



Stay Safe. Stay Healthy. Stay Positive.

CITY OF CHARLOTTESVILLE
OPERATING & CAPITAL IMPROVEMENT BUDGET
ADO/JTED FOR FISCAL YEAR 2020/2021



Prepared by the Office of Budget and Performance Management
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charlottesville
Virginia**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Charlottesville, Virginia for its Annual Budget for the fiscal year beginning July 01, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF CHARLOTTESVILLE'S ORGANIZATIONAL VALUES

LEADERSHIP

We lead with commitment, dedication, and the pursuit of a sustainable and resilient community. We balance the needs and interests of all in our decision making. We clearly communicate our vision and goals throughout the organization. We foster an organizational culture that encourages strategic thinking, initiative and strong performance.

RESPECT

We appreciate differences and seek diverse input in our public processes. We are inclusive within the organization and in the community. We promote diversity and equity and are mindful of the culture and history of our organization, the City and our community.

TRUST

We are accountable to the community for our work. We act ethically and build public trust at all times. We foster open, honest, and direct communication. We are committed to effective stewardship of the City's natural resources and community assets. We perform our duties with attention to fairness, consistency, laws, and policies.



EXCELLENCE

We provide excellent services. We are responsive to requests and seek to implement the most effective approaches to our work. We follow best practices, and we measure the outcomes of our performance. We provide accurate and timely delivery of services.

CREATIVITY

We value innovation in the pursuit of excellence. We are a solution-oriented, problem solving organization. We share ideas and use collaborative strategies to achieve efficient, effective, community-focused results.

VISION

To be one community filled with opportunity.

MISSION

We provide services that promote equity and an excellent quality of life in our community

STRATEGIC PLAN

FY 2018–20 (Extended to FY 2021)

VISION

To be one community filled with opportunity

MISSION

We provide services that promote equity and an excellent quality of life in our community



GOAL 1: An Inclusive Community of Self-sufficient Residents

- 1.1 Prepare students for academic and vocational success
- 1.2 Prepare residents for the workforce
- 1.3 Increase affordable housing options
- 1.4 Enhance financial health of residents
- 1.5 Intentionally address issues of race and equity



GOAL 2: A Healthy and Safe City

- 2.1 Reduce adverse impact from sudden injury and illness and the effects of chronic disease
- 2.2 Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization
- 2.3 Improve community health and safety outcomes by connecting residents with effective resources
- 2.4 Reduce the occurrence of crime, traffic violations and accidents in the community



GOAL 3: A Beautiful and Sustainable Natural and Built Environment

- 3.1 Engage in robust and context sensitive urban planning and implementation
- 3.2 Provide reliable and high quality infrastructure
- 3.3 Provide a variety of transportation and mobility options
- 3.4 Be responsible stewards of natural resources
- 3.5 Protect historic and cultural resources



GOAL 4: A Strong, Creative and Diversified Economy

- 4.1 Develop a quality workforce
- 4.2 Attract and cultivate a variety of businesses
- 4.3 Grow and retain viable businesses
- 4.4 Promote tourism through effective marketing



GOAL 5: A Well-managed and Responsive Organization

- 5.1 Integrate effective business practices and strong fiscal policies
- 5.2 Recruit and cultivate a high quality and diverse workforce
- 5.3 Provide responsive customer service
- 5.4 Foster effective community engagement



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CITY OF CHARLOTTESVILLE

To be one community filled with opportunity

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May 18, 2020

Mayor and Members of City Council
City Hall
Charlottesville, VA 22902

Dear Honorable Mayor and City Council Members:

On Monday, March 2, 2020, I presented to you my proposed budget for fiscal year (FY) 2021. At that time, the projected revenues for FY21 were \$196,620,521. However, those projected revenues have drastically decreased since the declaration of local and state emergencies in response to Coronavirus 2019 (COVID-19). After reassessing and re-evaluating our potential revenue losses for this current fiscal year, it became quite evident that FY21 would also be impacted by COVID-19. This is primarily due to the closure, as well as the modification of services provided by businesses who have traditionally produced tax (sales, meals and lodging) revenues for our City. There will also be a significant loss in indirect revenues from not having students on campus and tourists who attend annual functions at the University of Virginia.

Over the years, the sales, meals and lodging revenue items have been a stable source of revenue for the City. The rapid onset of COVID-19 in March caused this upward growth pattern to shift downward. As a result of this new reality, the adopted FY20 budget was revised to show this change in revenue. For illustration purposes, the adopted FY20 budget forecasted that these three (3) line items were projected to produce \$30,979,753 in revenue. However, as the local economy began to diminish, this monetary figure was reduced to \$27,725,628 (a \$3,254,125 reduction). Based upon this projected loss in revenue during the last quarter of FY20, the FY21 Adopted budget will reflect a similar trend.

After many months of deliberation about our overall financials with both the Budget and Revenue Teams, I was extremely confident in our initial projected revenues for FY21. As we eagerly inched closer toward achieving our goal of adopting the budget for FY21, it became relatively clear that our revenue projections for the current fiscal year (FY20) were being negatively impacted by COVID-19. This resulted in a modification of our projected revenues for FY21. The proposed budget for FY21 had revenues for sales, meals and lodging taxes set at \$31,950,505. This was an increase of \$970,752 from the adopted FY20 (\$30,979,753) budget. The revised budget for FY21 reflects a loss in sales, meals and lodging tax revenue of \$2,320,960.

These revenue adjustments have played a vital role in our quest to develop a proposed and sustainable budget for FY21. The other areas of concern are property taxes, State revenues,

business/professional licenses, utility taxes and recreation income. There is an abundance of variables that can negatively or positively influence these budget line items. On the one hand, our local economy could start to show signs of recovery once restrictions are eased on businesses and the “Stay at Home” order is lifted. Conversely, the “Stay at Home” order, as well as the restriction on businesses could be extended and our local economy could sink even further. Due to these unknown factors, the Budget and Revenue Teams will closely monitor these funds for any fluctuations that may occur.

In order to stay within this monetary framework with our proposed tax rate of \$0.95 for Calendar Year (CY) 20, the proposed spending plan for FY21 will have to emulate FY20. The adopted FY20 expenditure budget was \$188,863,920, which is equivalent to the adopted revenues for FY20. Our first proposed budget submission for FY21 was \$196,620,521. However, as more information and data became available about the potential impact that COVID-19 could have on our global economy, these planned expenditures for FY21 had to be reduced. The revised expenditures for FY21 is \$191,195,873, which is \$5,424,648 less than our proposed expenditure amount of \$196,620,521.

There were several proposed expenditures (Contractual Services \$108K; Golf \$128K; Schools \$2,126,258; Outside Agencies (Vibrant Community Fund) \$200K; and Departmental Reductions from Original FY21 Budget \$2,736,056) in the original FY21 proposed budget that are being defunded in our revised budget for FY21. By removing funding that was added as mid-year adjustments in FY20, as well as removing the additional projected expenditures in our original FY21 proposed budget, allowed us to revert to a new starting base budget that kept expenses level with the adopted spending plan for FY20. There were also several additions made to the expenditure budget during FY20, as well as certain additional FY21 expenditure increases that will need continued funding in the FY21 budget. These expenditure increases (including Home to Hope \$350K; Police CRB \$150K; Food Equity Grant Match \$155K; Social Services \$300K; Transit \$542K; and CACVB \$108K) will have to be accounted for in the FY21 funding plan.

These revenue and expenditure adjustments in both fiscal years were key to balancing the proposed FY21 budget. However, as previously mentioned, these projected revenues and expenditures can still be adjusted upward or downward through an amendment process, which may be necessary due to COVID-19 and its unpredictable effect on the economy. In order to be prepared for these unforeseen financial matters in FY21, the proposed Capital Improvement Program (CIP) for non-bondable projects in FY21 were deferred for a year. By moving these non-bondable CIP projects to the next fiscal year, the City was able to save \$6.1M. This will be in addition to another \$1.4M that was recaptured through our ongoing refinement of revenue sources and expenditures. These funds will be held in a reserve fund to address any revenue shortfalls or unexpected expenses that may occur in FY21.

Unfortunately, many of our projected revenues and expenditures that were presented in our originally proposed budget for FY21 were reduced as a result of COVID-19. These reductions resulted in revenue projections falling from \$196,620,521 to \$191,195,873. Although this is a difference of \$5,424,648 in projected revenues from what was proposed in March, there will not

be a tax rate increase to compensate for these lost revenues. The tax rate will remain constant at \$0.95 and our total budget, which is inclusive of all funds, will be \$345M.

Charlottesville City Schools

In my original proposed budget for FY21, the Charlottesville City Schools (CCS) was projected to receive a transfer of \$59.5M. This was an increase of \$2.1M or 3.71% more than FY20. However, due to COVID-19 and its projected impact on our forecasted revenues for the City, the contribution to CCS was decreased to \$57.4M. This was the same allocation that was provided to CCS in FY20.

As in the previous FY and despite our financial challenges due to COVID-19, the funding of our public school system will continue to be a top priority in FY2021. Every FY, the City allocates 40% of its new personal and property tax revenues to Charlottesville City Schools (CCS). Over the past two (2) FYs, CCS has received \$6.1M (FY19-\$2.7; FY20-\$3.4M) in new increased funding from the City. The City also transfers a significant amount of funding for Capital expenditures (Lump Sum-\$1.2M; Small CIP-\$300K; HVAC Replacement-\$750K; Reconfiguration-\$3M; and Priority Improvements-\$1.25M).

The City also continues to provide CCS with monetary support for unplanned operational costs that may arise throughout the FY. In FY2020, CCS requested funding from the City Council to hire six (6) gifted certification teachers for grades K-6. The cost to finance these new fulltime positions was \$468K. There were two (2) sources (Strategic Initiatives Fund-\$156K; City-Wide Reserve Fund-\$312K) used to fund this mid-year expenditure.

In its revised budget for FY21, the CCS requested \$1.3M in funding to address these positions and other expenditures. This would provide CCS with \$58.7M of its \$88.8M total budget for FY21. These additional funds will come from the City reserve fund and GF. This will reduce our reserve fund from \$7.9M to \$6.6M.

Capital Improvement Program

Prior to the onset of COVID-19, the original FY21 proposed Capital Improvement Program (CIP) had a projected expenditure budget of \$35.3M. This was an increase of \$403K from the adopted FY2020 CIP budget. The 1.14% increase in allocations was considerably less than it was from FY2019 to FY2020. However, during those two (2) previously mentioned fiscal years, there was a 51.27% increase in CIP expenditures. The aforesaid percentage represents a difference of \$11.9M.

The revised CIP budget for FY21 has projected revenues that total \$25,794,842. This is approximately \$9,508,836 (\$35,303,678) less than what was originally proposed for FY21. There is also a noticeable difference in our transfer from the GF to our CIP. The original proposed CIP budget had a GF transfer of \$7,367,841. This allocation was reduced to \$900K in the revised FY21 CIP budget. As a result of these budget reductions, the revised CIP budget for FY21 will only have funding for bondable and a limited amount of non-bondable projects. By deferring these projects, the City was able to transfer \$6.1M into its reserve account. These funds will be used to account for any revenue shortfalls that may occur throughout the duration of this pandemic.

Balancing

There are many factors that must be taken into consideration when balancing a municipal budget and especially during this pandemic. This is primarily due to the vast number of financial requests that are received on an annual basis from City departments, as well as outside agencies. In most cases, these desired needs and wants far exceeds our projected FY revenues. As you can imagine, it takes a considerable amount of time to thoroughly review and evaluate each submission for funding. In order to conduct these affairs in a timely manner, a cross-section of professionals from various City departments meet on a weekly basis to discuss these budgetary matters. This model provides everyone with a fair and equitable chance to receive funding.

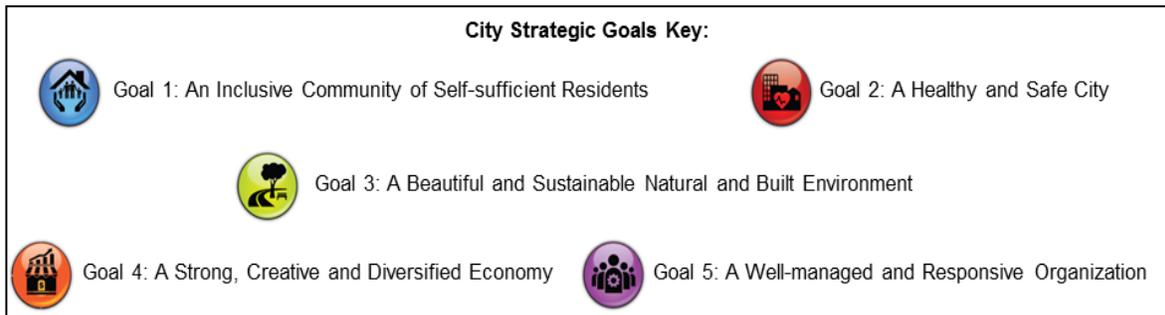
As you can remember, during the preliminary stages of developing our original proposed budget for FY2021, revenues were projected to be \$195,211,887 with \$202,730,862 in estimated expenditures. This difference resulted in a budget gap of \$7,518,975. At that time, there were some positive financial trends following these earlier forecasts that increased revenues by \$1,408,634 (\$196,620,521). However, there was still a deficit of \$6,110,341. As a result of this shortfall, the expenditure submissions from departments and other agencies were reduced in order to balance the original proposed FY21 budget.

Unfortunately, the onset of COVID-19 created a new set of issues that further impacted our ability to create an equilibrium between revenues and expenditures for FY21. The revised budget for FY21 has revenues and expenditures set at \$191.2M. This is \$5.4M less the original proposed revenue and expenditure budget of \$196.6M. This reduction in expenditures was caused by a projected loss in tax revenues from sales, meals and lodging, as well as other revenue sources. The only unknown variable at this time are real estate and personal property taxes. If there is a reduction in any of the abovementioned taxes, these shortfalls can be offset by our reserve fund for a short period of time. In advance of this possibly occurring, the budget and revenue teams have worked with due diligence to establish financial plans that will address such matters.

The following sections of this budget document will provide you with further insight into our revenue projections, operational/capital expenditures, strategic planning priority areas, budget priorities and funding for external/non-profit agencies.

Major Expenditure Priorities and Drivers

This budget preserves the standards we set for delivering high quality services while also taking into consideration the need to ensure long-term sustainability and the impacts of COVID-19. It is also important that we keep our commitment to alignment with the City's Strategic Plan. Throughout the document you will see the icons below to illustrate the alignment. Over the next year, Council will be reviewing the plan and making revisions and updates for future goals and budget alignment.



Below are some highlights of expenditures included in this budget that fall under the priorities of the Strategic Plan.



City Schools

Continues a strong commitment to the schools, providing \$1.34M in new operational funding as well as a \$3.4M investment in their capital program.



City Council Initiatives

Provides new funding of \$655K for new programs initially approved by Council in FY 20 to address issues of equity.



- Police Citizen Review Board - \$150K
- Food Equity Program - \$155K
- Home to Hope - \$350K



Compensation and Benefits

- Maintains level funding for employee compensation and benefits.
- Fully funds the City’s Actuarial Retirement Contribution for the Retirement Fund, at a cost of \$10.5 million in the General Fund.

I would like to thank the budget team and those who participated in our budget planning process for fiscal year 2021. These individuals have worked with due diligence over a number of months to prepare a balanced budget for your review and consideration. It is our belief that the proposed budget meets your goals and objectives for this upcoming fiscal year.

Sincerely,

Tarron J. Richardson, Ph.D.
City Manager

FY 2021 Operating Revenue Changes
(Adopted Budget FY 2020 to Proposed Budget FY 2021)

Local Taxes

Real Estate Tax	\$5,015,644
Transient Occupancy (Lodging) Tax	(253,032)
Sales and Use Tax	(495,669)
Personal Property Tax (Local Portion)	500,000
Meals Tax	(601,507)
Tax on Bank Stock	(100,000)
Utility Services Consumer Tax	97,512
Other Local Taxes	63,439
Public Service Corporation Tax	31,159
Cigarette Tax	(40,000)
Virginia Communications Sales and Use Tax	(200,000)

Licenses and Permits

Business, Professional, Occupational License Fee	(\$1,475,000)
Building and Other Permits	125,000
Fire Inspection Fees	(83,000)
Vehicle Licenses	(15,000)

Intergovernmental Revenue

Fire Department Operations - University of Virginia Agreement	\$23,588
DMV Select Office Commissions	3,626
Misc. Intergovernmental Revenue	(2,663)

Charges for Services

Emergency Medical Services (Ambulance) Revenue Recovery	\$200,000
PILOT: Utilities Funds	116,107
Reimbursable Overtime: Public Safety	66,579
Waste Disposal Fees	15,000
Internal City Services (IT fees from Non General Funds)	(26,575)
Parks and Recreation Revenue	(358,859)

Misc. Revenue

Interest Earned	(\$50,000)
Rent	19,956
Other Miscellaneous Revenue	\$250,000

Previous Fiscal Year Carryover Funds

City Council Strategic Initiative Funds	(\$44,000)
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Transfers from Other Funds

Human Services Fund	(\$772,579)
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City/County Revenue Sharing

Operating Budget Portion	\$6,458,029
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Net Operating Revenue Changes	\$8,467,755
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FY 2021 Designated Revenue Changes

(Adopted Budget FY 2020 to Proposed Budget FY 2021)

City/County Revenue Sharing: Transfer to Capital Improvement Program	(\$6,068,323)
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Transfer to Capital Improvement Program - Mall Vendor Fees	(31,250)
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Meals Tax Revenue: Transfer to Debt Service	(36,229)
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Net Designated Revenue Changes	(\$6,135,802)
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Total General Fund Revenue Changes	\$2,331,953
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FY 2021 Operating Expenditure Changes
(Operating Budget FY 2020 to Operating Budget FY 2021)

City Schools	\$ Change
City Contribution to Schools	1,343,000
City Council Initiatives	
Home to Hope Program	350,000
Food Equity Program	155,000
Police Citizen Review Board	150,000
Sister City Program	(15,000)
Employee Compensation and Training	
Living Wage Adjustments	(95,000)
Health Care Cost Savings	400,000
Corporate Training Fund	(55,860)
City Department Service Enhancements and Efficiencies	
Rent and Tax Relief	(88,952)
Voter Registrar - increased operations due to 2020 Presidential Election	66,332
Contributions to Nonprofit and Outside Agencies (Major Changes)	
Albemarle-Charlottesville Regional Jail	(562,541)
Blue Ridge Regional Detention Center	(186,466)
Emergency Communications Center	(17,786)
Charlottesville - Albemarle Health Department	34,525
JAUNT	193,500
Jefferson Madison Regional Library	(16,223)
Charlottesville - Albemarle Convention and Visitor's Bureau	108,770
SPCA	15,259
Interagency Transfers	
Transfer to Golf Course	(128,000)
Transfer to Department of Social Services	300,000
Transfer to Human Services Fund	(20,750)
Other Changes	
Other Decreases and Increases (Net)	(27,584)
Citywide Reserve	6,674,971
Participatory Budgeting	15,000
Marketing Assistance - City Restaurants	(124,440)
Net Operating Expenditure Changes	8,467,755

FY 2021 Designated Expenditure Changes

(Designated Budget FY 2020 to Designated Budget FY 2021)

	\$ Change
Transfer to Capital Improvement Program Fund	(6,099,573)
Transfer to Debt Service Fund (Meals Tax Portion)	(36,229)
Net Designated Expenditure Changes	(\$6,135,802)
Total General Fund Expenditure Changes	\$2,331,953



Acknowledgements

As with many of the programs of the City of Charlottesville, the development of the budget takes team effort. The Office of Budget and Performance Management, with the City Manager's Office, develops the budget with the assistance of many other individuals in the City government. This acknowledgment identifies a number of the key individuals who shared in the development of this budget. Many others who assisted are not individually identified. We thank all of you!

City Manager	Dr. Tarron J. Richardson
Deputy City Managers	Letitia Shelton, Paul Oberdorfer
Sr. Budget and Management Analysts	Ryan Davidson, Krisy Hammill
Charlottesville Area Transit	Garland Williams, Janice Woodson
City Manager's Office	Terry Bentley, Teresa Pollak
Circuit Court	Llezelle Dugger
City Attorney	John Blair, Barbara Ronan
City Sheriff	James Brown, Kara Thomas
Chief of Staff/Clerk of Council	Kyna Thomas
Commissioner of the Revenue	Todd Divers
Communications Office	Brian Wheeler, Joe Rice
Economic Development	Chris Engel
Finance Department	Chris Cullinan, Glen Pack, Jeffrey Davis, Gail Hassmer, Charles Philipin, Vernice Grooms
Fire Department	Andrew Baxter, Emily Pelliccia
General District Court	Mary Trimble
General Registrar	Melissa Morton
Human Resources	Michele Vineyard
Human Services	Kaki Dimock, Misty Graves
Information Technology	Sunny Hwang
Juvenile & Domestic Relations Court/ Court Services Unit	Martha Carroll, Jodie Shelley, Tammy Gallimore
Magistrate's Office	Avnel Coates
Neighborhood Development Services	Alex Ikefuna, Missy Creasy, Sharon Patterson
Social Services	Diane Kuknyo, Laura Morris
Parks and Recreation	Todd Brown, Vic Garber, Brian Ray, Rion Summers
Police Department	RaShall Brackney, Captain Joe Hatter, Megan Arevalo
Public Works	Jonathan Dean, Scott Hendrix, Kristel Riddervold, Marty Silman, Harold Young, Mark Zavicar
Treasurer	Jason Vandever, Chad Thorne
Utilities	Lauren Hildebrand, Mary Kay Kotelec

Charlottesville City Council

Charlottesville voters, at large, elect a five-member Council to serve as the City's legislative and governing body. The members serve four-year terms, and they elect one Councilor to serve as Mayor and one as Vice Mayor for two years. Municipal elections are held in November in odd-numbered years. The terms of Council members are staggered so that three are elected in one year and two are elected two years later. The Mayor presides over meetings, calls special meetings, makes some appointments to advisory boards and serves as the ceremonial head of government. The Vice Mayor substitutes whenever the Mayor is unavailable. City Council appoints the City Manager, City Assessor, the Council Chief of Staff/Clerk of Council and members of major policing making Boards and Commissions.

Council makes policy in the areas of city planning and finances, human services, public safety and justice, public utilities, and transportation. It has specific powers to pass ordinances, levy taxes, collect revenues, adopt a budget, make appropriations, issue bonds, and provides payment of public debts.



Mayor Nikuyah Walker



Vice Mayor Sena Magill



Councilor Heather Hill



Councilor Michael Payne



Councilor Lloyd Snook

Introduction to the Budget

This **Fiscal Year 2020-2021** budget for the City of Charlottesville is presented in a user-friendly style that easily explains the City's fund structure and budget allocations. An introductory section is followed by sections detailing budget highlights, revenues and expenditures, expenditures for Management, Citywide (Non Departmental Activities, Debt Service, Fund Balance Target Adjustment, Employee Compensation and Training), Internal Services, Financial Services, Healthy Families and Community, Infrastructure and Transportation, Public Safety and Justice, School Operations, the Capital Improvement Program, and Other Non General Funds.

In addition to these broad categories, an index is provided for quick and easy reference. We hope this document is easy to read, interpret, and use in understanding the City's budget for Fiscal Year 2020-2021. Our goal is to provide a straightforward document that presents the citizens of Charlottesville with a clear explanation of how their tax dollars are helping to support a variety of quality services and programs important to our city.

Contact Information

City Council (All Members)

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Sena Magill, Vice Mayor
Heather Hill
Michael Payne
Lloyd Snook

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www.charlottesville.gov/budget

The Purpose of Budgeting

Budgeting has several major purposes. First and foremost, budgeting is a formal way to convert the City's long-range plans and policies into services and programs for the citizens of the City of Charlottesville. The budget also details these services and programs in terms of costs. The City's budget informs the City Council and the public of the City government's plans for the coming fiscal year (July 1, 2020 - June 30, 2021), and provides the Council with the opportunity to review and decide the level of services to be provided to our citizens.

Budgeting also outlines the revenues (taxes, fees, and others) that are needed to support the City's services, including the rate of taxation to be adopted for the coming fiscal year. Finally, the budget adopted by City Council becomes a work plan of objectives to be accomplished over the coming year.

The City's Fund Structure

The City's financial management system is divided into a number of funds. A separate sum of money is set aside for each fund. Funds are established for special program groups which usually have specific revenue sources associated with their expenditures. The City's major funds, which are subject to appropriation by City Council, are:

1. General Fund (Operating)
2. Enterprise Funds (Utilities and Golf Funds)
3. Capital Improvement Program Fund
4. Internal Service Funds
5. Other Non-General Funds

The **General Fund** is usually referred to as the operating fund and is used to finance the day-to-day operations of the City. It is the largest part of the City's total financial operation. Revenues for this fund are obtained from taxes, licenses and permits, intergovernmental revenue, charges for services, fines, interest, and City/County Revenue Sharing funds.

Enterprise Funds consist of the operating and capital budgets of the Gas, Water, Stormwater and Wastewater programs in the City. Other enterprise funds include the Golf Course, Charlottesville Area Transit, and Parking Fund. These funds account for each of their respective operations as if they were each a separate, self-supporting business.

The **Capital Improvement Program Fund** is used to account for all financial resources that are needed in the acquisition or construction of capital assets. Revenues for this fund are obtained from bond issues, a transfer from the General Fund, a contribution from the City Schools for their small capital projects program, and contributions from Albemarle County for shared projects.

Internal Service Funds are governmental funds that consist of the operating and minor capital budgets of the Communication systems and Fleet Management. These funds primarily provide services and support to other City departments and are used to account for the goods and services provided by one department to other departments or agencies on a cost-reimbursement basis.

Other Non-General Funds include the following:

- **Equipment Replacement Fund** – The City’s fleet consists of 661 vehicles and pieces of equipment, 493 of which are replaced using this fund. The other 168 are Utilities, Fire apparatus and Social Services vehicles replaced by other means.
- **Facilities Repair Fund** – Provides funding to preserve the City’s investment in non-school facilities.
- **Retirement Fund** – This is a trust (fiduciary) fund supported by contributions paid by the City, based on actuarial calculations, that provides City employees with a pension to supplement social security benefits upon retirement.
- **Risk Management Fund** – Provides accounting for the City’s risk management program.
- **Debt Service Fund** – Provides necessary funds to retire the City’s general government outstanding bond indebtedness and related costs.
- **Health Care Fund** – The Health Care Fund is the funding source for the City’s health related benefits provided to participants in the City’s health care programs.

The Basis of Budgeting

The basis of budgeting for the City of Charlottesville is the same as the basis of accounting used in the governmental fund financial statements. All budgets are presented on the modified accrual basis of accounting, under which revenues and related assets are recorded when measurable and available to finance operations during the year, and expenditures, other than compensated absences and interest on debt, are recorded as the related fund liabilities are incurred. Revenues considered prone to accrual consist primarily of property taxes, certain grants, and sales and utility taxes. Any property taxes that are not due as of June 30th are recorded as deferred revenues. Budgets for City and School operations, Utilities and Debt Service are adopted on an annual basis. Budgets for the Capital Projects Fund and Other Funds are continuing appropriations beyond the fiscal year. It is the intention of the City Council that appropriations for capital projects continue until completion of the project.

Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles (GAAP).

The Budget Process

Capital Improvement Program (CIP) Development

For a detailed description of this process, see *pg. E-1*, Capital Improvement Program.

Operating Budget – Expenditure and Revenue Development

The City’s operating budget process begins in the fall when departments prepare their budget requests. Around this time, the City Manager presents the City’s long-term financial forecast, Budget Guidelines (*pg. A-8*), and Long-term Financial Policies (*pg. A-9*) to City Council. Based on the available forecasts, City Council formally amends and/or adopts the Budget Guidelines and Long-Term Financial Policies. Council also holds budget worksessions throughout the fall and early winter to provide further guidance to staff in budget preparation.

From late September to mid-January, departmental budget requests and agency budget requests are submitted to the Office of Budget and Performance Management and reviewed individually with each department by the **Budget Review Team (BRT)**. The BRT consists of the City Manager, Deputy City Managers, Finance Director, Human Resources Director, Information Technology Director, Purchasing Manager and both Sr. Budget and Management Analysts.

Estimated revenue forecasts are finalized by the **Revenue Team** simultaneous with the development of the expenditure budgets. The **Revenue Team** is made up of the City Manager, Deputy City Managers, City Treasurer, Commissioner of Revenue, Director of Economic Development, Finance Director and the Office of Budget and Performance Management.

The City Manager's Proposed Budget, along with the School's Budget, is presented to City Council at the first Council meeting in March. The City is required to present a balanced budget where revenues (money that is received from taxes, fees, intergovernmental sources, etc.) equal expenditures. A series of City Council work sessions and public hearings are held during the months of March and April (**Budget Calendar, pg. A-7**). The City and School budget is formally adopted by City Council each year no later than April 15th.

Budget and Fund Appropriation

An annual operating budget is adopted for the General Fund. Within the General Fund, budgets are legally adopted at the departmental level. The City Manager is authorized to transfer the budget for personnel cost (salaries and fringe benefits), if necessary, between departments; however, any other revisions that alter the total expenditures of any department or agency must be approved by City Council with an appropriation. Unexpended appropriations lapse at the end of the fiscal year unless carried over by Council action. Budgets for City and School operations, Utilities and Debt Service are adopted on an annual basis. Budgets for the Capital Projects Fund and Other Funds are continuing appropriations beyond the fiscal year. It is the intent of the City Council that appropriations for capital projects continue until completion of the project and that funds accumulated in the Debt Service Fund be dedicated to future debt service.

Legal Budgeting Requirements

City Code Sec. 11-1

The City Manager shall keep the Council fully advised of the City's financial condition and shall, on or before March fifteenth in each year, prepare and submit to the Council a tentative budget for the next fiscal year. Such budget shall be in conformity with the provisions of the Charter and of this Code and the general law, and shall contain estimates of the financial needs and resources of the City for such fiscal year and a program of activities which in the City Manager's judgment will best meet the needs of the City and its people, considering resources available.

City Code Sec. 11-2

The council shall cause to be prepared by the City Manager an annual budget containing all proposed expenditures and estimated revenues and borrowing for the ensuing year, and at least thirty (30) days thereafter shall order a city levy as provided for by state law and sections 14, 19 and 20 of the Charter. The Council shall adopt or approve the annual budget and shall make such city levy prior to April fifteenth in each year.



FY 2021 Budget Calendar Public Meetings

<u>Topic</u>	<u>Date</u>	<u>Time</u>	<u>Location</u>
Council Work Session <i>Infrastructure and Capital Improvement Program</i>	September 12, 2019	6:00 PM	City Space
Council Work Session <i>Capital Improvement Program</i>	November 13, 2019	6:00 PM	Carver Recreation Center
Planning Commission Work Session <i>FY 21-25 Capital Improvement Program</i>	November 26, 2019	5:00 PM	NDS Conference Room
Planning Commission Public Hearing <i>FY 21-25 Capital Improvement Program</i>	December 10, 2019	6:00 PM	City Council Chambers
City Council Retreat <i>To Include Budget Discussions</i>	January 23, 2020	1:00 PM	Jefferson School
Council Work Session <i>Budget Development</i>	February 6, 2020	5:00 PM	City Space
Proposed City and Adopted School Budgets Presented to Council	March 2, 2020	6:30 PM	Council Chambers
Council Work Session <i>FY 2021 Budget – Revenues and Expenses</i>	March 5, 2020	5:00 PM	City Space
Council Work Session <i>FY 2021 Budget – Outside and Non Profit Agencies</i>	March 12, 2020	5:00 PM	City Space
First Budget and Tax Rate Public Hearings	March 16, 2020	6:30 PM	Council Chambers
Council Meeting/Tax Levy Approval <i>Revised FY 2021 Budget Development</i>	April 20, 2020	6:00 PM	Virtual Meeting
Council Work Session <i>FY 2021 Revised Budget Discussion</i>	May 4, 2020	6:30 PM	Virtual Meeting
Community Budget Forum and Council Work Session <i>FY 2021 Revised Budget Discussion</i>	May 6, 2020	6:30 PM	Virtual Meeting
Second Budget Public Hearing/ Budget Approval First Reading	May 18, 2020	6:30 PM	Virtual Meeting
Budget Approval Second Reading	June 1, 2020	6:30 PM	Virtual Meeting

Budget Guidelines (As Adopted by City Council)

Each fall, Budget Office staff presents five-year revenue and expenditure forecasts (*pg. B-15*) and a draft set of Budget Guidelines for the upcoming fiscal year that Council will formally adopt. This assists the City Manager's Office and the Office of Budget and Performance Management in planning and preparing a balanced budget by establishing broad goals that guide decision making for the upcoming and future fiscal years.

1. Annually review major local tax rates.
2. Develop operational budgets within projected available revenues.
3. Focus on Council's Strategic Vision Areas and Strategic Plan Goals:

2025 Vision Areas

Economic Sustainability
 A Center for Lifelong Learning
 Quality Housing Opportunities for All
 Charlottesville Arts and Culture
 A Green City
 America's Healthiest City
 A Connected Community
 Community of Mutual Respect
 Smart, Citizen Focused Government

Strategic Plan Goals

1. An Inclusive Community of Self-Sufficient Residents
2. A Healthy and Safe City
3. A Beautiful & Sustainable Natural & Built Environment
4. A Strong, Creative and Diversified Economy
5. A Well-managed and Responsive Organization

4. Continue to incorporate the use of performance measures to assist in making decisions that support budget priorities related to the City's Strategic Plan, the goal being to use measures as a management and decision-making tool during the budget process.
5. Continue the strong commitment to education by allocating up to 40% of new City real estate and property tax revenue to schools.
6. Invest strategically in employees by providing adequate pay, benefits, training, technology resources, support, and appreciation.
7. Annually review the amount of the living wage being paid by the City to its employees and continue to require the payment of a living wage under City contracts subject to City Code sec. 22-9.
8. Fund no new programs or major expansion of existing programs without fully offsetting revenues or reductions in expenditures.
9. Balance reinvestment in the City's existing infrastructure and facilities and creation of new opportunities for investing in the future of the City.
10. Conduct the Agency Budget Review Team process, jointly with Albemarle County, to evaluate agency requests for program congruence with Council's strategic areas.
11. Transfer at least 3% of general fund expenditures to the Capital Improvement Fund (CIP). Initially, these funds will be held in a reserve fund to address any revenue shortfalls or unexpected expenses that may occur related to COVID-19.
12. Budget a reserve for Council Strategic Initiatives.
13. Budget a Fund Balance Target Adjustment pool of funds to help ensure that the City continues to meet the important financial policy of maintaining an unappropriated fund balance in the General Fund. (See Long Term Financial Policies, *pg. A-9*)

Long Term Financial Policies

The Long-Term Financial Policies are reviewed by City Council each year along with the Budget Guidelines. These policies support a financial planning process that assesses the long-term financial implications of operating and capital budgets, budget policies and guidelines and cash management and investment policies.

1. Maintain a minimum General Fund balance of at least 14% of General Fund budget.
This policy provides the City with sufficient working capital and a margin of financial safety to address unforeseen, one-time expenditure emergencies or significant unforeseen declines in revenues in a specific fiscal year. In the event of a drawdown, the reserve must be replenished to the 14% level within three years. More detail can be found on pg. E-8.
2. Maintain a minimum Downturn Reserve Fund balance of no less than 3% of General Fund budget.
Drawdown of this reserve can occur in the event that revenues decline by more than 1.5% of current fiscal year estimate and will be limited to less than half of the balance of the Downturn Reserve Fund. In the event of a drawdown, the reserve must be replenished to the 3% level within three years. More detail can be found on pg. E-8.
3. Maintain sufficient working capital in the utility funds (Water, Wastewater, Gas, Stormwater).
4. Stabilize all non-general funds by ensuring they have a positive fund balance.
5. Debt service as a percentage of the general fund total expenditure budget has a ceiling of 10%, with a target of 9%. In calculating compliance with this ratio, the City will exclude debt serviced by dedicated revenues, i.e. self-supporting debt.
6. Transfer an amount equivalent to 1 percent of the meals tax rate to the Debt Service Fund to be used for debt service.

Investment Policy

The City's Investment Policy has been established by the Treasurer (an elected "constitutional officer") of the City of Charlottesville and is designed to ensure effective management of the day-to-day investment activity for the City and to increase non-tax revenues by investing funds when not needed for current obligations. The objectives of the policy are as follows:

1. All investments shall be in compliance with the Code of Virginia Sections §2.2-4400 et seq. and §2.2-4500 et seq. and Trust Agreements, where applicable.
2. The cash management and investment activities of the City shall be conducted in a manner which is consistent with prevailing prudent business practices which may be applied by other public organizations of similar size and financial resources.
3. All investments and deposits will be managed to accomplish the following fundamental goals:
 - **Safety of Principal** - The single most important objective of the investment program is the preservation of principal of those funds within the Investment Portfolio.
 - **Maintenance of Liquidity** - The Investment Portfolio will be managed at all times with sufficient liquidity to meet all daily and seasonal needs, as well as to fund special projects and other operational requirements which are either known or which might reasonably be anticipated.
 - **Maximizing Return** - The Investment Portfolio shall be managed so as to maximize the return on investments within the context and parameters set forth by the safety and liquidity objectives above.

STRATEGIC PLAN FY 2018 – 2020 (Extended to 2021)

The most current Strategic Plan consists of these goals and objectives:

Goal 1: An Inclusive Community of Self-sufficient Residents



- 1.1 Prepare students for academic and vocational success
- 1.2 Prepare residents for the workforce
- 1.3 Increase affordable housing options
- 1.4 Enhance the financial health of residents
- 1.5 Intentionally address issues of race and equity

Goal 2: A Healthy and Safe City



- 2.1 Reduce adverse impact from sudden injury and illness and the effects of chronic disease
- 2.2 Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization
- 2.3 Improve community health and safety outcomes by connecting residents with effective resources
- 2.4 Reduce the occurrence of crime, traffic violations and accidents in the community

Goal 3: A Beautiful and Sustainable Natural and Built Environment



- 3.1 Engage in robust and context sensitive urban planning and implementation
- 3.2 Provide reliable and high quality infrastructure
- 3.3 Provide a variety of transportation and mobility options
- 3.4 Be responsible stewards of natural resources
- 3.5 Protect historic and cultural resources

Goal 4: A Strong, Creative and Diversified Economy



- 4.1 Develop a quality workforce
- 4.2 Attract and cultivate a variety of businesses
- 4.3 Grow and retain viable businesses
- 4.4 Promote tourism through effective marketing

Goal 5: A Well-managed and Responsive Organization



- 5.1 Integrate effective business practices and strong fiscal policies
- 5.2 Recruit and cultivate a high quality and diverse workforce
- 5.3 Provide responsive customer service
- 5.4 Foster effective community engagement

The Strategic plan was adopted in June 2017 and implemented as a 3-year plan for FY 2018 - 2020. In November 2019, three out of five council members were newly elected. With a majority of the Council not taking office until January 1, 2020, Council decided to delay the update and extend the use of the current plan through FY 2021.

This budget document illustrates the alignment between the allocation of resources and the strategic plan priorities, goals and objectives. This is done for both new funding initiatives and existing ones that are in place and ongoing. Throughout the document, icons indicate alignment between strategic plan goals and departments/programs.

Major Highlights of the Budget

General Fund Revenues

Revenue Increases

- **Real Estate Taxes**- This budget keeps the City's Real Estate Tax rate at 95 cents per \$100 of assessed value. The revenue increase for real estate, based on the current rate of 95 cents per 100 dollars assessed value, is \$5 million in new revenue over FY 20.
- **Personal Property Tax** revenue is projected to increase by \$500,000 due mainly to increased motor vehicle stock in the City and an overall increase in the value of vehicles.

Revenue Decreases

- **Business Licenses Taxes** revenue is decreasing by \$1,475,000, as a result of the projected decline in gross receipts for local business due to COVID-19. This represents a 18% decrease from the FY 20 revised budget projection.
- **Sales and Use Tax** is projected to decrease by \$495,669, or almost 4.13% from FY 20. Staff continues to keep an eye on this revenue trend and the effects of the COVID-19 pandemic, because while these revenues were showing continued improvement in actual collections, future projections are not anticipating the same level of growth.
- **Transient Occupancy (Lodging) Tax** revenue for FY 21 was expected to show continued strong performance however due to COVID-19 it is projected to see a 3.87% or \$253,032 decrease from the FY 20 original budget projections.
- **Meals Tax** is decreasing by \$601,507. This tax was showing consistent growth since FY 11 until the onset of COVID-19. The Meals Tax rate was increased from 5% to 6% as part of the FY 20 Adopted Budget. The FY21 budget projections are showing a 4.83% decrease from the FY20 original budget projections.

Balancing the Budget

- COVID-19 presented some unusual challenges when trying to balance the FY 21 budget. While there are many projections as to what impact the pandemic will have on the City's budget, there are still many unknown factors at this time. In an effort to maintain the City's financial stability during this time, a decision was made to hold most expenditures level with FY 20 amounts. There were a few necessary increases for things such as new programs which were funded mid-year in FY 20, the contribution to schools and several other contractual increases. Additionally, cash funded capital projects are being deferred and the General Fund contribution to the Capital Improvement Program (CIP) will be held in a contingency account in the General Fund to help off-set any additional economic downturns.

General Fund Expenditure Highlights

Strategic Plan Priority Areas



Affordable Housing

- This budget includes \$2.4M in FY 21, and over \$30.7M in the five-year capital program for several affordable housing initiatives, including redevelopment of public housing sites, and supplemental rental assistance.
- \$1.4M in funding is budgeted for the Charlottesville Housing Affordability Program (CHAP) that will provide real estate tax grants to any City resident who owns and occupies property in the City and whose household income is \$55,000 or less (and meets other eligibility requirements).
- In addition, the Tax and Rent Relief for Elderly and Disabled programs will receive \$431,512 in funding for FY 21.



Race and Equity

- \$155,000 is included for the second year of a grant match for the Food Equity program which received initial approval and funding from City Council mid-year in FY 20.



Workforce Development and Economic Development

- The FY 21 Budget continues to invest in the various programs that support both of these priorities, including the Downtown Job Center, Growing Opportunities (GO) workforce development programs, the Home to Hope program, job fairs and community events, and work done by staff to promote Charlottesville as a premier location for business and collaborate with entrepreneurs and existing businesses seeking to grow here.



Safety and Security

- Civilian Review Board (CRB) – City Council seated the first CRB board in February 2020. This board will act as an oversight body for the Charlottesville Police Department and its members are appointed by City Council. The board will be composed of eight members: three (3) members will be residents of the City of Charlottesville who come from historically disadvantaged communities that have traditionally experienced disparate policing or who are residents of public housing; three (3) members will be residents of the City of Charlottesville who are not City of Charlottesville employees, candidates for public office, former members of the Charlottesville Police Department, immediate family members of a current Charlottesville Police Department employee, or current law enforcement agency employees; one (1) member who resides or works in the City and who represents an organization that seeks racial or social justice on behalf of historically disadvantaged communities; one (1), Non-voting member who has policing expertise or experience \$150,000 is funded in this budget towards personnel and operating expenses for this newly created office.



Other Budget Areas

Compensation and Benefits

- The living wage for FY 21 will remain at \$15.00 an hour.
- Because the City has experienced several favorable claims years, meaning actual claims have been lower than projected costs, the Healthcare Fund has a healthy reserve balance. For FY 21, there will be no increase to the City's contribution towards employee healthcare.
- Strong investment returns in the City's Pension fund help contribute to a lower actuarial required contribution rate for FY 21. The City's contribution for retirement costs for both the defined benefit and the defined contribution plan total \$16,720,637.

City Schools

- This budget continues a commitment to the City Schools, providing \$1.3M in new operating funding for FY 21. \$468,000 of the \$1.3M increase is a continuation of funding for the gifted teacher program that was also funded mid-year FY20.
- Through the City's Capital Improvement Program (CIP), this budget continues funding \$1.25 million a year in an unallocated fund that the schools can use for priority capital improvement initiatives of their choice, in addition to the over \$1.95 million for general capital improvement dollars and HVAC replacement funds a year.

General Fund Transfers to Debt Service and Capital Improvement Program (CIP)

- The General Fund contribution to the Debt Service Fund is \$8.6M to support the five-year CIP and to keep the City within its debt limit policies.

Service Enhancements and Efficiencies

- **Office of the General Registrar** will see an increase of \$66,332 to cover additional expenses related to voter law changes and the upcoming presidential election.

Outside and Nonprofit Agencies

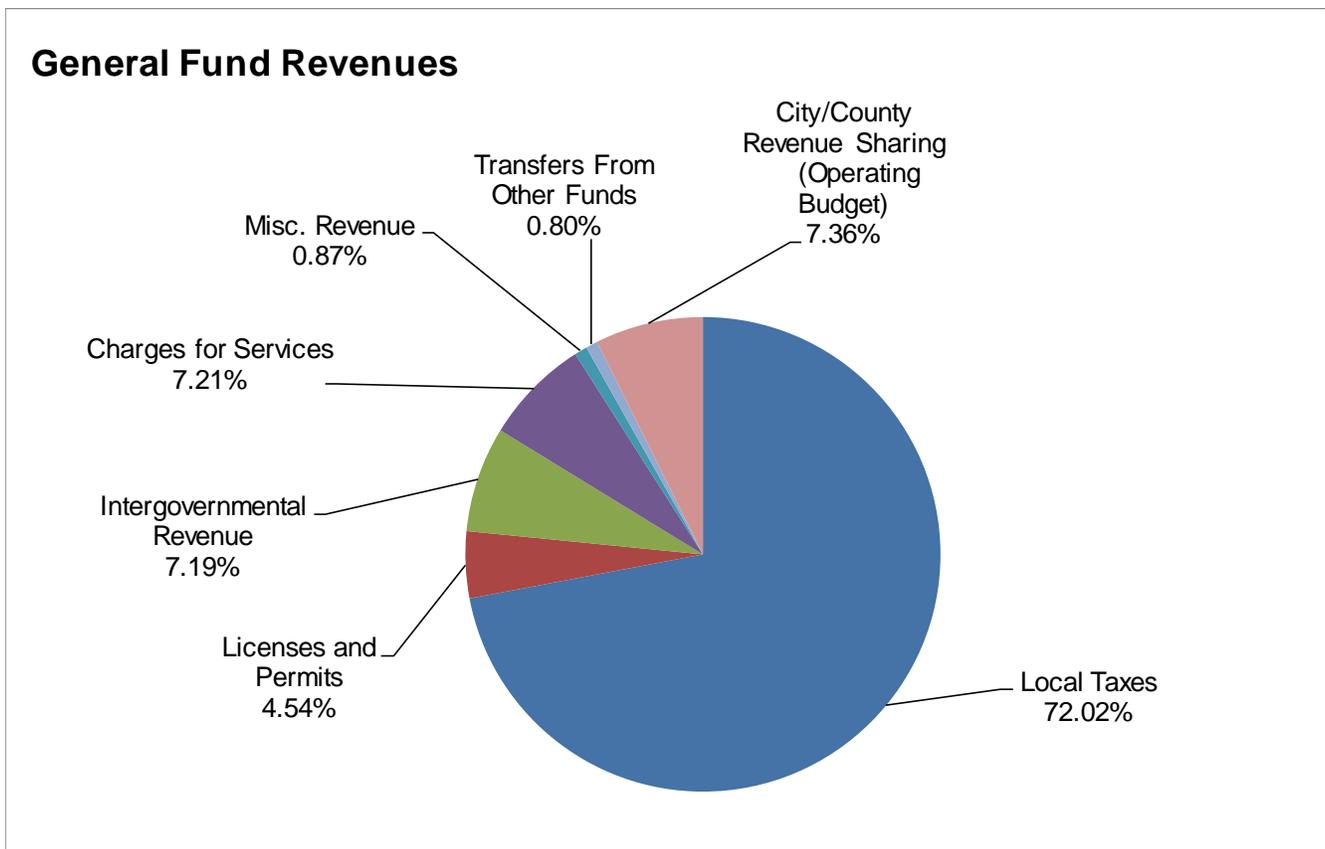
- The funding review process for all outside nonprofit human service focused agencies, formerly referred to as the Agency Budget Review Team Process (ABRT), underwent significant changes for the FY 21 review cycle. That new process, now known as the Vibrant Community Fund process, was the result of a year-long review led by City Council members, community members, and staff. The Vibrant Community Fund adopted 5 broad funding priority areas: Education and Youth; Jobs and Wages; Community and Public Safety; Affordable Housing; and Health. The process allowed for three ways of requesting City support: operational grants under \$25,000 (with an abbreviated application), operational grants over \$25,000, and capacity building grants of up to \$10,000. All funding was zero-based and not predicated on any previous allocations from the City. Applications were reviewed by a panel of local residents with lived experience and individuals with human service and/or grantmaking experience, using objective criteria.

The initial FY21 funding recommendations resulted in numerous shifts in both the number of agencies and programs to be funded, as well as the amounts of funding for those agencies recommended for funding through the Vibrant Community Fund. However the circumstances under which City Council considered the initial Vibrant Community Fund requests are substantially different due to the COVID pandemic – projected revenues and expenses are likely changed, the way nonprofits deliver service and communicate with each other has changed, the way we think about next year and the future has changed. The FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. City Council requested additional information from the agencies and made specific funding allocations based on the information received. Final agency funding decisions were made and appropriated on July 20, 2020 after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (**N-12**).

- Of the agencies evaluated by the Office of Budget and Performance Management, major changes are summarized below:
 - JAUNT – increase of \$193,500
 - Jefferson Madison Regional Library – decrease of \$16,223
 - Albemarle/Charlottesville Regional Jail – decrease of \$562,541
 - Blue Ridge Juvenile Detention Center (BRJDC) – decrease of \$186,466
 - Emergency Communications Center – decrease of \$17,786
 - Charlottesville-Albemarle Health Department – increase of \$34,525
 - Charlottesville-Albemarle Society for the Prevention of Cruelty to Animals (SPCA) – increase of \$15,259

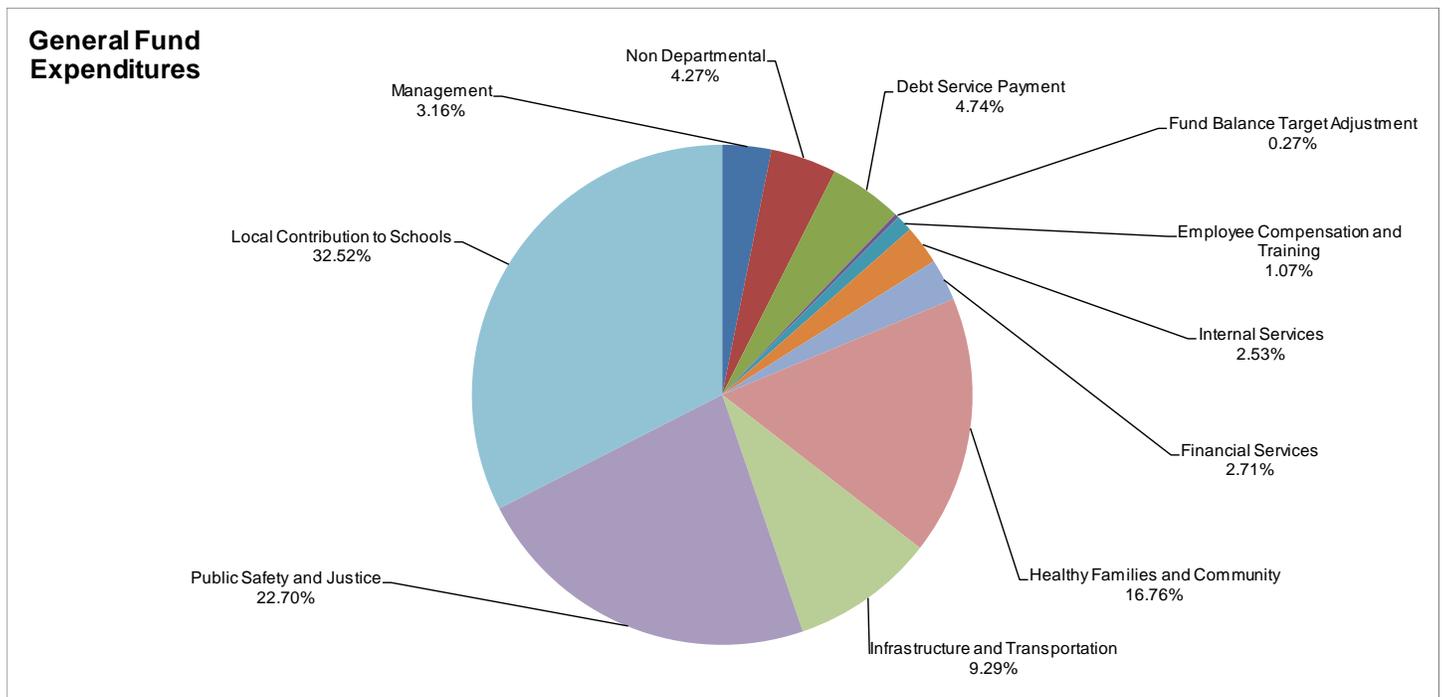
General Fund Revenue Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
General Fund Revenue						
Local Taxes	\$112,471,770	\$119,608,562	\$126,030,812	\$130,048,358	\$4,017,546	3.2%
Licenses and Permits	10,688,145	11,013,102	9,648,500	8,200,500	(1,448,000)	(15.0%)
Intergovernmental Revenue	12,431,502	12,949,648	12,959,869	12,984,420	24,551	0.2%
Charges for Services	10,409,438	13,059,056	13,011,843	13,024,095	12,252	0.1%
Misc. Revenue	1,694,803	1,660,357	1,344,000	1,563,956	219,956	16.4%
Carryover Funds	0	0	44,000	0	(44,000)	(100.0%)
Transfers From Other Funds	2,073,475	1,566,680	2,222,579	1,450,000	(772,579)	(34.8%)
City/County Revenue Sharing (Operating Budget)	10,290,321	9,921,594	6,831,284	13,289,313	6,458,029	94.5%
TOTAL OPERATING BUDGET	\$160,059,454	\$169,778,998	\$172,092,887	\$180,560,642	\$8,467,755	4.9%



General Fund Expenditure Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
General Fund Expenditures						
Management	\$5,202,745	\$5,938,083	\$5,243,871	\$5,703,015	\$459,144	8.8%
Non Departmental	1,200,074	1,177,328	847,855	7,703,386	\$6,855,531	808.6%
Debt Service Payment	7,968,000	8,560,788	8,560,788	8,560,788	\$0	0.0%
Fund Balance Target Adjustment	0	0	481,905	481,905	\$0	0.0%
Employee Compensation and Training	854,482	1,686,116	1,677,747	1,926,887	\$249,140	14.8%
Internal Services	1,473,085	4,307,746	4,569,980	4,569,980	\$0	0.0%
Financial Services	4,823,396	4,900,650	4,889,008	4,889,008	\$0	0.0%
Healthy Families and Community	28,252,234	29,931,511	31,236,670	30,257,666	(\$979,004)	(3.1%)
Infrastructure and Transportation	13,856,781	15,124,325	15,096,861	16,765,722	\$1,668,861	11.1%
Public Safety and Justice	42,165,631	41,309,834	42,121,579	40,992,662	(\$1,128,917)	(2.7%)
Local Contribution to Schools	51,330,604	53,998,202	57,366,623	58,709,623	\$1,343,000	2.3%
TOTAL OPERATING BUDGET	\$157,127,033	\$166,934,583	\$172,092,887	\$180,560,642	\$8,467,755	4.9%



Explanation of FY 2021 Revenues

Services provided by the City of Charlottesville are funded by a variety of revenue sources: local, state, federal, and other intergovernmental revenue. When preparing revenue estimates for the budget, a team of staff reviewed prior year revenue activity, current year to date activity, and future factors that will affect the City's economic vitality. City staff uses a variety of revenue projection techniques in order to ensure the accuracy of the revenue projections.

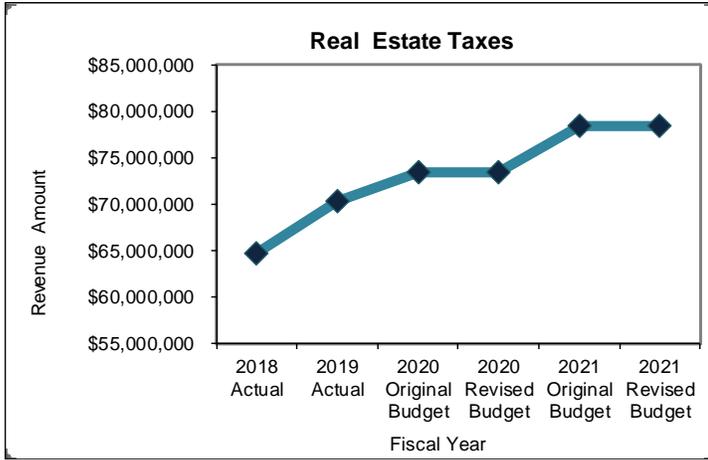
- Informed/Expert Judgment (e.g. the advice of a department head)
- Deterministic Techniques (e.g. formulaic revenues)
- Time Series Techniques (e.g. moving averages and predictive statistics)
- Estimates from the Commonwealth of Virginia (e.g. transfer payments)
- Long Term Forecasting (e.g. looking five years out at the start of the budget process in order to better plan for future revenue conditions and expenditure needs)

In practice, most revenue projections combine two or more of these techniques. Generally, the amount of revenue available to the City depends on current and future economic activity. Below is a listing of the major revenue sources for the City of Charlottesville, which collectively make up 88.5% of the total General Fund revenue collected by the City of Charlottesville.

Revenue Source	FY 2021 Projection	% of General Fund Total Revenues
Real Estate Taxes	\$78,353,270	41.0%
Meals Tax	14,295,064	7.5%
City/County Revenue Sharing	14,589,313	7.6%
Sales & Use Taxes	11,504,331	6.0%
Personal Property Taxes	9,800,000	5.1%
State Assistance	8,153,176	4.3%
Business & Professional Licenses	6,225,000	3.3%
Transient Occupancy Tax	6,282,721	3.3%
Payment in Lieu of Taxes: Utilities	6,091,667	3.2%
Utility Services Consumer Tax	5,024,112	2.6%
PPTRA	3,498,256	1.8%
Virginia Communications Sales & Use Tax	2,600,000	1.4%
Recreation Income	1,335,824	0.7%
Public Service Corporation Taxes	1,459,389	0.8%
TOTAL	\$169,212,123	88.5%

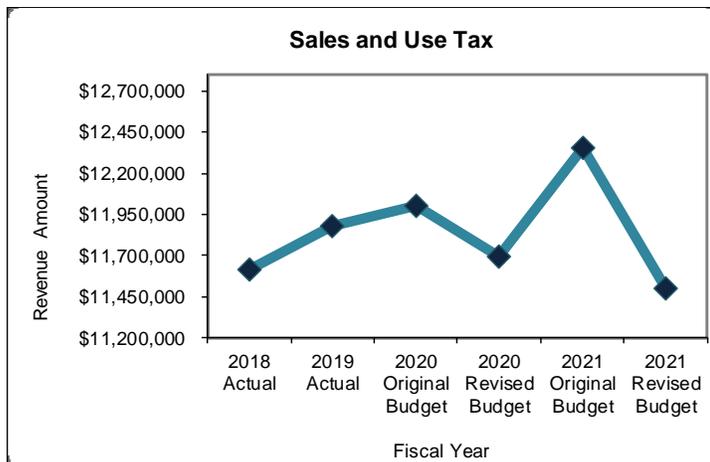
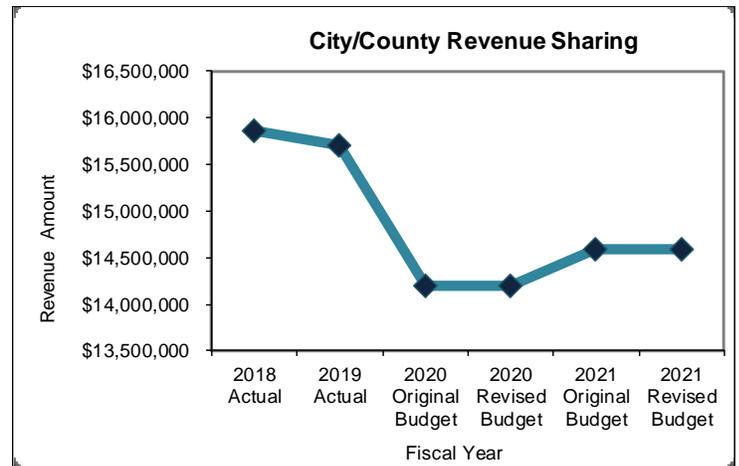
In the following section, a graph has been presented for several of the major revenues listed in the above chart. This provides a graphical representation of the trend data that was used when the revenue projections were made for FY 21. The data in the graphs represents the amount of actual revenue collected for FY 17 – FY 19, along with the originally budgeted amounts and revised revenue estimates for FY 20, all of which were important factors in projecting the revenues for FY 21. In addition, due to the substantial changes in revenue that were caused by the effects of the COVID-19 pandemic, the following section contains the revenue projections from the originally proposed FY 21 budget and the new revised revenue estimates adopted for FY 21.

Major Local Revenue – Descriptions and Trend Data

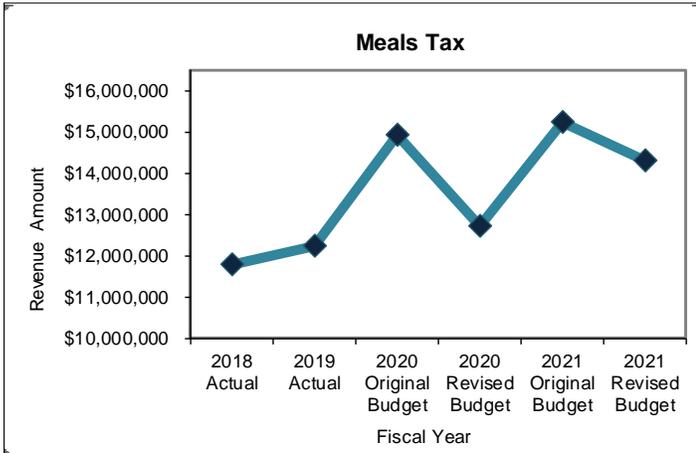


Real Estate Taxes are the largest source of revenue for the City. They are *ad valorem* taxes based on the assessed value of real property owned by businesses, individuals, and corporations. They are assessed at 100% valuation, with tax rates being applied per \$100 of assessed value. For FY20 the revised projections were reduced by approximately \$1.4M based on the potential for non-payment of bills in FY20. While there is some anticipated impact on the CY21 assessments, which will feed into the FY21 revenue amounts, at this time we are still projecting no change to the FY21 overall revenue estimates. Current estimates do account for some amount market changes and non-payment in FY21. **The proposed tax rate for FY 21 is \$.95 per \$100 of assessed value.**

City/County Revenue Sharing is based on an agreement between the City of Charlottesville and the County of Albemarle dated February 17, 1982. The agreement requires the County to contribute a portion of its real property tax base to the City in exchange for the City's agreement to forgo annexation of any County property. The FY 21 transfer from the County is calculated in part from the CY 18 total assessed values for real property for the City and County. The majority of this revenue is dedicated to projects and operations that benefit City and County residents alike, including replacement of transit infrastructure and transportation improvements, enhancements to parks and recreation facilities and programs, public safety enhancements, and road and infrastructure maintenance.

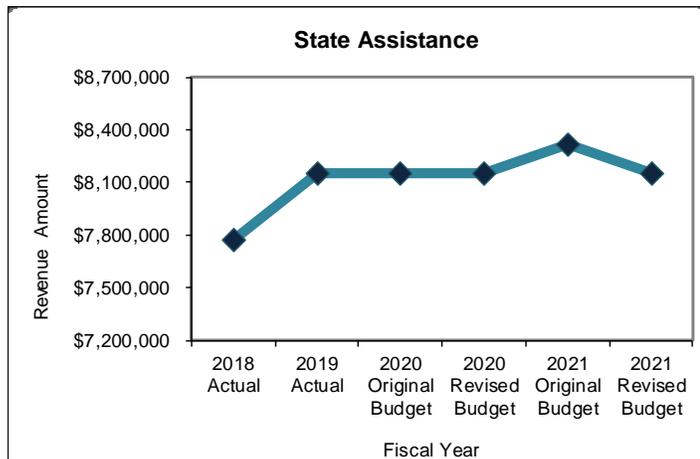
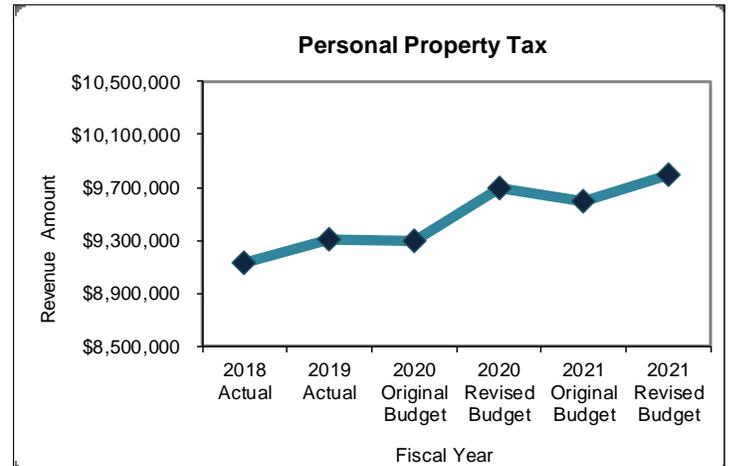


Sales and Use Taxes are revenues received by the City from 1-cent of the 5.3-cent State sales tax generated within the City. Growth in this revenue has been positive the past few years and due to continued strong performance FY 20 projections were initially revised to show a 2.5% increase from the original budget projections. With the onset of the COVID-19 pandemic those projections were revised downward to show a projected loss of 2.5%, which is a 5% reduction from the original revised projections. The collection projections for April 2020 we reduced by 25%, with an increase in collections of approximately 5% each month. This resulted in a decrease of approximately 7% from original FY21 projections. **The Sales Tax rate is 5.3% for general sales purchases and 2.5% for non-prepared foods (implemented July 1, 2005).**

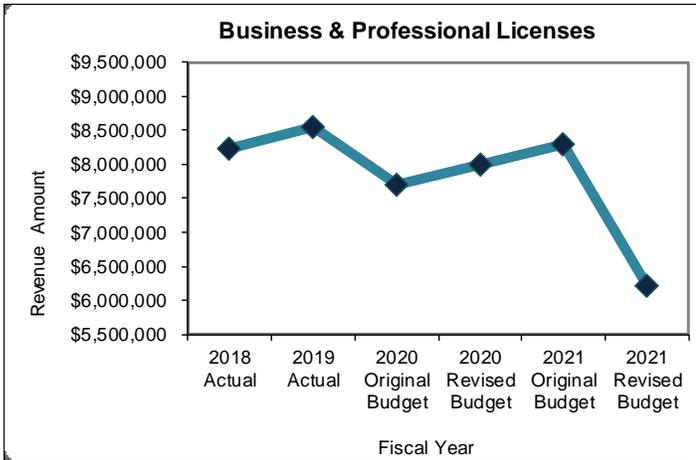


Meals Tax is assessed on the sales price of prepared food and beverages sold in the City. 1-cent of the tax rate is dedicated to the Debt Service Fund to pay off the future debt of bond issuances used to pay for capital projects. The remaining is dedicated to the General Fund. Between FY 11 and FY 19, this tax has shown consistent growth. The large increase in collections between FY19 and FY 20 is due to the rate being increased from 5% to 6%. Due to the COVID-19 pandemic, March collections came in approximately 30% below projections, projected April collections were reduced to 50% and May collections to 40% of original projections with a 5% - 10% increase monthly through Nov 2020. The FY21 revised budget projections are showing a 6.0% decrease from the FY 21 original budget projections. **The FY 21 proposed tax rate is 6%.**

Personal Property Taxes are levied on vehicles owned by individuals and businesses, as well as tangible property owned by businesses. The initial revised FY20 projections were approximately \$10M based on increased book values. With the potential for some non-payment, projections for FY20 were reduced to \$9.7M. We are anticipating some impact on business tangibles reported in CY2021, but business tangible and machinery and tools make up a fairly low proportion of all personal property revenue. FY 21 Personal Property Tax revenue is projected to increase by 2.1% from the FY 21 original proposed budget amount. This projected increase is due mainly to the increase in the overall value of vehicles registered in the City. **The tax rate for FY 21 is unchanged at \$4.20 per \$100 of assessed value.**

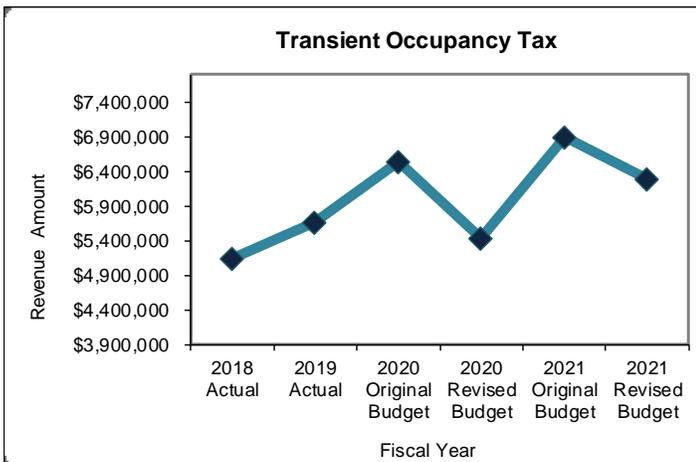
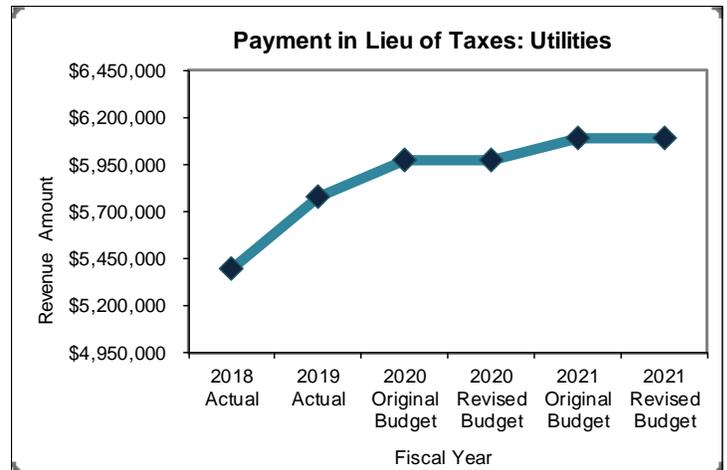


State Assistance consists of four major revenue items: **Constitutional Officer Reimbursement**, which is determined by the State Compensation Board on an annual basis for the elected official offices, including the Treasurer, Commissioner of Revenue, Sheriff, Clerk of the Circuit Court, and Commonwealth's Attorney; **State Highway Assistance** is highway maintenance funds received from the State based on a formula which includes road type, lane miles, and rate of payment per lane mile; **State Aid for Police Protection**, where the amount of revenue received by the localities is based upon a proportional formula that uses the adjusted crime rate index for the locality as its base. Due to the uncertainty with the State budget at this time we are projecting level funding in FY 21 as opposed to the increases that were included as part of original FY21 Proposed budget.

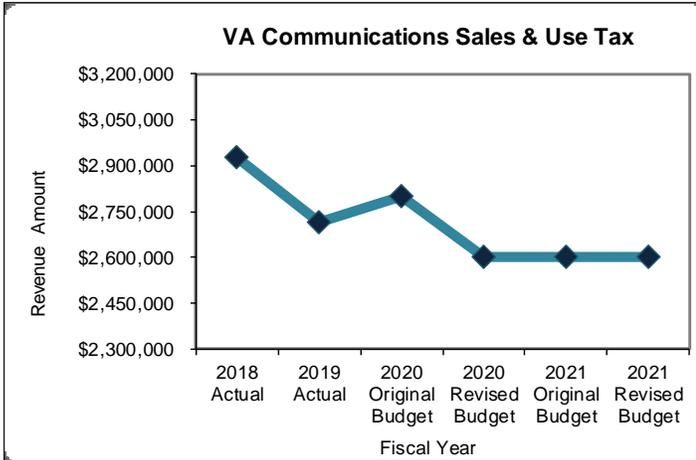


Licenses and Permits are a category of revenues collected from permits and privilege fees required by the City. The largest of these sources is the **Business and Professional Licenses**, which is a local license fees on the privilege of doing business within the City. These fees are based on the gross receipts of the business applying for the license. Business and Professional Licenses are estimated to bring in \$6.2 million in FY 21, which represents a 25% decrease from the FY 21 original proposed budgeted figure, and a 19% decrease from the FY20 original budget projection.

Payment in Lieu of Taxes: Utilities covers the property taxes and business licenses that city-owned water, wastewater, and gas operations would pay if they were private businesses. The payment in lieu of taxes for the utilities is calculated by a predetermined formula. In FY 21, this revenue item is estimated to generate approximately \$6.09 million in revenue, a 1.9% increase from the FY 20 original budgeted figure.

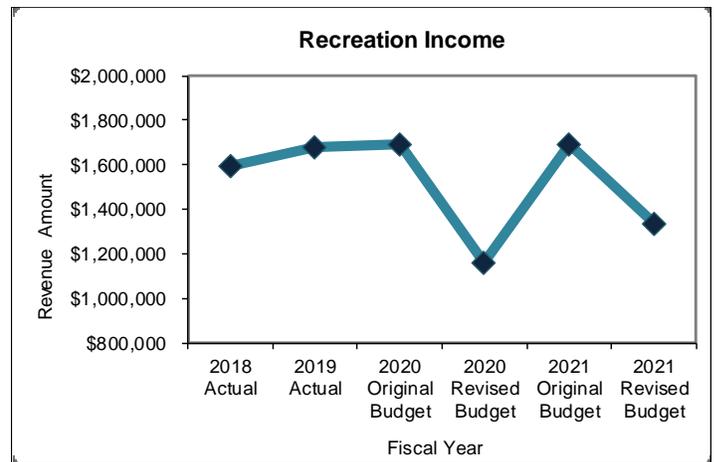


Transient Occupancy Tax, often called the lodging tax, consists of taxes assessed on the use of rooms in hotels, motels, and boarding houses. The projected revenue in the FY 20 Adopted budget saw an increase of over \$1.24 million (21.9%) from the prior fiscal year. This was due to the adopted tax rate increase from 7% to 8%; and the estimated room occupancy rates, and average daily room rates for the City were continuing to increase. Due to the effects of COVID-19, March collections came in approximately 25% below projections, and April collection projections have been reduced to 20%, and May collections to 30% of original projections with a 10% increase monthly through November 2020. These changes resulted in a \$1.8M reduction for the revised FY20 projections and a 6.7% decrease in the FY21 revised figure from what was originally proposed for FY21. **The FY 21 tax rate is 8%.**



Effective January 2007, the consumer tax on telephone service, the E-911 service tax, the tax on Cable service, and the Cable Franchise fee were rolled into one revenue stream called the **Virginia Communications Sales & Use Tax**. The tax is levied in the amount of 5% of the sales price of each communications service. This is a State administered local tax and the City is reimbursed on a monthly basis. This tax continues to see a steady decline over the past several years and is projected to decrease again by approximately 7.1%. The increase in cell phone usage and internet entertainment providers for television services as opposed to traditional land line phone service and cable television service can at least in part explain this steady decline.

Recreation Income is derived from a variety of sources, including access pass fees to recreation centers, summer pass fees to outdoor pools, daily admissions to indoor and outdoor recreational facilities, as well as multiple fee-based recreation programs held at a variety of facilities. Additional income is received from the rental of recreational facilities, picnic shelters, garden plots, etc. and participation fees for adult league sports such as volleyball and softball. Due to the closure of the majority of the City recreational facilities and the cancellation of many scheduled classes and programs, due to safety measures taken related to the COVID-19 pandemic, revised FY20 revenue projections have been reduced by 31.4% and revised FY21 revenue projections have been reduced by 21.1%



Tax and Fee Rates (Including Legal Caps)

	Proposed Fiscal Year 2020-2021	Proposed Fiscal Year 2020-2021
Real Estate Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
	<i>58.1-3321 - no cap, but effective tax rate increases must be publicly advertised 30 days prior to hearing.</i>	
Personal Property Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
	<i>No cap; 58.1-3008- authorizes different rates for different classes</i>	
	<i>58.1-3524- Beginning Tax Year 2006, PPTRA requires reduced rates on qualifying vehicles, applied to value < \$20,000</i>	
Machinery and Tools Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
	<i>No cap; 58.1-3008- authorizes different rates for different classes</i>	
Mobile Home Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
	<i>58.1-3522 - assess in line w/real estate tax; 58.1-3280 - assess @ fair market value</i>	
Sales Tax - General ⁽¹⁾	5.3%	5.3%
	<i>58.1-605 (B)- Cap: rate may not exceed 1% (included in the 5.3% cap)</i>	
Sales Tax - Food (Excludes prepared food) ⁽²⁾	2.5%	2.5%
	<i>58.1-611.1 - Cap: rate may not exceed 1% (included in the 2.5% cap)</i>	
Restaurant/Meals Tax	6.0%	6.0%
	<i>58.1-3840 (no cap for City)</i>	
Transient Occupancy (Lodging) Tax	8.0%	8.0%
	<i>58.1-3840 (no cap for City)</i>	
Cigarette Tax	\$.55 per pack	\$.55 per pack
	<i>58-1.3830 (no cap for City)</i>	
E-911 Fee ⁽³⁾	\$.75/phone line	\$.75/phone line
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Cable Franchise Fee ⁽³⁾	5%	5%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
	<i>15.2-2108.1:1: no new or renewed cable franchise entered after 1/1/2007 may include a franchise fee (see 2006 House Bill 568)</i>	
PEG Fee (Cable)	\$.35/month	\$.35/month
Utility Services Consumer Tax (Gas, Water, Electric)	10%	10%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Utility Services Consumer Tax (Telephone and Cable) ⁽³⁾	5%	5%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Refuse Collection		
	<i>15.2-928-No Cap</i>	
Trash Sticker Fee	12 Gallon - \$1.05 each 31 Gallon - \$2.10 each	12 Gallon - \$1.05 each 31 Gallon - \$2.10 each
Trash Decal Fees ⁽⁴⁾		
32 Gallon Can	\$94.50 Annually	\$94.50 Annually
50 Gallon Can	\$147.50 Annually	\$147.50 Annually
64 Gallon Can	\$189.00 Annually	\$189.00 Annually
96 Gallon Can	\$283.50 Annually	\$283.50 Annually
96 Gallon Can - Daily Collection	\$491.40 Quarterly	\$491.40 Quarterly
Large Item Pickup Fee	\$35 for first occurrence; \$50 for second occurrence; \$100 for third and subsequent occurrences	\$35 for first occurrence; \$50 for second occurrence; \$100 for third and subsequent occurrences
Motor Vehicle License Fee	Up to 4,000 lbs. - \$28.50 Over 4,000 lbs. - \$33.50 Motorcycles - \$8.50	
	<i>46.2-752(A) - Cap: may not exceed amount of</i>	
Courthouse Maintenance Fee	\$2.00 per court case	
	<i>17.1-281 - Cap: \$2.00</i>	
Courtroom Security Fee	\$10.00 per conviction	
	<i>53.1-120 - Cap: \$10.00</i>	

- (1) Of this 5.3% collected by the State, 1% is returned to the locality to support public education and .3% was be dedicated to transportation projects.
- (2) This second Sales Tax rate for non-prepared foods (i.e., grocery stores) was adopted by the State as of .
- (3) Starting in January 2007, these taxes are rolled into one revenue: the **Virginia Communications Sales** ; State in an effort to streamline communications taxes. The revenue is collected by the State and the City i still considered a local tax.
- (4) These rates are based on purchasing the decals after July 1st and prior to September 30th of each year. offers prorated rates based upon date of purchase.

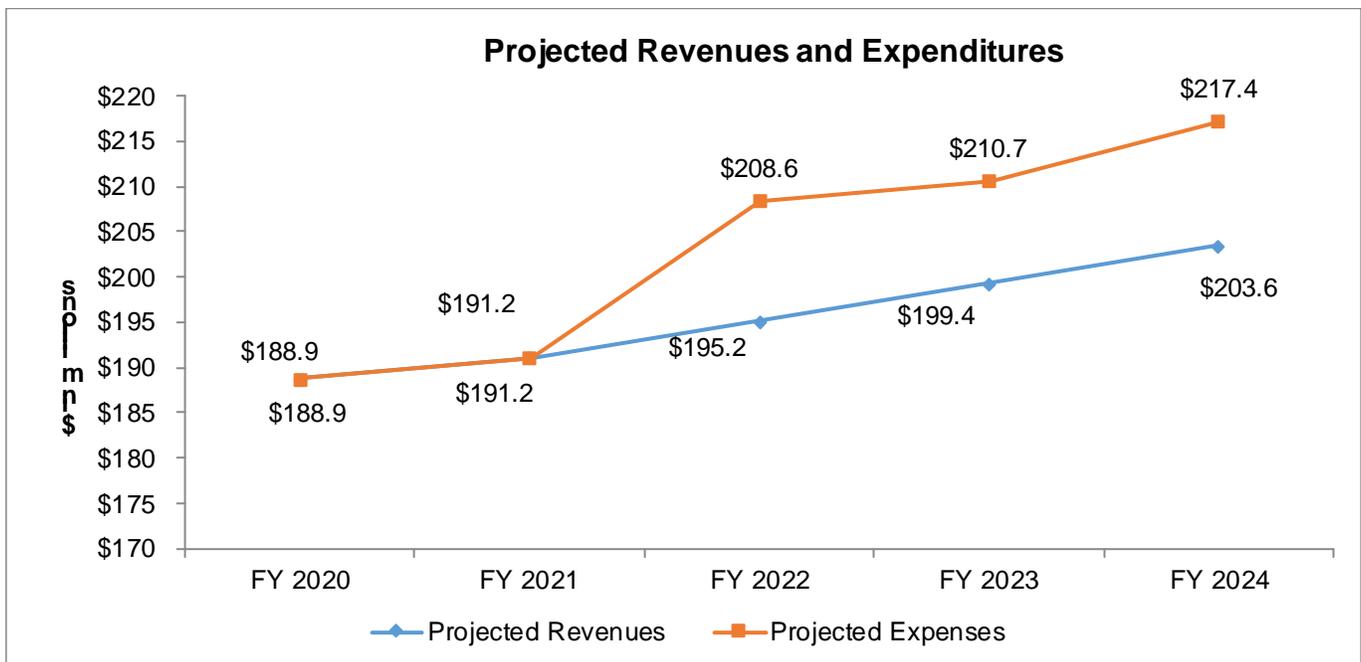
Long Term Revenue and Expenditure Planning and Forecasts

At the beginning of each budget process, City staff develops a five-year projection of revenues and expenditures. This is a planning document to help Council make more informed decisions in more than a single year timeframe and to consider the long-term outlook when making budget and policy decisions. Five-year operational forecasts for the City of Charlottesville typically show a gap in which projected expenditures exceed projected revenues. This gap is a result of assumptions that revenue policies stay unchanged or are continued on a trajectory known at the time of the forecast, and that operational costs reflect ongoing and continuing programs and services. Through careful policy analysis of tax and fee rates, financial policies, departmental cost cutting measures, and program changes or reductions, this projected gap is closed during each budget cycle to arrive at a balanced budget.

FY 21 is showing revenue and expenditure growth in the General Fund, largely due to real estate assessment increases, increased contribution to schools and funding for several new equity initiatives such as the CRB, food equity program and increases to several contractual agencies. Real Estate Taxes are the largest revenue driver, contributing a \$5.0 million increase due to new construction and general assessment increases. Other major revenue sources are showing small changes and are expected to grow at modest rates over the next few years.

In future years, City Council will again need to carefully address revenue policies such as tax rates and debt limits, coupled with adjustments in capital spending. Operating departments will need to continue finding efficiencies and reduce departmental costs or find additional sources of revenue, with adjustments in fees for instance, in order to mitigate the forecasted gap each year.

The chart below illustrates projected revenues and expenditures from FY 20 to FY 24 in the General Fund.



Major Revenue Sources

	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Real Estate Tax	\$ 73,337,625	\$ 78,353,270	\$ 80,703,868	\$ 83,124,984	\$ 85,618,734
% change	7.4%	6.8%	3.0%	3.0%	3.0%
City County Revenue Sharing	\$ 14,199,607	\$ 14,589,313	\$ 14,881,099	\$ 15,178,721	\$ 15,482,296
% change	-9.5%	2.7%	2.0%	2.0%	2.0%
Meals Tax	\$ 14,932,800	\$ 14,295,064	\$ 14,580,965	\$ 14,872,585	\$ 15,170,036
% change	26.1%	-4.3%	2.0%	2.0%	2.0%
Sales and Use Tax	\$ 12,000,000	\$ 11,504,331	\$ 11,619,374	\$ 11,735,568	\$ 11,852,924
% change	2.9%	-4.1%	1.0%	1.0%	1.0%
Personal Property Tax	\$ 9,300,000	\$ 9,800,000	\$ 9,996,000	\$ 10,195,920	\$ 10,399,838
% change	7.8%	5.4%	2.0%	2.0%	2.0%
Business Licenses	\$ 7,700,000	\$ 6,225,000	\$ 6,349,500	\$ 6,476,490	\$ 6,606,020
% change	4.1%	-19.2%	2.0%	2.0%	2.0%
Transient Occupancy Tax	\$ 6,535,753	\$ 6,282,721	\$ 6,408,375	\$ 6,536,543	\$ 6,667,274
% change	28.2%	-3.9%	2.0%	2.0%	2.0%
Utility Tax	\$ 4,925,600	\$ 5,024,112	\$ 5,124,594	\$ 5,227,086	\$ 5,331,628
% change	4.8%	2.0%	2.0%	2.0%	2.0%
Other Revenues	\$ 45,932,535	\$ 45,122,062	\$ 45,573,283	\$ 46,029,015	\$ 46,489,306
% change	-1.1%	-1.8%	1.0%	1.0%	1.0%
Total Revenues	\$ 188,863,920	\$ 191,195,873	\$ 195,237,059	\$ 199,376,913	\$ 203,618,055
% change	5.1%	1.2%	2.1%	2.1%	2.1%

Major Expenditure Sources

	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Local Contribution to Schools	\$ 57,366,623	\$ 58,709,623	\$ 59,728,262	\$ 60,776,677	\$ 61,855,744
% change	6.2%	2.3%	1.7%	1.8%	1.8%
Employee Salaries and Benefits*	\$ 57,689,078	\$ 58,752,382	\$ 61,102,477	\$ 63,241,064	\$ 65,138,296
% change	5.8%	1.8%	4.0%	3.5%	3.0%
Health Care +	\$ 5,793,379	\$ 6,169,949	\$ 6,540,146	\$ 6,899,854	\$ 7,244,847
% change	1.2%	6.5%	6.0%	5.5%	5.0%
Outside and Nonprofit Agency Funding	\$ 15,903,053	\$ 15,391,616	\$ 15,699,448	\$ 16,013,437	\$ 16,333,706
% change	2.0%	-3.2%	2.0%	2.0%	2.0%
Transfer to Debt Service	\$ 11,049,588	\$ 11,013,359	\$ 13,549,613	\$ 14,375,001	\$ 15,200,643
% change	1.1%	-0.3%	23.0%	6.1%	6.1%
Transfer to Capital Improvement Program	\$ 7,093,323	\$ 993,750	\$ 10,943,663	\$ 7,616,543	\$ 9,150,200
% change	32.0%	-86.0%	1001.2%	-30.4%	20.1%
Fund Balance Target Adjustment	\$ 481,905	\$ 481,905	\$ 600,000	\$ 800,000	\$ 800,000
% change	16.6%	0.0%	24.5%	33.3%	0.0%
Other Expenditures	\$ 33,486,971	\$ 39,683,289	\$ 40,278,538	\$ 40,882,716	\$ 41,495,957
% change	-14.1%	18.5%	1.5%	1.5%	1.5%
Total Expenditures	\$ 188,863,920	\$ 191,195,873	\$ 208,442,148	\$ 210,605,292	\$ 217,219,393
% change	5.1%	1.2%	9.0%	1.0%	3.1%

FY 2021 - 2025 Revenue Projections

These revenue sources comprise approximately 76.5% of the General Fund budget in FY 21. Even though there has been consistent growth in these revenue sources in recent years, staff anticipates a slowdown in the rate of growth for several of these sources for future years:

Real Estate Tax: Real Estate assessments have increased in each of the last five assessment cycles, and the tax revenue is anticipated to increase approximately 6.8% for FY 21. While there is some anticipated impact of the COVID-19 Pandemic on the CY21 assessments, which will feed into the FY21 revenue amounts, at this time we are still projecting no change to the FY21 overall revenue estimates. Current estimates do account for some amount market changes and non-payment in FY21.

City/County Revenue Sharing: In FY 21 this will increase by approximately \$496,753 over FY 20, which is reflective of difference in the growth rate of City real estate assessments and County real estate assessments. Future projections show a slight decrease in FY 22 and then steady increases FY 23 – FY 25, due to the total value of assessments in the County increasing at a greater rate than those of the City, but with the number of variables in the formula those increases are not guaranteed.

Meals Tax: Staff is tracking the meals tax revenue by month and due to the COVID-19 pandemic, March 2020 collections came in approximately 30% below projections, projected April collections were reduced to 50% and May collections to 40% of original projections with a 5% - 10% increase monthly through Nov 2020. The FY21 revised budget projections are showing a 6.0% decrease from the FY 21 original budget projections.

Sales and Use Tax: Growth in this revenue has been positive the past few years and due to continued strong performance FY 20 projections were initially revised to show a 2.5% increase from the original budget projections. With the onset of the COVID-19 pandemic those projections were revised downward to show a projected loss of 2.5%, which is a 5% reduction from the original revised projections. The collection projections for April 2020 we reduced by 25%, with an increase in collections of approximately 5% each month. This resulted in a decrease of approximately 7% from original FY21 projections.

Personal Property Tax: The initial revised FY20 projections were approximately \$10M based on increased book values. With the potential for some non-payment, projections for FY20 were reduced to \$9.7M. We are anticipating some impact on business tangibles reported in CY2021, but business tangible and machinery and tools make up a fairly low proportion of all personal property revenue. FY 21 Personal Property Tax revenue is projected to increase by 2.1% from the FY 21 original proposed budget amount. This projected increase is due mainly to the increase in the overall value of vehicles registered in the City. Staff anticipates personal property tax revenue to continue to grow at approximately 2% a year for the next several fiscal years. While the state provides some relief to individual taxpayers through a block grant, the relief percentage received by each taxpayer will continue to decline as more vehicles are registered in the City over time.

Business License Tax: This tax can be volatile in nature and changes to gross receipts from a small number of taxpayers can significantly impact the amount of revenue collected. The COVID-19 pandemic resulted in FY21 estimates being reduced by 25% from previous estimates. Based upon this volatility future years show a 2% growth due to projected economic growth in the City.

Transient Occupancy Tax: The lodging tax revenue was continuing to show real growth as new hotels came online. Due to the effects of COVID-19, the revised FY21 projection showed a 6.7% decrease from the FY21 originally proposed figure. Growth in future years projects at 2% a year.

Utility Tax: The revenue source, which includes utility taxes collected from City's gas and water operations and consumer utility tax for electric services, is trending to increase at 2.0% per year in FY21 – FY 25. This is driven most notably by weather and therefore, mild weather means the City collects less revenue.

FY 2021 - FY 2025 Expenditure Projections

These expenditure categories comprise approximately 79% of the General Fund budget in FY 21:

Local Contribution to Schools: The Budget Guidelines state that the schools receive a target amount that equates to 40% of new real estate and personal property tax revenue. Due to COVID -19, the FY 21 Budget reflects level funding with the City's total FY 20 contribution.

Employee Salaries and Benefits: This is the total budget for employee salaries and benefits (which includes retirement, FICA, and life insurance). The figure also includes any cost of living increase provided, which is determined each budget year. In future years, this figure is expected to be higher than general cost of living increases due to continuing adjustments being made for compression, position reclassifications, and the addition of new positions.

Health Care: This is the total budget for the General Fund contribution to the City's Health Care Fund. Historically, this increase has been in the range of 9% - 15% we are gradually lowering the projection to more realistically reflect the cost burden to the City. If costs continue to rise in future years, sustainability strategies will be put in place to help reduce costs either by making plan changes or requiring a greater cost share with employees. The departmental healthcare budgets will remain flat but for FY 21.

Outside and Nonprofit Agency Funding: Includes all contributions to outside agencies in the categories of: Community events and festivals; Children, Youth and Family Oriented Programs; Education and the Arts; Housing Programs; Public Safety Agencies; Transportation; Organizational Memberships and Workforce Development Agencies. While funding for Vibrant Communities Fund agencies is somewhat discretionary, the City has several contracts in place with agencies such as the Regional Jail, Juvenile Detention Center, Emergency Communications Center, Jefferson Madison Regional Library. The funding costs for these contractual agencies generally increase over time, as costs of services increase and as we see shifts in the behavior and demographic of the area.

Transfer to Debt Service: These are funds required to pay off the City's long-term debt and is based on the 5-year Capital Improvement Program balanced with the City's debt service policy. The estimate for FY 21 reflects the required transfer from the General Fund to fund the capital budget and corresponding debt that the City currently plans to issue.

Transfer to Capital Improvement Program: This represents the five-year CIP. These contributions should keep the City in compliance with the Budget Guideline to transfer at least 3% of general fund expenditures to the Capital Improvement Program Fund. Due to COVID-19, this amount will be held in a reserve fund that can be used to offset further revenue losses if needed.

Fund Balance Target Adjustment: This pool of funds provides the City with a cushion at the end of a fiscal year to help us achieve the fund balance policy of 17%. The FY 21 budgeted figure is what would be required to ensure we meet the policy and is projected to increase in future years as the budget increases.

General Fund Revenues

	FY 2018-2019 Actual	FY 2019-2020 Budget	FY 2020 - 2021 Budget	Increase/ (Decrease)	% Change
LOCAL TAXES					
Real Estate Taxes	\$70,267,343	\$73,337,626	\$78,353,270	\$5,015,644	6.8%
Personal Property Tax	9,310,203	9,300,000	9,800,000	500,000	5.4%
Public Service Corporation Tax	1,447,032	1,428,230	1,459,389	31,159	2.2%
Penalty/Interest on Delinquent Taxes	540,225	350,000	415,000	65,000	18.6%
Utility Services Consumer Tax	4,764,420	4,926,600	5,024,112	97,512	2.0%
Virginia Communications Sales and Use Tax	2,716,128	2,800,000	2,600,000	(200,000)	(7.1%)
Franchise Taxes (See <i>VA Communications Sales and Use Tax</i>)	3,500	0	0	0	N/A
Tax on Bank Stock	1,366,883	1,300,000	1,200,000	(100,000)	(7.7%)
Tax on Wills & Deeds	751,569	600,000	625,000	25,000	4.2%
Sales & Use Tax	11,876,599	12,000,000	11,504,331	(495,669)	(4.1%)
Rolling Stock Tax	36,940	18,380	19,319	939	5.1%
Transient Occupancy (Lodging) Tax	5,659,226	6,535,753	6,282,721	(253,032)	(3.9%)
Meals Tax	9,770,242	12,444,000	11,842,493	(601,507)	(4.8%)
Short-Term Rental Tax	56,557	60,000	60,000	0	0.0%
Cigarette Tax	671,562	615,000	575,000	(40,000)	(6.5%)
Recordation Tax Receipts	236,226	205,223	205,223	0	0.0%
Vehicle Daily Rental Tax	133,906	110,000	82,500	(27,500)	(25.0%)
Taxes Subtotal	\$119,608,562	\$126,030,812	\$130,048,358	\$4,017,546	3.2%
LICENSES AND PERMITS					
Business & Professional Licenses	\$8,540,881	\$7,700,000	\$6,225,000	(\$1,475,000)	(19.2%)
Vehicle Licenses	902,927	915,000	900,000	(15,000)	(1.6%)
Dog Licenses	9,024	10,000	10,000	0	0.0%
Electrical, Heating and Mechanical Permits	265,251	250,000	250,000	0	0.0%
Building and Plumbing Permits	726,066	400,000	450,000	50,000	12.5%
Temporary Parking Permits (NDS)	180,450	75,000	150,000	75,000	100.0%
Site Plans	76,812	75,000	75,000	0	0.0%
Mall Vending Permits	112,687	0	0	0	N/A
Fire Inspection Fees	0	83,000	0	(83,000)	(100.0%)
Other Permits	199,003	140,500	140,500	0	0.0%
Licenses and Permits Subtotal	\$11,013,102	\$9,648,500	\$8,200,500	(\$1,448,000)	(15.0%)
INTERGOVERNMENTAL REVENUE					
<i>Revenue from State Agencies</i>					
PPTRA Revenue (State Personal Property Tax)	\$3,498,256	\$3,498,256	\$3,498,256	\$0	0.0%
State Highway Assistance	4,206,501	4,291,324	4,291,324	0	0.0%
Reimbursement/Constitutional Offices	1,680,635	1,698,184	1,698,184	0	0.0%
State Aid for Police Protection	2,154,332	2,077,468	2,077,468	0	0.0%
Trailer Title	3,750	1,200	1,200	0	0.0%
DMV Select Office Commissions	4,392	31,374	35,000	3,626	11.6%
Other State Assistance: Misc Rev	106,131	50,000	50,000	0	0.0%
<i>Revenue from Other Intergovernmental Sources</i>					
School Resource Officers (City Schools)	301,231	301,231	301,231	0	0.0%
Regional Library Administrative Fee	109,952	117,144	117,144	0	0.0%
Crisis Intervention Team Revenue	97,668	100,168	105,910	5,742	5.7%
Fire Department Operations (Albemarle County)	194,465	195,000	195,000	0	0.0%
Juvenile & Domestic Relations Court Operations (Albemarle County)	56,160	56,695	63,760	7,065	12.5%
Juvenile & Domestic Relations Court Building Maint. (Albemarle County)	68,508	67,610	57,913	(9,697)	(14.3%)
Magistrate's Office (Albemarle County)	4,171	4,250	4,575	325	7.6%
Payments In Lieu Of Taxes (Housing Authority)	24,726	33,828	25,000	(8,828)	(26.1%)
Fire Department Ops (UVA)	320,687	329,412	353,000	23,588	7.2%
Service Charge (UVA)	76,538	46,000	46,000	0	0.0%
Property Maintenance (UVA)	41,544	60,725	63,455	2,730	4.5%
Intergovernmental Revenue Subtotal	\$12,949,648	\$12,959,869	\$12,984,420	\$24,551	0.2%
CHARGES FOR SERVICE					
Property Transfer Fees	\$1,185	\$1,000	\$1,000	\$0	0.0%
Zoning Appeal Fees	800	1,100	1,100	0	0.0%
Court Revenue (Circ/Genl Dist Cts)	467,292	500,000	500,000	0	0.0%
Circuit Court - Online Land Records Subscription Revenue	23,130	30,000	30,000	0	0.0%
Internal City Services	1,664,551	1,909,500	1,882,925	(26,575)	(1.4%)
Utility Cut Permits	289,762	185,000	185,000	0	0.0%
Recreation Income	1,678,084	1,694,683	1,335,824	(358,859)	(21.2%)
Reimbursable Overtime	285,751	265,000	331,579	66,579	25.1%
Payment in Lieu of Taxes: Utilities	5,776,201	5,975,560	6,091,667	116,107	1.9%
Indirect Cost Recovery	109,258	125,000	125,000	0	0.0%
Waste Disposal Fees	1,117,434	1,100,000	1,115,000	15,000	1.4%
Emergency Medical Services (Ambulance) Revenue Recovery	1,427,530	1,100,000	1,300,000	200,000	18.2%
Other Charges and Fees for Services	218,078	125,000	125,000	0	0.0%
Charges for Service Subtotal	\$13,059,056	\$13,011,843	\$13,024,095	\$12,252	0.1%

MISCELLANEOUS REVENUE					
Interest Earned	\$882,355	\$756,000	\$706,000	(\$50,000)	(6.6%)
Rent	164,406	175,000	194,956	19,956	11.4%
Refund of Prior Years' Expenditures	273,202	50,000	50,000	0	0.0%
Other Miscellaneous Revenue	340,394	363,000	613,000	250,000	68.9%
Miscellaneous Revenue Subtotal	\$1,660,357	\$1,344,000	\$1,563,956	\$219,956	16.4%
CARRYOVER FUNDS (PREVIOUS FISCAL YEAR)					
Arts Coordination and Planning Savings	\$0	\$0	\$0	\$0	N/A
Council Strategic Initiatives Fund	0	44,000	0	(44,000)	(100.0%)
Carryover Funds Subtotal	\$0	\$44,000	\$0	(\$44,000)	(100.0%)
TRANSFERS FROM OTHER FUNDS					
Landfill Reserve Fund	\$0	\$250,000	\$250,000	\$0	0.0%
Human Services Fund	0	772,579	0	(772,579)	(100.0%)
Parking Enterprise Fund	1,500,000	1,200,000	1,200,000	0	0.0%
Other Transfers	66,680	0	0	0	N/A
Transfers from Other Funds Subtotal	\$1,566,680	\$2,222,579	\$1,450,000	(\$772,579)	(34.8%)
CITY/COUNTY REVENUE SHARING: OPERATING BUDGET	\$9,921,594	\$6,831,284	\$13,289,313	\$6,458,029	94.5%
OPERATING BUDGET TOTAL	\$169,778,998	\$172,092,887	\$180,560,642	\$8,467,755	4.9%
DESIGNATED REVENUE					
Contractual Services: Pupil Transportation	\$2,982,913	\$2,972,130	\$2,972,130	\$0	0.0%
Contractual Services: School Building Maintenance	3,677,052	3,816,780	3,816,780	0	0.0%
City/County Revenue Sharing: General Fund Transfer to Capital Improvement Program Fund	5,374,766	6,968,323	900,000	(6,068,323)	(87.1%)
Transfer to the Capital Improvement Program: Mall Vendor Fees	0	125,000	93,750	(31,250)	(25.0%)
City/County Revenue Sharing: General Fund Transfer to Facilities Repair Fund	400,000	400,000	400,000	0	0.0%
Meals Tax Revenue: Transfer to Debt Service Fund	2,442,564	2,488,800	2,452,571	(36,229)	(1.5%)
DESIGNATED REVENUE TOTAL	14,877,295	16,771,033	10,635,231	(\$6,135,802)	(36.6%)
TOTAL CITY BUDGET	\$184,656,293	\$188,863,920	\$191,195,873	\$2,331,953	1.2%

CITY SCHOOLS BUDGET					
	FY 2018-2019 Budget	FY 2019-2020 Budget*	FY 2020-2021 Budget	Increase/ (Decrease)	% Change
SCHOOL OPERATIONS (SCHOOL GENERAL FUND)					
Local Contribution	\$51,533,776	\$55,237,197	\$56,112,197	\$875,000	1.6%
State Funds	15,686,531	16,835,116	17,141,516	306,400	1.8%
Federal Funds	10,825	24,000	12,000	(12,000)	(50.0%)
Fund Balance	-	782,410	720,649	(61,761)	(7.9%)
Misc. Revenue	1,054,909	962,382	466,000	(496,382)	(51.6%)
TOTAL SCHOOL OPERATIONS BUDGET	\$68,286,041	\$73,841,105	\$74,452,362	\$611,257	0.8%

*FY 2019-2020 Revised Budget

Non General Funds Revenues

	FY 2018-2019 Actual	FY 2019-2020 Budget	FY 2020-2021 Budget	Increase/ (Decrease)	% Change
GOLF COURSE FUND					
Sales and Concessions	\$61,280	\$52,500	\$70,500	\$18,000	34.3%
Greens Fees, Lessons, Etc.	467,369	519,000	583,200	64,200	12.4%
Cart Rentals	182,741	223,500	242,300	18,800	8.4%
Annual Memberships, Passes	72,698	60,000	75,000	15,000	25.0%
Misc. Revenue	20,516	6,940	18,940	12,000	172.9%
Transfer from General Fund	149,204	128,000	0	(128,000)	(100.0%)
GOLF COURSE FUND REVENUE TOTAL	\$953,808	\$989,940	\$989,940	\$0	0.0%
DEPARTMENT OF SOCIAL SERVICES FUND					
Intergovernmental Revenue	\$10,152,518	\$9,927,629	\$9,984,000	\$56,371	0.6%
Misc. Revenue	17,563	1,562,152	1,221,891	(340,261)	(21.8%)
Transfer from General Fund	3,236,250	3,302,777	3,602,777	300,000	9.1%
DEPARTMENT OF SOCIAL SERVICES FUND REVENUE	\$13,406,331	\$14,792,558	\$14,808,668	\$16,110	0.1%
HUMAN SERVICES FUND					
Intergovernmental Revenue	\$374,240	\$375,000	\$375,000	\$0	0.0%
Welfare Revenue	4,892,487	5,361,311	5,597,245	235,934	4.4%
Misc. Revenue	30,073	174,437	170,489	(3,948)	(2.3%)
Transfer from General Fund	1,074,536	662,030	641,280	(20,750)	(3.1%)
HUMAN SERVICES FUND REVENUE SUBTOTAL	\$6,371,336	\$6,572,778	\$6,784,014	\$211,236	3.2%
WATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Water Sales Revenue	\$11,382,814	\$12,304,490	\$12,304,490	\$0	0.0%
Water Connection Fees	307,450	0	0	0	N/A
Other Fees	145,869	200,000	200,000	0	0.0%
Misc. Revenue	177,349	0	0	0	N/A
Bond Proceeds	2,283,649	5,775,000	5,775,000	0	0.0%
Transfer from Other Funds	1,800,000	1,800,000	1,800,000	0	0.0%
WATER FUND REVENUE TOTAL	\$16,097,131	\$20,079,490	\$20,079,490	\$0	0.0%
WASTEWATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Wastewater Sales Revenue	\$14,670,707	\$15,426,758	\$15,426,758	\$0	0.0%
Other Fees	558,918	25,000	25,000	0	0.0%
Misc. Revenue	61,666	0	0	0	N/A
Bond Proceeds	3,042,193	2,000,000	2,000,000	0	0.0%
Transfer from Other Funds	3,000,000	3,000,000	3,000,000	0	0.0%
WASTEWATER REVENUE TOTAL	\$21,333,484	\$20,451,758	\$20,451,758	\$0	0.0%
GAS (OPERATIONAL AND DEBT SERVICE FUNDS)					
Gas Sales Revenue	\$26,962,660	\$25,033,599	\$25,033,599	\$0	0.0%
Other Fees	198,315	333,500	333,500	0	0.0%
Misc. Revenue	108,824	0	1,714,900	1,714,900	N/A
Transfer from Other Funds	355,204	300,000	300,000	0	0.0%
GAS REVENUE TOTAL	\$27,625,003	\$25,667,099	\$27,381,999	\$1,714,900	6.7%

	FY 2018-2019 Actual	FY 2019-2020 Budget	FY 2020-2021 Budget	Increase/ (Decrease)	% Change
STORMWATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Stormwater Fee Revenue	\$1,936,711	\$1,944,572	\$1,944,572	\$0	0.0%
Misc. Revenue	80,020	0	0	0	N/A
Bond Proceeds	1,774,967	950,000	950,000	0	0.0%
Transfer from Other Funds	129,683	129,683	129,683	0	0.0%
STORMWATER REVENUE TOTAL	\$3,921,381	\$3,024,255	\$3,024,255	\$0	0.0%
TRANSIT FUND					
Intergovernmental Revenue (Transit Operations)	\$4,909,082	\$4,807,590	\$5,862,229	\$1,054,639	21.9%
Intergovernmental Revenue (Transit Bus Replacement)	669,978	0	0	0	N/A
Transfer from Capital Improvement Program (Local Match)	820,520	21,000	0	(21,000)	(100.0%)
Charges for Services	528,326	776,550	560,664	(215,886)	(27.8%)
Misc. Revenue	60,121	43,382	46,122	2,740	6.3%
Transfer from General Fund (Transit Operations)	2,437,365	2,513,651	2,513,651	0	0.0%
TRANSIT FUND REVENUE TOTAL	\$9,425,392	\$8,162,173	\$8,982,666	\$820,493	10.1%
FLEET MANAGEMENT FUND					
Charges for Services	\$746,996	\$1,108,444	\$1,108,444	\$0	0.0%
FLEET MANAGEMENT FUND REVENUE TOTAL	\$746,996	\$1,108,444	\$1,108,444	\$0	0.0%
INFORMATION TECHNOLOGY FUND					
Charges for Services - IT Operations	\$0	\$0	\$0	\$0	N/A
Charges for Services - GIS Operations	0	0	0	0	N/A
Infrastructure Replacement Pool	246,265	232,900	232,900	0	0.0%
IT Computer Replacement Pool	0	59,000	59,000	0	0.0%
Transfer from Gas Fund (City Link Operations)	1,000,000	1,000,000	1,000,000	0	0.0%
Transfer from Non General Funds (City Link Operations)	198,160	200,000	200,000	0	0.0%
INFORMATION TECHNOLOGY FUND REVENUE TOTAL	\$1,444,425	\$1,491,900	\$1,491,900	\$0	0.0%
WAREHOUSE FUND					
Charges for Services	\$173,673	\$166,389	\$166,389	\$0	0.0%
WAREHOUSE FUND REVENUE TOTAL	\$173,673	\$166,389	\$166,389	\$0	0.0%
CITY SCHOOLS BUDGET					
SCHOOL OPERATIONS (NON GENERAL FUNDS)					
Local Contribution	\$2,464,426	\$2,597,426	\$2,597,426	\$0	0.0%
State Revenue	3,787,377	4,022,697	3,873,409	(149,288)	(3.7%)
Federal Revenue	4,963,560	5,332,594	5,268,802	(63,792)	(1.2%)
Misc. Revenue	1,851,312	2,729,308	2,701,089	(28,219)	(1.0%)
SCHOOL OPERATIONS (NON GENERAL FUND) REVENUE TOTAL	\$13,066,675	\$14,682,025	\$14,440,726	(\$241,299)	(1.6%)

*FY 2019-2020 Revised Budget

Expenditures (All Funds)

	FY2018-2019 General Fund Actual	FY2019-2020 General Fund Budget	FY2020-2021 General Fund Budget	FY2018-2019 Other Funds Actual	FY2019-2020 Other Funds Budget	FY2020-2021 Other Funds Budget
MANAGEMENT						
Council Strategic Initiatives	\$574,748	\$0	\$0	\$0	\$0	\$0
GED Program						
Jefferson School Heritage Center	500,000	0	0	0	0	0
Residents on the Job (CRHA)	2,689	0	0	0	0	0
City Council/Clerk of Council	514,767	609,683	572,629	0	0	0
Office of the City Manager: Administration, Redevelopment Manager, Communications, Economic Development Home to Hope and Office of Equity and Inclusion	2,618,057	2,763,541	3,218,707	0	0	0
Office of the City Attorney	923,864	1,030,055	1,030,055	0	0	0
Office of the General Registrar	598,691	605,508	671,840	0	0	0
Organizational Memberships & Workforce Development Agencies	205,266	235,084	209,784	0	0	0
MANAGEMENT SUBTOTAL	\$5,938,083	\$5,243,871	\$5,703,015	\$0	\$0	\$0
NON-DEPARTMENTAL						
Non-Departmental Activities	\$1,177,328	\$847,855	\$7,703,386	\$0	\$0	\$0
NON-DEPARTMENTAL SUBTOTAL	\$1,177,328	\$847,855	\$7,703,386	\$0	\$0	\$0
DEBT SERVICE PAYMENT						
General Fund Contribution	\$8,210,788	\$8,210,788	\$8,210,788	\$0	\$0	\$0
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	0	0	0
DEBT SERVICE PAYMENT SUBTOTAL	\$8,560,788	\$8,560,788	\$8,560,788	\$0	\$0	\$0
FUND BALANCE TARGET ADJUSTMENT						
Fund Balance Target Adjustment	\$0	\$481,905	\$481,905	\$0	\$0	\$0
FUND BALANCE TARGET ADJUSTMENT SUBTOTAL	\$0	\$481,905	\$481,905	\$0	\$0	\$0
EMPLOYEE COMPENSATION AND TRAINING						
Compensation and Benefits (3% salary increase July 1, 2018)	\$0	\$2,123,527	\$2,123,527	\$0	\$0	\$0
Compensation and Benefits (4.83% Police mid-year FY 19)	\$0	\$518,410	\$518,410	0	0	0
Contribution to Retirement Fund	1,260,966	0	0	0	0	0
Citywide Attrition Savings	0	(1,000,000)	(1,000,000)	0	0	0
Living Wage Adjustments	0	95,000	0	0	0	0
Health Care Savings	0	(400,000)	0	0	0	0
Unemployment Compensation	36,635	50,000	50,000	0	0	0
Corporate Training Fund	166,019	55,860	0	0	0	0
Miscellaneous Expenses	222,496	234,950	234,950	0	0	0
EMPLOYEE COMPENSATION AND TRAINING SUBTOTAL	\$1,686,116	\$1,677,747	\$1,926,887	\$0	\$0	\$0
INTERNAL SERVICES						
Finance Department: Procurement, Risk Management, Warehouse	\$308,706	\$357,574	\$357,574	\$3,407,140	\$3,791,404	\$3,787,883
Human Resources Department	1,147,157	1,215,923	1,215,923	0	0	0
Information Technology Department	2,851,882	2,996,483	2,996,483	1,467,500	1,491,900	1,491,900
INTERNAL SERVICES SUBTOTAL	\$4,307,746	\$4,569,980	\$4,569,980	\$4,874,640	\$5,283,304	\$5,279,783
FINANCIAL SERVICES						
Office of the Commissioner of Revenue	\$1,377,595	\$1,344,901	\$1,344,901	\$0	\$0	\$0
Finance Department: Administration/City Assessor/ Utility Billing Office	2,211,791	2,187,410	2,187,410	1,714,859	1,748,763	1,748,763
Office of the City Treasurer	1,311,265	1,356,697	1,356,697	0	0	0
FINANCIAL SERVICES SUBTOTAL	\$4,900,650	\$4,889,008	\$4,889,008	\$1,714,859	\$1,748,763	\$1,748,763

	FY2018-2019 General Fund Actual	FY2019-2020 General Fund Budget	FY2020-2021 General Fund Budget	FY2018-2019 Other Funds Actual	FY2019-2020 Other Funds Budget	FY2020-2021 Other Funds Budget
HEALTHY FAMILIES AND COMMUNITY						
Charlottesville Albemarle Convention & Visitors Bureau	\$1,038,546	\$1,103,921	\$1,212,691	\$841,004	\$0	\$0
Children's Services Act	2,064,092	2,004,722	2,004,722	6,434,734	6,440,142	6,440,142
Community Events and Festivals	43,513	45,500	0	0	0	0
Contributions to Children, Youth, and Family Programs	3,795,237	3,782,316	4,461,476	0	0	0
Contributions to Education and the Arts	2,168,565	2,273,706	2,258,805	0	0	0
Department of Social Services	3,236,250	3,302,777	3,602,777	10,170,242	11,489,781	11,205,891
Housing Programs and Tax Relief	1,442,287	2,177,965	1,895,000	0	0	0
Department of Human Services	1,074,537	662,030	641,280	5,232,234	5,910,748	6,142,734
Neighborhood Development Services	3,793,937	3,981,475	2,406,657	0	0	0
Office of Human Rights	222,779	238,438	238,438	0	0	0
Parks and Recreation Department	10,902,564	11,535,820	11,535,820	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	149,204	128,000	0	814,072	861,940	989,940
HEALTHY FAMILIES AND COMMUNITY SUBTOTAL	\$29,931,511	\$31,236,670	\$30,257,666	\$23,492,286	\$24,702,611	\$24,778,707
INFRASTRUCTURE AND TRANSPORTATION						
Public Works Department: Administration, Facilities Development, Facilities Maintenance, Environmental, Fleet Maintenance	\$3,040,089	\$3,333,152	\$3,307,949	\$1,624,812	\$1,770,394	\$1,770,394
Public Works Department: Public Service	7,764,780	7,699,142	9,199,706	0	0	0
Public Works Department: Stormwater Utility	0	0	0	1,876,434	2,913,611	2,913,611
Charlottesville Area Transit and JAUNT Paratransit Services	4,319,456	4,064,567	4,258,067	6,478,123	5,648,522	6,469,015
Public Utilities Department: Gas, Water, Wastewater	0	0	0	62,777,162	63,910,931	63,910,931
INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL	\$15,124,325	\$15,096,861	\$16,765,722	\$72,756,531	\$74,243,458	\$75,063,951
PUBLIC SAFETY AND JUSTICE						
Office of the City Sheriff	\$1,238,761	\$1,275,198	\$1,275,198	\$0	\$0	\$0
Office of the Commonwealth Attorney	1,076,319	1,155,259	1,155,259	0	0	0
Contributions to Programs Supporting Public Safety and Justice	8,037,255	7,850,553	6,720,986	0	0	0
Courts and Other Support Services	1,266,459	1,283,219	1,283,869	0	0	0
Fire Department	12,632,393	12,539,795	12,539,795	0	0	0
Police Department	17,058,647	18,017,555	18,017,555	0	0	0
PUBLIC SAFETY AND JUSTICE SUBTOTAL	\$41,309,834	\$42,121,579	\$40,992,662	\$0	\$0	\$0
LOCAL CONTRIBUTION TO SCHOOLS						
Local Contribution to Schools	\$53,998,202	\$57,366,623	\$58,709,623	\$0	\$0	\$0
SCHOOLS SUBTOTAL	\$53,998,202	\$57,366,623	\$58,709,623	\$0	\$0	\$0
TOTAL CITY OPERATIONS	\$166,934,583	\$172,092,887	\$180,560,642	\$102,838,316	\$105,978,136	\$106,871,204
DESIGNATED EXPENDITURES						
Contractual Services: Pupil Transportation	\$2,562,200	\$2,972,130	\$2,972,130	\$0	\$0	\$0
Contractual Services: School Building Maintenance	3,889,380	3,816,780	3,816,780	0	0	0
Transfer to Capital Improvement Program Fund	8,734,280	6,968,323	900,000	0	0	0
Transfer to Capital Improvement Program Fund: Mall Vendor Fees	0	125,000	93,750	0	0	0
Transfer to Facilities Repair Fund	400,000	400,000	400,000	0	0	0
Transfer to Debt Service Fund (Meals Tax Portion)	2,442,560	2,488,800	2,452,571	0	0	0
Transfer to Miscellaneous Funds	0	0	0	0	0	0
DESIGNATED EXPENDITURES TOTAL	\$18,028,419	\$16,771,033	\$10,635,231	\$0	\$0	\$0
TOTAL CITY BUDGET	\$184,963,002	\$188,863,920	\$191,195,873	\$102,838,316	\$105,978,136	\$106,871,204
CITY SCHOOLS BUDGET						
	FY2018-2019 General Fund Actual	FY2019-2020 General Fund Budget	FY2020-2021 General Fund Budget	FY2018-2019 Other Funds Actual	FY2019-2020 Other Funds Budget	FY2020-2021 Other Funds Budget
SCHOOL OPERATIONS						
School Operations	\$73,841,105	\$73,841,105	\$74,452,362	\$13,066,675	\$14,682,025	\$14,440,726
TOTAL SCHOOL OPERATIONS BUDGET	\$73,841,105	\$73,841,105	\$74,452,362	\$13,066,675	\$14,682,025	\$14,440,726

*FY 2019-2020 Revised Budget

Management



City Council Strategic Initiatives

City Council/Clerk of Council

Office of the City Manager:

Administration

Redevelopment and Housing

Communications

Economic Development

Office of Equity and Inclusion

Office of the City Attorney

Office of the General Registrar

Organizational Memberships and
Workforce Development Agencies

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

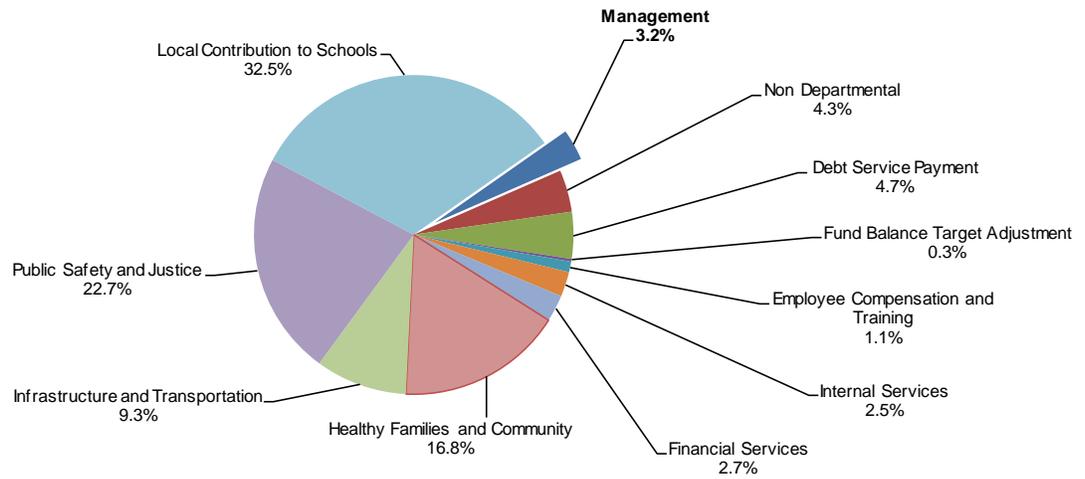


Goal 4: A Strong, Creative and Diversified Economy

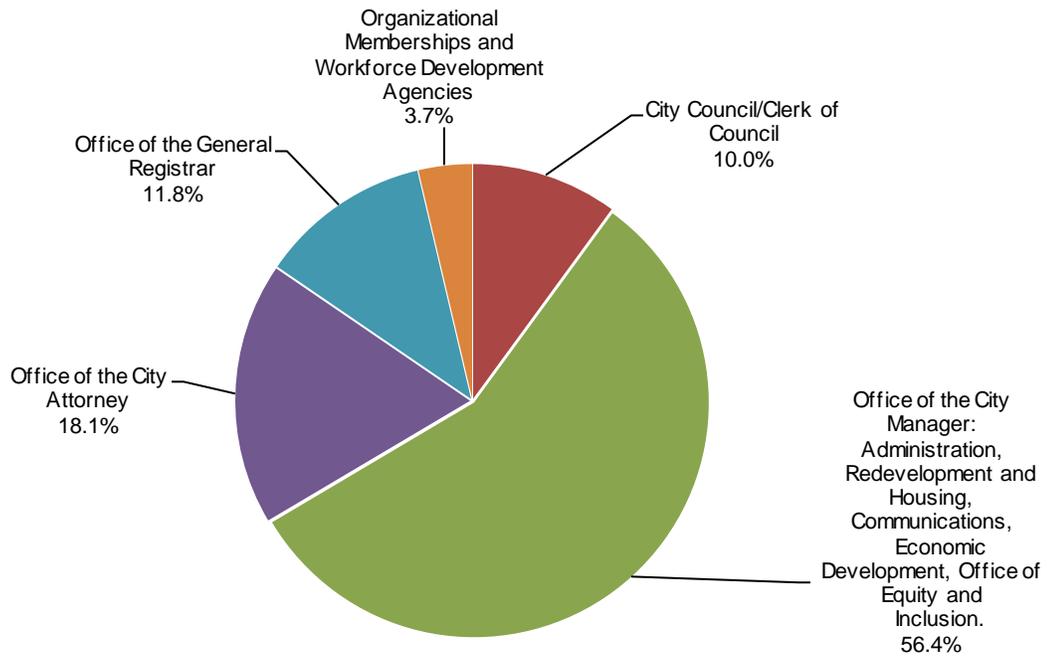


Goal 5: A Well-managed and Responsive Organization

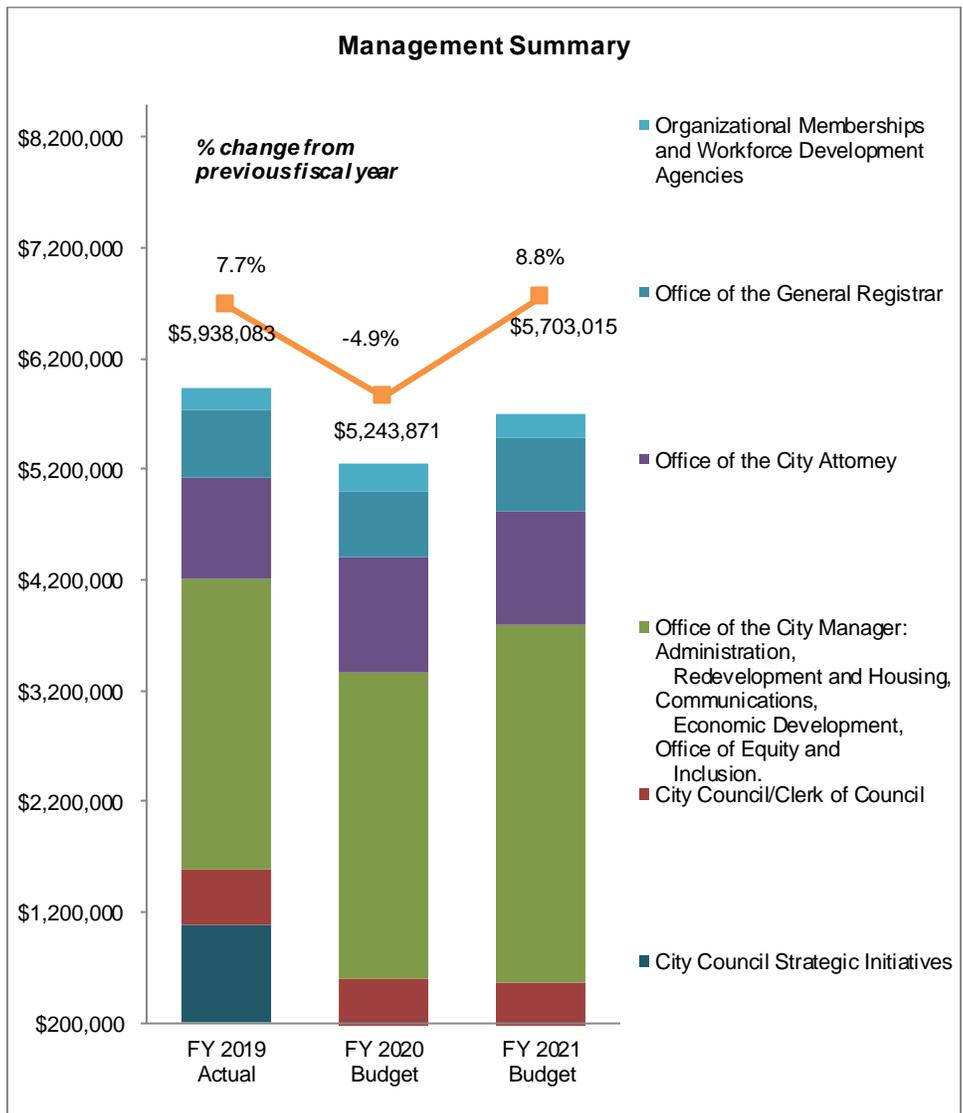
Management
% of General Fund Operating Budget



Management Overview
General Fund



Management Summary	FY2019 General Fund Actual	FY2020 General Fund Budget	FY2021 General Fund Budget	FY2019 Other Funds Actual	FY2020 Other Funds Budget	FY2021 Other Funds Budget
MANAGEMENT						
City Council Strategic Initiatives	\$574,748	\$0	\$0	\$0	\$0	\$0
Jefferson School Heritage Center	500,000	0	0	0	0	0
Residents on the Job (CRHA)	2,689	0	0	0	0	0
City Council/Clerk of Council	514,767	609,683	572,629	0	0	0
Office of the City Manager: Administration, Redevelopment and Housing, Communications, Economic Development, Office of Equity and Inclusion	2,618,057	2,763,541	3,218,707	0	0	0
Office of the City Attorney	923,864	1,030,055	1,030,055	0	0	0
Office of the General Registrar	598,691	605,508	671,840	0	0	0
Organizational Memberships and Workforce Development Agencies	205,266	235,084	209,784	0	0	0
MANAGEMENT SUBTOTAL	\$5,938,083	\$5,243,871	\$5,703,015	\$0	\$0	\$0



City Council Strategic Initiatives

City Council Strategic Initiatives provide a source of one-time funding for Council to use to initiate new programs, expand existing programs, or to fund initiatives, programs and events that are occasionally requested from nonprofit and outside agencies during the fiscal year. The initiatives and programs will be to address the community vision and priorities established by Council as part of the City's Strategic Plan. Examples of programs that Council could consider include youth development opportunities, community engagement, job development services, workforce development, transit enhancements, pedestrian safety, education programs, diversity initiatives, green city initiatives, infrastructure improvement, housing, sustainability, cultural events and festivals, and other programs that help achieve Council's goals, those of the City's Strategic Plan, and the overall vision for the City.

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
City Council Strategic Initiatives	\$42,876	\$152,302	\$74,748	\$0	\$0	\$0	NA
GED Program	0	0	500,000	0	0	0	NA
Jefferson School Heritage Center	0	450,000	500,000	0	0	0	NA
Residents on the Job (CRHA)	<u>0</u>	<u>0</u>	<u>2,689</u>	<u>0</u>	<u>0</u>	<u>0</u>	NA
General Fund Total	\$42,876	\$602,302	\$1,077,437	\$0	\$0	\$0	NA

This budget does not include any additional funding for the City Council Strategic Initiatives fund. However any funding remaining in this account at the end of the fiscal year automatically carries over to provide City Council with a means to initiate new programs or expand existing programs that help achieve Council's goals, those of the City's Strategic Plan, and the overall vision for the City.

City Council Strategic Goals

- 
Goal 1: An Inclusive Community of Self-sufficient Residents
- 
Goal 2: A Healthy and Safe City
- 
Goal 3: A Beautiful and Sustainable Natural and Built Environment
- 
Goal 4: A Strong, Creative and Diversified Economy
- 
Goal 5: A Well-managed and Responsive Organization



City Council/Clerk of Council

**Strategic Plan
Alignment**

City Council/Clerk of Council

FY 21 Budget - \$572,629



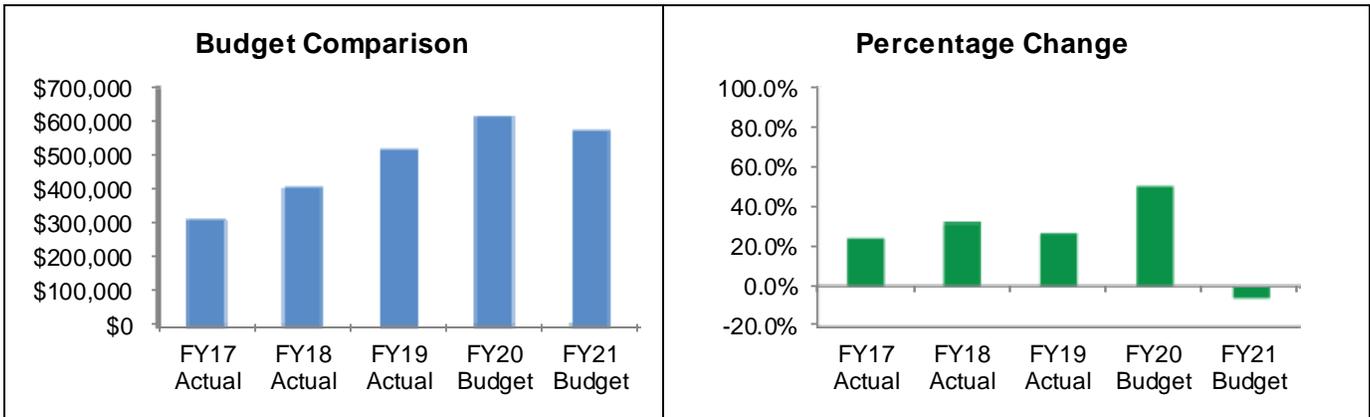
City Council establishes major policies for the City government. The five-member Council is responsible for adopting the annual budget, changing City Code, and passing laws to ensure the public's safety and welfare. City Council receives minimal compensation for their service, which is reflected in Salaries and Benefits. The Council appoints members to over 30 boards and commissions, including governing boards for many community agencies. The Mayor (or the Vice Mayor in the Mayor's absence) presides over and sets the agenda for meetings, calls special meetings, and serves as the ceremonial head of government. Regular Council meetings are held twice a month, typically on the first and third Monday. Councilors participate in joint public hearings with the Planning Commission once a month, meet with the School Board as needed, and hold special meetings and work sessions as needed. In addition, City Council holds Town Hall meetings in every neighborhood across the City.

The Chief of Staff/Clerk of Council serves as staff to the City Council, maintains official Council records, serves as a liaison between Council and the public, notifies citizens of Council meetings and action, and coordinates Council meetings and appointments to boards and commissions. The Chief of Staff/Clerk's office is involved in a variety of efforts to provide public information about City government to citizens and represents the City on certain boards and commissions. This office also provides community engagement support, conducts policy research, and provides Council with support for creating and executing policy.

City Council/Clerk of Council Funding and Staffing Summary

Funding Summary	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$226,804	\$305,878	\$389,518	\$518,621	\$417,502	(\$101,119)	-19.5%
Other Expenditures	<u>80,410</u>	<u>99,462</u>	<u>125,249</u>	<u>91,062</u>	<u>155,127</u>	<u>64,065</u>	<u>70.4%</u>
General Fund Total	\$307,214	\$405,340	\$514,767	\$609,683	\$572,629	(\$37,054)	-6.1%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	1.0	1.0	4.0	4.0	3.0	(1.0)



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Salary savings resulting from restructuring the Clerk of Council/Chief of Staff's office resulting in the elimination of the Outreach Coordinator.

Other Expenditures

- Increase in furniture and equipment expenses due to the relocation of the staff of the Clerk of Council/Chief of Staff's Office to a new office suite.
- Increase in computer software costs due to the addition of the costs for the Boards and Commissions agenda management software.
- Increases in the education and training allocations for Council staff.
- Increases in advertising costs for Council meetings and code changes.
- Increase in meals for City Council meetings.
- Increase in parking validation costs.

Office of the City Manager Administration - Redevelopment and Housing - Communications - Economic Development - Office of Equity and Inclusion

*Strategic Plan
Alignment*



Administration

FY 21 Budget - \$1,270,728

The City Manager, appointed by the City Council, is the Chief Executive Officer for the City. This office is responsible for implementing the policies and directives of the City Council throughout the various City departments and agencies. The City Manager's Office is also charged with recommending, implementing, and monitoring policies and procedures that maintain the financial well-being of City government. The City Manager's Office directs, monitors, reviews, and evaluates a wide array of programs and services conducted on behalf of the City.

The Administration division is also responsible for the development of the City's operating and capital budgets and implementation of the City's Strategic Plan and performance management initiative (*P3: Plan, Perform, Perfect*) through the Office of Budget and Performance Management

Redevelopment and Housing

FY 21 Budget - \$265,755



The office of Redevelopment and Housing coordinates, manages and serves as liaison to housing and redevelopment projects in the City. The focus of tasks is generally affordable housing initiatives, overseeing grants and federally funded programs, and implementation of the Strategic Investment Area (SIA) Plan. More specifically, redevelopment activities includes programs and activities to attract and retain businesses in the SIA, workforce development, citizen engagement, neighborhood revitalization, and human services. Affordable housing initiatives include coordination of the Charlottesville Affordable Housing Fund and other housing programs and grant oversight includes such funds as Community Development Block Grant (CDBG).

Communications

FY 21 Budget - \$552,602



The Office of Communications serves as a liaison between the City and citizens by coordinating media, public and community relations, and by encouraging citizen engagement in their government through a variety of methods, including, but not limited to – media relations, press releases, the City's email newsletter *City Notes*, programming on City Public/Educational/Government Access channels, produced media for broadcast on radio and television, the City's website, social media platforms, print advertisements, public appearances, public events and public service announcements.

Office of the City Manager
Administration - Redevelopment and Housing - Communications -
Economic Development - Office of Equity and Inclusion

*Strategic Plan
Alignment*

Economic Development
FY 21 Budget - \$609,716



The Office of Economic Development (OED) is the City’s primary vehicle for economic development services. The OED team works to enhance Charlottesville’s economy, create quality jobs, increase per capita income, and improve the quality of life for residents. Economic Development staff promotes Charlottesville as a premier location for business and regularly works with entrepreneurs and existing businesses seeking to grow here. Staff members provide unique assistance at the municipal level, acting as facilitators between the business community and City, state agencies, private and public sector, academia, and more. It is the intent of the team to create business-driven strategies that enhance workforce and business development throughout Charlottesville and the region. The Office also coordinates and administers the functions of the Charlottesville Economic Development Authority (CEDA). CEDA issues tax exempt revenue bonds for manufacturing and nonprofit expansions and assists with public private partnerships.

Economic Development - Downtown Job Center
FY 21 Budget - \$169,906



The establishment of the Downtown Job Center has strengthened the City’s partnership with the Virginia Workforce Center – Charlottesville and the workforce services providers collocated at the Job Center, while ensuring that City residents have access to training opportunities and resources that will help them meet local employers’ workforce needs. By having the Job Center centrally located downtown, at the central branch of the Jefferson-Madison Regional Library, residents now have access to place-based, customized assistance that is proximate to complementary services. The Job Center also assists local employers by offering services that aid in the recruitment and retention of a high quality workforce.

Economic Development - Home to Hope
FY 21 Budget - \$350,000



In FY 20, the city began a pilot program using trained peer navigators to assist those returning to the community from incarceration. The navigators assist by developing a plan for each client and assisting with housing, employment, healthcare, transportation and related re-entry challenges. Midway through the fiscal year, the Office of Economic Development assumed the day-to-day management of the Home to Hope program.

Office of Equity and Inclusion
FY 21 Budget - \$0.00

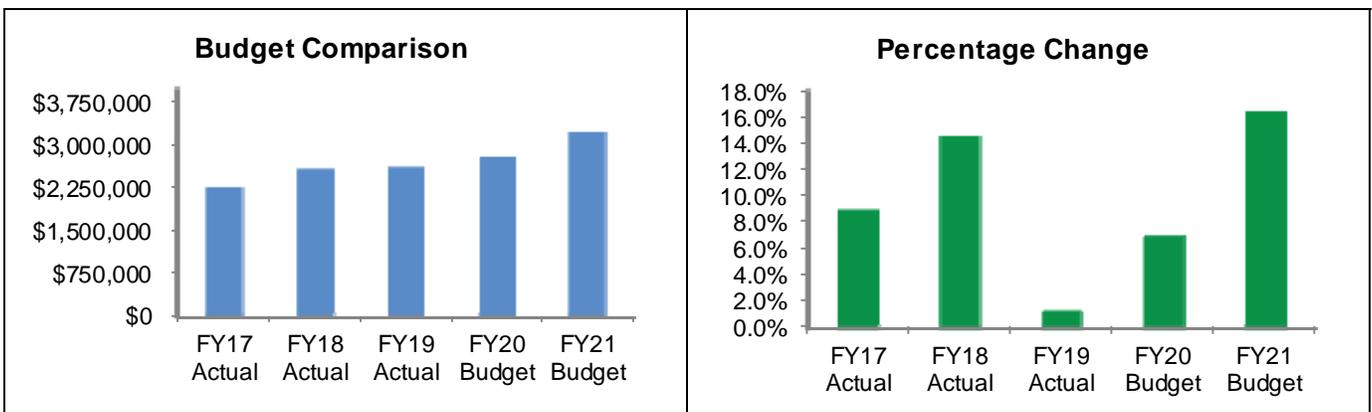


The City Manager’s Advisory on Organizational Equity was charged to consider methods and models of assessing organizational equity, review internal and external equity profiles, and make policy, practice, process and investment recommendations to the city manager. One of the recommendations of that committee was for the creation of an Office of Equity and Inclusion. City Council approved the creation of the office mid-year FY 20. The proposed budget included \$197,181 in new funding for this office. In an effort to mitigate the financial impacts of the COVID pandemic and because funds budgeted in FY 20 were not spent, the new funding was deferred and the unspent funds remaining at the end of FY20, will be carried over and the exact structure and work plan for the office will be further developed in FY 21.

**Office of the City Manager
Administration - Redevelopment and Housing - Communications -
Economic Development - Office of Equity and Inclusion**

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,001,816	\$2,186,642	\$2,357,803	\$2,489,582	\$2,844,194	\$354,612	14.2%
Other Expenditures	254,102	397,118	260,254	273,959	374,513	100,554	36.7%
General Fund Total	\$2,255,918	\$2,583,760	\$2,618,057	\$2,763,541	\$3,218,707	\$455,166	16.5%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	17.0	18.5	20.5	24.5	24.5	0.0
Non General Fund FTEs	1.0	1.0	1.0	1.0	2.0	1.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Increase of \$250,000 due to the addition of 4 new FTE's for the Home to Hope program.
- Increase due to moving the Housing Program Coordinator from Neighborhood Development Services to Redevelopment and Housing.

Other Expenditures

- Increase of \$100,000 in professional services due to the addition of the Home to Hope program.
- Increase in dues and subscriptions, registration fees, and education and training.

Office of the City Manager
Administration - Redevelopment and Housing - Communications -
Economic Development - Office of Equity and Inclusion
Strategic Plan Performance Measures

Office of the City Manager / Communications					
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
% of Proficient and Outstanding rating scores for the Government Finance Officers Association (GFOA) Budget Presentation Award	98%	100%	100%	100%	100%
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
% of Citizen Budget Survey respondents who feel city services are worth tax dollars spent*	57%	55%	46%	46%	NA
<i>5.4 Foster effective community engagement</i>					
	2015	2016	2017	2018	2019
# of press releases sent out ensuring that residents and citizens have important and timely information	190	181	126	438	541
# of website visits	1,093,994	1,096,290	1,455,955	1,712,336	1,664,078
Meetings streamed, broadcast & archived (Council, Planning, BAR, CRHA)	60	58	61	82	124

*In FY 2017, the feedback tool was changed.

Office of the City Manager / Economic Development

Goal 1: An Inclusive Community of Self-sufficient Residents

1.2 Prepare residents for the workforce

	2015	2016	2017	2018	2019
# of employers participating in City sponsored Spring job fair (in October, there is a career conference in place of the job fair, with fewer participating employers)	100	100	102	105	105
# of attendees at City sponsored job fairs	1,000	1,000	800	800	750
	FY2015	FY2016	FY2017	FY2018	FY2019
# of visitors to Downtown Job Center ^(a)	1,614	2,231	1,440	916	850
# of City residents visiting the Downtown Job Center ^(a)	769	927	504	247	289

Goal 4: A Strong, Creative and Diversified Economy

4.2 Attract and cultivate a variety of new businesses

	2015	2016	2017	2018	2019
Change in value of commercial property	6.01%	31.38%	3.82%	7.12%	11.13%
Commercial real estate ratio as compared to residential real estate	39.0%	45.0%	43.0%	42.0%	43.0%
# of commercial building permits	509	492	574	475	427
\$ value of commercial building permits (in millions)	\$87.94	\$73.08	\$88.66	\$58.11	\$145.02

4.3 Grow and retain viable businesses

	FY2015	FY2016	FY2017	FY2018	FY2019
# of business visitations	71	64	97	91	102
	2015	2016	2017	2018	2019
% of commercial vacancies (citywide)	4.7%	3.3%	2.1%	2.4%	4.0%

(a) Opened in 2Q FY 2015.



Office of the City Attorney

**Strategic Plan
Alignment**

Office of the City Attorney
FY 21 Budget - \$1,030,055

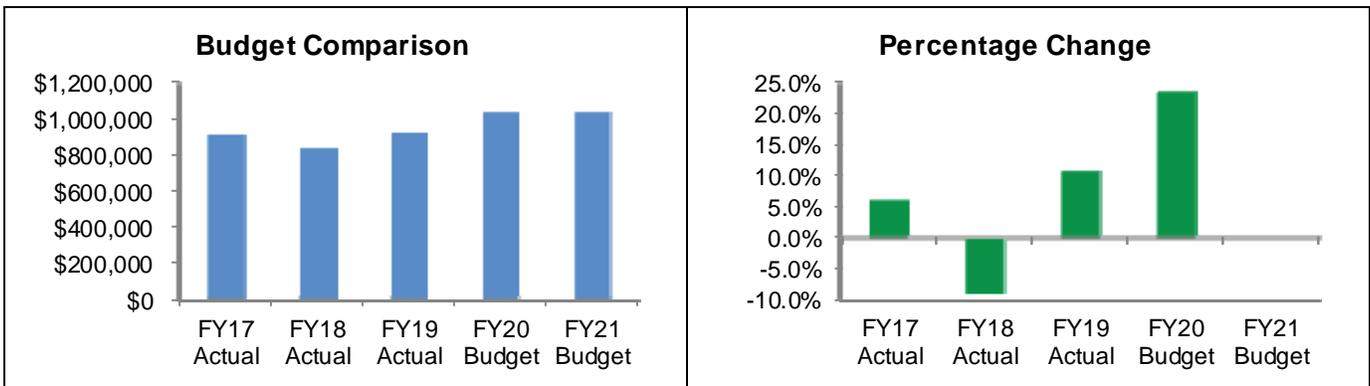


The City Attorney's Office is staffed with five attorneys and two administrative assistant positions. Formal and informal opinions, reports, ordinances, resolutions, and City contracts are drafted, reviewed, and negotiated by this office. Zoning, procurement, insurance, and Freedom of Information Act (FOIA) matters are handled by the office, and personnel issues (workers' compensation, terminations, and grievances) account for a large share of the workload. Social Services and other litigation demands significant attorney time. The City Attorney's Office also serves as legal counsel to the City Council, Planning Commission, Human Rights Commission, Airport Authority, and the Charlottesville Economic Development Authority, their managers and employees.

Office of the City Attorney Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$834,123	\$743,964	\$833,183	\$979,122	\$979,122	\$0	0.0%
Other Expenditures	78,434	89,946	90,681	50,933	50,933	0	0.0%
General Fund Total	\$912,557	\$833,910	\$923,864	\$1,030,055	\$1,030,055	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	6.0	6.0	7.0	7.0	7.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Office of the General Registrar

**Strategic Plan
Alignment**



Office of the General Registrar
FY 21 Budget - \$671,840

The Charlottesville Office of the Director of Elections and General Registrar is responsible for matters pertaining to: voter registration and comprehensive list maintenance; certification of candidate qualification documents; receipt and review of campaign finance filings; administration of absentee voting by mail, and in the office beginning 46 days before each general election or primary; Officer of Election recruitment, training, scheduling and compensation; maintenance, preparation and security of voting equipment, poll books, ballots and election supplies; advance cybersecurity knowledge, training and implementation; public engagement and education on voting and registration issues; media relations related to the electoral process; effective implementation of legislative mandates and policy directives within the scope of operations, and the hiring and supervision of assistant registrars and other staff needed to carry out these duties.

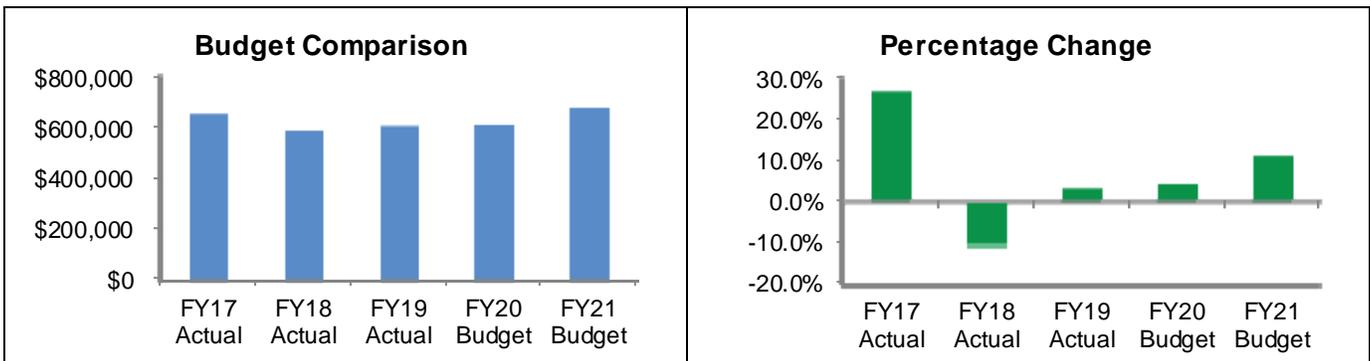
A general election is held each November (first Tuesday after the second Monday); party primary elections are held if called in June, and in March of leap years for presidential nominations. Special elections may be held as called.

Officer of Election appointments, assignments and management; polling place recommendations and management, selection and security of voting equipment and poll books, management of ballots and certification of election results are conducted by the Charlottesville Electoral Board, for which this office provides all administrative support.

Office of the General Registrar Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$492,531	\$413,805	\$482,604	\$474,523	\$508,975	\$34,452	7.3%
Other Expenditures	155,810	166,433	116,087	130,985	162,865	31,880	24.3%
General Fund Total	\$648,341	\$580,238	\$598,691	\$605,508	\$671,840	\$66,332	11.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	3.0	3.0	3.0	3.0	3.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Increased staffing level for the regular office and for the Officers of Election (temporary salaries) due to the Presidential election.

Other Expenditures

- Decrease in office supply costs.
- Increase in software licensing and maintenance costs related to the new Electronic Poll Books.
- Increase in rent cost for required off-site storage.
- Increase related to the 2020 Presidential Election including postage costs, traffic control costs, and rent for additional required work spaces.

Included in the Registrar’s budget are one-time costs to be incurred due to the Presidential Election to be held in November 2020. The City is anticipated to incur additional expenses of approximately \$34,500 in salary and benefit costs and \$12,400 for Other Expenses in order to properly staff and run the 2020 Presidential Election. These costs reflect anticipated higher rates of voter interest (phone calls, applications, inquiries, visits), voter registration applications, absentee voting (by mail and in person) and election day voter turnout expected in a presidential year. Historic expenditures of the office have been compared to recent years and to the last two presidential election years, as well as consideration of potential historic voter turnout numbers for these elections.

Organizational Memberships & Workforce Development Agencies

Alliance for Innovation

FY 21 Budget - \$2,550

The Alliance for Innovation, a nonprofit organization that partners with the International City/County Management Association and Arizona State University, is inspiring innovation to advance communities. Guided by research and real-world experience, the Alliance impacts organizations and communities, changing the way local government performs.

Center for Nonprofit Excellence

FY 21 Budget - \$600

The Center for Nonprofit Excellence is a membership organization that brings trainings, education, tools and resources to nonprofit boards, staff and volunteers. As a government entity that supports various nonprofits in the area, membership to the CNE keeps the City informed about the nonprofit sector's best practices and helps ensure that the area's nonprofits have the tools they need to perform their services in most effective and efficient means possible.

Central Virginia Partnership for Economic Development*

FY 21 Budget - \$24,640

CVPED is a public/private organization committed to retaining business, expanding employment opportunities and "growing" the economy of the region in a manner consistent with local plans and policies

Central Virginia Small Business Development Center*

FY 21 Budget - \$19,200

The CVSBDC provides management, marketing, planning, operational, financial, and other assistance to existing and pre-venture small and mid-sized businesses in the region.

Charlottesville Regional Chamber of Commerce

FY 21 Budget - \$2,000

The Chamber of Commerce is the local organization that represents the business community on issues pertaining to relations between the public and businesses.

National League of Cities

FY 21 Budget - \$5,000

The National League of Cities represents and serves as a resource to and an advocate for more than 19,000 cities, villages, and towns.

Piedmont Workforce Network*

FY 21 Budget - \$7,971

The Piedmont Workforce Network (PWN) responds to business needs for a skilled workforce, works with specific industry sectors to assist with increasing their productivity and competitiveness. PWN aims to position the workforce development system to become part of the economic and community development initiatives for the Region.

**Reviewed by the Office of Budget and Performance Management*

Organizational Memberships & Workforce Development Agencies

Rivanna Conservation Alliance*

FY 21 Budget - \$11,000

Rivanna Conservation Alliance was established in 2016 as a merger between Rivanna Conservation Society and StreamWatch. The organization collects data and assesses stream conditions to assist watershed management efforts in the Rivanna Basin. Their monitoring is designed to support a “whole watershed” approach.

Thomas Jefferson Planning District Commission (TJPDC)*

FY 21 Budget - \$86,454

TJPDC is the regional planning agency created by Charlottesville and the counties of Albemarle, Fluvanna, Louisa, Greene, and Nelson under the Virginia Area Development Act, which provides planning and technical assistance to member governments through planning on a regional level.

Thomas Jefferson Soil and Water Conservation District*

FY 21 Budget - \$13,049

The Soil and Water District works in partnership with various local, state, and federal agencies to provide comprehensive and efficient natural resource assistance.

Virginia First Cities Coalition

FY 21 Budget - \$18,000

The Virginia First Cities is a statewide coalition of 14 cities that provides lobbying services and fiscal analysis for Virginia’s oldest and most historic cities.

Virginia Institute of Government

FY 21 Budget - \$2,500

Established in 1994 by the Virginia General Assembly, VIG provides programs that increase the training, technical services, and information resources available to the Commonwealth's local governments.

Virginia Municipal League

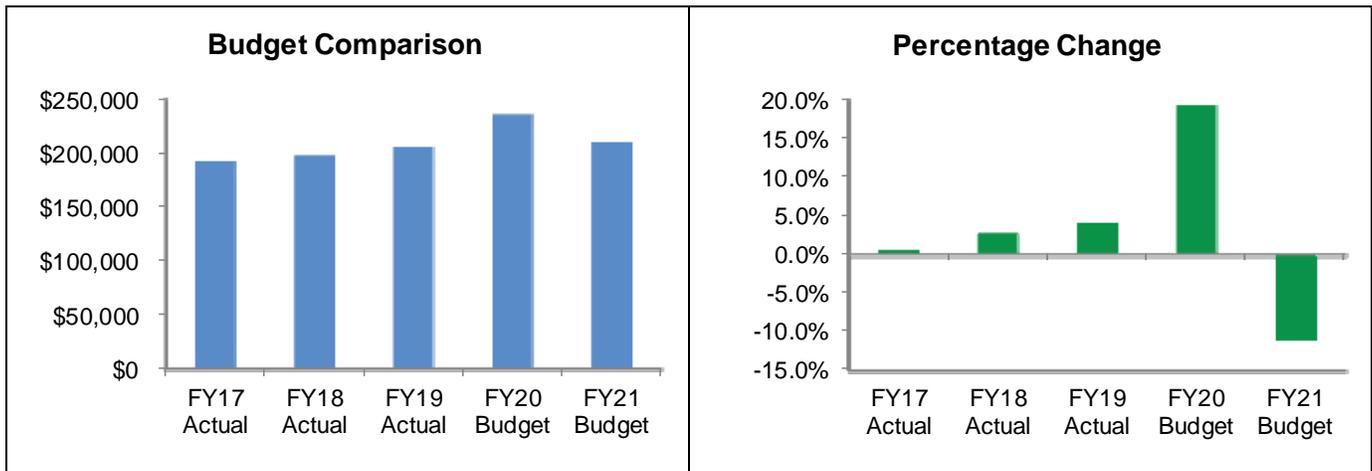
FY 21 Budget - \$16,820

The Virginia Municipal League is an advocate for Virginia towns and cities. It represents the City's interests before the General Assembly and provides legal, technical, and management information.

**Reviewed by the Office of Budget and Performance Management*

Organizational Memberships & Workforce Development Agencies Funding Summary

Funding Summary	FY 17	FY 18	FY 19	FY 20	FY 21	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Alliance for Innovation	\$2,550	\$2,550	\$2,550	\$2,550	\$2,550	\$0	0.0%
Center for Nonprofit Excellence	600	600	600	600	600	0	0.0%
Central Virginia Partnership for Economic Development	23,891	24,105	24,535	24,566	24,640	74	0.3%
Central Virginia Small Business Development Center	12,000	12,000	12,000	19,200	19,200	0	0.0%
Chamber of Commerce	1,545	0	1,605	2,000	2,000	0	0.0%
Community Investment Collaborative	25,500	25,500	26,265	26,265	0	(26,265)	(100.0%)
National League of Cities	3,813	0	7,740	5,000	5,000	0	0.0%
Piedmont Workforce Network	6,993	7,232	7,361	7,591	7,971	380	5.0%
Rivanna Conservation Alliance	10,000	11,000	11,000	11,000	11,000	0	0.0%
RCA - Laboratory Testing Equipment (one-time)	0	4,000	0	0	0	0	NA
Thomas Jefferson Planning District Commission	56,771	60,351	61,229	86,323	86,454	131	0.2%
Thomas Jefferson Soil & Water Conservation District	12,300	12,669	12,669	12,669	13,049	380	3.0%
Virginia First Cities Coalition	17,194	17,868	17,870	18,000	18,000	0	0.0%
Virginia Institute of Government	2,500	2,500	2,500	2,500	2,500	0	0.0%
Virginia Municipal League	<u>16,275</u>	<u>16,820</u>	<u>17,342</u>	<u>16,820</u>	<u>16,820</u>	<u>0</u>	<u>0.0%</u>
General Fund Total Contributions	\$191,932	\$197,195	\$205,266	\$235,084	\$209,784	(\$25,300)	(10.8%)



Explanation of FY 21 Changes

Community Investment Collaborative – This agency was reviewed as part of the new Vibrant Community Fund review process. As a result of this new review process the agency is not being recommended for funding in FY21.

Citywide



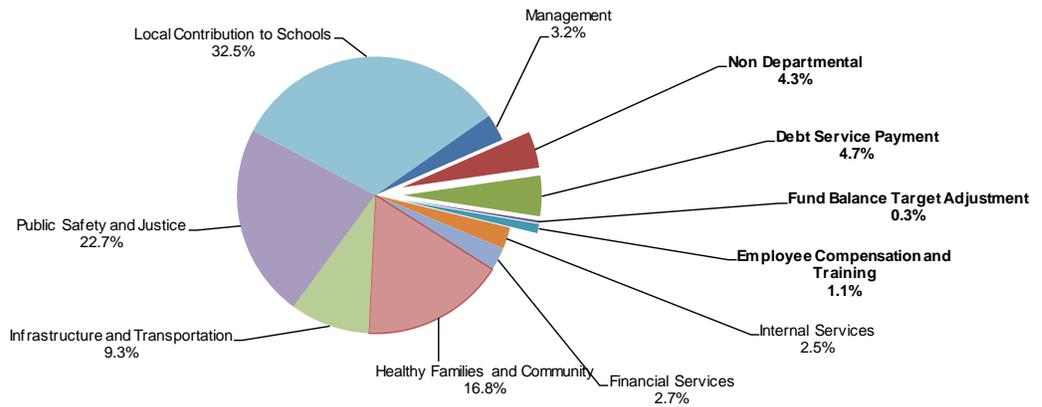
Non Departmental

Debt Service Payment

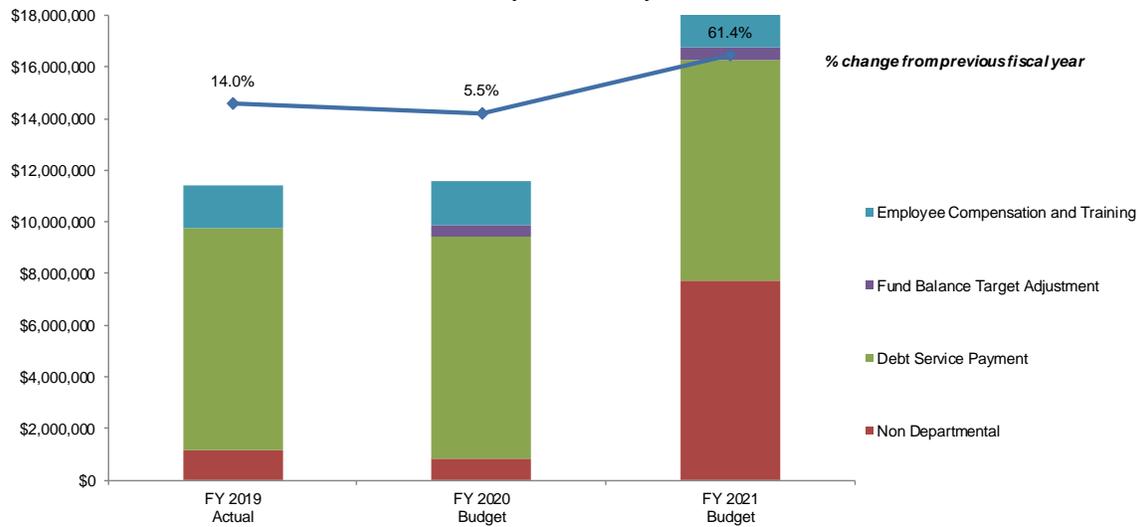
Fund Balance Target Adjustment

Employee Compensation and Training

Citywide
% of General Fund Operating Budget



Citywide Summary





Non Departmental

Non Departmental expenditures comprise 4.3% of the General Fund Operating Budget. They are multi-purpose appropriations that cannot be assigned to a specific City Department or that span across departmental functions.

Citizen Engagement Opportunities

FY 21 Budget - \$15,000

These funds will provide a dedicated source for engagement and outreach opportunities that will allow the City to seek input from the public.

Innovation Fund

FY 21 Budget - \$20,000

The Innovation Fund will provide a source of funds for employee driven ideas and programs that will enhance organizational efficiencies and public services. *Create the Day* idea pitch events solicit innovative ideas from employees with opportunities for implementation and evaluation.

Contribution to Ivy Landfill

FY 21 Budget - \$210,000

This represents the City's contribution to the environmental remediation of the Ivy Landfill.

Participatory Budgeting Pilot

FY 21 Budget - \$15,000

As a part of the FY 2019 Adopted Budget, \$100,000 was allocated to fund a pilot participatory budgeting program. The pilot program allows residents to discuss and directly vote on how this funding will be spent on small one-time capital projects in their community. The additional \$15,000 will be used for promotional expenses.

Food Equity Program

FY 21 Budget - \$155,000

The funds provide matching funds for two federal grants awarded to the Charlottesville Food Justice Network to help address food insecurity issues in the City.

Reserve / Performance Agreement Payments

FY 21 Budget - \$250,000

The City and the Economic Development Authority entered into a performance agreements with local developers for the purpose of inducing significant capital investment and job creation in the City. Once the agreement criteria have been met, the City and the Authority will grant an amount equal to 50% of the real estate tax increment created by the investment to the developer for a period of time.

Reserve / Economic Downturn

FY 21 Budget - \$6,674,971

Annually, the City transfers at least 3% of the General Fund budget to the Capital Projects fund to cash fund projects. Due to the COVID pandemic the projects to be funded by cash have been deferred and the cash will be held in a reserve account in the General Fund to address any revenue shortfalls or unexpected expenses that may occur.

Police Civilian Review Board (CRB)

FY 21 Budget - \$150,000

These funds will be used to support personnel and operating cost for the newly formed Civilian Review Board appointed by Council. This board will provide oversight to the Charlottesville Police Department.

Strategic Planning/P3: Plan, Perform, Perfect

FY 21 Budget - \$105,000

P3 is the City's strategic plan and performance management and measurement initiative, designed to build on the City's internal capacity to develop and implement (1) a citywide strategic plan, (2) departmental strategic business plans that align with the strategic plan, (3) a performance measurement and management system, and (4) a means of reporting results to staff, City management, Council and the public, all of which will guide the organization towards intentional application of strategies and techniques to achieve desired results.

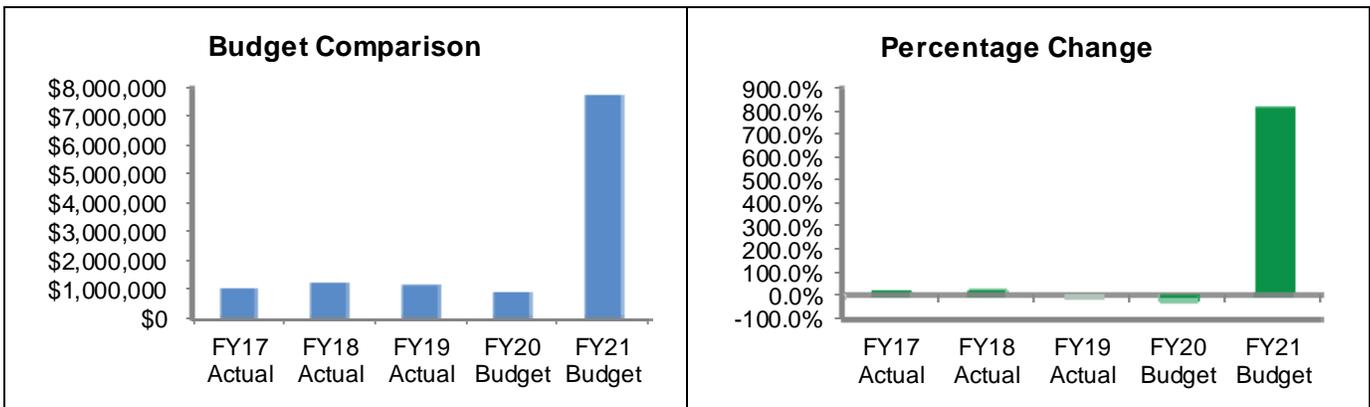
Virginia Juvenile Community Crime Control Act (VJCCCA)

FY 21 Budget - \$108,415

VJCCCA aims to deter crime by providing immediate, effective punishment that emphasizes accountability of the juvenile offender for his/her actions as well as reduce the pattern of repeat offending. The budget represents the City's required match for this regional grant. Albemarle County also participates in this grant and includes a local match in their budget.

Non Departmental Funding Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Citizen Engagement Opportunities	\$14,244	\$5,019	\$9,646	\$15,000	\$15,000	\$0	0.0%
Community Dialogue on Race	15	12,305	185	0	0	\$0	NA
Innovation Fund	0	3,215	19,803	20,000	20,000	\$0	0.0%
Ivy Landfill Contribution	237,515	180,264	271,189	210,000	210,000	\$0	0.0%
Participatory Budgeting Pilot	0	0	0	0	15,000	\$15,000	NA
Civilian Review Board (CRB)	0	0	0	0	150,000	\$150,000	NA
Food Equity Program	0	0	0	0	155,000	\$155,000	NA
Marketing Assistance - City Restaurants	0	0	0	124,440	0	(\$124,440)	-100.0%
Reserve / Performance Agreement Payments	565,620	220,484	343,422	250,000	250,000	\$0	0.0%
Reserve / Economic Downturn	0	540,804	220,705	0	6,674,971		
Sister City Committee	22,309	10,629	18,179	15,000	0	(\$15,000)	-100.0%
Strategic Planning - P3: Plan, Perform, Perfect	60,627	93,564	112,779	105,000	105,000	\$0	0.0%
Virginia Juvenile Community Crime Control Act (Local Match)	108,415	108,415	108,415	108,415	108,415	\$0	0.0%
Transfer to Miscellaneous Funds	<u>3,145</u>	<u>25,374</u>	<u>13,306</u>	<u>0</u>	<u>0</u>	<u>\$0</u>	NA
General Fund Total	\$1,011,891	\$1,200,074	\$1,117,628	\$847,855	\$7,703,386	\$180,560	21.3%



Explanation of FY 21 Changes

In FY 19 funds were budgeted for the Participatory Budgeting Pilot and the unspent funds were carried over to be used in FY 20. Additional funds are being added in FY 21 to continue the program. Funding is also included for two new programs: Food Equity Program and the Police Civilian Review Board. Both of these programs began in FY 20 with the use of one-time funds. In FY 21 funding was added to the budget for the continued operation of these programs. The Economic Downturn Reserve is also one-time funding created in FY 21 by deferring cash funding for the Capital Projects Fund. These funds will be used to address any revenue shortfalls or unexpected expenses that may occur as a result of the COVID pandemic.

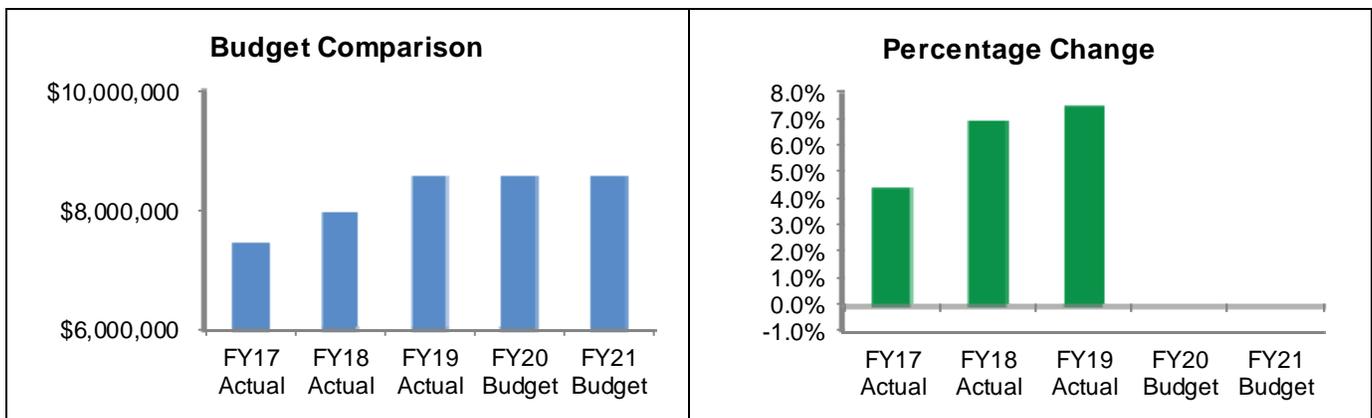
Debt Service Payment

The Debt Service Payment comprises 4.7% of the General Fund Operating Budget.

The General Fund contribution to the City’s annual debt service payments on general obligation bonds are shown in this part of the budget. The debt service payments relating to the utility funds are funded and included as part of each utility’s budget. The City has several major, long-term capital needs, such as School and City building maintenance, neighborhood improvements, transportation needs, and Parks and Recreation improvements. (See Capital Improvement Program Fund on *pg. L-1* and Debt Service Fund detail on *pg. M-3*).

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
General Fund Contribution	\$7,100,497	\$7,618,000	\$8,210,788	\$8,210,788	\$8,210,788	\$0	0.0%
General Fund Contribution - County Fire Service Fee	0	0	0	0	0	0	NA
General Fund Total	\$7,450,497	\$7,968,000	\$8,560,788	\$8,560,788	\$8,560,788	\$0	0.0%

In addition to the funding shown above, there is **\$2.5 million** in **Meals Tax Revenue** allocated to this fund, which appears under the Designated Expenditures portion of the General Fund.

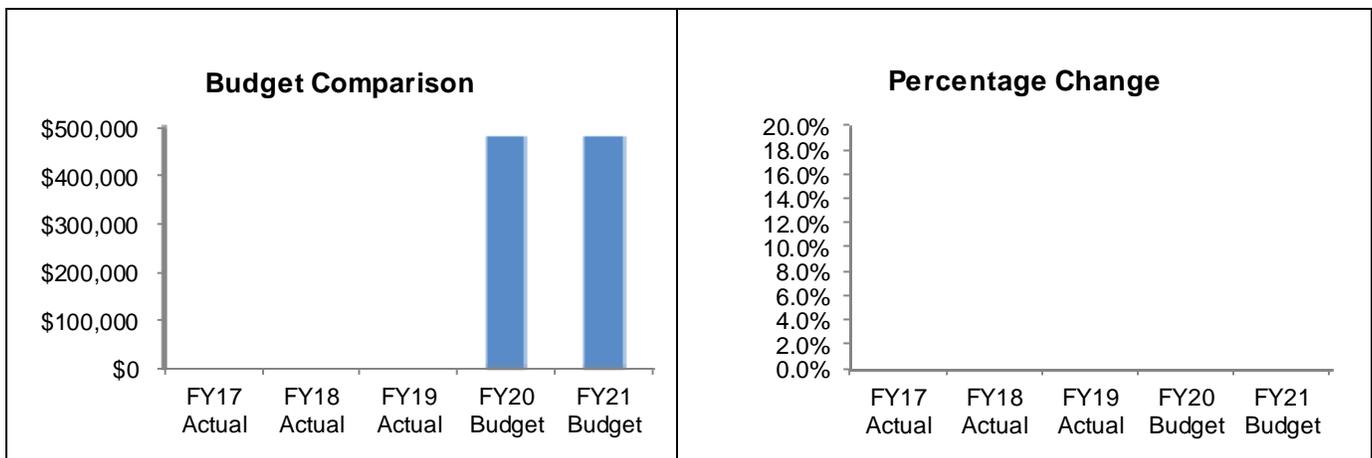


Fund Balance Target Adjustment

The Fund Balance Target Adjustment comprises 0.3% of the General Fund Operating Budget.

One of the key factors in retaining the City's AAA bond rating is the City's 17% fund balance policy. This policy states that the City will maintain an unappropriated fund balance in the General Fund equal to 14% of the City's operating budget plus a 3% Downturn Reserve Fund. This policy provides the City with sufficient working capital and a margin of financial safety to address unforeseen, one-time expenditure emergencies or significant unforeseen declines in revenues in a specific fiscal year, for which there is no other current budgetary resource available, or other categories of fund balance available to satisfy the funding need. In the event of a drawdown, the reserve must be replenished to the 14% level within three years. As the operating budget changes over time, this target fund balance must be adjusted. This account, created in FY 05, is included each year to help ensure that the City continues to meet this important financial policy.

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Fund Balance Target Adjustment	\$0	\$0	\$0	\$481,905	\$481,905	\$0	0.0%
General Fund Total	\$0	\$0	\$0	\$481,905	\$481,905	\$0	0.0%



Employee Compensation and Training

Employee Compensation and Training expenditures comprise 1.1% of the General Fund Operating Budget. They are citywide appropriations and may be allocated to individual departments throughout the fiscal year.

COLA Salary Increase

FY 21 Budget - \$2,641,937

Due to the COVID pandemic, no cost of living adjustment was included for employees for FY 21. The amount represented here is the cost of the COLA granted in FY 20 (4.83% Police mid-year FY 20 and 4.17% salary increase on July 1, 2019). The funds are budgeted as a lump sum and will be distributed to departments during the year as needed.

Attrition Savings

*FY 21 Budget Savings –
(\$1,000,000)*

This represents anticipated salary and benefits savings achieved when a vacancy occurs and remains vacant in between hires.

Unemployment Compensation

FY 21 Budget - \$50,000

Unemployment insurance provides temporary wage replacement benefits to qualified individuals who are out of work through no fault of their own.

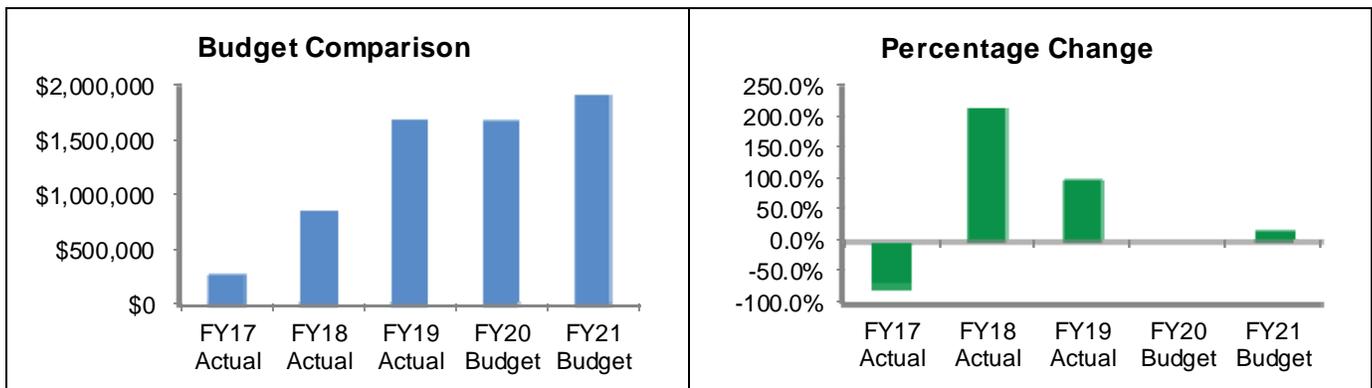
Misc. Expenses

FY 21 Budget - \$234,950

This supports the employee parking subsidy, leadership development activities and employee educational opportunities, employee recognition initiatives, tenure recognitions, and employee appreciation events. This also funds benefit plan administration and Affordable Health Act compliance.

Employee Compensation and Training Funding Summary

Funding Summary	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/	
	Actual	Actual	Actual	Budget	Budget	(Decrease)	% Change
Compensation and Benefits							
(4.17% salary increase July 1, 2019)	\$0	\$0	\$0	\$2,123,527	\$2,123,527	\$0	0.0%
(4.83% Police mid-year Police increase)	0	0	0	518,410	518,410	\$0	0.0%
Contribution to Retirement Fund	0	506,000	1,260,966	0	0	\$0	NA
CityWide Attrition Savings	0	0	0	(1,000,000)	(1,000,000)	\$0	0.0%
Living Wage Adjustments	0	0	0	95,000	0	(\$95,000)	-100.0%
Healthcare Savings	0	0	0	(400,000)	0	\$400,000	-100.0%
Unemployment Compensation	30,940	41,923	36,635	50,000	50,000	\$0	0.0%
Corporate Training Fund	22,779	46,069	166,019	55,860	0	(\$55,860)	-100.0%
Miscellaneous Expenses	<u>218,501</u>	<u>260,490</u>	<u>222,496</u>	<u>234,950</u>	<u>234,950</u>	<u>\$0</u>	<u>0.0%</u>
General Fund Total	\$272,220	\$854,482	\$1,686,116	\$1,677,747	\$1,926,887	\$249,140	14.8%



Internal Services



Finance Department:
Procurement
Risk Management
Warehouse

Human Resources

Information Technology

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

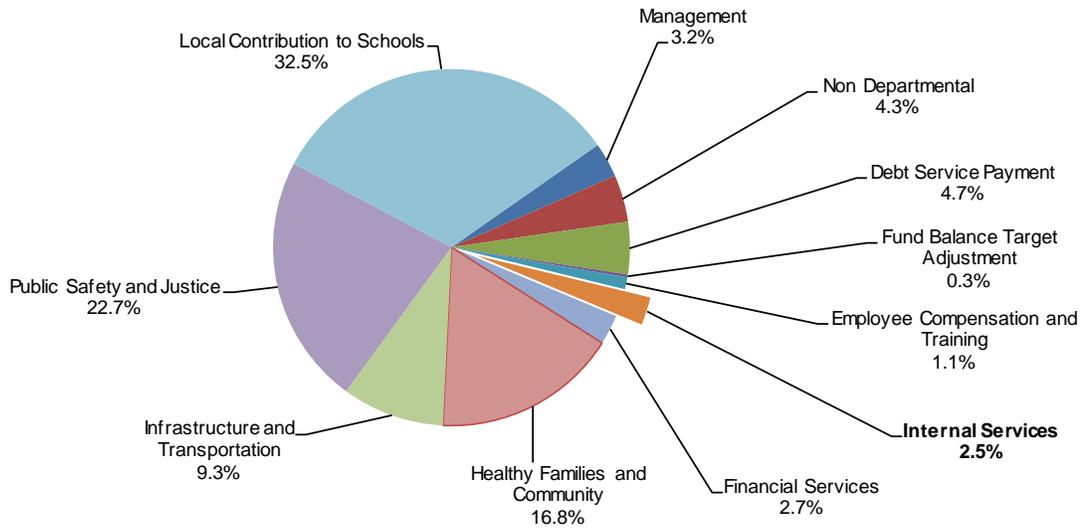


Goal 4: A Strong, Creative and Diversified Economy

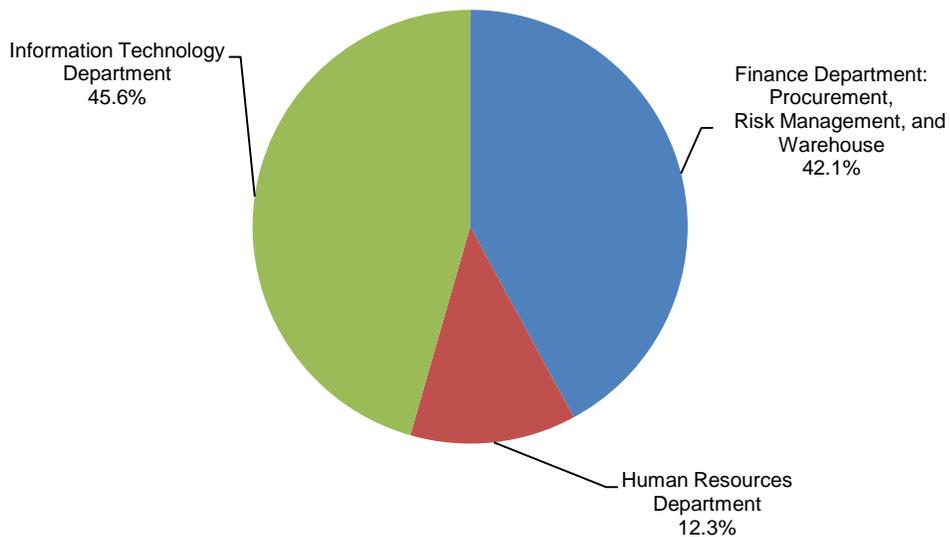


Goal 5: A Well-managed and Responsive Organization

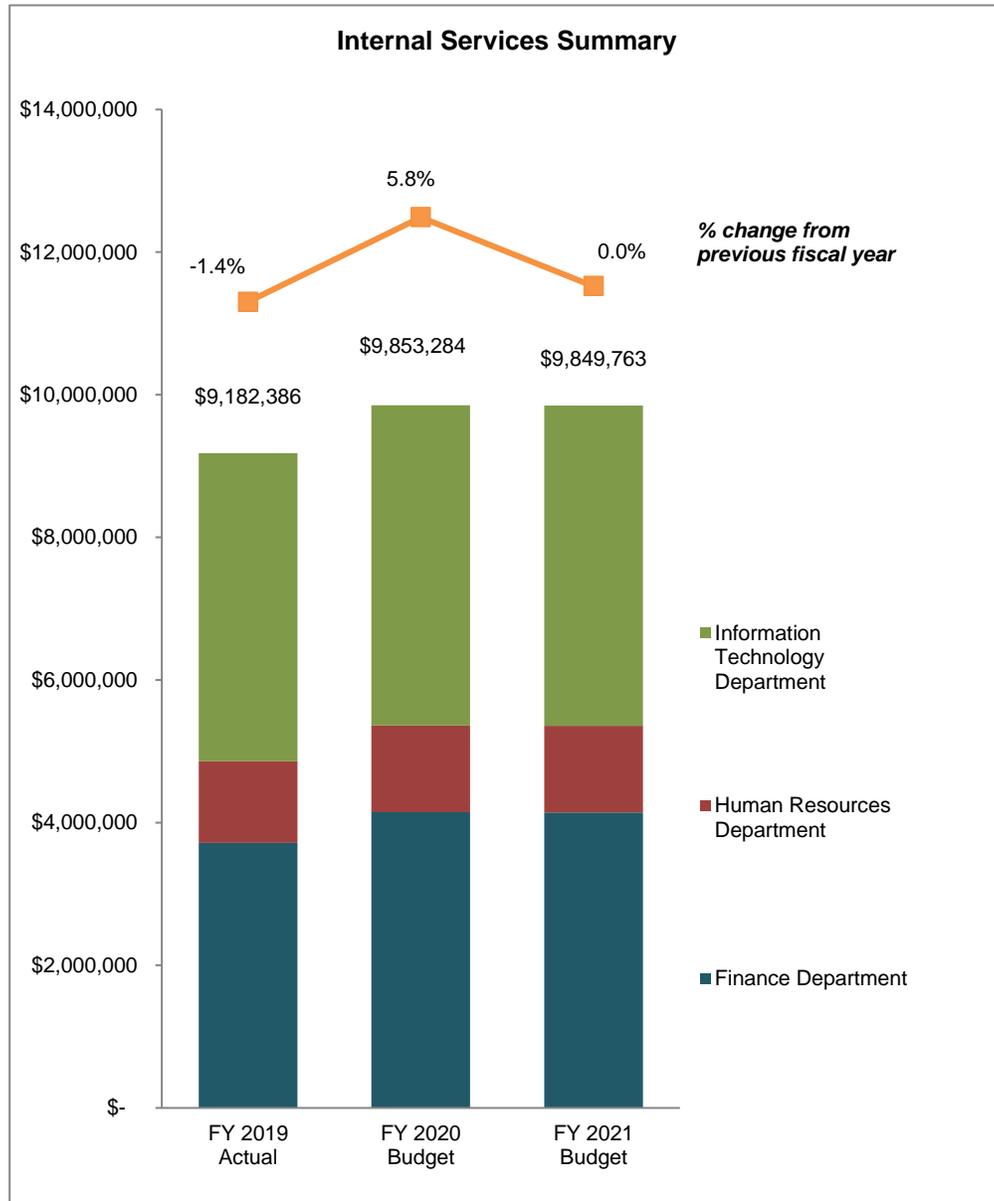
Internal Services
% of General Fund Operating Budget



Internal Services Overview
General Fund & Other Funds



Internal Services Summary	FY2019	FY2020	FY2021	FY2019	FY2020	FY2021
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
INTERNAL SERVICES						
Finance Department: Procurement, Risk Management, and Warehouse	\$308,706	\$357,574	\$357,574	\$3,407,140	\$3,791,404	\$3,787,883
Human Resources Department	1,147,157	1,215,923	1,215,923	0	0	0
Information Technology Department	2,851,882	2,996,483	2,996,483	1,467,500	1,491,900	1,491,900
INTERNAL SERVICES SUBTOTAL	\$4,307,746	\$4,569,980	\$4,569,980	\$4,874,640	\$5,283,304	\$5,279,783



Finance Department Procurement – Risk Management – Warehouse

*Strategic Plan
Alignment*

Procurement

FY 21 Budget - \$357,574



Procurement has overall responsibility for the City's purchasing system and develops procedures to ensure that procurements are conducted in a fair and impartial manner and in compliance with state, local and other applicable law, provides procurement training which is available to all City staff with procurement responsibilities, is responsible for the disposition of all City surplus property, and manages the City's Minority Business/Supplier Diversity and federal Disadvantaged Business Enterprise programs.

Risk Management

FY 21 Budget - \$3,628,186



Risk Management coordinates overall risk management services for the City. This includes managing the City's property and liability insurance. It also includes organizing, administering and coordinating activities for the City related to prevention and control of financial loss to the City. Services include performing risk analysis, evaluating, and using the data to develop and implement programs designed to limit the City's liability exposure, as well as improving workplace safety. Additionally, Risk Management is responsible for the transference of financial risk, to include procurement of the City's insurance policies and reviewing insurance provisions in third party service contracts.

Warehouse Operations

FY 21 Budget - \$159,697

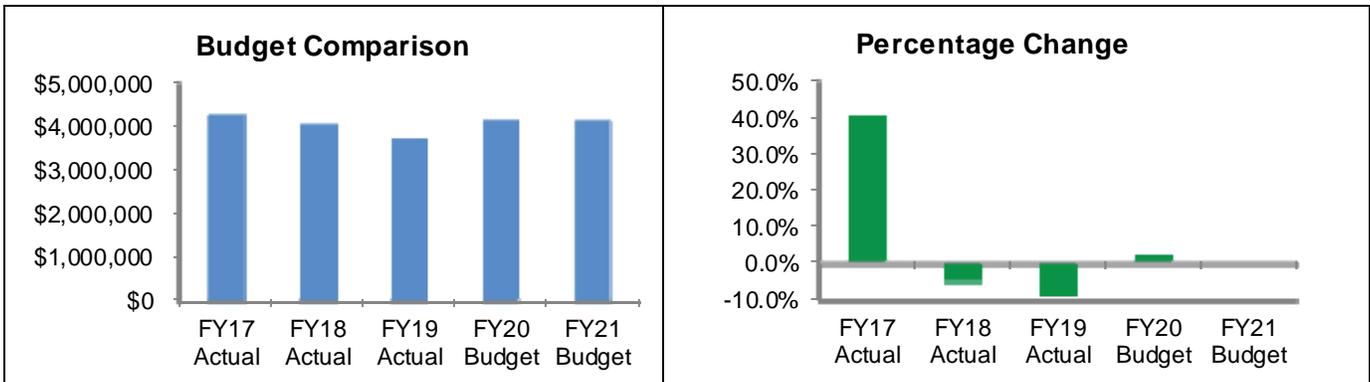


The Warehouse operates the Central Warehouse which includes: 1.) a central shipping and receiving point for City agencies, 2.) disposition of surplus property for the City and library, 3.) short term storage for City departments, and 4.) inventory management including material requirements planning and purchasing of inventory stocked in the central warehouse. The Warehouse also provides SAP and inventory management support for other warehouse locations, i.e., Charlottesville Area Transit and Fleet.

Finance Department Procurement – Risk Management – Warehouse *Funding and Staffing Summary*

Funding Summary	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/	
	Actual	Actual	Actual	Budget	Budget	(Decrease)	% Change
Salaries and Benefits	\$572,909	\$619,230	\$682,067	\$790,235	\$834,090	\$43,855	5.5%
Other Expenditures	3,708,895	3,085,967	2,683,779	3,358,743	3,311,367	(\$47,376)	-1.4%
Transfer to Other Funds	0	350,000	350,000	0	0	\$0	NA
Total	\$4,281,804	\$4,055,196	\$3,715,846	\$4,148,978	\$4,145,457	(\$3,521)	-0.1%
General Fund Total	\$360,445	\$389,548	\$308,706	\$357,574	\$357,574	\$0	0.0%
Non General Fund Total	3,921,359	3,665,648	3,407,140	3,791,404	3,787,883	(3,521)	-0.1%
Total	\$4,281,804	\$4,055,196	\$3,715,846	\$4,148,978	\$4,145,457	(\$3,521)	-0.1%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/	
						(Decrease)	
General Fund FTEs	3.5	4.0	4.0	4.0	4.0	0.0	
Non General Fund FTEs	2.5	4.0	4.0	5.0	5.0	0.0	



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Increase due to the addition of 1 FTE in the Risk Management fund for a Centralized Safety Coordinator added during FY 20.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level with FY 20 amounts.

Human Resources

**Strategic Plan
Alignment**



Human Resources

FY 21 Budget - \$1,215,923

Human Resources functional service areas include recruitment, employee relations, training, organizational development, employee benefits, retiree benefits, workers compensation, human resources information systems, and human resources administration. The department's key goals include:

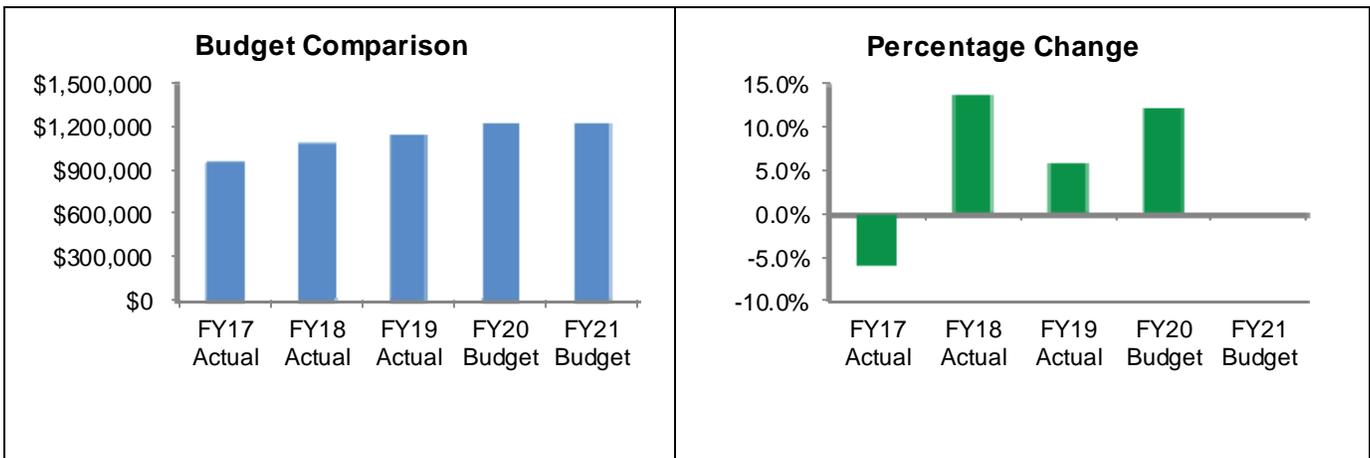
- 1.) Provide excellent customer service.
- 2.) Help ensure employees receive training required to perform their jobs.
- 3.) Offer a competitive total rewards compensation and benefits package.
- 4.) Provide a strong foundation for a "Great Place to Work"
- 5.) Effectively communicate the HR functions to internal and external customers.
- 6.) Provide well-administered policies and procedures that support the city's organizational goals.
- 7.) Support the City's diversity initiatives.

Human Resources

Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$732,216	\$854,696	\$929,629	\$964,917	\$964,917	\$0	0.0%
Other Expenditures	<u>219,617</u>	<u>228,841</u>	<u>217,528</u>	<u>251,006</u>	<u>251,006</u>	<u>0</u>	<u>0.0%</u>
General Fund Total	\$951,833	\$1,083,537	\$1,147,157	\$1,215,923	\$1,215,923	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	8.0	8.0	8.0	8.0	9.0	1.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Increase due to the conversion of Human Resources Specialist position from a long term temp to a regular FTE. Additional costs covered by attrition.

Other Expenses

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level with the FY 20 amounts.

Information Technology

**Strategic Plan
Alignment**



Information Technology Administration

FY 21 Budget - \$3,376,522

The Department of Information Technology (IT) assists all City departments and divisions by centrally supporting the City's computer and telecommunications systems and providing technical support to City employees. IT is responsible for evaluating, recommending, purchasing, installing, and supporting all of the City's computer systems and communications networks for both voice and data. This department evaluates, integrates, and supports innovative technologies to help internal and external customers achieve their goals, while effectively maximizing return on resources and providing cost effective methods for citizens, businesses, vendors, and others to easily access information and conduct business with the City. This budget is partially offset by revenues generated from user fees charged out to Non General Fund departments and received from outside agencies, such as the Library and Regional Jail.

City Link (SAP) Operations

FY 21 Budget - \$1,200,000



The total budget for City Link is \$1,200,000, which is funded from contributions by the Gas Fund (\$1.0M) and all Non General Fund departments that utilize City Link (\$200,000). This budget funds the salaries and benefits of two ABAP Programmers, an operational budget, and capital funds for City Link server replacement and potential enhancements.

Computer and Infrastructure Replacement

FY 21 Budget - \$219,900

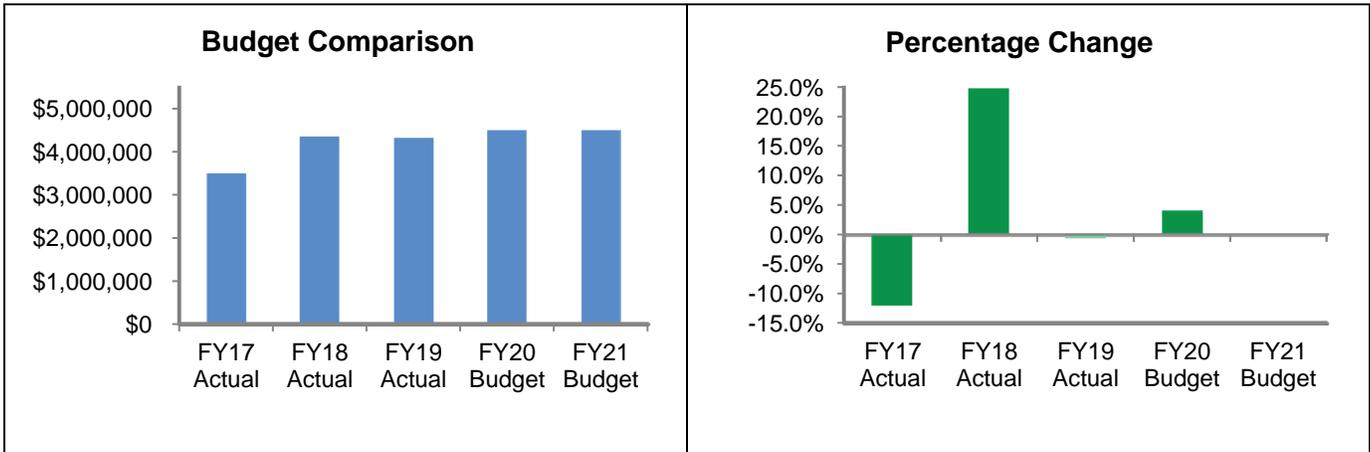


This includes funds for the replacements of desktop computers and citywide technology infrastructure and systems. This budget is offset by contributions made by each City department into the account.

Information Technology Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,724,036	\$2,271,025	\$2,208,903	\$2,309,772	\$2,310,966	\$1,194	0.1%
Other Expenditures	1,411,535	1,699,894	1,637,542	1,686,240	1,685,046	(\$1,194)	-0.1%
Technology Capital Investments	186,199	366,311	472,937	492,371	492,371	\$0	0.0%
Total	\$ 3,321,770	\$ 4,337,230	\$ 4,319,382	\$ 4,488,383	\$ 4,488,383	\$ -	0.0%
General Fund Total	153,000	0	2,851,882	2,996,483	2,996,483	0	0.0%
Non General Fund Total	3,326,969	4,337,230	1,467,500	1,491,900	1,491,900	0	0.0%
Total	\$3,479,969	\$4,337,230	\$4,319,382	\$4,488,383	\$4,488,383	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	0.0	0.0	18.0	18.0	18.0	0.0
Non General Fund FTEs	19.0	20.0	2.0	2.0	2.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.



Financial Services



Commissioner of the Revenue

Finance Department:
Administration
City Assessor
Utility Billing

Office of the City Treasurer

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

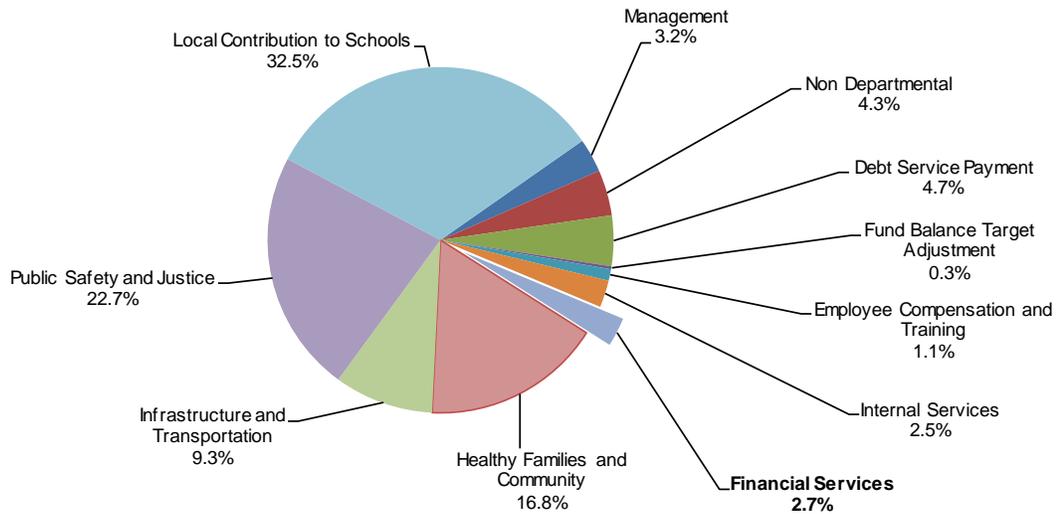


Goal 4: A Strong, Creative and Diversified Economy

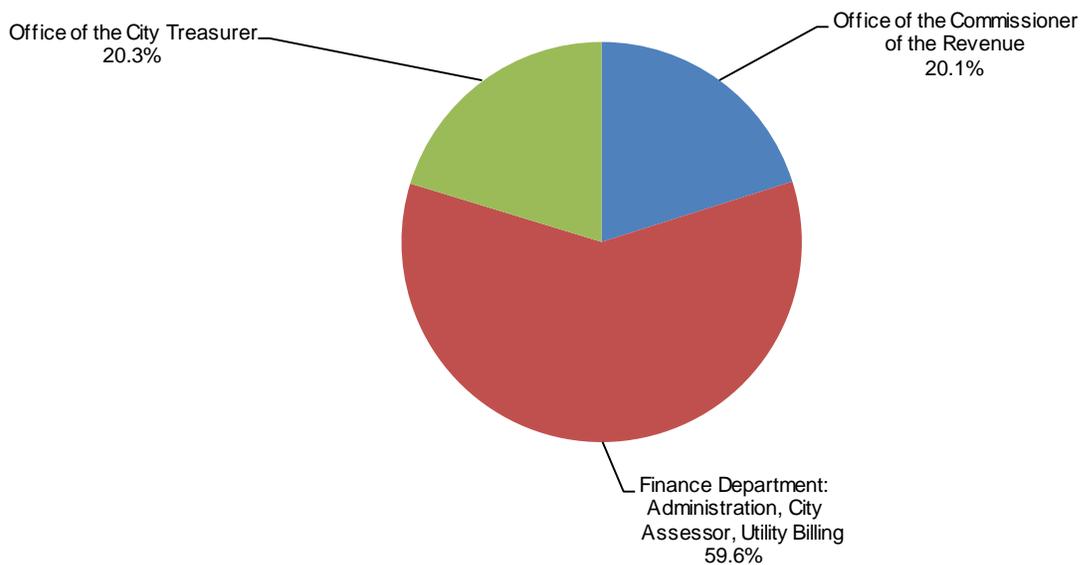


Goal 5: A Well-managed and Responsive Organization

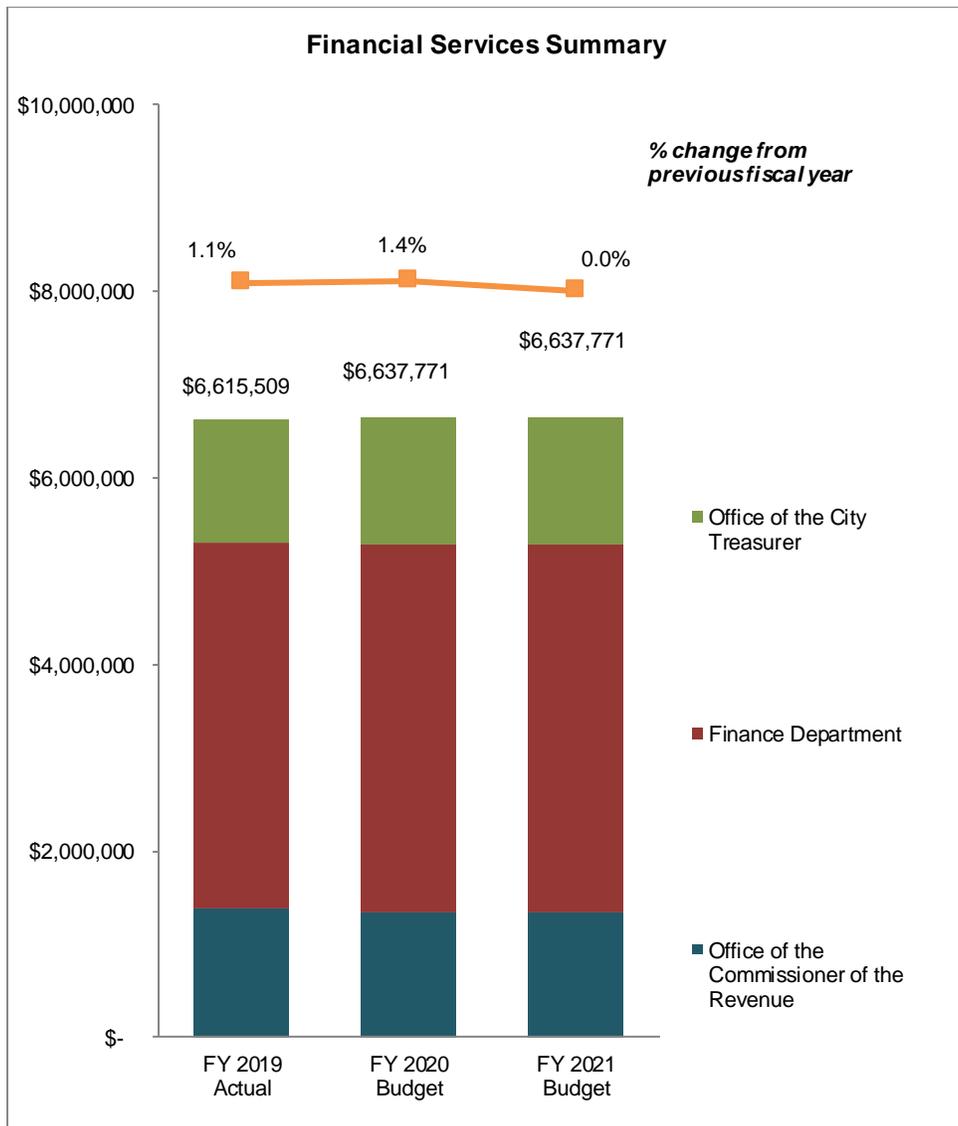
Financial Services
% of General Fund Operating Budget



Financial Services Overview
General Fund & Other Funds



Financial Services Summary	FY2019 General Fund Actual	FY2020 General Fund Budget	FY2021 General Fund Budget	FY2019 Other Funds Actual	FY2020 Other Funds Budget	FY2021 Other Funds Budget
FINANCIAL SERVICES						
Office of the Commissioner of the Revenue	\$1,377,595	\$1,344,901	\$1,344,901	\$0	\$0	\$0
Finance Department: Administration, City Assessor, Utility Billing	2,211,791	2,187,410	2,187,410	1,714,859	1,748,763	1,748,763
Office of the City Treasurer	1,311,265	1,356,697	1,356,697	0	0	0
FINANCIAL SERVICES SUBTOTAL	\$4,900,650	\$4,889,008	\$4,889,008	\$1,714,859	\$1,748,763	\$1,748,763



Office of the Commissioner of the Revenue

Strategic Plan
Alignment

Commissioner of the Revenue

FY 21 Budget - \$1,344,901



Commissioner of the Revenue, an elected office, is responsible for the administration of several local taxes and three relief programs. The Commissioner's office also provides assistance in completing and filing Virginia income tax returns for all residents of the City. The City receives reimbursement from the Commonwealth of Virginia for a portion of the Commissioner of Revenue's budget.

The Office of the Commissioner of the Revenue is responsible for reviewing local sales tax registrations to ensure correct coding and correct allocation of the 1% of the 5.3% tax on sales in the City and administers the following local tax programs for the City of Charlottesville:

- Personal Property Tax
- Personal Property Tax Relief
- Business Personal Property Tax
- Business, Professional and Occupational License Tax
- Meals Tax
- Transient Occupancy Tax
- Consumer Utility Tax
- Consumption Tax
- Short-Term Rental Tax
- Vehicle License Fee
- Public Service Corporation Tax
- Bank Stock Tax

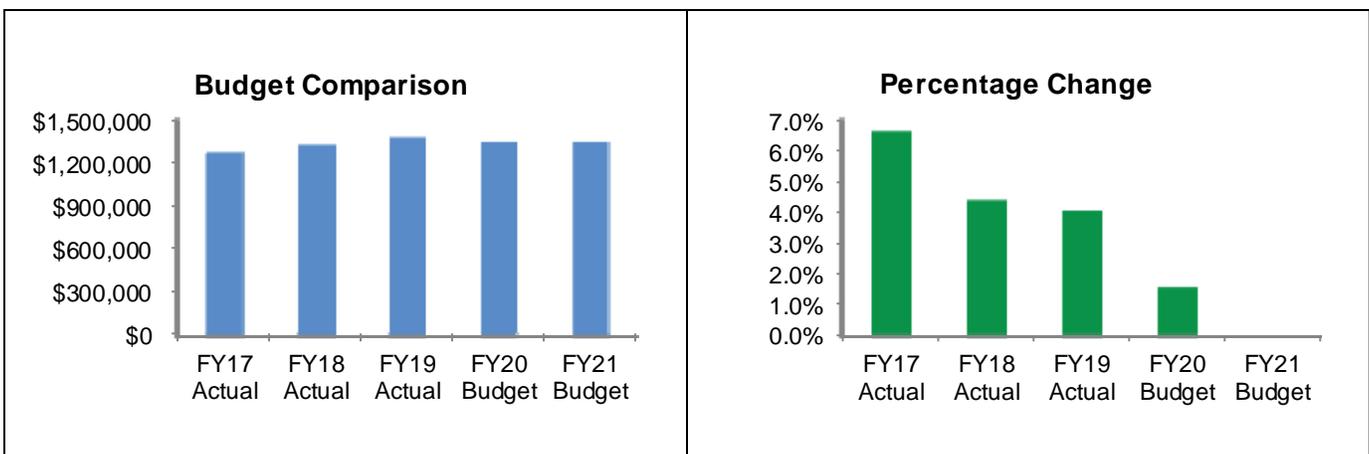
The Office of the Commissioner of the Revenue also administers the City's tax and rent relief and grant programs. Information on these programs can be found on page **H-20**.

- **Real Estate Tax Relief for the Elderly and Disabled** - grants that reduce the amount of real estate taxes dues for homeowners who are age 65 years of age or older or permanently and totally disabled and whose income and assets fall below the threshold for the year.
- **Rental Relief for the Elderly and Disabled** - grants to qualified renters to offset their indirect share of real estate taxes on the rental property.
- **Housing Affordability Grant Program** - grants against real estate taxes for homeowners who qualify based on Federal Adjusted Gross Income and value of property.

Office of the Commissioner of the Revenue Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,026,822	\$1,106,034	\$1,172,371	\$1,154,546	\$1,154,546	\$0	0.0%
Other Expenditures	<u>241,890</u>	<u>218,179</u>	<u>205,224</u>	<u>190,355</u>	<u>190,355</u>	<u>0</u>	<u>0.0%</u>
General Fund Total	\$1,268,712	\$1,324,213	\$1,377,595	\$1,344,901	\$1,344,901	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	13.0	14.0	14.0	14.0	14.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Office of the Commissioner of the Revenue

Strategic Plan Performance Measures

Office of the Commissioner of Revenue

Goal 1: An Inclusive Community of Self-sufficient Residents

1.4 Enhance the financial health of residents

	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019
# of recipients of tax and rent relief programs and housing affordability grant program						
Real estate tax relief	431	406	396	380	360	331
Rental relief	343	353	369	367	366	339
Housing Affordability Grant Program	832	825	774	708	646	636

\$ amount of rent and tax relief and affordability grants disbursed

Real estate tax relief	\$502,165	\$491,413	\$474,840	\$494,208	\$505,969	\$493,185
Rental relief	\$182,363	\$176,565	\$211,928	\$222,385	\$204,542	\$176,259
Housing Affordability Grant Program	\$364,950	\$364,575	\$340,650	\$311,250	\$485,500	\$886,192

Goal 5: A Well-managed and Responsive Organization

5.1 Integrate effective business practices and strong fiscal policies

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
\$(in millions) amount of revenue collected by the Commissioner of Revenue	\$49.67	\$51.05	\$54.96	\$58.74	\$59.72	\$61.67

% of personal property tax that is uncollected	3.3%	3.5%	3.4%	3.4%	2.7%	N/A
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	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019
% of personal property tax exonerations	8.2%	7.6%	7.0%	6.2%	5.7%	6.2%



Finance Department

Administration – City Assessor – Utility Billing Office

*Strategic Plan
Alignment*

Administration

FY 21 Budget - \$1,372,472



The administrative office of the Finance Department provides comprehensive financial management, accounting, and reporting services; pays all City employees and City bills; provides debt management services; and prepares a number of specialized technical reports including the annual utility rate study, official statements and prospectuses for bond issues, administers the City's credit card programs, the City's annual financial reports, the State mandated comparative cost report transmittal forms, and a variety of grant reports.

City Assessor

FY 21 Budget - \$814,938



The City Assessor's Office is responsible for assessing over 15,606 parcels in the City annually; maintains assessments for tax purposes at fair market value; and provides various services to homeowners, prospective homebuyers/sellers, realtors, title researchers, attorneys, land surveyors, and other City departments. This office is also responsible for the Tax Abatement and Supplemental Assessment Programs.

Utility Billing Office

FY 21 Budget - \$1,748,763



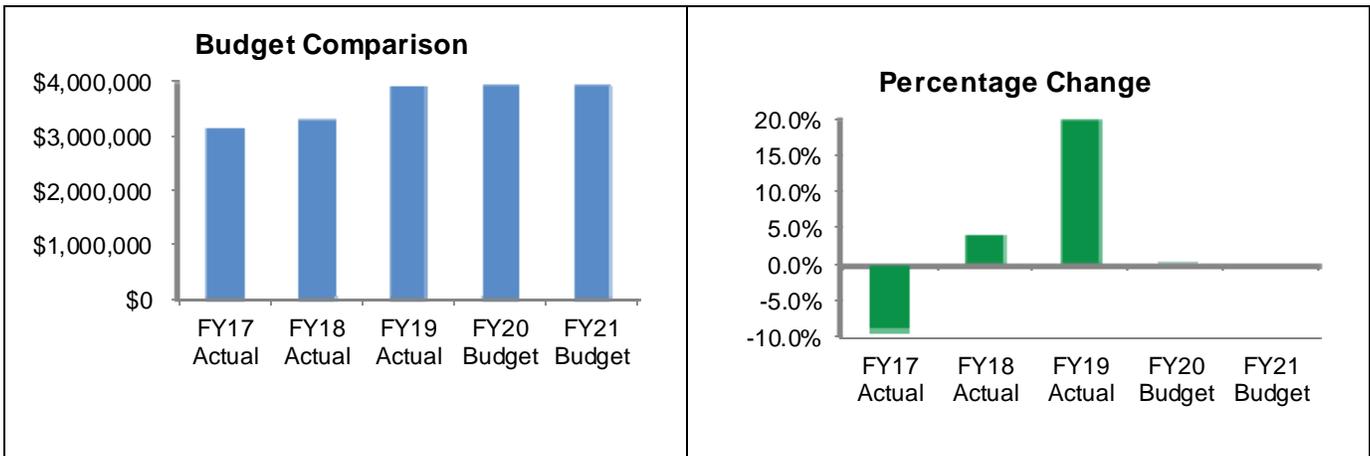
The Utility Billing Office (UBO) is responsible for maintaining and billing over \$44 million in utility accounts each year for gas, water and sewer service and sending over 24,000 invoices monthly. They also handle requests to stop and start services, answer customer inquiries concerning their accounts, create and monitor payment arrangements, disconnect and reconnect delinquent customers, and handle all billing maintenance entries necessary to send accurate and timely bills. The office handles over 37,000 customer inquiries annually and proactively contacted over 800 customers concerning consumption issues.

UBO also administers the Gas Assistance Program, which assisted 141 customers in FY 18 and received assistance from 338 private contributors to the program. UBO works with the State of Virginia fuel assistance program to ensure that approximately 188 customers receive assistance. In FY 12, UBO began to manage water and wastewater assistance programs, providing financial support to those who qualify and have difficulty with their water and wastewater bills. In addition, UBO administers the rebate programs for toilets, water heaters, thermostats, and rain barrels. In FY 18, they processed 372 rebates and provided assistance to 311 customer accounts.

Finance Department Administration – City Assessor – Utility Billing *Funding and Staffing Summary*

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,718,287	\$2,806,794	\$2,996,288	\$3,038,985	\$3,038,985	\$0	0.0%
Other Expenditures	435,597	470,153	930,362	897,188	897,188	0	0.0%
Total	\$3,153,884	\$3,276,947	\$3,926,650	\$3,936,173	\$3,936,173	\$0	0.0%
General Fund Total	\$2,080,118	\$2,173,164	\$2,211,791	\$2,187,410	\$2,187,410	\$0	0.0%
Non General Fund Total	1,073,766	1,103,783	1,714,859	1,748,763	1,748,763	0	0.0%
Total	\$3,153,884	\$3,276,947	\$3,926,650	\$3,936,173	\$3,936,173	\$27,334	0.7%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	20.0	20.0	20.0	20.0	20.0	0.0
Non General Fund FTEs	14.0	14.0	14.0	14.0	14.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Finance Department
Administration – City Assessor – Utility Billing
Strategic Plan Performance Measures

Finance Department					
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Ratio of debt to General Fund expenditures (%)	6.27	6.25	6.54	6.36	5.66
Real estate assessment to sales ratio (%)	94.63%	92.64%	90.00%	89.17%	-
Real estate coefficient of dispersion (%)	14.35%	12.93%	11.11%	12.02%	-
Real estate assessment price related differential (%)	1.02%	1.19%	1.04%	1.02%	-
City received favorable "unqualified" opinion from external auditors	Yes	Yes	Yes	Yes	Yes
City received Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes



Office of the City Treasurer

**Strategic Plan
Alignment**



Treasurer

FY 21 Budget - \$1,356,697

The Treasurer's Office serves Charlottesville citizens by collecting, investing, and ensuring the safekeeping of all City revenues. The office is the citizen's first point of contact for many City services requested of other departments, and as the collection point for all fees and taxes generated by or within the City, including utility bills, personal property, real estate, and state income taxes, vehicle license fees, business licenses, meals tax, trash decals, dog licenses, and all other revenues collected by the City. The office is responsible for preparing and mailing personal property and real estate bills semi-annually, for collecting all tax payments, and for pursuing collection of delinquent revenues.

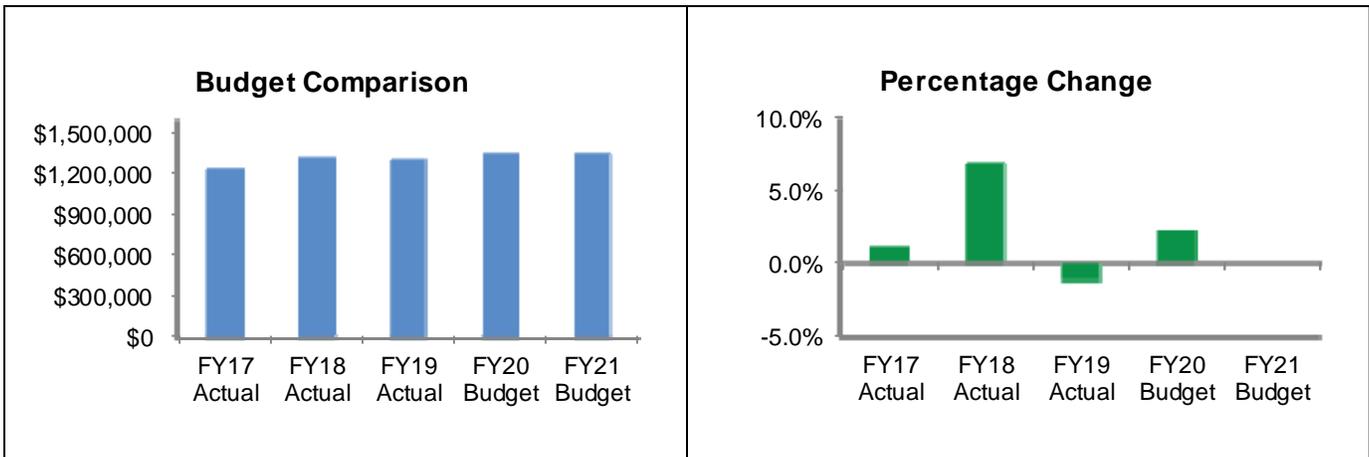
The Treasurer's Office is responsible for the administration and court process of parking tickets and the zone permit parking system, including the upkeep and maintenance of its computer systems. The Treasurer invests all City reserve operational funds, bond funds, and school funds to obtain the highest yield with minimal risk. The Treasurer's Office ensures the safekeeping of City revenues by balancing all cash received on a daily basis and reconciling all bank accounts on a monthly basis. The Treasurer also serves as the fiscal agent for the City Schools and the Charlottesville Albemarle Technical Education Center (CATEC). The Treasurer acts as the custodian for the City Retirement Fund, oversees fund managers, makes payments for the Fund's expenses, and provides monthly reports to the Retirement Commission. Additionally the office serves as a Passport Acceptance Facility in coordination with the Department of State and as a DMV Select office in coordination with the Virginia Department of Motor Vehicles. The City receives reimbursement for a portion of the Treasurer's budget from the Commonwealth of Virginia's Compensation Board.

Office of the City Treasurer

Funding and Staffing Summary

Funding Summary	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$883,381	\$978,264	\$992,309	\$1,061,812	\$1,061,812	\$0	0.0%
Other Expenditures	357,172	347,755	318,956	294,885	294,885	0	0.0%
General Fund Total	\$1,240,553	\$1,326,019	\$1,311,265	\$1,356,697	\$1,356,697	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	13.0	13.5	13.5	14.0	14.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Office of the City Treasurer

Strategic Plan Performance Measures

Office of the City Treasurer

Goal 5: A Well-managed and Responsive Organization

5.1 Integrate effective business practices and strong fiscal policies

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
% of City investments in compliance with investment policy	100%	100%	100%	100%	100%
Real estate and personal property collection rate	98.6%	98.7%	98.6%	98.5%	98.4%
Parking ticket collection rate*	117%	110%	111%	110%	114%
	Jun-17	Sep-17	Dec-17	Dec-18	Dec-19

% of transactions accurately processed	99.54%	99.69%	99.75%	99.81%	99.80%
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5.2 Recruit and cultivate a high quality and diverse workforce

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
# of Treasurer's office employees holding statewide certification	9	9	10	10	11

5.3 Provide responsive customer service

	Jun-17	Sep-17	Dec-17	Dec-18	Dec-19
% of incoming phone calls answered within 30 seconds	92.06%	89.85%	87.73%	93.25%	87.40%

*The City Treasurer's Office is charged with the collection of parking tickets issued in the City. The goal is to collect 110% of the face value of tickets issued. This is because they account for some of the tickets doubling before they are collected, resulting in a collection rate over 100% of the face ticket value.

Healthy Families and Community



Charlottesville Albemarle Convention & Visitors Bureau
Children's Services Act
Community Events and Festivals
Contributions to Children, Youth and Family Oriented Programs
Contributions to Education and the Arts
Department of Social Services
Housing Programs and Tax Relief
Department of Human Services
Neighborhood Development Services
Office of Human Rights
Parks and Recreation Department

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

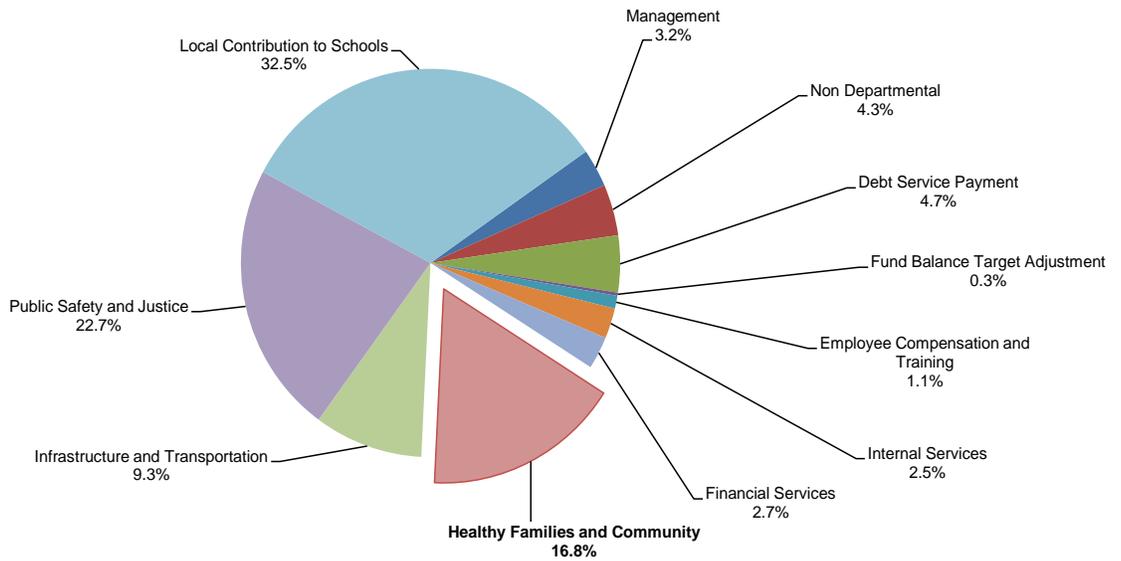


Goal 4: A Strong, Creative and Diversified Economy

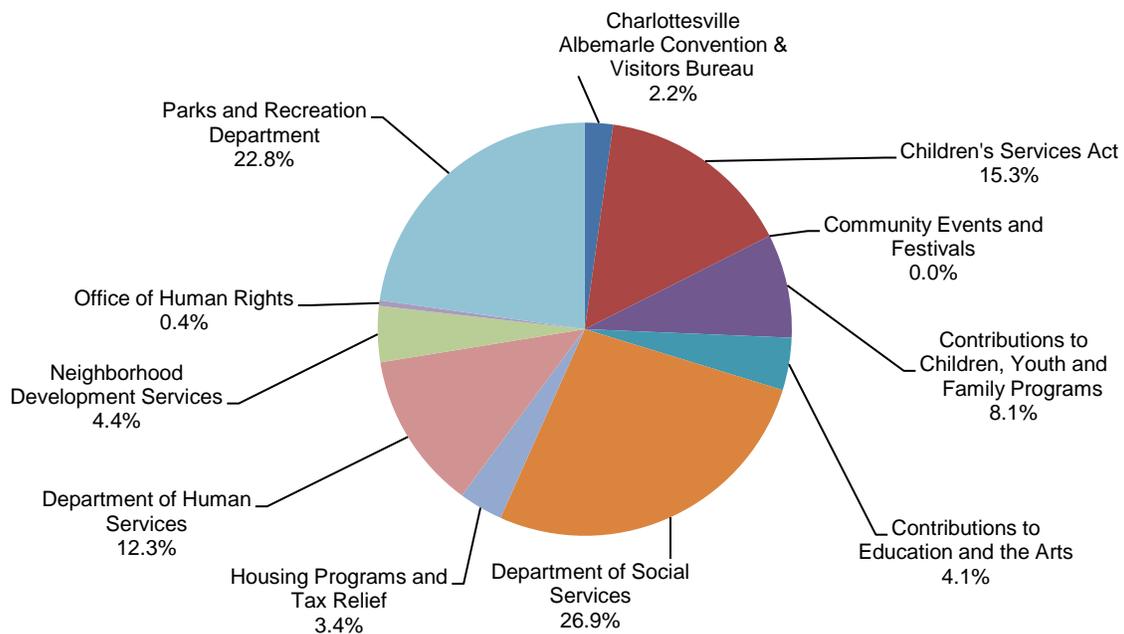


Goal 5: A Well-managed and Responsive Organization

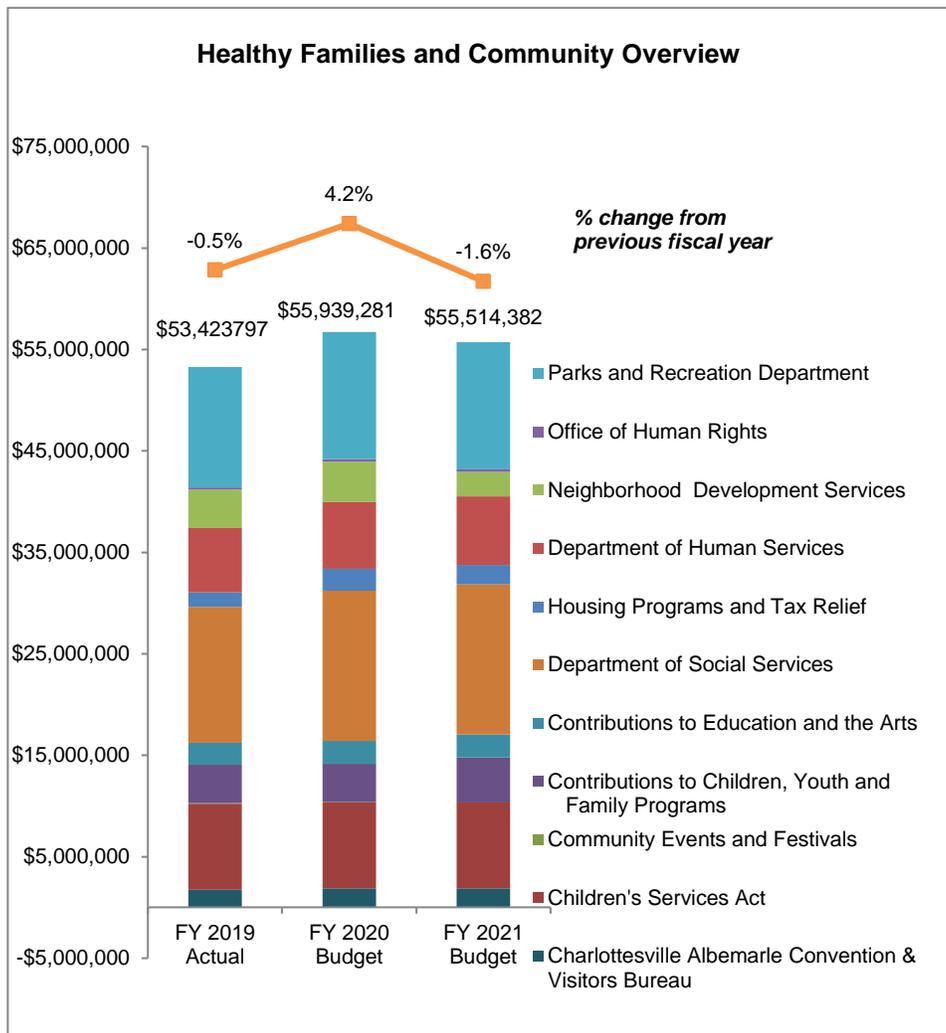
Healthy Families and Community
% of General Fund Operating Budget



Healthy Families and Community Overview
General Fund & Other Funds



Healthy Families and Community Summary	FY2019	FY2020	FY2021	FY2019	FY2020	FY2021
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
HEALTHY FAMILIES AND COMMUNITY						
Charlottesville Albemarle Convention & Visitors Bureau	\$1,038,546	\$1,103,921	\$1,212,691	\$841,004	\$0	\$0
Children's Services Act	2,064,092	2,004,722	2,004,722	6,434,734	6,440,142	6,440,142
Community Events and Festivals	43,513	45,500	0	0	0	0
Contributions to Children, Youth and Family Programs	3,795,237	3,782,316	4,461,476	0	0	0
Contributions to Education and the Arts	2,168,565	2,273,706	2,258,805	0	0	0
Department of Social Services	3,236,250	3,302,777	3,602,777	10,170,242	11,489,781	11,205,891
Housing Programs and Tax Relief	1,442,287	2,177,965	1,895,000	0	0	0
Department of Human Services	1,074,537	662,030	641,280	5,232,234	5,910,748	6,142,734
Neighborhood Development Services	3,793,937	3,981,475	2,406,657	0	0	0
Office of Human Rights	222,779	238,438	238,438	0	0	0
Parks and Recreation Department	10,902,564	11,535,820	11,535,820	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	149,204	128,000	0	814,072	861,940	989,940
HEALTHY FAMILIES AND COMMUNITY SUBTOTAL	\$29,931,511	\$31,236,670	\$30,257,666	\$23,492,286	\$24,702,611	\$24,778,707



Charlottesville Albemarle Convention & Visitors Bureau

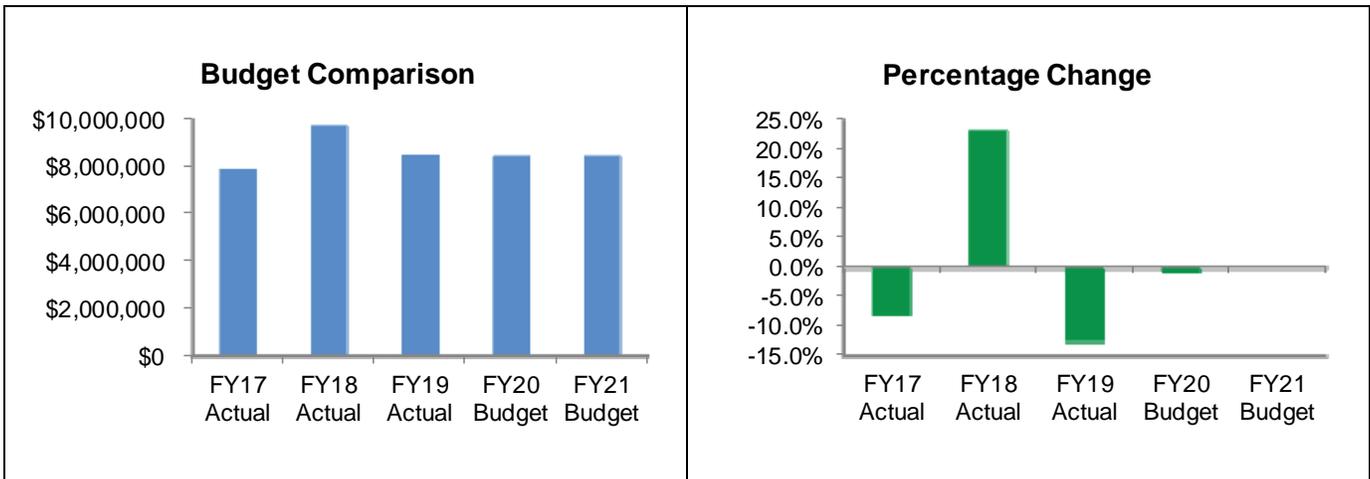
Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$653,739	\$731,089	\$764,662	\$0	\$0	\$0	NA
Other Expenditures	<u>882,820</u>	<u>992,489</u>	<u>1,114,888</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>NA</u>
Total	\$1,536,559	\$1,723,578	\$1,879,550	\$0	\$0	\$0	NA
General Fund Total	\$791,577	\$916,039	\$1,038,546	\$1,103,921	\$1,212,691	\$108,770	9.9%
Non General Fund Total	<u>744,982</u>	<u>807,539</u>	<u>841,004</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>NA</u>
Total	\$1,536,559	\$1,723,578	\$1,879,550	\$1,103,921	\$1,212,691	\$108,770	9.9%

Explanation of FY 21 Changes

Beginning in January 2019 Albemarle County took over as the fiscal agent for the Charlottesville Albemarle Convention and Visitors Bureau (CACVB). The amounts shown in FY 21 represent the City of Charlottesville's contribution to the CACVB. The City's contribution is based on an agreement between City, County and the CACVB, in which the CACVB receives a contribution from each locality equal to 30% of actual revenues collected of the first 5% of the Transient Occupancy Tax rate.

Children's Services Act

Funding Summary	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
General Fund Total	\$1,717,274	\$2,111,864	\$2,064,092	\$2,004,722	\$2,004,722	\$0	0.0%
Non General Fund Total	6,182,550	7,610,851	6,434,734	6,440,142	6,440,142	0	0.0%
Total	\$7,899,824	\$9,722,715	\$8,498,826	\$8,444,864	\$8,444,864	\$205,408	2.4%



The Children's Services Act (CSA), formerly known as the Comprehensive Services Act and established in 1992 by the General Assembly, is a state-mandated interagency program that serves children who are in foster care or at risk of going into foster care, have certain special education needs, are involved in the Juvenile Court system, and/or have serious emotional or behavioral problems. The latter two groups are not mandated by the State but can be served by the CSA. Beginning in FY 11, CSA funds and services have been administered by the respective City and County Departments of Social Services, with funding and policy decisions continuing to be made by a regional, state-mandated policy and management team.

The CSA comprises a state pool of funds and establishes a formula for local matching funds. Currently, the match rate has 3 tiers:

- Community based services, match rate of 15.34%
- Foster families, based rate of 30.68%
- Residential services, 38.75%

The General Fund portion of this budget includes \$5,200 for the Parent Representative serving on the Family Assessment and Planning Team (FAPT). FAPT is a group of community partners that meet to discuss the strengths and needs of youth and families. FAPT reviews cases funded by the Children's Services Act (CSA) to determine progress, prepare transition plans, and adjust services as needed. Previously, payment for the Parent Representative was provided through a grant administered by Region Ten.

The Non General Fund portion of this budget represents the State funded portion of CSA, \$5,921,446 and the City School's portion, \$518,696.

Community Events and Festivals

City Supported Events*

FY 21 Budget - \$0.00

Funds for various city-sponsored agencies and events that happen throughout the year. Examples include the Dogwood Festival, Grand Illumination, African American Festival/Chihamba, and the Fourth of July holiday events. The funding previously shown under specific events has been moved to this lump sum account and the amount is more closely aligned with actuals spent in previous fiscal years.

Charlottesville Festival of Cultures*

FY 21 Budget - \$0.00

One-day celebration of the area’s cultural and linguistic diversity held in a family-friendly venue.

Virginia Film Festival *

FY 21 Budget - \$0.00

Annual four-day event that celebrates film and the way it both impacts and reflects American and Virginia culture.

Virginia Festival of the Book*

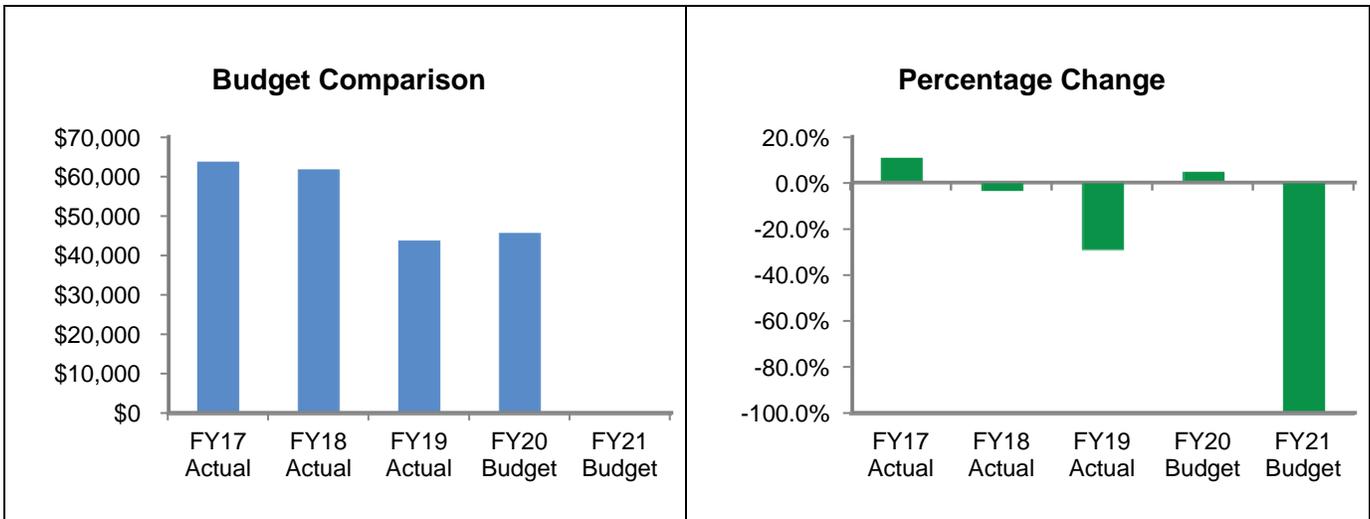
FY 21 Budget - \$0.00

Annual five-day festival sponsored by the Virginia Foundation for the Humanities that promotes literacy and celebrates the “book”.

**Agencies were reviewed as part of the Vibrant Community Fund process. FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).*

Community Events and Festivals Funding Summary

Agency	FY 17 Actual	FY 18 Actual	FY 19 Actual	FY 20 Budget	FY 21 Budget	Increase/ (Decrease)	% Change
City Supported Events	12,567	26,469	11,813	10,000	0	(10,000)	(100.0%)
Festival of Cultures	3,750	3,750	3,750	3,750	0	(3,750)	(100.0%)
First Night Virginia	2,375	0	0	0	0	0	NA
Fourth of July Festival (Indirect Support)	3,038	0	0	0	0	0	NA
LOOK3 Festival of the Photograph	11,000	0	0	0	0	0	NA
Virginia Film Festival	15,200	15,200	11,400	15,200	0	(15,200)	(100.0%)
Virginia Festival of the Book	15,600	16,068	16,550	16,550	0	(16,550)	(100.0%)
General Fund Total Contributions	\$63,530	\$61,487	\$43,513	\$45,500	\$0	(\$45,500)	(100.0%)



Explanation of FY 21 Changes

- The initial FY21 funding recommendations for outside agencies resulted in numerous shifts in agency funding recommendations. However, the circumstances under which City Council considered the initial Vibrant Community Fund requests are substantially different. Therefore, in lieu of specific agency allocations, the FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. City Council requested additional information from the agencies and made specific funding allocations based on the information received. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (**N-12**).

Contributions to Children, Youth and Family Oriented Programs

Birth Sisters*

FY 21 Budget - \$0.00

Birth Sisters of Charlottesville is a women of color doula collective supporting women of color through their birth journey and into motherhood. Our aim is to amplify the resiliency of Black, Indigenous, Women of Color by drawing on the life experience, shared values, training, and sacred legacies to provide culturally rooted, trauma intuitive perinatal services and advocacy.

Boys and Girls Club*

FY 21 Budget - \$0.00

Club strives to inspire and enable all young people to realize their full potential as productive, responsible, and caring citizens.

The BridgeLine*

FY 21 Budget - \$0.00

A supported residential family-like living environment and day vocational services for adults with brain injuries, to help facilitate their path to independence and self-determined personal growth and engage citizenry.

Charlottesville Abundant Life Ministries*

FY 21 Budget - \$0.00

Program brings together members of the Prospect Ave. neighborhood and the local community in order to empower residents to flourish in all aspects of life.

Charlottesville-Albemarle Health Department

FY 21 Budget - \$612,708

Services for protecting and promoting the health of the public. In FY 21, \$7,500 in funding was added for a capacity building grant.

Charlottesville Free Clinic*

FY 21 Budget - \$0.00

Free primary medical services to the working poor and dental services to uninsured low-income residents.

Computers 4 Kids*

FY 21 Budget - \$0.00

Program strives to improve low income youth's computer and learning skills through caring mentorship, structured training, a vibrant learning environment, and access to a computer at home.

Emergency Assistance Program Support*

FY 21 Budget - \$0.00

Cash assistance and referral services to assist area residents with rent or mortgage payments, avoid disconnection of utilities, or with other one-time emergencies.

Foothills Child Advocacy Center*

FY 21 Budget - \$0.00

A multidisciplinary team response to allegations of child abuse or victimization, beginning with a forensic interview and including case management services for children and their non-offending family members or guardians.

Home Visiting Collaborative*

FY 21 Budget - \$0.00

Support and prevention services to at risk families with children, ages 0-6, and pregnant women by providing parenting education, connection to community resources, and easier access to health care to ensure that children are healthy and enter school ready to learn.

**Agencies were reviewed as part of the Vibrant Community Fund process. FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).*

Contributions to Children, Youth and Family Oriented Programs

Jefferson Area Board for the Aging (JABA)

FY 21 Budget - \$319,192

Planning and coordination of services for the elderly.

Monticello Area Community Action Agency (MACAA)*

FY 21 Budget - \$0.00

A local anti-poverty agency created to serve low-income persons in Planning District Ten.

On Our Own*

FY 21 Budget - \$0.00

Mutual support, self-help, advocacy, education, information, and referral services to individuals who have experienced significant problems in their lives due to a mental illness and who acknowledge this, and to advocate for positive changes within the traditional mental health system.

Public Housing Association of Residents (PHAR)*

FY 21 Budget - \$0.00

Empower low-income housing authority residents to protect and improve our own communities through collective action.

Piedmont Family YMCA*

FY 21 Budget - \$0.00

Piedmont Family YMCA Child Care provides full-day, year-round, licensed child care program for youth ages 6-weeks to pre-K, offering a high-quality early childhood education and school readiness program with a mixed delivery model of subsidy assistance and self-pay participants.

Ready Kids*

FY 21 Budget - \$0.00

Program encourages the positive growth and development of children.

Region Ten Community Services Board (CSB)

FY 21 Budget - \$1,180,092

Mental health, substance abuse disorder, and intellectual/developmental services to the community. Additionally, Region Ten will provide substance abuse services through the Women's Treatment Center once it is established.

Sexual Assault Resource Agency (SARA)*

FY 21 Budget - \$0.00

Crisis intervention, confidential emotional support, information, and referrals to sexual assault victims.

Shelter for Help in Emergency (SHE)*

FY 21 Budget - \$0.00

Services to women and children who are victims/survivors of domestic violence within Planning District Ten.

Thomas Jefferson Area Coalition for the Homeless (TJACH)*

FY 21 Budget - \$0.00

A broad-based coalition of individuals and organizations working to end homelessness in our region through strategic planning, coordination of services, and public education/advocacy on the causes and impacts of homelessness.

**Agencies were reviewed as part of the Vibrant Community Fund process. FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).*

Contributions to Children, Youth and Family Oriented Programs

United Way – Thomas Jefferson Area

FY 21 Budget - \$192,504

The **Child Care Scholarship Program** provides child care subsidies for children of low-income working parents. The **Self-Sufficiency Program** promotes financial stability for low income residents through tax free assistance, information and referral, and free mediation assistance for those uninsured.

Virginia Cooperative Extension Service

FY 21 Budget - \$52,297

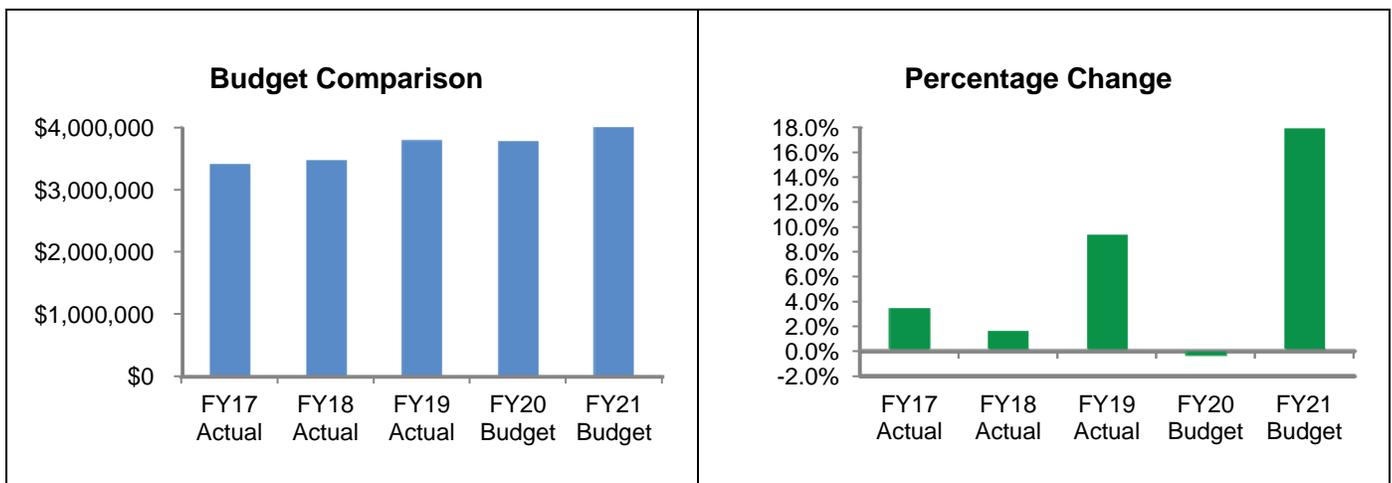
Offers programs in agriculture and natural resources, 4-H, home economics, and community resource development.

Women’s Initiative*

FY 21 Budget - \$0.00

Provides low-income and underserved women access to affordable high quality mental health services, effective counseling, social support, and education to facilitate positive change and growth.

**Agencies were reviewed as part of the Vibrant Community Fund process. FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).*



Explanation of FY 21 Changes

- The initial FY21 funding recommendations for outside agencies resulted in numerous shifts in agency funding recommendations. However, the circumstances under which City Council considered the initial Vibrant Community Fund requests are substantially different. Therefore, in lieu of specific agency allocations, the FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. City Council requested additional information from the agencies and made specific funding allocations based on the information received. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).
- **Charlottesville-Albemarle Health Department** – The 3% increase absorbs increased costs in health insurance, salary increases and IT costs for the Health Department.
- **Virginia Cooperative Extension** – The FY 21 level of funding is consistent with the agreement in place between VCE and the City.

Contributions to Children, Youth and Family Oriented Programs Funding Summary

Agency	FY 17 Actual	FY 18 Actual	FY 19 Actual	FY 20 Budget	FY 21 Budget	Increase/ (Decrease)	% Change
Big Brothers/Big Sisters	\$20,000	\$20,000	\$20,000	\$20,000	\$0	(\$20,000)	(100.0%)
Birth Sisters	0	0	0	0	0	0	NA
Boys and Girls Club	54,065	55,687	57,358	57,358	0	(57,358)	(100.0%)
The BridgeLine	27,495	27,870	28,706	28,706	0	(28,706)	(100.0%)
The Bridge Ministry	0	17,400	0	0	0	0	NA
Charlottesville Abundant Life Ministries	34,259	32,853	28,634	28,634	0	(28,634)	(100.0%)
Charlottesville-Albemarle Health Department	528,158	544,994	626,344	578,183	612,708	34,525	6.0%
Charlottesville Free Clinic	114,940	114,940	114,940	114,940	0	(114,940)	(100.0%)
City Schoolyard Garden	19,200	19,200	19,200	19,200	0	(19,200)	(100.0%)
Computers 4 Kids	18,327	18,877	19,443	19,443	0	(19,443)	(100.0%)
Emergency Assistance Program Support	84,516	84,516	84,516	84,516	0	(84,516)	(100.0%)
Foothills Child Advocacy Center	29,213	27,578	43,405	43,405	0	(43,405)	(100.0%)
Georgia's Healing House	0	0	25,000	25,000	0	(25,000)	(100.0%)
Home Visiting Collaborative	382,426	393,899	405,716	405,716	0	(405,716)	(100.0%)
Jefferson Area Board for Aging	319,192	319,192	319,192	319,192	319,192	0	0.0%
Local Food Hub	0	0	22,750	22,750	0	(22,750)	(100.0%)
Monticello Area Community Action Agency	80,060	79,685	64,920	91,170	0	(91,170)	(100.0%)
Music Resource Center	14,209	0	0	0	0	0	NA
On Our Own	14,560	14,560	24,560	24,560	0	(24,560)	(100.0%)
PHAR	25,000	44,800	45,550	45,550	0	(45,550)	(100.0%)
Piedmont Family YMCA	0	0	40,000	40,000	0	(40,000)	(100.0%)
Ready Kids	77,865	80,201	82,607	82,607	0	(82,607)	(100.0%)
Region Ten Comprehensive Services	959,365	959,365	959,365	959,365	959,365	0	0.0%
Region Ten - Mohr Center	82,661	0	0	0	0	0	NA
Region Ten - Women's Treatment Center	0	0	75,000	75,000	75,000	0	0.0%
Region Ten - Permanent Supportive Housing Program	0	83,227	83,227	83,227	83,227	0	0.0%
Region Ten - Mental Health and Wellness Coalition	0	0	20,000	20,000	20,000	0	0.0%
Region Ten - Healthy Transitions	42,500	42,500	42,500	42,500	42,500	0	0.0%
Sexual Assault Resource Agency	22,440	22,440	23,113	23,113	0	(23,113)	(100.0%)
Shelter for Help in Emergency	112,534	113,410	116,812	116,812	0	(116,812)	(100.0%)
Sin Barreras	0	0	11,000	13,400	0	(13,400)	(100.0%)
Thomas Jefferson Area Coalition for Homeless	90,146	90,306	118,015	118,015	0	(118,015)	(100.0%)
United Way - Thomas Jefferson Area	202,479	202,778	203,086	203,086	192,504	(10,582)	(5.2%)
Virginia Cooperative Extension Service	41,051	39,196	48,636	55,226	52,297	(2,929)	(5.3%)
Women's Initiative	20,400	21,012	21,642	21,642	0	(21,642)	(100.0%)
Unallocated Agency Funding	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,104,683</u>	<u>2,104,683</u>	<u>NA</u>
General Fund Total Contributions	\$3,417,061	\$3,470,486	\$3,795,237	\$3,782,316	\$4,461,476	\$679,160	18.0%

Contributions to Education and the Arts

Charlottesville Opera* *FY 21 Budget - \$0.00*

Offers a cultural opportunity for opera performances and year-round educational programs, free of charge, for underserved students.

City Center for Contemporary Arts *FY 21 Budget - \$47,970*

Provides a home for 3 non-profit arts and educational groups: Live Arts, Second Street Gallery, and Light House.

Historic Preservation Task Force *FY 21 Budget - \$5,000*

A group of interested citizens appointed by the Mayor to promote and help educate the community about the City's historic resources.

Jefferson-Madison Regional Library *FY 21 Budget - \$2,015,037*

Serves residents by providing circulation of current material, offering reference and information services, and allowing residents to access the Internet.

Jefferson School African American Heritage Center* *FY 21 Budget - \$0.00*

Dedicated to preserving and sustaining the Jefferson School as a vibrant and meaningful community resource to provide cultural and educational opportunities to citizens of Charlottesville.

Lighthouse Studio* *FY 21 Budget - \$0.00*

A filmmaking center providing youth development by helping students expand their vision and show their work.

Literacy Volunteers of America Charlottesville/Albemarle* *FY 21 Budget - \$0.00*

Promotes increased literacy for adult learners in the area through the effective use of volunteers, support services to volunteers and learners, and collaboration with others desiring to foster increased literacy.

McGuffey Art Center *FY 21 Budget - \$24,035*

Housed in a converted City school, provides studio space to local artists and offers a variety of classes to area residents.

New City Arts* *FY 21 Budget - \$0.00*

A collaborative community that supports artists and facilitates cultural participation in Charlottesville.

Paramount Theater* *FY 21 Budget - \$0.00*

Offers various educational programs for youth and families that focus on the arts.

Piedmont Virginia Community College *FY 21 Budget - \$12,317*

Two-year, non-residential institution of higher learning that offers occupational-technical, college transfer, continuing adult education, and general education programs.

Virginia Discovery Museum* *FY 21 Budget - \$0.00*

Brings young children and families together to engage minds, excite imaginations, and explore the world around them, through exhibits, programs, and community events that are accessible to all families during the first years of life that are essential to future learning.

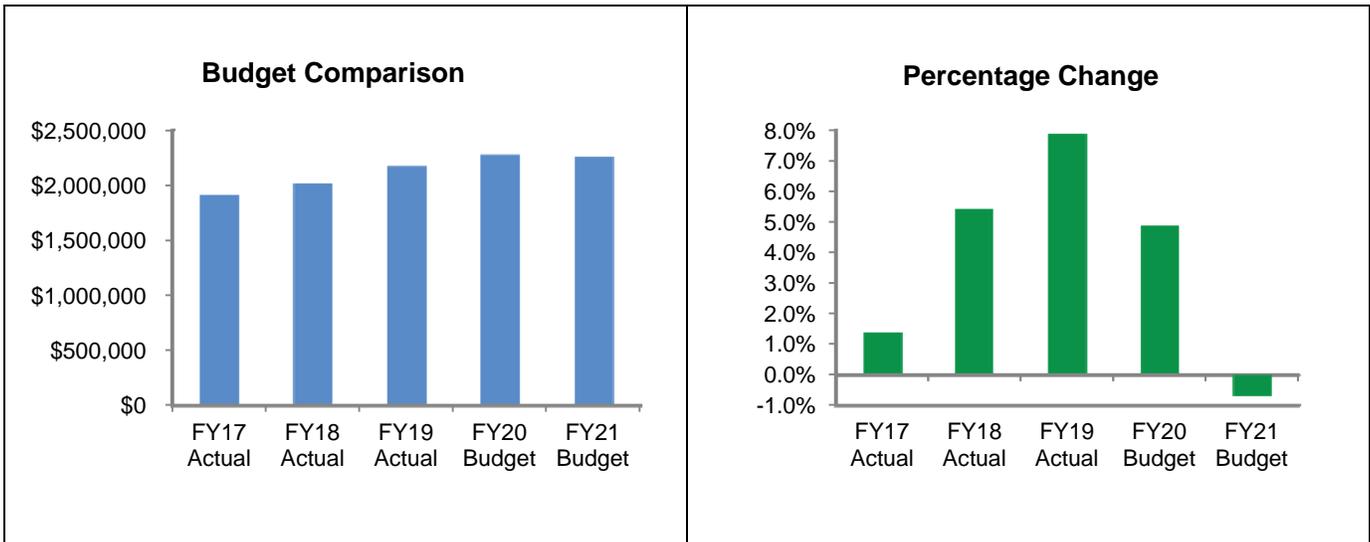
WNRN* *FY 21 Budget - \$0.00*

Serves over 100 non-profit organizations in Charlottesville and Albemarle by giving them the opportunity to promote events, which increases their success and brings interested people to their organization.

**Agencies were reviewed as part of the Vibrant Community Fund process. FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).*

Contributions to Education and the Arts Funding Summary

Agency	FY 17 Actual	FY 18 Actual	FY 19 Actual	FY 20 Budget	FY 21 Budget	Increase/ (Decrease)	% Change
African American Teaching Fellows	\$0	\$3,938	\$0	\$0	\$0	\$0	NA
Unallocated Arts Culture Funding	0	0	0	0	154,446	154,446	NA
Charlottesville Opera	3,242	3,242	2,432	2,432	0	(2,432)	(100.0%)
City Center for Contemporary Arts	35,361	40,898	41,502	44,103	47,970	3,867	8.8%
Historic Preservation Task Force	3,139	1,105	0	5,000	5,000	0	0.0%
Jefferson Madison Regional Library	1,730,600	1,817,875	1,941,399	2,031,260	2,015,037	(16,223)	(0.8%)
Jefferson African American School Heritage Center	30,000	30,000	30,000	30,000	0	(30,000)	(100.0%)
Lighthouse Studio	8,321	8,321	38,321	38,321	0	(38,321)	(100.0%)
Literacy Volunteers of America	38,610	39,768	40,930	40,930	0	(40,930)	(100.0%)
McGuffey Art Center	19,507	8,523	16,341	24,035	24,035	0	0.0%
New City Arts	0	18,000	18,000	18,000	0	(18,000)	(100.0%)
The Paramount Theater	19,295	19,874	20,470	20,470	0	(20,470)	(100.0%)
Piedmont Virginia Community College	11,183	11,097	11,126	11,111	12,317	1,206	10.9%
Virginia Discovery Museum	5,625	5,625	5,794	5,794	0	(5,794)	(100.0%)
WNRN	<u>2,250</u>	<u>2,250</u>	<u>2,250</u>	<u>2,250</u>	<u>0</u>	<u>(2,250)</u>	<u>(100.0%)</u>
General Fund Total Contributions	\$1,907,133	\$2,010,516	\$2,168,565	\$2,273,706	\$2,258,805	(\$14,901)	(0.7%)



Explanation of FY 21 Changes

- The initial FY21 funding recommendations for outside agencies resulted in numerous shifts in agency funding recommendations. However, the circumstances under which City Council considered the initial Vibrant Community Fund requests are substantially different. Therefore, in lieu of specific agency allocations, the FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. City Council requested additional information from the agencies and made specific funding allocations based on the information received. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).
- **Jefferson Madison Regional Library** - Charlottesville's share of regional and local costs are addressing rising salary compression, retirement, and operational costs. The library is under the City's health care system and there is no increase for FY 21 to those costs.

Department of Social Services

The Department of Social Services (DSS) provides benefits and services to the citizens of Charlottesville based on programs established by federal and state laws and policies. The Department's mission is to provide services that support an inclusive community of self-sufficient residents and a healthy and safe city.

**Strategic Plan
Alignment**

Administration Division FY 21 Budget - \$1,120,147



The Administration Division is responsible for planning, budgeting and fiscal management, program coordination and evaluation, personnel administration, serving as a liaison with city, state, and federal government agencies and the local community, and providing customer service.

Benefits Division FY 21 Budget - \$4,480,800



The Benefits Division helps low income families and individuals meet basic needs for food, shelter and medical care. Programs include Auxiliary Grants, Child Care Assistance, Low-Income Home Energy Assistance Program (LIHEAP), Medicaid/FAMIS, Refugee Resettlement Program, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance to Needy Families (TANF), and Virginia Initiative for Education and Work (VIEW).

Family Services Division FY 21 Budget - \$9,207,721

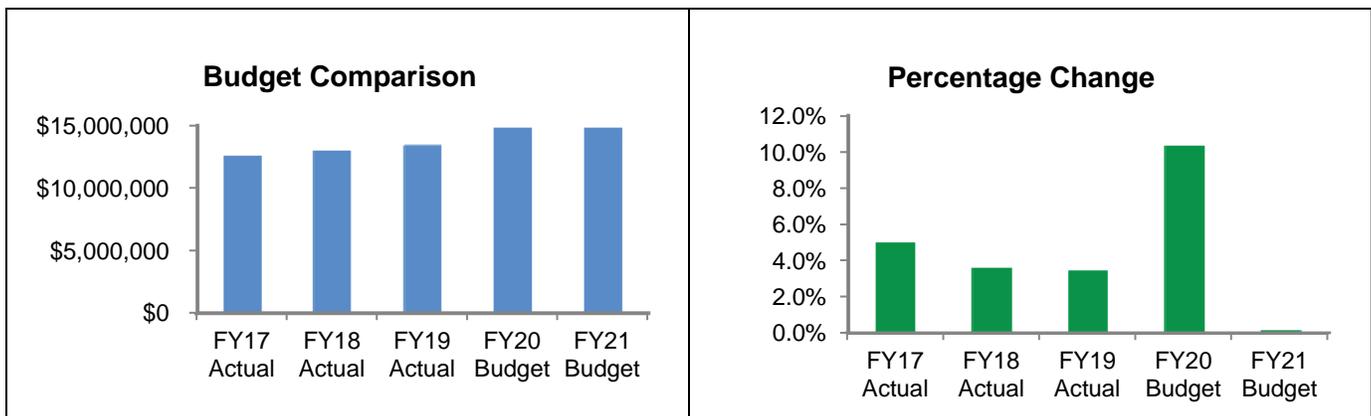


The Family Services Division promotes and supports the development of healthy families and protects children and adults from abuse and neglect. Programs include Adoption, Adult Protective Services (APS), Adult Services, Child Protective Services (CPS), Family Services, School-Based Family Support Program, Foster Care, and Fostering Futures.

Department of Social Services Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$7,255,717	\$7,520,844	\$7,558,013	\$8,648,243	\$8,646,594	(\$1,649)	0.0%
Other Expenditures	<u>5,264,001</u>	<u>5,440,834</u>	<u>5,848,479</u>	<u>6,144,315</u>	<u>6,162,074</u>	<u>17,759</u>	<u>0.3%</u>
Total	\$12,519,718	\$12,961,678	\$13,406,492	\$14,792,558	\$14,808,668	\$16,110	0.1%
General Fund total	\$3,286,355	\$3,370,732	\$3,236,250	\$3,302,777	\$3,602,777	\$300,000	9.1%
Non General Fund Total	<u>9,233,363</u>	<u>9,590,946</u>	<u>10,170,242</u>	<u>11,489,781</u>	<u>11,205,891</u>	<u>(283,890)</u>	<u>-2.5%</u>
Total	\$12,519,718	\$12,961,678	\$13,406,492	\$14,792,558	\$14,808,668	\$16,110	0.1%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
Non General Fund FTE	102.5	104.5	106.5	106.5	106.5	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Department of Social Services

Strategic Plan Performance Measures

Department of Social Services					
Goal 1: An Inclusive Community of Self-sufficient Residents					
<i>1.4 Enhance financial health of residents</i>					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
# of residents receiving SNAP benefits	7,279	6,522	6,389	5,685	4,757
Goal 2: A Healthy and Safe City					
<i>2.2 Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization</i>					
	Jan-18	Apr-18	Sep-18	Dec-18	Dec-19
% of child abuse/neglect reports in which investigations are initiated within time required by priority rating	95.0%	97.0%	95.0%	91.8%	96.2%
% of substantiated child abuse/neglect victims that did not have another substantiated report within 6 months	97.0%	97.0%	98.0%	99.0%	98.7%
<i>2.3 Improve community health and safety outcomes by connecting residents with effective resources</i>					
	Jan-18	Apr-18	Sep-18	Dec-18	Dec-19
% of applications for Supplemental Nutrition Assistance Program (Food Stamps) that are completed within the federal timeliness standard.	97.0%	98.0%	98.0%	98.0%	99.2%
The % of applications for Medical Assistance Programs that are completed within the federal and state timeliness standards.	86.0%	92.0%	95.0%	95.0%	91.1%
The % of applications for Temporary Assistance to Needy Families that are completed within the federal timeliness standard.	100.0%	100.0%	100.0%	100.0%	100.0%
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Denial and closure rate for benefits programs					
Application suspended or closed	0.00%	0.00%	0.37%	0.43%	0.45%
Denied for other reasons	6.0%	7.0%	15.0%	11.0%	11.7%
Denied ineligible	31.0%	31.0%	22.0%	26.0%	22.8%
Approved	63.0%	61.0%	63.0%	63.0%	65.1%



Housing Programs and Tax Relief

Strategic Plan Alignment

Albemarle Housing Improvement Program (AHIP)*

FY 21 Budget - \$0.00



AHIP is a non-profit organization dedicated to assisting low-income residents to have the opportunity to live in safe, decent, affordable housing. They accomplish their mission through housing rehabilitation, repair, and development programs. Housing rehabilitation is available for families who own their own home, have incomes below 80% of the average median income, and whose homes are classified as substandard by HUD guidelines.

Charlottesville Housing Affordability Tax Grant Program

FY 21 Budget - \$1,443,488



Charlottesville Housing Affordability Program provides a grant in aid of taxes owed for the taxable year to any qualified natural person who owns and occupies property in the city and whose household income is \$55,000 or less (and meets other eligibility requirements). Assessed value of real estate owned may not exceed \$375,000. The grant is applied first to the second half real estate tax bill due on December 5th. If the grant amount exceeds the 2nd half bill, the remaining grant funds are refunded to the taxpayer to help offset amounts previously paid on the 1st half tax bill.

Habitat for Humanity*

FY 21 Budget - \$0.00



Habitat for Humanity received funding for their Homeownership program which is a wrap-around financial empowerment program that partners with very-low-income families to help them attain financial stability and homeownership by providing outreach-based supports for long-term success.

Piedmont Housing Alliance (PHA)*

FY 21 Budget - \$0.00



PHA is a regional non-profit organization dedicated to creating housing and community development opportunities for the benefit of low and moderate-income families. Its programs include the Housing Opportunity Services Program and the Affordable Housing Management and Development Program.

Rent/Tax Relief for the Elderly and Disabled

FY 21 Budget - \$431,512



The Rental Relief program provides payment of grants to qualified tenants residing in the city who are sixty-five (65) years of age or who are permanently and totally disabled. The Real Estate Tax Relief program provides real estate tax relief for qualified property owners who are sixty-five (65) years of age or who are permanently and totally disabled. For both programs the gross combined income of claimant and all relatives living in the dwelling must not exceed \$55,000, and net combined financial worth of claimant and spouse as of December 31st of the preceding tax year must not exceed \$125,000.

Stormwater Fee Assistance Program

FY 21 Budget - \$20,000

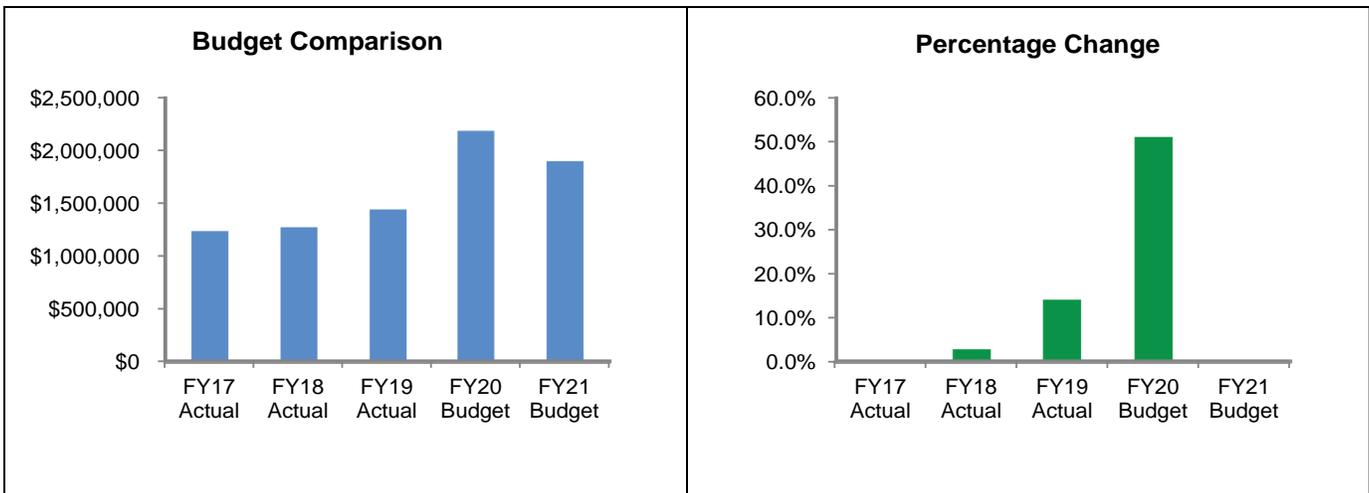


The City created a separate policy, outside the stormwater fee rate structure, allowing for relief measures to be put in place. Since the stormwater fee is being billed to the property owner, an approach to assist qualifying homeowners was modeled after the existing City of Charlottesville Real Estate Relief Program. This is established in the General Fund since, per the Section of the Code of Virginia § 15.2-2114 (the VA Stormwater Utility legislation), it is not an authorized use of income derived from the utility.

**Agencies were reviewed as part of the Vibrant Community Fund process. FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).*

Housing Programs and Tax Relief Funding Summary

Funding Summary	FY 17 Actual	FY 18 Actual	FY 19 Actual	FY 20 Budget	FY 21 Budget	Increase/ (Decrease)	% Change
Albemarle Housing Improvement Program	\$93,364	\$96,165	\$99,050	\$99,050	\$0	(\$99,050)	(100.0%)
Charlottesville Housing Affordability Tax Grant Program	339,739	315,508	506,800	1,532,440	1,443,488	(88,952)	(5.8%)
Habitat for Humanity	0	0	0	0	0	0	NA
Piedmont Housing Alliance	92,197	92,197	94,963	94,963	0	(94,963)	(100.0%)
Rent Relief for the Disabled	195,267	205,371	188,429	219,133	219,133	0	0.0%
Rent Relief for the Elderly	18,172	17,014	16,111	20,099	20,099	0	0.0%
Tax Relief for the Disabled	115,355	153,336	105,756	61,542	61,542	0	0.0%
Tax Relief for the Elderly	361,024	374,037	431,178	130,738	130,738	0	0.0%
Thomas Jefferson Land Trust	0	0	0	0	0	0	NA
Stormwater Fee Assistance Program	<u>19,970</u>	<u>12,824</u>	<u>0</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>
General Fund Total	\$1,235,089	\$1,266,451	\$1,442,287	\$2,177,965	\$1,895,000	(\$282,965)	(13.0%)



Explanation of FY 21 Changes

Beginning in FY 20, the amount of each grant in the Charlottesville Housing Affordability Program will be full relief for taxpayers with household income of \$0-\$25,000, \$1,000 for taxpayers with household income of \$25,001- \$35,000; \$750 for taxpayers with household income of \$35,001-\$45,000; and \$500 for taxpayers with household income of \$45,001-\$55,000. Assessed value of real estate owned may not exceed \$375,000.

Changes made to the rent relief program in FY20 increase the maximum allowable rent that an applicant is allowed to claim in the reimbursement formula. Previously, applicable rents were capped at \$6,000. Beginning in FY20, rents are capped at \$12,000. The total annual rent relief benefit is capped at \$1,500 per qualified applicant.

The initial FY21 funding recommendations for outside agencies resulted in numerous shifts in agency funding recommendations. Due to the COVID pandemic, in lieu of specific agency allocations, the FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. City Council requested additional information from the agencies and made specific funding allocations based on the information received. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).

Housing Programs and Tax Relief

Strategic Plan Performance Measures

Housing Programs

Goal 1: An Inclusive Community of Self-sufficient Residents

1.4 Enhance the financial health of residents

	2015	2016	2017	2018	2019
# of recipients of tax and rent relief programs and housing affordability grant program					
Real estate tax relief	406	396	380	360	331
Rental relief	353	369	367	366	339
Housing Affordability Grant Program	825	774	708	646	636
\$ amount of rent and tax relief and affordability grants disbursed					
Real estate tax relief	\$491,413	\$474,840	\$494,208	\$505,969	\$493,185
Rental relief	\$176,565	\$211,928	\$222,385	\$204,542	\$176,259
Housing Affordability Grant Program	\$364,575	\$340,650	\$311,250	\$485,500	\$886,192



Department of Human Services

Human Services provides services and programs that improve and support the resiliency, health and well-being of youth, families and community organizations. Human Services also assists the local service provider community with long-range planning and system coordination, as well as ensuring the investments made by City Council in human service organizations meet Council’s vision, values, and expected outcomes.

**Strategic Plan
Alignment**

Community Attention Foster Families (CAFF)

FY 21 Budget - \$4,770,917



CAFF is a system of foster families for boys and girls from birth to age 21 in Charlottesville, Albemarle, and surrounding counties with the ability to accept emergency placements and provide long term foster care leading to permanency.

Community Based Programming

FY 21 Budget - \$1,103,894



Teens GIVE is a Service-Learning, Character Education and Life Skills training program placing children ages 9–18 in relationship-based community agencies and volunteer projects. Supervised volunteer activities are supplemented with services that include mentoring, tutoring, character education, case management, counseling, reflection, and recreational activities. Family & Adolescent Check-up provides timely feedback to parents for improved family relationships, reducing the need for out-of-home placements.

The Community Supervision Program

FY 21 Budget - \$311,875



This program provides case management, counseling, assessment, diversion, and supervisory services for community-based youth. The program implements individual and group counseling services to teach adolescents life skills.

Summer Community Attention Youth Internship Program (CAYIP)

FY 21 Budget - \$235,667



Operated by Community Based Services, this program is for City of Charlottesville youth ages 14-18. The program teaches workplace readiness skills and provides participants with an opportunity to work in a variety of job settings including City Departments, non-profits, local businesses, and the City schools.

City of Charlottesville Youth Council

FY 21 Budget - \$8,000



In 2012, Charlottesville City Council established a permanent Charlottesville Youth Council. This group of 17 young people advises Council, informs the community about issues that affect youth, and makes recommendations on how they feel Charlottesville can be a better city.

Department of Human Services

Coming Home to Work

FY 21 Budget - \$65,000



Coming Home to Work is a partnership between the City of Charlottesville, Offender Aid & Restoration (OAR), and local businesses to assist individuals disadvantaged by criminal history with entering the workforce. OAR provides case management, work place readiness training and recruits local businesses willing to provide employment opportunities. During this paid work program, participants gain valuable work experience, develop solid work habits, and demonstrate a willingness to have a second chance at steady, stable employment.

City of Promise

FY 21 Budget - \$65,630



The City of Promise is a Promise Neighborhood initiative designed to create a continuum of solutions with the potential to significantly improve the educational and developmental outcomes of children and youth in the 10th and Page, Westhaven, and Starr Hill neighborhoods. Modeled loosely after the Harlem Children's Zone in New York, City of Promise is a collaborative effort of public agencies, nonprofits, public schools and neighborhood residents to "change the game"—building a community where all children get what they need to succeed in school, work, and life.

Family Self Sufficiency

FY 21 Budget - \$46,211



This specialized position works directly with residents, Charlottesville Redevelopment and Housing Authority (CRHA) staff, City employees and non-profit partners to develop outreach programs and initiatives. The position serves as a resource and links residents to mainstream resources. The goal of the position is to provide intensive case management and support to shorten the length of stay for residents of public housing. Residents set clear objectives for self-sufficiency.

Youth Opportunity Coordinator

FY 21 Budget - \$91,820



This specialized position coordinates a community initiative to identify and direct children, youth, and young adults toward targeted services that seek to address the achievement gap. The position will also serve as a liaison to internal and external City agencies, City Schools, special interest groups and organizations serving youth, especially those who fall within the achievement gap.

Westhaven Clinic Coordinator

FY 21 Budget - \$85,000

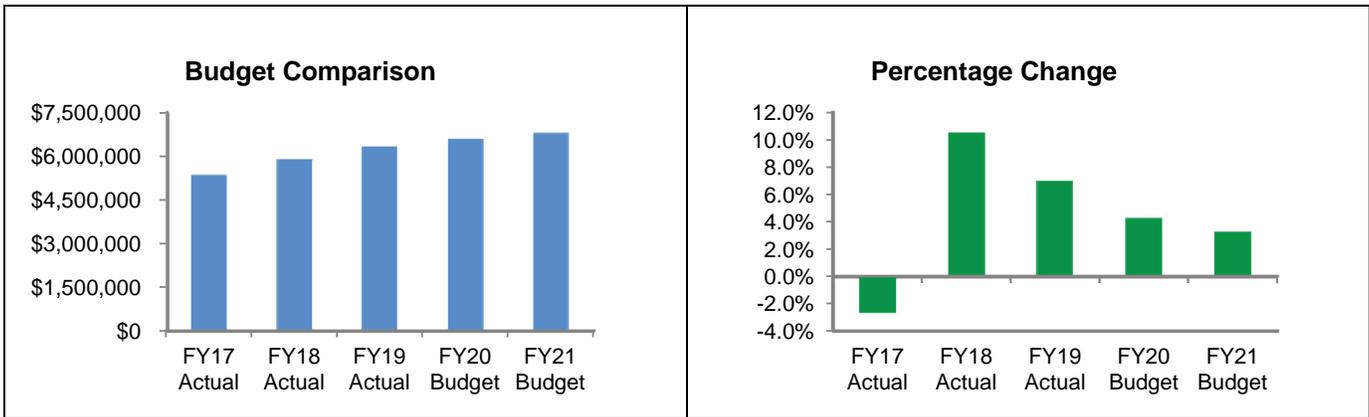


This specialized position is responsible for coordinating community partners that provide services at the Westhaven Clinic; recruiting providers to expand the array of available services; assessing and addressing practical, functional, socioeconomic, psychosocial and community needs of residents; maintaining community data on needs and services to demonstrate ongoing need and clinic impact; working in collaboration with steering committee partners to advocate for residents.

Department of Human Services Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,996,227	\$2,932,535	\$3,114,665	\$3,501,549	\$3,454,949	(\$46,600)	-1.3%
Other Expenditures	<u>2,340,960</u>	<u>2,965,694</u>	<u>3,192,106</u>	<u>3,071,229</u>	<u>3,329,065</u>	<u>257,836</u>	8.4%
Total	\$5,337,187	\$5,898,229	\$6,306,771	\$6,572,778	\$6,784,014	\$211,236	3.2%
General Fund Total	\$572,538	\$672,398	\$1,074,537	\$662,030	\$641,280	(\$20,750)	-3.1%
Non General Fund Total	<u>4,764,649</u>	<u>5,225,831</u>	<u>5,232,234</u>	<u>5,910,748</u>	<u>6,142,734</u>	<u>231,986</u>	<u>3.9%</u>
Total	\$5,337,187	\$5,898,229	\$6,306,771	\$6,572,778	\$6,784,014	\$211,236	3.2%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
Non General Fund FTEs	35.5	36.5	36.5	37.5	37.5	0.0



Explanation of FY 21 Changes

Salaries and Benefits:

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Removal of Salary and Benefits cost for City of Promise as that position is no longer a City employee due to achieving 501(c) 3 status.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.
- Increase in costs for Foster Care stipends.

Department of Human Services

Strategic Plan Performance Measures

Department of Human Services					
Goal 1: An Inclusive Community of Self-sufficient Residents					
<i>1.1 Prepare students for academic and vocational success</i>					
	2015	2016	2017	2018	2019
% of Summer Youth Internship participants who complete the program	88%	90%	95%	92%	97%
# of Summer Youth Internship participants	153	148	115	127	126
# of Summer Youth Internship host agencies	87	84	67	84	89
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
% City of Promise 3rd grade students reading at or above grade level	83%	70%	72%	51%	64%
% City of Promise high school graduates attending college or earning credentials	72%	N/A	N/A	N/A	N/A
Goal 2: A Healthy and Safe City					
<i>2.3 Improve community health and safety outcomes by connecting residents with effective outcomes</i>					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
% of participants who avoid any new adjudicated charges while in the program.	90%	89%	84%	N/A	N/A
% of participants who avoid any new adjudicated charges one year after discharge	80%	74%	83%	76%	N/A

Neighborhood Development Services

**Strategic Plan
Alignment**

Neighborhood Development Services

FY 21 Budget - \$2,406,657

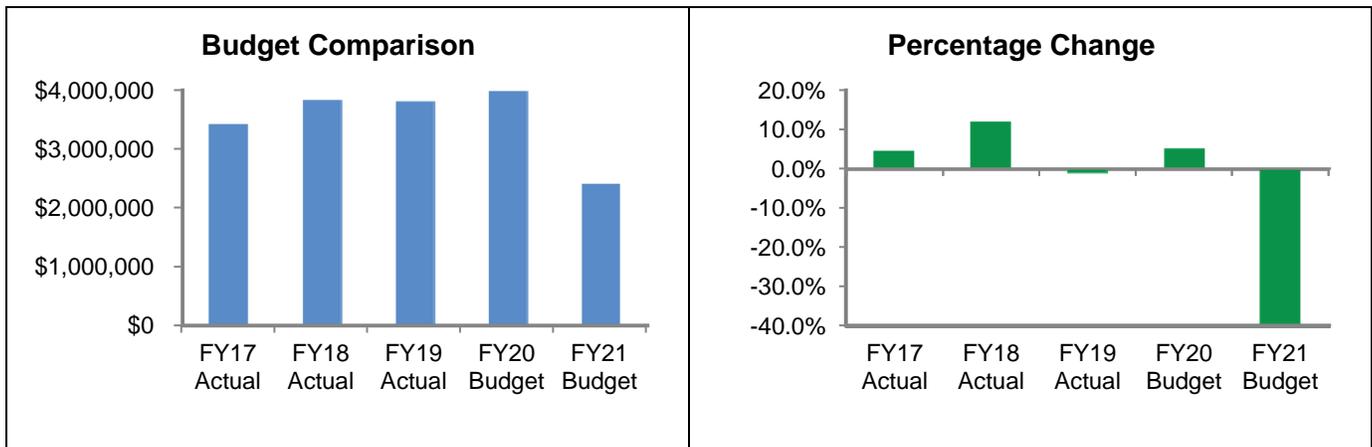


Neighborhood Development Services' functional areas include planning, zoning enforcement, housing code enforcement, surveying, GIS and mapping, building permits and inspections, bridge inspections, transportation planning, traffic calming, stormwater design, sidewalk design, water and wastewater design, contract and specification writing, construction management and inspection, historic preservation, affordable housing initiatives, neighborhood preservation, community development, development processes, urban design, and site plan review and approvals. Additional duties include overseeing grants and federally funded programs, such as the Community Development Block Grant (CDBG), as well as coordinating staffing for the City Planning Commission, Board of Architectural Review, and various other city boards and task forces.

Neighborhood Development Services Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,977,762	\$3,219,970	\$3,209,658	\$3,593,878	\$2,058,744	(\$1,535,134)	-42.7%
Other Expenditures	445,618	612,422	584,279	387,597	347,913	(39,684)	-10.2%
General Fund Total	\$3,423,379	\$3,832,392	\$3,793,937	\$3,981,475	\$2,406,657	(\$1,574,818)	-39.6%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	36.5	37.0	38.0	39.0	26.0	(13.0)
Other Funded FTEs	1.0	1.0	1.0	1.0	0.0	(1.0)



Explanation of FY 21 Changes

Salaries and Benefits:

- Decrease due to a departmental reorganization that moved 13 FTE's from Neighborhood Development Services to a newly created Engineering division in Public Works; moved 1 General Fund FTE and one Non General Fund FTE from Neighborhood Development Services to Redevelopment and Housing; and moved one FTE from the City Manager's Office to Neighborhood Development Services..

Other Expenditures:

- Decrease due to moving of fixed costs (workers Compensation costs, vehicle Fuel Maintenance and replacement costs, and Information Technology costs) from Neighborhood Development Services to Public Works Engineering and to Redevelopment and Housing.

Neighborhood Development Services

Strategic Plan Performance Measures

Neighborhood Development Services					
Goal 1: An Inclusive Community of Self-sufficient Residents					
<i>1.3 Increase affordable housing options</i>					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
# of supported affordable housing units created per year	36	51	31	46	30
Goal 2: A Healthy and Safe City					
<i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>					
	Q3 FY 18	Q4 FY 18	Q1 FY 19	Q2 FY 19	Q2 FY 20
# of traffic calming requests studied by staff	8	0	0	0	0
Goal 3: A Beautiful and Sustainable Natural and Built Environment					
<i>3.1 Engage in robust and context sensitive urban planning and implementation</i>					
	Q3 FY 18	Q4 FY 18	Q1 FY 19	Q2 FY 19	Q2 FY 20
# of Board of Architecture Review (BAR) cases	27	41	21	35	15
# of Entrance Corridor Review Board (ERB) cases	2	5	3	2	1
# of BAR/ERB administrative reviews	3	5	0	2	1
<i>3.2 Provide reliable and high quality infrastructure</i>					
	Q3 FY 18	Q4 FY 18	Q1 FY 19	Q2 FY 19	Q2 FY 20
# of permits issued	567	548	514	468	505
# of rezoning/Special Use Permit applications submitted	8	1	1	2	5
# of site plans submitted	24	21	7	11	18
# of building permit inspections	1,647	1,453	1,400	1,383	1,676
# of building plans reviewed	233	417	327	312	272
	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019
Linear feet of new sidewalk constructed	9,671	10,686	14,097	8,834	15,212

Neighborhood Development Services

Strategic Plan Performance Measures

<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
# of property maintenance inspections conducted (includes citations related to trash, weeds, housing and vehicles)	N/A	1917	1800	210	3359
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	Q3 FY 18	Q4 FY 18	Q1 FY 19	Q2 FY 19	Q3 FY 19
Total value (\$) of construction permits issued in millions	\$14.2	\$55.8	\$25.1	\$46.3	\$25.9
	Sep-19	Oct-19	Nov-19	Dec-19	
\$ amount of fees collected for all permits in thousands	\$55.2	\$52.2	\$55.1	\$56.4	

Office of Human Rights

**Strategic Plan
Alignment**



Office of Human Rights

FY 21 Budget - \$238,438

The Office of Human Rights (OHR) functions are:

- 1) to receive, and refer or investigate, and conciliate where possible, individual complaints of discrimination under the Human Rights Ordinance (HRO)
- 2) to educate the public about the HRO
- 3) to facilitate community dialogue on human rights related issues, including those considered by the Dialogue on Race Initiative
- 4) to staff Charlottesville's Human Rights Commission (HRC)

The mission of the HRC is promoting an inclusive, empowered, and diverse community through education, engagement, and enforcement of Charlottesville's Human Rights Ordinance. The Commission is tasked with identifying, reviewing, and recommending action concerning policies and practices of an institutional nature that may be discriminatory or may have a discriminatory impact on members of classes protected under the HRO.

The Human Rights Commission work continues to include the review of City policies as well as identifying systemic discrimination concerns brought to its attention by the public, City Council, and collaborating city departments including but not limited to the following possible areas for review:

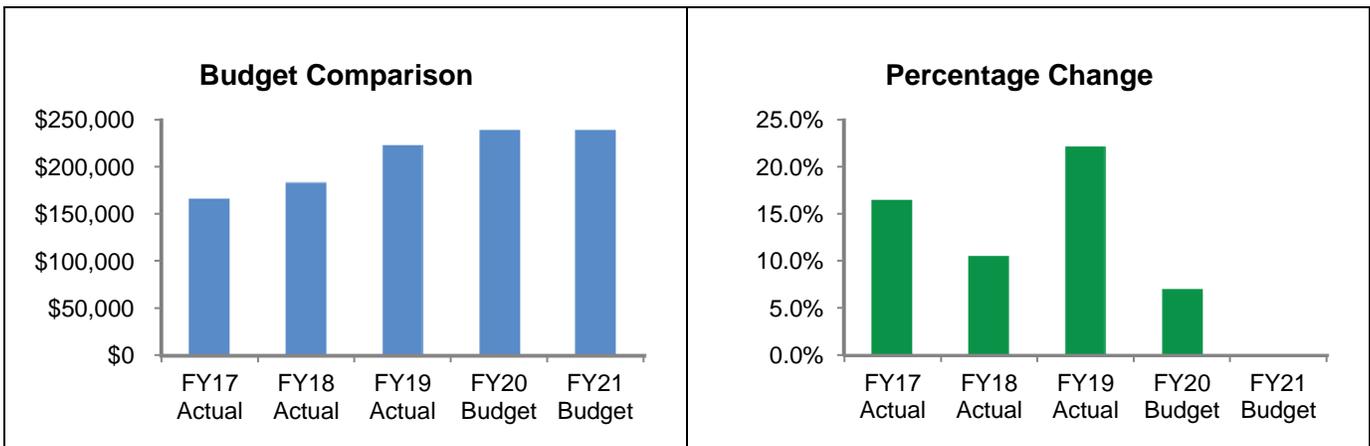
- Disproportionate minority contact with the criminal justice system in the adult population
- Prevention education and resources for victims of sexual violence in the City
- Affordable and public housing
- Review of police data regarding stops and searches

OHR is engaged in a wide variety of outreach efforts aimed at educating the public about the Office, the Commission, and the Human Rights Ordinance. Other outreach activities included partnering with public and private groups -- including direct service agencies and the faith community -- and sponsoring community events focused on human rights issues. Additionally, the Dialogue on Race arm of the OHR facilitated community dialogues on issues of race, including giving multiple presentations of its well-received "Racial and Ethnic History of Charlottesville." These efforts will continue in the future, and expand to include dialogues around issues of institutional racism, privilege, and micro-aggressions.

Office of Human Rights Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$123,002	\$144,992	\$188,123	\$176,601	\$176,601	\$0	0.0%
Other Expenditures	<u>42,157</u>	<u>37,495</u>	<u>34,656</u>	<u>61,837</u>	<u>61,837</u>	<u>0</u>	<u>0.0%</u>
General Fund Total	\$165,159	\$182,487	\$222,779	\$238,438	\$238,438	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	1.5	1.5	2.0	2.0	2.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Office of Human Rights Strategic Plan Performance Measures

Office of Human Rights						
Goal 1: An Inclusive Community of Self-sufficient Residents						
<i>1.5 Intentionally Address Issues of Race and Equity</i>						
	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019
Total Externally-Initiated Contacts	107	752	1,302	1,316	696	1,993
Total Inquires and Compliants by Location						
City of Charlottesville	40	32	41	39	76	121
Albemarle County	30	12	4	0	11	24
Other/Not Specified	13	8	7	27	17	14
Total Inquiries by Protected Activity						
Employment	19	0	0	12	17	33
Housing	5	0	0	3	49	89
Public Accomodations	7	0	0	12	3	10
Other	12	0	0	0	22	21
Total Compliants by Protected Activity						
Credit	0	0	0	0	0	0
Employment	20	26	35	21	6	0
Housing	8	6	10	12	6	1
Public Accomodations	12	15	12	6	1	4
Other	0	5	3	0	0	1



Parks and Recreation Department

**Strategic Plan
Alignment**

Administration

FY 21 Budget - \$1,042,559



Responsible for the development, coordination, and oversight of the department's mission.

Athletics

FY 21 Budget - \$275,498



Program offerings include basketball, softball, volleyball, athletics camps and clinics for youth and adults.

Aquatics

FY 21 Budget - \$2,334,997



Funds operations and management of Smith Aquatic & Fitness Center, Onesty Family Aquatic Center, Washington Park Pool, four (4) spraygrounds at Tonsler, Belmont, Forest Hills, Greenleaf parks, aquatic programming and the City Swim Team.

Adaptive Recreation

FY 21 Budget - \$393,986



The Adaptive Recreation Program is for individuals, ages 8 and up, with physical and/or mental disabilities whose recreational needs cannot be met by regular programs. There are also special offerings for Senior Citizens from the arts to exercise classes. The City's Adaptive Recreation program serves the region and includes a subsidy from Albemarle County.

Recreation Centers

FY 21 Budget - \$2,242,694



Funds the operation and management of Carver Recreation Center, Key Recreation Center, Centers at Tonsler and Washington Park; the Skate Park and Housing Authority locations at South First Street and Westhaven. Also funds centers at affordable housing locations at Friendship Court and Greenstone on 5th. This also includes lease payments made to the Jefferson School Partnership for Carver Recreation Center.

Parks Maintenance/City-County Parks Contribution

FY 21 Budget - \$4,367,603



Provides for the management and maintenance of City parks, the Downtown Mall, cemeteries, City school grounds, major thoroughfares, neighborhood rights-of-way, and entryways to neighborhoods. The City also shares operational costs with Albemarle County for the City/County owned Darden Towe Park.

Youth Programs

FY 21 Budget - \$726,138



Offers a variety of programs for youth including after school programs, arts and crafts, gymnastics, dance, martial arts, summer camps and outdoor adventure activities that involve the whole family.

City Markets

FY 21 Budget - \$152,345



The City Markets offers fresh produce, herbs, plants, grass fed meats, crafts, and baked goods from local vendors every Saturday from 7:00 a.m. until 1:00 p.m., April-October and every Saturday in November from 8:00 a.m. until 2:00 p.m., and special markets, such as Farmers in the Park and the Holiday Market. Funding includes lease payments on the lot where the Saturday City Market is currently held.

Meadowcreek Golf Course

FY 21 Budget - \$989,940

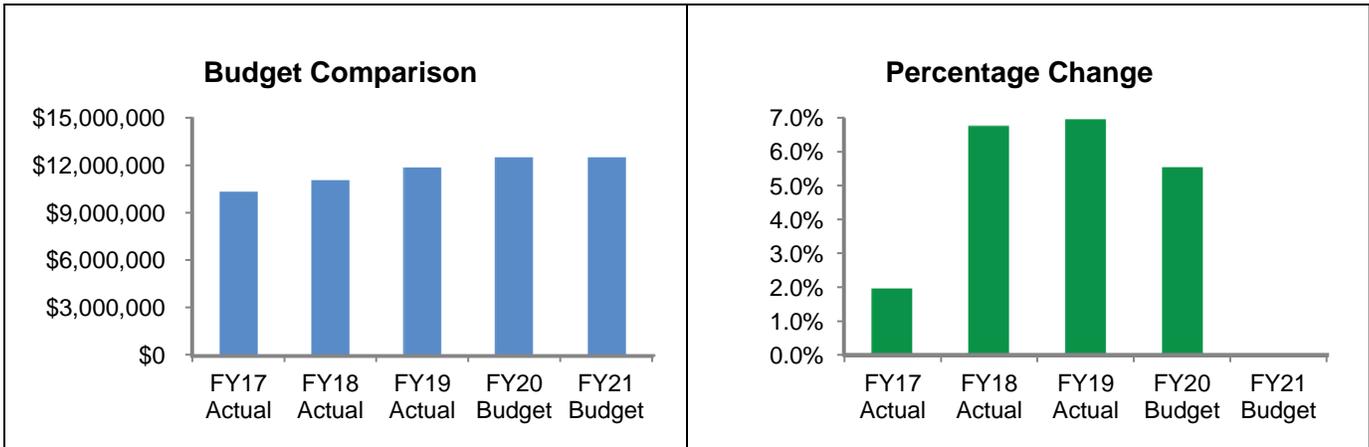


Funds the management, operations and maintenance of all services and maintenance at Meadowcreek Golf Course at Pen Park through an enterprise fund.

Parks and Recreation Department Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$6,898,885	\$7,420,663	\$8,115,980	\$8,543,800	\$8,543,800	\$0	0.0%
Other Expenditures	<u>3,488,988</u>	<u>3,670,697</u>	<u>3,749,860</u>	<u>3,981,960</u>	<u>3,981,960</u>	<u>0</u>	<u>0.0%</u>
Total	\$10,387,873	\$11,091,360	\$11,865,840	\$12,525,760	\$12,525,760	\$0	0.0%
General Fund Total	\$9,664,055	\$10,357,383	\$11,051,768	\$11,663,820	\$11,535,820	(\$128,000)	-1.1%
Non General Fund Total	<u>723,818</u>	<u>733,977</u>	<u>814,072</u>	<u>861,940</u>	<u>989,940</u>	<u>128,000</u>	<u>14.9%</u>
Total	\$10,387,873	\$11,091,360	\$11,865,840	\$12,525,760	\$12,525,760	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	66.5	67.5	69.5	69.5	69.5	0.0
Non General Fund FTEs	4.0	4.0	4.0	4.0	4.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

The reduction in the General fund amount is due to the elimination of the transfer from the General Fund to the Golf fund to support the Meadowcreek Golf Course operations.

Parks and Recreation Department

Strategic Plan Performance Measures

Parks and Recreation Department

Goal 2: A Healthy and Safe City

2.3 Improve community health and safety outcomes by connecting residents with effective resources

	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019
# of visitations to outdoor pools	45,961	47,291	43,173	40,578	44,939
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
# of visitations to Smith Aquatic Center and Carver Recreation Center	199,748	178,127	155,720	113,831	103,023
# of participants enrolled in recreation classes	8,122	8,419	7,815	8,092	10,806
# of golf rounds played per year	27,467	31,410	32,318	30,197	32,780

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.1 Engage in robust and context sensitive urban planning and implementation

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
# of master plans developed or updated since 2006	2	2	3	3	3

3.2 Provide reliable and high quality infrastructure

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Acres of parkland (includes City only, schools and City/County shared)	3,118	3,150	3,150	3,152	3,294
Linear feet of trails in the City	111,225	119,145	121,945	123,695	124,195

3.4 Be responsible stewards of natural resources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
# of new trees planted	425	155	79	322	139
# of alternative stormwater structures located in parks	28	28	28	28	28

Goal 4: A Strong, Creative and Diversified Economy

4.2 Attract and cultivate a variety of new businesses

	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019
# of City Market vendors	104	98	101	101	110
Gross City market vendor revenues (\$) in millions	\$2.10	\$2.10	\$1.89	\$2.30	\$2.35



Infrastructure and Transportation



Department of Public Works:
Administration
Facilities Development
Facilities Maintenance
Environmental Sustainability
Public Service
Fleet Maintenance
Stormwater Utility

Public Utilities Department:
Gas
Water
Wastewater

Charlottesville Area Transit/
JAUNT Paratransit Services

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

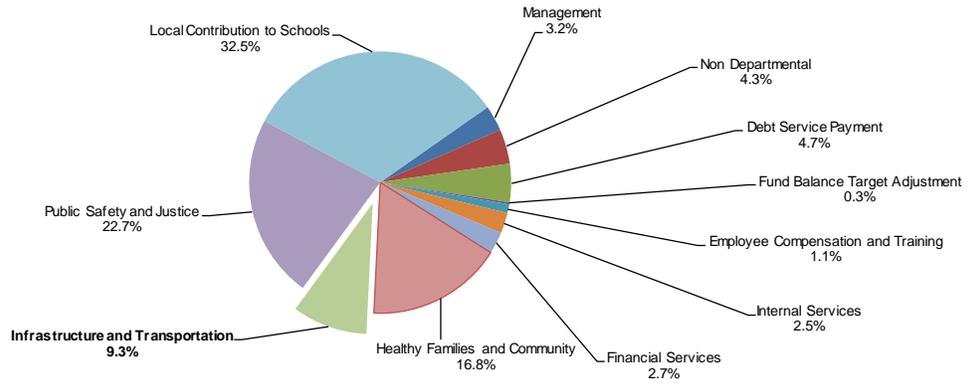


Goal 4: A Strong, Creative and Diversified Economy

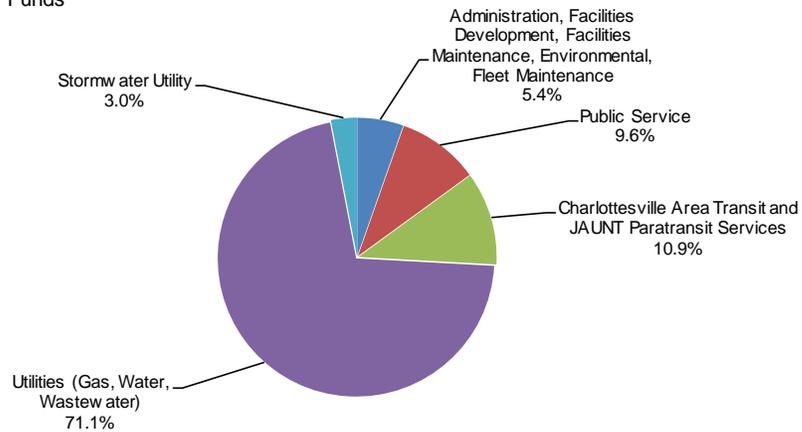


Goal 5: A Well-managed and Responsive Organization

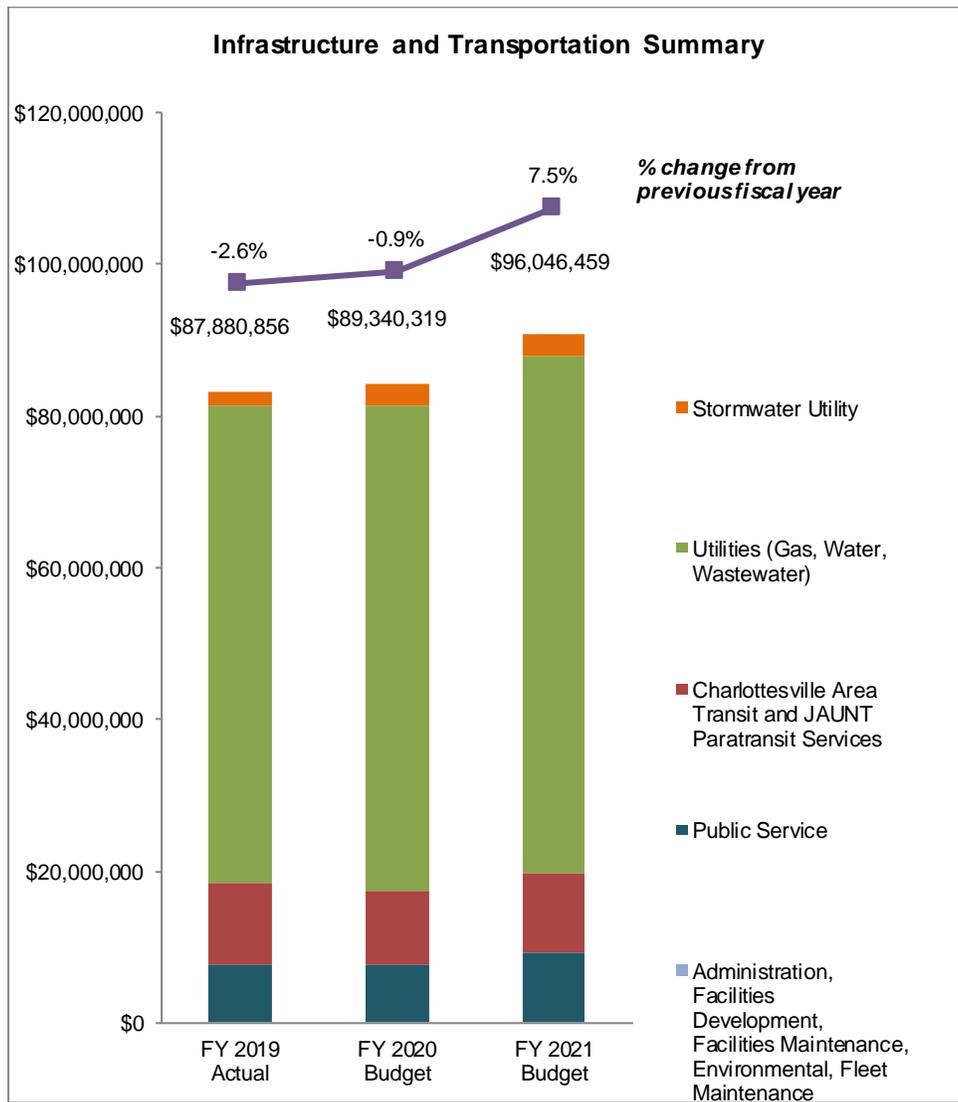
Infrastructure and Transportation
% of General Fund Operating Budget



Infrastructure and Transportation Overview
General Fund & Other Funds



Infrastructure and Transportation Summary	FY2019 General Fund Actual	FY2020 General Fund Budget	FY2021 General Fund Budget	FY2019 Other Funds Actual	FY2020 Other Funds Budget	FY2021 Other Funds Budget
INFRASTRUCTURE AND TRANSPORTATION						
Public Works: Administration, Facilities Development, Facilities Maintenance, Environmental, Fleet Maintenance	\$3,040,089	\$3,333,152	\$3,307,949	\$1,624,812	\$1,770,394	\$1,850,871
Public Works: Public Service	7,764,780	7,699,142	9,199,706	0	0	0
Public Works: Stormwater Utility	0	0	0	1,876,434	2,913,611	2,902,462
Charlottesville Area Transit and JAUNT Paratransit Services	4,319,456	4,064,567	4,258,067	6,478,123	5,648,522	6,190,015
Public Utilities: Gas, Water, Wastewater	0	0	0	62,777,162	63,910,931	63,910,931
INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL	\$15,124,325	\$15,096,861	\$16,765,722	\$72,756,531	\$74,243,458	\$74,854,279



Department of Public Works

Administration - Facilities Development - Facilities Maintenance – Environmental – Fleet Maintenance

*Strategic Plan
Alignment*

Administration

FY 21 Budget - \$468,018



Administration is responsible for the planning, organization, direction, and budgetary/financial control of the five divisions of Public Works. The goal of the division is to foster the safe, reliable, responsive, and cost-effective provision of services to both the citizens of Charlottesville and internal customers.

Facilities Development

FY 21 Budget - \$737,169



The Facilities Development Division of Public Works is responsible for the efficient and cost effective planning, design and construction of projects related to the approximately 50+ City-owned public buildings and 9 City School campuses. Facilities Development leads the City's efforts associated with all new capital construction and development, facility renovations, expansion of facilities and major repairs. In addition to the City's portfolio of government buildings, including City Hall and City Hall Annex, Facilities Development's oversight includes the City's libraries, fire stations, parks & recreation facilities (including aquatic facilities), court facilities, transit facilities, parking garages, and all school campuses (6 elementary schools, 1 upper elementary school, 1 middle school & 1 high school).

Facilities Development is also directly responsible for a number of buildings which are jointly owned with Albemarle County. This includes the Health Department Building, the Juvenile & Domestic Relations Court Complex on High Street, and CATEC (Charlottesville-Albemarle Technical Education Center) to name just a few.

Facilities Maintenance

FY 21 Budget - \$2,102,762



Facilities Maintenance provides routine repair and preventive maintenance services to buildings either owned or leased by the City, as well as Charlottesville City School campuses. Custodial Services are provided to select City-owned facilities. Division also is responsible for execution of capital projects limited to heating, ventilation, and air conditioning, electrical and solar photovoltaic systems. The goal of Facilities Maintenance is to provide clean, safe, and pleasing facilities for the enjoyment of Charlottesville's general citizenry and to protect the City's infrastructure investment, while ensuring that facilities are operated in a way that minimizes their environmental impact.

Environmental Sustainability

FY 21 Budget - \$600,866



The Environmental Sustainability Division (ESD), established in 2002, is dedicated to environmental compliance and management strategies, public education and outreach, sustainability, and environmental stewardship opportunities. ESD is an internal City resource and has a strong commitment to promoting and supporting the community's pursuit of the sustainability-based vision of being A Green City. Core programs focus on climate protection, water and energy management, water resources stewardship, and green infrastructure. These are delivered along with pollution prevention strategies, "green" innovation, high performance infrastructure, environmental remediation, and collaboration with community stakeholders.

Fleet Maintenance Operations

FY 21 Budget - \$1,169,528

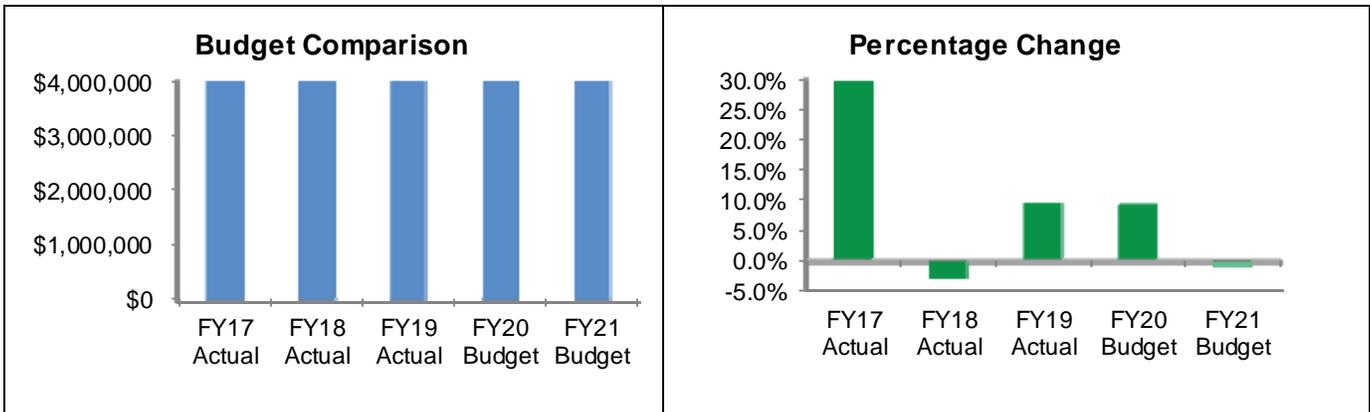


Fleet Management Operations is responsible for repairs and maintenance to 687 City-owned vehicles and equipment, manages the fueling infrastructure, and provides recommendations on the purchase of replacement vehicles and equipment.

Department of Public Works Administration - Facilities Development - Facilities Maintenance – Environmental – Fleet Maintenance *Funding and Staffing Summary*

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,894,426	\$2,841,462	\$3,153,400	\$3,570,401	\$3,512,040	(\$58,361)	-1.6%
Other Expenditures	1,477,073	1,411,432	1,511,501	1,533,145	1,566,303	33,158	2.2%
Total	\$4,371,499	\$4,252,894	\$4,664,901	\$5,103,546	\$5,078,343	(\$25,203)	-0.5%
General Fund Total	\$1,997,251	\$2,655,482	\$3,040,089	\$3,333,152	\$3,307,949	(\$25,203)	-0.8%
Non General Fund Total	2,374,248	1,597,412	1,624,812	1,770,394	1,770,394	0	0.0%
Total	\$4,371,499	\$4,252,894	\$4,664,901	\$5,103,546	\$5,078,343	(\$25,203)	-0.6%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	21.9	23.9	23.9	23.9	23.9	0.0
Non General Fund FTEs	14.0	14.0	14.0	14.0	14.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Reduction of one vacant position for a Facilities Development Manager.
- Increase due the conversion of one long-term temporary position in Facilities Development to a full-time employee.

Other Expenditures

- Increase due to transition from cell phone stipend to city provided cell phones.
- Increases in software license fees, service contracts, education and training.

The Non General Fund total represents the budget for Fleet Maintenance and the Environmental Management and Water Conservation programs. The Environmental Management and Water Conservation programs are part of the Environmental Sustainability division. Those programs are funded through the Gas and Water Utilities, but delivered by the Public Works Department.



Department of Public Works Public Service

**Strategic Plan
Alignment**

Administration

FY 21 Budget - \$607,838



Administration oversees the divisions within Public Service, including Streets and Sidewalks, Streetlighting Operations, Traffic Operations, and Refuse/Large Item Pickup.

Streets and Sidewalks/Streetlighting Operations

FY 21 Budget - \$4,096,670



Streets and Sidewalks is responsible for maintenance of the City's 158 lane miles of streets, sidewalks, and City-owned parking lots; leaf collection; emergency weather response; and data collection that assures continued annual VDOT maintenance funding.

Engineering

FY 21 Budget - \$1,644,526



The Engineering division has several roles that span a variety of areas within the organization. Some of the core functions of the Engineering Division include Project Management, Traffic Engineering, Inspections, Compliance, Plan Review, Stormwater, Bridge Maintenance oversight, and providing general technical support to other departments within the organization. The Engineering division is also responsible for administration of the Virginia Erosion and Sediment Control and Virginia Stormwater Management Programs on behalf of the Department of Environmental Quality. In September 2019, engineering services were moved from Neighborhood Development Services to a new Engineering division within the Public Works Department.

Traffic Operations

FY 21 Budget - \$825,154



Traffic Operations maintains signs, signals, publicly owned street lighting systems, and parking meters. It also is responsible operationally for the Intelligent Transportation System.

Refuse/Large Item Pickup

FY 21 Budget - \$1,810,573

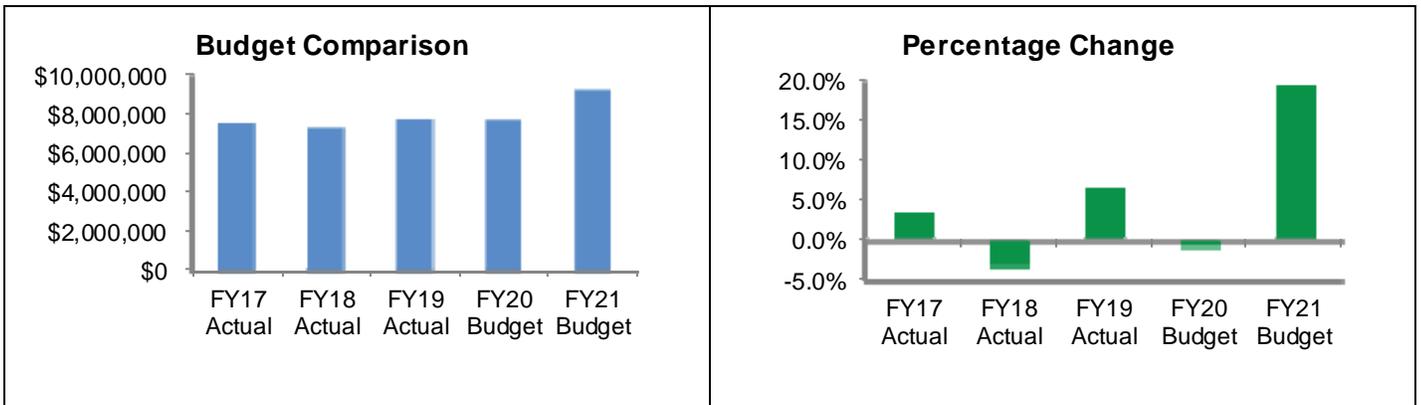


Refuse Collection is responsible for administering and monitoring the City's contract with private firms for collection of domestic refuse and recyclables. The City also provides a by-appointment-only large item pickup service for residents. The fees for this service are the following: \$35 for first pickup, \$50 for second and \$100 for third and subsequent pickups.

Department of Public Works Public Service Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$3,212,992	\$3,293,598	\$3,171,907	\$3,511,528	\$4,964,161	\$1,452,633	41.4%
Other Expenditures	4,314,301	3,997,010	4,592,874	4,187,614	4,235,545	47,931	1.1%
General Fund Total	\$7,527,293	\$7,290,608	\$7,764,780	\$7,699,142	\$9,199,706	\$1,500,564	19.5%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	51.0	49.0	50.0	47.0	60.0	13.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Increase due to a departmental reorganization in FY 20 moving the Engineering division from Neighborhood Development Services to Public Service which added a 13 FTEs.
- Increase in overtime for event staffing.

Other Expenditures

- Increases in professional services and education and training.
- Decrease in costs associated with IT infrastructure replacement.

Public Works Department Stormwater Utility

The Environmental Sustainability Division (ESD) in the Public Works department is responsible for the Stormwater Utility. The utility provides a dedicated funding source for the Water Resources Protection Program (WRPP). The WRPP meets a range of water resources protection goals and challenges including regulatory compliance, stormwater infrastructure, drainage, and water quality stewardship. The billing/collection functions of the stormwater utility are performed by the Office of the Treasurer, whose budget and narrative are found on **pg. G-12**. The Stormwater Utility budget is separate from the General Fund and is funded by the stormwater utility fee and bond sales.

**Strategic Plan
Alignment**

Stormwater Administration

FY 21 Budget - \$1,294,572



The Stormwater Utility is responsible for implementation of various programs covered by the City's Municipal Separate Stormwater Sewer System (MS4) permit, the illicit discharge program, and implementing the WRPP. This includes administration, maintenance, operations, infrastructure rehabilitation, water resources master planning, and stormwater retrofit planning, design, and implementation. The budget also provides funding for MS4 Permit compliance-related activities as well as a water resources stewardship component.

Stormwater Capital Projects

FY 21 Budget - \$1,500,000



The Stormwater Utility Capital Budget funds replacement, repair, or rehabilitation of aging stormwater pipe infrastructure, the design and permitting of pollutant reduction and drainage improvement capital projects, the construction of major drainage improvements, construction of stormwater retrofits, and funding for the Neighborhood Drainage Program (NDP).

Stormwater Debt Service

FY 21 Budget - \$119,039

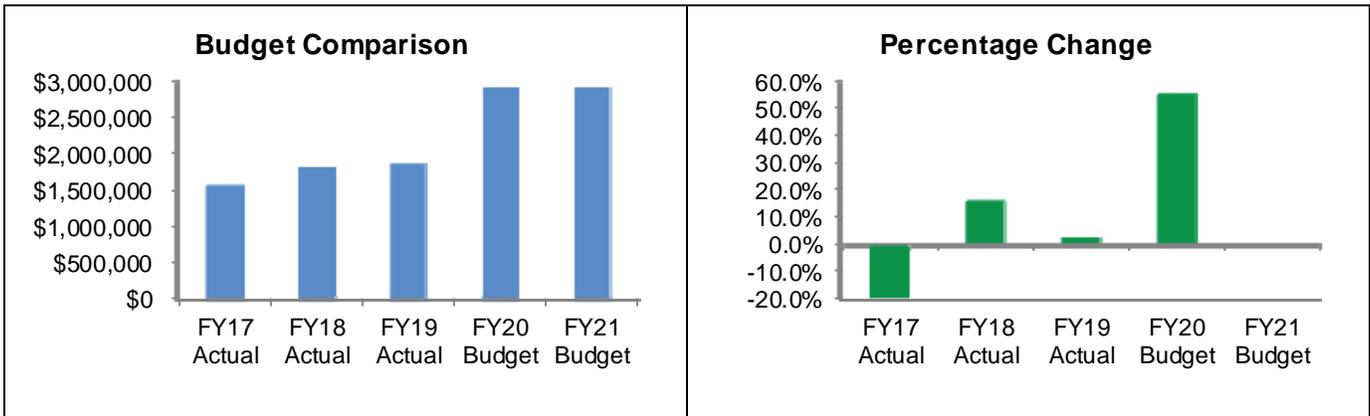


Reflects payments to the Stormwater Debt Service, which is used to pay down borrowed funds dedicated to make major improvements to Stormwater infrastructure.

Public Works Department Stormwater Utility *Funding and Staffing Summary*

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$319,937	\$293,010	\$320,420	\$793,888	\$793,888	\$0	0.0%
Other Expenditures	150,150	251,938	219,305	500,684	500,684	\$0	0.0%
Capital Projects	1,032,224	1,119,054	1,054,867	1,500,000	1,500,000	\$0	0.0%
Debt Service	<u>68,827</u>	<u>160,095</u>	<u>281,842</u>	<u>119,039</u>	<u>119,039</u>	<u>\$0</u>	<u>0.0%</u>
Non General Fund Total	\$1,571,138	\$1,824,096	\$1,876,434	\$2,913,611	\$2,913,611	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
Non General Fund FTEs	4.0	4.0	4.0	10.0	10.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Department of Public Works

Strategic Plan Performance Measures

Department of Public Works

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.2 Provide reliable and high quality infrastructure

FY 2018

Pavement Condition Index

Citywide	80.6
Very good/excellent	60.7
Good	6.9
Fair	11.6
Poor	5.0
At risk	15.7

3.4 Be responsible stewards of natural resources

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Residential & commercial refuse & recycling collection					
Tons waste later sorted for recycling	6,821	6,385	6,532	6,577	6,625
Tons mixed recycling	3,577	3,612	3,666	3,865	4,607
Recycling target (% of all waste)	35%	35%	35%	35%	35%
Recycling target (tons)	3,443	3,498	3,569	3,654	3,931
Site energy intensity all buildings (1,000 BTU's)	57.7	54.1	54.5	57.3	54.9



Public Utilities Department Gas – Water – Wastewater

Public Utilities operate and maintain the water, wastewater, and natural gas distribution systems. The goal of the Utilities is to provide authorized service in a safe, reliable, responsive, and cost effective manner. The Gas, Water, and Wastewater budgets are funded by the utility rates and include funding for administration, operations, and maintenance of the three systems as well as funding for infrastructure improvements, technology advances, environmental compliance and sustainability components, and debt payments. The billing/collection functions of the City's utilities are performed by the **Finance Department's Utility Billing Office**, whose budget and narrative are found on **pg. G-8**. The utility budgets are separate from the General Fund and are not supported by taxes. These budgets and the respective rates are considered and adopted by the City Council in May and June of each year.

**Strategic Plan
Alignment**

Gas Operations FY 21 Budget - \$25,661,374



The Gas Distribution operation of the Public Utilities Department is a natural gas utility owned and operated by the City of Charlottesville. It has provided residents of Charlottesville and urban areas of Albemarle County with safe, efficient, reliable, and economical service for over 150 years. Charlottesville Gas currently has over 21,000 customers and maintains 333 miles of gas lines and 275 miles of gas service lines.

Wastewater Operations FY 21 Budget - \$17,203,764



The City of Charlottesville has approximately 171 miles of gravity wastewater lines and over 5,700 manholes. This system collects the wastewater from residential areas and businesses, transporting it to the Rivanna Water and Sewer Authority's Moore's Creek Treatment Plant. Charlottesville Wastewater maintains the collection system, through general maintenance and emergency response, 24 hours a day.

Water Operations FY 21 Budget - \$17,086,323



Charlottesville Water, the water distribution operations of the Public Utilities, is responsible for the installation, maintenance, and repair of the City's water distribution mains, water main valves, and fire hydrants, as well as the connection and disconnection of all water meters serving 15,000 customers. In addition, Charlottesville Water installs and maintains water service lines from the water main to the water meter. Currently there are approximately 1,100 fire hydrants, 3,400 valves, and 183 miles of water mains in service for the benefit of the residents of Charlottesville.

Utilities Debt Service FY 21 Budget - \$4,560,336

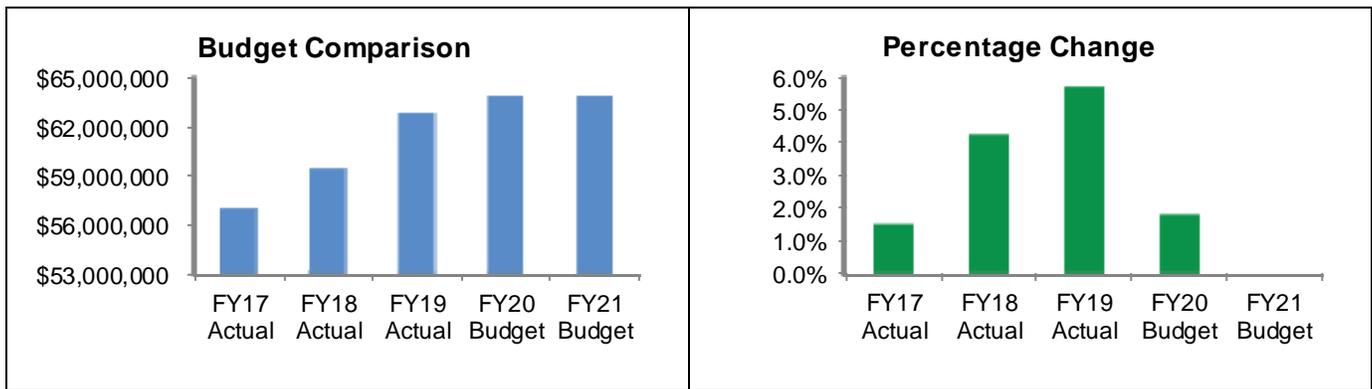


Reflects payments to Debt Service to pay down borrowed funds dedicated to make major improvements to Gas, Water and Wastewater infrastructure.

Public Utilities Department Gas - Water - Wastewater Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$5,366,074	\$5,787,487	\$6,080,050	\$7,014,940	\$7,014,940	\$0	0.0%
Other Expenditures	40,868,709	41,627,717	44,058,692	43,160,655	43,160,655	\$0	0.0%
Capital Projects	5,999,919	6,985,588	7,638,723	9,175,000	9,175,000	\$0	0.0%
Debt Service	<u>4,770,585</u>	<u>5,009,544</u>	<u>4,999,697</u>	<u>4,560,336</u>	<u>4,560,336</u>	<u>\$0</u>	<u>0.0%</u>
Non General Fund Total	\$57,005,287	\$59,410,337	\$62,777,162	\$63,910,931	\$63,910,931	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
Non General Fund FTEs	89.0	89.0	89.0	90.0	90.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Included in this budget are authorized contributions to City Link: \$1.0 million from the Gas Fund and smaller contributions from both the Water and Wastewater Funds.

The utility rates for our customers are reviewed and set each year with a Utility Rate Study and are presented to and approved by Council in May or June of each year. Due to the COVID pandemic, the utility rate study for FY 21 was deferred and the rates will remain unchanged from the FY20. Council adopted the FY 21 utility rates on June 1, 2020.

Public Utilities Department Strategic Plan Performance Measures

Utilities Department

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.2 Provide reliable and high quality infrastructure

	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019
Gas emergency response time (minutes)	15	12	14	21	18
Utility system failures/emergency repairs					
Water			93	92	33
Sewer			24	29	12
Gas			45	66	62
Utilities Infrastructure Replacement Program (all figures are cumulative and linear feet)					
Gas mains installed	84,880	102,187	123,656	135,709	145,741
Gas services installed	101,587	125,185	149,755	170,347	191,862
Water mains and services replaced	54,541	62,475	69,675	86,013	97,357
Sewer lines cleaned and TV	393,243	517,550	638,979	647,050	662,639
Sewer rehabilitation	164,678	185,921	195,928	210,794	217,114
Stormwater systems rehabbed	16,160	20,900	22,762	26,773	3,077
Stormwater replaced	2,790	3,921	4,246	4,247	4,623

Goal 5: A Well-managed and Responsive Organization

5.3 Provide responsive customer service

			Dec-14	Dec-18	Dec-19
% of homeowners and contractors who call VA811 prior to excavation			88%	94%	94%
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
# of natural gas customers	19,454	19,846	20,083	20,668	20,994
					FY 2019
Perception of the smell of natural gas					83%



Charlottesville Area Transit - JAUNT Paratransit Services

Strategic Plan
Alignment

Charlottesville Area Transit (CAT) Operations

FY 21 Budget - \$8,982,666



Charlottesville Area Transit (CAT) provides public transportation services to the greater Charlottesville area. The City of Charlottesville works in partnership with Albemarle County and the University of Virginia to fund these services. Under a pre-paid arrangement with the University of Virginia, UVA IDs are accepted as fare on all buses. CAT also operates the Free Trolley, connecting the University and Downtown, and staffs the Downtown Transit Station, offering information to area travelers, restrooms, and a comfortable place between bus trips. In FY 21, the City's contribution to CAT is \$3,056,359. In addition to local funds and passenger fares, CAT operating expenses are covered by Federal and State grants. The Transit division also contracts with the Charlottesville City Schools for Pupil Transportation (budget and narrative shown on pg. K-4).

Charlottesville Area Transit Bus Replacement

FY 21 Budget - \$0.00



Bus and bus-related purchases, such as passenger shelters and benches at bus stops, are funded by a City contribution in the Capital Improvement Program (CIP) to secure Federal and State grants. The City's share in FY 21 is \$21,000. In FY 21, the federal share of capital purchases is projected to be 80%, the state share 16%, and the City share 4%.

JAUNT Paratransit Services

FY 21 Budget - \$1,744,416



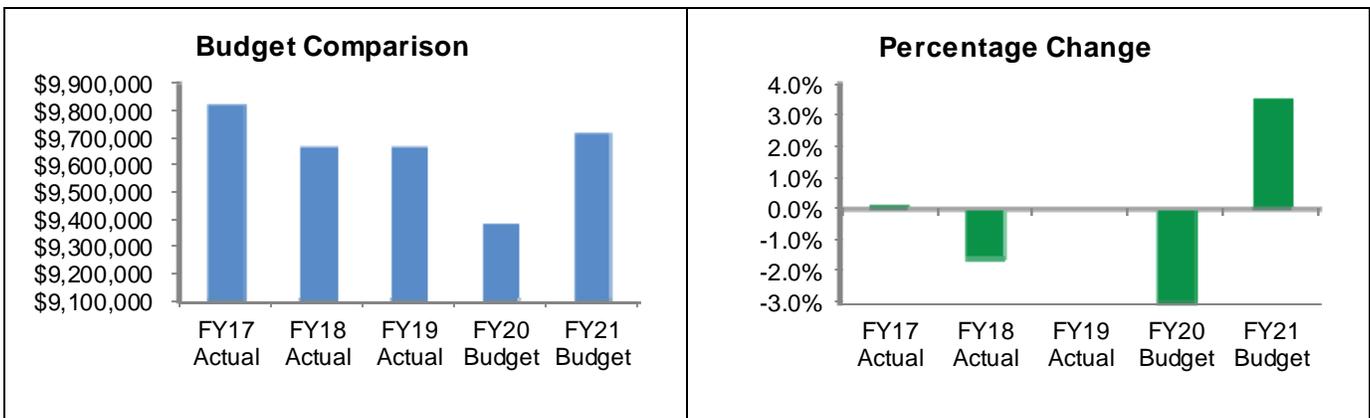
Under the Americans with Disabilities Act (ADA), CAT must provide paratransit service to eligible individuals who, because of disability, cannot access or use the fixed-route buses CAT operates. The City contracts with JAUNT for the required ADA paratransit service. JAUNT is a public service corporation owned jointly by the City of Charlottesville, Albemarle, Fluvanna, Louisa, Buckingham, and Nelson Counties. JAUNT's total expenses and revenues are allocated among six local governments on the basis of hours of service, less fares, federal and state funding.

*Reviewed by the Office of Budget and Performance Management

Charlottesville Area Transit - JAUNT Paratransit Services Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
CAT Salaries and Benefits	\$5,396,682	\$5,881,672	\$6,142,400	\$5,992,263	\$6,724,338	\$732,075	12.2%
CAT Other Expenditures	2,025,018	2,118,333	2,292,678	2,148,910	2,258,328	\$109,418	5.1%
Transit Bus Replacement	1,325,997	537,050	985,454	21,000	0	(\$21,000)	-100.0%
JAUNT Paratransit Services	1,074,008	1,130,488	1,377,047	1,550,916	1,744,416	\$193,500	12.5%
Total	\$9,821,705	\$9,667,543	\$10,797,579	\$9,713,089	\$10,727,082	\$1,013,993	10.8%
General Fund Total	\$3,251,841	\$3,721,622	\$4,319,456	\$4,064,567	\$4,258,067	\$193,500	4.8%
Non General Fund Total	6,569,864	5,945,921	6,478,123	5,648,522	6,469,015	\$820,493	14.5%
Total	\$9,821,705	\$9,667,543	\$10,797,579	\$9,713,089	\$10,727,082	\$1,013,993	10.4%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
Non General Fund FTEs	69.0	72.0	76.0	80.0	80.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Increase due to four relief drivers being converted to regular FTEs in FY 20 and four relief drivers being converted to regular FTEs in FTEs in FY 21.
- Increase in overtime and temporary salaries to more accurately reflect actuals from prior years.

Other Expenditures

- Increases for bus repairs and maintenance.
- Increases for uniforms and education/training.

JAUNT Paratransit Services

- The City's share of JAUNT is increasing for several reasons: increased costs for employee salary adjustments, health care, and workers compensation, software licensing and maintenance fees, facility and vehicle insurance increases.

Charlottesville Area Transit - JAUNT Paratransit Services

Strategic Plan Performance Measures

Charlottesville Area Transit					
Goal 3: A Beautiful and Sustainable Natural and Built Environment					
<i>3.3 Provide a variety of transportation and mobility options</i>					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total # of CAT passenger trips	2,423,740	2,337,877	2,189,612	2,052,376	1,871,952
CAT Passenger Satisfaction (Good or Excellent)	83%	80%	80%	80%	N/A
Service Levels: Total Revenue Service Hours	104,572	103,199	101,752	104,510	108,033
Service Levels: Total Revenue Service Miles	1,043,544	1,046,830	993,884	962,803	976,775
<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Efficiency: Passenger Trips per Revenue Service Hour	23.18	22.84	21.52	19.64	17.33
Efficiency: Passenger Trips per Revenue Service Mile	2.32	2.25	2.20	2.13	1.92

Public Safety and Justice



City Sheriff

Commonwealth's Attorney

Contributions to Programs Promoting Public Safety and Justice

Courts and Other Support Services

Fire Department

Police Department

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

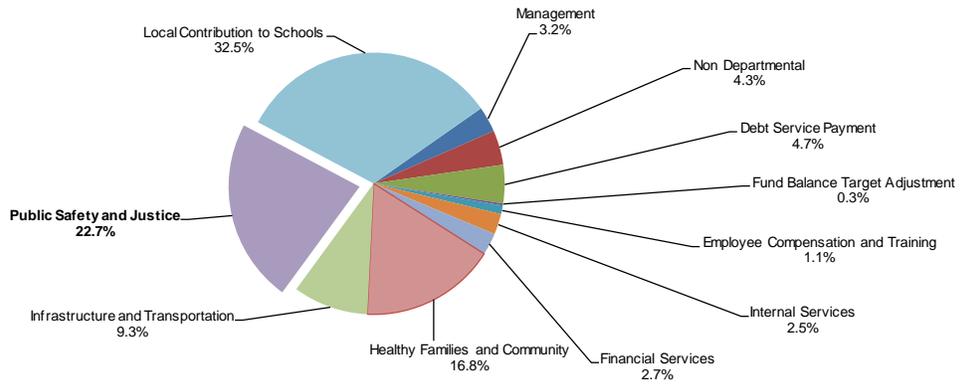


Goal 4: A Strong, Creative and Diversified Economy

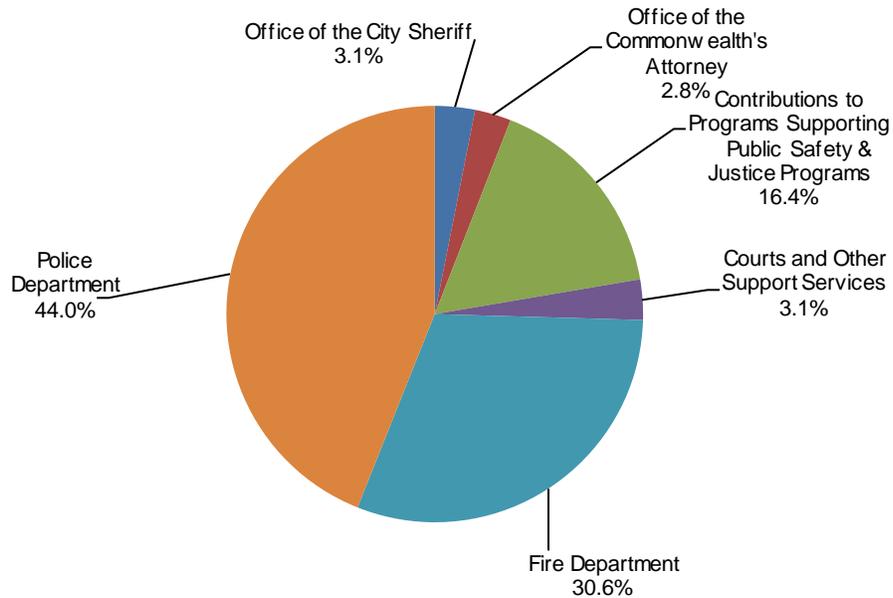


Goal 5: A Well-managed and Responsive Organization

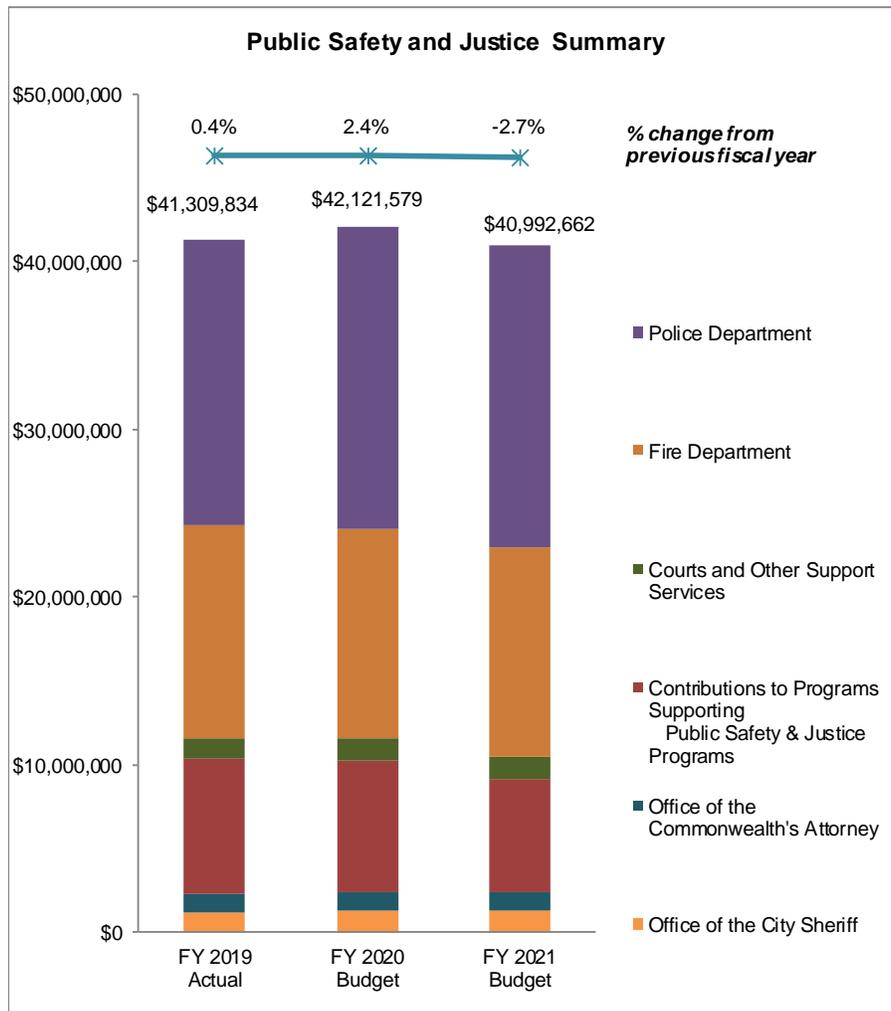
Public Safety and Justice
% of General Fund Operating Budget



Public Safety and Justice Overview
General Fund



Public Safety and Justice Summary	FY2019 General Fund Actual	FY2020 General Fund Budget	FY2021 General Fund Budget	FY2019 Other Funds Actual	FY2020 Other Funds Budget	FY2021 Other Funds Budget
PUBLIC SAFETY AND JUSTICE						
Office of the City Sheriff	\$1,238,761	\$1,275,198	\$1,275,198	\$0	\$0	\$0
Office of the Commonwealth's Attorney	1,076,319	1,155,259	1,155,259	0	0	0
Contributions to Programs Supporting Public Safety & Justice Programs	8,037,255	7,850,553	6,720,986	0	0	0
Courts and Other Support Services	1,266,459	1,283,219	1,283,869	0	0	0
Fire Department	12,632,393	12,539,795	12,539,795	0	0	0
Police Department	17,058,647	18,017,555	18,017,555	0	0	0
PUBLIC SAFETY AND JUSTICE SUBTOTAL	\$41,309,834	\$42,121,579	\$40,992,662	\$0	\$0	\$0



Office of the City Sheriff

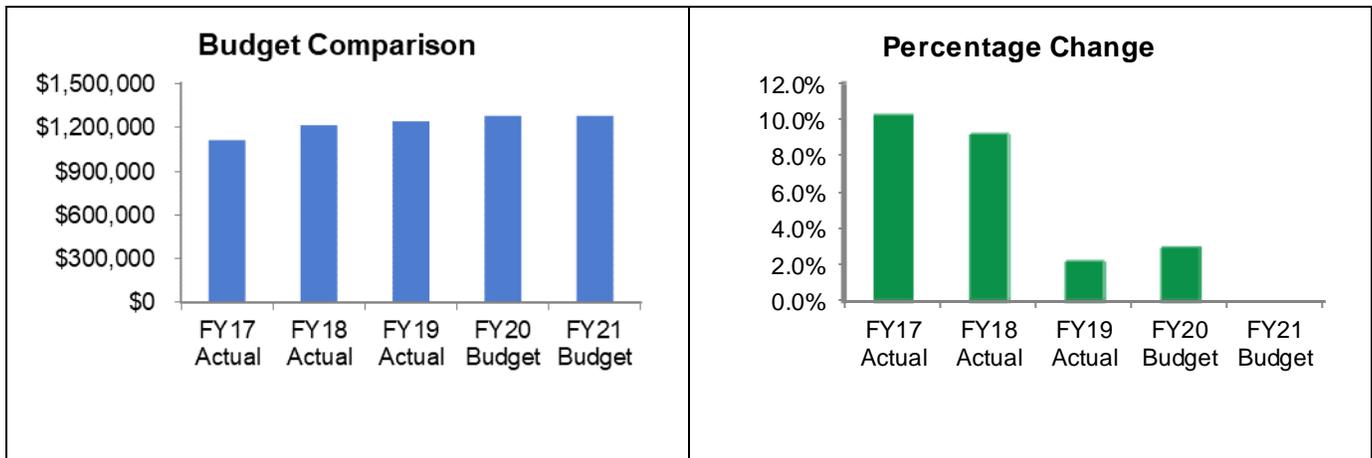
**Strategic Plan
Alignment**



The Sheriff is a locally elected constitutional law enforcement officer of the Commonwealth of Virginia and must be elected by the citizens of his or her locality every four years. The Sheriff’s Office is responsible for providing security at the Circuit Court and General District Court to all employees, jurors, witnesses, inmates, and visitors. The office must comply with mandates stated in the Virginia State Code for court security, civil process, transportation of prisoners (which includes the extradition of prisoners from other jurisdictions throughout the United States) and transportation of mental patients pursuant to governor’s warrants and court orders from the civil/chancery side of the courts’ docket. Additionally, the office serves summons to both grand and petit jurors. A portion of the City Sheriff’s Office budget is reimbursed by the Commonwealth of Virginia Compensation Board.

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$936,375	\$1,016,343	\$1,068,299	\$1,127,191	\$1,127,191	\$0	0.0%
Other Expenditures	173,040	195,055	170,462	148,007	148,007	0	0.0%
General Fund Total	\$1,109,416	\$1,211,398	\$1,238,761	\$1,275,198	\$1,275,198	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	11.0	12.0	12.0	13.0	13.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits:

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures:

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Office of the Commonwealth’s Attorney

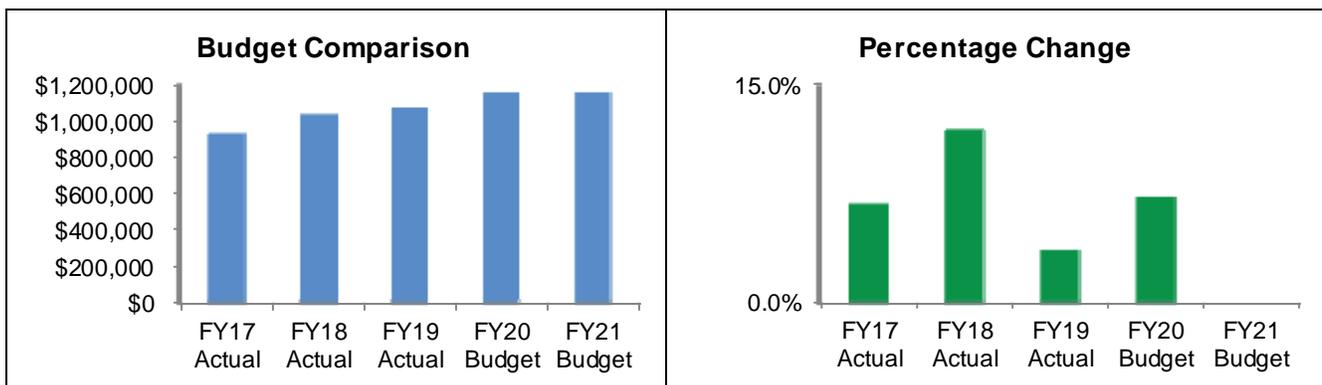
**Strategic Plan
Alignment**



The Office of the Commonwealth’s Attorney prosecutes criminal cases in Charlottesville’s Circuit, General District, and Juvenile and Domestic Relations courts. The office provides on-going legal advice and guidance not only to the Charlottesville Police Department concerning investigations and matters of law enforcement policy, but also to other City of Charlottesville departments that have law enforcement responsibilities. While maintaining appropriate constitutional independence, the Commonwealth’s Attorney and staff collaborate with community and governmental agencies in the furtherance of public safety, the well-being of crime victims, and the health of Charlottesville as a community. A portion of this budget is reimbursed by the Commonwealth of Virginia Compensation Board. The grant funded positions support two grant programs administered through this office. The Victim-Witness Assistance Program ensures that victims and witnesses of criminal offenses will receive fair and compassionate treatment throughout the judicial process. The Domestic Violence Services assists in the efficient delivery of services and access to court process for the victims of domestic violence in both Charlottesville and Albemarle County by helping in the preparation of domestic violence cases for prosecution, and by facilitating victims in obtaining protective orders.

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$827,332	\$918,136	\$976,412	\$1,070,391	\$1,070,391	\$0	0.0%
Other Expenditures	100,731	120,210	99,907	84,868	84,868	0	0.0%
General Fund Total	\$928,064	\$1,038,346	\$1,076,319	\$1,155,259	\$1,155,259	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	10.0	10.0	10.0	10.0	10.0	0.0
Grant Funded FTEs	3.5	3.5	3.5	3.5	3.5	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

Contributions to Programs Promoting Public Safety and Justice

Albemarle-Charlottesville Regional Jail

FY 21 Budget - \$4,316,546

The Regional Jail houses prisoners from the City of Charlottesville, Albemarle County, Nelson County and, when space is available, from state and federal facilities. Costs not reimbursed by the State are divided between the City and Counties based upon actual usage.

Blue Ridge Juvenile Detention

FY 21 Budget - \$576,870

The BRJD allows youth residents to be closer to their homes and families in Charlottesville and have access to a full range of pre- and post-disposition services.

911//Emergency Communications Center (ECC)

FY 21 Budget - \$1,485,643

The ECC is responsible for processing all 911 calls made in the area, the dispatching of police officers, fire response, and emergency medical services. Emergency services functions related to local disaster preparedness and response are coordinated through the Center. In addition to this contribution, several City departments are charged separately through the ECC for their share of the 800 MHz radio system: Pupil Transportation, Public Works, Public Utilities and Charlottesville Area Transit.

Legal Aid Justice Center *

FY 21 Budget - \$0.00

Legal Aid confronts the causes and effects of poverty through the creation and development of comprehensive responses to the problems of the poor using innovative legal advocacy, community legal education, and client involvement.

Offender Aid and Restoration (OAR) *

FY 21 Budget - \$0.00

Offender Aid and Restoration assists individuals when arrested, imprisoned or released from incarceration to gain and retain self-respecting, self-sustaining and crime-free lifestyles. The Therapeutic Docket program of OAR assists with the identification of mental illness and facilitates diversion from incarceration by linking participants to appropriate mental health treatment and community support.

Piedmont Court Appointed Special Advocates (CASA) *

FY 21 Budget - \$0.00

Piedmont CASA is a nonprofit agency that trains and supervises volunteers to serve as court advocates for abused and neglected children in Charlottesville and Albemarle County and to promote the best interests of the child.

Public Defender's Office

FY 21 Budget - \$59,512

The Public Defender's Office of Albemarle and Charlottesville is dedicated to the defense of indigent persons who cannot afford legal counsel.

Charlottesville-Albemarle Society for the Prevention of Cruelty to Animals (SPCA)

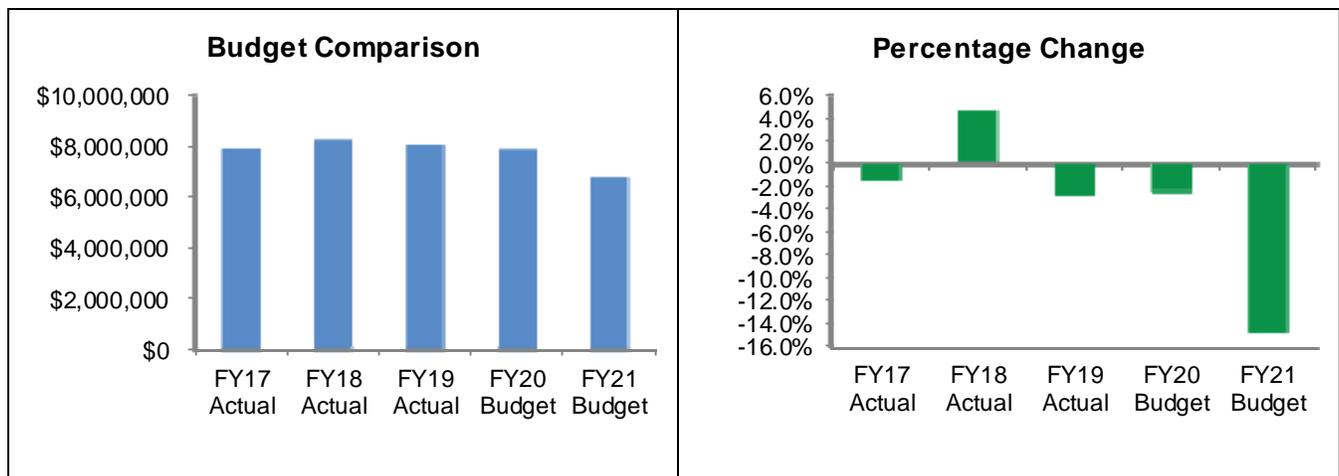
FY 21 Budget - \$282,415

The SPCA serves as the City pound, provides care and shelter for stray animals, promotes animal welfare, facilitates adoptions, and educates the public about animal care.

**Agencies were reviewed as part of the Vibrant Community Fund process. FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. Final agency funding decisions were made and appropriated on July 20, 2020, after the FY 21 budget was adopted. Those funding decisions can be found in the Supplemental Information section (N-12).*

Contributions to Programs Promoting Public Safety and Justice Funding Summary

Agency	FY 17 Actual	FY 18 Actual	FY 19 Actual	FY 20 Budget	FY 21 Budget	Increase/ (Decrease)	% Change
Albemarle-Charlottesville Regional Jail	\$4,708,969	\$4,949,749	\$4,952,622	\$4,879,087	\$4,316,546	(\$562,541)	(11.5%)
Blue Ridge Juvenile Detention	1,035,193	1,082,118	871,266	763,336	576,870	(186,466)	(24.4%)
Emergency Communications Center	1,533,737	1,586,942	1,573,094	1,503,429	1,485,643	(17,786)	(1.2%)
Legal Aid Justice Center	70,630	70,630	70,630	70,630	0	(70,630)	(100.0%)
Offender Aid and Restoration	232,649	235,343	242,403	297,403	0	(297,403)	(100.0%)
Piedmont Court Appointed Special Advocates	9,818	10,000	10,000	10,000	0	(10,000)	(100.0%)
Public Defender's Office	43,730	51,125	53,201	59,512	59,512	0	0.0%
Society for the Prevention of Cruelty to Animals	<u>248,119</u>	<u>258,781</u>	<u>264,039</u>	<u>267,156</u>	<u>282,415</u>	<u>15,259</u>	<u>5.7%</u>
General Fund Total Contributions	\$7,882,844	\$8,244,687	\$8,037,255	\$7,850,553	\$6,720,986	(\$1,129,567)	(14.4%)



Explanation of FY 21 Changes

Albemarle/Charlottesville Regional Jail – The City’s five year average population percentage is 46.5% a 6.6% decrease over FY 20 which is why City’s share is decreasing.

Blue Ridge Juvenile Detention Center - The formula for the City’s share of the budget is determined by utilization in the last 36 months. The City’s 3 year average for child days decreased 4.5% from FY 20 to FY 21, the reason for our decreased shared costs.

Emergency Communications Center - The City’s share is showing a slight decrease due mainly to due to operating savings projected for software user access fees.

Public Defender’s Office – Per an agreement with the City, the salary supplement is equal to any COLA the City provides its own employees.

SPCA – Per the agreement with the City and County, this amount is based on the funding formula.

Courts and Other Support Services

**Strategic Plan
Alignment**

General District Court

FY 21 Budget - \$21,143



The General District Court enforces criminal laws of the Commonwealth of Virginia and handles civil disputes within the Court's jurisdiction.

Circuit Court

FY 21 Budget - \$838,316



The Circuit Court is the court of record, has sole jurisdiction in criminal felony cases and civil cases involving large sums, and has final jurisdiction in all civil and criminal cases. The Clerk of the Circuit Court is responsible for recording documents pertaining to the transfer of title to land, the probate of wills, the collection of the state and city recordation fees, and the indexing of those documents. Judgments rendered in this court, as well as in other courts within and outside the state and in federal court, are docketed in this office. This court also hears appeals of state administrative cases. There are 10 General Fund FTE's funded in this budget (9 in the Clerk's office and 1 in the judge's budget portion). A portion of the Clerk of Court's budget is reimbursed by the Commonwealth of Virginia Compensation Board.

Juvenile and Domestic Relations Court

FY 21 Budget - \$398,980



The Juvenile & Domestic Relations Court handles violations of the law committed by and against juveniles. It is also responsible for trying family and other domestic-related cases. There is one General Fund FTE funded in this budget. This court is cost shared with Albemarle County. The maintenance of the new courthouse building is funded within Public Works and is shared with the County. Their share is budgeted as General Fund Revenue.

Court Services Unit (CSU)

FY 21 Budget - \$16,280



The Court Services Unit serves the Juvenile & Domestic Relations Court by facilitating the rehabilitation or treatment of those who come before the court. Functions include intake, investigation of case background information, probation supervision, after-care supervision of juveniles recently released from state institutional care, and case management of juveniles being held in detention or residential treatment centers. The CSU costs are shared with Albemarle County and are reflected as part of General Fund Revenue.

Office of the Magistrate

FY 21 Budget - \$9,150

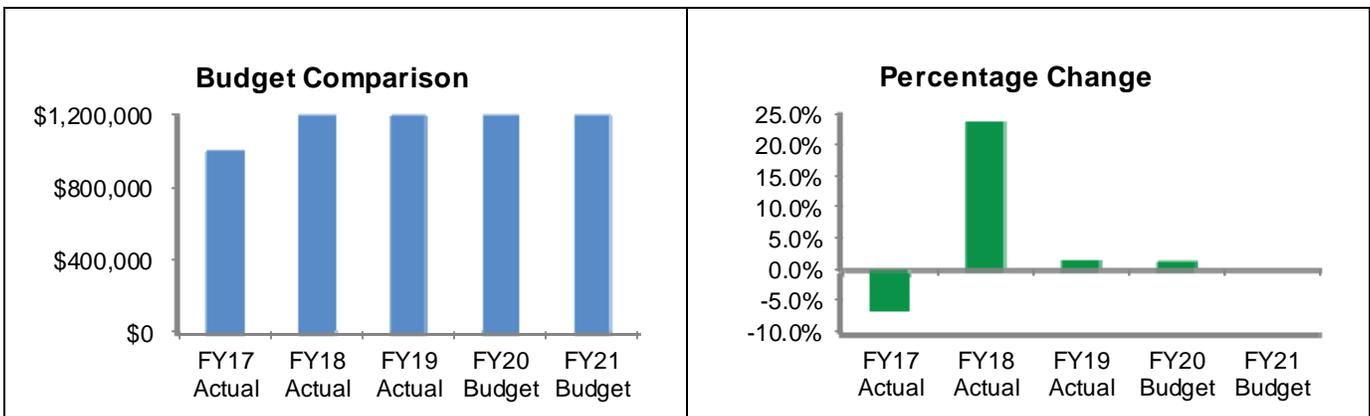


The Office of the Magistrate is usually a person's first contact with the judicial process. This office issues arrest warrants and determines admittance to bail or commitment to detention of accused parties. The Magistrate also serves as conservator of the peace. Costs are shared with Albemarle County and are reflected as part of General Fund Revenue.

Courts and Other Support Services Funding and Staffing Summary

Funding Summary	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$699,951	\$764,540	\$810,011	\$784,436	\$784,436	\$0	0.0%
Other Expenditures	308,811	482,839	456,448	498,783	499,433	650	0.1%
General Fund Total	\$1,008,762	\$1,247,379	\$1,266,459	\$1,283,219	\$1,283,869	\$650	0.1%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.
- The Magistrate's Office budget reflects a small increase of \$650 for professional dues (\$400) and contractual services (\$250). The Magistrate's budget is shared using a 50/50 split with Albemarle County.

Fire Department

The Charlottesville Fire Department is a Commission on Public Safety Excellence Accredited Agency and Insurance Services Office Class 1, 95-member, career fire department that provides fire suppression, emergency medical services first-response and advanced life support transport, hazardous materials and technical rescue response, and community risk reduction services to the residents of Charlottesville, the University of Virginia, and parts of Albemarle County.

**Strategic Plan
Alignment**

Administration

FY 21 Budget - \$749,452



The Administration division of the Fire Department consists of the executive staff, which includes the chief, three deputy chiefs and an administrative assistant. It is responsible for the development, coordination and oversight of the Department's mission, vision and values

Operations

FY 21 Budget - \$8,797,600



The Operations division of the Fire Department consists of 81 officers and firefighters who are directly responsible for responding to all types of emergencies in the City, University of Virginia and designated areas of the County. There are formal fire agreements in place with UVA, Albemarle County and the Charlottesville-Albemarle Rescue Squad that cover some of the costs associated with serving areas beyond the City's limits.

Community Risk Reduction

FY 21 Budget - \$637,537



The Community Risk Reduction section consists of three full-time and one part-time Fire Marshal. It is responsible for fire safety inspections, enforcement of the Statewide Fire Prevention Code, fire investigations, fire and life safety education and other community outreach activities. In addition, they review plans for new construction to ensure that fire safety requirements (sprinklers, standpipes, alarm systems, fire apparatus access, etc.) are properly planned for and addressed.

Training, Health, & Safety

FY 21 Budget - \$307,822



The Training, Health & Safety section is managed by a sworn officer who identifies training needs and develops training programs to assist firefighters in becoming more proficient in emergency service delivery, incident management, and personal health and safety. Additionally, this section provides oversight of the Department's comprehensive wellness/fitness and occupational health & safety programs.

Resources

FY 21 Budget - \$886,936



The Resources section consists of a sworn officer and a civilian mechanic position. This section is directly responsible for ensuring that the Department's infrastructure, such as vehicles, facilities and equipment are kept operational and ready for use at all times. They make repairs, test pumps and ladders, purchase replacement equipment, and schedule maintenance for the Department's apparatus. Additionally, they coordinate and provide oversight of the uniforms and personal protective equipment for all sworn members of the Department.

Emergency Medical Services

FY 21 Budget - \$989,152



The EMS section is comprised of two civilian positions, an EMS coordinator and a billing services specialist. In FY 18, City Council established a fee schedule for Emergency Medical Services vehicle transport services and the department implemented an EMS systems improvement strategy including a cost recovery program managed by the department. This section is also responsible for administering EMS training, maintaining the EMS training records and licensure for the Department, and managing the infection control portion of the health and safety program. The transport fees collected provide the corresponding revenue for this program.

Volunteer Fire Department

FY 21 Budget - \$22,242

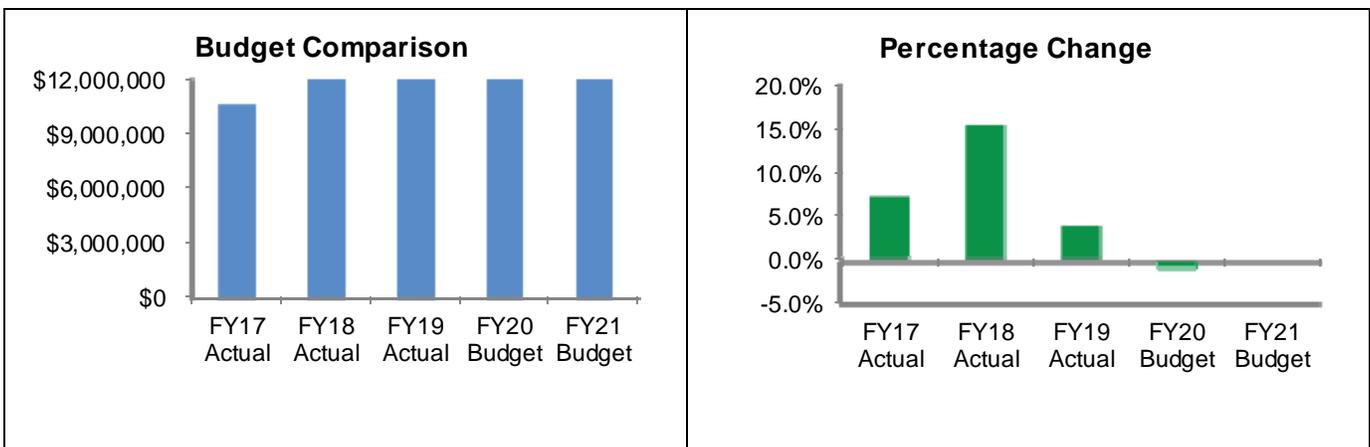


Formed in 1885, members of the Charlottesville Volunteer Fire Company support the emergency incidents operations as supplemental staffing alongside the members of the Fire Department. They operate one vehicle of their own and provide support services and resources or back-up during emergencies. Additionally, the volunteers participate in community outreach activities and special events.

Fire Department Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$8,941,608	\$9,846,686	\$10,396,153	\$10,137,741	\$10,187,431	\$49,690	0.5%
Other Expenditures	1,592,236	2,311,046	2,236,240	2,402,054	2,352,364	(49,690)	-2.1%
General Fund Total	\$10,533,845	\$12,157,732	\$12,632,393	\$12,539,795	\$12,539,795	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	91.0	95.0	95.0	95.0	95.0	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- Increase due to the creation of an additional Deputy Chief and Battalion Chief funded in FY 20 by attrition and other expenditure savings.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.
- Decreases in education and training, supplies, vehicle use allowance, laundry/dry cleaning and travel used to fund additional Deputy Chief and Battalion Chief positions created in FY 20.

Fire Department Strategic Plan Performance Measures

Fire Department					
Goal 2: A Healthy and Safe City					
<i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>					
	2015	2016	2017	2018	2019
City fatality rate per 10,000 population (over 5 year average)	0.00	0.00	0.00	0.00	0.00
Fire-caused city civilian injury rate per 1,000 city population per year.	0.06	0.13	0.02	0.12	0.01
# of fire incidents occurring in the city per 1,000 population per year	3.22	3.87	2.39	3.14	2.91
Direct fire loss per \$10,000 assessed value of protected property	\$0.68	\$1.25	\$3.87	\$1.96	\$1.27
City fire loss per capita	\$9.54	\$18.10	\$70.08	\$36.50	\$25.64
# of structure fires per 1,000 population per year	1.46	0.71	1.31	1.54	1.06
% of fire incidents with 1st unit arrival on scene within 6 minutes 20 seconds or less from time of dispatch	84%	84%	87%	89%	71%
% of EMS incidents with 1st Unit arrival on scene within 6 minutes or less from the time of dispatch	77%	77%	47%	42%	48%
Firefighter injury rate per incident	0.00	0.01	0.02	0.01	0.01
Firefighter death rate per incident	0.00	0.00	0.00	0.00	0.00

Police Department

The Police Department is committed to providing the citizens of the City of Charlottesville with a modern and professional department, which protects life and property; preserves law and order; enforces criminal, traffic, and regulatory laws; and provides essential public safety services to our community. The Charlottesville Police Department is equally committed to the infusion of community policing throughout the community. The Police Department's philosophy of community policing requires common trust and embraces citizen partnerships. It focuses on stemming problems in neighborhoods, reducing crime and the fear of crime, solving on-going problems rather than treating the symptoms that plague communities, and improving the quality of life for our citizens.

Strategic Plan Alignment

Office of the Chief and Police Administration

FY 21 Budget - \$2,254,707



The Office of the Chief consists of the following:

- The Administrative Assistant to the Chief of Police is responsible for any administrative support and calendar management. This individual also serves as the point of contact for the Chief's Office handling internal and external requests.
- The Public Information Officer is responsible for handling media inquiries, managing social media and Freedom of Information Act requests.
- The Professional Standards Unit is led by a Lieutenant who serves as the Internal Affairs Investigator and is responsible for the recording, registering, and investigation of alleged or suspected misconduct within the Department.
- The Physical Security Specialist is responsible for developing and executing the City's security plan, security operations policies, procedures, and protocols.

The Administration Division consists of the following:

- Oversees accreditation and compliance, financial planning, management of expense and capital budgets, procurement of goods and services, maintenance of facilities, vehicles and equipment, payment of bills, payroll processing, oversight of contracts and management of grants.

Police Field Operations

FY 21 Budget - \$10,197,250



The Field Operations Division consists of the Patrol Bureau, which includes the K-9 Unit, Bike Patrol, Foot Patrol, Animal Control Unit, School Resource Unit, Telephone Reporting Unit and Evidence Technicians. They are the first responders who provide 24-hour police patrol. Their responsibilities include crime prevention, problem solving, and regulation of traffic, investigation of accidents, and investigation of crime, preparing reports, and providing numerous non-criminal services to the public.

Police Support Services

FY 21 Budget - \$2,773,380



The Support Services Division consists of the following Units:

- The Traffic Unit responsibilities include the investigation of fatal traffic accidents; conducting follow-up hit and run investigations; review accident reports; maintaining traffic accident statistics; conducting selective enforcement activities; developing traffic safety programs.
- The Training Unit responsibilities include oversight of departmental training and firearms inspection, service and repair.
- The Staff Development Unit responsibilities include analyzing training issues; recruitment; attending job fairs to assist in recruitment; applicant screening; hiring; overseeing completion of mandatory retraining of all sworn and non-sworn personnel at approved training sites.

- Information Management Unit responsibilities of this unit include providing the public reception function for the Department; maintaining records of warrants, accidents, crime, arrests, and other incidents.

Police Investigations

FY 21 Budget - \$2,683,691



The Investigations Division consists of the General Investigations Bureau and the Forensic Bureau. The General Investigations Bureau is a collaboration of multiple units - Major Case, Property Crimes, Crime Analysis, Special Victim's, Narcotics, and the Fraud Unit. The Bureau is supported by multiple supervisors and detectives, providing 24/7 coverage to the City of Charlottesville.

The Investigations Division's responsibilities include, but are not limited to, investigating crimes, recovering, identifying, and arranging the return of stolen property, interviewing suspects and witnesses, as well as presenting investigations to the Commonwealth's Attorney for review and/or prosecution. The Investigations Division proactively analyzes crime patterns throughout our community to address potential community safety issues and to prevent crime.

The Forensics Bureau supports all Divisions of the police department and is responsible for the collection and storage of all evidence related to investigations. The Forensics Bureau is staffed with both sworn and civilian personnel.

Crisis Intervention Team (CIT) Programs

FY 21 Budget - \$108,527



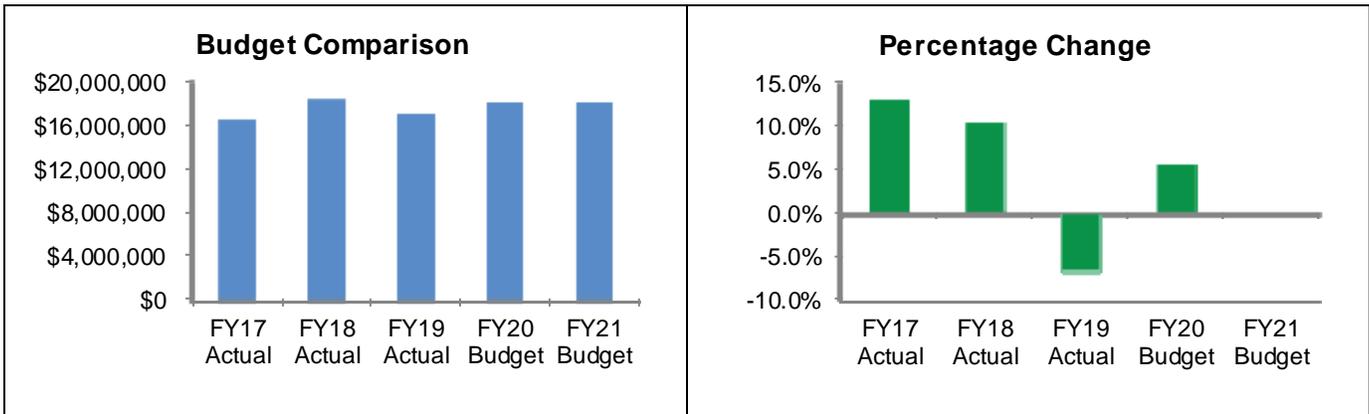
The Thomas Jefferson Area Crisis Intervention Team (CIT) is a well-documented and successful model of improving police interactions with people experiencing acute episodes of mental illness. The training is designed to educate and prepare police officers who meet people in crisis, to recognize the signs and symptoms of mental illness and to respond effectively and appropriately to the individual. Because police officers are often the first responders in these incidents, it is essential that they understand how mental illnesses can alter people's behaviors and perceptions. The trained CIT Officer is skilled at recognizing and de-escalating crises involving people with acute episodes of mental illness, while bringing an element of understanding and compassion to these difficult situations. The goal of the CIT program is to reduce unnecessary restraint and incarceration of people with mental illness and to provide individuals with appropriate treatment in the community.

The taskforce overseeing this program includes a diverse group of people within our community (police chiefs, jail administrative staff, mental health treatment/advocates/consumers, commonwealth and defense attorneys, and medical professionals).

Police Department Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$13,105,491	\$14,464,624	\$13,826,237	\$15,390,479	\$14,899,059	(\$491,420)	-3.2%
Other Expenditures	3,439,866	3,801,465	3,232,409	2,627,076	3,118,496	491,420	18.7%
General Fund Total	\$16,545,357	\$18,266,089	\$17,058,647	\$18,017,555	\$18,017,555	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
General Fund FTEs	156.0	157.0	159.0	159.0	155.0	(4.0)



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.
- FTE decrease due to the reduction of funding for 3 sworn positions. Turn-over that regularly occurs prevents the Police Department from filling all available FTE positions.
- Decrease due to staff reallocations which included removing funding for a Deputy Chief Position which was only partially funded in FY 20 and reclassifying two positions from sworn to civilian personnel.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level funded with the FY 20 amounts.

School Operations



Local Contribution to Schools

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment



Goal 4: A Strong, Creative and Diversified Economy



Goal 5: A Well-managed and Responsive Organization

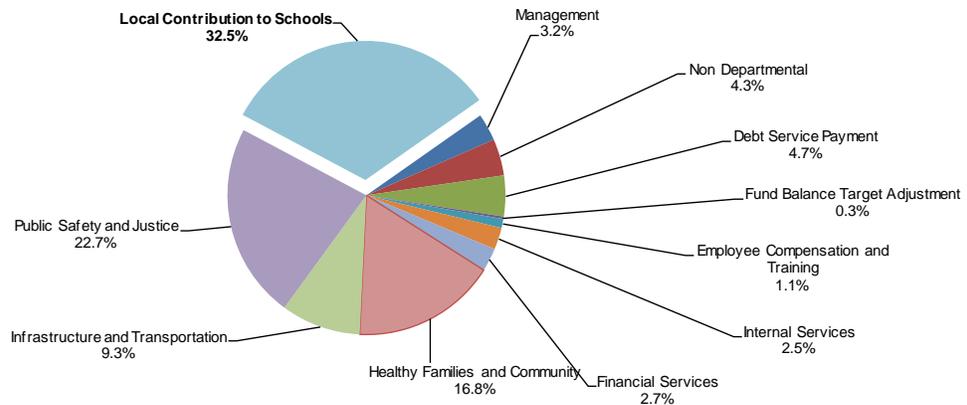
Charlottesville City School Operations

Charlottesville City Schools provide high quality education for more than 4,500 racially, ethnically, and economically diverse students in PreK through twelfth grade. This includes six elementary schools, one upper elementary school, one middle school, and one high school under the direction of the Charlottesville School Board. Other options for high-school students in the City include Lugo-McGinness Academy, which serves students in a smaller and more therapeutic setting, and the Charlottesville-Albemarle Career and Technical Education Center (CATEC), which is operated jointly with Albemarle County Public Schools. Free preschool programs -- including locally-funded classes for three-year-olds -- serve young people who qualify because of economic or other challenges. Adult programs are also available through the schools' partnership with PVCC at the Thomas Jefferson Adult and Career Education Center and CATEC. In addition, the City Schools operate the University of Virginia Medical Center's Hospital Education Program. Charlottesville City Schools have won national and international attention in areas such as social-emotional learning, STEM, and fine arts. The schools are committed to making opportunities and school-wide supports easily available to all students.

Developed by the School Board, the budget is formally presented to City Council in March and is appropriated with the City's budget in April.

Approximately **15.54%** of the City's debt service payment from the general fund is for school projects. There is **\$3.4 million** in the FY 21 Capital Improvement Program dedicated to school's capital projects.

Local Contribution to Schools
% of General Fund Operating Budget



Charlottesville City School Operations Funding Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget*	FY 2021 Budget	Increase/ (Decrease)	% Change
Local Contribution	\$49,330,604	\$51,330,604	\$53,998,202	\$57,834,623	\$58,709,623	\$875,000	1.5%
State Funds	19,778,315	21,676,512	19,473,908	20,857,813	21,014,925	\$157,112	0.8%
Federal Funds	5,116,687	4,984,402	4,974,385	5,356,594	5,280,802	(\$75,792)	-1.4%
Fund Balance	0	267,851	0	782,410	720,649	(\$61,761)	-7.9%
Other	<u>3,416,911</u>	<u>3,386,245</u>	<u>2,906,221</u>	<u>3,691,690</u>	<u>3,167,089</u>	<u>(\$524,601)</u>	<u>-14.2%</u>
Total	\$77,642,517	\$81,645,614	\$81,352,716	\$88,523,130	\$88,893,088	\$369,958	0.4%
Schools General Fund Total	\$63,010,487	\$66,560,985	\$68,286,041	\$73,841,105	\$74,452,362	\$611,257	0.8%
Schools Non General Fund Total	<u>14,632,030</u>	<u>15,084,629</u>	<u>13,066,675</u>	<u>14,682,025</u>	<u>14,440,726</u>	<u>(\$241,299)</u>	<u>-1.6%</u>
Total	\$77,642,517	\$81,645,614	\$81,352,716	\$88,523,130	\$88,893,088	\$369,958	0.4%

*FY 2020 Revised Budget

The Charlottesville City School Board produces a separate comprehensive line item budget and budget document. For more detailed information on the Charlottesville City Schools FY 2020-2021 Budget please visit their website at: <http://charlottesvilleschools.org/home/about-ccs/budget/>.

Note: The revised budget for FY 2020 City contribution reflects a \$468,000 mid-year FY 2020 supplement appropriation for a gifted teacher program.

City/School Contracted Services

Strategic Plan
Alignment



Pupil Transportation

FY 21 Budget - \$2,972,130

Pupil Transportation, a division of CAT, provides student transportation services to and from the City schools and several alternative education sites, activity transportation service, and field trip transportation service under contract to the Charlottesville City Schools. The Pupil Transportation fleet consists of thirty-nine school buses. To maintain a safe and reliable fleet, school buses are replaced after twelve years. Five school buses in the fleet are equipped with wheelchair lifts for students with special needs.

School Building Maintenance, Energy Management, HVAC Services

FY 21 Budget - \$3,816,780

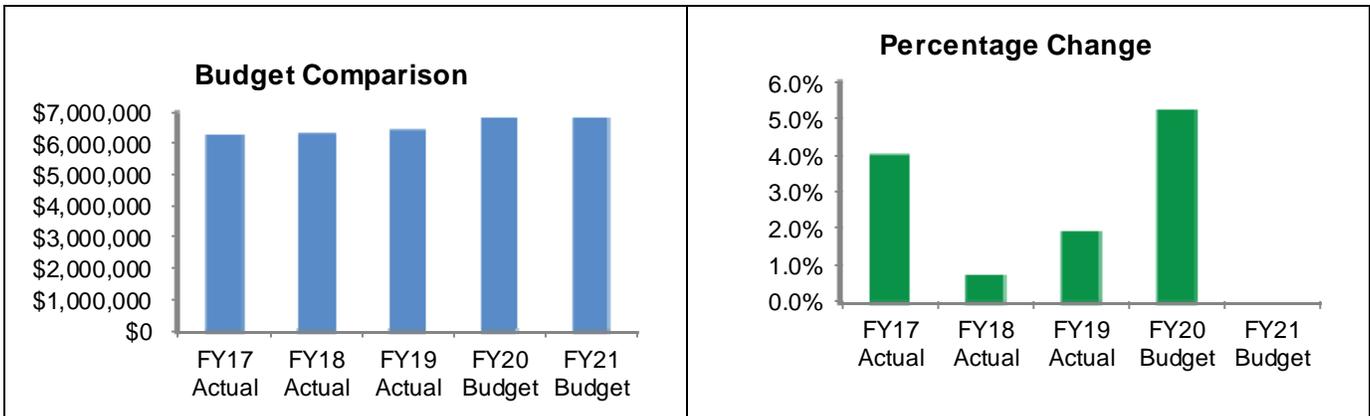


Facilities Maintenance, a Public Works division, provides routine repair and preventive maintenance services to ten Charlottesville Public School campuses and the Central Administration building. Those services include electrical, mechanical, plumbing, carpentry, roofing, and painting. A variety of “Small Capital Projects” are executed by Facilities Maintenance and by Public Works Facilities Development. Regulatory compliance is assured for all building, public safety, and accessibility codes and mandates. Utilities for each facility are carefully monitored by staff, and paid from a separate budget.

City/School Contracted Services Funding and Staffing Summary

Funding Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,908,743	\$3,181,324	\$3,357,798	\$3,579,050	\$3,579,050	\$0	0.0%
Other Expenditures	3,377,435	3,150,199	3,093,782	3,209,860	3,209,860	0	0.0%
General Fund Total	\$6,286,178	\$6,331,524	\$6,451,580	\$6,788,910	\$6,788,910	\$0	0.0%

Staffing Summary (Full Time Equivalents)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Increase/ (Decrease)
Pupil Transportation	28.5	29.0	29.0	31.0	31.0	0.0
School Building Maintenance	19.3	19.3	19.3	19.3	19.3	0.0



Explanation of FY 21 Changes

Salaries and Benefits

- To mitigate the financial impact of the COVID pandemic, no increases were budgeted for employee salaries and benefits.

Other Expenditures

- To mitigate the financial impact of the COVID pandemic, departmental budgets were level with the FY 20 amounts.

The City's Schools pay 100% for the Pupil Transportation and School Building Maintenance services.



Capital Improvement Program Fund

Capital Improvement Program (CIP) Overview

The Capital Improvement Program (CIP) provides funding for streets, public buildings (both governmental and school facilities), land, and other capital assets. Capital improvement projects are projects, which generally have a life of 5 years, or more, cost more than \$50,000, and are non-operational in nature. City Council adopted budget guidelines and established a policy to allocate an amount no less than 3% of the General Fund budget for capital improvements.

The annual capital budget is part of the City's multi-year Capital Improvement Program, which is designed to coordinate the planning, financing, and construction of capital projects. Separate funding is adopted in the General Fund budget for the smaller maintenance projects, which are handled in the Facilities Repair Fund.

Many factors are taken into consideration during the development of the capital budget. For instance, the aging of public facilities and infrastructure, the need to accommodate a growing population, and enhancement of quality of life within the City. For these reasons, the City must respond to the capital needs of the community with investments aimed at improving, revitalizing, and maintaining the existing facilities and infrastructure of the City of Charlottesville.

CIP Process and Timeline

The City's CIP process is designed to coordinate and align capital projects with Council's strategic priorities while also balancing capital investments with available financial resources. The process attempts to also capture the true life cycle cost of the projects – including not only initial construction costs but also operational and replacement costs.

The City's 5-year capital improvement process officially begins in August of each year, when City departments receive the CIP submission request forms and start planning their requests for the upcoming five-year capital plan. The CIP request forms are received at the end of September by the Office of Budget and Performance Management, which organizes and prepares the submissions for review, and forwards the requests to the CIP **Budget Development Committee**. The **Budget Development Committee** consists of the City Manager, the two Deputy City Managers, the Finance Director and the Senior Budget and Management Analysts.

In an effort to increase outreach and engagement with neighborhoods during the CIP budgeting process, the City began soliciting CIP submissions requests from the various Neighborhood Associations located throughout the City of Charlottesville in FY 20. For FY 21, a modified and less complex CIP request packet was distributed to the neighborhood associations asking the neighborhoods to submit capital budget ideas as part of the FY 21-25 CIP process. These requests were received by the Office of Budget and Performance Management at the beginning of October and forwarded to the departments associated with the request for review and further refinement of the request. Projects that were not already funded or requested as part of another larger project, (i.e. New Sidewalks, Bicycle and Pedestrian Improvements, Neighborhood Transportation Improvements, etc.) were added to the FY 21 – 25 CIP submissions to be reviewed by the **Budget Development Committee**.

CIP Process and Timeline (cont.)

In September a work session was held to engage and discuss capital budgeting with the City Council. This helped to guide the deliberations of the Budget Development Committee in their review of the CIP submissions. The **Budget Development Committee** met throughout October and November to develop a recommendation that was then presented to the Planning Commission for feedback and approval at their November work session and December Public Hearing. After the public hearing, the Planning Commission puts forth its own set of recommendations and proposed changes for City Council to consider.

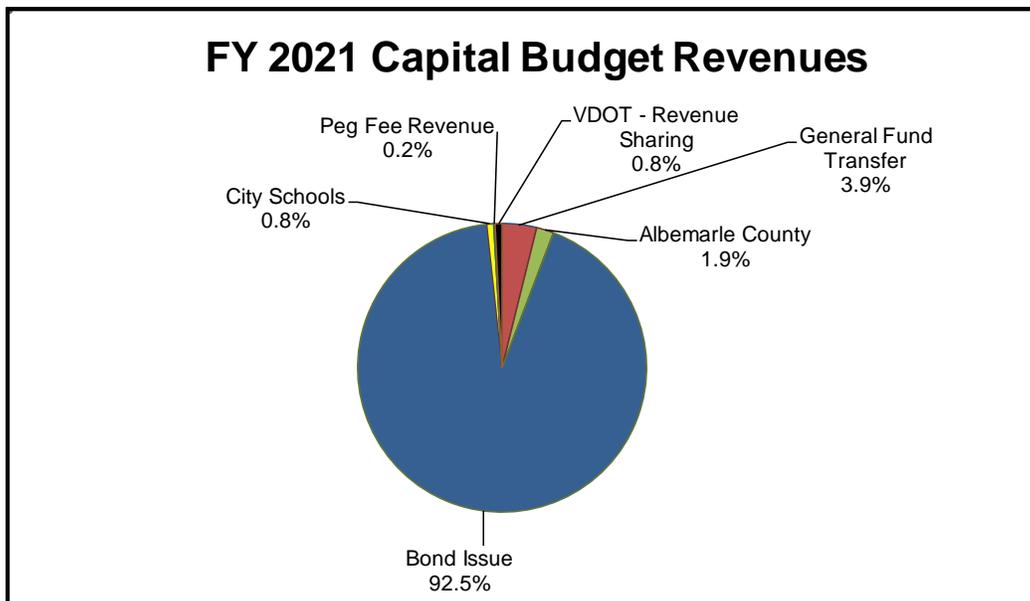
The revised five-year CIP, along with the proposed Planning Commission recommendations, are forwarded to the City Manager and City Council for inclusion in the annual budget. On March 16, 2020, a previous version of a Proposed CIP was formally presented to City Council as part of an overall Proposed City Operating and Capital Budget. The CIP budget adopted by Council represents revisions that were made in an attempt to more accurately reflect the City's CIP affordability based on the projected financial impacts of the COVID-19 pandemic.

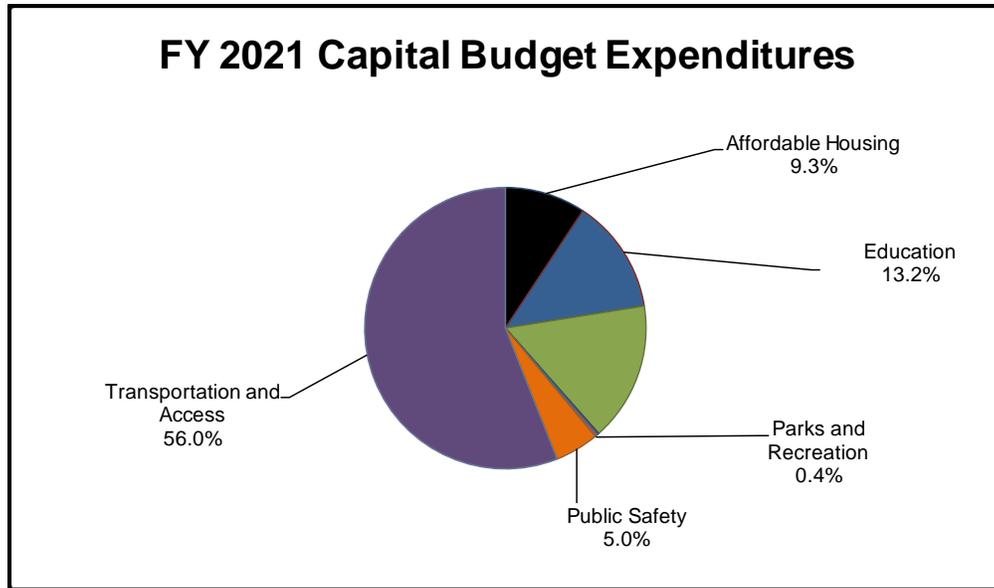
The adopted CIP budget includes bond funded projects or projects with revenue offsets. All cash funded projects have been deferred a year with one exception. \$900,000 in cash is allocated for Supplemental Rental Assistance to continue the previous commitment by City council for housing vouchers. The remaining \$6.6M previously planned for CIP cash funding for FY 21 will be held in a contingency fund in the General Fund to be used, if needed, to offset further potential impacts related to the economic downturn caused by the pandemic. City Staff and Council will be monitoring the City's financial status closely throughout the year. Should the cash reserve not be needed, funding for projects which were deferred will be revisited.

FY 2021 Capital Improvement Program Revenues and Expenditures

The **FY 21-25** Capital Improvement Program recommends the use of approximately **\$84.19 million** in long-term debt to finance a portion of the **\$124.12 million** multi-year program. The balance will be funded through transfers of funds from the General Fund, PEG (public, education and governmental) programming fees, revenue sharing funds from Virginia Department of Transportation (VDOT), contributions from Albemarle County and the Charlottesville City Schools.

The Capital Improvement Program for **FY 21** contains bondable projects totaling **\$24.56 million**, along with non-bondable projects totaling **\$1.23 million**, for a total capital improvement program budget equaling **\$25.79 million**.





Capital Improvement Program Alignment to the Strategic Plan

City Council has identified five priority areas: **Affordable Housing, Race and Equity, Workforce Development, Economic Development, and Safety, Security and Preparedness.** The expenditures that fall under these priorities are listed first.

Strategic Plan Priority Areas



Affordable Housing

In the FY 21 Capital Improvement Program \$2.40 million is allocated for Affordable Housing projects.

Charlottesville Housing and Redevelopment is to receive \$1,500,000 in the FY 21 CIP for the future redevelopment of the City's public housing sites.

\$900,000 is allocated for **Supplemental Rental Assistance** to continue the previous commitment by City council for housing vouchers.



Safety, Security and Preparedness

\$300,000 is allocated in FY 21 to fund half of the cost new **General District Court.** The remaining needed funds are currently programmed in FY 22 CIP. This is for the construction of a new court as part of an agreement the City has with Albemarle County.

\$995,500 is allocated to replace **Fire apparatus**

Other Strategic Plan Areas



Prepare students for academic and vocational success

Continues a strong commitment to the schools, providing \$3.4 million in capital funding for school facility improvements, including \$1.25 million for **Charlottesville City Schools Priority Improvement projects.**



Engage in robust and context sensitive urban planning and implementation

\$4.0 million is allocated in FY 21, to fund a significant urban design and streetscape improvement project for **West Main Street Corridor Improvements** that could include changes to the street profile, green infrastructure, trees and street furniture.

As part of the FY 21 CIP, **Small Area Plans** will receive \$100,000. The Comprehensive Plan Update identified several specific areas of the city where planning and design issues or investment opportunities may warrant additional study through the development of specific small area plans in the coming years.



Provide reliable and high quality infrastructure

SIA Immediate Implementation will receive \$200,000 in the FY 21 CIP. This funding is intended to facilitate completion of projects outlined in the Strategic Investment Area Plan. The FY 21 CIP allocates \$1.4 million in funding to go towards **Undergrounding Utilities**. \$5 million is allocated to fund the remaining local dollars needed to match the State matching funds for the replacement of the **Belmont Bridge**.



Provide a variety of transportation and mobility options

\$100,000 is allocated for **New Sidewalks** and \$500,000 for **Sidewalk Repair**

Description of Capital Projects

Bondable Projects

Education

In FY 21, \$1.2 million is included for various City School capital improvements including projects relating to health/safety, facility asset preservation, code compliance (building & fire codes, and ADA), scheduled/periodic maintenance and quality of space/functionality. Some of the items to be covered by this appropriation include: CCS Modular Classrooms, Buford Envelope Restoration, Johnson Pedestrian lighting, School Security. \$750,000 is also provided for the schools HVAC replacement plan, as well as funding of \$1.25 million for City Schools priority improvement projects.

Facilities Capital Projects

Facilities Capital Projects is allocated \$4.12 million for improvements and repairs to various City facilities. These include: CATEC roof replacement \$500,000 and \$2.25 million for Smith Recreation Center Indoor Air Quality Improvements. This funding also provides for the City facility HVAC replacement plan and the City/School Solar PV program projects.

Public Safety and Justice

In FY 21 \$300,000 is allocated for the construction of a new General District Court and \$995,500 is allocated for Fire apparatus replacement.

Transportation and Access

For FY 21, a total of \$14.45 million is allocated to Transportation and Access projects which include: \$100,000 for the design and construction of new sidewalks; \$500,000 for sidewalk repair (including ADA ramp upgrades on streets scheduled to be paved); \$4,000,000 for the West Main Improvements project; \$200,000 SIA Immediate Implementation; \$100,000 Small Area Plan; \$2,000,000 for a new parking structure, \$240,000 for ADA Pedestrian Signal upgrades; \$50,000 for Blight Remediation, \$200,000 for Traffic Signal Infrastructure Replacement, \$50,000 for Historic Resources, \$1,430,000 to go towards the undergrounding of utilities; \$150,000 for State Revenue Sharing match; and \$225,101 for minor bridge repairs; \$200,000 for ADA improvements to sidewalks and curbs throughout the City and \$5,000,000 as part of the local match for the Belmont Bridge replacement..

Affordable Housing

\$1.5 million is allocated in FY 21 and an additional \$10.5 million is projected in FY 22 - 25 for a total of \$12 million over the 5 year CIP for the redevelopment of the City's Public Housing sites.

Non-Bondable Projects

Education

\$200,000 is allocated for the Charlottesville City Schools small capital improvement program, and is offset through a contribution from the schools specifically for this program.

Parks and Recreation

The Parks and Recreation Department is allocated \$93,750 for Downtown Mall infrastructure repairs this funding is provided by the café permit fees paid by downtown vendors.

Technology Infrastructure

The Communications Technology Account/Public Access Television project is allocated \$40,000 in order to allow the City to continue upgrading and improving its cable network services and programming to the citizens of Charlottesville. This item is offset 100% by PEG Fees paid to the City through the Comcast franchise agreement.

Affordable Housing

Non Bondable housing projects are allocated \$900,000 for supplemental rental assistance vouchers.

**Capital Improvement Program
FY 2021-2025**

	<u>Adopted FY21</u>	<u>Projected FY22</u>	<u>Projected FY23</u>	<u>Projected FY24</u>	<u>Projected FY25</u>	<u>5 Year Total</u>
Revenues		5.62%	3.86%	4.56%	4.08%	
Transfer from General Fund	900,000	10,943,663	7,616,543	9,150,200	8,292,570	36,902,976
Transfer from General Fund - Mall Vendor Fees	93,750	95,000	95,000	95,000	95,000	473,750
Contribution from Albemarle County (CATEC)	500,000	90,000	62,500	0	0	652,500
Contribution from Schools (Small Cap Program)	200,000	200,000	200,000	200,000	200,000	1,000,000
PEG Fee Revenue	40,000	40,000	40,000	40,000	40,000	200,000
VDOT - Rev Share Hydraulic	150,000	0	0	0	0	150,000
VDOT - Rev Share East High Signalization	50,000	500,000	0	0	0	550,000
CY 2021 Bond Issue	23,861,092	0	0	0	0	23,861,092
CY 2022 Bond Issue	0	30,533,296	0	0	0	30,533,296
CY 2023 Bond Issue	0	0	9,587,755	0	0	9,587,755
CY 2024 Bond Issue	0	0	0	13,096,486	0	13,096,486
CY 2025 Bond Issue	0	0	0	0	7,110,575	7,110,575
TOTAL AVAILABLE REVENUES	\$25,794,842	\$42,401,959	\$17,601,798	\$22,581,686	\$15,738,145	\$124,118,430
Expenditures	3.9%	26.0%	43.8%	40.9%	53.3%	33.6%
BONDABLE PROJECTS						
EDUCATION	Adopted FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	5 Year Total
Project						
Lump Sum to Schools (City Contribution)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
City Schools HVAC Replacement	750,000	750,000	750,000	750,000	750,000	3,750,000
City Schools Priority Improvement Projects	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,570,000
Charlottesville High School Roof Replacement	0	120,000	1,200,000	0	0	1,320,000
SUBTOTAL	\$3,200,000	\$3,320,000	\$4,400,000	\$3,200,000	\$3,200,000	\$17,320,000
FACILITIES CAPITAL PROJECTS	Adopted FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	5 Year Total
Project						
Lump Sum to Facilities Capital Projects	1,545,491	1,045,491	1,045,491	1,045,492	1,045,491	5,727,456
City Facility HVAC Replacement	250,000	250,000	250,000	250,000	250,000	1,250,000
City and Schools Solar PV Program	75,000	75,000	75,000	75,000	75,000	375,000
Smith Recreation Indoor Air Quality Corrections	2,250,000	0	0	0	0	2,250,000
SUBTOTAL	4,120,491	\$1,370,491	\$1,370,491	\$1,370,492	\$1,370,491	\$9,602,456
PUBLIC SAFETY AND JUSTICE	Adopted FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	5 Year Total
Project						
General District Court	300,000	6,062,028	0	0	0	6,362,028
Replacement Fire Apparatus	995,500	0	0	1,152,415	0	2,147,915
Replacement EMS Apparatus	0	377,553	0	0	0	377,553
SUBTOTAL	\$1,295,500	\$6,439,581	\$0	\$1,152,415	\$0	\$8,887,496
TRANSPORTATION AND ACCESS	Adopted FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	5 Year Total
Project						
Undergrounding Utilities	1,430,000	0	0	0	0	1,430,000
New Sidewalks	100,000	100,000	100,000	100,000	100,000	500,000
Sidewalk Repair	500,000	500,000	500,000	500,000	500,000	2,500,000
West Main Improvements	4,000,000	4,000,000	0	0	0	8,000,000
SIA Immediate Implementation	200,000	200,000	200,000	200,000	200,000	1,000,000
Small Area Plans	100,000	100,000	100,000	100,000	100,000	500,000
Street Milling and Paving	0	1,000,000	2,000,000	2,000,000	2,000,000	7,000,000
Parking Structure	2,000,000	8,000,000	0	0	0	10,000,000
ADA Pedestrian Signal Upgrades	240,000	240,000	240,000	240,000	240,000	1,200,000
Minor Bridge Repairs	225,101	231,854	238,810	245,974	253,353	1,195,092
Citywide ADA Improvements - Sidewalks and Curbs	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Signal Infrastructure Replacement	200,000	228,000	757,120	787,405	818,901	2,791,426
Historic Resources	50,000	0	0	0	0	50,000
Blight Remediation	50,000	0	0	0	0	50,000
Hydraulic/250 Intersection Turn Lane - VDOT Rev Share	150,000	0	0	0	0	150,000
East High Street Signalization - VDOT Rev Share	0	1,000,000	0	0	0	1,000,000
Belmont Bridge - Local Match	5,000,000	2,500,000	0	0	0	7,500,000
SUBTOTAL	\$14,445,101	\$18,299,854	\$4,335,930	\$4,373,379	\$4,412,254	\$45,866,518
PARKS AND RECREATION	Adopted FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	5 Year Total
Project						
City/County Joint Parks - Darden Towle	0	193,370	0	0	0	193,370
SUBTOTAL	\$0	\$193,370	\$0	\$0	\$0	\$193,370
AFFORDABLE HOUSING	Adopted FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	5 Year Total
Project						
Public Housing Redevelopment - (CRHA)	1,500,000	1,500,000	3,000,000	3,000,000	3,000,000	12,000,000
SUBTOTAL	\$1,500,000	\$1,500,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
TOTAL BONDABLE PROJECTS	\$24,561,092	\$31,123,296	\$13,106,421	\$13,096,286	\$11,982,745	\$93,869,840

NONBONDABLE PROJECTS

	Adopted	Projected	Projected	Projected	Projected	5 Year
Project	FY21	FY22	FY23	FY24	FY25	Total
EDUCATION						
School Small Capital Improvements Program	200,000	200,000	200,000	200,000	200,000	1,000,000
SUBTOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
ECONOMIC DEVELOPMENT						
Economic Development Strategic Initiatives	0	150,000	150,000	150,000	150,000	600,000
SUBTOTAL	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
PUBLIC SAFETY AND JUSTICE						
Police Mobile Data Terminals	0	405,344	202,667	0	0	608,011
Police Portable Radio Replacement	0	75,000	75,000	75,000	75,000	300,000
Fire Portable Radio Replacement	0	75,000	75,000	75,000	75,000	300,000
Sheriff Portable Radio Replacement	0	40,000	40,000	40,000	40,000	160,000
SUBTOTAL	\$0	\$595,344	\$392,667	\$190,000	\$190,000	\$1,368,011
TRANSPORTATION & ACCESS						
State Bridge and Highway Inspections	0	40,000	60,000	80,000	100,000	280,000
CAT Transit Bus Replacement Match	0	134,000	139,510	114,400	114,400	502,310
Intelligent Transportation System	0	180,786	450,000	100,000	100,000	830,786
City Wide Traffic Engineering Improvements	0	150,000	150,000	150,000	150,000	600,000
Neighborhood Transportation Improvements	0	50,000	50,000	50,000	50,000	200,000
Bicycle Infrastructure	0	150,000	150,000	150,000	150,000	600,000
Right of Way Appurtenance	0	129,000	129,000	129,000	129,000	516,000
Traffic Sign Retro Reflective Compliance	0	122,762	63,222	0	0	185,984
ADA Ramp Corrections	0	134,930	138,978	0	0	273,908
SUBTOTAL	\$0	\$1,091,478	\$1,330,710	\$773,400	\$793,400	\$3,988,988
PARKS & RECREATION						
Parks and Recreation Lump Sum Account	0	200,000	200,000	200,000	200,000	800,000
Parks and Schools Playground Renovations	0	112,000	112,000	112,000	112,000	448,000
Urban Tree Planting	0	75,000	75,000	75,000	75,000	300,000
Parkland and Trails Acquisition and Development	0	250,000	125,000	125,000	125,000	625,000
Refurbish Parks Restrooms	0	50,000	0	0	0	50,000
Downtown Mall Infrastructure Repairs	93,750	95,000	95,000	95,000	95,000	473,750
SUBTOTAL	\$93,750	\$782,000	\$607,000	\$607,000	\$607,000	\$2,696,750
TECHNOLOGY INFRASTRUCTURE						
Communications Technology Account/Public Access	40,000	40,000	40,000	40,000	40,000	200,000
City Wide IT Strategic Infrastructure	0	250,000	250,000	250,000	250,000	1,000,000
SUBTOTAL	\$40,000	\$290,000	\$290,000	\$290,000	\$290,000	\$1,200,000
AFFORDABLE HOUSING						
Charlottesville Affordable Housing Fund	0	800,000	0	0	0	800,000
Supplemental Rental Assistance	900,000	900,000	900,000	900,000	900,000	4,500,000
Housing Rehabilitation	0	500,000	500,000	500,000	500,000	2,000,000
Friendship Court Infrastructure Improvements	0	2,000,000	0	2,500,000	0	4,500,000
Friendship Court Redevelopment - Phase 1	0	394,841	0	0	0	394,841
Friendship Court Redevelopment - Phase 2	0	3,250,000	0	0	0	3,250,000
Friendship Court Redevelopment - Phase 3	0	0	0	3,250,000	0	3,250,000
SUBTOTAL	\$900,000	\$7,844,841	\$1,400,000	\$7,150,000	\$1,400,000	\$18,694,841
OTHER GOVERNMENTAL PROJECTS						
Home Energy Conservation Grant Program	0	125,000	125,000	125,000	125,000	500,000
Citywide Fee Study	0	200,000	0	0	0	200,000
SUBTOTAL	\$0	\$325,000	\$125,000	\$125,000	\$125,000	\$700,000
TOTAL NONBONDABLE PROJECTS	\$1,233,750	\$11,278,663	\$4,495,377	\$9,485,400	\$3,755,400	\$30,248,590
TOTAL PROJECT EXPENDITURES	\$25,794,842	\$42,401,959	\$17,601,798	\$22,581,686	\$15,738,145	\$124,118,430

Operational Impacts

When deciding to construct or purchase an asset, consideration is given to the allocation of the resources (both people and funding) necessary to sustain the operations and maintenance of the investment. The operational impacts of projects in the FY 2021 – 2025 CIP are discussed below.

Operational Impacts FY 2021-2025 CIP

<u>Public Works</u>	Operational Impact <u>FY21</u>	Operational Impact <u>FY22</u>	Operational Impact <u>FY23</u>	Operational Impact <u>FY24</u>	Operational Impact <u>FY25</u>	5 Year <u>Total</u>	<u>Operational Impacts</u>
<u>Project</u> City Schools HVAC Replacement	-	-	-	-	-	-	- Utility use reductions can be assumed for most projects, but that will vary. The fact that utility rates will inevitably rise typically offsets the energy use reductions, making the operational impacts of the projects budget neutral.
City Facility HVAC Replacement	-	-	-	-	-	-	- Utility use reductions can be assumed for most projects, but that will vary. The fact that utility rates will inevitably rise, will result in offsetting the energy use reduction making the operational impacts of the project budget neutral.
City Solar PV Program	(134,590)	(144,590)	(154,590)	(164,590)	(174,590)	(772,950)	Cumulative savings achieved through reduced utility cost through utilization of solar energy.
General District Court	-	-	37,118	152,925	152,925	342,968	Exact amount of operational impacts are unknown at this time. Until such time as a design concept is agreed upon and finalized, and a cost sharing agreement negotiated, this estimate – based on design alternatives currently under discussion – should be considered provisional. Operational cost increases in utilities, maintenance, and custodial services are anticipated in all design scenarios. FY 23 amount assumes 3 months of operations.
<u>Public Safety</u>							
<u>Project</u> Bypass Fire Station	31,096	32,273	33,499	34,504	35,539	166,912	Exact amount of operational impacts are unknown at this time. Costs represent estimates based on proposed square footage until such time as a design concept is finalized. Operational cost increases in utilities, maintenance, and custodial services are anticipated in all design scenarios.
<u>Neighborhood Development Services</u>							
<u>Project</u> New Sidewalks	22,538	23,215	23,911	24,629	25,368	119,661	Increased maintenance and lifecycle replacement costs, approximately \$40 per linear foot of new sidewalk constructed. It is estimated that it would be 10 years before maintenance is necessary on a newly constructed sidewalk, and this will vary based on location, weather, damage, proximity to trees, initial construction, etc. Operational estimates are based upon additional sidewalks previously constructed.
West Main Improvements	0	450,455	224,780	229,275	233,861	1,138,371	Based on current phasing in the proposed CIP operational costs are anticipated to begin in FY 21. Costs include maintenance efforts from Parks and Rec. and Public Works. Maintenance of area would require 3 new FTE's once completed. Does not include additional cost for other areas such as an increased public safety presence.
SIA Immediate Implementation	-	-	-	-	-	-	- Depending upon which projects are selected there could be an operational impact but until the exact projects to be completed are selected by Council, potential operational increases/savings will not be known.

	Operational Impact FY21	Operational Impact FY22	Operational Impact FY23	Operational Impact FY24	Operational Impact FY25	5 Year Total	Operational Impacts
Small Area Plans	59,425	60,614	61,826	63,062	64,324	309,250	In the Comprehensive Plan twelve areas are recommended for Small Area Plans. Until the exact area to be examined is identified and plans are completed, the full operational increases/savings will not be known. Operational expenses shown here represent estimated additional staff time required for plan completion.
Neighborhood Drainage	13,516	13,921	14,339	14,769	14,769	69,667	Operational cost include maintenance of new drainage structures.
Transit							
Project	Operational Impact FY21	Operational Impact FY22	Operational Impact FY23	Operational Impact FY24	Operational Impact FY25	5 Year Total	Operational Impacts
Transit Bus Replacement Match	-	-	-	-	-	-	Will be some minor maintenance savings once the buses are delivered (normally 18 months from when they are ordered), but savings amount depends upon the maintenance record of the buses being removed from fleet.
Parks and Recreation							
Project							
Parks and Recreation Lump Sum Account	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(10,618)	Decreased utility costs resulting from facility modernization.
Parkland and Trail Acquisition and Development	28,450	30,844	33,257	35,690	35,690	163,931	Increase in seasonal maintenance costs - both supplies and temporary employees - associated with improved trail system.
Urban Tree Preservation and Planting	-	20,388	20,796	21,211	21,636	84,030	Increase in seasonal maintenance costs - both supplies and temporary employees - required to maintain newly planted trees. In addition to these costs there was \$50,000 added to the Parks Maintenance budget in FY19 to keep up with increased maintenance demands of our mature trees throughout the City.
Riverview Park Restrooms	2,910	9,181	9,456	9,740	10,032	41,320	Increase in maintenance costs - both supplies and temporary employees - associated with new restroom facilities.
TOTAL PROJECTED OPERATIONAL EXPENDITURES ALL PROJECTS	21,286	494,179	302,206	418,965	417,235	1,653,870	



Other Non General Funds



Communications System Fund

Debt Service Fund

Equipment Replacement Fund

Facilities Repair Fund

Health Care Fund

Parking Enterprise Fund

Retirement Fund

Risk Management Fund

Communications System Fund

The Communications System Fund provides the necessary funding for the operation of the City of Charlottesville's citywide phone system and the City's mailroom operations throughout the fiscal year. The citywide phone system is managed by the Department of Information Technology and funded through user fees. This portion of the Communications System Fund includes base rates for phones, long distance, maintenance contracts, and any software upgrades related to the phone system.

Mailroom operations are also included in the Communications System Fund. Mailroom expenses include the cost of postage and maintenance contracts for postage meter machines. This portion of the Communications System Fund is funded by the departments through fees for usage of the postage machines.

Fund Detail	FY 18 - 19	FY 19-20	FY 20-21
	Actual	Budget	Budget
Beginning Fund Balance	\$175,783	\$171,673	\$178,917
Revenues			
Phone Fees	187,068	203,331	203,331
Postage Revenue	68,183	77,500	77,500
Total Revenues	\$255,251	\$280,831	\$280,831
Expenditures			
Salaries	76,004	77,708	77,708
Telephone Services	107,724	87,517	87,517
Service Contracts	7,052	48,362	48,362
Postage Expenditures	66,420	60,000	60,000
Other Expenditures	2,160	-	-
Total Expenditures	\$259,360	\$273,587	\$273,587
Net Gain/(Loss)	(4,110)	7,244	7,244
Ending Fund Balance	\$171,673	\$178,917	\$186,161

Debt Service Fund

The City's Debt Service Fund provides the funds necessary to retire the City's general government outstanding bonded indebtedness. General obligation bonds are used to pay the cost of various public improvements.

The City's current level of bonded indebtedness (at June 30, 2019) is indicated by four key financial indicators: net bonded debt of \$74,940,659, a ratio of debt to assessed value of 0.98%, net bonded debt per capita of \$1,519, and a ratio of Debt Service to total General Fund expenditures of 5.66%. All of these indicators of the City's debt position are very positive and consequently the City has received the highest bond rating (AAA) from the two major rating agencies, Moody's and Standard & Poor's. Both Moody's and Standard & Poor's confirmed this AAA bond rating in May 2019. The City's legal debt limit, as authorized by the Code of Virginia, is 10% of the total assessed value of real estate subject to local taxation. In 2019, the legal debt limit was \$764,789,300. The City's current general obligation indebtedness is \$136,905,038, which includes debt being repaid by the City's utility funds. The City also has a financial policy of Debt service as a percentage of the general fund total expenditure budget has a ceiling of 10%, with a target of 9% (**pg. A-9**).

<u>Fund Detail</u>	FY18-19	FY19-20	FY20-21		
	Actual	Budget*	Budget		
Beginning Fund Balance	\$11,905,368	\$12,830,074	\$13,255,402		
Revenues					
General Fund Transfer	\$8,560,784	\$8,560,788	\$8,560,788		
Meals Tax Revenue	2,442,564	2,488,800	2,452,571		
Interest	147,680	-			
2010 BABs Rebate	148,845	147,677	136,647		
Refunding Proceeds					
Total Revenues	\$11,299,873	\$11,197,265	\$11,150,006		
Expenditures					
Bonds-	Total	Total	Total	FY20-21 Principal	FY20-21 Interest
Series - 2009	885,733	133,907	127,764	122,850	4,914
Series - 2010	802,461	781,846	760,732	499,150	261,582
Series - 2011	554,800	544,350	529,150	380,000	149,150
Series - 2012	2,757,083	2,678,813	3,105,307	2,692,900	412,407
Series - 2013	417,200	406,000	394,800	280,000	114,800
Series - 2014	757,078	729,570	447,969	330,000	117,969
Series - 2015	1,924,832	2,593,471	1,998,547	1,322,518	676,028
Series - 2016	737,468	720,239	701,096	382,860	318,236
Series - 2017	959,119	933,919	905,919	560,000	345,919
Series - 2018	386,112	415,676	399,050	230,000	169,050
Series - 2019	-	784,146	846,750	480,000	366,750
Subtotal	\$ 10,181,885.91	\$10,721,937	\$10,217,083	7,280,278	2,936,805
Administrative Costs - 2021001000	193,281	50,000	50,000		
Subtotal	\$193,281	\$50,000	\$50,000		
Total Expenditures	\$ 10,375,166.70	\$10,771,937	\$10,267,083		
Net Gain/(Loss)	924,706	425,328	882,923		
Ending Fund Balance	\$12,830,074	\$13,255,402	\$14,138,325		

* Revised FY 2020 Budget

Equipment Replacement Fund

The City's fleet consists of 661 vehicles and pieces of equipment, 493 of which are replaced using this fund. The other 168 are Utilities, Fire apparatus and Social Services vehicles replaced by other means. The Equipment Replacement Fund is targeted at reducing the operating costs of the City's fleet through preventive maintenance programs, selection of fuel efficient and alternatively fueled vehicles, and a scheduled replacement program. It has three major objectives:

1. To objectively evaluate equipment purchases from an economic perspective (maintenance and operating costs versus capitalization of new vehicles).
2. To stabilize the fluctuations in the annual budget due to equipment and vehicle purchases.
3. To function as a major component in the City's comprehensive fleet management program. This program includes an annual evaluation of the replacement needs of the City's fleet by the Fleet Advisory Committee and the annual budgeting of the funds necessary to accomplish this replacement.

<u>Fund Detail</u>	<u>FY 18-19</u> <u>Actual</u>	<u>FY 19-20</u> <u>Budget*</u>	<u>FY 20-21</u> <u>Budget</u>
Beginning Fund Balance	\$ 2,103,574	\$ 1,456,554	\$ 1,456,554
<u>Revenues</u>			
Transfer from General Fund	1,371,786	1,332,586	1,332,586
Other Revenue and Sales	55,935	-	-
Total Revenues	\$ 1,427,721	\$ 1,332,586	\$ 1,332,586
<u>Expenditures</u>			
Vehicle/Equipment Replacement	2,074,741	1,332,586	1,332,586
Total Expenditures	\$ 2,074,741	\$ 1,332,586	\$ 1,332,586
Net Gain/(Loss)	(647,020)	-	-
Ending Fund Balance	\$ 1,456,554	\$ 1,456,554	\$ 1,456,554

*Revised 2020 Budget

Note: All of the vehicles and pieces of equipment that are to be recommended for replacement during FY 21 have been determined to be beyond their useful life in accordance with the City of Charlottesville and national replacement standards. These funds will be transferred from the General Fund into the Equipment Replacement Fund and are reflected in the revenues shown above. Small vehicles (priced under \$50,000) scheduled to be replaced include pickup trucks and sedans. Large vehicles and equipment, \$50,000 and over, scheduled to be replaced include several dump trucks.

Facilities Repair Fund

The Facilities Repair Fund, an internal service fund, provides funding to preserve the City's investment of numerous non-school facilities which have annual maintenance requirements. A schedule of non-routine preventive maintenance/repair and minor facility rehabilitation maintains an acceptable level of facility condition, and reduces the need for future, more expensive repair or replacement. This annual funding is based upon information obtained from facility assessments and analyses of the estimated useful life of facility components. The repair of the taxpayers' investment in the City's facilities remains the best defense against the enormous cost of total construction/renovation of the City's very valuable public facilities.

<u>Fund Detail</u>	FY 18-19 <u>Actual</u>	FY 19-20 <u>Budget*</u>	FY 20-21 <u>Budget</u>
Beginning Fund Balance	\$ 839,160	\$ 861,188	\$ 217,445
<u>Revenues</u>			
Transfer from General Fund	400,000	400,000	400,000
Other Revenue	54,633	-	-
Total Revenues	\$ 454,633	\$ 400,000	\$ 400,000
<u>Expenditures</u>			
City Facilities/Buildings	432,605	1,043,743	200,000
Total Expenditures	\$ 432,605	\$1,043,743	\$ 200,000
Net Gain/(Loss)	22,028	(643,743)	200,000
Ending Fund Balance	\$ 861,188	\$ 217,445	\$ 417,445

*Revised 2020 Budget

Note: Several projects are planned for City facilities including concrete and exterior building repairs, electrical work, masonry, safety, ADA improvements, and other interior and exterior finish replacement projects. While only a portion of the funds are actually budgeted to be spent in FY 21, the remaining funds are used to address unplanned or unexpected repair issues as they arise during the year.

The Health Department Building repairs are no longer part of the Facilities Repair Fund. Instead a separate building fund was created and those funds are no longer part of the City budget.

Health Care Fund

The Health Care Fund is the funding source for the City's health-related benefits provided to participants in the City's health care programs. The City self-insures its medical and dental insurance plans, meaning that the City is responsible for paying all claims and expenses generated by the program's participants. Each year an actuarial analysis is conducted to determine the expected revenue requirements for the next fiscal year. The analysis evaluates prior year claims, participation levels, and any proposed plan design changes, to determine the required level of funding to cover claims costs. The Fund also pays for the associated Wellness Initiatives, which are an integral part of the City's medical cost containment strategy.

Fund Details	FY 18-19 Actual	FY 19-20 Budget*	FY 20-21 Budget
Beginning Fund Balance	\$ 5,802,215	\$ 8,069,445	\$ 8,119,163
Revenues			
Department contributions (including JMRL)	8,988,525	9,200,000	9,112,000
Employee/Retiree contributions	4,271,079	3,972,000	4,279,000
Retirement fund contribution	3,917,080	4,149,365	3,972,000
Employee and retiree payments for Physical Fitness Clubs	217,123	230,000	225,000
Flexible Spending and HRA Account Forfeitures	105,466	15,000	15,000
Refund of Prior Year Expenditures	26	-	-
Total Revenues	\$ 17,499,298	\$ 17,566,365	\$ 17,603,000
Expenditures			
Medical Expenses			
Self-insurance medical claims and administrative costs	11,781,411	13,844,328	14,595,000
Insurance premiums - Medicare Supplement	1,915,680	1,900,000	1,950,000
Affordable Care Act contributions and excise tax	3,968	5,000	5,000
HMO - Health reimbursement account	113,832	190,000	190,000
Dental claims and administrative costs	751,356	810,000	800,000
Total Medical and Dental expenses	\$ 14,566,247	\$ 16,749,328	\$ 17,540,000
Other Expenses			
Temporary Staffing	20,050	25,000	25,000
City payments for Fitness Program	354,952	410,000	375,000
Employee Assistance Program	14,816	25,000	15,000
Health care consultants	47,136	60,000	60,000
Wellness Initiatives	21,906	20,000	15,000
Flu Shots	7,000	10,000	7,500
Medical insurance opt-out payment	24,930	30,000	26,000
Flexible spending payment & COBRA administration	27,750	30,000	30,000
Human resource staff	110,922	120,000	125,000
City Link Recurring Cost	35,780	36,740	37,500
Telephone charges	579	579	579
Total Other Expenditures	\$ 665,822	\$ 767,319	\$ 716,579
Total Expenditures	\$ 15,232,069	\$ 17,516,647	\$ 18,256,579
Net Gain/(Loss)	2,267,230	49,718	(653,579)
Ending Fund Balance	\$ 8,069,445	\$ 8,119,163	\$ 7,465,584

* Revised FY 2020 Budget

Note: Lower than expected claim costs over the last few years have contributed to a healthy fund balance reserve. The FY 21 budget reflects an intentional fund balance adjustment.

Parking Enterprise Fund

In FY 17 City Council approved the creation of a parking function and allocated initial startup funding for the effort. FY 21 represents the fourth full fiscal year of this budget which covers the costs associated with City-owned parking facilities.

Parking related revenues that were originally budgeted in the General Fund are recorded as part of the Parking Fund and a portion of those revenues are transferred back to the General Fund, with a goal of eventually eliminating the transfer to the General Fund and becoming a stand-alone enterprise fund.

Fund Details	FY 18-19 Actual	FY 19-20 Budget *	FY 20-21 Budget
Beginning Fund Balance	\$ 1,147,321	\$ 1,660,562	\$ 2,817,062
Revenues			
General Parking Revenues			
Parking Permits	39,491	45,000	45,000
Parking Meters	50,591	53,000	-
Parking Fines	363,084	420,000	420,000
Market Street Parking Garage	1,241,189	1,195,500	1,195,500
Market Street Parking Leasing	239,556	235,000	235,000
701 E. Market Street	71,225	83,000	83,000
411 E. High Street	12,570	10,000	10,000
801-805 East Market Street	106,377	130,000	130,000
West 2nd St Lot			
Water Street Parking Garage	1,847,711	2,642,155	2,642,155
Total revenues	\$ 3,971,794	\$ 4,813,655	\$ 4,760,655
Expenditures			
Parking Administration			
Salaries and Benefits	101,162	104,839	107,704
Other Expenses	45,274	11,859	13,036
Market Street Parking Garage	662,081	675,000	566,767
Market Street Parking Leasing	28,677	25,000	25,000
701 E. Market Street	-	-	-
411 E. High Street	-	-	-
801-805 East Market Street	-	15,000	15,500
West 2nd Street Lot			32,791
Water Street Parking Garage	1,121,358	1,625,457	1,623,882
Transfers			
Transfer to General Fund	1,500,000	1,200,000	1,200,000
Transfer to Parking Fund for Capital Res			100,000
Total expenditures	\$ 3,458,553	\$ 3,657,155	\$ 3,684,680
Net Gain/(Loss)	513,241	1,156,500	1,075,975
Ending Fund Balance	\$ 1,660,562	\$ 2,817,062	\$ 3,893,037

*Revised FY2020 Budget

Retirement Fund

The Charlottesville Supplemental Retirement Fund, and the Post-Retirement Benefits Fund, together constitute the Pension Plan, which is designed to provide City employees with a valuable pension to supplement social security benefits upon retirement. Regular employees may enroll in the plan but are not vested until they have completed five years of service. The City also offers new employees a choice to opt into a Defined Contribution plan rather than the City's Defined Benefit Pension Plan. The Pension Plan is a trust (fiduciary) fund supported by contributions paid by the City and plan members. Employee contributions are categorized as follows:

- Beginning July 1, 2018, employees hired before July 1, 2012 (Plan 1 Employees) are required to contribute 2% of their salary. Previously, these employees were required to contribute 1% of their salary.
- Employees hired between July 1, 2012 and July 1, 2017, (Plan 2 Employees) are required to contribute 3% of their salary.
- Employees hired after July 1, 2017 (Plan 3 Employees) are required to contribute 5% of their salary.

The City's rate of contribution into the fund for FY 21 is 29.65% for general government and 47.84% for public safety employees' salaries.

The Charlottesville Pension Plan is administered by a commission as specified by the City Code. Representatives include a City Councilor, City employees and retirees, and citizen representatives.

Fund Details	FY 18-19 Actuals	FY 19-20 Budget*	FY 20-21 Budget
Beginning Fund Balance	\$ 150,748,262	\$ 162,468,131	\$ 171,002,103
Revenues			
Investment Income	2,549,629	2,250,000	2,625,000
Net (decrease) increase in fair value of investments	10,500,146	9,000,000	10,260,000
Contributions from City	15,248,812	14,913,783	14,819,299
Member Contributions	2,437,394	2,500,000	2,500,000
Contribution for Senior Management OPEB benefits	383,430	296,979	280,454
Total Revenues	\$ 31,119,410	\$ 28,960,762	\$ 30,484,753
Expenditures			
Retirement distributions	12,666,079	13,426,380	14,087,327
Refund of employee contributions	114,366	120,000	175,000
Life Insurance claims paid to benefit retirees	247,900	200,000	250,000
Human Resource shared expenses	119,582	121,042	139,582
Legal Fees	10,892	20,568	20,823
Investment Advisory Fees	762,775	900,000	900,000
Actuarial Study and Services	46,417	53,000	54,060
Health care costs (Employer and Retirees)	5,254,728	5,400,000	5,400,000
Disability insurance cost (LTD)	97,516	110,000	110,000
Life insurance cost	28,519	30,000	30,000
Employer FICA for life insurance tax benefit	6,679	3,000	3,000
City Link Recurring Costs	37,800	37,800	37,800
Miscellaneous	6,289	5,000	6,500
Total Expenditures	\$ 19,399,542	\$ 20,426,790	\$ 21,214,092
	1		
Net Gain/(Loss)	11,719,869	8,533,972	9,270,661
Ending Fund Balance	\$ 162,468,131	\$ 171,002,103	\$ 180,272,764

* Revised FY 2020 Budget

Risk Management Fund

The City maintains a Risk Management Fund, an internal service fund, to account for all insurance revenues and expenditures, workers compensation claims payments and administrative costs. Premium costs are allocated to the various operating funds and accounts and are distributed within each department/division budget under the "Insurance" and "Workers Compensation" line items. The Risk Management Fund has the following objectives:

1. Protect the City of Charlottesville, to the extent possible, by eliminating or reducing conditions that could result in financial loss.
2. Preserve the City's assets and public service capabilities from loss, destruction, or depletion.
3. Minimize the total long-term cost to the City of all activities related to the identification, prevention, and control of accidental losses and their consequences.
4. Maintain procedures to identify, analyze, and predict exposures to financial loss, and employ proven risk management techniques to minimize and provide funding for losses.
5. Maintain a comprehensive risk financing program to review liability and risk transfer opportunities and determine the feasibility of self-insurance in lieu of the purchase of traditional insurance coverage.

Fund Detail	FY 18-19 Actual	FY 19-20 Budget*	FY 20-21 Budget
Beginning Fund Balance	\$ 3,619,391	\$ 3,845,447	\$ 2,469,420
Revenues			
Charges for services	2,441,869	2,507,902	2,507,902
Interest Income	109,342	55,000	55,000
Insurance Recovery	48,204	48,204	48,204
Total Revenues	\$ 2,599,415	\$ 2,611,106	\$ 2,611,106
Expenditures			
Insurance premium cost	1,095,922	1,266,173	1,507,226
Workers compensation claim payments and changes in reserves	749,007	1,700,000	1,450,000
Administrative costs	528,430	670,960	670,960
Total Expenditures	\$ 2,373,358	\$ 3,637,133	\$ 3,628,186
Transfer to General Fund	-	350,000	-
Net Gain/(Loss)	226,056	(1,376,027)	(1,017,080)
ENDING FUND BALANCE	\$ 3,845,447	\$ 2,469,420	\$ 1,452,340

City Code Section 11-127 requires the Risk Management Fund maintain a fund balance of \$250,000.



City Profile

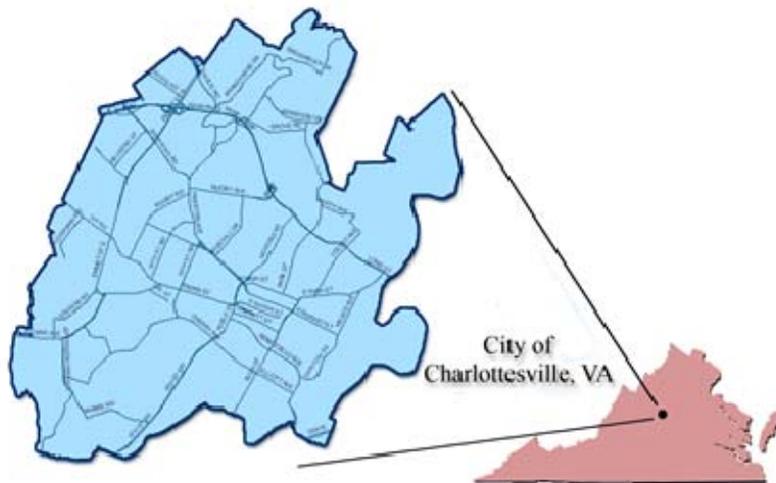


Background

The City of Charlottesville is nestled at the foothills of the Blue Ridge Mountains in Central Virginia and encompasses 10.4 square miles with a population of 49,181 (2019 est.)¹. Its rich history began with the town's establishment in 1762, and it was named for Queen Charlotte, wife of King George III of England. Charlottesville was incorporated as a city in 1888.

Centrally located just 120 miles from the nation's capital, Washington, D.C., and 70 miles from the state capital, Richmond, Charlottesville and surrounding Albemarle County is an area rich with culture and deeply rooted in history, having been the home of three Presidents. However, Charlottesville may best be known as the home of Thomas Jefferson and his mountaintop estate Monticello, as well as the University of Virginia, founded by Jefferson in 1825 and consistently ranked one of the top public universities in the nation. Both Monticello and the University of Virginia are listed on the World Heritage Foundation list of prized cultural or natural assets, making them two of the area's top attractions. The City has earned a reputation as being one of the most livable places in the country.

Photo by Bob Mical



¹ Weldon Cooper Center for Public Service July 1, 2019 Estimate – www.demographics.coopercenter.org

City Profile



City Government

The City operates under a Council-Manager form of government with legislative powers vested in a five-member Council. City Council members are elected at-large for four-year, staggered terms, with the Mayor and Vice-Mayor being elected from within the Council for two-year terms. Administrative and executive duties are performed by the Council-appointed City Manager. The City Manager is the Chief Executive Officer for the City, responsible for implementing the policies and directives of the City Council throughout the various City departments and agencies, and is charged with recommending, implementing, and monitoring policies and procedures that maintain the well-being of the City. There are approximately 993 City full-time equivalent employees.

Business and Economy

With its small-town charm and historical setting, Charlottesville attracts new businesses each year. Charlottesville provides a strategic location for major employers, including the largest employer, the University of Virginia, where there are approximately 16,000 University employees, 12,000 hospital employees, and approximately 23,800 students. The area also boasts a thriving wine touring and tasting business. Over 30 local vineyards make up the state's largest collection, with several wineries winning national recognition since the time Jefferson earned the title "Father of American Wine." Tourism also plays an important role in the City's economy, with much of the tourism based on the area's rich historical legacy. Approximately two million travelers visit the area each year to see its historic sites and the spectacular scenery of Central Virginia. All of this has resulted in the City's low unemployment rate, 2.5% in 2019 as compared to 2.6% in Virginia and 3.5% in the nation.

Sources: University of Virginia – Undergraduate, Graduate, and Professional students on grounds; Virginia Employment Commission, Economic Information & Analytics, Local Area Unemployment Statistics.

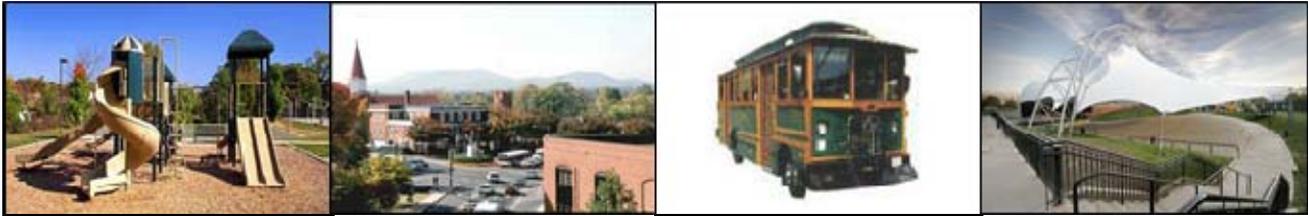
Top Ten Employers in the City of Charlottesville:

- 1) University of Virginia Medical Center
- 2) City of Charlottesville
- 3) UVA Health Services Foundation
- 4) Charlottesville City School Board
- 5) Sevicelink Management Company
- 6) Lakeland Tours – Worldstrides
- 7) RMC Events
- 8) Capital IQ – S&P Global Intelligence
- 9) Assoc for Investment Management - CFA Institute
- 10) Morrison Crothall Support



Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter 2019.

City Profile



Date of Incorporation	1888
Form of Government	Council-Manager
Current Population Estimate (2019)	49,181
Land Area (square miles)	10.4
Population Density (population/square mile)	4,729
Unemployment Rate (2019)	2.5%
Total Real Estate Assessed Values (2020)	\$8,203,124,000
Taxable Sales (2018)	\$972,265,842
Median Household Income (2012-2016 Census)	\$50,727
Number of Households (2012-2016 Census)	18,408
Building Permits (2019)	2,044
City School Students (2019-2020 school year)	4,314
Miles of Streets (2019)	160
Acres of Park Land (2019)	906
Linear Feet of Trails (2019)	121,945
Number of Public Libraries (includes Historical Society)	3
Number of Registered Voters (February 2020)	33,056
Public Utilities (2019, number of customers)	
Gas	20,994
Water	14,661
Sewer	14,564
Bond Rating (General Obligation Bonds)	Moody's Investor Services Aaa Standard & Poor's Corporation AAA
Staffing (Full Time Equivalent):	
City	993
Schools	840

Sources:

City of Charlottesville, City of Charlottesville Comprehensive Annual Financial Report for the fiscal year ending June 30, 2018; US Department of Commerce, Census Bureau; Weldon C. Cooper Center for Public Service; University of Virginia; Virginia Employment Commission

City Awards

What People Are Saying . . .

Folks that have lived here for a long time are aware of our City's high quality of life. Here is what some other well-known sources are saying about life in Charlottesville:



- 20 Best Small Cities in the U.S. (Most Literate) - National Geographic Travel 2018
- National Geographic Happiest Places (#3) - Dan Buettner and Dan Witters of Gallup 2017
- #2 Best Small Town Main Street in America - Country Living 2017
- No. 3 Best Small Town in the South - Southern Living 2017
- #2 Most Exciting City in Virginia - gogobot 2015
- 12 Cutest Small Towns in America - Huffington Post 2015
- Top 10 Best Places to Retire - Livability.com 2015
- Most Exciting Place in Virginia (#1) - Movoto Real Estate
- America's Favorite Mountain Towns (#9) - Travel + Leisure Magazine 2014
- Best College Town in America (#1) - Traveler's Today 2014
- America's Smartest City - Luminosity.com 2013, 2012
- Most Romantic Cities (#4) - Livability.com 2013
- One of "America's Best Intergenerational Communities" - Met Life & Generations United 2012
- Small Community City for Overall Well-Being - Gallup 2012

Best Place to Live

- #5 Best Place to Live – Livability 2017, 2018
- 15 Best Places to Live in the U.S. (#3) - NY Post 2016
- 50 Best College Towns (#7) - College Rank 2016
- 10 hippest Mid-Sized Cities in America - gogobot 2016
- Top 100 Places to Live (#26) - Livability.com 2013
- #1 City to Live in the Country - Yahoo Real Estate/Sperling's Best Places - 2011

Best Place to Visit

- 17 Places You Must Visit in 2017 - Expedia 2017
- America's Favorite Towns - Travel + Leisure 2017
- The Best Road Trips from 10 Major US Cities - Business Insider 2017
- Most Charming Southern Vacations You Need to Experience - Trip Advisor 2017
- Five Great Places to Visit in 2016 - Off Metro NY
- 8 Southern Cities for Your Bucket List - Visit South 2015
- 22 Best Small Town Family Weekend Destinations - Vacationidea.com 2015
- Top 5 Destinations Every American Should Visit - Orbitz Worldwide 2014

Healthiest City Awards

- Community Well-Being (#5) - Gallup-Health Index 2016
- Healthiest Small Town in the U.S. - Health Line 2016
- America's Healthiest Small Cities (#6) - Daily Finance 2014
- Most Walkable City in Virginia - Walk Score - 2011

Business/Economic Awards

- Top 50 Best Cities for Entrepreneurs (#4) - Entrepreneur Magazine & Livability.com 2016
- Virginia Economic Developer's Association Community Economic Development Award - 2016
- #4 Best Small City for Working Women - Nerdwallet.com 2013
- #30 Best City for Job Growth - New Geography 2012
- #14 Best Performing Small Market in US - Milken Institute 2011

Green City Awards

- U.S. Environmental Protection Agency (EPA) WaterSense Partner of the Year award - 2016, 2015
- Virginia Municipal League Green Government Challenge: Platinum - 2014, 2013, 2012, 2011, 2009; Gold – 2010; 1st Place (Population 15,001-90,000) – 2008
- Bicycle Friendly Community, Silver Level - League of American Bicyclists 2012

Food and Drink Recognitions

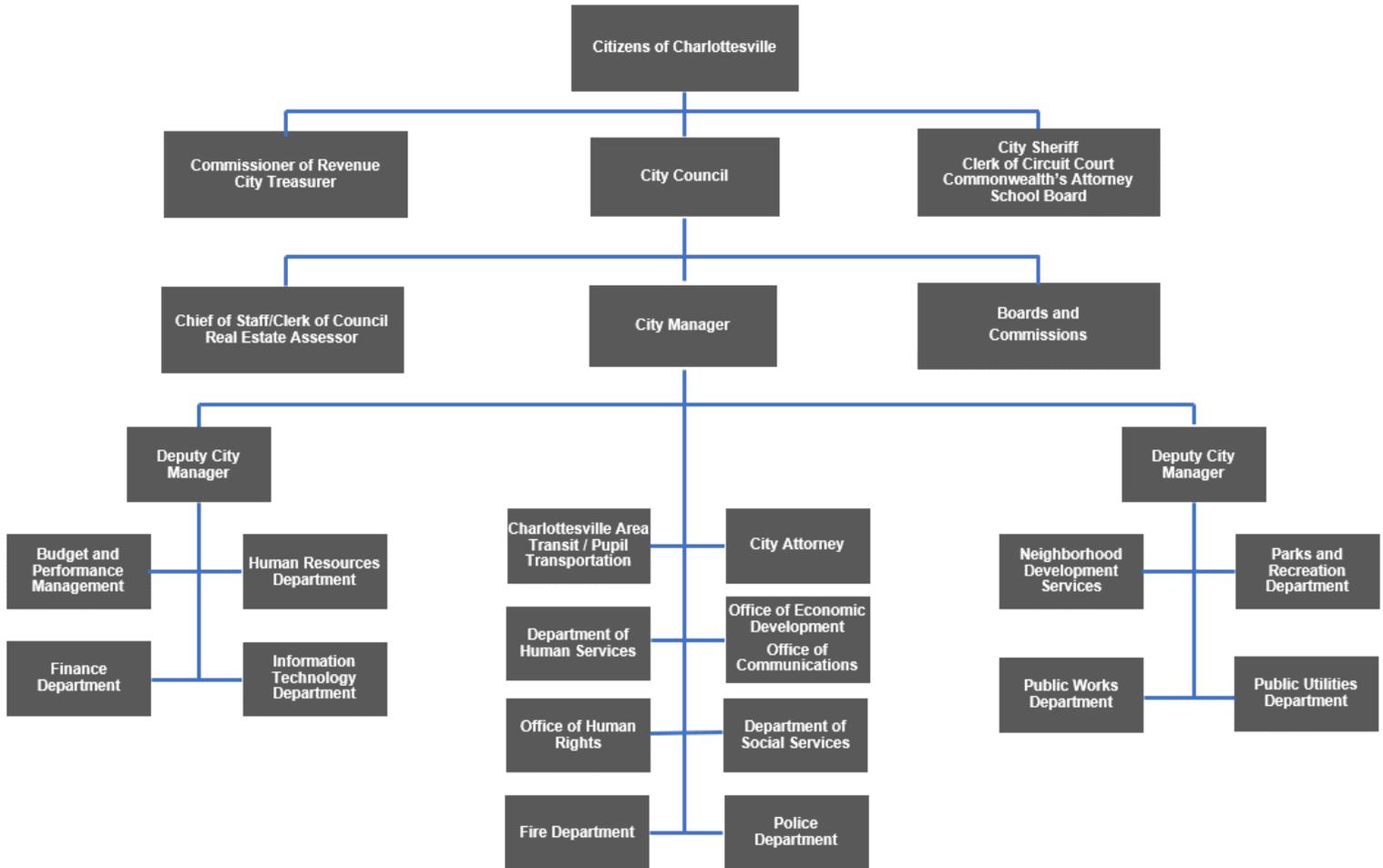
- The 7 U.S. Wine Regions Giving Napa a Serious Run for Its Money - Architectural Digest 2017
- One of America's Best Small Cities for Foodies - Travelocity 2016
- #7 Best College Town in America for Food and Drink - Thrillist 2015
- Top 5 New American Foodie Cities - Wine Enthusiast Magazine 2014
- #14 Cities with Most Restaurants per Capita - Huffington Post 2013
- Tastiest Towns in the South (#5) - Southern Living Magazine April 2012
- Top Beer City (#8) - Livability.com 2012
- "Locavore" Capital of the World - Forbes Magazine - 2011

Special Recognitions

- The Top Small Towns For Taking in the Fall Foliage - MSN 2017
- Digital Government Achievement Award, Driving Digital Government, Local Government - 2016
- Alliance for Innovation Outstanding Achievement in Local Government Innovation Award - 2016
- Charlottesville Society for Human Resource Management Hoo-Ray Human Resource Excellence Award - 2016
- International City/County Management Association Strategic Leadership & Governance Award - 2016
- Governor's Technology Award for IT as Efficiency Driver – Government to Citizen 2015
- 10 U.S. Towns with Incredible Christmas Celebrations - Huffington Post/Fodors 2015
- USA's 12 Best Places for Book Lovers -The Culture Trip
- Top Ten Book-Loving Cities (#4) - Livability.com 2013



City of Charlottesville Organizational Chart



Citywide Staffing (Full Time Equivalents)

<u>Department/Cost Center</u>	<u>FY 18-19*</u>	<u>FY 19-20*</u>	<u>FY 20-21</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of FY 20-21 Changes</u>
Management						
City Council/Clerk of Council	4.00	4.00	3.00	(1.00)	0.00	Elimination of the Outreach Coordinator position.
Office of the City Manager: Administration, Redevelopment and Housing, Communications	13.00	13.00	14.00	0.00	1.00	Moved the Housing Program Coordinator and Grants Coordinator positions from Neighborhood Development Services (NDS) to Redevelopment and Housing; moved the Long Range Planner from City's Manager to NDS.
Office of the City Manager: Economic Development	7.50	11.50	11.50	0.00	0.00	
Office of the City Manager: Parking Enterprise Fund	1.00	1.00	1.00	0.00	0.00	
Office of the City Attorney	7.00	7.00	7.00	0.00	0.00	
Office of the General Registrar	3.00	3.00	3.00	0.00	0.00	
Total	35.50	39.50	39.50	(1.00)	1.00	
Internal Services						
Finance Department: Procurement, Risk Management, Warehouse	8.00	9.00	9.00	0.00	0.00	
Human Resources Department	8.00	8.00	9.00	1.00	0.00	Converted a Human Resources Specialist long term temp position to a regular FTE.
Information Technology Department	20.00	20.00	20.00	0.00	0.00	
Total	36.00	37.00	38.00	1.00	0.00	
Financial Services						
Office of the Commissioner of Revenue	14.00	14.00	14.00	0.00	0.00	
Finance Department: Management, City Assessor, Utility Billing	34.00	34.00	34.00	0.00	0.00	
Office of the City Treasurer	13.50	14.00	14.00	0.00	0.00	
Total	61.50	62.00	62.00	0.00	0.00	
Healthy Families & Community						
Department of Social Services	106.50	106.50	106.50	0.00	0.00	
Department of Human Services	36.50	37.50	37.50	0.00	0.00	
Neighborhood Development Services	39.00	40.00	26.00	(13.00)	(1.00)	13 FTE's were moved to the newly created Engineering division in Public Works; Housing Program Coordinator position in the General Fund and the Grants Coordinator position in the CDBG fund were moved to Redevelopment and Housing under the City Manager's Office. Long Range Planner position was moved from the City Manager's Office to NDS.
Office of Human Rights	2.00	2.00	2.00	0.00	0.00	
Parks and Recreation Department: Parks Maintenance	40.00	40.00	40.00	0.00	0.00	
Parks and Recreation Department: Recreation and Programs	29.50	29.50	29.50	0.00	0.00	
Parks and Recreation Department: Meadowcreek Golf Course	4.00	2.00	2.00	0.00	0.00	
Total	257.50	257.50	243.50	(13.00)	(1.00)	

<u>Department/Cost Center</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of FY 20-21 Changes</u>
Infrastructure & Transportation						
Public Works Department: Administration, Facilities Development, Building Maintenance, HVAC, Environmental	26.86	26.86	26.86	0.00	0.00	
Public Works Department: School Building Maintenance	19.28	19.28	19.28	0.00	0.00	
Public Works Department: Fleet Management	11.00	11.00	11.00	0.00	0.00	
Public Works Department: Public Service	50.00	47.00	60.00	13.00	0.00	13 FTE's were moved from NDS to the newly created Engineering division in Public Works.
Charlottesville Area Transit	76.00	80.00	80.00	0.00	0.00	
Pupil Transportation	29.00	29.00	29.00	0.00	0.00	
Utilities Department: Gas, Water, Wastewater	89.00	90.00	90.00	0.00	0.00	
Utilities Department: Stormwater	4.00	10.00	10.00	0.00	0.00	
Total	305.14	313.14	326.14	13.00	0.00	
Public Safety & Justice						
Office of the City Sheriff	12.00	13.00	13.00	0.00	0.00	
Office of the Commonwealth's Attorney	13.50	13.50	13.50	0.00	0.00	
Courts and Other Support Services	11.00	11.00	11.00	0.00	0.00	
Fire Department	95.00	95.00	95.00	0.00	0.00	
Police Department	159.00	159.00	155.00	(4.00)	0.00	Three vacant Police Officer positions and a vacant Deputy Chief position are eliminated.
Total	290.50	291.50	287.50	(4.00)	0.00	
Citywide Total	986.14	1000.64	996.64	(4.00)	0.00	

* Revised from the **FY 2019 and FY 2020 Council Adopted Budgets** as a result of changes made during the fiscal year.

Note: Full Time Equivalent (FTE) refers to the number of hours an employee works. For example, a regular FTE works 40 hours per week and is counted as one FTE. A part time employee that works only 20 hours per week is counted as .5 FTE. The position totals in this budget only include **full or part time regular positions**, and NOT temporary or seasonal employees due to the turnover rate of those categories, and the fact that the numbers of these employees can vary greatly in any given year. These numbers also do not include Long Term Temporary employees who receive only partial benefits through the City.

Operational Department/City Fund Matrix

The following matrix illustrates the alignment between the City's operational departments and the City's major operational funds.

		City of Charlottesville Major Funds									
		General Fund	Social Services Fund	Human Services Fund	Info. Tech. Fund	Golf Fund	Transit Fund	Risk Mgmt Fund	Ware-house Fund	Utilities Funds	Fleet Fund
City of Charlottesville Operational Departments	CITY COUNCIL/CLERK OF COUNCIL	•									
	OFFICE OF THE CITY MANAGER	•									
	OFFICE OF THE CITY ATTORNEY	•									
	OFFICE OF THE GENERAL REGISTRAR	•									
	FINANCE DEPARTMENT	•							•		
	HUMAN RESOURCES DEPARTMENT	•						•			
	INFORMATION TECHNOLOGY DEPARTMENT	•			•						
	OFFICE OF THE COMMISSIONER OF REVENUE	•									
	OFFICE OF THE CITY TREASURER	•									
	DEPARTMENT OF SOCIAL SERVICES		•								
	DEPARTMENT OF HUMAN SERVICES			•							
	NEIGHBORHOOD DEVELOPMENT SERVICES	•									
	OFFICE OF HUMAN RIGHTS	•									
	PARKS AND RECREATION DEPARTMENT	•				•					
	PUBLIC WORKS DEPARTMENT: ADMINISTRATION/FACILITIES DEVELOPMENT/FACILITIES MANAGEMENT	•									
	PUBLIC WORKS DEPARTMENT: PUBLIC SERVICE/FLEET	•									•
	CHARLOTTESVILLE AREA TRANSIT						•				
	UTILITIES DEPARTMENT: GAS/WATER/WASTEWATER/STORMWATER	•							•	•	
	OFFICE OF THE CITY SHERIFF	•									
	OFFICE OF THE COMMONWEALTH ATTORNEY	•									
	COURTS AND OTHER SUPPORT SERVICES	•									
	FIRE DEPARTMENT	•									
	POLICE DEPARTMENT	•									
	SCHOOL OPERATIONS: PUPIL TRANSPORTATION & SCHOOL BUILDING MAINTENANCE	•									

Citywide Fund Balances

**CITY OF CHARLOTTESVILLE, VIRGINIA
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 2019**

EXHIBIT D

	General Fund	Capital Projects Fund	Debt Service Fund	Social Service Fund	Other Governmental Funds	Total
REVENUES						
Taxes	\$ 130,457,652	\$ -	\$ -	\$ -	\$ -	\$ 130,457,652
Fees and permits	2,801,483	50,575	-	-	-	2,852,058
Intergovernmental	29,230,238	3,938,162	148,845	10,152,679	16,570,360	60,040,284
Charges for services	9,587,144	-	-	7,925	5,718,814	15,313,883
Fines	362,381	-	-	-	-	362,381
Investment earnings	882,355	-	147,680	-	3,303	1,033,338
Miscellaneous	2,006,747	250,012	-	9,638	94,567	2,360,964
Total revenues	175,328,000	4,238,749	296,525	10,170,242	22,387,044	212,420,560
EXPENDITURES						
Current:						
General government	23,177,528	2,826,493	193,281	-	783,562	26,980,864
Public safety	37,803,772	69,520	-	-	367,156	38,240,448
Community services	7,928,717	1,808,532	-	-	9,269,226	19,006,475
Health and welfare	5,017,088	-	-	13,382,868	17,336,351	35,736,307
Parks, recreation and culture	12,877,191	359,784	-	-	89,045	13,326,020
Education	53,168,613	1,629,867	-	-	-	54,798,480
Conservation and development	7,664,413	5,192,994	-	-	387,446	13,244,853
Debt service:						
Retirement of principal	-	-	7,140,323	-	-	7,140,323
Interest	-	-	3,041,563	-	-	3,041,563
Capital outlay	2,089,092	10,209,265	-	23,624	1,009,771	13,331,752
Total expenditures	149,726,414	22,096,455	10,375,167	13,406,492	29,242,557	224,847,085
Revenues over (under) expenditures	25,601,586	(17,857,706)	(10,078,642)	(3,236,250)	(6,855,513)	(12,426,525)
OTHER FINANCING SOURCES (USES)						
Transfers in (note 7)	6,344,655	9,265,627	11,003,348	3,236,250	6,870,258	36,720,138
Transfers out (note 7)	(30,292,594)	(1,144,534)	-	-	(113,938)	(31,551,066)
Issuance of debt (note 9)	-	9,520,000	-	-	-	9,520,000
Premium on issuance of debt (note 9)	-	1,126,606	-	-	-	1,126,606
Total other financial sources (uses)	(23,947,939)	18,767,699	11,003,348	3,236,250	6,756,320	15,815,678
Net change in fund balance	1,653,647	909,993	924,706	-	(99,193)	3,389,153
Fund Balance July 1, 2018 as restated	46,168,437	13,108,526	11,905,368	119,698	2,922,252	74,224,281
Fund Balance June 30, 2019	\$ 47,822,084	\$ 14,018,519	\$ 12,830,074	\$ 119,698	\$ 2,823,059	\$ 77,613,434

Virginia State law requires that all local operating budgets be presented as balanced. Therefore there will be no projected change in the fund balances for Fiscal Years 2020 and 2021, which would use budgeted figures instead of actual figures.

Explanation of Changes:

The General Fund experienced an increase due to revenues performing better than anticipated and exceeding the budget by \$5.4 million or 3.01%.

The Capital Projects Fund balance experienced an increase of 6.94% due to several projects which were delayed and some that finished with expenditures coming in under budget.

The Other Governmental Funds, which includes the Transit, CDBG, Human Services, CSA, and Grants funds, experienced a 3.39% decrease. The decrease is attributed to the Grants Fund and the CSA Trust Fund both of which spent grant funds which were received and reserved as part of a prior year fund balance.

Vibrant Community Fund Allocations

The FY21 Adopted budget included approximately \$2.25M in unallocated agency funding to be distributed to the Vibrant Community Fund and Arts and Culture nonprofit agencies. City Council requested additional information from the agencies and made specific funding allocations based on the information received. Final agency funding decisions were made and appropriated on July 20, 2020 after the FY 21 budget was adopted. Those specific funding allocations can be found in the below chart.

<u>Agency</u>	<u>FY21 Allocation</u>
Abundant Life Ministries	13,000
AHIP	150,000
Birth Sisters	10,000
Boys and Girls Club	63,000
Bridgeline	40,800
CASA	9,000
Charlottesville Festival of Cultures	2,813
Charlottesville Opera	1,824
City School Yard Garden	24,300
City Supported Events	10,442
Computers 4 Kids	13,025
Emergency Assistance Program	84,516
Foothills	40,500
Free Clinic	84,000
Habitat for Humanity	47,250
Health Department*	(7,500)
Home Visiting Collaborative - Child Health Partnership	310,847
Home Visiting Collaborative - ReadyKids	43,995
Jefferson School African American Heritage Center	22,500
Legal Aid	97,500
Lighthouse Studios - Vinegar Hill Theater Program	22,500
Literacy Volunteers	21,079
Local Food Hub	33,534
MACAA	26,500
New City Arts Initiative	13,500
OAR	293,392
On Our Own	12,000
Paramount Theater	15,353
PHAR	52,500
Piedmont Housing Alliance	128,201
Piedmont YMCA	34,000
Ready Kids	77,141
Sexual Assault Resource Agency	21,000
Shelter for Help in Emergency	202,500
Sin Barreras	5,500
Stu Comm Inc. (WNRN)	1,688
TJACH	163,770
Virginia Discovery Museum	4,346
Virginia Festival of the Book	12,413
Virginia Film Festival	11,400
<u>Women's Initiative</u>	<u>45,000</u>
TOTAL	2,259,129

*\$7,500 in Vibrant Community Funding was included in Health Department allocation approved in June, however was not approved in July and reallocation of those dollars increases the pot to be allocated by \$7,500.

Glossary

Adopted Budget	The budget as formally approved by the City Council for the upcoming fiscal year.
Ad Valorem Tax	A direct tax calculated according to value of property. Ad valorem tax is normally the one substantial tax that may be raised or lowered by a local governing body without the sanction of superior levels of government (although statutory restrictions such as tax rate limitations may exist on the exercise of this right).
Appropriation	Legal authorization of funds approved by City Council for budget revenues and expenditures.
Assessed Value	Dollar value assigned to property, as determined by an Assessor, for the purposes of assessing taxes.
Balanced Budget	When a government's total revenues (money that it receives from taxes, fees, intergovernmental sources, etc.) equals its total expenditures (spending) in a fiscal year. The State Code of Virginia requires that all local governments adopt balanced budgets.
Bond	Fixed income investment in which an investor loans money to a municipality which borrows the funds for a defined period of time at a variable or fixed interest rate.
Budget	Plan of financial operation for the City. Includes estimated income (revenues) and expenses (expenditures) matched with various municipal services.
Capital Improvement Program (CIP)	A plan for future capital expenditures which identifies each capital project, its anticipated start and completion, and the cost per year.
Capital Expenditure	Larger expenditures which generally have a useful life of 5 years or more and cost more than \$50,000.
Commitment Item	A budgetary account representing a specific object of expenditure. The 400000 account codes represent the revenue commitment items and the 500000 account codes represent the expenditure commitment items. Examples include commitment item 510010 – Full-time Salaries, commitment item 520010 – Office Supplies, and commitment item 520901 – Computer Software.
Debt Service	Payment of principal and interest related to the City's long-term borrowing, according to a predetermined payment schedule.
Designated Expenditures	Expenditures that support specific General Fund operations of the City rather than supporting the general operations of the City. Examples include Pupil Transportation, School Building Maintenance, and Capital Projects.

Designated Revenue	Revenues that support specific General Fund operations of the City rather than supporting the general operations of the City. Examples include Pupil Transportation, School Building Maintenance, and Capital Projects.
Enterprise Fund	A separate fund used to account for operations that are financed and operated in a manner similar to private business enterprises where it is the intent that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. For the City of Charlottesville, the water, sewer, gas and golf course funds comprise the enterprise funds.
Expenditures	The cost of goods delivered or services rendered by the City.
Fiscal Year (FY)	A twelve-month period during which the annual operating budget applies. In the City of Charlottesville, the fiscal year is July 1 through June 30.
Full-Accrual	The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded as earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.
Full Time Equivalent (FTE)	A means to determine the number of employees in the organization as measured by number of hours worked – 1 FTE = 40 hours per week, 0.5 FTE = 20 hours per week, etc.
Fund	An accounting term to describe the City's major financial accounts: general fund, utilities, and capital improvements fund.
Fund Balance	The accumulated revenues and other financing sources over expenditures and other uses.
Fund Balance Target Adjustment	An account created to help ensure that the City continues to meet the following financial policy: the City will maintain an unappropriated fund balance in the General Fund equal to 12% of the City's operating budget.
General Fund	A fund used to account for all revenue and expenditures applicable to general operations of City departments and other agencies, not properly accounted for in another fund.
Governmental Fund	Funds that are used to account for activities primarily supported by taxes, grants and similar revenue sources.
Intergovernmental Revenue	Revenue collected by one government and distributed in the form of grants, shared revenues, or payments in lieu of taxes.
Internal Service Fund	Funds which account for those activities supplied by one department to another on a cost-reimbursement basis. Fleet Maintenance, Risk Management and Information Technology are internal service funds.

Major Fund	A Fund in which the total assets, liabilities, revenues, or expenditures of the individual governmental or enterprise fund are at least 10 percent of the total for all funds of that category (governmental funds) or type (enterprise funds).
Modified Accrual	The governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are measurable and available.
Non-major Fund	A Fund in which the total assets, liabilities, revenues, or expenditures of the individual governmental or enterprise fund are less than 10 percent of the total for all funds of that category (governmental funds) or type (enterprise funds).
Operating Budget	A financial plan that represents proposed expenditures for a given period and estimates of revenue to finance them. Excludes expenditures for capital assets, such as capital improvements, equipment replacement, and facility repair.
Other Expenses	A category of recurring expenses other than salaries and capital equipment costs that are required for a department to function. Examples include office supplies, data processing charges, education and training, and contractual services.
Salaries and Benefits Expenses	A category of expenditures consisting primarily of the salaries, wages, and fringe benefits of employees.
Strategic Plan	An organizations' process for defining its direction and making decisions on allocating its resources to pursue a strategy.
Proposed Budget	The budget formally submitted by the City Manager to the City Council for its consideration.
Revenue	The yield from various sources of income, such as taxes and permits, that the City collects and receives into the treasury for public use.
Revenue Sharing	The process by which one unit of government levies revenue and shares it with another unit of government. In this case, Albemarle County shares some of its revenue with the City of Charlottesville.
Transfers to Other Funds	An allocation of appropriations used to reimburse a fund for expenses it incurred on behalf of the transferring fund or to record the transfer of revenue from one fund to assist in funding the operation of another. In the recipient fund, a matching amount is reflected in estimated revenues under the title of "Transfer From Other Funds".
Working Capital	Measure of an organization's short-term financial health, calculated as current assets minus current liabilities.

Acronyms

ADA	Americans with Disabilities Act – is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.
CACVB	Charlottesville Albemarle Convention and Visitors Bureau – a regional destination marketing organization funded by the City and the County.
CAFR	Comprehensive Annual Financial Report – includes the City's Financial Statements as of the date stated on the report.
CAT	Charlottesville Area Transit – provides fixed-route bus service Monday through Saturday from 6:00 a.m. to midnight throughout Charlottesville, and Sundays from 7:45 a.m. to 5:30 p.m.
CATEC	Charlottesville Albemarle Technical Education Center – is a jointly owned and operated facility of Charlottesville City and Albemarle County that provides technical education to high school students and adults.
CHS	Charlottesville High School – is the high school operated by the City of Charlottesville School System.
CIP	Capital Improvement Program - A plan for future capital expenditures which identifies each capital project, its anticipated start and completion, and the cost per year.
CRB	Citizen Review Board – appointed by Council to provide oversight to the Charlottesville Police Department. Also referred to as the “PCRB”.
GAAP	Generally Accepted Accounting Principles – is the standard framework of guidelines for financial accounting. It includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.
GFOA	Government Finance Officers Association – is a professional organization that enhances and promotes the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.
GIS	Geographic Information System - a computer information system that integrates, stores, edits, analyzes, shares and displays geographic information for informing decision making.
HVAC	Heat Ventilation and Air Conditioning – for the City of Charlottesville the HVAC operation, a division of Public Works, provides, maintains, and repairs all heating, ventilation and air conditioning systems and equipment for City operated/owned facilities.
IT	Information Technology – refers to computer and telecommunications systems.

PCRB	Citizen Review Board – appointed by Council to provide oversight to the Charlottesville Police Department. Also referred to as the “CRB”.
PEG	Public, Educational, or Governmental Use fees – are fees paid to the locality by the cable company to provide funding for television production equipment and services for the local public access, educational access, and the government television stations to produce their own shows and televise them to a mass audience.
PPTRA	Personal Property Tax Relief Act – The Personal Property Tax Relief Act of 1998 provides tax relief for passenger cars, motorcycles, and pickup or panel trucks having a registered gross weight of less than 7,501 pounds, owned by an individual and used less than 50% for business purposes. PPTRA revenue is received by the City from the State.
UVA	University of Virginia – is a public university that was founded by Thomas Jefferson in 1819.
VDOT	Virginia Department of Transportation – State agency responsible for building, maintaining, and operating the State’s roads, bridges, and tunnels.



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