical presence in Virginia were required to collect the state's sales and use tax. Adjustments made by the Virginia Department of Taxation for overpayments and underpayments of the tax by businesses also affect sales and use tax collections.

Consumer utility taxes on water, gas, electricity, and the communications sales and use tax combined, make up approximately 3.6 percent or \$33.8 million of the city's General Fund revenue in FY 2022 and is 4.0 percent above the FY 2021 budget. The consumer utility tax is levied on the purchase of utility service including water, gas, and electricity. Monthly receipts are monitored and used as a basis for estimating the revenue yield, taking seasonal variations into consideration. The consumer utility tax on telephones, cell phones, and cable TV was abolished and replaced by a statewide uniform communications sales and use tax on January 1, 2007. The Emergency 911 (E-911) tax on telephones was also replaced by a statewide uniform \$0.75 tax per phone at the same time. The E-911 tax is distributed to the city together with the communications sales and use tax in one lump sum. Consequently, a portion of the city's communications sales and use tax is allocated and goes directly to support emergency communications (E-911) in the Emergency Preparedness and Response Special Revenue Fund (approximately \$3.6 million). The General Fund portion of the communications sales and use tax is estimated to be \$13.2 million in FY 2022. Since the inception of the tax, revenue has fluctuated due to adjustments for overpayments and underpayments of the tax by telecommunications service providers and has trended down due to changes in technology and lower utilization of communications services subject to the tax. State legislation to modernize local taxation authority to reflect technological changes in communication services were proposed during the 2018 General Assembly Session but were not enacted.



Taxes are collected on prepared food and beverages. The tax rate is 6.5 percent of the value of the meal. One percentage point is allocated to the Public Amenities Fund, and 5.5 percentage points is allocated to the General Fund. The revenue generated by 1.0 percentage point of the tax rate for the Public Amenities Fund is estimated to be approximately \$5.6 million in FY 2022, and the revenue generated from the 5.5 percentage points of the tax rate allocated to the General Fund is estimated to be approximately \$30.5 million. The FY 2022 estimate is 11 percent above the FY 2021 budget which was impacted significantly by the COVID-19 pandemic. Prior to the COVID-19 pandemic, revenue from the food and beverage tax had been growing

steadily as the city continues to draw restaurants to open in several commercial districts such as, downtown Norfolk, the Military Highway corridor, and Ghent and Colley Avenue areas.



Hotel taxes are levied on occupied hotel rooms at the rate of 8.0 percent of the room charge. Similar to the food and beverage tax, one percentage point is allocated to the Public Amenities Fund and 7.0 percentage points is allocated to the General Fund. The revenue generated by 1.0 percentage point of the tax for the Public Amenities Fund is estimated to be nearly \$897,000 in FY 2022, and the revenue generated from the 7.0 percentage points allocated to the General Fund is estimated to be nearly \$6.3 million in FY 2022. The FY 2022 estimate is 27 percent above the FY 2021 budget. The increase reflects a partial recovery of the steep decline that occurred in FY 2021 due to the COVID-19 pandemic. Prior to the pandemic, revenue from the hotel

tax was growing steadily which is similar to the trends seen in other consumption-based taxes that was impacted significantly by the COVID-19 pandemic.

The hotel tax estimate does not include the \$3.00 surcharge per room night ("bed tax"), estimated to generate approximately \$2.9 million in FY 2022. The bed tax was enacted on April 1, 2006 at the rate of \$1.00 per room night with support from the Norfolk Hotel-Motel Association and the revenue designated for Norfolk Convention and Visitor's Bureau (Visit Norfolk) for visitor promotion and advertising for conventions and tourism. In FY 2012, the bed tax was raised to \$2.00 per room night with the additional \$1.00 revenue designated for the Norfolk Consortium (see Outside Agencies section). In FY 2019, the bed tax was raised to \$3.00 per room night (current rate) to offset budget reductions to Outside Agencies (see Outside Agencies section).

Business license taxes are collected from entities that engage in a business, trade, profession, or occupation in the city. It is generally imposed as a percentage of gross receipts generated during the previous calendar year. It is also applied to individuals that maintain a place of business, either permanent or temporary, or conduct a business-related activity. Business license tax rates vary depending on business classification and gross receipts generated. Norfolk's rates are at the state maximum allowed for the main business classifications. Revenue collections in recent years have been reduced by refunds of overpayments. In FY 2021, business license taxes are anticipated to be impacted significantly by the unprecedented shutdown of the economy that occurred during the spring of calendar year 2020. Business license taxes makes up approximately 3.1 percent or 29 million of General Fund revenues in FY 2022.

PERMITS AND FEES

Permits are issued to regulate new construction and ensure public safety. Revenues from this source are comprised of fees for permits, licenses, and other privileges subject to city regulation. The revenues partially cover the expense of providing regulatory services such as, zoning inspections, building code inspections, plan review, right-of-way permitting, and fire inspections in the city. Revenue from this source has generally fluctuated based upon the level of building construction activity in the city and large commercial projects. Permits and regulatory fees are projected to be approximately 0.4 percent or \$3.6 million of General Fund revenues in FY 2022, which is approximately 12 percent above the FY 2021 budget.

FINES AND FORFEITURES

Fines and forfeitures in the General Fund largely consist of revenues received from the courts as fines and forfeitures for violations of city ordinances. In FY 2022, fines and forfeitures provide approximately 0.1 percent or \$1.2 million of General Fund revenues. The FY 2022 budget is approximately 1.4 percent or \$17,000 above the FY 2021 budget. Citywide, fines and forfeitures total approximately \$3.8 million of revenues from all operating funds in FY 2022. The majority of the revenues from this source citywide are generated from fines for parking citations which support the operations of the Parking Facilities Fund (nongeneral fund).

USE OF MONEY AND PROPERTY

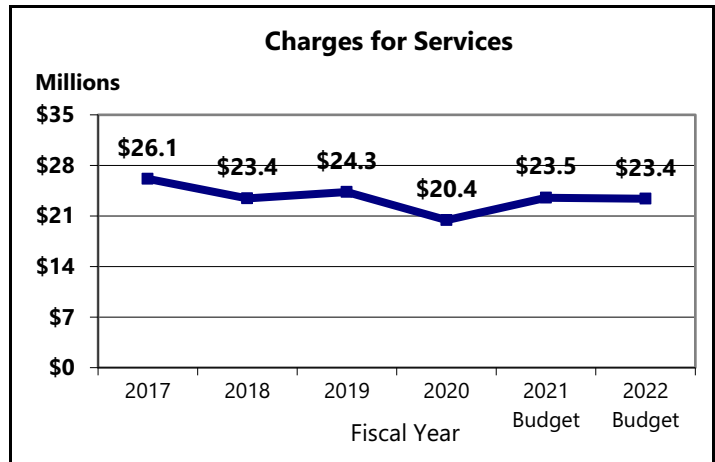
Revenue from use of money and property is comprised primarily of interest earned on cash balances, rent from short-term and long-term property leases, income from cultural facilities venues, and prudent management of city assets. In FY 2022, revenue from this source makes up approximately 0.8 percent or \$7.7 million of General Fund revenues. The FY 2022 budget is approximately 2.2 percent above the FY 2021 budget. The increase reflects gradual restoration of revenue from cultural facilities events, interest earned from the city's investments, and rental income from city-owned property.

CHARGES FOR SERVICES

Charges for services include fees charged for various programs and services such as, recreation centers, Virginia Zoo, courts (judiciary), paramedical rescue, Norfolk Public School activities, Norfolk Community Services Board (NCSB), cruise ship terminal, and Nauticus.

Charges for services make up approximately 2.5 percent or \$23.4 million of General Fund revenues in FY 2022. The FY 2022 budget is 0.7 percent below the FY 2021 budget which reflects utilization of city facilities such as, the cruise ship terminal, Nauticus, recreation centers, and libraries in FY 2022.

Citywide, the majority of the revenue collected from this source are charges for services by nongeneral funds. Charges for services citywide make up approximately \$331 million (which is over ten times the amount budgeted in the General Fund). The nongeneral fund charges are mostly from user fees for utilities (water and wastewater), parking facilities, storm water, and refuse disposal. The rates for these user fees are set to ensure enterprise fund operations are fully supported by the fees collected. See Selected Tax Rates and Fees section for changes in the rates for nongeneral fund charges for services in FY 2022.



MISCELLANEOUS REVENUE

Miscellaneous revenue consists of revenues not classified in other categories and includes revenue from payments in lieu of taxes, fee for services provided to the U.S. Navy for the housing public-private venture, administrative fees, and proceeds from the sale of city-owned land. In FY 2022, the city is estimating to receive approximately \$9.0 million, which represents 1.0 percent of General Fund revenues in FY 2022 and is approximately 0.1 percent below and is virtually unchanged from the FY 2021 budget.

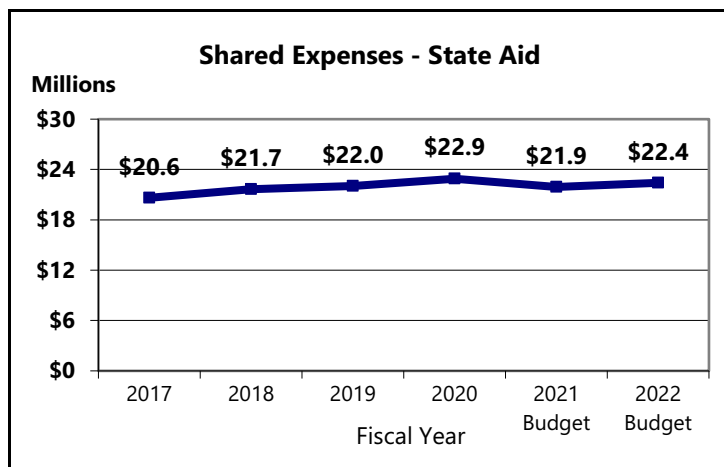
RECOVERED COSTS

Recovered costs consist of revenue from nongeneral funds, partner agencies, and the public for certain expenses, such as indirect costs, employee compensation, debt service, and communications and information technology services. Recovered costs make up approximately 1.2 percent or \$11.2 million of General Fund revenues in FY 2022. The FY 2022 budget is approximately 2.8 percent (\$0.3 million) above the FY 2021 budget. The increase in the FY 2022 budget from FY 2021 is largely due to the distribution and allocation of indirect costs to nongeneral fund departments.

NON-CATEGORICAL AID - VIRGINIA

Non-categorical aid consists of revenue from the Commonwealth without restriction as to use. Non-categorical aid is estimated to be 3.9 percent or \$35.8 million of General Fund revenues and is approximately 4.8 percent above the FY 2021 budget. The increase is mostly from the car rental tax which reflects current utilization and anticipated return of visitors and travel to the region. The FY 2022 estimate also reflects no change in the state aid for HB 599 (Public Safety) based on the budget amendments agreed to by the House and Senate conferees (Conference Report).

SHARED EXPENSES



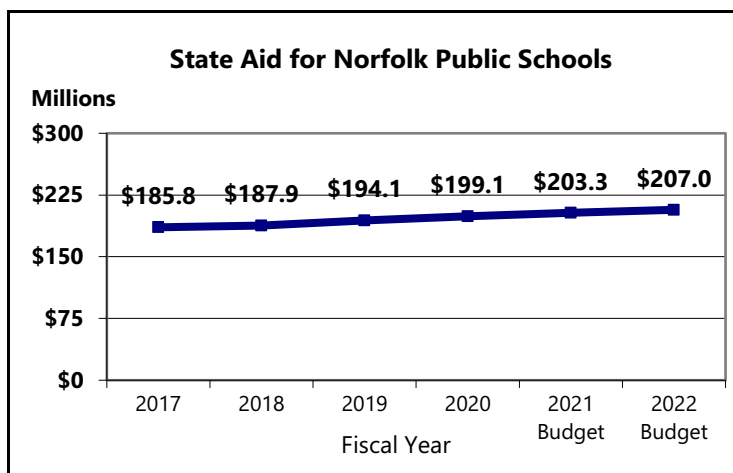
Shared expenses consist of recovered costs from the Commonwealth for a portion of the salaries and benefits of constitutional and other offices serving the Norfolk community, including the Norfolk Electoral Board, Sheriff, City Treasurer, Commissioner of the Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney. Shared expenses make up approximately 2.4 percent or \$22.4 million of General Fund revenues in FY 2022, which is approximately 2.1 percent above the FY 2021 budget. The increase largely reflects the five percent state salary increase for constitutional officers and staff and the registrar and electoral board members.

Also, the increase includes state funds to: restore support for certain underfunded and unfunded constitutional officer positions; increase the salaries of certain circuit court clerk staff to address pay equity with district court clerks' staff; and fully reimburse localities for general registrars' salaries and electoral board members' compensation.

STATE CATEGORICAL AID

Categorical aid from the Commonwealth consists mainly of revenues earmarked for core services including, Norfolk Public Schools, Department of Human Services, public assistance grants, Norfolk Community Services Board (NCSB), libraries, Virginia Department of Transportation (VDOT) funding for street maintenance and localities that host port-owned facilities, and local adult correctional facility. State categorical aid makes up approximately 31 percent or \$288.6 million of General Fund revenues in FY 2022 which is approximately 1.8 percent above the FY 2021 budget. The increase is largely for Norfolk Public Schools (\$8.9 million), street maintenance, mental health, and human services.

Of the \$288.6 million of state categorical aid estimated to be received in FY 2022, the majority is earmarked for Norfolk Public Schools, approximately \$212.2 million of the \$288.6 million. Categorical aid for Norfolk Public Schools includes the state sales and use tax and state school funds. State sales and use tax for schools is the revenue from the city's proportionate share of the state sales and use tax designated for public education. Since July 1, 2012, the city's share of the state sales and use tax is based on the population estimate provided by the Weldon Cooper Center for Public Service at the University of Virginia. In addition in FY 2014, state sales and use tax dedicated to public education increased to $1\frac{3}{8}$



cent as part of the statewide transportation bill. Prior to FY 2014, $1\frac{1}{4}$ cent of the state sales and use tax was dedicated to public education, which reflected the change in FY 2005 when half of the one-half cent sales and use tax increase adopted by the General Assembly was earmarked for local school divisions and real estate tax relief. Half of that quarter percent is distributed in the manner discussed above. The other half of the quarter percent goes to support the Standards of Quality (SOQ), which is included in state school funds. State school funds support school operational costs. The rate of reimbursements is based on the SOQ formula with reimbursement rates varying by program and area of emphasis. Changes in enrollment figures affect this revenue source. Localities are required to match the state contribution based on a composite index. Norfolk continues to provide more than its required share of local effort.

Categorical aid also includes the state reimbursement for the cost of operating the Department of Human Services and Norfolk Community Services Board, estimated to be approximately \$38.0 million and \$9.4 million, respectively. State aid is tied to operating costs that include the cost of personnel, fringe benefits, nonpersonal services, and rent for buildings and parking. The reimbursement rate of the overall costs varies by program..

The jail per diem estimate is approximately \$1.9 million in FY 2022 with no changes anticipated in the jail per diem rates based on the estimate provided by the Virginia Compensation Board. Since the 2016-2018 biennium, the amount appropriated by the Commonwealth has been based on the expected cost of jail per diems. In prior years, the General Assembly did not appropriate the full estimated statewide cost for jail per diems and the funding shortfall was addressed in the mid-biennium or caboose budget. However, if the appropriation falls short due to statewide inmate population being higher than anticipated, the Compensation Board will prorate the amounts distributed to local jails. The last time jail per diem rates were changed was during the 2010 session of the General Assembly. Since March 1, 2010, per diem payments for local responsible inmates in local or regional jails was reduced to \$4.00 per day from \$8.00 per day, while the per diem payments for state inmates housed in local jails was changed to \$12.00 per day from \$8.00 or \$14.00 per day (reflecting the \$6.00 bonus payment for certain state inmates). Payment for jail contract beds fell to \$8.00 per day from \$14.00 per day. These changes in the per diem rates resulted in approximately a \$2.0 million decline in jail per diem funding to the city.

Categorical aid also includes funds received from the Virginia Department of Transportation (VDOT) for street construction and maintenance and support for localities that host Virginia Port Authority owned real estate, estimated in total to be approximately \$26.8 million in FY 2021. The funds for street construction and maintenance are received from VDOT to maintain the city's principal and minor arterials, collector roads, and local streets based on moving lane miles. The revenue allocated to the city is based on a statewide maintenance index of the unit costs used on roads and bridges. Changes in the index are used to calculate and implement annual per-land-mile rates. The rates fluctuate on index changes and number of miles assessed. These funds offset qualifying operating costs recorded in the city's budget.

FEDERAL AID

Aid from the federal government primarily includes funds for Norfolk Public Schools and Norfolk Community Services Board. Federal aid totals approximately \$8.8 million or 1.0 percent of General Fund revenues in FY 2022 and is up 0.6 percent (\$53,374) from the FY 2021 budget. The FY 2022 budgeted amount does not include Federal funds provided to assist individuals, businesses, and state and local governments in response to the COVID-19 pandemic.

OTHER SOURCES AND TRANSFERS IN

Revenue from other sources and transfers in consist of intra-governmental transfers and carry forward funds. It totals approximately \$33.0 million or 3.6 percent of General Fund revenues in FY 2022, which is an increase of approximately \$2.6 million from the FY 2021 budget. In FY 2022, other sources and transfers in includes transfers in of approximately \$18.8 million from nongeneral funds including: Utilities (\$10 million); Tax Increment Financing Fund (\$5.3 million) which consists of the annual transfer of excess revenue; and Public Amenities Fund (\$3.5 million) to support the Norfolk Consortium. See Outside Agencies section of the budget document for details on the Norfolk Consortium. The remaining amount (\$14.2 million) consists of: carry forward of prior year savings by the Norfolk Community Services Board (\$2.0 million); carry forward of Coronavirus Relief Funds (\$7.5 million), and carryforward of prior year (\$0.9 million) and anticipated current year savings (\$3.8 million).

APPROPRIATIONS

Department	FY 2022 Adopted
GENERAL FUND	
LEGISLATIVE	
City Council	384,773
City Clerk	1,767,479
City Real Estate Assessor	2,341,281
City Auditor	1,020,324
Total Legislative	5,513,857
EXECUTIVE	
City Manager	2,831,972
Budget and Strategic Planning	2,281,354
Resilience	646,457
Communications	1,975,834
St. Paul's Area Transformation	3,919,000
Housing and Community Development	857,691
Total Executive	12,512,308
DEPARTMENT OF LAW	5,226,300
CONSTITUTIONAL OFFICERS	
Commissioner of the Revenue	3,183,931
City Treasurer	2,638,728
Clerk of the Circuit Court	3,130,537
Commonwealth's Attorney	6,376,304
Sheriff and Jail	36,826,776
Total Constitutional Officers	52,156,276
JUDICIAL	
General District Court	260,761
Juvenile and Domestic Relations Court	81,833
Circuit Court Judges	896,356
Norfolk Juvenile Court Service Unit	165,905
Magistrate	11,656
Total Judicial	1,416,511
ELECTIONS	1,022,942
GENERAL MANAGEMENT	
Information Technology	17,896,466

Department	FY 2022 Adopted
Finance	6,867,143
General Services	26,261,397
Human Resources	3,920,756
Total General Management	54,945,762
COMMUNITY DEVELOPMENT	
City Planning	5,063,228
Neighborhood Services	4,897,929
Economic Development	2,406,253
Total Community Development	12,367,410
PARKS, RECREATION AND CULTURE	
Libraries	8,382,219
Cultural Facilities, Arts and Entertainment	5,940,365
Zoological Park	4,243,389
Nauticus	3,835,953
Slover Library	2,381,645
Recreation, Parks and Open Space	15,274,366
Total Parks, Recreation and Culture	40,057,937
CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS	
Central Appropriations	19,263,742
Outside Agencies	52,367,351
Total Central and Outside Agency Appropriations	71,631,093
PUBLIC HEALTH AND ASSISTANCE	
Norfolk Community Services Board	25,784,159
Public Health	3,240,091
Human Services	50,911,714
Total Public Health and Assistance	79,935,964
PUBLIC SAFETY	
Police	79,737,018
Fire-Rescue	51,470,155
Total Public Safety	131,207,173
PUBLIC WORKS	18,674,269
TRANSIT	11,939,581
DEBT SERVICE	75,705,398
PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)	354,868,309
Total General Fund	929,181,090

Department	FY 2022 Adopted
SPECIAL REVENUE FUNDS	
Towing and Recovery Operations	1,655,435
Cemeteries	1,763,240
Golf Operations	15,000
Public Amenities	8,749,997
Emergency Preparedness and Response	6,491,886
Tax Increment Financing	6,768,400
Waste Management	22,429,993
Total Special Revenue Funds	47,873,951
ENTERPRISE FUNDS	
Water Utility	100,898,278
Wastewater Utility	34,521,323
Storm Water Management	21,997,926
Parking Facilities	22,434,358
Total Enterprise Funds	179,851,885
INTERNAL SERVICE FUNDS	
Norfolk Healthcare Consortium	106,086,057
Fleet Management	11,385,802
Total Internal Service Funds	117,471,859
TOTAL CITY OPERATIONS	1,274,378,785
CAPITAL IMPROVEMENT PLAN	187,508,200
ANNUAL GRANTS PLAN¹	75,521,801
ANNUAL PLAN	8,708,872
TOTAL APPROPRIATIONS	1,546,117,658

¹These amounts reflect the “up to” amount appropriated by the FY 2022 operating budget ordinance. The actual grant award will vary annually.

SELECTED TAX RATES AND FEES

Description	FY 2021 Adopted	FY 2022 Adopted
PROPERTY TAXES		
Real Estate (General Tax)	\$1.25/\$100 Assessed Value	\$1.25/\$100 Assessed Value
Real Estate (Downtown Improvement District)	\$1.41/\$100 Assessed Value	\$1.41/\$100 Assessed Value
Personal Property		
Airplane	\$2.40/\$100 Assessed Value	\$2.40/\$100 Assessed Value
Motor Vehicle	\$4.33/\$100 Assessed Value	\$4.33/\$100 Assessed Value
Recreational Vehicle	\$1.50/\$100 Assessed Value	\$1.50/\$100 Assessed Value
Business Furniture, Fixtures, and Equipment	\$4.33/\$100 Assessed Value	\$4.33/\$100 Assessed Value
Watercraft - Business	\$1.50/\$100 Assessed Value	\$1.50/\$100 Assessed Value
Watercraft - Recreational	\$0.000001/\$100 Assessed Value	\$0.000001/\$100 Assessed Value
Machinery & Tools	\$4.25/\$100 Assessed Value	\$4.25/\$100 Assessed Value
OTHER LOCAL TAXES		
Amusement and Admissions	10%	10%
Cigarette	95 cents/pack of 20 cigarettes (47.5 mils/cigarette)	95 cents/pack of 20 cigarettes (47.5 mils/cigarette)
Emergency 911 (Landline)	Replaced by the statewide E-911 tax rate of \$0.75/line/month	Replaced by the statewide E-911 tax rate of \$0.75/line/month
Hotel/Motel Lodging	8%	8%
Bed Tax	\$3.00 per room night	\$3.00 per room night
Food and Beverage	6.5%	6.5%
Recreational Boat License:		
Boats under 16 feet in length	\$15.00	\$15.00
Boats 16 feet and over in length	\$40.00	\$40.00
Motor Vehicle License:		
Small Trailers (<2,000 pounds)	\$11.50	\$11.50
Motorcycles	\$20.00	\$20.00
Cars and Small Trucks	\$31.00	\$31.00
Mid-Size Trucks/Vans (>4,000 pounds)	\$36.00	\$36.00
Large Vehicles (over 19,000 pounds)	\$1.60-\$1.80/1,000 pounds of gross weight (additional \$5 flat fee)	\$1.60-\$1.80/1,000 pounds of gross weight (additional \$5 flat fee)

Description	FY 2021 Adopted	FY 2022 Adopted
REFUSE DISPOSAL		
Residential		
Single or Multiple Units (four units or less)	\$27.01/unit/month	\$27.01/unit/month
Multiple Units (five units or more)	\$45.94/container/month	\$45.94/container/month
Commercial		
Business 1 times per week	\$61.18/unit/month	\$61.18/unit/month
Business 5 times per week	\$151.64/unit/month	\$151.64/unit/month
Combined Commercial and Residential	\$88.19/unit/month	\$88.19/unit/month
WATER AND WASTEWATER UTILITY FEES		
Water	\$5.48/100 cubic feet	\$5.67/100 cubic feet
Wastewater	\$4.65/100 cubic feet	\$4.84/100 cubic feet
STORM WATER FEES (rate calculated based on a 30-day month)		
Residential	\$12.38/month	\$12.72/month
Commercial	\$12.38/month per 2,000 sq. ft.	\$12.72/month per 2,000 sq. ft.
UTILITY TAXES		
Commercial		
Gas	Rate/month: \$3.225 + \$0.167821/CCF 0-70 CCF + \$0.161552/CCF 71-430 CCF + \$0.15363/CCF on balance (maximum of \$500/month)	Rate/month: \$3.225 + \$0.167821/CCF 0-70 CCF + \$0.161552/CCF 71-430 CCF + \$0.15363/CCF on balance (maximum of \$500/month)
Electricity (Manufacturing)	Rate/month: \$1.38 + \$0.004965/kWh 0-3,625,100 kWhs + \$0.004014/kWh on balance (maximum of \$53,000/month)	Rate/month: \$1.38 + \$0.004965/kWh 0-3,625,100 kWhs + \$0.004014/kWh on balance (maximum of \$53,000/month)
Electricity (Non-Manufacturing)	Rate/month: \$2.87 + \$0.017933/kWh 0-537 kWh + \$0.006330/kWh on balance	Rate/month: \$2.87 + \$0.017933/kWh 0-537 kWh + \$0.006330/kWh on balance
Telephone (Cellular, Landline)	Replaced by the State Communications Sales & Use Tax 5% of sales price of services	Replaced by the State Communications Sales & Use Tax 5% of sales price of services
Water	25% on first \$75, plus 15% of bill in excess of \$75	25% on first \$75, plus 15% of bill in excess of \$75
Residential		
Cable and Satellite Service Telephone (Cellular, Landline)	Replaced by the State Communications Sales & Use Tax	Replaced by the State Communications Sales & Use Tax
Electricity	\$1.75 + \$0.016891/kWh monthly (capped at \$3.75/month)	\$1.75 + \$0.016891/kWh monthly (capped at \$3.75/month)
Gas	\$1.50/month	\$1.50/month
Water (5/8" Meter)	25% on first \$22.50/month	25% on first \$22.50/month

GENERAL FUND BALANCE RESERVES

The establishment and maintenance of general operating reserves is considered one of the most effective management practices a local government can employ. The purpose of a reserve is to act as the city's "savings" account to meet emergency or unanticipated needs without jeopardizing the ongoing provision of city services. Reserves help to cushion against cash flow challenges such as providing an interim source of funding for emergency costs from a significantly large unexpected expenses such as a hurricane. The appropriate size of reserves depends on variability of revenues and expenditures and an organization's cash flow needs.

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

General Fund Balance Reserves

Reserve	FY 2020 Actual	FY 2021 Minimum	FY 2021 Maximum	FY 2021 Projected
General Fund Unassigned Reserve¹	\$66,085,337	\$66,085,337	N/A	\$66,085,337
Risk Management Reserve	\$7,171,121	\$7,171,121	\$8,000,000	\$7,171,121
Economic Downturn Reserve	\$5,000,000	\$5,000,000	\$5,000,000	\$4,600,000
Inclusive Development Opportunity Fund	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
General Fund Balance Reserves at June 30²	\$80,256,458			\$79,856,458

¹The amounts are based on the updated financial policies adopted by City Council on February 26, 2019. The minimum and projected FY 2021 General Fund unassigned reserve is based upon ten percent (10%) of General Fund expenditures, plus General Fund transfers out as of June 30, 2020.

² The amounts above exclude reserves for encumbrances and other legally restricted reserves and designations for specific appropriations.

ESTIMATED GENERAL FUND - FUND BALANCE

Beginning General Fund - Fund Balance, July 1, 2020 (ACFR)*

\$155,016,656

Add Revenues

Revenues (excluding transfers)	\$853,112,216
Return from water and wastewater utility funds	10,000,000
Return from tax increment financing fund	4,982,000
Public amenities fund support for Norfolk Consortium	3,500,000

Total Fund Balance and Revenues**\$1,026,610,872**

Less: Anticipated Expenditures

Norfolk Public Schools operating budget	\$337,148,281
Public safety	126,663,507
Public health and assistance	79,677,741
Other city departments	200,265,520
Central appropriations and outside agencies	59,725,931
Debt service	79,999,236

Projected Fund Balance at June 30, 2021 with budgeted FY 2021 expenditures**\$143,130,656**

*Amount reported in the FY 2020 Annual Comprehensive Financial Report (ACFR)

SUMMARY OF CHANGES IN FUND BALANCE

General Fund

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Operating Revenues			
General property taxes	305,693,092	311,526,200	322,871,000
Other local taxes	161,697,210	143,126,000	161,646,000
Permits and fees	3,633,149	3,214,000	3,608,000
Fines and forfeitures	798,931	1,201,000	1,218,000
Charges for services	20,514,713	23,539,021	23,379,568
Miscellaneous	9,866,133	8,983,473	8,976,770
Recovered costs	11,344,116	10,880,725	11,183,290
Commonwealth	330,485,980	334,361,860	346,791,041
Federal	8,838,806	8,736,882	8,790,256
Total Operating Revenues	852,872,130	845,569,161	888,463,925
Operating Expenses			
Personnel services	306,925,880	300,800,805	317,541,332
Contractual services	54,670,142	48,152,310	53,489,887
Materials, supplies and repairs	36,700,768	37,356,944	38,128,993
Department specific appropriation	378,179,964	395,408,289	420,482,630
Public assistance	13,754,047	14,624,306	14,835,674
Total Operating Expenses	790,230,801	796,342,654	844,478,516
Operating Income (Loss)	62,641,329	49,226,507	43,985,409
Non-Operating Revenues (Expenses)			
Use of money and property	8,178,074	7,543,055	7,711,765
Capital outlay	(4,610,024)	(4,046,913)	(5,020,541)
Debt service	(82,503,274)	(73,989,447)	(75,711,821)
Acctg. for Encumbrances for Budget not GAAP	887,281	0	0
Total Non-Operating Revenue/Expense	(78,047,943)	(70,493,305)	(73,020,597)
Income (Loss) Before Operating Transfers	(15,406,614)	(21,266,798)	(29,035,188)
Operating transfers in	19,900,499	18,482,000	18,768,400
Operating transfers out	(1,384,985)	(9,101,202)	(3,970,212)
Total Operating Transfers	18,515,514	9,380,798	14,798,188
Net Change in Fund Balance	3,108,900	(11,886,000)	(14,237,000)
Beginning Fund Balance at July 1	151,907,756	155,016,656	143,130,656
Ending Fund Balance at June 30	155,016,656	143,130,656	128,893,656

Note: FY 2020 amounts are based on figures in the city's Annual Comprehensive Financial Report.

*The FY 2021 amount largely reflects carryforward of prior year and anticipated current year savings.

Special Revenue Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Operating Revenues			
General property taxes	6,268,007	6,482,000	6,768,400
Other local taxes	9,835,813	9,285,596	10,022,596
Fines and forfeitures	0	11,000	11,000
Charges for services	21,965,592	23,269,345	23,201,507
Miscellaneous	1,437,865	487,827	528,070
Recovered costs	1,879	1,607,794	1,607,794
Commonwealth	1,679,229	98,000	112,000
Federal	0	113,617	113,617
Total Operating Revenues	41,188,385	41,355,179	42,364,984
Operating Expenses			
Personnel services	14,477,078	13,475,544	13,964,841
Contractual services	12,660,638	10,774,532	12,023,191
Materials, supplies and repairs	2,841,088	2,599,756	2,786,059
Department specific appropriation	496,271	1,030,157	937,157
Total Operating Expenses	30,475,075	27,879,989	29,711,248
Operating Income (Loss)	10,713,310	13,475,190	12,653,736
Non-Operating Revenues (Expenses)			
Use of money and property	59,849	825,335	850,335
Capital outlay	(4,054,778)	(2,632,200)	(2,858,998)
Debt service	(8,072,998)	(7,846,473)	(6,535,305)
Total Non-Operating Revenue/Expense	(12,067,927)	(9,653,338)	(8,543,968)
Income (Loss) Before Operating Transfers	(1,354,617)	3,821,852	4,109,768
Operating transfers in	1,628,242	1,584,413	1,929,635
Operating transfers out	(11,350,499)	(8,482,000)	(8,768,400)
Total Operating Transfers	(9,722,257)	(6,897,587)	(6,838,765)
Storm Water Fund Balance (move to Enterprise Funds)*	(4,692,138)	0	0
Net Change in Other Fund Balance (excl. Storm Water)**	(6,384,736)	(3,075,735)	(2,728,997)
Net Change in Fund Balance	(11,076,874)	(3,075,735)	(2,728,997)
Beginning Fund Balance at July 1	23,784,321	12,707,447	9,631,712
Ending Fund Balance at June 30	12,707,447	9,631,712	6,902,715

*In FY 2019, Storm Water Management Fund was classified a special revenue fund. In FY 2020, the Storm Water Management became an enterprise fund.

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

Note: FY 2020 amounts are based on figures in the city's Annual Comprehensive Financial Report.

SUMMARY OF CHANGES IN NET ASSETS

Enterprise Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Operating Revenues			
Permits and fees	0	629,505	861,569
Fines and forfeitures	0	3,328,022	2,528,022
Charges for services	164,700,673	164,342,877	167,069,258
Miscellaneous	2,881,094	234,316	234,316
Recovered costs	0	1,003,600	1,003,600
Total Operating Revenues	167,581,767	169,538,320	171,696,765
Operating Expenses			
Personnel services	40,043,304	36,813,654	38,706,266
Contractual services/Materials, supplies and repairs	35,595,990	37,577,881	38,429,056
Depreciation	30,801,125	0	0
Department specific appropriation	0	24,755,224	22,059,562
Total Operating Expenses	106,440,419	99,146,759	99,194,884
Operating Income (Loss)	61,141,348	70,391,561	72,501,881
Non-Operating Revenues (Expenses)			
Use of money and property	3,383,189	2,045,775	2,045,775
Capital outlay	0	(2,448,636)	(5,024,603)
Intergovernmental revenue	125,644	0	0
Miscellaneous revenue (expense)	18,378	0	0
Gain/(Loss)-Sale of fixed assets & investments	(1,331,307)	7,400	7,400
Debt service	(16,888,361)	(59,605,862)	(62,867,198)
Total Non-Operating Revenue/Expense	(14,692,457)	(60,001,323)	(65,838,626)
Income (Loss) Before Operating Transfers	46,448,891	10,390,238	6,663,255
Capital Contribution	26,704,589	0	0
Operating transfers in	0	0	0
Operating transfers out	(11,258,675)	(12,165,200)	(12,765,200)
Total Operating Transfers/Capital Contribution	15,445,914	(12,165,200)	(12,765,200)
Net Income (Loss)	61,894,805	(1,774,962)	(6,101,945)
Beginning Net Assets at July 1	495,951,373	557,846,178	556,071,216
Ending net assets at June 30	557,846,178	556,071,216	549,969,271

*In FY 2020, the Storm Water Management Fund became an enterprise fund.

Note: FY 2020 amounts are based on figures in the city's Annual Comprehensive Financial Report.

Internal Service Funds

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Operating Revenues			
Charges for services	90,888,792	115,368,867	117,101,494
Miscellaneous	27,892	0	0
Recovered costs	0	63,865	63,865
Total Operating Revenues	90,916,684	115,432,732	117,165,359
Operating Expenses			
Personnel services	3,648,425	4,207,273	4,545,206
Cost of Goods Sold	2,771,944	0	0
Contractual services	79,600,990	107,285,435	108,900,804
Materials, supplies and repairs/Other	4,368,862	4,209,287	3,987,825
Depreciation	257,848	0	0
Total Operating Expenses	90,648,069	115,701,995	117,433,835
Operating Income (Loss)	268,615	(269,263)	(268,476)
Non-Operating Revenues (Expenses)			
Use of money and property	0	3,500	3,500
Capital outlay	0	(37,237)	(38,024)
Miscellaneous revenue (expense)	0	0	0
Gain/(Loss)-Sale of fixed assets & investments	0	3,000	3,000
Total Non-Operating Revenue/Expense	0	(30,737)	(31,524)
Income (Loss) Before Operating Transfers	268,615	(300,000)	(300,000)
Operating transfers in	0	0	0
Operating transfers out	0	0	0
Total Operating Transfers	0	0	0
Net Income (Loss)	268,615	(300,000)	(300,000)
Beginning Net Assets at July 1	1,238,186	1,506,801	1,206,801
Ending net assets at June 30	1,506,801	1,206,801	906,801

Note: FY 2020 amounts are based on figures in the city's Annual Comprehensive Financial Report.

TRANSFERS FROM/TO

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

Transfer from General Fund to	FY 2022
Capital Improvement Program	2,040,577
Cemetery Fund	291,805
Emergency Preparedness and Response Fund	1,637,830
Grants Fund (estimated) ¹	17,670,100
Total Transfers from General Fund	21,640,312

Transfer to General Fund from	
Public Amenities Fund	3,500,000
Tax Increment Financing Fund	5,268,400
Wastewater Utility Fund	1,500,000
Water Utility Fund	8,500,000
Total Transfers to General Fund	18,768,400

Capital Improvement Plan Cash Sources

General Fund	14,540,577
Norfolk Public Schools	17,700,000
Parking Facilities Fund	1,450,000
Storm Water Management Fund	1,315,200
Wastewater Utility Fund	9,000,000
Water Utility Fund	21,200,000
Total Capital Improvement Plan Cash Sources	65,205,777

¹ Amount of funds expected to be awarded in FY 2022. See Annual Grants Plan section for details. Actual amount transferred from the General Fund to the Grants Fund may vary based upon the actual grant award.

FULL TIME EQUIVALENT (FTE) STAFFING SUMMARY

	FY 2020 Adopted FTE	FY 2021 Adopted FTE	FY 2022 Adopted FTE	Change FY 2021 to FY 2022
General Fund				
Budget and Strategic Planning	19.0	23.0	19.0	(4.0)
Circuit Court Judges	5.0	5.0	5.0	0.0
City Attorney	34.0	34.0	34.0	0.0
City Auditor	9.0	9.0	9.0	0.0
City Clerk	14.0	13.0	13.0	0.0
City Council	8.0	8.0	8.0	0.0
City Manager	13.0	13.0	16.0	3.0
City Planning	63.0	61.0	63.0	2.0
City Real Estate Assessor	25.0	25.0	25.0	0.0
City Treasurer	31.0	31.0	31.0	0.0
Clerk of Circuit Court	49.0	46.0	46.0	0.0
Commissioner of the Revenue	38.0	37.0	37.0	0.0
Commonwealth's Attorney	61.0	64.0	64.0	0.0
Communications	18.0	16.0	16.0	0.0
Cultural Facilities, Arts & Entertainment	50.0	41.0	41.0	0.0
Economic Development	18.0	16.0	16.0	0.0
Elections	6.0	6.0	6.0	0.0
Finance Department	56.0	54.0	55.0	1.0
Fire-Rescue	504.0	514.0	514.0	0.0
General Services and Administration	132.2	126.4	128.4	2.0
Housing and Community Development	0.0	0.0	19.0	19.0
Human Resources	33.0	28.0	31.0	3.0
Human Services	481.0	483.0	490.5	7.5
Information Technology	91.0	82.0	84.0	2.0
Libraries	98.5	76.0	95.0	19.0
Nauticus	28.0	27.0	27.0	0.0
Neighborhood Services	52.0	50.0	52.0	2.0
Norfolk Community Services Board	265.3	271.8	272.8	1.0
Police	873.0	859.0	859.0	0.0
Public Health	8.5	7.0	7.0	0.0
Public Works	142.0	129.0	141.0	12.0
Recreation, Parks and Open Space	209.0	151.0	180.0	29.0

	FY 2020 Adopted FTE	FY 2021 Adopted FTE	FY 2022 Adopted FTE	Change FY 2021 to FY 2022
Resilience	4.0	5.0	6.0	1.0
Sheriff and Jail	447.0	440.0	440.0	0.0
Slover Library	27.0	27.0	30.0	3.0
St. Paul's Area Transformation	4.0	5.0	7.0	2.0
Transit	66.0	62.0	62.0	0.0
Zoological Park	52.6	47.0	48.0	1.0
Total General Fund	4,035.2	3,892.2	3,997.7	105.5
Special Revenue Funds				
Cemeteries	31.0	25.0	26.0	1.0
Emergency Preparedness and Response	83.0	82.0	76.5	(5.5)
Towing and Recovery Operations	8.9	8.0	8.0	0.0
Waste Management	106.0	106.0	106.0	0.0
Total Special Revenue Funds	228.9	221.0	216.5	(4.5)
Enterprise Funds				
Parking Facilities	63.2	63.2	67.2	4.0
Storm Water Management	103.0	105.0	111.0	6.0
Wastewater Utility	103.0	103.0	103.0	0.0
Water Utility	290.5	290.0	289.0	(1.0)
Total Enterprise Funds	559.7	561.2	570.2	9.0
Internal Service Funds				
Fleet	52.0	52.0	52.0	0.0
Healthcare	2.0	8.0	8.0	0.0
Total Internal Service Funds	54.0	60.0	60.0	0.0
Total All Funds	4,877.8	4,734.4	4,844.4	110.0

Note: Totals may not add up due to rounding.

Only permanent positions are reflected in the Budget Document.

CITY INDEBTEDNESS

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

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

The following table shows the estimated General Obligation Legal Debt Margin for the current fiscal year as of June 30, 2021, and for the past four fiscal years.

As of	Taxable Real Property Assessed Value ⁽¹⁾	Debt Limit: 10% of Assessed Value	Debt Applicable to Debt Limit ⁽⁴⁾⁽⁵⁾	Amount of Debt as % of Debt Limit	Legal Margin for Additional Debt
June 30, 2021 ⁽²⁾⁽³⁾	22,087,340,659	2,208,734,066	1,010,638,068	45.76%	1,198,095,998
June 30, 2020	21,134,551,094	2,113,455,109	1,099,194,913	52.01%	1,014,260,196
June 30, 2019	20,344,603,804	2,034,460,380	988,038,371	48.57%	1,046,422,009
June 30, 2018	19,870,880,970	1,987,088,097	1,079,595,115	54.33%	907,492,982
June 30, 2017	19,433,889,018	1,943,388,902	1,065,983,734	54.85%	877,405,168

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

(2)Taxable Real Property Assessed Value is estimated as of March 31, 2021.

(3)Projected Debt Applicable to Debt Limit excludes \$243,810,806 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

(4)Includes \$50,375,000 that has been economically defeased, but must be included as part of the city's debt subject to the debt limit.

(5)Existing Debt as March 31, 2021. Exclusive of any future amount borrowed on the Line of Credit and future bond issuance.

OVERLAPPING DEBT

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

STATEMENT OF NO PAST DEFAULT

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

OUTSTANDING DEBT

Debt service for General Capital Improvements is funded from the General Fund. The debt of the enterprise and other fee-supported operations are paid from the respective revenues. The estimated total outstanding bonded indebtedness, including revenue bonds, at the end of FY 2021 is estimated to be \$1,299,207,709 (exclusive of the bonds economic defeased, the amount borrowed on the Line of Credit and any future bond issuance).

GENERAL CAPITAL IMPROVEMENTS–AFFORDABILITY MEASURES

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

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

The FY 2022 Capital Improvement Plan is within the five measures of affordability listed above, and the city plans to continue to remain below a debt to taxable property ratio of 3.5 percent or less and a debt service to budget expenditures ratio of 10 percent or less. However, the new policy levels provide the city flexibility to consider projects of significance and importance in moving the city forward in addressing our resiliency challenges of coastal flooding, neighborhoods resiliency, and economic vibrancy.

ENTERPRISE OPERATIONS DEBT

Norfolk's Water, Wastewater, and Storm Water Revenue Bond programs are governed by bond indentures of trust and financing agreements, which specify debt coverage requirements for their respective operations. Each of the revenue bond programs are backed by the revenues of their respective system. The city has covenanted that it will establish, fix, charge and collect rates, fees, and other charges so that in each Fiscal Year Net Revenues are not less than the debt service coverage requirement. All revenue bond programs, historically and estimated for FY 2022 meet debt coverage requirements. As previously noted, outstanding Wastewater and Storm Water bonds are a

combination of general obligations of the city and revenue bonds and Water bonds are solely revenue bonds. The city's Parking operations finance capital needs with self-supporting general obligation bonds. As a matter of practice, the city pays such general obligation bonds from its respective enterprise activities. In the event that money in the respective funds is not sufficient to pay debt service on the general obligations, the city is obligated to pay such debt service from the General Fund or other available revenues. Per the city's adopted Financial Policies, the Parking Facilities coverage requirement is 1.1 times its total annual debt service and noncompliance must be cured within five years. While the Parking Facilities Fund was out of compliance with this policy in Fiscal Year 2019, as of June 30, 2020, the Parking Facilities Fund was in compliance with this policy. Due to the COVID-19 pandemic, the Parking Fund experienced lower year-over-year revenue resulting from a rapid decrease in parking service needs. However, at this time the city reasonably believes that the Parking Facilities Fund will continue to be compliance with the coverage requirement in Fiscal Year 2021.

BOND RATINGS

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

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

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

Norfolk's rating on its General Obligations Bonds are considered very strong and continue to assist the city in achieving least cost of funds to finance key capital projects throughout the city. In general, AA category rating signifies very high-quality bonds with some elements of long-term risks and AAA signifies the highest-quality bonds.

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

Computation of Legal Debt Margin

June 30, 2021 (Estimated)

Total Assessed Value of Taxed Real Property as of March 31, 2021	\$22,087,340,659
Debt Limit: 10 percent of Total Assessed Value	\$2,208,734,066
Amount of Debt Applicable to Debt Limit: ⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾	
Gross Debt	\$922,973,068
Economic Defeasance	\$50,375,000
Line of Credit	\$37,290,000
Legal Debt Margin	\$1,198,095,998
Amount of Debt as a percent of Debt Limit	45.76%

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

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

(3) Excludes \$243,810,806 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

(4) Existing Debt Service as of March 31, 2021. Exclusive of any future amount borrowed on Line of Credit and any future bond issuance.

YEARLY MATURITY OF LONG-TERM DEBT

Fiscal Year	General Obligation ⁽¹⁾⁽²⁾			General Obligation Equipment ⁽¹⁾			Water Revenue ⁽¹⁾		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2022	59,237,137	31,681,567	90,918,704	2,020,000	311,700	2,331,700	17,170,000	13,504,400	30,674,400
2023	63,842,429	29,048,873	92,891,301	2,030,000	212,050	2,242,050	18,335,000	12,632,275	30,967,275
2024	63,757,722	26,461,605	90,219,327	585,000	148,275	733,275	19,440,000	11,687,900	31,127,900
2025	61,788,016	24,071,721	85,859,736	460,000	120,750	580,750	18,075,000	10,757,525	28,832,525
2026	61,668,310	21,919,775	83,588,085	355,000	100,375	455,375	19,170,000	9,833,900	29,003,900
2027	62,508,605	19,879,520	82,388,125	355,000	82,625	437,625	12,010,000	9,051,200	21,061,200
2028	62,998,901	17,729,220	80,728,121	190,000	69,000	259,000	12,700,000	8,426,875	21,126,875
2029	55,784,198	15,549,212	71,333,410	1,285,000	32,125	1,317,125	13,505,000	7,764,775	21,269,775
2030	54,295,290	13,482,175	67,777,465	-	-	-	8,700,000	7,202,263	15,902,263
2031	49,655,290	11,691,373	61,346,663	-	-	-	9,395,000	6,755,025	16,150,025
2032	49,890,290	9,718,326	59,608,615	-	-	-	9,695,000	6,296,125	15,991,125
2033	42,880,290	8,016,007	50,896,297	-	-	-	8,080,000	5,856,644	13,936,644
2034	24,920,290	6,849,334	31,769,624	-	-	-	8,515,000	5,432,450	13,947,450
2035	24,150,290	6,102,161	30,252,451	-	-	-	9,000,000	4,984,694	13,984,694
2036	31,460,290	5,261,387	36,721,677	-	-	-	9,485,000	4,520,213	14,005,213
2037	32,170,290	4,188,620	36,358,909	-	-	-	8,565,000	4,076,256	12,641,256
2038	28,775,290	3,144,999	31,920,288	-	-	-	9,015,000	3,648,931	12,663,931
2039	19,780,145	2,416,107	22,196,251	-	-	-	9,490,000	3,201,763	12,691,763
2040	7,425,000	1,980,800	9,405,800	-	-	-	7,705,000	2,790,644	10,495,644
2041	7,590,000	1,733,442	9,323,442	-	-	-	8,075,000	2,421,731	10,496,731
2042	5,670,000	1,520,325	7,190,325	-	-	-	8,480,000	2,016,988	10,496,988
2043	7,025,000	1,323,706	8,348,706	-	-	-	8,920,000	1,570,613	10,490,613
2044	7,215,000	1,103,108	8,318,108	-	-	-	10,050,000	1,079,869	11,129,869
2045	7,410,000	877,020	8,287,020	-	-	-	10,590,000	541,981	11,131,981
2046	7,600,000	643,921	8,243,921	-	-	-	1,685,000	223,875	1,908,875
2047	7,935,000	395,553	8,330,553	-	-	-	1,770,000	137,500	1,907,500
2048	5,400,000	178,431	5,578,431	-	-	-	1,865,000	46,625	1,911,625
2049	2,860,000	45,560	2,905,560	-	-	-	-	-	-
Total	915,693,068	267,013,849	1,182,706,917	7,280,000	1,076,900	8,356,900	279,485,000	146,463,038	425,948,038

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

YEARLY MATURITY OF LONG-TERM DEBT (CONTINUED)

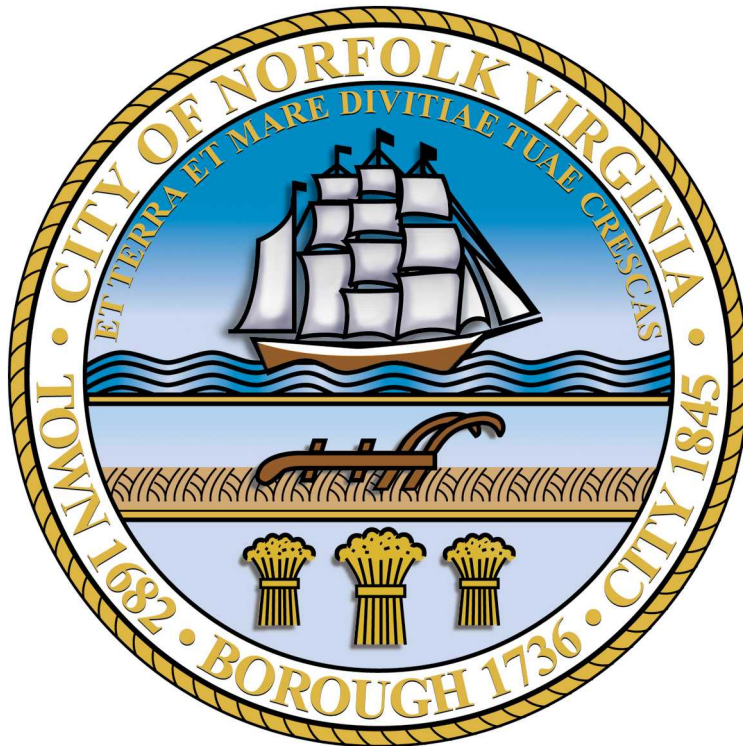
Fiscal Year	Wastewater Revenue ⁽¹⁾			Storm Water Revenue ⁽¹⁾			Totals ⁽¹⁾		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2022	7,581,123	110,126	7,691,249	18,099	435	18,534	86,026,359	45,608,228	131,634,587
2023	8,326,083	84,644	8,410,727	36,266	802	37,067	92,569,777	41,978,644	134,548,421
2024	8,351,409	59,840	8,411,249	36,357	711	37,067	92,170,487	38,358,331	130,528,819
2025	8,069,697	34,141	8,103,838	36,448	620	37,067	88,429,160	34,984,757	123,413,917
2026	7,773,641	17,298	7,790,938	36,539	529	37,067	89,003,490	31,871,876	120,875,366
2027	7,068,301	5,147	7,073,447	36,630	437	37,067	81,978,536	29,018,929	110,997,465
2028	7,075,106	-	7,075,106	36,722	346	37,067	83,000,729	26,225,440	109,226,170
2029	5,676,919	-	5,676,919	36,814	254	37,067	76,287,931	23,346,366	99,634,297
2030	5,251,919	-	5,251,919	36,906	162	37,067	68,284,115	20,684,600	88,968,714
2031	4,826,919	-	4,826,919	36,998	69	37,067	63,914,207	18,446,467	82,360,674
2032	4,451,919	-	4,451,919	-	-	-	64,037,209	16,014,451	80,051,660
2033	3,951,919	-	3,951,919	-	-	-	54,912,209	13,872,651	68,784,860
2034	3,719,419	-	3,719,419	-	-	-	37,154,709	12,281,784	49,436,493
2035	3,196,936	-	3,196,936	-	-	-	36,347,225	11,086,855	47,434,080
2036	2,656,952	-	2,656,952	-	-	-	43,602,242	9,781,600	53,383,842
2037	2,074,055	-	2,074,055	-	-	-	42,809,345	8,264,876	51,074,221
2038	1,670,000	-	1,670,000	-	-	-	39,460,290	6,793,930	46,254,200
2039	1,457,045	-	1,457,045	-	-	-	30,727,189	5,617,869	36,345,059
2040	1,345,000	-	1,345,000	-	-	-	16,475,000	4,771,444	21,246,444
2041	1,157,500	-	1,157,500	-	-	-	16,822,500	4,155,174	20,977,674
2042	720,000	-	720,000	-	-	-	14,870,000	3,537,313	18,407,313
2043	-	-	-	-	-	-	15,945,000	2,894,318	18,839,318
2044	-	-	-	-	-	-	17,265,000	2,182,977	19,447,977
2045	-	-	-	-	-	-	18,000,000	1,419,001	19,419,001
2046	-	-	-	-	-	-	9,285,000	867,796	10,152,796
2047	-	-	-	-	-	-	9,705,000	533,053	10,238,053
2048	-	-	-	-	-	-	7,265,000	225,056	7,490,056
2049	-	-	-	-	-	-	2,860,000	45,560	2,905,560
Total	96,401,864	311,196	96,713,060	347,777	4,364	352,141	1,299,207,709	414,869,346	1,714,077,055

(1) Existing Debt Service as of June 30, 2021. Exclusive of bonds economic defeased, the amount borrowed on the Line of Credit, and any future bond issuance.

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

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General Fund Revenues



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GENERAL FUND REVENUE SUMMARY

Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2021 Year-End Projection	FY 2022 Adopted
GENERAL PROPERTY TAXES				
Real Property Taxes				
Current	235,359,881	242,512,000	244,000,000	251,598,600
Delinquent	3,747,239	4,000,000	5,000,000	4,415,000
Interest	88,284	296,000	375,000	345,000
Real Estate Tax Refunds	-1,111,046	-10,000	-10,000	-10,000
Subtotal - Real Property Taxes	238,084,358	246,798,000	249,365,000	256,348,600
Downtown Improvement District				
Current, Delinquent, and Interest	1,904,052	2,269,700	2,269,700	2,180,900
Public Service Corporations				
Current, Delinquent, and Interest	10,858,774	10,808,000	11,368,000	10,858,000
Total All Real Property Taxes	250,847,184	259,875,700	263,002,700	269,387,500
Personal Property				
Current	38,189,771	36,721,242	36,700,000	37,720,000
Delinquent	9,321,171	8,738,882	9,600,000	9,200,000
Interest	572,926	436,876	485,000	460,000
Personal Property Tax Refund	0	-200,000	-200,000	-200,000
Subtotal - Personal Property	48,083,868	45,697,000	46,585,000	47,180,000
Public Service Corporations				
Current, Delinquent, and Interest	39,635	38,000	39,000	38,000
Total All Personal Property Taxes	48,123,503	45,735,000	46,624,000	47,218,000
Mobile Home				
Current, Delinquent, and Interest	12,908	16,500	16,500	16,500
Machinery and Tools				
Current	6,148,336	5,800,000	6,100,000	6,145,000
Delinquent	550,297	95,000	95,000	100,000
Interest	10,864	4,000	4,000	4,000
Subtotal - Machinery and Tools	6,709,497	5,899,000	6,199,000	6,249,000
Total General Property Taxes	305,693,092	311,526,200	315,842,200	322,871,000
OTHER LOCAL TAXES				
Sales and Use	35,394,920	31,230,000	37,900,000	38,270,000
Utility Taxes				
Water	5,887,233	5,380,000	5,700,000	5,605,000
Electric	12,090,670	11,310,000	12,100,000	12,322,000

Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2021 Year-End Projection	FY 2022 Adopted
Gas	2,749,643	2,620,000	2,650,000	2,677,000
Communications Sales Tax	14,578,150	13,210,000	13,210,000	13,210,000
Business Taxes				
Other Local Tax Refunds	12,534	-42,000	-42,000	-42,000
Business License	29,916,032	24,630,000	24,630,000	29,000,000
Franchise	282,289	324,000	280,000	280,000
Bank Franchise	2,127,466	2,460,000	2,300,000	2,300,000
Licenses and Decals				
Motor Vehicle	4,963,339	4,700,000	4,845,000	4,967,000
Boats	113,625	128,000	115,000	115,000
Other Taxes				
Recordation	2,987,150	2,250,000	3,400,000	3,000,000
Cigarette	7,703,205	7,742,000	7,650,000	7,557,000
Admissions	3,495,814	2,187,000	1,000,000	2,500,000
Hotel/Motel Room	6,534,408	4,950,000	5,417,000	6,279,000
Hotel (flat tax per room night)	2,782,355	2,352,000	2,778,000	2,904,000
Food and Beverage	29,942,591	27,540,000	28,362,000	30,547,000
Estate Probate	38,239	45,000	40,000	45,000
Short-term Rental	97,547	110,000	100,000	110,000
Total Other Local Taxes	161,697,210	143,126,000	152,435,000	161,646,000
PERMITS, FEES AND LICENSES				
Animal License	49,983	60,000	45,000	50,000
Burglar Alarm License	1,520	2,000	2,000	2,000
Building Permit	1,009,537	720,000	720,000	925,000
Electrical Permit	284,526	225,000	225,000	270,000
Plumbing Permit	239,719	198,000	236,000	225,000
Plan Review Fee	78,170	70,000	70,000	70,000
Mechanical Code Inspection Fee	193,436	180,000	220,000	210,000
Elevator Inspection Fee	11,651	40,000	40,000	40,000
Permit Application Fee	140,921	140,000	130,000	150,000
Wetland Permit	8,160	6,000	6,000	6,000
Zoning Fees	313,279	255,000	255,000	315,000
Driveway Permit	35,750	30,000	20,000	30,000
Utility Cut Permit	480,012	477,000	477,000	486,000
Special ROW/ Parking Permit	251,615	263,000	263,000	268,000
Street Construction Permit	150	1,000	500	1,000

Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2021 Year-End Projection	FY 2022 Adopted
Fire Permit	169,490	167,000	175,000	175,000
Fire Inspection	95,838	100,000	60,000	100,000
Precious Metal Dealer Permit	6,950	8,000	8,000	8,000
Excessive Size and Weight Permit	239,115	240,000	230,000	244,000
Taxi Operator Permit	5,750	9,000	9,000	10,000
Foot Race/Bicycle Race Permit	200	500	0	500
Registration Vacant Buildings Fee	11,200	15,000	15,000	15,000
Transfer Fees	5,927	6,000	6,000	6,000
Permits - Other	250	1,500	1,500	1,500
Total Permits and Fees	3,633,149	3,214,000	3,214,000	3,608,000
FINES AND FORFEITURES				
Fines and Forfeitures	436,002	595,000	400,000	595,000
Fines - Red Light Cameras	316,314	558,000	450,000	575,000
Fees - Returned Checks	6,820	9,000	9,000	9,000
Excess Weight Penalties	0	1,000	1,000	1,000
Fines - False Alarm	39,795	38,000	38,000	38,000
Total Fines and Forfeitures	798,931	1,201,000	898,000	1,218,000
USE OF MONEY AND PROPERTY				
Interest on Investments	1,474,408	750,000	600,000	906,000
Other Interest	147,496	125,000	125,000	125,000
Rent - General Properties	4,035,447	4,209,370	4,335,400	4,332,080
Rent - Cultural Convention Center	98,264	66,000	0	100,000
Rent - Chrysler Hall	361,539	211,000	0	225,000
Rent - Virginia Stage Company (Wells Theatre)	14,656	10,000	0	18,000
Rent - Harrison Opera House	39,096	67,000	0	75,000
Rent - Harbor Park-Other	173,419	155,000	0	155,000
Rent - Special Programs	33,375	25,000	0	50,000
Sale of Salvage Materials	25,390	5,000	5,000	2,000
Sale of Fixed Assets	129,590	115,000	115,000	115,000
Rent - Equipment	8,379	73,685	73,685	73,685
Ticket System- Cultural Center	791,479	375,000	0	550,000
Rent - Picnic Shelters	7,686	25,000	0	0
Commissions - Jail Telephone	681,886	1,200,000	800,000	840,000
Commissions - Other	42,969	0	40,000	40,000
Advertising	0	0	0	1,000
Rent - Selden	46,218	44,000	44,000	64,000

Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2021 Year-End Projection	FY 2022 Adopted
Rent - Slover	109,746	87,000	0	40,000
Total Use of Money and Property	8,221,043	7,543,055	6,138,085	7,711,765
CHARGES FOR SERVICES				
Court Costs	53,640	81,000	40,000	85,000
Courthouse Security Assessment	159,861	234,000	120,000	247,000
Courthouse Construction Fee	123,011	171,000	100,000	180,000
DNA Charges	2,409	2,500	2,000	2,500
Fees - High Constable	316,656	396,000	240,000	420,000
Jail Processing Fees	15,877	27,000	12,000	30,000
Fees - Court Officers	19,875	27,000	14,000	30,000
Fees - Excess	0	5,000	22,800	14,000
Fees - City Sheriff	34,329	38,100	38,100	38,100
Detention Home Charge For Ward	351,042	140,000	400,000	350,000
Fees - Jail Booking	668	1,000	300	1,000
Miscellaneous School Fees	2,600,604	3,106,000	3,106,000	3,106,000
Paramedical Rescue Service	7,109,556	6,480,000	7,000,000	7,000,000
Charges - Insurance	100,000	100,000	100,000	100,000
Charges - Animal Protection	30,713	43,000	28,000	40,000
Police Records And Reports	131,687	153,000	200,000	170,000
Public Vehicle Inspection Certification	14,536	18,000	18,000	20,000
Non-Emergency Traffic Escort	21,362	19,000	12,000	17,000
Fees - Library Fines	129,443	165,800	15,000	20,000
Charges - Public Works	197,576	505,000	505,000	505,000
Charges - Materials - Street and Bridges	3,391	491,015	491,000	491,000
Charges-Reprographic Printing	28,744	27,000	2,000	10,000
Zoo Admission	1,195,261	1,980,000	1,980,000	2,077,000
Charges - Transient Yacht	80,132	106,000	50,000	110,000
Sales Surveys/Blueprints/Maps	40,755	45,000	39,000	40,000
Fees - Tax Abatement	4,000	4,000	2,000	4,000
Recreation/Parks Fees	209,040	238,000	30,000	44,300
Recreation/Parks Classes Fees	90,186	130,000	14,000	20,700
Recreation/Parks Rental Fees	54,587	60,000	0	0
Recreation/Parks Camp Wakeup	186,419	275,000	0	0
Cruise Ship Terminal Fees	453,281	210,000	0	342,000
Fees - Nauticus Admissions	1,336,413	1,930,000	500,000	1,930,000
Program Fees - NCSB	5,330,657	6,330,606	4,646,800	5,934,968

Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2021 Year-End Projection	FY 2022 Adopted
Total Charges for Services	20,425,711	23,539,021	19,728,000	23,379,568
MISCELLANEOUS REVENUE				
Payments In Lieu Of Taxes	4,850,070	4,845,905	4,845,905	4,818,940
Navy PPV Payment	3,367,757	3,172,610	3,172,610	3,167,080
DMV Select Fees	81,802	110,000	30,000	60,000
Administrative Fees - Real Estate Tax	19,022	18,000	22,000	20,000
Administrative Fees - Personal Property Tax	2,687	3,000	1,000	3,000
Administrative Fees - DMV Stop	616,412	551,000	565,000	580,000
Other Miscellaneous Revenue	722,591	281,458	266,455	326,250
Community Development Fund	1,090	1,500	1,500	1,500
Proceeds from Sale of Land	16,345	0	0	0
Total Miscellaneous Revenue	9,677,776	8,983,473	8,904,470	8,976,770
RECOVERED COSTS				
Utilities	18,461	28,800	28,800	28,800
Transport of Prisoner	58,963	135,000	60,000	135,000
Zoo	9,660	5,000	5,000	0
Nuisance Abatement	777,776	342,000	342,000	342,000
Retirement Bureau	452,888	586,208	586,208	591,297
Insurance	400	2,000	2,000	2,000
Benefits Program Administration	0	5,000	5,000	5,000
Miscellaneous Salaries (Police)	534,037	642,000	525,000	575,000
Healthcare Consortium Contribution	423,062	190,000	190,000	190,000
General Overhead - Water Utility Fund	1,924,925	1,807,672	1,807,672	2,246,105
Debt Service Recovery	2,040,811	2,114,606	2,107,861	2,007,984
Telephone Charges	328,355	372,200	372,200	372,200
Public Information	15,037	13,800	25,000	13,800
Recoveries and Rebates	260,820	167,122	167,122	148,916
General Overhead - Wastewater Utility Fund	459,283	445,918	445,918	600,357
Information System Support	1,347,160	1,350,000	1,350,000	1,350,000
Jail Meals	192,674	225,000	225,000	250,000
General Overhead - Parking Fund	576,872	542,347	542,347	588,339
General Overhead - Towing Operations	45,159	58,831	58,831	68,135
General Overhead - Storm Water	601,563	651,996	651,996	636,493
General Overhead - Waste Management	1,267,210	1,166,225	1,166,225	1,002,864
General Overhead - Golf	9,000	9,000	9,000	9,000
Contract Revenue - NCSB	46,033	20,000	20,000	20,000

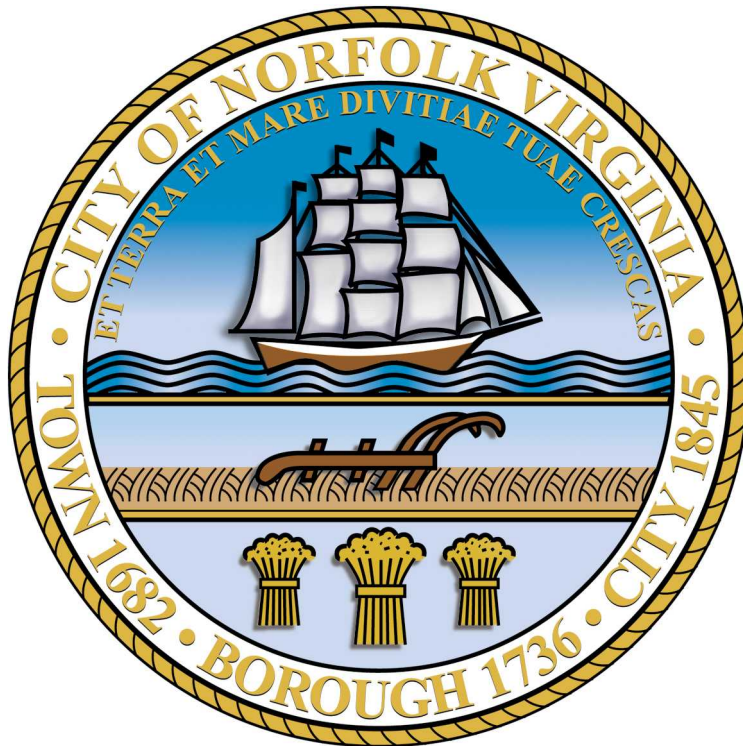
Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2021 Year-End Projection	FY 2022 Adopted
Total Recovered Costs	11,390,149	10,880,725	10,693,180	11,183,290
REVENUES FROM THE COMMONWEALTH				
NON-CATEGORICAL AID				
Taxes - Rolling Stock	174,831	180,000	175,000	175,000
Taxes - Mobile Home Title	14,291	3,000	3,000	3,000
Taxes - Gaming	0	0	600,000	0
Rental of Passenger Cars	5,302,954	4,016,000	5,000,000	5,500,000
Law Enforcement (HB 599)	12,428,084	12,428,100	12,987,350	12,428,100
Grantor's Tax on Deeds	777,633	648,000	750,000	800,000
Personal Property Tax Relief	16,871,056	16,871,100	16,871,100	16,871,100
Total Non-Categorical Aid	35,568,849	34,146,200	36,386,450	35,777,200
SHARED EXPENSES				
City Treasurer	557,629	551,000	551,000	589,900
Clerk of the Circuit Court	1,723,194	1,684,000	1,684,000	1,795,000
Commissioner of the Revenue	635,015	618,000	618,000	694,300
Commonwealth Attorney	2,982,363	2,960,000	2,980,000	3,069,600
Registrar/Electoral Board	219,172	82,000	83,000	139,000
Sheriff	16,780,452	16,035,000	16,000,000	16,107,600
Total Shared Expenses	22,897,825	21,930,000	21,916,000	22,395,400
CATEGORICAL AID				
Norfolk Interagency Consortium (NIC)	43,149	60,000	60,000	60,000
Public Assistance Grants	8,912,871	9,932,000	8,900,000	9,932,000
Social Services Administration	23,370,067	25,551,970	23,300,000	25,772,702
State Funds - NCSB	9,722,053	9,267,726	9,425,100	9,425,122
State Sales and Use Tax for Schools	35,156,686	35,660,821	35,660,800	35,712,093
State School Funds	163,917,183	167,653,103	167,653,100	176,528,244
Street and Maintenance	25,076,889	25,206,000	25,522,700	26,076,500
State Library Grant	195,385	192,500	213,600	212,787
Div. of Youth Services Facilities	2,268,446	2,217,000	2,198,700	2,217,000
Shared Expenses - Jail Support	1,926,013	1,861,520	1,600,000	1,940,000
Port Funding	683,020	683,020	741,990	741,993
State Recordation Tax	747,544	0	0	0
Total Categorical Aid	272,019,306	278,285,660	275,275,990	288,618,441
REVENUE FROM THE COMMONWEALTH	330,485,980	334,361,860	333,578,440	346,791,041
FEDERAL AID				
Federal School Funds	5,690,742	5,675,000	5,675,000	5,675,000

Revenue Source	FY 2020 Actual	FY 2021 Adopted	FY 2021 Year-End Projection	FY 2022 Adopted
Federal Funds - NCSB	2,999,990	2,961,882	2,992,900	2,997,256
Juvenile Detention Center (food service)	104,874	70,000	70,000	70,000
Social Security Payments - Prisoners	43,200	30,000	30,000	48,000
Disaster Relief Aid	188,357	0	0	0
Total Federal Aid	9,027,163	8,736,882	8,767,900	8,790,256
OTHER SOURCES AND TRANSFERS IN				
Rollover from Last Year				
Carryforward - General Fund	24,695,611	9,086,000	9,086,000	12,237,000
Carryforward - NCSB Fund Balance ¹	1,000,000	2,800,000	2,800,000	2,000,000
Carryforward - Nauticus Fund Balance	0	0	0	0
Return from Wastewater Utility Fund	1,500,000	1,500,000	1,500,000	1,500,000
Return from Water Utility Fund	8,500,000	8,500,000	8,500,000	8,500,000
Return from Waste Management Fund	250,000	0	0	0
Transfer In from				
Capital Projects Fund	300,000	0	0	0
Tax Increment Financing Fund	6,350,499	4,982,000	4,982,000	5,268,400
Public Amenities Fund	3,000,000	3,500,000	3,500,000	3,500,000
Total Other Sources and Transfers In	45,596,110	30,368,000	30,368,000	33,005,400
General Fund Total	906,646,314	883,480,216	890,567,275	929,181,090

¹Carryforward reflects re-appropriation from Norfolk Community Services Board (NCSB) fund balance.

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General Fund Expenditures



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GENERAL FUND EXPENDITURE SUMMARY

Department	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
LEGISLATIVE			
City Council	373,328	393,360	384,773
City Clerk	1,554,578	1,728,075	1,767,479
City Real Estate Assessor	1,955,421	2,184,185	2,341,281
City Auditor	963,560	969,007	1,020,324
Total Legislative	4,846,887	5,274,627	5,513,857
EXECUTIVE			
City Manager	2,442,619	2,413,249	2,831,972
Budget and Strategic Planning	1,817,117	1,971,035	2,281,354
Resilience	446,042	613,377	646,457
Communications	1,772,243	1,776,417	1,975,834
St. Paul's Area Transformation	2,145,422	3,781,000	3,919,000
Housing and Community Development	0	0	857,691
Total Executive	8,623,443	10,555,078	12,512,308
DEPARTMENT OF LAW	4,634,183	5,024,632	5,226,300
CONSTITUTIONAL OFFICERS			
Commissioner of the Revenue	2,831,000	3,024,420	3,183,931
City Treasurer	2,402,677	2,525,126	2,638,728
Clerk of the Circuit Court	2,567,664	2,975,109	3,130,537
Commonwealth's Attorney	5,896,407	6,208,701	6,376,304
Sheriff and Jail	33,730,140	35,198,060	36,826,776
Total Constitutional Officers	47,427,888	49,931,416	52,156,276
JUDICIAL			
General District Court	132,145	260,761	260,761
Juvenile and Domestic Relations Court	69,412	79,933	81,833
Circuit Court Judges	896,259	841,987	896,356
Norfolk Juvenile Court Service Unit	160,023	163,791	165,905
Magistrate	13,165	11,438	11,656
Total Judicial	1,271,004	1,357,910	1,416,511
ELECTIONS	1,037,619	1,007,964	1,022,942
GENERAL MANAGEMENT			
Information Technology	15,996,477	16,465,266	17,896,466
Finance	5,801,751	6,288,711	6,867,143
General Services	23,906,044	24,871,428	26,261,397
Human Resources	3,353,336	3,324,458	3,920,756
Total General Management	49,057,608	50,949,863	54,945,762

Department	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
COMMUNITY DEVELOPMENT			
City Planning	4,665,876	4,759,737	5,063,228
Neighborhood Services	4,744,996	4,672,849	4,897,929
Economic Development	2,032,381	2,115,447	2,406,253
Total Community Development	11,443,253	11,548,033	12,367,410
PARKS, RECREATION AND CULTURE			
Libraries	8,559,311	7,201,366	8,382,219
Cultural Facilities, Arts and Entertainment	5,782,649	5,776,136	5,940,365
Zoological Park	4,467,175	4,111,726	4,243,389
Nauticus	3,583,962	3,878,761	3,835,953
Slover Library	2,560,144	2,543,928	2,381,645
Recreation, Parks and Open Space	15,801,901	12,672,849	15,274,366
Total Parks, Recreation and Culture	40,755,142	36,184,766	40,057,937
CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS			
Central Appropriations	21,482,423	8,555,993	19,263,742
Grant Providers on Behalf of City	273,338	620,524	815,201
Funds to Community Partners	1,694,678	1,607,763	1,980,861
Public-Private Partnerships for City-Owned Facilities	3,672,658	4,319,563	4,535,097
Public-Private Partnerships for Tourism and Special Event Organizations	7,958,076	8,117,238	8,585,704
Public Partnerships to Provide Services	21,773,866	21,453,240	21,572,640
Contractual Obligations	11,089,917	12,003,274	11,899,276
Memberships and Dues	734,005	778,636	797,672
Other Arrangements	1,924,684	2,269,700	2,180,900
Total Central and Outside Agency Appropriations	70,603,645	59,725,931	71,631,093
PUBLIC HEALTH AND ASSISTANCE			
Norfolk Community Services Board	22,625,155	25,883,635	25,784,159
Public Health	3,310,714	3,546,016	3,240,091
Human Services	47,159,448	50,248,090	50,911,714
Total Public Health and Assistance	73,095,317	79,677,741	79,935,964
PUBLIC SAFETY			
Police	73,670,792	78,019,800	79,737,018
Fire-Rescue	48,444,764	48,643,707	51,270,155
Total Public Safety	122,115,556	126,663,507	131,207,173
PUBLIC WORKS	13,836,440	16,496,914	18,674,269
TRANSIT	11,427,551	11,934,317	11,939,581
DEBT SERVICE	81,510,526	79,999,236	75,705,398
PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)	321,413,214	337,148,281	354,868,309
Total General Fund	863,099,276	883,480,216	929,181,090

Strategic Goals and Objectives



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STRATEGIC GOALS AND OBJECTIVES

BACKGROUND

In 2018, the city identified two key priority efforts intended to improve organizational processes and performance:

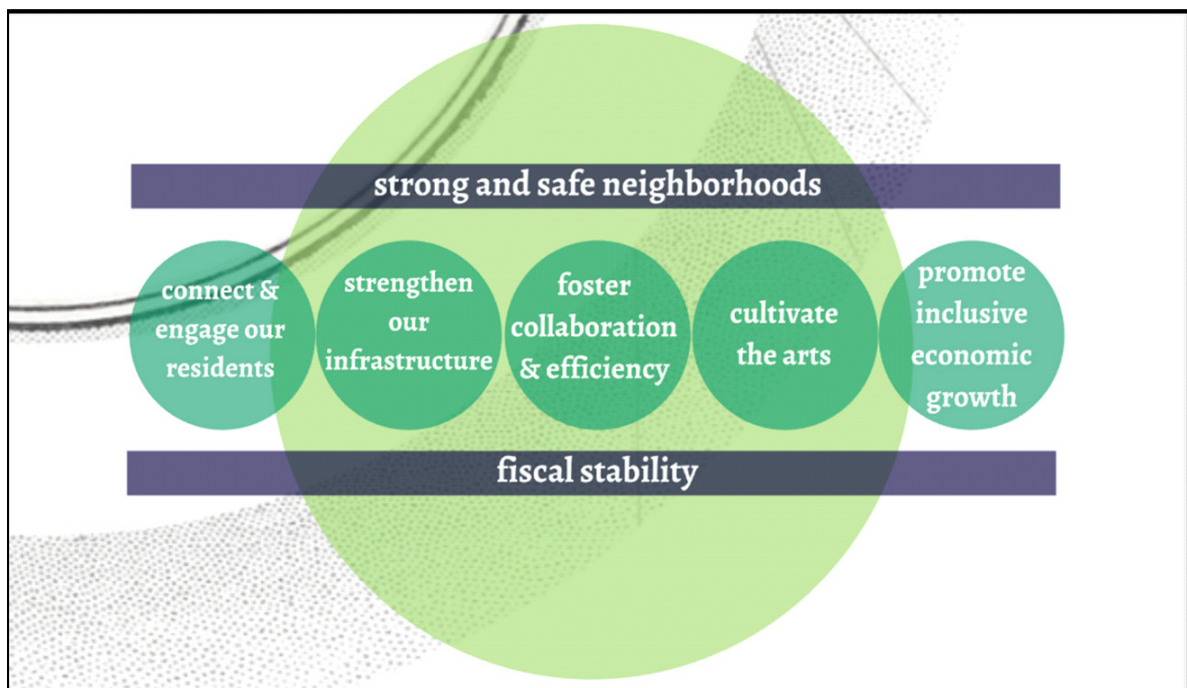
1. Development of a citywide strategic planning process and
2. Creation of a citywide program catalog with an intent of moving towards program budgeting.

These initiatives are described below. Further enriching these initiatives is the city's participation as a What Works City. The engagement with What Works Cities will guide development of performance analytics to improve evaluation of programs, assess progress towards strategic goals, and provide data to repurpose resources to programs which are shown to move the city towards the vision of being the most connected, collaborative, creative, and competitive community in Hampton Roads.

STRATEGIC PLANNING

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

Framework



Planning Assumptions

- This is an administration-driven plan that covers the five-year period FY 2020 through FY 2024.
- This plan is built around measurable goals and informed by objective data.
- The development and execution of the plan includes many people at all levels in the city organization.
- Focus area teams coordinated by a lead department drive the development and monitoring of their respective portions of the plan.
- Progress towards the goals established in the plan will be reported upon quarterly. Individual goals to attain the five focus areas will be achieved at varying increments over the five-year planning period and may be adjusted based on City Council and Management focus.

With the challenges created by the COVID-19 pandemic in 2020, the full implementation of the Strategic Plan was paused due to the difficulty in bringing together the focus work groups in a remote work setting, reductions in resources, and reduced business activity. It is anticipated components of the Strategic Plan will be moved forward as the city and the economy recover from COVID-19.

PROGRAM BUDGETING

The city began development of a program catalog in FY 2019. The Program Catalog is a collaborative effort between the Department of Budget and Strategic Planning and all city departments to clearly define what the city does and what it costs. The citywide Program Catalog has laid the groundwork for transitioning to a program-based budget in FY 2022. The budget development process continues to leverage programmatic data to facilitate decision-making.

Goals

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

Background

The Government Finance Officers Association defines a program as "a set of related activities or tasks intended to produce a desired result for constituents."

During FY 2021, departments took a first step towards program budgeting by defining their programs and services from the constituent (public) perspective. After programs were identified, departments provided program descriptions that clearly explained what each program accomplishes. From there, each department's budget was mapped to allocate full time equivalents (FTEs) and nonpersonnel cost by program.

For FY 2022 budget development, seven broad objectives were defined for all city services. The service objectives were developed and defined to better understand how city funds are allocated across different types of services. The objectives broadly capture common services in local government and Norfolk in particular. The program mapping to service objectives provides the opportunity to understand the relationship between programs and services offered and the objective and goals of the city as whole. Departments were asked to assign each identified program to one of these objectives.

Service Objectives

Resilient Norfolk

Intentional planning and community investment that creates a desirable, inclusive community with a lasting built and natural environment, memorable places, and experiences that bring people together.

Infrastructure and connectivity

To design, construct, and maintain city facilities and infrastructure to provide workable, livable, and sustainable space with a multimodal transportation network that provides for the safe, efficient, inclusive, and reliable movement of people, goods, services, and information.

Economic opportunity for residents and businesses

A strong tax base, a diverse economy, and a straightforward regulatory environment that enable businesses to flourish and create good jobs for residents who have access to training and workforce development designed to equip them with the skills needed to compete in a 21st century economy.

Learning and enrichment opportunities for residents and visitors

Opportunities for lifelong learning and diverse arts and culture offerings that enhance social inclusion, active citizenship, and personal development for residents and visitors.

Safe, engaged, and informed community

People are safe anytime, anywhere in Norfolk. Our community is inclusive and welcoming to people of all backgrounds and beliefs. Residents connect in vibrant neighborhoods to build trust and a rich civic life. The city uses technology and rich community networks to share information, solicit feedback, and make it easy to utilize city services.

Community support and well-being

Access to recreation, health, social services and basic utilities that create an active, healthy, socially thriving, and inclusive community that helps residents live a meaningful life, feel empowered to make change, and be happy, healthy, and connected to their community.

Efficient and responsive government

A data-informed and innovative organization that delivers essential services efficiently and is responsive and accountable to the community. As good stewards of our resources, prudent budgeting and financial practices demonstrate fiscal responsibility and increase resilience to economic shocks.

Service Level Classification

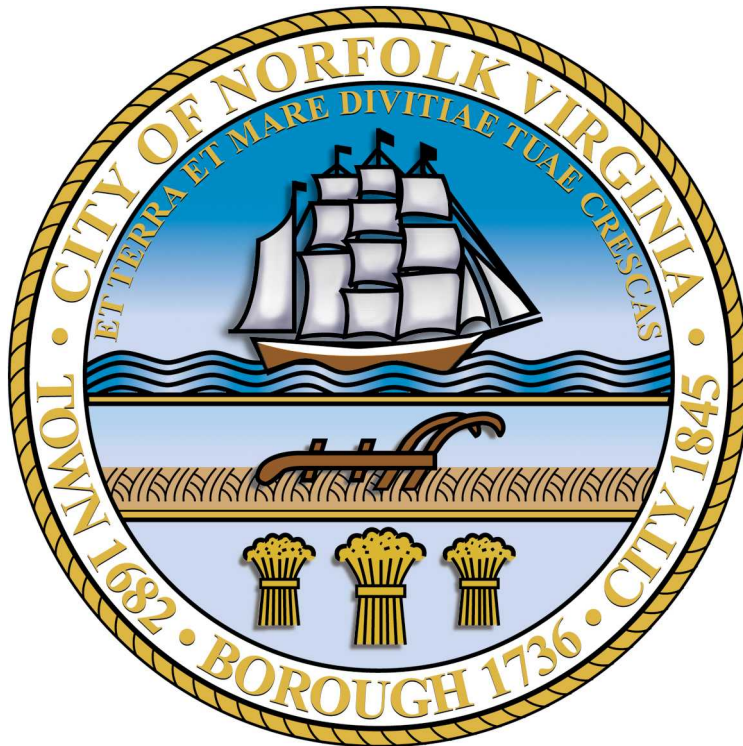
To inform decisions regarding allocation of limited resources, programs were also assigned service level classifications by departments. The intent of including a service level classification for each program is to clearly communicate the level of service provided by each program in a consistent, easy to understand way. This helps to set realistic and appropriate expectations for the service level of each program. The concept of a service level classification considers the demand for each program and how current resources are utilized to meet that demand. Service level classifications are defined below.

- **Reactive** – Baseline service level does not meet demand. Service issues are prioritized as they arise. Lower priority issues are delayed or unresolved. Program mission may not be achieved. Status of the service objective may decline.
- **Managed** – Baseline service level meets demand. A planned approach is used to address service issues. Program mission is generally achieved. Status of the service objective is generally maintained.

- **Strategic** – Baseline service level meets demand. A strategic approach is used with a focus on efficiency and integration with other city services. Program mission is achieved. Status of the service objective is generally improved.

For FY 2023, departments will work to enhance performance measures for each program to facilitate outcome-based metrics that define service impact to residents, visitors, business, and other city agencies. In addition, city staff will work to develop a comprehensive framework for evaluating program resource allocation and resulting service impact to stakeholders. Particular focus will be placed on programs tied to Council Priorities and ensuring they are resourced at a level of capacity that provides effective service delivery.

Performance Measures



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PERFORMANCE MEASURES

BACKGROUND

The city has previously displayed performance measures for city departments within each individual department page. As the city shifts to a program budgeting model, performance measures will be reevaluated and updated to better measure outcomes and impacts of the programs. FY 2022 will be a transition year in which performance measures have been removed from individual department pages and consolidated in the tables below, categorized by service objective. The service objective assignment is made by the departments to reflect their view of the work of various programs within their department.

Some measures for FY 2020 Actual are below expected levels due to the public health restrictions placed on service delivery by the COVID-19 pandemic. These impacts will also reflect in FY 2021 measures and, to a more limited extent, the FY 2022 measures.

PERFORMANCE MEASURES BY SERVICE OBJECTIVE

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Community Support and Well-Being					
General Services	Number of foster hours donated to the Animal Care Center (New Measure for FY 2022)	N/A	N/A	N/A	100,000
	Percent of live outcomes (New Measure for FY 2022)	N/A	N/A	N/A	90
Human Services	Average time (in months) that youth are in foster care prior to adoption for those youth who could not be reunified with family or placed with a relative	64	38	35	38
	Average time (in months) that youth are in foster care prior to reunification with their family	11	13	11	13

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Community Support and Well-Being					
Human Services	Number of unique youth offenders housed in the Juvenile Detention Center during fiscal year	338	357	560	180
	Percent of adults with no recurrence of a substantiated claim of abuse or neglect for six months-Adult Protective Services	100	94	96	94
	Percent of families receiving early prevention services with no new finding of abuse or neglect (New measure for FY 2020)	N/A	96	95	95
	Percent of foster care children entering foster care during the preceding 24 months who have been permanently placed	83	69	93	69
	Percent of households receiving Early Prevention Services able to maintain children safely in the home or with family members	97	97	95	95
	Percent of participants returning to jail or prison within three years of entering the Prisoner Reentry Program	19	11	21	11
	Percent of total youth served by CSA who are receiving community-based services	57	85	60	85
	Percent of Adult Protective Services complaints of abuse and neglect responded to within state standards for timeliness	45	77	97	97
	Percent of Child Protective Services abuse and neglect complaints responded to within state standards for timeliness	91	94	95	95
	Percent of Medicaid Program applications processed within state timeliness standards	100	97	98	97

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Community Support and Well-Being					
Human Services	Percent of Supplemental Nutrition Assistance Program applications processed within state timeliness standards	95	97	97	97
	Percent of Temporary Assistance for Needy Families Program applications processed within state timeliness standards	99	98	97	98
Norfolk Community Service Board	Number of homeless individuals attending Project Homeless Connect	367	190	400	400
	Number of homeless service plans developed	149	262	200	200
	Percent of children with a planned transition from the Infant and Toddler Connection of Norfolk program who are ready for non-specialized preschool	66	69	45	45
	Percent of Community Integration consumers who do not require re-hospitalization during time of enrollment in the program	94	95	85	85
	Percent of dispatched Crisis Intervention Team (CIT)-involved calls to NPD resolved without arrest or legal charges	99	99	70	70
	Percent of individuals detained who are admitted to a community hospital or stabilization unit within eight hours	84	84	70	70
	Percent of individuals enrolled in Medication Assisted Treatment Program (MAT) participating in treatment for more than one year who have no illicit opiate use	80	95	80	80

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Community Support and Well-Being					
Norfolk Community Service Board	Percent of individuals enrolled in Substance Abuse Case Management (SACM) for more than 90 days having negative drug screens	63	90	80	80
	Percent of Mental Health/Co-Occurring Court/Jail Diversion participants without new criminal justice involvement while in the program	99	98	85	85
	Percent of Project Homeless Connect participants indicating that the benefit of the event would likely extend beyond the day itself as a result of securing access to services	75	96	80	80
Public Health	Number of volunteer hours contributed to the provision of VCE programs and services	16,409	11,376	13,018	13,018
	Number of Norfolk food establishment employees certified	8,293	4,000	11,000	10,000
	Number of Norfolk food establishment managers certified	290	76	460	460
	Percent of Norfolk Public Schools 6th graders who are adequately immunized	97	100	100	100
Recreation, Parks, and Open Space	Average daily attendance at recreation and community centers*	6,437	5,520	6,500	5,000
	Daily average attendance at indoor pools*	500	328	600	350
Economic Opportunity for Residents and Businesses					
Budget and Strategic Planning	Dollar value of grants received for city programs	\$37,481,276	\$41,172,000	\$45,000,000	\$45,000,000
Cultural Facilities, Arts, and Entertainment	Estimated economic impact of CFAE-sponsored events in dollars*	\$26,431,898	\$13,515,452	\$24,000,000	\$25,648,050
	Total event revenue in dollars*	\$1,981,900	\$1,512,030	\$1,972,500	\$1,308,946
Fire-Rescue	Number of minority applicants secured through recruitment efforts	29	175	200	200

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Economic Opportunity for Residents and Businesses					
Human Services	Percent of Homeless Action and Response Team (HART) participants stably housed after three months	99	94	85	85
	Percent of Virginia Initiative for Employment not Welfare (VIEW) participants who find employment and remain employed for 90 days or longer	51	47	75	66
Nauticus	Attendance at Battleship Wisconsin programs*	20,899	11,161	25,100	30,000
	Number of cruise ship passengers and crew	53,341	53,249	45,000	59,350
	Number of visitors to Nauticus*	368,615	177,381	237,000	275,000
Norfolk Community Services Board	Percent of individuals developing homeless service plans who secure transitional or permanent housing	68	75	85	85
	Percent of Shelter Plus Care tenants maintaining permanent housing for at least one year from program entry date	100	100	80	80
Parking Facilities Fund	Maintain a maximum of ten percent accounts receivable (New Measure for FY 2022)	N/A	N/A	N/A	10
	Percent of fines collected	90	66	90	80
Police	Number of participants in the crime prevention program*	32,613	6	1,550	10
	Number of participants in the security survey	22	29	70	40
General Services	Total lease revenue realized during fiscal year	\$1,444,501	\$1,304,141	\$1,358,000	\$1,100,000
Zoological Park	Number of zoo visitors*	479,525	318,797	500,000	500,000

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Efficient and Responsive Government					
Budget and Strategic Planning	Number of negative findings in the annual external audit of Federal programs managed by the HUD Entitlement Unit	1	1	0	0
	Percent variance between forecast and actual expenditures (Reported precision adjusted in FY 2020)*	3.2	8.0	2	2
	Percent variance between forecast and actual revenue (Reported precision adjusted in FY 2020)	1.9	2.3	2	2
City Manager	Based on a five-year rolling average, percentage of full-time city employees retained year to year	88	85	85	85
City Planning	Percent of planning applications posted online within 48 hours following the filing deadline	97	100	97	97
Emergency Preparedness and Response	Dollar value of general grants secured by Emergency Preparedness and Response to enhance department services	\$115,167	\$129,770	\$115,167	\$113,617
	Number of Community Emergency Response Team (CERT) volunteer hours, including outreach and training*	2,000	1,600	2,000	2,100
Finance	Percent of payments which are processed electronically	8	23	15	25
Fleet Management	City department preventative maintenance compliance rate for equipment and vehicles	36	79	80	80
	Percent of time in which the fleet is operational	94	95	90	90
Human Resources	Percent of new hires who are veterans	14	63	18	18
	Percent of filled general positions (New Measure for FY 2022)	N/A	N/A	N/A	75

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Efficient and Responsive Government					
Information Technology	Percent of city staff indicating they are either satisfied or very satisfied with Information Technology products and services	96	100	90	90
	Percentage of calls to the helpdesk answered within 30 seconds (New measure for FY 2020)	N/A	65	75	75
Libraries	Number of volunteer hours at library locations, including the Bookmobile*	336,794	3,000	17,000	7,000
Parking Facilities Fund	Percent of customer calls referred to parking from the Norfolk Cares Call Center that are addressed and closed within 48 hours (New measure for FY 2020)	N/A	51	80	80
	Percent of responses (good or better) from a customer service survey of parking services (New measure for FY 2021)	N/A	N/A	60	80
Towing and Recovery Operations	Total dollar value of towing fees collected	\$605,200	\$566,336	\$605,200	\$550,000
Utilities - Wastewater Fund	Linear feet of wastewater system cleaned per year*	900,000	685,344	900,000	900,000
Utilities - Water Fund	Number of water main breaks per 100 miles of water distribution system piping	13	12	9	10
Infrastructure and Connectivity					
Cemeteries	Number of funerals for which services are provided by Cemeteries*	848	640	848	740
	Number of participants for educational sessions*	1,409	690	1,409	700
	Number of Cemetery website page views	5,167	5,437	5,167	5,200
Fleet Management	Percentage of maintenance performed that was scheduled	49	57	60	60
	Percent of direct Auto Repair Technician labor hours (New measure for FY 2020)	N/A	67	75	75

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Infrastructure and Connectivity					
General Services	Percent of corrective maintenance completed or closed in seven days or less (New measure for FY 2020)	N/A	49	89	89
	Percent of emergency facility work orders completed within two days	88	71	100	100
	Percent of funds allocated for Special Repairs Projects within fiscal year (New measure for FY 2020)	N/A	28	100	100
Public Works	Number of roadway lane miles resurfaced per year	74	72	70	110
Storm Water	Miles of curb cleaned through street sweeping*	55,000	38,085	55,000	42,000
	Number of drain structures cleaned annually	10,000	18,143	10,000	14,000
	Number of tons of debris removed by street sweeping*	7,000	4,562	7,000	5,000
Transit	Miles of bikeways marked (total)	58	54	58	60
	Percent of residential streets that meet illuminating engineering standards	85	77	77	77
Zoological Park	Number of zoo exhibit renovations	14	10	14	10
Learning and Enrichment Opportunities for Residents and Visitors					
City Planning	Number of cooperative education and college or graduate-level interns	11	4	2	2
Cultural Facilities, Arts, and Entertainment	Number of attendees*	1,206,936	429,471	1,235,000	815,000
	Number of events*	811	641	1,050	693
	Number of MacArthur Memorial archive research inquiries	1,845	2,104	3,500	2,800
	Number of participants in MacArthur Memorial educational and cultural programs*	44,269	37,608	45,000	45,000
	Number of special programs and events at MacArthur Memorial*	58	32	39	20

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Learning and Enrichment Opportunities for Residents and Visitors					
Cultural Facilities, Arts, and Entertainment	Number of students served*	15,486	25,458	15,450	25,000
Emergency Preparedness and Response	Number of participants in Emergency Preparedness and Response community outreach events, including for civic leagues and school groups*	60,000	2,000	60,000	40,000
	Percent of outreach event participants citing increased knowledge and awareness of emergency preparedness topics	90	90	90	90
Libraries	Number of early literacy program participants	29,909	26,691	10,000	11,000
	Number of library visitors during the fiscal year*	886,883	759,280	1,200,000	80,000
	Number of materials circulated*	822,502	629,004	987,500	315,000
	Number of multicultural program attendees	503	5,054	2,600	2,700
	Number of weekly early literacy program sessions offered throughout the year at libraries and offsite locations	2,633	906	800	925
	Total number of NPL program participants	72,587	62,066	63,000	64,000
Police	Percent of rank leadership officers who complete training	22	53	17	53
Slover Library	Number materials circulated annually (New measure for FY 2020)*	N/A	94,351	200,000	150,000
	Number of program and events participants (New measure in FY 2020)*	N/A	46,732	60,000	40,000
	Number of volunteer intern and student hours (New measure in FY 2020)*	N/A	1,840	8,000	5,000
	Number patrons visiting annually (New measure for FY 2020)*	N/A	171,869	325,000	250,000
	Digital engagement with public audiences (New measure in FY 2020)	N/A	96,034	100,000	120,000

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Learning and Enrichment Opportunities for Residents and Visitors					
Slover Library	Grants and other non-city funding to support Slover services and programs (New measure in FY 2020)	N/A	\$303,521	\$290,000	\$300,000
Waste Management	Maintain driver training program for Norfolk residents participating in the Waste Management Apprentice Program	20	17	20	20
Zoological Park	Number of partnerships to deliver educational programming in area schools	21	14	18	18
	Number of zoo staff receiving advanced training to create a vibrant leadership succession plan	45	88	71	80
Resilient Norfolk					
City Planning	Square footage of wetlands restored annually in accordance with the General Plan	154,750	31,580	40,000	20,000
Neighborhood Services	New code cases opened by city staff as a percentage of total new cases	40	70	60	60
	Number of attendees at Neighbors Building Neighborhood (NBN) Academy workshops and trainings*	138	65	200	100
	Number of derelict structure cases opened citywide	28	22	75	50
Recreation, Parks, and Open Space	Acreage of parks improved in a given fiscal year	5	3	5	3
	Percent of city covered by tree canopy	25	26	33	33
Resilience	Number of community and city participants for Department of Resilience events and presentations	1,450	1,325	1,200	1,200
Zoological Park	Number of environmentally conscious vendors from which zoo acquires merchandise	6	8	8	8
	Percent of exhibits improved	20	20	22	20

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Safe, Engaged, and Informed Community					
Budget and Strategic Planning	Engage public in Open Data Portal through creation and sharing of data stories	2	4	6	10
Cemeteries	Percent of cemetery grounds mowed on a 12 to 14 working days or less cycle	80	68	80	75
	Percent of visitors rating aesthetic quality of cemeteries as good or excellent	80	58	80	75
Communications	Number of external clients that engage the Department of Communications for assistance with their marketing and communications needs	38	56	4	56
	Number of internal departments that engage the Department of Communications for assistance with their marketing and communications needs	24	29	15	29
Cultural Facilities, Arts, and Entertainment	Number of patrons or potential patrons who receive regular communication about upcoming events	179,024	168,409	177,820	175,000
	Number of patrons/potential patrons actively engaged in CFAE social media, including those liking, commenting, and sharing posts	19,438	20,915	22,000	22,000
Emergency Preparedness and Response	Number of community outreach events held*	100	20	100	100
	Number of subscribers to current alert notification system	11,000	12,458	11,000	13,400
	Number of visitors to Emergency Preparedness & Response website	23,000	44,402	23,000	45,000
	Number of valid (non-misdialed) 911 calls answered	190,000	185,224	190,000	190,000
	Percent of 911 calls responded to within 10 seconds	92	62	92	75

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Safe, Engaged, and Informed Community					
Emergency Preparedness and Response	Total number of dispatched events	302,000	283,121	302,000	285,000
Fire-Rescue	Number of emergency calls annually associated with cooking (reduced through increased community outreach)	97	63	60	60
	Number of participants reached through community outreach efforts emphasizing prevention of cooking fires*	8,239	4,438	12,000	1,000
	Number of residential contacts that lead to resident awareness and installation of smoke alarms	281	121	1,500	200
	Percent of Emergency Medical Services calls with advanced life support response with a total response time of nine minutes or less	84	97	90	97
	Percent of fire calls with a total response time of five minutes and 20 seconds or less	81	83	90	90
Libraries	Number of non-NPL sponsored events held in branch meeting rooms	2,354	3,444	1,650	1,200
	Number of NPL website page views	937,047	723,259	810,000	750,000
	Percent of NPL website visitors navigating beyond the landing page to other library resources	173	60	45	65
Police	Homicide clearance rate	72	82	74	82
	Index crime levels for violent crime	1,078	1,162	1,160	1,162
	Number of participants for Citizens Police Academy*	112	22	80	22
	Number of participants for Youth Academy*	230	57	250	60
Public Health	Number of medical and community volunteers	211	567	250	250

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Safe, Engaged, and Informed Community					
Public Works	Percent of bridges rated good or fair according to National Bridge Inspection Standards	98	100	98	100
Recreation, Parks, and Open Space	Number of participants in recreation programming*	254,784	211,010	73,000	10,000
	Number of participants in youth and adult sports*	9,472	4,362	6,000	N/A
	Percent of street tree pruning requests fulfilled	22	21	45	25
	Percent of city properties maintained on a 10-12 working days or less mowing cycle	97	83	90	85
	Number of Norfolk Youth projects and events*	10	3	10	1
	Number of participants in water safety instructional programs*	16,923	24,483	25,000	1,000
Towing and Recovery Operations	Number of abandoned vehicles removed	1,100	760	1,100	900
	Number of nuisance vehicles removed*	250	63	250	150
Utilities - Water Fund	Average daily drinking water for all retail and wholesale customer needs, in millions of gallons per day (MGD)	61	56	59	58
Waste Management	Percent of total refuse collected that is recycled (state goal is 25%)	20	13	20	20
	Tons of curbside recycling collected	12,000	10,921	12,000	12,000
Zoological Park	Number of social media messages sent to zoo members and the public to increase event participation and attendance*	1,425	702	1,100	1,000

PERFORMANCE MEASURES - CONSTITUTIONALS, APPOINTEES, AND COURTS

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
City Attorney	Revenue collected from suits, city appeals, and general collections	\$3,863,000	\$2,952,740	\$7,500,000	\$7,500,000
City Attorney	Number of files closed	5,443	4,517	6,000	6,000
	Number of new files opened	5,057	3,968	6,000	6,000
City Auditor	Number of observed internal controls and operational issues reported to management as a result of fraud, waste, or abuse complaints	14	55	0	60
	Percent of audit recommendations accepted by management	100	95	95	95
	Percent of investigations completed as the result of a fraud, waste, or abuse complaint	86	95	100	95
	Percent of the City Council approved work plan completed or substantially completed during the fiscal year	75	75	100	80
City Clerk	Number of City Council regularly scheduled and committee meeting minutes published and available by next regular Council meeting	34	34	36	34
	Number of meeting minutes maintained for six boards and commissions (City Planning Commission, Architectural Review Board, Civil Service Commission, Board of Zoning Appeals, Wetlands Board, and Board of Building Codes of Appeals) and City Council meetings	114	136	132	290
	Average number of residents attending Council meetings per month (estimate based on historical data)*	125	10	100	100

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
City Real Estate Assessor	Number of parcels assessed	73,141	73,141	73,200	73,200
City Real Estate Assessor	Number of appeals processed (New measure for FY 2020)	N/A	84	100	125
	Number of ownership changes (New measure for FY 2020)	N/A	7,545	6,800	7,600
City Treasurer	Number of properties auctioned (to provide investors and developers the opportunity to grow within the city and return properties to the tax rolls)	195	296	200	200
	Personal property tax collection rate	98	98	98	98
	Real property tax collection rate	99	99	99	99
Commissioner of the Revenue	Number of annual business licenses	16,166	16,834	16,025	17,634
Commonwealth's Attorney	Percent of legal documents filed electronically with various courts	10	10	10	10
	Number of defendants participating in Drug Court	88	25	50	50
	Number of defendants participating in Mental Health docket*	43	5	25	25
	Number of new participants in the Offender Re-Entry docket*	11	3	10	10
	Number of youth who complete the Virginia Rules program*	2,111	0	3,300	3,300
	Total compensation awarded to victims who received reimbursement from CICF	\$173,231	\$130,857	\$75,000	\$100,000
	Number of volunteers qualified to teach Virginia Rules Program	25	25	25	25
Elections	Number of elections administered in accordance with state and federal laws	2	4	3	3
Elections	Number of transactions initiated by voter request processed	87,880	199,990	100,000	100,000

Department	Measure Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Norfolk Juvenile Court Services	Percent of all intakes diverted from court	13	19	20	20
Sheriff and Jail	Number of graduates from jail programming (GED, Life Skills, Reentry, and Cognitive Behavior training)	317	221	250	250
	Number of offenders placed in paying jobs within the business community	170	85	170	125
	Percent of eligible inmates participating in jail programs	33	24	20	25
	Number of bed-nights in jail cells made available for more serious offenders by use of electronic monitoring for eligible offenders	6,965	10,779	8,000	11,000
	Number of city landscaping sites maintained by inmate work crews in partnership with Recreation, Parks, and Open Space	207	228	214	228
	Total number of labor hours provided by Sheriff's Inmate Workforce to perform city services	48,904	21,104	62,000	50,000
	Total number of vocational training hours for offenders	48,904	30,914	62,000	40,000

*Performance measures impacted by the COVID-19 pandemic.

Annual Grants Plan



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ANNUAL GRANTS PLAN

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

This section identifies grants and special revenues that the city receives every year. Appropriating recurring grants as part of the budget process gives readers a more complete picture of the city's resources available to provide programs and services for residents. It also supports the grant lifecycle process and ensures these funds are quickly accessible to departments and residents, thereby ensuring the programming supported by grants is immediately available after receiving a grant award letter.

Grants were selected for inclusion in the budget if they were received in the past and/or the city is confident the grant funding will continue. Grant amounts on the subsequent pages reflect an "up to" amount and are based on the funding level the city expects to receive in FY 2022; actual grant awards vary annually.

In FY 2022, the city expects to receive \$56,241,701 in recurring grant awards. This will fund 124 full time equivalent (FTE) positions. The City of Norfolk will be providing \$17,984,100 in matching funds for these grants. An additional \$1,296,000 is derived from fees and other income the programs generate. This brings the total funding from recurring grants for city programs and services to \$75,521,801. The grant awards are spread out across fourteen city departments. U.S. Department of Housing and Urban Development (HUD) entitlement grants are not included in this section and can be found in the Annual Plan section. Additional detail is provided in the table below.

ANNUAL GRANTS PLAN

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
Circuit Court Judges							
	Supreme Court of Virginia	Adult Drug Court Program	245,000	78,500	30,000	353,500	5
	Supreme Court of Virginia	Vivitrol Program	50,000	0	0	50,000	0
Subtotal			295,000	78,500	30,000	403,500	5
City Manager							
	U.S. Department of Health and Human Services/HRSA	Ryan White HIV/AIDS Program Part A HIV Emergency Relief	6,245,000	0	0	6,245,000	6
	Virginia Department of Criminal Justice Services (DCJS)	Norfolk Criminal Justice Services (NCJS) Agency - Comprehensive Community Corrections Act Program	1,240,000	89,000	0	1,329,000	19
Subtotal			7,485,000	89,000	0	7,574,000	25
Clerk of the Circuit Court							
	Commonwealth of Virginia Compensation Board	Technology Trust Fund	247,000	0	0	247,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
Commonwealth's Attorney							
	Virginia Department of Criminal Justice Services (DCJS)	Virginia Sexual and Domestic Violence Victims Fund (VSDVVF) - Paralegal	45,000	0	0	45,000	1
	Virginia Department of Criminal Justice Services (DCJS)	Violence Against Women Act (VAWA) - VSTOP Program - Prosecution	90,000	30,000	0	120,000	2
	Virginia Department of Criminal Justice Services (DCJS)	Victims of Crime Act (VOCA) Victims Services Grant Program	800,000	200,000	0	1,000,000	6
	Virginia Department of Criminal Justice Services (DCJS)	Victim Witness Assistance Grant Program - Victim Services	750,000	0	0	750,000	15
Subtotal			1,685,000	230,000	0	1,915,000	24
Communications							
	Virginia Commission for the Arts	Creative Communities Partnership Grant	4,500	4,500	0	9,000	0
	COX Communications Hampton Roads LLC	Public Education Grants (PEG)	100,000	0	0	100,000	0
SUBTOTAL			104,500	4,500	0	109,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
Emergency Preparedness and Response							
	Virginia Department of Emergency Management (VDEM)	Flood Mitigation Assistance Grant	2,790,000	0	0	2,790,000	0
	Virginia Department of Emergency Management (VDEM)	Local Emergency Management Grant (LEMPG)	114,000	114,000	0	228,000	0
	Commonwealth of Virginia, Virginia 9-1-1 Services Board	Virginia Information Technologies Agency (VITA) - Public Safety Answering Point (PSAP) Grant	3,000	0	0	3,000	0
Subtotal			2,907,000	114,000	0	3,021,000	0
Fire-Rescue							
	U.S. Department of Homeland Security, Federal Emergency Management Assistance	Assistance to Firefighters Grant	1,000,000	100,000	0	1,100,000	0
	Virginia Department of Fire Programs	Virginia Department of Fire Programs - Aid to Localities	972,000	0	0	972,000	0
	Virginia Department of Health (VDH), Department of Emergency Medical Services	Four for Life - Emergency Medical Services (EMS)	198,000	0	0	198,000	0
Subtotal			2,170,000	100,000	0	2,270,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
Department of Housing and Community Development							
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for Eggleston: Collaborative Community Connections (C3)	56,100	0	0	56,100	
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for ForKids, Inc: Permanent Supportive Housing	61,000	0	0	61,000	
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for LGBT Life Center: Mental Health Program	58,017	0	0	58,017	
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for LGBT Life Center: Senior Services Program	79,827	0	0	79,827	
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for City of Norfolk Emergency Preparedness: COVID-19 Response	74,804	0	0	74,804	

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for Foodbank of Southeastern Virginia: Norfolk Foodbank Services	25,000	0	0	25,000	
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for ForKids, Inc: Center for Children and Families	250,000	0	0	250,000	
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Additional Supplemental Funding for Norfolk Community Services Board: Housing Case Management	100,000	0	0	100,000	
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for Norfolk Community Services Board: The Center Shelter	461,153	0	0	461,153	
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding for Urban Renewal Center: The Center Shelter	85,000	0	0	85,000	

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
	U.S. Department of Housing and Urban Development	CDBG-CV, Coronavirus Supplemental Funding (reprogrammed funds) for Urban Renewal Center: The Center Shelter	100,000	0	0	100,000	
	U.S. Department of Housing and Urban Development	ESG-CV, Coronavirus Supplemental Funding for (reprogrammed funds) Norfolk Community Services Board: Safety Shelter	100,000	0	0	100,000	
Subtotal			1,450,901	0	0	1,450,901	
Human Services							
	Commonwealth of Virginia Children's Services Act (CSA) Program	Virginia Children's Services Act (CSA)	8,500,000	3,300,000	0	11,800,000	0
	Virginia Department of Juvenile Justice	Virginia Juvenile Community Crime Control Act (VJCCCA)	640,000	640,000	0	1,280,000	4
Subtotal			9,140,000	3,940,000	0	13,080,000	4
Libraries							
	Schools and Libraries Division of the Universal Service Fund E-Rate Reimbursement Program	E-Rate Reimbursement Program	0	0	90,000	90,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
Norfolk Community Services Board							
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Crisis Intervention Program	306,000	0	0	306,000	4
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Crisis Stabilization Grant	310,000	0	0	310,000	1
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS) and Hampton Newport News CSB (HNNCSB)	Emergency Services Grant	100,000	0	0	100,000	1
	Virginia Department of Social Services (VDSS)	Flexible Employment Supports Team (FEST I) for TANF Participants	244,000	81,500	0	325,500	3
	Virginia Department of Social Services (VDSS)	Flexible Employment Supports Team (FEST II) for TANF Participants (new)	411,000	41,100	0	452,100	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Forensic Program of Assertive Community Treatment (PACT)	200,000	0	0	200,000	3

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS), Chesapeake CIBH)	Hampton Roads Regional Jail (HRRJ) Discharge Case Manager Grant	180,000	0	0	180,000	2
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Mental Health System Transformation Excellence and Performance in Virginia (STEP-Virginia) - Outpatient Services	370,000	0	0	370,000	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Mental Health System Transformation Excellence and Performance in Virginia (STEP-Virginia) - Primary Care	283,000	0	0	283,000	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Mental Health System Transformation Excellence and Performance in Virginia (STEP-Virginia) - Same Day Access	270,000	0	0	270,000	3
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Peer Recovery Center	131,000	0	0	131,000	1

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Permanent Supportive Housing (PSH)	2,200,000	0	0	2,200,000	10
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Pharmacy and Medication Support Program	570,000	0	0	570,000	0
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Psychiatry Services for Children and Adolescents	25,000	0	0	25,000	0
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Substance Use Disorder - Prevention	200,000	0	0	200,000	0
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Substance Use Disorder: Recovery	330,000	0	0	330,000	6

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Substance Use Disorder: Treatment	100,000	0	0	100,000	1
	Virginia Department of Behavioral Health and Developmental Services (VDBHDS)	Substance Use Disorder: State Opioid Response: Prevention II	5,000	0	0	5,000	0
	Virginia Department of Behavioral Health and Developmental Services (VDBHD)	Virginia State General Fund-Medication Assisted Treatment for Opioid Use Disorder	130,000	0	0	130,000	2
Subtotal			6,365,000	122,600	0	6,487,600	46
Police							
	U.S. Department of Justice	Edward Byrne Memorial Justice Assistance Grant (JAG) Program	200,000	0	0	200,000	0
	Virginia Department of Motor Vehicles (DMV)	DMV Selective Enforcement - Alcohol	45,000	22,500	0	67,500	0
	Virginia Department of Motor Vehicles (DMV)	DMV Selective Enforcement - Occupancy Protection	12,000	6,000	0	18,000	0
	Virginia Department of Motor Vehicles (DMV)	DMV Selective Enforcement - Speed	52,000	26,000	0	78,000	0
Subtotal			309,000	54,500	0	363,500	0
Public Works							
	Virginia Department of Environmental Quality (DEQ)	Keep Norfolk Beautiful	35,000	0	0	35,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
Sheriff and Jail¹							
	Income from Inmate Commissary Accounts	Inmate Commissary Program	0	0	250,000	250,000	5
	Income from Inmate Commissary Accounts	Inmate Classification Specialists	0	0	215,000	215,000	3
	Income from Sheriff's Community Corrections Program (Work Release, Inmate Work Force, and Electronic Monitoring)	Sheriff's Community Corrections Program	0	0	586,000	586,000	12
	Virginia Department of Criminal Justice Services (DCJS)	Addiction Recovery Program	39,000	0	0	39,000	0
	Virginia Department of Criminal Justice Services (DCJS)	Residential Substance Abuse Treatment Program	151,000	51,000	0	202,000	0
	U.S. Department of Justice	State Criminal Alien Assistance Program (SCAAP)	78,000	0	0	78,000	0
	U.S. Marshals Services	U.S. Marshals Services Program	0	0	125,000	125,000	0
Subtotal			268,000	51,000	1,176,000	1,495,000	20
Transit							
	U.S. Department of Transportation	BUILD Transportation Grants	14,400,000	6,200,000	0	20,600,000	0
	Virginia Department of Transportation	Highway Safety Improvement Program (HSIP)	610,300	0	0	610,300	0
	Virginia Department of Transportation	Primary Extension	1,000,000	0	0	1,000,000	0

Department	Awarding Agency	Grant Name	Grant Amount	Match Amount	Fees/Other Revenues	Total Funding	FTE
	Virginia Department of Transportation	Revenue Sharing Program- St. Paul's Roadway, Phases I and II	7,000,000	7,000,000	0	14,000,000	0
	Virginia Department of Transportation	Smart Scale	770,000	0	0	770,000	0
Subtotal			23,780,300	13,200,000	0	36,980,380	0
Total			56,241,701	17,984,100	1,296,000	75,521,801	124

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

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Legislative



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CITY COUNCIL

MISSION STATEMENT

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

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$314,990	\$318,691	\$331,290	\$322,703
Contractual Services	\$55,542	\$54,637	\$62,070	\$62,070
Total	\$370,532	\$373,328	\$393,360	\$384,773

ADOPTED FY 2022 BUDGET ACTIONS

- **Adjust required contribution to the city retirement system**

FY 2022 \$1,818 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$10,405) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

City Council

Total: (\$8,587) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Member of Council	*	*	*	7	0	7
President of Council	*	*	*	1	0	1
Total				8	0	8

*No pay grade or salary range per compensation plan.

CITY CLERK

MISSION STATEMENT

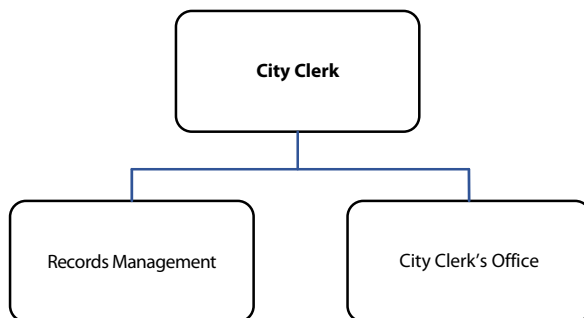
The City Clerk's Office provides administrative support to the Mayor and City Council; records and maintains proceedings of the City Council; processes records and maintains city deeds, contracts, and agreements; provides records management policies and procedures to city departments; provides support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

DEPARTMENT OVERVIEW

The department is comprised of two divisions:

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

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$1,143,448	\$1,176,829	\$1,257,630	\$1,328,101
Materials, Supplies, and Repairs	\$54,580	\$47,967	\$59,669	\$59,602
Contractual Services	\$356,463	\$272,117	\$388,776	\$357,776
Equipment	\$23,137	\$57,665	\$22,000	\$22,000
Total	\$1,577,628	\$1,554,578	\$1,728,075	\$1,767,479

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide funds for a citywide compensation increase** **FY 2022 \$30,675** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to minimum and maximum salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Remove one-time funds for VML conference** **FY 2022 (\$40,000)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2021 for the Virginia Municipal League Conference. The conference was not held in Norfolk due to the COVID-19 pandemic.

- **Adjust funds for storage and records management** **FY 2022 \$9,000** **FTE: 0**

Technical adjustment to provide funds for a contractual increase in physical storage and records management. A new contract was renewed in August 2020. The renewal terms include increases in costs for services, which are utilization based. The city's utilization has increased primarily as a result of keeping public safety legal documents for longer periods of time. Total costs are estimated to increase by \$9,000 from \$66,000 in FY 2021 to \$75,000 in FY 2022.

- **Adjust costs for Fleet expenditures** **FY 2022 (\$67)** **FTE: 0**

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

- **Adjust required contribution to the city retirement system** **FY 2022 \$15,804** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2022 \$23,992** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

City Clerk

Total: \$39,404

FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Chief Deputy City Clerk	1 15	\$58,004	\$94,838	1	0	1
City Clerk	1 22	\$87,620	\$147,347	1	0	1
Deputy City Clerk / Administrative Analyst I	1 14	\$53,581	\$88,622	3	0	3
Deputy City Clerk / Secretary	1 09	\$35,479	\$57,846	3	0	3
Deputy City Clerk / Secretary to the Mayor	1 12	\$45,670	\$74,477	1	0	1
Deputy City Clerk / Stenographic Reporter	1 08	\$32,758	\$53,420	1	0	1
Micrographics Technician	1 04	\$24,032	\$39,189	1	0	1
Records & Information Clerk	1 04	\$24,032	\$39,189	1	0	1
Records Administrator	1 13	\$49,257	\$80,317	1	0	1
Total				13	0	13

CITY REAL ESTATE ASSESSOR

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$1,817,823	\$1,819,041	\$2,048,227	\$2,098,799
Materials, Supplies, and Repairs	\$50,455	\$45,201	\$48,892	\$48,767
Contractual Services	\$71,445	\$78,864	\$74,177	\$180,826
Equipment	\$3,083	\$12,315	\$12,889	\$12,889
Total	\$1,942,806	\$1,955,421	\$2,184,185	\$2,341,281

ADOPTED FY 2022 BUDGET ACTIONS

• **Provide funds for a citywide compensation increase** **FY 2022 \$48,665** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Adjust nonpersonnel costs** **FY 2022 \$60,149** **FTE: 0**

Technical adjustment to align the funds for contractual services based on utilization. The cost has been supported by vacancy savings from the Real Estate CAMA Modeler Analyst. The funding would support filling the position.

• **Support software contract maintenance** **FY 2022 \$24,000** **FTE: 0**

Technical adjustment to support the annual maintenance contract for the mobile assessor software. The software enables staff to work remotely during the pandemic or other emergencies such as natural disasters or storm events.

• **Support transition to remote work** **FY 2022 \$22,500 FTE: 0**

Technical adjustment to support the operational cost of devices to transition to remote work. Funding supports the ongoing cost of tablets for accessing the mobile assessor software and mobile phones to enable business communication remotely with residents. The devices were purchased with Coronavirus Aid, Relief, and Economic Security (CARES) Act funds.

• **Adjust costs for Fleet expenditures** **FY 2022 (\$125) FTE: 0**

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

• **Adjust required contribution to the city retirement system** **FY 2022 (\$18,650) FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 \$20,557 FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

City Real Estate Assessor

Total: \$157,096 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Assessment Support Technician	1 08	\$32,758	\$53,420	3	-1	2
Chief Deputy Real Estate Assessor	1 20	\$79,846	\$130,201	1	0	1
City Assessor	1 22	\$87,620	\$147,347	1	0	1
Deputy Real Estate Assessor	1 18	\$70,758	\$115,380	0	1	1
Geographic Information Systems Specialist III	1 15	\$58,004	\$94,838	1	0	1
Geographic Information Systems Technician II	1 11	\$42,029	\$68,583	1	0	1
Land Records Specialist	1 10	\$38,457	\$62,711	0	1	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Program Supervisor	1 13	\$49,257	\$80,317	1	0	1
Programmer/Analyst V	1 16	\$61,954	\$101,010	1	0	1
Real Estate Appraisal Team Leader	1 16	\$61,954	\$101,010	2	0	2
Real Estate Appraiser I	1 11	\$42,029	\$68,583	3	0	3
Real Estate Appraiser II	1 13	\$49,257	\$80,317	3	0	3
Real Estate Appraiser III	1 13	\$49,257	\$80,317	5	0	5
Real Estate CAMA Modeler Analyst	1 16	\$61,954	\$101,010	1	0	1
Real Estate Commercial Project Supervisor	1 17	\$64,260	\$104,872	1	-1	0
Software Analyst	1 13	\$49,257	\$80,317	1	0	1
Total				25	0	25

CITY AUDITOR

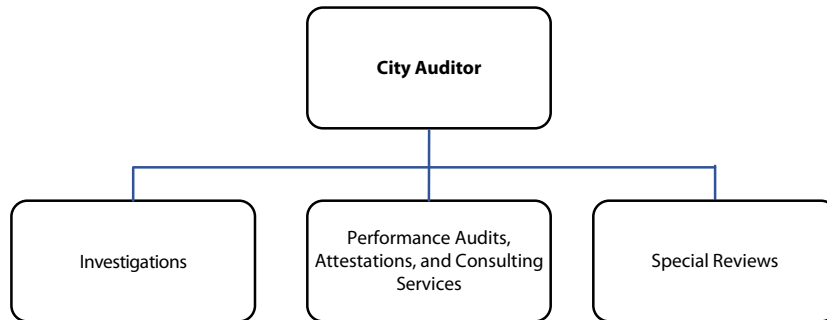
MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$883,094	\$934,271	\$916,350	\$981,731
Materials, Supplies, and Repairs	\$6,706	\$7,147	\$5,744	\$6,044
Contractual Services	\$55,000	\$15,247	\$46,913	\$31,594
Equipment	\$29,143	\$6,895	\$0	\$955
Total	\$973,943	\$963,560	\$969,007	\$1,020,324

ADOPTED FY 2022 BUDGET ACTIONS

• Provide funds for a citywide compensation increase FY 2022 \$20,982 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to minimum and maximum salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• Provide funds for data analytics software FY 2022 \$315 FTE: 0

Technical adjustment to provide funds to support licenses for data analytics software. License cost of \$105 per user were previously paid for by the Department of Information Technology. This action establishes a base budget within the Auditor's Office to support three licenses required to use the web-based software.

• Adjust required contribution to the city retirement system FY 2022 \$11,875 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$18,145 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$0 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

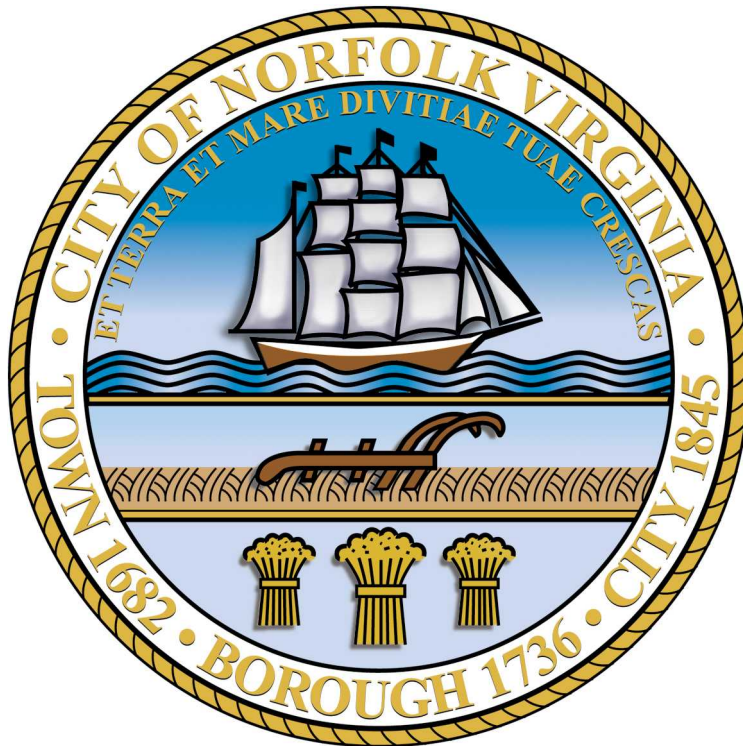
City Auditor

Total: \$51,317 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Assistant City Auditor I	1 10	\$38,457	\$62,711	1	0	1
Assistant City Auditor II	1 14	\$53,581	\$88,622	5	0	5
City Auditor	1 20	\$79,846	\$130,201	1	0	1
Deputy City Auditor	1 16	\$61,954	\$101,010	2	0	2
Total				9	0	9

Executive



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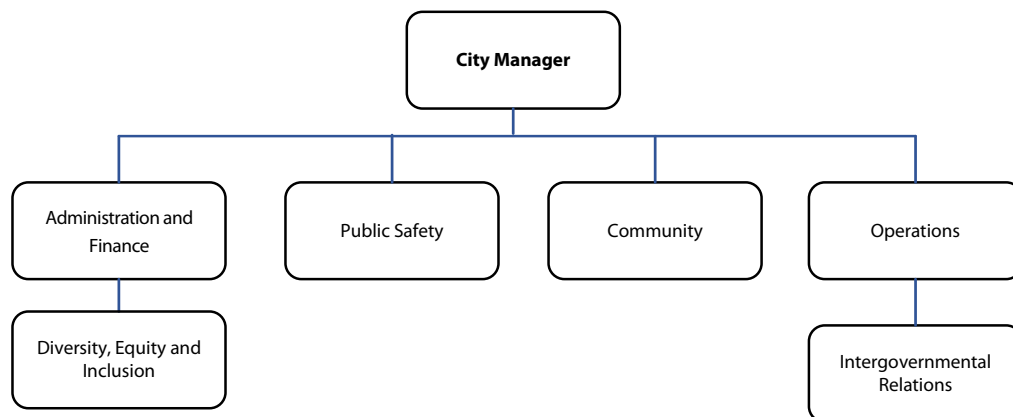
CITY MANAGER

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The City Manager's Office provides leadership and management of the organization in accordance with policies and direction of the City Council. Intergovernmental Relations provides liaison assistance between the city, other governmental legislatures, and agencies at the state and federal level; collaborates with Virginia delegation to the Congress to develop funding requests for City Council priorities; participates in coalition building; monitors, tracks, and reports on legislation and trends; and conducts policy analysis and process facilitation. Diversity, Equity, and Inclusion initiative works to reflect the city's diversity and to champion equity and inclusion in city services and programs.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$1,875,616	\$1,982,176	\$2,122,042	\$2,481,257
Materials, Supplies, and Repairs	\$30,482	\$33,117	\$28,576	\$28,568
Contractual Services	\$429,970	\$427,326	\$262,631	\$322,147
Total	\$2,336,068	\$2,442,619	\$2,413,249	\$2,831,972

ADOPTED FY 2022 BUDGET ACTIONS

- **Enhance Diversity, Equity, and Inclusion Program**

FY 2022 \$119,555 FTE: 2

Provide funds to enhance the citywide Diversity, Equity, and Inclusion Initiative. This action includes the addition of a Management Analyst I position and Management Analyst III position. The positions will focus on supporting efforts to achieve the Economic Inclusion goals outlined in the city's procurement policy that result in improved access to and inclusion of small, women-owned, and minority (SWAM) business opportunities with the city.

- **Create a Business Concierge position**

FY 2022 \$108,992 FTE: 1

Provide funds to create a Business Concierge position. This position is designed to provide personal guidance to new and current Norfolk businesses for any city permits, licenses, or other city documentation. The creation of a Business Concierge will bring an additional layer of service and investment for current and future business owners in the City of Norfolk.

- **Create a City Security Officer position**

FY 2022 \$108,992 FTE: 1

Provide funds to create a citywide Security Officer position. The position will advise senior leadership on security related concerns and recommend new policies and procedures that improve safety and security for employees, residents, and visitors to the city.

- **Provide funds for a citywide compensation increase**

FY 2022 \$48,763 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Increase funds for intergovernmental relations contracts**

FY 2022 \$59,516 FTE: 0

Technical adjustment to support an increase in intergovernmental relations contracts. Funding for the contracts supports state and federal lobbying and consulting services on behalf of the city. Total costs will increase by \$59,516 from \$204,933 in FY 2021 to \$264,449 in FY 2022.

- **Adjust required contribution to the city retirement system**

FY 2022 (\$16,700) FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 (\$15,856)** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures** **FY 2022 \$5,461** **FTE: -1**

Technical adjustment to update department costs for personnel services. Changes include the elimination of a vacant Management Analyst II position. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

City Manager

Total: \$418,723 FTE: 3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Assistant to the City Manager, Senior	1 21	\$83,391	\$138,774	1	0	1
Business Manager	1 13	\$49,257	\$80,317	1	0	1
Chief Deputy City Manager	1 27	\$127,385	\$210,572	1	0	1
City Manager	1 29	*	*	1	0	1
Deputy City Manager	1 26	\$115,829	\$193,426	3	0	3
Diversity, Equity, and Inclusion Officer	1 22	\$85,068	\$143,055	0	1	1
Intergovernmental Relations Officer	1 20	\$79,846	\$130,201	1	0	1
Legal Administrator	1 15	\$58,004	\$94,838	1	0	1
Management Analyst I	1 11	\$42,029	\$68,583	0	1	1
Management Analyst II	1 13	\$47,823	\$77,978	1	-1	0
Management Analyst III	1 14	\$53,581	\$88,622	1	1	2
Special Assistant	1 20	\$79,846	\$130,201	1	1	2
Total				13	3	16

*No salary range per compensation plan.

BUDGET AND STRATEGIC PLANNING

MISSION STATEMENT

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

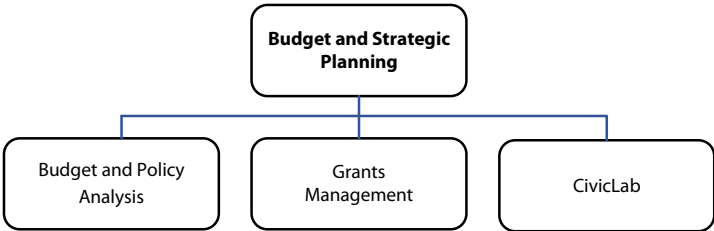
DEPARTMENT OVERVIEW

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

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

The Grants Management Team seeks to leverage city resources with funds from federal, state, and philanthropic sources.

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$1,226,581	\$1,645,509	\$1,869,363	\$2,154,682
Materials, Supplies, and Repairs	\$48,955	\$17,281	\$10,725	\$10,525
Contractual Services	\$162,909	\$136,502	\$90,292	\$115,292
Equipment	\$9,948	\$17,825	\$655	\$855
Total	\$1,448,393	\$1,817,117	\$1,971,035	\$2,281,354

ADOPTED FY 2022 BUDGET ACTIONS

- **Increase funds for program evaluation** **FY 2022 \$124,512** **FTE: 2**

Provide funds for two Budget and Policy Analyst positions. The positions will provide additional capacity to assist with the citywide transition to program-based budgeting, including in-depth program evaluation, policy analysis, and consideration of service level changes as part of the annual budget development process.

- **Provide funds for a citywide compensation increase** **FY 2022 \$59,231** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Support increase for Agile Team Norfolk based on utilization** **FY 2022 \$25,000** **FTE: 0**

Technical adjustment to increase funds for the Agile Team Norfolk contract in the Citywide Data, Performance, and Strategy program based on utilization. Agile provides employees with the tools and principles to identify problems, implement solutions, and improve the quality and efficiency of government.

- **Transfer Division of HUD Entitlement Management** **FY 2022 (\$9,946)** **FTE: -6**

Technical adjustment to transfer the Division of Housing and Urban Development (HUD) Entitlement Management from the Department of Budget and Strategic Planning to the Department of Housing and Community Development. This action includes the transfer of six positions responsible for the administration and programming of HUD entitlement funds from the Federal Government. A corresponding adjustment can be found in the Department of Housing and Community Development.

- **Adjust required contribution to the city retirement system** **FY 2022 (\$28,387)** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2022 \$99,200** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$40,709 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Budget and Strategic Planning

Total: \$310,319 FTE: -4

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant II	1 12	\$45,670	\$74,477	1	-1	0
Accountant III	1 13	\$49,257	\$80,317	1	-1	0
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	0	1	1
Budget & Policy Analyst I (Budget only)	1 13	\$49,257	\$80,317	3	1	4
Budget & Policy Analyst II (Budget only)	1 14	\$53,581	\$88,622	0	1	1
Budget & Policy Analyst, Senior	1 16	\$61,954	\$101,010	2	0	2
Budget & Policy Manager	1 20	\$79,846	\$130,201	2	-2	0
Bureau Manager	1 18	\$70,758	\$115,380	2	0	2
Business Process Automation Manager	1 18	\$70,758	\$115,380	1	0	1
CivicLab Director	1 21	\$83,391	\$138,774	0	1	1
Data Analyst	1 16	\$61,954	\$101,010	1	0	1
Data Scientist	1 18	\$70,758	\$115,380	1	0	1
Director of Budget & Strategic Planning	1 24	\$97,496	\$167,171	1	0	1
Economic Forecast Specialist	1 18	\$70,758	\$115,380	1	0	1
Enterprise Controller	1 16	\$60,149	\$98,068	1	-1	0
Grants Manager	1 18	\$70,758	\$115,380	1	0	1
Management Analyst II	1 13	\$49,257	\$80,317	4	-3	1
Total				23	-4	19

RESILIENCE

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

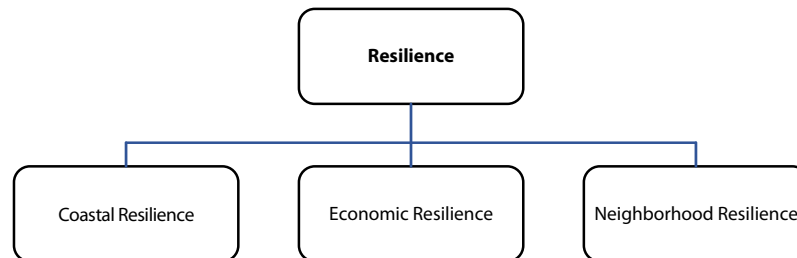
- 1) designing the coastal community of the future to live with the impacts of recurrent flooding;
- 2) creating economic opportunity by advancing efforts to grow existing and create new sectors; and
- 3) advancing initiatives to connect communities, deconcentrate poverty, and strengthen neighborhoods.

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

In 2019, the U.S. Army Corps Chief Engineer signed the Chief's Report recommending Norfolk's Coastal Storm Risk Management (CSRM) for congressional authorization. The study recommended structural and non-structural measures that will reduce the risk of damage from water surge as a result of a coastal storm. In October 2018, the President signed the America's Water Infrastructure Act of 2018 bill requiring the Corps to expedite the completion of Norfolk's feasibility study allowing the project to proceed directly to preconstruction planning, engineering, and design which is currently underway. In December 2020, the CSRM project was authorized in the 2020 Water Resources Development Act completing a major milestone.

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

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$259,446	\$366,753	\$536,754	\$569,834
Materials, Supplies, and Repairs	\$11,189	\$5,370	\$16,750	\$16,750
Contractual Services	\$44,820	\$71,653	\$59,873	\$59,873
Equipment	\$0	\$2,266	\$0	\$0
Total	\$315,455	\$446,042	\$613,377	\$646,457

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide funds for a citywide compensation increase** **FY 2022 \$14,507** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Adjust required contribution to the city retirement system** **FY 2022 \$88** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$21,037 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 (\$2,552) FTE: 1

Technical adjustment to update department costs for personnel services. Changes include the transfer of a Civil Engineer position from the Department of Storm Water and the corresponding adjustment to funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Resilience

Total: \$33,080 FTE: 1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Chief Resilience Officer	1 24	\$97,496	\$167,171	1	0	1
City Coastal Engineer	1 21	\$83,391	\$138,774	1	0	1
Civil Engineer V	1 18	\$70,758	\$115,380	0	1	1
Management Analyst III	1 14	\$53,581	\$88,622	1	0	1
Special Assistant	1 20	\$79,846	\$130,201	1	0	1
Total				5	1	6

COMMUNICATIONS

MISSION STATEMENT

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

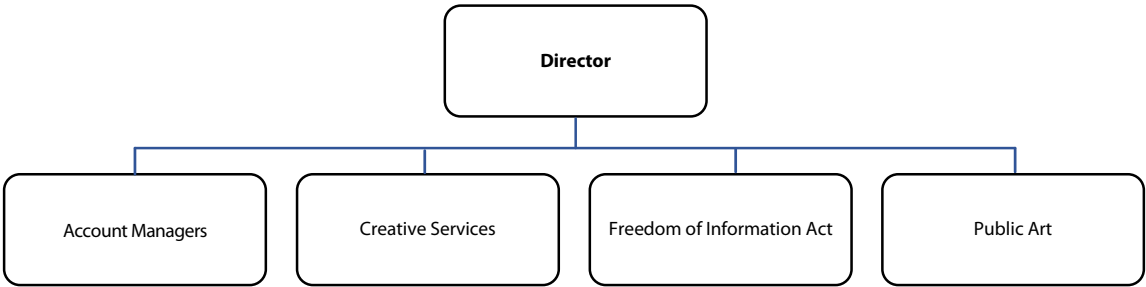
DEPARTMENT OVERVIEW

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

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

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

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$1,523,722	\$1,544,277	\$1,591,214	\$1,761,506
Materials, Supplies, and Repairs	\$10,314	\$8,353	\$32,309	\$14,697
Contractual Services	\$421,841	\$191,571	\$135,069	\$152,631
Equipment	\$41,876	\$28,042	\$17,825	\$47,000
Total	\$1,997,753	\$1,772,243	\$1,776,417	\$1,975,834

ADOPTED FY 2022 BUDGET ACTIONS

• **Provide funds to support a public art program** **FY 2022 \$10,500** **FTE: 0**

Provide funds to support a public art program. This program provides real life work experience to Norfolk youth, teaches local artists how to be public artists, and enhances the city's role as the arts and cultural hub of the region. The Municipal Artist Partnership will hire two artists in the fall of 2021 to complete artworks by spring of 2022. Artists will collaborate with the community and be entrenched within the unique culture of a neighborhood to create artwork that focuses on solutions to a specific area of concern.

• **Increase funds for Creative Services media content** **FY 2022 \$7,000** **FTE: 0**

Provide funds to purchase CivicMedia to allow for better website content management. The department currently has very little control over content and associated content on current media-hosting platforms. CivicMedia would align all of Communication's platforms into a trusted source, and allow Norfolk-created media to be more easily and safely accessible to residents.

• **Provide funds for a citywide compensation increase** **FY 2022 \$38,492** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Increase funds for city website maintenance costs** **FY 2022 \$16,625** **FTE: 0**

Technical adjustment to provide funds to maintain the city's Norfolk.gov website to ensure citizens can easily access city information and programs. The contract for website maintenance was amended in FY 2021 to include additional services. Total costs will increase by \$16,625 from \$23,000 in FY 2021 to \$39,625 in FY 2022.

• **Adjust required contribution to the city retirement system** **FY 2022 \$16,542** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$85,827 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$24,431 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Communications

Total: \$199,417 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Applications Development Team Supervisor	1 17	\$64,260	\$104,872	1	-1	0
Arts Manager	1 15	\$58,004	\$94,838	1	0	1
Bureau Manager	1 18	\$70,758	\$115,380	3	0	3
Communications Account Manager	1 17	\$66,188	\$108,018	2	1	3
Director of Communications	1 24	\$97,496	\$167,171	1	0	1
Management Analyst III	1 14	\$53,581	\$88,622	1	0	1
Multimedia Communications Specialist I	1 11	\$42,029	\$68,583	2	0	2
Multimedia Communications Specialist II	1 13	\$49,257	\$80,317	4	0	4
Multimedia Communications Specialist III	1 15	\$58,004	\$94,838	1	0	1
Total				16	0	16

ST. PAUL'S AREA TRANSFORMATION

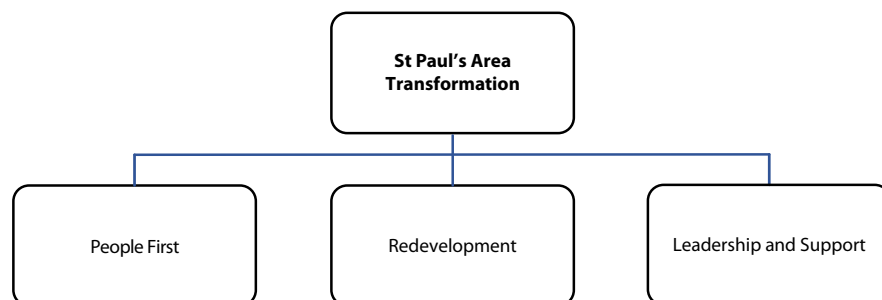
MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

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



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
General Property Taxes	\$3,500,000	\$3,658,000	\$3,781,000	\$3,919,000
Total	\$3,500,000	\$3,658,000	\$3,781,000	\$3,919,000

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$3,928	\$442,149	\$479,194	\$646,405
Materials, Supplies, and Repairs	\$5,024	\$11,958	\$36,000	\$21,576
Contractual Services	\$127,107	\$1,685,067	\$3,265,806	\$3,251,019
Equipment	\$5,757	\$6,248	\$0	\$0
Total	\$141,816	\$2,145,422	\$3,781,000	\$3,919,000

ADOPTED FY 2022 BUDGET ACTIONS

• **Enhance outreach and community partnerships** **FY 2022 \$138,420** **FTE: 2**

Provide funds for a Management Analyst III to support community outreach and initiatives with St. Paul's People First program and a Project Manager position to build community outreach and development efforts citywide. Both positions are supported by the Real Estate Tax designation for St. Paul's.

• **Provide funds for a citywide compensation increase** **FY 2022 \$12,685** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Adjust support for St. Paul's Area Transformation** **FY 2022 (\$29,211)** **FTE: 0**

Technical adjustment to update support for St. Paul's People First and redevelopment initiatives from the dedicated 1.9 cent real estate tax increase adopted in FY 2019 based on an increase in real estate assessments.

• **Adjust required contribution to the city retirement system** **FY 2022 (\$6,027)** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 \$10,296** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$11,837 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

St. Paul's Area Transformation

Total: \$138,000 FTE: 2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Director of St. Paul's Transformation	1 24	\$97,496	\$167,171	1	0	1
Management Analyst III	1 14	\$53,581	\$88,622	1	1	2
Project Manager	1 16	\$61,954	\$101,010	0	1	1
Projects Manager, Senior	1 17	\$66,188	\$108,018	2	0	2
Total				5	2	7

HOUSING AND COMMUNITY DEVELOPMENT

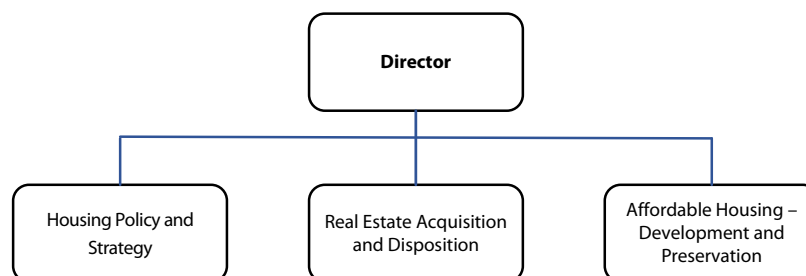
MISSION STATEMENT

The Department of Housing and Community Development creates strong, healthy, and vibrant neighborhoods by creating and preserving affordable housing, promoting stable homeownership, and developing equitable housing policies and programs.

DEPARTMENT OVERVIEW

The Department of Housing and Community Development is newly constituted in FY 2022 and was previously known as the Department of Real Estate. The Department of Housing and Community Development has been staffed and resourced to provide the capacity to successfully deliver neighborhood and community development programming. The department's portfolio includes:

- Strategic acquisition and disposition of real property, including the development and implementation of periodic GEM lot auctions, to align with community plans and vision
- Coordinate with city, state, and federal agencies to support the creation of affordable housing
- Capacity building and financial support for community-based organizations
- Development and Implementation of citywide housing policy and strategy
- Administration of U.S. Housing and Urban Development (HUD) entitlement grant programs including the Community Development Block Grant (CDBG), the Home Investment Partnership Program (HOME), and the Emergency Solutions Grant (ESG)
- Preserving and promoting stable homeownership through homeowner rehabilitation and new homebuyer incentive programs
- Increasing the number of viable residential rental properties in the city through property assessments and certification, tenant and landlord training, and rental rehabilitation programs.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$0	\$0	\$0	\$802,691
Contractual Services	\$0	\$0	\$0	\$55,000
Total	\$0	\$0	\$0	\$857,691

ADOPTED FY 2022 BUDGET ACTIONS

- **Establish Department of Housing and Community Development**

FY 2022 \$605,846 FTE: 11

Provide funds to establish the Department of Housing and Community Development. The new department will coordinate citywide housing policy and strategy such as affordable housing initiatives, community development and place making, renovation, and redevelopment opportunities.

- **Provide funds for real estate auctioning software**

FY 2022 \$25,000 FTE: 0

Provide funds to procure auction software for the Housing and Community Development program. The software will improve the city's ability for auctioning city-owned parcels.

- **Provide funds for a citywide compensation increase**

FY 2022 \$7,798 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Transfer positions for affordable housing initiatives**

FY 2022 \$149,712 FTE: 2

Technical adjustment to transfer Renovate Norfolk staffing from the Department of Neighborhood Services to the new Department of Housing and Community Development. The transfer includes a Management Analyst III position and Public Services Coordinator position. The positions will assist with affordable housing development and preservation initiatives. A corresponding adjustment can be found in the Department of Neighborhood Services.

- **Transfer Division of HUD Entitlement Management**

FY 2022 \$9,946 FTE: 6

Technical adjustment to transfer the Division of Housing and Urban Development (HUD) Entitlement Management to from the Department of Budget and Strategic Planning to the Department of Housing and Community Development. This action includes the transfer of six positions responsible for the administration and program management. Nearly all costs for the program are reimbursable by the federal government Housing and Urban Development Agency. A corresponding adjustment can be found in the Department of Budget and Strategic Planning.

- **Adjust required contribution to the city retirement system**

FY 2022 \$41,164 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$18,225 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$0 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

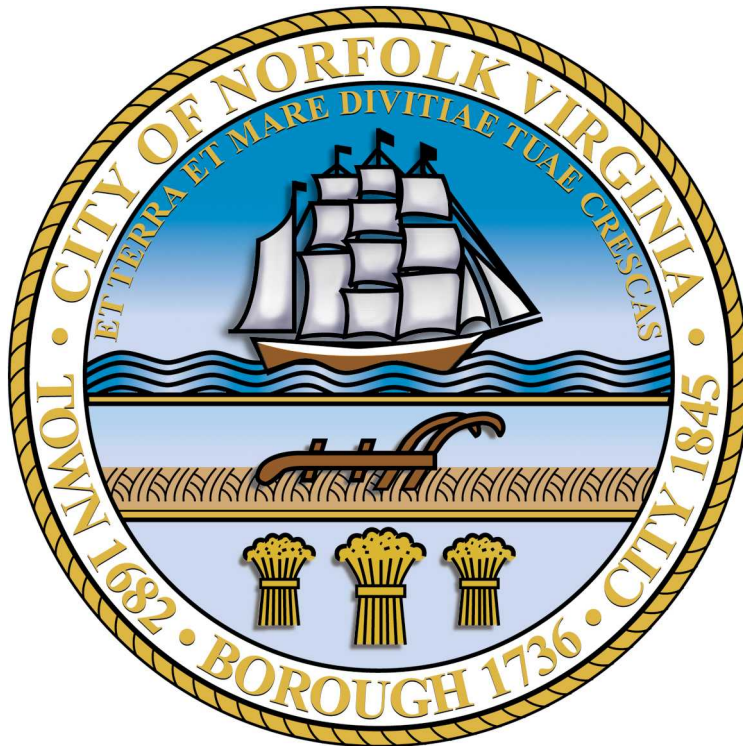
Housing and Community Development

Total: \$857,691 FTE: 19

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant II	1 12	\$45,670	\$74,477	0	2	2
Accountant III	1 13	\$49,257	\$80,317	0	1	1
Administrative Assistant I	1 09	\$35,479	\$57,846	0	1	1
Assistant Director	1 21	\$83,391	\$138,774	0	1	1
Bureau Manager	1 18	\$70,758	\$115,380	0	1	1
Business Manager	1 13	\$49,257	\$80,317	0	1	1
Data Analyst	1 16	\$61,954	\$101,010	0	1	1
Design & Rehabilitation Consultant, Senior	1 14	\$53,581	\$88,622	0	1	1
Director of Housing and Community Development	1 24	\$94,656	\$162,302	0	1	1
Management Analyst II	1 13	\$49,257	\$80,317	0	3	3
Management Analyst III	1 14	\$53,581	\$88,622	0	2	2
Projects Manager, Senior	1 17	\$66,188	\$108,018	0	1	1
Public Services Coordinator	1 11	\$42,029	\$68,583	0	2	2
Real Estate Coordinator	1 12	\$45,670	\$74,477	0	1	1
Total				0	19	19

Department of Law



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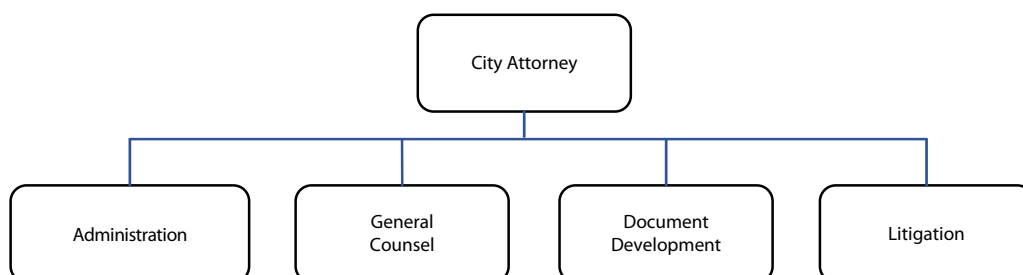
CITY ATTORNEY

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$4,449,725	\$4,410,396	\$4,614,011	\$4,815,704
Materials, Supplies, and Repairs	\$91,493	\$71,898	\$69,544	\$69,519
Contractual Services	\$200,703	\$107,769	\$296,365	\$296,365
Department Specific Appropriation	\$37,751	\$44,120	\$44,712	\$44,712
Total	\$4,779,672	\$4,634,183	\$5,024,632	\$5,226,300

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2022 \$109,190** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to minimum and maximum salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Adjust costs for Fleet expenditures**

FY 2022 (\$25) FTE: 0

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

- **Adjust required contribution to the city retirement system**

FY 2022 \$57,461 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$35,042 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

City Attorney

Total: \$201,668 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Assistant City Attorney I	1 16	\$61,954	\$101,010	4	0	4
Assistant City Attorney II	1 18	\$70,758	\$115,380	2	0	2
Assistant City Attorney III	1 20	\$79,846	\$130,201	1	0	1
Business Manager	1 13	\$49,257	\$80,317	1	0	1
Chief Deputy City Attorney	1 27	\$127,385	\$210,572	2	0	2
City Attorney	1 28	\$144,983	\$235,755	1	0	1
Criminal Docket Specialist	1 09	\$35,479	\$57,846	1	0	1
Deputy City Attorney I	1 23	\$92,385	\$156,991	8	0	8
Deputy City Attorney II	1 24	\$97,496	\$167,171	1	0	1
Legal Administrator	1 15	\$58,004	\$94,838	1	0	1
Legal Coordinator I	1 11	\$42,029	\$68,583	2	0	2
Legal Coordinator II	1 13	\$49,257	\$80,317	1	0	1
Legal Secretary II	1 11	\$42,029	\$68,583	5	1	6
Messenger/Driver	1 02	\$20,702	\$33,761	1	0	1
Paralegal Claims Investigator	1 12	\$45,670	\$74,477	1	0	1
Paralegal Generalist	1 09	\$34,445	\$56,161	1	-1	0
Support Technician	1 05	\$25,934	\$42,329	1	0	1
Total				34	0	34

Constitutional Officers



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COMMISSIONER OF THE REVENUE

MISSION STATEMENT

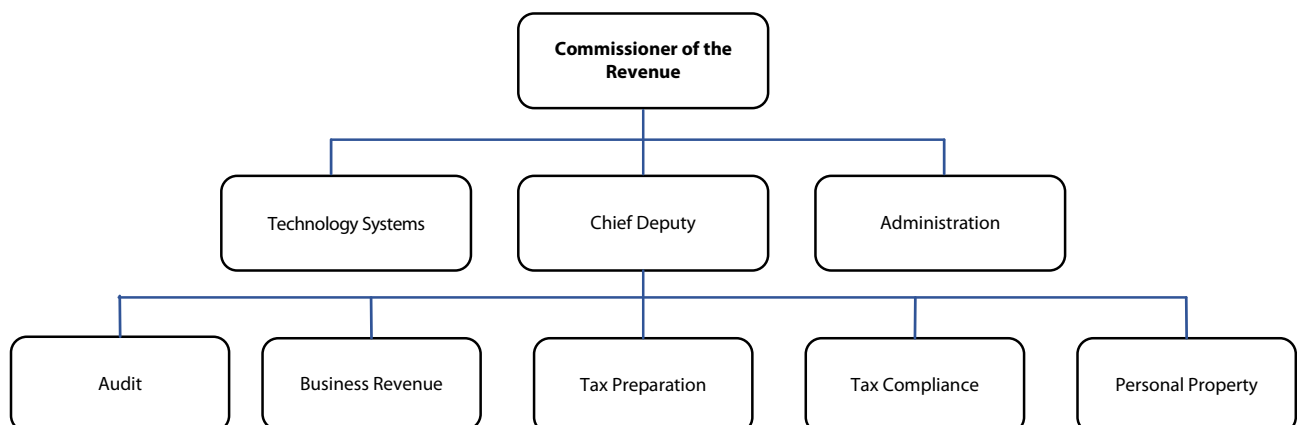
The Commissioner of the Revenue assesses various taxes pursuant to state and local law and strives to fairly and efficiently assist Norfolk residents and business owners in the following areas to aid in the continued economic growth of our city:

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

DEPARTMENT OVERVIEW

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

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$2,632,012	\$2,717,577	\$2,831,111	\$2,979,789
Materials, Supplies, and Repairs	\$88,943	\$51,479	\$108,128	\$108,061
Contractual Services	\$71,350	\$58,107	\$82,781	\$93,681
Equipment	\$10,979	\$3,837	\$2,400	\$2,400
Total	\$2,803,284	\$2,831,000	\$3,024,420	\$3,183,931

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2022 \$69,052** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Support transition to remote work** **FY 2022 \$10,900** **FTE: 0**

Technical adjustment to support the operational cost of cell phones to transition to remote work and to align funds with utilization. Funding supports the ongoing cost of cell phones purchased with Coronavirus Aid, Relief, and Economic Security (CARES) Act funds. Total budget will increase by \$10,900 from \$9,800 in FY 2021 to \$20,700 in FY 2022.

- Adjust costs for Fleet expenditures** **FY 2022 (\$67)** **FTE: 0**

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

- Adjust required contribution to Virginia Retirement System** **FY 2022 \$35,475** **FTE: 0**

Technical adjustment for required contribution to Virginia Retirement System (VRS) for Constitutional Offices. This action adjust funds based on recent staffing and required contribution of 10.65 percent for FY 2022.

- Adjust required contribution to the city retirement system** **FY 2022 \$3,577** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$40,574 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

Commissioner of the Revenue	Total: \$159,511	FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Manager - COR	COR 05	\$61,326	\$98,037	2	0	2
Chief Deputy - COR	COR 06	\$70,882	\$124,752	1	0	1
Commissioner of the Revenue	COR 07	*	*	1	0	1
Deputy I - COR	COR 01	\$28,006	\$56,711	10	0	10
Deputy II - COR	COR 02	\$35,151	\$71,425	9	0	9
Deputy III - COR	COR 03	\$48,925	\$80,889	10	0	10
Supervising Deputy - COR	COR 04	\$57,474	\$91,882	4	0	4
Total				37	0	37

*No salary range per compensation plan.

CITY TREASURER

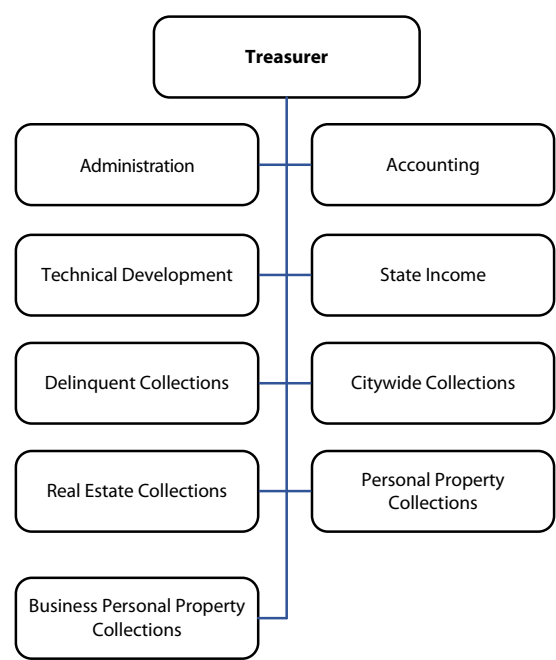
MISSION STATEMENT

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

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

DEPARTMENT OVERVIEW

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$2,040,488	\$2,079,291	\$2,139,647	\$2,221,645
Materials, Supplies, and Repairs	\$93,198	\$48,875	\$95,534	\$95,517
Contractual Services	\$261,137	\$274,511	\$289,945	\$309,566
Equipment	\$0	\$0	\$0	\$12,000
Total	\$2,394,823	\$2,402,677	\$2,525,126	\$2,638,728

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2022 \$52,755** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Support transition to remote work** **FY 2022 \$14,400** **FTE: 0**

Technical adjustment to support the operational cost of remote work. Funding supports the ongoing cost of mobile phones to enable business communication remotely with residents. Total budget will increase by \$14,400 from \$1,000 in FY 2021 to \$15,400 in FY 2022. The devices were purchased with Coronavirus Aid, Relief, and Economic Security (CARES) Act funds.

- Support replacement of check imagers** **FY 2022 \$12,000** **FTE: 0**

Technical adjustment to provide one-time funds to replace check imagers to maintain current service levels. The imagers are needed to process checks received at the City Treasurer's counter.

- Support automating electronic check processing** **FY 2022 \$5,000** **FTE: 0**

Technical adjustment to support the annual cost of automating electronic check processing. In FY 2021, the Treasurer's Office implemented the process to automate processing of electronic checks for payment of real estate and personal property taxes through taxpayers' banking institutions which would enable staff to focus on collecting delinquent taxes. Total budget will increase by \$5,000 from \$43,445 in FY 2021 to \$48,445 in FY 2022.

- Increase funds for armored car service** **FY 2022 \$221** **FTE: 0**

Technical adjustment to provide funds for a three percent contractual increase for armored car services. Total budget will increase by \$221 from \$7,371 in FY 2021 to \$7,592 in FY 2022.

- Adjust costs for Fleet expenditures** **FY 2022 (\$17)** **FTE: 0**

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

- **Adjust required contribution to Virginia Retirement System**

FY 2022 \$42,205 FTE: 0

Technical adjustment for required contribution to Virginia Retirement System (VRS) for Constitutional Offices. This action adjust funds based on recent staffing and required contribution of 10.65 percent for FY 2022.

- **Adjust employer healthcare contribution**

FY 2022 (\$12,962) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

City Treasurer

Total: \$113,602 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Manager - TR	TRO 05	\$61,326	\$98,037	1	0	1
Chief Deputy - TR	TRO 06	\$70,882	\$124,752	2	0	2
City Treasurer - TR	TRO 07	*	*	1	0	1
Deputy I - TR	TRO 01	\$28,006	\$56,711	10	0	10
Deputy II - TR	TRO 02	\$35,151	\$71,425	9	0	9
Deputy III - TR	TRO 03	\$44,677	\$80,889	2	0	2
Deputy IV - TR	TRO 04	\$57,474	\$91,882	4	0	4
Supervising Deputy-TR	TRO 04	\$57,474	\$91,882	2	0	2
Total				31	0	31

*No salary range per compensation plan.

CLERK OF THE CIRCUIT COURT

MISSION STATEMENT

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

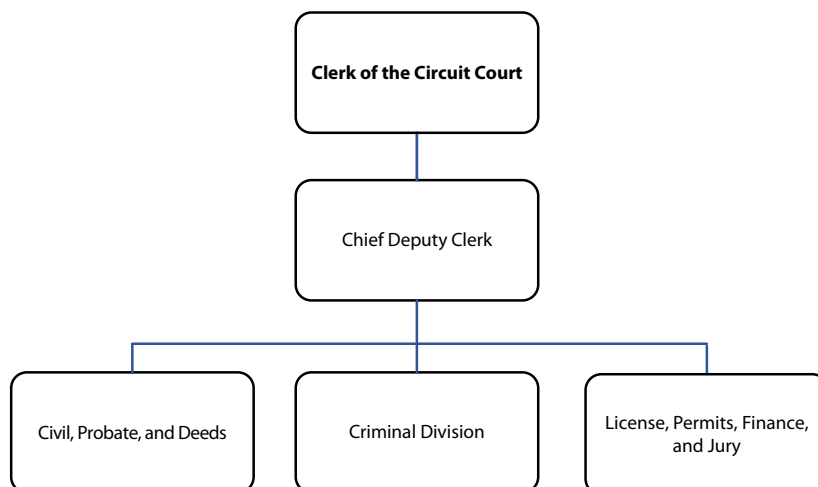
DEPARTMENT OVERVIEW

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

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

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

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$2,299,320	\$2,290,650	\$2,658,338	\$2,813,766
Materials, Supplies, and Repairs	\$54,938	\$21,140	\$33,800	\$33,800
Contractual Services	\$188,317	\$222,534	\$282,971	\$282,971
Equipment	\$42,285	\$33,340	\$0	\$0
Total	\$2,584,860	\$2,567,664	\$2,975,109	\$3,130,537

ADOPTED FY 2022 BUDGET ACTIONS

• Provide funds for a citywide compensation increase FY 2022 \$67,208 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to minimum and maximum salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• Adjust required contribution to Virginia Retirement System FY 2022 \$48,001 FTE: 0

Technical adjustment for required contribution to Virginia Retirement System (VRS) for Constitutional Offices. This action adjust funds based on recent staffing and required contribution of 10.65 percent for FY 2022.

• Adjust employer healthcare contribution FY 2022 \$40,219 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

Clerk of the Circuit Court

Total: \$155,428 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant - CC	CCC 05	\$47,527	\$75,976	4	0	4
Administrative Manager - CC	CCC 07	\$61,326	\$98,037	1	0	1
Applications Manager - CC	CCC 09	\$70,882	\$124,752	1	0	1
Cashier - CC	CCC 02	\$32,649	\$52,192	2	0	2
Chief Deputy Circuit Court	CCC 09	\$70,882	\$124,752	1	0	1
Clerk of the Circuit Court	CCC 10	*	*	1	0	1
Comptroller - CC	CCC 08	\$70,882	\$124,752	1	0	1
Deputy Clerk I - CC	CCC 01	\$31,580	\$48,286	11	0	11
Deputy Clerk II - CC	CCC 02	\$32,649	\$52,192	11	0	11
Deputy Clerk III - CC	CCC 03	\$36,519	\$58,378	5	0	5
In Court Clerk - CC	CCC 04	\$40,171	\$67,628	5	0	5
Supervising Deputy Clerk - CC	CCC 07	\$61,326	\$98,037	3	0	3
Total				46	0	46

*No salary range per compensation plan.

COMMONWEALTH'S ATTORNEY

MISSION STATEMENT

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

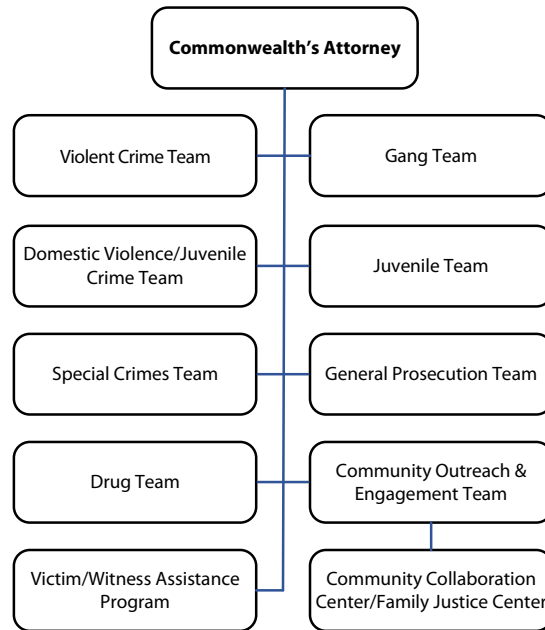
DEPARTMENT OVERVIEW

The duties and responsibilities required by state law are led by the Commonwealth's Attorney and are supported by prosecutors, paralegals, legal secretaries, victim/witness advocates, and other professionals. The Commonwealth's Attorney utilizes a team approach for the organization. All staff are assigned to one of seven prosecution teams: Drug Team, Gang Team, General Prosecution Team, Juvenile Team, Domestic Violence/Juvenile Violent Crime Team, Special Crimes Team, and Violent Crime Team.

The Victim/Witness Assistance Program employs advocates to serve as liaisons between prosecutors, victims, and witnesses in cases, to assist victims with compensation forms and referrals to community services, and to promote awareness of victims' rights in the community.

The Community Collaboration Center provides trauma-informed services and service referrals to crime victims who have not reported their victimization or have reported but no suspect has been arrested for the crime.

The Norfolk Family Justice Center is a public-private partnership providing a safe, convenient location for victims of crime to receive trauma informed, victim centered, comprehensive wrap-around services from victim advocates, service providers, law enforcement officers, prosecutors, forensic medical professionals, civil resources, educational resources, employment resources, housing resources, representatives from community-based organizations and other relevant public or private agencies.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$5,519,852	\$5,754,219	\$6,063,536	\$6,207,788
Materials, Supplies, and Repairs	\$78,128	\$63,200	\$68,583	\$74,404
Contractual Services	\$32,948	\$36,511	\$48,793	\$52,323
Equipment	\$31,157	\$42,477	\$27,789	\$41,789
Total	\$5,662,085	\$5,896,407	\$6,208,701	\$6,376,304

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase**

FY 2022 \$145,016 FTE: 0

Provide funds for compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to minimum and maximum salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Support increase for phone and printing based on utilization**

FY 2022 \$23,502 FTE: 0

Technical adjustment to increase funding for printing and telephone to align budget with spending. Staff increased by one employee in FY 2020 and three employees in FY 2021 due to General Assembly action requiring localities who have implemented a body worn camera program to provide additional staff to the Commonwealth Attorney's Office to accommodate the additional workload. Additional staff has increase printing and telephone costs.

- **Adjust costs for Fleet expenditures**

FY 2022 (\$151) FTE: 0

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

- **Adjust required contribution to Virginia Retirement System**

FY 2022 \$106,765 FTE: 0

Technical adjustment for required contribution to Virginia Retirement System (VRS) for Constitutional Offices. This action adjust funds based on recent staffing and required contribution of 10.65 percent for FY 2022.

- **Adjust required contribution to the city retirement system**

FY 2022 (\$7,909) FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$99,620) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

Commonwealth's Attorney

Total: \$167,603 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant - CWA	CWA 03	\$35,149	\$56,191	0	1	1
Assistant Commonwealth's Attorney I	CWA 09	\$60,368	\$95,987	10	0	10
Assistant Commonwealth's Attorney II	CWA 10	\$67,494	\$107,313	10	0	10
Assistant Commonwealth's Attorney III	CWA 11	\$76,857	\$122,202	9	0	9
Chief Deputy Commonwealth's Attorney	CWA 13	\$100,353	\$159,561	1	0	1
Commonwealth's Attorney	CWA 14	*	*	1	0	1
Deputy Commonwealth's Attorney	CWA 12	\$90,171	\$143,374	5	0	5
Executive Secretary/Assistant - CWA	CWA 07	\$47,529	\$75,975	2	0	2
Legal Administrator - CWA	CWA 08	\$54,051	\$86,481	3	0	3
Legal Assistant - CWA	CWA 06	\$41,724	\$66,699	1	0	1
Legal Secretary I - CWA	CWA 02	\$30,274	\$48,397	7	0	7
Legal Secretary II - CWA	CWA 04	\$36,518	\$57,843	5	0	5
Paralegal - CWA	CWA 04	\$36,518	\$57,843	8	0	8
Public Information Specialist II	1 12	\$45,670	\$74,477	1	0	1
Victim / Witness Program Director	CWA 06	\$49,509	\$64,756	1	-1	0
Total				64	0	64

*No salary range per compensation plan.

SHERIFF AND JAIL

MISSION STATEMENT

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

The Norfolk Sheriff's Office core values are unconditional:

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

DEPARTMENT OVERVIEW

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

Maintain a safe and secure jail facility;

Ensure public safety in the Norfolk court system; and

Execute various types of civil processes.

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

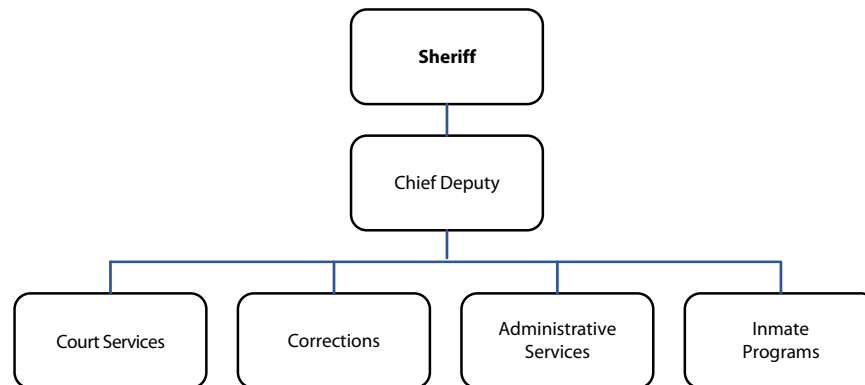
Court Services: Court security is provided to all three Norfolk court systems. Sworn staff are responsible for transporting both juvenile and adult offenders with mental health issues from the jail, hospitals, and treatment centers to mental health hospitals and treatment facilities across the State.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

Corrections: Corrections encompasses Institutional and Community Corrections.

- **Institutional Corrections:** Sworn and civilian staff man and operate the Norfolk Jail. The facility management team handles all maintenance issues, while the inmate management team handles medical and food for residents. Classification provides residents the rules and carefully places inmates in appropriate housing. The security threat unit is responsible for the safety of inmates and staff.
- **Community Corrections:** The Inmate Workforce and Work Release Programs provide an opportunity for qualified inmates to receive credit for fines and court costs, receive job training, earn early release credit, secure paid employment, and be considered for home electronic monitoring. These programs also help reduce jail

overcrowding and introduce a work ethic to inmates. The Weekender Work Program allows inmates to provide community service during weekend days as an alternative to serving consecutive days in jail, allowing them to maintain gainful employment.

- **Administrative Services:** Sworn and civilian staff responsible for training, grants, LIDS, information technology, finance, human resources, and community affairs work in the Administrative Services Division. Community affairs include programs and services offered for children and senior residents of Norfolk.
- **Inmate Programs:** Our staff provides evidence-based programming such as re-entry programs, GED preparation, Thinking for Change, and cognitive drug treatment programs to try to reduce recidivism and provide an opportunity for inmates to become productive members of society.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$25,876,541	\$26,836,463	\$28,286,267	\$29,550,125
Materials, Supplies, and Repairs	\$6,362,910	\$6,059,918	\$6,012,850	\$6,386,958
Contractual Services	\$414,514	\$350,576	\$426,500	\$404,500
Equipment	\$1,126,802	\$483,183	\$472,443	\$485,193
Total	\$33,780,767	\$33,730,140	\$35,198,060	\$36,826,776

ADOPTED FY 2022 BUDGET ACTIONS

- **Implement year three of the redesigned Sheriff pay plan**

FY 2022 \$922,121 FTE: 0

Provide funds to implement year three of the redesigned sworn Sheriff pay plan that began in January 2019. FY 2019 was the first year of the four-year plan that brings Norfolk in line with regional market wages in order to enhance deputy sheriff recruitment and retention efforts. Year two was implemented in January 2020; however, year three was deferred from January 2021 to July 2021.

• **Provide funds for a citywide compensation increase** **FY 2022 \$105,304 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Increase funds for jail medical services** **FY 2022 \$367,191 FTE: 0**

Technical adjustment to provide funds for contractual increases in jail medical services. Total costs will increase by \$367,191 from \$4,141,215 in FY 2021 to \$4,508,406 in FY 2022.

• **Adjust costs for Fleet expenditures** **FY 2022 (\$2,333) FTE: 0**

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

• **Adjust employer healthcare contribution** **FY 2022 \$236,433 FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

Sheriff and Jail

Total: \$1,628,716 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Assistant Inmate Classification Manager	SHC 11	\$44,288	\$70,402	1	0	1
Assistant Procurement Specialist	SHC 09	\$37,513	\$59,632	4	-1	3
Corrections Director	SHC 16	\$55,422	\$88,104	5	-4	1
Deputy Sheriff	SHF 02	\$38,276	\$60,065	191	19	210
Deputy Sheriff (Captain)	SHF 06	\$50,872	\$79,832	10	1	11
Deputy Sheriff (Colonel)	SHF 09	\$71,074	\$111,534	2	0	2
Deputy Sheriff (Corporal)	SHF 03	\$42,072	\$66,023	32	0	32
Deputy Sheriff (Lieutenant Colonel)	SHF 08	\$61,565	\$96,613	3	1	4
Deputy Sheriff (Lieutenant)	SHF 05	\$48,508	\$76,123	17	1	18
Deputy Sheriff (Major)	SHF 07	\$58,693	\$92,105	4	-1	3
Deputy Sheriff (Master)	SHF 02	\$38,276	\$60,065	66	6	72
Deputy Sheriff (Recruit)	SHF 01	\$35,000	\$35,000	37	-27	10
Deputy Sheriff (Sergeant)	SHF 04	\$45,290	\$71,073	22	0	22
Education Program Manager	SHC 11	\$42,998	\$68,351	1	-1	0
Education Programs Specialist	SHC 10	\$40,171	\$63,857	4	-1	3
Executive Assistant - SC	SHC 10	\$40,171	\$63,857	0	2	2

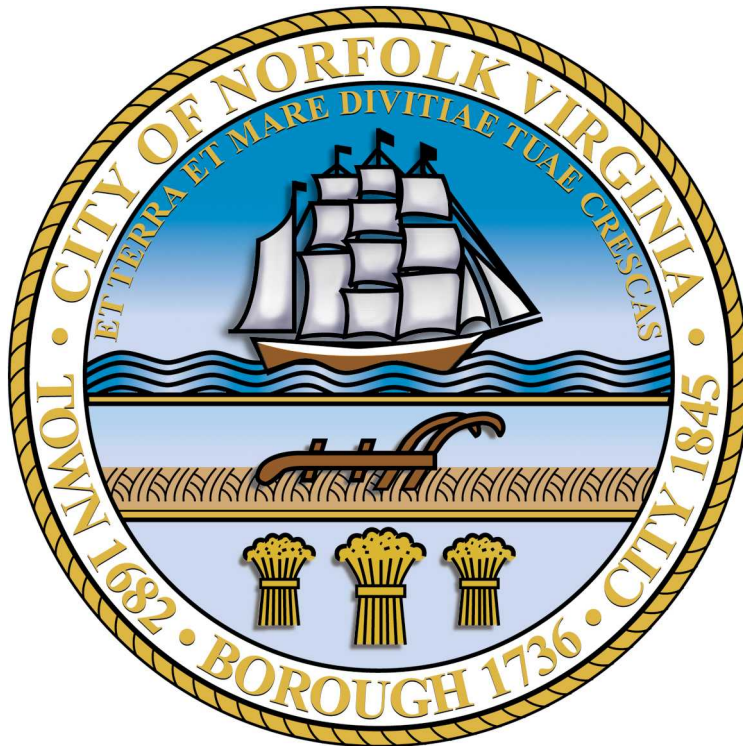
FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Facilities Manager - SC	SHC 16	\$55,422	\$88,104	0	1	1
Fiscal Manager - SC	SHC 14	\$51,268	\$81,501	0	2	2
HR Administrator - SC	SHC 16	\$55,422	\$88,104	0	1	1
Information Technology Systems Director	SHC 17	\$61,945	\$99,027	1	0	1
Inmate Classification Specialist	SHC 10	\$40,171	\$63,857	4	-1	3
Legal Counsel	SHC 15	\$52,784	\$83,914	0	1	1
Library Assistant - SC	SHC 03	\$28,549	\$45,382	0	1	1
Maintenance Mechanic - SC	SHC 04	\$29,942	\$47,802	1	0	1
Microcomputer Systems Analyst - SC	SHC 08	\$36,436	\$57,920	3	-1	2
Network Engineer - SC	SHC 16	\$55,422	\$88,104	1	0	1
Payroll & Benefits Coordinator	SHC 08	\$36,436	\$57,920	2	1	3
Procurement Specialist - SC	SHC 10	\$40,171	\$63,857	6	-2	4
Property Technician - SC	SHC 04	\$29,942	\$47,802	0	3	3
Public Affairs Officer	SHC 11	\$44,288	\$70,402	1	0	1
Public Relations Assistant-SC	SHC 07	\$34,702	\$55,162	0	2	2
Records Clerk	SHC 02	\$25,894	\$41,163	10	0	10
Records Clerk II - SC	SHC 07	\$34,702	\$55,162	0	1	1
Secretary I	SHC 03	\$28,549	\$45,382	4	-3	1
Secretary II	SHC 05	\$31,475	\$50,032	7	-1	6
Sheriff	SHC 18	*	*	1	0	1
Total				440	0	440

*No salary range per compensation plan.

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Judicial



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GENERAL DISTRICT COURT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

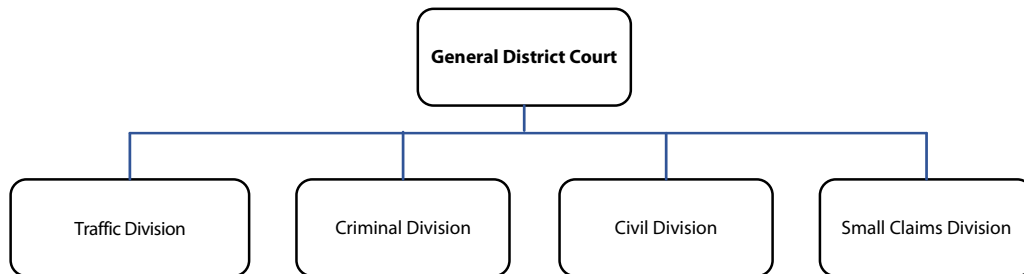
The Norfolk General District Court has four divisions: Criminal, Civil, Small Claims, and Traffic.

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

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

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

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$15,425	\$15,847	\$0	\$0
Materials, Supplies, and Repairs	\$21,506	\$18,886	\$33,751	\$33,751
Contractual Services	\$125,444	\$93,362	\$226,010	\$226,010
Equipment	\$2,661	\$4,050	\$1,000	\$1,000
Total	\$165,036	\$132,145	\$260,761	\$260,761

No adopted budget actions for FY 2022.

JUVENILE AND DOMESTIC RELATIONS COURT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Materials, Supplies, and Repairs	\$27,760	\$27,464	\$30,074	\$30,074
Contractual Services	\$33,381	\$21,917	\$33,921	\$33,921
Equipment	\$9,455	\$20,031	\$15,938	\$17,838
Total	\$70,596	\$69,412	\$79,933	\$81,833

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide funds for office equipment preventative maintenance**

FY 2022 \$1,900 FTE: 0

Technical adjustment to provide additional funding for an extended warranty to maintain a fully functional high density file system that is utilized on a daily basis by court personnel. High density file systems are mobile shelving on a rail system that eliminate fixed aisles and compacts storage space. The warranty allows for two on-site preventative maintenance calls a year.

Juvenile and Domestic Relations Court	Total: \$1,900	FTE: 0

CIRCUIT COURT JUDGES

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$758,917	\$791,794	\$743,100	\$789,069
Materials, Supplies, and Repairs	\$53,320	\$12,101	\$10,038	\$14,538
Contractual Services	\$8,634	\$12,222	\$8,012	\$8,012
Equipment	\$992	\$1,642	\$2,337	\$6,237
Department Specific Appropriation	\$78,500	\$78,500	\$78,500	\$78,500
Total	\$900,363	\$896,259	\$841,987	\$896,356

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide one-time funds to replace office equipment** **FY 2022 \$3,900** **FTE: 0**

Provide one-time funds to replace office equipment. This enhancement will allow for the purchase of new arms for conference room chairs and a new judicial chair in the courtroom.

- **Provide funds for a citywide compensation increase** **FY 2022 \$18,888** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to minimum and maximum salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Support increase in office supplies based on utilization**

FY 2022 \$4,500 FTE: 0

Technical adjustment to increase funds for office supplies based on utilization. Supplies are needed to support the daily operation of judicial chambers, courtrooms and jury rooms.

- **Adjust required contribution to the city retirement system**

FY 2022 \$5,603 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$21,478 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

Circuit Court Judges

Total: \$54,369 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Legal Assistant	1 13	\$49,257	\$80,317	1	0	1
Legal Secretary II	1 11	\$42,029	\$68,583	3	0	3
Management Services Administrator	1 18	\$70,758	\$115,380	1	0	1
Total				5	0	5

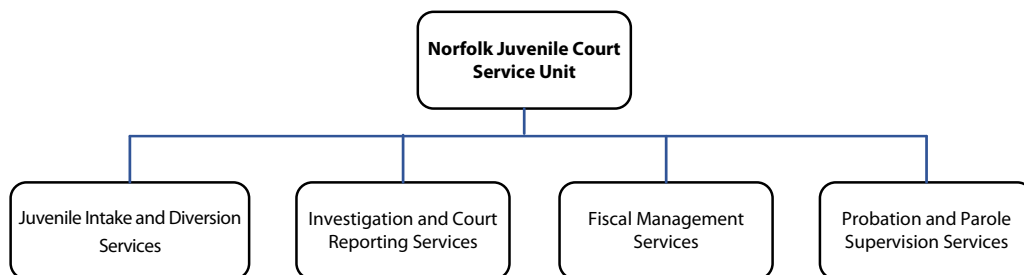
NORFOLK JUVENILE COURT SERVICE UNIT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Materials, Supplies, and Repairs	\$7,829	\$6,247	\$8,355	\$8,355
Contractual Services	\$149,127	\$153,026	\$155,063	\$157,177
Equipment	\$0	\$750	\$373	\$373
Total	\$156,956	\$160,023	\$163,791	\$165,905

ADOPTED FY 2022 BUDGET ACTIONS

- **Increase funds for JANAF and Little Creek leases**

FY 2022 \$2,114 FTE: 0

Technical adjustment to increase funds for rent at JANAF and Little Creek facilities based on the existing lease agreements. The existing leases for office space at Little Creek and JANAF locations call for a two and three percent escalation each year, respectively. Total costs will increase by \$2,114 from \$122,887 in FY 2021 to \$125,001 in FY 2022.

Norfolk Juvenile Court Service Unit

Total: \$2,114 FTE: 0

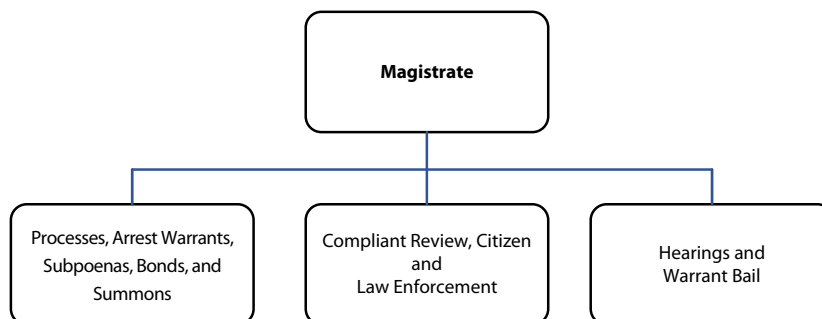
MAGISTRATE

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$6,253	\$10,067	\$7,932	\$7,932
Materials, Supplies, and Repairs	\$628	\$1,372	\$2,224	\$2,224
Contractual Services	\$1,387	\$1,726	\$1,282	\$1,500
Total	\$8,268	\$13,165	\$11,438	\$11,656

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

ADOPTED FY 2022 BUDGET ACTIONS

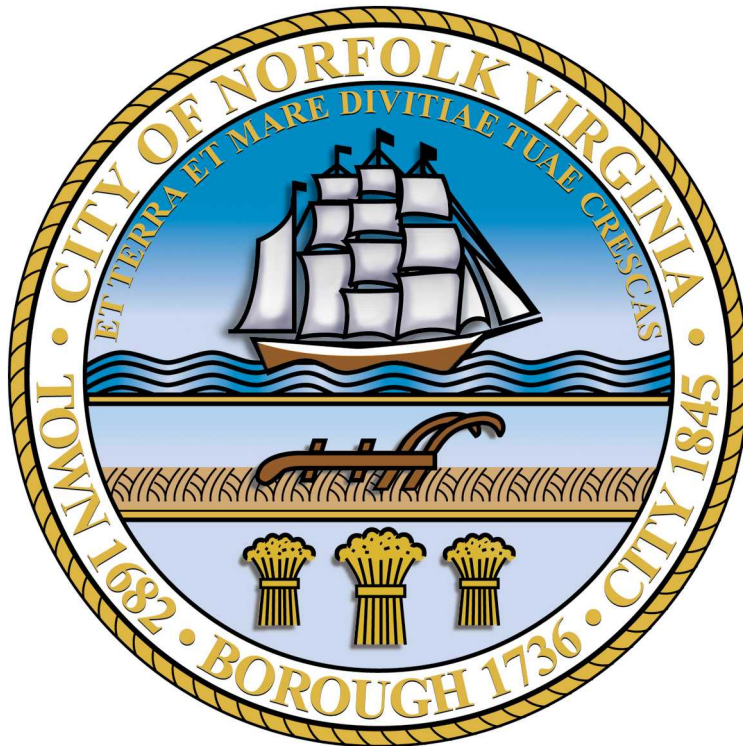
- **Increase funds for rental equipment**

FY 2022 \$218 FTE: 0

Technical adjustment to align the funds for rentals of printing equipment to reflect an increase in utilization.

Magistrate	Total: \$218	FTE: 0

Elections



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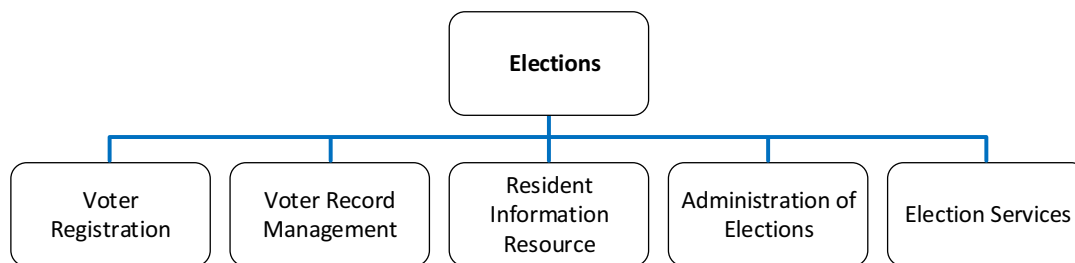
ELECTIONS

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$493,288	\$458,427	\$525,550	\$539,934
Materials, Supplies, and Repairs	\$70,512	\$136,522	\$76,305	\$76,305
Contractual Services	\$242,206	\$442,670	\$406,109	\$406,703
Total	\$806,006	\$1,037,619	\$1,007,964	\$1,022,942

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide funds for a citywide compensation increase** **FY 2022 \$14,656 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general employees including City Council appointee offices and constitutional officer employees; a three percent increase to minimum and maximum salary ranges across all pay plans and grades; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Provide funds for voting equipment contractual increases**

FY 2022 \$594 FTE: 0

Technical adjustment to provide funds for contractual increases in maintenance of voting machines and pollbooks. Total costs will increase by \$594 from \$14,837 in FY 2021 to \$15,431 in FY 2022.

- **Adjust required contribution to the city retirement system**

FY 2022 \$2,995 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$3,267) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$0 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Elections

Total: \$14,978 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Deputy Registrar / Elections Administrator	1 15	\$58,004	\$94,838	1	0	1
Director of Elections	1 22	\$87,620	\$147,347	1	0	1
Election Assistant I	1 05	\$25,934	\$42,329	1	0	1
Election Assistant II	1 06	\$28,261	\$46,079	1	0	1
Election Assistant III	1 07	\$30,273	\$49,401	1	0	1
Election Assistant IV	1 09	\$35,479	\$57,846	1	0	1
Total				6	0	6

General Management



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INFORMATION TECHNOLOGY

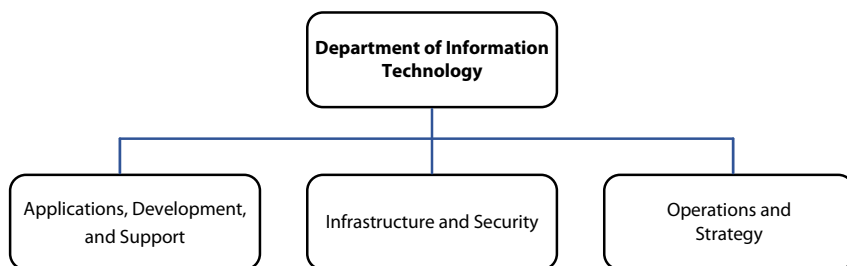
MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The Department of Information Technology serves two primary functions. The first function is to improve the delivery of city services through technology continually. The second function is to build and promote an engaged community. This is accomplished by delivering effective technology services that connect residents to their city government and encourage resilience. The Department of Information Technology is structured into three bureaus. Each bureau has specific goals that enable the department as a whole to meet the two primary functions.

- The Bureau of Infrastructure and Security is responsible for supporting desktop and mobile computing devices, managing assets and licenses, supporting network servers and storage infrastructure, and developing and enforcing cybersecurity policies to protect city data and technology resources.
- The Bureau of Operations and Strategy is responsible for ensuring business continuity services, voice and radio communications, software training, and technology planning.
- The Bureau of Applications Development and Support provides development, integration, and support of both business applications for city departments and avenues of public access to information and data.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$7,947,337	\$8,376,886	\$8,354,278	\$8,527,969
Materials, Supplies, and Repairs	\$1,288,117	\$1,324,528	\$1,340,954	\$1,340,787
Contractual Services	\$5,468,656	\$4,338,299	\$4,971,528	\$6,040,333
Equipment	\$2,046,487	\$1,956,764	\$1,798,506	\$1,987,377
Total	\$16,750,597	\$15,996,477	\$16,465,266	\$17,896,466

ADOPTED FY 2022 BUDGET ACTIONS

- **Enhance reliability and security of the city's IT network**

FY 2022 \$65,556 FTE: 1

Provide funds for a Network Engineer II position to support the Network and Security program. With the growth in telework, cloud-based or hosted applications, and server virtualization and consolidation, the workload for the network engineer team has increased significantly. The additional position will provide capacity to assist current staff with meeting project requirements and customer expectations.

- **Enhance GIS capacity in the Application Services program**

FY 2022 \$56,708 FTE: 1

Provide funds for a Programmer/Analyst III position for geographic information system (GIS) services to support the Enterprise Innovation and Application Services program. GIS is a system designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data. This position will manage and support the department's mission to provide the support framework for customer-focused services that lead to a well-managed government and engaged citizens.

- **Provide funds for a citywide compensation increase**

FY 2022 \$195,326 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Increase funds for maintenance for citywide IT systems**

FY 2022 \$749,506 FTE: 0

Technical adjustment to provide funds for annual contractual increases related to software applications utilized citywide. These funds are used for troubleshooting, upgrades, and licensing requirements. Total costs will increase by \$749,506 from \$3,790,216 in FY 2021 to \$4,539,722 in FY 2022.

- **Adjust funds for Microsoft Office licenses**

FY 2022 \$188,871 FTE: 0

Technical adjustment to support costs for Microsoft software licenses. As part of the transition to telework during the pandemic the city converted Client Access Licenses (CAL) from device to user. A user license allows access to the city's network from any device. User CALs are approximately 17 percent more expensive. The contract with Microsoft will renew in December 2021 at which time the city is expected to pay the higher CAL user cost. License costs will increase by \$188,871 from \$1,111,006 in FY 2021 to \$1,299,877 in FY 2022.

- **Provide funds to continue public WiFi service**

FY 2022 \$168,000 FTE: 0

Technical adjustment to provide funds for public WiFi locations throughout the city. The city expanded public WiFi access points during the pandemic to improve resident's access to the internet. This action provides the ongoing support to maintain the WiFi locations throughout the city. Infrastructure costs were paid for using the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act.

- **Provide funds for data center lease agreement** **FY 2022 \$135,600** **FTE: 0**

Technical adjustment to provide funds for rent at the city's data center based on the new lease agreement. The city relocated the data center in FY 2021.

- **Increase funds for human resource system maintenance** **FY 2022 \$15,699** **FTE: 0**

Technical adjustment to provide funds for contractual increase in maintenance and fees associated with the city's human resources management system software. Total costs will increase by \$15,699 from \$411,219 in FY 2021 to \$426,918 in FY 2022.

- **Adjust required contribution to the city retirement system** **FY 2022 (\$55,321)** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2022 \$15,777** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures** **FY 2022 (\$104,522)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Information Technology

Total: \$1,431,200 **FTE: 2**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Manager	1 15	\$58,004	\$94,838	1	0	1
Applications Analyst	1 14	\$53,581	\$88,622	1	0	1
Applications Development Team Supervisor	1 17	\$66,188	\$108,018	7	0	7
Assistant Director	1 21	\$83,391	\$138,774	1	0	1
Chief Information Officer	1 25	\$105,275	\$177,888	1	0	1
Database Administrator	1 16	\$61,954	\$101,010	3	0	3
Information Technology Specialist	1 09	\$35,479	\$57,846	2	0	2
Information Technology Telecommunications Analyst II	1 13	\$49,257	\$80,317	1	0	1
Information Technology Telecommunications Analyst III	1 16	\$61,954	\$101,010	1	0	1
Information Technology Training Coordinator	1 13	\$49,257	\$80,317	1	0	1
Management Analyst I	1 11	\$42,029	\$68,583	1	0	1
Microcomputer Systems Analyst	1 13	\$49,257	\$80,317	2	0	2
Microcomputer Systems Analyst, Senior	1 14	\$53,581	\$88,622	8	0	8
Network Engineer II	1 16	\$61,954	\$101,010	2	1	3
Network Engineer III	1 17	\$66,188	\$108,018	5	0	5
Network Engineer IV	1 18	\$70,758	\$115,380	3	0	3
Network Security Engineer	1 17	\$66,188	\$108,018	3	0	3
Programmer/Analyst III	1 14	\$53,581	\$88,622	2	1	3
Programmer/Analyst IV	1 15	\$58,004	\$94,838	15	0	15
Programmer/Analyst V	1 16	\$61,954	\$101,010	11	0	11
Project Manager	1 16	\$61,954	\$101,010	1	0	1
Radio Communications Systems Analyst, Senior	1 12	\$45,670	\$74,477	3	0	3
Radio Communications Systems Supervisor	1 14	\$53,581	\$88,622	1	0	1
Services & Support Supervisor	1 16	\$61,954	\$101,010	2	0	2
Staff Technician I	1 08	\$32,758	\$53,420	1	0	1
Technology Manager	1 20	\$79,846	\$130,201	3	0	3
Total				82	2	84

FINANCE

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

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

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

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

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

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

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

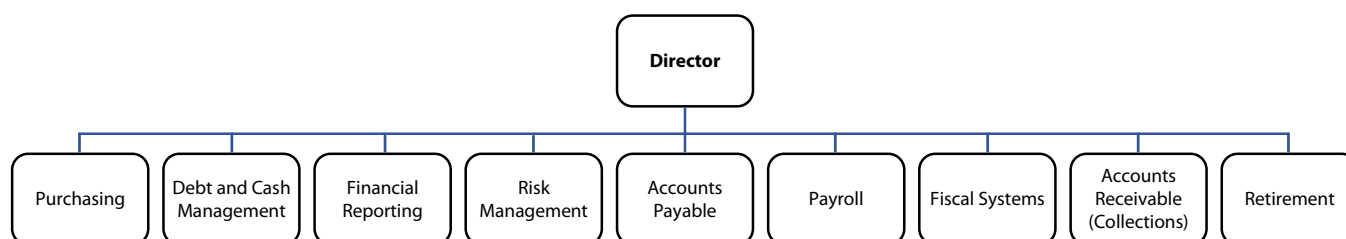
Risk Management: Provides consultative and operational services for the city's self-insured liability risks, insurance and property/casualty risk management programs, FEMA Public Assistance Program Coordination, and occupational health and safety program.

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

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

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

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



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$4,679,763	\$5,042,981	\$5,247,003	\$5,662,935
Materials, Supplies, and Repairs	\$127,326	\$74,860	\$116,514	\$116,514
Contractual Services	\$740,441	\$678,191	\$923,594	\$930,094
Equipment	\$80,652	\$5,719	\$1,600	\$1,600
Department Specific Appropriation	\$0	\$0	\$0	\$156,000
Total	\$5,628,182	\$5,801,751	\$6,288,711	\$6,867,143

ADOPTED FY 2022 BUDGET ACTIONS

• Provide funds for an Assistant Director FY 2022 \$141,684 FTE: 1

Provide funds for a second Assistant Director in the Director's Office Program. This position will provide oversight for the department's financial reporting, fiscal system management, and business process improvement. Currently the department has only one Assistant Director, this action will provide additional capacity to strategically manage department programs and services.

• Enhance Debt and Cash Management FY 2022 \$69,466 FTE: 1

Provide funds for a Debt Management Specialist II position in the Debt and Cash Management program. The position will assist in analyzing the city's cash and investment balances and managing the debt portfolio to support the city's strategic financial management. Dedicated resources for cash management help ensure the city's assets are yielding a positive return on taxpayer dollars, while debt obligations are paid timely, restructured when advantageous to the city's financial position, and projected regularly for adherence to City Council's Financial Policies.

• Provide funds for a citywide compensation increase FY 2022 \$124,463 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Adjust funds for bank fees** **FY 2022 \$156,000** **FTE: 0**

Technical adjustment to provide funds for increase in bank fees. The city has historically offset bank fees with interest income for operating accounts. With the current, low interest rate environment, the city will shift assets to higher yielding investments. A corresponding revenue adjustment as been made.

• **Adjust funds for credit card fees based on utilization** **FY 2022 \$6,500** **FTE: 0**

Technical adjustment to align funds for credit card processing fees based on utilization. Credit card use for payment of city fees has increased over the last three years resulting in an increase in processing fees the city must pay.

• **Adjust required contribution to the city retirement system** **FY 2022 \$24,546** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 \$50,337** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures** **FY 2022 \$5,436** **FTE: -1**

Technical adjustment to update department costs for personnel services. Changes include eliminating a vacant position to create capacity for reclassification of other position(s) to higher pay grades. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Finance

Total: \$578,432 **FTE: 1**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant IV	1 14	\$53,581	\$88,622	2	-1	1
Accounting Manager, Senior	1 18	\$70,758	\$115,380	0	1	1
Accounting Technician III	1 08	\$32,758	\$53,420	1	0	1
Accounts Payable Manager	1 18	\$70,758	\$115,380	1	0	1
Accounts Receivable Manager	1 18	\$70,758	\$115,380	1	0	1
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	1	1	2
Bureau Manager	1 18	\$70,758	\$115,380	2	0	2
Cash & Investments Analyst, Sr	1 14	\$52,020	\$86,041	1	-1	0
Chief Procurement Officer	1 21	\$83,391	\$138,774	1	0	1
City Controller	1 20	\$79,846	\$130,201	1	0	1
Collection Coordinator	1 11	\$42,029	\$68,583	3	0	3
Debt Management Specialist I	1 14	\$53,581	\$88,622	0	1	1
Debt Management Specialist II	1 15	\$58,004	\$94,838	1	0	1
Debt Manager	1 16	\$61,954	\$101,010	0	1	1
Director of Finance	1 24	\$97,496	\$167,171	1	0	1
Executive Assistant	1 12	\$45,670	\$74,477	1	0	1
Financial Operations Manager	1 15	\$58,004	\$94,838	1	0	1
Fiscal Systems Manager	1 16	\$61,954	\$101,010	1	0	1
Management Analyst I	1 11	\$42,029	\$68,583	1	-1	0
Management Analyst III	1 14	\$53,581	\$88,622	2	0	2
Payroll Administrator	1 14	\$53,581	\$88,622	2	0	2
Payroll Manager	1 17	\$66,188	\$108,018	1	0	1
Payroll Specialist	1 11	\$42,029	\$68,583	4	-1	3
Procurement Specialist II	1 13	\$49,257	\$80,317	4	0	4
Procurement Specialist III	1 15	\$58,004	\$94,838	3	0	3
Purchasing Agent	1 19	\$75,118	\$122,164	1	0	1
Retirement Benefits Administrator	1 15	\$58,004	\$94,838	1	0	1
Retirement Benefits Specialist I (Finance only)	1 10	\$38,457	\$62,711	1	0	1
Retirement Benefits Specialist II (Finance only)	1 11	\$42,029	\$68,583	1	0	1
Risk Manager	1 16	\$61,954	\$101,010	1	0	1
Senior Accountant I (Finance only)	1 12	\$45,670	\$74,477	1	0	1
Senior Accountant II (Finance only)	1 13	\$49,257	\$80,317	5	-1	4
Senior Accountant III (Finance only)	1 14	\$53,581	\$88,622	1	1	2
Senior Accountant IV (Finance only)	1 16	\$61,954	\$101,010	4	0	4
Senior Accountant V (Finance only)	1 18	\$70,758	\$115,380	1	1	2
Total				54	1	55

GENERAL SERVICES

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

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

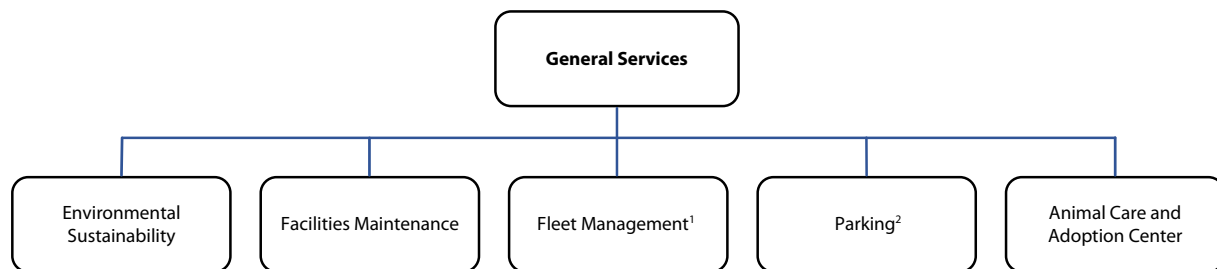
Internal Support provided by DGS allows city departments to effectively carry out their missions and provide essential services throughout the City of Norfolk. Fleet Management also provides fleet fueling to service to outside agencies such as Norfolk Public Schools, Norfolk Botanical Garden, Norfolk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

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

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

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

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



¹Also shown in the Internal Service Fund section

²Also shown in the Enterprise Fund section

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$7,591,880	\$7,313,460	\$8,152,473	\$8,238,980
Materials, Supplies, and Repairs	\$8,465,733	\$7,339,404	\$7,975,050	\$8,469,996
Contractual Services	\$9,584,444	\$9,204,121	\$8,611,853	\$9,420,369
Equipment	\$55,263	\$38,939	\$54,052	\$54,052
Department Specific Appropriation	\$78,453	\$10,120	\$78,000	\$78,000
Total	\$25,775,773	\$23,906,044	\$24,871,428	\$26,261,397

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for Custodial Services at reopening facilities**

FY 2022 \$169,699 FTE: 0

Provide funds for Custodial Services at reopening facilities. Custodial Services includes cleaning, trash removal, vacuuming, and floor waxing at facilities. These funds include costs for Norfolk Fitness and Wellness Center, Northside Pool, Southside Aquatic Center, Van Wyck Library, Park Place Library, and Barron F. Black Library which were reopened during FY 2021. Funds will also be used to support additional facilities reopening in the second half of FY 2022 that will require custodial services.

- Provide funds for utility costs at reopening facilities**

FY 2022 \$162,490 FTE: 0

Provide funds to for utility costs at facilities reopening. Utility costs support heating, cooling, and lighting at the facilities. These funds support utility costs at facilities that reopened in FY 2021 including Norfolk Fitness and Wellness Center, Northside Pool, Southside Aquatic Center, Van Wyck Library, Park Place Library, and Barron F. Black Library. Funds will also be used to support facilities reopening in the second half of FY 2022.

- **Provide funds for Security Services at reopening facilities** **FY 2022 \$129,965 FTE: 0**

Provide funds for security service costs at reopening facilities. The facilities include Norfolk Fitness and Wellness Center, Van Wyck Library, Park Place Library, and Barron F. Black Library which were reopened during FY 2021. Funds will also support additional security costs from facilities reopening in the second half of FY 2022.

- **Increase staffing for Real Estate Services** **FY 2022 \$56,708 FTE: 1**

Provide funds for a Management Analyst III position in the Real Estate Services program. This position will assist with acquisition and disposition of property and the management of city-owned leased space, analysis of city-owned real estate, and improve processes and procedures to enhance the city's real estate services.

- **Provide funds for Supervisor for Animal Health and Welfare** **FY 2022 \$26,001 FTE: 1**

Provide funds for the addition of a Kennel Supervisor position for the Animal Health and Welfare program at the Norfolk Animal Care Center. In FY 2020, Norfolk Animal Care Center secured a \$100,000 grant to pilot their medium and large dog foster program for two years. Funding for a Kennel Supervisor will allow this position to continue to manage and grow the medium and large dog foster program after funding for the grant has ended.

- **Provide funds for a citywide compensation increase** **FY 2022 \$180,987 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Increase funds for security guard services** **FY 2022 \$478,565 FTE: 0**

Technical adjustment to provide funds for contractual increases in security services at city facilities. The city entered into a new five-year contract with a new vendor. Actual costs vary based on utilization throughout the year as needs at city facilities fluctuate.

- **Support increase in water and sewer rates** **FY 2022 \$16,303 FTE: 0**

Technical adjustment to provide additional funding for water and sewer rate increases. Per city code, the water and sewer rates will increase by 3.5 percent and four percent, respectively.

- **Increase funds for Norfolk Animal Care Center lease** **FY 2022 \$5,992 FTE: 0**

Technical adjustment to increase funds for rent at 5585 Lance Road based on the existing lease agreement. Total costs will increase by \$5,992 from \$199,722 in FY 2021 to \$205,714 in FY 2022.

- **Support increase in refuse collection costs** **FY 2022 \$1,118 FTE: 0**

Technical adjustment to support increase in refuse collection costs based on utilization. Costs have been increasing at approximately three percent annually for recycling and dumpster pickup as usage and service fees have increased.

- **Increase funds for real estate software contract**

FY 2022 \$956 FTE: 0

Technical adjustment to support inflationary increase in the real estate software license agreement. The contract increases by 4.5 percent each year. Total costs will increase by \$956 from \$21,255 in FY 2021 to \$22,211 in FY 2022.

- **Adjust required contribution to the city retirement system**

FY 2022 (\$33,176) FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$35,185) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$229,546 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

General Services

Total: \$1,389,969 FTE: 2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant I	1 09	\$35,479	\$57,846	2	0	2
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Administrative Manager	1 15	\$58,004	\$94,838	1	0	1
Animal Caretaker	1 04	\$24,032	\$39,189	10.8	0	10.8
Assistant Animal Services Supervisor	1 11	\$42,029	\$68,583	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	1	1	2
Assistant Facilities Maintenance Manager	1 17	\$66,188	\$108,018	1	0	1
Bureau Manager	1 18	\$70,758	\$115,380	2	0	2
Business Manager	1 13	\$49,257	\$80,317	1	0	1
Capacity Analyst	1 13	\$49,257	\$80,317	1	0	1
Carpenter I	1 08	\$32,758	\$53,420	7	0	7
Carpenter II	1 09	\$35,479	\$57,846	5	0	5

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Chief Operating Engineer	1 16	\$61,954	\$101,010	3	0	3
Codes Specialist, Senior	1 11	\$42,029	\$68,583	1	0	1
Contract Administrator	1 14	\$53,581	\$88,622	2	0	2
Customer Service Representative	1 05	\$25,934	\$42,329	2.6	0	2.6
Director of General Services	1 24	\$97,496	\$167,171	1	0	1
Electrician I	1 06	\$28,261	\$46,079	1	0	1
Electrician II	1 10	\$38,457	\$62,711	6	1	7
Electrician III	1 11	\$42,029	\$68,583	1	0	1
Environmental Services Manager	1 19	\$75,118	\$122,164	1	0	1
Executive Director of Real Estate Services	1 21	\$80,963	\$134,732	1	-1	0
Facilities Maintenance Manager	1 19	\$75,118	\$122,164	1	0	1
Facilities Manager	1 13	\$49,257	\$80,317	1	0	1
Kennel Supervisor	1 08	\$32,758	\$53,420	2	1	3
Maintenance Mechanic I	1 06	\$28,261	\$46,079	2	0	2
Maintenance Mechanic II	1 08	\$32,758	\$53,420	16	-2	14
Maintenance Shop Manager	1 13	\$47,823	\$77,978	2	-2	0
Maintenance Supervisor I	1 11	\$42,029	\$68,583	2	0	2
Maintenance Supervisor II	1 12	\$45,670	\$74,477	4	2	6
Management Analyst I	1 11	\$42,029	\$68,583	1	0	1
Management Analyst II	1 13	\$49,257	\$80,317	1	0	1
Management Analyst III	1 14	\$53,581	\$88,622	0	1	1
Office Manager	1 10	\$38,457	\$62,711	1	0	1
Operating Engineer I	1 06	\$28,261	\$46,079	2	0	2
Operating Engineer II	1 09	\$35,479	\$57,846	16	0	16
Painter I	1 06	\$28,261	\$46,079	4	0	4
Painter II	1 08	\$32,758	\$53,420	1	0	1
Plumber	1 10	\$38,457	\$62,711	5	1	6
Plumber, Senior	1 11	\$42,029	\$68,583	1	0	1
Project Manager	1 16	\$61,954	\$101,010	2	0	2
Real Estate Coordinator	1 12	\$45,670	\$74,477	1	0	1
Storekeeper II	1 06	\$28,261	\$46,079	1	0	1
Storekeeper III	1 08	\$32,758	\$53,420	1	0	1
Supervising Operating Engineer	1 12	\$45,670	\$74,477	3	0	3
Support Technician	1 05	\$25,934	\$42,329	1	0	1
Visitor Services Specialist	1 10	\$38,457	\$62,711	1	0	1
Welder	1 10	\$38,457	\$62,711	1	0	1
Total				126.4	2	128.4

HUMAN RESOURCES

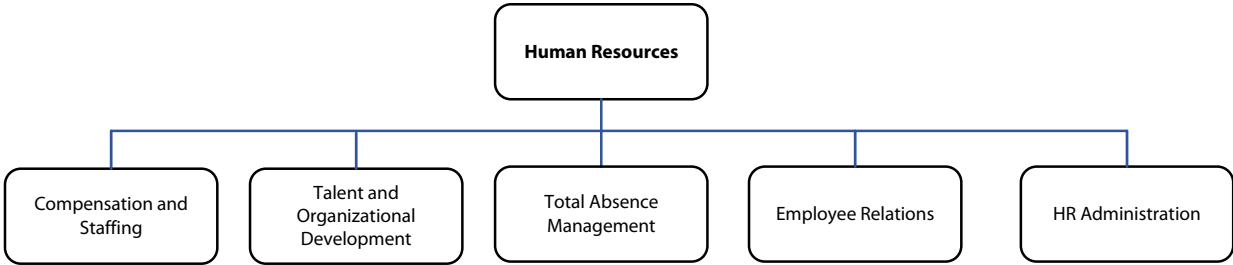
MISSION STATEMENT

The Department of Human Resources attracts, develops, and retains diverse and exceptional employees committed to supporting our vibrant and resilient coastal community.

DEPARTMENT OVERVIEW

The Department of Human Resources ensures that residents have a diverse, engaged, and high-performing workforce that is committed to the delivery of quality service. This is accomplished through implementation of:

- Employee lifecycle programs and services
- Contemporary employee selection strategies
- Total rewards best practices
- Employee engagement programs
- Superior training and development opportunities
- A healthy and safe work environment
- Comprehensive performance management, regulatory compliance, and advisory services



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$2,401,558	\$2,571,457	\$2,261,349	\$2,579,024
Materials, Supplies, and Repairs	\$40,729	\$37,702	\$30,796	\$30,796
Contractual Services	\$757,494	\$731,436	\$1,018,882	\$1,297,505
Equipment	\$7,296	\$12,741	\$13,431	\$13,431
Total	\$3,207,077	\$3,353,336	\$3,324,458	\$3,920,756

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide one-time funds for HR management system enhancement**

FY 2022 \$270,000 FTE: 0

Provide funds for implementation of the Human Resources Information System (HRIS) eCompensation module to enhance the Compensation and Staffing program. This enhancement will fund an additional module for the current Human Resources system to increase efficiencies in employee communication and promote security around personnel documents. The enhancement will fund a consultant to assist with implementation and setup.

- **Enhance Total Absence Management staffing**

FY 2022 \$126,744 FTE: 2

Provide funds for an additional staff in the Total Absence Management program. This action includes the addition of a Human Resources Manager position to provide leadership and coordination for the Total Absence Management Program and a Management Analyst III position that will focus on workplace safety. The Total Absence Management program oversees all aspects of absence management for Team Norfolk, including workers compensation, compliance with Occupational Safety and Health Administration (OSHA) rules, short and long-term disability claims, and the administration of the Family and Medical Leave Act (FMLA) regulations.

- **Provide funds for a citywide compensation increase**

FY 2022 \$58,482 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Adjust funds for public safety psychological assessment**

FY 2022 \$7,000 FTE: 0

Technical adjustment to align funds for the psychological assessment contract for public safety candidates based on utilization. Total costs are anticipated to increase by \$7,000 as a result of hiring more recruits for Fire-Rescue academies.

- **Increase funds for recruiting software contract**

FY 2022 \$1,623 FTE: 0

Technical adjustment to increase funds for NEOGOV online recruiting system contract. Total costs will increase by \$1,623 from \$22,370 in FY 2021 to \$23,993 in FY 2022.

- **Adjust required contribution to the city retirement system**

FY 2022 (\$39,905) FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution**

FY 2022 \$2,897 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures**

FY 2022 \$169,457 FTE: 1

Technical adjustment to update department costs for personnel services. Changes include the addition of a Human Resources Analyst position and the corresponding adjustment to funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

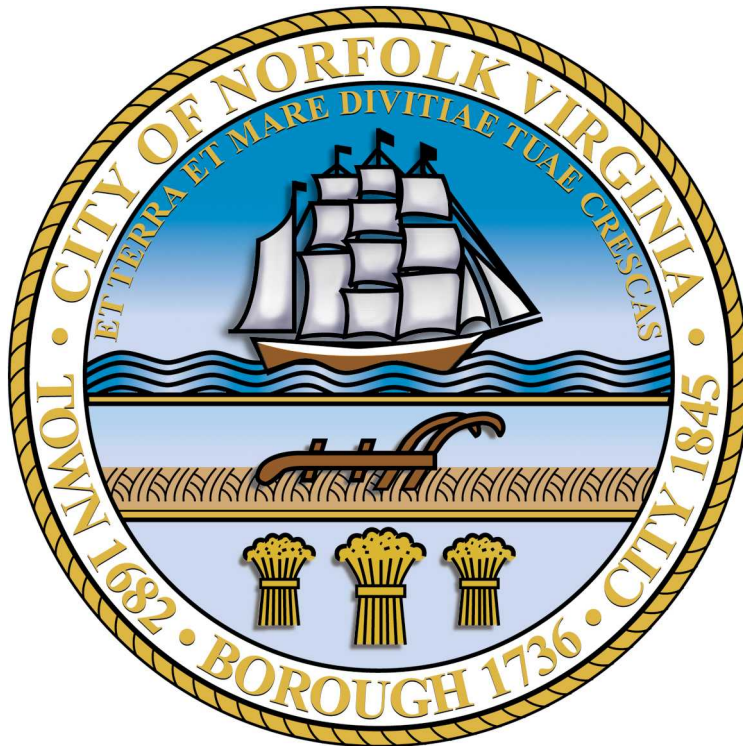
Human Resources

Total: \$596,298 FTE: 3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant I	1 11	\$42,029	\$68,583	1	0	1
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Compensation & Staffing Analyst II	1 14	\$53,581	\$88,622	0	5	5
Compensation & Staffing Manager	1 17	\$66,188	\$108,018	0	1	1
Director of Human Resources	1 24	\$97,496	\$167,171	1	0	1
Employee Relations Analyst I	1 14	\$53,581	\$88,622	0	1	1
Employee Relations Analyst I	1 13	\$49,257	\$80,317	0	4	4
Employee Relations Manager	1 17	\$66,188	\$108,018	0	1	1
Human Resources Administration Manager	1 17	\$66,188	\$108,018	0	1	1
Human Resources Analyst	1 13	\$47,823	\$77,978	15	-15	0
Human Resources Assistant II	1 07	\$30,273	\$49,401	1	0	1
Human Resources Manager	1 17	\$64,260	\$104,872	4	-4	0
Human Resources Technician	1 10	\$38,457	\$62,711	4	0	4
Management Analyst III	1 14	\$53,581	\$88,622	0	1	1
Organizational Development Analyst	1 13	\$49,257	\$80,317	0	2	2
Organizational Development Manager	1 17	\$66,188	\$108,018	0	1	1
Software Analyst	1 13	\$49,257	\$80,317	1	0	1
Total Absence Management Analyst	1 13	\$49,257	\$80,317	0	3	3
Total Absence Management Manager	1 17	\$66,188	\$108,018	0	1	1
Total Absence Management Specialist	1 11	\$42,029	\$68,583	0	1	1
Total				28	3	31

Community Development



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CITY PLANNING

MISSION STATEMENT

The Department of City Planning works to create a resilient built and natural environment that support the highest quality of life for present and future generations by providing excellent planning and development services and emphasizing the creation of safe, healthy, and fun communities where people choose to live, work, and play.

DEPARTMENT OVERVIEW

City Planning is responsible for developing and implementing short and long-range plans, goals, and policies, as developed with the community and approved by the City Council, that reflect the needs and interests of residents and the city. The department fulfills four primary functions: provision of long-range planning services; implementation of the city's land use regulations; implementation of federal, state, and local environmental programs, including the Chesapeake Bay Preservation Act, storm water management, dune management and erosion control programs; and oversight of building safety during the construction process. City Planning provides input and staffs the City Planning Commission, the Wetlands Board, the Architectural Review Board, and the Board of Zoning Appeals.

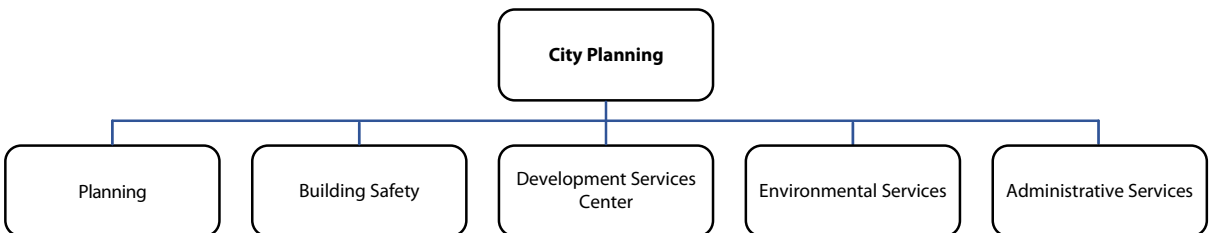
Planning Services: Develops and coordinates guidance and policy direction through the General Plan and other plans for land use policies, transportation, economic development, neighborhood planning, historic preservation, and location of facilities. The bureau implements land use policy and regulates development practices through the maintenance and interpretation of the Zoning Ordinance and other applicable city codes.

Building Safety: Ensures building safety during the construction process by reviewing plans, issuing permits, inspecting construction work, and enforcing the Virginia Uniform Statewide Building Code.

Development Services Center: Provides essential services prior to the construction process by reviewing residential and commercial plans, performing business license zoning reviews, and issuing trade permits.

Environmental Services: Implements the requirements of the Chesapeake Bay Preservation Act and the Erosion and Sediment Control Program, and coordinates shoreline restoration efforts, including wetland and dune restoration.

Financial and Administrative Services: Provides for the central management and coordination of departmental resources.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$4,317,977	\$4,356,322	\$4,491,336	\$4,696,641
Materials, Supplies, and Repairs	\$107,656	\$87,385	\$99,947	\$99,177
Contractual Services	\$151,945	\$222,169	\$167,554	\$266,510
Equipment	\$1,654	\$0	\$900	\$900
Total	\$4,579,232	\$4,665,876	\$4,759,737	\$5,063,228

ADOPTED FY 2022 BUDGET ACTIONS

• Enhance staffing for Comprehensive Planning FY 2022 \$61,380 FTE: 1

Provide funds for a Principal Planner position in the Comprehensive Planning program. A Principal Planner will allow for the Assistant Director to take over additional supervisory, budget, and human resources roles that are currently being covered by the director. This position will allow the department to better staff the upcoming plaNorfolk 2050 effort, as well as the numerous area plans being requested by City Council and neighborhoods.

• Provide funds for City Planner I in the Zoning program FY 2022 \$48,316 FTE: 1

Provide funds for a City Planner I position for the Zoning program. A City Planner I position will be responsible for improving functions resulting from the introduction of the resilience quotient, short term rentals, and other modification with the new zoning ordinance.

• Provide funds for a citywide compensation increase FY 2022 \$109,878 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• Provide funds for flooding awareness software maintenance FY 2022 \$35,000 FTE: 0

Technical adjustment to provide funds for software maintenance of a newly created flood application designed as part of the Startup in Resident initiative. The application supports the department's floodplain management services to residents, providing true flood risk visualizations in a way that is personalized and consumable for the general public. The Flood Risk Learning Center is integrated with property-specific data from the City of Norfolk, which includes photo depictions of the true flood depth for nearly every single-family, duplex and triplex home in Norfolk, presented at average times between events that are customized to the rendering.

- **Adjust funds for credit card fees based on utilization** **FY 2022 \$29,273** **FTE: 0**

Technical adjustment to align the budget for credit card processing fees with anticipated utilization. The department has moved the majority of its applications to an online platform allowing for credit card payment. The increase in usage of the online credit card payment method has resulted in an increase in processing fees the city must pay. Total costs are estimated to increase by \$29,273 from \$25,727 in FY 2021 to \$55,000 in FY 2022.

- **Support transition to remote work** **FY 2022 \$24,120** **FTE: 0**

Technical adjustment to support the operational cost of cell phones to transition to remote work and to align funds with utilization. Funding supports the ongoing cost of cell phones purchased with Coronavirus Aid, Relief, and Economic Security (CARES) Act funds.

- **Transfer funds to support Smart Processing mobile devices** **FY 2022 \$10,563** **FTE: 0**

Technical adjustment to transfer funds for monthly wireless service fees for tablets used by staff for online permitting from Central Appropriations to the Department of Planning. The funds to support the city's contract with BasicGov, an online permitting software, remain in Central Appropriations. A corresponding adjustment can be found in Central Appropriations.

- **Adjust required contribution to the city retirement system** **FY 2022 \$21,764** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2022 \$17,565** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures** **FY 2022 (\$54,368)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

City Planning

Total: \$303,491 **FTE: 2**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	1	0	1
Building Commissioner	1 20	\$79,846	\$130,201	1	0	1
City Planner Associate	1 11	\$42,029	\$68,583	0	3	3
City Planner I	1 12	\$45,670	\$74,477	4	1	5
City Planner III	1 14	\$53,581	\$88,622	1	1	2
City Planning Manager	1 17	\$66,188	\$108,018	1	0	1
City Planning Technician	1 09	\$34,445	\$56,161	1	-1	0
City Planning Technician, Senior	1 11	\$42,029	\$68,583	0	1	1
Codes Enforcement Team Leader	1 14	\$53,581	\$88,622	5	0	5
Codes Specialist, Senior	1 11	\$42,029	\$68,583	18	-3	15
Construction Inspector I	1 09	\$35,479	\$57,846	1	0	1
Construction Inspector II	1 11	\$42,029	\$68,583	2	0	2
Design & Rehabilitation Consultant, Senior	1 14	\$53,581	\$88,622	1	0	1
Director of City Planning	1 24	\$97,496	\$167,171	1	0	1
Division Head	1 16	\$61,954	\$101,010	1	0	1
Environmental Engineer	1 14	\$53,581	\$88,622	1	0	1
Environmental Services Manager	1 19	\$75,118	\$122,164	1	0	1
Financial Operations Manager	1 15	\$58,004	\$94,838	1	0	1
Landscape Coordinator I	1 11	\$42,029	\$68,583	1	0	1
Management Analyst II	1 13	\$49,257	\$80,317	1	0	1
Permit Technician	1 08	\$32,758	\$53,420	3	0	3
Permits Specialist	1 12	\$45,670	\$74,477	3	0	3
Permits Specialist, Senior	1 13	\$49,257	\$80,317	3	0	3
Principal Planner	1 15	\$58,004	\$94,838	4	0	4
Program Supervisor	1 13	\$49,257	\$80,317	1	0	1
Programs Manager	1 15	\$58,004	\$94,838	1	0	1
Zoning Inspector III	1 12	\$45,670	\$74,477	1	0	1
Total				61	2	63

NEIGHBORHOOD SERVICES

MISSION STATEMENT

The Department of Neighborhood Services promotes the social, physical, and economic resilience of Norfolk communities by engaging residents, neighborhood organizations and businesses and working with them to improve the quality of life in their neighborhoods. Neighborhood Services promotes and supports civic participation, community partnerships, accessibility to city services, and seeks to preserve and enhance the character of Norfolk's neighborhoods.

DEPARTMENT OVERVIEW

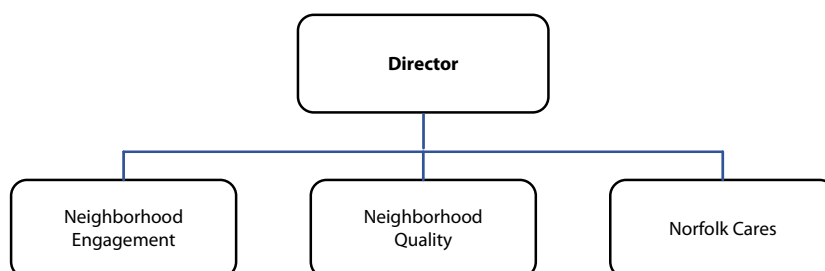
The Department of Neighborhood Services promotes and supports the highest quality of life for all residents in Norfolk. The department is comprised of four divisions and a housing services unit that work together to support to support housing services, community development, neighborhood investment, resident involvement, and code compliance.

Leadership & Support: Provides for the central management and coordination of department resources. Primary focus is on vision setting, the delivery of efficient and effective services to neighborhoods, and creating partnership opportunities with all Norfolk neighborhoods and organizations.

Neighborhood Engagement: Works with neighborhoods and community-based organizations to foster and promote individual and neighborhood involvement and by facilitating creative, constructive, and positive solutions to community concerns.

Neighborhood Quality: Maintains citywide standards and compliance by addressing blight, nuisances, and environmental conditions in coordination with other city departments, agencies, residents, and businesses.

Norfolk Cares: The single-point-of-contact for residents and businesses seeking non-emergency-based information about city services. Through Norfolk Cares, residents can request a variety of city services, obtain information on city services, or receive an update on a previous request. Norfolk Cares is unique among municipal call centers because of its "start-to-finish" tracking of service requests to ensure timely resolution.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$3,171,832	\$3,462,116	\$3,449,489	\$3,657,017
Materials, Supplies, and Repairs	\$111,324	\$71,446	\$71,017	\$80,981
Contractual Services	\$298,487	\$739,430	\$644,956	\$631,644
Equipment	\$0	\$3,829	\$0	\$20,900
Public Assistance	\$0	\$14,126	\$25,500	\$25,500
Department Specific Appropriation	\$547,343	\$454,049	\$481,887	\$481,887
Total	\$4,128,986	\$4,744,996	\$4,672,849	\$4,897,929

ADOPTED FY 2022 BUDGET ACTIONS

- **Increase capacity in Property Standards Enforcement program**

FY 2022 \$164,418 FTE: 4

Provide funds to increase staffing of the Property Standards Enforcement program. The four additional Code Specialists will provide improved 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. The additional staffing increases the department's overall capacity for citywide enforcement.

- **Provide funds for a citywide compensation increase**

FY 2022 \$82,102 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Transfer funds to support Smart Processing mobile devices**

FY 2022 \$18,245 FTE: 0

Technical adjustment to transfer funds for monthly wireless service fees for tablets used by staff for online permitting from Central Appropriations to the Department of Neighborhood Services. The funds to support the city's contract with BasicGov, an online permitting software, remain in Central Appropriations. A corresponding adjustment can be found in Central Appropriations.

- **Adjust funds for BB&T lease**

FY 2022 \$10,263 FTE: 0

Technical adjustment to to increase funds for rent at the BB&T building based on the existing lease agreement. The building is utilized for the department's headquarters. Total costs will increase by \$10,263 from \$342,104 in FY 2021 to \$352,367 in FY 2022.

• **Transfer positions for affordable housing initiatives** **FY 2022 (\$149,712) FTE: -2**

Technical adjustment to transfer Renovate Norfolk staffing from the Department of Neighborhood Services to the new Department of Housing and Community Development. The transfer includes a Management Analyst III position and Public Services Coordinator position. The positions will assist with affordable housing development and preservation initiatives. A corresponding adjustment can be found in the Department of Housing and Community Development.

• **Adjust required contribution to the city retirement system** **FY 2022 \$35,480 FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 \$36,626 FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures** **FY 2022 \$27,658 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Neighborhood Services **Total: \$225,080 FTE: 2**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	1	0	1
Business Manager	1 13	\$49,257	\$80,317	1	0	1
Citizen Service Advisor I	1 06	\$28,261	\$46,079	2	-1	1
Citizen Service Advisor II	1 07	\$30,273	\$49,401	3	2	5
Citizen Service Advisor III	1 09	\$35,479	\$57,846	4	0	4
Citizen Service Advisor Trainee	1 05	\$25,179	\$41,096	1	-1	0
Codes Enforcement Team Leader	1 14	\$53,581	\$88,622	2	0	2
Codes Specialist	1 10	\$38,457	\$62,711	12	4	16
Codes Specialist, Senior	1 11	\$42,029	\$68,583	5	0	5
Customer Service Manager	1 18	\$70,758	\$115,380	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Director of Neighborhood Development	1 24	\$97,496	\$167,171	1	0	1
Division Head	1 16	\$61,954	\$101,010	2	0	2
Management Analyst III	1 14	\$53,581	\$88,622	1	-1	0
Neighborhood Development Specialist	1 11	\$42,029	\$68,583	4	0	4
Neighborhood Development Specialist, Senior	1 13	\$49,257	\$80,317	2	0	2
Neighborhood Services Manager	1 15	\$58,004	\$94,838	2	0	2
Program Administrator	1 13	\$49,257	\$80,317	1	0	1
Program Supervisor	1 13	\$49,257	\$80,317	2	0	2
Public Services Coordinator	1 11	\$42,029	\$68,583	1	-1	0
Quality Assurance Specialist	1 12	\$45,670	\$74,477	1	0	1
Total				50	2	52

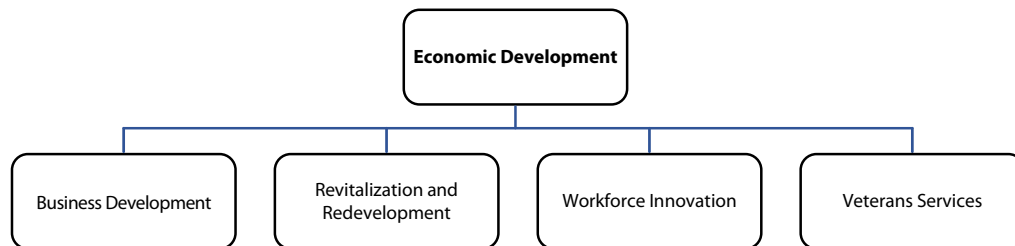
ECONOMIC DEVELOPMENT

MISSION STATEMENT

The Department of Economic Development's mission is to stimulate inclusive economic growth through the creation of jobs, the maximum utilization of real estate and the fostering of business capital investment resulting in a growing tax base, the strengthening of our neighborhoods and workforce and the equitable development of our minority, women, and small businesses.

DEPARTMENT OVERVIEW

The Department of Economic Development strengthens the local economy through a broad range of disciplines including: business retention, expansion, and attraction; real estate development; business creation and entrepreneurship; marketing and communications; and workforce development. The department aims to build an inclusive economy that embraces equality of opportunity while growing and diversifying the tax base. Emphasis is placed on the creation of competitive employment opportunities, and the deployment of resources for our veteran and Small, Women, and Minority-owned (SWaM) businesses in Norfolk.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$1,649,436	\$1,703,153	\$1,777,619	\$1,972,190
Materials, Supplies, and Repairs	\$36,232	\$13,728	\$19,606	\$18,156
Contractual Services	\$452,534	\$315,500	\$289,341	\$395,026
Department Specific Appropriation	\$0	\$0	\$28,881	\$20,881
Total	\$2,138,202	\$2,032,381	\$2,115,447	\$2,406,253

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide funds for a citywide compensation increase** **FY 2022 \$49,697** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Support business attraction software maintenance** **FY 2022 \$54,000** **FTE: 0**

Technical adjustment to provide maintenance funds for business attraction application developed as part of the Startup in Residence initiative. The application will serve as an interactive online resource to help current and aspiring business owners navigate the process of starting and growing a business in the City of Norfolk. The site will include an interactive business plan writing guide, financial planning resources and information on city departments and local organizations that can provide support to the business community.

- **Support transition to remote work** **FY 2022 \$13,800** **FTE: 0**

Technical adjustment to support the operational cost of cell phones to transition to remote work and to align funds with utilization. Funding supports the ongoing cost of cell phones purchased with Coronavirus Aid, Relief, and Economic Security (CARES) Act funds.

- **Adjust funds for printing services based on utilization** **FY 2022 \$7,550** **FTE: 0**

Technical adjustment to align funds for printing services with anticipated utilization. An analysis of historic utilization shows an average cost of \$7,550 annually.

- **Increase funds for rent for Dominion Tower lease** **FY 2022 \$5,885** **FTE: 0**

Technical adjustment to increase funds for increased rent and operating expenses at Dominion Tower based on the existing lease agreement. This building serves as the department's headquarters. Total costs will increase by \$5,885, from \$152,917 in FY 2021 to \$158,802 in FY 2022.

- **Adjust required contribution to the city retirement system** **FY 2022 \$40,451** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2022 \$60,564** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$58,859 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Economic Development

Total: \$290,806 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	2	0	2
Business Development Consultant	1 13	\$49,257	\$80,317	1	0	1
Business Development Manager	1 16	\$61,954	\$101,010	3	0	3
Director of Development	1 24	\$97,496	\$167,171	1	0	1
Management Analyst II	1 13	\$49,257	\$80,317	1	0	1
Senior Business Development Manager	1 17	\$66,188	\$108,018	6	0	6
Special Assistant	1 20	\$79,846	\$130,201	1	0	1
Total				16	0	16

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Parks, Recreation and Culture



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LIBRARIES

MISSION STATEMENT

Norfolk Public Library (NPL) provides equal opportunity access to information, high quality books and multimedia materials, programs, exhibits, and online resources to meet the needs of the diverse community for lifelong learning, cultural enrichment, and intellectual stimulation. To fulfill its mission, the Library employs a knowledgeable, well-trained staff committed to excellent service and civility.

DEPARTMENT OVERVIEW

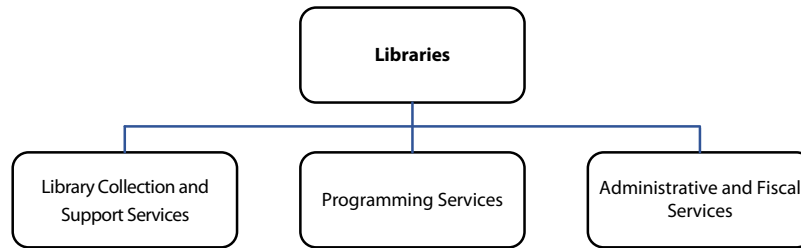
Norfolk Public Library supports the neighborhood community needs with nine neighborhood branch libraries: Barron F Black, Blyden, Janaf, Horace C Downing, Little Creek, Lafayette, Larchmont, Park Place, and Van Wyck; three computer resource centers: Diggstown, Oakleaf, and Campostella Heights; a Bookmobile; two anchor branches: Mary D. Pretlow and Jordan-Newby; and the new Richard A. Tucker Memorial Library. The department continues to provide support and coordinated efforts with Slover Library. The Library strives to transform lives by creating a city of readers that begins at birth and continues through one's lifetime. The focus of the library is articulated in the department's "Strategic Directions 2018 - 2023" (Located on the Libraries' website).

The department is comprised of three divisions: Library Collection and Support Services; Programming Services; and Business and Fiscal Services.

Library Collection and Support Services: Provide patrons access to all library books and materials, eBooks, streaming media, databases, and other digital resources. This includes the Sargent Memorial Collection, local history, and genealogy services for the public. Also offers library technical services to acquire, process, and catalog materials as well as provide patrons with public computers and online accessibility to popular fiction and nonfiction print and audio books, music and movies, magazines and newspapers, microforms, manuscripts, and photographs. Additionally, provides classes to patrons for workforce development, job searching, and update technology skills. Delivers professional development training to update and improve library employees skills and knowledge to promote continuous learning and foster a well-trained staff to meet community needs.

Programming Services: Serve the community at all library locations through a myriad of youth, adult, multicultural programs, and outreach services, as well as virtual programming on Facebook. Programming has four units comprised of Youth Services, Adult Programming, Community Engagement, and the Digital Media and Production Team (DMPT). Youth Services provides Early Childhood Literacy, After School and Teen Programs. In addition, this unit coordinates all library Youth Spaces such as KidZones, Playscapes, Nature Explorium, Makerspace Studios and Art Studios. Adult Programming offers the Adult Enrichment Collaboration with Norfolk Public Schools as well as programs on cooking, holiday crafts, paint nights, multicultural programs, literary programs, and annual initiatives plus local branch book clubs. The Community Engagement Office manages the Volunteer Program for the library system and provides Outreach Services and Mobile Delivery through the Bookmobile and Treasure Truck. The DMPT develops content for the library's webpage, Facebook, and digital monitors in the branches and print media.

Business and Fiscal Services: Manages the overall administrative business, financial logistics, and operational functions for all neighborhood and anchor branch libraries including the bookmobile, treasure truck, and divisions within the service center. Functions include finance and accounting; fiscal integrity; payroll; human resources and personnel management; recordkeeping; budgeting; guidance; compliance and monitoring; grants and ordinances; centralized ordering, distribution, and allocation of department supplies; coordination of branch courier services; department mail distribution; and oversight of facility maintenance.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$9,066,072	\$6,597,633	\$4,822,575	\$5,596,149
Materials, Supplies, and Repairs	\$658,056	\$512,725	\$839,474	\$492,115
Contractual Services	\$683,385	\$649,576	\$759,226	\$1,362,291
Equipment	\$1,701,681	\$799,377	\$780,091	\$931,664
Total	\$12,109,194	\$8,559,311	\$7,201,366	\$8,382,219

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds to continue the Lifelong Learning program**

FY 2022 \$150,000 FTE: 0

Provide funding to continue the Lifelong Learning program. This program was created from recommendations from The Mayor's Commission which included mapping existing learning resources to connect residents, building educational resiliency, ensuring children enter school ready to learn, and fostering a culture of learning and civic engagement throughout life. The Lifelong Learning program seeks to fulfill these recommendations through enhanced awareness, increased participation, and improving equitable access to quality learning opportunities throughout the city to citizens of all ages and backgrounds. Administration of the program will transition from Slover to Norfolk Public Libraries in FY 2022.

- Reopen library facilities**

FY 2022 \$298,117 FTE: 12

Provide funds to reopen additional branch libraries. Currently, six libraries are open and serving residents and the new Richard Tucker Library is scheduled to open this summer. Funds are not available to open all library facilities for their regular hours. The city will reopen facilities that balance the number of facilities with weekly hours of operation.

- Transition Computer Resource Center programming to Tucker**

FY 2022 \$104,288 FTE: 3

Provide funds for three positions to support additional programming at Richard Tucker Memorial Library. This will move programming from the Campostella Heights and Diggs Town Computer Resource Centers to the new library. The programming provides computer access to the community for resume writing, job hunting, completing homework assignments, and exploring.

• **Provide funds for a citywide compensation increase** **FY 2022 \$106,070** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Provide operational funding for Tucker Library** **FY 2022 \$514,671** **FTE: 4**

Technical adjustment to provide operational funds for the new Richard A. Tucker Memorial Library opening in the summer of 2021. The funds provide support for personnel, books, materials, programming, equipment, supplies, and the Nature Explorium.

• **Increase funds for Pineridge Center lease** **FY 2022 \$6,299** **FTE: 0**

Technical adjustment to increase funds for rent at Pineridge Center based on the existing lease. This facility is Norfolk Public Libraries' administrative and central operations headquarters. Total costs will increase by \$6,299 from \$314,945 in FY 2021 to \$321,244 in FY 2022.

• **Adjust required contribution to the city retirement system** **FY 2022 (\$38,056)** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 (\$38,897)** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures** **FY 2022 \$78,361** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Libraries

Total: \$1,180,853 **FTE: 19**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant II	1 12	\$45,670	\$74,477	1	0	1
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	1	0	1
Director of Libraries	1 24	\$97,496	\$167,171	1	0	1
Executive Assistant	1 12	\$45,670	\$74,477	1	0	1
Information Technology Trainer	1 12	\$45,670	\$74,477	2	0	2
Librarian I	1 11	\$42,029	\$68,583	9	1	10
Librarian II	1 14	\$53,581	\$88,622	3	3	6
Librarian III	1 15	\$58,004	\$94,838	4	0	4
Library Assistant I	1 04	\$24,032	\$39,189	0	3	3
Library Assistant II	1 06	\$28,261	\$46,079	17	9	26
Library Associate I	1 08	\$32,758	\$53,420	20	3	23
Library Associate II	1 09	\$35,479	\$57,846	8	0	8
Library Manager	1 18	\$70,758	\$115,380	3	0	3
Management Analyst III	1 14	\$53,581	\$88,622	1	0	1
Messenger/Driver	1 02	\$20,702	\$33,761	1	0	1
Project Coordinator	1 13	\$49,257	\$80,317	3	0	3
Total				76	19	95

CULTURAL FACILITIES, ARTS AND ENTERTAINMENT

MISSION STATEMENT

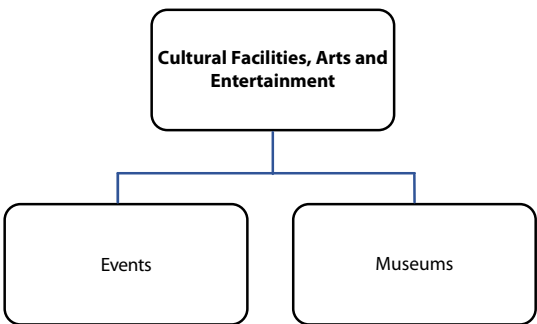
Cultural Facilities, Arts and Entertainment provides diverse live entertainment, a vibrant historical museum, and inclusive community events to enrich and celebrate life in Norfolk. The department promotes collaboration, responsible management, economic and cultural vitality, and educational opportunities.

DEPARTMENT OVERVIEW

The Department of Cultural Facilities, Arts and Entertainment (Cultural Facilities) manages ten facilities for the City of Norfolk: Scope Arena, Chrysler Hall, Scope Exhibition Hall, Wells Theatre, Harrison Opera House, Harbor Park, MacArthur Memorial, Attucks Theatre, Town Point Park, and Little Hall. The department serves more than one million patrons at over one thousand events annually.

The department consists of two bureaus: Events (SevenVenues) and Museum (MacArthur Memorial). SevenVenues is responsible for the programming, management, and providing the equipment for many of the city's indoor and outdoor events. The indoor events that occur in the facilities listed above include: Triple-A (AAA) baseball at Harbor Park; East Coast Hockey League (ECHL) hockey at Scope Arena; the Virginia Symphony at Chrysler Hall; the Virginia Opera at Harrison Opera House; the Virginia Stage Company at Wells Theatre; the Generic Theatre at Little Hall; the Virginia Arts Festival at all of our venues; the Mid-Eastern Athletic Conference (MEAC) basketball tournament at Scope Arena; Broadway at Chrysler Hall; the Norfolk Forum at Chrysler Hall; and many other touring shows that come to Norfolk to present in our venues. In addition, the department manages all of the city's Open Air Events which includes: runs and walks, parades and neighborhood gatherings, and festivals and concerts.

The Museum Bureau has the responsibility for maintaining and operating the MacArthur Memorial. The MacArthur Memorial is a public museum and a world-renowned research facility, dedicated to preserving the legacy of General Douglas MacArthur.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$3,587,195	\$3,720,183	\$3,468,804	\$3,527,436
Materials, Supplies, and Repairs	\$1,052,249	\$1,325,792	\$1,203,562	\$1,203,211
Contractual Services	\$1,384,275	\$648,775	\$1,038,415	\$1,169,363
Equipment	\$7,418	\$12,899	\$10,355	\$10,355
Department Specific Appropriation	\$30,000	\$75,000	\$55,000	\$30,000
Total	\$6,061,137	\$5,782,649	\$5,776,136	\$5,940,365

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2022 \$74,557** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Support increase for water and sewer rates** **FY 2022 \$129,439** **FTE: 0**

Technical adjustment to provide additional funding for water and sewer rate increases. Per city code, the water and sewer rates will increase by three and a half percent and four percent, respectively. Adjustment includes aligning funds based on projected utilization and estimated rate increase.

- Adjust funds for waste removal** **FY 2022 \$1,360** **FTE: 0**

Technical adjustment to increase funds for contractual waste and debris removal from the Scope, Chrysler Hall, Harbor Park, and the Attucks Theatre. Total costs will increase by \$1,360 from \$45,251 in FY 2021 to \$46,611 in FY 2022.

- Increase funds for armored car service** **FY 2022 \$149** **FTE: 0**

Technical adjustment to provide funds for a three percent contractual increase for armored car services. Total costs will increase by \$149 from \$4,952 in FY 2021 to \$5,101 in FY 2022.

- Transfer funds for Run/Walk incentive program** **FY 2022 (\$25,000)** **FTE: 0**

Technical adjustment to transfer funds for an improved Run/Walk incentive program. The current incentive program relies on city staff across multiple departments to provide support for these events at no cost. This support typically requires staff to work overtime at additional cost to the city. The improved incentive program will require Run/Walk organizers to pay for all city services but will provide them a cash incentive based on the number of participants and the estimated economic impact of the event. A corresponding adjustment can be found in Outside Agencies.

- **Adjust required contribution to the city retirement system**

FY 2022 (\$25,800) FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$10,924 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 (\$1,400) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Cultural Facilities, Arts and Entertainment

Total: \$164,229 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	-1	0
Accountant II	1 12	\$45,670	\$74,477	1	0	1
Accounting Manager	1 17	\$66,188	\$108,018	1	0	1
Accounting Technician III	1 08	\$32,758	\$53,420	0	1	1
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	2	0	2
Archivist	1 11	\$42,029	\$68,583	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	1	0	1
Box Office Manager	1 13	\$49,257	\$80,317	1	0	1
Box Office Supervisor	1 09	\$35,479	\$57,846	2	0	2
Bureau Manager	1 18	\$70,758	\$115,380	1	0	1
Contract & Program Administrator	1 14	\$53,581	\$88,622	1	0	1
Creative Designer & Production Manager	1 12	\$45,670	\$74,477	1	0	1
Curator	1 12	\$45,670	\$74,477	1	0	1
Director of Cultural Facilities, Arts, & Entertainment	1 24	\$97,496	\$167,171	1	0	1
Division Head	1 16	\$61,954	\$101,010	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Education Manager	1 14	\$53,581	\$88,622	1	0	1
Event Coordinator	1 12	\$45,670	\$74,477	6	0	6
Event Support Crew Member I	1 04	\$24,032	\$39,189	2	0	2
Event Support Crew Member II	1 06	\$28,261	\$46,079	7	0	7
Museum Attendant	1 04	\$24,032	\$39,189	2	0	2
Office Manager	1 10	\$38,457	\$62,711	1	0	1
Operations Manager	1 14	\$53,581	\$88,622	1	0	1
Public Information Specialist I	1 10	\$38,457	\$62,711	1	0	1
Stage Crew Chief	1 11	\$42,029	\$68,583	1	0	1
Stage Production Manager	1 12	\$45,670	\$74,477	1	0	1
Total				41	0	41

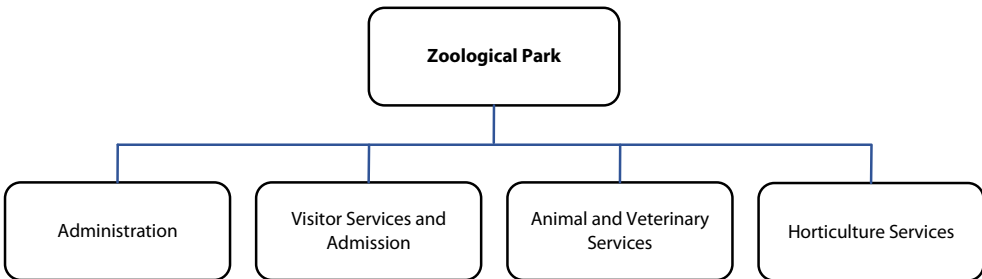
ZOOLOGICAL PARK

MISSION STATEMENT

The Virginia Zoological Park is a conservation, education, and recreation organization dedicated to the sustainable reproduction, protection, and exhibition of animals, plants, and their habitats. The Virginia Zoo is committed to engaging our community in taking action to save the world's wildlife and their ecosystems.

DEPARTMENT OVERVIEW

The Virginia Zoo is a hybrid organization that employs staff through the City of Norfolk and the Virginia Zoological Society. The Zoological Society provides support services in the following ways: facility enhancements, membership, fundraising, marketing and promotions, special events, education, and food and retail operations. The City of Norfolk support services include: animal services, veterinary services, horticulture services, operations/maintenance, visitor services/admissions, and administration. Animal services maintain the welfare of the animal collection. Veterinary services provide medical and veterinary care for the Zoo's animals. Horticulture services provide grounds maintenance for the Zoo's 53 acres including animal exhibits, flowerbeds, and plants. Operations/maintenance performs repairs, maintains the Zoo's infrastructure, and oversees safety and security. Visitor services manage the front entrance operations. Administration oversees gate admissions, and supports the operations of the Zoo in regards to the capital and operating budgets.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$2,865,309	\$2,994,310	\$2,772,052	\$2,822,236
Materials, Supplies, and Repairs	\$754,772	\$799,506	\$747,183	\$769,318
Contractual Services	\$527,358	\$580,742	\$544,241	\$530,085
Equipment	\$65,534	\$92,617	\$48,250	\$121,750
Total	\$4,212,973	\$4,467,175	\$4,111,726	\$4,243,389

ADOPTED FY 2022 BUDGET ACTIONS

• **Provide funds to enhance wireless connectivity** **FY 2022 \$75,000** **FTE: 0**

Provide funds for equipment and professional services to upgrade existing wireless mesh at the Zoo. A new and improved wireless network will support the safety parameters and goals described in the Zoo's strategic plan that leverages technology to maximize operating efficiency, animal welfare, and visitor experience.

• **Enhance Zoo Operations through improved exhibit maintenance** **FY 2022 \$34,668** **FTE: 1**

Provide funds for a Maintenance Mechanic II position to support the Zoo Operations program. This position will perform preventative maintenance, repairs, and general upkeep of buildings, exhibits, and equipment throughout the Zoo grounds.

• **Provide funds for a citywide compensation increase** **FY 2022 \$59,080** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Increase funds for animal food** **FY 2022 \$7,014** **FTE: 0**

Technical adjustment to support inflationary increase in animal food. The average cost of food for the department has increased by approximately three percent annually.

• **Adjust required contribution to the city retirement system** **FY 2022 (\$46,719)** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 \$37,782** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures** **FY 2022 (\$35,162)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Zoological Park

Total: \$131,663 **FTE: 1**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Animal Registrar	1 09	\$35,479	\$57,846	1	0	1
Crew Leader II	1 10	\$38,457	\$62,711	1	0	1
Director of the Virginia Zoological Park	1 24	\$97,496	\$167,171	1	0	1
Financial Operations Manager	1 15	\$58,004	\$94,838	1	0	1
Groundskeeper	1 04	\$24,032	\$39,189	2	0	2
Horticulture Technician	1 05	\$25,934	\$42,329	4	0	4
Horticulturist	1 12	\$45,670	\$74,477	1	0	1
Lead Zookeeper	1 09	\$35,479	\$57,846	5	0	5
Maintenance Mechanic II	1 08	\$32,758	\$53,420	0	1	1
Office Manager	1 10	\$38,457	\$62,711	1	0	1
Security Officer	1 06	\$28,261	\$46,079	3	0	3
Veterinarian	1 14	\$53,581	\$88,622	1	0	1
Veterinary Technician	1 07	\$30,273	\$49,401	2	0	2
Visitor Services Assistant	1 05	\$25,934	\$42,329	1	0	1
Visitor Services Coordinator	1 08	\$32,758	\$53,420	1	0	1
Zoo Manager	1 13	\$49,257	\$80,317	2	0	2
Zookeeper	1 07	\$30,273	\$49,401	20	0	20
Total				47	1	48

Nauticus

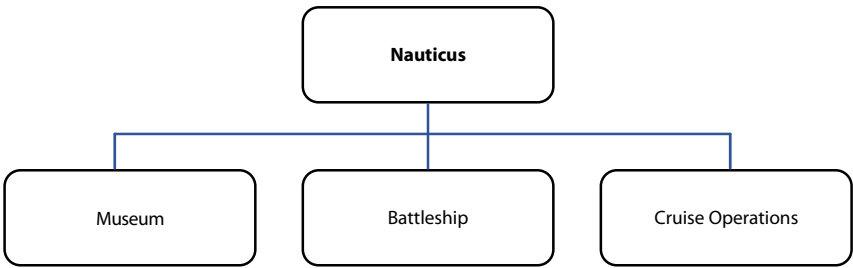
MISSION STATEMENT

Nauticus' mission is to (1) inspire and educate visitors from across the country with engaging and interactive experiences and (2) serve as an economic catalyst by generating revenue from museum admission, event rentals, and cruise ship operations. Nauticus not only seeks to create additional direct revenue for the city by managing these assets, but also to generate a larger "footprint" as museum guests and cruise passengers park, eat, shop, and stay in Downtown Norfolk.

DEPARTMENT OVERVIEW

The Nauticus campus is a valued community resource and major tourist destination, attracting nearly 370,000 visitors annually. Appealing to diverse audiences, Nauticus offers unique "STEM to Stern" informal education programs focused on science, technology, engineering and math. Nauticus features hands-on exhibits, marine life, 3D movies, and education experiences that meet the Virginia Standards of Learning (SOLs). In addition, Nauticus is home to the last and largest battleship built by the United States Navy, the Battleship Wisconsin. Nauticus is home to one of Norfolk's most unique waterfront dining experiences, the Wisky Porch cafe, in which guests can enjoy lunch or dinner while watching Navy vessels, large cargo ships, and recreational boaters navigate the Elizabeth River. Nauticus also operates the Sail Nauticus Community Sailing Center, which offers sailing instruction and other programs primarily to underserved populations. Lastly, Nauticus manages Virginia's only cruise ship terminal and operation, which has welcomed more than 600,000 passengers and 150,000 crew members since opening in 2007.

Nauticus has a growing membership program and a core of dedicated and active volunteers. Among Nauticus' signature programs is WinterFest on the Wisconsin, an immersive, walk-through holiday light experience onboard the battleship. In its first season, WinterFest welcomed more than 31,000 guests. The organization is also recognized for hosting acclaimed traveling exhibits. In 2021, Nauticus was the first museum in the United States to showcase National Geographic's newest exhibition, Planet or Plastic.



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Charges for Services	\$2,242,608	\$1,724,098	\$2,140,000	\$2,272,000
Miscellaneous Revenue	\$36,732	\$10,930	\$25,000	\$15,000
Recovered Costs	\$0	\$0	\$24,472	\$0
Other Sources and Transfers In	\$1,545,314	\$1,848,934	\$1,689,289	\$1,548,953
Total	\$3,824,654	\$3,583,962	\$3,878,761	\$3,835,953

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$2,173,621	\$2,010,151	\$1,994,451	\$1,948,511
Materials, Supplies, and Repairs	\$1,059,025	\$1,089,977	\$1,236,693	\$1,239,676
Contractual Services	\$559,646	\$474,221	\$620,347	\$620,496
Equipment	\$32,362	\$9,613	\$27,270	\$27,270
Total	\$3,824,654	\$3,583,962	\$3,878,761	\$3,835,953

ADOPTED FY 2022 BUDGET ACTIONS

• Provide funds for a citywide compensation increase FY 2022 \$53,132 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• Adjust funds for utilities FY 2022 \$3,000 FTE: 0

Technical adjustment to support an increase of \$3,000 to align funds for natural gas costs based on anticipated utilization.

• Adjust required contribution to the city retirement system FY 2022 \$6,421 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution**

FY 2022 (\$65,833) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures**

FY 2022 (\$39,528) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Nauticus

Total: (\$42,808) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant III	1 13	\$49,257	\$80,317	1	0	1
Accounting Technician II	1 07	\$30,273	\$49,401	1	0	1
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	1	0	1
Business Manager	1 13	\$49,257	\$80,317	1	0	1
Carpenter II	1 09	\$35,479	\$57,846	2	0	2
Crew Leader I	1 09	\$35,479	\$57,846	1	0	1
Director of Maritime Center	1 24	\$97,496	\$167,171	1	0	1
Education Specialist	1 07	\$30,273	\$49,401	4	0	4
Electronics Technician I	1 09	\$35,479	\$57,846	1	0	1
Electronics Technician II	1 11	\$42,029	\$68,583	1	0	1
Event Coordinator	1 12	\$45,670	\$74,477	1	0	1
Exhibits Manager / Designer	1 13	\$49,257	\$80,317	1	0	1
Maintenance Mechanic II	1 08	\$32,758	\$53,420	1	0	1
Management Analyst III	1 14	\$53,581	\$88,622	1	0	1
Manager of Visitor Services	1 12	\$45,670	\$74,477	1	0	1
Operations Manager	1 14	\$53,581	\$88,622	1	0	1
Sales Representative	1 11	\$42,029	\$68,583	1	0	1
Support Technician	1 05	\$25,934	\$42,329	1	0	1
Visitor Services Assistant	1 05	\$25,934	\$42,329	1	0	1
Visitor Services Coordinator	1 08	\$32,758	\$53,420	1	0	1
Visitor Services Specialist	1 10	\$38,457	\$62,711	2	0	2
Total				27	0	27

SLOVER LIBRARY

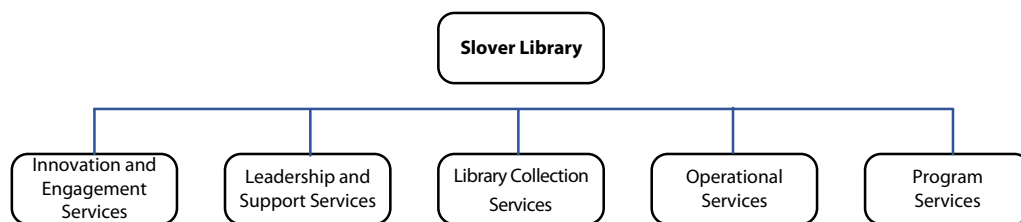
MISSION STATEMENT

Slover Library is a lighthouse of community lifelong learning, civic engagement, and innovative spaces for citizens throughout the region.

DEPARTMENT OVERVIEW

Slover Library cultivates regional relationships and stimulates economic growth through community-focused programs and cultural exhibits, as well as hosts beautiful spaces for meetings, events, and city-wide initiatives. With support from the Slover Library Foundation, Slover Library fosters engaging dialogues with leaders and luminaries, and facilitates strategic investment in technological innovations in support of its mission.

During its fifth year of operation, Slover Library will continue to foster regional relationships and stimulate economic growth by offering state-of-the-art library, technology, and educational services. Through programs, exhibits, meetings, events, and outreach, Slover is the "village green for the community." It serves as that safe third place beyond home and school where citizens meet to discuss and solve community issues. The Slover Library Foundation supports the library's ever-changing technology needs and improvements and accepts community donations to support programs and activities. The coming year, staff and divisions will focus on media technology upgrades and volunteer recruitment. The Centers of Innovation and Engagement will continue to grow through the addition of a community-supported business center and the City Council's Lifelong Learning initiative. These programs will have new leadership, private and grant funding, and focus. Lastly, an overall strategic plan will be developed to guide stakeholders as to the next "big thing" for Slover Library.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$0	\$2,025,200	\$2,008,880	\$1,902,797
Materials, Supplies, and Repairs	\$21,164	\$32,832	\$90,300	\$22,000
Contractual Services	\$20,562	\$253,576	\$195,152	\$152,090
Equipment	\$39,568	\$248,536	\$249,596	\$304,758
Total	\$81,294	\$2,560,144	\$2,543,928	\$2,381,645

Slover Library was established as a stand-alone department in FY 2019. Previously, it was a division of Libraries.

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide resources to increase operating hours at Slover**

FY 2022 \$161,920 FTE: 5

Provide funds for five positions to support collection services. The positions will be responsible for circulation and collection development, assisting patrons, and new business center operations. The additional positions will allow Slover to open six days of the week for a total of 40 hours.

- **Provide funds for a citywide compensation increase**

FY 2022 \$38,178 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Increase funds for technology software maintenance**

FY 2022 \$18,300 FTE: 0

Technical adjustment to increase funds for various software licenses in the areas of creative studios, facility rental, scheduling, marketing, and general information technology. The agreement between the city and the Slover Library Foundation is that the Foundation will outfit studios and sponsor technology projects and then turn the equipment, software, and peripherals over to the city to maintain. Total costs will increase by \$18,300 from \$26,700 in FY 2021 to \$45,000 in FY 2022.

- **Remove funds for lease agreement**

FY 2022 (\$52,000) FTE: 0

Technical adjustment to remove funds for lease agreement. A lease agreement was established to utilize Virginia Historic tax credits for assistance with rehabilitation expenses of the library. The tax credits have been fully utilized in the expected timeframe of the five-year lease term. The lease agreement and supporting funds are no longer necessary.

- **Adjust required contribution to the city retirement system**

FY 2022 \$47,704 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$73,736) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures**

FY 2022 (\$302,649) FTE: -2

Technical adjustment to update department costs for personnel services. Changes include eliminating two vacant positions to create capacity for reclassification of other position(s) to higher pay grades. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Slover Library

Total: (\$162,283) FTE: 3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Creative Designer & Production Manager	1 12	\$45,670	\$74,477	0	1	1
Executive Director - Slover Library	1 21	\$83,391	\$138,774	1	0	1
Information Technology Trainer	1 12	\$45,670	\$74,477	2	-1	1
Librarian I	1 11	\$42,029	\$68,583	3	-1	2
Librarian II	1 14	\$53,581	\$88,622	1	0	1
Librarian III	1 15	\$58,004	\$94,838	0	1	1
Library Assistant II	1 06	\$28,261	\$46,079	5	2	7
Library Associate I	1 08	\$32,758	\$53,420	8	0	8
Library Associate II	1 09	\$35,479	\$57,846	5	0	5
Manager of Visitor Marketing	1 14	\$53,581	\$88,622	0	1	1
Media Production Specialist	1 12	\$44,339	\$72,308	2	-2	0
Operations Manager	1 14	\$53,581	\$88,622	0	1	1
Programs Manager	1 15	\$58,004	\$94,838	0	1	1
Total				27	3	30

RECREATION, PARKS AND OPEN SPACE

MISSION STATEMENT

The Department of Recreation, Parks and Open Space enriches the quality of life for residents by providing choices and opportunities for Norfolk residents to recreate, along with developing and operating a full spectrum of recreational services for youth, adults, and special populations, while ensuring the management and maintenance of the city's parks, playgrounds, beaches, urban forestry, and city-owned cemeteries.

DEPARTMENT OVERVIEW

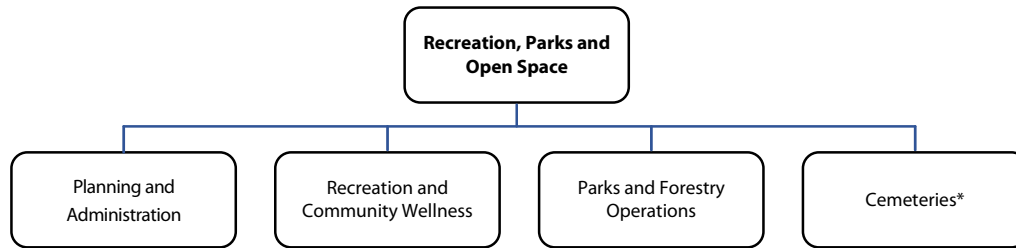
The Department of Recreation, Parks and Open Space consists of four bureaus:

The Bureau of Planning and Administration is comprised of two divisions: Business Services and Support, and Park Planning and Development. The bureau provides accounting, budgeting, communications and marketing; human resource and financial guidance; services and compliance; policy development and monitoring; technology support; and provides landscape architecture and development for city projects, improving and updating departmental amenities and facilities as well as review of private landscape projects; and oversight of the NRPA/CAPRA Accreditation process.

The Bureau of Recreation and Community Wellness is comprised of three divisions: Aquatics and Water Activities, Athletics and Special Services, and Recreation and Leisure Activities. The bureau operates the city's recreation centers and provides opportunities for instructional classes and citywide athletics to include aquatic instructional programs and open swimming, league and open play, senior activities, and therapeutic programs. The bureau also focuses on providing strategic direction, comprehensive recreational programs, and activities for the city's youth, adults, seniors, and special populations. Youth programming is accomplished by overseeing elementary, middle, and high school youth programming, such as before and after school programs and summer camps as well as youth development; Norfolk Emerging Leader (NEL) and NEL Executive Internship programs.

The Bureau of Parks and Forestry Operations is comprised of two divisions: Forestry and Conservation, and Landscape Services. The bureau is responsible for management and maintenance of the city's urban canopy consisting of street trees, trees on public property, over 25,000 acres of open space, and the city nursery. The bureau provides grounds maintenance services for all parks, public buildings, roadway medians, public schools, athletic fields, and city parcels. Additionally, the bureau maintains and manages seven miles of public beaches.

The Bureau of Cemeteries works closely with the Bureau of Parks and Forestry Operations to operate and maintain the eight city-owned cemetery locations throughout the city. The activities of Cemeteries are presented in the Special Revenue Fund section.



*Shown also in the Special Revenue Section

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$13,749,252	\$13,340,556	\$9,725,155	\$11,554,577
Materials, Supplies, and Repairs	\$1,628,077	\$1,362,330	\$1,686,883	\$1,813,190
Contractual Services	\$1,520,807	\$946,660	\$1,226,779	\$1,268,567
Equipment	\$214,931	\$141,580	\$34,032	\$138,032
Department Specific Appropriation	\$0	\$10,775	\$0	\$500,000
Total	\$17,113,067	\$15,801,901	\$12,672,849	\$15,274,366

ADOPTED FY 2022 BUDGET ACTIONS

• Provide funds to reopen recreation facilities **FY 2022 \$665,418 FTE: 19**

Provide funds to reopen additional recreation facilities. Currently, nine facilities are open and serving residents. Funds are not available to open all recreation facilities for their regular hours. The city will reopen facilities that balance the number of facilities with weekly hours of operation.

• Provide funds for summer youth programming **FY 2022 \$500,000 FTE: 0**

Provide funds to support summer youth programming. Funds will be used for programming activities that support youth development and promote a healthy lifestyle. Programming may include indoor and outdoor physical, educational, cultural, and artistic activities such as sports, painting, crafts, dance, and more.

• Provide funds for the Norfolk Emerging Leaders program **FY 2022 \$335,407 FTE: 0**

Provide funds to support the Norfolk Emerging Leaders (N.E.L.) program in the summer of 2022. The funds support the workforce readiness program for high school students and young adults as they participate in internships across city departments gaining valuable experience. The N.E.L. program had been suspended due to the COVID-19 pandemic.

- **Expand landscape maintenance for St. Paul's and Ohio Creek**

FY 2022 \$284,592 FTE: 5

Provide funds for landscape maintenance in St. Paul's and Ohio Creek within the Parks and Forestry program. The new areas will also include Chesterfield Academy and Stanhope House previously maintained by Norfolk Redevelopment and Housing Authority (NRHA). These funds will be used for one-time vehicle and equipment costs to include mowers, trimmers, a trailer, and a truck. Funds will also support ongoing operational costs including five positions to maintain the additional areas.

- **Provide funds to expand aquatics operations**

FY 2022 \$279,937 FTE: 3

Provide funds for three permanent positions: two Lifeguards and one Recreation Specialist and 15 part-time Lifeguards in the Aquatics program. The additional staffing will allow modified operation of three indoor and two outdoor pools to be open during the summer while also providing for beach operations.

- **Provide funds for athletics program staffing**

FY 2022 \$203,763 FTE: 2

Provide funds for two Recreation Specialists and ten part-time Recreation Aides to support athletics operations. The additional staffing will manage instructional sports leagues, shelter permits and athletic clinics. This will allow the city to offer programs such as youth and adult sports, shelter rentals, permit athletic fields, and leadership development and health.

- **Provide funds for a citywide compensation increase**

FY 2022 \$230,530 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Restore funds for lifeguard personnel**

FY 2022 \$386,249 FTE: 0

Technical adjustment to provide funds for fourteen lifeguard positions restored during FY 2021 to support beach and pool openings. This action provides ongoing funding to support the positions.

- **Increase funds for tub grinding contract**

FY 2022 \$10,878 FTE: 0

Technical adjustment to align funds for tub grinding based on utilization. The city has a contractual agreement to grind trees and create mulch that is used year round. Costs are expected to increase by \$10,878 from \$24,201 in FY 2021 to \$35,079 in FY 2022.

- **Adjust costs for Fleet expenditures**

FY 2022 (\$11,743) FTE: 0

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

- **Adjust required contribution to the city retirement system**

FY 2022 \$77,461 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$211,878) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 (\$149,097) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Recreation, Parks and Open Space

Total: \$2,601,517 FTE: 29

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Applications Analyst	1 14	\$53,581	\$88,622	1	0	1
Architect III	1 17	\$66,188	\$108,018	1	0	1
Architect IV	1 18	\$70,758	\$115,380	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	1	0	1
Athletics Groundskeeper	1 07	\$30,273	\$49,401	3	0	3
Bureau Manager	1 18	\$70,758	\$115,380	3	0	3
Chief Park Ranger	1 12	\$45,670	\$74,477	0	1	1
City Forester	1 15	\$58,004	\$94,838	1	0	1
Director of Recreation, Parks, & Open Spaces	1 24	\$97,496	\$167,171	1	0	1
Division Head	1 16	\$61,954	\$101,010	4	0	4
Equipment Operator II	1 07	\$30,273	\$49,401	15	2	17
Equipment Operator III	1 08	\$32,758	\$53,420	7	1	8
Equipment Operator IV	1 09	\$35,479	\$57,846	1	0	1
Facilities Manager	1 13	\$49,257	\$80,317	3	0	3
Financial Operations Manager	1 15	\$58,004	\$94,838	1	0	1
Fiscal Monitoring Specialist I	1 11	\$42,029	\$68,583	1	0	1
Forestry Crew Leader	1 11	\$42,029	\$68,583	6	0	6

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Forestry Supervisor	1 14	\$53,581	\$88,622	1	0	1
Groundskeeper	1 04	\$24,032	\$39,189	16	2	18
Groundskeeper Crew Leader	1 09	\$35,479	\$57,846	21	0	21
Horticulture Technician	1 05	\$25,934	\$42,329	2	0	2
Horticulturist	1 12	\$45,670	\$74,477	1	0	1
Lifeguard	1 04	\$24,032	\$39,189	14	2	16
Maintenance Mechanic I	1 06	\$28,261	\$46,079	4	0	4
Maintenance Mechanic II	1 08	\$32,758	\$53,420	3	0	3
Maintenance Supervisor II	1 12	\$45,670	\$74,477	6	0	6
Messenger/Driver	1 02	\$20,702	\$33,761	0	1	1
Office Manager	1 10	\$38,457	\$62,711	1	0	1
Park Ranger	1 07	\$30,273	\$49,401	4	0	4
Programs Manager	1 15	\$58,004	\$94,838	1	0	1
Recreation Specialist	1 10	\$38,457	\$62,711	13	9	22
Recreation Supervisor	1 12	\$45,670	\$74,477	3	7	10
Recreation Supervisor, Senior	1 13	\$49,257	\$80,317	3	2	5
Staff Technician I	1 08	\$32,758	\$53,420	1	0	1
Therapeutic Recreation Specialist	1 10	\$38,457	\$62,711	1	2	3
Tree Trimmer I	1 08	\$32,758	\$53,420	2	0	2
Tree Trimmer II	1 10	\$38,457	\$62,711	3	0	3
Total				151	29	180

Central and Outside Agency Appropriations



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CENTRAL APPROPRIATIONS

The City of Norfolk provides funds for programs and services not directly attributable to specific city departments through Central Appropriations. These funds are used for a variety of purposes, including supplemental compensation and benefit payments to employees and retirees, economic development initiatives, support for citywide strategic priority programs, insurance premiums and claims, and operating contingencies. Central Appropriations also provides operational support for Cemeteries and Emergency Preparedness and Response.

Central Appropriations is divided into four categories:

Compensation and Benefits: Funds are designated for employee benefit payouts, unemployment compensation, worker's compensation claims, costs related to staffing and organizational redesign, an estimate of savings related to citywide vacancy savings, and city retirement supplement for eligible grant-funded positions.

General Administration: Funds are designated for citywide strategic priorities, such as resilience initiatives; economic development initiatives for business retention and development; employee recognition events, and parking.

Risk Management: Funds are designated for the payment of insurance premiums and general liability, property, and automobile claims in addition to associated legal fees. Operating contingency funds are used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.

Transfers Out: Funds are used to support operations for Cemeteries and Emergency Preparedness and Response.

CENTRAL APPROPRIATIONS

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Compensation and Benefits					
Line of Duty Act					
Benefit for public safety personnel injured or killed in the line of duty	1,288,106	1,235,827	1,321,920	1,321,920	0
Citywide Healthcare Savings	0	0	0	(82,330)	(82,330)
Retiree Benefit Reserve					
Death benefit to eligible retirees	10,000	5,000	45,000	45,000	0
Retiree Healthcare					
City supplement to monthly healthcare premiums paid by participating retirees.	47,095	43,530	126,800	126,800	0
Retirement Contributions					
City supplement for grant-funded positions.	0	82,431	176,506	255,370	78,864
Staffing and Organizational Redesign					
Expenses related to strategic personnel actions.	0	0	425,000	655,000	230,000
Unemployment Compensation					
Unemployment insurance claim payments	145,065	60,865	220,000	220,000	0
Virginia Worker's Compensation					
Claim payments, related third-party administration, and state taxes	5,502,845	7,116,215	5,337,671	6,337,671	1,000,000

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Subtotal	6,993,111	8,543,868	7,652,897	8,879,431	1,226,534
General Administration					
Advisory Services	425,000	250,385	425,000	425,000	0
Urban design consulting					
Boards and Commission Expenses¹	0	0	28,445	28,445	0
Expenditures associated with Norfolk boards and commissions					
Development Initiatives	836,571	813,000	778,000	759,000	(19,000)
Support for business retention, feasibility analysis, and development initiatives.					
Ocean View Tourism Development Fund	0	0	0	150,000	150,000
Facilitate access to Virginia's Tourism Development Financing Program (TDFP)					
Employee Recognition Incentive	64,353	30,962	75,000	75,000	0
Support for employee recognition events					
Citywide Grant Reimbursement	0	0	(5,000,000)	0	5,000,000
Estimate for citywide expenditures eligible for federal, state, or other grant reimbursement					
Citywide Grant Match Funds	0	0	0	100,000	100,000
One-time funds to support citywide grant opportunities					

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Central Turnover	0	0	(3,187,500)	(3,187,500)	0
Estimate of citywide annual vacancy savings					
Furlough Days	0	0	(1,750,000)	0	1,750,000
Estimate of citywide one-time personnel savings for five furlough days					
Gainsharing Program					
Ongoing savings	0	0	(500,000)	0	500,000
Incentive Payments	11,512	0	250,000	0	(250,000)
GPS Fleet Tracking System	42,959	35,886	70,000	70,000	0
Support GPS tracking system for Fleet Maintenance					
Housing Trust Fund	700,000	0	0	0	0
Funds to support the Housing Trust Fund initiatives					
Municipal Parking - Long-term City Parking	1,349,038	1,549,038	1,749,038	1,979,038	230,000
Support for city employee parking costs					
Municipal Parking - Development	285,843	319,100	319,100	319,100	0
Parking incentives					
Resilience Initiatives²					
General Support	972,561	1,925,500	850,000	912,400	62,400
Transfer to CIP for flood mitigation at Cambridge Crescent and Carroll Place				1,150,000	1,150,000
Smart Processing³	250,328	129,407	250,000	221,193	(28,807)
Support for the Smart Processing Initiative					

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Special Programs and Sponsorships⁴	163,600	105,504	180,000	0	(180,000)
Support for local events					
Subtotal	5,101,765	5,158,782	(5,462,917)	3,001,676	8,464,593
Risk Management and Reserves					
Claim Payments and Insurance	4,600,044	6,130,269	4,131,600	4,803,000	671,400
General liability, property and automobile insurance, and associated legal fees					
Operating Contingency	314,973	479,158	650,000	650,000	0
Contingency funds for unforeseen challenges that may occur during the year					
Subtotal	4,915,017	6,609,427	4,781,600	5,453,000	671,400
Transfers Out					
Cemeteries Support	494,398	214,273	220,070	291,805	71,735
Support for operations					
Emergency Preparedness Support	386,784	956,073	1,364,343	1,637,830	273,487
Support for operations					
Subtotal	881,182	1,170,346	1,584,413	1,929,635	345,222
Central Appropriations Total	17,891,075	21,482,423	8,555,993	19,263,742	10,707,749

¹ Actual amounts reflect expenditures made directly from this budget line. Budgeted amounts may have been transferred to other city departments for expenditure. Actual expenditures for such transfers are reflected in the respective city departments.

² The FY 2021 budget carries forward \$850,000 of unspent FY 2019 designated funds to be utilized for resilience projects in FY 2021. The one cent Real Estate Tax designation for FY 2021 was used to fund general city operations in response to the financial impact resulting from the COVID-19 pandemic. FY 2022 funding restores the one cent Real Estate Tax designation for resilience initiatives.

³ Funds that support monthly data charges for tablets were transferred in FY 2022 to the respective departments utilizing the application.

⁴ Funds for special programs and sponsorships will transition from Central Appropriations to Outside Agencies in FY 2022.

OUTSIDE AGENCIES

The City of Norfolk recognizes partnerships with outside organizations and agencies are vital to optimally support citywide priorities. These agencies provide services, programming, and events the city cannot provide alone. The city partners directly with outside agencies through funding for operational support or with support for a new initiative. Having a wide range of cultural and entertainment amenities contributes to the economic health of the city and augments its attractiveness as a potential locale for business relocation.

NORFOLK CONSORTIUM

Arts and culture are integral to community attachment and satisfaction in the City of Norfolk. Arts and culture organizations help identify the underlying character, the unique meaning, and value of the city. The city's intrinsic nature is ever changing and evolving to meet the needs of the community. To preserve and enhance this local identity and uniqueness, the Norfolk Consortium was created in FY 2012. Through the Consortium, the city's large event organizations encourage collaborative service delivery, revenue growth, reduce duplication, and co-sponsor large scale events. The Consortium's contribution is invaluable to the city's economic vitality, quality of life, and sense of place. These member organizations define the City of Norfolk as the cultural center of the Hampton Roads region.

Consortium members include: Arts and Entertainment, Chrysler Museum, Cultural Facilities, Norfolk Botanical Garden, Norfolk Commission on the Arts and Humanities, Norfolk Convention and Visitor's Bureau (Visit Norfolk), Norfolk Festevents, Norfolk NATO Festival, Nauticus, Virginia Arts Festival, Virginia Opera, Virginia Stage Company, and Virginia Symphony.

Through a strategic and holistic approach, sponsored activities result in increased revenues and a leveraging of non-city resources. Financial support in FY 2022 is provided through the General Fund and other sources:

Norfolk Consortium Financial Support	
Source	FY 2022 Adopted
General Fund Member Support ¹	\$6,999,328
Norfolk Consortium Bed Tax ^{2,3}	\$968,000
Public Amenities	\$3,500,000
Flat Bed Tax dedicated to Visit Norfolk ^{2,3}	\$968,000
Total	\$12,435,328

¹Does not include General Fund support for city departments: Nauticus, Virginia Zoo, and Cultural Facilities, Arts and Entertainment.

²Actual amounts distributed from bed tax may vary depending on actual revenue collected.

³Amount subject to change prior to final budget recommendation

NORFOLK CONSORTIUM MEMBER FUNDING

Consortium Member Support (does not include city departments)		
Member	FY 2021 Adopted	FY 2022 Adopted
Chrysler Museum of Art	\$2,600,106	\$2,615,718
Norfolk Botanical Garden	\$1,094,457	\$1,103,379
Norfolk Commission on the Arts and Humanities	\$220,524	\$220,524
Norfolk Convention and Visitor's Bureau (Visit Norfolk)	\$4,185,310	\$4,531,110
Norfolk Festevents	\$1,989,848	2,029,994
Norfolk NATO Festival	\$164,336	\$173,257
Virginia Arts Festival	\$872,772	\$906,226
Virginia Opera	\$282,610	\$295,992
Virginia Stage Company	\$260,854	\$274,236
Virginia Symphony	\$271,510	\$284,892
TOTAL	\$11,942,328	\$12,435,328

OUTSIDE AGENCY FUNDING

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Grant Providers on Behalf of City					
Norfolk Commission on the Arts and Humanities					
Pass through grants to arts agencies; administered by the Communications Office.	248,338	273,338	220,524	220,524	0
Norfolk Department of Human Services Grants¹					
Pass through grants to local social services agencies; managed by Department of Human Services	0	0	400,000	594,677	194,677
SUBTOTAL	248,338	273,338	620,524	815,201	194,677
Funds to Community Partners					
Access College Foundation					
General operating support	0	0	0	61,598	61,598
Downtown Norfolk Council					
General operating support	120,000	105,000	108,000	108,000	0
Eastern Virginia Medical School					
General operating support	709,348	709,348	638,413	638,413	0
Friends of Fred Huetten					
General operating support	17,500	17,500	15,750	15,750	0
Garden of Hope (Second Chances)					
General operating support	435,000	435,000	391,500	391,500	0

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
The Governor's School for the Arts	50,000	50,000	45,000	45,000	0
General operating support					
Hampton Roads Workforce Council	61,598	61,598	61,598	61,598	0
Workforce development					
Legal Aid Society of Eastern Virginia	9,964	9,964	8,968	8,968	0
General operating support					
The Literacy Partnership	50,000	0	0	0	0
General operating support					
Norfolk Criminal Justice Services	158,932	88,932	88,932	88,932	0
Funds to supplement state grant					
Norfolk Sister City Association	65,000	65,000	58,500	58,500	0
General operating support					
Senior Services of Southeastern Virginia	0	0	0	64,000	64,000
General operating support					
Southside Boys and Girls Club at Diggs Town	75,000	75,000	67,500	135,000	67,500
General operating support					
Special Programs and Sponsorships²	0	0	0	180,000	180,000
Support for local events					
St. Mary's Home for the Disabled	20,000	20,000	18,000	18,000	0
General operating support					
Square One	37,336	37,336	33,602	33,602	0
General operating support					

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Funds to Community Partners					
Teens with a Purpose	0	0	54,000	54,000	0
Youth Leadership/Development					
The Urban Renewal Center³	20,000	20,000	18,000	18,000	0
Youth Leadership Camp					
SUBTOTAL	1,829,678	1,694,678	1,607,763	1,980,861	373,098
Public-Private Partnerships for City-Owned Facilities					
Chrysler Museum	2,921,902	2,196,035	2,600,106	2,615,718	15,612
General operating support					
Nauticus Foundation	152,075	0	125,000	265,000	140,000
Incentive Agreement - provides 50 percent of admission receipts in excess of \$1.4 million in FY 2022					
Nauticus Foundation - Exhibits ⁴	0	187,500	125,000	125,000	0
Norfolk Botanical Garden	1,228,985	945,373	1,094,457	1,103,379	8,922
General operating support					
Norfolk Botanical Garden - Capital Campaign ⁴	0	100,000	0	0	0

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Virginia Zoo Society	325,000	243,750	162,500	162,500	0
General operating support					
Incentive Agreement - provides 50 percent of gate receipts in excess of \$1.55 million in FY 2022	332,200	0	212,500	263,500	51,000
SUBTOTAL	4,960,162	3,672,658	4,319,563	4,535,097	215,534
Public-Private Partnerships for Tourism and Special Event Organizations					
Caribfest	50,000	50,000	45,000	45,000	0
General operating support					
Hampton Roads Pride	50,000	25,000	45,000	45,000	0
General operating support					
Hampton Roads Sports Commission	71,300	36,000	0	0	0
General operating support					
Norfolk Consortium	0	22,700	0	0	0
Citywide Marketing Efforts					
Norfolk Convention and Visitors Bureau (Visit Norfolk)	3,828,746	3,292,374	3,401,307	3,438,107	36,800
General operating support					
Revenue from \$1 flat bed tax (subject to change)	1,045,114	912,556	784,000	968,000	184,000
Funds to implement a new Run/ Walk incentive program	0	0	0	125,000	125,000
Norfolk Convention and Visitors Bureau (Visit Norfolk) subtotal	4,873,860	4,204,930	4,185,307	4,531,107	345,800
Norfolk Festevents	2,159,329	1,959,001	1,896,160	1,936,306	40,146
General operating support					

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Jazz Festival	71,188	71,188	71,188	71,188	0
Ocean View Programming	25,000	25,000	22,500	22,500	0
Norfolk Festevents Subtotal	2,255,517	2,055,189	1,989,848	2,029,994	40,146
Public-Private Partnerships for Tourism and Special Event Organizations					
Virginia Arts Festival	806,601	604,951	730,227	749,096	18,869
General operating support					
Special funding for Virginia Tattoo and Dance Series	163,081	103,547	142,545	157,130	14,585
Norfolk NATO Festival	181,551	167,438	164,336	173,257	8,921
Virginia Arts Festival Subtotal	1,151,233	875,936	1,037,108	1,079,483	42,375
Virginia Opera	312,988	238,689	282,610	295,992	13,382
General operating support					
Virginia Stage Company	288,488	220,316	260,854	274,236	13,382
General operating support					
Virginia Symphony	300,488	229,316	271,510	284,892	13,382
General operating support					
SUBTOTAL	9,353,874	7,958,076	8,117,237	8,585,704	468,467
Public Partnerships to Provide Services					
Hampton Roads Transit (HRT)					
Light rail transit (LRT) service	6,824,490	6,444,916	6,187,625	6,777,907	590,282
Advance capital	550,263	747,301	737,800	726,602	-11,198
Commission expense	193,751	192,412	197,722	197,232	-490

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Ferry service	227,471	118,754	166,456	257,702	91,246
Paratransit	2,184,036	2,473,673	2,348,735	2,259,783	-88,952
Regular bus service	9,772,328	10,384,643	10,514,902	9,934,014	-580,888
Capital match for bus replacement	192,951	0	0	0	0
Prior year reconciliation	-219,277	0	0	0	0
HRT Subtotal	19,726,013 ⁶	20,361,699	20,153,240	20,153,240	0
Norfolk Redevelopment and Housing Authority					
Administrative support	1,300,000	1,300,000	1,300,000	1,300,000	0
Rental of Monroe Building for the Virginia Stage Company	109,431	112,167	0	119,400	119,400
SUBTOTAL	21,135,444	21,773,866	21,453,240	21,572,640	119,400
Contractual Obligations					
757 Collab (757 Accelerate)					
Provides support for rental expense at "Assembly"	0	0	0	55,000	55,000
Economic Development Incentive Grants					
Economic Development Authority Incentive Grants	1,182,372	1,374,827	2,249,117	1,922,899	-326,218
Nutritional Equity Fund	0	0	0	287,000	287,000
NRHA Economic Incentive Grants	2,286,689	1,930,150	1,675,323	909,288	-766,035
Hampton Roads Regional Jail⁷	6,299,810	6,498,940	7,030,834	7,487,089	456,255
General operating support					
Housing First Program	140,000	140,000	140,000	140,000	0
Contract to provide homeless support					

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Tidewater Community College	6,000	6,000	6,000	6,000	0
General operating support					
Tourism Infrastructure Repairs⁸					
Revenue from one percent of the hotel tax (subject to change)					
Nauticus Foundation - Exhibits	250,000	0	0	0	0
Norfolk Botanical Garden - Capital Campaign	500,000	0	0	0	0
Virginia Stage Company - Wells Theater HVAC	194,000	0	0	0	0
Debt Service	0	1,140,000	707,000	897,000	190,000
Tourism Infrastructure Repairs Subtotal	944,000	1,140,000	707,000	897,000	190,000
Waterside Marriott Convention Center Subsidy	0	0	195,000	195,000	0
Maintenance subsidy agreement with Marriott Hotel's management company.					
SUBTOTAL	10,858,871	11,089,917	12,003,274	11,899,276	-103,998
Memberships and Dues					
Alliance for Innovation	0	0	0	8,400	8,400
Membership dues for innovation in local government					
Hampton Roads Chamber of Commerce	12,000	12,000	12,000	12,000	0
Event sponsorship					

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Hampton Roads Alliance	232,859	244,703	283,129	286,435	3,306
Membership dues based on per capita expense					
Hampton Roads Military & Federal Facilities Alliance	123,544	123,544	123,544	123,544	0
Membership dues based on per capita expense					
Hampton Roads Planning District Commission	246,256	245,741	250,656	257,986	7,330
Membership dues based on per capita expense (includes funds for Metropolitan Medical Response System)					
Virginia First Cities	47,438	47,361	47,438	47,438	0
Membership dues based on pro-rata population fee schedule					
Virginia Municipal League	60,756	60,656	61,869	61,869	0
Membership dues based on annual population estimate					
SUBTOTAL	722,853	734,005	778,636	797,672	19,036
Other Arrangements					
Downtown Improvement District (DID) Pass Through Revenue⁹	1,951,305	1,904,052	2,269,700	2,180,900	-88,800
Revenue from special district real estate tax collections used for DID activities					

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Change
Downtown Improvement District (DID) Public and Performing Arts Group^{9,10}	129,028	20,632	0	0	0
Revenue from special district real estate tax collections used for DID activities					
SUBTOTAL	2,080,333	1,924,684	2,269,700	2,180,900	-88,800
TOTAL	51,189,553	49,121,222	51,169,938	52,367,351	1,197,413

¹Grant funds are transferred to the Department of Human Services annually. Actual expenditures are reflected in that department.

²Funds for special programs and sponsorships will transition from Central Appropriations to Outside Agencies in FY 2022.

³Funds for youth leadership transitioned from the Global Institute for Empowerment and Leadership Development (GIELD) to the Urban Renewal Center beginning in FY 2020.

⁴For FY 2019 funding, see Tourism Infrastructure Repair. In FY 2020 this activity was supported by general operating support.

⁵Budgeted amounts may have been transferred to other city departments or organizations for expenditure. Actual expenditures for such transfers are reflected in the respective city departments or organizations.

⁶Hampton Roads Transit FY 2019 Actuals include an \$80,000 payment for a light rail study expansion to Norfolk Naval Station. The regular bus service amount is \$121,000 less than the budgeted amount due to an increase in state funding. The prior year reconciliation is a true-up from FY 2018 in the amount of \$219,277.

⁷Beginning in FY 2019, the HRRJ budget was placed in Outside Agencies.

⁸In FY 2019, revenue from one percent of the hotel tax was distributed to specific projects. In FY 2020, funds were allocated to pay the debt service on tourism infrastructure projects. Continued funding for Nauticus Exhibits and the Norfolk Botanical Garden Capital Campaign can be found in separate lines under Nauticus Foundation and Norfolk Botanical Garden.

⁹Prior to FY 2020, of the 16 cent additional real estate tax rate in the Downtown Improvement District, 15 cents was allocated to general DID expenditures and one cent was dedicated to DID Public and Performing Arts. As of FY 2020 all 16 cents is allocated to general DID expenditures.

¹⁰Beginning in FY 2017, funds dedicated to Granby Street lights.

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Public Health and Assistance



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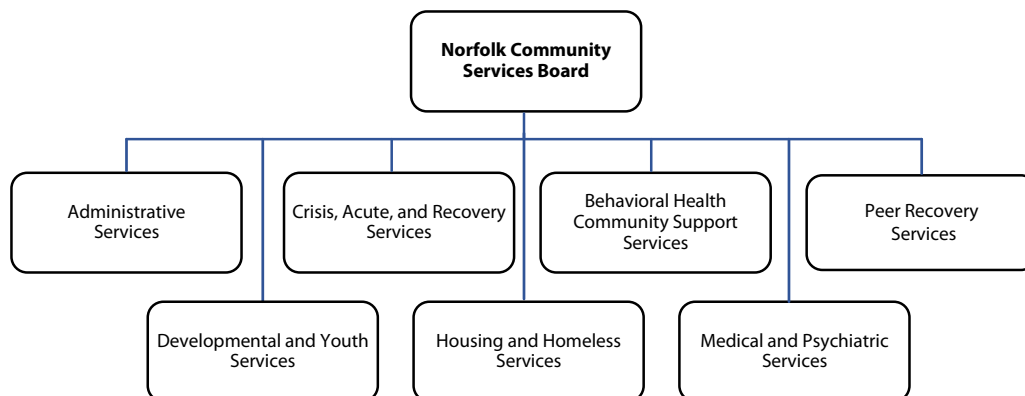
NORFOLK COMMUNITY SERVICES BOARD

MISSION STATEMENT

To provide the residents of Norfolk who experience behavioral health and developmental disabilities with quality services that instill hope and recovery.

DEPARTMENT OVERVIEW

Founded in 1969, the Norfolk Community Services Board (NCSB) is the primary provider of public mental health, substance abuse, and developmental disability services for the most vulnerable persons needing those services in the City of Norfolk. NCSB serves over 6,000 infants, children, and adults annually through direct support and clinical services as well as community education, collaboration, and prevention programming. The NCSB became a city department in July 2012. Services are designed to meet the most pressing needs not available in the private sector. Primary goals of service delivery include clinical intervention and working with consumers to ensure they have assistance in addressing healthcare, housing, income, and overall personal needs. NCSB services are focused on persons experiencing the following that without acute intervention, long-term support, or intensive community support would have historically been institutionalized or faced disabling consequences: serious mental illness, serious emotional disturbances, substance abuse addictions, and developmental disabilities. These services are provided across seven NCSB service locations, as well as in state and local hospitals, housing programs, homeless shelters, private homes, group living settings, jails, courts, and schools.



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Charges for Services	\$4,985,769	\$5,344,635	\$6,330,606	\$5,934,968
Miscellaneous Revenue	\$10,543	\$15,529	\$3,500	\$3,500
Recovered Costs	\$9,749	\$32,771	\$20,000	\$20,000
Categorical Aid - Virginia	\$9,867,216	\$9,722,053	\$9,267,726	\$9,425,122
Carryforward	\$1,000,000	\$1,000,000	\$2,800,000	\$2,000,000
Federal Aid	\$2,911,716	\$2,953,333	\$2,961,882	\$2,997,256
Local Match	\$4,485,348	\$3,556,834	\$4,499,921	\$5,403,313
Total	\$23,270,341	\$22,625,155	\$25,883,635	\$25,784,159

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$16,973,929	\$16,439,691	\$20,196,905	\$20,661,352
Materials, Supplies, and Repairs	\$593,971	\$604,316	\$461,463	\$459,762
Contractual Services	\$5,065,131	\$4,812,879	\$3,547,355	\$3,789,016
Equipment	\$8,061	\$27,058	\$64,200	\$50,200
Public Assistance	\$620,852	\$741,211	\$732,093	\$742,210
Department Specific Appropriation	\$8,397	\$0	\$81,619	\$81,619
Debt Service/Transfers to CIP	\$0	\$0	\$800,000	\$0
Total	\$23,270,341	\$22,625,155	\$25,883,635	\$25,784,159

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2022 \$479,870** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Remove one-time funds for Electronic Health Records System** **FY 2022 (\$800,000)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2021 to the Capital Improvement Plan for the replacement of the Electronic Health Records System (EHRS). The EHRS maintains clinical records for patients across each of the medical service divisions.

- **Adjust funds for security guard services**
FY 2022 \$105,321 FTE: 0

Technical adjustment to provide funds for contractual increases in Allied Universal Security Services contract. A new contract was signed in 2020 resulting in higher hourly rates for security guards. In addition, two locations were added to the contract, 7447 Central Business Park Drive and 5505 Robin Hood Road. Total costs will increase by \$105,321 from \$242,299 in FY 2021 to \$347,620 in FY 2022.
- **Support telemedicine and remote client service**
FY 2022 \$70,260 FTE: 0

Technical adjustment for mobile telephone and data cost. This action aligns funding with utilization to maintain support for ongoing telemedicine and remote connectivity for client services.
- **Increase funds for 5505 Robin Hood Road lease**
FY 2022 \$40,184 FTE: 0

Technical adjustment to increase funds for rent at Robin Hood Road for the Child and Infant Program offices based on the existing lease agreement. The term of the lease began on July 1, 2020 and runs until June 30, 2030. The FY 2021 Budget underestimated the rent cost at \$100,000. FY 2022 total rent cost will increase by \$40,184 to reflect actual rent of \$140,184 in FY 2022.
- **Adjust funds for Shelter Plus Care services**
FY 2022 \$31,698 FTE: 0

Technical adjustment for Shelter Plus Care program costs based on utilization. The Shelter Plus Care grant provides federal funding to support rental assistance and housing support services. Program costs are fully supported by federal pass-through revenue. This action aligns the expenditure budget with recent utilization.
- **Support increase for insurance costs**
FY 2022 \$8,472 FTE: 0

Technical adjustment to support inflationary increase in general liability and property insurance expenses. Total liability and insurance expenses are increasing at an average of five percent annually.
- **Adjust funds for software maintenance**
FY 2022 \$6,167 FTE: 0

Technical adjustment to provide funds for contractual increase in a medical software license and maintenance agreement. Total costs will increase by \$6,167 from \$291,976 in FY 2021 to \$298,143 in FY 2022.
- **Adjust funds for copier and printers**
FY 2022 \$5,175 FTE: 0

Technical adjustment to provide funds for contractual increase in printer and copier contract. Total costs will increase by \$5,175 from \$63,438 in FY 2021 to \$68,613 in FY 2022.
- **Increase funds for Tidewater Drive facility lease**
FY 2022 \$2,045 FTE: 0

Technical adjustment to increase funds for rent at Norfolk Community Services Board Tidewater Drive building based on the existing lease. Total costs will increase by \$2,045 from \$378,687 in FY 2021 to \$380,732 in FY 2022.
- **Adjust funds for EVMS internship program**
FY 2022 \$1,910 FTE: 0

Technical adjustment to support inflationary increase in a psychiatry internship agreement with Eastern Virginia Medical School (EVMS). This agreement is increasing at an average of two percent annually. The internship agreement assists the department with recruiting for competitive medical professional positions.

• Adjust funds for electronic training system	FY 2022 \$1,127	FTE: 0
Technical adjustment to support contractual increase for electronic training system. The contract includes a five percent annual increase. Total costs will increase by \$1,127 from \$22,550 in FY 2021 to \$23,677 in FY 2022.		
• Increase funds for Monticello Office lease	FY 2022 \$900	FTE: 0
Technical adjustment to increase funds for rent at 861 Monticello Avenue based on the existing lease. Total costs will increase by \$900 from \$44,139 in FY 2021 to \$45,039 in FY 2022.		
• Adjust required contribution to the city retirement system	FY 2022 \$28,557	FTE: 0
Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.		
• Adjust employer healthcare contribution	FY 2022 \$90,016	FTE: 0
Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.		
• Update personnel expenditures	FY 2022 (\$171,178)	FTE: 1
Technical adjustment to update department costs for personnel services. Changes include the addition of a Division Head position in the Peer Recovery program. The position is now a permanent full-time position eligible for grant reimbursement in the department's operating budget. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.		
Norfolk Community Services Board	Total: (\$99,476)	FTE: 1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant I	1 11	\$42,029	\$68,583	2	-1	1
Accountant II	1 12	\$45,670	\$74,477	3	0	3
Accounting Supervisor	1 14	\$53,581	\$88,622	1	0	1
Accounting Technician II	1 07	\$30,273	\$49,401	4	0	4
Accounting Technician III	1 08	\$32,758	\$53,420	1	0	1
Administrative Analyst	1 13	\$49,257	\$80,317	1	0	1
Administrative Assistant I	1 09	\$35,479	\$57,846	7	-1	6
Administrative Assistant II	1 10	\$38,457	\$62,711	6	1	7
Administrative Manager	1 15	\$58,004	\$94,838	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	2	1	3
Case Manager I	1 07	\$30,273	\$49,401	4	-2	2
Case Manager II	1 09	\$35,479	\$57,846	6	1	7
Case Manager III	1 11	\$42,029	\$68,583	70	1	71
Case Manager IV	1 12	\$45,670	\$74,477	14	-1	13
Chief Medical Officer	1 29	*	*	1	0	1
Clinical Coordinator	1 14	\$53,581	\$88,622	5	0	5
Clinical Supervisor	1 15	\$58,004	\$94,838	2	0	2
Clinician	1 13	\$49,257	\$80,317	10	2	12
Compliance Specialist	1 09	\$35,479	\$57,846	1	0	1
Contract Monitoring Specialist	1 11	\$42,029	\$68,583	1	0	1
Counselor III	1 11	\$42,029	\$68,583	13	-2	11
Counselor IV	1 12	\$45,670	\$74,477	2	0	2
Customer Service Representative	1 05	\$25,934	\$42,329	1	0	1
Data Processor	1 04	\$24,032	\$39,189	2	-1	1
Data Quality Control Analyst	1 07	\$30,273	\$49,401	3	0	3
Division Head	1 16	\$61,954	\$101,010	4	1	5
Early Childhood Special Educator	1 14	\$53,581	\$88,622	2.5	0	2.5
Emergency Services Counselor	1 13	\$49,257	\$80,317	12	0	12
Executive Director CSB	1 24	\$97,496	\$167,171	1	0	1
Facilities Manager	1 13	\$49,257	\$80,317	1	0	1
Human Services Aide	1 05	\$25,934	\$42,329	4	0	4
Information Technology Planner	1 14	\$53,581	\$88,622	1	0	1
Licensed Practical Nurse	1 11	\$42,029	\$68,583	13	0	13
Maintenance Mechanic I	1 06	\$28,261	\$46,079	1	0	1
Management Analyst I	1 11	\$42,029	\$68,583	3	0	3
Management Analyst III	1 14	\$53,581	\$88,622	3	0	3
Medical Records Administrator	1 11	\$42,029	\$68,583	1	0	1
Mental Health Professional	1 11	\$42,029	\$68,583	3	0	3
Nurse Coordinator - Supervisor	1 13	\$49,257	\$80,317	2	0	2
Nurse Practitioner	1 20	\$79,846	\$130,201	1	0	1
Operations Controller	1 16	\$61,954	\$101,010	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Peer Counselor II	1 09	\$35,479	\$57,846	1	0	1
Pharmacist	1 29	*	*	1	0	1
Practice Manager	1 13	\$49,257	\$80,317	2	0	2
Program Administrator	1 13	\$49,257	\$80,317	11	0	11
Program Coordinator	1 11	\$42,029	\$68,583	3	0	3
Program Supervisor	1 13	\$49,257	\$80,317	3	0	3
Programmer/Analyst III	1 14	\$53,581	\$88,622	1	0	1
Programs Manager	1 15	\$58,004	\$94,838	10	0	10
Psychiatrist	1 29	*	*	4.1	0	4.1
Records & Information Clerk	1 04	\$24,032	\$39,189	2	0	2
Registered Nurse	1 12	\$45,670	\$74,477	6.2	0	6.2
Reimbursement Supervisor	1 14	\$53,581	\$88,622	1	0	1
Reimbursement Technician	1 06	\$28,261	\$46,079	1	2	3
Staff Technician I	1 08	\$32,758	\$53,420	1	0	1
Support Technician	1 05	\$25,934	\$42,329	8	0	8
Total				271.8	1	272.8

*No salary range per compensation plan.

PUBLIC HEALTH

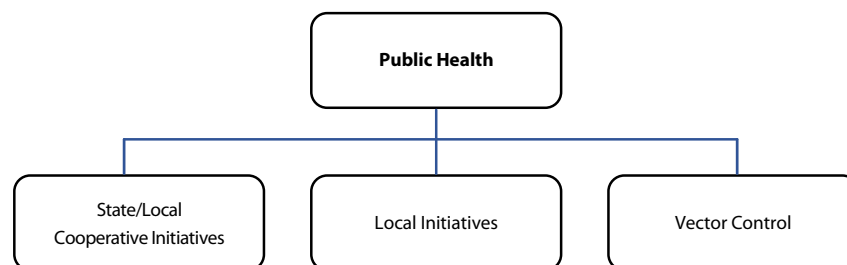
MISSION STATEMENT

To protect the health and promote the well-being of all people in Norfolk.

DEPARTMENT OVERVIEW

The Norfolk Department of Public Health (NDPH) serves as a leader and coordinator of Norfolk's community health system. In conjunction with the state and federal governments, and partners in the public and private health sectors, NDPH plays a fundamental role in protecting and promoting the well-being of all people in Norfolk.

This is achieved through services such as: communicable disease surveillance, investigation and control; community health assessment, promotion and education; environmental health hazards protection; child and mother nutrition; emergency preparedness and response; medical care services; and vital records and health statistics.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$216,880	\$206,025	\$351,324	\$346,135
Materials, Supplies, and Repairs	\$132,248	\$72,095	\$116,844	\$116,108
Contractual Services	\$228,255	\$89,489	\$105,181	\$105,181
Equipment	\$0	\$0	\$1,880	\$1,880
Department Specific Appropriation	\$2,832,422	\$2,943,105	\$2,970,787	\$2,670,787
Total	\$3,409,805	\$3,310,714	\$3,546,016	\$3,240,091

ADOPTED FY 2022 BUDGET ACTIONS

• **Provide funds for a citywide compensation increase** **FY 2022 \$7,225** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Adjust funds for city-state cooperative budget** **FY 2022 (\$300,000)** **FTE: 0**

Technical adjustment to reduce local share of state co-operative agreement. The General Assembly passed legislation that revises local and state funding for public health departments. The adjustment is phased in over three years. Once complete, the city's local contribution will decrease from 38 percent to 25 percent, while the state's share of funding will increase from 62 percent to 75 percent. Overall funding for the department is not reduced.

• **Adjust required contribution to the city retirement system** **FY 2022 (\$3,059)** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 (\$3,684)** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures** **FY 2022 (\$6,407)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Public Health

Total: (\$305,925) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Environmental Health Assistant I	1 03	\$22,296	\$36,360	3	0	3
Environmental Health Assistant II	1 04	\$24,032	\$39,189	1	0	1
Groundskeeper Crew Leader	1 09	\$35,479	\$57,846	1	0	1
Refuse Inspector	1 11	\$42,029	\$68,583	2	0	2
Total				7	0	7

HUMAN SERVICES

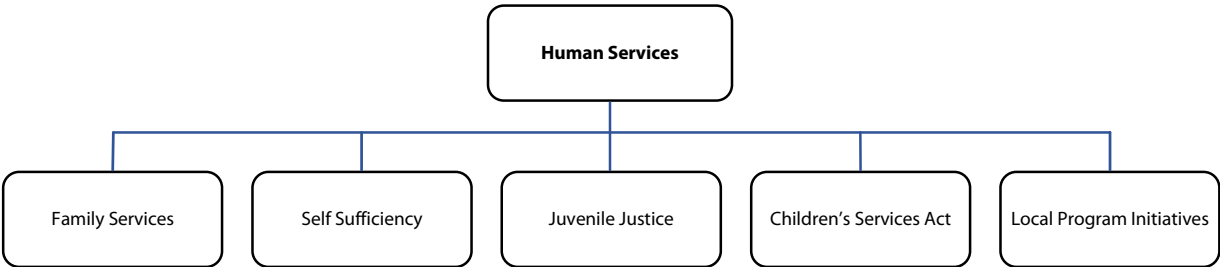
MISSION STATEMENT

The Norfolk Department of Human Services (NDHS) is committed to improving the lives of children, families, and communities through comprehensive services that support the well-being of Norfolk residents.

DEPARTMENT OVERVIEW

The Norfolk Department of Human Services is a multifunctional agency providing services to strengthen children, families, and individuals. NDHS provides social services and juvenile justice services. Social services include foster care, adoption services, adult protective services (APS), child protective services (CPS), job assistance, supplemental nutrition assistance (SNAP), medical assistance, (Medicaid), Temporary Assistance for Needy Families (TANF), and many other comprehensive services to meet the needs of Norfolk residents. Juvenile Justice services includes the Juvenile Detention Center and Virginia Juvenile Community Criminal Control Act (VJCCCA).

Human Services also serves as the lead coordinator for the Children's Services Act, a multi-disciplinary program serving at-risk youth and their families, and provides prevention programs that address issues such as family homelessness and help to prevent children from coming into foster care. The agency has also undertaken a program called PowerUp! that provides assistance and benefits to citizens beyond the traditional, mandated programs. Locally funded programs include Human Services Grants, Indigent Burials, Emergency Water Assistance, homeless prevention assistance and tenant based rental assistance. NDHS works cooperatively with community organizations to ensure comprehensive services are available to all children, adults, families, and individuals who need them.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$28,113,785	\$29,466,925	\$31,516,092	\$32,344,042
Materials, Supplies, and Repairs	\$915,652	\$897,921	\$1,044,288	\$1,050,574
Contractual Services	\$3,935,230	\$4,116,946	\$3,480,582	\$2,991,023
Equipment	\$183,198	\$171,402	\$327,915	\$445,611
Public Assistance	\$12,733,641	\$12,493,754	\$13,866,713	\$14,067,964
Department Specific Appropriation	\$16,546	\$12,500	\$12,500	\$12,500
Total	\$45,898,052	\$47,159,448	\$50,248,090	\$50,911,714

ADOPTED FY 2022 BUDGET ACTIONS

- Enhance home based child care safety** **FY 2022 \$181,528** **FTE: 4**

Provide funds to enhance home based child care safety. Currently the state does not require license or oversight for home based child care if less than 12 children. This action will expand child care safety and services for residents in Norfolk through funds that support a staff of four people dedicated to developing and implementing the regulatory and licensure process. The expansion of family services will also provide opportunity for residents and small-businesses in the city to establish a home-based child care business. The costs will be fully supported by the city's budget in the first year and may become eligible for state reimbursement thereafter.

- Increase funds for Family Services and Foster Care** **FY 2022 \$115,032** **FTE: 2.5**

Provide funds to increase staffing for Family Services and Foster Care Program. The funds support three positions for the continuation of In-Home foster care prevention services as a result of the Family First Prevention Services Act. The positions are eligible for revenue reimbursement from the state. A corresponding revenue adjustment has been made.

- Support mobile service delivery for benefit administration** **FY 2022 \$24,000** **FTE: 0**

The Benefit Administration and Adult Assistance program assists residents with applying for and receiving eligible government aid for food, healthcare, and income support. The funds will support ongoing leasing cost for a PowerUp EmployMobile vehicle. The vehicle will provide mobile and on demand services across the city as needed, rather than one static office location. Service delivery will be improved over time as the mobile unit is able to setup and relocate to the highest need areas in Norfolk. The leasing expense is eligible for revenue reimbursement from the state. A corresponding revenue adjustment has been made.

- **Provide position to support system replacement and reporting**

FY 2022 \$11,119 FTE: 1

Provide funds for the Administrative Support Program with the addition of one Fiscal Monitoring Specialist I. The position will be responsible for managing the implementation of the department's new operating software replacement. The funds to replace the software were provided in the FY 2020 Capital Improvement Plan. The department expects the replacement process to begin spring of 2022. The position will be a dedicated resource managing the implementation and ensuring compliance and reporting capabilities for various state mandated services provided by the department after implementation is complete. Successful implementation and monitoring allows for efficient operations, strong internal controls, and continued compliance with state reporting requirements. The position is eligible for revenue reimbursement from the state. A corresponding revenue adjustment has been made.

- **Provide funds for a citywide compensation increase**

FY 2022 \$733,340 FTE: 0

Provide funds for a compensation increase for city employees. FY 2021 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Support transition to remote work**

FY 2022 \$194,000 FTE: 0

Technical adjustment to support the operational cost of cell phones to transition to remote work and to align funds with utilization. Funding supports the ongoing cost of cell phones purchased with Coronavirus Aid, Relief, and Economic Security (CARES) Act funds.

- **Adjust funds for CSA Local Match**

FY 2022 \$192,751 FTE: 0

Technical adjustment to adjust funds for a projected increase in the required local match for the Children's Services Act (CSA) budget. The Children's Services Act is a state law that established a pool of funds to purchase services for at-risk youth and families, including foster care families. This may include case management, education, food, clothing, shelter, daily supervision, school supplies, personal incidentals, and travel for visitation.

- **Provide funds for Microsoft Office licenses**

FY 2022 \$124,004 FTE: 0

Technical adjustment to provide funds for Microsoft Office licenses. Currently the department utilizes the state network and does not have access to city Microsoft applications. This action will provide employees access to the city Microsoft Office applications, including Teams, used for virtual collaboration and web-conferencing. Costs for the licenses are partially reimbursable by the state. A corresponding revenue adjustment has been entered.

- **Fund contractual increases in NJDC services**

FY 2022 \$15,101 FTE: 0

Technical adjustment to provide funds for contractual increases in medical, sanitation, and food at the Norfolk Juvenile Detention Center (NJDC). Total costs will increase by \$15,101 from \$620,218 in FY 2021 to \$635,319 in FY 2022.

- **Support contractual increase in motor pool services** **FY 2022 \$1,583** **FTE: 0**

Technical adjustment to provide funds for contractual increase in the motor pool system. The motor pool system is an automated process to effectively use and keep track of leased vehicles. Total costs will increase by \$1,583 from \$31,657 in FY 2021 to \$33,240 in FY 2022.

- **Remove funds for Workforce Development Center lease** **FY 2022 (\$742,293)** **FTE: 0**

Technical adjustment to remove funds for rent expenditures at the Workforce Development Center. The lease agreement expired in March 2021 and the city did not renew the agreement. Rent expenditures associated with Virginia Department of Social Services programs are partially reimbursable. A corresponding revenue adjustment has been made.

- **Adjust required contribution to the city retirement system** **FY 2022 (\$2,911)** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2022 \$237,284** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures** **FY 2022 (\$420,914)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Human Services

Total: \$663,624 FTE: 7.5

FULL TIME EQUIVALENT (FTE) SUMMARY

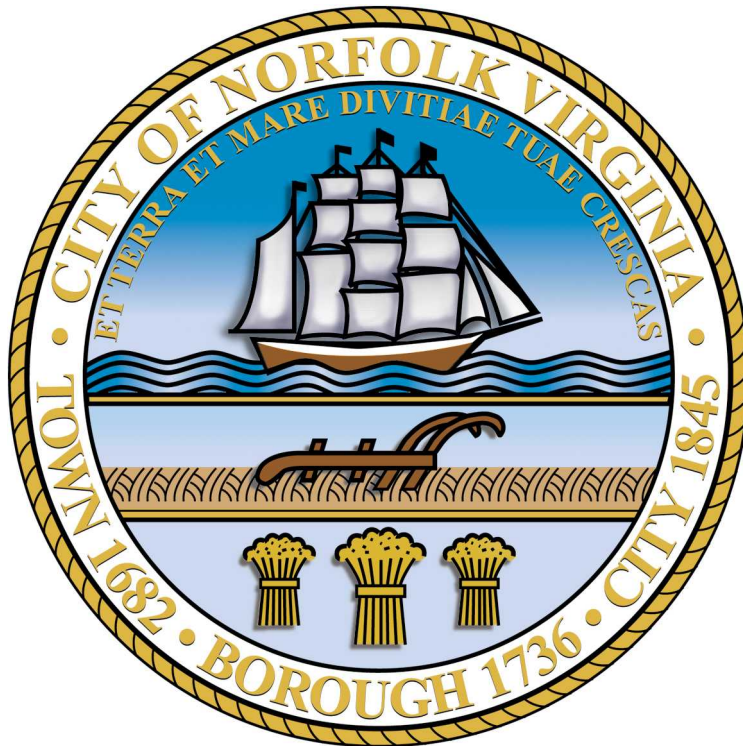
	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant II	1 12	\$45,670	\$74,477	1	0	1
Accounting Technician II	1 07	\$30,273	\$49,401	3	0	3
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	7	1	8
Applications Development Team Supervisor	1 17	\$66,188	\$108,018	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	1	0	1
Benefit Programs Specialist I	1 09	\$35,479	\$57,846	31	-14	17
Benefit Programs Specialist II	1 11	\$42,029	\$68,583	98	14	112
Benefit Programs Specialist, Senior	1 12	\$45,670	\$74,477	17	0	17
Benefit Programs Supervisor	1 13	\$49,257	\$80,317	24	0	24
Benefit Programs Supervisor, Senior	1 14	\$53,581	\$88,622	4	0	4
Business Manager	1 13	\$49,257	\$80,317	3	0	3
Community Assessment Team Coordinator	1 11	\$42,029	\$68,583	1	0	1
Cook	1 04	\$24,032	\$39,189	5	0	5
Data Quality Control Analyst	1 07	\$30,273	\$49,401	1	0	1
Data Quality Control Manager	1 09	\$35,479	\$57,846	1	0	1
Detention Center Assistant Superintendent	1 14	\$53,581	\$88,622	2	0	2
Detention Center Superintendent	1 20	\$79,846	\$130,201	1	0	1
Detention Center Supervisor	1 12	\$45,670	\$74,477	6	0	6
Director of Human Services	1 24	\$97,496	\$167,171	1	0	1
Facilities Manager	1 13	\$49,257	\$80,317	0	1	1
Family Services Associate	1 07	\$30,273	\$49,401	2	0	2
Family Services Supervisor	1 14	\$53,581	\$88,622	19	1	20
Family Services Worker I	1 11	\$42,029	\$68,583	39	2.5	41.5
Family Services Worker II	1 12	\$45,670	\$74,477	40	2	42
Family Services Worker III	1 13	\$49,257	\$80,317	4	0	4
Fiscal Manager II	1 14	\$53,581	\$88,622	2	0	2
Fiscal Monitoring Specialist I	1 11	\$42,029	\$68,583	4	1	5
Fiscal Monitoring Specialist II	1 13	\$49,257	\$80,317	2	0	2
Food Service Manager	1 11	\$42,029	\$68,583	1	0	1
Fraud Investigator	1 12	\$45,670	\$74,477	3	0	3
Fraud Supervisor	1 12	\$45,670	\$74,477	1	0	1
Human Resources Technician	1 10	\$38,457	\$62,711	1	0	1
Human Services Aide	1 05	\$25,934	\$42,329	37	0	37
Laundry Worker	1 01	\$19,242	\$31,613	1	0	1
Maintenance Mechanic I	1 06	\$28,261	\$46,079	1	0	1
Maintenance Supervisor I	1 11	\$42,029	\$68,583	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Management Analyst I	1 11	\$42,029	\$68,583	1	1	2
Management Services Administrator	1 18	\$70,758	\$115,380	1	0	1
Messenger/Driver	1 02	\$20,702	\$33,761	2	0	2
Microcomputer Systems Analyst, Senior	1 14	\$53,581	\$88,622	2	0	2
Office Assistant	1 03	\$22,296	\$36,360	6	0	6
Office Manager	1 10	\$38,457	\$62,711	3	0	3
Operations Controller	1 16	\$61,954	\$101,010	1	0	1
Operations Manager	1 14	\$53,581	\$88,622	1	0	1
Personnel Specialist	1 11	\$40,805	\$66,586	1	-1	0
Programmer/Analyst V	1 16	\$61,954	\$101,010	2	0	2
Programs Manager	1 15	\$58,004	\$94,838	7	0	7
Self-Sufficiency Specialist I	1 10	\$38,457	\$62,711	1	0	1
Self-Sufficiency Specialist II	1 11	\$42,029	\$68,583	13	-2	11
Self-Sufficiency Specialist, Senior	1 12	\$45,670	\$74,477	3	1	4
Self-Sufficiency Supervisor	1 13	\$49,257	\$80,317	2	0	2
Staff Technician II	1 09	\$35,479	\$57,846	1	0	1
Support Technician	1 05	\$25,934	\$42,329	23	0	23
Youth Detention Specialist I	1 09	\$35,479	\$57,846	2	0	2
Youth Detention Specialist II	1 10	\$38,457	\$62,711	28	0	28
Youth Detention Specialist III	1 11	\$42,029	\$68,583	15	0	15
Total				483	7.5	490.5

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Public Safety



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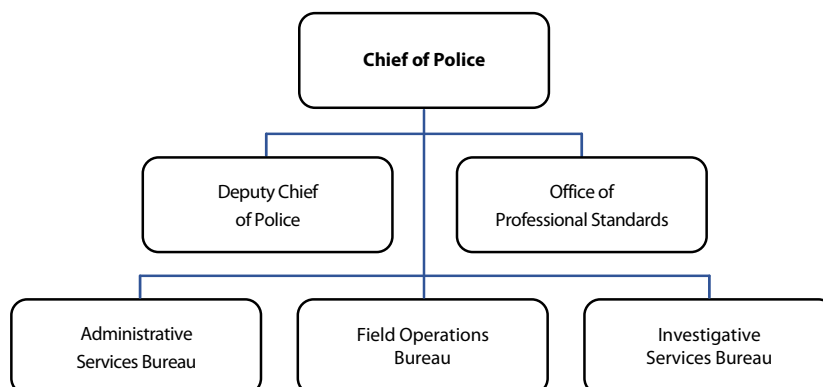
POLICE

MISSION STATEMENT

In partnership with the community, the Norfolk Police Department enhances the safety and quality of life in the City of Norfolk and builds trusting relationships with those we serve through fair and impartial practices.

DEPARTMENT OVERVIEW

The Department of Police is structured to deliver services to the residents of the City of Norfolk in the most efficient and effective manner. The Chief's Office includes the Deputy Police Chief, Office of Professional Standards, and the Office of Public Relations, Information, Marketing, and Engagement (PRIME) Affairs. The Administrative Services function includes the Office of Support Services, Public Safety Financial Management, Central Records, Training, and Facilities Management. The Field Operations function includes three patrol divisions and the Homeland Security Division. The Investigative Services function includes the Detective Division, the Vice and Narcotics Division, and the Criminal Intelligence Unit.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$68,065,476	\$69,217,174	\$73,451,230	\$74,934,801
Materials, Supplies, and Repairs	\$3,170,240	\$2,908,896	\$2,861,715	\$2,850,130
Contractual Services	\$955,396	\$854,551	\$968,988	\$1,006,987
Equipment	\$640,882	\$690,171	\$737,867	\$945,100
Department Specific Appropriation	\$182,623	\$0	\$0	\$0
Total	\$73,014,617	\$73,670,792	\$78,019,800	\$79,737,018

ADOPTED FY 2022 BUDGET ACTIONS

• **Increase pay for Police Officers** **FY 2022 \$1,451,750 FTE: 0**

Provide funds to regrade Police Officers in the Sworn Public Safety Pay Plan from grade three to grade four. This action increases starting pay for Police Officers by \$7,335 from \$43,500 to \$50,835. As a result, based on 2020 regional compensation plans, Norfolk Police Officers will have the highest starting pay for Officers after graduating the academy. The increase in pay positively impacts 488 Police Officers with an average increase of 7.3 percent.

• **Provide funds for a citywide compensation increase** **FY 2022 \$1,584,860 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Provide funds for in-car camera contract** **FY 2022 \$187,560 FTE: 0**

Technical adjustment to provide funds for in-car camera replacement and maintenance contract. The new contract was executed in FY 2021 for the replacement, maintenance, and video storage of approximately 120 in-car camera units. In-car cameras are placed in patrol vehicles and provide video footage of police response and interaction that complements video captured by body-worn cameras.

• **Provide social security for sworn public safety new hires** **FY 2022 \$139,965 FTE: 0**

Technical adjustment to begin paying the 6.2 percent employer federal payroll tax for sworn public safety new hires. In FY 2022, Sworn Police and Fire-Rescue new hires will participate in the Virginia Retirement System (VRS) Hazardous Duty retirement plan that includes social security benefits based on federal eligibility guidelines.

• **Increase funds for telephone expenses based on utilization** **FY 2022 \$34,080 FTE: 0**

Technical adjustment to support additional mobile telephone devices. The additional telephones were purchased to support ongoing efforts for remote work and department communication. This action aligns funding with utilization.

• **Increase funds for body worn camera maintenance** **FY 2022 \$24,600 FTE: 0**

Technical adjustment to increase funds for the renewal and maintenance of body worn cameras. The additional funding allows the department to continue to update and maintain body worn cameras and video storage solutions. Total costs will increase by \$24,600 from \$464,184 in FY 2021 to \$488,784 in FY 2022.

• **Increase funds for ammunition based on utilization** **FY 2022 \$11,415 FTE: 0**

Technical adjustment to align the funds for ammunition within the Training program based on utilization. This action increases the budget for ammunition by \$11,415 from \$115,675 in FY 2021 to \$127,090 in FY 2022.

• **Adjust funds for Tazewell lease** **FY 2022 \$4,419** **FTE: 0**

Technical adjustment to increase funds for rent at Tazewell based on the existing lease agreement. Projected rent costs will increase by \$4,419 from \$294,604 in FY 2021 to \$299,023 in FY 2022.

• **Adjust costs for Fleet expenditures** **FY 2022 (\$28,427)** **FTE: 0**

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

• **Adjust required contribution to the city retirement system** **FY 2022 \$27,135** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 (\$128,471)** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures** **FY 2022 (\$1,591,668)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Police

Total: \$1,717,218 **FTE: 0**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant I	1 11	\$42,029	\$68,583	1	0	1
Accounting Technician II	1 07	\$30,273	\$49,401	1	0	1
Administrative Assistant I	1 09	\$35,479	\$57,846	11	0	11
Administrative Assistant II	1 10	\$38,457	\$62,711	2	0	2
Assistant Chief Of Police	5 10	\$108,768	\$129,137	3	0	3
Bureau Manager	1 18	\$70,758	\$115,380	1	0	1
Chief of Police	1 25	\$105,275	\$177,888	1	0	1
Compliance Inspector	1 10	\$38,457	\$62,711	1	0	1
Crime Analyst	1 12	\$45,670	\$74,477	2	0	2
Crime Analyst, Senior	1 13	\$49,257	\$80,317	2	0	2
Custodian	1 02	\$20,702	\$33,761	1	0	1
Deputy Chief of Police	1 22	\$87,620	\$147,347	1	0	1
Financial Operations Manager	1 15	\$58,004	\$94,838	1	0	1
Fiscal Manager II	1 14	\$53,581	\$88,622	1	0	1
Fiscal Monitoring Specialist II	1 13	\$49,257	\$80,317	1	0	1
Health & Fitness Facilitator	1 10	\$38,457	\$62,711	1	0	1
Humane Officer I	1 09	\$35,479	\$57,846	7	0	7
Humane Officer II	1 11	\$42,029	\$68,583	1	0	1
Management Analyst I	1 11	\$42,029	\$68,583	0	1	1
Management Analyst II	1 13	\$49,257	\$80,317	3	0	3
Management Analyst III	1 14	\$53,581	\$88,622	2	0	2
Office Assistant	1 03	\$22,296	\$36,360	1	0	1
Operations Manager	1 14	\$53,581	\$88,622	1	0	1
Operations Officer I	1 07	\$30,273	\$49,401	12	0	12
Operations Officer II	1 08	\$32,758	\$53,420	4	0	4
Personnel Specialist	1 11	\$40,805	\$66,586	1	-1	0
Police Captain	5 09	\$91,207	\$113,702	11	0	11
Police Corporal	5 05	\$55,002	\$79,422	47	0	47
Police Identification Clerk	1 05	\$25,934	\$42,329	1	0	1
Police Lieutenant	5 08	\$81,059	\$101,051	30	0	30
Police Officer	5 04	\$50,835	\$75,240	563	-8	555
Police Records & Identification Section Supervisor	1 12	\$45,670	\$74,477	1	0	1
Police Recruit	5 01	\$41,200	\$41,200	28	8	36
Police Sergeant	5 07	\$66,023	\$93,012	72	0	72
Program Administrator	1 13	\$49,257	\$80,317	1	0	1
Programmer/Analyst III	1 14	\$53,581	\$88,622	1	0	1
Programmer/Analyst IV	1 15	\$58,004	\$94,838	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Programmer/Analyst V	1 16	\$61,954	\$101,010	1	0	1
Programs Manager	1 15	\$58,004	\$94,838	1	0	1
Project Coordinator	1 13	\$49,257	\$80,317	2	0	2
Property & Evidence Technician	1 09	\$35,479	\$57,846	4	0	4
Public Services Coordinator	1 11	\$42,029	\$68,583	1	0	1
Software Analyst	1 13	\$49,257	\$80,317	1	0	1
Staff Technician I	1 08	\$32,758	\$53,420	1	0	1
Stenographic Reporter	1 10	\$38,457	\$62,711	4	0	4
Support Technician	1 05	\$25,934	\$42,329	25	0	25
Total				859	0	859

Composition of sworn police force changes based on career progression and the size of the active recruit class.

FIRE-RESCUE

MISSION STATEMENT

Norfolk Fire-Rescue protects life, property, and the environment by preventing and suppressing fires, mitigating hazards, caring for the sick and injured, and providing public education.

DEPARTMENT OVERVIEW

Operations: Responsible for all emergency services provided by the Department including fire suppression, emergency medical care and transport, hazardous materials mitigation, technical rescue, water rescue, and terrorism response. In addition, Operational forces perform pre-incident survey site visits as well as public service activities including smoke alarm surveys and installations, Hands Only CPR, Active Threat Response/Stop-the-Bleed training for citizens, and blood pressure checks as requested.

Fire Marshal's Office: Responsible for fire prevention and life safety through fire code inspections and enforcement as well as environmental code enforcement. Fire Marshal's Office personnel also perform fire and arson investigations, participate in City and Regional task forces, and the Norfolk Police-Fire Bomb Squad.

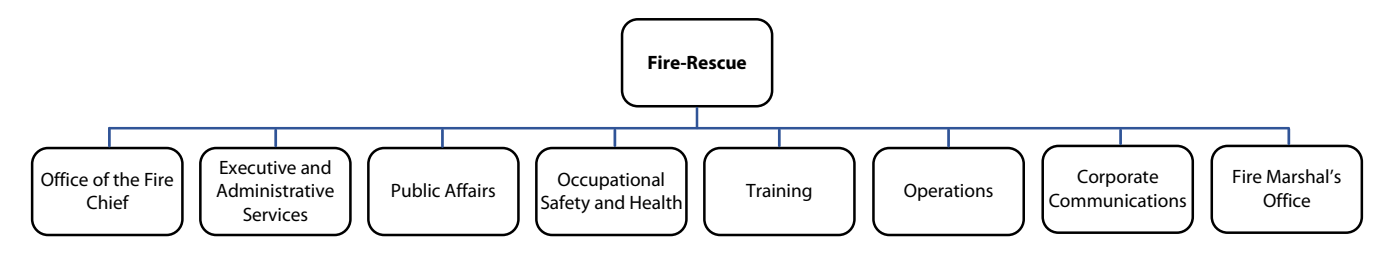
Training and Professional Development: Responsible for all Fire-Rescue initial training and recertification training programs in the subject areas of basic and advanced firefighting, basic and advanced emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control. This Fire-Rescue Division also coordinates the education and implementation of cutting-edge emergency medical care techniques and research projects.

Occupational Safety and Health: Responsible for Fire-Rescue employee health and wellness programs, emergency incident and workplace safety, risk management, disability management, and loss prevention.

Public Affairs: Responsible for public outreach programs, media relations and public information, marketing, recruitment, and public fire and life safety education.

Corporate Communications: Responsible for information technology, performance measurement, quality assurance/quality improvement, strategic planning, fire and EMS reporting records management, and emergency medical services billing.

Executive and Administrative Services: Responsible for procurement and supply of equipment, apparatus, materials and supplies, as well as clerical and administrative support.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$44,275,506	\$45,870,893	\$46,015,604	\$48,795,587
Materials, Supplies, and Repairs	\$2,306,471	\$2,166,390	\$2,118,751	\$2,142,486
Contractual Services	\$434,712	\$407,481	\$432,402	\$455,132
Equipment	\$18,888	\$0	\$76,950	\$76,950
Total	\$47,035,577	\$48,444,764	\$48,643,707	\$51,470,155

ADOPTED FY 2022 BUDGET ACTIONS

- Increase pay for certain Firefighter ranks** **FY 2022 \$200,000** **FTE: 0**

Provide funds to regrade Firefighter EMT-Intermediate, EMT-Paramedic, and Fire Inspector ranks. This will incentivize firefighters to earn a paramedic designation and maintain parity between the EMT-I rank and the Police Officer rank which was similarly regraded. This action impacts 140 firefighters and provides an average salary increase of 4.9 percent.

- Provide funds for Emergency Medical Transport personnel** **FY 2022 \$411,160** **FTE: 0**

Provide one-time funds to support recruit over hires and overtime in FY 2022. Over hires will be required to permanently increase minimum staffing levels. Overtime is expected to increase until the next academy graduates in spring 2022. This action supports placing one additional medic in full-time operations. The additional medic will allow Emergency Medical Response times to remain efficient despite the closure of DePaul hospital and the longer commute time for transporting patients to other emergency medical locations in the city.

- Provide funds for a citywide compensation increase** **FY 2022 \$1,016,910** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Provide social security for sworn public safety new hires** **FY 2022 \$102,093** **FTE: 0**

Technical adjustment to begin paying the 6.2 percent employer federal payroll tax for sworn public safety new hires. In FY 2022, Sworn Police and Fire-Rescue new hires will participate in the Virginia Retirement System (VRS) Hazardous Duty retirement plan that includes social security benefits based on federal eligibility guidelines.

- **Increase funds for medical supplies based on utilization**

FY 2022 \$31,731 FTE: 0

Technical adjustment to align funds for medical supplies for the Emergency Medical Transport program. The three year average spending for medical supplies for the operating budget is \$67,481, increasing the budget amount by \$31,731 in FY 2022 will align budget to actual spending. Single use medical supplies are used on every medical response by Fire-Rescue. Supplies are funded by a combination of Four for Life grant funds and operating funds.

- **Support increase for water and sewer rates**

FY 2022 \$19,317 FTE: 0

Technical adjustment to provide additional funding for water and sewer rate increases. Per city code, the water and sewer rates will increase by 3.5 percent and four percent, respectively.

- **Adjust funds for fire station electricity costs**

FY 2022 \$14,920 FTE: 0

Technical adjustment to align funds for electricity costs based on utilization. Electricity costs for Norfolk Fire-Rescue has increased an average of two percent over the last two fiscal years across all fire stations.

- **Adjust funds for Tazewell lease**

FY 2022 \$3,413 FTE: 0

Technical adjustment to increase lease payments at the Tazewell building for administrative offices. A ten-year lease agreement was signed in FY 2018. Total costs will increase by \$3,413 from \$227,549 in FY 2021 to \$230,962 in FY 2022.

- **Adjust costs for Fleet expenditures**

FY 2022 (\$22,916) FTE: 0

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

- **Adjust required contribution to the city retirement system**

FY 2022 \$260,598 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$784,905 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$4,317 FTE: 0

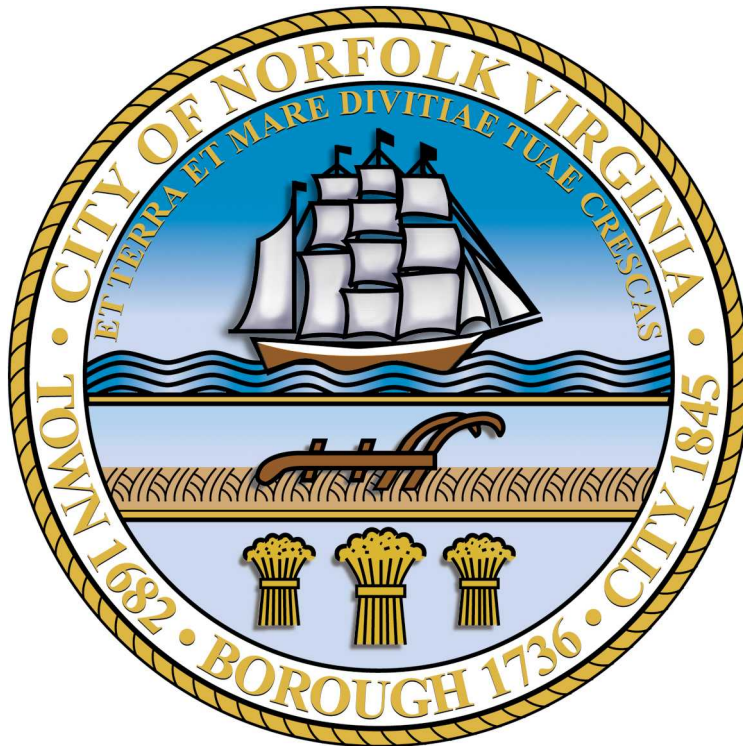
Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Administrative Assistant II	1 10	\$38,457	\$62,711	2	0	2
Administrative Technician	1 07	\$30,273	\$49,401	1	0	1
Assistant Fire Chief	5 10	\$108,768	\$129,137	4	0	4
Assistant Fire Marshal	5 06	\$56,187	\$81,133	3	0	3
Battalion Fire Chief	5 09	\$91,207	\$113,702	16	0	16
Chief of Fire-Rescue	1 25	\$105,275	\$177,888	1	0	1
Deputy Fire Chief	5 11	\$110,313	\$130,972	1	0	1
Deputy Fire Marshal	5 07	\$66,023	\$93,012	1	0	1
Executive Assistant	1 12	\$45,670	\$74,477	1	0	1
Fire Captain	5 07	\$66,023	\$93,012	46	0	46
Fire Inspector	5 05	\$55,002	\$79,422	11	0	11
Fire Lieutenant	5 06	\$56,187	\$81,133	36	0	36
Firefighter EMT	5 2A	\$42,403	\$55,791	6	0	6
Firefighter EMT - Advanced	5 02	\$43,724	\$64,715	213	7	220
Firefighter EMT-I	5 04	\$50,835	\$75,240	42	-9	33
Firefighter EMT-P	5 05	\$55,002	\$79,422	94	10	104
Firefighter Recruit	5 01	\$41,200	\$41,200	32	-8	24
Media Production Specialist	1 12	\$45,670	\$74,477	1	0	1
Programmer/Analyst III	1 14	\$53,581	\$88,622	1	0	1
Programs Manager	1 15	\$58,004	\$94,838	1	0	1
Total				514	0	514

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Public Works



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PUBLIC WORKS

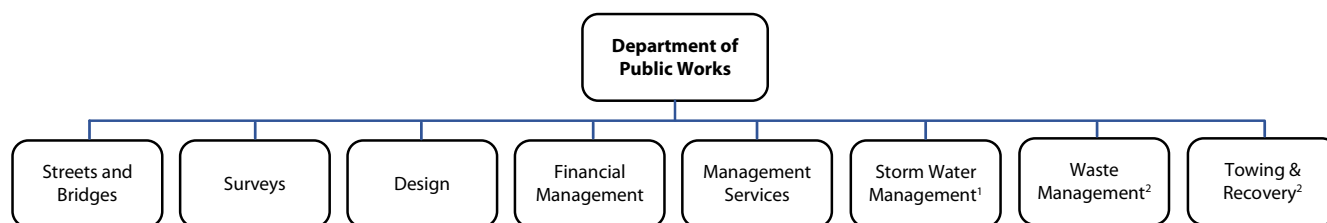
MISSION STATEMENT

The Department of Public Works builds, maintains, and operates the physical facilities that support and enhance the lives of Norfolk's residents, businesses, and visitors, including the city's storm water system, and municipal solid waste collection system.

DEPARTMENT OVERVIEW

The Department of Public Works offers a wide variety of services and is organized into four field divisions and two administrative divisions.

- The Operations Division maintains 2,200 lane miles of asphalt and concrete streets, 1,225 miles of curbs and gutters, 1,000 miles of sidewalks, and 53 bridge structures. This division also coordinates the city's emergency recovery from man-made and natural disasters including snow, ice, and tropical storms.
- The Design and Construction Division provides design and contract technical support for construction of new and existing facilities.
- The Surveys Division provides land surveying services, research and support for city departments, manages subdivision process, and maintains official plats, records, and control monuments.
- The Management Services Division is responsible for media, community, and public relations. This division is also responsible for general administration, information technology, and human resources including employee training throughout the department.
- The Financial Management Division is responsible for collections, disbursements, and maintenance of funds as well as fiscal and budgetary monitoring and support.
- The Department of Public Works also manages Environmental Storm Water, Towing and Recovery Services, and Waste Management. Storm Water is listed under the Enterprise Fund section of the budget document. Waste Management and Towing and Recovery Services are considered special revenue funds and are listed in the Special Revenue section of the budget document.



¹ Also shown in the Enterprise Fund section

² Also shown in the Special Revenue Fund section

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$13,603,300	\$8,940,779	\$9,302,085	\$9,973,799
Materials, Supplies, and Repairs	\$7,703,465	\$1,127,051	\$2,190,673	\$2,158,864
Contractual Services	\$494,475	\$274,808	\$342,584	\$353,134
Equipment	\$258,584	\$121,665	\$131,251	\$308,151
Department Specific Appropriation	\$4,263,231	\$3,372,137	\$4,530,321	\$5,880,321
Total	\$26,323,055	\$13,836,440	\$16,496,914	\$18,674,269

ADOPTED FY 2022 BUDGET ACTIONS

• **Increase funds for street maintenance** **FY 2022 \$1,000,000** **FTE: 0**

Increase funds for street resurfacing in the Street Maintenance and Repair program. The additional funds will assist the city in keeping the road network in a good state of repair. This action begins to move street maintenance in line with a 20 year maintenance cycle, which will require an additional \$4 million over four years.

• **Support median beautification and litter removal** **FY 2022 \$806,512** **FTE: 12**

Provide funds for 12 positions and three vehicles to support citywide litter removal and beautification. The three crews will patrol zones across the city collecting litter and trash.

• **Provide funds for a citywide compensation increase** **FY 2022 \$205,146** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Increase funds for median fencing repairs** **FY 2022 \$50,000** **FTE: 0**

Technical adjustment to increase funding for median fencing repairs and replacement. The additional funding will allow for more timely repairs and replacement of damaged median fencing.

• **Adjust costs for Fleet expenditures** **FY 2022 (\$9,359)** **FTE: 0**

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

- **Adjust required contribution to the city retirement system**

FY 2022 \$7,476 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$38,457) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$156,037 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Public Works

Total: \$2,177,355 FTE: 12

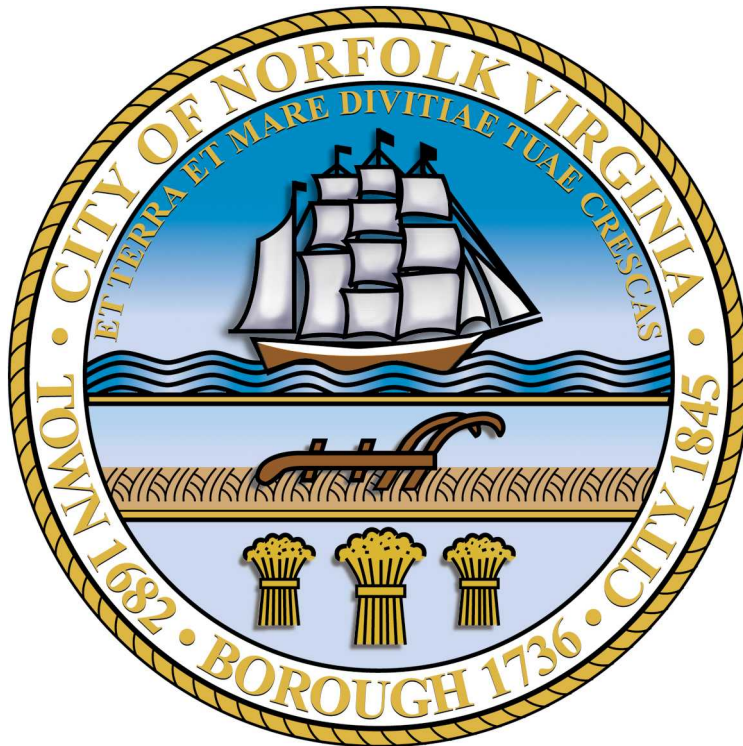
FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant II	1 12	\$45,670	\$74,477	1	0	1
Accounting Technician II	1 07	\$29,391	\$47,962	1	-1	0
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	2	1	3
Applications Analyst	1 14	\$53,581	\$88,622	1	0	1
Architect II	1 16	\$61,954	\$101,010	1	0	1
Architect III	1 17	\$66,188	\$108,018	1	0	1
Architect IV	1 18	\$70,758	\$115,380	1	0	1
Asphalt Plant Operator II	1 09	\$35,479	\$57,846	1	0	1
Assistant City Engineer	1 19	\$75,118	\$122,164	2	0	2
Assistant Director	1 21	\$83,391	\$138,774	1	0	1
Assistant Streets Engineer	1 15	\$58,004	\$94,838	2	0	2
Automotive Mechanic	1 10	\$38,457	\$62,711	1	0	1
Bridge Inspection Supervisor	1 13	\$49,257	\$80,317	1	0	1
Bridge Maintenance Supervisor	1 13	\$49,257	\$80,317	1	0	1
Building / Equipment Maintenance Supervisor	1 11	\$42,029	\$68,583	1	0	1
Business Manager	1 13	\$49,257	\$80,317	1	0	1
City Engineer	1 21	\$83,391	\$138,774	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
City Surveyor	1 18	\$70,758	\$115,380	1	0	1
Civil Engineer III	1 16	\$61,954	\$101,010	3	0	3
Civil Engineer IV	1 17	\$66,188	\$108,018	2	0	2
Civil Engineer V	1 18	\$70,758	\$115,380	1	0	1
Construction Inspector I	1 09	\$35,479	\$57,846	1	0	1
Construction Inspector II	1 11	\$42,029	\$68,583	5	0	5
Construction Inspector III	1 12	\$45,670	\$74,477	3	0	3
Contract Monitoring Specialist	1 11	\$42,029	\$68,583	1	0	1
Crew Leader I	1 09	\$35,479	\$57,846	0	3	3
Design/Construction Project Manager, Senior	1 17	\$66,188	\$108,018	3	0	3
Director of Public Works	1 24	\$97,496	\$167,171	1	0	1
Engineering Technician II	1 11	\$42,029	\$68,583	3	0	3
Engineering Technician III	1 12	\$45,670	\$74,477	1	0	1
Equipment Operator II	1 07	\$30,273	\$49,401	18	0	18
Equipment Operator III	1 08	\$32,758	\$53,420	12	-2	10
Equipment Operator IV	1 09	\$35,479	\$57,846	1	0	1
Executive Assistant	1 12	\$45,670	\$74,477	1	0	1
Geographic Information Systems Specialist II	1 12	\$45,670	\$74,477	1	0	1
Geographic Information Systems Technician II	1 11	\$40,805	\$66,586	1	-1	0
Groundskeeper	1 04	\$24,032	\$39,189	0	9	9
Instrument Technician	1 08	\$32,758	\$53,420	3	0	3
Lead Mason	1 07	\$30,273	\$49,401	5	0	5
Maintenance Mechanic I	1 06	\$28,261	\$46,079	1	0	1
Maintenance Worker I	1 04	\$24,032	\$39,189	6	1	7
Maintenance Worker II	1 06	\$28,261	\$46,079	8	0	8
Management Analyst I	1 11	\$42,029	\$68,583	1	0	1
Management Analyst II	1 13	\$49,257	\$80,317	0	2	2
Management Analyst III	1 14	\$53,581	\$88,622	1	0	1
Mason	1 06	\$28,261	\$46,079	6	0	6
Program Supervisor	1 13	\$49,257	\$80,317	1	0	1
Project Manager	1 16	\$61,954	\$101,010	2	0	2
Staff Technician II	1 09	\$35,479	\$57,846	1	0	1
Street Maintenance Supervisor	1 10	\$38,457	\$62,711	9	0	9
Support Technician	1 05	\$25,934	\$42,329	1	0	1
Survey Party Chief	1 10	\$38,457	\$62,711	2	0	2
Utility Maintenance Supervisor, Senior	1 13	\$49,257	\$80,317	2	0	2
Total				129	12	141

Transit



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TRANSIT

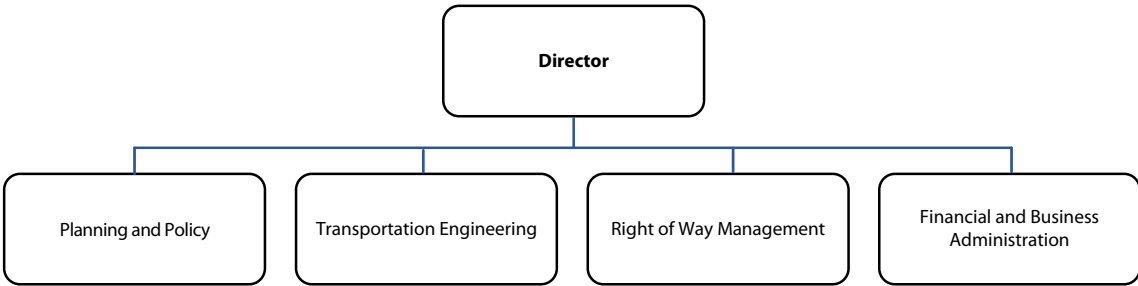
MISSION STATEMENT

The Department of Transit aims to achieve complete, safe, and healthy streets that support mobility beyond boundaries through innovative and strategic multimodal transportation planning, project development, programming of local, state, and federal funds that lead to implementation of multimodal transportation projects.

DEPARTMENT OVERVIEW

The Department of Transit is responsible for planning, developing, and operating a multimodal transportation system that supports all modes of transportation, including biking, walking, and public transportation. The department is comprised of four divisions that function collectively to make travel safe and efficient, streetscapes more attractive, and provide multimodal options.

- The Planning and Policy Division is responsible for developing and maintaining the city's Multimodal Transportation Master Plan, public transportation service evaluation, environmental evaluations, GIS mapping, data management, safety education, and public engagement.
- The Transportation Engineering Division is responsible for the design and construction management for the city and Virginia Department of Transportation projects. The division includes the Traffic Operations Center and Traffic Management Center that operates and maintains the traffic signal and traffic management systems, maintains all street signs and pavement markings, coordinates the installation of street lighting, and assist with special events.
- The Right of Way Division coordinates, permits, and inspects construction and other activity within the roadways and serves as the liaison to developers, contractors, and private utility companies. The division generates General Fund revenue annually through permit and franchise utility fees which are, in turn, used for city right of way upkeep.
- The Division of Financial and Business Administration is responsible for collection, disbursements, and maintenance of funds as well as fiscal and budgetary monitoring and support.



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$0	\$4,726,103	\$4,910,732	\$5,239,346
Materials, Supplies, and Repairs	\$0	\$5,411,168	\$5,412,498	\$5,427,148
Contractual Services	\$0	\$717,658	\$545,400	\$215,300
Equipment	\$0	\$9,373	\$18,000	\$18,000
Department Specific Appropriation	\$0	\$488,249	\$1,047,687	\$1,039,787
Debt Service/Transfers to CIP	\$0	\$75,000	\$0	\$0
Total	\$0	\$11,427,551	\$11,934,317	\$11,939,581

ADOPTED FY 2022 BUDGET ACTIONS

- **Increase funds for signs and pavement markings maintenance**

FY 2022 \$100,000 FTE: 0

Provide funds to increase signs and pavement marking maintenance for the Traffic Operations program. These funds will be used to assist in the manufacturing, installation, and maintenance of over 40,000 traffic control and regulatory signs within the city. Funds will also support maintaining paving markings, crosswalks, lane lines, messages and symbols on the roadway to provide safe and orderly operation of vehicular and pedestrian traffic. The increase in funding will expand the department's capacity to procure materials and equipment needed to maintain the city's signs and pavement markings.

- **Provide funds for a citywide compensation increase**

FY 2022 \$113,302 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Remove one-time funds for Multimodal Transportation Plan**

FY 2022 (\$396,000) FTE: 0

Technical adjustment to remove one-time funds provided in FY 2021 to develop a multimodal plan. The multimodal plan includes planning for pedestrian, bike, transit, rail, freight, and auto transportation. The plan will support the city's commitment to be a Vision Zero city.

- **Increase funds to support project development costs**

FY 2022 \$75,000 FTE: 0

Technical adjustment to increase funds for project development costs related to projects in the Capital Improvement Plan. Funds will be used to support community outreach including flyers, printing, direct mailings, and notices. These funds will also support costs for traffic counts, studies, and project bid advertisements.

- **Realize electricity savings from street lighting** **FY 2022 (\$100,000) FTE: 0**

Technical adjustment to reduce funds for street lighting. The reduction is a result of electricity savings due to the conversion of street lights to LED. The savings are transferred to the Capital Improvement Plan to fund more street light conversion projects.

- **Adjust required contribution to the city retirement system** **FY 2022 \$47,602 FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2022 \$143,832 FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures** **FY 2022 \$21,528 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Transit

Total: \$5,264 FTE: 0

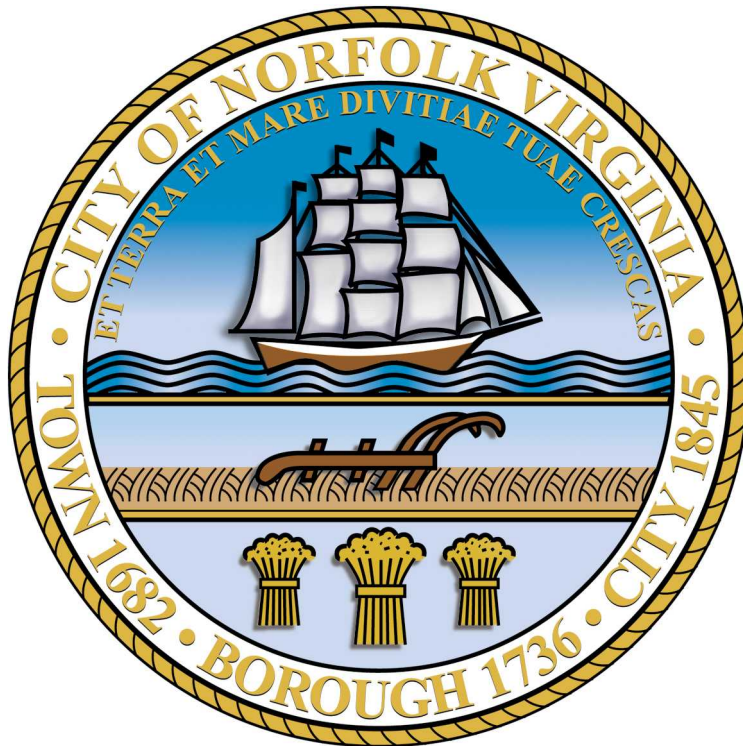
FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant III	1 13	\$49,257	\$80,317	1	0	1
Administrative Assistant I	1 09	\$35,479	\$57,846	2	0	2
Administrative Technician	1 07	\$30,273	\$49,401	0	1	1
Assistant City Engineer	1 19	\$75,118	\$122,164	1	0	1
Business Manager	1 13	\$49,257	\$80,317	1	0	1
City Planner I	1 12	\$45,670	\$74,477	0	1	1
City Transportation Engineer	1 20	\$79,846	\$130,201	1	0	1
Civil Engineer I	1 14	\$53,581	\$88,622	0	1	1
Civil Engineer II	1 15	\$58,004	\$94,838	1	0	1
Civil Engineer III	1 16	\$61,954	\$101,010	3	0	3
Civil Engineer IV	1 17	\$66,188	\$108,018	1	0	1
Civil Engineer V	1 18	\$70,758	\$115,380	1	0	1
Construction Inspector II	1 11	\$42,029	\$68,583	4	-1	3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Construction Inspector III	1 12	\$45,670	\$74,477	3	0	3
Design/Construction Project Manager, Senior	1 17	\$66,188	\$108,018	1	0	1
Director of Transit	1 24	\$97,496	\$167,171	1	0	1
Engineering Technician II	1 11	\$42,029	\$68,583	4	0	4
Geographic Information Systems Specialist III	1 15	\$58,004	\$94,838	2	0	2
Maintenance Shop Manager	1 13	\$49,257	\$80,317	1	0	1
Maintenance Worker I	1 04	\$24,032	\$39,189	1	0	1
Management Analyst III	1 14	\$53,581	\$88,622	1	0	1
Network Engineer II	1 16	\$61,954	\$101,010	0	1	1
Operations Manager	1 14	\$53,581	\$88,622	2	0	2
Project Manager	1 16	\$61,954	\$101,010	1	0	1
Right of Way Permit Supervisor	1 15	\$58,004	\$94,838	1	0	1
Superintendent of Traffic Operations	1 16	\$61,954	\$101,010	1	0	1
Traffic Engineering Assistant	1 14	\$52,020	\$86,041	2	-2	0
Traffic Maintenance Technician I	1 07	\$30,273	\$49,401	9	-4	5
Traffic Maintenance Technician II	1 08	\$32,758	\$53,420	0	2	2
Traffic Maintenance Technician III	1 09	\$35,479	\$57,846	1	0	1
Traffic Sign Fabricator I	1 07	\$30,273	\$49,401	0	1	1
Traffic Sign Fabricator II	1 08	\$32,758	\$53,420	2	-1	1
Traffic Signal Technician I	1 09	\$35,479	\$57,846	4	-1	3
Traffic Signal Technician II	1 11	\$42,029	\$68,583	1	2	3
Traffic Signal Technician III	1 11	\$40,805	\$66,586	1	-1	0
Traffic Signal Technician IV	1 13	\$49,257	\$80,317	6	1	7
Transportation Strategic Planner	1 19	\$75,118	\$122,164	1	0	1
Total				62	0	62

Debt Service



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DEBT SERVICE

The city traditionally issues General Obligation (G.O.) bonds to provide funding for a wide variety of general infrastructure improvements that directly help meet basic needs and improve the quality of life of every Norfolk resident. G.O. bonds are a type of borrowing, similar to a home mortgage, used by local governments to finance capital projects such as schools; public safety improvements, including police and fire facilities; street improvements; transportation projects such as new roads and sidewalks; neighborhood improvements like curbs and gutters; economic development, including promoting business growth and vitality; parks, recreation and open space facilities; cultural institutions, including the zoo and museums; and community recreation centers.

The city obtains money for these projects by selling its G.O. bonds to investors, also called bondholders. In exchange, the city pledges to repay what it borrowed (principal), plus interest, over a predetermined number of years. As presented below, debt service refers to the scheduled payments of principal and interest on the city's previously issued G.O. bonds and any new debt service resulting from a planned new issuance of bonds to finance approved capital projects. G.O. bonds are backed by the full faith and credit of the city, meaning that the city commits its full taxing authority to paying bondholders.

The city issues bonds because its capital needs exceed the ability to fund all capital projects with cash or current tax revenues. G.O. bond financing allows the city to spread the substantial costs of funding its capital program over multiple years. This kind of financing also allows the costs of capital projects to be spread over a number of years that better matches the expected useful life so that each generation (current and future) of taxpayers and users contributes a portion for the use of the infrastructure assets financed. Additionally, the Debt Service budget includes funding for the equipment and vehicle acquisition program. This program contains three categories:

- School buses
- City-owned vehicle replacement
- City-owned information technology equipment replacement

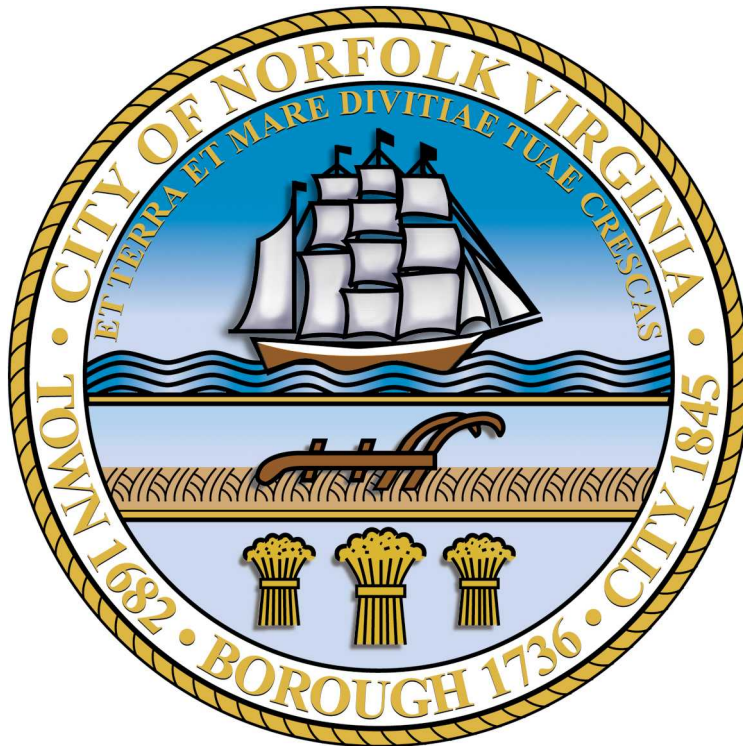
In Fiscal Year 2015, a Line of Credit (LOC) financing tool was established as an additional financing mechanism that allows better management of cash flow for capital project financing. A LOC partially funds the city's CIP cashflow needs by providing a low-cost, flexible interim financing option for capital projects and allows the city to draw funds "just-in-time." Use of this mechanism provides the city with greater flexibility regarding the timing of long-term bond issuances.

Expenditure Summary				
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Debt Principal & Interest ¹	60,687,634	69,012,667	67,282,004	71,873,164
Equipment Acquisition Principal & Interest	11,090,320	5,500,443	5,500,443	2,441,657
Bond Issuance Cost	438,609	569,268	500,000	500,000
Transfer to CIP	1,287,256	6,428,148	6,716,789	890,577
TOTAL	73,503,819	81,510,526	79,999,236	75,705,398

¹The amounts in FY 2020, FY 2021, and FY 2022 exclude debt service in Tourism Infrastructure funds found in the Outside Agencies section.

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Public School Education



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NORFOLK PUBLIC SCHOOLS

MISSION STATEMENT

The mission of Norfolk Public Schools (NPS), the cornerstone of a proudly diverse community, is to ensure all students maximize their academic potential, develop skills for lifelong learning, and are successful contributors to a global society, as distinguished by:

- Courageous advocacy for all students
- Family and community investment
- Data-driven personalized learning
- Strong and effective leadership teams
- Shared responsibility for teaching and learning
- Access to rigorous and rewarding college and career readiness opportunities

DIVISION OVERVIEW

NPS is the largest urban school division and the seventh largest division overall in the Commonwealth of Virginia. The division enrolls a racially and economically diverse population of approximately 28,500 students, supported by more than 4,600 employees in 50 facilities. The educational philosophy of the division is based on the belief that all children can achieve at high levels and that it is the responsibility of the staff and community to ensure each child reaches his or her highest potential.

NPS has a variety of programs to meet the needs of students. Programs within the traditional school setting include those for students with special needs, English as a Second Language, Title I, and Gifted Education. Auxiliary facilities house programs for students who need an alternate educational setting, as well as opportunities for trade and technical education. There are full-day kindergarten programs in all elementary schools except for those schools with grades three through five. There are three early childhood centers for three- and four-year-old children and pre-kindergarten programs in all elementary schools except those serving only grades three through five.

LEGAL AUTHORIZATION

Pursuant to Virginia law, all school divisions are fiscally dependent on the local government. As a fiscally dependent school division, NPS does not levy taxes or issue debt. All funds are appropriated to Norfolk Public Schools by the Norfolk City Council, which has authority to tax and incur debt.

The School Board derives its authority from the Commonwealth and has the constitutional responsibility to provide public education to the residents of Norfolk.

SCHOOL FUNDING

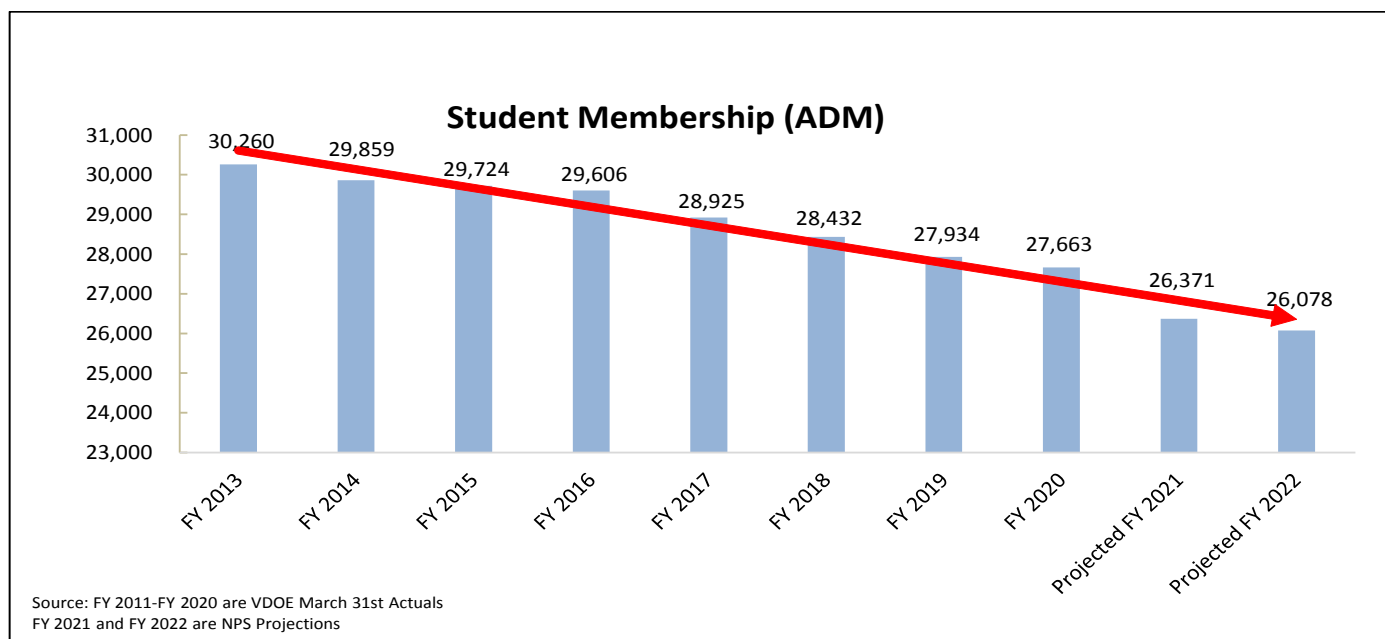
The division receives financial support from several sources:

- Commonwealth of Virginia
- City of Norfolk
- Federal Government
- Local Fees and Revenues

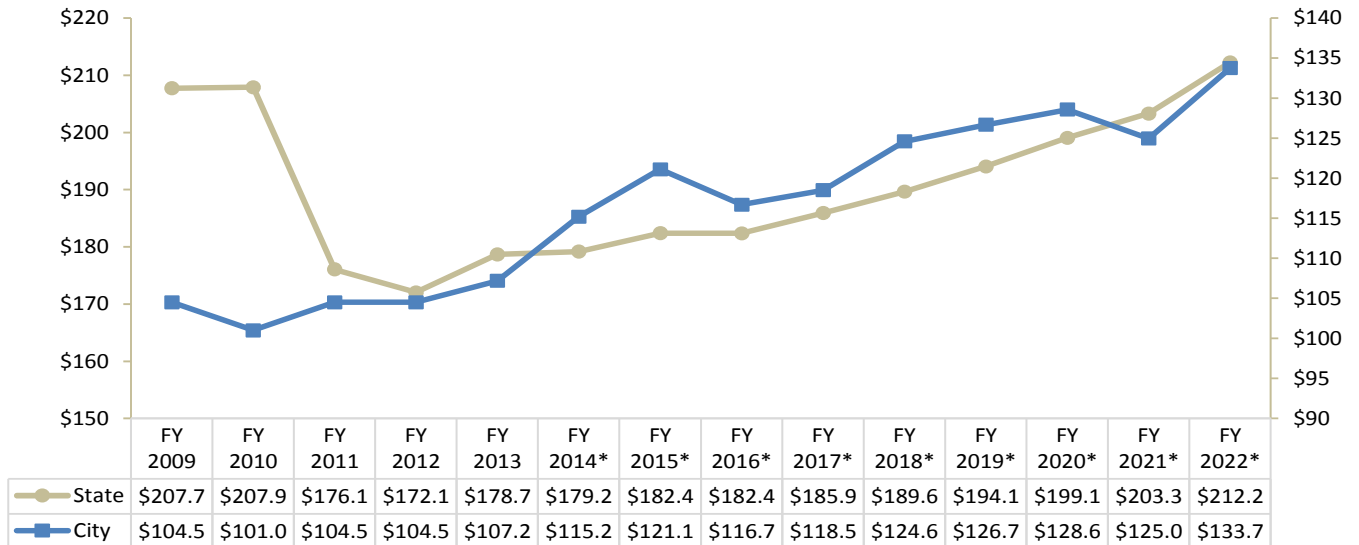
Commonwealth of Virginia: Support for public schools is a shared cost between the Commonwealth of Virginia and localities. Article VIII, Section 2 of the Constitution of Virginia authorizes the General Assembly to determine the cost of education as prescribed by the Standards of Quality (SOQ) and to establish the cost share between state and local governments. Sales tax revenue is used to offset Basic Aid costs. In FY 2013, 1¹/₄ cent of the Commonwealth's five-cent sales and use tax was dedicated to public school funding. In FY 2014, sales and use tax increased in Norfolk to six cents due to the statewide transportation bill, and of this 1³/₈ cent is dedicated to public school funding.

The Standards of Quality (SOQ) prescribe the minimum standards of education for public school divisions. The standards are established in the Constitution of Virginia and defined in the Code of Virginia. Only the State Board of Education and the General Assembly can alter the standards. SOQ rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. Localities may choose to spend more than the required amounts at their own discretion. School divisions may offer additional programs and employ additional staff beyond what is required by the SOQ at their own discretion.

Average Daily Membership (ADM) is the student enrollment count that drives most state funds for public education. The ADM is reported to the Virginia Department of Education (VDOE) twice a year, a projection in the fall and a final ADM in the spring. ADM is determined by the total days in membership for all students over the school year divided by the number of days school was in session. NPS projects March 31st ADM to decline from 26,371 in FY 2021 to 26,078 in FY 2022, a decrease of 298 students. Since 2013, ADM has decreased by 4,182 students or 13.8 percent. Pre-kindergarten is an optional program and not included in the ADM. As such, the numbers reported here do not include pre-kindergarten.



FY 2009 to FY 2022 City and State Support

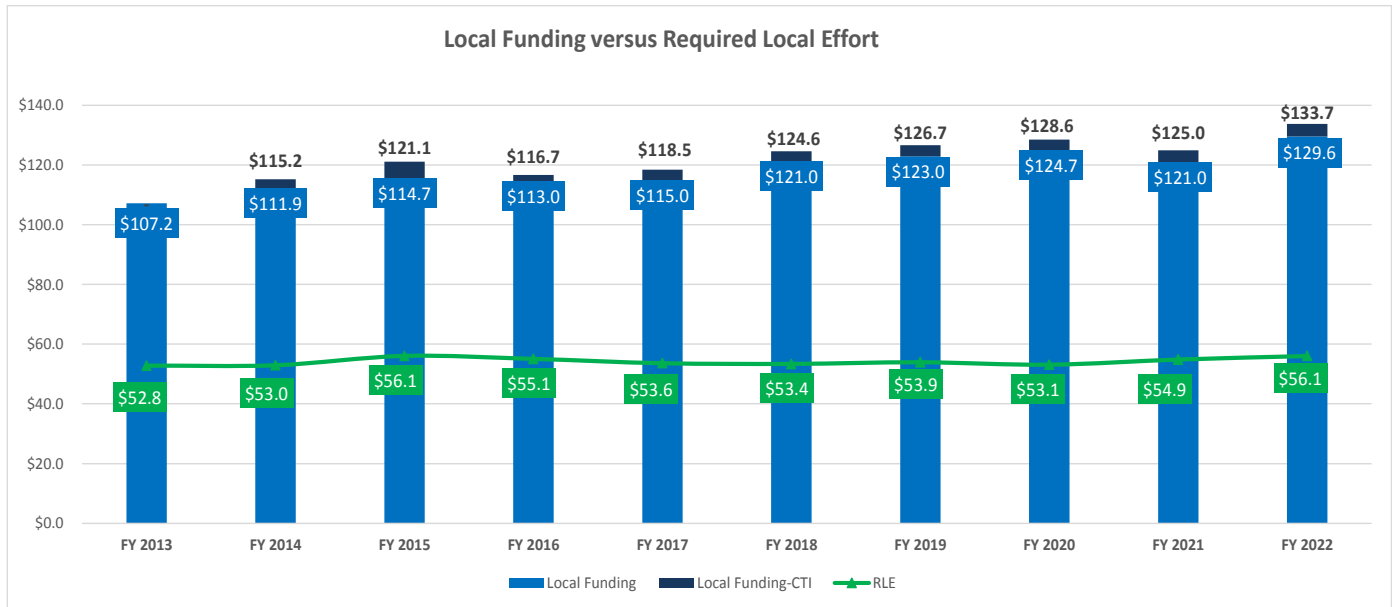


* Includes Construction, Technology, and Infrastructure (CTI) funding. FY 2020 and FY 2021 are budgeted amounts; all others are actuals. State funding figure for FY 2019 reflects City of Norfolk's Adopted Budget; subsequently, the General Assembly passed a budget that provided \$1.3 million in additional state funding.

City of Norfolk: Education has been an ongoing priority for City Council and the City of Norfolk. Despite the Great Recession and declines in enrollment, city support has increased over the last decade. Traditionally, NPS has submitted a budget based on its identified needs, and the local contribution has been determined by balancing those needs against citywide needs and financial capacity.

Beginning in FY 2020, the Local Revenue Allocation Policy included at the end of this section will be used to determine the local contribution to NPS's operating funds. By using a formula to allocate a fixed share of non-dedicated local revenues to schools, this policy provides a predictable, objective method so that both NPS administration and the city can engage in better financial planning with available resources. The policy also links economic growth to school funding, recognizing the importance of schools to the city's economic success. While the local revenue allocation declined in FY 2021 as a result of projected revenue loss from the COVID-19 pandemic, the share of non-dedicated local revenue growth in FY 2022 has restored city funding back to pre-COVID levels.

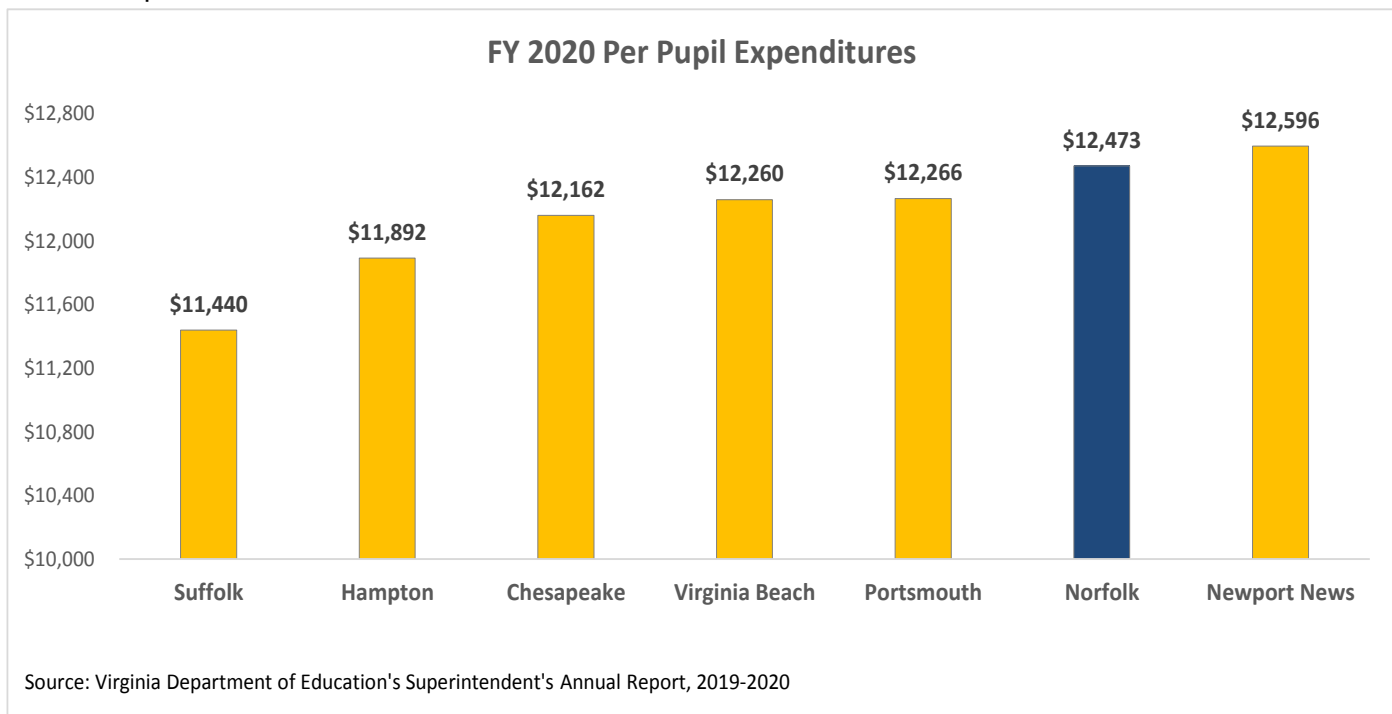
Local Composite Index: The Local Composite Index (LCI) was formulated by the state to measure a locality's ability to fund education. The LCI is calculated using three measures of the local tax base: true real estate values (50 percent of measure); adjusted gross income (40 percent of measure); and local taxable retail sales (10 percent of measure). LCI calculations for the 2020-2022 biennium are based on 2017 data from the Virginia Department of Taxation. The local tax measures are combined with two per capita components: 2018 ADM and total population provided by the Weldon Cooper Center for Public Service. Each locality's ability to pay is evaluated relative to all other localities. Norfolk's LCI for FY 2022 is 0.3059, which means that the city's Required Local Effort (RLE) for SOQ programs is approximately 30 percent of the total cost of education for Norfolk. The city consistently provides more than double the required amount.



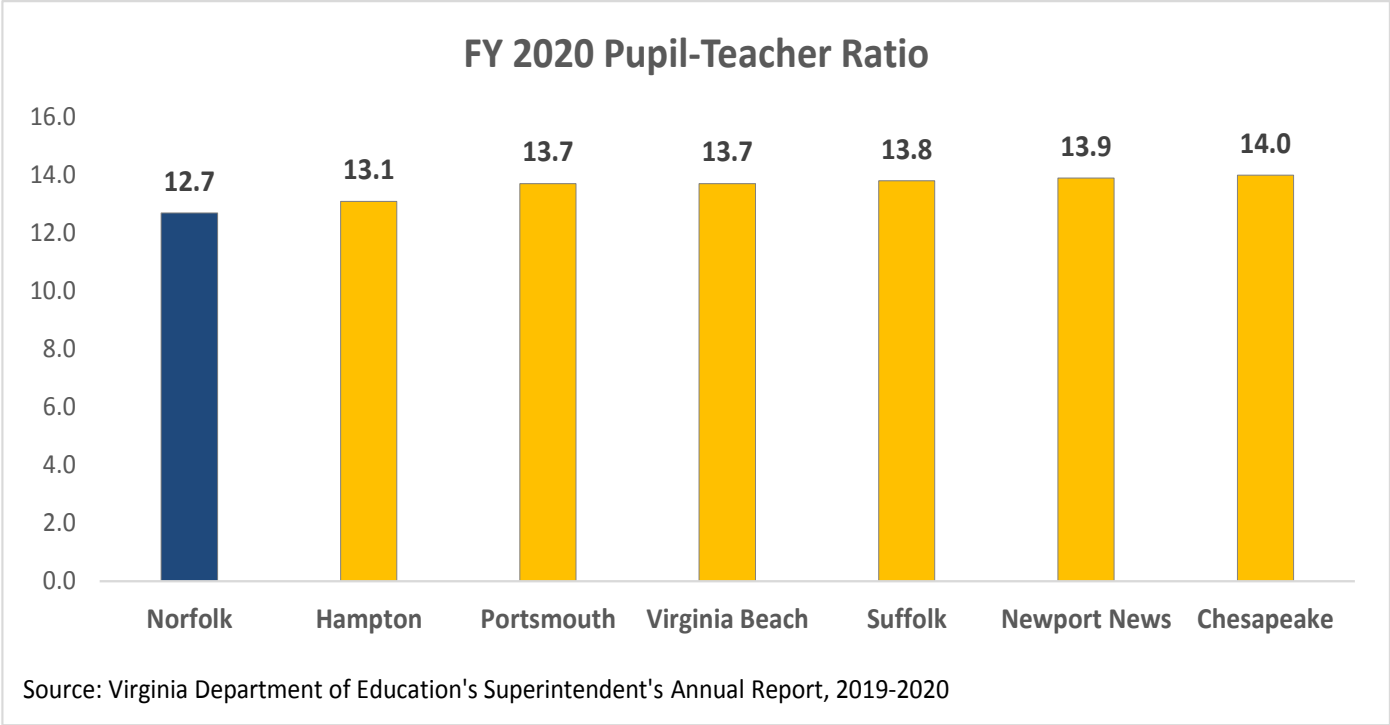
*FY 2015 includes \$3.0 million and FY 2016 includes \$246,600 in CTI carryforward from FY 2014.

Additionally, the city provides support for NPS related to debt service on school capital projects, landscape maintenance, school resource officers, and other services valued at \$46.8 million in FY 2022. The city's FY 2022 - FY 2026 Capital Improvement Plan (CIP) continues support for facilities maintenance and school bus replacement.

Per Pupil Expenditure (PPE): PPE is the statistic that includes the amount of money put toward the general education for each student. The Superintendent's Annual Report for Virginia provides a yearly PPE for all school divisions in the Commonwealth. The report utilizes annual financial data submitted by school divisions. Since all school divisions submit this data, this report provides the best comparison of PPE across the state. The most recent available report is for FY 2020.



Pupil-Teacher Ratio: The Pupil-Teacher Ratio data is reported each year in the Superintendent’s Annual Report. The most recent report available is for FY 2020 and Norfolk has the lowest pupil-teacher ratio in Hampton Roads. The data reflect a weighted average that account for elementary and secondary teachers at each division.



CONSTRUCTION, TECHNOLOGY, AND INFRASTRUCTURE

Program Overview

The Construction, Technology, and Infrastructure (CTI) program funds one-time capital, technology, and infrastructure improvements for the school division. The program funds (in priority order) the debt service for school construction projects, technology to enhance learning within the classroom, and infrastructure needs. A dedicated two-cent real estate tax increase from July 1, 2013, supports the CTI. The tax increase accelerates the funding for school construction projects and frees up capacity to address infrastructure and neighborhood capital needs citywide. All funds raised from the two-cent tax increase are used solely for this program. This funding source has the potential to grow over time as real estate values increase.

Adopted Funding for FY 2022: \$4,124,800

History of Funding

Prior CTI Funds	\$28,835,100
FY 2022 Adopted CTI Funds	\$4,124,800
Total CTI Funds Appropriated	\$32,959,900

PERFORMANCE MEASURES

Norfolk Public Schools (NPS) FY 2019 Achievable Results (GOALS)

Norfolk Public Schools' performance measures are test scores from the SOL test results. The most recent testing results report is for FY 2019, the Spring 2020 SOL testing was incomplete due to the COVID-19 pandemic.

- NPS will implement, annually monitor, and refine the comprehensive plan for improving on-time graduation for students
- NPS will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)
- NPS will improve the climate of support for the achievement of all students through staff, family, and community engagement

Priority: Lifelong Learning

Goal

Norfolk Public Schools (NPS) will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)

Measure (As Reported by VDOE)	FY 2018 Actual	FY 2019 Actual	FY 2020 State Benchmark	FY 2021 State Benchmark
Increase division level pass rates on SOLs (Standards of Learning)				
Grade 3 Reading	65	63	75	75
Grade 3 Mathematics	62	75	70	70
Grade 4 Reading	68	67	75	75
Grade 4 Mathematics	67	75	70	70
Grade 5 Reading	70	65	75	75
Grade 5 Mathematics	64	69	70	70
Grade 5 History & Social Science	97	100	70	85
Grade 5 Science	65	66	70	70
Grade 6 Reading	68	62	75	75
Grade 6 Mathematics	62	56	70	70
Grade 7 Reading	70	67	75	75
Grade 7 Mathematics	43	53	70	70
Grade 8 Reading	64	63	75	75
Grade 8 Writing	60	56	75	75
Grade 8 Mathematics	67	68	70	70

Measure (As Reported by VDOE)	FY 2018 Actual	FY 2019 Actual	FY 2020 State Benchmark	FY 2021 State Benchmark
Grade 8 History & Social Science	97	94	70	85
Grade 8 Science	62	60	70	70
End-of-Course English: Reading	80	78	75	75
End-of-Course English: Writing	80	73	75	75
End-of-Course Algebra I	65	78	70	70
End-of-Course Geometry	62	74	70	70
End-of-Course Algebra II	88	87	70	70
End-of-Course Virginia and U.S. History	72	54	70	85
End-of-Course World History I	76	50	70	85
End-of-Course World History II	81	68	70	85
End-of-Course Earth Science	72	69	70	70
End-of-Course Biology	73	73	70	70
End-of-Course Chemistry	92	78	70	70
End-of-Course World Geography	69	65	70	70

ADOPTED FY 2022 BUDGET ACTIONS

- **Adjust local support for schools** **\$8,648,815**

Adjust local ongoing operating support according to the Local Revenue Allocation Policy introduced in FY 2019.

- **Adjust support for Construction, Technology, and Infrastructure program** **\$144,800**

Adjust support for Construction, Technology, and Infrastructure (CTI) program based on an increase in real estate assessments. The total amount, \$4,124,800 in the Adopted FY 2022 Budget will fund one-time capital, technology, and infrastructure improvements for the school division. The program is used to fund (in priority order) debt service for school construction projects, the purchase of technology to enhance learning within the classroom, and address infrastructure needs.

- **Update SOQ and state support** **\$8,926,413**

Adjust support to NPS based on the 2020 - 2022 biennial budget as adopted by the General Assembly. Standards of Quality (SOQ) rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle.

Norfolk Public Schools

Total: \$17,720,028

NORFOLK PUBLIC SCHOOLS SUMMARY

The School Board issues a separate, detailed budget document which identifies grant revenues in addition to the School Operating Budget. The FY 2019 and FY 2020 Actual amounts are provided by NPS. The FY 2021 Adopted amount is approved by City Council.

Revenue Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Operating Revenue from the City	122,971,922	124,710,884	120,973,357	129,622,172
Construction, Technology, and Infrastructure				
<i>Infrastructure and Technology to NPS</i>	0	0	0	0
<i>Debt Service</i>	3,702,000	3,851,000	3,980,000	4,124,800
<i>Unspent CTI Funds</i>	0	0	0	0
Total CTI	3,702,000	3,851,000	3,980,000	4,124,800
Subtotal ongoing support	126,673,922	128,561,884	124,953,357	133,746,972
One-time support				
<i>Additional appropriation</i>	0	0	0	0
Subtotal one-time support	0	0	0	0
Total City Revenue	126,673,922	128,561,884	124,953,357	133,746,972
Revenue from Commonwealth	194,050,988	199,073,869	203,313,924	212,240,337
Revenue from Federal Funds	6,004,987	5,643,981	5,675,000	5,675,000
Revenue from Other Funds	3,063,926	2,708,564	3,206,000	3,206,000
NPS Carryforward	0	0	0	0
Subtotal State and Other	203,119,901	207,426,414	212,194,924	221,121,337
Total Operating Revenues	329,793,823	335,988,298	337,148,281	354,868,309
Total Grant Revenues and School Nutrition Funds	54,483,531	48,382,617	74,994,821¹	112,257,427²
Total Revenues	384,277,354	384,370,915	412,143,102	467,125,736
Additional Services Provided³ (see next page for details)	25,941,412	23,487,325	29,603,393	46,797,295
Grand Total Support Received	410,218,766	407,858,240	441,746,495	513,923,031

¹ School Nutrition Funds revenues in FY 2021 includes a \$1,161,000 transfer from fund balance.

² School Nutrition Funds revenues in FY 2022 includes a \$966,000 transfer from fund balance.

³ Additional services exclude school construction and reflect the adjustment of School Crossing Guards from NPD to NPS in FY 2015. These amounts are now included in Revenue from the city.

Expenditure Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
School Operating Budget	323,061,236	321,413,214	337,148,281	354,868,309
Grants and Special Programs	35,186,108	33,681,781	54,794,821	90,257,427
Child Nutrition Services	19,297,423	14,700,836	20,200,000	22,000,000
Total Expenditures	377,544,767	369,795,831	412,143,102	467,125,736

Additional Services Provided to Norfolk Public Schools (Excluding School Construction)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Debt Service for School Buses	938,477	925,725	902,650	890,468
Debt Service for School Construction and Maintenance Projects	16,231,859	16,913,133	17,838,547	16,409,631
Grounds Maintenance	710,399	587,790	775,000	710,000
School Resource Officers	1,060,677	1,060,677	1,087,196	1,087,196
Subtotal Other City Support	18,941,412	19,487,325	20,603,393	19,097,295
Ongoing School Maintenance	6,000,000	3,000,000	9,000,000	26,700,000
Acquire School Buses	1,000,000	1,000,000	0	1,000,000
Grand Total Additional Services Provided	25,941,412	23,487,325	29,603,393	46,797,295

In addition to the direct city support to Norfolk Public Schools, the city provides additional services (listed above) funded through city departments' budgets. Debt service for school construction and school buses are included in the city's Debt Service budget, School Resource Officers are included in the Police budget, Facility Maintenance is in the General Services budget, and Grounds Maintenance is in the Recreation, Parks and Open Space budget.

SCHOOL OPERATING FUND

Operating Revenues

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Revenue from Commonwealth				
Standards of Quality Funds				
Basic Aid	87,348,756	85,390,608	88,664,975	85,102,460
Textbook Payments	1,980,693	1,961,466	2,040,332	1,945,298
Vocational Education Standards of Quality (SOQ)	1,455,669	1,441,538	1,404,899	1,339,462
Gifted Education	983,560	974,012	987,227	941,244
Special Education SOQ	10,366,723	10,266,091	10,935,433	10,426,086
Prevention, Intervention and Remediation	5,527,607	5,473,950	5,676,553	5,412,152
Fringe Benefits	18,549,942	18,459,405	19,687,577	18,897,281
English as a Second Language (ESL) ¹	675,578	909,141	1,180,431	1,124,647
Remedial Summer School	532,851	471,437	451,293	458,859
Total Standards of Quality Funds	127,421,379	125,347,648	131,028,720	125,647,489
State Sales Taxes	34,024,208	35,156,686	35,660,821	35,712,093
Lottery Funded Programs	22,196,142	26,296,538	23,320,618	24,080,864
Other State Funds	10,409,259	12,272,997	13,303,765	26,799,891
Total from Commonwealth	194,050,988	199,073,869	203,313,924	212,240,337
Total Federal	6,004,987	5,643,981	5,675,000	5,675,000
Total City Funds	126,673,922	128,561,884	124,953,357	133,746,972
Total Other Revenue	3,063,926	2,708,564	3,206,000	3,206,000
Total Carryforwards	0	0	0	0
Total Revenues	329,793,823	335,988,298	337,148,281	354,868,309

Operating Expenditures

Expenditures	Positions		FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
	FY 2021	FY 2022				
Instructional Services	3,127	3,108	238,399,008	241,763,718	250,772,951	260,880,423
Administration, Attendance, and Health	194	197	18,666,160	18,164,117	20,118,310	20,231,896
Pupil Transportation	300	300	13,355,574	11,110,349	14,030,317	13,508,157
Operations/ Maintenance	414	417	37,604,028	35,684,134	37,172,706	40,574,901
Facility Improvements	0	0	329,784	1,296,882	1,452,670 ¹	1,840,000 ¹
Information Technology	63	89	11,004,682	9,543,014	9,621,327	13,708,132
School Operating Budget	4,098	4,111	319,359,236	317,562,214	333,168,281	350,743,509
Construction Technology and Infrastructure			3,702,000	3,851,000	3,980,000	4,124,800
Grand Total Operating and CTI			323,061,236	321,413,214	337,148,281	354,868,309
Difference from City Revenue						
Total Expenditures			323,061,236	321,413,214	337,148,281	354,868,309

¹These amounts differ from the NPS Approved FY 2021 and NPS Approved FY 2022 budgets. The NPS budget for facilities improvements includes CTI funds, which is shown in the Construction, Technology, and Infrastructure line.

SCHOOL GRANTS

Grants and Special Programs Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Estimated
Federal Grants	29,409,604	28,207,401	47,215,300	81,966,260
Commonwealth of Virginia Grants	5,186,287	4,959,807	6,700,801	7,362,447
Other/Foundation Grants	590,217	514,573	878,720	928,720
Total Grant Revenues	35,186,108	33,681,781	54,794,821	90,257,427

Grants and Special Programs Expenditure Summary

Federal Grants

	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Estimated
Compensatory Programs	18,679,176	19,061,900	19,616,560	18,275,058
Special Education	7,167,243	7,471,840	7,456,013	7,456,013
Career, Technical and Adult Education	1,142,545	932,570	1,159,854	1,159,854
Other Projects	2,420,640	741,091	759,039	4,626,208
Coronavirus Response Funds	0	0	18,223,834	50,449,127
Total Federal Grants	29,409,604	28,207,401	47,215,300	81,966,260

COMMONWEALTH OF VIRGINIA GRANTS

	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Estimated
Career, Technical and Adult Education	180,464	204,754	227,427	227,427
State Operated Facilities	3,239,102	3,157,307	3,174,286	3,174,286
Special Education	178,636	183,130	183,888	183,888
Virginia Technology Initiative	0	0	0	0
Other Grants	1,588,085	1,414,616	3,115,200	3,776,846
Total Commonwealth of Virginia	5,186,287	4,959,807	6,700,801	7,362,447

OTHER/FOUNDATION GRANTS

	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Estimated
Other/Foundation Grants	590,217	514,573	878,720	928,720
Total Other/Foundation Grants	590,217	514,573	878,720	928,720
Total Grants and Special Programs	35,186,108	33,681,781	54,794,821	90,257,427

CHILD NUTRITION SERVICES

Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Sales	1,029,013	709,996	1,178,000	45,000
Federal and State Food Program Reimbursements	17,275,208	12,840,031	16,540,000	19,670,000
Federal Commodities Donated	872,188	1,049,454	1,200,000	1,200,000
Interest Earned	0	0	0	0
Other Revenue	121,014	101,355	121,000	119,000
Transfer from Fund Balance	0	0	1,161,000	966,000
Total Revenues	19,297,423	14,700,836	20,200,000	22,000,000

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Adopted
Cost of Goods Sold	8,968,336	7,566,545	9,319,430	9,470,342
Employee Compensation	7,361,248	7,645,604	9,234,283	10,292,787
Supplies and Materials	87,785	69,868	130,000	130,665
Equipment and Other Costs	1,449,571	1,893,565	1,516,287	2,106,206
Total Expenditures	17,866,940	17,175,582	20,200,000	22,000,000
Net Increase (Decrease) in Fund Balance	1,345,394	(916,000)	(1,161,000)	(966,000)
Fund Balance – Beginning of Year	9,874,495	11,219,889	10,303,889	9,142,889
Fund Balance – End of Year	11,219,889	10,303,889	9,142,889	8,176,889

LOCAL REVENUE ALLOCATION POLICY

PURPOSE

This policy is to establish the procedure for allocating to the City of Norfolk and Norfolk Public Schools non-dedicated local revenues that are estimated to be available in a given fiscal year. It is the intent of this policy to provide a predictable, objective means of allocating local revenues while providing sufficient funding to meet the strategic goals of both the city and Norfolk Public Schools.

This policy seeks to resolve longstanding concerns over the fair division of limited resources and strike a balance between the funding requirements of school and city services. The policy is designed to accomplish these goals by providing better planning for school funding based on a predictable share of non-dedicated local tax revenue and reduce the Schools' reliance on one-time local support. The policy links economic growth to school funding, to recognize the importance of schools to the economic success of the city. It comes after many meetings with school staff to jointly address as many concerns as possible; however, the policy does not reflect the full support of the school system.

At no time shall the City's allocation be less than that required by Virginia law for the maintenance of an educational program meeting the Standards of Quality as established by the General Assembly.

DEFINITIONS

"City" refers to the City of Norfolk exclusive of the Norfolk Public Schools system.

"Schools" refers to the Norfolk Public Schools system.

"Non-Dedicated Local Tax Revenue" refers to the revenue sources identified in Table 1. The set of revenues to be used for the calculation was recommended by Norfolk Public Schools; some sources of local revenue have been excluded, such as the cigarette tax, due to their existing dedications.

"Dedicated Local Taxes" refer to taxes that have been previously obligated or may be obligated in the future by the City Council or state law to support specific projects or programs. Examples of dedicated local taxes that are excluded from this policy include, but are not limited to: Tax Increment Financing District revenues; Special Services District revenues; the two cents real estate tax revenue dedicated to Norfolk Public Schools for Construction, Technology, or Infrastructure; the one cent real estate tax dedicated to resilience; the 1.9 cents real estate tax revenue dedicated to the St. Paul's initiative; taxes that represent "net-new revenues" and are required to be redirected or are the basis for the calculation of an incentive payment as part of a public-private partnership approved by City Council; cigarette tax revenue dedicated to economic development initiatives; hotel tax revenue dedicated to tourism infrastructure and public amenities; food and beverage tax revenue dedicated to public amenities; motor vehicle license fee revenue dedicated to the complete streets initiative; and any other obligations that City Council may make in the future.

"Revenue Sharing Formula" refers to the method of sharing local tax revenues between the city and schools.

"Local Contribution" refers to local funds appropriated for Schools by City Council in May of each year for the upcoming fiscal year beginning July 1.

"Actual Non-Dedicated Local Tax Revenues" refers to the actual collected local revenues reflected in the Comprehensive Annual Financial Report (CAFR) at the end of each fiscal year.

“Reversion Funds” refer to the funding held by Norfolk Public Schools at the close of business of each fiscal year (per Code of Virginia § 22.1-100) and to the end of year true-up to the revenue sharing formula based on actual local tax revenues.

REVENUE SHARING FORMULA CALCULATION

Initial Estimate: In September, the city’s Department of Budget and Strategic Planning will provide to Norfolk Public Schools an estimate of the local contribution for the upcoming fiscal year.

Mid-year Estimate: In February, the city’s Department of Budget and Strategic Planning will provide to Norfolk Public Schools an updated estimate of the local contribution for the upcoming fiscal year.

Final Estimate: In March, the city’s Department of Budget and Strategic Planning will provide a final estimate of the local contribution. This will be the estimate included in the city’s Proposed Operating Budget.

Estimates of the revenues contained in the Revenue Sharing Formula shall be clearly presented in the city’s operating budget.

Revenue Sharing Formula Calculation: The city’s Department of Budget and Strategic Planning will allocate to Norfolk Public Schools a constant 29.55 percent share of non-dedicated local tax revenues shown in the table below starting in FY 2020. This formula calculation shall comprise the local contribution for Norfolk Public Schools pursuant to this policy.

Sources of Non-Dedicated Local Tax Revenue ¹	
Real Estate tax ²	Real Estate Public Service Corporation tax ²
Personal Property tax ²	Transient Occupancy (Hotel) tax
Sales and Use tax	Machinery and Tools tax ²
Food and Beverage (Meals) tax	Consumer Water Utility tax
Business License tax	Motor Vehicle License Fee (city)
Communication Sales and Use tax	Consumer Gas Utility tax
Consumer Electric Utility tax	Recordation tax

¹Less dedications as described in the “Dedicated Local Taxes” in the Definitions section.

²Does not include delinquent tax revenue

Mid-year Revenue Shortfall: If the city anticipates, at any time during the fiscal year, that actual non-dedicated local tax revenues will fall significantly below the budgeted amount, the City Manager or his designee will provide to Norfolk Public Schools an updated estimate of the local contribution. The School Superintendent, upon notification by the City Manager or his designee, will be expected to notify the Board and take necessary actions to reduce expenditures in an amount equal to the reduction in the local contribution to Norfolk Public Schools.

State Revenue Shortfall: If, at any time during the fiscal year, a significant shortfall in revenue from the Commonwealth is anticipated, The City Manager or designee, School Superintendent, the city’s Director of Budget and Strategic Planning, and Schools’ Chief Financial Officer shall work together to address the projected shortfall.

True-up Provision: If, at the end of the fiscal year, the actual non-dedicated local tax revenues differ from the budgeted non-dedicated local tax revenues, any excess revenue will be allocated in the same manner as similar revenues were apportioned in the recently ended fiscal year. The School Board may request that such funds be appropriated for one-time expenditures. The procedure to request appropriation is discussed below in the

reversion funds section. Similarly if revenues underperform, the shortage will be taken as a part of the end-of-year true-up process.

End of Year Funds: All other sources of funding shall be expended by Norfolk Public Schools prior to the use of local contribution. All unexpended balances held by Norfolk Public Schools at the close of business of each fiscal year are to be returned to the fund balance of the city's General Fund as required by Code of Virginia § 22.1-100. The School Board may request that such funds be appropriated for one-time expenditures. The procedure to request appropriation is discussed below in the reversion funds section.

Reversion Funds: The School Board may request, by resolution, the re-appropriation of all reversion funds including the balance of end of the year funds that were returned to the city's General Fund balance and any revenue from the true-up of the formula as described above.

The School Board resolution may request the use of reversion funds for one-time purchases. Upon receipt of the resolution, the city's Department of Budget and Strategic Planning shall prepare an ordinance for the City Council's consideration of the School Board's request at the earliest available City Council meeting. If the School Board does not make a request to appropriate the reversion funding, it will be used in the subsequent fiscal year's Capital Improvement Plan to support the one-time purchase of school buses.

Following City Council's action, the city's Department of Budget and Strategic Planning shall notify Norfolk Public Schools of the City Council's decision and shall amend the budget accordingly.

PROCESS TO REVISE THE LOCAL REVENUE ALLOCATION POLICY

The City Manager, Schools Superintendent, the city's Director of Budget and Strategic Planning, and Schools' Chief Financial Officer shall meet annually to discuss changes in state and federal revenues that support school operations, any use of one-time revenues, and any adjustments made to existing revenues supporting the funding formula. If they determine that an adjustment is needed, the City Manager and Superintendent will brief the City Council and School Board respectively.

PROCEDURE TO REQUEST AN INCREASE IN LOCAL CONTRIBUTION

If the Norfolk School Board, in consultation with the School Superintendent determine additional funding, beyond what is provided by the formula, is required to maintain the current level of operations or to provide for additional initiatives, it will notify the City Council by resolution by April 1 to allow for inclusion in the city's operating budget deliberations. The School Board's resolution shall contain the following:

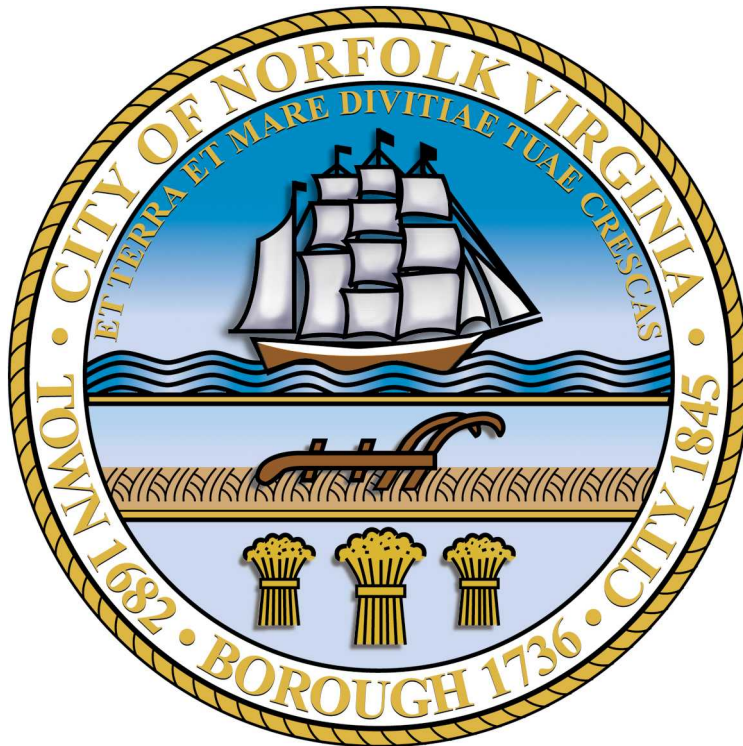
- That additional funding is required,
- The amount of the additional funding requested,
- The purpose for the additional funding, and
- That the School Board supports an increase in the real estate tax rate (or other local tax rate) to support the additional request.

City Council may revise the policy at its discretion. If no other action is taken by the City Council this policy shall remain effective until modified by the City Council.

Adopted by City Council on May 22, 2018.

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Special Revenue Funds



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SPECIAL REVENUE FUND SUMMARY

	FY 2020 Actual ¹	FY 2021 Adopted	FY 2022 Adopted
Revenues			
General Property Taxes	6,268,000	6,482,000	6,768,400
Other Local Taxes	9,835,813	9,285,596	10,022,596
Fines and Forfeitures	1,575	11,000	11,000
Use of Money and Property	619,556	825,335	850,335
Charges for Services	22,563,226	23,269,345	23,201,507
Miscellaneous Revenue	507,748	487,827	528,070
Recovered Costs	1,682,960	1,607,794	1,607,794
Categorical Aid - Virginia	118,343	98,000	112,000
Federal Aid	113,617	113,617	113,617
Other Sources and Transfers In	6,139,876	4,660,148	4,658,632
Total Revenues	47,850,714	46,840,662	47,873,951

Actual amounts represent collections, not appropriation authority.

	FY 2020 Actual ¹	FY 2021 Adopted	FY 2022 Adopted
Expenditures			
Personnel Services	12,133,278	13,475,544	13,964,841
Materials, Supplies and Repairs	2,381,123	2,599,256	2,785,559
Contractual Services	10,860,915	10,774,532	12,023,191
Equipment	2,640,632	2,632,700	2,859,498
Department Specific Appropriation	9,766,425	9,512,157	9,705,557
Debt Service/Transfers to CIP	9,819,240	7,846,473	6,535,305
Total Expenditures	47,601,613	46,840,662	47,873,951

¹ In FY 2020, Storm Water converted to an Enterprise Fund. FY 2020 revenues and expenditures for Storm Water can be found in the Enterprise Fund section.

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TOWING AND RECOVERY OPERATIONS

MISSION STATEMENT

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

DIVISION OVERVIEW

Towing and Recovery Operations responds to all towing requests from city and state agencies. The division dispatches towing providers, sends written notification to owners and lien holders, disposes of vehicles, and maintains records of all tows and final disposition of vehicles. Towing services are provided 24 hours a day, seven days a week. Customer service for the public is open Monday-Friday from 8:30am to 4:00pm. The Division of Towing and Recovery Operations receives oversight from the Department of Public Works.

REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Use of Money and Property	\$756,631	\$537,175	\$800,335	\$825,335
Charges for Services	\$666,320	\$571,676	\$855,000	\$830,000
Miscellaneous Revenue	\$0	\$3,827	\$100	\$100
Recovered Costs	\$1,157	\$0	\$0	\$0
Total	\$1,424,108	\$1,112,678	\$1,655,435	\$1,655,435

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$580,790	\$459,004	\$551,368	\$542,267
Materials, Supplies, and Repairs	\$59,583	\$61,290	\$96,669	\$72,323
Contractual Services	\$512,128	\$455,163	\$789,790	\$832,237
Equipment	\$1,294	\$3,688	\$15,300	\$11,300
Debt Service/Transfers to CIP	\$206,919	\$207,186	\$202,308	\$197,308
Total	\$1,360,714	\$1,186,331	\$1,655,435	\$1,655,435

ADOPTED FY 2022 BUDGET ACTIONS

• **Provide funds for a citywide compensation increase** **FY 2022 \$10,200** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

• **Adjust operational expenditures** **FY 2022 \$9,253** **FTE: 0**

Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs and payment in lieu of taxes.

• **Adjust required contribution to the city retirement system** **FY 2022 \$8,679** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2022 \$4,408** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures** **FY 2022 (\$32,540)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Towing and Recovery Operations

Total: \$0 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant I	1 11	\$42,029	\$68,583	1	0	1
Accounting Technician II	1 07	\$30,273	\$49,401	2	0	2
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Support Technician	1 05	\$25,934	\$42,329	3	0	3
Towing Operations Manager	1 15	\$58,004	\$94,838	1	0	1
Total				8	0	8

CEMETERIES

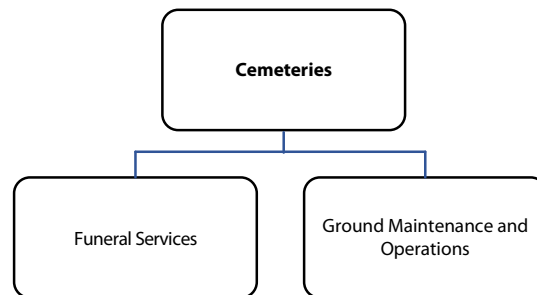
MISSION STATEMENT

The Bureau of Cemeteries provides cemetery services and preservation of family histories while maintaining and enhancing the natural beauty of the eight city-owned and operated cemeteries.

DEPARTMENT OVERVIEW

The Bureau of Cemeteries receives management oversight from the Department of Recreation, Parks and Open Space and consists of two divisions: Funeral Services and Ground Maintenance and Operations. The Division of Funeral Services provides professional funeral services, which meet the needs of customers in a sensitive and courteous manner. The Division of Ground Maintenance and Operations provides a grounds maintenance program handles landscaping and repairs.

The Bureau of Cemeteries maintains approximately 354 acres of developed cemetery properties; and anticipates servicing 814 funerals, installing over 423 foundations for memorials, and selling 481 graves annually.



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Charges for Services	\$901,369	\$894,327	\$944,153	\$901,565
Miscellaneous Revenue	\$435,084	\$503,814	\$487,627	\$527,870
Recovered Costs	\$179,258	\$0	\$0	\$0
Other Sources and Transfers In	\$537,208	\$256,783	\$262,070	\$333,805
Total	\$2,052,919	\$1,654,924	\$1,693,850	\$1,763,240

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$1,569,427	\$1,397,543	\$1,393,907	\$1,461,695
Materials, Supplies, and Repairs	\$190,887	\$184,151	\$215,207	\$209,809
Contractual Services	\$50,756	\$57,290	\$57,306	\$64,306
Equipment	\$14,271	\$20,892	\$27,430	\$27,430
Total	\$1,825,341	\$1,659,876	\$1,693,850	\$1,763,240

ADOPTED FY 2022 BUDGET ACTIONS

- **Increase operational staff for grave and burial services**

FY 2022 \$37,532 FTE: 1

Provide funds for the addition of one Cemetery Manager II position for the Grave Sales and Burial Services program. The additional position will be responsible for handling funeral services, graves sales, foundation installations, cash recording and deposits, genealogy requests, work requests, grave locations, internal administrative functions, and property transfers across the eight city-owned cemeteries. The position will assist in improved customer service, response time, and operational hours.

- **Provide funds for a citywide compensation increase**

FY 2022 \$29,541 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Support increase in electricity costs**

FY 2022 \$3,000 FTE: 0

Technical adjustment to align funds for electricity costs based on utilization. Electricity costs have increased by an average of ten percent annually over the past five fiscal years. An increase of \$3,000 aligns funds with anticipated costs for electricity.

- **Adjust required contribution to the city retirement system**

FY 2022 \$19,728 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$2,929 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 (\$23,340) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Cemeteries

Total: \$69,390 FTE: 1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accounting Technician II	1 07	\$30,273	\$49,401	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	1	0	1
Bureau Manager	1 18	\$70,758	\$115,380	1	0	1
Cemetery Manager II	1 09	\$35,479	\$57,846	2	1	3
Division Head	1 16	\$61,954	\$101,010	1	0	1
Equipment Operator II	1 07	\$30,273	\$49,401	5	0	5
Equipment Operator III	1 08	\$32,758	\$53,420	4	0	4
Groundskeeper	1 04	\$24,032	\$39,189	7	0	7
Groundskeeper Crew Leader	1 09	\$35,479	\$57,846	1	0	1
Operations Manager	1 14	\$53,581	\$88,622	1	0	1
Public Information Specialist II	1 12	\$45,670	\$74,477	1	0	1
Total				25	1	26

GOLF OPERATIONS

MISSION STATEMENT

Golf Operations supports the exceptional quality of life in Norfolk by providing access to two golf courses; Ocean View Golf Course and Lambert's Point Golf Course.

DEPARTMENT OVERVIEW

The Golf Fund consists of two golf courses, which are managed and staffed by an outside vendor. The operating agreement ensures the delivery of a high quality golf experience with no financial assistance from the General Fund; ensures the maintenance of golf facilities; and supports capital improvements. The Golf Fund has no city employees.

REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Use of Money and Property	\$15,000	\$15,000	\$15,000	\$15,000
Total	\$15,000	\$15,000	\$15,000	\$15,000

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Materials, Supplies, and Repairs	\$0	\$0	\$6,000	\$6,000
Contractual Services	\$9,000	\$9,000	\$9,000	\$9,000
Total	\$9,000	\$9,000	\$15,000	\$15,000

No adopted budget actions for FY 2022.

PUBLIC AMENITIES

MISSION STATEMENT

The mission of the Public Amenities Fund is to promote cultural and entertainment activity by improving existing and preparing for new civic facilities.

DEPARTMENT OVERVIEW

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

The Public Amenities Fund provides ongoing support for the Norfolk Consortium (see Outside Agencies section). Members of the Norfolk Consortium include: Chrysler Museum of Art; Department of Cultural Facilities, Arts, and Entertainment; MacArthur Memorial; Nauticus; Norfolk Botanical Gardens; Norfolk Commission on the Arts and Humanities; Norfolk Convention and Visitors Bureau (Visit Norfolk); Norfolk Festevents; Norfolk NATO Festival; Virginia Arts Festival; Virginia Opera; Virginia Stage Company; Virginia Symphony; and Virginia Zoo. The remaining funds and accrued escrow support the The Main Hotel Conference Center debt service and economic development incentives.

REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Other Local Taxes	\$7,148,107	\$6,264,217	\$5,714,000	\$6,451,000
Sales Tax (Commonwealth of Virginia) ¹	\$197,929	\$118,343	\$98,000	\$112,000
Other Sources and Transfers In	\$714,409	\$3,212,196	\$3,033,735	\$2,186,997
Total	\$8,060,445	\$9,594,756	\$8,845,735	\$8,749,997

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Transfer to CIP	\$0	\$1,750,000	\$0	\$0
Debt Service (Conference Center)	\$3,521,075	\$4,951,300	\$4,865,735	\$4,762,997
Department Specific Appropriation				
Conference Center project	\$0	\$0	\$0	\$0
Conference Center (performance grant)	\$101,513	\$122,729	\$160,000	\$160,000
Conference Center (tourism development financing program)	\$350,469	\$205,769	\$320,000	\$327,000
Marriott Convention Center ²	\$583,334	\$0	\$0	\$0
Transfer to General Fund (Norfolk Consortium)	\$3,000,000	\$3,000,000	\$3,500,000	\$3,500,000
Total	\$7,556,391	\$10,029,798	\$8,845,735	\$8,749,997

¹ The estimated revenue is associated with the public facility state sales tax entitlement authorized under the Code of Virginia 58.1-608.3 to assist with financing the Conference Center debt service.

² FY 2019 amount reflects funds set aside for the Marriott Property Improvement Plan (PIP) and not actual disbursement of funds. Funding set aside for the PIP through FY 2019 totaled \$1,750,000. These funds were transferred to the Capital Improvement Program in FY 2020 to support the "Improve Marriott Waterside Conference Center" project.

ADOPTED FY 2022 BUDGET ACTIONS

• **Adjust funds for economic development incentives** **FY 2022 \$7,000** **FTE: 0**

Technical adjustment to provide funds for the performance-based grant agreement with The Main hotel. The first grant payment was in FY 2019 based on revenue earned in calendar year 2017. Also, funds to support the city's contribution to the Commonwealth of Virginia Tourism Development Financing Program (TDFP) are adjusted based upon historical expenditure. The contribution is related to the state certifying and qualifying The Main hotel for the TDFP.

• **Support Conference Center project debt service** **FY 2022 (\$102,738)** **FTE: 0**

Technical adjustment to support annual debt service related to the The Main Hotel Conference Center project.

Public Amenities	Total: (\$95,738)	FTE: 0

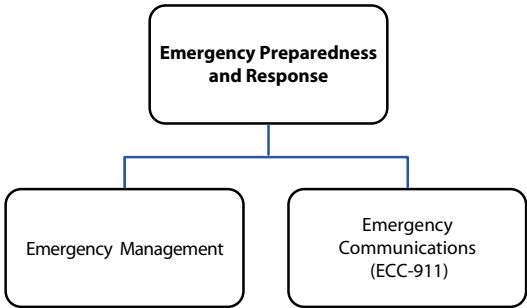
EMERGENCY PREPAREDNESS AND RESPONSE

MISSION STATEMENT

Emergency Preparedness and Response supports the Vision for Norfolk of a city prepared with coordinated capabilities to prevent, protect against, respond to, and recover from all hazards in a way that balances risk with resources and needs.

DEPARTMENT OVERVIEW

The Office of Emergency Preparedness and Response is comprised of three teams and two mission areas. Team One consists of executive, technical, and administrative staff in support of emergency communications as well as emergency management. The majority of staff are distributed over three remaining teams serving the community by ensuring emergency communications (911 call taking and dispatching) is achieved twenty-four hours a day, seven days a week, in twelve-hour shifts.



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Other Local Taxes	\$3,571,596	\$3,571,596	\$3,571,596	\$3,571,596
Charges for Services	\$163	\$72	\$4,500	\$4,250
Recovered Costs	\$1,208,997	\$1,239,759	\$1,164,593	\$1,164,593
Other Sources and Transfers In	\$386,784	\$956,073	\$1,364,343	\$1,637,830
Federal Aid	\$113,617	\$113,617	\$113,617	\$113,617
Total	\$5,281,157	\$5,881,117	\$6,218,649	\$6,491,886

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$4,628,369	\$4,956,650	\$5,454,359	\$5,430,624
Materials, Supplies, and Repairs	\$246,633	\$242,955	\$250,463	\$547,435
Contractual Services	\$554,874	\$579,622	\$510,007	\$510,007
Equipment	\$10,991	\$7,373	\$3,820	\$3,820
Total	\$5,440,867	\$5,786,600	\$6,218,649	\$6,491,886

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide one-time funds for new work stations for 911 staff**

FY 2022 \$297,000 FTE: 0

Provide one-time funds for new furniture in the 911 response center for the 911 Emergency Communication program. This enhancement will allow for telecommunicators to have better organization and response when taking incoming emergency calls. Upgrades to furniture will include desks, chairs, shelves, cabinets, cooling fans for technology, and keyboards.

- **Increase pay for 911 Telecommunicators**

FY 2022 \$210,000 FTE: 0

Provide funds to increase Public Safety Telecommunicator pay. Telecommunicators provide continuous 911 emergency call response to Norfolk residents and visitors. This budget action increases the starting pay for Telecommunicators by \$4,012 from \$34,445 to \$38,457 and positively impacts 51 employees with a salary increase of at least five percent. The increase in starting pay and salary increases for existing Telecommunicators brings Norfolk in line with regional market wages in order to enhance recruitment and retention efforts.

- **Provide funds for a citywide compensation increase**

FY 2022 \$22,458 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Remove five vacant Telecommunicator positions**

FY 2022 (\$197,140) FTE: -5

Technical adjustment to remove five vacant Telecommunicator positions. The department had 72 approved Telecommunicator positions in FY 2021. This action redistributes funds previously provided for vacant positions to improve recruitment and retention efforts through higher salaries for current and future Telecommunicators in FY 2022. Including this reduction, the department retains 16 fully funded vacant positions, which aligns staffing with average vacancy rates over the past five years.

- **Adjust required contribution to the city retirement system**

FY 2022 (\$27,556) FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$1,672) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 (\$29,853) FTE: -0.5

Technical adjustment to update department costs for personnel services, including changes in scheduled hours for permanent, part-time positions and the corresponding adjustment to funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Emergency Preparedness and Response

Total: \$273,237 FTE: -5.5

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Administrative Assistant II	1 10	\$38,457	\$62,711	2	0	2
Director of the Office of Emergency Preparedness & Response	1 24	\$97,496	\$167,171	1	0	1
Manager of Emergency Communications	1 16	\$61,954	\$101,010	1	0	1
Program Supervisor	1 13	\$49,257	\$80,317	1	0	1
Programs Manager	1 15	\$58,004	\$94,838	1	0	1
Project Manager	1 16	\$61,954	\$101,010	2	0	2
Public Safety Telecommunicator I	1 10	\$38,457	\$62,711	31	-6	25
Public Safety Telecommunicator II	1 11	\$42,029	\$68,583	20	-3	17
Public Safety Telecommunicator III	1 11	\$42,029	\$68,583	12	3	15
Public Safety Telecommunicator Supervisor	1 12	\$45,670	\$74,477	9	0.5	9.5
Software Analyst	1 13	\$49,257	\$80,317	1	0	1
Total				82	-5.5	76.5

TAX INCREMENT FINANCING

MISSION STATEMENT

Provide funds to pay the debt service associated with financing the infrastructure improvements related to the Housing Opportunities for People Everywhere (HOPE VI) project in the Broad Creek Renaissance District.

DEPARTMENT OVERVIEW

The city established a Tax Increment Financing (TIF) district encompassing the Broad Creek Renaissance District. The Broad Creek TIF Fund accounts for the real estate tax revenue attributed to the increase in assessed value of real property in the Broad Creek TIF district from the base assessed value as of January 1, 2003. The revenue is used to pay the debt service associated with the city's HOPE VI project related to infrastructure improvements in the Broad Creek Renaissance District, which was originally financed with a Section 108 loan from the Department of Housing and Urban Development (HUD). The loan was subsequently refinanced in FY 2012 with tax-exempt General Obligation Bonds. Excess revenues, to the extent they are available, are transferred to the General Fund. The TIF Fund has no employees.

REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
General Property Taxes	\$5,855,000	\$6,268,000	\$6,482,000	\$6,768,400
Other Sources and Transfers In ¹	\$0	\$1,714,824	\$0	\$0
Total	\$5,855,000	\$7,982,824	\$6,482,000	\$6,768,400

Actual amounts represent collections, not appropriation authority.

¹ The FY 2020 amount is from the TIF fund balance to fund the Adopted FY 2020 Budget Action titled, "Transfer unspent balance to General Fund for technology."

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Transfer to General Fund	\$4,253,465	\$6,350,499	\$4,982,000	\$5,268,400
Debt Service/Transfers to CIP	\$1,601,535	\$1,632,325	\$1,500,000	\$1,500,000
Total	\$5,855,000	\$7,982,824	\$6,482,000	\$6,768,400

ADOPTED FY 2022 BUDGET ACTIONS

• Transfer excess revenues to the General Fund		FY 2022 \$286,400	FTE: 0
Technical adjustment to update the transfer of excess revenues to the General Fund. Funds in excess of paying the TIF debt service have been returned to the General Fund annually since FY 2015.			
Tax Increment Financing		Total: \$286,400	FTE: 0

WASTE MANAGEMENT

MISSION STATEMENT

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

DIVISION OVERVIEW

Waste Management focuses on protecting the public health and safety of the City of Norfolk by providing quality municipal solid waste services and environmental programs that are safe, efficient, cost effective, and environmentally responsible. Waste Management provides weekly garbage, yard waste, and bulk waste pickup for Norfolk residents and daily garbage pickup for some downtown businesses. In addition, residents can drop off household hazardous waste at the Southeastern Public Service Authority (SPSA) transfer facility at 3136 Woodland Avenue on Tuesdays and Saturdays from noon to 4:00 p.m. at no charge. The Division of Waste Management receives oversight from the Department of Public Works. User fees collected from residents and businesses fund the cost of the operation.

REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Fines and Forfeitures	\$2,200	\$1,575	\$11,000	\$11,000
Use of Money and Property	\$25,059	\$67,381	\$10,000	\$10,000
Charges for Services	\$19,544,188	\$21,097,151	\$21,465,692	\$21,465,692
Miscellaneous Revenue	\$410	\$107	\$100	\$100
Recovered Costs	\$440,922	\$443,201	\$443,201	\$443,201
Other Sources and Transfers In	\$0	\$0	\$0	\$500,000
Total	\$20,012,779	\$21,609,415	\$21,929,993	\$22,429,993

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$5,209,143	\$5,320,081	\$6,075,910	\$6,530,255
Materials, Supplies, and Repairs	\$1,955,881	\$1,892,727	\$2,030,917	\$1,949,992
Contractual Services	\$9,386,663	\$9,637,111	\$9,248,429	\$10,447,641
Equipment	\$2,080,965	\$2,608,679	\$2,586,150	\$2,816,948
Department Specific Appropriation	\$210,157	\$210,157	\$710,157	\$610,157
Debt Service/Transfers to CIP	\$1,547,534	\$1,278,429	\$1,278,430	\$75,000
Total	\$20,390,343	\$20,947,184	\$21,929,993	\$22,429,993

ADOPTED FY 2022 BUDGET ACTIONS

- **Provide funds for a citywide compensation increase** **FY 2022 \$135,559** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Continue curbside recycling program** **FY 2022 \$156,756** **FTE: 0**

Technical adjustment to increase funds for the recycling program based on contractual increases and utilization. The current contract has a three percent annual increase in pull and drop fees for recycling dumpsters. The contract also has a stipulation in which fees can be adjusted based on market rates. Current utilization of the recycling program and contractual costs will increase by \$156,756 from \$2,772,000 in FY 2021 to \$2,928,756 in FY 2022.

- **Increase funding for municipal solid waste disposal** **FY 2022 \$114,873** **FTE: 0**

Technical adjustment to provide funds for contractual increases in municipal solid waste disposal costs. Total costs will increase by \$114,873 from \$3,330,723 in FY 2021 to \$3,445,596 in FY 2022.

- **Increase funds for bulk waste tipping fee** **FY 2022 \$60,000** **FTE: 0**

Technical adjustment to provide funds for contractual increases with the Southeastern Public Service Authority (SPSA) in bulk waste disposal costs. Total costs will increase by \$60,000 from \$1,140,000 in FY 2021 to \$1,200,000 in FY 2022.

- **Increase funding for yard waste disposal** **FY 2022 \$9,312** **FTE: 0**

Technical adjustment to provide funds for contractual increase in yard waste disposal costs. Total costs will increase by \$9,312 from \$228,000 in FY 2021 to \$237,312 in FY 2022.

- **Adjust operational expenditures** **FY 2022 (\$263,361)** **FTE: 0**

Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs and payment in lieu of taxes.

- **Adjust costs for Fleet expenditures** **FY 2022 (\$25,925)** **FTE: 0**

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

- **Adjust required contribution to the city retirement system**

FY 2022 \$92,929 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$84,040 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$135,817 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Waste Management

Total: \$500,000 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accounting Technician II	1 07	\$30,273	\$49,401	2	-1	1
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	2	0	2
Assistant Superintendent of Waste Management	1 16	\$61,954	\$101,010	2	0	2
Automotive Mechanic	1 10	\$38,457	\$62,711	2	0	2
Education Manager	1 14	\$53,581	\$88,622	0	1	1
Financial Operations Manager	1 15	\$58,004	\$94,838	1	0	1
Fleet Coordinator	1 11	\$42,029	\$68,583	1	0	1
Maintenance Worker I	1 04	\$24,032	\$39,189	1	2	3
Management Analyst II	1 13	\$49,257	\$80,317	1	0	1
Operations Manager	1 14	\$53,581	\$88,622	1	0	1
Project Coordinator	1 13	\$49,257	\$80,317	1	0	1
Public Services Coordinator	1 11	\$42,029	\$68,583	2	-1	1
Refuse Collection Supervisor	1 13	\$49,257	\$80,317	6	0	6

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Refuse Collector Assistant	1 04	\$24,032	\$39,189	2	0	2
Refuse Collector I	1 08	\$32,758	\$53,420	45	-17	28
Refuse Collector II	1 09	\$35,479	\$57,846	21	-11	10
Refuse Collector III	1 10	\$38,457	\$62,711	0	26	26
Refuse Collector, Lead	1 12	\$45,670	\$74,477	6	0	6
Refuse Inspector	1 11	\$42,029	\$68,583	6	0	6
Staff Technician II	1 09	\$35,479	\$57,846	0	1	1
Superintendent of Waste Management	1 19	\$75,118	\$122,164	1	0	1
Support Technician	1 05	\$25,934	\$42,329	2	0	2
Total				106	0	106

Enterprise Funds



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ENTERPRISE FUND SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Revenues			
Permits and Fees	994,362	629,505	861,569
Fines and Forfeitures	2,113,404	3,328,022	2,528,022
Federal Aid	0	0	0
Use of Money and Property	11,018,232	2,045,775	2,045,775
Charges for Services	160,185,195	164,342,877	167,069,258
Miscellaneous Revenue	104,928	234,316	234,316
Recovered Costs	2,061,113	1,003,600	1,003,600
Other Sources and Transfers In	234,160	1,782,362	6,109,345
Totals	176,711,394	173,366,457	179,851,885

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Expenditures			
Personnel Services	33,213,357	36,813,654	38,706,266
Materials, Supplies and Repairs	19,618,244	18,374,661	18,997,922
Contractual Services	17,035,193	19,203,220	19,394,134
Equipment	1,389,549	2,448,636	5,061,603
Department Specific Appropriation	10,000,000	34,755,224	32,059,562
Debt Service/Transfers to CIP	56,979,486	61,771,062	65,632,398
Total	138,235,829	173,366,457	179,851,885

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UTILITIES - WATER FUND

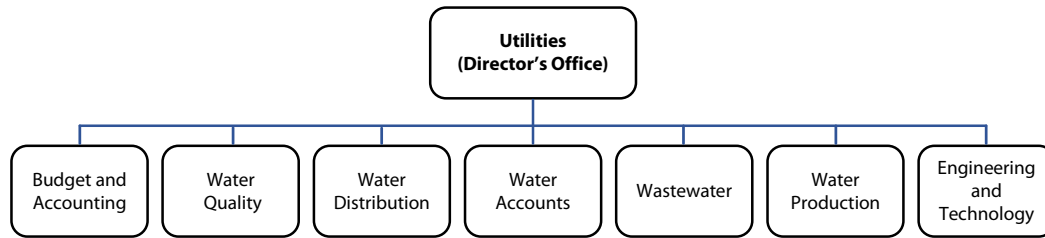
MISSION STATEMENT

The mission of the Department of Utilities is to enhance quality of life by providing excellent and sustainable water and wastewater services at the best possible value to residents and customers.

DEPARTMENT OVERVIEW

The Department of Utilities is responsible for the operation of two enterprise funds, the Water Fund and the Wastewater Fund. The department, which is comprised of seven divisions in addition to the Director's Office, is organized as follows:

1. **Water Production:** Responsible for the operation and maintenance of the water treatment plants and finished water storage facilities; maintains raw and finished water pump stations and raw water transmission mains; and manages city-owned reservoirs and adjacent watershed properties.
2. **Water Quality:** Ensures the provision of high quality, safe, clean drinking water through compliance monitoring, testing, analysis, and backflow prevention.
3. **Wastewater:** Maintains and operates the sanitary sewer system that takes wastewater away from Norfolk homes, businesses, and facilities, and conveys it to treatment plants that are operated by the Hampton Roads Sanitation District (HRSD).
4. **Water Distribution:** Responsible for the maintenance and operation of over 800 miles of water mains. Repairs, replaces, and installs fire hydrants, meters, and valves; and detects and repairs leaks in the distribution system. Provides routine flushing of water mains and the installation of service main extensions.
5. **Water Accounts:** Provides billing, collections, and response to users of Norfolk's utility system.
6. **Engineering and Technology:** Manages the department's Capital Improvement Program and documentation for the maintenance and construction of the city's water and wastewater infrastructure. Responsible for overall construction oversight and project management. Prevents damage to water and wastewater infrastructure by marking underground utilities. Provides technology-related support to include Supervisory Control and Data Acquisition, asset management, GIS, hardware, and software.
7. **Budget and Accounting:** Responsible for the administration of the department's finance and accounting operations including the budget, accounts payable, payroll, financial reporting, contract compliance, bond issuance, capital project financing and rate setting.
8. **Director's Office:** Provides administrative, leadership, and management services to the department. Provides support services such as: human resources; public relations; communications; performance tracking; grants administration; and legislative review.



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Permits and Fees	\$1,330,505	\$855,297	\$551,036	\$783,100
Use of Money and Property	\$642,996	\$1,782,173	\$1,680,000	\$1,680,000
Charges for Services	\$110,987,743	\$91,252,588	\$91,406,342	\$97,242,878
Miscellaneous Revenue	\$387,748	\$17,546	\$186,900	\$186,900
Recovered Costs	\$1,217,707	\$1,935,469	\$1,000,000	\$1,000,000
Other Sources and Transfers In	\$17,944	\$218,586	\$5,400	\$5,400
Total	\$114,584,643	\$96,061,659	\$94,829,678	\$100,898,278

FY 2019 includes one-time revenue of \$20,000,000 from a new agreement with the City of Virginia Beach.
Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$17,801,013	\$17,806,657	\$20,038,094	\$20,832,360
Materials, Supplies, and Repairs	\$10,318,097	\$11,631,162	\$11,298,382	\$11,595,262
Contractual Services	\$9,758,065	\$8,493,621	\$10,398,640	\$10,796,451
Equipment	\$181,588	\$158,460	\$303,442	\$2,188,421
Department Specific Appropriation	\$27,675,931	\$8,500,000	\$22,484,845	\$22,596,437
Debt Service/Transfers to CIP	\$30,084,154	\$28,899,808	\$30,306,275	\$32,889,347
Total	\$95,818,848	\$75,489,708	\$94,829,678	\$100,898,278

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase**

FY 2022 \$432,471 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Adjust debt service expenses** **FY 2022 \$2,583,072 FTE: 0**

Technical adjustment to support annual debt service payments for water related projects. This is a routine adjustment which occurs each budget cycle.
- **Provide one-time funds for vehicle replacement** **FY 2022 \$1,600,290 FTE: 0**

Technical adjustment to provide one-time funds for vehicle replacement for the Water Distribution program. The funds will replace vehicles that are past their useful life in order to maintain a safe and effective fleet of vehicles.
- **Adjust operational expenditures** **FY 2022 \$494,727 FTE: 0**

Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs and payment in lieu of taxes.
- **Increase funds for Water Production program** **FY 2022 \$420,000 FTE: 0**

Technical adjustment to provide funds for inflationary and utilization increases in costs of chemicals, utilities, supplies, and security services related to the Water Production program. Security services are increasing due to a change in vendors. Water production includes the maintenance and operation of reservoirs, water treatment facilities, raw water transmission facilities, and water storage tanks.
- **Support cost increases for the Water Distribution program** **FY 2022 \$120,000 FTE: 0**

Technical adjustment to support inflationary increases in costs for the Water Distribution program related to repair and maintenance of facilities, water distribution systems, supplies, materials, and equipment.
- **Increase funds for the Water Quality program** **FY 2022 \$46,000 FTE: 0**

Technical adjustment to increase funds for the Water Quality program relating to laboratory equipment and supplies due to inflationary increases. The additional funding includes one-time funds for equipment for continued reliability and accuracy of water quality measuring and testing. Supplies and equipment are used to continually test the water quality required by the Safe Drinking Water Act.
- **Support transition to remote work** **FY 2022 \$19,000 FTE: 0**

Technical adjustment to support the operational cost of cell phones and software to transition to remote work. Costs will increase by \$19,000 from \$41,000 in FY 2021 to \$50,000 in FY 2022.
- **Increase funds for storehouse rent** **FY 2022 \$1,752 FTE: 0**

Technical adjustment to increase funds for storehouse rent. Total costs will increase by \$1,752 from \$58,414 in FY 2021 to \$60,166 in FY 2022.
- **Adjust costs for Fleet expenditures** **FY 2022 (\$10,507) FTE: 0**

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

- **Adjust required contribution to the city retirement system**

FY 2022 \$135,667 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$232,416 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 (\$6,288) FTE: -1

Technical adjustment to update department costs for personnel services. Changes include eliminating a vacant position to create capacity for reclassification of other position(s) to higher pay grades. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Utilities - Water Fund

Total: \$6,068,600 FTE: -1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Account Representative	1 07	\$30,273	\$49,401	12	0	12
Accountant I	1 11	\$42,029	\$68,583	3	0	3
Accountant II	1 12	\$45,670	\$74,477	1	0	1
Accountant III	1 13	\$49,257	\$80,317	1	0	1
Accountant IV	1 14	\$53,581	\$88,622	1	0	1
Accounting Manager	1 17	\$66,188	\$108,018	1	0	1
Accounting Technician II	1 07	\$30,273	\$49,401	4	0	4
Administrative Assistant I	1 09	\$35,479	\$57,846	4	0	4
Administrative Assistant II	1 10	\$38,457	\$62,711	3	0	3
Administrative Technician	1 07	\$30,273	\$49,401	2	0	2
Applications Development Team Supervisor	1 17	\$66,188	\$108,018	1	0	1
Assistant City Engineer	1 19	\$75,118	\$122,164	1	0	1
Assistant Director	1 21	\$83,391	\$138,774	2	0	2
Assistant Superintendent of Utility Division	1 17	\$66,188	\$108,018	3	0	3
Automotive Mechanic	1 10	\$38,457	\$62,711	1	0	1
Business Manager	1 13	\$49,257	\$80,317	1	0	1
Chief of Construction Operations	1 16	\$61,954	\$101,010	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Chief Waterworks Operator	1 13	\$49,257	\$80,317	8	0	8
Civil Engineer I	1 14	\$53,581	\$88,622	4	-2	2
Civil Engineer II	1 15	\$58,004	\$94,838	2	3	5
Civil Engineer III	1 16	\$61,954	\$101,010	4	-1	3
Civil Engineer IV	1 17	\$66,188	\$108,018	2	0	2
Civil Engineer V	1 18	\$70,758	\$115,380	1	0	1
Collection Coordinator	1 11	\$42,029	\$68,583	1	0	1
Construction Inspector I	1 09	\$35,479	\$57,846	2	3	5
Construction Inspector II	1 11	\$42,029	\$68,583	6	-3	3
Construction Inspector III	1 12	\$45,670	\$74,477	3	0	3
Contract Monitoring Specialist	1 11	\$42,029	\$68,583	1	0	1
Crew Leader I	1 09	\$35,479	\$57,846	11	0	11
Cross-Connection Specialist	1 08	\$32,758	\$53,420	1	0	1
Cross-Connection Specialist, Senior	1 10	\$38,457	\$62,711	1	0	1
Customer Service Manager	1 18	\$70,758	\$115,380	1	0	1
Customer Service Supervisor	1 13	\$49,257	\$80,317	1	0	1
Director of Utilities	1 24	\$97,496	\$167,171	1	0	1
Electrician II	1 10	\$38,457	\$62,711	1	1	2
Electrician III	1 11	\$42,029	\$68,583	2	-1	1
Electronics Technician II	1 11	\$42,029	\$68,583	4	0	4
Engineering Aide	1 04	\$24,032	\$39,189	1	0	1
Engineering Manager	1 20	\$79,846	\$130,201	1	0	1
Engineering Technician I	1 10	\$38,457	\$62,711	6	0	6
Engineering Technician II	1 11	\$42,029	\$68,583	4	0	4
Engineering Technician III	1 12	\$45,670	\$74,477	3	-1	2
Engineering Technician IV	1 13	\$49,257	\$80,317	1	0	1
Enterprise Controller	1 16	\$61,954	\$101,010	1	0	1
Equipment Operator II	1 07	\$30,273	\$49,401	11	0	11
Equipment Operator III	1 08	\$32,758	\$53,420	10	0	10
Financial Operations Manager	1 15	\$58,004	\$94,838	1	0	1
General Utility Maintenance Supervisor	1 14	\$53,581	\$88,622	5	0	5
Geographic Information Systems Team Supervisor	1 17	\$66,188	\$108,018	0	1	1
Maintenance Supervisor II	1 12	\$45,670	\$74,477	1	0	1
Maintenance Worker I	1 04	\$24,032	\$39,189	4	0	4
Maintenance Worker II	1 06	\$28,261	\$46,079	29	0	29
Management Analyst I	1 11	\$42,029	\$68,583	1	0	1
Management Analyst II	1 13	\$49,257	\$80,317	1	0	1
Management Services Administrator	1 18	\$70,758	\$115,380	1	0	1
Messenger/Driver	1 02	\$20,702	\$33,761	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Network Security Engineer	1 17	\$66,188	\$108,018	0	1	1
Personnel Specialist	1 11	\$42,029	\$68,583	1	0	1
Program Supervisor	1 13	\$49,257	\$80,317	1	0	1
Programmer/Analyst III	1 13	\$47,823	\$77,978	1	-1	0
Programmer/Analyst IV	1 15	\$58,004	\$94,838	2	0	2
Programmer/Analyst V	1 16	\$61,954	\$101,010	1	0	1
Programs Manager	1 15	\$58,004	\$94,838	1	0	1
Public Information Specialist II	1 12	\$45,670	\$74,477	1	0	1
Reservoir Manager	1 12	\$45,670	\$74,477	1	0	1
Safety Specialist	1 11	\$42,029	\$68,583	1	0	1
Staff Technician II	1 09	\$35,479	\$57,846	3	0	3
Storekeeper I	1 05	\$25,934	\$42,329	1	0	1
Storekeeper II	1 06	\$28,261	\$46,079	2	0	2
Storekeeper III	1 08	\$32,758	\$53,420	2	0	2
Support Technician	1 05	\$25,934	\$42,329	3	0	3
Utility Construction Inspector	1 10	\$37,337	\$60,884	1	-1	0
Utility Maintenance Mechanic I	1 07	\$30,273	\$49,401	26	0	26
Utility Maintenance Mechanic II	1 09	\$35,479	\$57,846	3	0	3
Utility Maintenance Mechanic III	1 10	\$38,457	\$62,711	0	12	12
Utility Maintenance Supervisor	1 11	\$42,029	\$68,583	9	0	9
Utility Maintenance Supervisor, Senior	1 13	\$49,257	\$80,317	8	0	8
Utility Operations Manager	1 19	\$75,118	\$122,164	2	0	2
Water Chemist	1 11	\$42,029	\$68,583	3	0	3
Water Chemist, Senior	1 12	\$45,670	\$74,477	3	0	3
Water Production Manager	1 19	\$75,118	\$122,164	1	0	1
Water Quality Manager	1 18	\$70,758	\$115,380	2	0	2
Water Treatment Plant Mechanic	1 08	\$31,804	\$51,864	12	-12	0
Water Treatment Supervisor	1 15	\$58,004	\$94,838	2	0	2
Waterworks Operator I	1 08	\$32,758	\$53,420	1	2	3
Waterworks Operator III	1 10	\$38,457	\$62,711	4	0	4
Waterworks Operator IV	1 11	\$42,029	\$68,583	11	-2	9
Total				290	-1	289

UTILITIES - WASTEWATER FUND

REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Permits and Fees	\$86,750	\$112,000	\$50,000	\$50,000
Use of Money and Property	\$259,098	\$279,939	\$100,000	\$100,000
Charges for Services	\$31,318,989	\$31,705,220	\$32,975,012	\$34,365,723
Recovered Costs	\$135,033	\$125,644	\$3,600	\$3,600
Other Sources and Transfers In	\$7,150	\$15,574	\$2,000	\$2,000
Total	\$31,807,020	\$32,238,377	\$33,130,612	\$34,521,323

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$5,303,759	\$5,378,863	\$6,238,235	\$6,228,632
Materials, Supplies, and Repairs	\$3,318,255	\$4,033,196	\$2,958,817	\$3,030,597
Contractual Services	\$2,363,087	\$2,118,004	\$2,139,604	\$2,286,285
Equipment	\$36,857	\$57,243	\$303,700	\$1,451,188
Department Specific Appropriation	\$1,500,000	\$1,500,000	\$6,215,536	\$5,621,637
Debt Service/Transfers to CIP	\$15,503,049	\$16,464,566	\$15,274,720	\$15,902,984
Total	\$28,025,007	\$29,551,872	\$33,130,612	\$34,521,323

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2022 \$121,183 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Provide one-time funds for operations vehicle replacement** **FY 2022 \$1,109,290 FTE: 0**

Technical adjustment to provide one-time funds for vehicle replacement for the Wastewater Operations program. The funds will replace vehicles that are past their useful life in order to maintain a safe and effective fleet of vehicles.

• Adjust debt service expenses Technical adjustment to support annual debt service payments for wastewater related projects. This is a routine adjustment which occurs each budget cycle.	FY 2022 \$628,264 FTE: 0
• Adjust funds for Wastewater Operations Technical adjustment to provide funds for inflationary increases in Wastewater Operations program. Increases are associated with supplies and materials needed for the maintenance and repair of facilities, safety gear, and equipment. Adjustments also include changes to indirect costs and payment in lieu of taxes.	FY 2022 (\$326,020) FTE: 0
• Adjust costs for Fleet expenditures 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.	FY 2022 (\$11,220) FTE: 0
• Adjust required contribution to the city retirement system Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.	FY 2022 (\$45,446) FTE: 0
• Adjust employer healthcare contribution Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.	FY 2022 (\$45,936) FTE: 0
• Update personnel expenditures Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.	FY 2022 (\$39,404) FTE: 0
Utilities - Wastewater Fund	Total: \$1,390,711 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accounting Technician II	1 07	\$30,273	\$49,401	3	0	3
Assistant Superintendent of Utility Division	1 17	\$66,188	\$108,018	1	0	1
CCTV Technician	1 11	\$42,029	\$68,583	0	1	1
Crew Leader I	1 09	\$35,479	\$57,846	15	0	15
Custodian, Senior	1 04	\$24,032	\$39,189	1	0	1
Electrician IV	1 12	\$45,670	\$74,477	1	0	1
Engineering Technician I	1 10	\$38,457	\$62,711	2	-1	1
Environmental Specialist II	1 12	\$45,670	\$74,477	1	0	1
Equipment Operator II	1 07	\$30,273	\$49,401	6	0	6
Equipment Operator III	1 08	\$32,758	\$53,420	19	0	19
General Utility Maintenance Supervisor	1 14	\$53,581	\$88,622	1	0	1
Maintenance Worker I	1 04	\$24,032	\$39,189	2	0	2
Maintenance Worker II	1 06	\$28,261	\$46,079	27	0	27
Management Analyst I	1 11	\$42,029	\$68,583	1	0	1
Management Analyst III	1 14	\$53,581	\$88,622	1	0	1
Support Technician	1 05	\$25,934	\$42,329	1	0	1
Utility Maintenance Mechanic I	1 07	\$30,273	\$49,401	7	0	7
Utility Maintenance Supervisor	1 11	\$42,029	\$68,583	10	0	10
Utility Maintenance Supervisor, Senior	1 13	\$49,257	\$80,317	4	0	4
Total				103	0	103

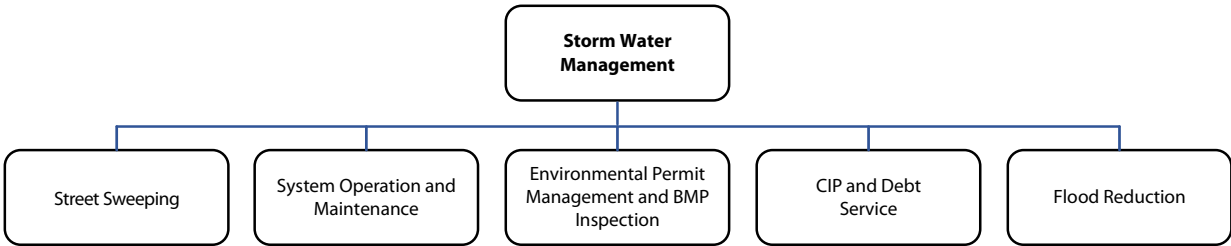
STORM WATER MANAGEMENT

MISSION STATEMENT

As part of Public Works Operations, Storm Water Management strives to improve the quality of life of Norfolk's residents, business owners, and visitors by improving the environment through reducing pollutants in storm water discharges. Storm Water Management also mitigates flooding, thereby reducing property damage and threats to life, health, and economic vitality.

DIVISION OVERVIEW

The Division of Storm Water Management focuses on five prominent categories of work: environmental permit management and regulatory compliance, Capital Improvement Program (CIP) and debt service, flood reduction, system operation and maintenance, and street sweeping. Staff is comprised of professional engineers, environmental scientists, and operations personnel that coordinate to meet the division's goals of reducing flooding and preventing pollution. The Division of Storm Water Management receives oversight from the Department of Public Works.



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Use of Money and Property	\$15,443	\$48,136	\$3,020	\$3,020
Charges for Services	\$16,877,791	\$21,360,470	\$21,360,848	\$21,949,906
Miscellaneous Revenue	\$109,922	\$85,188	\$45,000	\$45,000
Total	\$17,003,156	\$21,493,794	\$21,408,868	\$21,997,926

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$5,852,643	\$6,584,130	\$6,830,528	\$7,432,558
Materials, Supplies, and Repairs	\$2,641,741	\$2,754,356	\$2,317,803	\$2,699,328
Contractual Services	\$2,318,590	\$1,587,822	\$1,779,245	\$1,921,211
Equipment	\$623,752	\$1,052,542	\$1,668,774	\$1,213,274
Department Specific Appropriation	(\$9,398)	\$0	\$3,972,451	\$3,841,488
Debt Service/Transfers to CIP	\$4,758,346	\$2,017,241	\$4,840,067	\$4,890,067
Total	\$16,185,674	\$13,996,091	\$21,408,868	\$21,997,926

ADOPTED FY 2022 BUDGET ACTIONS

- Increase ditch maintenance capacity** **FY 2022 \$316,284** **FTE: 6**

Provide funds for additional staffing and vehicles to increase the capacity for ditch maintenance in the Storm Water Infrastructure and Maintenance program. The additional crew will increase the annual ditch maintenance from 20 miles per year to 30 miles per year. The crew will allow the city to fully implement a preventative maintenance schedule as well as respond to requests in a more timely manner.

- Provide funds for a Project Manager in the Division Office** **FY 2022 \$70,036** **FTE: 1**

Provide funds for a new Senior Design/Construction Project Manager in the Division Office program. This position will support the management team by overseeing administration and environmental programs while providing support to engineering, operations, and special projects. Responsibilities include planning, designing, constructing, and managing projects associated with meeting new water quality regulations and flooding challenges. The additional position improves the department's capacity to handle the increase in project workload.

- Provide funds for a citywide compensation increase** **FY 2022 \$146,517** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Remove one-time funds for vacuum flushing truck** **FY 2022 (\$380,000)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2021 for the purchase of a vacuum flushing truck

- Remove one-time funds for resiliency collaboration** **FY 2022 (\$100,000)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2021 for resiliency collaboration

- **Increase funding for Chesterfield Heights flood mitigation**

FY 2022 \$400,000 FTE: 0

Technical adjustment to support the maintenance and operation of the flood mitigation infrastructure constructed in the Chesterfield Heights neighborhood. This project was funded by National Disaster Resilience Competition (NDRC) grant. The grant does not provide ongoing funding beyond the construction of the project.

- **Increase funding for regional environmental programs**

FY 2022 \$21,359 FTE: 0

Technical adjustment to increase funding for regional environmental education and outreach programs provided by the Hampton Roads Planning District Commission (HRPDC). Norfolk's contribution to HRPDC is based on a per capita rate and population numbers from the U.S. Census Bureau. The contribution from Storm Water supports regional environmental education and outreach programs.

- **Increase funding for security services**

FY 2022 \$14,610 FTE: 0

Technical adjustment to provide funds for contractual increase in security services. The city signed a five-year contract with a new vendor for security services. Total costs will increase by \$14,610 from \$15,000 in FY 2021 to \$29,610 in FY 2022.

- **Adjust operational expenditures**

FY 2022 (\$95,466) FTE: 0

Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs and payment in lieu of taxes.

- **Adjust costs for Fleet expenditures**

FY 2022 (\$18,475) FTE: 0

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

- **Adjust required contribution to the city retirement system**

FY 2022 \$105,364 FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$131,713 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

• **Update personnel expenditures**

FY 2022 (\$22,884) FTE: -1

Technical adjustment to update department costs for personnel services. Changes include the transfer of a Civil Engineer position to the Department of Resilience and the corresponding adjustment to funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Storm Water Management

Total: \$589,058 FTE: 6

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant I	1 11	\$42,029	\$68,583	1	1	2
Accountant III	1 13	\$49,257	\$80,317	1	0	1
Accountant IV	1 14	\$53,581	\$88,622	1	0	1
Accounting Supervisor	1 14	\$52,020	\$86,041	1	-1	0
Accounting Technician II	1 07	\$30,273	\$49,401	2	0	2
Administrative Assistant II	1 10	\$38,457	\$62,711	2	-1	1
Administrative Technician	1 07	\$30,273	\$49,401	1	0	1
Automotive Mechanic	1 10	\$38,457	\$62,711	0	1	1
Automotive Service Attendant	1 08	\$32,758	\$53,420	1	0	1
Civil Engineer II	1 15	\$58,004	\$94,838	2	0	2
Civil Engineer III	1 16	\$61,954	\$101,010	2	0	2
Civil Engineer V	1 18	\$68,697	\$112,020	1	-1	0
Collection Coordinator	1 11	\$42,029	\$68,583	1	0	1
Construction Inspector II	1 11	\$42,029	\$68,583	3	0	3
Crew Leader I	1 09	\$35,479	\$57,846	8	0	8
Design/Construction Project Manager, Senior	1 17	\$66,188	\$108,018	1	1	2
Engineering Technician I	1 10	\$38,457	\$62,711	2	0	2
Engineering Technician II	1 11	\$42,029	\$68,583	2	-1	1
Engineering Technician IV	1 13	\$49,257	\$80,317	0	1	1
Enterprise Controller	1 16	\$61,954	\$101,010	1	0	1
Environmental Engineer	1 14	\$52,020	\$86,041	1	-1	0
Environmental Specialist II	1 12	\$45,670	\$74,477	1	0	1
Equipment Operator II	1 07	\$30,273	\$49,401	13	1	14
Equipment Operator III	1 08	\$32,758	\$53,420	16	0	16
Equipment Operator IV	1 09	\$35,479	\$57,846	1	0	1
Geographic Information Systems Technician II	1 11	\$42,029	\$68,583	1	0	1
Maintenance Mechanic II	1 08	\$32,758	\$53,420	2	0	2
Maintenance Worker I	1 04	\$24,032	\$39,189	12	4	16
Maintenance Worker II	1 06	\$28,261	\$46,079	4	1	5
Manager of Budget & Accounting	1 18	\$70,758	\$115,380	1	0	1
Program Administrator	1 13	\$49,257	\$80,317	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Program Supervisor	1 13	\$49,257	\$80,317	0	1	1
Programs Manager	1 15	\$58,004	\$94,838	1	0	1
Project Manager	1 16	\$61,954	\$101,010	2	0	2
Public Relations Specialist	1 12	\$45,670	\$74,477	1	0	1
Storekeeper II	1 06	\$28,261	\$46,079	1	0	1
Storm Water Assistant Superintendent	1 14	\$53,581	\$88,622	0	1	1
Storm Water Engineer	1 19	\$75,118	\$122,164	1	0	1
Storm Water Operations Manager	1 15	\$58,004	\$94,838	2	-1	1
Utility Maintenance Mechanic I	1 07	\$30,273	\$49,401	1	0	1
Utility Maintenance Mechanic II	1 09	\$35,479	\$57,846	3	0	3
Utility Maintenance Supervisor	1 11	\$42,029	\$68,583	5	0	5
Utility Maintenance Supervisor, Senior	1 13	\$49,257	\$80,317	2	0	2
Total				105	6	111

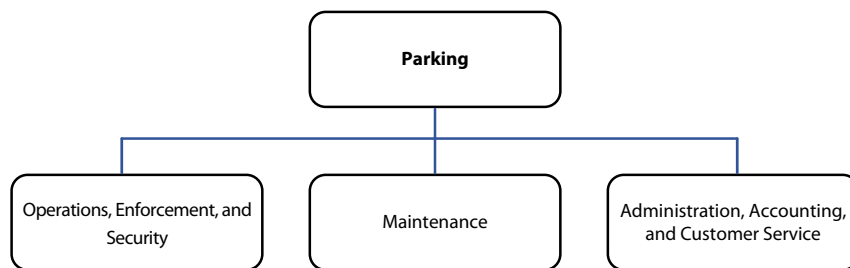
PARKING FACILITIES FUND

MISSION STATEMENT

The Division of Parking is dedicated to excellence in providing safe, convenient, and affordable parking services to the residents, visitors, and businesses in Norfolk.

DIVISION OVERVIEW

The City of Norfolk's Parking Division operates and maintains one of the largest municipally owned parking systems in the country while meeting the parking needs of downtown workers, residents, students, shoppers, and tourists. This includes over 19,400 public parking spaces located in 14 garages, 10 lots, and over 625 on-street spaces. Safe, convenient and affordable parking is provided to all patrons through the efficient management of the city's parking resources. The Parking Facilities Fund receives oversight from the Department of General Services.



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Permits and Fees	\$28,785	\$27,065	\$28,469	\$28,469
Fines and Forfeitures	\$2,805,342	\$2,113,404	\$3,328,022	\$2,528,022
Use of Money and Property	\$262,755	\$8,907,984	\$262,755	\$262,755
Charges for Services	\$20,442,852	\$15,866,917	\$18,600,675	\$13,510,751
Miscellaneous Revenue	\$2,478	\$2,194	\$2,416	\$2,416
Other Sources and Transfers In	(\$927,718)	\$0	\$1,774,962	\$6,101,945
Total	\$22,614,494	\$26,917,564	\$23,997,299	\$22,434,358

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$3,477,805	\$3,443,707	\$3,706,797	\$4,212,716
Materials, Supplies, and Repairs	\$1,712,591	\$1,199,530	\$1,799,659	\$1,672,735
Contractual Services	\$12,045,147	\$4,835,746	\$4,885,731	\$4,390,187
Equipment	\$107,616	\$121,304	\$172,720	\$208,720
Department Specific Appropriation	\$0	\$0	\$2,082,392	\$0
Debt Service/Transfers to CIP	\$5,309,780	\$9,597,871	\$11,350,000	\$11,950,000
Total	\$22,652,939	\$19,198,158	\$23,997,299	\$22,434,358

ADOPTED FY 2022 BUDGET ACTIONS

- **Enhance customer service for event and weekend parking**

FY 2022 \$352,554 FTE: 0

Provide funds for twenty-five part-time Customer Service Representatives in the Parking Operations program. This enhancement will improve capacity of the department to provide more customer service response for special events and weekend parking booths as large-scale events begin happening again.

- **Provide funds for a citywide compensation increase**

FY 2022 \$78,419 FTE: 0

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- **Adjust funds for armored car services**

FY 2022 \$148 FTE: 0

Technical adjustment to provide funds for a three percent contractual increase in armored car services. Total costs will increase by \$148 from \$4,953 in FY 2021 to \$5,101 in FY 2022.

- **Decrease contractual cost for operation of MacArthur Garages**

FY 2022 (\$500,000) FTE: 0

Technical adjustment to decrease funds for contractual costs in the MacArthur Mall parking agreement. The parking agreement states the city will support the operational and maintenance costs of the MacArthur North and South parking garages. Currently those services are provided by a third-party organization. Total costs will decrease by \$500,000 from \$2,172,056 in FY 2021 to \$1,672,056 in FY 2022.

- **Adjust operational expenditures**

FY 2022 (\$1,436,400) FTE: 0

Technical adjustment for operational expenses which occurs annually. These expenses may include indirect cost, payment in lieu of taxes, and supplies and materials essential for operations.

- **Adjust required contribution to the city retirement system**

FY 2022 (\$2,228) FTE: 0

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 \$11,756 FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 (\$67,190) FTE: 4

Technical adjustment to update department costs for personnel services. Changes include the addition of a Crew Leader I position and three Maintenance Worker I positions. Funds to support the positions are provided by savings identified in the department's nonpersonnel budget. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Parking Facilities Fund

Total: (\$1,562,941) FTE: 4

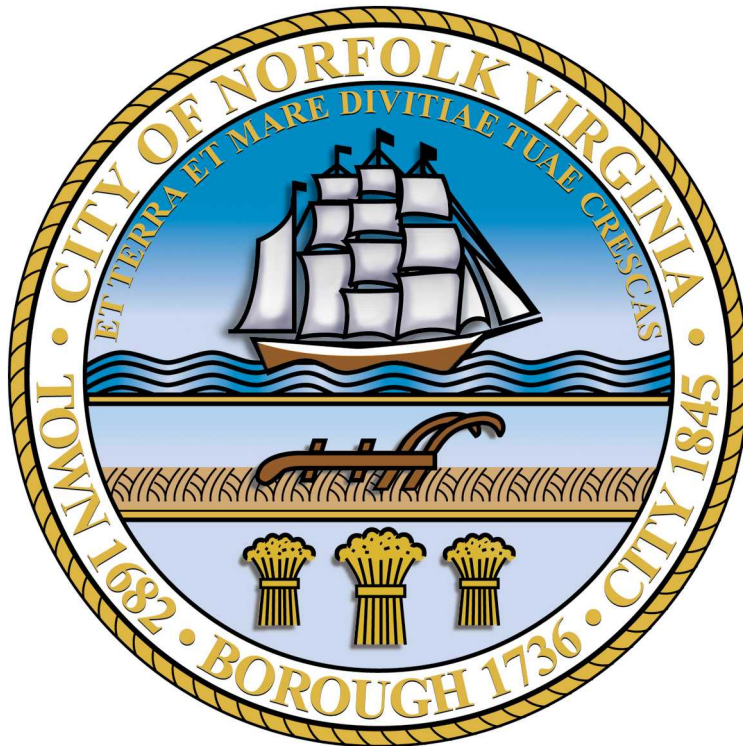
FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant III	1 13	\$49,257	\$80,317	2	0	2
Accounting Technician II	1 07	\$30,273	\$49,401	7	0	7
Administrative Assistant I	1 09	\$35,479	\$57,846	1	0	1
Collection Coordinator	1 11	\$42,029	\$68,583	1	0	1
Crew Leader I	1 09	\$35,479	\$57,846	1	1	2
Customer Service Representative	1 05	\$25,934	\$42,329	15.2	0	15.2
Electrician II	1 10	\$38,457	\$62,711	1	0	1
Electronics Technician II	1 11	\$42,029	\$68,583	1	0	1
Enterprise Controller	1 16	\$61,954	\$101,010	1	0	1
Maintenance Mechanic II	1 08	\$32,758	\$53,420	5	0	5
Maintenance Supervisor I	1 11	\$42,029	\$68,583	1	0	1
Maintenance Worker I	1 04	\$24,032	\$39,189	4	3	7
Maintenance Worker II	1 06	\$28,261	\$46,079	2	0	2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Management Services Administrator	1 18	\$70,758	\$115,380	1	0	1
Meter Monitor	1 04	\$24,032	\$39,189	9	0	9
Operations Manager	1 14	\$53,581	\$88,622	1	0	1
Painter I	1 06	\$28,261	\$46,079	0	1	1
Painter II	1 08	\$31,804	\$51,864	1	-1	0
Parking Director	1 20	\$79,846	\$130,201	1	0	1
Parking Manager	1 12	\$45,670	\$74,477	1	0	1
Parking Supervisor	1 09	\$35,479	\$57,846	6	0	6
Software Analyst	1 13	\$49,257	\$80,317	1	0	1
Total				63.2	4	67.2

Internal Service Funds



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INTERNAL SERVICE FUND SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Revenues			
Use of Money and Property	481	3,500	3,500
Charges for Services	100,265,894	115,368,867	117,101,494
Recovered Costs	20,306	63,865	63,865
Other Sources and Transfers In	7,105	303,000	303,000
Total Revenues	100,293,786	115,739,232	117,471,859

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Expenditures			
Personnel Services	3,648,425	4,207,273	4,545,206
Materials, Supplies and Repairs	2,909,003	4,206,409	3,984,947
Contractual Services	92,545,015	107,285,435	108,900,804
Equipment	61,837	40,115	40,902
Total Expenditures	99,164,280	115,739,232	117,471,859

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NORFOLK HEALTHCARE CONSORTIUM

MISSION STATEMENT

The Norfolk Healthcare Consortium provides city-administered health insurance to employees of the Norfolk Consortium, which include: City of Norfolk, Norfolk Public Schools, and Norfolk Redevelopment and Housing Authority.

DEPARTMENT OVERVIEW

The City of Norfolk, Norfolk Public Schools (NPS) and the Norfolk Redevelopment and Housing Authority (NRHA) purchase healthcare services as a consortium. The Adopted FY 2014 Budget created the Norfolk Healthcare Consortium (NHC) to facilitate the transition from fully-insured healthcare to a self-insured model. As a result of the change, the Norfolk Consortium generated approximately \$6.0 million in cost avoidance.

NHC is governed by an Executive Committee comprised of leadership representation from each of the consortium members. In addition, as part of the FY 2021 Budget, NHC established a dedicated team of healthcare professionals. The eight member team is responsible for benefits administration and oversight.

The Healthcare Fund collects employer and employee premiums from the City of Norfolk, NPS, and NRHA. Medical claims, administrative costs, wellness program costs, fees related to the Affordable Care Act, and benefit consultant costs are expended from the Healthcare Fund. End of year fund balance and interest earned is used to stabilize premiums in future years. Any funds deposited into this account can only be used to pay costs associated with employee healthcare and wellness.

It is estimated that collections in the fund in FY 2022 will total \$106,086,057 from employee, employer, and retiree contributions. Deposits into the Healthcare Fund by Consortium members in FY 2022 are estimated as follows:

- City of Norfolk: \$49,148,593
- NPS: \$53,911,474
- NRHA: \$3,025,990

REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Charges for Services	\$89,967,158	\$89,318,971	\$104,199,343	\$106,086,057
Total	\$89,967,158	\$89,318,971	\$104,199,343	\$106,086,057

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$0	\$147,542	\$550,802	\$872,397
Materials, Supplies, and Repairs	\$0	\$0	\$7,000	\$7,000
Contractual Services	\$94,128,992	\$88,978,090	\$103,641,541	\$105,206,660
Total	\$94,128,992	\$89,125,632	\$104,199,343	\$106,086,057

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2022 \$16,228** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Adjust expenditures for Norfolk Healthcare Consortium** **FY 2022 \$1,565,119** **FTE: 0**

Technical adjustment for healthcare costs in FY 2022 based on enrollment and updated expenditure projections. Benefit plans are offered on a calendar year basis, referred to as "plan year," with revenue and expenditure estimates converted to the fiscal year equivalent. Plan year 2021 medical and pharmacy utilization are projected to increase as beneficiaries begin regular medical office visits in addition to a presumed catch up of elective procedures that were postponed during the pandemic. Enrollment remained steady from 2020 to 2021. Plan year 2022 healthcare premiums are expected to increase by 6.6 percent, equivalent to the baseline inflationary rate for healthcare costs.

- Adjust required contribution to the city retirement system** **FY 2022 \$84,123** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- Adjust employer healthcare contribution** **FY 2022 \$3,324** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 \$217,920 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Norfolk Healthcare Consortium

Total: \$1,886,714 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Accountant III	1 13	\$52,020	\$86,041	1	-1	0
City Wellness Coordinator	1 13	\$49,257	\$80,317	1	0	1
Executive Director of Norfolk Healthcare Consortium	1 24	\$97,496	\$167,171	1	0	1
Human Resources Benefits Manager	1 17	\$66,188	\$108,018	0	1	1
Human Resources Manager	1 17	\$64,260	\$104,872	1	-1	0
Human Resources Technician	1 10	\$38,457	\$62,711	4	0	4
Management Analyst III	1 14	\$53,581	\$88,622	0	1	1
Total				8	0	8

FLEET MANAGEMENT

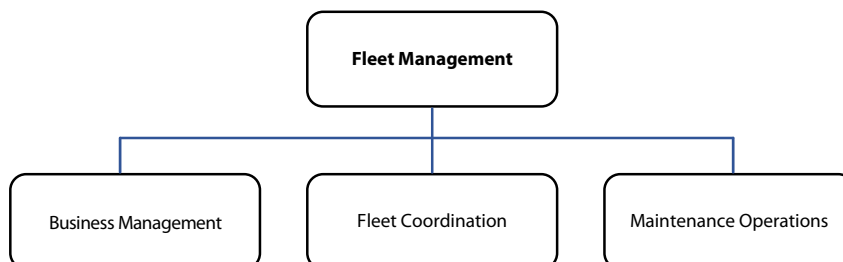
MISSION STATEMENT

The Division of Fleet Management is committed to providing a high-quality and cost-effective comprehensive maintenance and repair program that is focused on exceptional customer service, vehicle/equipment safety and efficient asset management.

DIVISION OVERVIEW

Fleet Management is an internal service organization responsible for managing all city fleet related repair, maintenance, administrative and service functions. The Division embraces innovative fleet solutions and data-driven decision making to continuously improve efficiency, increase asset availability and reduce costs.

Fleet Management is a division within the Department of General Services. Core responsibilities include: vehicle maintenance and repair, fueling, replacement analysis, specification review, acquisition, new vehicle preparation, and disposal.



REVENUE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Use of Money and Property	\$788	\$481	\$3,500	\$3,500
Charges for Services	\$11,241,592	\$10,946,923	\$11,169,524	\$11,015,437
Recovered Costs	\$47,467	\$20,306	\$63,865	\$63,865
Other Sources and Transfers In	\$4,386	\$7,105	\$303,000	\$303,000
Total	\$11,294,233	\$10,974,815	\$11,539,889	\$11,385,802

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted
Personnel Services	\$3,513,772	\$3,500,883	\$3,656,471	\$3,672,809
Materials, Supplies, and Repairs	\$4,401,686	\$2,909,003	\$4,199,409	\$3,977,947
Contractual Services	\$4,014,073	\$3,566,925	\$3,643,894	\$3,694,144
Equipment	\$20,771	\$61,837	\$40,115	\$40,902
Total	\$11,950,302	\$10,038,648	\$11,539,889	\$11,385,802

ADOPTED FY 2022 BUDGET ACTIONS

- Provide funds for a citywide compensation increase** **FY 2022 \$79,590** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2022 compensation actions include: a three percent salary increase for general, sworn Police and Fire-Rescue employees, and constitutional officer employees; a three percent increase to salary ranges across all pay plans and grades and the corresponding funds to support new minimum salary cost for approved vacant positions; and an increase to the permanent employee living wage adjustment. All actions will be effective July 2021.

- Provide funds for contractual increases for vehicle parts** **FY 2022 \$48,000** **FTE: 0**

Technical adjustment to provide funds for contractual increases in the management fee for the supply of auto parts to maintain the fleet. Total costs will increase by \$48,000 from \$306,000 in FY 2021 to \$354,000 in FY 2022.

- Increase funds for asset management system contract** **FY 2022 \$787** **FTE: 0**

Technical adjustment to support a contractual increase in fleet management software support. Each year the support agreement increases between three to five percent. Total costs will increase by \$787 from \$24,759 in FY 2021 to \$25,546 in FY 2022.

- Align funds for fuel based on utilization** **FY 2022 (\$219,212)** **FTE: 0**

Technical adjustment to align funds for the cost of fuel based on utilization. Average utilization has decreased citywide due to the pandemic resulting in limited facility use and transitioning to remote work where possible. Prior to the pandemic, the average cost of fuel based on utilization had been approximately \$3,100,000 annually. Fuel utilization is anticipated to continue to be lower than normal during FY 2022.

- Adjust required contribution to the city retirement system** **FY 2022 \$1,585** **FTE: 0**

Technical adjustment for the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 20.3 percent to 21.2 percent of eligible payroll in FY 2022. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution**

FY 2022 (\$57,227) FTE: 0

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2022 rates by 6.6 percent, effective December 2021. The city elected not to increase employee contributions for that plan year.

- **Update personnel expenditures**

FY 2022 (\$7,610) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2022 for such actions. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

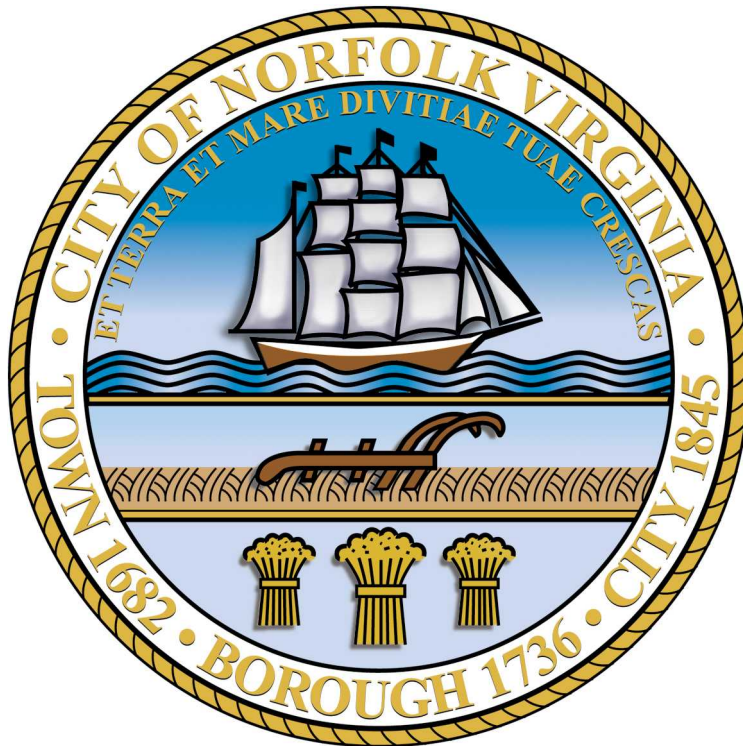
Fleet Management

Total: (\$154,087) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2021 Adopted	FTE Change	FY 2022 Adopted
Administrative Analyst	1 13	\$49,257	\$80,317	2	0	2
Administrative Assistant II	1 10	\$38,457	\$62,711	1	0	1
Administrative Technician	1 07	\$30,273	\$49,401	2	0	2
Assistant Fleet Maintenance Manager	1 15	\$58,004	\$94,838	1	0	1
Autobody Repair Mechanic, Senior	1 09	\$35,479	\$57,846	1	0	1
Automotive Operations Manager	1 13	\$49,257	\$80,317	4	0	4
Automotive Repair Technician	1 10	\$38,457	\$62,711	17	0	17
Automotive Repair Technician, Senior	1 12	\$45,670	\$74,477	17	0	17
Automotive Service Attendant	1 08	\$32,758	\$53,420	3	0	3
Business Manager	1 13	\$49,257	\$80,317	1	0	1
Fleet Coordinator	1 11	\$42,029	\$68,583	1	0	1
Fleet Maintenance Manager	1 19	\$75,118	\$122,164	1	0	1
Operations Manager	1 14	\$53,581	\$88,622	1	0	1
Total				52	0	52

Unfunded Operating Requests



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UNFUNDED FY 2022 BUDGET REQUESTS

The Adopted FY 2021 Budget projected revenue loss of \$40 million as a result of the COVID-19 pandemic, requiring ongoing expenditure reductions across city departments to balance the budget. Much of FY 2022 Budget Development involved tracking and reassessing trends in revenue collection during the pandemic, particularly for revenue sources closely tied to the public health environment. Recent improvements in the public health landscape, such as vaccine development and distribution, will positively impact revenue collections in FY 2022. The city's public health assumption is that operations, including large-scale events, community recreation, and cultural activities will return to normal by winter 2022. Even with an optimistic outlook, revenue projections remain below where the city's revenue would have been had COVID-19 not happened. As a result, the city's financial capacity for funding enhancements remains limited. The Unfunded FY 2022 Budget Requests report shows enhancements that were requested by departments, but not funded in the FY 2022 budget.

Requested Amount

Circuit Court Judges

- **Enhance the administration of specialized court dockets** **\$61,380 FTE: 1**

Provide funds for addition of one full-time program supervisor position to handle all specialized dockets - mental health, drug court, reentry, and veterans track. The position will provide assistance to judges and supervise all specialized dockets. These dockets provide incarcerated individuals who graduate from the program with an opportunity to be released early from jail and lead productive lives. The Drug Court Supervisor position has historically been funded by the Supreme Court of Virginia's Drug Court Grant and can only work on this grant. Moving the position to the operating budget allows the department to better manage level funding in the Drug Court Grant despite increasing case load and to provide administrative oversight to several other programs.

- **Provide funds for materials, conferences, and dues** **\$10,000 FTE: 0**

Provide additional funds for judges' professional development. Seminars and conferences allow judges to stay informed on important social and legal issues such as bioethics, victim's rights, jail and prison overcrowding, the courts and the elderly, and specialized dockets dealing with mental health, drug addiction, and veterans. This also includes providing funds for the Judges' Office law library to keep law library publications current.

Circuit Court Judges	Total	\$71,380 FTE: 1

City Attorney

- **Provide funds for inflationary costs** **\$122,279 FTE: 0**

Increase funds to maintain competitive salaries and cover spending inflation on operational needs.

City Attorney	Total	\$122,279 FTE: 0

City Auditor

- **Provide funds to restore the FY 2021 budget reduction** **\$41,941 FTE: 0**

Provide funds to increase personnel budget for the office based on the reduction applied in the Adopted FY 2021 Budget. All council appointee offices were subject to a five percent reduction in FY 2021 as a result of COVID-19.

City Auditor	Total	\$41,941 FTE: 0

City Planning

- **Provide funding for PlaNorfolk 2050**

\$200,000 FTE: 0

Provide funds for consultant contract for PlaNorfolk 2050 included as part of the Comprehensive Planning program. The consultant will assist Comprehensive Planning in ensuring the city's updated comprehensive plan meets all state-mandated requirements and serves as guide to future physical, social, and economic development.

- **Provide funds for a City Planner I in the Zoning program**

\$48,316 FTE: 1

Provide funds for a City Planner I position for the Zoning program. This City Planner I position would provide additional customer service capacity in the Zoning program, and would be responsible for improving functions resulting from the introduction of the resilience quotient, short term rentals, and other modification with the new zoning ordinance.

City Planning	Total	\$248,316	FTE: 1

Commissioner of the Revenue

- **Increase funds for personnel**

\$12,703 FTE: 0

Provide funds to raise staff supervisor salary to be above the salary of their employees.

Commissioner of the Revenue	Total	\$12,703	FTE: 0

Emergency Preparedness and Response

- **Provide funds for night shift differential pay**

\$132,000 FTE: 0

Provide funds for shift pay differential for telecommunicator's in the 911 Emergency Communication program. Funds will be used to support a \$3 per hour increase for 22 telecommunicators working the night shift of the 24-hour 911 call center.

Emergency Preparedness and Response	Total	\$132,000	FTE: 0

Fire-Rescue

- **Enhance funding for Master Firefighter program**

\$80,000 FTE: 0

Provide additional funds for Master Firefighter program. This professional development initiative is designed to encourage firefighters to enhance skills and abilities in the areas of firefighting, emergency medical services, special operations, fire prevention, training, and management administration.

- **Provide funds for part-time Inspectors**

\$202,932 FTE: 4

Provide funds for part-time fire inspectors for the Fire Code Enforcement Program. This enhancement will add four additional part-time Fire Inspectors allowing an additional 2,800 fire inspections to occur annually. Fire inspections provide a means of identifying and correcting hazards; protecting life, property, and the environment.

Fire-Rescue	Total	\$282,932	FTE: 4

General Services

• **Provide funds for Animal Health and Welfare positions** **\$78,304 FTE: 3**

Provide funds for three additional positions at Norfolk Animal Care Center in the Animal Health and Welfare program. Funding will provide two additional Animal Caretakers and one additional Customer Service Representative to aid Norfolk Animal Care Center in reaching their goal of secure positive placement for 100 percent of healthy and treatable animals received each year. Animal Caretaker positions will aid in the care and boarding of animals at the pet adoption center while the Customer Service Representative will be responsible for communicating and working with citizens to find perfect matches for pet adoption.

• **Provide funds for workstations for Animal Health and Welfare** **\$5,760 FTE: 0**

Provide funds for six additional Chameleon licensed workstations for the Animal Health and Welfare program at Norfolk Animal Care Center. Chameleon is a licensed software program that Norfolk Animal Care Center uses for file documentation, payments, record keeping, and other general administrative tasks. The mobile work stations will allow employees to access the software program within the mobile unit.

General Services	Total	\$84,064	FTE: 3

Human Resources

• **Increase staffing for Total Absence Management** **\$110,408 FTE: 3**

Provide funds for three Absence Management Specialist for the Total Absence Management Program. The positions will provide increased centralized coordination and communication around employee absences. The Total Absence Management program oversees and administers the city's leave and absence policies.

Human Resources	Total	\$110,408	FTE: 3

Libraries

• **Increase staffing at Tucker Library** **\$127,536 FTE: 4**

The Richard A. Tucker Memorial Library is scheduled to open in the summer of 2021. The FY 2022 budget includes funds for 11 positions to operate the library. Additional funds are requested for one Library Associate I, one Library Associate II, one Library Assistant I, and one Library Assistant II. This staffing will provide programming to the community.

• **Provide additional positions for branch operations** **\$181,472 FTE: 5**

Provide funds for additional positions to improve library operations and support the Administrative Services program. The positions would support branch operations at Pretlow and Jordan Newby, along with supporting the Youth Services program and the Service Center.

Libraries	Total	\$309,008	FTE: 9

Nauticus

• **Increase staffing for USS Wisconsin operations** **\$34,146 FTE: 0**

Provide funds for additional part-time positions to support USS Wisconsin operations when public health guidelines allow for a return to normal operations and visitor experience. Providing additional part-time positions will allow for enhanced visitor services and increased capacity for docent-led battleship tours.

Nauticus

- **Provide funds for additional part time staff for Museum**

\$36,407 FTE: 0

Provide funds for additional staffing for the Museum Operations program when public health guidelines allow for a return to normal operations. Increasing part-time staffing will allow for enhanced visitor services and increased capacity at ticketing.

- **Provide funds for temporary staff for Education**

\$17,913 FTE: 0

Provide funds for additional staffing to support Educational Programming when public health guidelines allow for a return to normal operations and visitor experience. The additional position will provide visitors with educational programming around the Nauticus campus to increase community awareness and involvement.

Nauticus

Total

\$88,466 FTE: 0

Norfolk Community Services Board

- **Increase funds for Developmental and Youth Services**

\$112,294 FTE: 2

Increase funds for Developmental and Youth Services Program with the addition of a part-time Early Childhood Special Educator position to support the Infant and Toddler Connection of Norfolk (ITCN). The program provides services and support for families and their children, birth to age three who have special needs. Enrollment has increased approximately eight percent over the past several years, with nearly 400 children enrolled currently. One additional case manager will help right size caseload size for staff to adequately meet higher enrollment. The part-time position will increase direct services to clients and reduce the need to contract out assessments and other services during peak enrollment periods.

- **Support Peer Recovery services**

\$92,508 FTE: 2

Provide funds to support Peer Recovery Services in the department's operating budget. The department has relied on grant funds and temporary staffing to provide recovery from substance use disorders. The addition of a Peer Recovery Specialist III and a Peer Recovery Specialist IV will establish permanent staffing to enhance services and continue to leverage outside resources to meet program demand.

Norfolk Community Services Board

Total

\$204,802 FTE: 4

Outside Agencies

- **Increase funds for Caribfest**

\$38,000 FTE: 0

Increase funds for Virginia Caribbean-American Cultural Association to provide Caribfest. Caribfest promotes community engagement and awareness and is the only Caribbean summer festival in Norfolk which showcases a broad spectrum of Caribbean, African, and Latin-American heritage, art, music and culture. Funds will be used to develop and promote CaribFest as a means of attracting and enhancing the visitor experience. Funds will also be used to offset reduced revenue generated by COVID-19 impacted fundraising activities and the additional cost of hiring a production company.

Outside Agencies

• Increase funds for Chrysler Museum of Art

\$869,004 FTE: 0

Increase funds for the Chrysler Museum. The Chrysler Museum collects, displays and interprets original works of art from across the world. The Museum houses a permanent collection of over 32,000 art pieces. The Chrysler Museum offers free admission to Norfolk's residents and visitors and provides educational programming to schools and the community. Funds will be used to provide retirement benefits for employees; contributions are currently suspended. Additional funds will also be used to provide critical repairs and support general operating expenses for the security, maintenance, and operation of the city-owned Chrysler Museum facilities including the main museum building, off-site storage, glass studio, and two historic houses.

• Increase funds for Downtown Norfolk Council

\$42,000 FTE: 0

Increase funds for the Downtown Norfolk Council. The Downtown Norfolk Council provides programs and services designed to promote and enhance business, arts and culture, retail, residential initiatives, and economic development in downtown Norfolk. Funds will be used to maintain current core services and support general operating costs for the organization in its role as partner with the City of Norfolk and its downtown stakeholders.

• Increase funds for Eastern Virginia Medical School

\$70,935 FTE: 0

Increase funds for Eastern Virginia Medical School. Eastern Virginia Medical School provides healthcare and patient education services to individuals across Hampton Roads in need of medical care. EVMS has been financially impacted by the COVID-19 crisis. The organization has re-engineered its models of patient care, research and education to address the Coronavirus pandemic. In addition, EVMS has incurred a significant amount of new expenses to combat the spread of COVID-19. These measures and associated costs are expected to exceed one-time funds and continue into FY 2022. Funds will be used to support general operating expenses and increased costs associated with providing necessary patient care services (including indigent care), research, and educational programs to Norfolk residents and visitors. This action restores funding for the organization to the pre-COVID-19 level.

• Increase funds for Hampton Roads Pride

\$5,000 FTE: 0

Increase funds for Hampton Roads Pride. Hampton Roads Pride provides educational programming to support inclusive communities and to raise awareness for the Lesbian, Gay, Bisexual, Transgender (LGBT) community. Hampton Roads Pride also works to build strong community partnerships connecting LGBT youth, teens, adults and families to supportive resources that enhance their physical, mental and social well-being. Funds will be used to support the annual PrideFest and its associated events, education programs, and community awareness of the LGBT and allied communities. This action restores funding for this organization to the pre-COVID-19 level.

• Increase funds for Nauticus Foundation

\$100,000 FTE: 0

Increase funds for the Nauticus Foundation. The Nauticus Foundation is a non-profit organization that provides fundraising, marketing, facility rentals, exhibitions, programming, and gift shop services at Nauticus. Funds will be used to support the six-week WinterFest event aboard the USS Battleship Wisconsin. The event features a walk-through light trail that includes over 250,000 lights, 100 trees and special tree lighting ceremonies, live entertainment, lighted sailboat parades and holiday food and beverages for the residents and visitors of Norfolk.

Outside Agencies

• Increase funds for Norfolk Convention and Visitors Bureau

\$170,065 FTE: 0

Increase funds for Norfolk Convention and Visitors Bureau (NCVB)/Visit Norfolk. NCVB/Visit Norfolk promotes tourism and provides promotional marketing services to elevate the Norfolk brand and to increase the number of visitors, overnight guests, conferences, and travel related jobs to the City of Norfolk. Funds will be used to solicit new customers, while improving relationships with existing meeting and event planners. Funds will also be used to expand virtual marketing and partnerships with Virginia Beach and Williamsburg.

• Increase funds for Norfolk Festevents

\$265,972 FTE: 0

Increase funds for Norfolk Festevents. Norfolk Festevents is a non-profit organization that provides special event planning, services and programs designed to promote community engagement and activities in downtown Norfolk, the Norfolk waterfront, and in Ocean View Park to encourage visitors to Norfolk. In FY 2021, in response to COVID-19, Norfolk Festevents provided the new "Stay at Home" event series which featured digital live music performances by local and regional artists, family story time, trivia nights with live on-air hosts, aerial tours of the Norfolk waterfront and Town Point Park, cooking and yoga classes. Funds will be used to support the Norfolk Jazz Festival, Ocean View Park activities, shuttle services for the Harborfest Mayoral reception and general operating expenses. This action restores funding for the organization to the pre-COVID-19 level.

• Increase funds for NRHA Administration

\$370,000 FTE: 0

Increase funds to support Norfolk Redevelopment and Housing Authority (NRHA) administration. NRHA provides education and affordable, quality housing options for Norfolk residents of all incomes seeking housing or home ownership. NRHA collaborates with community partners and stakeholders to create strategic approaches for community and land development. Funds will support neighborhood transformation and housing development activities carried out by NRHA. Funds will also provide disposition support services to parcels and buildings currently in the NRHA land inventory such as Spartan Village, the Roberts Road Warehouse, Wards Corner, and GEM lots.

• Increase funds for Teens with a Purpose

\$6,000 FTE: 0

Increase funds for Teens With a Purpose. Teens With a Purpose (TWP) is a non-profit organization that provides educational support and enrichment, expressive arts programs (music, dance, technology, literary and visual arts), teen summer camps, year-round gardening, and community engagement events focused on Norfolk youth living in the St. Pauls community. Teens With a Purpose has experienced increased costs in transportation, staffing, technology, training, and supplies due to COVID-19. Funds will help maintain current services which include school-based educational programs and afterschool arts and resiliency programming. Without additional funding, TWP will have to decrease programming hours, reduce the number of youth served, and discontinue Friday programming.

• Increase funds for The Governor's School for the Arts

\$5,000 FTE: 0

Increase funds for the Governor's School for the Arts. The Governor's School for the Arts provides student-led performances and student education and training programs in dance, theatre and the arts. Funds will be used to support training and education costs for students enrolled in the Governor's School for the Arts. This action restores funding for the organization to the pre-COVID-19 level.

Outside Agencies

• Increase funds for Virginia Beach Growsmart Foundation

\$3,734 FTE: 0

Increase funds for Virginia Beach Growsmart Foundation (dba Square One). Funds will be used to support Square One in the delivery of free professional development training which includes: prevention and early intervention educational courses to Norfolk early childhood educators, home visiting agency staff, childcare providers, parents, Department of Human Services (DHS) staff, and community leaders. Funds will also support the distribution of children's books to Norfolk preschoolers at-risk through the Hampton Roads Reads, literacy/school readiness program. This action restores funding for this organization to pre-COVID-19 level.

• Increase funds for Virginia Stage Company

\$54,146 FTE: 0

Increase funds for Virginia Stage Company (VSC). The Virginia Stage Company is the leading non-profit theatre in Virginia, which serves an audience of over 58,000 annually. The VSC provides theatrical entertainment, education and outreach programs in Norfolk. Funds will be used to support general operating costs, community engagement programs, and continued delivery of fully accessible digital, on-line and stage performances for Norfolk residents and visitors. Funds will also support the efforts of VSC to rebuild after suffering large revenue losses due to halting production as a result of the COVID-19 pandemic. This action provides funding \$21,245 above the pre-COVID-19 funding level of \$293,755.

• Increase funds for Virginia Symphony Orchestra

\$78,490 FTE: 0

Increase funds for Virginia Symphony Orchestra (VSO). The VSO provides musical entertainment including a regular concert series, community engagement initiatives, and educational programs. The concert series and community engagement initiatives are designed to entertain people of all ages and backgrounds. Each year, the VSO serves approximately 100,000 residents and visitors throughout Hampton Roads and approximately 25,000 in Norfolk. Funds will be used to support general operating costs and provide three new programs for the symphony.

• Increase funds for Virginia Zoo Society

\$162,500 FTE: 0

Increase funds for Virginia Zoological Society. The Virginia Zoological Society develops and promotes zoo programs, provides educational programming, membership support including a quarterly newsletter; hosts private and public functions and special events; provides continuing education programs, outreach and engagement activities; and supports wildlife conservation initiatives locally and internationally. Funds will support general operating costs, educational and zoo programming. This action restores funding for this organization to the pre-COVID-19 level.

• Provide funds for Hermitage Museum and Gardens

\$40,000 FTE: 0

Provide funds to support the Hermitage Museum and Gardens. The Hermitage Museum and Gardens provide arts education, public programming, a nationally recognized art collection, and twelve acres of gardens and grounds which offer art and culture to the community. Admission to the gardens and museum galleries is free to the public. Funds will be used to support public programming, arts courses and children's programs.

• Provide funds for NRHA Residential Options Incorporated

\$310,487 FTE: 0

Provide funds for Norfolk Redevelopment and Housing Authority (NRHA), Residential Options, Inc. (ROI), a non-profit entity, established in 1992 by concerned citizens in collaboration with the Norfolk Community Services Board to develop and manage properties to serve the residential needs of Norfolk Community Services Board clients. NRHA assumed property management responsibility for the ROI properties at Guy Avenue, Hugo Street, and Fenner Street through a MOU between the the City of Norfolk and NRHA. At that time ROI was incorporated into the NRHA's annual operating budget. Funds will be used to support ROI property operations.

Outside Agencies

- **Provide funds for NRHA Wooden Boat Program**

\$12,000 FTE: 0

Provide funds for the NRHA Wooden Boat Program. The Tidewater Wooden Boat Workshop is a nonprofit organization that uses wooden boatbuilding and other nautical-related activities to help at-risk youth develop the life skills that lead to a successful future. The Wooden Boat Program teaches math, engineering, teamwork, and leadership through boatbuilding. Youth learn how to use hand and power tools and perform the calculations necessary to complete a boat. The program offers unique and exciting extracurricular activities that are provided throughout the school year and serve approximately 120 students. Funds will be used to support program space located at the Norfolk Redevelopment and Housing Authority, 910 Ballentine Building.

- **Provide funds for Virginia Ballet Theatre**

\$125,000 FTE: 0

Provide funds for Virginia Ballet Theatre. The Virginia Ballet Theatre provides dance education and community outreach to residents and visitors of Norfolk. Funds will be used to support the ongoing operation of the Virginia Ballet Theatre, and to provide dance classes to Norfolk residents, youth with low income, and individuals with disabilities. Funds will also be used to support the Executive Director position in providing leadership to the organization.

Outside Agencies

Total

\$2,728,333 FTE: 0

Public Health

- **Purchase additional equipment for insect control**

\$35,000 FTE: 0

Provides one-time funds to support Vector Control program through the purchase of two additional fogging machines. The machines will be used to reduce the mosquito population during the peak summer season, in order to limit the risk of mosquitoes transmitting disease pathogens to residents and visitors.

Public Health

Total

\$35,000 FTE: 0

Recreation, Parks and Open Space

- **Increase funds to support tree removal**

\$250,000 FTE: 0

Provide funds to support increases in tree removal services in the Parks and Forestry Operations program. The funds will be used for contract tree removal across the city. Currently, there is an 18-month backlog for tree pruning, care, and maintenance. This funding would enable a contractor to remove approximately 60 trees per year, allowing regular staff to concentrate on regular tree pruning and tree care work requests.

- **Provide funds for a new Administrative Support position**

\$52,120 FTE: 1

Provide funds for a new Management Analyst II position in the Administrative Support program. This position will be responsible for gathering data, performing data analysis to make recommendations, presenting information with simple and relevant visualizations, and discovering meaningful patterns in the data as well as develop and monitor performance measures, and provide pertinent trend information to local and national partners.

- **Provide funds for hardscape chemical maintenance**

\$298,540 FTE: 3

Provide funds for three new positions, supplies, and equipment for the chemical maintenance of hardscapes (sidewalks, curbs, etc.) in the Parks and Forestry Operations program. Improved treatment of weeds and growth in hardscapes will increase the longevity and overall beautification of the city.

Recreation, Parks and Open Space

- **Provide staff for performing arts in Recreation Programming** **\$398,398 FTE: 3**

Provide funds for two permanent Recreation Specialists and one Recreation Supervisor as well as 15 temporary Recreation Activity Instructors in Recreation Programming. This will allow the department to offer the following programs: dance, music, private lessons, and various medium visual arts opportunities at currently open facilities.

Recreation, Parks and Open Space	Total	\$999,058 FTE: 7

Sheriff and Jail

- **Provide funds to rent space for Community Corrections** **\$95,000 FTE: 0**

Provide funds to lease a space for the Community Corrections services and jail warehouse inventory. The current warehouse used by Norfolk Sheriff Office is on the market to be sold. The funds will allow the department to find a replacement location for storage and office space to continue the Community Corrections services.

Sheriff and Jail	Total	\$95,000 FTE: 0

Slover Library

- **Increase support for Lifelong Learning** **\$197,228 FTE: 3**

Provide funds to support operations of a Lifelong Learning Center. The additional staffing will fulfill the goals of a Lifelong Learning city by focusing the entire educational community (all those providing learning opportunities) on a single set of goals, measured consistently. A Bureau Manager would be responsible for advanced professional work managing and supporting the preparation and administration of various initiatives, programs, policies and special projects. A Program Coordinator would be responsible for advanced professional and lead work managing and supporting the preparation and administration of various city initiatives, programs, policies, and special projects. Additionally, one part-time Office Assistant would perform clerical duties for the department and provide customer service, website updates, and database administration.

- **Provide funding for Manager of Visitor Services position** **\$48,316 FTE: 1**

Provide funds for a Manager of Visitor Services position to support the Operational Services program. This position would manage event rentals and potentially help increase facility rental revenue.

- **Provide funding for Programming Services positions** **\$104,228 FTE: 3**

Provide funds for additional positions to improve Slover Library Creative Studios operations to support the Programming Services program. This includes one Library Associate I, one Library Associate II, and one Education Specialist. The additional staffing will allow for full operation of the Creative Studios, have all studios re-open to the public with qualified rotating staff at the desks, and have hours that start to match the Slover Library's operating hours.

- **Provide funds for an Administrative Assistant II position** **\$40,692 FTE: 1**

Provide funds for an Administrative Assistant II position to improve the service level of the Leadership and Support program. The new position will support administrative and financial duties, providing the department additional capacity to write and process grants and obtain donations and sponsorships that supplement the city budget.

Slover Library	Total	\$390,464 FTE: 8

Transit

- **Increase funds for overtime in Right-of-Way Services**

\$14,000 FTE: 0

Increase funds for employee overtime in the Right-of-Way Services program. There is at least one Construction Inspector on call 24 hours each day, 365 days a year. Their responsibilities include responding to emergencies that arise as a result of accidents, potential accidents, hazards, and to assist police, special events, and permitting with traffic control, delivery, and pickup of devices as needed.

- **Provide funds to continue Vision Zero educational campaign**

\$21,500 FTE: 0

Provide funds to continue the Vision Zero educational campaign in the Neighborhood Safety program. Vision Zero is a multi-national road traffic safety project that aims to achieve a road system with no fatalities or serious injuries involving road traffic. The funds will be used to conduct an extensive mass-media and on-the-ground outreach program.

- **Provide one-time funds for comprehensive traffic study**

\$124,975 FTE: 0

Provide one-time funds to conduct a comprehensive traffic study in the Transportation Strategy and Innovation program. The traffic study of the Ocean View Avenue will include the corridor between 1st View Avenue and Cape View Avenue and between 19th Bay Street and Pretty Lake Avenue. The purpose of the study is to evaluate the feasibility of a speed reduction and lane re-purposing project to encourage the process of establishing a quality multi-modal coastal community.

Transit

Total

\$160,475 FTE: 0

Capital Improvement Plan



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READER'S GUIDE

BACKGROUND

The Capital Improvement Plan (CIP) is a multi-year plan for capital expenditures to replace, maintain, and expand the city's infrastructure. The city uses the CIP to develop infrastructure and maintain the quality of life offered to residents and businesses.

The capital budget supports non-recurring expenditures, such as the construction of buildings, acquisition of property, repairs and improvements to roadways, building maintenance, and the efficient operation of the water, sewage, and storm water systems. Capital funding is limited to the cost of the project and may be expended over several fiscal years until the project is completed. Other costs associated with the capital budget include, but are not limited to the following:

- Architectural and engineering fees;
- Site development; and
- Major equipment.

The city uses a long-range planning process that results in a Five-Year CIP. This Five-Year CIP provides residents with an outline of how the city anticipates investing capital dollars for the next five years. Each capital project included in the CIP is either approved for funding in FY 2022, or included as a planned project in FY 2023 through FY 2026. The inclusion of a project beyond the current budget year does not guarantee it will be funded in the future. The needs of the city may shift and result in changes during the next annual budget cycle.

A project that is included in the city's capital budget is broadly defined as requiring the expenditure of public funds for the purchase, construction, enhancement, or replacement of physical infrastructure/assets and may take several years to complete. Whether a project is included in the CIP or in the city's operating budget is determined by its size and scope. Any project authorized in a department's operating budget must be completed or committed by a contractual obligation within the fiscal year in which the funds are appropriated.

To be included in the CIP, the project must cost \$75,000 or more. Furthermore, the project should enhance, increase the value of, or extend the life of the asset beyond the life of the debt instrument used to finance the improvement or grant program.

GUIDING PRINCIPLES

Guiding principles are used to help shape the CIP. These principles include, but are not limited to the following:

- Develop a capital plan that includes projects that meet City Council priorities;
- Ensure the CIP will be the platform for development in neighborhoods and business communities; and
- Preserve and enhance the existing tax base.

The CIP decision-making process coincides with the budget development cycle. Departments submit projects for the upcoming five-year plan which are presented to city leadership via budget hearings and committee meetings for review and discussion. To guide the CIP decision-making process, projects are evaluated on the degree to which the following objectives are met:

- Adhere to legal or contractual obligation or federal or state mandate;

- Address health concerns, safety or emergency needs;
- Leverage outside funding through a match of federal, state, or private funding;
- Produce positive community impact through the formation of partnerships with residents and businesses to leverage public dollars, making Norfolk the community of choice for living, working, and leisure activities;
- Enjoy broad community support;
- Result in unacceptable outcomes if the project is deferred;
- Ensure existing infrastructure and/or equipment is maintained and replaced in a timely manner;
- Address flooding through meaningful projects;
- Make directed investments in neighborhoods;
- Redevelop the St. Paul's Area;
- Use dedicated revenue to fund projects; and
- Ensure consistency with plaNorfolk2030 comprehensive plan, NorfolkVision2100, and other City Council adopted plans.

FUNDING CIP

A combination of funding sources are used to implement the CIP. Below are descriptions of funding sources used to support the CIP:

- **Reappropriation of Previous Authorization:** Funds provided for projects in prior years that are completed and have excess funds, or projects that will no longer be completed because of a shift in city priorities.
- **Transfer from General Fund:** Cash from the General Fund contributions to the CIP.
- **Transfer from School Fund:** Cash contributions from Norfolk Public Schools.
- **Transfer from Public Amenities Fund:** Cash contributions from a special revenue fund, which collects one percent of the prepared food tax rate and one percent of the lodging tax rate to promote cultural and entertainment activity.
- **Other Cash Contribution:** Cash contributions from other sources to the CIP, such as grants, donations, other state or federal aid, or other reprogrammed funds.
- **Bonds (Debt):** The city's debt is defined by the sources of repayment: General Fund supported debt service and nongeneral fund supported debt service. General Fund supported debt is pledged to be repaid from tax revenue. Nongeneral fund debt is intended to be repaid from revenue derived from other revenue sources such as fees.

NONGENERAL FUND PROJECTS:

Projects below are supported through nongeneral fund revenues, such as user fees, and are not paid from taxes:

- **Parking Facilities (PF):** Improve the city's parking infrastructure systems, including architectural design and construction of multi-level parking facilities, promote tourism, and retain and attract businesses.

- **Storm Water Utility (SW):** Improve the city's storm water infrastructure system, including drainage improvements, system repairs and rehabilitation, and system cleaning and drainage studies in neighborhoods citywide.
- **Towing and Recovery (TR):** Support the city's ability to keep abandoned vehicles off the public right-of-way and address code violations. There are no projects in this fund for the FY 2022 - FY 2026 CIP.
- **Wastewater Utility (SF):** Improve the city's wastewater infrastructure system including the operation and maintenance of collection sewers, pump stations, and sewer force mains.
- **Waste Management (WM):** Support the city's ability to comply with regulatory requirements related to its landfills. There are no projects in this fund for the FY 2022 - FY 2026 CIP.
- **Water Utility (WF):** Improve the city's water infrastructure system and perpetuate the city's economic vitality.

POLICY AREA DESCRIPTIONS

The FY 2022 – FY 2026 CIP uses policy areas to categorize project funding. The policy areas used are described below.

Education:

Projects in this category enhance the educational infrastructure of the city to improve instructional service delivery. They are most likely to be school related activities, but can be any educational capital-type project. This would include construction projects to improve, replace, and/or build new elementary, middle, and high school facilities. Related funds for acquisition of property and designs are also included.

Economic Development:

Projects in this category improve the city's infrastructure systems and encourage the city's continued economic vitality. They may also provide funds for public infrastructure improvements designed to enhance and support private sector investments in a variety of neighborhoods and commercial areas of the city.

Environmental Sustainability:

Projects in this category are intended to create a positive, regenerative effect on the environment, including opportunities to mitigate detrimental environmental impacts in the city. Projects in this category will promote the efficient use and protection of natural resources, reduce the adverse negative impacts of coastal flooding, and advance a thriving culture and economy.

Cultural Facilities:

Projects in this category improve the city's infrastructure systems and support the city's initiatives to promote tourism and to provide opportunities for cultural enrichment to residents.

General and Other:

Projects in this category improve the city's infrastructure system and maintain public safety through enhancement and maintenance. Projects are typically specialized in nature and do not fall within the other defined policy areas.

Neighborhood Development:

Projects in this category improve the city's infrastructure systems, and preserve and enhance the city's taxable real estate base. These projects may include improvements to the city's community roadways and acquisition of property to strengthen neighborhoods.

Public Buildings:

Projects in this category improve the city-owned infrastructure by providing adequate maintenance to existing facilities and construction of new or renovated facilities.

Parks and Recreation Facilities:

Projects in this category enhance the city's recreational facilities, provide opportunities for cultural enrichment, and promote tourism.

Transportation:

Projects in this category improve the city's roadway infrastructure and satisfy the Commonwealth of Virginia's mandate regarding the Urban Roadways Program. This would encompass improvements to primary and secondary vehicular passageways, bridges, and underpasses, including street lighting, signalizations, and undergrounding of utilities relating to streets and highways.

PROJECT INFORMATION

The FY 2022 CIP provides funding for projects from the General Fund (CP), Parking Facilities (PF), Storm Water Utility (SW), Wastewater Utility (SF), and Water Utility (WF) funds.

Financial information for projects can be found throughout the CIP and in the sections listed below:

- **CIP Funding Sources:** Lists the sources of revenue the city uses to fund capital projects.
- **CIP - Uses of Funds:** Lists the projects in the FY 2022 CIP.
- **CIP Five-Year Plan Summary:** A five-year outlook of planned projects and funding amounts in the FY 2022 – FY 2026 CIP.
- **Project Detail by Policy Area:** Projects shown on the CIP Five-Year Plan Summary are listed individually with a detailed financial breakdown.

Each project within the FY 2022 – FY 2026 CIP has an individual project information page. The definitions and descriptions below are provided as a guide to understanding the individual project pages.

SEE SAMPLE PAGE FOLLOWING THESE DEFINITIONS FOR MORE INFORMATION.

For each project, the following information is included:

- **Project Title:** Provides a descriptive name for the project.
- **Department:** Identifies the city department that will function as the project sponsor and manager.
- **Property Address:** Identifies the location of the project. Several categories are used to identify the location of a project. Addresses are listed when a project is concentrated in a specific area. The term citywide is used when the project involves several locations throughout the city or has a citywide impact. The term "to be determined" is used when a specific site for the project has not been identified.
- **Customers Served:** Indicates the beneficiaries to be served by the project.
- **Project Description:** Provides a brief and informative description of the project.
- **Financial Summary:** The financial summary provides detailed information on the amounts appropriated for the project. This section includes the following:

- **FY 2022 Adopted:** Reflects the amounts for the project. Amounts listed in FY 2023 – FY 2026 are planned amounts in the upcoming years.
- **FY 2021 Adopted:** Amounts that were approved for the project when the budget was authorized in the previous fiscal year.
- **Estimated Operating Budget Impact:** Reflects any ongoing operating budget expense once the project is complete. These expenses are not paid from the capital budget.
- **Anticipated Project Timeline:** Amounts shown are a projection of how and when funds will be spent in FY 2022 – FY 2026.
- **Prior Capital Funding:** Shows the dollars previously contributed to the project from previous appropriations.
- **Capital Share Remaining:** Reflects the amount of capital funding projected to complete the project. This amount is the sum of FY 2023 – FY 2026.
- **Project Total:** Reflects the total amount of money dedicated for completion of the project.
- **Picture:** Includes a visual depiction, if available, of the project location or the end result expected from the completion of the project.

Project Description Page

Project Title

Project Description

Department

Acquire School Buses

Department Education	Project Description Provide funds to acquire school buses for Norfolk Public Schools. In FY 2013, the City of Norfolk began providing \$1 million a year to purchase school buses. It is anticipated that this funding will support the purchase of eight to nine school buses annually depending on the type of bus purchased.
Fund General Capital	
Account # 4000 12 4248	
Property Address: Citywide	
Customers Served Residents ☒ Business ☐ City Services ☐ Educational Community ☒ Tourists/Visitors ☐	

Project Address

Customers Served

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Proposed	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2021 Adopted	0	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Financial Summary

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Anticipated Project Spending

Prior Capital Funding	3,000,000
FY 2022 Proposed	1,000,000
Capital Share Remaining	4,000,000
Project Total	8,000,000

Funding History



OPERATING IMPACT OF MAJOR CIP PROJECTS

The operating impact of capital projects is analyzed during the CIP development process. Many new capital improvement projects entail ongoing expenses for routine operation, repair, and maintenance upon completion or acquisition. Some new capital facilities may also require the addition of new positions.

Estimated revenues and/or operational efficiency savings associated with projects are also considered during the capital project evaluation and review process. Operational costs of new facilities can have a significant financial impact on the operating budget of the city. Therefore, these costs are weighed when a project is considered for funding. Conversely, the positive contribution that a capital project can make to the fiscal well-being of the city is also factored into the decision-making process. Capital projects such as redevelopment of under-performing or under-used areas of the city, and the infrastructure expansion needed to support new development, help promote the economic development and growth that generates additional operating revenues or operational efficiencies.

As CIP projects are completed, the operating costs of these projects are identified, prioritized, and justified as part of the city's budget development process. The city plans and budgets for significant start-up costs, as well as operation and maintenance of new facilities in the operating budget. If applicable, each project contains an operating and maintenance projection for the operating costs for the first five years.

The table below represents the estimated operating and maintenance costs for approved projects. These impacts are taken into consideration in the city's expenditure forecast. Operating impacts are analyzed for funding on a project-by-project basis because, at times, these impacts can be absorbed within a department's current budget and, at other times, additional funding may be needed. These costs are taken into account when the city authorizes a project for capital funding. CIP projects that have been completed in prior years, which have operating impacts, are not shown here. Prior projects such as the Southside Aquatics Center and the new courthouse, for example, have annual operating and maintenance costs that have been added to the operating budget as these buildings have already come online.

Five Year Estimated CIP Project Operating and Maintenance Cost Impact*

Project Title	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Implement Complete Streets Program	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Implement RPOS Master Plan	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Improve Existing Community Centers	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Improve Community and Neighborhood Parks	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Improve Cemeteries Infrastructure	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Improve Street Lights	\$2,000	\$2,000	\$3,000	\$4,000	\$5,000
Grand Total	\$39,000	\$39,000	\$40,000	\$41,000	\$42,000

*Operating and maintenance costs are addressed through the operating budget for completed projects or for any impending facilities coming online. Operation and maintenance costs are not shown for school construction, as these costs are shown as part of the School Board's separate budget.

CIP FUNDING SOURCES – GENERAL CAPITAL

FY 2022 – FY 2026 Funding Sources						
Sources	Adopted	-----Planned-----				Total
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Anticipated FY 2021 General Fund Budget Savings	\$6,500,000	\$0	\$0	\$0	\$0	\$6,500,000
Transfer from General Fund Operating	\$2,040,577	\$915,577	\$1,892,003	\$1,917,003	\$1,917,003	\$8,682,163
SWIFT Program	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$0	\$24,000,000
FY 2019 and FY 2020 Norfolk Public Schools Budget Savings	\$17,700,000	\$0	\$0	\$0	\$0	\$17,700,000
Transfer from Public Amenities Fund	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Tax Credits	\$0	\$10,000,000	\$0	\$0	\$0	\$10,000,000
VDOT Revenue Sharing	\$0	\$0	\$0	\$0	\$0	\$0
Community Development Block Grant	\$0	\$0	\$0	\$0	\$0	\$0
Bonds	\$67,302,423	\$82,809,423	\$46,457,997	\$49,457,997	\$43,107,997	\$289,135,837
Subtotal	\$99,543,000	\$99,725,000	\$54,350,000	\$57,375,000	\$45,025,000	\$356,018,000

CIP FUNDING SOURCES – NONGENERAL FUNDS

FY 2022 – FY 2026 Funding Sources						
Sources	Adopted	-----Planned-----				Total
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Other CIP						
Parking Fund Cash	\$1,450,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$11,450,000
Subtotal Parking Fund	\$1,450,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$11,450,000
Storm Water Bonds	\$32,000,000	\$27,900,000	\$14,600,000	\$13,900,000	\$4,850,000	\$93,250,000
Storm Water Cash	\$1,315,200	\$1,315,200	\$1,315,200	\$1,315,200	\$1,315,200	\$6,576,000
Subtotal Storm Water	\$33,315,200	\$29,215,200	\$15,915,200	\$15,215,200	\$6,165,200	\$99,826,000
Wastewater Bonds	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$40,000,000
Wastewater Cash	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$45,000,000
Subtotal Wastewater	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$85,000,000
Water Bonds	\$15,000,000	\$15,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$51,000,000
Water Cash	\$21,200,000	\$20,750,000	\$24,950,000	\$27,800,000	\$26,850,000	\$121,550,000
Subtotal Water	\$36,200,000	\$35,750,000	\$31,950,000	\$34,800,000	\$33,850,000	\$172,550,000
Other CIP Total	\$87,965,200	\$84,465,200	\$67,365,200	\$69,515,200	\$59,515,200	\$368,826,000
Grand Total CIP	\$187,508,200	\$184,190,200	\$121,715,200	\$126,890,200	\$104,540,200	\$724,844,000

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CIP - Uses of Funds

FY 2022 - FY 2026 Capital Improvement Plan			
Project Title	Fund Page		Adopted FY 2022*
Education			
Acquire School Buses	CP	451	1,000,000
Address School Major Maintenance	CP	452	26,700,000
Subtotal Education			27,700,000
Transportation			
Enhance Signals and Intersections	CP	455	1,000,000
Implement Complete Streets Initiative	CP	456	200,000
Improve Colonial Avenue for Pedestrians	CP	457	550,000
Improve Street Infrastructure Citywide	CP	458	2,700,000
Install ADA Ramps Citywide	CP	459	500,000
Install Signals at Virginia Beach Blvd and Winburne Ln Intersection	CP	460	800,000
Reconstruct Westminster Avenue	CP	461	1,000,000
Rehabilitate Berkley Avenue Bridge	CP	462	0
Rehabilitate Hampton Boulevard Bridge	CP	463	7,000,000
Repair Shore Drive Bridge over Little Creek	CP	464	0
Repair, Replace, and Maintain Bridges	CP	465	1,000,000
Subtotal Transportation			14,750,000
Cultural Facilities			
Dredge Beneath the USS Wisconsin BB-64	CP	469	1,500,000
Fund Chrysler Museum Capital Campaign	CP	470	0
Improve Cemeteries Infrastructure	CP	471	250,000
Improve Cultural Facilities	CP	472	275,000
Improve Harbor Park	CP	473	165,000
Improve the Nauticus Facility	CP	474	2,500,000
Maintain USS Wisconsin BB-64	CP	475	600,000
Renovate Chrysler Hall	CP	476	0
Support Citywide Public Art	CP	477	350,000
Subtotal Cultural Facilities			5,640,000

FY 2022 - FY 2026 Capital Improvement Plan

Project Title	Fund Page		Adopted FY 2022*
Neighborhood Development			
Acquisition and Demolition of Blighted Properties in Willoughby	CP	481	200,000
Construct the Blue/Greenway in St. Paul's Area	SW	482	6,000,000
Convert Street Lights to LED	CP	483	100,000
Design Berkley Square Complex	CP	484	1,000,000
Improve Citywide Dredging and Waterways	CP	485	150,000
Improve East Ocean View Drainage	SW	486	2,000,000
Improve Glenrock Drainage	SW	487	1,400,000
Improve Glenwood Park Drainage	SW	488	1,900,000
Improve Neighborhood Streets	CP	489	550,000
Improve Newport Avenue (Talbot Hall) Drainage	SW	490	300,000
Improve Overbrook/Coleman Place Drainage	SW	491	2,000,000
Improve Park Place Drainage	SW	492	0
Improve Road Infrastructure in St. Paul's Area	CP	493	10,000,000
Improve Storm Water Infrastructure in St. Paul's Area	SW	494	5,000,000
Improve Street Lights	CP	495	100,000
Improve the Art District Streetscapes	CP	496	0
Improve Wastewater Infrastructure in St. Paul's Area	SF	497	2,000,000
Improve Water Infrastructure in St. Paul's Area	WF	498	350,000
Rehabilitate Tidewater Drive Pump Station	SW	499	0
Revitalize St. Paul's Community	CP	500	3,000,000
Strengthening Neighborhoods through Affordable Housing Initiatives	CP	501	1,750,000
Support Blue/Greenway Amenities in St. Paul's Area	CP	502	1,000,000
Support Elizabeth River Trail Capital Campaign	CP	503	250,000
Upgrade the Monticello Avenue Pump Station	SW	504	600,000
Subtotal Neighborhood Development			39,650,000
Public Buildings			
Implement Fire-Rescue Facility Plan	CP	507	0
Improve and Maintain the Zoo	CP	508	560,000
Maintain Fire Stations	CP	509	500,000
Maintain Municipal Facilities	CP	510	3,500,000
Maintain Parking Facilities	PF	511	0

FY 2022 - FY 2026 Capital Improvement Plan

Project Title	Fund	Page	Adopted FY 2022*
Refurbish Main Street Garage Elevators	PF	512	600,000
Refurbish Town Point Garage Elevators	PF	513	850,000
Support Jail Improvements	CP	514	300,000
Upgrade Security at City Facilities	CP	515	500,000
Subtotal Public Buildings			6,810,000
Parks & Recreation Facilities			
Design a Combination Recreation and Library Facility at NFWC	CP	519	4,000,000
Implement RPOS Master Plan	CP	520	500,000
Improve Boat Ramps Citywide	CP	521	900,000
Improve Community and Neighborhood Parks	CP	522	250,000
Improve Existing Community Centers	CP	523	200,000
Provide Funds to Southside Boys & Girls Club for Facility Improvements	CP	524	1,500,000
Subtotal Parks & Recreation Facilities			7,350,000
Environmental Sustainability			
Conduct Drainage Studies Citywide	SW	527	0
Conduct Outfall Maintenance and Dredging	SW	528	750,000
Conduct Sliplining and Major Repairs to Existing Infrastructure	SW	529	1,200,000
Construct Park along East Water Street	CP	530	500,000
Control Beach Erosion	CP	531	1,000,000
Create Citywide Flooding Reserve	SW	532	1,315,200
Implement Pond Retrofits Citywide	SW	533	2,050,000
Implement Shoreline Restoration	SW	534	200,000
Implement the Green Infrastructure Plan	SW	535	100,000
Improve Duffys Lane Outfall Extension	SW	536	500,000
Improve Selby Place Outfall Extension	SW	537	0
Improve Storm Water Waterfront Facilities	SW	538	0
Raise the Downtown Floodwall	SW	539	8,000,000
Support Beach Renourishment	CP	540	6,493,000
Subtotal Environmental Sustainability			22,108,200

FY 2022 - FY 2026 Capital Improvement Plan

Project Title	Fund Page		Adopted FY 2022*
Storm Water			
Implement Flood Mitigation at Cambridge Crescent and Carroll Place	CP	543	1,150,000
Subtotal Storm Water			1,150,000
Wastewater			
Improve Larchmont Wastewater Infrastructure	SF	547	1,500,000
Improve Wastewater Collection System	SF	548	13,500,000
Subtotal Wastewater			15,000,000
Water			
Replace Lake Smith Culvert	WF	551	6,000,000
Replace Raw and Finished Water Transmission / Distribution	WF	552	14,850,000
Support Watershed Management	WF	553	3,000,000
Upgrade Billing System	WF	554	0
Upgrade Water Treatment Plants	WF	555	12,000,000
Subtotal Water			35,850,000
General & Other			
Acquire Fleet Vehicles and Equipment	CP	559	4,000,000
Acquire Technology	CP	560	4,000,000
Design and Construct Regional Fiber Ring	CP	561	0
Improve Infrastructure and Acquire Property	CP	562	2,500,000
Support Major Demolitions	CP	563	1,000,000
Subtotal General & Other			11,500,000
Total Capital Improvement Plan			187,508,200

* Projects with zero funding in FY 2022 are included in the CIP - Uses of Funds because they have planned funding after FY 2022

CIP Five - Year Plan Summary

FY 2022 - FY 2026 Capital Improvement Plan									
Project Title	Fund	Pg	Originally Planned	Adopted	Planned				Total
			FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Education									
Acquire School Buses	CP	451	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Address School Major Maintenance	CP	452	9,000,000	26,700,000	9,000,000	9,000,000	9,000,000	3,000,000	56,700,000
Subtotal Education			10,000,000	27,700,000	10,000,000	10,000,000	10,000,000	4,000,000	61,700,000
Transportation									
Enhance Signals and Intersections	CP	455	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Implement Complete Streets Initiative	CP	456	200,000	200,000	750,000	750,000	750,000	750,000	3,200,000
Improve Colonial Avenue for Pedestrians	CP	457	550,000	550,000	-	-	-	-	550,000
Improve Street Infrastructure Citywide	CP	458	3,500,000	2,700,000	4,500,000	4,500,000	4,500,000	4,500,000	20,700,000
Install ADA Ramps Citywide	CP	459	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Install Signals at Virginia Beach Blvd and Winburne Ln Intersection	CP	460	-	800,000	-	-	-	-	800,000
Reconstruct Westminster Avenue	CP	461	1,000,000	1,000,000	-	-	-	-	1,000,000
Rehabilitate Berkley Avenue Bridge	CP	462	-	-	-	-	6,600,000	-	6,600,000
Rehabilitate Hampton Boulevard Bridge	CP	463	7,000,000	7,000,000	-	-	-	-	7,000,000
Repair Shore Drive Bridge over Little Creek	CP	464	-	-	1,000,000	-	-	-	1,000,000
Repair, Replace, and Maintain Bridges	CP	465	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Subtotal Transportation			14,750,000	14,750,000	8,750,000	7,750,000	14,350,000	7,750,000	53,350,000
Cultural Facilities									
Dredge Beneath the USS Wisconsin BB-64	CP	469	1,500,000	1,500,000	-	-	-	-	1,500,000
Fund Chrysler Museum Capital Campaign	CP	470	-	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000

FY 2022 - FY 2026 Capital Improvement Plan

Project Title	Fund	Pg	Originally Planned	Adopted	Planned				Total
			FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Improve Cemeteries Infrastructure	CP	471	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Improve Cultural Facilities	CP	472	500,000	275,000	500,000	1,000,000	1,000,000	1,000,000	3,775,000
Improve Harbor Park	CP	473	165,000	165,000	-	-	-	-	165,000
Improve the Nauticus Facility	CP	474	1,000,000	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000
Maintain USS Wisconsin BB-64	CP	475	500,000	600,000	850,000	600,000	600,000	850,000	3,500,000
Renovate Chrysler Hall	CP	476	-	-	50,000,000	5,000,000	-	-	55,000,000
Support Citywide Public Art	CP	477	250,000	350,000	250,000	250,000	250,000	250,000	1,350,000
Subtotal Cultural Facilities			4,165,000	5,640,000	54,350,000	9,600,000	4,600,000	4,850,000	79,040,000
Neighborhood Development									
Acquisition and Demolition of Blighted Properties in Willoughby	CP	481	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Construct the Blue/Greenway in St. Paul's Area	SW	482	6,000,000	6,000,000	6,000,000	-	-	-	12,000,000
Convert Street Lights to LED	CP	483	100,000	100,000	125,000	150,000	175,000	175,000	725,000
Design Berkley Square Complex	CP	484	-	1,000,000	-	-	-	-	1,000,000
Improve Citywide Dredging and Waterways	CP	485	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Improve East Ocean View Drainage	SW	486	2,000,000	2,000,000	2,700,000	3,100,000	2,000,000	-	9,800,000
Improve Glenrock Drainage	SW	487	1,400,000	1,400,000	1,600,000	1,900,000	2,300,000	-	7,200,000
Improve Glenwood Park Drainage	SW	488	1,900,000	1,900,000	1,600,000	-	-	-	3,500,000
Improve Neighborhood Streets	CP	489	550,000	550,000	550,000	550,000	550,000	550,000	2,750,000

FY 2022 - FY 2026 Capital Improvement Plan

Project Title	Fund	Pg	Originally Planned	Adopted	Planned				Total
			FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Improve Newport Avenue (Talbot Hall) Drainage	SW	490	300,000	300,000	400,000	-	-	-	700,000
Improve Overbrook/Coleman Place Drainage	SW	491	2,000,000	2,000,000	2,000,000	2,000,000	2,200,000	-	8,200,000
Improve Park Place Drainage	SW	492	-	-	-	2,000,000	1,950,000	2,000,000	5,950,000
Improve Road Infrastructure in St. Paul's Area	CP	493	4,000,000	10,000,000	-	-	-	-	10,000,000
Improve Storm Water Infrastructure in St. Paul's Area	SW	494	500,000	5,000,000	-	-	-	-	5,000,000
Improve Street Lights	CP	495	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Improve the Art District Streetscapes	CP	496	-	-	2,500,000	2,350,000	-	-	4,850,000
Improve Wastewater Infrastructure in St. Paul's Area	SF	497	2,000,000	2,000,000	2,000,000	500,000	-	-	4,500,000
Improve Water Infrastructure in St. Paul's Area	WF	498	2,000,000	350,000	-	-	-	-	350,000
Rehabilitate Tidewater Drive Pump Station	SW	499	-	-	-	600,000	600,000	-	1,200,000
Revitalize St. Paul's Community	CP	500	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Strengthening Neighborhoods through Affordable Housing Initiatives	CP	501	1,750,000	1,750,000	1,750,000	1,750,000	-	-	5,250,000
Support Blue/Greenway Amenities in St. Paul's Area	CP	502	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Support Elizabeth River Trail Capital Campaign	CP	503	250,000	250,000	-	-	-	-	250,000
Upgrade the Monticello Avenue Pump Station	SW	504	600,000	600,000	600,000	-	-	-	1,200,000

FY 2022 - FY 2026 Capital Improvement Plan

Project Title			Fund	Pg	Originally Planned	Adopted	Planned				Total
					FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Subtotal Neighborhood Development					28,800,000	39,650,000	26,275,000	19,350,000	14,225,000	7,175,000	106,675,000
Public Buildings											
Implement Fire-Rescue Facility Plan	CP	507	-	-	-	-	-	-	6,500,000	6,500,000	
Improve and Maintain the Zoo	CP	508	560,000	560,000	-	-	-	-	-	560,000	
Maintain Fire Stations	CP	509	500,000	500,000	500,000	500,000	500,000	500,000	-	2,000,000	
Maintain Municipal Facilities	CP	510	3,500,000	3,500,000	4,000,000	4,500,000	5,000,000	5,000,000	5,000,000	22,000,000	
Maintain Parking Facilities	PF	511	1,450,000	-	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000	
Refurbish Main Street Garage Elevators	PF	512	600,000	600,000	-	-	-	-	-	600,000	
Refurbish Town Point Garage Elevators	PF	513	850,000	850,000	-	-	-	-	-	850,000	
Support Jail Improvements	CP	514	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000	
Upgrade Security at City Facilities	CP	515	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	
Subtotal Public Buildings					8,260,000	6,810,000	7,800,000	8,300,000	8,800,000	14,800,000	46,510,000
Parks & Recreation Facilities											
Design a Combination Recreation and Library Facility at NFWC	CP	519	-	4,000,000	-	-	-	-	-	4,000,000	
Implement RPOS Master Plan	CP	520	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	
Improve Boat Ramps Citywide	CP	521	-	900,000	-	-	-	-	-	900,000	
Improve Community and Neighborhood Parks	CP	522	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000	
Improve Existing Community Centers	CP	523	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	

FY 2022 - FY 2026 Capital Improvement Plan

Project Title	Fund	Pg	Originally Planned	Adopted	Planned				Total
			FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Provide funds to Southside Boys & Girls Club for facility improvements	CP	524	-	1,500,000	-	-	-	-	1,500,000
Subtotal Parks & Recreation Facilities			950,000	7,350,000	950,000	950,000	950,000	950,000	11,150,000
Environmental Sustainability									
Conduct Drainage Studies Citywide	SW	527	-	-	500,000	-	-	-	500,000
Conduct Outfall Maintenance and Dredging	SW	528	750,000	750,000	450,000	950,000	1,000,000	-	3,150,000
Conduct Sliplining and Major Repairs to Existing Infrastructure	SW	529	1,200,000	1,200,000	1,200,000	1,200,000	1,000,000	-	4,600,000
Construct Park along East Water Street	CP	530	-	500,000	-	-	-	-	500,000
Control Beach Erosion	CP	531	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Create Citywide Flooding Reserve	SW	532	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
Implement Pond Retrofits Citywide	SW	533	1,290,000	2,050,000	1,700,000	1,550,000	500,000	1,000,000	6,800,000
Implement Shoreline Restoration	SW	534	960,000	200,000	550,000	700,000	1,750,000	1,250,000	4,450,000
Implement the Green Infrastructure Plan	SW	535	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Improve Duffys Lane Outfall Extension	SW	536	500,000	500,000	-	-	-	-	500,000
Improve Selby Place Outfall Extension	SW	537	-	-	500,000	-	-	-	500,000
Improve Storm Water Waterfront Facilities	SW	538	-	-	-	500,000	500,000	500,000	1,500,000
Raise the Downtown Floodwall	SW	539	8,000,000	8,000,000	8,000,000	-	-	-	16,000,000
Support Beach Renourishment	CP	540	-	6,493,000	-	-	-	-	6,493,000
Subtotal Environmental Sustainability			15,115,200	22,108,200	15,315,200	7,315,200	7,165,200	5,165,200	57,069,000

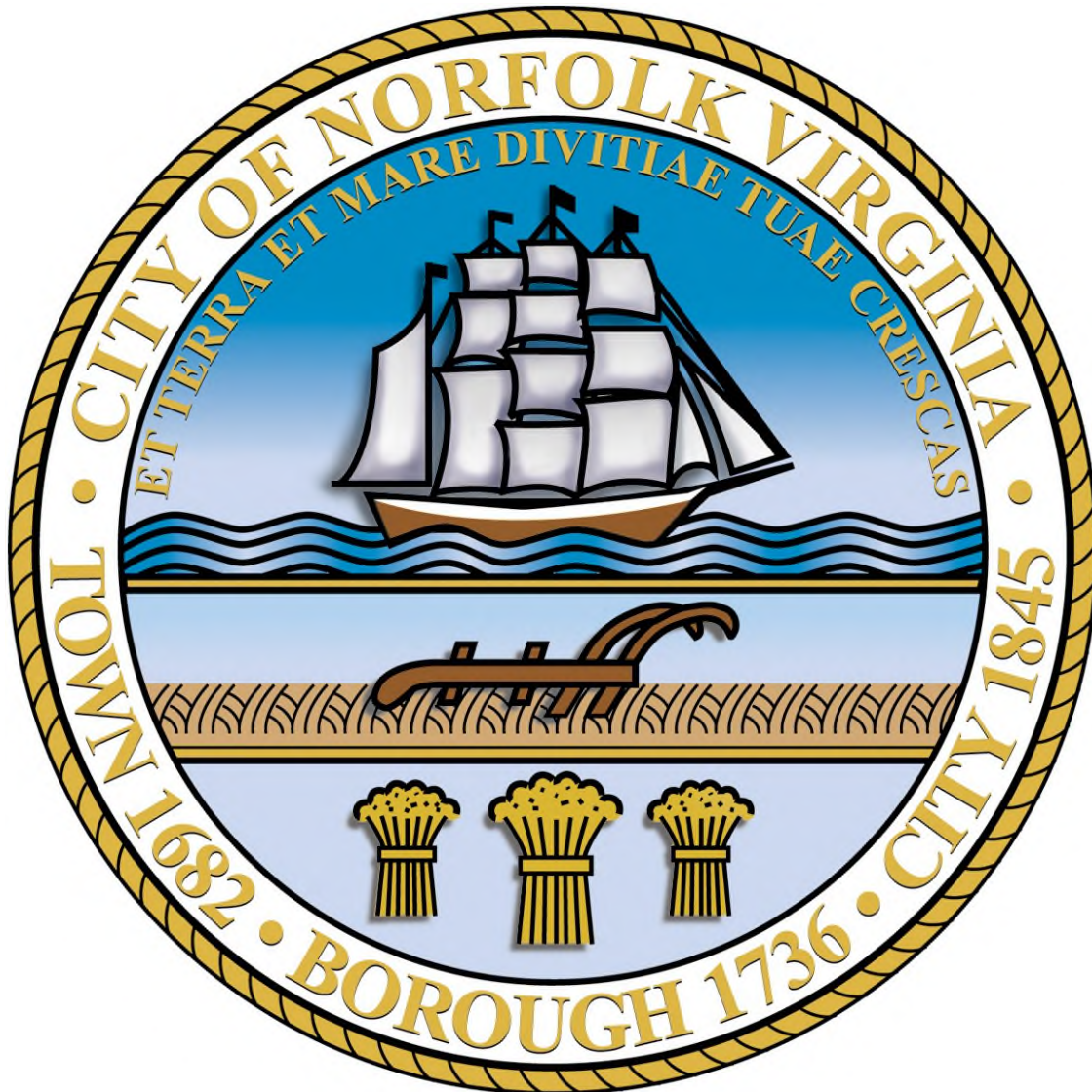
FY 2022 - FY 2026 Capital Improvement Plan

Project Title	Fund	Pg	Originally	Adopted	Planned				Total
			FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Storm Water									
Implement Flood Mitigation at Cambridge Crescent and Carroll Place	CP	543	-	1,150,000	-	-	-	-	1,150,000
Subtotal Storm Water			-	1,150,000	-	-	-	-	1,150,000
Wastewater									
Improve Larchmont Wastewater Infrastructure	SF	547	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-	6,000,000
Improve Wastewater Collection System	SF	548	12,000,000	13,500,000	13,500,000	15,000,000	15,500,000	17,000,000	74,500,000
Subtotal Wastewater			13,500,000	15,000,000	15,000,000	16,500,000	17,000,000	17,000,000	80,500,000
Water									
Replace Lake Smith Culvert	WF	551	-	6,000,000	-	-	-	-	6,000,000
Replace Raw and Finished Water Transmission / Distribution	WF	552	13,800,000	14,850,000	16,100,000	14,700,000	18,700,000	18,050,000	82,400,000
Support Watershed Management	WF	553	6,200,000	3,000,000	4,150,000	1,250,000	1,100,000	800,000	10,300,000
Upgrade Billing System	WF	554	-	-	2,000,000	-	-	-	2,000,000
Upgrade Water Treatment Plants	WF	555	11,500,000	12,000,000	13,500,000	16,000,000	15,000,000	15,000,000	71,500,000
Subtotal Water			31,500,000	35,850,000	35,750,000	31,950,000	34,800,000	33,850,000	172,200,000
General & Other									
Acquire Fleet Vehicles and Equipment	CP	559	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Acquire Technology	CP	560	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Design and Construct Regional Fiber Ring	CP	561	-	-	-	-	5,000,000	-	5,000,000
Improve Infrastructure and Acquire Property	CP	562	1,000,000	2,500,000	1,500,000	1,500,000	1,500,000	500,000	7,500,000

FY 2022 - FY 2026 Capital Improvement Plan									
Project Title		Fund	Pg	Originally Planned	Adopted	Planned			
				FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Support Major Demolitions		CP	563	-	1,000,000	500,000	500,000	500,000	500,000
Subtotal General & Other				9,000,000	11,500,000	10,000,000	10,000,000	15,000,000	9,000,000
Total Capital Improvement Plan				136,040,200	187,508,200	184,190,200	121,715,200	126,890,200	104,540,200
				724,844,000					

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Education



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Acquire School Buses

Department

Education

Fund

General Capital

Account

4000 12 4248

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to acquire school buses for Norfolk Public Schools. In FY 2013, the City of Norfolk began providing \$1 million a year to purchase school buses. It is anticipated that this funding will support the purchase of eight to nine school buses annually depending on the type of bus purchased.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2021 Adopted	0	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	3,000,000
FY 2022 Adopted	1,000,000
Capital Share Remaining	4,000,000
Project Total	8,000,000



Address School Major Maintenance

Department	Project Description
Education	Provide support for major maintenance and repair to school facilities. Expenditures in this category help preserve the life of buildings, perform major preventative maintenance, and undertake significant repairs. Prior to the distribution of funds each year, Norfolk Public Schools shall provide a list of planned projects and the results of the prior year's efforts.
Fund	
General Capital	
Account #	
4000 12 3193	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☐ City Services ☐	
Educational Community ☒ Tourists/Visitors ☐	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	26,700,000	9,000,000	9,000,000	9,000,000	3,000,000	56,700,000
FY 2021 Adopted	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	N/A	45,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

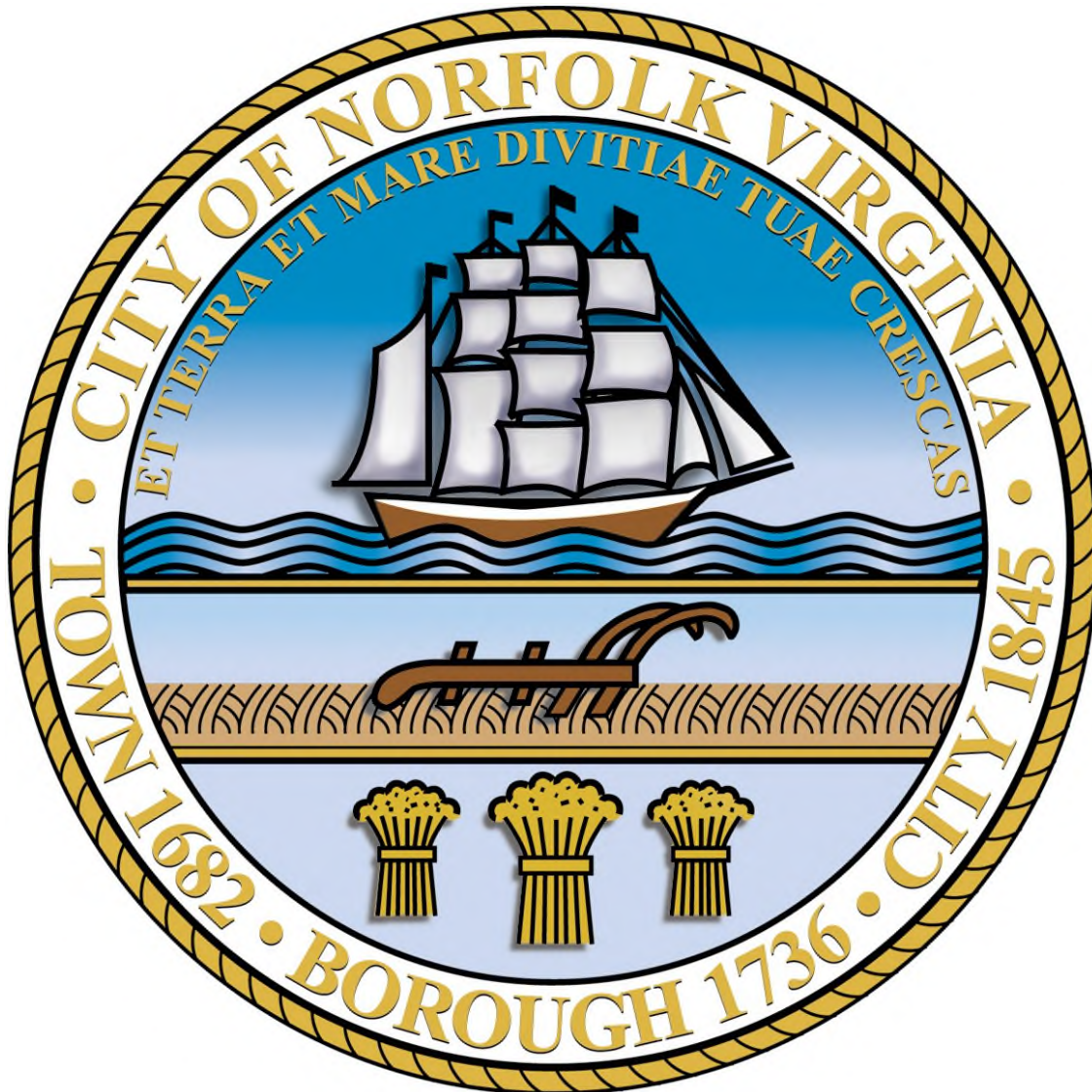
Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	26,700,000	9,000,000	9,000,000	9,000,000	3,000,000	56,700,000
Total	N/A	26,700,000	9,000,000	9,000,000	9,000,000	3,000,000	56,700,000

Prior Capital Funding	51,550,000
FY 2022 Adopted	26,700,000
Capital Share Remaining	30,000,000
Project Total	108,250,000



Transportation



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Enhance Signals and Intersections

Department	Project Description
Transit	Provide funds for the upgrade of the traffic signal system and improvements to intersections that experience traffic congestion and safety issues. Planned improvements include replace or install new signalized intersections, school flashing signals, pedestrian crossing improvements, roadway capacity, and neighborhood access improvements.
Fund	
General Capital	
Account #	
4000 45 3041	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☒ City Services ☐	
Educational Community ☒ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2021 Adopted	100,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,100,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	800,000	800,000	800,000	800,000	800,000	4,000,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	9,569,000
FY 2022 Adopted	1,000,000
Capital Share Remaining	4,000,000
Project Total	14,569,000



Implement Complete Streets Initiative

Department	Project Description	
Transit	Provide funds to develop transportation connectivity initiatives. The Complete Streets Initiative promotes safe access for pedestrians, bicyclists, motorists, and transit users of all ages and abilities. This project includes the construction of bike and pedestrian trails, sidewalk and curb improvements, and bike lane striping. The project “Improve Colonial Avenue for Pedestrians” is broken out as a new standalone project. Total funding remains unchanged across the two projects.	
Fund		
General Capital		
Account #		
4000 45 4194		
Property Address:		
Citywide		
Customers Served		
Residents ☒	Business ☒	City Services ☐
Educational Community ☒	Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	200,000	750,000	750,000	750,000	750,000	3,200,000
FY 2021 Adopted	0	200,000	750,000	750,000	750,000	N/A	2,450,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	50,000	200,000	200,000	200,000	200,000	850,000
Construction/FFE	N/A	150,000	550,000	550,000	550,000	550,000	2,350,000
Total	N/A	200,000	750,000	750,000	750,000	750,000	3,200,000

Prior Capital Funding	3,500,000
FY 2022 Adopted	200,000
Capital Share Remaining	3,000,000
Project Total	6,700,000



Improve Colonial Avenue for Pedestrians

Department	Project Description
Transit	Provide funds to support pedestrian improvements along Colonial Avenue between West 27th Street and Princess Anne Road. This project is a part of the Complete Streets Initiative that promotes safe access for all pedestrians, bicyclists, motorists, and transit users of all ages and abilities. This project is a new project that was previously planned under "Implement Complete Streets Initiative."
Fund	
General Capital	
Account #	
4000 45 4319	
Property Address:	
Colonial Avenue	
Customers Served	
Residents ☒ Business ☒ City Services ☐	
Educational Community ☐ Tourists/Visitors ☒	

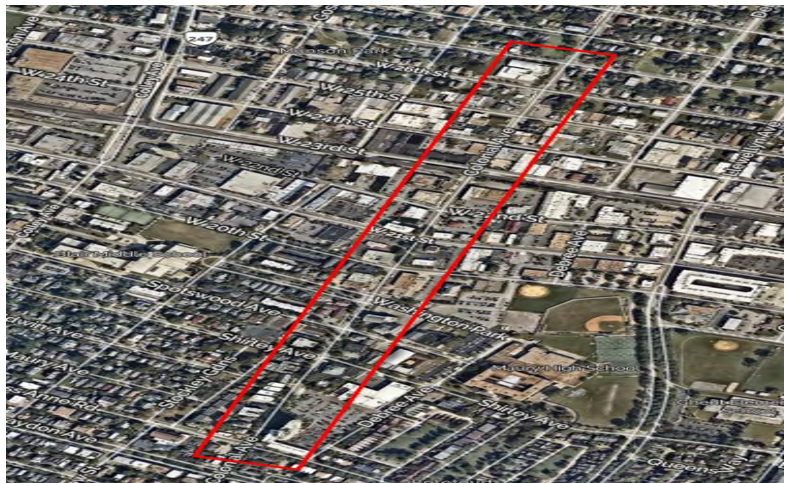
Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	550,000	N/A	N/A	N/A	N/A	550,000
FY 2021 Adopted	0	550,000	0	0	0	N/A	550,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	500,000	0	0	0	0	500,000
Total	N/A	550,000	0	0	0	0	550,000

Prior Capital Funding	0
FY 2022 Adopted	550,000
Capital Share Remaining	0
Project Total	550,000



Improve Street Infrastructure Citywide

Department	Project Description
Transit	Provide funds for street infrastructure repairs. Funds may be used as VDOT matching funds to improve asphalt and concrete streets. Improvements include streetscape improvements as well as asphalt resurfacing and repair or replacement of concrete streets in accordance with the Pavement Management Plan. The project "Install Signals at Virginia Beach Boulevard and Winburne Lane Intersection" is new a standalone project. Total planned funding remains unchanged across these projects.
Fund	
General Capital	
Account #	
4000 45 4252	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☐ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	2,700,000	4,500,000	4,500,000	4,500,000	4,500,000	20,700,000
FY 2021 Adopted	730,000	3,500,000	4,500,000	4,500,000	4,500,000	N/A	17,730,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	200,000	500,000	500,000	500,000	500,000	2,200,000
Construction/FFE	N/A	2,500,000	4,000,000	4,000,000	4,000,000	4,000,000	18,500,000
Total	N/A	2,700,000	4,500,000	4,500,000	4,500,000	4,500,000	20,700,000

Prior Capital Funding	10,730,000
FY 2022 Adopted	2,700,000
Capital Share Remaining	18,000,000
Project Total	31,430,000



Install ADA Ramps Citywide

Department

Transit

Fund

General Capital

Account

4000 45 4297

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to install ramps compliant with standards in the Americans with Disabilities Act (ADA) citywide. Funds are used to increase accessibility of pedestrian crossings. This project is a new project that was previously planned under "Improve Street Infrastructure Citywide."

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2021 Adopted	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
Total	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000

Prior Capital Funding	500,000
FY 2022 Adopted	500,000
Capital Share Remaining	2,000,000
Project Total	3,000,000



Install Signals at Virginia Beach Blvd and Winburne Ln Intersection

Department	Project Description
Transit	Provide funds to install lane signals at the intersection of Virginia Beach Boulevard and Winburne Lane.
Fund	
General Capital	
Account #	
4000 45 4321	
Property Address:	Intersection of Virginia Beach Blvd & Winburne Ln
Customers Served	
Residents ☒ Business ☒ City Services ☐	
Educational Community ☒ Tourists/Visitors ☒	

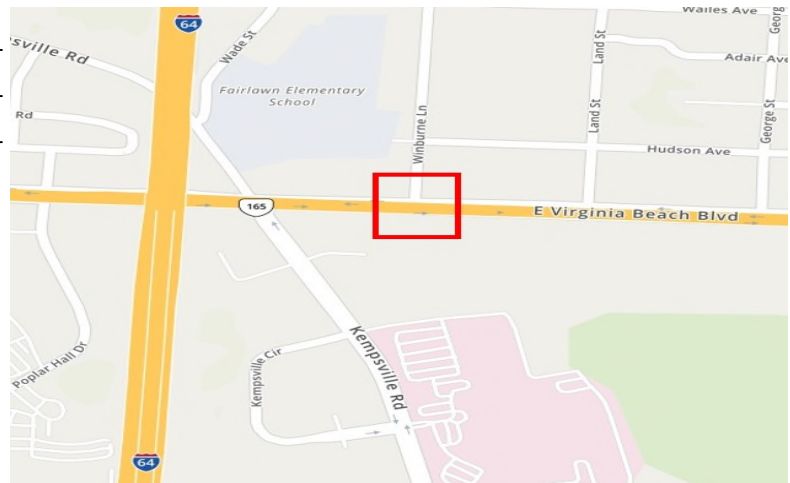
Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	800,000	N/A	N/A	N/A	N/A	800,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	800,000	0	0	0	0	800,000
Total	N/A	800,000	0	0	0	0	800,000

Prior Capital Funding	0
FY 2022 Adopted	800,000
Capital Share Remaining	0
Project Total	800,000



Reconstruct Westminster Avenue

Department	Project Description
Transit	Provide matching funds for the reconstruction of Westminster Avenue. Reconstruction involves rebuilding the subgrade, roadway base, a new roadway surface, markings, signage, and streetscape. The match is required for projects funded by the Virginia Department of Transportation (VDOT). This project is a new project that was previously planned under "Improve Street Infrastructure Citywide."
Fund	
General Capital	
Account #	
4000 45 4320	
Property Address:	
Westminster Avenue	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☐ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,000,000	N/A	N/A	N/A	N/A	1,000,000
FY 2021 Adopted	0	1,000,000	0	0	0	N/A	1,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,000,000	0	0	0	0	1,000,000
Total	N/A	1,000,000	0	0	0	0	1,000,000

Prior Capital Funding	0
FY 2022 Adopted	1,000,000
Capital Share Remaining	0
Project Total	1,000,000



Rehabilitate Berkley Avenue Bridge

Department

Public Works

Fund

General Capital

Account

N/A

Property Address:

Berkley Avenue Bridge

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to rehabilitate the Berkley Avenue bridge that crosses the Norfolk Southern railroad line. Repair and replacement of support structures will extend the life of the bridge.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	N/A	N/A	6,600,000	N/A	6,600,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	600,000	0	600,000
Construction/FFE	N/A	0	0	0	6,000,000	0	6,000,000
Total	N/A	0	0	0	6,600,000	0	6,600,000

Prior Capital Funding	0
FY 2022 Adopted	0
Capital Share Remaining	6,600,000
Project Total	6,600,000



Rehabilitate Hampton Boulevard Bridge

Department

Public Works

Fund

General Capital

Account

4000 10 4294

Property Address:

Hampton Blvd Bridge

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to rehabilitate the Hampton Boulevard Bridge north and south bound lanes crossing the Lafayette River. Repair and replacement of support structures will extend the life of the bridge.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	7,000,000	N/A	N/A	N/A	N/A	7,000,000
FY 2021 Adopted	700,000	7,000,000	0	0	0	N/A	7,700,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	7,000,000	0	0	0	0	7,000,000
Total	N/A	7,000,000	0	0	0	0	7,000,000

Prior Capital Funding	700,000
FY 2022 Adopted	7,000,000
Capital Share Remaining	0
Project Total	7,700,000



Repair Shore Drive Bridge over Little Creek

Department

Public Works

Fund

General Capital

Account

N/A

Property Address:

Shore Drive Bridge

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds to repair the bridge on Shore Drive that crosses Little Creek. Repair and replacement of support structures will extend the life of the bridge.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	1,000,000	N/A	N/A	N/A	1,000,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	100,000	0	0	0	100,000
Construction/FFE	N/A	0	900,000	0	0	0	900,000
Total	N/A	0	1,000,000	0	0	0	1,000,000

Prior Capital Funding	0
FY 2022 Adopted	0
Capital Share Remaining	1,000,000
Project Total	1,000,000



Repair, Replace, and Maintain Bridges

Department	Project Description
Public Works	Provide funds for the replacement, repair, upgrade, or demolition of key bridge structures that are in significant stages of deterioration. Funds may be used for the citywide Bridge Preservation Program for general repairs. Bridge rating assessments are used to prioritize which bridges need to be repaired or replaced.
Fund	
General Capital	
Account #	
4000 10 3020	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☒ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2021 Adopted	700,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,700,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

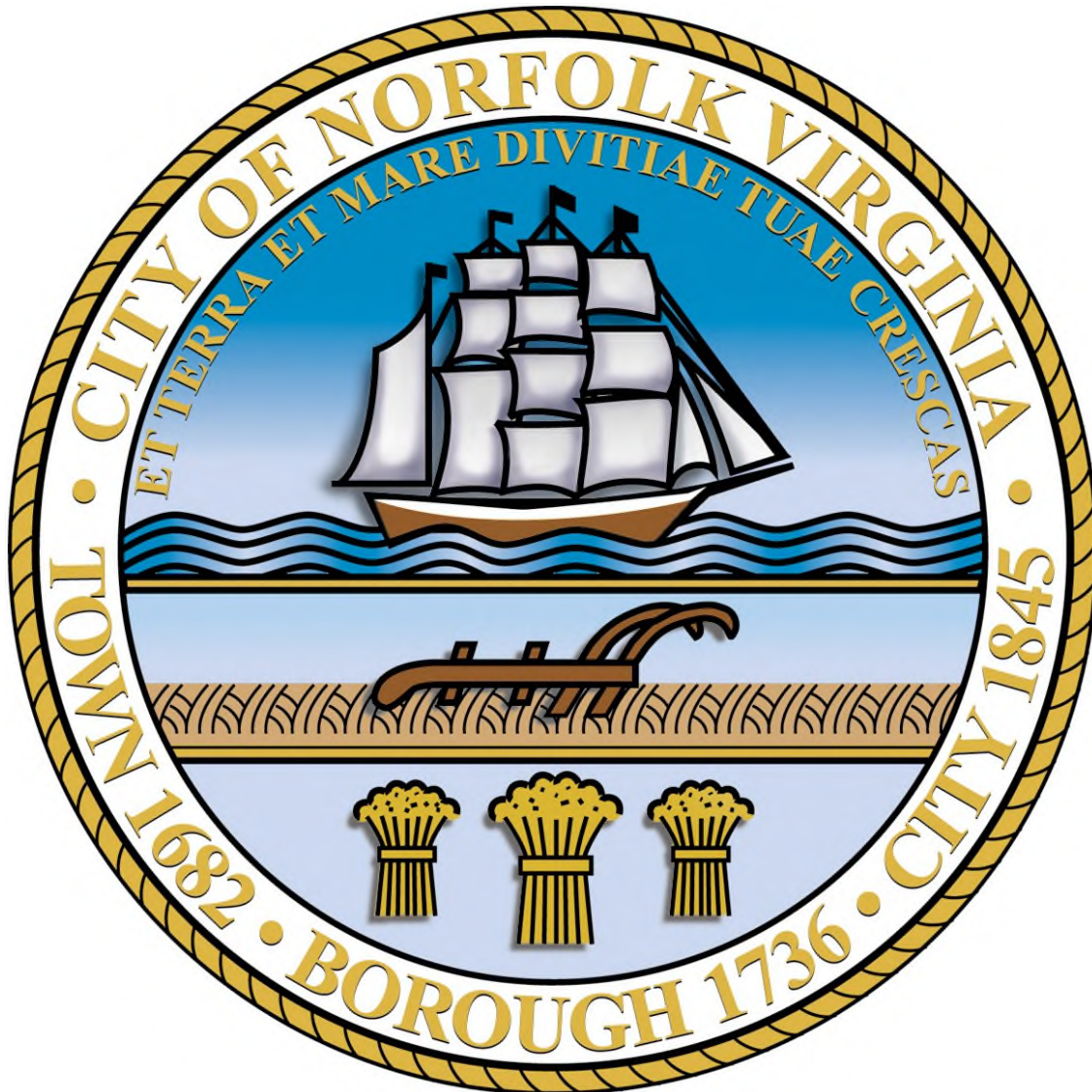
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Construction/FFE	N/A	900,000	900,000	900,000	900,000	900,000	4,500,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	18,151,208
FY 2022 Adopted	1,000,000
Capital Share Remaining	4,000,000
Project Total	23,151,208



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Cultural Facilities



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Dredge Beneath the USS Wisconsin BB-64

Department

Nauticus

Fund

General Capital

Account

4000 37 4318

Property Address:

1 Waterside Drive

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to dredge beneath the USS Wisconsin. This will allow safe access for maintenance inspections and divers, and a comprehensive cathodic protection system to prevent corrosion and structural hull damage. Dredging will also prevent the ship from leaning too far to either side.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,500,000	N/A	N/A	N/A	N/A	1,500,000
FY 2021 Adopted	0	1,500,000	0	0	0	N/A	1,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	150,000	0	0	0	0	150,000
Construction/FFE	N/A	1,350,000	0	0	0	0	1,350,000
Total	N/A	1,500,000	0	0	0	0	1,500,000

Prior Capital Funding	0
FY 2022 Adopted	1,500,000
Capital Share Remaining	0
Project Total	1,500,000



Fund Chrysler Museum Capital Campaign

Department	Project Description
Executive	Provide funds to supplement monies raised by the Chrysler Museum. The city is making a commitment of \$15 million over ten years starting in FY 2023.
Fund	
General Capital	
Account #	
N/A	
Property Address:	
1 Memorial Place	
Customers Served	
Residents ☒ Business ☒ City Services ☐	
Educational Community ☒ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
FY 2021 Adopted	0	0	0	1,000,000	1,000,000	N/A	2,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Total	N/A	0	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000

Prior Capital Funding	0
FY 2022 Adopted	0
Capital Share Remaining	6,000,000
Project Total	6,000,000



Improve Cemeteries Infrastructure

Department

Cemeteries

Fund

General Capital

Account

4000 70 4265

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve infrastructure at city owned cemeteries. Funds may be used for roads, drainage, wall, building improvements, and repairs.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2021 Adopted	0	250,000	250,000	250,000	250,000	N/A	1,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	250,000
FY 2022 Adopted	250,000
Capital Share Remaining	1,000,000
Project Total	1,500,000



Improve Cultural Facilities

Department

Cultural Fac., Arts & Ent.

Fund

General Capital

Account

4000 16 4098

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds for general improvements and renovation to cultural facilities. Improvements will enhance the cultural experience of visitors and residents. Funds will be used repairs and painting for the MacArthur Memorial Dome and improvements to Attucks Theater.

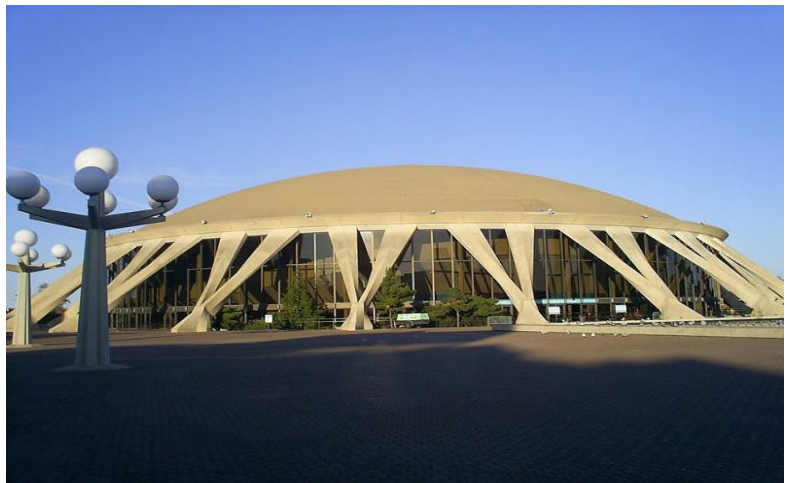
Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	275,000	500,000	1,000,000	1,000,000	1,000,000	3,775,000
FY 2021 Adopted	0	500,000	1,000,000	1,000,000	1,000,000	N/A	3,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	20,000	100,000	100,000	100,000	320,000
Construction/FFE	N/A	275,000	480,000	900,000	900,000	900,000	3,455,000
Total	N/A	275,000	500,000	1,000,000	1,000,000	1,000,000	3,775,000

Prior Capital Funding	4,748,000
FY 2022 Adopted	275,000
Capital Share Remaining	3,500,000
Project Total	8,523,000



Improve Harbor Park

Department

Cultural Fac., Arts & Ent.

Fund

General Capital

Account

4000 16 4206

Property Address:

150 Park Avenue

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for ongoing upgrades and maintenance at Harbor Park to enhance the facility and improve visitor experience. The park was built in 1993 and features 9,000 lower deck seats, 2,800 upper deck seats, and 400 seats in 24 luxury skyboxes leased to area businesses. The city's agreement with the Norfolk Tides requires the city to spend \$3,000,000 in major capital improvements for fan amenities to Harbor Park by 2023. Funding in FY 2022 completes this commitment.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	165,000	N/A	N/A	N/A	N/A	165,000
FY 2021 Adopted	0	165,000	0	0	0	N/A	165,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	10,000	0	0	0	0	10,000
Construction/FFE	N/A	155,000	0	0	0	0	155,000
Total	N/A	165,000	0	0	0	0	165,000

Prior Capital Funding	2,835,000
FY 2022 Adopted	165,000
Capital Share Remaining	0
Project Total	3,000,000



Improve the Nauticus Facility

Department	Project Description
Nauticus	Provide funds for Nauticus to make improvements to the facility through renovation, restoration, or replacement. Projects may include facade, exhibits, and infrastructure. Funds previously appropriated to the project in the amount of \$1,500,000 were reprogrammed for other uses. Funding the project at \$7,500,000 over the next six years will match the Nauticus Foundation contribution of \$7,500,000.
Fund	
General Capital	
Account #	
4000 37 4269	
Property Address:	
1 Waterside Drive	
Customers Served	
Residents ☒ Business ☐ City Services ☐	
Educational Community ☒ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000
FY 2021 Adopted	500,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	500,000	100,000	100,000	100,000	100,000	900,000
Construction/FFE	N/A	2,000,000	900,000	900,000	900,000	900,000	5,600,000
Total	N/A	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000

Prior Capital Funding	1,500,000
FY 2022 Adopted	2,500,000
Capital Share Remaining	4,000,000
Project Total	8,000,000



Maintain USS Wisconsin BB-64

Department

Nauticus

Fund

General Capital

Account

4000 37 4178

Property Address:

1 Waterside Drive

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds for the improvement, maintenance, and long-term upkeep of the USS Wisconsin. Funding may include improvements to interior spaces, maintenance, and repair of the battleship; cleaning, repair, and painting of the hull; accessibility improvements for doors and egress; anti-corrosion applications above water; equipment and systems improvements; and required environmental testing.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	600,000	850,000	600,000	600,000	850,000	3,500,000
FY 2021 Adopted	0	500,000	750,000	500,000	500,000	N/A	2,250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	600,000	850,000	600,000	600,000	850,000	3,500,000
Total	N/A	600,000	850,000	600,000	600,000	850,000	3,500,000

Prior Capital Funding	4,500,000
FY 2022 Adopted	600,000
Capital Share Remaining	2,900,000
Project Total	8,000,000



Renovate Chrysler Hall

Department

Cultural Fac., Arts & Ent.

Fund

General Capital

Account

4000 16 4242

Property Address:

Chrysler Hall

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds for the renovation of Chrysler Hall. Funding for the project includes an estimated \$10 million in tax credits. Design work is underway with construction anticipated to begin in May of 2023. Chrysler Hall is expected to be closed for 18 months while being renovated and is projected to reopen in the fall of 2024. The total project funding is \$61 million including all sources of funding.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	50,000,000	5,000,000	N/A	N/A	55,000,000
FY 2021 Adopted	0	0	50,000,000	5,000,000	0	N/A	50,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	50,000,000	5,000,000	0	0	55,000,000
Total	N/A	0	50,000,000	5,000,000	0	0	55,000,000

Prior Capital Funding	6,000,000
FY 2022 Adopted	0
Capital Share Remaining	55,000,000
Project Total	61,000,000



Support Citywide Public Art

Department

Office of Marketing & Communications

Fund

General Capital

Account

4000 42 4166

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to continue the citywide Public Art Program established by City Council in FY 2006. The Public Art Program strives to provide enduring, impactful artwork in Norfolk reflecting the city's cultural identities, that also challenges, delights, educates, beautifies, and gives character to public spaces.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	350,000	250,000	250,000	250,000	250,000	1,350,000
FY 2021 Adopted	0	250,000	250,000	250,000	250,000	N/A	1,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

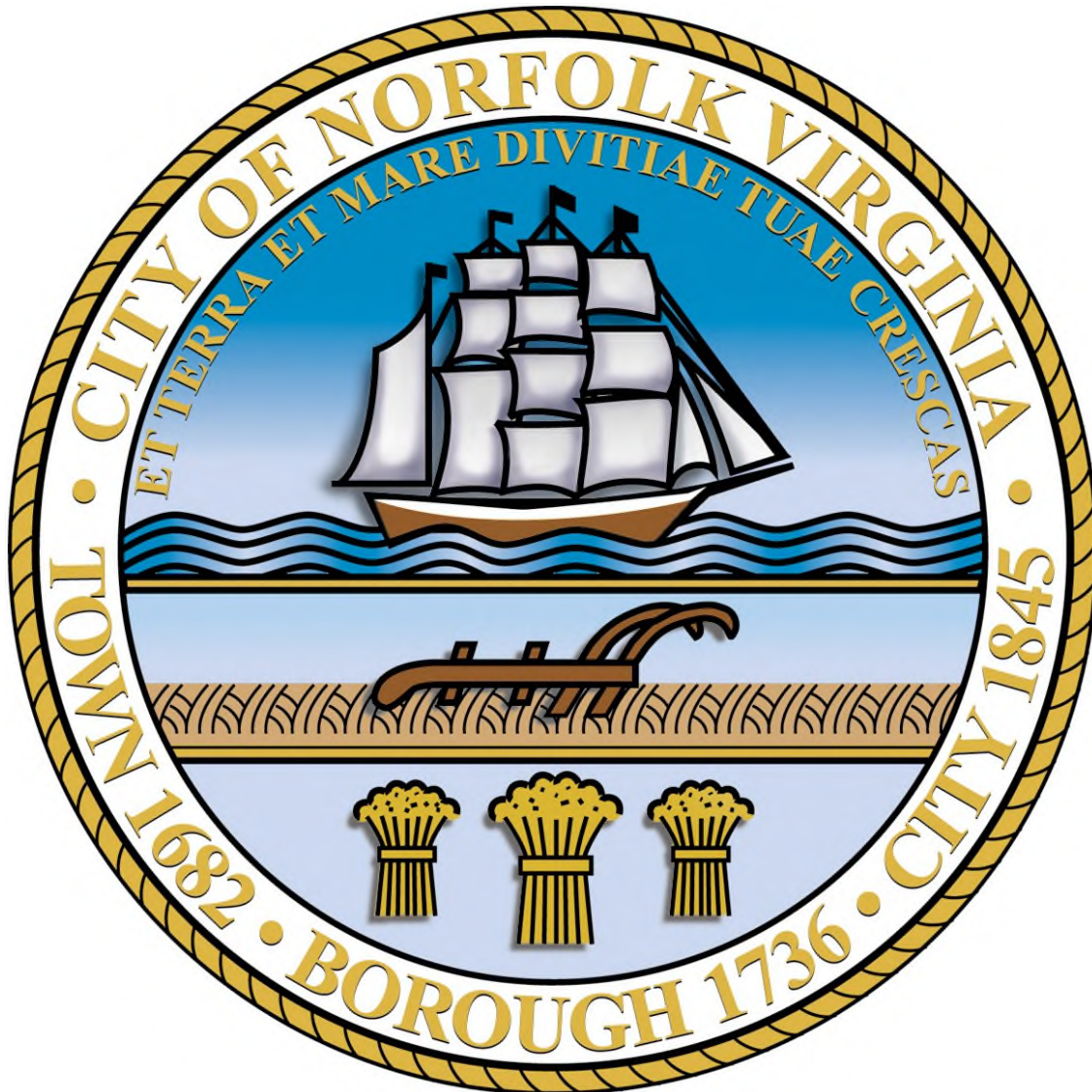
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	350,000	250,000	250,000	250,000	250,000	1,350,000
Total	N/A	350,000	250,000	250,000	250,000	250,000	1,350,000

Prior Capital Funding	1,500,000
FY 2022 Adopted	350,000
Capital Share Remaining	1,000,000
Project Total	2,850,000



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Neighborhood Development



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Acquisition and Demolition of Blighted Properties in Willoughby

Department	Project Description
NRHA	Provide funds for the improvement of Willoughby housing. Activities may include the acquisition of blighted properties, renovations, and improvements that help to revitalize the Willoughby neighborhood.
Fund	
General Capital	
Account #	
4000 18 4232	
Property Address:	
Willoughby Neighborhood	
Customers Served	
Residents ☒ Business ☐ City Services ☐	
Educational Community ☐ Tourists/Visitors ☐	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2021 Adopted	0	200,000	200,000	200,000	200,000	N/A	800,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	600,000
FY 2022 Adopted	200,000
Capital Share Remaining	800,000
Project Total	1,600,000



Construct the Blue/Greenway in St. Paul's Area

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4311

Property Address:

St. Paul's Area

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to construct the Blue/Greenway in the St. Paul's Area. Funds will be used for the redevelopment of approximately 26 acres of public housing and other properties into an aesthetic open space designed to treat and store storm water runoff during storm events. This transformation will create a water eco-center comprised of parks, green spaces, and a dynamic living laboratory. This project is a new project that was previously planned under "Improve Storm Water Infrastructure in St. Paul's Area."

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	6,000,000	6,000,000	N/A	N/A	N/A	12,000,000
FY 2021 Adopted	800,000	6,000,000	6,000,000	0	0	N/A	12,800,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	6,000,000	6,000,000	0	0	0	12,000,000
Total	N/A	6,000,000	6,000,000	0	0	0	12,000,000

Prior Capital Funding	800,000
FY 2022 Adopted	6,000,000
Capital Share Remaining	6,000,000
Project Total	12,800,000



Convert Street Lights to LED

Department

Transit

Fund

General Capital

Account

4000 45 4277

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to replace street lights with light emitting diode (LED) lights. LED lights will result in lower electricity costs and better lighting. This project is cash funded as a revolving fund. As LED lights are installed, the electricity savings will be used to replace more light fixtures.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	100,000	125,000	150,000	175,000	175,000	725,000
FY 2021 Adopted	0	100,000	125,000	150,000	175,000	N/A	550,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	100,000	125,000	150,000	175,000	175,000	725,000
Total	N/A	100,000	125,000	150,000	175,000	175,000	725,000

Prior Capital Funding	75,000
FY 2022 Adopted	100,000
Capital Share Remaining	625,000
Project Total	800,000



Design Berkley Square Complex

Department

Executive

Fund

General Capital

Account

4000 02 4335

Property Address:

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to design the Berkley Square Complex. This project is envisioned to serve as a community hub and a catalyst for new commercial and residential development.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,000,000	N/A	N/A	N/A	N/A	1,000,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	1,000,000	0	0	0	0	1,000,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,000,000	0	0	0	0	1,000,000

Prior Capital Funding	0
FY 2022 Adopted	1,000,000
Capital Share Remaining	0
Project Total	1,000,000



Improve Citywide Dredging and Waterways

Department

Public Works

Fund

General Capital

Account

4000 10 3080

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for the dredging and improvement of waterways and adjacent shorelines. Funding includes support for design and maintenance dredging of existing channels.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	150,000	150,000	150,000	150,000	150,000	750,000
FY 2021 Adopted	0	150,000	150,000	150,000	150,000	N/A	600,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Total	N/A	150,000	150,000	150,000	150,000	150,000	750,000

Prior Capital Funding	5,410,000
FY 2022 Adopted	150,000
Capital Share Remaining	600,000
Project Total	6,160,000



Improve East Ocean View Drainage

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4308

Property Address:

East Ocean View

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve drainage in the East Ocean View area. The current system is rudimentary and undersized. The new system will add storm water infrastructure to manage a 10-year storm event.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	2,000,000	2,700,000	3,100,000	2,000,000	N/A	9,800,000
FY 2021 Adopted	2,000,000	2,000,000	2,700,000	3,100,000	2,000,000	N/A	11,800,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	2,000,000	2,700,000	3,100,000	2,000,000	0	9,800,000
Total	N/A	2,000,000	2,700,000	3,100,000	2,000,000	0	9,800,000

Prior Capital Funding	2,000,000
FY 2022 Adopted	2,000,000
Capital Share Remaining	7,800,000
Project Total	11,800,000



Improve Glenrock Drainage

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4309

Property Address:

Glenrock

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve drainage in the Glenrock area. This project will add storm water pipes and inlets to manage a 10-year storm event.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,400,000	1,600,000	1,900,000	2,300,000	N/A	7,200,000
FY 2021 Adopted	1,000,000	1,400,000	1,600,000	1,900,000	2,300,000	N/A	8,200,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,400,000	1,600,000	1,900,000	2,300,000	0	7,200,000
Total	N/A	1,400,000	1,600,000	1,900,000	2,300,000	0	7,200,000

Prior Capital Funding	1,000,000
FY 2022 Adopted	1,400,000
Capital Share Remaining	5,800,000
Project Total	8,200,000



Improve Glenwood Park Drainage

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4302

Property Address:

Glenwood Park

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve drainage in the Glenwood Park area. Funds will be used for neighborhood flood mitigation to address various drainage system improvements. Funding will allow for infrastructure improvements to better mitigate issues from precipitation and tidal flooding.

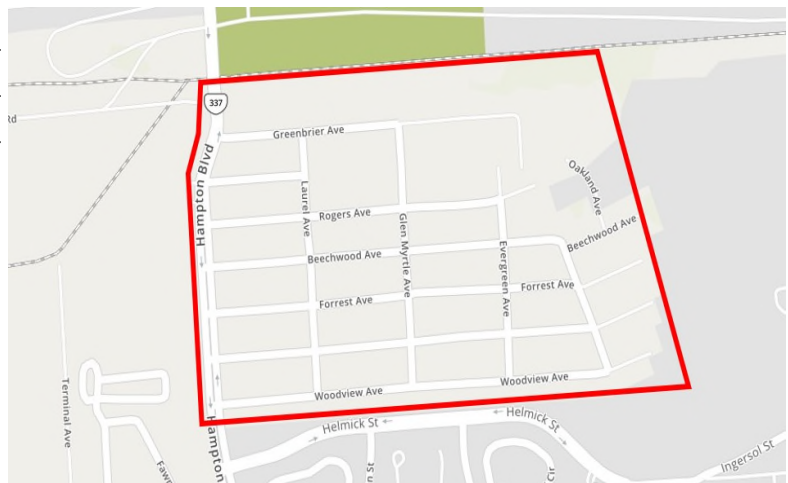
Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,900,000	1,600,000	N/A	N/A	N/A	3,500,000
FY 2021 Adopted	500,000	1,900,000	1,600,000	0	0	N/A	4,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,900,000	1,600,000	0	0	0	3,500,000
Total	N/A	1,900,000	1,600,000	0	0	0	3,500,000

Prior Capital Funding	500,000
FY 2022 Adopted	1,900,000
Capital Share Remaining	1,600,000
Project Total	4,000,000



Improve Neighborhood Streets

Department

Public Works

Fund

General Capital

Account

4000 10 3031

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for the installation of new curbs, gutters, sidewalks, resurfacing, and drainage improvements in various neighborhood locations in accordance with prioritized needs and the city's Complete Streets Initiative. The Complete Streets Initiative promotes safe access for pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	550,000	550,000	550,000	550,000	550,000	2,750,000
FY 2021 Adopted	0	550,000	550,000	550,000	550,000	N/A	2,200,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
Total	N/A	550,000	550,000	550,000	550,000	550,000	2,750,000

Prior Capital Funding	10,621,000
FY 2022 Adopted	550,000
Capital Share Remaining	2,200,000
Project Total	13,371,000



Improve Newport Avenue (Talbot Hall) Drainage

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4322

Property Address:

Talbot Hall

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to support drainage improvements along Newport Avenue in the Talbot Hall area. This project will correct a flooding issue by increasing the size of storm water pipes along with outfall improvements.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	300,000	400,000	N/A	N/A	N/A	700,000
FY 2021 Adopted	0	300,000	400,000	0	0	N/A	700,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	300,000	400,000	0	0	0	700,000
Total	N/A	300,000	400,000	0	0	0	700,000

Prior Capital Funding	0
FY 2022 Adopted	300,000
Capital Share Remaining	400,000
Project Total	700,000



Improve Overbrook/Coleman Place Drainage

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4301

Property Address:

Overbrook/Coleman Place

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve the drainage in the Overbrook/Coleman Place area. Funds will be used for neighborhood flood mitigation to address various drainage system improvements. Funds will provide new inlets and large conduits to convey storm water to better mitigate issues caused by precipitation and flooding.

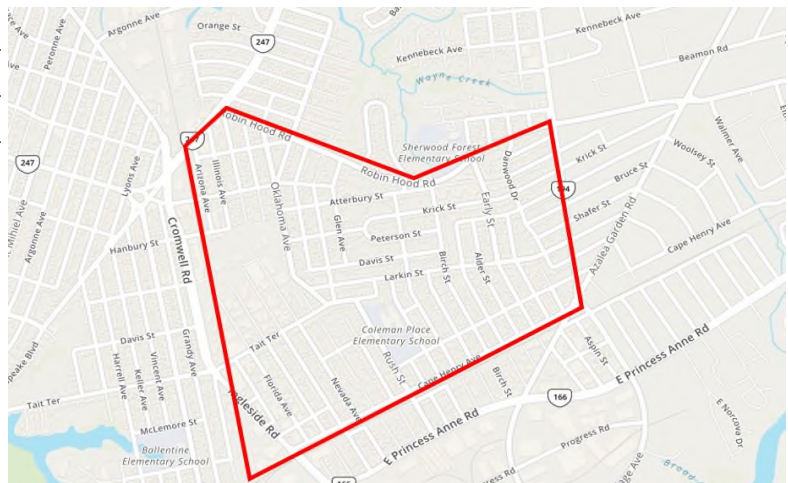
Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	2,000,000	2,000,000	2,000,000	2,200,000	N/A	8,200,000
FY 2021 Adopted	2,000,000	2,000,000	2,000,000	2,000,000	2,200,000	N/A	10,200,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	0	800,000
Construction/FFE	N/A	1,800,000	1,800,000	1,800,000	2,000,000	0	7,400,000
Total	N/A	2,000,000	2,000,000	2,000,000	2,200,000	0	8,200,000

Prior Capital Funding	2,000,000
FY 2022 Adopted	2,000,000
Capital Share Remaining	6,200,000
Project Total	10,200,000



Improve Park Place Drainage

Department

Storm Water Utility

Fund

Storm Water Utility

Account

N/A

Property Address:

Park Place

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to support drainage improvements in the Park Place area. Funds will be used to add piping and inlets that will improve the storm water collection and conveyance.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	N/A	2,000,000	1,950,000	2,000,000	5,950,000
FY 2021 Adopted	0	0	0	2,000,000	1,950,000	N/A	3,950,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

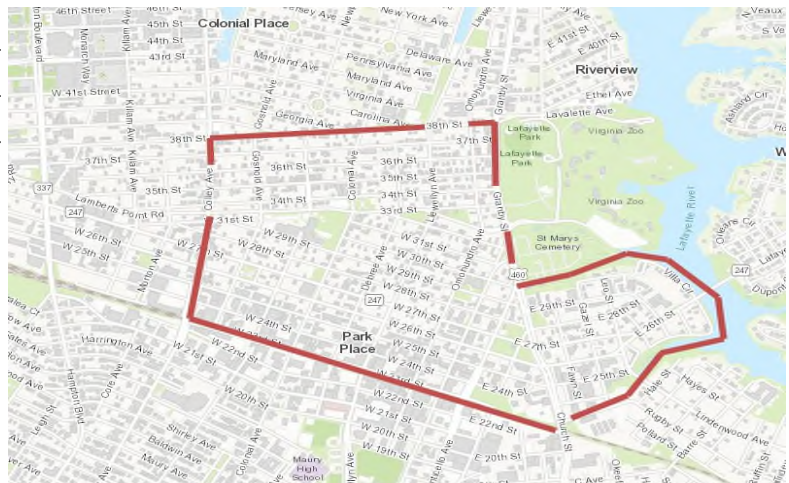
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	200,000	0	0	200,000
Construction/FFE	N/A	0	0	1,800,000	1,950,000	2,000,000	5,750,000
Total	N/A	0	0	2,000,000	1,950,000	2,000,000	5,950,000

Prior Capital Funding 0

FY 2022 Adopted 0

Capital Share Remaining 5,950,000

Project Total 5,950,000



Improve Road Infrastructure in St. Paul's Area

Department	Project Description
Transit	Provide funds to improve road infrastructure in the St. Paul's area. The improved road network will enable safe access for all users including pedestrians, bicyclists, automobiles, and transit riders. The road networks will better connect the St. Paul's area to downtown and the waterfront. The project will help provide the road infrastructure required to transform the St. Paul's area into a multi-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives.
Fund	
General Capital	
Account #	
4000 45 4271	
Property Address:	
St. Paul's Area	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☒ Tourists/Visitors ☐	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	10,000,000	N/A	N/A	N/A	N/A	10,000,000
FY 2021 Adopted	4,000,000	4,000,000	3,000,000	3,000,000	0	N/A	14,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	10,000,000	0	0	0	0	10,000,000
Total	N/A	10,000,000	0	0	0	0	10,000,000

Prior Capital Funding	6,000,000
FY 2022 Adopted	10,000,000
Capital Share Remaining	0
Project Total	16,000,000



Improve Storm Water Infrastructure in St. Paul's Area

Department

Storm Water Utility

Fund

Storm Water Utility

Account

4000 35 4274

Property Address:

St. Paul's Area

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to improve storm water infrastructure in the St. Paul's area. The project will add storm water collection and conveyance infrastructure in the existing and new street network. The project will mitigate precipitation flooding in the area.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	5,000,000	N/A	N/A	N/A	N/A	5,000,000
FY 2021 Adopted	1,000,000	500,000	500,000	500,000	300,000	N/A	2,800,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	5,000,000	0	0	0	0	5,000,000
Total	N/A	5,000,000	0	0	0	0	5,000,000

Prior Capital Funding	4,000,000
FY 2022 Adopted	5,000,000
Capital Share Remaining	0
Project Total	9,000,000



Improve Street Lights

Department

Transit

Fund

General Capital

Account

4000 45 3024

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to repair, expand, and improve the city's roadway lighting infrastructure, and maintain public safety through efficient maintenance and improvement.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	100,000	100,000	100,000	100,000	100,000	500,000
FY 2021 Adopted	0	100,000	100,000	100,000	100,000	N/A	400,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Total	N/A	100,000	100,000	100,000	100,000	100,000	500,000

Prior Capital Funding	2,763,500
FY 2022 Adopted	100,000
Capital Share Remaining	400,000
Project Total	3,263,500



Improve the Art District Streetscapes

Department Transit	Project Description Provide funds for engineering, design, and construction for the updated streetscape on Granby Street from Brambleton Ave to Virginia Beach Blvd.
Fund General Capital	
Account # N/A	
Property Address:	
Customers Served Residents ☒ Business ☒ City Services ☐ Educational Community ☐ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	2,500,000	2,350,000	N/A	N/A	4,850,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	40,000	0	0	0	0	40,000
Construction/FFE	N/A	1,460,000	2,500,000	2,350,000	0	0	6,310,000
Total	N/A	1,500,000	2,500,000	2,350,000	0	0	6,350,000

Prior Capital Funding	0
FY 2022 Adopted	0
Capital Share Remaining	4,850,000
Project Total	4,850,000



Improve Wastewater Infrastructure in St. Paul's Area

Department

Wastewater Utility

Fund

Wastewater Utility

Account

5200 34 4267

Property Address:

St. Paul's Area

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to improve and expand the wastewater infrastructure in the St. Paul's area. The project will help provide the infrastructure required to transform the St. Paul's area into a multi-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	2,000,000	2,000,000	500,000	N/A	N/A	4,500,000
FY 2021 Adopted	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	12,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	150,000	150,000	0	0	0	300,000
Construction/FFE	N/A	1,850,000	1,850,000	500,000	0	0	4,200,000
Total	N/A	2,000,000	2,000,000	500,000	0	0	4,500,000

Prior Capital Funding	6,000,000
FY 2022 Adopted	2,000,000
Capital Share Remaining	2,500,000
Project Total	10,500,000



Improve Water Infrastructure in St. Paul's Area

Department

Water Utility

Fund

Water Utility

Account

5300 33 4266

Property Address:

St. Paul's Area

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to improve and expand the water utility infrastructure in the St. Paul's area. The project will help provide the infrastructure required to transform the St. Paul's area into a multi-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	350,000	N/A	N/A	N/A	N/A	350,000
FY 2021 Adopted	2,000,000	2,000,000	2,000,000	0	0	N/A	6,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	350,000	0	0	0	0	350,000
Total	N/A	350,000	0	0	0	0	350,000

Prior Capital Funding	4,000,000
FY 2022 Adopted	350,000
Capital Share Remaining	0
Project Total	4,350,000



Rehabilitate Tidewater Drive Pump Station

Department

Storm Water Utility

Fund

Storm Water Utility

Account

N/A

Property Address:

Tidewater Drive

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to rehabilitate the Tidewater Drive pump station. The project will increase pumping capacity of the station and reduce the number of times the underpass is unavailable due to flooding. This project is a new project that was previously planned under "Improve Storm Water System."

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	N/A	600,000	600,000	N/A	1,200,000
FY 2021 Adopted	0	0	0	600,000	600,000	N/A	1,200,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	100,000	0	0	100,000
Construction/FFE	N/A	0	0	500,000	600,000	0	1,100,000
Total	N/A	0	0	600,000	600,000	0	1,200,000

Prior Capital Funding	0
FY 2022 Adopted	0
Capital Share Remaining	1,200,000
Project Total	1,200,000



Revitalize St. Paul's Community

Department

Executive

Fund

General Capital

Account

4000 02 4234

Property Address:

St. Paul's Area

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds for the redevelopment of the St. Paul's area. The site will become a multi-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
FY 2021 Adopted	0	3,000,000	3,000,000	3,000,000	3,000,000	N/A	12,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000
Construction/FFE	N/A	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	13,500,000
Total	N/A	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000

Prior Capital Funding	5,000,000
FY 2022 Adopted	3,000,000
Capital Share Remaining	12,000,000
Project Total	20,000,000



Strengthening Neighborhoods through Affordable Housing Initiatives

Department

Neighborhood Services

Fund

General Capital

Account

4000 22 4233

Property Address:

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to invest in affordable housing strategies that strengthen neighborhoods. The project will focus on initiatives related to homeownership, rental revitalization, and neighborhood cohesion. The project will provide neighborhood building focused on residents in the Ingleside and Monticello Village/ Oakdale Farms neighborhoods. This project supports recommendations from the Poverty Commission.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,750,000	1,750,000	1,750,000	N/A	N/A	5,250,000
FY 2021 Adopted	0	1,750,000	1,750,000	1,750,000	0	N/A	5,250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	292,045	200,000	200,000	0	0	692,045
Construction/FFE	N/A	1,457,955	1,550,000	1,550,000	0	0	4,557,955
Total	N/A	1,750,000	1,750,000	1,750,000	0	0	5,250,000

Prior Capital Funding	2,450,000
FY 2022 Adopted	1,750,000
Capital Share Remaining	3,500,000
Project Total	7,700,000



Support Blue/Greenway Amenities in St. Paul's Area

Department

Executive

Fund

General Capital

Account

4000 02 4328

Property Address:

St. Paul's Area

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to support the installation of amenities throughout the Blue-Greenway in St. Paul's area. Funds will be used to install pathways, lighting, and signage.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Construction/FFE	N/A	900,000	900,000	900,000	900,000	900,000	4,500,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	0
FY 2022 Adopted	1,000,000
Capital Share Remaining	4,000,000
Project Total	5,000,000



Support Elizabeth River Trail Capital Campaign

Department

Transit

Fund

General Capital

Account

4000 45 4243

Property Address:

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide capital campaign matching funds for the Elizabeth River Trail project. The Friends of the Elizabeth River Foundation have taken the lead in fundraising \$3.5 million (Phase I) in order to add kayak launches, improved wayfinding, educational signage, infrastructure, bike racks, maintenance stations, fitness equipment, public art, solar lighting, charging stations, and other improvements. The FY 2022 amount will meet the city's total commitment of \$500,000.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	250,000	N/A	N/A	N/A	N/A	250,000
FY 2021 Adopted	0	250,000	0	0	0	N/A	250,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	250,000	0	0	0	0	250,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	250,000	0	0	0	0	250,000

Prior Capital Funding	250,000
FY 2022 Adopted	250,000
Capital Share Remaining	0
Project Total	500,000



Upgrade the Monticello Avenue Pump Station

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4323

Property Address:

Monticello Avenue

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds for upgrades to the Monticello Avenue Pump Station. The project will increase pumping capacity of the station and reduce the times the underpass is unavailable due to flooding. This project is a new project that was previously planned under "Improve Storm Water System."

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	600,000	600,000	N/A	N/A	N/A	1,200,000
FY 2021 Adopted	0	600,000	600,000	0	0	N/A	1,200,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

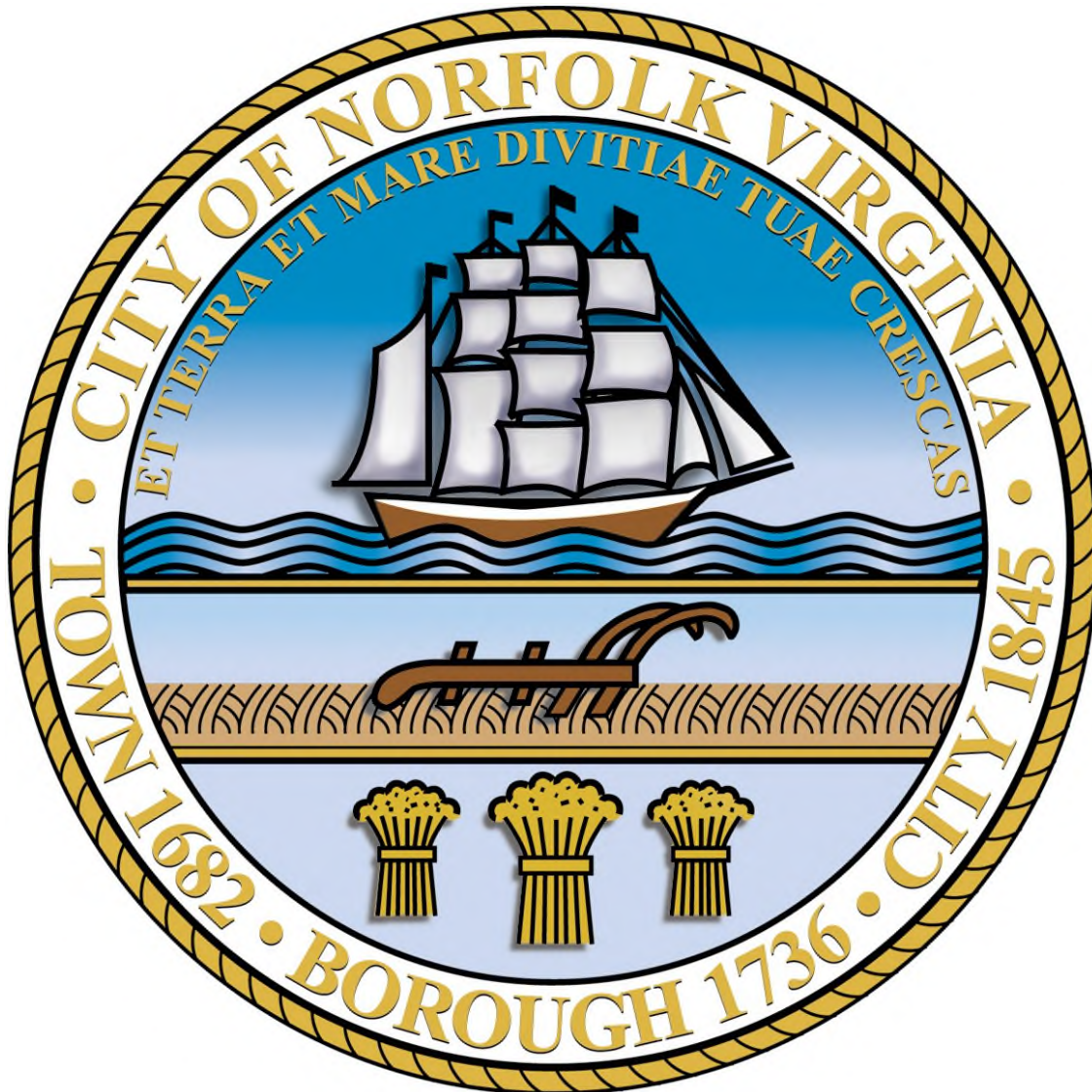
Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	100,000	0	0	0	0	100,000
Construction/FFE	N/A	500,000	600,000	0	0	0	1,100,000
Total	N/A	600,000	600,000	0	0	0	1,200,000

Prior Capital Funding	0
FY 2022 Adopted	600,000
Capital Share Remaining	600,000
Project Total	1,200,000



Public Buildings



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Implement Fire-Rescue Facility Plan

Department

Fire - Rescue Services

Fund

General Capital

Account

4000 20 4142

Property Address:

To Be Determined

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to replace aged Fire-Rescue facilities. Fire Station 9 is the top priority for replacement at 68 years old, and the second priority is Fire Station 6 which is 57 years old. The request includes funding for design and construction costs for station 9.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	N/A	N/A	N/A	6,500,000	6,500,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	1,000,000	1,000,000
Construction/FFE	N/A	0	0	0	0	5,500,000	5,500,000
Total	N/A	0	0	0	0	6,500,000	6,500,000

Prior Capital Funding	5,655,500
FY 2022 Adopted	0
Capital Share Remaining	6,500,000
Project Total	12,155,500



Improve and Maintain the Zoo

Department

General Services

Fund

General Capital

Account

4000 44 4254

Property Address:

3500 Granby Street

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve and maintain the Zoo. FY 2022 funds will be used for roof repairs and replacement at the African Exhibit Restroom and the Reptile Building. Funds will also be used for asphalt repairs throughout the Zoo.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	560,000	N/A	N/A	N/A	N/A	560,000
FY 2021 Adopted	0	560,000	0	0	0	N/A	560,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	60,000	0	0	0	0	60,000
Construction/FFE	N/A	500,000	0	0	0	0	500,000
Total	N/A	560,000	0	0	0	0	560,000

Prior Capital Funding	1,500,000
FY 2022 Adopted	560,000
Capital Share Remaining	0
Project Total	2,060,000



Maintain Fire Stations

Department

General Services

Fund

General Capital

Account

4000 44 4224

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to maintain fire stations citywide. Funds will be used to maintain HVAC systems and make roof repairs at fire stations.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	500,000	500,000	500,000	500,000	N/A	2,000,000
FY 2021 Adopted	0	500,000	250,000	500,000	500,000	N/A	1,750,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	0	400,000
Construction/FFE	N/A	400,000	400,000	400,000	400,000	0	1,600,000
Total	N/A	500,000	500,000	500,000	500,000	0	2,000,000

Prior Capital Funding	3,000,000
FY 2022 Adopted	500,000
Capital Share Remaining	1,500,000
Project Total	5,000,000



Maintain Municipal Facilities

Department

General Services

Fund

General Capital

Account

4000 44 3006

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds to renovate and improve civic buildings, office space, and other city-owned facilities. Funds may be used to replace roofs and air handling units, repair facilities, and implement the ADA master plan.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	3,500,000	4,000,000	4,500,000	5,000,000	5,000,000	22,000,000
FY 2021 Adopted	0	3,500,000	3,500,000	3,500,000	3,500,000	N/A	14,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	700,000	500,000	500,000	500,000	500,000	2,700,000
Construction/FFE	N/A	2,800,000	3,500,000	4,000,000	4,500,000	4,500,000	19,300,000
Total	N/A	3,500,000	4,000,000	4,500,000	5,000,000	5,000,000	22,000,000

Prior Capital Funding	21,218,246
FY 2022 Adopted	3,500,000
Capital Share Remaining	18,500,000
Project Total	43,218,246



Maintain Parking Facilities

Department

Parking Facilities

Fund

Parking Facilities

Account

5100 38 4180

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds to maintain city parking facilities with projects such as structural, ventilation, lighting and elevator upgrades throughout the system. The projects "Repair Main Street Garage Elevators" and "Repair Town Point Garage Elevators" are new standalone projects. They were originally planned to be included in this project. Total planned funding remains unchanged across these projects.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000
FY 2021 Adopted	0	1,450,000	2,900,000	2,900,000	2,900,000	N/A	10,150,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	50,000	50,000	50,000	50,000	200,000
Construction/FFE	N/A	0	2,450,000	2,450,000	2,450,000	2,450,000	9,800,000
Total	N/A	0	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000

Prior Capital Funding	21,300,000
FY 2022 Adopted	0
Capital Share Remaining	10,000,000
Project Total	31,300,000



Refurbish Main Street Garage Elevators

Department	Project Description
Parking Facilities	Provide funds to refurbish all four elevators located at the Main Street Parking Garage. This project is a new project that was previously planned under "Maintain Parking Facilities."
Fund	
Parking Facilities	
Account #	
5100 38 4325	
Property Address:	
230 Main Street	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☐ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	600,000	N/A	N/A	N/A	N/A	600,000
FY 2021 Adopted	0	600,000	0	0	0	N/A	600,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	550,000	0	0	0	0	550,000
Total	N/A	600,000	0	0	0	0	600,000

Prior Capital Funding	0
FY 2022 Adopted	600,000
Capital Share Remaining	0
Project Total	600,000



Refurbish Town Point Garage Elevators

Department	Project Description
Parking Facilities	Provide funds to refurbish all three elevators located at the Town Point Parking Garage. This project is a new project that was previously planned under "Maintain Parking Facilities."
Fund	
Parking Facilities	
Account #	
5100 38 4326	
Property Address:	
110 W Main Street	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☐ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	850,000	N/A	N/A	N/A	N/A	850,000
FY 2021 Adopted	0	850,000	0	0	0	N/A	850,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	100,000	0	0	0	0	100,000
Construction/FFE	N/A	750,000	0	0	0	0	750,000
Total	N/A	850,000	0	0	0	0	850,000

Prior Capital Funding	0
FY 2022 Adopted	850,000
Capital Share Remaining	0
Project Total	850,000



Support Jail Improvements

Department

General Services

Fund

General Capital

Account

4000 44 4228

Property Address:

811 E. City Hall Ave

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for general jail improvements. FY 2022 funds will be used to replace the roof and HVAC system.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000
FY 2021 Adopted	345,000	300,000	300,000	300,000	300,000	N/A	1,545,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	30,000	30,000	30,000	30,000	30,000	150,000
Construction/FFE	N/A	270,000	270,000	270,000	270,000	270,000	1,350,000
Total	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000

Prior Capital Funding	8,045,000
FY 2022 Adopted	300,000
Capital Share Remaining	1,200,000
Project Total	9,545,000



Upgrade Security at City Facilities

Department	Project Description
General Services	Provide funds to upgrade the city's security infrastructure and systems to ensure a safe environment for employees and visitors while in city facilities.
Fund	
General Capital	
Account #	
4000 44 4279	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☐ Tourists/Visitors ☐	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2021 Adopted	0	500,000	500,000	500,000	500,000	N/A	2,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

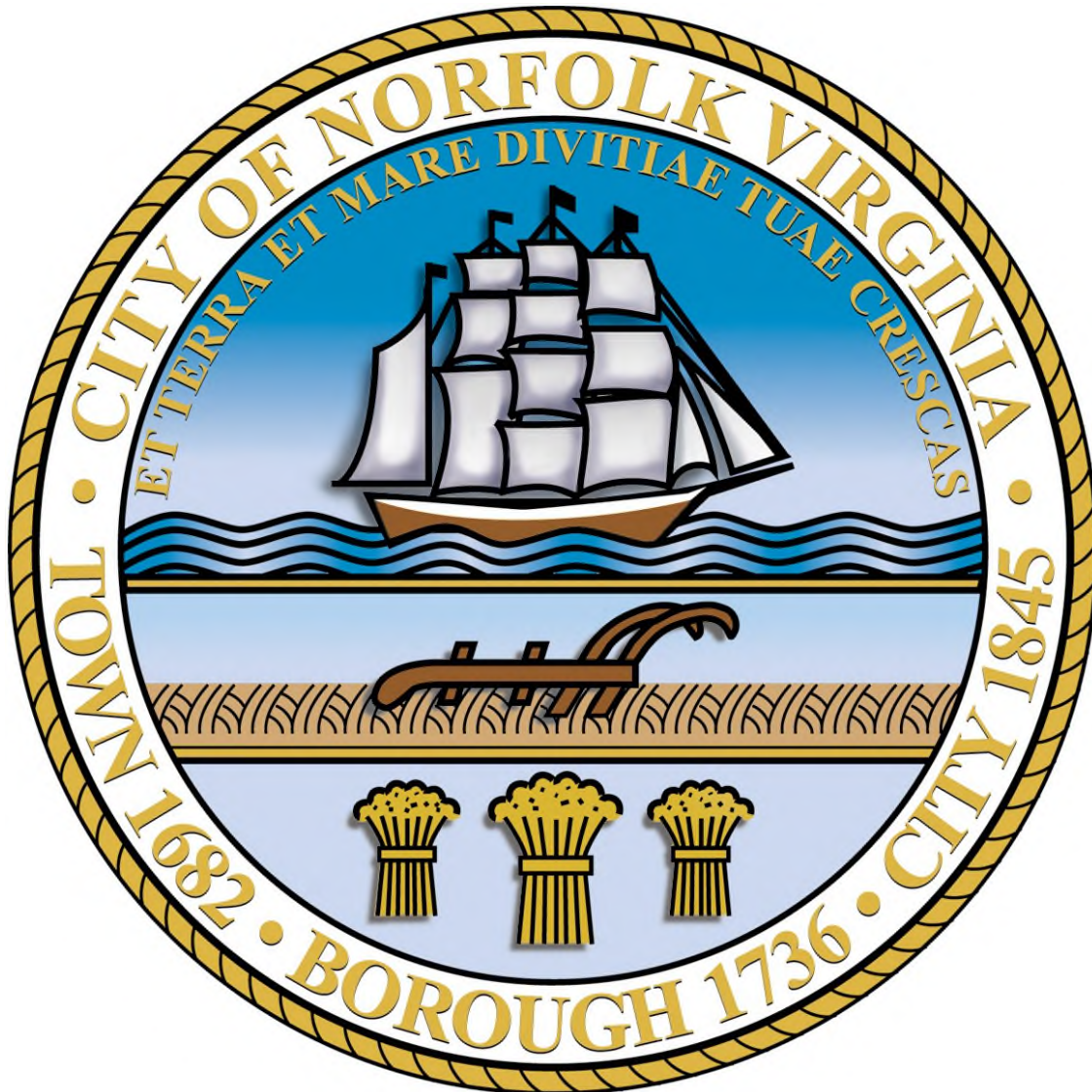
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	50,000	50,000	50,000	50,000	200,000
Construction/FFE	N/A	500,000	450,000	450,000	450,000	450,000	2,300,000
Total	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000

Prior Capital Funding	0
FY 2022 Adopted	500,000
Capital Share Remaining	2,000,000
Project Total	2,500,000



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Parks & Recreation Facilities



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Design a Combination Recreation and Library Facility at NFWC

Department

Recreation/Parks and Open Space

Fund

General Capital

Account

4000 78 4331

Property Address:

7300 Newport Avenue

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to design a new combination facility. The new facility will include a library, fitness area, a gym, a game room, meeting rooms, and an indoor pool. The new facility will be at the location of the current Norfolk Fitness and Wellness Center.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	4,000,000	N/A	N/A	N/A	N/A	4,000,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	4,000,000	0	0	0	0	4,000,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	4,000,000	0	0	0	0	4,000,000

Prior Capital Funding	0
FY 2022 Adopted	4,000,000
Capital Share Remaining	0
Project Total	4,000,000



Implement RPOS Master Plan

Department

Recreation/Parks and Open Space

Fund

General Capital

Account

4000 78 4190

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to implement the Recreation, Parks and Open Space (RPOS) Master Plan. This plan serves as a guiding vision for parks and recreation facilities. The plan includes projects to be phased in over a 20-year period. Highlights of the plan may include improvements to parks, athletic fields, and community centers.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2021 Adopted	0	500,000	500,000	500,000	500,000	N/A	2,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	75,000	50,000	50,000	50,000	50,000	275,000
Construction/FFE	N/A	425,000	450,000	450,000	450,000	450,000	2,225,000
Total	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000

Prior Capital Funding	5,200,000
FY 2022 Adopted	500,000
Capital Share Remaining	2,000,000
Project Total	7,700,000



Improve Boat Ramps Citywide

Department

Public Works

Fund

General Capital

Account

4000 10 4317

Property Address:

13th View Street

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds to improve existing boat ramps and construct new boat ramps citywide. Funds will be used to acquire property, design new boat ramps, pay for any required permitting, construct new boat ramps, and renovate existing boat ramps. In FY 2022 the 13th View Street Boat Ramp will be rehabilitated.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	900,000	N/A	N/A	N/A	N/A	900,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	150,000	0	0	0	0	150,000
Construction/FFE	N/A	750,000	0	0	0	0	750,000
Total	N/A	900,000	0	0	0	0	900,000

Prior Capital Funding	0
FY 2022 Adopted	900,000
Capital Share Remaining	0
Project Total	900,000



Improve Community and Neighborhood Parks

Department

Recreation/Parks and Open Space

Fund

General Capital

Account

4000 78 3004

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve and upgrade amenities within community parks around the city such as playgrounds and playing fields.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2021 Adopted	0	250,000	250,000	250,000	250,000	N/A	1,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	15,000	15,000	15,000	15,000	15,000	75,000
Construction/FFE	N/A	235,000	235,000	235,000	235,000	235,000	1,175,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	5,715,000
FY 2022 Adopted	250,000
Capital Share Remaining	1,000,000
Project Total	6,965,000



Improve Existing Community Centers

Department	Project Description
Recreation/Parks and Open Space	Provide funds for improvements to entranceways, landscaping, and interior and exterior renovations at existing community centers. Planned work will enhance the appearance, serviceability, and safety at various recreation centers throughout the city.
Fund	
General Capital	
Account #	
4000 78 3000	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☐ City Services ☒	
Educational Community ☒ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2021 Adopted	0	200,000	200,000	200,000	200,000	N/A	800,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	30,000	20,000	20,000	20,000	20,000	110,000
Construction/FFE	N/A	170,000	180,000	180,000	180,000	180,000	890,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	4,250,000
FY 2022 Adopted	200,000
Capital Share Remaining	800,000
Project Total	5,250,000



Provide Funds to Southside Boys & Girls Club for Facility Improvements

Department

Executive

Fund

General Capital

Account

4000 02 4333

Property Address:

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to Southside Boys and Girls Club for various facility improvements at their current location.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,500,000	N/A	N/A	N/A	N/A	1,500,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

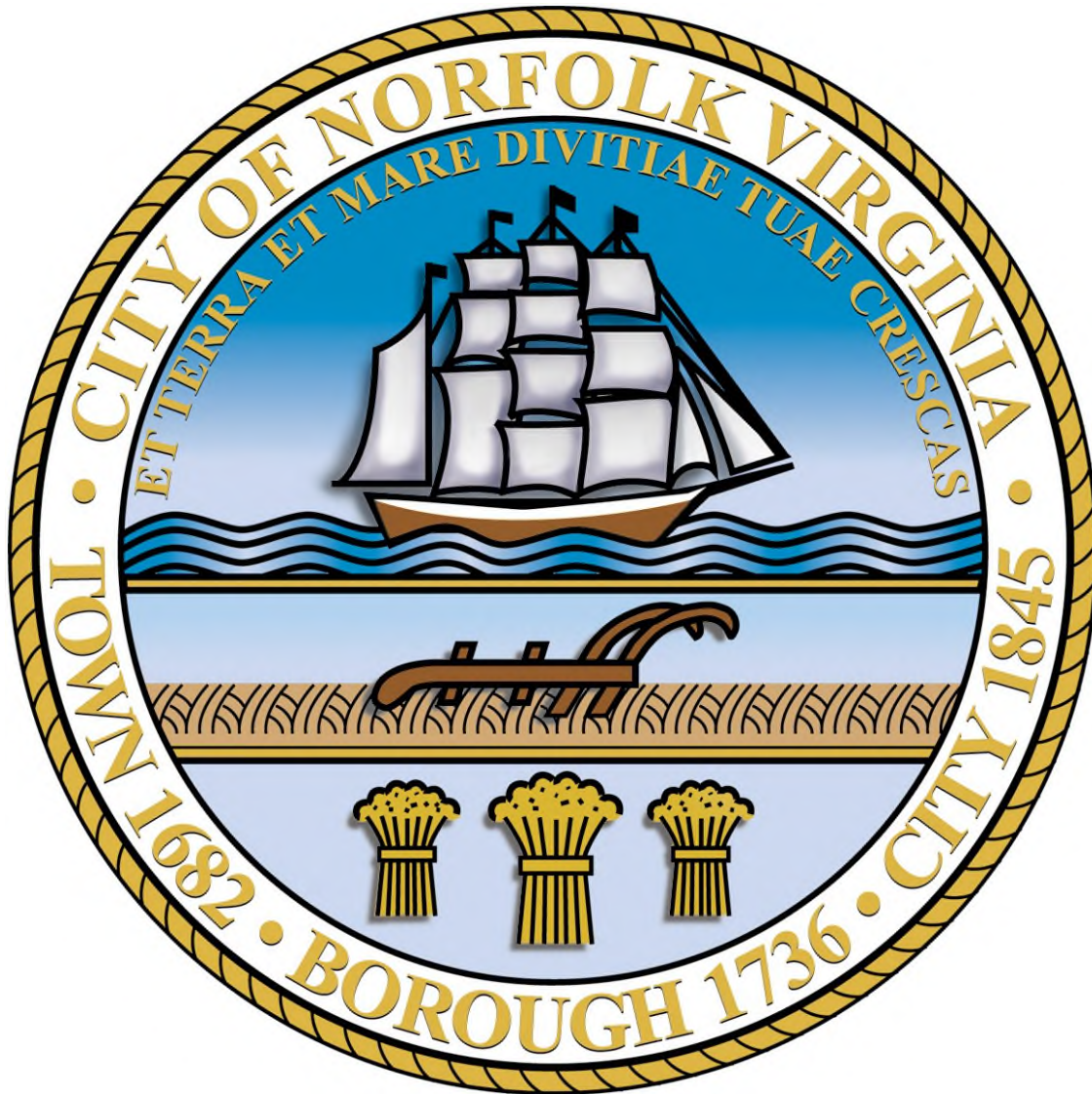
Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,500,000	0	0	0	0	1,500,000
Total	N/A	1,500,000	0	0	0	0	1,500,000

Prior Capital Funding	0
FY 2022 Adopted	1,500,000
Capital Share Remaining	0
Project Total	1,500,000



Environmental Sustainability



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Conduct Drainage Studies Citywide

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4299

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to study areas in advance of designing projects for planning purposes to optimize resources and target storm water infrastructure areas with the greatest needs.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	500,000	N/A	N/A	N/A	500,000
FY 2021 Adopted	1,000,000	0	500,000	0	0	N/A	1,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	500,000	0	0	0	500,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	0	500,000	0	0	0	500,000

Prior Capital Funding	1,000,000
FY 2022 Adopted	0
Capital Share Remaining	500,000
Project Total	1,500,000



Conduct Outfall Maintenance and Dredging

Department	Project Description
Storm Water Utility	Provide funds for the maintenance and dredging of outfalls citywide. Funds will be used to open up submerged and clogged outfalls through shoreline or barge dredging.
Fund	
Storm Water Utility	
Account #	
2300 35 4300	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☒ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	750,000	450,000	950,000	1,000,000	N/A	3,150,000
FY 2021 Adopted	650,000	750,000	450,000	950,000	1,000,000	N/A	3,800,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	75,000	45,000	95,000	100,000	0	315,000
Construction/FFE	N/A	675,000	405,000	855,000	900,000	0	2,835,000
Total	N/A	750,000	450,000	950,000	1,000,000	0	3,150,000

Prior Capital Funding	650,000
FY 2022 Adopted	750,000
Capital Share Remaining	2,400,000
Project Total	3,800,000



Conduct Sliplining and Major Repairs to Existing Infrastructure

Department	Project Description
Storm Water Utility	Provide funds to support sliplining and major repairs to existing storm water infrastructure. The funds will be used to repair and improve existing storm water conveyance pipes by repairing the system using trenchless and other techniques to restore the system to optimal condition. Sliplining is a trenchless method in which a smaller pipe is installed in a larger pipe and then the space between the two pipes is sealed.
Fund	
Storm Water Utility	
Account #	
2300 35 4298	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☒ Tourists/Visitors ☒	

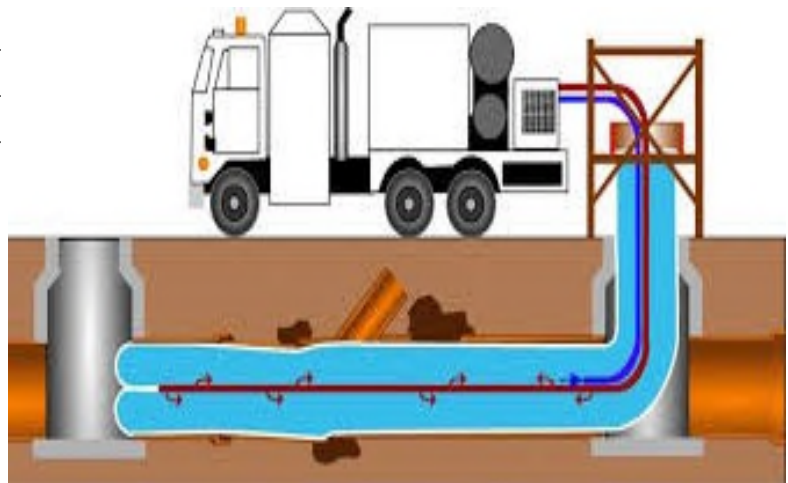
Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,200,000	1,200,000	1,200,000	1,000,000	N/A	4,600,000
FY 2021 Adopted	1,000,000	1,200,000	1,200,000	1,200,000	1,000,000	N/A	5,600,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,200,000	1,200,000	1,200,000	1,000,000	0	4,600,000
Total	N/A	1,200,000	1,200,000	1,200,000	1,000,000	0	4,600,000

Prior Capital Funding	1,000,000
FY 2022 Adopted	1,200,000
Capital Share Remaining	3,400,000
Project Total	5,600,000



Construct Park along East Water Street

Department

Office of Resilience

Fund

General Capital

Account

4000 41 4332

Property Address:

East Water Street

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds to complete construction of the Water Street Open Space project as part of environmental remediation requirements and Virginia Economic Development Partnership and Department of Environmental Quality Remediation Grant obligations. This funding will support the city's required match of \$500,000. Construction of the open space will remediate the site and include storm water features, trees, and other plantings. Streetscaping is also included to improve portions of the Elizabeth River Trail and parking along Water Street.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	500,000	N/A	N/A	N/A	N/A	500,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	500,000	0	0	0	0	500,000
Total	N/A	500,000	0	0	0	0	500,000

Prior Capital Funding 0

FY 2022 Adopted 500,000

Capital Share Remaining 0

Project Total 500,000



Control Beach Erosion

Department

City Planning

Fund

General Capital

Account

4000 15 3049

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for shoreline erosion control structures; shoreline modeling; annual wave gauge maintenance; sand replenishment; dune maintenance, repair and re-vegetation; and continuation of the biennial beach survey.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2021 Adopted	525,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,525,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
Construction/FFE	N/A	750,000	750,000	750,000	750,000	750,000	3,750,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	34,696,700
FY 2022 Adopted	1,000,000
Capital Share Remaining	4,000,000
Project Total	39,696,700



Create Citywide Flooding Reserve

Department

Storm Water Utility

Fund

Storm Water Utility

Account

4000 35 4188

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to create a citywide flooding reserve to prepare for the larger citywide flooding control projects. This project is funded by the \$1.00 Storm Water fee increase approved in FY 2013. Funding will be dedicated to support the city's flood mitigation efforts.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
FY 2021 Adopted	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	N/A	6,576,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000

Prior Capital Funding	11,836,800
FY 2022 Adopted	1,315,200
Capital Share Remaining	5,260,800
Project Total	18,412,800



Implement Pond Retrofits Citywide

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4305

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to support the implementation of pond retrofit projects citywide. Pond retrofits enhance pollutant removal and assist in flood mitigation.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	2,050,000	1,700,000	1,550,000	500,000	1,000,000	6,800,000
FY 2021 Adopted	1,290,000	1,290,000	1,290,000	1,290,000	1,290,000	N/A	6,450,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	100,000	200,000	0	300,000
Construction/FFE	N/A	2,050,000	1,700,000	1,450,000	300,000	1,000,000	6,500,000
Total	N/A	2,050,000	1,700,000	1,550,000	500,000	1,000,000	6,800,000

Prior Capital Funding	1,290,000
FY 2022 Adopted	2,050,000
Capital Share Remaining	4,750,000
Project Total	8,090,000



Implement Shoreline Restoration

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4304

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to implement shoreline restoration in various areas across the city. The restoration process involves planting specific vegetation, constructing protective sills, adding sand fill, and creating buffer zones to reduce erosion and allow natural growth to build up the shoreline.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	200,000	550,000	700,000	1,750,000	1,250,000	4,450,000
FY 2021 Adopted	960,000	960,000	960,000	960,000	960,000	N/A	4,800,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	200,000	100,000	300,000	200,000	0	800,000
Construction/FFE	N/A	0	450,000	400,000	1,550,000	1,250,000	3,650,000
Total	N/A	200,000	550,000	700,000	1,750,000	1,250,000	4,450,000

Prior Capital Funding	960,000
FY 2022 Adopted	200,000
Capital Share Remaining	4,250,000
Project Total	5,410,000



Implement the Green Infrastructure Plan

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4306

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to support the continued implement of the city's Green Infrastructure Plan. The plan involves approaching water management in a manner that protects or restores the natural water cycle. Funds will be used to build bioretention structures, rainwater collection or infiltration systems, and strategically placed vegetation.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	100,000	100,000	100,000	100,000	100,000	500,000
FY 2021 Adopted	100,000	100,000	100,000	100,000	100,000	N/A	500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Total	N/A	100,000	100,000	100,000	100,000	100,000	500,000

Prior Capital Funding	100,000
FY 2022 Adopted	100,000
Capital Share Remaining	400,000
Project Total	600,000



Improve Duffys Lane Outfall Extension

Department

Storm Water Utility

Fund

Storm Water Utility

Account

2300 35 4324

Property Address:

Duffy's Lane

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to design and construct improvements to Duffys Lane outfall extension. Funds will be used to extend the outfall beyond the beach replenishment project. This project is a new project that was previously planned under "Improve Storm Water Waterfront Facilities."

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	500,000	N/A	N/A	N/A	N/A	500,000
FY 2021 Adopted	0	500,000	0	0	0	N/A	500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	450,000	0	0	0	0	450,000
Total	N/A	500,000	0	0	0	0	500,000

Prior Capital Funding	0
FY 2022 Adopted	500,000
Capital Share Remaining	0
Project Total	500,000



Improve Selby Place Outfall Extension

Department

Storm Water Utility

Fund

Storm Water Utility

Account

N/A

Property Address:

Selby Place

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to design and construct improvements to the Selby Place outfall extension. Funds will be used to extend the outfall beyond the beach replenishment project. This project is a new project that was previously planned under "Improve Storm Water Waterfront Facilities."

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	500,000	N/A	N/A	N/A	500,000
FY 2021 Adopted	0	0	500,000	0	0	N/A	500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	50,000	0	0	0	50,000
Construction/FFE	N/A	0	450,000	0	0	0	450,000
Total	N/A	0	500,000	0	0	0	500,000

Prior Capital Funding	0
FY 2022 Adopted	0
Capital Share Remaining	500,000
Project Total	500,000



Improve Storm Water Waterfront Facilities

Department

Storm Water Utility

Fund

Storm Water Utility

Account

4000 35 3037

Property Address:

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for non-routine inspections, maintenance, repair, rehabilitation, and replacement of deteriorated bulkheads and outfall extensions citywide.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	N/A	500,000	500,000	500,000	1,500,000
FY 2021 Adopted	0	0	0	500,000	500,000	N/A	1,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	50,000	50,000	50,000	150,000
Construction/FFE	N/A	0	0	450,000	450,000	450,000	1,350,000
Total	N/A	0	0	500,000	500,000	500,000	1,500,000

Prior Capital Funding	9,000,000
FY 2022 Adopted	0
Capital Share Remaining	1,500,000
Project Total	10,500,000



Raise the Downtown Floodwall

Department

Storm Water Utility

Fund

Storm Water Utility

Account

4000 35 4270

Property Address:

Downtown

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to raise the elevation of the downtown floodwall between one and two feet, reinforce sections of the wall, and reconstruct all flood gates in order to provide the level of flood protection required by the Federal Emergency Management Agency (FEMA) for the downtown area.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	8,000,000	8,000,000	N/A	N/A	N/A	16,000,000
FY 2021 Adopted	1,000,000	8,000,000	8,000,000	0	0	N/A	17,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	8,000,000	8,000,000	0	0	0	16,000,000
Total	N/A	8,000,000	8,000,000	0	0	0	16,000,000

Prior Capital Funding	2,000,000
FY 2022 Adopted	8,000,000
Capital Share Remaining	8,000,000
Project Total	18,000,000



Support Beach Renourishment

Department	Project Description
Public Works	Provide funds to support beach renourishment in four areas along the beach between Little Creek Inlet and Willoughby Spit. This project is in conjunction with the Virginia Port Authority's (VPA) upcoming Thimble Shoals Channel Dredging Project. Sand will be moved from the dredging to these four locations: Toler Place (12th View Street to 9th View Street), West Ocean View (6th View Street to Chesapeake Boulevard, Central Ocean View (Breakwater Field, and East Ocean View (24th Bay Street to Little Creek Jetty).
Fund	
General Capital	
Account #	
4000 10 4330	
Property Address:	
Customers Served	
Residents ☒ Business ☐ City Services ☐	
Educational Community ☐ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	6,493,000	N/A	N/A	N/A	N/A	6,493,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

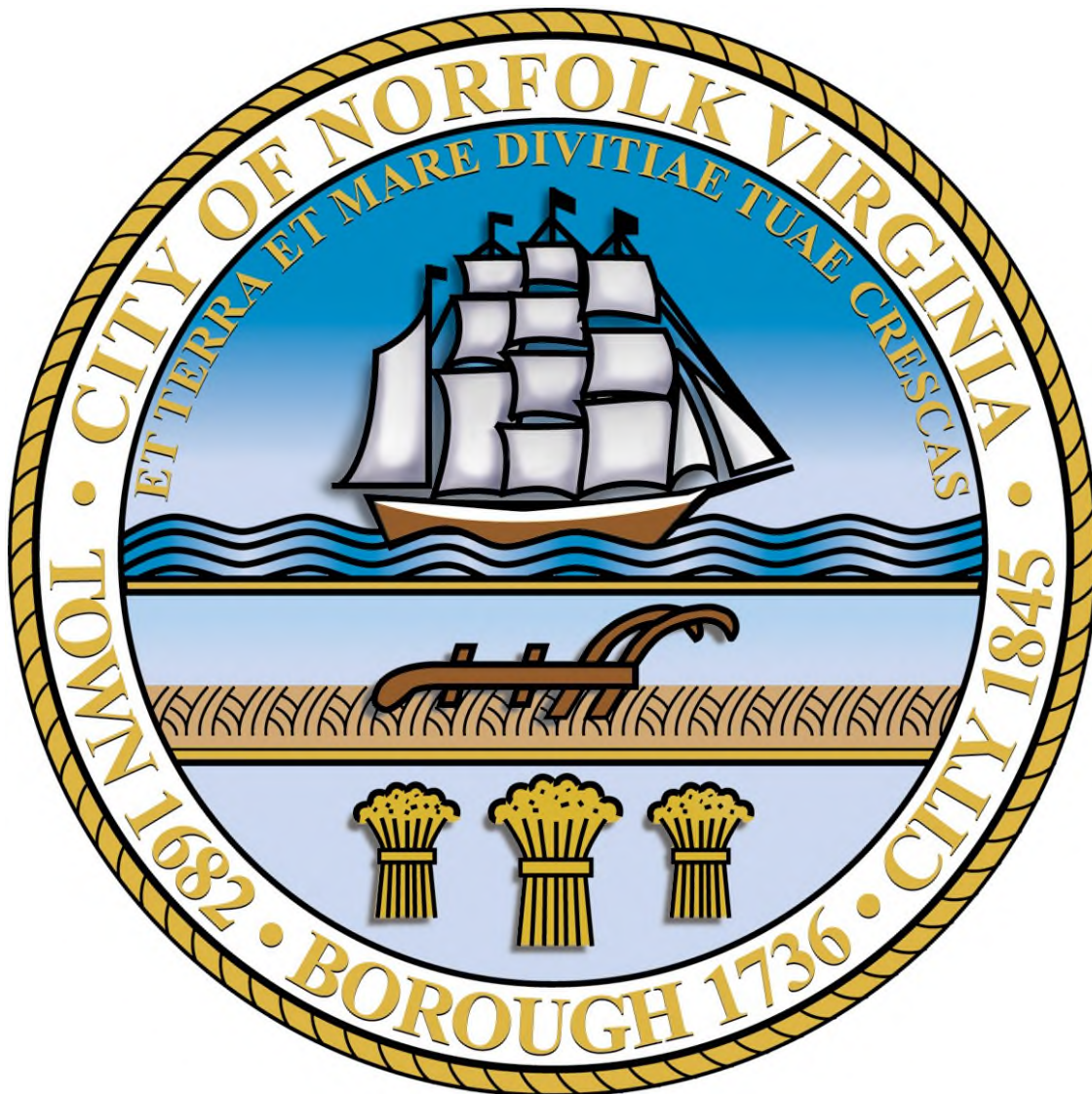
Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	200,000	0	0	0	0	200,000
Construction/FFE	N/A	6,293,000	0	0	0	0	6,293,000
Total	N/A	6,493,000	0	0	0	0	6,493,000

Prior Capital Funding	0
FY 2022 Adopted	6,493,000
Capital Share Remaining	0
Project Total	6,493,000



Storm Water



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Implement Flood Mitigation at Cambridge Crescent and Carroll Place

Department

Public Works

Fund

General Capital

Account

4000 10 4334

Property Address:

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to implement flood mitigation measures at Cambridge Crescent and Carroll Place. Flood mitigation measures include the installation of backflow valves and repairs to the bulkhead. This project is supported by the Resilience Penny.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,150,000	N/A	N/A	N/A	N/A	1,150,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

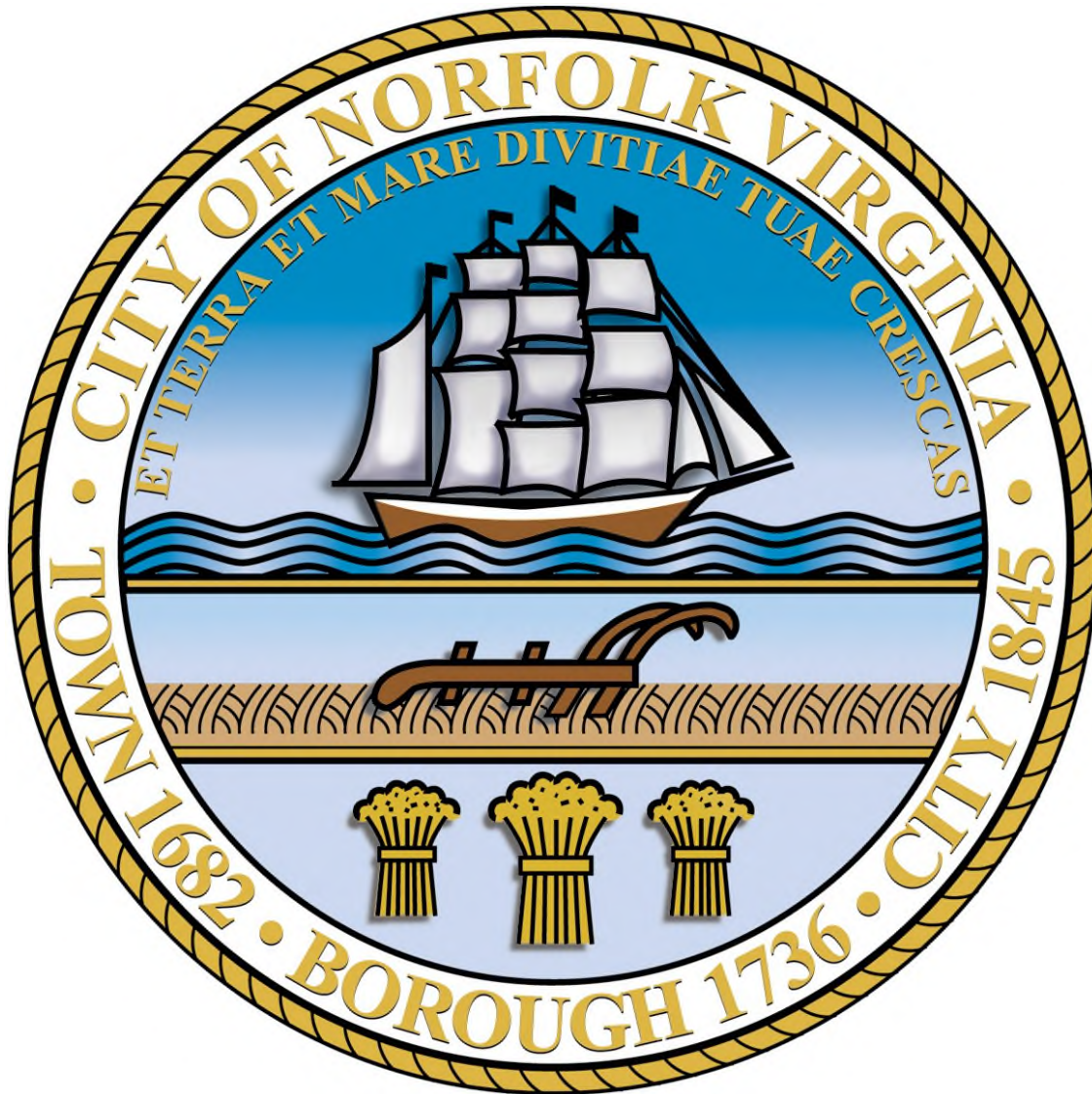
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,150,000	0	0	0	0	1,150,000
Total	N/A	1,150,000	0	0	0	0	1,150,000

Prior Capital Funding	0
FY 2022 Adopted	1,150,000
Capital Share Remaining	0
Project Total	1,150,000



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Wastewater



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Improve Larchmont Wastewater Infrastructure

Department

Wastewater Utility

Fund

Wastewater Utility

Account

5200 34 4292

Property Address:

Larchmont

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☐

Project Description

Provide funds to improve Larchmont wastewater infrastructure. Funds will be used to install new pump stations, gravity mains and force mains in Larchmont in partnership with Hampton Roads Sanitation District (HRSD).

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,500,000	1,500,000	1,500,000	1,500,000	N/A	6,000,000
FY 2021 Adopted	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	N/A	7,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	150,000	150,000	150,000	150,000	0	600,000
Construction/FFE	N/A	1,350,000	1,350,000	1,350,000	1,350,000	0	5,400,000
Total	N/A	1,500,000	1,500,000	1,500,000	1,500,000	0	6,000,000

Prior Capital Funding	1,000,000
FY 2022 Adopted	1,500,000
Capital Share Remaining	4,500,000
Project Total	7,000,000



Improve Wastewater Collection System

Department	Project Description
Wastewater Utility	Provide funds for the replacement and rehabilitation of gravity sanitary sewer pipe to eliminate overflows. In addition, the project provides for upgrades to pump stations and force mains.
Fund	
Wastewater Utility	
Account #	
5200 34 3082	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☒ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	13,500,000	13,500,000	15,000,000	15,500,000	17,000,000	74,500,000
FY 2021 Adopted	12,500,000	12,000,000	12,000,000	12,000,000	12,000,000	N/A	60,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

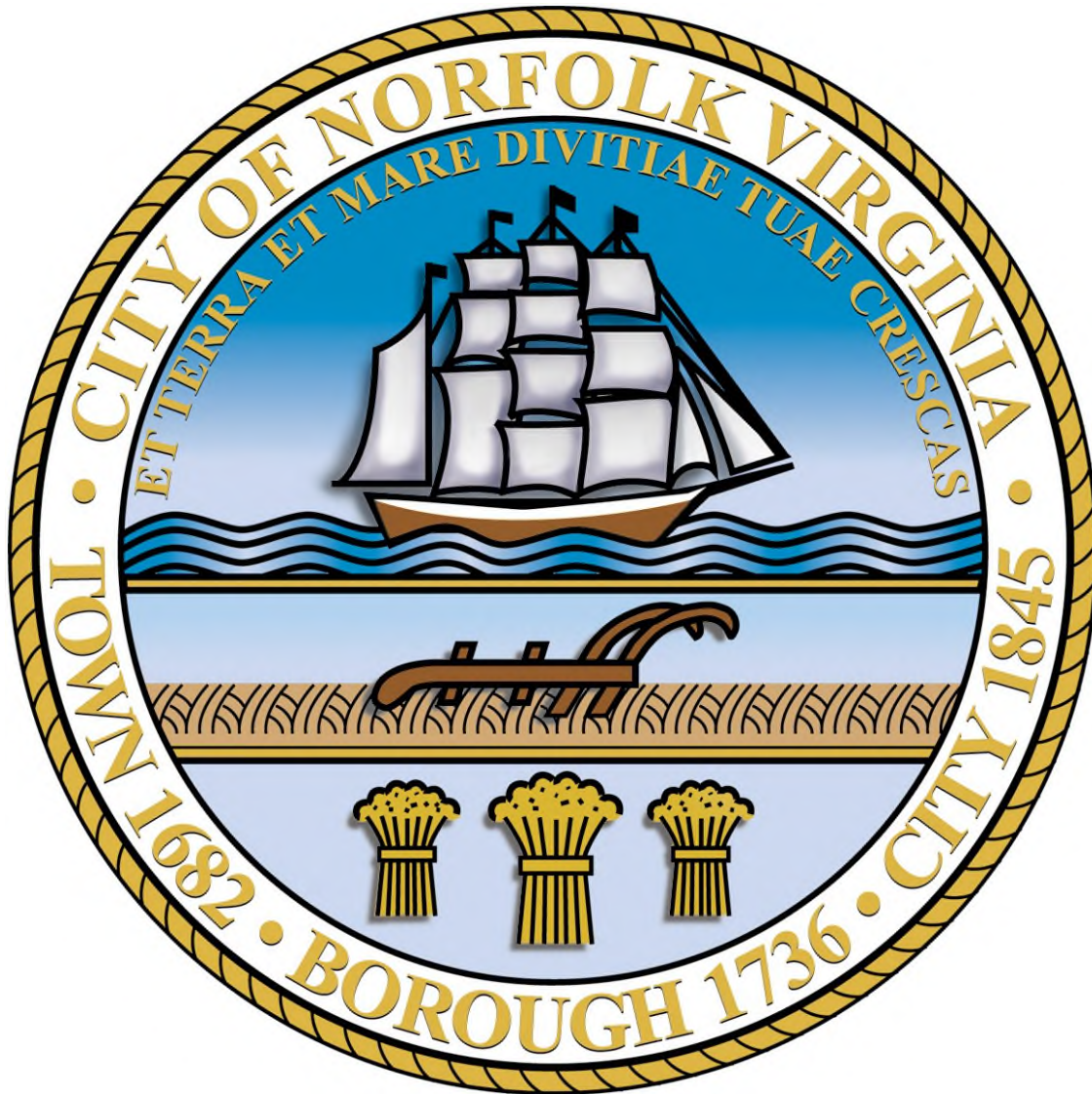
Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	1,500,000	1,800,000	1,800,000	2,200,000	2,200,000	9,500,000
Construction/FFE	N/A	12,000,000	11,700,000	13,200,000	13,300,000	14,800,000	65,000,000
Total	N/A	13,500,000	13,500,000	15,000,000	15,500,000	17,000,000	74,500,000

Prior Capital Funding	275,005,000
FY 2022 Adopted	13,500,000
Capital Share Remaining	61,000,000
Project Total	349,505,000



Water



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Replace Lake Smith Culvert

Department

Water Utility

Fund

Water Utility

Account

5300 33 4327

Property Address:

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to replace the failing culvert under Northampton Boulevard that connects two city-owned reservoirs, Lake Smith and Lake Whitehurst.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	6,000,000	N/A	N/A	N/A	N/A	6,000,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	6,000,000	0	0	0	0	6,000,000
Total	N/A	6,000,000	0	0	0	0	6,000,000

Prior Capital Funding	0
FY 2022 Adopted	6,000,000
Capital Share Remaining	0
Project Total	6,000,000



Replace Raw and Finished Water Transmission / Distribution

Department

Water Utility

Fund

Water Utility

Account

5300 33 4287

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Replace and/or rehabilitate portions of the existing water transmission and distribution mains which transport source water to the treatment plants and then throughout the city. This replacement program is coordinated with sanitary sewer and right-of-way improvements to achieve cost effective infrastructure upgrades.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	14,850,000	16,100,000	14,700,000	18,700,000	18,050,000	82,400,000
FY 2021 Adopted	7,905,000	13,800,000	17,000,000	18,300,000	20,000,000	N/A	77,005,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	1,500,000	2,400,000	2,200,000	2,800,000	2,700,000	11,600,000
Construction/FFE	N/A	13,350,000	13,700,000	12,500,000	15,900,000	15,350,000	70,800,000
Total	N/A	14,850,000	16,100,000	14,700,000	18,700,000	18,050,000	82,400,000

Prior Capital Funding	7,905,000
FY 2022 Adopted	14,850,000
Capital Share Remaining	67,550,000
Project Total	90,305,000



Support Watershed Management

Department	Project Description
Water Utility	Provide funds to procure property to protect water quality around reservoirs. Funds will be used to procure property to protect water quality around reservoirs; replace aeration equipment; improve dams, spillways, and raw water pump stations and wells. Funds will also be used to dredge reservoirs on a periodic basis to maintain a safe yield.
Fund	
Water Utility	
Account #	
5300 33 4288	
Property Address:	
Citywide	
Customers Served	
Residents ☒ Business ☒ City Services ☒	
Educational Community ☒ Tourists/Visitors ☒	

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	3,000,000	4,150,000	1,250,000	1,100,000	800,000	10,300,000
FY 2021 Adopted	200,000	6,200,000	1,800,000	1,500,000	800,000	N/A	10,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	500,000	200,000	150,000	200,000	150,000	1,200,000
Construction/FFE	N/A	2,500,000	3,950,000	1,100,000	900,000	650,000	9,100,000
Total	N/A	3,000,000	4,150,000	1,250,000	1,100,000	800,000	10,300,000

Prior Capital Funding	200,000
FY 2022 Adopted	3,000,000
Capital Share Remaining	7,300,000
Project Total	10,500,000



Upgrade Billing System

Department

Water Utility

Fund

Water Utility

Account

5300 33 4244

Property Address:

401 Monticello Ave

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to upgrade the Department of Utilities' billing system to ensure accurate billing calculations. The billing system has exceeded its useful life and is due for replacement.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	2,000,000	N/A	N/A	N/A	2,000,000
FY 2021 Adopted	0	0	2,000,000	0	0	N/A	2,000,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	0	2,000,000	0	0	0	2,000,000
Total	N/A	0	2,000,000	0	0	0	2,000,000

Prior Capital Funding	150,000
FY 2022 Adopted	0
Capital Share Remaining	2,000,000
Project Total	2,150,000



Upgrade Water Treatment Plants

Department

Water Utility

Fund

Water Utility

Account

5300 33 4240

Property Address:

6040 Water Works Road and 37th Street

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds for necessary modifications to the 37th Street Water Treatment Plant, the Moores Bridges Water Treatment Plant, and the Lake Wright Pump Station and Pipeline. These projects may include storage tanks, chemical feeders, solids removal systems, clarification basins, and finished water storage.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	12,000,000	13,500,000	16,000,000	15,000,000	15,000,000	71,500,000
FY 2021 Adopted	10,500,000	11,500,000	10,500,000	13,500,000	12,500,000	N/A	58,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

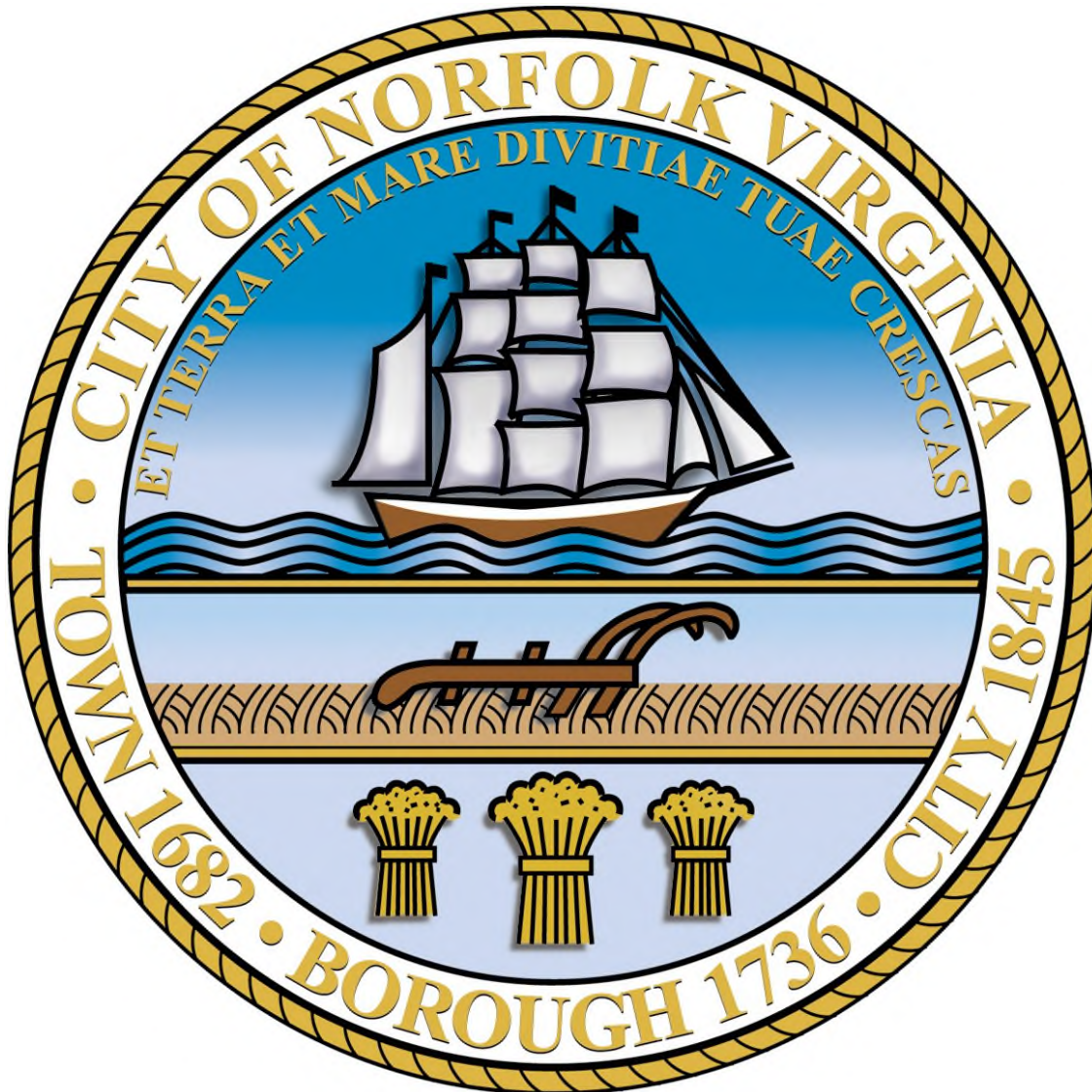
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	2,200,000	2,500,000	2,300,000	2,300,000	2,300,000	11,600,000
Construction/FFE	N/A	9,800,000	11,000,000	13,700,000	12,700,000	12,700,000	59,900,000
Total	N/A	12,000,000	13,500,000	16,000,000	15,000,000	15,000,000	71,500,000

Prior Capital Funding	40,500,000
FY 2022 Adopted	12,000,000
Capital Share Remaining	59,500,000
Project Total	112,000,000



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General & Other



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Acquire Fleet Vehicles and Equipment

Department	Project Description
Finance	Provide funds to purchase vehicles and equipment. Planned purchases include police vehicles, ambulances, work trucks, trailers, cargo vans, landscaping equipment, excavators, and backhoes.
Fund	
General Capital	
Account #	
4000 04 4264	
Property Address:	
Customers Served	
Residents ☒	Business ☒ City Services ☒
Educational Community ☐	Tourists/Visitors ☐

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
FY 2021 Adopted	2,500,000	4,000,000	4,000,000	4,000,000	4,000,000	N/A	18,500,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Total	N/A	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000

Prior Capital Funding	11,191,100
FY 2022 Adopted	4,000,000
Capital Share Remaining	16,000,000
Project Total	31,191,100



Acquire Technology

Department

Finance

Fund

General Capital

Account

4000 04 4295

Property Address:

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to purchase information technology (IT) infrastructure. Planned purchases include continued replacement of public safety radios, security appliances, cybersecurity modules, a device management system, a computer-assisted mass appraisal (CAMA) system, and upgrades to 911 call center servers, dispatch software, and backup equipment.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
FY 2021 Adopted	3,300,000	4,000,000	4,000,000	4,000,000	4,000,000	N/A	19,300,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Total	N/A	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000

Prior Capital Funding	3,300,000
FY 2022 Adopted	4,000,000
Capital Share Remaining	16,000,000
Project Total	23,300,000



Design and Construct Regional Fiber Ring

Department

Executive

Fund

General Capital

Account

N/A

Property Address:

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to design and construct a regional fiber ring. The fiber ring will connect Southside cities' municipal networks to create a reliable and cost-effective network that will deliver high-speed data and support future development around the delivery of information and technological advancements.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	N/A	N/A	N/A	5,000,000	N/A	5,000,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	500,000	0	500,000
Construction/FFE	N/A	0	0	0	4,500,000	0	4,500,000
Total	N/A	0	0	0	5,000,000	0	5,000,000

Prior Capital Funding	0
FY 2022 Adopted	0
Capital Share Remaining	5,000,000
Project Total	5,000,000



Improve Infrastructure and Acquire Property

Department

Executive

Fund

General Capital

Account

4000 02 3174

Property Address:

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to address various infrastructure, disposition, and acquisition needs as they arise.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	2,500,000	1,500,000	1,500,000	1,500,000	500,000	7,500,000
FY 2021 Adopted	600,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,600,000
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	500,000	500,000	500,000	500,000	50,000	2,050,000
Construction/FFE	N/A	2,000,000	1,000,000	1,000,000	1,000,000	450,000	5,450,000
Total	N/A	2,500,000	1,500,000	1,500,000	1,500,000	500,000	7,500,000

Prior Capital Funding	13,800,000
FY 2022 Adopted	2,500,000
Capital Share Remaining	5,000,000
Project Total	21,300,000



Support Major Demolitions

Department

Executive

Fund

General Capital

Account

4000 02 4329

Property Address:

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to support various, large-scale demolition projects across the city.

Financial Summary

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
FY 2022 Adopted	N/A	1,000,000	500,000	500,000	500,000	500,000	3,000,000
FY 2021 Adopted	0	0	0	0	0	N/A	0
Estimated Operation Budget Impact	N/A	0	0	0	0	N/A	0

Anticipated Project Timeline:

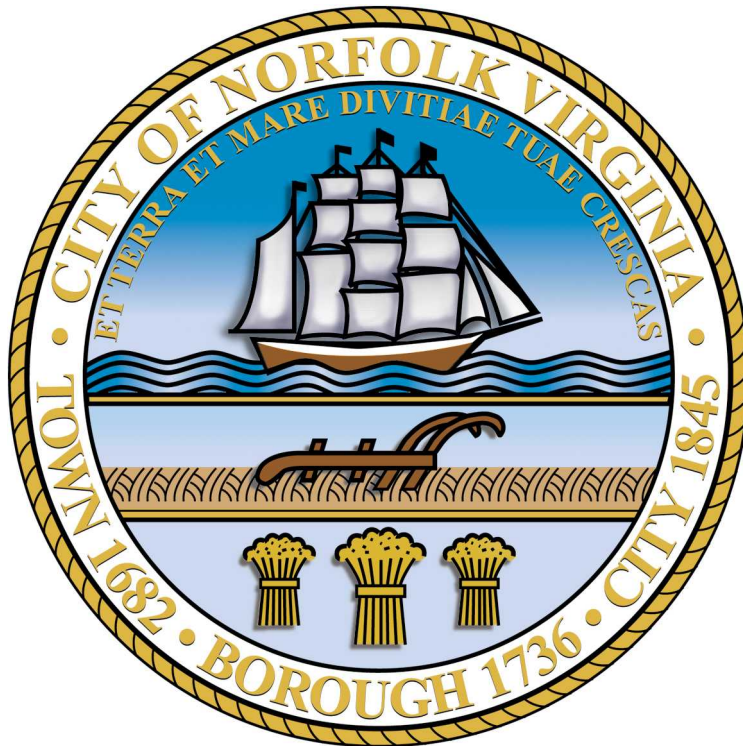
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,000,000	500,000	500,000	500,000	500,000	3,000,000
Total	N/A	1,000,000	500,000	500,000	500,000	500,000	3,000,000

Prior Capital Funding	0
FY 2022 Adopted	1,000,000
Capital Share Remaining	2,000,000
Project Total	3,000,000



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Unfunded Capital Requests



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UNFUNDED CAPITAL REQUESTS

In 2019, Norfolk City Council passed a resolution to update the city's financial policies that formalize the city's debt affordability measures. The Capital Improvement Plan (CIP) is now guided by five affordability measures:

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

From FY 2007 through FY 2017 the city's general CIP averaged nearly \$100 million a year, most of which was financed with debt. This investment allowed the city to make generational investments including Light Rail Transit, the new Consolidated Courthouse Complex, Slover Library, and eight new schools. These investments have transformed Norfolk but have also pushed the city's debt capacity close to its self-imposed debt affordability measures. As a result, the city began a period of maintenance CIP in FY 2018 and focused its capacity on existing infrastructure. While the Adopted FY 2022 - FY 2026 CIP has expanded, it continues the maintenance CIP focus and as a result not all CIP projects requested by departments can be funded. This report details those projects that were requested by departments but are not funded in the Adopted FY 2022 CIP.

	Requested Amount	Five-Year Total
Policy Area: Cultural Facilities		
• Improve USS Wisconsin Accessibility Nauticus	\$1,640,000	\$1,640,000
Provide funds to expand visitor access to additional locations within the USS Wisconsin. Funds will be used to expand the current accessible footprint from 50,000 square feet to 150,000 square feet which would take the total space on ship from 20 percent accessibility to 60 percent accessibility.		
• Maintain Scope/Chrysler Hall Complex General Services	\$875,000	\$5,675,000
Provide funds to maintain and repair Scope and Chrysler Hall Complex. Funds will be used to repair foundation leaks and expansion joints.		
• Support Major Renovation of Scope Arena Cultural Fac., Arts & Ent.	\$6,000,000	\$100,000,000
Provide funds to renovate Scope Arena. The Scope Arena will celebrate 48 years as the region's destination for semi-professional ice hockey, basketball games, concerts, touring family spectacles, and many other events.		
Cultural Facilities	Total:	\$8,515,000
		\$107,315,000

	Requested Amount	Five-Year Total
Policy Area: Environmental Sustainability		
• Dredge and Improve the Waterway in the Hague Public Works	\$1,000,000	\$11,000,000
Provide funds for dredging and improvement of the waterway in various locations of the Hague. Improvements will allow navigational access for small boats, improve water quality, and increase tidal flushing.		
• Repair Waterfront Infrastructure Public Works	\$500,000	\$2,100,000
Provide funds to repair and replace various sections of timber piles, fender assemblies, and associated hardware, which have been damaged by boats or have deteriorated over time. The project will also include minor shore improvements, including bulkhead repair, paver resets, and filling of washouts, as well as other necessary repairs.		
Environmental Sustainability	Total:	\$1,500,000
		\$13,100,000

Policy Area: General & Other		
• Construct Calvary Cemetery Mausoleum Cemeteries	\$1,000,000	\$1,000,000
Provide funds for the construction of a mausoleum at Calvary Cemetery. A mausoleum will increase the use of land and meet public demand for crypt space and ash niches.		
• Construct Elmwood Cemetery Columbarium Cemeteries	\$350,000	\$350,000
Provide funds for the construction of a columbarium at Elmwood Cemetery. A columbarium is a free-standing building for the interment of cremated remains.		
• Expand the Fiber Optic Network for I-Net Information Technology	\$300,000	\$1,000,000
Provide funds to connect additional facilities to the city-owned fiber optic network, the I-Net. Connected facilities benefit from faster network speeds and higher bandwidth, and allow the city to reduce costs by discontinuing the use of leased fiber optic infrastructure and equipment.		
General & Other	Total:	\$1,650,000
		\$2,350,000

Policy Area: Neighborhood Development		
• Acquire and Demolish Blighted Properties in East Ocean View NRHA	\$1,300,000	\$6,050,000
Provide funds to acquire and demolish blighted properties in East Ocean View to improve conditions in the area. This will prepare the area for new mixed-use development from 5th Bay Street east to East Beach.		
• Acquisition and Demolition of Blighted Properties in Wards Corner NRHA	\$675,000	\$2,275,000
Provide funds to finalize acquisition and demolition activities in Wards Corner. The acquisition and demolition support the Comprehensive Wards Corner Neighborhood Plan. The goal of the plan is to acquire blighted properties to strengthen the surrounding neighborhood.		

Policy Area: Neighborhood Development

• Improve Richmond Cres. and Surrey Cres. Shoreline Public Works	\$325,000	\$2,825,000

Provide funds to replace failing bulkheads at Richmond Crescent and Surrey Crescent to protect the the roadways from rising tides.

Neighborhood Development	Total:	\$2,300,000	\$11,150,000

Policy Area: Parks & Recreation Facilities

• Construct NFWC Indoor Pool Replacement Recreation/Parks and Open Space	\$13,000,000	\$13,000,000

Design and construct an indoor pool facility to replace the existing, deteriorating domed natatorium and pool.

• Construct Wooden Pier at Granby Street Bridge Recreation/Parks and Open Space	\$1,200,000	\$1,200,000

Construct a wooden pier with an asphalt path near the Granby Street Bridge.

• Improve Lake Wright Linear Park Recreation/Parks and Open Space	\$2,500,000	\$2,500,000

Provide funds to develop and implement a plan for the renovation of spaces at Lake Wright Linear Park.

• Improve Monkey Bottom Park Recreation/Parks and Open Space	\$11,000,000	\$11,000,000

Provide funds to expand Monkey Bottom Park by approximately 4.5 acres. The park expansion includes the construction of sidewalks, gravel fitness trails, fitness stations, beach volleyball courts, restrooms, a 10,000 square foot playground, a lookout tower, parking lots, new fencing, and lighting. Future plans include a skate park and a pedestrian bridge on the site of the West Ocean View flyover.

• Improve Tennis Courts Citywide Recreation/Parks and Open Space	\$1,750,000	\$1,750,000

Provide funds to enhance public use of tennis facilities by improving city park tennis courts and various tennis facilities at Norfolk Public School sites. Funds will support improvements to the Maury High School Tennis Complex, Booker T. Washington Complex, and the Fergus Reid Tennis Complex.

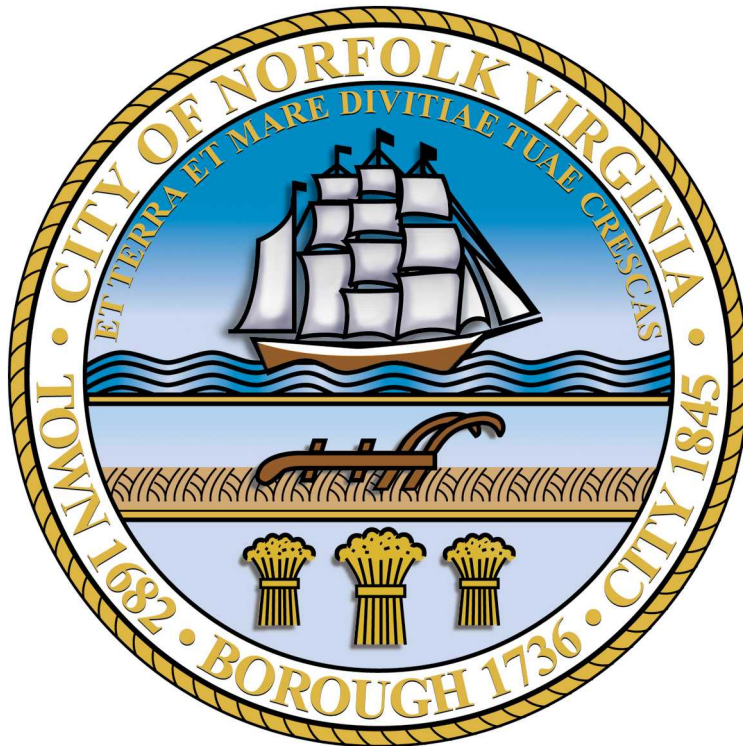
• Renovate Barraud Park Recreation/Parks and Open Space	\$6,500,000	\$13,000,000

Provide funds to renovate Barraud Park into a sports complex. The sports complex will provide an additional location in the city to host athletic events and leagues for a variety of sports.

Parks & Recreation Facilities	Total:	\$35,950,000	\$42,450,000

	Requested Amount	Five-Year Total
Policy Area: Public Buildings		
• Demolish the Willis Building Public Works	\$605,000	\$605,000
Provide funds to demolish the Willis Building.		
• Renovate the School Administration Building General Services	\$1,800,000	\$8,300,000
Provide funds to renovate the first four floors of the School Administration Building by converting previous courtrooms and jail cells to office space.		
• Replace Building Automation Systems General Services	\$1,000,000	\$2,000,000
Provide funds to centralize and upgrade the city's building automation systems which include fire alarm systems, and elevator systems. Centralization will allow city buildings to operate on the same systems creating operational efficiencies.		
• Replace Chiller at Central Energy Plant General Services	\$800,000	\$800,000
Provide funds to replace the Central Energy Plant's chiller which provides air conditioning for occupants of City Hall, the Courthouse, and the Jail. This project is a new project that was previously planned under "Maintain Municipal Facilities."		
Public Buildings	Total:	\$4,205,000
		\$11,705,000
Policy Area: Transportation		
• Improve Asphalt Plant Electrical Service at Operations Facility Public Works	\$135,000	\$135,000
Provide funds to install a generator, transfer switch, and other necessary electrical equipment to provide emergency power to the city-owned asphalt plant and concrete silo in the event of an unanticipated power failure.		
• Install New Sidewalks Transit	\$850,000	\$4,850,000
Provide funds to install new sidewalks throughout the city. The additional sidewalks will improve connectivity for multi-modal transportation throughout the city and improve pedestrian safety.		
Transportation	Total:	\$985,000
		\$4,985,000

Annual Plan



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ANNUAL PLAN

The City of Norfolk is an entitlement city for receipt of the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and Emergency Solutions Grant (ESG) funds distributed by the U.S. Department of Housing and Urban Development (HUD). As required by federal regulations, HUD entitlement funds must be used to support projects that assist low-income residents, remove slum and/or blight, or respond to urgent needs (disaster relief). Eligible activities include affordable housing projects such as rehabilitation, homebuyer assistance, public service and improvements to public facilities, such as parks, streets, and community centers.

HUD regulations require that every three to five years participating jurisdictions prepare a Consolidated Plan. The Plan is a comprehensive planning document that details how the city will spend its federal funding during the five-year period. It also identifies opportunities for strategic planning and resident participation using a comprehensive approach. The Consolidated Plan enables the city, community-based organizations, and citizens to provide input that directs the scope of activities upon which to focus during the plan period.

For the upcoming Consolidated Plan period (FY 2022 – FY 2026), the city will continue to focus on programs and services designed to benefit low-income residents of Norfolk. Efforts outlined in the Consolidated Plan are identified utilizing HUD's Performance Objectives: Provide Decent Housing, Create Suitable Living Environments, and Create Economic Opportunities.

During the five-year period, the city must prepare an Annual Action Plan. The Annual Action Plan is a summary of the annual objectives that the City of Norfolk expects to achieve during the upcoming year. The Plan describes the activities to be undertaken, the funding recommendations for those objectives, affordable housing goals, homeless needs, barriers to affordable housing and community development objectives. It describes priority projects for neighborhood revitalization, public improvements, housing development, economic development, public services, and activities to reduce homelessness. Fiscal Year 2022 is the first year of the City of Norfolk's FY 2022 through FY 2026 Consolidated Plan period.

CDBG Entitlement	4,488,314
CDBG Local Account	1,237,798
CDBG Prior Year Reappropriation	0
CDBG Program Income	1,300,000
Total Community Development Block Grant Program	7,026,112
Emergency Solutions Grant (ESG) Program	384,637
HOME Entitlement	1,246,498
HOME Prior Year Reappropriation	32,000
HOME Program Income	19,625
Total HOME Program	1,298,123
Total Resources	8,708,872

Community Development Block Grant Program (CDBG)

The CDBG Program was created over 40 years ago under the administration of President Gerald R. Ford. The CDBG Program allows local officials and residents unprecedented flexibility in designing programs within a wide range of eligible activities. Since its inception, the goal of the CDBG program has remained the same: to encourage more broadly conceived community development projects, and expand housing opportunities for people living in low to moderate income households. The adopted budget for the FY 2022 CDBG Entitlement Program is \$7,026,112.

COMPARISON OF GRANT RESOURCES - FY 2021 to FY 2022				
	FY 2021 Adopted	FY 2022 Adopted	Inc/Dec Amount	% Difference
CDBG Entitlement	4,510,021	4,488,314	-21,707	-0.48%
CDBG Local Account	1,237,797	1,237,798	1	0.00%
CDBG Prior Year Reappropriation	116,380	0	-116,380	100.00%
CDBG Program Income	26,692	1,300,000	1,273,308	4,770.37%
CDBG Total	5,890,890	7,026,112	1,135,222	19.27%
ESG Total	385,289	384,637	-652	-0.17%
HOME Entitlement	1,271,867	1,246,498	-25,369	-1.99%
HOME Prior Year Reappropriation	0	32,000	32,000	100.00%
HOME Program Income	238,637	19,625	-219,012	-91.78%
HOME Total	1,510,504	1,298,123	-212,381	-14.06%
Grand Total	7,786,683	8,708,872	922,189	11.84%

CDBG entitlement is divided into three sections: public service, administration, and project use.

HOME Investment Partnerships Program (HOME)

HOME Program funds are used to provide income-qualified first-time home buyers with an opportunity to become homeowners. The HOME Program also supports tenant-based rental assistance for previously homeless individuals, as a resource in its efforts to end homelessness. Funds also support the new construction of affordable single-family homes through partnerships with local Community Housing Development Organizations (CHDOs).

Emergency Solutions Grant Program (ESG)

The ESG program provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents, (5) rapidly rehouse homeless individuals and families, and (6) prevent families/individuals from becoming homeless.

Administration of HUD Entitlement Programs

The Department of Housing and Community Development administers the HUD Entitlement Program. This operational relationship facilitates the opportunity to effectively utilize the HUD entitlement program to achieve city priorities.

Community Development Public Service	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted
LGBT Life Center CHAP Norfolk	33,840	33,840	33,840
The Up Center Parents as Teachers	22,561	22,561	22,561
Department of Economic Development Norfolk Works	75,238	75,238	75,238
Department of Human Services Emergency Utilities Payment Program	57,000	57,000	28,500
Foodbank of Southeastern Virginia Lead the Effort to Eliminate Hunger in Norfolk	24,827	24,827	0 ¹
ForKids Permanent Supportive Housing Solutions	17,122	17,122	0 ¹
NHRA HomeNet Program	56,894	56,894	56,894
Norfolk Police Crisis Intervention Team (CIT) Assessment Center	50,000	50,000	50,000
Norfolk Community Services Board Crisis Intervention Team (CIT) Assessment Center	64,208	64,208	33,000
Park Place Health and Dental Clinic Park Place Health and Dental Clinic Program	30,080	30,080	30,080
St. Columba Ecumenical Ministries Homeless Advocate and Day Center Assistant	13,743	13,743	20,653
St. Columba Ecumenical Ministries Next Step Transitional Housing	18,834	18,834	20,000
The Planning Council Continuum of Care	32,367	32,367	58,475
The Planning Council ShelterLink Program	9,553	9,553	0
The Salvation Army HOPE Day Center Program	81,465	81,465	81,465
The Salvation Army H.O.P.E. Village Transitional Housing	25,000	25,000	25,000
Virginia Supportive Housing Gosnold and Church Street Station Apartments	45,000	45,000	90,000
Total CDBG Public Service	657,732	657,732	625,706

¹Funded with CARES CDBG - CV funding in FY 2022. See Annual Grants Plan.

Community Development Project Use/Planning and Administration	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted
Homeowner Rehabilitation and Repair Program	612,000	0	500,000

Community Development Project Use/Planning and Administration	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted
Department of Economic Development Capital Access Program (Reimbursable Grants)	250,000	300,000	400,000
Department of Economic Development Capital Access Program (Micro Enterprise Grants)	100,000	0	60,000
Department of Neighborhood Development Neighborhood Enhancement Program	208,224	0	0
Department of Neighborhood Development Rental Rehabilitation Program	350,000	0	0
Department of Public Works Full Depth Joint Replacement	530,771	0	0
City of Norfolk Grant Administration and Planning	668,753	300,000	690,406
NRHA Hunton YMCA Acquisition	1,100,000	0	0
St. Paul's Area Transformation St. Paul's Area Transformation Road Design	0	975,000	130,000
Recreation, Parks and Open Space Ballentine Park Playground	247,600	0	0
Recreation, Parks and Open Space East Ocean View Basketball Courts	172,600	0	0
Recreation, Parks and Open Space North Fox Hill Park Improvements	425,000	0	0
Recreation, Parks and Open Space Oakmont North Park and Playground Improvements	0	0	600,000
Section 108 Debt Service (Richard A Tucker Memorial Library)	300,000	700,000	2,050,000
Norfolk Fire-Rescue Department Fire Station 11 Construction	0	1,850,000	1,350,000
Norfolk Office of Resilience Ohio Creek Watershed Project	0	1,108,158	620,000
Total CDBG Project Use	4,964,948	5,233,158	6,400,406

Emergency Solutions Grant Program	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted
ForKids, Inc. Haven House Emergency Shelter Program	48,984	51,441	51,441
For Kids, Inc. Homeless Prevention Program	75,398	79,180	68,159
ForKids, Inc. Rapid Re-housing	68,545	71,983	61,340
City of Norfolk Grant Administration	27,516	28,896	28,137

Emergency Solutions Grant Program	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted
Norfolk Community Services Board Street Outreach	42,907	45,059	54,424
St. Columba Ecumenical Ministries, Inc. Emergency Day Shelter	35,292	37,062	26,072
The Salvation Army HOPE Emergency Shelter Program	33,999	35,704	38,000
YWCA of South Hampton Roads Women In Crisis Emergency Shelter Program	34,246	35,964	57,064
Total Emergency Solutions Grant Program	366,887	385,289	384,637

HOME Investment Partnership Program	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted
NRHA Community Housing Development Organization Set Aside	178,702	190,780	187,000
Department of Human Services HART Program	100,000	100,000	0
NRHA HOME Administration	119,134	119,134	124,649
NRHA Homebuyer Assistance Program	1,036,769	756,790	750,000
Norfolk Community Services Board Tenant-Based Rental Assistance	0	343,800	236,474
Total HOME Investment Partnership Program	1,434,605	1,510,504	1,298,123

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Norfolk Statistical Information



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NORFOLK STATISTICAL INFORMATION

FORM OF GOVERNMENT

Norfolk is an independent city with sole local government taxing power within its boundaries. It derives its governing authority from a charter originally adopted by the General Assembly of Virginia in 1918, which authorizes a Council-Manager form of government. The members of City Council are elected to office under a ward-based system with two members elected from citywide superwards. On July 1, 2006, as a result of a charter change approved by the Virginia General Assembly, Norfolk swore in the first Mayor elected at large. Prior to that time, the Mayor was appointed by the City Council. Among the city officials currently appointed by the City Council is the City Manager, who serves as the administrative head of the municipal government. The City Manager carries out the city's policies, directs business procedures, appoints, and has the power to remove the heads of departments and other employees of the city except those otherwise specifically covered by statutory provisions. The City Council also appoints certain boards, commissions, and authorities of the city.

The city provides a full range of services including: police protection; fire and paramedical services; mental health and social services; planning and zoning management; neighborhood preservation and code enforcement; environmental storm water management; local street maintenance; traffic control; design and construction of city buildings and infrastructure; parks and cemeteries operations and maintenance; recreation and library services; solid waste disposal and recycling; general administrative services; water and wastewater utilities; and construction and operation of parking facilities. The city budget allocates state and federal pass-through funds for education, public health, and other programs.

GEOGRAPHY

Norfolk lies at the mouth of the James and Elizabeth Rivers and the Chesapeake Bay, and is adjacent to the Atlantic Ocean and to the cities of Virginia Beach, Portsmouth, and Chesapeake. It has 7.3 miles of Chesapeake Bay beachfront and a total of 144 miles of shoreline along the lakes, rivers, and bay.

COMMUNITY PROFILE

The City of Norfolk was established as a town in 1682, then as a borough in 1736, and it was incorporated as a city in 1845. Norfolk is a city of approximately 246,000 residents and more than 100 diverse neighborhoods. It is the cultural, educational, business, and medical center of Hampton Roads that hosts the region's international airport and one of the busiest international ports on the east coast of the United States.¹

The city is home to the world's largest naval complex with headquarters for U.S. Fleet Forces Command, NATO Allied Command Transformation, and other major naval commands. According to information released by the U.S. Navy in December 2020, the Navy's direct economic impact to the region in FY 2019 was more than \$15.4 billion, a decrease of about \$600 million over FY 2018. Total annual payroll (military, civilian, and contractor) increased from \$11.7 billion to \$12.2 billion. Procurement expenditures decreased over \$1 billion from approximately \$4.16 billion in FY 2018 to \$3.13 billion in FY 2019. There were 91,380 active duty Navy and Marine Corps military personnel assigned to Hampton Roads bases in 2019; approximately 62 percent were assigned to Naval Station Norfolk. There were approximately 52,205 Navy civilian and Navy contracted employees in Hampton Roads, of whom 32 percent worked at Naval Station Norfolk in FY 2019.² The military presence provides a highly qualified pool of veterans for local businesses.

The city also serves as a gateway between world commerce centers and the industrial heartland of the United States. With one of the world's largest natural deep-water harbors and a temperate climate, the city hosts the Norfolk International Terminals (NIT), one of the largest general cargo ports on the east coast. The Port's container volume for the calendar year that ended December 31, 2020 was 2,813,415 TEUs (twenty-foot equivalent container units), a 4.2 percent decrease from CY 2019. In January 2021, the Port of Virginia set a new January record for monthly TEU volume by handling nearly 271,000 units.³ In December 2019, the first phase of work began to widen and deepen Norfolk Harbor's commercial shipping channels, making the Port of Virginia the deepest port on the U.S. East Coast by 2024.⁴ In November 2020, the Port of Virginia installed the two largest cranes in the United States, completing a \$450 million, two and a half year-long renovation of NIT's South Berth.⁵

Economic development initiatives are focused on the attraction, expansion, and retention of businesses playing to the city's strengths, which include maritime, higher education, medical and research facilities, neighborhood and community revitalization, and commercial corridor development. Under the city's plan to promote the best use for scarce land, real property assessed values increased 128 percent since FY 2003 (from \$9,356,760 in FY 2003 to \$21,334,651 in FY 2020, in thousands).

The city continues to undergo a successful renewal including new office, retail, entertainment, and hotel construction downtown, new residential development along the rivers and bay front, and revitalization projects in many of its neighborhoods. Norfolk is home to Virginia's first and only light rail system and the Commonwealth's only cruise terminal. Recently completed construction projects include a downtown hotel and conference center, a new outlet mall, a new IKEA, and a revitalized Waterside District entertainment complex.

CITY FACTS

Total square miles: 96; Total square miles of land: 53

Population estimate (Weldon Cooper Center, 2020): 246,063

Median household income (American Community Survey, 2019 1-year estimate): \$53,093

Average assessed value for residential homes (July 2020): \$229,412

Median sales price of homes sold (July 2020): \$228,900

Total property transfers (FY 2020): 7,545

Percentage of non-taxable property (FY 2020): 35.7%

¹All figures cited are the most recent available as of May 2021.

²Navy Region Mid-Atlantic Public Affairs Office, "The Navy in Hampton Roads: A Statistical Report for Fiscal Year 2019." Released December 21, 2020. Available at <https://www.cnmc.navy.mil/content/dam/cnmc/cnrma/pdfs/Website%20EIR%2019%20Release.pdf>

³Calculated from Port of Virginia statistics available at <http://www.portofvirginia.com/about/port-stats/>

⁴Port of Virginia Newsroom, <http://www.portofvirginia.com/dredging-to-make-virginia-the-east-coasts-deepest-port-is-under-way/>

⁵Port of Virginia Newsroom, <http://www.portofvirginia.com/who-we-are/newsroom/americas-largest-cranes-arrive-at-nit-increasing-the-port-of-virginias-ability-to-handle-ships-of-the-future/>

CITY FACTS CONTINUED

Public schools:

- Early childhood centers: 3
- Elementary schools (K-5): 28
- Elementary/Middle schools (K-8): 5 (1 is 3-8)
- Middle schools: 6
- High schools: 5

Public institutions of higher education:

- Old Dominion University
- Norfolk State University
- Tidewater Community College

Private institutions of higher education:

- Eastern Virginia Medical School (public-private)
- Virginia Wesleyan College

Parks:

- 2 festival parks (specially designated parks which are permitted, can support festivals, and comply with ABC Board regulations)
- 7 community parks (10 acres in size or larger which support a variety of both active and passive activities)
- 38 neighborhood active parks (typically 10 acres or less that provide some type of recreational component for active play)
- 30 neighborhood passive greenspaces (typically 10 acres or less with no active play component or equipment)
- 40 school sites with active park amenities; 13 school & city sites with active park amenities
- 10 city centers with active park amenities
- 13 dog parks

Community and recreation centers¹: 19

Specialty centers¹: 8 (boxing, fitness, performance arts, skateboarding, senior, and therapeutics)

Public pools¹: 4 indoor, 3 outdoor

Libraries¹: 1 downtown library, 3 anchor branches, 10 branches, and 1 bookmobile

7 major venues for public performances

Home to the only cruise ship terminal in Virginia

Established the first light rail system in Virginia, which runs a total length of 7.4 miles and has a total of 11 stations with four park-and-ride lots

¹As a result of the COVID-19 pandemic public health restrictions and financial constraints, not all city recreation centers and libraries are currently open.

ECONOMIC AND DEMOGRAPHIC FACTORS

ASSESSED VALUE OF TAXABLE PROPERTY

Table 1: Assessed Valuations of Taxable Property 2003-2020 (In thousands)

Year	Real Property	Personal Property	Other Property	Total Taxable Assessed Value
2003	\$9,356,760	\$1,311,951	\$271,046	\$10,939,757
2004	\$10,029,639	\$1,503,713	\$281,578	\$11,814,930
2005	\$10,960,812	\$1,569,991	\$305,154	\$12,835,957
2006	\$12,691,527	\$1,655,021	\$316,863	\$14,663,411
2007	\$15,607,512	\$1,687,318	\$324,387	\$17,619,217
2008	\$18,401,851	\$1,983,503	\$193,287	\$20,578,641
2009	\$19,397,795	\$1,676,811	\$233,703	\$21,308,309
2010	\$19,940,273	\$1,610,680	\$226,801	\$21,777,754
2011	\$19,320,642	\$1,832,276	\$230,756	\$21,383,674
2012	\$18,676,729	\$1,613,797	\$238,497	\$20,529,023
2013	\$18,319,947	\$1,532,337	\$241,023	\$20,093,307
2014	\$18,421,412	\$1,512,332	\$258,302	\$20,192,046
2015	\$18,734,201	\$1,902,442	\$255,710	\$20,892,353
2016	\$19,106,737	\$1,952,955	\$277,301	\$21,336,993
2017	\$19,433,889	\$2,219,662	\$265,149	\$21,918,700
2018	\$19,870,881	\$1,938,053	\$288,054	\$22,096,988
2019	\$20,345,182	\$2,006,838	\$281,245	\$22,633,265
2020	\$21,334,651	\$2,141,764	\$304,481	\$23,780,896

Source: City of Norfolk 2020 Comprehensive Annual Financial Report (CAFR)

ASSESSED PROPERTY VALUE CHANGE

Table 2: Assessed Value Change From 7/1/19 to 7/1/20 by Property Type

Property Class	July 1, 2019	July 1, 2020	\$ Difference	% Change
Residential	\$12,870,813,300	\$13,338,690,500	\$467,877,200	3.64%
Apartments	\$2,255,805,500	\$2,437,781,900	\$181,976,400	8.07%
Commercial/Industrial	\$4,896,499,600	\$5,007,039,100	\$110,539,500	2.26%
Vacant Land	\$296,753,500	\$293,272,200	-\$3,481,300	-1.17%
Total	\$20,319,871,900	\$21,076,783,700	\$756,911,800	3.72%

Source: Office of the Real Estate Assessor

PRINCIPAL TAXPAYERS

Table 3: Principal Property Taxpayers in 2020

Rank	Taxpayer	Real Property Taxable Assessed Value	Percent of Total Assessed Value
1	MacArthur Shopping Center	\$217,243,100	1.02%
2	MPB, Inc.	\$141,016,100	0.66%
3	ODU Real Estate Foundation	\$140,375,100	0.66%
4	Northern Southern	\$94,716,000	0.44%
5	SLNWC Office Company, LLC	\$83,675,700	0.39%
6	Hertz Norfolk 999 Waterside, LLC	\$77,423,200	0.36%
7	Norfolk Hotel Associates, LLC	\$73,812,100	0.35%
8	Dominion Enterprises	\$69,962,400	0.33%
9	WIM Core Portfolio Owner, LLC	\$64,921,300	0.30%
10	Sir Properties Trust	\$59,059,300	0.28%

Source: City of Norfolk 2020 Annual Comprehensive Financial Report (ACFR)

PRINCIPAL EMPLOYERS

Table 4: 26 Largest Employers in 2020

1. U.S. Department of Defense	14. Security Forces, Inc.
2. Sentara Healthcare	15. U.S. Navy Exchange
3. Norfolk City School Board	16. Postal Service
4. City of Norfolk	17. U.S. Department of Homeland Defense
5. Old Dominion University, Norfolk	18. Bon Secours Health System Inc
6. Children's Hospital of the King's Daughters	19. Art FX
7. Sentara Health Management	20. Colonnas Shipyard
8. Eastern Virginia Medical School	21. Virginia International Terminal
9. Anthem	22. CMA CGM America
10. Norshipco	23. Food Lion
11. Norfolk State University	24. Cp&o LLC
12. Portfolio Recovery Association	25. Top Guard Inc
13. Wal Mart	26. Tidewater Community College

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated June 2021, 4th Quarter (October, November, December) 2020

Table 5: Employers by Size of Establishment

Number of Employees	Norfolk	Virginia
0 to 4	3,361	184,986
5 to 9	929	39,394
10 to 19	824	28,395
20 to 49	637	20,408
50 to 99	183	6,933
100 to 249	106	3,571
250 to 499	43	1,091
500 to 999	12	357
1000 and over	15	244

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated June 2021

Table 6: Top 10 Places Workers are Commuting From

Area of Virginia	Workers
Norfolk	34,167
Virginia Beach	33,913
Chesapeake	18,639
Portsmouth	6,636
Suffolk	4,760
Hampton	4,672
Newport News	3,699
Isle of Wight County	1,227
Fairfax County	1,222
Chesterfield County	1,114

Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics, updated November 2020

POPULATION AND AGE

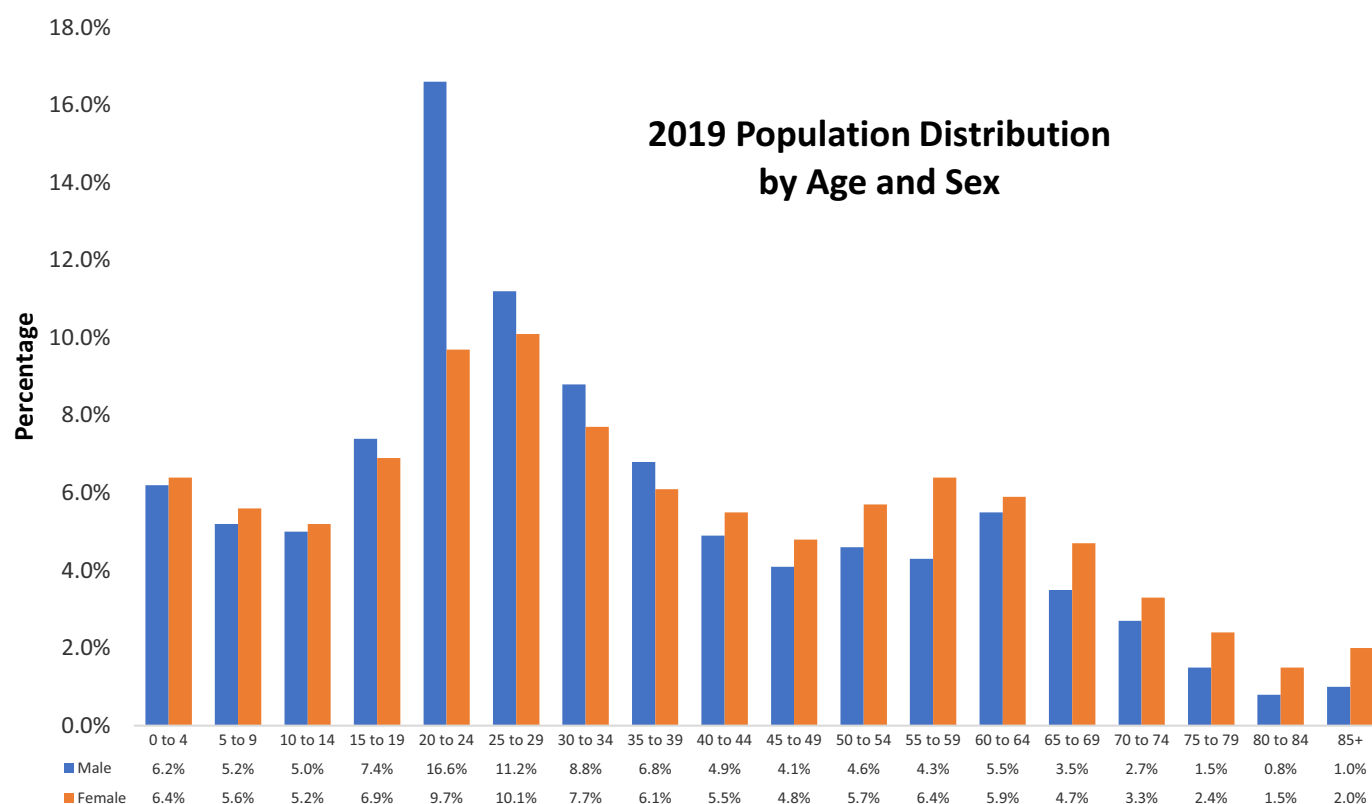
As shown in Table 7, the population of the city increased by 8,400 persons according to the 2010 decennial census, reversing four decades of population decline. Norfolk is the second most populous city in Virginia.

Table 7: Population Trend Comparison, 1960-2010

Year	City of Norfolk		Commonwealth of Virginia		United States	
	Number	Percent	Number	Percent	Number	Percent
1960	305,872	--	3,966,949	--	179,323,175	--
1970	307,951	0.7%	4,648,494	17.2%	203,211,926	13.3%
1980	266,979	-13.3%	5,346,818	15.0%	226,545,805	11.5%
1990	261,229	-2.2%	6,187,358	15.7%	248,709,873	9.8%
2000	234,403	-10.3%	7,078,515	14.4%	281,421,906	13.2%
2010	242,803	3.6%	8,001,024	13.0%	308,745,538	9.7%

Source: U. S. Department of Commerce, Bureau of the Census; Decennial Census

Table 8: Population Distribution by Age and Sex



Source: U.S. Census Bureau, 2019 American Community Survey estimates

STUDENT POPULATION

Table 9: Norfolk Public Schools Student Population, 1996-2022

Year	Average Daily Membership (March 31)	Change	Percent Change
1996-1997	35,677	618	1.8%
1997-1998	35,923	246	0.7%
1998-1999	35,709	-214	-0.6%
1999-2000	35,326	-383	-1.1%
2000-2001	35,000	-326	-0.9%
2001-2002	34,408	-592	-1.7%
2002-2003	34,089	-319	-0.9%
2003-2004	34,030	-59	-0.2%
2004-2005	33,708	-322	-0.9%
2005-2006	33,472	-236	-0.7%
2006-2007	32,929	-543	-1.6%
2007-2008	32,213	-716	-2.2%
2008-2009	31,639	-574	-1.8%
2009-2010	31,176	-463	-1.5%
2010-2011	31,020	-156	-0.5%
2011-2012	30,498	-522	-1.7%
2012-2013	30,260	-238	-0.8%
2013-2014	29,859	-401	-1.3%
2014-2015	29,724	-135	-0.5%
2015-2016	29,606	-118	-0.4%
2016-2017	28,925	-681	-2.3%
2017-2018	28,432	-493	-1.7%
2018-2019	27,934	-498	-1.8%
2019-2020	27,663	-271	-1.0%
2020-2021	26,371	-1,292	-4.7%
2021-2022 (projected)	26,078	-293	-1.1%

Source: Norfolk Public Schools "Fiscal Year 2022 Superintendent's Adopted Educational Plan & Budget"

EDUCATIONAL ATTAINMENT

Table 10: Educational Attainment

	Total	Male	Female
Population 18 to 24 years	43,719	27,441	16,278
Less than high school graduate	5.5%	5.9%	4.8%
High school graduate (includes equivalency)	48.4%	53.4%	40.1%
Some college or associates degree	40.4%	35.9%	47.9%
Bachelor's degree or higher	5.7%	4.7%	7.3%
Population 25 years and over	152,165	75,527	76,638
Less than 9 th grade	3.3%	3.4%	3.3%
9 th to 12 th grade, no diploma	8.4%	9.4%	7.4%
High school graduate (includes equivalency)	25.9%	28.4%	23.5%
Some college, no degree	23.2%	22.2%	24.1%
Associates degree	8.6%	7.5%	9.6%
Bachelor's degree	18.9%	17.2%	20.6%
Graduate or professional degree	11.7%	11.9%	11.5%

Source: U.S. Census Bureau, 2019 American Community Survey 1-Year Estimates

INCOME

Table 11: Per Capita Personal Income Comparisons, 2007-2019

Year	Norfolk	VA-NC MSA	Virginia	United States
2007	\$37,328	\$39,486	\$44,289	\$39,844
2008	\$36,296	\$40,444	\$45,501	\$40,904
2009	\$34,142	\$39,722	\$44,026	\$39,284
2010	\$34,647	\$40,584	\$45,405	\$40,545
2011	\$35,503	\$42,187	\$47,647	\$42,727
2012	\$36,523	\$43,490	\$49,431	\$44,582
2013	\$36,313	\$43,291	\$48,666	\$44,826
2014	\$37,356	\$44,721	\$50,528	\$47,025
2015	\$38,629	\$46,650	\$52,687	\$48,940
2016	\$38,826	\$46,992	\$53,605	\$49,870
2017	\$40,284	\$48,687	\$55,631	\$52,118
2018	\$41,479	\$50,355	\$57,964	\$54,606
2019	\$42,875	\$52,011	\$59,657	\$56,490

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Personal Income

Note: 2007-2018 numbers updated at time of November 2020 data release, may not match previously cited figures

Table 12: Household Income 2017-2019

Subject	City of Norfolk			Commonwealth of Virginia		
	2019 Estimate	2018 Estimate	2017 Estimate	2019 Estimate	2018 Estimate	2017 Estimate
INCOME AND BENEFITS						
Total households	88,387	89,338	87,857	3,191,847	3,175,524	3,120,880
Less than \$10,000	9.2%	9.1%	9.0%	4.8%	5.2%	5.3%
\$10,000 to \$14,999	4.7%	5.1%	6.5%	3.2%	3.6%	3.7%
\$15,000 to \$24,999	9.1%	11.0%	12.2%	7.0%	7.4%	7.4%
\$25,000 to \$34,999	11.3%	11.1%	8.6%	7.2%	7.5%	7.4%
\$35,000 to \$49,999	12.3%	14.0%	14.1%	10.7%	11.3%	11.2%
\$50,000 to \$74,999	20.0%	20.8%	17.0%	16.3%	16.3%	16.9%
\$75,000 to \$99,999	13.0%	11.8%	13.3%	13.0%	12.8%	13.2%
\$100,000 to \$149,999	11.6%	9.0%	11.5%	17.0%	16.7%	16.6%
\$150,000 to \$199,999	5.2%	3.6%	3.6%	9.0%	8.4%	8.3%
\$200,000 or more	3.5%	4.4%	4.2%	11.9%	10.7%	9.9%
Median household income	\$53,093	\$49,587	\$49,445	\$76,456	\$72,577	\$71,535

Source: 2017-2019 American Community Survey 1-Year Estimates

HOUSING AND CONSTRUCTION AVAILABILITY**Table 13: New Construction and Property Values, 2003-2020**

Fiscal Year	Residential Construction			Non-Residential Construction	
	Building Permits	Number of Units	Estimated Value (in thousands)	Building Permits	Estimated Value (in thousands)
2003	286	597	61,582	41	32,262
2004	506	766	83,525	71	14,658
2005	560	1,191	204,391	80	80,316
2006	531	1,058	133,053	60	165,989
2007	389	491	68,476	55	81,396
2008	277	815	101,212	35	102,714
2009	209	535	35,878	38	138,131
2010	191	621	58,729	35	104,922
2011	221	479	37,298	27	40,073
2012	268	371	39,360	26	116,401
2013	384	822	63,728	28	105,635
2014	432	1,393	93,072	33	37,575
2015	399	729	59,018	36	233,824
2016	384	894	74,377	20	91,171
2017	459	1,193	68,571	25	82,443
2018	346	597	54,899	15	118,459
2019	274	1,125	83,245	31	238,513
2020	405	1,182	87,820	26	282,015

Source: City of Norfolk Department of City Planning

UNEMPLOYMENT

Table 14: Unemployment Rate Comparisons, 2010-2020

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
City of Norfolk	8.8	8.3	7.5	6.8	6.2	5.5	5.2	4.6	3.6	3.3	8.7
Hampton Roads MSA	7.6	7.3	6.7	6.1	5.6	4.9	4.5	4.1	3.2	3.0	7.1
Commonwealth of Virginia	7.3	6.6	5.9	5.6	5.1	4.4	4.0	3.7	2.9	2.7	6.2
United States	9.6	8.9	8.1	7.4	6.2	5.3	4.9	4.4	3.9	3.7	8.1

Sources: U.S. Bureau of Labor Statistics: Labor Force Statistics from the Current Population Survey and Local Area Unemployment Statistics (LAUS) series

Note: Not seasonally adjusted; figures represent annual averages. 2020 averages are preliminary estimates.

WAGES

Table 15: Distribution of Average Hourly Wage in Virginia, Top 20 Counties/Cities

Rank	Area Name	Employment September 2020	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
1	Goochland County	18,477	\$47.30	\$1,892	\$98,384
2	Arlington County	171,423	\$46.13	\$1,845	\$95,940
3	Fairfax County	592,295	\$44.35	\$1,774	\$92,248
4	Unknown or Undefined	151,406	\$42.33	\$1,693	\$88,036
5	Alexandria City	82,608	\$38.73	\$1,549	\$80,548
6	King George County	12,424	\$37.03	\$1,481	\$77,012
7	Surry County	2,042	\$36.33	\$1,453	\$75,556
8	Falls Church City	10,708	\$36.13	\$1,445	\$75,140
9	Loudoun County	164,666	\$33.38	\$1,335	\$69,420
10	Manassas City	22,362	\$32.68	\$1,307	\$67,964
11	Richmond City	145,867	\$32.53	\$1,301	\$67,652
12	Fairfax City	17,721	\$29.73	\$1,189	\$61,828
13	Hopewell City	7,412	\$28.30	\$1,132	\$58,864
14	Norfolk City	131,076	\$28.23	\$1,129	\$58,708
15	Prince George County	14,327	\$27.83	\$1,113	\$57,876
16	Charlottesville City	35,759	\$27.73	\$1,109	\$57,668
17	Albemarle County	55,446	\$27.60	\$1,104	\$57,408
18	Stafford County	43,944	\$27.25	\$1,090	\$56,680
19	Henrico County	178,838	\$27.08	\$1,083	\$56,316
20	Portsmouth City	43,197	\$26.95	\$1,078	\$56,056

* Assumes a 40-hour week worked the year round.

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 3rd Quarter 2020

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Glossary



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GLOSSARY

Account: A record of public funds showing receipts, disbursements, and the balance.

Accounting Basis: The basis of accounting determines rules for recognition of income, expense, assets, liabilities, and equity (cash basis and accrual basis are the most widely known). The City of Norfolk operates on a budget basis under which most expenditure liabilities are recognized when incurred and most revenues are recognized when earned and billed. Adjustments from this budget basis are done for financial reporting purposes to conform to Generally Accepted Accounting Principles (GAAP).

Accrual Accounting: A generally accepted accounting method where revenue is recognized when earned and expenses when incurred. These revenues and expenses are recorded at the end of an accounting period even if cash has not been received or paid.

Ad Valorem Tax: A tax based upon the assessed value of real estate or personal property, or the estimated value of the goods concerned

Administrative Support: The Administrative Support Program conducts department wide human resources and financial operations. The program includes financial reporting, managing the departmental budget, developing strategies and long-term financial planning, and payment processing. It would not include those functions to support other city departments or the public. This Program designation is used is used for larger departments / agencies which are of such a size (greater than 45-55 full time employees.)

Americans with Disabilities Act (ADA): Federal legislation that prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation.

Amortization: Spreading out the cost of an intangible asset or debt over the useful life of the asset.

Annual Comprehensive Financial Report: The official annual financial report of the city. It includes financial statements prepared in conformity with GAAP and is organized into a financial reporting pyramid. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, required supplementary information, extensive introduction material, and illustrative information about the city.

Annual Plan: A plan that identifies the annual funding of the city's priority community development projects and activities as outlined in the five-year Consolidated Plan.

Appropriation: An expenditure authorization granted by the City Council to incur obligations for specific purposes. Appropriations are usually limited to amount, purpose, and time.

Approved Budget: The budget as formally adopted by City Council with legal appropriations for the upcoming fiscal year.

Assessed Valuation: The estimated dollar value placed upon real and personal property by the Real Estate Assessor and Commissioner of the Revenue, respectively, as the basis for levying property taxes. Real property is required to be assessed at full market value. Varying methodologies are used for assessment of defined classes of personal property to ensure uniformity and approximate fair market value.

Average Daily Membership (ADM): ADM is the total days in membership for all students over the school year divided by the number of days school was in session. This number is used by the state to calculate annual funding levels for local public schools.

Balanced Budget: A budget in which current expenditures are supported by current revenues.

Bond Indenture: The formal agreement between a group of bond holders, acting through a trustee, and the issuer as to the term and security for the debt.

Bond Rating: In rating municipalities for the issuance of general obligation debt, credit rating agencies (Standard and Poor's, Moody's, Fitch) consider factors that are considered especially relevant to a government's "capacity and willingness" to repay its debt: The local economic base, including local employment, taxes, and demographics (for example, age, education, income level, and skills of the local population); financial performance and flexibility, including accounting and reporting methods, revenue and expenditure structure and patterns, annual operating and budget performance, financial leverage and equity position, budget and financial planning, and contingency financial obligations, such as pension liability funding; debt burden; and administration attributes, including local autonomy and discretion regarding financial affairs, background and experience of key administrative officials, and frequency of elections. Bond ratings impact the interest rate and the cost of debt service in the operating budget.

Bonds: A type of security sold to finance capital improvement projects. With "general obligation" bonds, the full faith and credit of the city, through its taxing authority, guarantee the principal and interest payments. The City of Norfolk has issued water and parking revenue bonds for which repayment is pledged from the revenues of those systems.

Broadband: Allows Internet access to consumers using one of several high-speed transmission technologies. Defined by the Federal Communications Commission (FCC) as download speed of 25 Mbps.

Budget: A policy setting document that outlines a financial plan for a specified period of time (fiscal year) that matches all planned revenues with expenditures for various municipal services.

Budget Strategies: Revenue increases and expenditure reductions, developed with participation across the organization, used to balance the budget.

Budget Transfer: An administrative means to move budget resources from one budget account to another.

Capital Improvement Plan (CIP): A five-year plan developed to guide spending for capital projects such as, but not limited to buildings, parks, and streets. The CIP also identifies financing sources for these projects. The Capital Improvement Plan (CIP) budget is adopted as a one-year appropriation as part of the five-year plan to authorize expenditures for the projects in the first year of the plan.

Capital Lease: A direct substitute for purchase of an asset with borrowed money. It is a series of payments in return for use of an asset for a specified period of time. It transfers substantially all the benefits and risks inherent in the ownership of the property to the lessee.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets. Fixed assets generally are purchased from the equipment appropriation category to facilitate the maintenance of the fixed assets inventory.

CARES Act: The Coronavirus Aid, Relief, and Economic Security (CARES) Act and the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 provide fast and direct economic assistance for American workers, families, and small businesses, and preserve jobs for American industries.

Capital Projects: Projects for the purchase or construction of capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

Categorical Aid: Revenue received from the state or federal government designated for specific use by the local government. Examples of state categorical aid are Basic School Aid funds and the state's share of public assistance payments. An example of federal categorical aid is Impact Area Aid grants that are to be used for education.

Central Appropriation: Programs and services the city provides not directly linked to a specific department, such as employee benefits, risk management, and transfers to other departments.

Charges for Service: Fees charged for various government operations that are based on a cost recovery model. Examples include garbage fees, sanitation and waste removal fees, parking fees, water fees, and storm water fees.

Coastal Community: A city, town, or neighborhood tied to a geographic area along the coast by economic, social, or other necessity.

Community Development Block Grant (CDBG): A federal funding source that allows local officials and residents flexibility in designing their own programs within a wide range of eligible activities. The CDBG program encourages more broadly conceived community development projects and expanded housing opportunities for people living in low and moderate-income households.

Community Development Fund: A fund that accounts for federal entitlement funds received under Title I of the Housing and Community Development Act of 1974. The Community Development Block Grant (CDBG) funds support public improvements and redevelopment and conservation activities within targeted neighborhoods and are developed as part of the Annual Plan.

Compensated Absences: A liability for vested vacation and sick leave benefits for employees recorded as general long-term obligations.

Component Units: Legally separate entities which are part of the city's operations. Component units are The School Board of the City of Norfolk, The Norfolk Redevelopment and Housing Authority, and the City of Norfolk Retirement Board.

Comprehensive Annual Performance Evaluation Report (CAPER): A report prepared annually in compliance with grant funding requirements to the federal Department of Housing and Urban Development (HUD) for the Community Development Block Grant (CDBG) program, the HOME Investment Partnership Program, and the Emergency Solutions Grant (ESG) program.

Consolidated Plan: A three- or five-year plan describing a community's needs, resources, priorities, and proposed activities to be undertaken with funding provided by the U.S. Department of Housing and Urban Development (HUD). The Consolidated Plan must include opportunities for resident input and is updated annually.

Constitutional Officers: Elected officials who head local offices as directed by the Constitution of Virginia. There are five constitutional officers in Norfolk with partial state funding coordinated by the State Compensation Board: the Commissioner of Revenue, the City Treasurer, the Clerk of the Circuit Court, the Commonwealth's Attorney, and the Sheriff.

Contingency Fund: A budget account set aside for use by the City Manager in dealing with emergencies or unforeseen expenditures.

Contractual Service: Legal agreement between the city and an outside entity providing services that are mutually agreed and have binding terms.

Coronavirus Relief Funds (CRF): The CARES Act established the \$150 billion Coronavirus Relief Fund. These funds were paid to States, the District of Columbia, U.S. Territories, and eligible units of local government are based on population as provided in the CARES Act. Coronavirus Relief Funds may be used to pay for necessary expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19) that were incurred during the period that begins on March 1, 2020 and ends on December 31, 2021.

COVID-19: The State Health Commissioner of the Commonwealth of Virginia declared coronavirus disease 2019, also known as COVID-19, to be a communicable disease of public health threat for Virginia. COVID-19 is contagious

or infectious and poses potential of community spread. On March 13, 2020 the Mayor of Norfolk declared the existence of a Local Emergency in response to the public health threat of COVID-19.

Debt Service: The annual payment of principal and interest on the city's bonded indebtedness.

Deficit: The excess of an entity's or fund's liabilities over its assets (see Fund Balance). The excess of expenditures or expenses over revenues during a single budget year.

Department of Environmental Quality (DEQ): The state agency dedicated to protecting the environment of Virginia in order to promote the health and well-being of the citizens of the Commonwealth.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. This is the portion of a capital asset which is charged as an expense during a particular period for reporting purposes in proprietary funds. The capital outlay, rather than the periodic depreciation expense, is recorded under the modified accrual basis of budgeting and accounting.

Derelict Structure: A residential or nonresidential structure that might endanger the public's safety or welfare, and has been vacant; boarded up; and not lawfully connected to electric, water, or sewer service from a utility service provider for a continuous period in excess of six months.

Director's Office: The Director's Office Program implements the City Manager's and City Council policies, sets the goals and strategies for the department, and manages department operations. This Program designation is used for larger departments / agencies which are of such a size (greater than 45-55 full time employees) requiring a separate Program for support departmental personnel, procurement, accounts payable and contract functions.

Effectiveness: The degree to which goals, objectives, and outcomes are achieved.

Efficiency: A measurement of an organization's performance based on operational outputs as measured by a comparison of production with cost.

Emergency Communications Center (ECC): The Emergency Communications Center serves as a central point to provide timely, accurate, and critical 24-hour communications with all field units (police, fire, and other emergency services).

Emergency Operations Center (EOC): A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation to ensure the continuity of operations during an emergency.

Encumbrance: An obligation against appropriated funds in the form of a purchase order, contract, salary commitment, or other reservation of available funds.

Enterprise Fund: A separate fund used to account for operations financed and operated similar to private business enterprises. The cost expenses, including depreciation of providing goods or services to the general public on a continuing basis, are to be financed or recovered primarily through user charges.

Expenditure: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payment has been made or not. Where accounts are kept on a cash basis, expenditure is recognized only when the cash payment is made.

Fiduciary Funds: Funds used to account for resources held for the benefit of parties outside the city. The fiduciary funds include the city's pension trust fund, the Commonwealth of Virginia agency fund, and the miscellaneous agency fund.

Financial Policy: The city's policy in respect to taxes, spending, and debt management as related to the provision

of city services, programs, and capital investment.

Fines and Forfeitures: Revenue received by a local government from court fines, forfeitures, and parking fines.

Fiscal Year (FY): The 12-month period to which the annual operating budget applies. At the end of the period, the city determines its financial position and results of its operations. The city's fiscal year is July 1 through June 30.

Fixed Asset: A long-term tangible piece of property a firm owns and uses in the production of its income and that is not expected to be consumed or converted into cash any sooner than one year's time. Buildings, real estate, equipment, and furniture are examples of fixed assets.

Fleet Management Fund: A fund used to provide operating departments with maintenance, repair, and service of the city's fleet of vehicles, heavy equipment, and miscellaneous machinery.

Freedom of Information Act (FOIA): State statute ensuring that residents of the Commonwealth have access to public records in the custody of a public body, its officers, and employees; and free entry to meetings of public bodies wherein the business of the people is being conducted. All public records and meetings shall be presumed open, unless an exemption is properly invoked.

Fringe Benefits: Employee benefits, in addition to salary, which may be paid in full or in part by the city or sponsored for employee participation at their individual expense. Some benefits, such as Social Security and Medicare (FICA), unemployment insurance, workers' compensation, and others, are required by law. Other benefits, such as health, dental, and life insurance are not mandated by law but are offered to employees by the city as part of their total compensation.

Full Time Equivalent (FTE): The amount of time a position has been budgeted for in the amount of time a permanent, full-time employee normally works a year. Most full-time employees are paid for 2,080 hours a year. A position that has been budgeted to work less than full-time will work the number of hours which equate to that budgeted FTE amount; for example, a half FTE budgeted position can work 40 hours a week for six months, or 20 hours a week for one year.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund balances/retained earnings, and revenues and expenditures.

Fund Balance: In the context of the city's budget discussions, fund balance refers to the undesignated General Fund Balance. This is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures not appropriated by City Council and has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the city is able to cope with financial emergencies and fluctuations in revenue cycles. The General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. The undesignated General Fund balance is analogous to the retained earnings of proprietary funds.

General Fund: The operating fund which finances the necessary day-to-day actions within the city through taxes, fees, and other revenue sources. This fund includes all revenues and expenditures not accounted for in specific purpose funds.

Generally Accepted Accounting Principles (GAAP): The common set of accounting principles, standards, and procedures that are used to complete financial statements.

General Obligation Bonds: Bonds pledging the full faith and credit of the city.

Geographic Information System (GIS): A system used to capture, manage, analyze, and display all forms of geographically referenced information. A team of employees is responsible for the design and deployment of this

web-based application displaying information at the street, neighborhood, and planning district levels.

Global Position System (GPS): A system providing specially coded satellite signals that can be processed in a GPS receiver, enabling the receiver to compute position, velocity, and time. GPS is funded by and controlled by the U. S. Department of Defense (DOD). While there are many thousands of civil users of GPS world-wide, the system was designed for and is operated by the U. S. military.

Goal: A long-range desirable development attained by time-phased objectives and designed to carry out a strategy.

Governmental Accounting Standards Board (GASB) 34: A statement establishing the financial report standards for state and local governments. The financial statements should consist of management's discussion and analysis, basic financial statements, notes to the financial statements and supplementary information.

Governmental Accounting Standards Board (GASB) 54: A statement establishing changes to the fund balance classifications and governmental fund type definitions.

Government Finance Officers Association (GFOA): An organization founded to support the advancement of governmental accounting, auditing, and financial reporting.

Government Funds: Funds used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds. Government funds are reported using the current financial resources and the modified accrual basis of accounting.

Grant: A non-repayable fund disbursed by one party (grant makers), generally a government department, corporation, foundation, or trust, to a recipient, for a specific project or purpose. There is typically an application process to qualify and be approved for a grant. This involves submitting a proposal to a potential funder, either on the applicant's own initiative or in response to a Request for Proposal from the funder. There are various types of grants awarded: (1) *block grant* is a consolidated grant of federal funds that a state or local government may use at its discretion for such programs as education or urban development; (2) *categorical grant* is given by the federal government to state and local governments on the basis of merit for a specific purpose; (3) *formula grant* is distributed to all states according to a formula generally for a specific purpose; and (4) *discretionary grant* awards funds on the basis of a competitive process with discretion to determine which applications best address the program requirements and are, therefore, most worthy of funding. Most recipients are required to provide periodic reports on their grant project's progress. There may be monitoring visits or audits of the grant once it is awarded and implemented to ensure accountability.

Healthcare Fund: A fund established to account for the receipt and disbursement of revenue from the Norfolk Health Consortium members, employees, and retirees for payments of claims, administrative costs, and other expenses related to healthcare.

High-speed Internet: Interchangeable with "Broadband."

Institutional Network (I-Net): An advanced fiber-based communications network that connects common stakeholders and includes video, data, and voice.

Insurance: A contract to pay a premium in return for which the insurer will pay compensation in certain eventualities such as fire, theft, or motor accident. The premiums are calculated so that, on average, they are sufficient to pay compensation for the policyholders who will make a claim together with a margin to cover

administration cost and profit. In effect, insurance spreads the risk so that the loss by policyholder is compensated at the expense of all those who insure against it.

Internal Service Funds: Funds accounting for the financing of goods and services supplied to other funds of the city and other governmental units on a cost-reimbursement basis. The city's Fleet Management and Healthcare funds operate as internal service funds.

Key Goals and Objectives: A concise presentation of departmental outcome and/or efficiency goals and objectives for the budgeted fiscal year.

Leadership and Support: This Program designation is for use with departments / agencies which are of such a size (less than 45-55 full time employees) as to limit the amount of recruitment, payroll and benefit management and similar activities. This Program encompasses both the leadership and strategic planning functions of the director's office as well as activities which support departmental personnel, procurement, accounts payable, contract management, and similar functions.

Legal Debt Margin: Limits how much debt an entity can issue. Article VII, Section 10 of the Virginia Constitution states: "No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment of taxes."

Liability Insurance: Protection against risk of financial loss due to a civil wrong resulting in property damage or bodily injury.

Line Item: An account representing a specific object of expenditure. Line items are commonly referred to as the budget detail and account for the inputs related to an activity process or service.

Litigation: To carry on a legal contest by judicial process.

Local Composite Index (LCI): The Commonwealth's of Virginia's established formula to measure a locality's ability to fund public education. It determines each division's state and local share of Standards of Quality (SOQ) costs. LCI is used as a proxy to determine the "wealth" of a school division and its ability to pay for public education. It measures each local government's ability to generate revenue. Values range from below .2000 to .8000. The higher LCI, the more the locality has to provide support to public schools. For example, a division with a LCI value of .3000 pays 30 percent of the calculated cost of public education while the state pays 70 percent.

Long-term Goals: Identified expectations the organization has targeted to reach over a time period greater than three years.

Maintenance: The act of keeping capital assets in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts or structural components, and other activities needed to maintain the asset to provide normal services and achieve its optimal life.

Major Funds: Funds whose revenue, expenditures, assets, or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total. Major funds are reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

Managed: Baseline service level meets demand. A planned approach is used to address service issues. Program mission is generally achieved. Status of the service objective is generally maintained.

Materials, Supplies, and Repairs: A budget category that includes expenditures for materials, supplies, and equipment maintenance.

Modified Accrual Basis: The basis of accounting under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Net Assets: Total assets minus total liabilities of an individual or entity.

Network Infrastructure: In information technology and on the internet, infrastructure is the physical hardware used to interconnect computers and users. Infrastructure includes the transmission media, including telephone lines, cable television lines, and satellites and antennas, and also the routers, aggregators, repeaters, and other devices that control transmission paths. Infrastructure also includes the software used to send, receive, and manage the signals that are transmitted.

New Measure: A performance measurement the city has not captured or reported upon in previous years.

Norfolk Juvenile Detention Center (NJDC): A short-term, secured co-ed facility for court involved youth.

Norfolk Redevelopment and Housing Authority (NRHA): A governmental entity assisting the city with conservation and redevelopment activities, property rehabilitation, management of public housing programs, and services and programs for low and moderate income families within Norfolk communities.

Nuisance Abatement: The process to remedy code violations identified as an annoyance, inconvenience, or may present a public health and safety concern.

Objective: Something to be accomplished defined in specific, well-defined and measurable terms and is achievable within a specific timeframe.

One-time: A nonrecurring revenue or expenditure.

Operating Budget: An annual financial plan of operating expenditures encompassing all the fund types within the city, and the approved means of financing them. The operating budget is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

Operating Revenues and Expenditures: Revenues and expenditures resulting from regular provision of scheduled services and/or the production and delivery of goods.

Ordinance: A formal legislative enactment by the City Council, which has the full force and effect of law within the boundaries of the city.

Outcome Measure: The results of an activity, plan, process, or program as presented for comparison with the intended or projected results.

Parking Facilities Fund: A fund used to account for the operations of the city-owned parking facilities.

Permanent Fund: A governmental fund type used to report resources legally restricted to earnings, not principal, to be used for purposes supporting the reporting government's programs.

Permanent Part-Time Position: A position regularly scheduled for no more than 30 hours per week.

Personal Property Tax: Taxes assessed each year by the Commissioner of Revenue's (COR) Office for all tangible personal property located within the City of Norfolk. A major set of tangible personal property taxed are motor vehicles.

Personnel Services: Compensation for direct labor of persons in the employment of the city and/or salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime, shift differential, and similar compensation. The personnel services account group also includes fringe benefits paid for employees.

Program Catalog: A collaborative effort between the Office of Budget and Strategic Planning (OBSP) and city departments to clearly define what the city does and what it costs.

Proposed Budget: The budget formally submitted by the City Manager to the City Council for its consideration.

Proprietary Funds: Funds that account for operations similar to those in the private sector. These include the enterprise funds and internal service funds. The focus is on determination of net income, financial position, and changes in financial position.

Public Amenities Fund: A Special Revenue fund designated for tourism and visitor destinations, improvements to existing cultural and entertainment facilities, and planning and preparation for new venues. Revenues are derived from one percentage point of the meals and hotel taxes.

Public Assistance: Federal, state, and local programs that provide a safety net (for example housing, medical assistance, money) for disadvantaged groups who lack the resources to provide basic necessities for themselves and their families.

Public-Private Partnership: A contractual agreement between the city and a private sector entity for the provision of public services or infrastructure. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. Rather than completely transferring public assets to the private sector, as with privatization, government and business work together to provide services with each party sharing in the risks and rewards potential in the delivery of the service and/or facility.

Purchased Services: Services, under contract with the city, provided to an individual or group of individuals by an enterprise.

Reactive: Baseline service level does not meet demand. Service issues are prioritized as they arise. Lower priority issues are delayed or unresolved. Program mission may not be achieved. Status of the service objective may decline.

Real Property Taxes: Revenue derived from the tax assessed on residential, commercial, or industrial property.

Reserve: An amount set aside in a fund balance to provide for expenditures from the unencumbered balances of continuing appropriations, economic uncertainties, future apportionments, and pending salary or price increase appropriations and appropriations for capital outlay projects.

Resilience: The capacity of individuals, communities, and systems to survive, adapt, and grow in the face of stress and shocks.

Resources: Factors of production or service in terms of information, people, materials, capital, facilities, and equipment.

Revenue: The yield from various sources of income such as taxes the city collects and receives into the treasury for public use.

Revenue Anticipation Notes: A short-term debt security issued on the premise future revenues will be sufficient to meet repayment obligations. Securities are repaid with future expected revenues from the completed project which may come from sources like tolls or facility ticket sales.

Revenue Bonds: Limited liability obligations where revenues derived from the respective acquired or constructed assets are pledged to pay debt service.

Rolling Stock: The total number of transit vehicles in the city's fleet (for example vans, cars, buses, and vehicles used for support services).

Server: A computer or computer program that manages access to a centralized resource or service in a network.

Service: The on-going sequence of specific tasks and activities representing a continuous and distinct benefit provided to internal and external customers.

Service Objective: A broad category for City of Norfolk services.

Service Quality: The manner or technique by which an activity was undertaken, and the achievement of a desirable end result (for example when filling a pothole there should be a service quality standard for how long that pothole should stay filled). Efficiency and effectiveness should be achieved within the context of a service quality standard. Measuring any one of these without the other two can cause problems in terms of getting an accurate assessment of performance.

Shared Expenses: Revenue received from the state for its share of expenditures in activities considered to be a state/local responsibility. Sources include the state's share of Norfolk Public Schools, Commonwealth's Attorney, Sheriff, Commissioner of the Revenue, Treasurer, Medical Examiner, and Registrar/Electoral Board expenditures.

Short-term Goals: Identified expectations an organization has targeted to reach over a time period between one and three years.

Southeastern Public Service Authority (SPSA): The organization that manages and operates solid waste transportation, processing and disposal programs, and facilities for Norfolk, Portsmouth, Virginia Beach, Chesapeake, Suffolk, Franklin, Isle of Wight, and Southampton County.

Special Revenue Funds: Funds used to account for the proceeds of specific financial resources (other than expendable trusts or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The individual Special Revenue funds are Cemeteries, Emergency Preparedness and Response, Golf Operations, Public Amenities, Towing & Recovery, and Waste Management.

Staffing and Organization Redesign (SOR) Initiative: The effort to evaluate and appropriately allocate staff and positions throughout departments to improve productivity.

Standards of Quality (SOQ): The statutory framework that establishes the minimal requirements for educational programs for Virginia public schools.

Storm Water Best Management Practice (BMP): Methods designed to control storm water runoff incorporating sediment control and soil stabilization. Norfolk employs both structural (retention ponds) and nonstructural (education) methods of reducing the quantity and improving the quality of storm water runoff.

Storm Water Fund: A fund established to account for the operations of the city-owned environmental storm water management system.

Strategic: Baseline service level meets demand. A strategic approach is used with a focus on efficiency and integration with other city services. Program mission is achieved. Status of the service objective is generally improved.

Strategic Planning: The continuous and systematic process whereby guiding members of the city make decisions about its future, and develop procedures and operations to achieve the future to determine how success will be measured.

Strategic Priority: Each year, City Council identifies focus areas in need of enhanced service. Examples include: improving public education, addressing flooding, and economic diversification.

Supplemental Nutrition Assistance Program (SNAP): Provides financial assistance for food purchasing to low- and no-income individuals and families living in the United States. It is a federal aid program administered by the Food and Nutrition Service of the U.S. Department of Agriculture, and benefits are distributed by the individual states.

Surplus: The excess of an entity's or fund's assets over its liabilities (see also fund balance). The excess of revenues over expenditures or expenses during a single budget year.

Tax Base: All forms of wealth taxable under the city's jurisdiction.

Tax Increment Financing (TIF): A public method used to finance infrastructure projects through future gains in tax revenue within a designated district established by a City Council ordinance. These tax revenues are projected to grow as a result of the increase in the value of real estate within the designated district.

Technical Adjustment: A routine budget action occurring at the beginning of each budgetary cycle to adjust costs for such items as personnel (for example healthcare, retirement), contractual increase, prorated funding, and internal service fund charges.

Temporary Assistance to Needy Families (TANF): A block grant program to states that was designed to reform the nation's welfare system by moving recipients into work, promoting self-sufficiency and turning welfare into a program of temporary assistance.

Tipping Fee: The charge levied upon the quantity (calculated in tonnage) of waste received at a waste processing facility.

Total Maximum Daily Load (TMDL): A comprehensive pollution prevention initiative that has rigorous accountability measures (waste load allocations) to restore clean water in the Chesapeake Bay and its watershed.

Transaction: As pertains to the voter registrar, transaction is a measure of the number of computerized entries necessary to maintain voter registration and election records. Transaction totals vary depending on the number of elections and the quantity of voter-initiated activity.

Unfunded Requests: Enhancements or capital projects that were requested by departments, but not funded in the budget.

United States Department of Agriculture (USDA): The federal agency that leads the anti-hunger effort with the Food Stamp (SNAP), School Lunch, School Breakfast, and the Women, Infants and Children (WIC) Programs.

Vector Control: An effort to maintain order over animals and insects that transmit disease-producing organism from one to another.

Virginia Department of Transportation (VDOT): The state agency responsible for building, maintaining, and operating the state's roads, bridges, and tunnels.

Virginia Municipal League (VML): A statewide, nonpartisan nonprofit association of city, town and county governments established to improve and assist local governments through legislative advocacy, research, education, and other services.

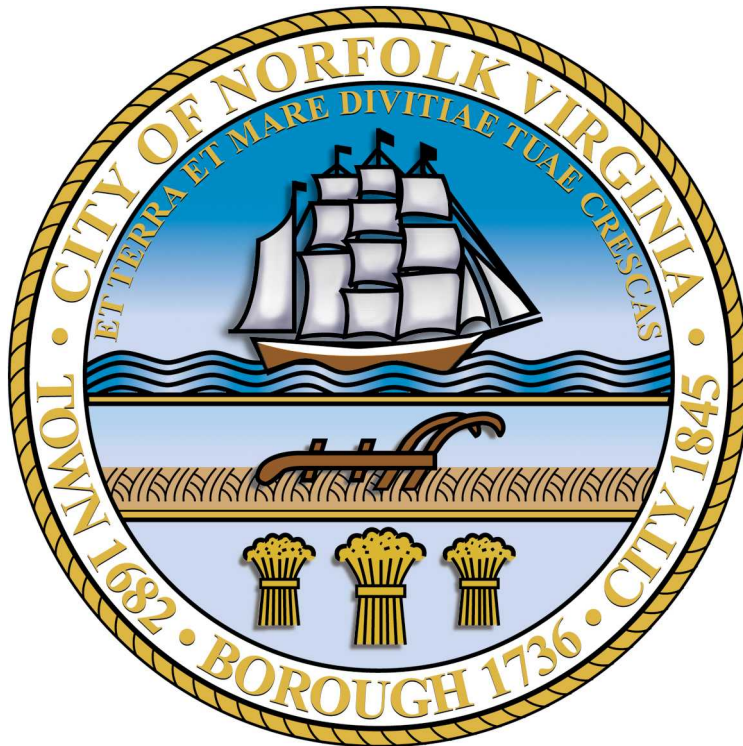
Vision: An objective statement that describes an entity's most desirable future state. An organization's vision employs the skills, knowledge, innovation, and foresight of management and the workforce to communicate effectively the desired future state.

Wastewater Utility Fund: A fund established to account for the operations of the city-owned wastewater system.

Water Utility Fund: A fund established to account for operations of the city-owned water system.

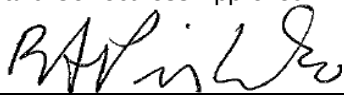
Working Capital: Current assets minus current liabilities. Working capital measures how much in liquid assets an entity has available to build its business or activity.

Ordinances



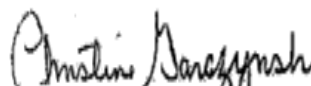
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Form and Correctness Approved:

By: 
Office of the City Attorney

Pursuant to Section 72 of the City Charter, I hereby certify that the money required for this item is in the city treasury to the credit of the fund from which it is drawn and not appropriated for any other purpose

Contents Approved:

By: 
Budget and Strategic Planning
Christine Garczynski, Director of Finance

NORFOLK, VIRGINIA

R-10 ORDINANCE NO. 48,379

AN ORDINANCE APPROPRIATING FUNDS FOR OPERATION OF THE CITY FOR THE FISCAL YEAR BEGINNING JULY 1, 2021 AND ENDING JUNE 30, 2022, APPROPRIATING U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) ENTITLEMENT GRANTS, APPROPRIATING ANNUAL REOCCURRING GRANTS, AND REGULATING THE PAYMENT OF MONEY FROM THE CITY TREASURY.

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WHEREAS, the City Manager submitted to the Council a proposed annual budget for the city for the fiscal year beginning July 1, 2021 and ending June 30, 2022, which has been amended by the Council, and it is necessary to make appropriations sufficient to fund said budget and to regulate the payment of money from the city treasury; now, therefore,

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the amounts shown herein aggregating Nine Hundred Twenty Nine Million One Hundred Eighty One Thousand Ninety Dollars (\$929,181,090) for the General Fund, One Hundred Million Eight Hundred Ninety Eight Thousand Two Hundred Seventy Eight Dollars (\$100,898,278) for the Water Utility Fund, Thirty Four Million Five Hundred

Twenty One Thousand Three Hundred Twenty Three Dollars (\$34,521,323) for the Wastewater Utility Fund, Twenty Two Million Four Hundred Thirty Four Thousand Three Hundred Fifty Eight Dollars (\$22,434,358) for the Parking Facilities Fund, Twenty One Million Nine Hundred Ninety Seven Thousand Nine Hundred Twenty Six Dollars (\$21,997,926) for the Storm Water Utility Fund, One Hundred Six Million Eighty Six Thousand Fifty Seven Dollars (\$106,086,057) for the Norfolk Healthcare Consortium Fund, Eleven Million Three Hundred Eighty Five Thousand Eight Hundred Two Dollars (\$11,385,802) for the Fleet Management Fund, One Million Seven Hundred Sixty Three Thousand Two Hundred Forty Dollars (\$1,763,240) for the Cemetery Services Fund, Six Million Four Hundred Ninety One Thousand Eight Hundred Eighty Six Dollars (\$6,491,886) for the Emergency Preparedness and Response Fund, Fifteen Thousand Dollars (\$15,000) for the Golf Operations Fund, Twenty Two Million Four Hundred Twenty Nine Thousand Nine Hundred Ninety Three Dollars (\$22,429,993) for the Waste Management Fund, Eight Million Seven Hundred Forty Nine Thousand Nine Hundred Ninety Seven Dollars (\$8,749,997) for the Public Amenities Fund, Six Million Seven Hundred Sixty Eight Thousand Four Hundred Dollars (\$6,768,400) for the Tax Increment Financing Fund, One Million Six Hundred Fifty Five Thousand Four Hundred Thirty Five Dollars (\$1,655,435) for the Towing and Recovery Operations Fund, or so much thereof as may be necessary, as set forth in the annual budget for the fiscal year July 1, 2021 - June 30, 2022, submitted by the City Manager and as amended by the Council and hereby adopted, are hereby appropriated, subject to the conditions hereinafter set forth in this ordinance, from the revenues of the city from all sources for the fiscal year July 1, 2021 - June 30, 2022, for the use of the several departments and funds established within the City Government, and for the purposes hereinafter set forth in said annual budget for the fiscal year July 1, 2021 - June 30, 2022 as follows:

Legislative	\$5,513,857
Executive	\$12,512,308
Department Of Law	\$5,226,300
Constitutional Officers	\$52,156,276
Judicial	\$1,416,511
Elections	\$1,022,942
Department Of Information Technology	\$17,896,466

Department Of Finance	\$6,867,143
Department Of General Services	\$26,261,397
Department Of Human Resources	\$3,920,756
Department Of City Planning	\$5,063,228
Department Of Neighborhood Services	\$4,897,929
Department Of Economic Development	\$2,406,253
Norfolk Public Libraries	\$8,382,219
Department Of Cultural Facilities, Arts And Entertainment	\$5,940,365
Virginia Zoological Park	\$4,243,389
Nauticus	\$3,835,953
Slover Library	\$2,381,645
Department Of Recreation, Parks And Open Space	\$15,274,366
Central and Outside Agency Appropriations	\$71,631,093
Norfolk Community Services Board	\$25,784,159
Department Of Public Health	\$3,240,091
Department Of Human Services	\$50,911,714
Department Of Police	\$79,737,018
Department Of Fire - Rescue	\$51,470,155
Department Of Public Works	\$18,674,269
Department Of Transit	\$11,939,581
Debt Service	\$75,705,398
Norfolk Public Schools	\$354,868,309
Total Appropriations General Fund – Operating Budget	\$929,181,090

Water Utility Fund	\$100,898,278
Wastewater Utility Fund	\$34,521,323
Parking Facilities Fund	\$22,434,358
Storm Water Utility Fund	\$21,997,926
Norfolk Healthcare Consortium Funds	\$106,086,057
Fleet Management Fund	\$11,385,802
Cemetery Services Fund	\$1,763,240
Emergency Preparedness And Response Fund	\$6,491,886
Golf Operations Fund	\$15,000
Waste Management Fund	\$22,429,993
Public Amenities Fund	\$8,749,997
Tax Increment Financing Fund	\$6,768,400

Towing and Recovery Operations Fund	\$1,655,435
Total Operating Funds	\$1,274,378,785

Section 2:- That unless otherwise specified by Council, all taxes and fees heretofore levied shall continue from year to year including but not limited to the increase provided in Virginia Code Section 58.1-3321 which increase the council deems to be necessary.

Section 3:- That the salaries and wages set forth in detail in said annual budget, including for the City Manager, as amended, and for offices and positions which are not embraced within said compensation plan are hereby authorized.

The positions, except where the number thereof is not under the control of the Council, set forth in said annual budget, as amended, shall be the maximum number of positions authorized for the various departments, divisions, bureaus and funds of the city during the fiscal year July 1, 2021 - June 30, 2022 and the number may be changed during said fiscal year as authorized by the Council or City Manager.

Unless the city's compensation plan provides otherwise, changes in personnel occurring during said fiscal year in classifications embraced within the city's compensation plans shall be administered by the City Manager in accordance with the regulations for the administration of the plans.

In the event any personnel authorized in the preceding year's annual budget and appropriations are notified of release due to a reduction in force, reorganizations or workforce downsizing or the staffing and organization redesign effort, such positions are hereby authorized to continue in existence until such time as adopted procedures relating to reductions in force or work force downsizing, or the staffing and organizational redesign effort are completed and implemented in accordance with its terms and conditions. Unless the Council provides otherwise, the City Manager is hereby authorized to continue all benefits and salaries throughout the period of employment from appropriated funds for the positions aforesaid, notwithstanding that said positions may or may not have been deleted

in a department budget for the fiscal year July 1, 2021 - June 30, 2022.

The Council reserves the right to change at any time during said fiscal year the compensation, including pay supplements for constitutional officers, either before or after a change in basic salary is made by the State Compensation Board, and to abolish any office or position provided for in said annual budget, as amended, except such offices or positions as it may be prohibited by law from abolishing. The City Manager is authorized to make such rearrangements and reorganizations of positions and personnel services funds between the several departments, including funds named therein, as may best meet the uses and interests of the city.

No person shall acquire any vested interest in any compensation or supplement payable under this section beyond those actually paid.

Section 4:- That all payments from the appropriations provided for in this ordinance, including those from balances remaining on June 30, 2021, to the credit of appropriations for works, improvements or other objects which have not been completed or abandoned, except those works, improvements or other objects funded by Federal, State, or other organizational grants which are hereby encumbered, shall be made at such time as the City Manager may direct, unless otherwise specified by the Council. The City Manager is hereby authorized to apply for grants and awards during the fiscal year.

Section 5:- That within several departments, funds and activities, there are hereby appropriated sufficient amounts to cover the operation of all Internal Service Funds, including the Healthcare and Fleet Management Funds. Charges for services assessed against said departments, funds and activities by the Internal Service Funds shall be accumulated in the appropriate internal service fund and expended to cover the operating costs of such funds as provided in the annual budget.

Any unexpended balances in the amounts appropriated for the Healthcare Fund at the close of business on June 30, 2021, shall not revert to the surplus of the Healthcare Fund, but shall be carried

forward on the books of the Director of Finance and be available for expenditure in the succeeding year.

Section 6:- That the various amounts appropriated by this ordinance for the several groups, as set forth in the annual budget, as amended, are to be expended for the purposes designated by said groups, provided, however, that the City Manager or a designee may authorize the transfers between account groups within departments, funds or activities of the city and a record of such transfers shall be maintained by the Director of Finance.

The City Manager or a designee is authorized to transfer from any department, fund or activity which has an excess of funds appropriated for its use of the balance of the fiscal year to any department, activity or fund all or any part of such excess, or to cause such transfers to be made, a record of all such transfers shall be maintained by the Director of Finance.

Any unexpended balances in the amounts appropriated for the Department of Public Works and Department of Transit for Street Construction and Maintenance Projects, Public Amenities Fund, Tourism Infrastructure Repair, Downtown Service District (sometimes referred to as the Downtown Improvement District), and the Norfolk Consortium at the close of business on June 30, 2021 shall not revert to the surplus of the General Fund, but shall be carried forward on the books of the Director of Finance and be available for expenditure in the succeeding year.

There are hereby appropriated the revenues from the fiscal year 2015 Five cent (\$0.05) cigarette tax increase and the fiscal year 2017 Five cent (\$0.05) cigarette tax increase for development initiatives. The City Manager is hereby authorized to expend \$658,950 of the revenues for debt service on the former J.C. Penney's building and \$27,840 of the revenues for previously authorized economic development incentive grants through the Economic Development Authority. The City Manager is hereby authorized to reserve the balance of the revenues supported by the cigarette tax increases, an estimated \$72,210, for the purpose of business retention, feasibility analysis, debt service, and other economic development activities subject to Council authorization for expenditure. Any unspent funds at the end of the fiscal year will be transferred

to the Norfolk Economic Development Authority and will not become a part of the General Fund Balance. The aforementioned unspent funds will be expended for the purpose of business retention, feasibility analysis, debt service, and other economic development activities.

The City Manager shall provide to the City Council a mid-year budget update. Such mid-year budget update shall report the projected revenue and expenditure estimates for the entire fiscal year, receipt of unbudgeted revenues, and other major changes to the adopted budget.

There is hereby reserved in the General Fund Balance up to the amount of Sixty Six Million Eighty Five Thousand Three Hundred Thirty Seven Dollars (\$66,085,337) for the Unassigned General Fund Balance Reserve.

There is hereby reserved in the General Fund Balance the amount of Seven Million One Hundred Seventy One Thousand One Hundred Twenty One Dollars (\$7,171,121) for the Risk Management Reserve.

There is hereby reserved in the General Fund Balance the amount of Five Million Dollars (\$5,000,000) for the Economic Downturn and Leveling Reserve.

There is hereby reserved in the General Fund Balance the amount of Two Million Dollars (\$2,000,000) for the Inclusive Development Opportunity Fund.

There is hereby reserved in the General Fund Balance up to the amount of Five Million Five Hundred Sixty Seven Thousand Five Hundred Eleven Dollars (\$5,567,511) in the revolving fund for strategic land acquisitions to be expended for future land acquisitions. Unless otherwise appropriated, the proceeds of future land sales shall be deposited in the Land Acquisition Fund during the fiscal year. Such deposits are hereby appropriated for future land acquisitions. Any unobligated appropriation in the Land Acquisition/Revolving Fund for the purchase of property and related transactional costs that have not been finalized at the close of the fiscal year ending on June 30, 2021, is hereby reserved for the Land Acquisition/Revolving Fund and shall be carried forward on the books of the Director of Finance and appropriated and available for expenditure in the

succeeding year for the aforementioned purchase of property and related transactional costs.

There is hereby appropriated and authorized for expenditure the revenues, if and when received, from the fiscal year 2006 flat tax increase of one dollar (\$1.00) per room for each night of lodging at any hotel to the Norfolk Convention and Visitors Bureau (Visit Norfolk) for visitor promotion and advertising for conventions and tourism and from the fiscal year 2012 flat tax increase of one dollar (\$1.00) per room for each night of lodging at any hotel to the Norfolk Consortium.

There is hereby appropriated and authorized for expenditure for the Parking Facilities Fund up to Three Million Nine Hundred Eighty Three Thousand Three Hundred Ten (\$3,983,310) from the Parking Facilities Rate Stabilization Fund.

There is hereby authorized, in accordance with guidelines established by the City Manager, the execution of warrants for the disbursement of any cash in banks credited to the City's Corporate Account to meet any properly authorized and approved payment chargeable to any account of the city.

Unless otherwise specified by any other provision of local, state or federal law, operating funds appropriated to Norfolk Public Schools that have not been expended or contractually obligated at the end of the fiscal year are deemed local dollars and shall revert to the city for re-appropriation by City Council.

There are hereby appropriated and authorized for expenditure the revenues from the fiscal year 2014 Two cent (\$0.02) real estate tax increase for the School Construction, Technology and Infrastructure Program. The City Manager is hereby authorized to expend and reserve the School Construction, Technology and Infrastructure Program supported by the Two cent (\$0.02) real estate tax increase to support the needs of Norfolk Public Schools. For the purposes of policy governing the allocation of local revenue to Norfolk Public Schools, this revenue is defined as a dedicated local tax, therefore, excluded from the revenue-sharing formula calculation. Any unexpended balances in the amounts appropriated shall not revert to the surplus of the General Fund, but solely be dedicated to the School

Construction, Technology and Infrastructure Program and shall be carried forward on the books of the Director of Finance and appropriated and available for expenditure in the succeeding year.

Section 7:- That the FY 2022 Annual Plan, (Consolidated Plan Fiscal Years 2022-2026) for the Community Development Block Grant Program, HOME Investment Partnership Program and Emergency Solutions Grant Program attached hereto, having been reviewed and found to be in the best interests of the city, is hereby approved.

Section 8:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Five Million Seven Hundred Eighty Eight Thousand, Three Hundred Fourteen Dollars (\$5,788,314) is hereby appropriated and authorized for expenditure for the Community Development Block Grant Program (2021-2022) from the Community Development Block Grant and when such funds are realized as Program Income and earnings from the Revolving Loan Fund.

Section 9:- That the sum of up to One Million Two Hundred Thirty Seven Thousand Seven Hundred Ninety Eight Dollars (\$1,237,798) is hereby appropriated and authorized for expenditure for the Community Development Block Grant Program (2021-2022), if and when received from the Community Development Block Grant Local Accounts.

Section 10:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to One Million Two Hundred Sixty Six Thousand One Hundred Twenty Three Dollars (\$1,266,123) is hereby appropriated and authorized for expenditure for the HOME Investment Partnership Program (2021-2022) from the HOME Investment Partnership Program Grant and when such funds are realized as Program Income. That the sum of up to Thirty Two Thousand (\$32,000) is hereby appropriated and authorized for expenditure for the HOME Investment Partnership Program (2021-2022) if and when such re-programmed funds are made available from the remaining balances of certain identified HOME Investment Partnership Program activities.

Section 11:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Three Hundred Eighty Four

Thousand Six Hundred Thirty Seven Dollars (\$384,637) is hereby appropriated and authorized for expenditure for the Emergency Solutions Program (2021-2022) from the Emergency Solutions Grant.

Section 12:- That the City Manager is designated as the certifying officer and authorized representative of the City of Norfolk and shall provide the assurance required by the provisions of the Housing and Community Development Act of 1974, as amended, and the regulations adopted pursuant to such Act.

Section 13:- That the City Manager is further authorized and directed to give to the U.S. Department of Housing and Urban Development (HUD) and the Comptroller General, through any authorized representative, access to and the right to examine all records, books, papers, documents and other materials which are related to the grant funds and is further authorized and directed to do all things necessary and proper to apply for, accept, receive and modify current and prior year grant funds to carry out the program.

Section 14:- That the reoccurring grants listed below, having been reviewed and found to be in the best interest of the city, are hereby accepted, appropriated and authorized for expenditure if and when received.

(a) That, if and when made available from the Supreme Court of Virginia, the sum of up to Two Hundred Forty Five Thousand Dollars (\$245,000) is hereby appropriated and authorized for expenditure for the Adult Drug Court Program from Adult Drug Treatment Court grant.

(1) That a local cash match of up to Seventy Eight Thousand Five Hundred Dollars (\$78,500) in appropriated funds and up to Thirty Thousand Dollars (\$30,000) in program fees are hereby authorized to be expended for the Adult Drug Court Program from the Circuit Court Judges General Fund Account.

(b) That, if and when made available from Supreme Court of Virginia, the sum of up to Fifty Thousand Dollars (\$50,000) is hereby appropriated and authorized for expenditure for the Vivitrol Program from the Vivitrol grant.

(c) That, if and when made available from U.S. Department of Health and Human Services, the sum

of up to Six Million Two Hundred Forty Five Thousand Dollars (\$6,245,000) is hereby appropriated and authorized for expenditure for the Ryan White HIV/AIDS Program - Part A HIV Emergency Relief from the Ryan White HIV/AIDS grant.

(d) That, if and when made available from the Virginia Department of Criminal Justice Services, the sum of up to One Million Two Hundred Forty Thousand Dollars (\$1,240,000) is hereby appropriated and authorized for expenditure for the Norfolk Criminal Justice Services (NCJS) Agency from the Comprehensive Community Corrections Act grant.

(1) That a local cash match of up to Eighty Nine Thousand Dollars (\$89,000) in appropriated funds is hereby authorized to be expended for the Norfolk Criminal Justice Services (NCJS) Agency from the City Manager General Fund Account.

(e) That if and when made available from Commonwealth of Virginia Compensation Board, the sum of up to Two Hundred Forty Seven Thousand Dollars (\$247,000) is hereby appropriated and authorized for expenditure for the Technology Program from the Virginia Technology Trust Fund.

(f) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Forty Five Thousand Dollars (\$45,000) is hereby appropriated and authorized for expenditure for the Virginia Sexual and Domestic Violence Victims Fund Paralegal from the Virginia Sexual and Domestic Violence Victims Fund.

(g) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Ninety Thousand Dollars (\$90,000) is hereby appropriated and authorized for expenditure for the Prosecution Program from the Violence Against Women Act VSTOP Grant Program.

(1) That a local cash match of up to Thirty Thousand Dollars (\$30,000) in appropriated funds is hereby authorized to be expended for the Prosecution Program from the Commonwealth's Attorney General Fund Account.

(h) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Eight Hundred Thousand Dollars (\$800,000) is hereby appropriated and authorized for expenditure for the Victim Services Program from the Victims of Crime Act Grant Program.

(1) That a local cash match of up to Two Hundred Thousand Dollars (\$200,000) in appropriated funds is hereby authorized to be expended from the Commonwealth's Attorney General Fund Account.

(i) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Seven Hundred Fifty Thousand Dollars (\$750,000) is hereby appropriated and authorized for expenditure for the Victim Services Program from the Victim Witness Assistance Grant Program.

(j) That, if and when made available from Virginia Commission for the Arts, the sum of up to Four Thousand Five Hundred Dollars (\$4,500) is hereby appropriated and authorized for expenditure for the Creative Communities Partnership program from the Creative Communities Partnership Grant.

(1) That a local cash match of up to Four Thousand Five Hundred Dollars (\$4,500) in appropriated funds is hereby authorized to be expended for the Creative Communities Partnership program from the Communications General Fund Account.

(k) That, if and when made available from COX Communications Hampton Roads, LLC, the sum of up to One Hundred Thousand Dollars (\$100,000) is hereby appropriated and authorized for expenditure for the Public Education Program from the Public Education Grants (PEG).

(l) That, if and when made available from Virginia Department of Emergency Management, the sum of up to Two Million Seven Hundred Ninety Thousand Dollars (\$2,790,000) is hereby appropriated and authorized for expenditure for the Flood Mitigation Assistance Program from the Flood Mitigation Assistance Grant.

(m) That, if and when made available from Virginia Department of Emergency Management, the

sum of up to One Hundred Fourteen Thousand Dollars (\$114,000) is hereby appropriated and authorized for expenditure for the Local Emergency Management Program from the Local Emergency Management grant.

(1) That a local cash match of up to One Hundred Fourteen Thousand Dollars (\$114,000) in appropriated funds is hereby authorized to be expended for the Local Emergency Management Program from the Emergency Preparedness and Response Fund Account.

(n) That, if and when made available from Commonwealth of Virginia - Virginia 9-1-1 Services Board, the sum of up to Three Thousand Dollars (\$3,000) is hereby appropriated and authorized for expenditure for the Public Safety Answering Point Program from the Virginia Information Technologies Agency - Public Safety Answering Point grant.

(o) That, if and when made available from the U.S. Department of Homeland Security, Federal Emergency Management Assistance, the sum of up to One Million Dollars (\$1,000,000) is hereby appropriated and authorized for expenditure for the purchase of a fire rescue vehicle from the Assistance to Firefighters Grant.

(1) That a local cash match of up to One Hundred Thousand Dollars (\$100,000) is hereby authorized to be expended for the purchase of a fire rescue vehicle.

(p) That, if and when made available from Virginia Department of Fire Programs, the sum of up to Nine Hundred Seventy Two Thousand Dollars (\$972,000) is hereby appropriated and authorized for expenditure for the Aid to Localities Program from the Virginia Department of Fire Programs - Aid to Localities Grant.

(q) That, if and when made available from Virginia Department of Health and the Department of Emergency Medical Services, the sum of up to One Hundred Ninety Eight Thousand Dollars (\$198,000) is hereby appropriated and authorized for expenditure for the Emergency Medical Services program from the Four for Life - Emergency Medical Services Grant.

(r) That, if and when made available from the Commonwealth of Virginia Children's Services Act

Program, the sum of up to Eight Million Five Hundred Thousand Dollars (\$8,500,000) is hereby appropriated and authorized for expenditure for the Virginia Children's Services Act program from the Virginia Children's Services Act grant.

(1) That a local cash match of up to Three Million Three Hundred Thousand Dollars (\$3,300,000) in appropriated funds is hereby authorized to be expended for the Virginia Children's Services Act program from the Human Services General Fund Account.

(s) That, if and when made available from the Virginia Department of Juvenile Justice, the sum of up to Six Hundred Forty Thousand Dollars (\$640,000) is hereby appropriated and authorized for expenditure for the Virginia Juvenile Community Crime Control Act Program from the Virginia Juvenile Community Crime Control Act grant.

(1) That a local cash match of up to Six Hundred Forty Thousand Dollars (\$640,000) in appropriated funds is hereby authorized to be expended for the Virginia Juvenile Community Crime Control Act Program from the Human Services General Fund Account.

(t) That, if and when made available from Schools and Libraries Division of the Universal Service Fund E-Rate Reimbursement Program, the sum of up to Ninety Thousand Dollars (\$90,000) is hereby appropriated and authorized for expenditure for the E-Rate Reimbursement Program from the E-Rate Reimbursement Program grant.

(u) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Three Hundred Six Thousand Dollars (\$306,000) is hereby appropriated and authorized for expenditure for the Crisis Intervention Program from the Crisis Intervention Program grant.

(v) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Three Hundred Ten Thousand Dollars (\$310,000) is hereby appropriated and authorized for expenditure for the Crisis Stabilization Program.

(w) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, through the Hampton Newport News Community Services Board (HNNCSB), the sum of up to One Hundred Thousand Dollars (\$100,000) is hereby appropriated and authorized for expenditure for the Norfolk Community Services Board to provide Emergency Services from the Emergency Services Grant Program.

(x) That, if and when made available from Virginia Department of Social Services, the sum of up to Two Hundred Forty Four Thousand Dollars (\$244,000) is hereby appropriated and authorized for expenditure for the Flexible Employment Supports Team for TANF Participants program from the Flexible Employment Supports Team for TANF Participants grant.

(1) That a local cash match of up to Eighty One Thousand Five Hundred Dollars (\$81,500) in appropriated funds is hereby authorized to be expended for the Flexible Employment Supports Team for TANF Participants program from the Norfolk Community Services Board General Fund Account.

(y) That, if and when made available from Virginia Department of Social Services, the sum of up to Four Hundred Eleven Thousand Dollars (\$411,000) is hereby appropriated and authorized for expenditure for the Flexible Employment Supports Team for TANF Participants program from the TANF Participants grant.

(1) That a local cash match of up to Forty One Thousand One Hundred Dollars (\$41,100) in appropriated funds is hereby authorized to be expended for the Flexible Employment Supports Team for TANF Participants program from the Norfolk Community Services Board General Fund Account.

(z) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Hundred Thousand Dollars (\$200,000) is hereby appropriated and authorized for expenditure for the Forensic Program of Assertive Community Treatment from the Forensic Program of Assertive Community Treatment grant.

(aa) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, allocated by Chesapeake Integrated Behavioral Health Care, the sum of up to One Hundred Eighty Thousand Dollars (\$180,000) is hereby appropriated and authorized for expenditure for the Norfolk Community Services Board to provide forensic discharge planner services to Hampton Roads Regional Jail.

(bb) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Three Hundred Seventy Thousand Dollars (\$370,000) is hereby appropriated and authorized for expenditure for the Outpatient Services Program from the Mental Health System Transformation Excellence and Performance in Virginia grant.

(cc) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Hundred Eighty Three Thousand Dollars (\$283,000) is hereby appropriated and authorized for expenditure for the Same Day Access Program from the Mental Health System Transformation Excellence and Performance in Virginia grant.

(dd) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Hundred Seventy Thousand Dollars (\$270,000) is hereby appropriated and authorized for expenditure for the Same Day Access Program from the Mental Health System Transformation Excellence and Performance in Virginia grant.

(ee) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to One Hundred Thirty One Thousand Dollars (\$131,000) is hereby appropriated and authorized for expenditure for the Peer Recovery Center from the Peer Recovery Center grant.

(ff) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Million One Hundred Thousand Dollars (\$2,100,000) is hereby appropriated and authorized for

expenditure for the Permanent Supportive Housing program from the Permanent Supportive Housing grant.

(gg) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Five Hundred Seventy Thousand Dollars (\$570,000) is hereby appropriated and authorized for expenditure for the Pharmacy and Medication Support Program from the Pharmacy and Medication Support grant.

(hh) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, through the Health Planning Region Planning V, the sum of up to Twenty Five Thousand Dollars (\$25,000) is hereby appropriated and authorized for expenditure for the Norfolk Community Services Board to provide psychiatry services for children and adolescents.

(ii) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Two Hundred Thousand Dollars (\$200,000) is hereby appropriated and authorized for expenditure for the Substance Use Disorder Prevention Program from the Substance Use Disorder Prevention grant.

(jj) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Three Hundred Thirty Thousand Dollars (\$330,000) is hereby appropriated and authorized for expenditure for the Substance Use Disorder Recovery Program from the Substance Use Disorder Recovery grant.

(kk) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to One Hundred Thousand Dollars (\$100,000) is hereby appropriated and authorized for expenditure for the Substance Use Disorder Treatment Program from the Substance Use Disorder Treatment grant.

(ll) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to Five Thousand Dollars (\$5,000) is hereby appropriated and authorized for expenditure for the Substance

Use Disorder: State Opioid Response - Prevention II program.

(mm) That, if and when made available from Virginia Department of Behavioral Health and Developmental Services, the sum of up to One Hundred Thirty Thousand Dollars (\$130,000) is hereby appropriated and authorized for expenditure for the Medication Assisted Treatment for Opioid Use Disorder Program from the Virginia State General Fund.

(nn) That, if and when made available from U.S. Department of Justice, the sum of up to Two Hundred Thousand Dollars (\$200,000) is hereby appropriated and authorized for expenditure for the Edward Byrne Memorial Justice Assistance Grant Program from the Edward Byrne Memorial Justice Assistance grant.

(oo) That, if and when made available from Virginia Department of Motor Vehicles, the sum of up to Forty Five Thousand Dollars (\$45,000) is hereby appropriated and authorized for expenditure for the Alcohol Program from the DMV Selective Enforcement grant.

(1) That a local cash match of up to Twenty Two Thousand Five Hundred Dollars (\$22,500) in appropriated funds is hereby authorized to be expended for the Alcohol Enforcement Program from the Police General Fund Account.

(pp) That, if and when made available from Department of Motor Vehicles, the sum of up to Twelve Thousand Dollars (\$12,000) is hereby appropriated and authorized for expenditure for the Occupancy Protection Program from the DMV Selective Enforcement grant.

(1) That a local cash match of up to Six Thousand Dollars (\$6,000) is hereby appropriated and authorized to be expended for the Occupancy Protection Program from the Police General Fund Account.

(qq) That, if and when made available from Virginia Department of Motor Vehicles, the sum of up to Fifty Two Thousand Dollars (\$52,000) is hereby appropriated and authorized for expenditure for the Speed Enforcement Program from the DMV Selective Enforcement grant.

(1) That a local cash match of up to Twenty Six Thousand Dollars (\$26,000) in appropriated funds is hereby authorized to be expended for the Speed Enforcement Program from the Police General Fund Account.

(rr) That, if and when made available from Virginia Department of Environmental Quality, the sum of up to Thirty Five Thousand Dollars (\$35,000) is hereby appropriated and authorized for expenditure for the Keep Norfolk Beautiful Program from the Litter Prevention and Recycling Program grant.

(ss) That, if and when made available from the Sheriff, funds generated from the 811 Market Place Program (Inmate Commissary Account), the sum of up to Two Hundred Fifty Thousand Dollars (\$250,000) is hereby appropriated and authorized for expenditure for 811 Market Place Program.

(tt) That, if and when made available from funds generated from the Sheriff's Inmate Commissary Account, the sum of up to Two Hundred Fifteen Thousand Dollars (\$215,000) is hereby appropriated and authorized for expenditure for the Inmate Classification Specialist Program.

(uu) That, if and when made available from funds generated from Sheriff's Community Corrections Program (Work Release, Inmate Work Force, and Electronic Monitoring), the sum of up to Five Hundred Eighty Six Thousand Dollars (\$586,000) is hereby appropriated and authorized for expenditure for the Sheriff's Community Correction Program.

(vv) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to Thirty Nine Thousand Dollars (\$39,000) is hereby appropriated and authorized for expenditure for the Addiction Recovery Program from the Addiction Recovery Grant Program.

(ww) That, if and when made available from Virginia Department of Criminal Justice Services, the sum of up to One Hundred Fifty One Thousand Dollars (\$151,000) is hereby appropriate and authorized for expenditure for the Residential Substance Abuse Treatment Program.

(1) That a local cash match of up to Fifty One Thousand Dollars (\$51,000) in appropriated funds is hereby authorized to be expended for the Residential Substance Abuse Treatment Program.

(xx) That, if and when made available from U.S. Department of Justice, the sum of up to Seventy Eight Thousand Dollars (\$78,000) is hereby appropriated and authorized for expenditure for the State Criminal Alien Assistance Program from the State Criminal Alien Assistance Program grant.

(yy) That, if and when made available from U.S. Marshal Service, the sum of up to One Hundred Twenty Five Thousand Dollars (\$125,000) is hereby appropriated and authorized for expenditure for the U.S. Marshal Services Program.

(zz) That, if and when made available from the U.S. Department of Transportation Federal Highway Administration, the sum of up to Fourteen Million Four Hundred Thousand Dollars (\$14,400,000) is hereby appropriated and authorized for expenditure for the Build Transportation Grants Program.

(1) That a local cash match of up to Six Million Two Hundred Thousand Dollars (\$6,200,000) is appropriated and authorized to be expended for the Build Transportation Grants Program.

(aaa) That, if and when made available from the Virginia Department of Transportation Highway Safety Improvement Program (HSIP), the sum of up to Six Hundred Ten Thousand Three Hundred Dollars (\$610,300) is hereby appropriated and authorized for expenditure for the Lake Taylor Sidewalk project.

(bbb) That, if and when made available from the Virginia Department of Transportation State of Good Repair - Primary Extension Program, the sum of up to One Million Dollars (\$1,000,000) is hereby appropriated and authorized for expenditure for the project.

(ccc) That, if and when made available from the Virginia Department of Transportation Revenue Sharing Program, the sum of up to Seven Million Dollars (\$7,000,000) is hereby appropriated and

authorized for expenditure for the St. Paul's Roadway Phases I and II project.

(1) That a local cash match of up to Seven Million Dollars (\$7,000,000) is hereby appropriated and authorized to be expended for the St. Paul's Roadway Phases I and II project.

(ddd) That, if and when made available from the Virginia Department of Transportation Smart Scale Program, the sum of up to Seven Hundred Seventy Thousand Dollars (\$770,000) is hereby appropriated and authorized for expenditure for the Granby Street Bike Lanes Project.

(eee) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of up to Fifty Six Thousand One Hundred Dollars (\$56,100) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, Eggleston, Collaborative Community Connections (C3) program.

(fff) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of up to Sixty One Thousand Dollars (\$61,000) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, For Kids, Inc. Permanent Supportive Housing Program.

(ggg) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of Fifty Eight Thousand Seventeen Dollars (\$58,017) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, LGBT Life Center Mental Health Program.

(hhh) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and

Economic Security (CARES) Act, the sum of Seventy Nine Thousand Eight hundred Twenty Seven Dollars (\$79,827) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, LGBT Senior Services Program.

(iii) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of Seventy Four Thousand Eight Hundred Four Dollars (\$74,804) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, City of Norfolk, Emergency Preparedness: COVID-19 Response Program.

(jjj) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of Twenty Five Thousand Dollars (\$25,000) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, Foodbank of Southeastern Virginia, Norfolk Foodbank Services program.

(kkk) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of Two Hundred Fifty Thousand Dollars (\$250,000) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, For Kids Center for Children and Families Program.

(lll) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of One Hundred Thousand Dollars (\$100,000) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, Norfolk Community Services Board, Housing Case Management Program.

(mmm) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of Four Hundred Sixty One Thousand One Hundred Fifty Three Dollars (\$461,153) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, Norfolk Community Services Board, The Center Shelter Program.

(nnn) That, if and when made available from the United States Department of Housing and Urban Development Community Development Block Grant as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the sum of Eighty Five Thousand Dollars (\$85,000) is hereby appropriated and authorized for expenditure for the Community Development Block Grant, Urban Renewal Center, The Center Shelter Program.

(ooo) That the sum of up to One Hundred Thousand Dollars (\$100,000) in Community Development Block Grant - CV funds is hereby appropriated and authorized for expenditure for the Community Development Block Grant, Urban Renewal Center, The Center Shelter Program as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Public Law, if and when such re-programmed funds are made available from the remaining balances of certain identified Community Development Block Grant - CV activities.

(ppp) That the sum of up to One Hundred Thousand Dollars (\$100,000) in Emergency Solutions Grant-CV- funds is hereby appropriated and authorized for expenditure for the Norfolk Community Services Board, Safety Shelter Program, as authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Public Law, if and when such re-programmed funds are made available from the remaining balances of certain identified Emergency Solutions Grant - CV activities.

Section 15:- That there is hereby set-aside from the General Fund revenues a sum sufficient, estimated at Five Million Three Hundred Thousand Dollars (\$5,300,000) to be the amount by which revenue is reduced for the purpose of providing real estate tax exemptions and deferrals for the elderly and disabled

under Chapter 24, Article IV, Division 2 of the Norfolk City Code, 1979, real estate tax exemptions for disabled veterans pursuant to Code of Virginia, Section 58.1-3219.5, and real estate tax exemptions of the principal residences of surviving spouses of members of the armed forces of the United States killed in action, pursuant to Code of Virginia, Section 58.1-3219.9.

The Department of Human Services, as designated by the City Manager, shall administer this program.

Section 16:- There are hereby appropriated the revenues from the taxes imposed on the service district created by Council pursuant to Section 15.2-2400 of the Code of Virginia, 1950, as amended, known as the Downtown Service District (sometimes referred to as the Downtown Improvement District) in the estimated amount set out in a line item in the attachments incorporated into this ordinance, to be used by the Downtown Norfolk Council for the purposes set out in Section 24-212.1 of the Code of the City of Norfolk (1979), as amended, and in Section 15.2-2403 of the Code of Virginia, 1950, as amended.

Section 17:- That the provisions of this ordinance are hereby declared to be severable. If any part, section provision, sentence, clause or phrase, or the application thereof to any person or circumstance, is adjudged to be unconstitutional or invalid for any reason, the remainder of the ordinance shall remain in full force and effect and its validity shall not be impaired, it being the legislative intent now hereby declared that the ordinance would have been adopted even if such invalid matter had not been included or if such invalid application had not been made.

Section 18:- That this ordinance shall be in effect from and after July 1, 2021.

CERTIFICATION OF FUNDING

Account No.: Various

Amount: \$1,358,609,458

List additional account nos. and amounts here

Adopted by Council May 11, 2021
Effective July 1, 2021

TRUE COPY
TESTE:



Richard A. Bull

RICHARD ALLAN BULL

BY:

CHIEF DEPUTY CITY CLERK

Form and Correctness Approved:

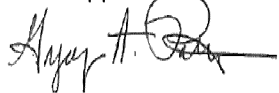
BAP

Pursuant to Section 72 of the City Charter, I hereby certify that the money required for this item is in the city treasury to the credit of the fund from which it is drawn and not appropriated for any other purpose

By: 

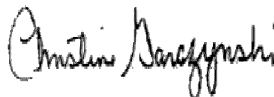
Office of the City Attorney

Contents Approved:



By:

Budget and Strategic Planning



Christine Garczynski, Director of Finance

NORFOLK, VIRGINIA

Ordinance No. 48378

AN ORDINANCE APPROVING THE CAPITAL IMPROVEMENT PLAN BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2021 AND ENDING JUNE 30, 2022; APPROPRIATING \$187,508,200 FOR CERTAIN PROJECTS APPROVED THEREIN; AUTHORIZING AN ISSUE OF BONDS IN THE AMOUNT OF \$122,302,423; AND AUTHORIZING THE EXPENDITURE OF \$65,205,777 IN CASH.

- - -

WHEREAS, on March 30, 2021, the City Manager submitted to the City Council a Capital Improvement Plan for the City for the fiscal year beginning July 1, 2021 and ending on June 30, 2022; and

WHEREAS, it is necessary to appropriate sufficient funds to cover the approved capital projects set forth in the Capital Improvement Plan and to authorize said projects; now therefore,

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the capital projects set forth below in the Capital Improvement Plan for the fiscal year beginning on July 1, 2021 and ending on June 30, 2022, are hereby approved and the amounts totaling \$187,508,200, or so much thereof as may be necessary, are hereby appropriated for the purposes hereinafter set out:

A. General Capital Improvement Projects

<u>Number</u>	<u>Title</u>	<u>Approved Amount</u>
1	Address Major School Maintenance	26,700,000
2	Improve Road Infrastructure in St. Paul's Area	10,000,000
3	Rehabilitate Hampton Boulevard Bridge	7,000,000
4	Support Beach Renourishment	6,493,000
5	Design a Combination Recreation and Library Facility at NFWC	4,000,000
6	Acquire Fleet Vehicles and Equipment	4,000,000
7	Acquire Technology	4,000,000
8	Maintain Municipal Facilities	3,500,000
9	Revitalize St. Paul's Community	3,000,000
10	Improve Street Infrastructure Citywide	2,700,000
11	Improve the Nauticus Facility	2,500,000
12	Improve Infrastructure and Acquire Property	2,500,000
13	Strengthen Neighborhoods through Affordable Housing Initiatives	1,750,000
14	Dredge Beneath the USS Wisconsin BB-64	1,500,000
15	Provide funds to Southside Boys & Girls Club for facility improvements	1,500,000
16	Implement Flood Mitigation at Cambridge Crescent and Carrol Place	1,150,000
17	Design Berkley Square Complex	1,000,000
18	Support Major Demolitions	1,000,000
19	Support Blue/Greenway Amenities in St. Paul's Area	1,000,000
20	Repair, Replace, and Maintain Bridges	1,000,000
21	Enhance Signals and Intersections	1,000,000
22	Reconstruct Westminster Avenue	1,000,000
23	Acquire School Buses	1,000,000
24	Control Beach Erosion	1,000,000
25	Improve Boat Ramps Citywide	900,000
26	Install Signals at Virginia Beach Blvd and Winburne Ln Intersection	800,000
27	Maintain USS Wisconsin BB-64	600,000
28	Improve and Maintain the Zoo	560,000
29	Improve Colonial Avenue for Pedestrians	550,000
30	Improve Neighborhood Streets	550,000
31	Construct Park along East Water Street	500,000
32	Install ADA Ramps Citywide	500,000
33	Upgrade Security at City Facilities	500,000
34	Maintain Fire Stations	500,000
35	Implement RPOS Master Plan	500,000

36	Support Citywide Public Art	350,000
37	Support Jail Improvements	300,000
38	Improve Cultural Facilities	275,000
39	Improve Cemeteries Infrastructure	250,000
40	Support Elizabeth River Trail Capital Campaign	250,000
41	Improve Community and Neighborhood Parks	250,000
42	Acquisition and Demolition of Blighted Properties in Willoughby	200,000
43	Implement Complete Streets Initiative	200,000
44	Improve Existing Community Centers	200,000
45	Improve Harbor Park	165,000
46	Improve Citywide Dredging and Waterways	150,000
47	Convert Street Lights to LED	100,000
48	Improve Street Lights	100,000
Total General Capital		99,543,000
<u>B. Parking Facilities</u>		
49	Refurbish Town Point Garage Elevators	850,000
50	Refurbish Main Street Garage Elevators	600,000
Total Parking Facilities		1,450,000
<u>C. Storm Water Utility</u>		
51	Raise the Downtown Floodwall	8,000,000
52	Construct the Blue/Greenway in St. Paul's Area	6,000,000
53	Improve Storm Water Infrastructure in St. Paul's Area	5,000,000
54	Implement Pond Retrofits Citywide	2,050,000
55	Improve East Ocean View Drainage	2,000,000
56	Improve Overbrook/Coleman Place Drainage	2,000,000
57	Improve Glenwood Park Drainage	1,900,000
58	Improve Glenrock Drainage	1,400,000
59	Create Citywide Flooding Reserve	1,315,200
60	Conduct Sliplining and Major Repairs to Existing Infrastructure	1,200,000
61	Conduct Outfall Maintenance and Dredging	750,000
62	Upgrade the Monticello Avenue Pump Station	600,000
63	Improve Duffys Lane Outfall Extension	500,000
64	Improve Newport Avenue (Talbot Hall) Drainage	300,000
65	Implement Shoreline Restoration	200,000
66	Implement the Green Infrastructure Plan	100,000
Total Storm Water Utility		33,315,200
<u>D. Wastewater Utility</u>		
67	Improve Wastewater Collection System	13,500,000
68	Improve Wastewater Infrastructure in St. Paul's Area	2,000,000
69	Improve Larchmont Wastewater Infrastructure	1,500,000
Total Wastewater Utility		17,000,000
<u>E. Water Utility</u>		
70	Replace Raw and Finished Water Transmission/Distribution	14,850,000
71	Upgrade Water Treatment Plants	12,000,000

72	Replace Lake Smith Culvert	6,000,000
73	Support Watershed Management	3,000,000
74	Improve Water Infrastructure in St. Paul's Area	350,000
Total Water Utility		36,200,000
Grand Total		187,508,200

Section 2:- The issuance of bonds of the City from time to time, in the total principal amount of \$122,302,423 is hereby authorized, in such form and with such terms as shall be established pursuant to future ordinances, of which \$67,302,423 is for General Capital Improvement Projects, \$32,000,000 is for Storm Water Utility Projects, \$8,000,000 is for Wastewater Utility Projects, and \$15,000,000 is for Water Utility Projects.

Section 3:- That the expenditure of \$65,205,777 in cash is hereby authorized in order to provide a portion of the funds appropriated. Of such sum, \$32,240,577 is for General Capital Improvement Projects, which is comprised of \$2,040,577 transferred from the General Fund, \$17,700,000 appropriated and transferred from the FY 2019 and FY 2020 Norfolk Public Schools Budget Savings, and \$12,500,000 appropriated from the General Fund Balance, which is comprised of \$6,500,000 from the anticipated FY 2021 General Fund Budget Savings and \$6,000,000 from the SWIFT Program; \$1,450,000 from the Parking Fund is for Parking Facilities Projects; \$1,315,200 from the Storm Water Fund is for Storm Water Utility Projects; \$9,000,000 from the Wastewater Utility Fund is for Wastewater Utility Projects; and \$21,200,000 from the Water Utility Fund is for Water Utility Projects.

Section 4:- That the Council reasonably expects to reimburse certain expenditures made to interim finance the above-described capital projects from the General Capital Improvement Projects Fund, Storm Water Utility Fund, Wastewater Utility Fund, and Water Utility Fund with the proceeds of the bonds to be issued by the City.

Section 5:- That this ordinance represents a declaration of "official intent" under Treasury Regulations Section 1.150-2(e).

Section 6:- That the expenditures to be reimbursed will be paid from the following funds, which funds have the following general functional purposes:

(a) General Capital Improvement Projects

Fund. Used to account for the financial resources used to finance general capital improvement projects in the Capital Improvement Plan other than those financed by the City's enterprise funds or special revenue funds;

(b) Storm Water Utility Fund. Used to account

for the City's environmental storm water operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the storm water utility;

(c) Wastewater Utility Fund. Used to account for the City's wastewater utility operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the wastewater utility;

(d) Water Utility Fund. Used to account for the City's water utility operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the water utility.

Section 7:- That the appropriate officers or agents of the City are authorized and directed to file a certified copy of this ordinance with the Circuit Court of the City of Norfolk pursuant to Sections 15.2-2607 and 15.2-2627 of the Code of Virginia, 1950, as amended.

Section 8:- That the City Manager, unless otherwise directed by City Council, is hereby authorized to do all things necessary to implement the projects set forth in the Fiscal Year 2022 Capital Improvement Plan Budget.

Section 9:- That the City Manager or his designee is authorized to close out or reappropriate unused Capital Improvement Plan funds in projects that have

been completed. These funds may be reappropriated as sources in future year Capital Improvement Plans.

Section 10: - That the City Manager or his designee is authorized to change, subject to any applicable restriction of law or of any bonds or bond issue, the financing sources for the various capital projects included in this or previous ordinances to reflect effective utilization of the financing sources and actual collections and/or realized revenues. If the financing sources in support of capital projects decline, the City Manager or his designee is authorized to reduce, subject to any applicable restriction of law or of any bonds or bond issue, those appropriations to equal the changed financing source. The accounting records of the City will be maintained in a manner where the total of financing sources is equal to the total appropriations for each of the City's capital projects funds.

Section 11:- That the City Manager or his designee is authorized to transfer from any project that has an excess of funds appropriated for its use to any other project all or any part of such excess. A record of all such transfers shall be maintained by the Director of Finance.

Section 12:- That the City Manager or his designee is authorized to transfer funds from any project authorized with Public Art funds in the Capital Improvement Plan to any other project or pool funds, as needed, to implement any portion of the Capital Improvement Plan.

Section 13:- That, if the City Manager, in consultation with the Director of Finance, determines that it is advisable to finance the acquisition of Short-Term Equipment in an alternative manner, the City Manager, with the approval of Council, is hereby authorized to execute and deliver on behalf of the city non-general obligation bonds, notes, term loan agreements, a master equipment lease agreement or other similar financing agreement (the "Alternative Short-Term Equipment Financing"), to execute and deliver such instruments, agreements, documents or certificates and to do and perform such things and acts, as the City Manager shall deem necessary or appropriate to carry out the transactions relating to the Alternative Short-Term Equipment Financing

authorized by this ordinance, including to solicit and accept proposals to provide Alternative Short-Term Equipment Financing that the City Manager determines to be in the city's best interest and all of the foregoing, previously done or performed by such officers or agents of the city, are hereby in all respects approved, ratified and confirmed.

Should the City Manager determine that it is in the city's best interest to enter into Alternative Short-Term Equipment Financing, the Alternative Short-Term Equipment Financing shall bear interest at a rate not exceeding Six and a Half Percent (6.5%), shall have a final term to maturity not in excess of ten (10) years and shall not exceed Ten Million Dollars (\$10,000,000). The obligation of the city to make payments under any Alternative Short-Term Equipment Financing is subject to appropriation each year by the Council and nothing in this ordinance or the Alternative Short-Term Equipment financing shall constitute a debt or pledge of the faith and credit of the city.

Section 14:- That this ordinance shall be in effect from and after July 1, 2021.

CERTIFICATION OF FUNDING

Account No.: Various
\$187,508,200.00

Amount:

List additional account nos. and amounts here

Adopted by Council May 11, 2021
 Effective July 1, 2021

TRUE COPY
 TESTE:

RICHARD ALLAN BULL

BY:

 CHIEF DEPUTY CITY CLERK

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City Council

**Kenneth Cooper
Alexander, PhD
Mayor**

**Martin A. Thomas Jr.
Vice Mayor
Ward 1**

**Courtney Doyle
Ward 2**

**Mamie B. Johnson
Ward 3**

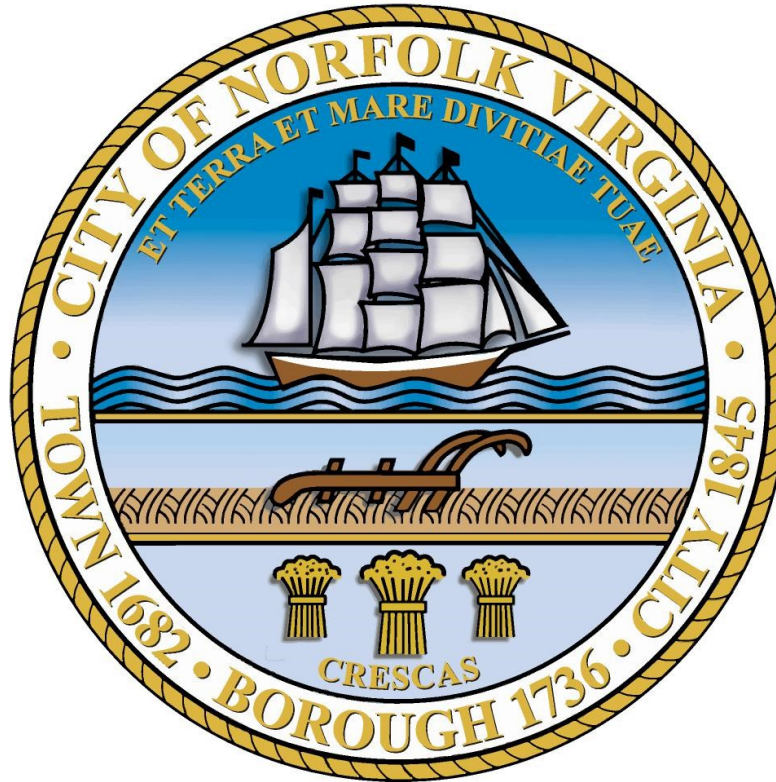
**Paul R. Riddick
Ward 4**

**Thomas R. Smigiel Jr.
Ward 5**

**Andria P. McClellan
Super Ward 6**

**Danica Royster
Super Ward 7**

Adopted Fiscal Year 2022 Budget



FY 2022 Budget Calendar

Date	Event
March 30, 2021	City Manager Presentation of Proposed Budget to City Council
April 8, 2021	Public Hearing on Operating, CIP, and HUD Annual Plan
April 27, 2021	Public Hearing on the Real Estate Tax Reassessment
May 11, 2021	City Council Budget Adoption