



CITY OF CHARLOTTESVILLE

OPERATING & CAPITAL IMPROVEMENT BUDGET

ADOPTED FOR FISCAL YEAR 2021/2022

Stay Safe. Stay Healthy. Stay Positive.

Prepared by the Office of Budget and Performance Management

www.charlottesville.gov/budget

budget@charlottesville.gov



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charlottesville
Virginia**

For the Fiscal Year Beginning

July 1, 2020

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, 2020. 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



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 2022)

VISION

To be one community filled with opportunity

MISSION

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



Organizational Values

LEADERSHIP • TRUST • CREATIVITY • RESPECT • EXCELLENCE



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



Table of Contents

CITY MANAGER’S BUDGET MESSAGE

City Manager’s Budget Message i
 FY 2022 Revenue Changes viii
 FY 2022 Expenditure Changes x

A. INTRODUCTION AND GENERAL BUDGET INFORMATION

Acknowledgements A-1
 Charlottesville City Council A-2
 Introduction to the Budget A-3
 Contact Information A-3
 The Purpose of Budgeting A-4
 The City’s Fund Structure A-4
 The Basis of Budgeting A-5
 The Budget Process A-5
 Budget and Fund Appropriation A-6
 Legal Budgeting Requirements A-6
 Budget Calendar A-7
 Budget Guidelines (As Adopted by City Council) A-8
 Long Term Financial Policies A-9
 Investment Policy A-9
 Strategic Plan FY 2018 – 2020 (Extended to FY 2022) A-10

B. MAJOR BUDGET HIGHLIGHTS AND SUMMARIES

Major Highlights of the Budget B-1
 General Fund Revenue Summary B-5
 General Fund Expenditure Summary B-6
 Explanation of FY 2022 Revenues B-7
 Major Local Revenue – Descriptions and Trend Data B-8
 Tax and Fee Rates (Including Legal Caps) B-12
 Long Term Revenue and Expenditure Planning and Forecasts B-13

C. REVENUE AND EXPENDITURE DETAILS

General Fund Revenues C-1
 Non General Funds Revenues C-3
 Expenditures (All Funds) C-5

D. MANAGEMENT

Management Overview D-1
 City Council Strategic Initiatives D-4
 City Council/Clerk of Council D-6
 Office of the City Manager: Administration, Redevelopment Manager,
 Communications, Economic Development, Home to Hope D-8
 Office of Race, Equity, Diversity and Inclusion D-9
 Office of the City Attorney D-14

Office of the General Registrar D-16
Organizational Memberships & Workforce Development Agencies D-18

E. CITYWIDE

Citywide Overview E-1
Non Departmental E-4
Debt Service Payment E-7
Fund Balance Target Adjustment E-8
Employee Compensation and Training E-9

F. INTERNAL SERVICES

Internal Services Overview F-1
Finance Department: Procurement, Risk Management, Warehouse F-4
Human Resources Department F-6
Information Technology Department F-8

G. FINANCIAL SERVICES

Financial Services Overview G-1
Commissioner of the Revenue G-4
Finance Department: Administration, Office of the City Assessor,
Utility Billing Office G-8
Office of the City Treasurer G-12

H. HEALTHY FAMILIES AND COMMUNITY

Healthy Families and Community Overview H-1
Charlottesville Albemarle Convention & Visitors Bureau H-4
Children’s Services Act H-5
Community Events and Festivals H-6
Contributions to Children, Youth and Family Oriented Programs H-8
Contributions to Education and the Arts H-12
Department of Social Services H-14
Housing Programs and Tax Relief H-18
Department of Human Services H-22
Neighborhood Development Services H-26
Office of Human Rights H-30
Parks and Recreation Department H-34

I. INFRASTRUCTURE AND TRANSPORTATION

Infrastructure and Transportation Overview I-1
Public Works Department: Administration, Facilities Development,
Facilities Maintenance, Environmental Sustainability, Fleet Maintenance I-4
Public Works Department: Public Service I-8
Public Works Department: Stormwater Utility I-10
Public Utilities Department: Gas, Water, Wastewater I-14
Charlottesville Area Transit, JAUNT Paratransit Services I-20

J. PUBLIC SAFETY AND JUSTICE

Public Safety and Justice Overview J-1
Office of the City Sheriff J-4
Office of the Commonwealth’s Attorney J-5
Contributions to Programs Promoting Public Safety and Justice J-6
Courts and Other Support Services..... J-8
Fire Department J-10
Police Department..... J-14

K. SCHOOL OPERATIONS

School Operations..... K-2
City/School Contracted Services
Pupil Transportation K-4
School Building Maintenance K-4

L. CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Fund L-1
FY 2022 Capital Improvement Program Revenues and Expenditures L-2
Capital Improvement Program Strategic Plan Alignment L-3
Description of Capital Projects L-5
FY 2022-2026 Capital Improvement Program..... L-7
Operational Impacts L-9

M. OTHER NON GENERAL FUNDS

Communications System Fund M-2
Debt Service Fund..... M-3
Equipment Replacement Fund..... M-6
Facilities Repair Fund..... M-7
Health Care Fund M-8
Parking Enterprise Fund..... M-9
Retirement Fund..... M-10
Risk Management Fund M-11

N. SUPPLEMENTAL INFORMATION

City Profile N-1
City Awards N-4
City Organizational Chart N-7
Citywide Staffing (Full Time Equivalents) N-8
Operational Department/City Fund Matrix N-10
Consolidated Statement of Change in Fund Balances N-11

O. GLOSSARY O-1

P. INDEX..... P-1



CITY OF CHARLOTTESVILLE

To be one community filled with opportunity

Office of the City Manager
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July 1, 2021

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

Dear Mayor and Council:

I am pleased to deliver to you the City Council's Adopted Budget for FY 2021-2022. The total General Fund Budget of **\$192,212,843** represents a **0.53%** increase from the FY 2021 budget.

Obviously, the COVID-19 restrictions have had an immediate and severe impact on economic activity in the City particularly in the restaurant, retail and hospitality sectors. The reduction in commerce has subsequently reduced sales, meals and lodging tax collections which in turn compromise three of the City's top five revenue sources. While sales tax is only down slightly, meals and lodging tax are down considerably as discretionary spending and travel remain curtailed. While the City's unemployment rate spiked in April 2020 to a high of 10.7%, by year end it had returned to 4.0%.

Despite the pandemic, 2020 saw continued levels of investment in new commercial construction totaling over \$73 million. And, several major construction projects were completed over the course of the year including the Quirk Hotel, the Six Hundred West Main residential apartment project, and phase one of the Dairy Central Development's office space and food hall.

In addition, two major commercial developments continued construction in 2020 and a third actually commenced construction after the start of the pandemic. Collectively these three projects will add over 400,000 square feet of class A office space to the market over the next year. Upon completion, the projects also represent a significant annual addition to the tax base at a time when other sources may continue to be below normal levels.

While we remain in a period of economic uncertainty, the fact remains that our needs and priorities will always exceed the revenue that can support it. This includes new priorities that are critical to the community and the City's current services, which our community highly values. This budget continues to provide substantial investment in the services that our residents, businesses and visitors have come to expect from the City of Charlottesville, but still makes some reasonable choices and changes in service levels as we continue to look at efficiencies.

Balancing the Budget

City departments submitted a total of \$89.8 million in base budget requests for FY 2022, which was 2.7% greater than FY 2021 adopted departmental budgets. City departments were asked to submit level budgets keeping increases to a minimum and only if they could be justified as an operational need. \$4.9 million in new requests were submitted by departments, none of which could be recommended for funding in the General Fund for the Proposed Budget. As part of the budget process, funds were added to Council's Adopted Budget for Performance Management/Strategic Planning (\$190,042) and personnel to help with the Climate Action Plan (\$125,000). Funds were also approved for additional Charlottesville Area Transit personnel, but they had no effect on the FY 2022 General Fund budget as it was fully offset by additional outside revenue (CARES).

Revenue Projections

- **Real Estate Taxes- This budget keeps the City's Real Estate Tax rate at 95 cents per 100 dollars of assessed value.** The revenue increase for real estate, based on the current rate of 95 cents per 100 dollars assessed value, is \$1.9 million in new revenue over FY 2021. This is the result of residential assessments increasing by 4.20% and new construction increasing by 0.99%. Commercial assessments saw a slight decrease of 0.19%.
- **Meals Tax – This budget keeps the meals tax rate at 6%.** The meals tax is paid by consumers of prepared hot foods sold for immediate consumption on and off a premises including restaurant and grocery store food bars. This tax does not apply to foods purchased for home consumption and preparation. Meals tax revenue was one of the City's top five revenue sources and was severely impacted by the COVID-19 pandemic. The Meals Tax revenue collections have continued to show improvement through the first ten months of FY 2021 but are still not projected to reach the pre-COVID monthly collection rates until after the end of FY 2022. The FY 2022 projection for this revenue is \$12.8 million. While this is a decrease of approximately \$1.4 million from the FY 2021 Adopted Budget, it actually represents an increase of approximately \$2.1 million from the most recent revised FY 2021 revenue forecasts.
- **Lodging Tax – This budget keeps the lodging tax rate at 8%.** The Transient Occupancy Tax (TOT), which is more commonly referred to as the Lodging Tax, is paid by all overnight guests at area hotels, bed and breakfasts and short-term online rental lodging such as air bnb type housing. This revenue source has grown over the years and a portion of this revenue supports the Charlottesville Albemarle Convention and Visitors Bureau, through a joint agreement with Albemarle County. Pre-COVID the Lodging Tax was one of the City's top six revenue sources. As was the case with the Meals Tax, the Lodging Tax revenue collections were severely impacted by the COVID-19 pandemic. Although Lodging Tax revenue collections have continued to show improvement through the first ten months of FY 2021, they are still not projected to reach the pre-COVID monthly collection rates until after the end of FY 2022. Lodging tax revenues are projected at \$5.0 million for FY 2022 which is down 20.42% from the FY 2021 Adopted budget.

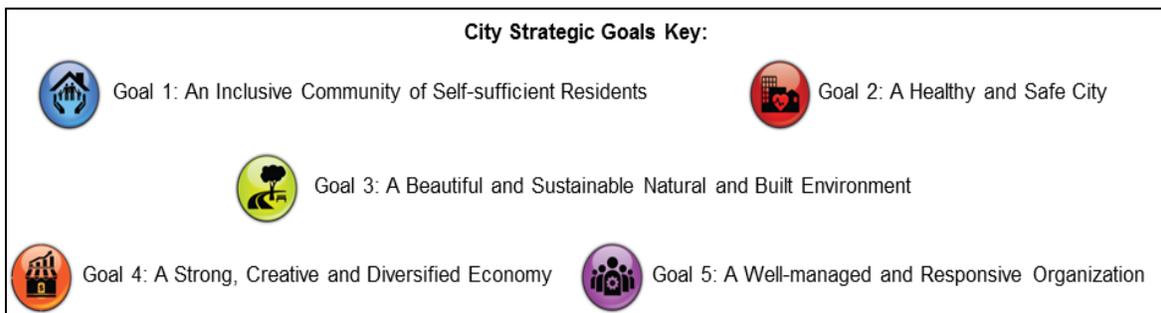
- **Sales and Use Tax** is one of the City’s major consumer driven revenues that has not shown as steep of a decline in the amount projected for FY 2021 due to the COVID-19 pandemic. Due to that fact current projections have Sales and Use Tax revenue returning to its Pre-COVID monthly collections rates before the end of FY 2022, and this revenue is projected to grow by \$495,669, or 4% over the FY 2021 Adopted Budget amount.

Other Revenues

- Personal Property Tax revenue is projected to decrease slightly by \$59,000 largely due to fewer motor vehicle sales and the associated values of vehicles within the City.
- Business Licenses Taxes revenue is increasing by \$775,000 for FY 2022. While it was originally anticipated that this revenue would see a more dramatic decrease due to COVID, it did not and though still not quite back to pre-COVID levels, projections are now indicating that the actuals for FY 2021 will exceed the budget by over \$1 million.
- City/County Revenue Sharing is increasing by \$823,000 from FY 2021. The formula is based in part on the total real estate assessments of both localities.

Major Operational and Capital Expenditure Priorities

The FY 2022 Adopted Budget takes steps that preserves high quality City services, adds to or enhances the services the City is already providing, all the while considering long term sustainability and efficiencies. There is also strong alignment with the City’s Strategic Plan as evidenced by the Goal icons seen throughout the budget document.



At a budget worksession on November 20, 2021, City Council identified five priority areas: *Affordable Housing, Race and Equity, Workforce Development, Economic Development, and Safety, Security and Preparedness*. The highlighted new expenditures that fall under these priorities are listed first.

Strategic Plan Priority Areas

Affordable Housing

- This budget includes \$6.5M in FY 2022, and over \$38.5M in the five year capital program for several affordable housing initiatives, including redevelopment of public housing sites, housing rehabilitation, supplemental rental assistance and Friendship Court redevelopment.
- \$965,000 in funding is budgeted for the Charlottesville Housing Affordability Program (CHAP) that will provide relief for households with income \$55,000 or less and an assessed value of \$375,000 or less.
- \$423,488 in additional funding has been added for Tax Relief for Elderly and Disabled programs.

Race and Equity

- Provides funding in FY 2022 for the City's first Deputy City Manager for Race, Equity, Diversity and Inclusion. The portfolio for this position includes the City's human services departments and the Police Civilian Review Board.

Workforce Development and Economic Development

- The FY 2022 Proposed 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, and work done by staff to encourage entrepreneurship, maintain healthy businesses and assist with pandemic recovery.

Safety, Security and Preparedness

- Through the support of a 2020 SAFER Grant, the Charlottesville Fire Department has hired 15 new firefighters to address a staffing shortage and improve the department's emergency services response and community risk reduction efforts.
- Provides a full year of funding for the Police Civilian Review Board whose objective is to provide objective and independent civilian-led oversight of the Charlottesville Police Department in an effort to enhance transparency and trust, to promote fair and effective policing, and to protect the civil and constitutional rights of the people of the City of Charlottesville. The FY 2021 Adopted Budget only contained approximately half a year of operational funding.

Other Budget Priorities

Compensation and Benefits

- This budget maintains the City's commitment to the living wage which will remain at \$15.00 an hour.
- The Health Care Fund is showing a savings in 2021 due to a favorable claims year. Actual claims have been lower than projected and therefore the budget reflects a savings of \$250,000 in health care costs for the General Fund.

Active employees who are covered by the City's healthcare will receive a one month premium holiday and some employees will see reductions in their monthly premiums. Additionally, the gyms subsidy program will be re-instated and employees with an active gym membership will be eligible to apply for a gym stipend.

City Schools

- This budget continues a very strong commitment to the City Schools. At the School Board's request, no new dollars are being allocated for operations. Any operational increases are being offset by one-time use of Federal CARES funds which have been received directly by Charlottesville City Schools.
- 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 and over \$2.1 million for general capital improvement dollars and HVAC replacement.
- In addition, the FY 2022 -2026 5 Year CIP Plan includes \$50 million in FY 2025 as a place-holder for funding the schools reconfiguration project. City Council and the Charlottesville City School Board will be working together to finalize the scope and plans for the project. Significant revenue enhancements will be required in order to fully fund this project.

It is recommended that additional revenue sources be pursued during FY 2022 for the FY 2023 budget and beyond to include the Va. Code 58.1-605.1 and 58.1-606.1 additional sales and use tax specific for long-term, large capital school projects.

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

1. The General Fund contribution to the Debt Service Fund is decreasing by \$312,571 due to the overall decline in meals tax revenue. An amount equivalent to \$0.01 of the total revenue is allocated to debt service to support the five year CIP and to keep the City within its debt limit policies.

2. The City's cash contribution from the General Fund to the CIP is increasing by over \$6.2 million in FY 2022 from FY 2021. Cash funding to the CIP in FY 2021 was deferred to be used as a reserve to offset the financial impacts of COVID. Per the City's financial policy, 3% of total General Fund is used to fund the cash portion of the CIP.

Outside and Nonprofit Agencies

- For FY 2022, the Vibrant Community Fund process adopted 6 broad funding priority areas: Education and Youth; Jobs and Wages; Community and Public Safety; Affordable Housing; Equity; and Health. As was the case with FY 2021 the Vibrant Community Fund review process 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. Overall the pool of funds for these agencies for FY 2022 was \$2,413,673.
- Of the agencies evaluated by the Office of Budget and Performance Management, major changes are summarized below:
 - JAUNT – decrease of \$28,687 or 1.6%. CARES Act funding is being used to help offset participating locality cost shares, fare revenues, lost agency revenue and reduced state operating revenue for FY 2022.
 - Albemarle/Charlottesville Regional Jail – decrease of \$474,857. The City's five year average population percentage is 43.6% a 2.9% decrease over FY 2021. Wages reflect a 2% pay increase and some market rate adjustments are recommended for existing staff. Operating costs reflect a decrease largely due to locality percentage changes, decreases in the fiscal agent fees and the retirement of debt service.
 - Blue Ridge Juvenile Detention Center (BRJDC) – increase of \$9,846. 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 6.6% from FY 2021 to FY 2022. Wages reflect a 2.0% pay increase and an increase for health insurance. There was a slight decrease in operating and capital expenses.
 - Emergency Communications Center – increase of \$192,735. The City's share is showing an increase which is driven primarily by software contract pricing changes, new software annual maintenance costs and hardware maintenance costs for aging systems. A 2.0% salary increase and market adjustments as recommended for existing staff is also included.

I believe this budget is an expression of the values of Council, and the community, and has been designed to support the important services and organizations that align with our Strategic Plan priorities. The ongoing work by the community on the City's updated Comprehensive Plan, Cville Plans Together, provides a preliminary window into the priority strategies necessary to

reach our community vision. I think it is critical to invest in the human capital that can realize this vision, including support of our Charlottesville City schools.

Identifying and acknowledging our challenges is a critical first step in being able to address all of our priority needs. Charlottesville's tradition of sound fiscal management has served us well through previous difficult times and will serve us well through the current conditions brought on by the COVID-19 pandemic. Fiscal Year 2022 will be a turning point as the City focuses on strategies to keep us on this sound financial footing. We will continue to work in partnership with our community to support these priorities, and deliver desired service levels, through efficient and effective business models. I am confident that working together with our community, council, city staff, and all stakeholders, we will capitalize on opportunities and mitigate challenges placing Charlottesville in position to not just survive the current financial conditions but to grow the efficiency of our services meeting the needs of our ALL community in a very fair, equitable and inclusive manner.

I especially would like to thank all of the staff and departments working long and arduous hours to develop this balanced budget and for their compromise and understanding of current organizational circumstances. Budget preparation is a difficult task under the best of circumstances but to develop a budget under the current conditions of decreased revenue sources, transitional leadership, and unprecedented financial modeling due to ongoing pandemic influences, the effort given to this year's budget is unparalleled. THANK YOU.

I look forward to working with the City Council, our staff, and the public to finalize a budget that positively contributes to the City's mission to "provide services that promote equity and an excellent quality of life in our community."

Sincerely,

A handwritten signature in blue ink, appearing to read 'CPB II', with a stylized flourish extending from the bottom right.

Charles P Boyles, II
City Manager

FY 2022 Operating Revenue Changes
(Operating Budget FY 2021 to Operating Budget FY 2022)

Local Taxes

Real Estate Tax	\$1,924,172
Transient Occupancy (Lodging) Tax	(1,282,721)
Sales and Use Tax	495,669
Personal Property Tax (Local Portion)	(59,000)
Meals Tax	(1,142,493)
Utility Services Consumer Tax	(524,112)
Other Local Taxes	(106,502)
Public Service Corporation Tax	83,541
Cigarette Tax	(25,000)
Virginia Communications Sales and Use Tax	(200,000)

Licenses and Permits

Business, Professional, Occupational License Fee	\$775,000
Building and Other Permits	414,500
Vehicle Licenses	(10,000)
Dog Licenses	(4,000)

Intergovernmental Revenue

State Highway Assistance	(\$27,670)
State Aid for Police Protection	160,884
Reimbursement for Constitutional Officers	135,553
School Resource Officers	(301,231)
Misc. Intergovernmental Revenue	39,918

Charges for Services

Emergency Medical Services (Ambulance) Revenue Recovery	(\$300,000)
PILOT: Utilities Funds	46,191
Other Charges for Services	24,000
Internal City Services (Fees from Non General Funds)	(27,846)
Parks and Recreation Revenue	330,035
Court Revenue	(100,000)

Misc. Revenue

Interest Earned	(\$126,000)
Rent	(19,956)
Other Miscellaneous Revenue	(150,000)

Transfers from Other Funds	
Risk Management Fund	\$250,000
Health Care Fund	250,000
Landfill Reserve Fund	250,000
Enterprise Parking Fund	(450,000)
City/County Revenue Sharing	
Operating Budget Portion	(\$4,958,320)
Net Operating Revenue Changes	
	(\$4,635,388)

FY 2022 Designated Revenue Changes
(Operating Budget FY 2021 to Operating Budget FY 2022)

City/County Revenue Sharing: Transfer to Capital Improvement Program	\$5,980,841
Transfer to Capital Improvement Program - Mall Vendor Fees	(15,750)
Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	199,838
Meals Tax Revenue: Transfer to Debt Service	(312,571)
Transfer to Facilities Repair Fund	(200,000)
Net Designated Revenue Changes	
	5,652,358
Total General Fund Revenue Changes	
	\$1,016,970

FY 2022 Operating Expenditure Changes
(Operating Budget FY 2021 to Operating Budget FY 2022)

City Schools	\$ Change
City Contribution to Schools	-
City Council Initiatives	
Police Citizen Review Board	200,000
City Department Service Enhancements and Efficiencies	
Rent and Tax Relief	(55,000)
Human Resources - Performance and Benefits Software Contracts	89,136
Reclassified, Added or Unfunded in FY 22	
Facilities Maintenance - 1 Vacant Custodial FTE unfunded	(53,398)
Public Service - 1 vacant Maintenance Worker FTE unfunded	(48,019)
Engineering - 3 vacant Intern positions unfunded	(49,895)
Public Works - Personnel to help with the Climate Action Plan	125,000
Director of Human Rights - Salary and Benefits Adjustments	32,550
2 FTE's for vacant Police Officers unfunded	(178,000)
School Crossing Guards - 6 FTEs Transitioned to Charlottesville City Schools	(55,307)
Purchasing - 1 vacant Buyer FTE unfunded	(94,390)
Neighborhood Development - 1 vacant Long-Range Planner FTE unfunded	(152,727)
Sheriff - 1 Deputy FTE added mid-year fully funded	74,247
Compensation and Benefits	
2% COLA, increase in for Employees (starting July 1, 2020, Fiscal Year 2020)	1,060,000
Attrition Savings	500,000
Corporate Training	10,000
Contributions to Nonprofit and Outside Agencies (Major Changes)	
Albemarle-Charlottesville Regional Jail	(474,857)
Blue Ridge Regional Detention Center	9,846
Emergency Communications Center	192,735
Blue Ridge Health District	22,104
JAUNT	(28,687)
Vibrant Community Fund	154,543
Jefferson Madison Regional Library	35,000
Charlottesville - Albemarle Convention and Visitor's Bureau	(265,843)
Interagency Transfers	
Transfer to Equipment Replacement Fund	(400,000)

Other Changes	
Other Decreases and Increases (Net)	121,638
Citywide Reserve - Economic Downturn	(6,484,930)
Contribution to the Landfill Reserve	290,000
Information Technology - Computer Replacement	200,000
Hedgerow Properties - shared costs	24,112
Refuse Disposal - Increased Tipping Fees and other operating costs	190,047
Facilities Maintenance - increased COVID protocols and mitigation	60,500
City Attorney - office modifications for additional workspace	22,000
Police - camera systems (body-worn, in-car and interview rooms, contractual increase and previously paid from other sources)	187,470
City Market - Lot Lease (previously paid from other source)	104,737
Net Operating Expenditure Changes	(\$4,635,388)

FY 2022 Designated Expenditure Changes
(Designated Budget FY 2021 to Designated Budget FY 2022)

	\$ Change
Transfer to Capital Improvement Program Fund	5,980,841
Transfer to Capital Improvement Program Fund - Mall Vendor Fees	(15,750)
Transfer to Services with City Schools - Building Maintenance	226,404
Transfer to Services with City Schools - Pupil Transportation	(26,566)
Transfer to Facilities Repair Fund	(200,000)
Transfer to Debt Service Fund (Meals Tax Portion)	(312,571)
Net Designated Expenditure Changes	5,652,358
Total General Fund Expenditure Changes	\$1,016,970

**City Council Amendments to the
FY 2022 Proposed General Fund Budget**

Manager's Recommended FY 22 Revenue Estimates	\$ 190,689,839
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Amendments to FY 22 Revenue Estimates

Decrease Revenues

Designated Revenues

City/County Revenue Sharing - Transfer to Capital Improvement Program	(255,000)
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Increase Revenues

Licenses and Permits

Business and Professional Licenses	950,000
Reimbursement for Constitutional Officers	73,004

City/County Revenue Sharing

City/County Revenue Sharing - Operations	255,000
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Transfers from Other Funds

Landfill Reserve Fund	500,000
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Total Revenue Amendments	\$ <u>1,523,004</u>
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Total Amended FY 22 General Fund Revenue Estimates	\$ <u>192,212,843</u>
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Manager's Recommended FY 22 Expenditures	\$ 190,689,839
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Amendments to FY 22 Expenditures

Increase Expenditures

Employee Compensation and Training

Employee Cost of Living Adjustment - 2%	1,060,000
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Non Departmental

Citywide Reserve - Performance Management/Strategic Planning	190,041
Contribution to Ivy Landfill	500,000

Outside and Nonprofits Agencies

Contractual Agencies

Jefferson Madison Regional Library	35,000
Public Defender's Office	1,191
Virginia Cooperative Extension	1,852
Blue Ridge Juvenile Detention Center	4,844

Vibrant Community Fund Agencies

Computers 4 Kids (C4K)	13,025
Legal Aid Justice Center	57,500
Offender Aid and Restoration (OAR)	55,518
Public Housing Association of Residents (PHAR)	21,000

City Departments	
City Manager's Office - Deputy City Manager Salary and Benefits Restoration	59,271
Director of Human Rights - Salary and Benefits Adjustments	32,550
Public Works - Personnel to help with the Climate Action Plan	125,000
Decrease Expenditures	
City Departments	
Police Budget Reduction for School Crossing Guards transitioned to CCS	(55,307)
Outside and Nonprofits Agencies	
Albemarle/Charlottesville Regional Jail	(323,481)
Designated Expenditures	
Transfer to the Capital Improvement Program	(255,000)
Total Expenditure Amendments	\$ 1,523,004
Total Amended FY 22 General Fund Expenditures	\$ 192,212,843

**City Council Amendments to the
FY 2022 Proposed Capital Improvement Program Budget**

Manager's Recommended FY 22 Revenue Estimates	\$ 27,866,913
Amendments to FY 22 Revenue Estimates	
Decrease Revenues	
Transfer from the General Fund	(255,000)
Total Revenue Amendments	\$ (255,000)
Total Amended FY 22 Capital Improvement Fund Revenue Estimates	\$ 27,611,913
Manager's Recommended FY 22 Expenditures	\$ 27,866,913
Amendments to FY 22 Expenditures	
Decrease Expenditures	
Police Mobile Data Terminals	(255,000)
Total Expenditure Amendments	\$ (255,000)
Total Amended FY 22 Capital Improvement Fund Expenditures	\$ 27,611,913

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!

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Circuit Court	Liezelle Dugger
City Attorney	Lisa Robertson, Allyson Davies
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 Philippin, Vernice Grooms
Fire Department	Dr. Hezedeane Smith, Mike Rogers
General District Court	Mary Trimble
General Registrar	Melissa Morton
Human Resources	Chris Baudo
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 Steve Knick
Public Works	David Brown, 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 2021-2022** 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 2021-2022. 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

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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, 2021 - June 30, 2022), 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 627 vehicles and pieces of equipment, 467 of which are replaced using this fund. The other 160 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 2022 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>	November 12, 2020	6:00 PM	Zoom Webinar
Council Work Session <i>Budget Development</i>	December 10, 2020	6:00 PM	Zoom Webinar
Council/School Board Work Session	January 28, 2021	5:00 PM	Zoom Webinar
Council Work Session <i>Budget Development</i>	February 3, 2021	3:30 PM	Zoom Webinar
Planning Commission Public Hearing <i>FY22-26 Capital Improvement Program</i>	February 9, 2021	6:00 PM	Zoom Webinar
Proposed City and Adopted School Budgets Presented to Council	March 1, 2021	6:30 PM	Zoom Webinar
Council Work Session <i>FY 2022 Budget – Revenues and Expenses</i>	March 4, 2021	4:00 PM	Zoom Webinar
Council Work Session <i>FY 2022 Budget – Outside and Non Profit Agencies</i>	March 11, 2021	6:00 PM	Zoom Webinar
First Budget and Tax Rate Public Hearings	March 15, 2021	6:30 PM	Zoom Webinar
Community Budget Forum	March 17, 2021	6:00 PM	Zoom Webinar
Council Work Session <i>FY 2022 Budget – Capital Improvement Program</i>	March 25, 2021	6:00 PM	Zoom Webinar
Second Budget Public Hearing/ Budget Approval First Reading/ Tax Levy Approval First Reading	April 5, 2021	6:30 PM	Zoom Webinar
Council Work Session (if necessary) <i>FY 2022 Budget – Budget Wrap Up</i>	April 8, 2021	6:00 PM	Zoom Webinar
Budget and Tax Levy Approval Second Reading	April 13, 2021	5:30 PM	Zoom Webinar

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 2022)

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 has decided to delay the update and extend the use of the current plan through FY 2022.

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 \$1.92 million in new revenue over FY 21. This is the result of residential assessments increasing by 4.20%, new construction increasing by 0.99%, and commercial assessments decreasing by 0.19%.
- **Sales and Use Tax** is projected to increase by \$495,669, or almost 4.31% from FY 21. Staff continues to keep an eye on this revenue trend and the effects of the COVID-19 pandemic. This revenue source did not experience as deep of a decline as some of the other consumer driven City revenues due to the COVID-19 pandemic and is expected to return to its Pre-COVID monthly collection rates before the end of FY 22.

Revenue Decreases

- **Personal Property Tax** revenue is projected to decrease by \$59,000, largely due to fewer motor vehicle sales and the associated values of vehicles within the City.
- **Business Licenses Taxes** revenue is increasing by \$775,000 for FY 2022. While it was originally anticipated that this revenue would see a more dramatic decrease due to COVID, it did not and though still not quite back to pre-COVID levels, projections are now indicating that the actuals for FY 2021 will exceed the budget by over \$1 million.
- **Transient Occupancy (Lodging) Tax** revenues are projected at \$5.0 million for FY 22, which represents a 20.42% (\$1,282,721) decrease from the FY 21 Adopted Budget. Pre-COVID the Lodging Tax was one of the City's top six revenue sources. Similar to the Meals Tax, the Lodging Tax revenue collections were severely impacted by the COVID-19 pandemic. Although Lodging Tax revenue collections have continued to show improvement through the first nine months of FY 21, they are still not projected to reach the pre-COVID monthly collection rates until after the end of FY 22.
- **Meals Tax** revenue was one of the City's top five revenue sources and was severely impacted by the COVID-19 pandemic. The Meals Tax revenue collections have continued to show improvement through the first nine months of FY 21 but are still not projected to reach the pre-COVID monthly collection rates until after the end of FY 22. The FY 22 projection for this revenue is \$12.8 million. While this is a decrease of approximately \$1.4 million from the FY 21 Adopted Budget, it actually represents an increase of approximately \$2.1 million from the most recent revised FY 2021 revenue forecasts.

Balancing the Budget

- COVID-19 presented some unusual challenges when trying to balance the FY 22 budget. While there are many projections as to what impact the pandemic will continue to have on the City's budget, there are still many unknown factors. In an effort to maintain the City's financial stability during this time, City departments were asked to submit level budgets, keeping increases to a minimum and to only include them if they could be justified as an operational need. The budget continues to provide substantial investment in the services that our residents, businesses and visitors have come to expect from the City of Charlottesville, but still makes some reasonable choices and changes in service levels, as we continue to look at efficiencies, making every effort to preserve the services provided by our departments.

General Fund Expenditure Highlights

Strategic Plan Priority Areas



Affordable Housing

- This budget includes \$6.5M in FY 22, and over \$38.5M in the five-year capital program for several affordable housing initiatives, including redevelopment of public housing sites, and supplemental rental assistance.
- \$965,000 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 \$855,000 in funding for FY 22.



Race and Equity

- \$155,000 is included for a grant match for the Food Equity program which received initial approval and funding from City Council mid-year in FY 20.
- The FY 22 budget includes funding for the City's first Deputy City Manager for Race, Equity, Diversity and Inclusion.



Workforce Development and Economic Development

- The FY 22 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) will be fully funded in FY 22 to include an Executive Director.
- The Fire Department has been awarded a Staffing for Adequate Fire and Emergency Response Grant (SAFER) which will allow the city to hire 15 firefighters to place into fire operations in order to enhance the departments' ability to comply with staffing, response and operational standards established by the National Fire Protection Association. Under the grant award structure, the grant will cover 100% of the base salary and benefits for the 15 firefighters for the first three years.



Other Budget Areas

Compensation and Benefits

- Employees will receive a 2% cost of living adjustment (COLA) starting July 1, 2021.
- The living wage for FY 22 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. \$250,000 will be transferred to the General Fund to offset expenses in FY 22. Active employees who are covered by the City's healthcare will receive a one month premium holiday and some employees will see reductions in their monthly premiums. Additionally, the gyms subsidy program will be re-instated and employees with an active gym membership will be eligible to apply for a gym stipend.

- Strong investment returns in the City's Pension fund help contribute to a lower actuarial required contribution rate for FY 22. The City's contribution for retirement costs for both the defined benefit and the defined contribution plan total \$16,248,095.

City Schools

- This budget continues a commitment to the City Schools. At the School Board's request, no new dollars are being allocated for operations. Any operational increases are being offset by one-time use of Federal CARES funds which have been received directly by Charlottesville City Schools.
- 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 \$2.3 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 \$10.7M to support the five-year CIP and to keep the City within its debt limit policies.

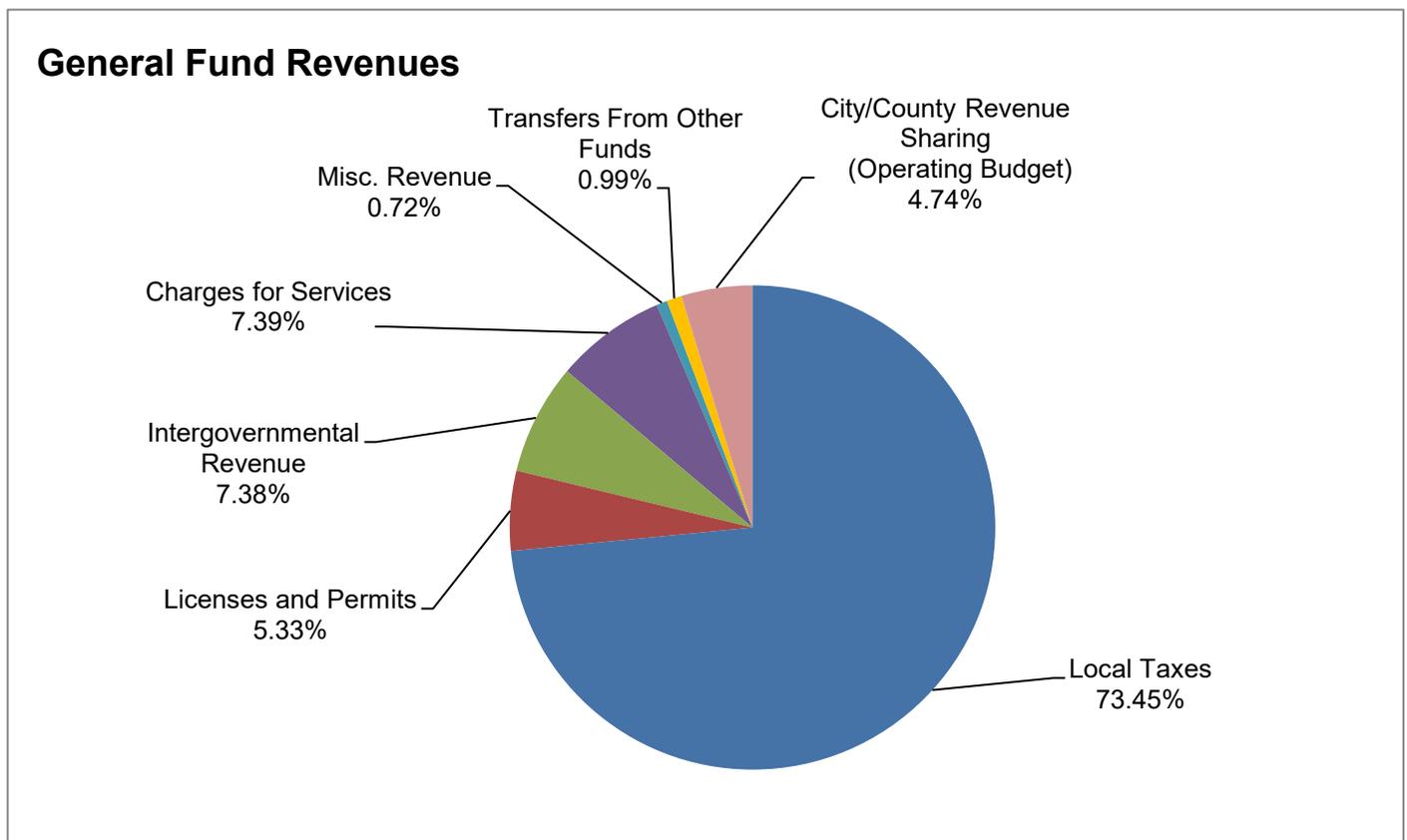
Outside and Nonprofit Agencies

- 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. For FY 22, the Vibrant Community Fund process adopted 6 broad funding priority areas: Education and Youth; Jobs and Wages; Community and Public Safety; Affordable Housing; Equity; and Health. As was the case with FY 21, the Vibrant Community Fund review process 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. Overall the pool of funds for these agencies for FY 22 was \$2,413,673.

- Of the agencies evaluated by the Office of Budget and Performance Management, major changes are summarized below:
 - JAUNT – decrease of \$28,687
 - Albemarle/Charlottesville Regional Jail – decrease of \$474,857
 - Blue Ridge Juvenile Detention Center (BRJDC) – increase of \$9,846
 - Emergency Communications Center – increase of \$192,735
 - Blue Ridge Health District – increase of \$22,104

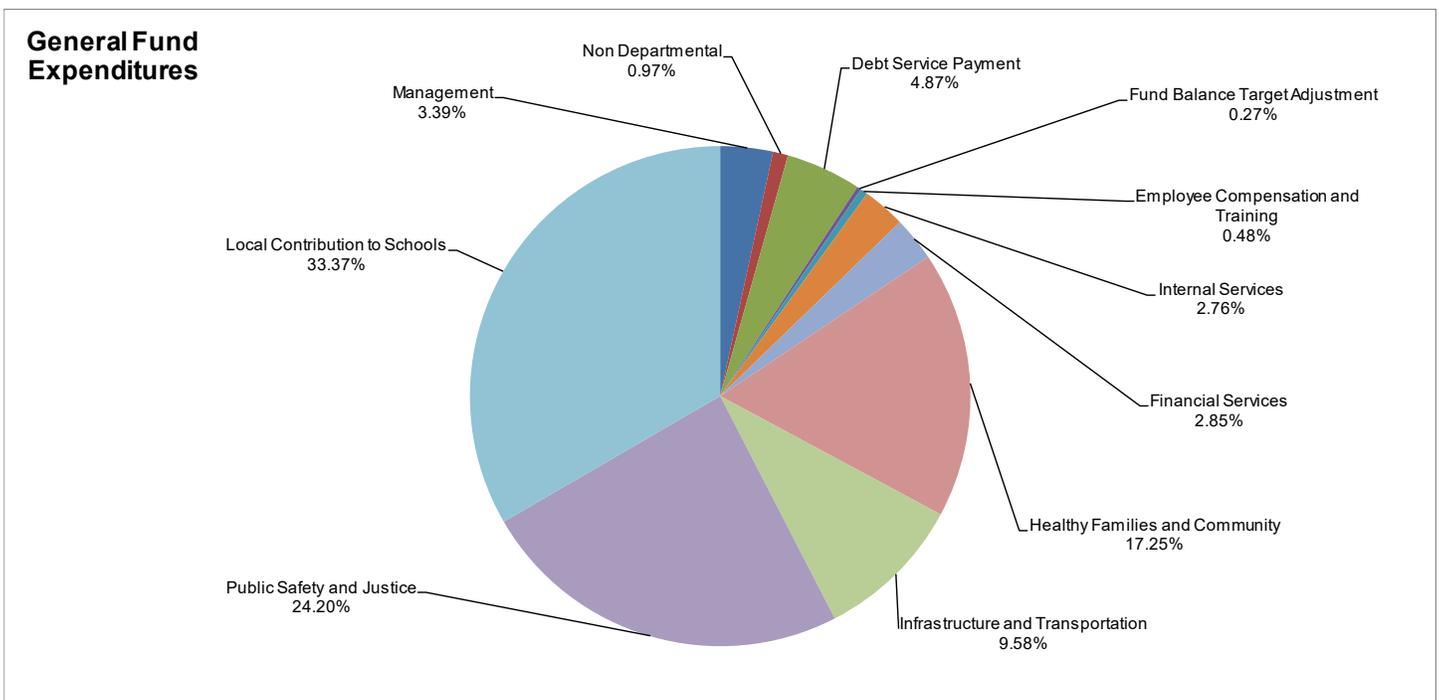
General Fund Revenue Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
General Fund Revenue						
Local Taxes	\$119,608,562	\$122,980,624	\$130,048,358	\$129,211,912	(\$836,446)	(0.6%)
Licenses and Permits	11,013,102	10,794,740	8,200,500	9,376,000	1,175,500	14.3%
Intergovernmental Revenue	12,949,648	13,129,774	12,984,420	12,991,874	7,454	0.1%
Charges for Services	13,059,056	12,463,593	13,024,095	12,996,475	(27,620)	(0.2%)
Misc. Revenue	1,660,357	2,339,488	1,563,956	1,268,000	(295,956)	(18.9%)
Transfers From Other Funds	1,566,680	1,872,412	1,450,000	1,750,000	300,000	20.7%
City/County Revenue Sharing (Operating Budget)	9,921,594	6,831,284	13,289,313	8,330,993	(4,958,320)	(37.3%)
TOTAL OPERATING BUDGET	\$169,778,998	\$170,411,915	\$180,560,642	\$175,925,254	(\$4,635,388)	(2.6%)



General Fund Expenditure Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
General Fund Expenditures						
Management	\$5,938,083	\$5,752,247	\$5,703,015	\$5,972,227	\$269,212	4.5%
Non Departmental	1,177,328	1,393,496	7,703,386	1,708,456	(\$5,994,930)	(350.9%)
Debt Service Payment	8,560,788	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	1,686,116	2,090,970	1,926,887	844,950	(\$1,081,937)	(128.0%)
Internal Services	4,307,746	4,006,165	4,569,980	4,861,402	\$291,422	6.0%
Financial Services	4,900,650	4,912,453	4,889,008	5,006,207	\$117,199	2.3%
Healthy Families and Community	29,931,511	29,716,675	29,857,774	30,345,399	\$487,625	1.6%
Infrastructure and Transportation	15,124,325	13,463,280	16,765,722	16,859,269	\$93,547	0.6%
Public Safety and Justice	41,309,834	41,695,466	41,392,554	42,575,028	\$1,182,474	2.8%
Local Contribution to Schools	53,998,202	57,834,623	58,709,623	58,709,623	\$0	0.0%
TOTAL OPERATING BUDGET	\$166,934,583	\$169,426,163	\$180,560,642	\$175,925,254	(\$4,635,388)	-2.6%



Explanation of FY 2022 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.

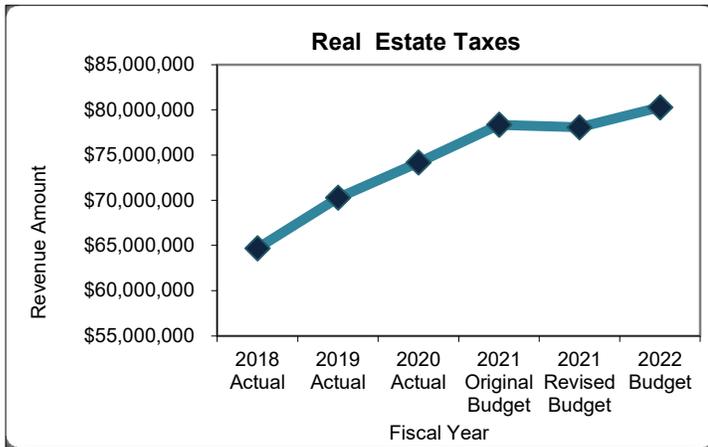
- Informed/Expert Judgment (e.g. the advice of a department head)
- Deterministic Techniques (e.g. formulaic revenues)
- Time Series Techniques (e.g. moving averages and predictive statistics)
- Estimates from the Commonwealth of Virginia (e.g. transfer payments)
- Long Term Forecasting (e.g. looking 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 88.7% of the total General Fund revenue collected by the City of Charlottesville.

Revenue Source	FY 2022 Projection	% of General Fund Total Revenues
Real Estate Taxes	\$80,277,442	41.8%
City/County Revenue Sharing	15,411,834	8.0%
Meals Tax	12,840,000	6.7%
Sales & Use Taxes	12,000,000	6.2%
Personal Property Taxes	9,741,000	5.1%
State Assistance	8,421,943	4.4%
Business & Professional Licenses	7,000,000	3.6%
Payment in Lieu of Taxes: Utilities	6,137,858	3.2%
Transient Occupancy Tax	5,000,000	2.6%
Utility Services Consumer Tax	4,500,000	2.3%
PPTRA	3,498,256	1.8%
Virginia Communications Sales & Use Tax	2,400,000	1.2%
Recreation Income	1,665,859	0.9%
Public Service Corporation Taxes	1,542,930	0.8%
TOTAL	\$170,437,122	88.7%

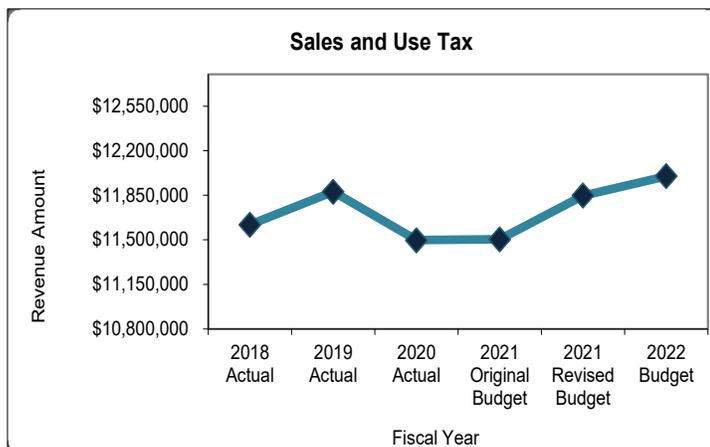
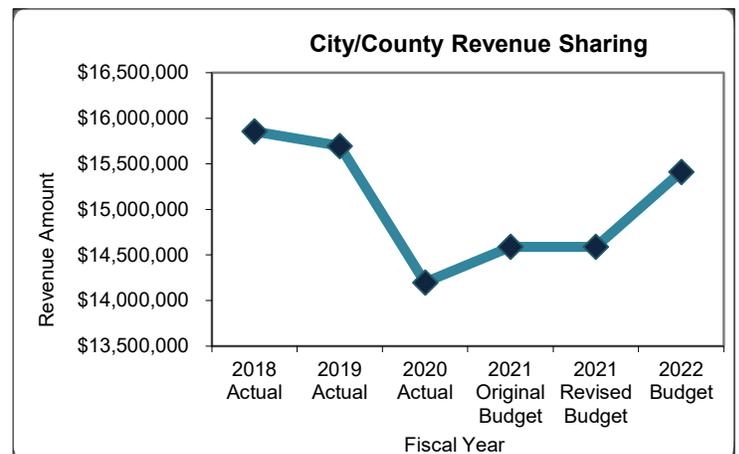
In the following section, a graph has been presented for several of the major revenues listed in the above chart. This provides a graphical representation of the trend data that was used when the revenue projections were made for FY 22. The data in the graphs represents the amount of actual revenue collected for FY 18 – FY 20, along with the originally budgeted amounts and revised revenue estimates for FY 21, all of which were important factors in projecting the revenues for FY 22. COVID-19 presented some unusual challenges when trying to project the City's revenues for the FY 22 budget. While there are many projections as to what impact the pandemic will continue to have on the City's budget, there are still many unknown factors at this time. These unknowns and lack of true trend data in many cases, provided increased challenges when it came to projecting the FY22 revenues.

Major Local Revenue – Descriptions and Trend Data

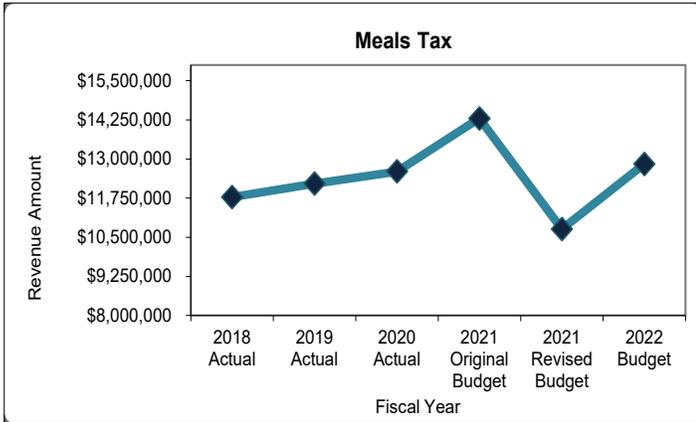


Real Estate Taxes are the largest source of revenue for the City. They are *ad valorem* taxes based on the assessed value of real property owned by businesses, individuals, and corporations. They are assessed at 100% valuation, with tax rates being applied per \$100 of assessed value. For FY 21 the revised projections were reduced by approximately \$270,000 based on the potential for non-payment of bills in FY 21. The slight increase in the CY21 assessments, which will feed into the FY 22 revenue amounts, resulted in an increase of approximately \$1.9M for FY22. Current estimates do account for some amount market changes and non-payment in FY 22. **The tax rate for FY 22 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 22 transfer from the County is calculated in part from the CY 19 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.

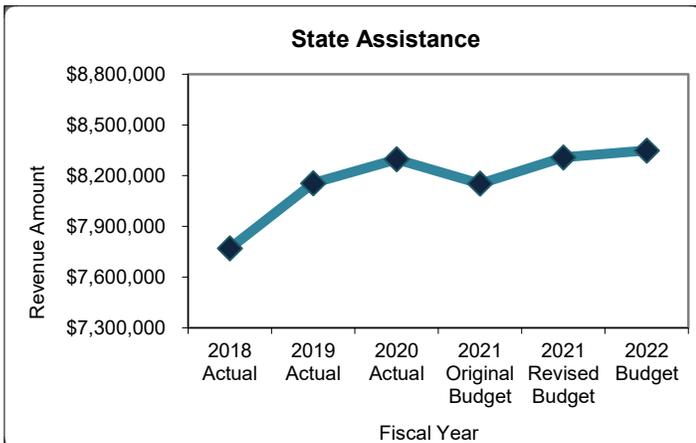
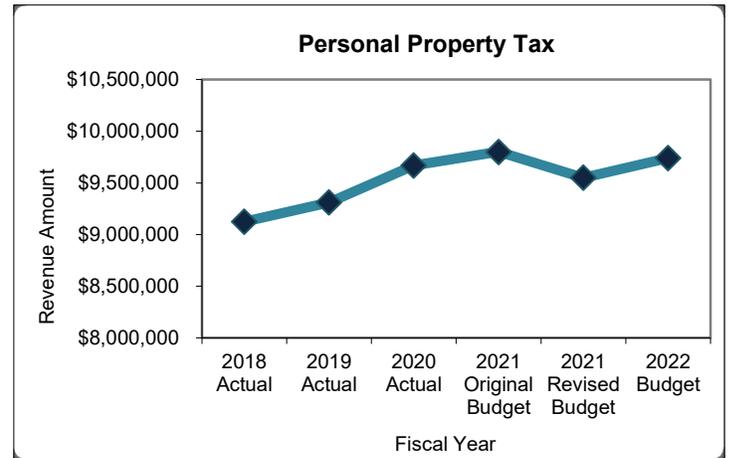


Sales and Use Taxes are revenues received by the City from 1-cent of the 5.3-cent State sales tax generated within the City. Prior to the onset of the COVID-19 pandemic growth in this revenue had been positive the past few years. With the onset of the COVID-19 pandemic the City saw a slight decline in the FY20 actual collections but continued improvement has resulted in the FY21 projections being revised upward to show an increase of 3.0% from the FY21 Original Budget. This revenue source did not experience as deep of a decline as some of the other consumer driven revenues and is expected to return to its Pre-COVID monthly collection rates before the end of FY 22. This has resulted in a projected increase of approximately 4.31% (\$495,669) over FY21 Adopted Budget projections. **The Sales Tax rate is 5.3% for general sales purchases and 2.5% for non-prepared foods (implemented July 1, 2005).**

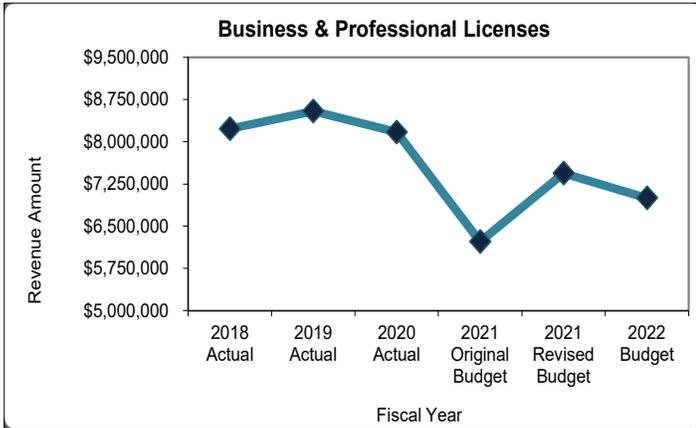


Meals Tax is assessed on the sales price of prepared food and beverages sold in the City. 1-cent of the tax rate is dedicated to the Debt Service Fund to pay off the future debt of bond issuances used to pay for capital projects. The remaining is dedicated to the General Fund. Between FY 11 and FY 19, this tax had shown consistent growth. This revenue source was severely impacted by the COVID-19 pandemic. The Meals Tax revenue collections have continued to show improvement through the first ten months of FY 21 but are still not projected to reach the pre-COVID monthly collection rates until after the end of FY 22. The FY 22 projection for this revenue is \$12.8 million. While this is a decrease of approximately \$1.4 million from the FY 21 Adopted Budget, it represents an increase of \$2.1 million from the most recent revised FY 2021 revenue forecasts. **The FY 22 tax rate is 6%.**

Personal Property Taxes are levied on vehicles owned by individuals and businesses, as well as tangible property owned by businesses. 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 was initially projected to increase by 2.1% from the FY 20 Adopted budget amount. However based largely on fewer motor vehicle sales and the associated values of vehicles within the City the FY22 projection is a decrease of \$59,000 from the FY21 Adopted budget. **The tax rate for FY 22 is unchanged at \$4.20 per \$100 of assessed value.**

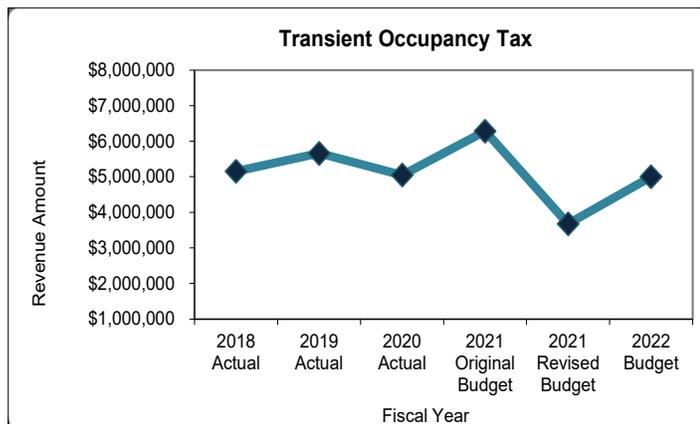
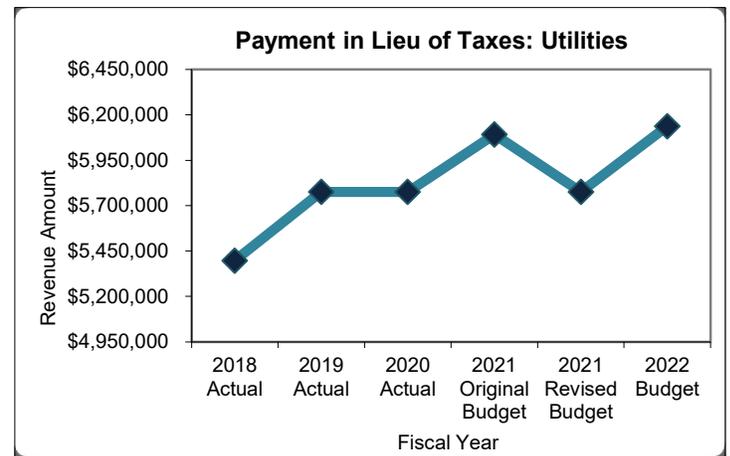


State Assistance consists of four major revenue items: **Constitutional Officer Reimbursement**, which is determined by the State Compensation Board on an annual basis for the elected official offices, including the Treasurer, Commissioner of Revenue, Sheriff, Clerk of the Circuit Court, and Commonwealth’s 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. For FY22 in total these revenue sources are expected to show a slight increase from the FY21 Adopted budget based upon the actual amounts to be received in FY21.

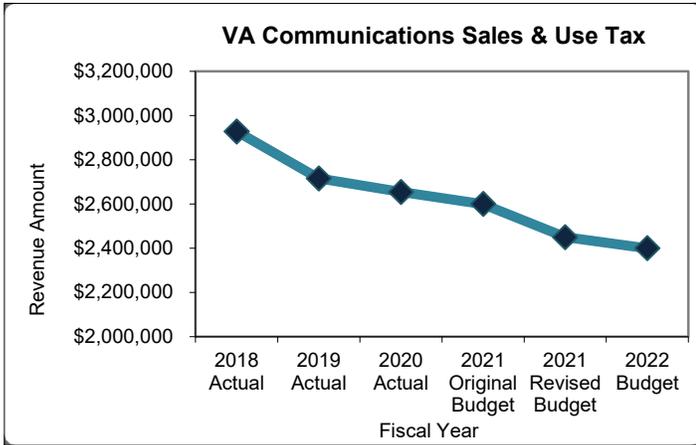


Licenses and Permits are a category of revenues collected from permits and privilege fees required by the City. The largest of these sources is the **Business and Professional Licenses**, which is a local license fees on the privilege of doing business within the City. These fees are based on the gross receipts of the business applying for the license. Business and Professional Licenses are estimated to bring in \$7.4 million in FY 21, which represents a 8.9% decrease from the FY 20 actual collections. FY22 revenue is increasing by \$775,000. While it was originally anticipated that this revenue would see a more dramatic decrease due to COVID, it did not and though still not quite back to pre-COVID levels, projections are now indicating that the actuals for FY 2021 will exceed the budget by over \$1 million.

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 22, this revenue item is estimated to generate approximately \$6.14 million in revenue, a 0.8% increase from the FY 21 original budgeted figure.

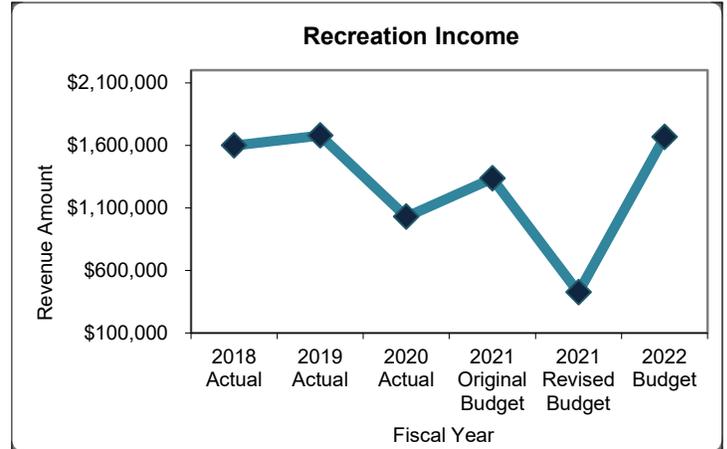


Transient Occupancy Tax, often called the lodging tax, consists of taxes assessed on the use of rooms in hotels, motels, and boarding houses. The FY 20 Adopted budget projected an increase of over \$1.24 million (21.9%) from the prior fiscal year. This was mainly due to the adopted tax rate increase from 7% to 8%. However, Lodging Tax revenue collections were severely impacted by the COVID-19 pandemic. Because of the effects of COVID-19, FY20 revenue came in below FY19 collections and FY21 revised projections shows a 41.5% decrease in this revenue from the original budget. Although Lodging Tax revenue collections have continued to show improvement through the first ten months of FY 21, they are still not projected to reach the pre-COVID monthly collection rates until after the end of FY 22. These factors have resulted in the FY22 projections showing a \$1.28M (20.42%) decrease from the FY21 Adopted budget figures. **The FY 22 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 7.7%. 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. Safety measures taken related to the COVID-19 pandemic resulted in the closure of the City recreational facilities and the cancelation of the majority of the scheduled classes and programs. These closures resulted in substantially less revenue in FY20 than previous fiscal years. Due to continued closure of these facilities, the revised FY21 revenue projections have been reduced by 68.2%. The FY22 revenue projections assume that our recreation facilities will be able to open again by July 2021, and a full compliment of classes and programming can again be offered to area residents.



Tax and Fee Rates (Including Legal Caps)

	Adopted Fiscal Year 2020-2021	Proposed Fiscal Year 2021-2022
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	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 state license fee</i>	
Courthouse Maintenance Fee	\$2.00 per court case	\$2.00 per court case
	<i>17.1-281 - Cap: \$2.00</i>	
Courtroom Security Fee	\$10.00 per conviction	\$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 approved during the 2013 General Assembly session to 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 July 1, 2005.
- (3) Starting in January 2007, these taxes are rolled into one revenue: the **Virginia Communications Sales and Use Tax**. The tax rates are set by the State in an effort to streamline communications taxes. The revenue is collected by the State and the City is reimbursed on a monthly basis. It is 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. If purchased after September 30th the City offers prorated rates based upon date of purchase.

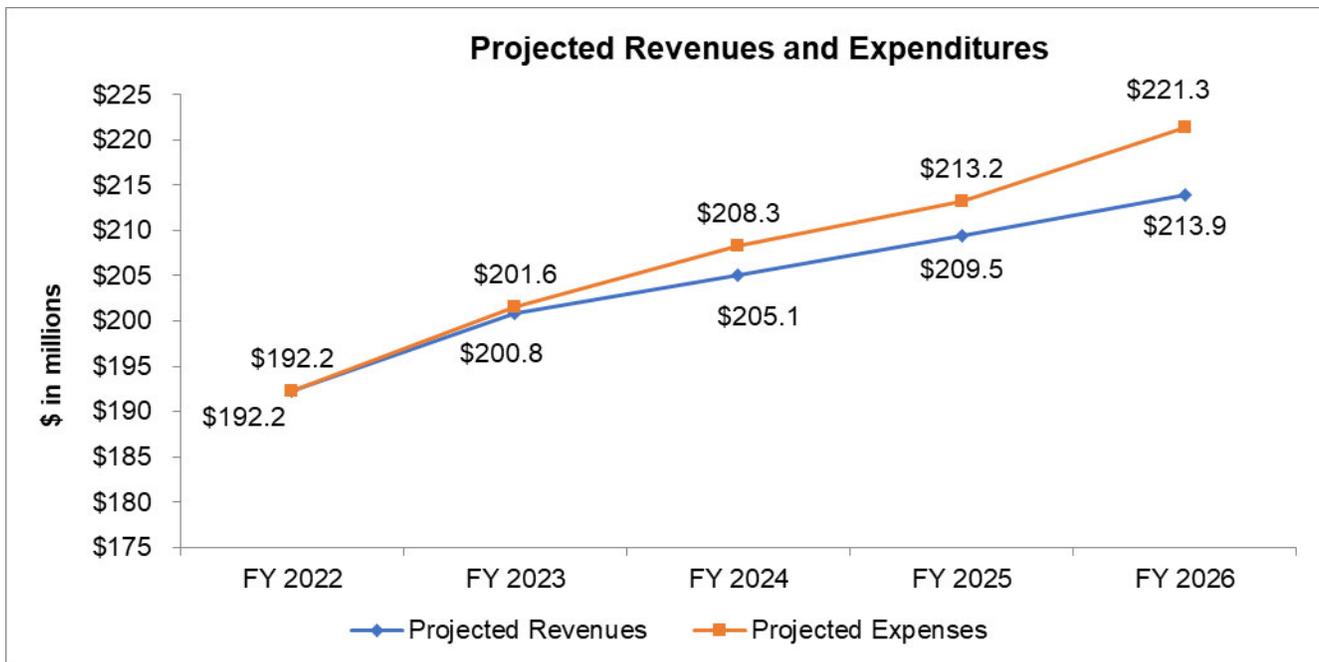
Long Term Revenue and Expenditure Planning and Forecasts

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 22 is showing slight revenue and expenditure increases in the General Fund from the FY 21 budget. Meals Tax and Lodging Tax, two of the City’s top five revenue sources, have been severely impacted but projections are predicting a return to more favorable levels in FY 22. Real Estate Taxes are the largest revenue driver, contributing a \$1.9 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 22 to FY 26 in the General Fund.



Major Revenue Sources

	<u>FY 2022</u> <u>Projected</u>	<u>FY 2023</u> <u>Projected</u>	<u>FY 2024</u> <u>Projected</u>	<u>FY 2025</u> <u>Projected</u>	<u>FY 2026</u> <u>Projected</u>
Real Estate Tax	\$ 80,277,442	\$ 82,685,765	\$ 85,166,338	\$ 87,721,328	\$ 90,352,968
% change	3.0%	3.0%	3.0%	3.0%	3.0%
City County Revenue Sharing	\$ 15,411,834	\$ 15,720,071	\$ 16,034,472	\$ 16,355,162	\$ 16,682,265
% change	2.0%	2.0%	2.0%	2.0%	2.0%
Meals Tax	\$ 12,212,806	\$ 14,753,090	\$ 15,048,152	\$ 15,349,115	\$ 15,656,097
% change	2.0%	20.8%	2.0%	2.0%	2.0%
Sales and Use Tax	\$ 12,000,000	\$ 12,120,000	\$ 12,241,200	\$ 12,363,612	\$ 12,487,248
% change	1.0%	1.0%	1.0%	1.0%	1.0%
Personal Property Tax	\$ 9,741,000	\$ 9,935,820	\$ 10,134,536	\$ 10,337,227	\$ 10,543,972
% change	2.0%	2.0%	2.0%	2.0%	2.0%
Business Licenses	\$ 7,000,000	\$ 8,000,000	\$ 8,160,000	\$ 8,323,200	\$ 8,489,664
% change	2.0%	14.3%	2.0%	2.0%	2.0%
Transient Occupancy Tax	\$ 5,000,000	\$ 6,500,000	\$ 6,630,000	\$ 6,762,600	\$ 6,897,852
% change	2.0%	30.0%	2.0%	2.0%	2.0%
Utility Tax	\$ 4,500,000	\$ 4,590,000	\$ 4,681,800	\$ 4,775,436	\$ 4,870,945
% change	2.0%	2.0%	2.0%	2.0%	2.0%
Other Revenues	\$ 46,069,761	\$ 46,530,459	\$ 46,995,763	\$ 47,465,721	\$ 47,940,378
% change	1.0%	1.0%	1.0%	1.0%	1.0%
Total Revenues	\$ 192,212,843	\$ 200,835,205	\$ 205,092,262	\$ 209,453,401	\$ 213,921,389
% change	0.5%	4.5%	2.1%	2.1%	2.1%

Major Expenditure Sources

	<u>FY 2022</u> <u>Projected</u>	<u>FY 2023</u> <u>Projected</u>	<u>FY 2024</u> <u>Projected</u>	<u>FY 2025</u> <u>Projected</u>	<u>FY 2026</u> <u>Projected</u>
Local Contribution to Schools	\$ 58,709,623	\$ 63,245,834	\$ 64,317,550	\$ 65,420,622	\$ 66,555,976
% change	0.0%	7.7%	1.7%	1.7%	1.7%
Employee Salaries and Benefits*	\$ 59,914,135	\$ 62,011,130	\$ 63,871,464	\$ 65,787,608	\$ 67,761,236
% change	2.0%	3.5%	3.0%	3.0%	3.0%
Health Care +	\$ 5,817,420	\$ 6,137,378	\$ 6,444,247	\$ 6,766,459	\$ 7,104,782
% change	1.9%	5.5%	5.0%	5.0%	5.0%
Outside and Nonprofit Agency Funding	\$ 17,154,299	\$ 17,497,385	\$ 17,847,333	\$ 18,204,279	\$ 18,568,365
% change	2.0%	2.0%	2.0%	2.0%	2.0%
Transfer to Debt Service	\$ 10,700,788	\$ 12,443,584	\$ 14,187,240	\$ 15,931,769	\$ 17,677,189
% change	-2.8%	16.3%	16.3%	16.3%	16.3%
Transfer to Capital Improvement Program	\$ 6,880,841	\$ 6,737,940	\$ 7,549,378	\$ 6,580,400	\$ 8,580,400
% change	592.4%	-2.1%	12.0%	-12.8%	30.4%
Fund Balance Target Adjustment	\$ 481,905	\$ 491,543	\$ 501,374	\$ 511,401	\$ 521,629
% change	0.0%	2.0%	2.0%	2.0%	2.0%
Other Expenditures	\$ 32,553,832	\$ 33,042,139	\$ 33,537,772	\$ 34,040,838	\$ 34,551,451
% change	1.5%	1.5%	1.5%	1.5%	1.5%
Total Expenditures	\$ 192,212,843	\$ 201,606,933	\$ 208,256,357	\$ 213,243,377	\$ 221,321,028
% change	0.5%	4.9%	3.3%	2.4%	3.8%

*Includes cost of living adjustments. Excludes health care costs.

FY 2022 - 2026 Revenue Projections

These revenue sources comprise approximately 76.1% of the General Fund budget in FY 22. 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 2.5% for FY 22.

City/County Revenue Sharing: In FY 22 this will increase by approximately \$822,521 over FY 21, which is reflective of difference in the growth rate of City real estate assessments and County real estate assessments. Future projections show steady increases FY 23 – FY 26, 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 continues to closely track the meals tax revenue by month and due to the COVID-19 pandemic, The FY22 revised budget projections are showing a 6.0% decrease from the FY 21 original budget projections. FY 2023 assumes the continued rebound of this revenue to approach pre-COVID levels, and growth in future years is projected at 2% annually.

Sales and Use Tax: Growth in this revenue has been positive the past few years. With the onset of the COVID-19 pandemic those projections were revised downward. Revised projections are showing on a slight increase in FY 21. Continued growth is expected in FY 22 with an increase of 4.31% or \$495,669 over the FY 21 revised budget. Growth in future years projects at 1% a year.

Personal Property Tax: FY 22 Personal Property Tax revenue is projected to decrease by 0.60% from the FY 21 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. It was originally anticipated that the COVID-19 pandemic would result in a decrease for this revenue source. However, for FY21 it remains strong and is expected to exceed the FY 2021 budget by over \$1 million. FY 2023 assumes the continued rebound of this revenue to approach pre-COVID levels. Future years show a 2% growth due to projected economic growth in the City while still allowing for some room to address the volatility of this revenue source.

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 FY23 projection showed a 30.0% increase from the FY22 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 FY22 – FY 26. This is driven most notably by weather and therefore, mild weather means the City collects less revenue.

FY 2022 - FY 2026 Expenditure Projections

These expenditure categories comprise approximately 83.7% 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. The FY 22 Budget reflects level funding with the City's total FY 21. The School Board will be using one-time CARES Act funding to cover operating budget increases for FY 22.

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 and will be 2% for FY 2022. 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. Funding is budgeted based on projections that reflect the expected cost burden for claims and administrative costs using experience data. The departmental healthcare budgets will remain flat but for FY 22.

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 and 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 22 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.

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 budgeted figure is needed to ensure the policy is met and is projected to increase in future years as the budget increases.

General Fund Revenues

	FY 2019-2020 Actual	FY 2020 - 2021 Budget	FY 2021 - 2022 Budget	Increase/ (Decrease)	% Change
LOCAL TAXES					
Real Estate Taxes	\$74,175,355	\$78,353,270	\$80,277,442	\$1,924,172	2.5%
Personal Property Tax	9,669,081	9,800,000	9,741,000	(59,000)	(0.6%)
Public Service Corporation Tax	1,457,867	1,459,389	1,542,930	83,541	5.7%
Penalty/Interest on Delinquent Taxes	673,726	415,000	415,000	0	0.0%
Utility Services Consumer Tax	4,491,485	5,024,112	4,500,000	(524,112)	(10.4%)
Virginia Communications Sales and Use Tax	2,654,196	2,600,000	2,400,000	(200,000)	(7.7%)
Tax on Bank Stock	1,057,296	1,200,000	1,200,000	0	0.0%
Tax on Wills & Deeds	795,323	625,000	725,000	100,000	16.0%
Sales & Use Tax	11,497,058	11,504,331	12,000,000	495,669	4.3%
Rolling Stock Tax	18,940	19,319	18,040	(1,279)	(6.6%)
Transient Occupancy (Lodging) Tax	5,049,858	6,282,721	5,000,000	(1,282,721)	(20.4%)
Meals Tax	10,500,536	11,842,493	10,700,000	(1,142,493)	(9.6%)
Short-Term Rental Tax	53,955	60,000	60,000	0	0.0%
Cigarette Tax	641,494	575,000	550,000	(25,000)	(4.3%)
Recordation Tax Receipts	157,168	205,223	0	(205,223)	(100.0%)
Vehicle Daily Rental Tax	87,286	82,500	82,500	0	0.0%
Taxes Subtotal	\$122,980,624	\$130,048,358	\$129,211,912	(\$836,446)	(0.6%)
LICENSES AND PERMITS					
Business & Professional Licenses	\$8,169,497	\$6,225,000	\$7,000,000	\$775,000	12.4%
Vehicle Licenses	965,405	900,000	890,000	(10,000)	(1.1%)
Dog Licenses	7,164	10,000	6,000	(4,000)	(40.0%)
Electrical, Heating and Mechanical Permits	306,818	250,000	330,000	80,000	32.0%
Building and Plumbing Permits	598,517	450,000	550,000	100,000	22.2%
Temporary Parking Permits (NDS)	520,718	150,000	375,000	225,000	150.0%
Site Plans	100,430	75,000	75,000	0	0.0%
Other Permits	126,191	140,500	150,000	9,500	6.8%
Licenses and Permits Subtotal	\$10,794,740	\$8,200,500	\$9,376,000	\$1,175,500	14.3%
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	4,200,152	4,291,324	4,263,654	(27,670)	(0.6%)
Reimbursement/Constitutional Offices	1,760,733	1,698,184	1,833,737	135,553	8.0%
State Aid for Police Protection	2,238,352	2,077,468	2,238,352	160,884	7.7%
Trailer Title	1,620	1,200	1,200	0	0.0%
DMV Select Office Commissions	25,199	35,000	35,000	0	0.0%
Other State Assistance: Misc Rev	71,010	50,000	50,000	0	0.0%
<i>Revenue from Other Intergovernmental Sources</i>					
School Resource Officers (City Schools)	301,231	301,231	0	(301,231)	(100.0%)
Regional Library Administrative Fee	117,144	117,144	117,144	0	0.0%
Crisis Intervention Team Revenue	94,000	105,910	105,910	0	0.0%
Fire Department Operations (Albemarle County)	214,051	195,000	200,000	5,000	2.6%
Juvenile & Domestic Relations Court Operations (Albemarle County)	56,695	63,760	60,944	(2,816)	(4.4%)
Juvenile & Domestic Relations Court Building Maint. (Albemarle County)	67,610	57,913	66,825	8,912	15.4%
Magistrate's Office (Albemarle County)	4,331	4,575	4,575	0	0.0%
Payments In Lieu Of Taxes (Housing Authority)	0	25,000	25,000	0	0.0%
Fire Department Ops (UVA)	336,721	353,000	353,000	0	0.0%
Service Charge (UVA)	76,878	46,000	74,476	28,476	61.9%
Property Maintenance (UVA)	65,791	63,455	63,801	346	0.5%
Intergovernmental Revenue Subtotal	\$13,129,774	\$12,984,420	\$12,991,874	\$7,454	0.1%
CHARGES FOR SERVICE					
Property Transfer Fees	\$1,007	\$1,000	\$1,000	\$0	0.0%
Zoning Appeal Fees	700	1,100	1,100	0	0.0%
Court Revenue (Circ/Genl Dist Cts)	376,891	500,000	400,000	(100,000)	(20.0%)
Circuit Court - Online Land Records Subscription Revenue	20,615	30,000	30,000	0	0.0%
Internal City Services	1,605,789	1,882,925	1,855,079	(27,846)	(1.5%)
Utility Cut Permits	141,723	185,000	185,000	0	0.0%
Recreation Income	1,029,320	1,335,824	1,665,859	330,035	24.7%
Reimbursable Overtime	380,939	331,579	331,579	0	0.0%
Payment in Lieu of Taxes: Utilities	5,776,201	6,091,667	6,137,858	46,191	0.8%
Indirect Cost Recovery	173,826	125,000	125,000	0	0.0%
Waste Disposal Fees	1,227,196	1,115,000	1,115,000	0	0.0%
Emergency Medical Services (Ambulance) Revenue Recovery	1,586,346	1,300,000	1,000,000	(300,000)	(23.1%)
Other Charges and Fees for Services	143,040	125,000	149,000	24,000	19.2%
Charges for Service Subtotal	\$12,463,593	\$13,024,095	\$12,996,475	(\$27,620)	(0.2%)

	FY 2019-2020 Actual	FY 2020-2021 Budget	FY 2021 - 2022 Budget	Increase/ (Decrease)	% Change
MISCELLANEOUS REVENUE					
Interest Earned	\$1,080,671	\$706,000	\$580,000	(\$126,000)	(17.8%)
Rent	174,953	194,956	175,000	(19,956)	(10.2%)
Refund of Prior Years' Expenditures	165,114	50,000	50,000	0	0.0%
Other Miscellaneous Revenue	918,750	613,000	463,000	(150,000)	(24.5%)
Miscellaneous Revenue Subtotal	\$2,339,488	\$1,563,956	\$1,268,000	(\$295,956)	(18.9%)
TRANSFERS FROM OTHER FUNDS					
Risk Management Fund	\$0	\$0	\$250,000	\$250,000	N/A
Landfill Reserve Fund	0	250,000	500,000	250,000	100.0%
Health Care Fund	0	0	250,000	250,000	N/A
Human Services Fund	672,412	0	0	0	N/A
Parking Enterprise Fund	1,200,000	1,200,000	750,000	(450,000)	(37.5%)
Transfers from Other Funds Subtotal	\$1,872,412	\$1,450,000	\$1,750,000	\$300,000	20.7%
CITY/COUNTY REVENUE SHARING: OPERATING BUDGET	\$6,831,284	\$13,289,313	\$8,330,993	(\$4,958,320)	(37.3%)
OPERATING BUDGET TOTAL	\$170,411,915	\$180,560,642	\$175,925,254	(\$4,635,388)	(2.6%)
DESIGNATED REVENUE					
Contractual Services: Pupil Transportation	\$2,948,564	\$2,972,130	\$2,945,564	(\$26,566)	(0.9%)
Contractual Services: School Building Maintenance	3,816,780	3,816,780	4,043,184	226,404	5.9%
City/County Revenue Sharing: General Fund Transfer to Capital Improvement Program Fund	6,968,323	900,000	6,880,841	5,980,841	664.5%
Transfer to the Capital Improvement Program: Mall Vendor Fees	67,203	93,750	78,000	(15,750)	(16.8%)
City/County Revenue Sharing: General Fund Transfer to Facilities Repair Fund	400,000	400,000	200,000	(200,000)	(50.0%)
Meals Tax Revenue: Transfer to Debt Service Fund	2,100,107	2,452,571	2,140,000	(312,571)	(12.7%)
DESIGNATED REVENUE TOTAL	16,300,977	10,635,231	16,287,589	\$5,652,358	53.1%
TOTAL CITY BUDGET	\$186,712,892	\$191,195,873	\$192,212,843	\$1,016,970	0.5%

CITY SCHOOLS BUDGET

	FY 2019-2020 Actual	FY 2020-2021 Budget	FY 2021-2022 Budget	Increase/ (Decrease)	% Change
SCHOOL OPERATIONS (SCHOOL GENERAL FUND)					
Local Contribution	\$55,237,197	\$56,112,197	\$56,112,197	\$0	0.0%
State Funds	16,835,116	17,141,516	17,174,297	32,781	0.2%
Federal Funds	24,000	12,000	5,336,459	5,324,459	44370.5%
Fund Balance	782,410	720,649	720,649	0	0.0%
Misc. Revenue	962,382	466,000	466,000	0	0.0%
TOTAL SCHOOL OPERATIONS BUDGET	\$73,841,105	\$74,452,362	\$79,809,602	\$5,357,240	7.2%

*FY 2019-2020 Revised Budget

Non General Funds Revenues

	FY 2019-2020 Actual	FY 2020-2021 Budget	FY 2021-2022 Budget	Increase/ (Decrease)	% Change
GOLF COURSE FUND					
Sales and Concessions	\$57,007	\$70,500	\$70,500	\$0	0.0%
Greens Fees, Lessons, Etc.	500,209	583,200	613,110	29,910	5.1%
Cart Rentals	204,402	242,300	242,300	0	0.0%
Annual Memberships, Passes	47,874	75,000	78,750	3,750	5.0%
Misc. Revenue	6,940	18,940	6,483	(12,457)	(65.8%)
Transfer from General Fund	128,000	0	0	0	N/A
GOLF COURSE FUND REVENUE TOTAL	\$944,432	\$989,940	\$1,011,143	\$21,203	2.1%
DEPARTMENT OF SOCIAL SERVICES FUND					
Intergovernmental Revenue	\$10,672,326	\$9,984,000	\$10,567,305	\$583,305	5.8%
Misc. Revenue	10,857	1,221,891	1,169,623	(52,268)	(4.3%)
Transfer from General Fund	3,568,062	3,602,777	3,602,777	0	0.0%
DEPARTMENT OF SOCIAL SERVICES FUND REVENUE	\$14,251,245	\$14,808,668	\$15,339,705	\$531,037	3.6%
HUMAN SERVICES FUND					
Intergovernmental Revenue	\$375,000	\$375,000	\$557,704	\$182,704	48.7%
Welfare Revenue	5,361,311	5,597,245	5,025,075	(572,170)	(10.2%)
Misc. Revenue	174,437	170,489	278,721	108,232	63.5%
Transfer from General Fund	662,030	641,280	641,280	0	0.0%
HUMAN SERVICES FUND REVENUE SUBTOTAL	\$6,572,778	\$6,784,014	\$6,502,780	(\$281,234)	(4.1%)
WATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Water Sales Revenue	\$12,130,713	\$12,304,490	\$13,687,230	\$1,382,740	11.2%
Water Connection Fees	343,190	0	0	0	N/A
Other Fees	135,667	200,000	200,000	0	0.0%
Misc. Revenue	10,728	0	0	0	N/A
Bond Proceeds	0	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	\$14,420,298	\$20,079,490	\$21,462,230	\$1,382,740	6.9%
WASTEWATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Wastewater Sales Revenue	\$14,921,759	\$15,426,758	\$16,000,264	\$573,506	3.7%
Other Fees	651,056	25,000	25,000	0	0.0%
Misc. Revenue	94,496	0	0	0	N/A
Bond Proceeds	0	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	\$18,667,311	\$20,451,758	\$21,025,264	\$573,506	2.8%
GAS (OPERATIONAL AND DEBT SERVICE FUNDS)					
Gas Sales Revenue	\$21,115,639	\$25,033,599	\$25,647,641	\$614,042	2.5%
Other Fees	144,982	333,500	333,500	0	0.0%
Misc. Revenue	161,065	1,714,900	1,714,900	0	0.0%
Transfer from Other Funds	300,000	300,000	300,000	0	0.0%
GAS REVENUE TOTAL	\$21,721,686	\$27,381,999	\$27,996,041	\$614,042	2.2%

	FY 2019-2020 Actual	FY 2020-2021 Budget	FY 2021-2022 Budget	Increase/ (Decrease)	% Change
STORMWATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Stormwater Fee Revenue	\$1,959,943	\$1,944,572	\$1,944,572	\$0	0.0%
Misc. Revenue	117,260	0	0	0	N/A
Bond Proceeds	0	950,000	950,000	0	0.0%
Transfer from Other Funds	129,683	129,683	129,683	0	0.0%
STORMWATER REVENUE TOTAL	\$2,206,886	\$3,024,255	\$3,024,255	\$0	0.0%
TRANSIT FUND					
Intergovernmental Revenue (Transit Operations)	\$5,718,905	\$5,862,229	\$7,472,835	\$1,610,606	27.5%
Intergovernmental Revenue (Transit Bus Replacement)	9,021	0	0	0	N/A
Transfer from Capital Improvement Program (Local Match)	5,100	0	0	0	N/A
Charges for Services	357,118	560,664	80,040	(480,624)	(85.7%)
Misc. Revenue	141,548	46,122	50,000	3,878	8.4%
Transfer from General Fund (Transit Operations)	2,147,115	2,513,651	2,513,651	0	0.0%
TRANSIT FUND REVENUE TOTAL	\$8,378,807	\$8,982,666	\$10,116,526	\$1,133,860	12.6%
FLEET MANAGEMENT FUND					
Charges for Services	\$693,947	\$1,108,444	\$1,108,444	\$0	0.0%
FLEET MANAGEMENT FUND REVENUE TOTAL	\$693,947	\$1,108,444	\$1,108,444	\$0	0.0%
INFORMATION TECHNOLOGY FUND					
Charges for Services - IT Operations	\$0	\$0	\$0	\$0	N/A
Infrastructure Replacement Pool	205,103	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)	184,070	200,000	200,000	0	0.0%
INFORMATION TECHNOLOGY FUND REVENUE TOTAL	\$1,389,173	\$1,491,900	\$1,491,900	\$0	0.0%
WAREHOUSE FUND					
Charges for Services	\$166,817	\$166,389	\$166,389	\$0	0.0%
WAREHOUSE FUND REVENUE TOTAL	\$166,817	\$166,389	\$166,389	\$0	0.0%

	FY 2019-2020 Actual	FY 2020-2021 Budget	FY 2021-2022 Budget	Increase/ (Decrease)	% Change
CITY SCHOOLS BUDGET					
SCHOOL OPERATIONS (NON GENERAL FUNDS)					
Local Contribution	\$2,597,426	\$2,597,426	\$2,597,426	\$0	0.0%
State Revenue	4,022,697	3,873,409	3,873,409	0	0.0%
Federal Revenue	5,332,594	5,268,802	5,268,802	0	0.0%
Misc. Revenue	2,729,308	2,701,089	2,701,089	0	0.0%
SCHOOL OPERATIONS (NON GENERAL FUND) REVENUE TOTAL	\$14,682,025	\$14,440,726	\$14,440,726	\$0	0.0%

Expenditures (All Funds)

	FY2019-2020 General Fund Actual	FY2020-2021 General Fund Budget	FY2021-2022 General Fund Budget	FY2019-2020 Other Funds Actual	FY2020-2021 Other Funds Budget	FY2021-2022 Other Funds Budget
MANAGEMENT						
Council Strategic Initiatives	\$188,261	\$0	\$0	\$0	\$0	\$0
GED Program						
Jefferson School Heritage Center	0	0	0	0	0	0
Residents on the Job (CRHA)	0	0	0	0	0	0
City Council/Clerk of Council	461,576	572,629	537,529	0	0	0
Office of the City Manager: Administration, Redevelopment Manager, Communications, Economic Development Home to Hope and Office of Race, Equity, Diversity and Inclusion	3,331,579	3,218,707	3,444,267	0	0	0
Office of the City Attorney	964,746	1,030,055	1,060,210	0	0	0
Office of the General Registrar	576,448	671,840	650,688	0	0	0
Organizational Memberships & Workforce Development Agencies	229,637	209,784	220,262	0	0	0
MANAGEMENT SUBTOTAL	\$5,752,247	\$5,703,015	\$5,912,956	\$0	\$0	\$0
NON-DEPARTMENTAL						
Non-Departmental Activities	\$1,393,496	\$7,703,386	\$1,018,415	\$0	\$0	\$0
NON-DEPARTMENTAL SUBTOTAL	\$1,393,496	\$7,703,386	\$1,018,415	\$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	\$0	\$0	\$0	\$0
Compensation and Benefits (4.83% Police mid-year FY 19)	\$0	\$518,410	\$0	0	0	0
Contribution to Retirement Fund	1,800,000	0	0	0	0	0
Citywide Attrition Savings	0	(1,000,000)	(500,000)	0	0	0
Living Wage Adjustments	0	0	0	0	0	0
Health Care Savings	0	0	0	0	0	0
Unemployment Compensation	29,145	50,000	50,000	0	0	0
Corporate Training Fund	75,883	0	0	0	0	0
Miscellaneous Expenses	185,942	234,950	234,950	0	0	0
EMPLOYEE COMPENSATION AND TRAINING SUBTOTAL	\$2,090,970	\$1,926,887	-\$215,050	\$0	\$0	\$0
INTERNAL SERVICES						
Finance Department: Procurement, Risk Management, Warehouse	\$388,861	\$357,574	\$333,966	\$3,407,802	\$3,787,883	\$4,014,452
Human Resources Department	968,223	1,215,923	1,330,892	\$3,796,663	\$4,145,457	\$4,348,418
Information Technology Department	2,649,081	2,996,483	3,196,544	\$1,793,519	\$1,491,900	\$1,491,900
INTERNAL SERVICES SUBTOTAL	\$4,006,165	\$4,569,980	\$4,861,402	\$8,997,984	\$9,425,240	\$9,854,770
FINANCIAL SERVICES						
Office of the Commissioner of Revenue	\$1,363,639	\$1,344,901	\$1,382,632	\$0	\$0	\$0
Finance Department: Administration/City Assessor/ Utility Billing Office	2,213,121	2,187,410	2,198,906	1,012,432	1,751,462	1,829,496
Office of the City Treasurer	1,335,693	1,356,697	1,424,669	0	0	0
FINANCIAL SERVICES SUBTOTAL	\$4,912,453	\$4,889,008	\$5,006,207	\$1,012,432	\$1,751,462	\$1,829,496

	FY2019-2020 General Fund Actual	FY2020-2021 General Fund Budget	FY2020-2021 General Fund Budget	FY2019-2020 Other Funds Actual	FY2020-2021 Other Funds Budget	FY2021-2022 Other Funds Budget
HEALTHY FAMILIES AND COMMUNITY						
Charlottesville Albemarle Convention & Visitors Bureau	\$1,103,921	\$1,212,691	\$946,848	\$0	\$0	\$0
Children's Services Act	1,735,655	2,004,722	2,004,722	6,170,397	6,440,142	6,440,142
Community Events and Festivals	36,000	37,068	47,541	0	0	0
Contributions to Children, Youth, and Family Programs	3,874,330	3,750,721	3,855,337	0	0	0
Contributions to Education and the Arts	2,256,643	2,207,149	2,210,674	0	0	0
Department of Social Services	3,568,062	3,602,777	3,602,777	10,759,588	11,205,891	11,736,928
Housing Programs and Tax Relief	2,090,772	2,220,451	2,172,401	0	0	0
Department of Human Services	662,030	641,280	641,280	6,461,338	6,142,734	5,861,500
Neighborhood Development Services	3,909,372	2,406,657	2,604,764	0	0	0
Office of Human Rights	184,470	238,438	241,542	0	0	0
Parks and Recreation Department	10,167,420	11,535,820	11,914,086	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	128,000	0	0	842,418	989,940	1,011,143
HEALTHY FAMILIES AND COMMUNITY SUBTOTAL	\$29,716,675	\$29,857,774	\$30,241,972	\$24,233,740	\$24,778,707	\$25,049,713
INFRASTRUCTURE AND TRANSPORTATION						
Public Works Department: Administration, Facilities Development Facilities Maintenance, Environmental, Fleet Maintenance	\$2,761,894	\$3,307,949	\$3,518,497	\$1,685,022	\$1,770,394	\$1,838,230
Public Works Department: Public Service	7,003,355	9,199,706	8,986,392	0	0	0
Public Works Department: Stormwater Utility	0	0	0	4,231,839	3,463,611	3,519,781
Charlottesville Area Transit and JAUNT Paratransit Services	3,698,031	4,258,067	4,229,380	7,532,689	6,469,015	7,602,874
Public Utilities Department: Gas, Water, Wastewater	0	0	0	56,976,718	63,910,931	65,278,417
INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL	\$13,463,280	\$16,765,722	\$16,734,269	\$70,426,268	\$75,613,951	\$78,239,302
PUBLIC SAFETY AND JUSTICE						
Office of the City Sheriff	\$1,496,991	\$1,275,198	\$1,432,114	\$0	\$0	\$0
Office of the Commonwealth Attorney	1,118,202	1,155,259	1,200,603	0	0	0
Contributions to Programs Supporting Public Safety and Justice	7,817,114	7,120,878	7,057,645	0	0	0
Courts and Other Support Services	1,264,994	1,283,869	1,270,359	0	0	0
Fire Department	12,811,099	12,539,795	12,964,074	0	0	0
Police Department	17,187,066	18,017,555	18,909,968	0	0	0
PUBLIC SAFETY AND JUSTICE SUBTOTAL	\$41,695,466	\$41,392,554	\$42,834,763	\$0	\$0	\$0
LOCAL CONTRIBUTION TO SCHOOLS						
Local Contribution to Schools	\$57,834,623	\$58,709,623	\$58,709,623	\$0	\$0	\$0
SCHOOLS SUBTOTAL	\$57,834,623	\$58,709,623	\$58,709,623	\$0	\$0	\$0
TOTAL CITY OPERATIONS	\$169,426,163	\$180,560,642	\$174,147,250	\$104,670,424	\$111,569,360	\$114,973,281
DESIGNATED EXPENDITURES						
Contractual Services: Pupil Transportation	\$2,605,831	\$2,972,130	\$2,945,564	\$0	\$0	\$0
Contractual Services: School Building Maintenance	3,743,921	3,816,780	4,043,184	0	0	0
Transfer to Capital Improvement Program Fund	9,793,823	900,000	7,135,841	0	0	0
Transfer to Capital Improvement Program Fund: Mall Vendor Fees	0	93,750	78,000	0	0	0
Transfer to Facilities Repair Fund	400,000	400,000	200,000	0	0	0
Transfer to Debt Service Fund (Meals Tax Portion)	2,488,800	2,452,571	2,140,000	0	0	0
DESIGNATED EXPENDITURES TOTAL	\$19,032,375	\$10,635,231	\$16,542,589	\$0	\$0	\$0
TOTAL CITY BUDGET	\$188,458,538	\$191,195,873	\$190,689,839	\$104,670,424	\$111,569,360	\$114,973,281
CITY SCHOOLS BUDGET						
	FY2019-2020 General Fund Actual	FY2020-2021 General Fund Budget	FY2021-2022 General Fund Budget	FY2019-2020 Other Funds Actual	FY2020-2021 Other Funds Budget	FY2021-2022 Other Funds Budget
SCHOOL OPERATIONS						
School Operations	\$73,841,105	\$74,452,362	\$79,809,602	\$14,682,025	\$14,440,726	\$14,440,726
TOTAL SCHOOL OPERATIONS BUDGET	\$73,841,105	\$74,452,362	\$79,809,602	\$14,682,025	\$14,440,726	\$14,440,726

Management



City Council Strategic Initiatives

City Council/Clerk of Council

Office of the City Manager:

Administration

Redevelopment and Housing

Communications

Economic Development

Office of Race, Equity, Diversity 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

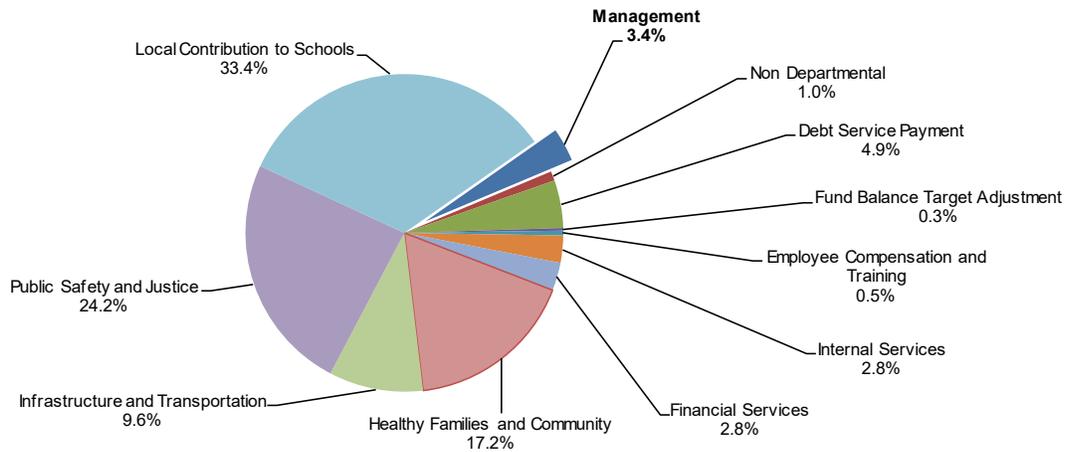


Goal 4: A Strong, Creative and Diversified Economy

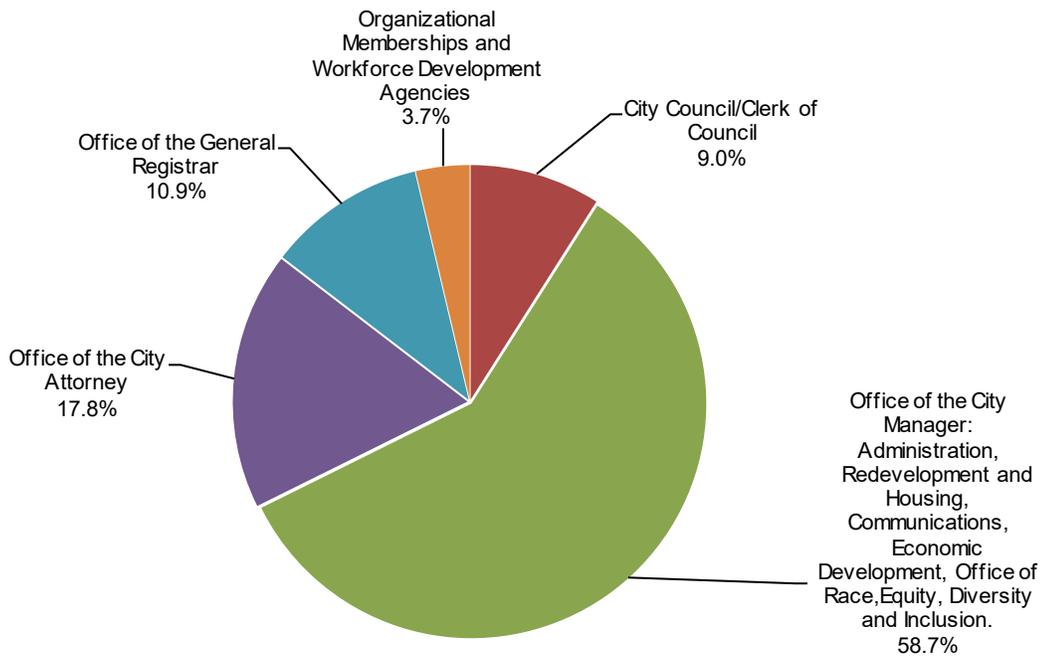


Goal 5: A Well-managed and Responsive Organization

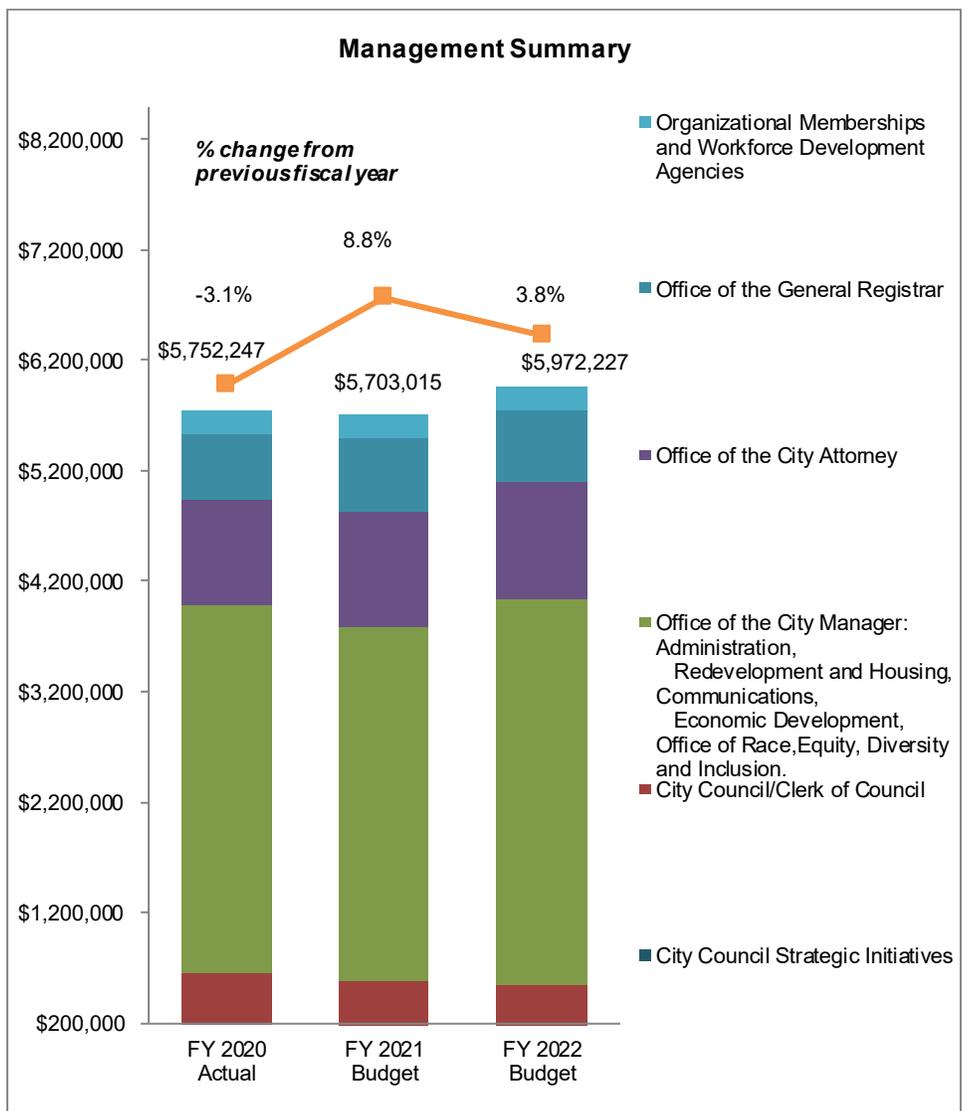
Management
% of General Fund Operating Budget



Management Overview
General Fund



Management Summary	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
MANAGEMENT						
City Council Strategic Initiatives	\$188,261	\$0	\$0	\$0	\$0	\$0
Jefferson School Heritage Center	0	0	0	0	0	0
Residents on the Job (CRHA)	0	0	0	0	0	0
City Council/Clerk of Council	461,576	572,629	537,529	0	0	0
Office of the City Manager: Administration, Redevelopment and Housing, Communications, Economic Development, Office of Race, Equity, Diversity and Inclusion	3,331,579	3,218,707	3,503,538	0	0	0
Office of the City Attorney	964,746	1,030,055	1,060,210	0	0	0
Office of the General Registrar	576,448	671,840	650,688	0	0	0
Organizational Memberships and Workforce Development Agencies	229,637	209,784	220,262	0	0	0
MANAGEMENT SUBTOTAL	\$5,752,247	\$5,703,015	\$5,972,227	\$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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
City Council Strategic Initiatives	\$152,302	\$74,748	\$188,261	\$0	\$0	\$0	NA
GED Program	0	500,000	0	0	0	\$0	NA
Jefferson School Heritage Center	450,000	500,000	0	0	0	\$0	NA
Residents on the Job (CRHA)	<u>0</u>	<u>2,689</u>	<u>0</u>	<u>0</u>	<u>0</u>	\$0	NA
General Fund Total	\$602,302	\$1,077,437	\$188,261	\$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 22 Budget - \$537,529



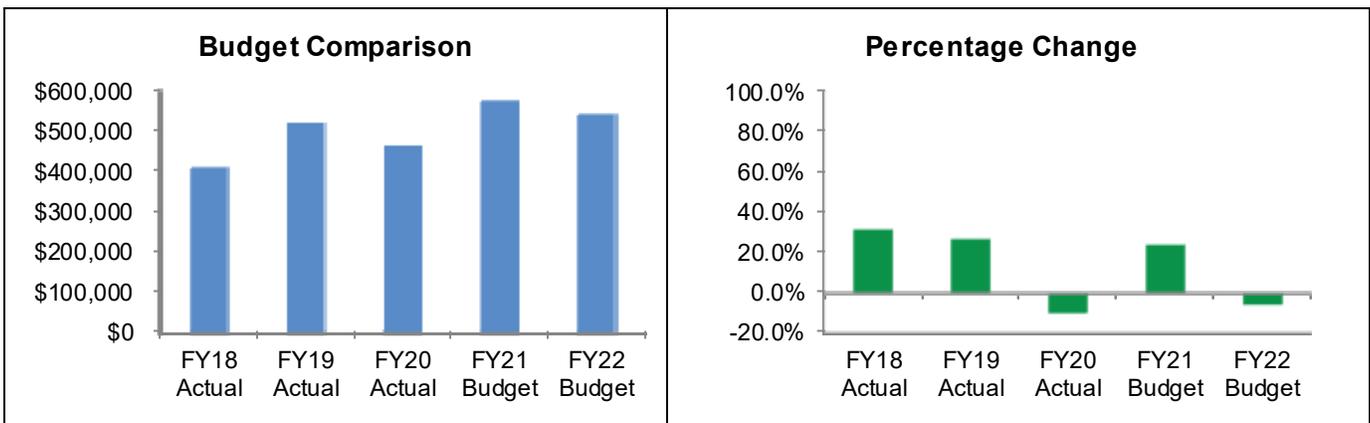
City Council establishes major policies for the City government. The five-member Council is responsible for adopting the annual budget, changing City Code, and passing laws to ensure the public's safety and welfare. City Council receives minimal compensation for their service, which is reflected in Salaries 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$305,878	\$389,518	\$379,922	\$417,502	\$423,615	\$6,113	1.5%
Other Expenditures	99,462	125,249	81,654	155,127	113,914	(\$41,213)	-26.6%
General Fund Total	\$405,340	\$514,767	\$461,576	\$572,629	\$537,529	(\$35,100)	-6.1%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	1.0	4.0	4.0	3.0	3.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Decrease in furniture and equipment expenses that were added in FY21 due to the relocation of the staff of the Clerk of Council/Chief of Staff's Office to a new office suite.
- Decrease in meals for various City meetings.
- Decrease in travel costs.

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

*Strategic Plan
Alignment*

Administration

FY 22 Budget - \$1,443,916



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 22 Budget - \$295,957



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 - \$617,696



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 22 Budget - \$624,699



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 22 Budget - \$185,563



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 22 Budget - \$335,707



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 Race, Equity, Diversity and Inclusion
 FY 22 Budget - \$0.00

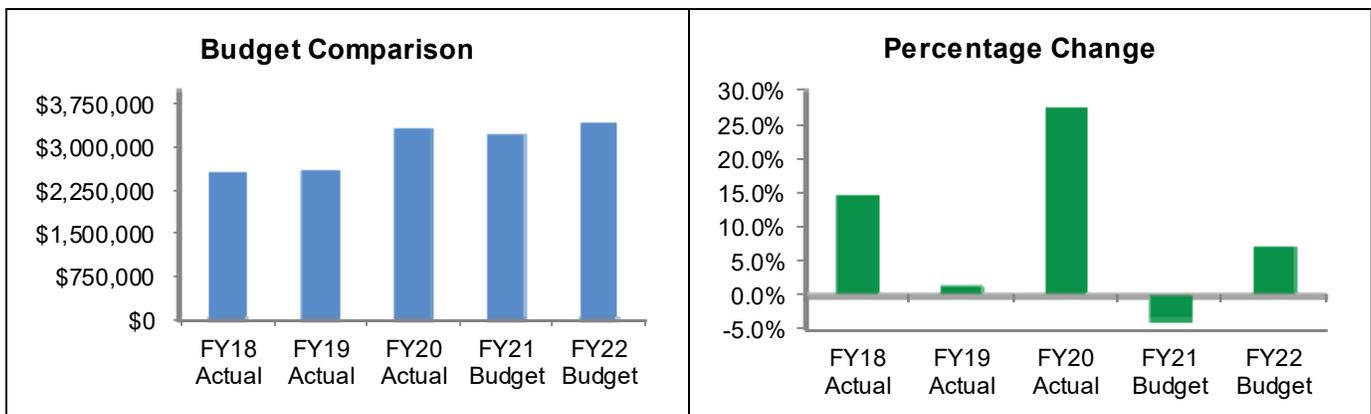


The City Manager’s Advisory on Organizational Equity was charged to consider methods and models of assessing organizational equity, review internal and external equity profiles, and make policy, practice, process and investment recommendations to the city manager. One of the recommendations of that committee 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 and carried over into FY 21, new funding was deferred and the unspent funds remaining at the end of FY21, will be carried over and the exact structure and work plan for the office will be further developed in FY 22.

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

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,186,642	\$2,357,803	\$2,809,386	\$2,844,194	\$3,021,453	\$177,259	6.2%
Other Expenditures	397,118	260,254	522,193	374,513	422,814	\$48,301	12.9%
General Fund Total	\$2,583,760	\$2,618,057	\$3,331,579	\$3,218,707	\$3,444,267	\$225,560	7.0%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	18.5	20.5	24.5	24.5	24.5	0.0
Non General Fund FTEs	1.0	1.0	1.0	2.0	2.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Provides funding in FY 2022 for the City’s first Deputy City Manager for Race, Equity, Diversity, Inclusion and will coordinate for the City Manager’s Office human services departments including the Police Civilian Review Board.

Other Expenditures

- Increase rent and utility costs for the Charlottesville Community Media Center.
- 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

5.1 Integrate effective business practices and strong fiscal policies

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
% of Proficient and Outstanding rating scores for the Government Finance Officers Association (GFOA) Budget Presentation Award	100%	100%	100%	100%	100%

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
% of Citizen Budget Survey respondents who feel city services are worth tax dollars spent*	55%	46%	46%	NA	NA

5.4 Foster effective community engagement

	2016	2017	2018	2019	2020
# of press releases sent out ensuring that residents and citizens have important and timely information	181	126	438	541	-

# of website visits	1,096,290	1,455,955	1,712,336	1,664,078	-
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Meetings streamed, broadcast & archived (Council, Planning, BAR, CRHA)	58	61	82	124	-
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*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

	2016	2017	2018	2019	2020
# 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	102	105	105	16

# of attendees at City sponsored job fairs	1,000	800	800	750	N/A
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	FY2016	FY2017	FY2018	FY2019	FY2020
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# of visitors to Downtown Job Center ^(a)	2,231	1,440	916	850	984
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# of City residents visiting the Downtown Job Center ^(a)	927	504	247	289	752
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Goal 4: A Strong, Creative and Diversified Economy

4.2 Attract and cultivate a variety of new businesses

	2016	2017	2018	2019	2020
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Change in value of commercial property	31.38%	3.82%	7.12%	11.13%	1.01%
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Commercial real estate ratio as compared to residential real estate	45.0%	43.0%	42.0%	43.0%	42.0%
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# of commercial building permits	492	574	475	427	440
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\$ value of commercial building permits (in millions)	\$73.08	\$88.66	\$58.11	\$145.02	\$72.59
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4.3 Grow and retain viable businesses

	FY2016	FY2017	FY2018	FY2019	FY2020
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# of business visitations	64	97	91	102	24
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	2016	2017	2018	2019	2020
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% of commercial vacancies (citywide)	3.3%	2.1%	2.4%	4.0%	4.4%
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Office of the City Attorney

**Strategic Plan
Alignment**

Office of the City Attorney
FY 22 Budget - \$1,060,210

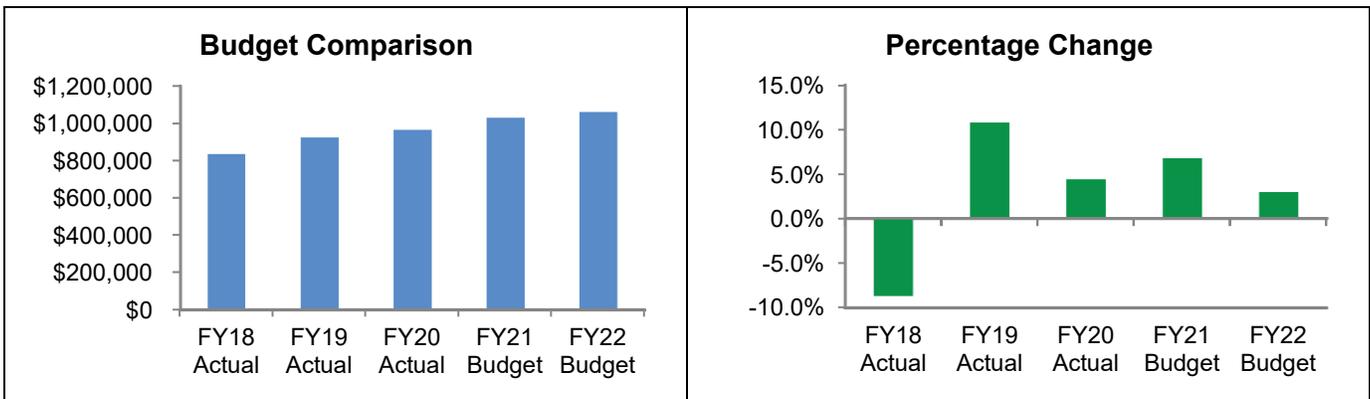


The City Attorney's Office is staffed with five attorneys and two administrative assistant positions. Formal and informal opinions, reports, ordinances, resolutions, and City contracts are drafted, reviewed, and negotiated by this office. Zoning, procurement, insurance, and Freedom of Information Act (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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$743,964	\$833,183	\$918,131	\$979,122	\$977,977	(\$1,145)	-0.1%
Other Expenditures	89,946	90,681	46,615	50,933	82,233	\$31,300	61.5%
General Fund Total	\$833,910	\$923,864	\$964,746	\$1,030,055	\$1,060,210	\$30,155	2.9%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	6.0	7.0	7.0	7.0	7.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Salary savings due to employee turnover.

Other Expenditures

- Increase in repairs and maintenance and machinery/equipment due to necessary physical space improvements for the office space.

Office of the General Registrar

**Strategic Plan
Alignment**



Office of the General Registrar
FY 22 Budget - \$650,688

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.

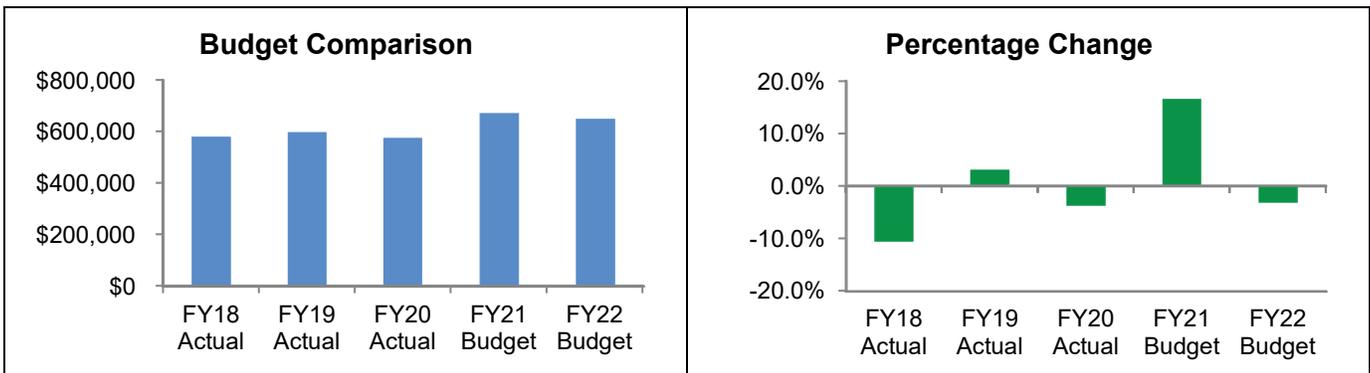
A general election is held each November (first Tuesday after the second Monday); party primary elections are held if called in June, and in March of leap years for presidential nominations. Special elections may be held as called.

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 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$413,805	\$482,604	\$433,193	\$508,975	\$509,352	\$377	0.1%
Other Expenditures	166,433	116,087	143,255	162,865	141,336	(\$21,529)	-13.2%
General Fund Total	\$580,238	\$598,691	\$576,448	\$671,840	\$650,688	(\$21,152)	-3.1%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	3.0	3.0	3.0	3.0	3.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Salary savings due to reduced temporary salaries which were increased in FY21 for additional the Officers of Election due to the Presidential election.

Other Expenditures

- Decrease in printing and duplicating costs.
- Decrease in other contractual services related to the Presidential Election.

Organizational Memberships & Workforce Development Agencies

Alliance for Innovation

FY 22 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 22 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 22 Budget - \$24,590

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 22 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 22 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.

Community Investment Collaborative (CIC)

FY 22 Budget - \$10,610

The CIC helps local entrepreneurs develop their businesses through workshops, microloans, extensive mentoring, peer support, and ongoing networking.

National League of Cities

FY 22 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.

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

Organizational Memberships & Workforce Development Agencies

Piedmont Workforce Network*

FY 22 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.

Rivanna Conservation Alliance*

FY 22 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 22 Budget - \$86,372

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 22 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 22 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 22 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

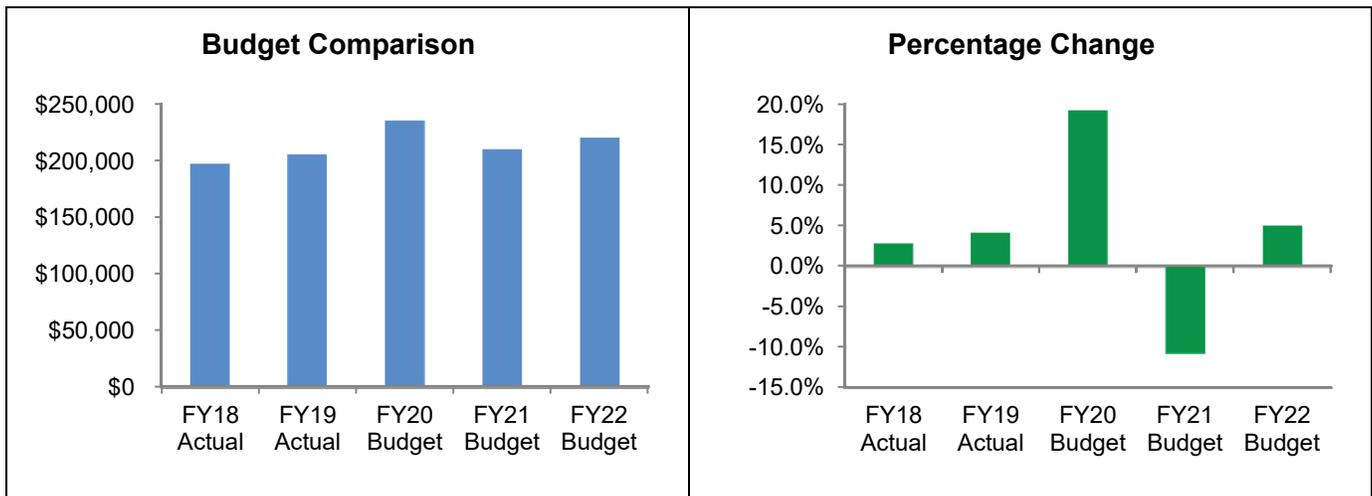
FY 22 Budget - \$16,820

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 18 Actual	FY 19 Actual	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase/ (Decrease)	% Change
Alliance for Innovation	\$2,550	\$2,550	\$2,550	\$2,550	\$2,550	\$0	0.0%
Center for Nonprofit Excellence	600	600	0	600	600	0	0.0%
Central Virginia Partnership for Economic Development	24,105	24,535	24,566	24,640	24,590	(50)	(0.2%)
Central Virginia Small Business Development Center	12,000	12,000	19,200	19,200	19,200	0	0.0%
Chamber of Commerce	0	1,605	1,700	2,000	2,000	0	0.0%
Community Investment Collaborative	25,500	26,265	26,265	0	10,610	10,610	100.0%
National League of Cities	0	7,740	0	5,000	5,000	0	0.0%
Virginia Career Works - Piedmont Region	7,232	7,361	7,591	7,971	7,971	0	0.0%
Rivanna Conservation Alliance	11,000	11,000	11,000	11,000	11,000	0	0.0%
RCA - Laboratory Testing Equipment (one-time)	4,000	0	0	0	0	0	NA
Thomas Jefferson Planning District Commission	60,351	61,229	86,323	86,454	86,372	(82)	(0.1%)
Thomas Jefferson Soil & Water Conservation District	12,669	12,669	12,669	13,049	13,049	0	0.0%
Virginia First Cities Coalition	17,868	17,870	17,892	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>16,820</u>	<u>17,342</u>	<u>17,381</u>	<u>16,820</u>	<u>16,820</u>	<u>0</u>	<u>0.0%</u>
General Fund Total Contributions	\$197,195	\$205,266	\$229,637	\$209,784	\$220,262	\$10,478	4.5%



Citywide



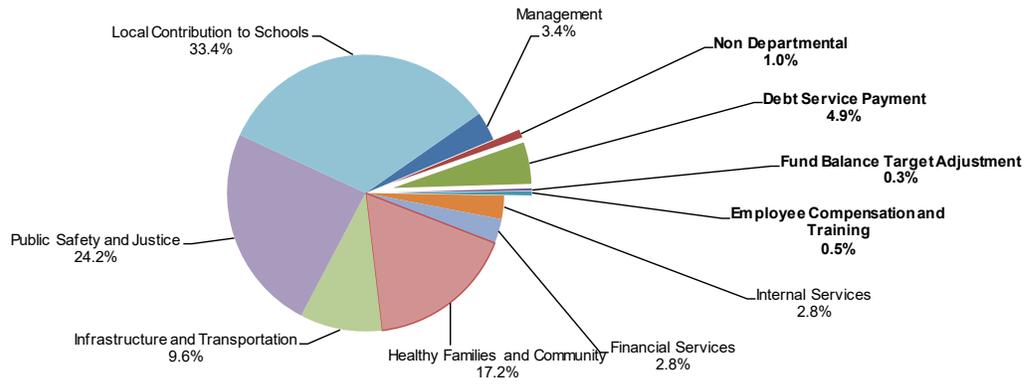
Non Departmental

Debt Service Payment

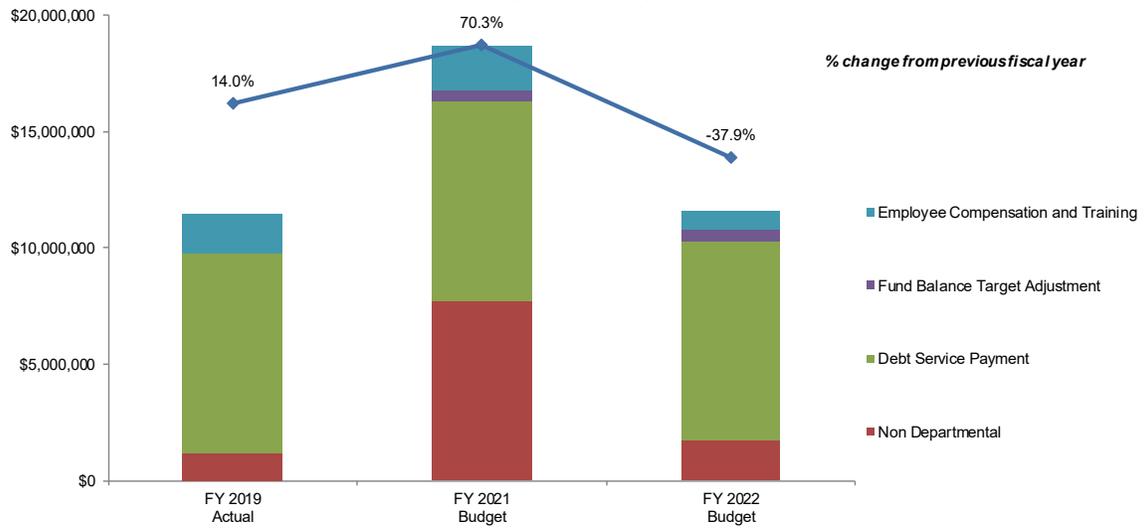
Fund Balance Target Adjustment

Employee Compensation and Training

Citywide
% of General Fund Operating Budget



Citywide Summary





Non Departmental

Non Departmental expenditures comprise 1.9% 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 22 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 22 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 22 Budget - \$500,000*

This represents the City's contribution to the environmental remediation of the Ivy Landfill. For FY 22 existing landfill reserve funds will be used to cover the expenses.

Participatory Budgeting *FY 22 Budget - \$15,000*

In FY 2019 \$100,000 was allocated to fund a pilot participatory budgeting program. The program was intended to allow residents an opportunity to discuss and directly vote on how this funding will be spent on small one-time capital projects in their community. These additional funds will be used to further develop this program in FY 22.

Food Equity Program *FY 22 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 22 Budget - \$250,000*

The City and the Economic Development Authority entered into 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 22 Budget - \$190,041*

Annually, the City transfers at least 3% of the General Fund budget to the Capital Projects fund to cash fund projects. In FY 21, the cash funded projects were deferred, and funds were used to budget for a in a reserve account in the General Fund to address any revenue shortfalls or unexpected expenses that may occur. For FY 22, City Council allocated funds to be used to assist with Strategic Planning and Performance Measurement efforts. The funds were added to the reserve account until the needs for these funds are more clearly defined and assigned.

Police Civilian Review Board (CRB) *FY 22 Budget - \$350,000*

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 22 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.

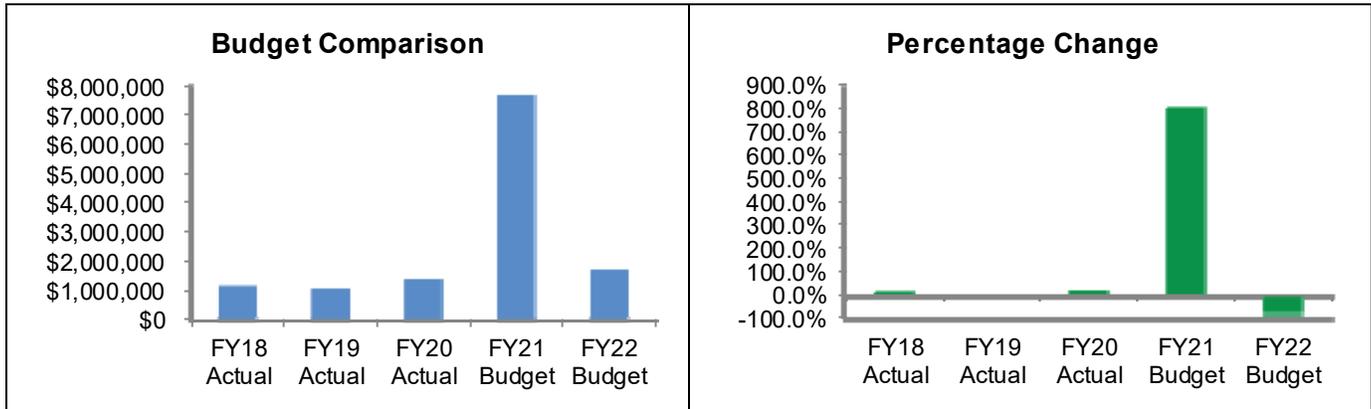
Virginia Juvenile Community Crime Control Act (VJCCCA)

FY 22 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Citizen Engagement Opportunities	\$5,019	\$9,646	\$0	\$15,000	\$15,000	\$0	0.0%
Community Dialogue on Race	12,305	185	1,046	0	0	\$0	NA
Innovation Fund	3,215	19,803	10,226	20,000	20,000	\$0	0.0%
Ivy Landfill Contribution	180,264	271,189	546,994	210,000	500,000	\$290,000	138.1%
Participatory Budgeting Pilot	0	0	0	15,000	15,000	\$0	0.0%
Civilian Review Board (CRB)	0	0	0	150,000	350,000	\$200,000	133.3%
Food Equity Program	0	0	0	155,000	155,000	\$0	0.0%
Marketing Assistance - City Restaurants	0	0	0	0	0	\$0	NA
Reserve / Performance Agreement Payments	220,484	343,422	262,684	250,000	250,000	\$0	0.0%
Reserve / Economic Downturn	540,804	220,705	355,475	6,674,971	190,041	(\$6,484,930)	-97.2%
Sister City Committee	10,629	18,179	22,737	0	0	\$0	NA
Strategic Planning - P3: Plan, Perform, Perfect	93,564	112,779	65,004	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>25,374</u>	<u>13,306</u>	<u>20,915</u>	<u>0</u>	<u>0</u>	<u>\$0</u>	NA
General Fund Total	\$1,200,074	\$1,117,628	\$1,393,496	\$7,703,386	\$1,708,456	(\$5,994,930)	-77.8%



Explanation of FY 22 Changes

The City's share of costs related to the environmental remediation of the Ivy Landfill will be paid in FY 22 using existing landfill reserve funds. The budget amount shown here for landfill remediation is offset with a matching revenue budget to designate the use of the funds from the reserve. Police Civilian Review Board increase reflects a full year of funding for the board. The Economic Downturn Reserve was also one-time funding created in FY 21 by deferring cash funding for the Capital Projects Fund. These funds were available to address any revenue shortfalls or unexpected expenses that may occur as a result of the COVID pandemic in FY 21. For FY 22, City Council allocated funds to be used to assist with Strategic Planning and Performance Measurement efforts. The funds were added to the reserve account until the needs for these funds are more clearly defined and assigned.

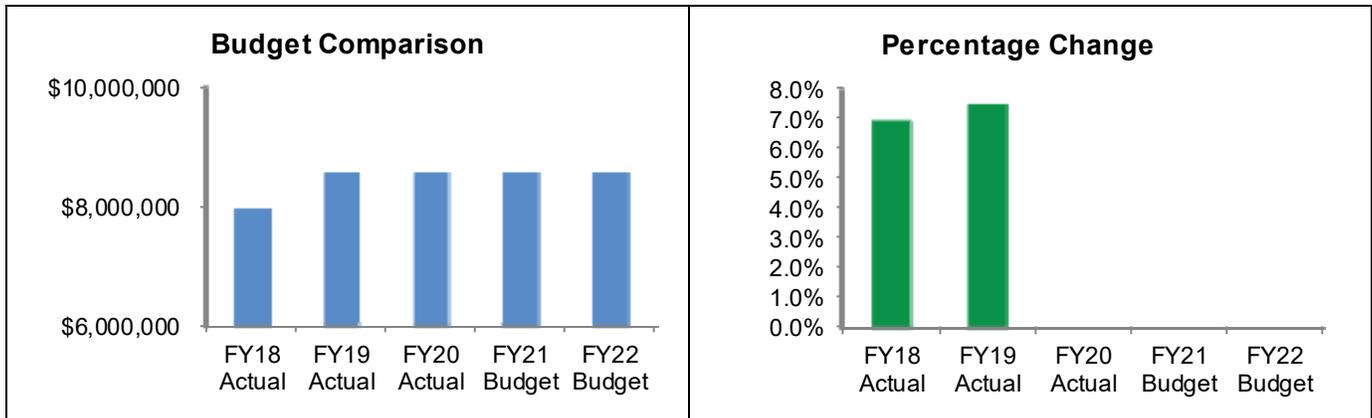
Debt Service Payment

The Debt Service Payment comprises 4.9% 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
General Fund Contribution	\$7,618,000	\$8,210,788	\$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	\$7,968,000	\$8,560,788	\$8,560,788	\$8,560,788	\$8,560,788	\$0	0.0%

In addition to the funding shown above, there is **\$2.1 million** in **Meals Tax Revenue** allocated to this fund, which appears under the Designated Expenditures portion of the General Fund.

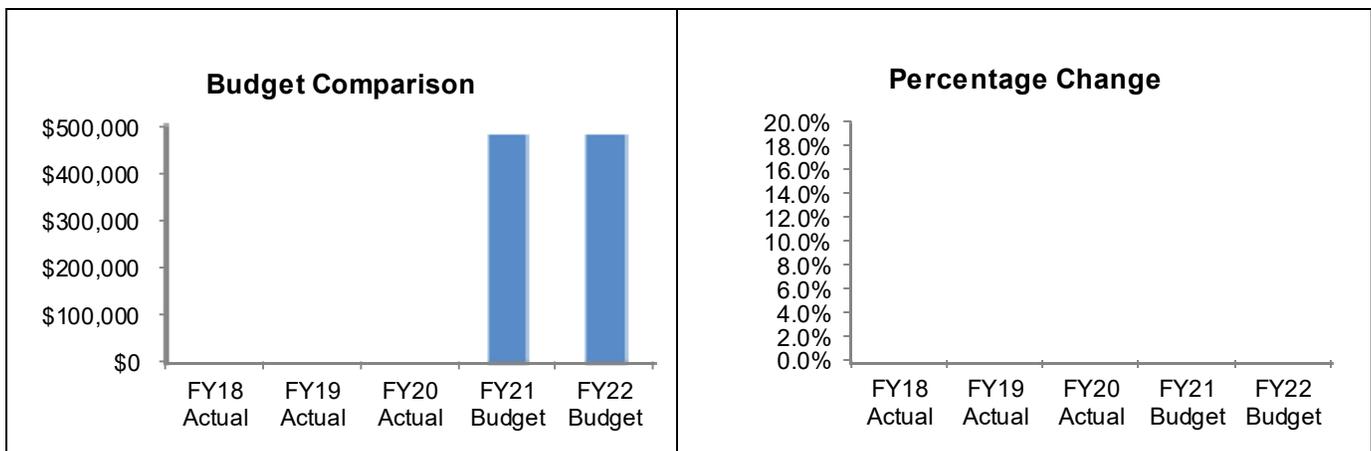


Fund Balance Target Adjustment

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. This account is included each year to help ensure that the City continues to meet this important financial policy.

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 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 0.9% 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 22 Budget - \$1,060,000

No cost of living adjustment is 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 22 Budget Savings –
(\$500,000)*

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

Unemployment Compensation

FY 22 Budget - \$50,000

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

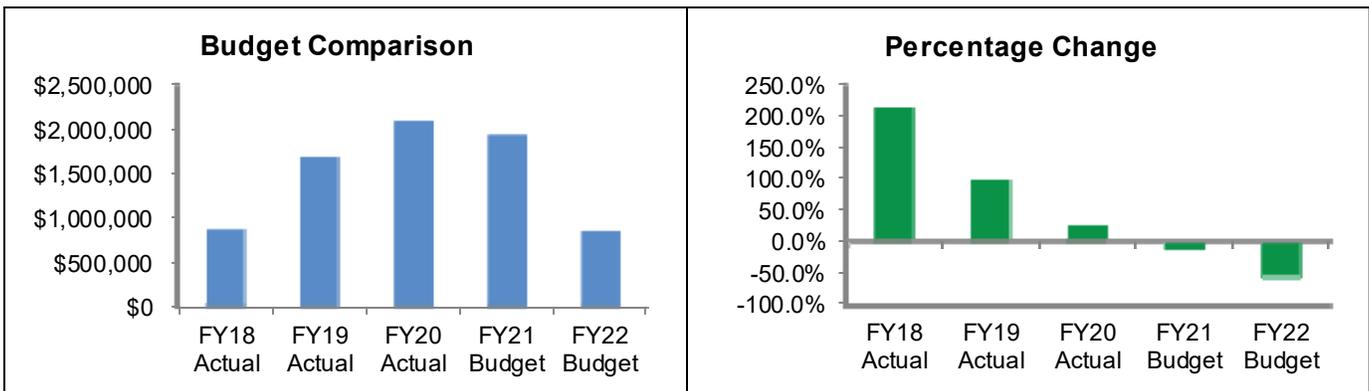
Misc. Expenses

FY 22 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Compensation and Benefits							
(2.0% salary increase July 1, 2021)	\$0	\$0	\$0	\$2,123,527	\$1,060,000	(\$1,063,527)	-50.1%
(4.83% Police mid-year FY 20 Police increase)	0	0	0	518,410	0	(\$518,410)	-100.0%
Contribution to Retirement Fund	506,000	1,260,966	1,800,000	0	0	\$0	NA
CityWide Attrition Savings	0	0	0	(1,000,000)	(500,000)	\$500,000	-50.0%
Living Wage Adjustments	0	0	0	0	0	\$0	NA
Healthcare Savings	0	0	0	0	0	\$0	NA
Unemployment Compensation	41,923	36,635	29,145	50,000	50,000	\$0	0.0%
Corporate Training Fund	46,069	166,019	75,883	0	0	\$0	NA
Miscellaneous Expenses	<u>260,490</u>	<u>222,496</u>	<u>185,942</u>	<u>234,950</u>	<u>234,950</u>	<u>\$0</u>	<u>0.0%</u>
General Fund Total	\$854,482	\$1,686,116	\$2,090,970	\$1,926,887	\$844,950	(\$1,081,937)	-56.1%



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

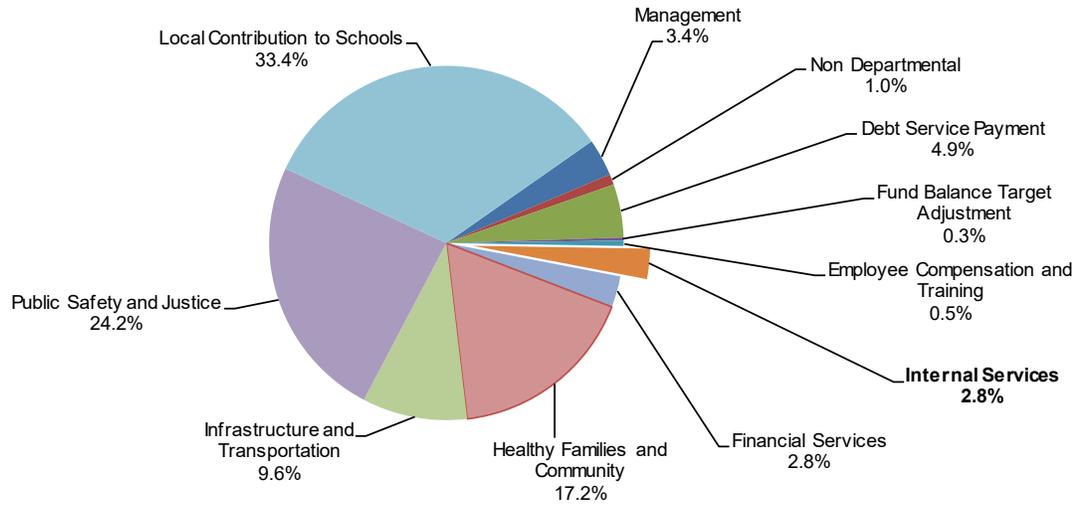


Goal 4: A Strong, Creative and Diversified Economy

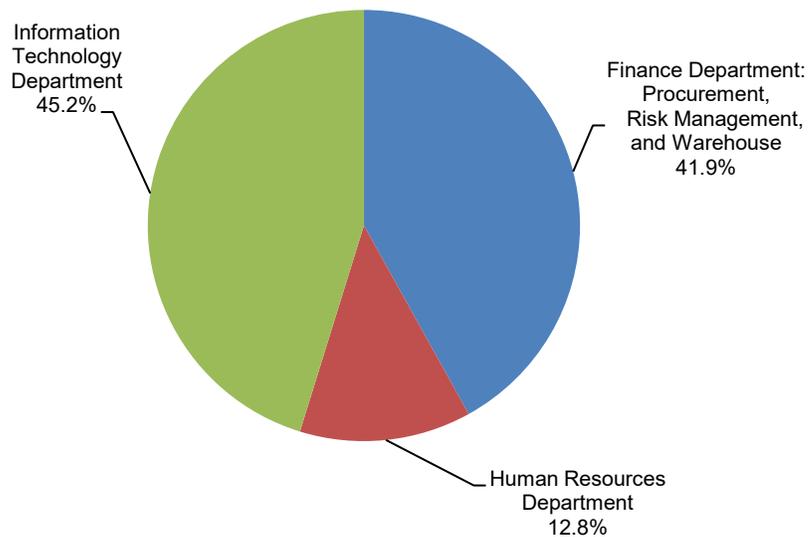


Goal 5: A Well-managed and Responsive Organization

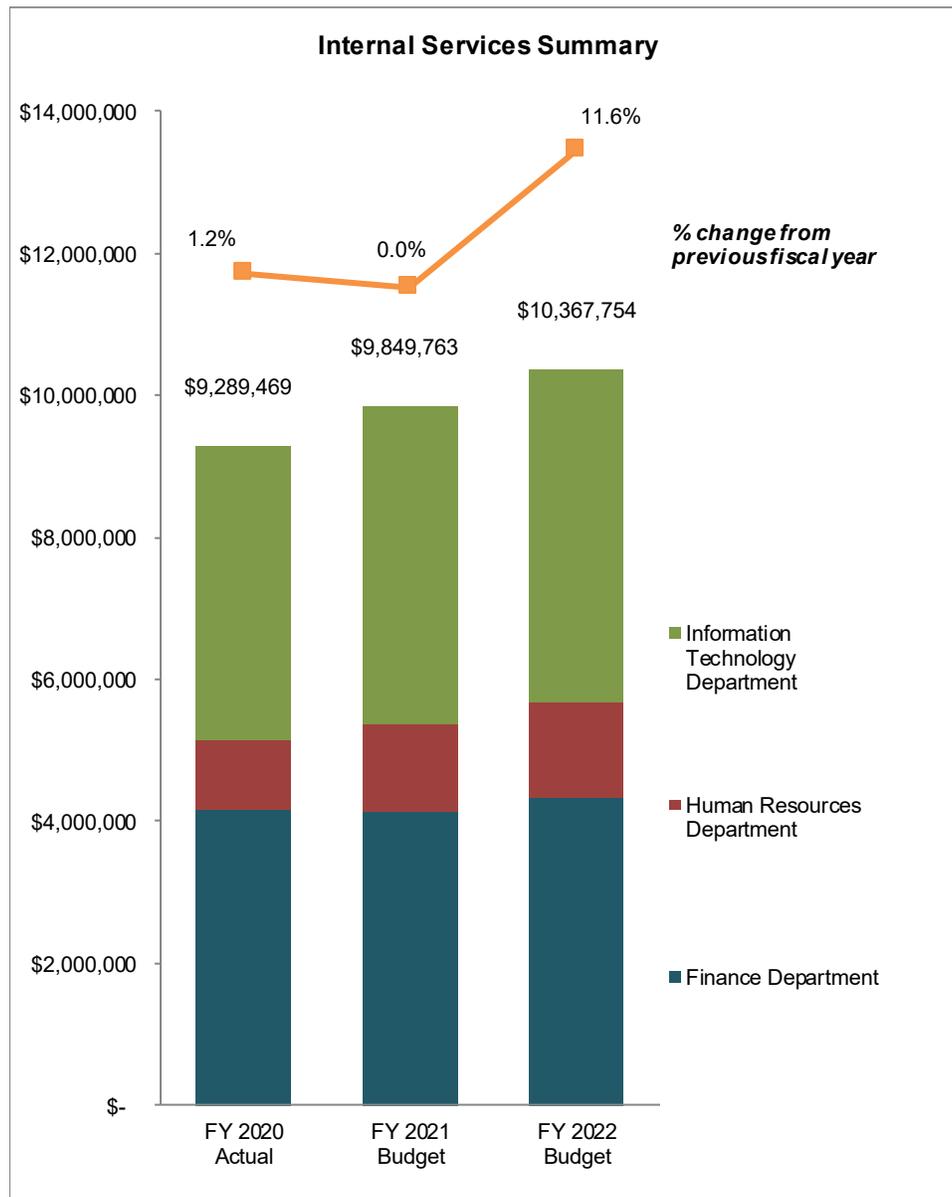
Internal Services
% of General Fund Operating Budget



Internal Services Overview
General Fund & Other Funds



Internal Services Summary	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
	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	\$388,861	\$357,574	\$333,966	\$3,791,404	\$3,787,883	\$4,014,452
Human Resources Department	968,223	1,215,923	1,330,892	0	0	0
Information Technology Department	2,649,081	2,996,483	3,196,544	1,491,900	1,491,900	1,491,900
INTERNAL SERVICES SUBTOTAL	\$4,006,165	\$4,569,980	\$4,861,402	\$5,283,304	\$5,279,783	\$5,506,352



Finance Department Procurement – Risk Management – Warehouse

*Strategic Plan
Alignment*

Procurement

FY 22 Budget - \$333,966



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 22 Budget - \$3,853,143



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 22 Budget - \$161,309

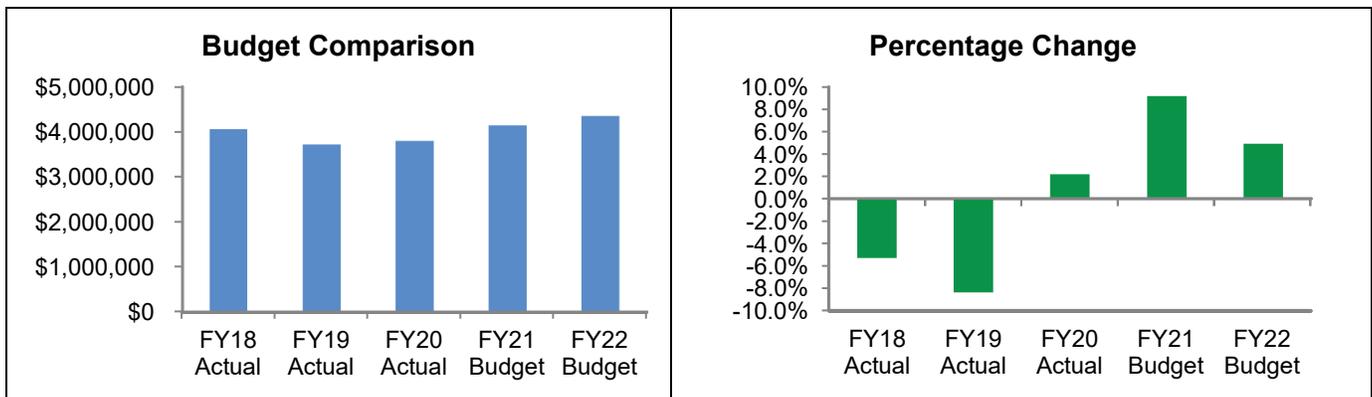


The Warehouse operates the Central Warehouse which includes: 1.) a central shipping and receiving point for City agencies, 2.) disposition of surplus property for the City and library, 3.) short term storage for City departments, and 4.) inventory management including material requirements planning and 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$619,230	\$682,067	\$680,702	\$834,090	\$732,731	(\$101,359)	-12.2%
Other Expenditures	3,085,967	2,683,779	3,115,961	3,311,367	3,365,687	\$54,320	1.6%
Transfer to Other Funds	350,000	350,000	0	0	250,000	\$250,000	NA
Total	\$4,055,196	\$3,715,846	\$3,796,663	\$4,145,457	\$4,348,418	\$202,961	4.9%
General Fund Total	\$389,548	\$308,706	\$388,861	\$357,574	\$333,966	(\$23,608)	NA
Non General Fund Total	3,665,648	3,407,140	3,407,802	3,787,883	4,014,452	226,569	6.0%
Total	\$4,055,196	\$3,715,846	\$3,796,663	\$4,145,457	\$4,348,418	\$202,961	4.9%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	4.0	4.0	4.0	4.0	4.0	0.0
Non General Fund FTEs	4.0	4.0	5.0	5.0	5.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Decrease of \$94,390 due to the suspension of funding for one vacant Buyer III position. The FTE will remain in the department but will be unfunded for FY 22.

Other Expenditures

- Increases in equipment rental, safety supplies, educations and training, and annual dues and subscriptions.

Human Resources

**Strategic Plan
Alignment**



Human Resources

FY 22 Budget - \$1,330,892

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:

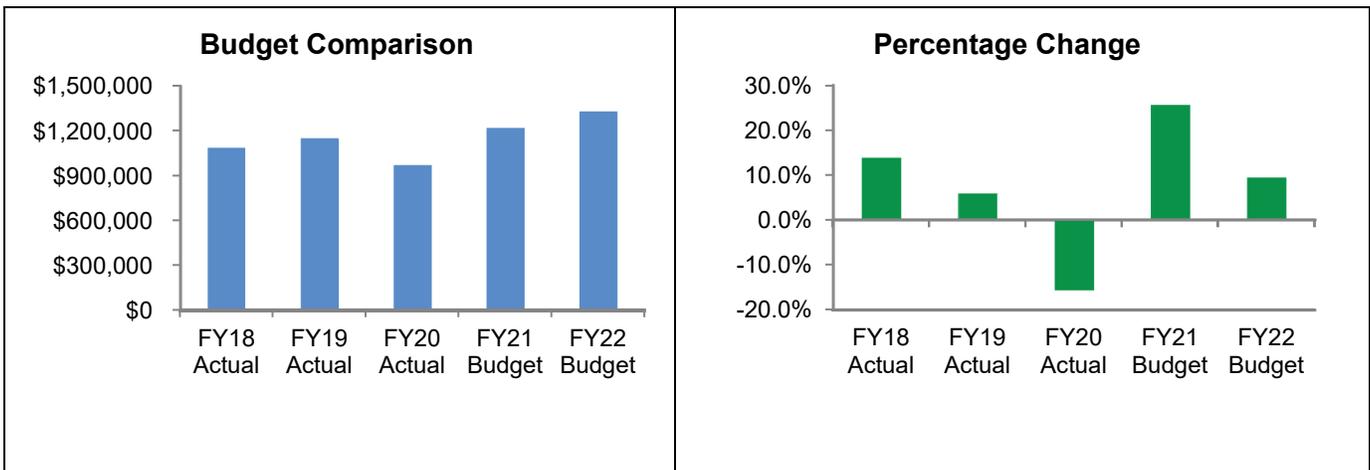
- 1.) Provide excellent customer service.
- 2.) Help ensure employees receive training required to perform their jobs.
- 3.) Offer a competitive total rewards compensation and benefits package.
- 4.) Provide a strong foundation for a "Great Place to Work"
- 5.) Effectively communicate the HR functions 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$854,696	\$929,629	\$800,816	\$964,917	\$978,040	\$13,123	1.4%
Other Expenditures	<u>228,841</u>	<u>217,528</u>	<u>167,407</u>	<u>251,006</u>	<u>352,852</u>	<u>101,846</u>	<u>40.6%</u>
General Fund Total	\$1,083,537	\$1,147,157	\$968,223	\$1,215,923	\$1,330,892	\$114,969	9.5%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	8.0	8.0	8.0	9.0	9.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenses

- Increase is due to the contractual costs related to the Benefits Focus and Perform software licensing and maintenance contracts. Previously these contracts were being paid from the Citywide Training account but had to be shifted to the Human Resources budget due to the exhaustion of these other funding sources.

Information Technology

**Strategic Plan
Alignment**

Information Technology Administration

FY 22 Budget - \$3,196,544



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 22 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 22 Budget - \$291,900

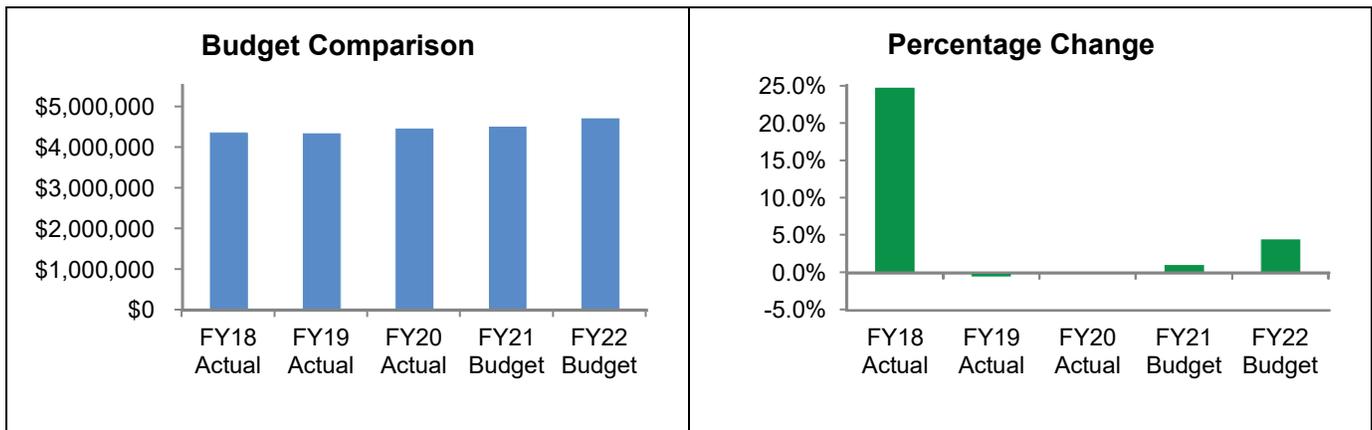


This includes funds for the replacements of desktop computers and citywide technology infrastructure and systems. This budget is offset by contributions made by each City department into the account.

Information Technology Funding and Staffing Summary

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,271,025	\$2,208,903	\$1,967,137	\$2,310,966	\$2,392,444	\$81,478	3.5%
Other Expenditures	1,699,894	1,637,542	1,412,801	1,685,046	1,803,785	\$118,739	7.0%
Technology Capital Investments	366,311	472,937	1,062,662	492,371	492,215	(\$156)	0.0%
Total	\$ 4,337,230	\$ 4,319,382	\$ 4,442,600	\$ 4,488,383	\$ 4,688,444	\$ 200,061	4.5%
General Fund Total	0	2,851,882	2,649,081	2,996,483	3,196,544	200,061	6.7%
Non General Fund Total	4,337,230	1,467,500	1,793,519	1,491,900	1,491,900	0	0.0%
Total	\$4,337,230	\$4,319,382	\$4,442,600	\$4,488,383	\$4,688,444	\$200,061	4.5%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	0.0	18.0	18.0	18.0	18.0	0.0
Non General Fund FTEs	20.0	2.0	2.0	2.0	2.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- The increase in other expenditures is due to increased software licensing and maintenance costs due to an increased number of users, as well as increased citywide cyber security measures instituted by the IT department.



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

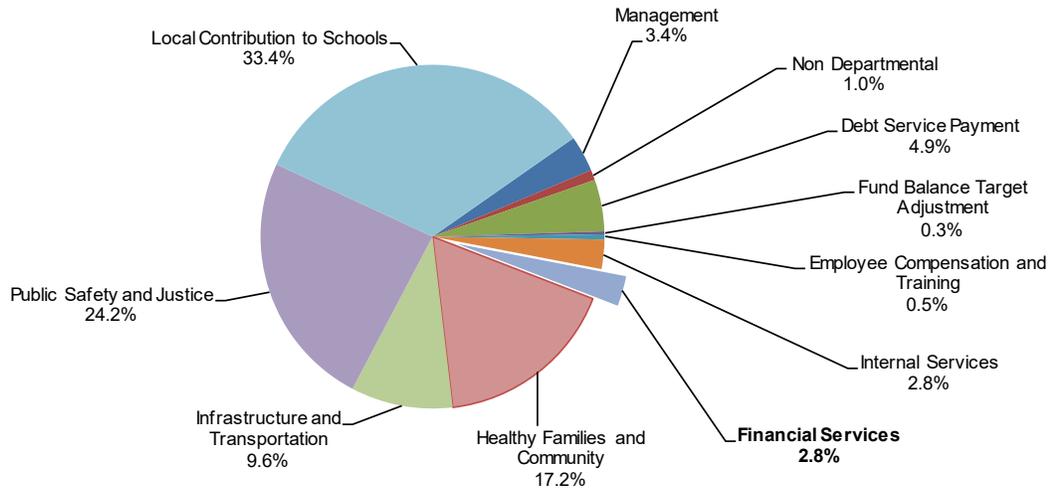


Goal 4: A Strong, Creative and Diversified Economy

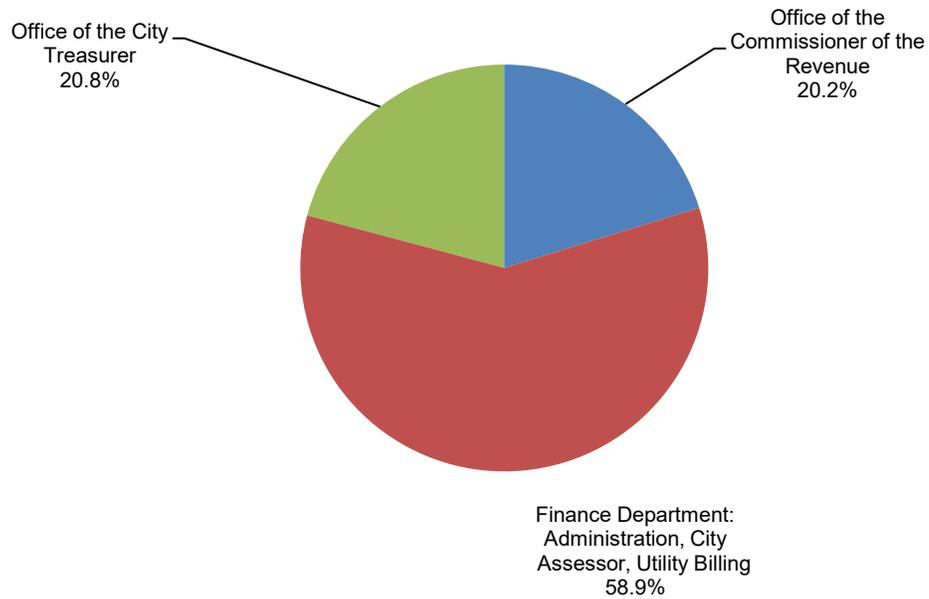


Goal 5: A Well-managed and Responsive Organization

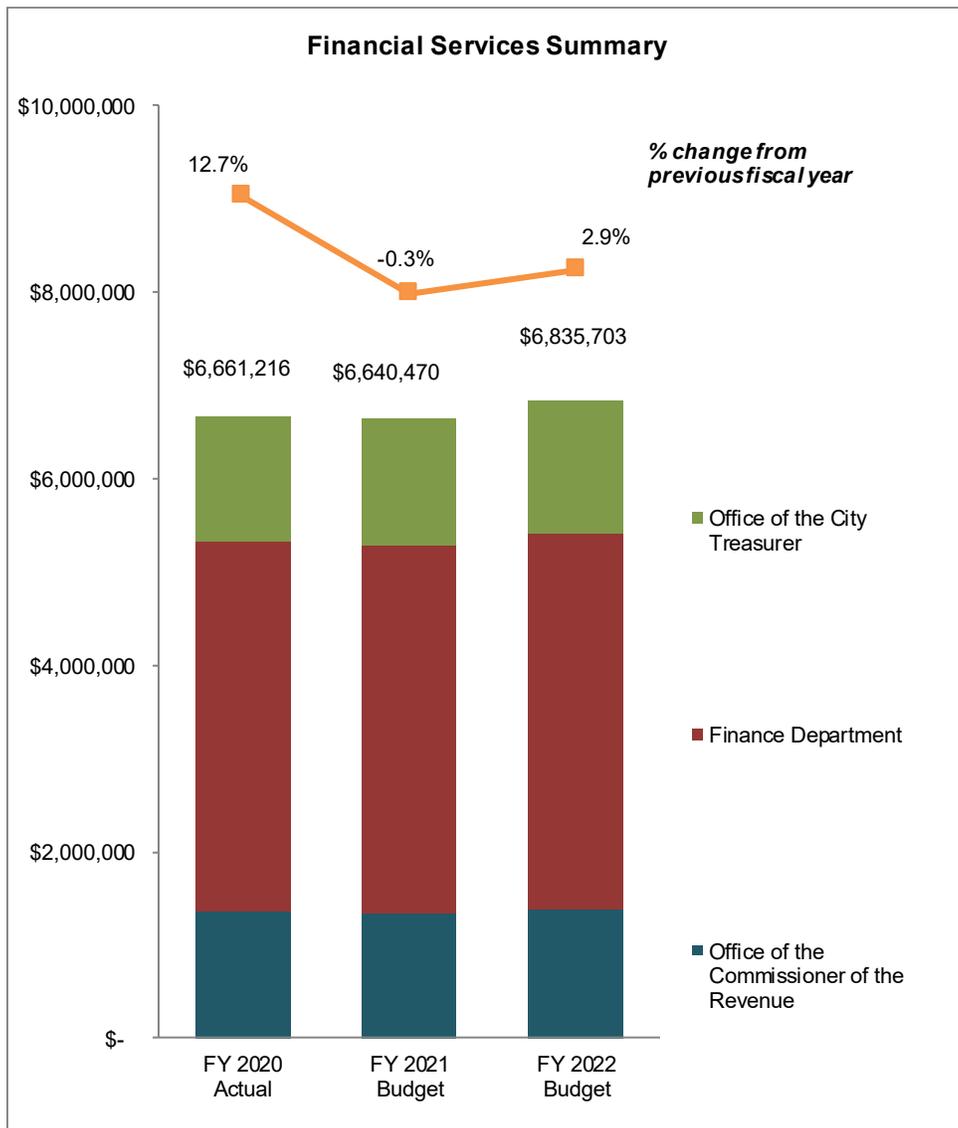
Financial Services
% of General Fund Operating Budget



Financial Services Overview
General Fund & Other Funds



Financial Services Summary	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
	General Fund	General Fund	General Fund	Other Funds	Other Funds	Other Funds
	Actual	Budget	Budget	Actual	Budget	Budget
FINANCIAL SERVICES						
Office of the Commissioner of the Revenue	\$1,363,639	\$1,344,901	\$1,382,632	\$0	\$0	\$0
Finance Department: Administration, City Assessor, Utility Billing	2,213,121	2,187,410	2,198,906	1,748,763	1,751,462	1,829,496
Office of the City Treasurer	1,335,693	1,356,697	1,424,669	0	0	0
FINANCIAL SERVICES SUBTOTAL	\$4,912,453	\$4,889,008	\$5,006,207	\$1,748,763	\$1,751,462	\$1,829,496



Office of the Commissioner of the Revenue

*Strategic Plan
Alignment*

Commissioner of the Revenue

FY 22 Budget - \$1,382,632



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

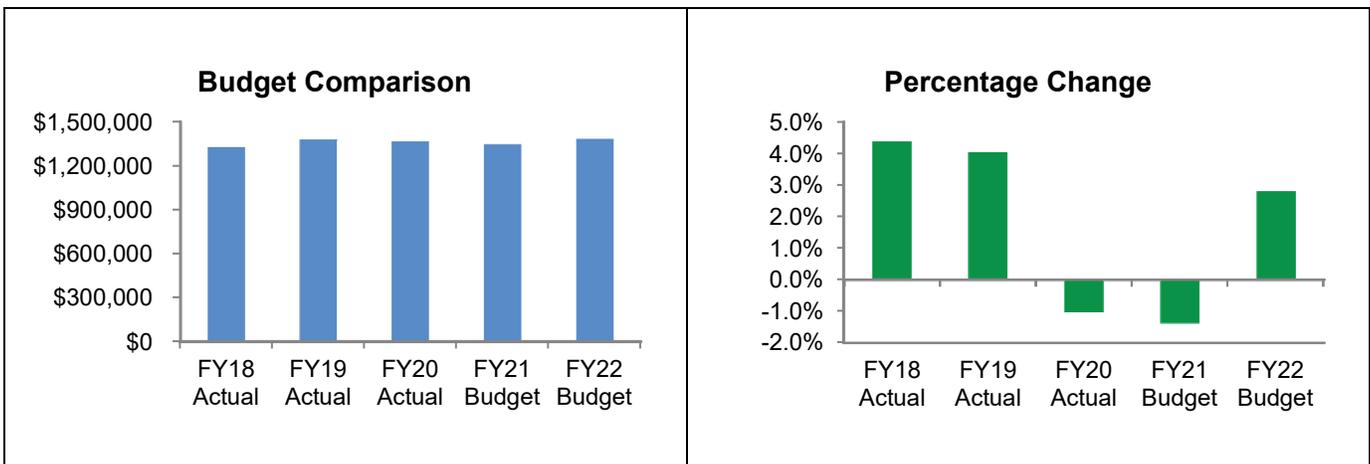
The Office of the Commissioner of the Revenue also administers the City's tax and rent relief and grant programs. Information on these programs can be found on page **H-19**.

- 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,106,034	\$1,172,371	\$1,196,284	\$1,154,546	\$1,180,214	\$25,668	2.2%
Other Expenditures	218,179	205,224	167,355	190,355	202,418	12,063	6.3%
General Fund Total	\$1,324,213	\$1,377,595	\$1,363,639	\$1,344,901	\$1,382,632	\$37,731	2.8%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	14.0	14.0	14.0	14.0	14.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Increases in postage and increase in the contractual costs for the tax assessment software and the Laserfiche document scanning platform.

Finance Department Administration – City Assessor – Utility Billing Office

*Strategic Plan
Alignment*

Administration

FY 22 Budget - \$1,366,495



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 22 Budget - \$832,411



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 22 Budget - \$1,829,496



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.

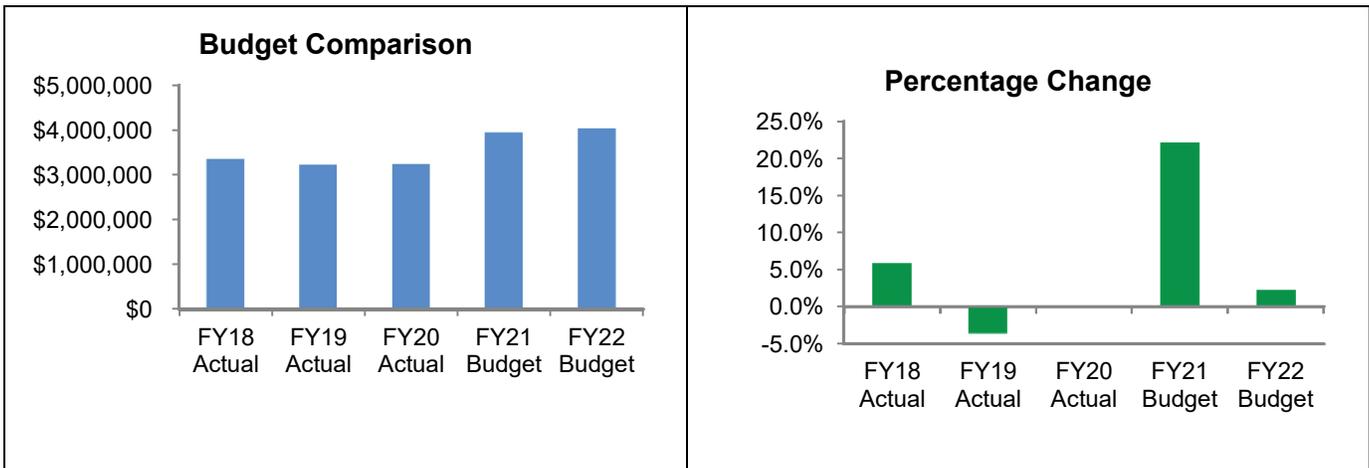
UBO also administers the Gas Assistance Program, which assisted 141 customers in FY 19 and received assistance from 338 private contributors to the program. UBO works with the State of Virginia fuel assistance program to ensure that approximately 188 customers receive assistance. In FY 12, UBO began 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 19, 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,806,794	\$2,735,852	\$2,792,512	\$3,041,685	\$3,111,037	\$69,352	2.3%
Other Expenditures	531,944	483,313	433,041	897,187	917,365	20,178	2.2%
Total	\$3,338,738	\$3,219,165	\$3,225,553	\$3,938,872	\$4,028,402	\$89,530	2.3%
General Fund Total	\$2,173,164	\$2,211,791	\$2,213,121	\$2,187,410	\$2,198,906	\$11,496	0.5%
Non General Fund Total	1,165,574	1,007,374	1,012,432	1,751,462	1,829,496	78,034	4.5%
Total	\$3,338,738	\$3,219,165	\$3,225,553	\$3,938,872	\$4,028,402	\$27,334	0.7%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Increases in equipment rental charges for the City Assessor's Office; in annual audit costs for Finance Administration; and in Utility Billing Office an increase in credit card fees paid by the City for those individuals who pay their utility bills via credit card.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020
Ratio of debt to General Fund expenditures (%)	6.25	6.54	6.36	5.66	6.07
Real estate assessment to sales ratio (%)	92.64%	90.00%	89.17%	93.75%	-
Real estate coefficient of dispersion (%)	12.93%	11.11%	12.02%	10.05%	-
Real estate assessment price related differential (%)	1.19%	1.04%	1.02%	1.01%	-
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	-

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 2016	CY 2017	CY 2018	CY 2019	CY 2020
# of recipients of tax and rent relief programs and housing affordability grant program					
Real estate tax relief	396	380	360	331	290
Rental relief	369	367	366	339	338
Housing Affordability Grant Program	774	708	646	636	643

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

Real estate tax relief	\$474,840	\$494,208	\$505,969	\$493,185	\$562,749
Rental relief	\$211,928	\$222,385	\$204,542	\$176,259	\$212,320
Housing Affordability Grant Program	\$340,650	\$311,250	\$485,500	\$886,192	\$831,787

Goal 5: A Well-managed and Responsive Organization

5.1 Integrate effective business practices and strong fiscal policies

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
\$(in millions) amount of revenue collected by the Commissioner of Revenue	\$54.96	\$58.74	\$59.72	\$61.67	\$61.16
% of personal property tax that is uncollected*	3.4%	3.4%	3.8%	3.6%	5.0%
	CY 2016	CY 2017	CY 2018	CY 2019	CY 2020
% of personal property tax exonerations	7.0%	6.2%	5.7%	6.2%	N/A

* % of uncollected personal property tax moved to 12/31



Office of the City Treasurer

**Strategic Plan
Alignment**

Treasurer



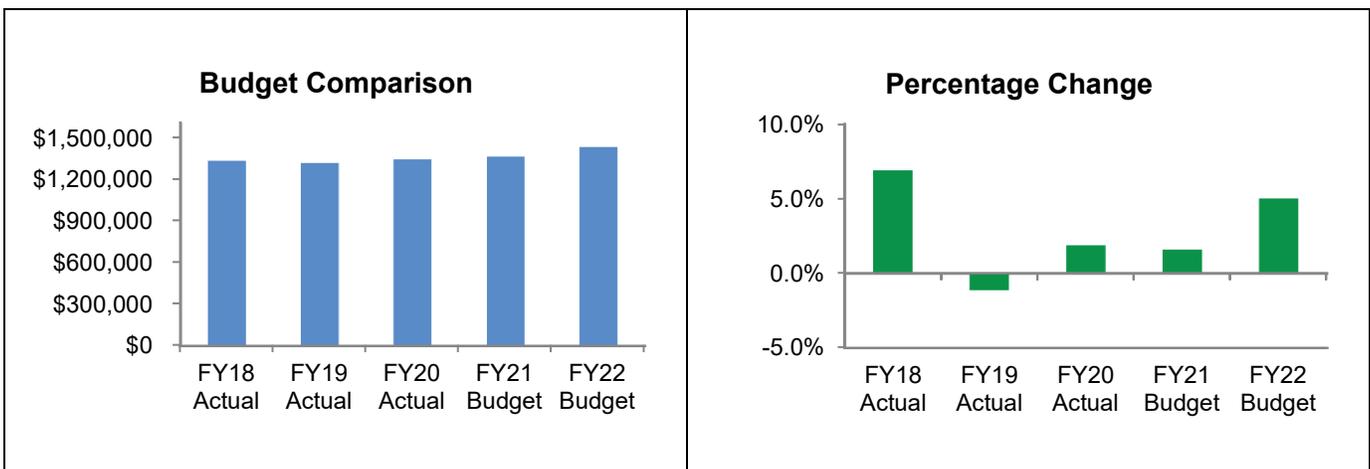
The Treasurer's Office serves Charlottesville citizens by collecting, investing, and ensuring the safekeeping of all City revenues. The office is the citizen's first point of contact for many City services requested of other departments, and as the collection point for all fees and taxes generated by 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$978,264	\$992,309	\$1,082,705	\$1,061,812	\$1,123,076	\$61,264	5.8%
Other Expenditures	347,755	318,956	252,988	294,885	301,593	6,708	2.3%
General Fund Total	\$1,326,019	\$1,311,265	\$1,335,693	\$1,356,697	\$1,424,669	\$67,972	5.0%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	13.5	13.5	14.0	14.0	14.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Net increase is the result of a decreases in office supplies and service contracts, and an increase in postage and an increase in credit card fees paid by the City for those individuals who pay their tax bills via credit card.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020
% of City investments in compliance with investment policy	100%	100%	100%	100%	100%
Real estate and personal property collection rate	98.7%	98.6%	98.5%	98.4%	97.8%
Parking ticket collection rate*	110%	111%	110%	114%	121%

	Sep-17	Dec-17	Dec-18	Dec-19	Dec-20
% of transactions accurately processed	99.69%	99.75%	99.81%	99.80%	98.85%

5.2 Recruit and cultivate a high quality and diverse workforce

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
# of Treasurer's office employees holding statewide certification	9	10	10	11	10

5.3 Provide responsive customer service

	Sep-17	Dec-17	Dec-18	Dec-19	Dec-20
% of incoming phone calls answered within 30 seconds	89.85%	87.73%	93.25%	87.40%	91.40%

**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

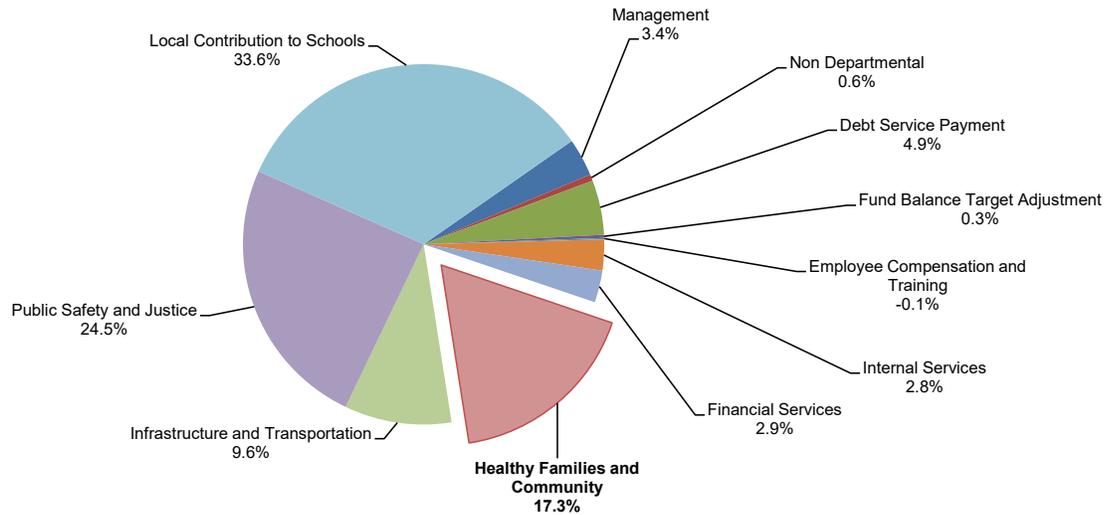


Goal 4: A Strong, Creative and Diversified Economy

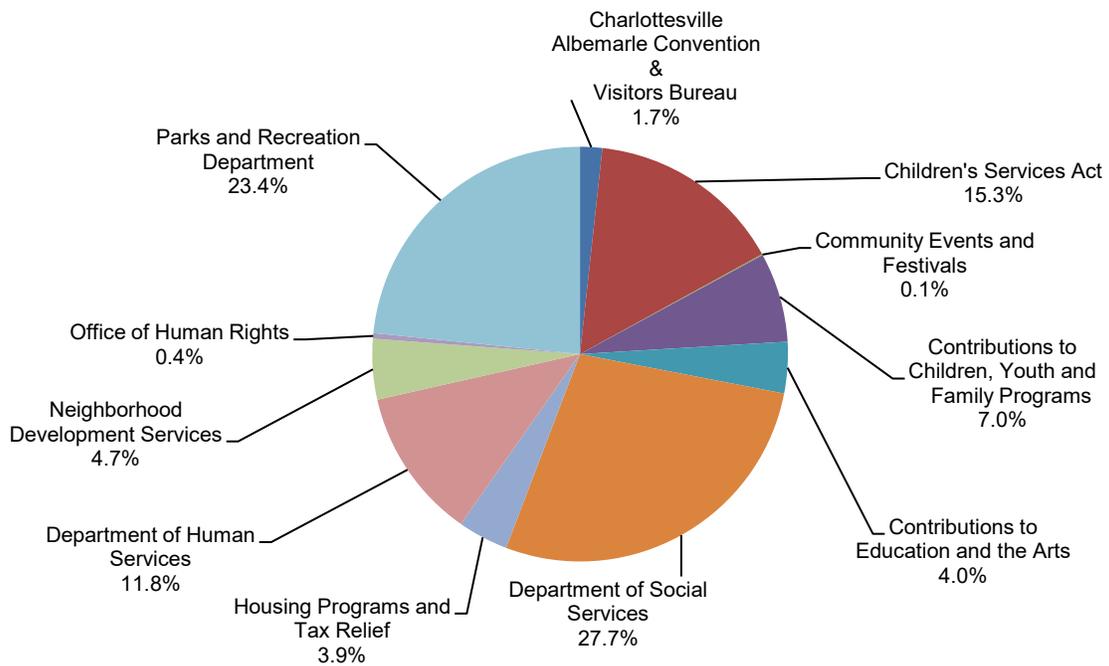


Goal 5: A Well-managed and Responsive Organization

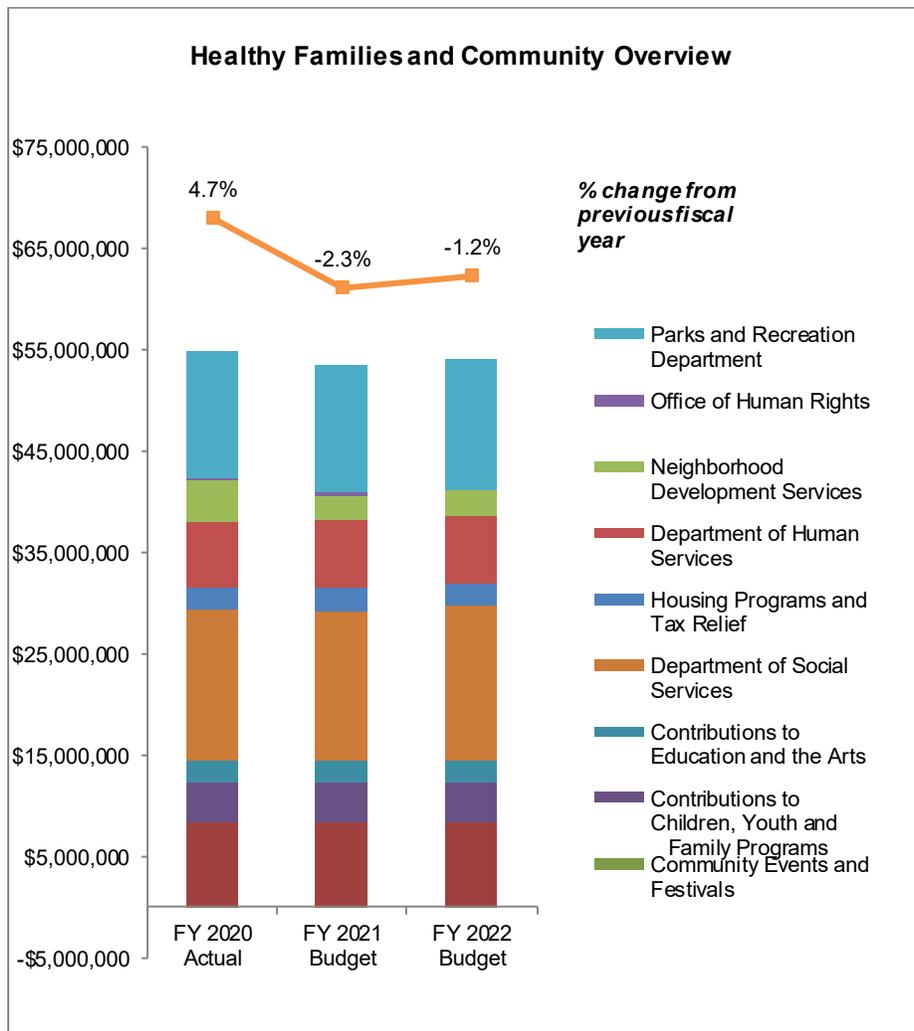
Healthy Families and Community
% of General Fund Operating Budget



Healthy Families and Community Overview
General Fund & Other Funds



Healthy Families and Community Summary	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
	General Fund	General Fund	General Fund	Other Funds	Other Funds	Other Funds
	Actual	Budget	Budget	Actual	Budget	Budget
HEALTHY FAMILIES AND COMMUNITY						
Charlottesville Albemarle Convention & Visitors Bureau	\$1,103,921	\$1,212,691	\$946,848	\$0	\$0	\$0
Children's Services Act	1,735,655	2,004,722	2,004,722	6,170,397	6,440,142	6,440,142
Community Events and Festivals	36,000	37,068	47,541	0	0	0
Contributions to Children, Youth and Family Programs	3,874,330	3,750,721	3,855,337	0	0	0
Contributions to Education and the Arts	2,256,643	2,207,149	2,210,674	0	0	0
Department of Social Services	3,568,062	3,602,777	3,602,777	10,759,588	11,205,891	11,736,928
Housing Programs and Tax Relief	2,090,772	2,220,451	2,172,401	0	0	0
Department of Human Services	662,030	641,280	641,280	6,461,338	6,142,734	5,861,500
Neighborhood Development Services	3,909,372	2,406,657	2,604,764	0	0	0
Office of Human Rights	184,470	238,438	241,542	0	0	0
Parks and Recreation Department	10,167,420	11,535,820	11,914,086	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	128,000	-	-	842,418	989,940	1,011,143
HEALTHY FAMILIES AND COMMUNITY SUBTOTAL	\$29,716,675	\$29,857,774	\$30,241,972	\$24,233,740	\$24,778,707	\$25,049,713



Charlottesville Albemarle Convention & Visitors Bureau

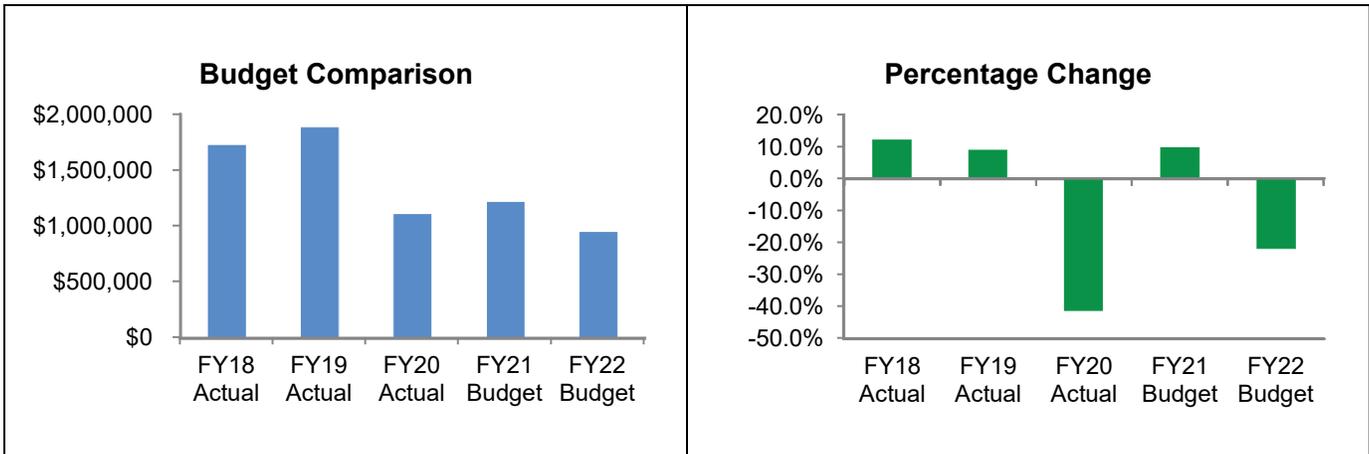
Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$731,089	\$764,662	\$0	\$0	\$0	\$0	NA
Other Expenditures	<u>992,489</u>	<u>1,114,888</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>NA</u>
Total	\$1,723,578	\$1,879,550	\$0	\$0	\$0	\$0	NA
General Fund Total	\$916,039	\$1,038,546	\$1,103,921	\$1,212,691	\$946,848	(\$265,843)	-21.9%
Non General Fund Total	<u>807,539</u>	<u>841,004</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>NA</u>
Total	\$1,723,578	\$1,879,550	\$1,103,921	\$1,212,691	\$946,848	(\$265,843)	-21.9%

Explanation of FY 22 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 22 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. The decrease is due to the overall decrease in the Transient Occupancy Tax collections for FY20.

Children’s Services Act

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
General Fund Total	\$2,111,864	\$2,064,092	\$1,735,655	\$2,004,722	\$2,004,722	\$0	0.0%
Non General Fund Total	7,610,851	6,434,734	6,170,397	6,440,142	6,440,142	0	0.0%



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. However the actual usage of these services has shifted in the past few years to be more heavily utilized by the City Schools and future discussions of School funding will include discussion of the CSA funding formula as well.

Community Events and Festivals

City Supported Events*

FY 22 Budget - \$16,728

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 22 Budget - \$3,000

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

Creciendo Juntos*

FY 22 Budget - \$4,000

Funding is for CHISPA, a series of artist talks and workshops centered around creative freedom and cultural expression, driving social movements and change. Our program is designed for and by Latinxyouth and youth of color in Charlottesville.

Virginia Film Festival *

FY 22 Budget - \$11,400

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

Virginia Festival of the Book*

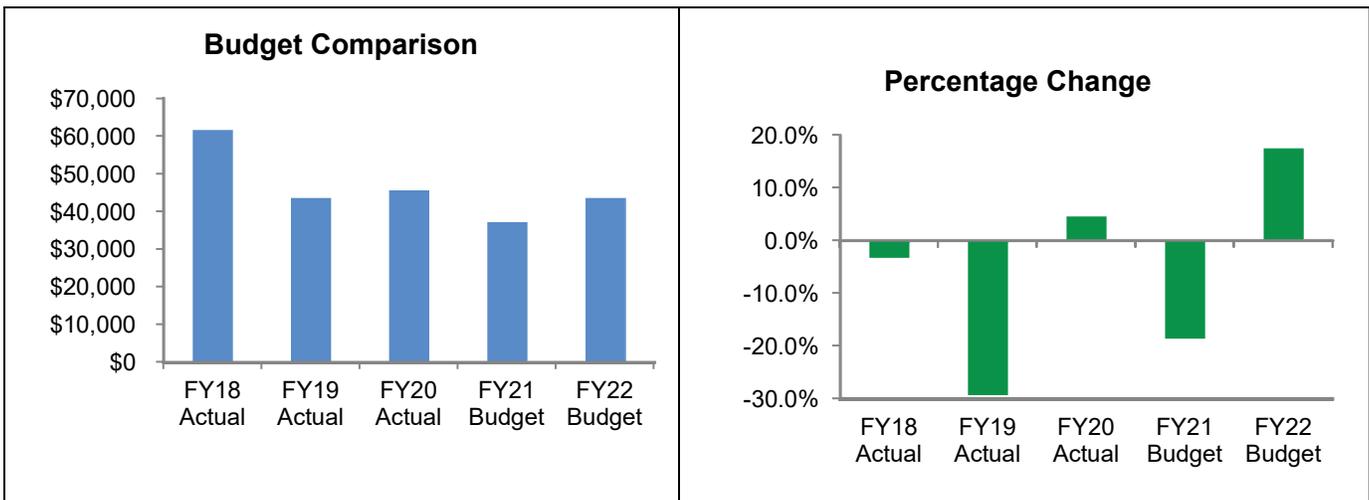
FY 22 Budget - \$12,413

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.*

Community Events and Festivals Funding Summary

Agency	FY 18 Actual	FY 19 Actual	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase/ (Decrease)	% Change
City Supported Events	26,469	11,813	36,000	37,068	16,728	(\$20,340)	(121.6%)
Festival of Cultures	3,750	3,750	0	0	3,000	3,000	100.0%
Creciendo Juntos	0	0	0	0	4,000	4,000	100.0%
Virginia Film Festival	15,200	11,400	0	0	11,400	11,400	100.0%
Virginia Festival of the Book	16,068	16,550	0	0	12,413	12,413	100.0%
General Fund Total Contributions	\$61,487	\$43,513	\$36,000	\$37,068	\$47,541	\$10,473	23.0%



Explanation of FY 22 Changes

- The initial FY22 funding recommendations for outside agencies was based upon the scoring and ranking from the Vibrant Community Fund review process. For more detailed information on these agencies please see the FY 2022 Vibrant Community Fund Report which can be found on the City’s website.
- The increase in City Supported Events is related to anticipated cost increases in a couple of the city-sponsored events.

Contributions to Children, Youth and Family Oriented Programs

Boys and Girls Club**FY 22 Budget - \$97,500*

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

The BridgeLine**FY 22 Budget - \$42,900*

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 22 Budget - \$12,000*

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.

Blue Ridge Health District*FY 22 Budget - \$627,312*

Services for protecting and promoting the health of the public.

Charlottesville Free Clinic**FY 22 Budget - \$101,120*

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

Emergency Assistance Program Support**FY 22 Budget - \$84,516*

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 22 Budget - \$35,775*

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 22 Budget - \$352,963*

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.*

Contributions to Children, Youth and Family Oriented Programs

Local Food Hub*

FY 22 Budget - \$21,350

Supplies low-income patients who are at risk for diet-related disease with a biweekly supply of fresh produce, education, and support.

Jefferson Area Board for the Aging (JABA)

FY 22 Budget - \$319,192

Planning and coordination of services for the elderly.

Monticello Area Community Action Agency (MACAA)*

FY 22 Budget - \$28,500

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

On Our Own*

FY 22 Budget - \$8,000

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 22 Budget - \$20,000

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

Piedmont Family YMCA*

FY 22 Budget - \$64,600

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 22 Budget - \$92,046

Program encourages the positive growth and development of children.

Region Ten Community Services Board (CSB)

FY 22 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 22 Budget - \$26,250

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

Shelter for Help in Emergency (SHE)*

FY 22 Budget - \$213,750

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 22 Budget - \$200,300

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.*

Contributions to Children, Youth and Family Oriented Programs

United Way – Thomas Jefferson Area

FY 22 Budget - \$192,504

The **Child Care Scholarship Program** provides child care subsidies for children of low-income working parents.

Virginia Cooperative Extension Service

FY 22 Budget - \$52,297

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

Women’s Initiative*

FY 22 Budget - \$47,500

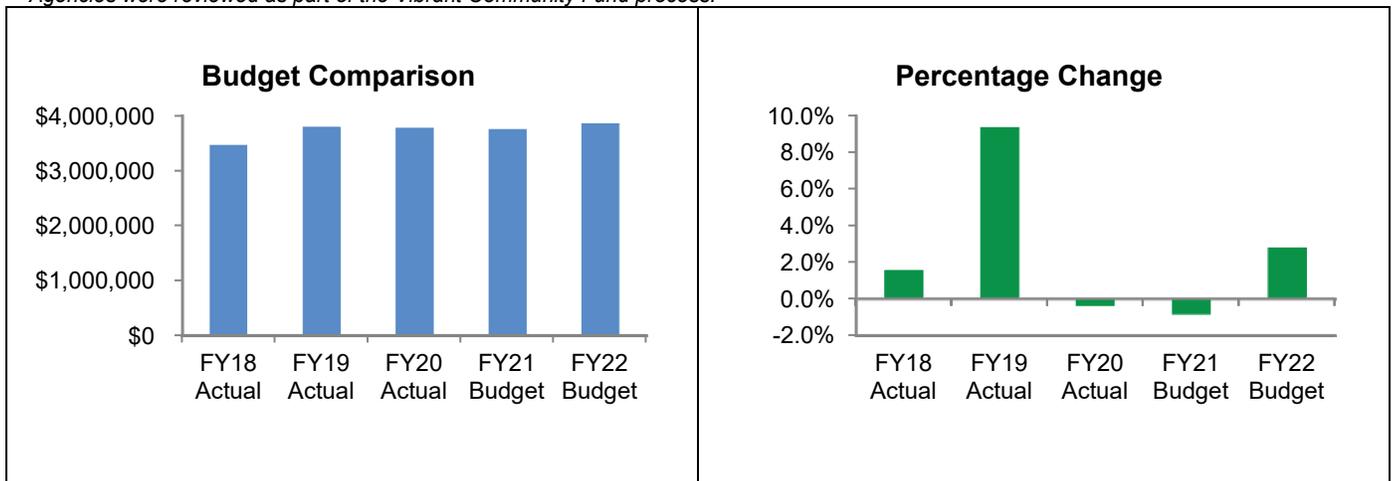
Provides low-income and underserved women access to affordable high quality mental health services, effective counseling, social support, and education to facilitate positive change and growth.

Partner for Mental Health*

FY 22 Budget - \$18,300

Partner for Mental Health helps people with mental illness reach their recovery goals and achieve stability.

**Agencies were reviewed as part of the Vibrant Community Fund process.*



Explanation of FY 22 Changes

- The initial FY22 funding recommendations for outside agencies was based upon the scoring and ranking from the Vibrant Community Fund review process. For more detailed information on these agencies please see the FY 2022 Vibrant Community Fund Report which can be found on the City’s website.

Contributions to Children, Youth and Family Oriented Programs Funding Summary

Agency	FY 18 Actual	FY 19 Actual	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase/ (Decrease)	% Change
Big Brothers/Big Sisters	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0	NA
Birth Sisters	0	0	0	10,000	0	(10,000)	NA
Boys and Girls Club	55,687	57,358	57,358	63,000	97,500	34,500	35.4%
The BridgeLine	27,870	28,706	28,706	40,800	42,900	2,100	4.9%
The Bridge Ministry	17,400	0	0	0	0	0	NA
Charlottesville Abundant Life Ministries	32,853	28,634	28,634	13,000	12,000	(1,000)	(8.3%)
Blue Ridge Health District	544,994	626,344	578,183	605,208	627,312	22,104	3.5%
Charlottesville Free Clinic	114,940	114,940	114,940	84,000	101,120	17,120	16.9%
City Schoolyard Garden	19,200	19,200	19,200	24,300	0	(24,300)	NA
Computers 4 Kids	18,877	19,443	19,443	13,025	0	(13,025)	NA
Emergency Assistance Program Support	84,516	84,516	214,516	84,516	84,516	0	0.0%
Foothills Child Advocacy Center	27,578	43,405	123,203	40,500	35,775	(4,725)	(13.2%)
Georgia's Healing House	0	25,000	25,000	0	0	0	NA
Home Visiting Collaborative	393,899	405,716	405,716	354,842	304,163	(50,679)	(16.7%)
Jefferson Area Board for Aging	319,192	319,192	239,394	319,192	319,192	0	0.0%
Local Food Hub	0	22,750	22,750	33,534	21,350	(12,184)	(57.1%)
Monticello Area Community Action Agency	79,685	64,920	64,170	26,500	28,500	2,000	7.0%
On Our Own	14,560	24,560	24,560	12,000	8,000	(4,000)	(50.0%)
PHAR	44,800	45,550	45,550	52,500	20,000	(32,500)	(162.5%)
Piedmont Family YMCA	0	40,000	40,000	34,000	64,600	30,600	47.4%
Ready Kids	80,201	82,607	82,607	77,141	140,846	63,705	45.2%
Region Ten Comprehensive Services	959,365	959,365	979,365	959,365	959,365	0	0.0%
Region Ten - Women's Treatment Center	0	75,000	75,000	75,000	75,000	0	0.0%
Region Ten - Permanent Supportive Housing Program	83,227	83,227	83,227	83,227	83,227	0	0.0%
Region Ten - Mental Health and Wellness Coalition	0	20,000	0	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	23,113	23,113	21,000	26,250	5,250	20.0%
Shelter for Help in Emergency	113,410	116,812	116,812	202,500	213,750	11,250	5.3%
Sin Barreras	0	11,000	13,400	5,500	16,570	11,070	66.8%
Thomas Jefferson Area Coalition for Homeless	90,306	118,015	118,015	163,770	200,300	36,530	18.2%
United Way - Thomas Jefferson Area	202,778	203,086	203,086	192,504	192,504	0	0.0%
Virginia Cooperative Extension Service	39,196	48,636	44,240	52,297	52,297	0	0.0%
Women's Initiative	21,012	21,642	21,642	45,000	47,500	2,500	5.3%
Partner for Mental Health	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>18,300</u>	<u>18,300</u>	100.0%
General Fund Total Contributions	\$3,470,486	\$3,795,237	\$3,874,330	\$3,750,721	\$3,855,337	\$104,616	2.8%

Contributions to Education and the Arts

City Center for Contemporary Arts

FY 22 Budget - \$48,148

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

Historic Preservation Task Force

FY 22 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 22 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 22 Budget - \$33,750

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 22 Budget - \$12,000

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

Literacy Volunteers of America Charlottesville/Albemarle*

FY 22 Budget - \$17,990

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 22 Budget - \$29,685

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 22 Budget - \$22,500

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

Paramount Theater*

FY 22 Budget - \$10,000

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

Piedmont Virginia Community College

FY 22 Budget - \$12,564

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

Virginia Discovery Museum*

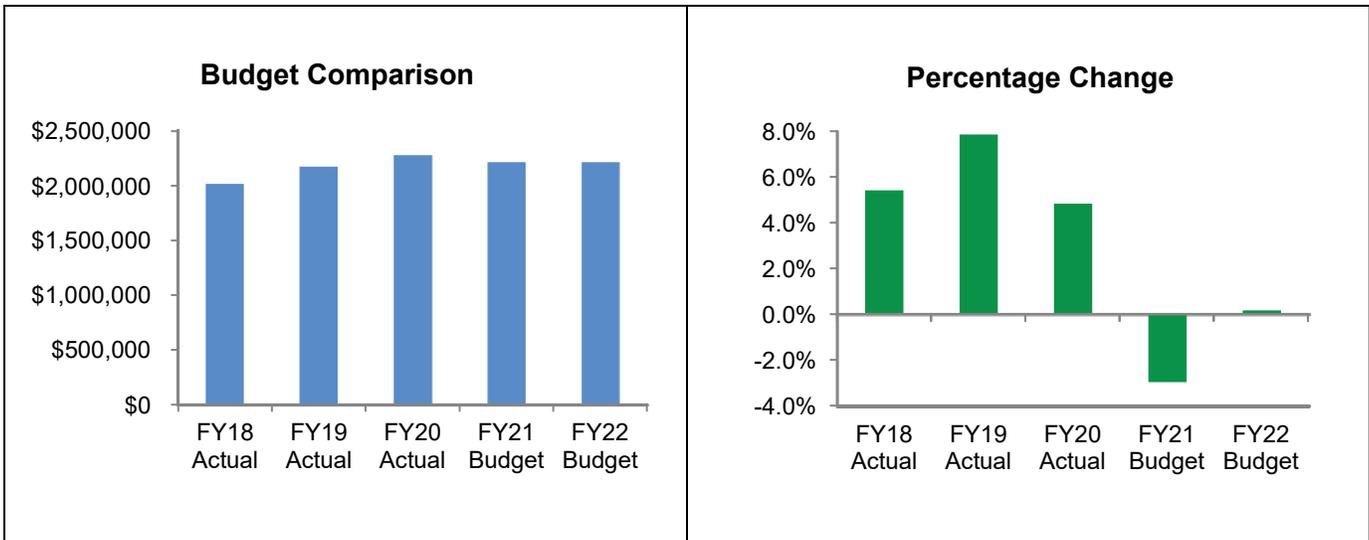
FY 22 Budget - \$4,000

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.

**Agencies were reviewed as part of the Vibrant Community Fund process.*

Contributions to Education and the Arts Funding Summary

Agency	FY 18 Actual	FY 19 Actual	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase/ (Decrease)	% Change
African American Teaching Fellows	\$3,938	\$0	\$0	\$0	\$0	\$0	NA
Charlottesville Opera	3,242	2,432	2,432	1,824	0	(1,824)	NA
City Center for Contemporary Arts	40,898	41,502	44,103	47,970	48,148	178	0.4%
Historic Preservation Task Force	1,105	0	1,395	5,000	5,000	0	0.0%
Jefferson Madison Regional Library	1,817,875	1,941,399	2,031,260	2,015,037	2,015,037	0	0.0%
Jefferson African American School Heritage Center	30,000	30,000	30,000	22,500	33,750	11,250	33.3%
Lighthouse Studio	8,321	38,321	38,321	22,500	12,000	(10,500)	(87.5%)
Literacy Volunteers of America	39,768	40,930	40,930	21,079	17,990	(3,089)	(17.2%)
McGuffey Art Center	8,523	16,341	10,577	24,035	29,685	5,650	19.0%
New City Arts	18,000	18,000	18,000	13,500	22,500	9,000	40.0%
The Paramount Theater	19,874	20,470	20,470	15,353	10,000	(5,353)	(53.5%)
Piedmont Virginia Community College	11,097	11,126	11,111	12,317	12,564	247	2.0%
Virginia Discovery Museum	5,625	5,794	5,794	4,346	4,000	(346)	(8.7%)
WNRN	<u>2,250</u>	<u>2,250</u>	<u>2,250</u>	<u>1,688</u>	<u>0</u>	<u>(1,688)</u>	<u>NA</u>
General Fund Total Contributions	\$2,010,516	\$2,168,565	\$2,256,643	\$2,207,149	\$2,210,674	\$3,525	0.2%



Explanation of FY 22 Changes

- The initial FY22 funding recommendations for outside agencies was based upon the scoring and ranking from the Vibrant Community Fund review process. For more detailed information on these agencies please see the FY 2022 Vibrant Community Fund Report which can be found on the City's website.

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**



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 22 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 22 Budget - \$9,738,778

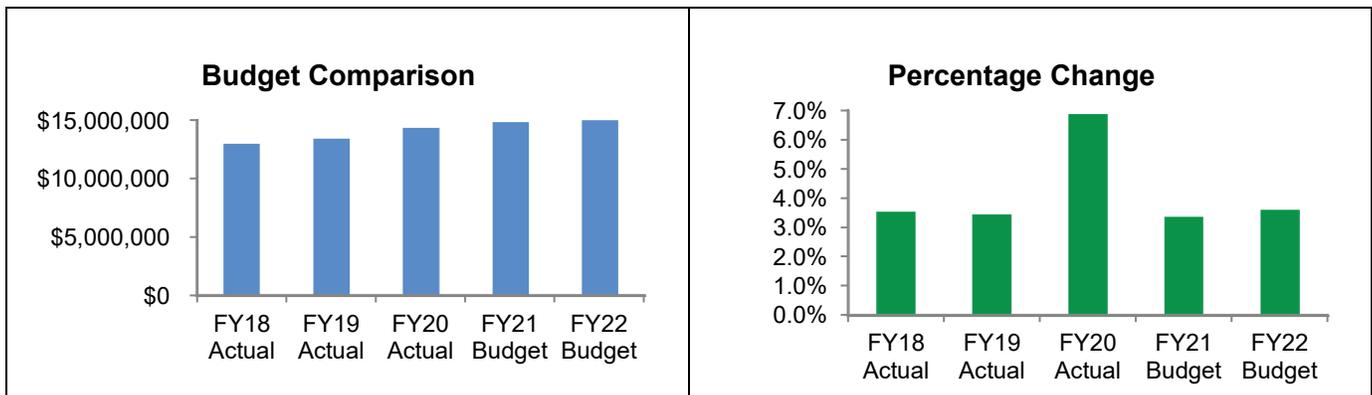


The Family Services Division promotes and supports the development of healthy families and protects children and adults from abuse and neglect. Programs include Adoption, Adult Protective Services (APS), Adult Services, Child Protective Services (CPS), Family Services, School-Based Family Support Program,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

Department of Social Services Funding and Staffing Summary

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$7,520,844	\$7,558,013	\$8,131,820	\$8,646,594	\$8,562,160	(\$84,434)	-1.0%
Other Expenditures	5,440,834	5,848,479	6,195,830	6,162,074	6,777,545	615,471	10.0%
Total	\$12,961,678	\$13,406,492	\$14,327,650	\$14,808,668	\$15,339,705	\$531,037	3.6%
General Fund total	\$3,370,732	\$3,236,250	\$3,568,062	\$3,602,777	\$3,602,777	\$0	0.0%
Non General Fund Total	9,590,946	10,170,242	10,759,588	11,205,891	11,736,928	531,037	4.7%
Total	\$12,961,678	\$13,406,492	\$14,327,650	\$14,808,668	\$15,339,705	\$531,037	3.6%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
Non General Fund FTE	104.5	106.5	106.5	106.5	106.5	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Salary decreases are the result of departmental turnover and the changes associated with the new employee costs.

Other Expenditures

- The increase in other expenses is related to adoption services mandated programs to provide cash assistance, services, and/or goods to social services clients who meet program guidelines. Expenses are based on straight line projection using program payments through September 2020 and anticipated funding from the Virginia Department of Social Services.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020
# of residents receiving SNAP benefits	6,522	6,389	5,685	5,464	5,589
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>					
	Apr-18	Sep-18	Dec-18	Dec-19	Dec-20
% of child abuse/neglect reports in which investigations are initiated within time required by priority rating - reported by Calendar Year Quarter	97.2%	94.9%	91.3%	96.2%	100.0%
% of substantiated child abuse/neglect victims that did not have another substantiated report within 2 years	96.8%	98.0%	99.5%	98.8%	95.8%
<i>2.3 Improve community health and safety outcomes by connecting residents with effective resources</i>					
	Apr-18	Sep-18	Dec-18	Dec-19	Dec-20
% of applications for Supplemental Nutrition Assistance Program (Food Stamps) that are completed within the federal timeliness standard.	98.4%	98.1%	98.4%	99.2%	98.0%
The % of applications for Medical Assistance Programs that are completed within the federal and state timeliness standards.	91.6%	94.9%	95.2%	91.1%	94.4%
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%	93.3%
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Denial and closure rate for benefits programs - SNAP					
Application suspended or closed	0.00%	0.30%	0.40%	0.40%	0.70%
Denied for other reasons	7.4%	14.8%	10.6%	11.7%	9.2%
Denied ineligible	31.1%	21.6%	25.8%	22.8%	29.6%
Approved	61.5%	63.3%	63.2%	65.1%	60.5%



Housing Programs and Tax Relief

**Strategic Plan
Alignment**

Albemarle Housing Improvement Program (AHIP)*

FY 22 Budget - \$187,500



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 22 Budget - \$965,000



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 22 Budget - \$48,750



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 22 Budget - \$96,151



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 22 Budget - \$855,000



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 22 Budget - \$20,000

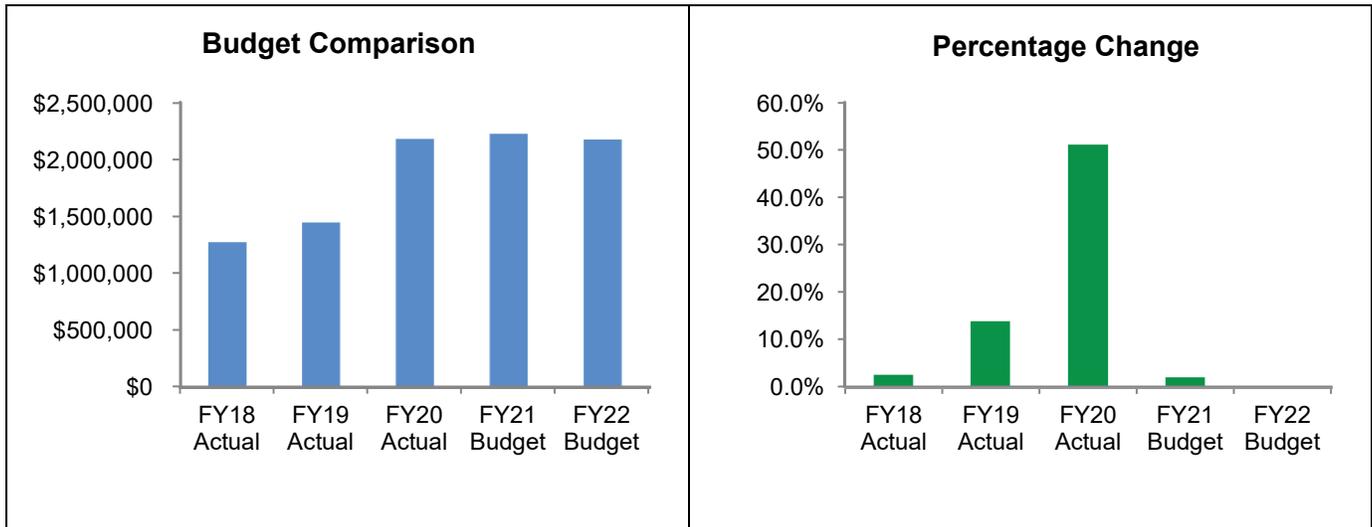


The City created a separate policy, outside the stormwater fee rate structure, allowing for relief measures to be put in place. Since the stormwater fee is being billed to the property owner, an approach to assist qualifying homeowners was modeled after the existing City of Charlottesville Real Estate 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.

Housing Programs and Tax Relief Funding Summary

Funding Summary	FY 18 Actual	FY 19 Actual	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase/ (Decrease)	% Change
Albemarle Housing Improvement Program	\$96,165	\$99,050	\$99,050	\$150,000	\$187,500	\$37,500	20.0%
Charlottesville Housing Affordability Tax Grant Program	315,508	506,800	1,129,720	1,443,488	965,000	(478,488)	(49.6%)
Habitat for Humanity	0	0	0	47,250	48,750	1,500	3.1%
Piedmont Housing Alliance	92,197	94,963	94,963	128,201	96,151	(32,050)	(33.3%)
Rent Relief for the Disabled	205,371	188,429	163,052	219,133	188,000	(31,133)	(16.6%)
Rent Relief for the Elderly	17,014	16,111	13,206	20,099	33,000	12,901	39.1%
Tax Relief for the Disabled	153,336	105,756	121,105	61,542	196,000	134,458	68.6%
Tax Relief for the Elderly	374,037	431,178	455,272	130,738	438,000	307,262	70.2%
Thomas Jefferson Land Trust	0	0	0	0	0	0	NA
Stormwater Fee Assistance Program	12,824	0	14,404	20,000	20,000	0	0.0%
General Fund Total	\$1,266,451	\$1,442,287	\$2,090,772	\$2,220,451	\$2,172,401	\$42,486	2.0%



Explanation of FY 22 Changes

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.

The formula for the rent relief program offers a percentage of relief up to the first \$12,000 in out-of-pocket rent expenses, with the annual benefit capped at \$1,500 per qualified applicant

The budget changes for the CHAP and Tax Relief programs represent monetary adjustments that better reflect the actual usage of the programs.

The initial FY22 funding recommendations for outside agencies was based upon the scoring and ranking from the Vibrant Community Fund review process. For more detailed information on these agencies please see the FY 2022 Vibrant Community Fund Report which can be found on the City's website.

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

	2016	2017	2018	2019	2020
# of recipients of tax and rent relief programs and housing affordability grant program					
Real estate tax relief	396	380	360	331	290
Rental relief	369	367	366	339	338
Housing Affordability Grant Program	774	708	646	636	643
\$ amount of rent and tax relief and affordability grants disbursed					
Real estate tax relief	\$474,840	\$494,208	\$505,969	\$493,185	\$562,749
Rental relief	\$211,928	\$222,385	\$204,542	\$176,259	\$212,320
Housing Affordability Grant Program	\$340,650	\$311,250	\$485,500	\$886,192	\$831,787



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 22 Budget - \$4,215,020

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 22 Budget - \$1,262,475

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 22 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 22 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 22 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 22 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 22 Budget - \$44,919



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 - \$192,678



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 22 Budget - \$90,897



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 22 Budget - \$76,249

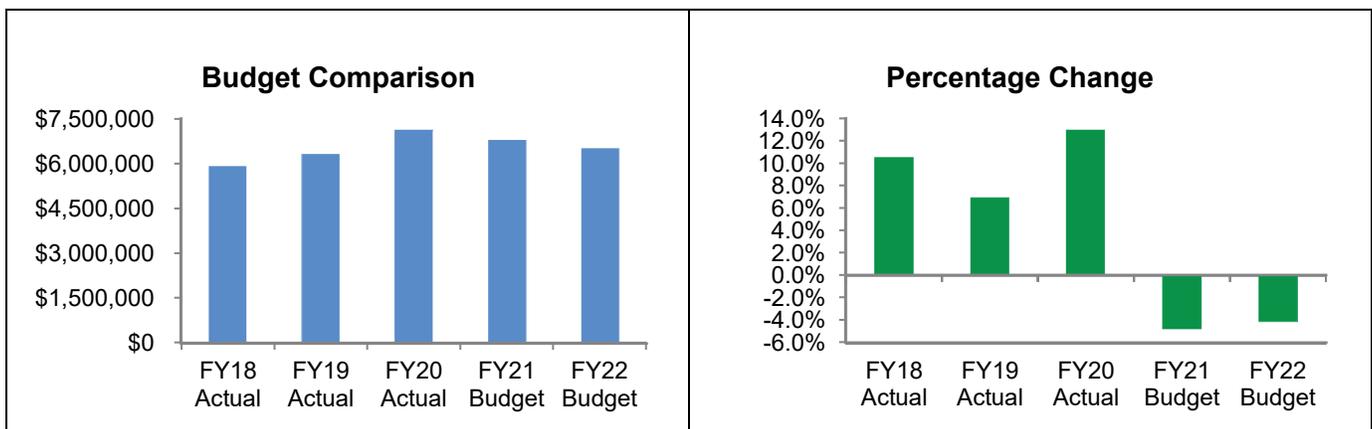


This specialized position is responsible for coordinating community partners that provide services at the Westhaven Clinic; recruiting providers to expand the array of available services; assessing and addressing practical, functional, socioeconomic, psychosocial and community needs of residents; maintaining 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,932,535	\$3,114,665	\$3,164,836	\$3,454,949	\$3,624,491	\$169,542	4.9%
Other Expenditures	2,965,694	3,192,106	3,958,532	3,329,065	2,878,289	(450,776)	-13.5%
Total	\$5,898,229	\$6,306,771	\$7,123,368	\$6,784,014	\$6,502,780	(\$281,234)	-4.1%
General Fund Total	\$672,398	\$1,074,537	\$662,030	\$641,280	\$641,280	\$0	0.0%
Non General Fund Total	5,225,831	5,232,234	6,461,338	6,142,734	5,861,500	(281,234)	-4.6%
Total	\$5,898,229	\$6,306,771	\$7,123,368	\$6,784,014	\$6,502,780	(\$281,234)	-4.1%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
Non General Fund FTEs	36.5	36.5	37.5	37.5	37.5	0.0



Explanation of FY 22 Changes

Salaries and Benefits:

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Decrease 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>					
	2016	2017	2018	2019	2020
% of Summer Youth Internship participants who complete the program	90%	95%	92%	97%	97%
# of Summer Youth Internship participants	148	115	127	126	162
# of Summer Youth Internship host agencies	84	67	84	89	N/A
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
% City of Promise 3rd grade students reading at or above grade level	70%	72%	51%	64%	N/A
% City of Promise high school graduates attending college or earning credentials	N/A	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 2016	FY 2017	FY 2018	FY 2019	FY 2020
% of participants who avoid any new adjudicated charges while in the program.	89%	84%	N/A	N/A	86%
% of participants who avoid any new adjudicated charges one year after discharge	74%	83%	76%	N/A	82%
% foster children discharged from CAFF to family setting	N/A	N/A	N/A	N/A	79%

Neighborhood Development Services

**Strategic Plan
Alignment**

Neighborhood Development Services

FY 22 Budget - \$2,604,764

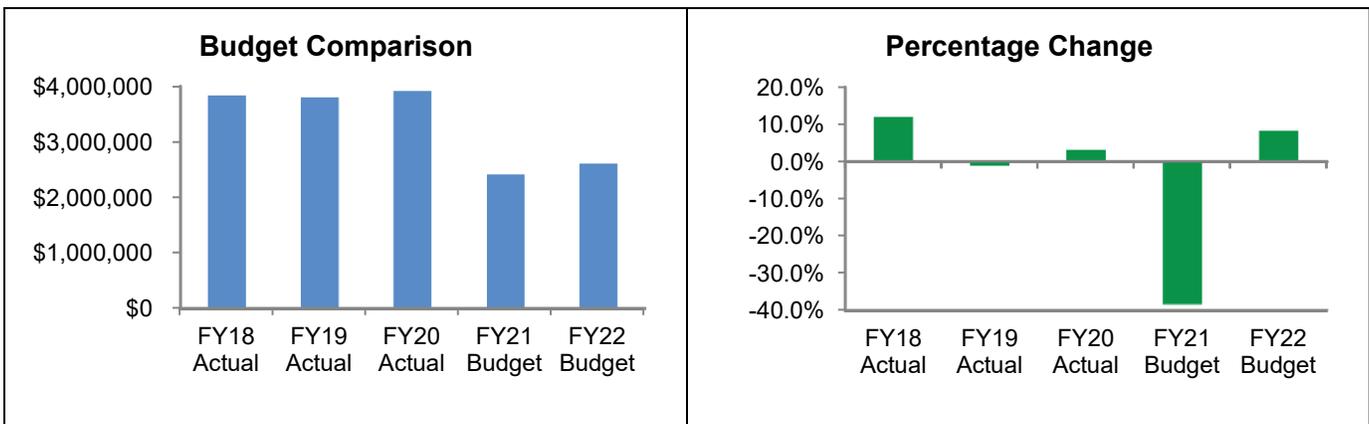


Neighborhood Development Services' functional areas include planning, zoning enforcement, housing code enforcement, surveying, GIS and mapping, building permits and inspections, bridge inspections, transportation planning, traffic calming, stormwater design, sidewalk design, water and wastewater design, 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$3,219,970	\$3,209,658	\$3,574,305	\$2,058,744	\$2,247,074	\$188,330	9.1%
Other Expenditures	612,422	584,279	335,067	347,913	357,690	9,777	2.8%
General Fund Total	\$3,832,392	\$3,793,937	\$3,909,372	\$2,406,657	\$2,604,764	\$198,107	8.2%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	37.0	38.0	39.0	26.0	26.0	0.0
Other Funded FTEs	1.0	1.0	1.0	0.0	0.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits:

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Additional increase due to departmental reorganization that occurred in FY21 for which initial funding is now included.

Other Expenditures:

- Net increase is the result of a decrease in vehicle replacement funds, and increases in safety supplies for additional PPE for field staff; and an increase in postage and advertising related to the Comprehensive Plan update process.

Neighborhood Development Services Strategic Plan Performance Measures

Neighborhood Development Services

Goal 1: An Inclusive Community of Self-sufficient Residents

1.3 Increase affordable housing options

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
# of supported affordable housing units created per year	51	31	46	30	16

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.1 Engage in robust and context sensitive urban planning and implementation

	Q4 FY 18	Q1 FY 19	Q2 FY 19	Q2 FY 20	Q2 FY 21
# of Board of Architecture Review (BAR) cases	41	21	35	15	13
# of Entrance Corridor Review Board (ERB) cases	5	3	2	1	1
# of BAR/ERB administrative reviews	5	0	2	1	6

3.2 Provide reliable and high quality infrastructure

	Q4 FY 18	Q1 FY 19	Q2 FY 19	Q2 FY 20	Q2 FY 21
# of permits issued	548	514	468	505	459
# of rezoning/Special Use Permit applications submitted	1	1	2	5	3
# of site plans submitted	21	7	11	18	9
# of building permit inspections	1,453	1,400	1,383	1,676	1,416
# of building plans reviewed	417	327	312	272	345

Neighborhood Development Services

Strategic Plan Performance Measures

<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
# of property maintenance inspections conducted (includes citations related to trash, weeds, housing and vehicles)	1917	1800	210	3359	2713
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	Q4 FY 18	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q3 FY 20
Total value (\$) of construction permits issued in millions	\$55.8	\$25.1	\$46.3	\$25.9	\$27.4
	Sep-19	Oct-19	Nov-19	Dec-19	Dec-20
\$ amount of fees collected for all permits in thousands	\$55.2	\$52.2	\$55.1	\$56.4	\$77.6

Office of Human Rights

**Strategic Plan
Alignment**



Office of Human Rights

FY 22 Budget - \$241,542

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:

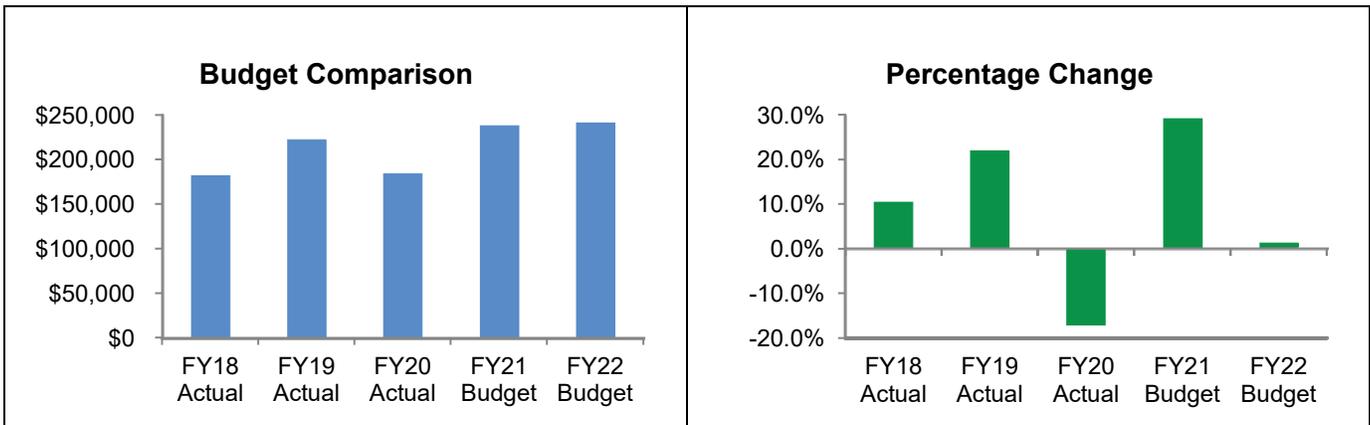
- Disproportionate minority contact with the criminal justice system in the adult population
- Prevention education and resources for victims of sexual violence in the City
- Affordable and public housing
- Review of police data regarding stops and searches

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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$144,992	\$188,123	\$164,732	\$176,601	\$179,680	\$3,079	1.7%
Other Expenditures	<u>37,495</u>	<u>34,656</u>	<u>19,738</u>	<u>61,837</u>	<u>61,862</u>	<u>25</u>	<u>0.0%</u>
General Fund Total	\$182,487	\$222,779	\$184,470	\$238,438	\$241,542	\$3,104	1.3%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	1.5	2.0	2.0	2.0	2.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

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 2016	CY 2017	CY 2018	CY 2019	CY 2020
Total Externally-Initiated Contacts (Total Incoming Contacts)	1,302	1,316	696	1,993	1,159
Total Inquires and Compliants by Location					
City of Charlottesville	41	39	76	121	49
Albemarle County	4	0	11	24	10
Other/Not Specified	7	27	17	14	5
Total Inquiries by Protected Activity					
Employment	0	12	17	33	17
Housing	0	3	49	89	34
Public Accomodations	0	12	3	10	3
Other	0	0	22	21	9
Total Compliants by Protected Activity					
Credit	0	0	0	0	0
Employment	35	21	6	0	0
Housing	10	12	6	1	1
Public Accomodations	12	6	1	4	0
Other	3	0	0	1	0



Parks and Recreation Department

**Strategic Plan
Alignment**

Administration

FY 22 Budget - \$1,022,977



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

Athletics

FY 22 Budget - \$287,701



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

Aquatics

FY 22 Budget - \$2,446,792



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 22 Budget - \$413,290



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 22 Budget - \$2,161,141



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 22 Budget - \$4,452,993



Provides for the management and maintenance of City parks, the Downtown Mall, cemeteries, City school grounds, major thorough-fares, 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 22 Budget - \$886,409



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 22 Budget - \$272,783



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 22 Budget - \$1,011,143

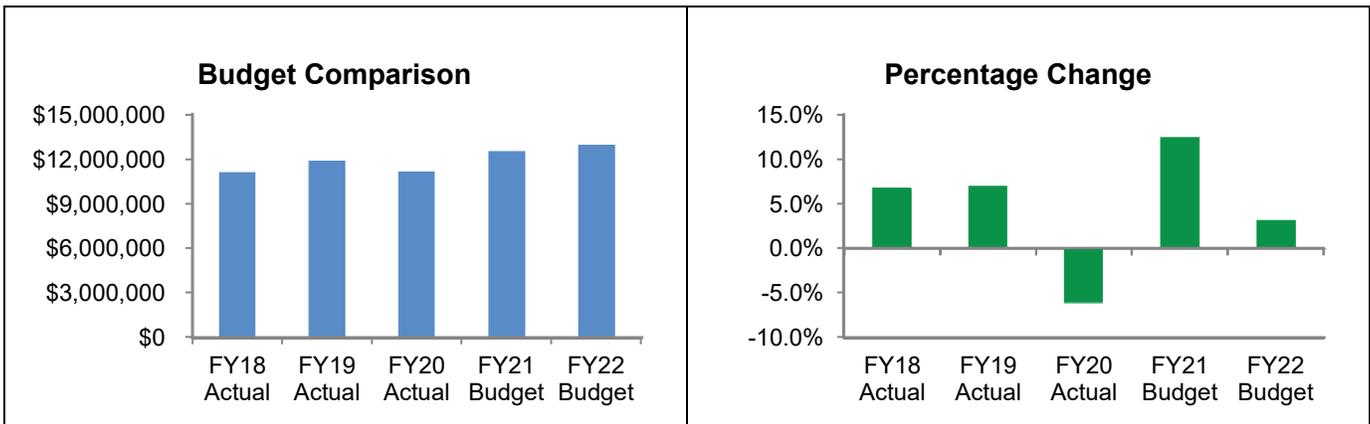


Funds the management, operations and maintenance of all services and maintenance at Meadowcreek Golf Course at Pen Park through an enterprise fund.

Parks and Recreation Department Funding and Staffing Summary

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$7,420,663	\$8,115,980	\$7,668,061	\$8,543,800	\$8,835,043	\$291,243	3.4%
Other Expenditures	3,670,697	3,749,860	3,469,777	3,981,960	4,090,186	108,226	2.7%
Total	\$11,091,360	\$11,865,840	\$11,137,838	\$12,525,760	\$12,925,229	\$399,469	3.2%
General Fund Total	\$10,357,383	\$11,051,768	\$10,295,420	\$11,535,820	\$11,914,086	\$378,266	3.3%
Non General Fund Total	733,977	814,072	842,418	989,940	1,011,143	\$21,203	2.1%
Total	\$11,091,360	\$11,865,840	\$11,137,838	\$12,525,760	\$12,925,229	\$399,469	3.2%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	67.5	69.5	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 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- The increase in other expenses is related to rent payments for the City Market. In FY20 and FY21 these costs were budgeted to be paid from a City Market account in the capital improvement fund as a savings measure for the General Fund. For FY22 these costs have been moved back to the General Fund as the funds in the capital improvement fund have been exhausted.

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 2016	CY 2017	CY 2018	CY 2019	CY 2020
# of visitations to outdoor pools	47,291	43,173	40,578	44,939	N/A
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
# of visitations to Smith Aquatic Center and Carver Recreation Center	178,127	155,720	113,831	103,023	87,219
# of participants enrolled in recreation classes	8,419	7,815	8,092	10,806	8,248
# of golf rounds played per year	31,410	32,318	30,197	32,780	29,241

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.1 Engage in robust and context sensitive urban planning and implementation

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
# of master plans developed or updated since 2006	2	3	3	3	3

3.2 Provide reliable and high quality infrastructure

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Acres of parkland (includes City only, schools and City/County shared)	3,150	3,150	3,152	3,294	3,436
Linear feet of trails in the City	119,145	121,945	123,695	124,195	126,195

3.4 Be responsible stewards of natural resources

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
# of new trees planted	155	79	322	139	160
# 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 2016	CY 2017	CY 2018	CY 2019	CY 2020
# of City Market vendors	98	101	101	110	85
Gross City market vendor revenues (\$) in millions	\$2.10	\$1.89	\$2.30	\$2.35	\$0.40



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

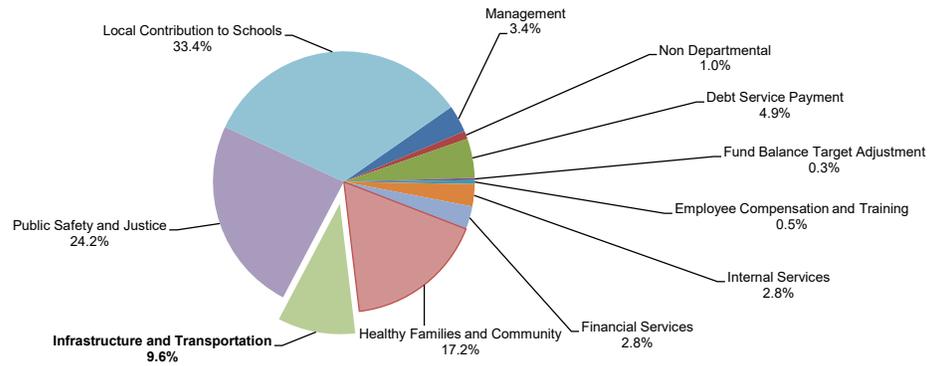


Goal 4: A Strong, Creative and Diversified Economy

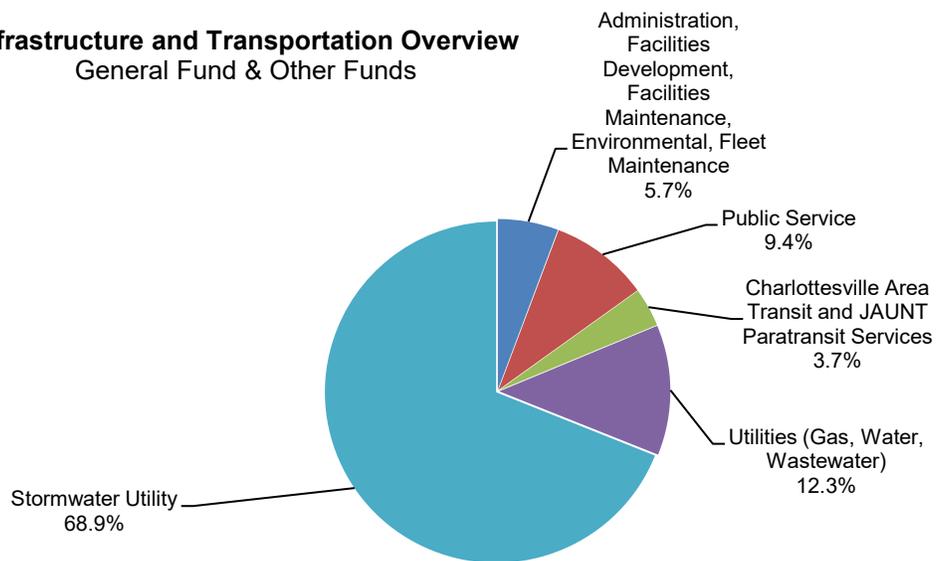


Goal 5: A Well-managed and Responsive Organization

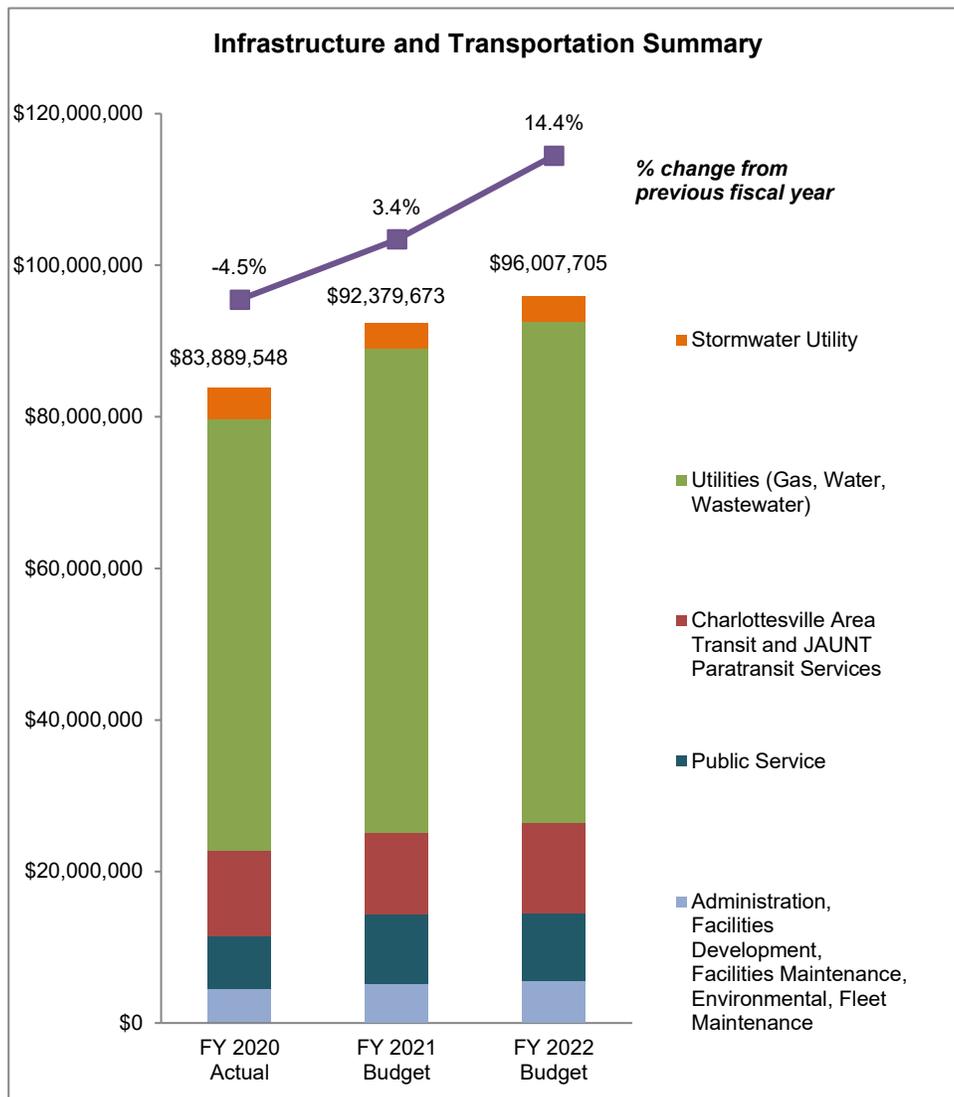
Infrastructure and Transportation
% of General Fund Operating Budget



Infrastructure and Transportation Overview
General Fund & Other Funds



Infrastructure and Transportation Summary	FY2020 General Fund Actual	FY2021 General Fund Budget	FY2022 General Fund Budget	FY2020 Other Funds Actual	FY2021 Other Funds Budget	FY2022 Other Funds Budget
INFRASTRUCTURE AND TRANSPORTATION						
Public Works: Administration, Facilities Development, Facilities Maintenance, Environmental, Fleet Maintenance	\$2,761,894	\$3,307,949	\$3,643,497	\$1,685,022	\$1,770,394	\$1,838,230
Public Works: Public Service	7,003,355	9,199,706	8,986,392	0	0	0
Public Works: Stormwater Utility	0	0	0	4,231,839	3,463,611	3,519,781
Charlottesville Area Transit and JAUNT Paratransit Services	3,698,031	4,258,067	4,229,380	7,532,689	6,469,015	7,602,874
Public Utilities: Gas, Water, Wastewater	0	0	0	56,976,718	63,910,931	66,187,551
INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL	\$13,463,280	\$16,765,722	\$16,859,269	\$70,426,268	\$75,613,951	\$79,148,436



Department of Public Works

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

*Strategic Plan
Alignment*

Administration

FY 22 Budget - \$603,951



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 22 Budget - \$844,970



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 22 Budget - \$2,194,576



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 22 Budget - \$667,744



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 22 Budget - \$1,222,486

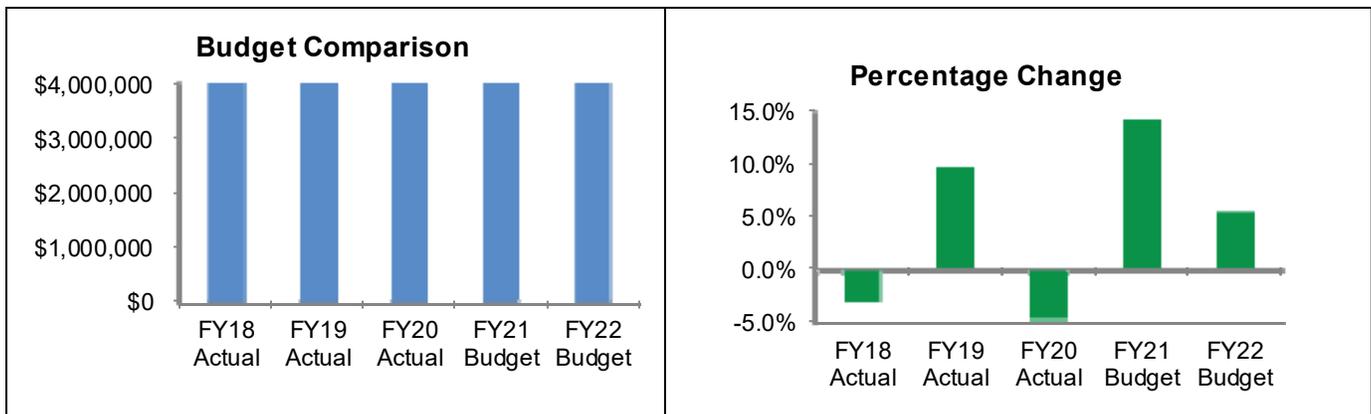


Fleet Management Operations is responsible for repairs and maintenance to 627 City-owned vehicles and equipment, manages the fueling infrastructure, and provides recommendations on the purchase of replacement vehicles and equipment.

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

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,841,462	\$3,153,400	\$3,013,375	\$3,512,040	\$3,581,694	\$69,654	2.0%
Other Expenditures	1,411,432	1,511,501	1,433,541	1,566,303	1,775,033	\$208,730	13.3%
Total	\$4,252,894	\$4,664,901	\$4,446,916	\$5,078,343	\$5,356,727	\$278,384	5.5%
General Fund Total	\$2,655,482	\$3,040,089	\$2,761,894	\$3,307,949	\$3,518,497	\$210,548	6.4%
Non General Fund Total	1,597,412	1,624,812	1,685,022	1,770,394	1,838,230	\$67,836	3.8%
Total	\$4,252,894	\$4,664,901	\$4,446,916	\$5,078,343	\$5,356,727	\$278,384	5.5%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	23.9	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 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Decrease of \$53,398 due to the suspension of funding for one vacant custodial position. The FTE will remain in the department but will be unfunded for FY 22.

Other Expenditures

- Increases in service contracts, repairs and maintenance, utilities and software costs.

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 22 Budget - \$540,376



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 22 Budget - \$3,598,680



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 22 Budget - \$1,627,592



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 22 Budget - \$878,552



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 22 Budget - \$2,341,192

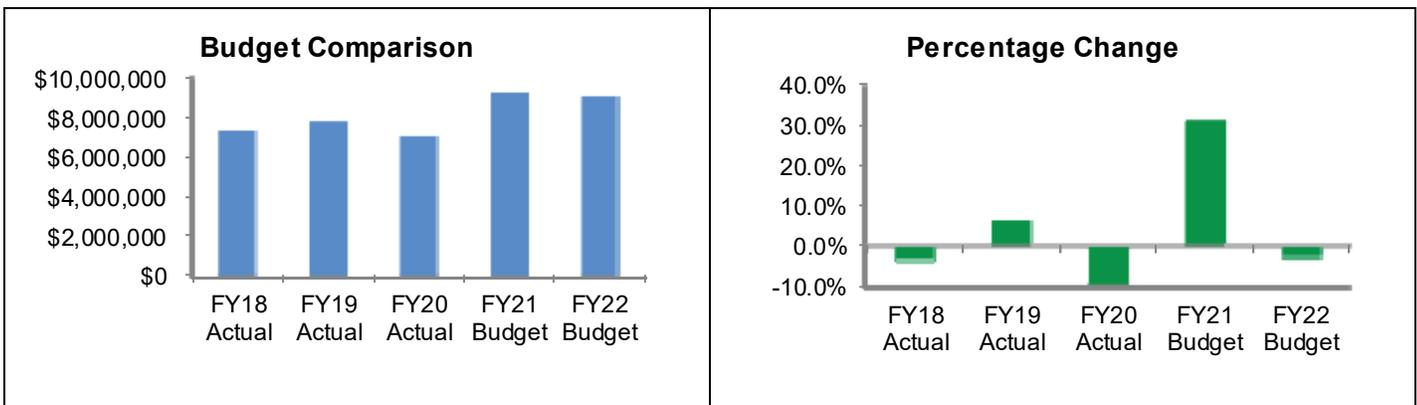


Refuse Collection is responsible for administering and monitoring the City's contract with private firms for collection of domestic refuse and recyclables. The City also provides a by-appointment-only large item pickup service for residents. The fees for this service are the following: \$35 for first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

Department of Public Works Public Service Funding and Staffing Summary

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$3,293,598	\$3,171,907	\$3,166,560	\$4,964,161	\$4,944,464	(\$19,697)	-0.4%
Other Expenditures	3,997,010	4,592,874	3,836,795	4,235,545	4,041,928	(193,617)	-4.6%
General Fund Total	\$7,290,608	\$7,764,780	\$7,003,355	\$9,199,706	\$8,986,392	\$1,500,564	16.3%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	49.0	50.0	47.0	60.0	60.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Decrease of \$48,019 due to the suspension of funding for one vacant maintenance worker position. The FTE will remain in the department but will be unfunded for FY 22.

Other Expenditures

- Increases in professional services and landfill tipping fees.
- Decrease in funding for vehicle 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 22 Budget - \$1,900,742



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 22 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 22 Budget - \$119,039

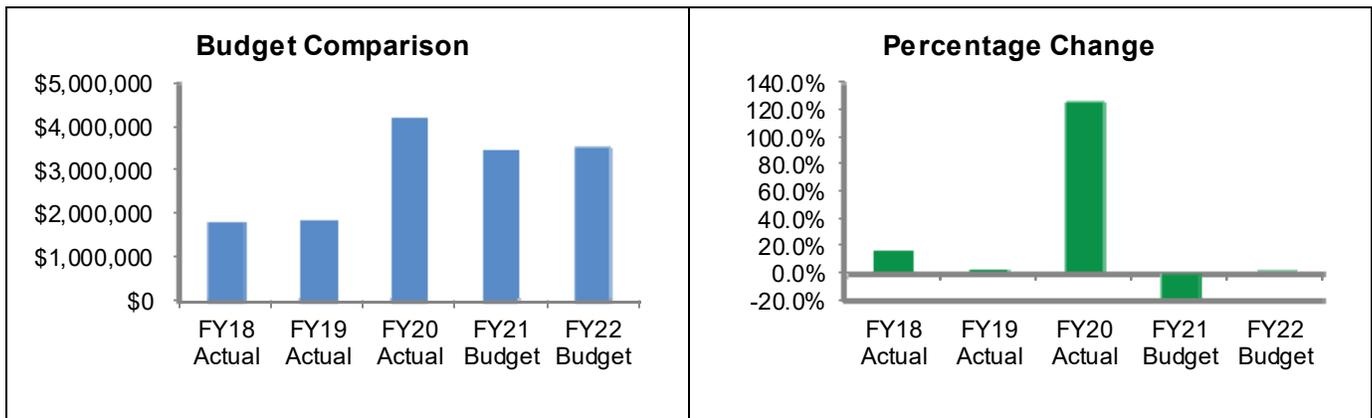


Reflects payments to the Stormwater Debt Service, which is used to pay down borrowed funds dedicated to make major improvements to Stormwater infrastructure.

Public Works Department Stormwater Utility Funding and Staffing Summary

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$293,010	\$320,420	\$667,329	\$793,888	\$820,441	\$26,553	3.3%
Other Expenditures	251,938	219,305	902,491	1,050,684	1,080,301	\$29,617	2.8%
Capital Projects	1,119,054	1,054,867	2,242,929	1,500,000	1,500,000	\$0	0.0%
Debt Service	<u>160,095</u>	<u>281,842</u>	<u>419,090</u>	<u>119,039</u>	<u>119,039</u>	<u>\$0</u>	<u>0.0%</u>
Non General Fund Total	\$1,824,096	\$1,876,434	\$4,231,839	\$3,463,611	\$3,519,781	\$56,170	1.6%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
Non General Fund FTEs	4.0	4.0	10.0	10.0	10.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Increase for spoils hauling and disposal costs

Department of Public Works

Strategic Plan Performance Measures

Department of Public Works					
Goal 3: A Beautiful and Sustainable Natural and Built Environment					
<i>3.2 Provide reliable and high quality infrastructure</i>					
			FY 2018		FY 2020
Pavement Condition Index					
Citywide			80.6		69.0
Very good/excellent			60.7		26.0
Good			6.9		22.0
Fair			11.6		23.0
Poor			5.0		19.0
At risk			15.7		10.0
<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Residential & commercial refuse & recycling collection					
Tons waste later sorted for recycling	6,385	6,532	6,577	6,625	6,955
Tons mixed recycling	3,612	3,666	3,865	4,607	3,738
Recycling target (% of all waste)	35%	35%	35%	35%	35%
Recycling target (tons)	3,498	3,569	3,654	3,931	3,743
Site energy intensity all buildings (1,000 BTU's)	54.1	54.5	57.3	54.9	50.9



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 22 Budget - \$26,169,244



The Gas Distribution operation of the Department of Utilities 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 340 miles of gas lines and 298 miles of gas service lines.

Wastewater Operations

FY 22 Budget - \$17,628,051



The City of Charlottesville has approximately 172 miles of gravity wastewater lines and over 5,830 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 22 Budget - \$17,536,530



Charlottesville Water, the water distribution operations of the Department of 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 22 Budget - \$4,560,336

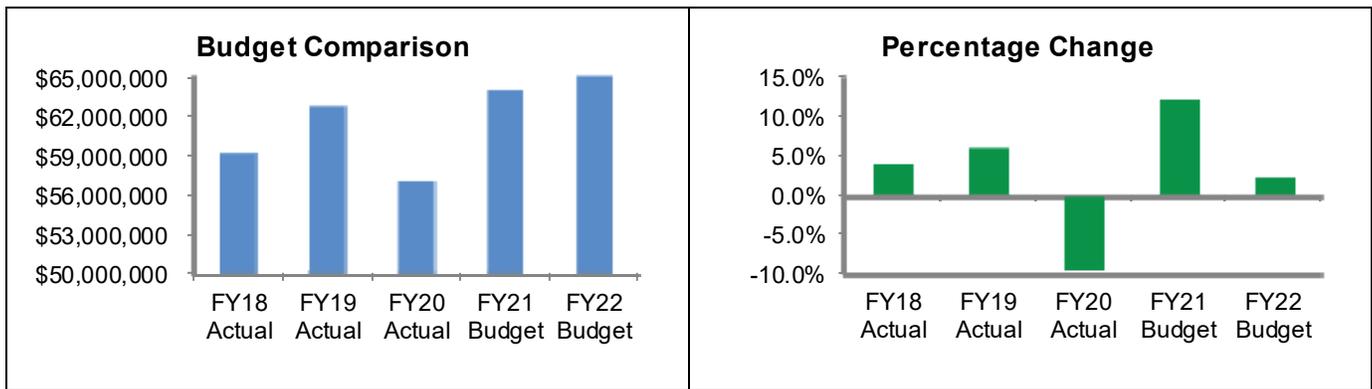


Reflects payments to Debt Service to pay down borrowed funds dedicated to make major improvements to Gas, Water and Wastewater infrastructure.

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

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$5,706,531	\$6,080,050	\$6,270,529	\$7,014,940	\$7,173,674	\$158,734	2.3%
Other Expenditures	41,504,957	44,058,692	39,911,765	43,160,655	44,369,407	\$1,208,752	2.8%
Capital Projects	6,985,588	7,634,198	5,517,282	9,175,000	9,175,000	\$0	0.0%
Debt Service	<u>5,009,544</u>	<u>4,999,697</u>	<u>5,277,142</u>	<u>4,560,336</u>	<u>4,560,336</u>	<u>\$0</u>	<u>0.0%</u>
Non General Fund Total	\$59,206,621	\$62,772,637	\$56,976,718	\$63,910,931	\$65,278,417	\$1,367,486	2.1%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
Non General Fund FTEs	89.0	89.0	90.0	90.0	90.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Increase for spoils hauling and disposal costs, interest, maintenance supplies

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.

Public Utilities Department Gas - Water - Wastewater *Utility Rates*

The City's utilities are funded solely through their rates and related fees and charges and are not subsidized with general tax revenues. The utilities do not operate on a for-profit basis. As such, utility rates are calculated annually to bring each fund to a break-even point; however, variable factors such as weather, usage, and number of customers may result in an unexpected and unanticipated operating surplus or deficit during any given year. If so, the surpluses or deficits are accounted for and remain within their respective utility fund.

<i>Type of Utility Service (all rates are per 1,000 cf unless otherwise shown)</i>	<i>Current Rate (Adopted 7/1/20)</i>	<i>Proposed Rate (Effective 7/1/21)</i>	<i>\$ Change</i>	<i>% Change</i>
Water Rates (City Code §31-153)				
Summer Rate (May - Sep)	\$65.31	\$70.08	\$4.77	7.3%
Winter Rate (Oct - Apr)	\$50.24	\$53.91	\$3.67	7.3%
Monthly Service Fees (Water Meter Size in Inches)				
5/8	\$5.00	\$5.50	\$0.50	10%
3/4	\$5.00	\$5.50	\$0.50	10%
1	\$12.50	\$13.75	\$1.25	10%
1 1/2	\$25.00	\$27.50	\$2.50	10%
2	\$40.00	\$44.00	\$4.00	10%
3	\$80.00	\$88.00	\$8.00	10%
4	\$125.00	\$137.50	\$12.50	10%
6	\$250.00	\$275.00	\$25.00	10%
14	\$1,637.50	\$1,801.25	\$163.75	10%
Sewer Rate (City Code §31-156)				
Rate (July - June)	\$80.14	\$81.34	\$1.20	1.5%
Monthly Service Fees (Water Meter Size in Inches)				
5/8	\$5.00	\$5.50	\$0.50	10%
3/4	\$5.00	\$5.50	\$0.50	10%
1	\$12.50	\$13.75	\$1.25	10%
1 1/2	\$25.00	\$27.50	\$2.50	10%
2	\$40.00	\$44.00	\$4.00	10%
3	\$80.00	\$88.00	\$8.00	10%
4	\$125.00	\$137.50	\$12.50	10%
6	\$250.00	\$275.00	\$25.00	10%
14	\$1,637.50	\$1,801.25	\$163.75	10%
Gas Rates (City Code §31-56 to §31-62)				
Firm Service – Up to 3,000 cf	\$9.0706	\$8.9908	(0.0798)	-0.9%
Firm Service – Next 3,000 cf	\$8.5264	\$8.5198	(0.0066)	-0.1%
Firm Service – Next 144,000 cf	\$7.6193	\$8.0489	0.4296	5.6%
Firm Service – Over 150,000 cf	\$7.4379	\$7.5779	0.1400	1.9%
Air Conditioning	\$7.4271	\$7.3421	(0.0850)	-1.1%
Interruptible Sales (IS) Service				
Up to 600,000 cf	\$7.3874	\$7.2178	(0.1696)	-2.3%
Over 600,000 cf	\$6.5720	\$6.6937	0.1217	1.9%
Interruptible Transportation Service (TS) Rates for TS are per decatherm				
TS customer only	\$3.2293	\$2.6462	(0.5831)	-18.1%
Large Volume TS customer	\$1.8842	\$1.5877	(0.2965)	-15.7%
Purchased Gas Adjustment (Firm Service)	\$4.2810	\$4.2810	0.0000	0.0%
Purchased Gas Adjustment (IS Service)	\$2.8498	\$2.8498	0.0000	0.0%

Public Utilities Department Gas - Water - Wastewater Outstanding Debt

The gas, water, wastewater and stormwater bonds are payable from revenues generated by the facilities financed with the bond proceeds. Although the utilities are all self-supporting, these bonds are also backed by the full faith and credit of the City should sufficient revenues not be available to meet the bond obligations. The table below provides a list of the City's self-supporting utility bonds:

Outstanding General Obligation Self Supporting Utility Bonds									
Series	Par Amount	Purpose	Ratings	Issued	Term (Years)	As of June 30, 2021			FY2022
						Principal	Interest	Total	Debt Service
General Obligation Public Improvement Bond, Virginia Resources Authority Series 2010 (Virginia Water Facilities Revolving Fund)	5,030,409	Stadium Road Sanitary Sewer Collector Project	N/A	9/1/2010	20	2,849,368	316,559	3,165,927	316,593
Series 2011 General Obligation Public Improvement Bonds	8,560,000	Improvements to the Water and Wastewater Systems	Moody's Aaa S&P AAA	6/7/2011	20	4,250,000	822,906	5,072,906	574,813
Series 2012A General Obligation Public Improvement and Refunding Bonds	7,224,700	Improvements to the Water and Wastewater Systems	Moody's Aaa S&P AAA	5/30/2012	20	2,296,700	225,279	2,521,979	739,853
Series 2013 General Obligation Public Improvement Bonds	8,420,000	Improvements to the Wastewater Systems	Moody's Aaa S&P AAA	5/29/2013	19	5,040,000	926,100	5,966,100	575,400
Series 2014 General Obligation Public Improvement and Refunding Bonds	8,170,000	Improvements to the Water, Wastewater and Stormwater Systems	Moody's Aaa S&P AAA	5/27/2014	20	5,710,000	1,244,209	6,954,209	579,950
Series 2015 General Obligation Public Improvement and Refunding Bonds	5,896,634	Improvements to the Wastewater and Stormwater Systems	Moody's Aaa S&P AAA	6/2/2015	20	4,403,943	969,412	5,373,355	476,998

Public Utilities Department Gas - Water - Wastewater Outstanding Debt

Outstanding General Obligation Self Supporting Utility Bonds									
Series	Par Amount	Purpose	Ratings	Issued	Term (Years)	As of June 30, 2021			FY2022
						Principal	Interest	Total	Debt Service
Series 2016 General Obligation Public Improvement and Refunding Bonds	1,754,538	Improvements to the Stormwater System	Moody's Aaa S&P AAA	6/1/2016	19	1,653,842	296,723	1,950,565	71,297
Series 2017 General Obligation Public Improvement Bonds	2,680,000	Improvements to the Water and Stormwater Systems	Moody's Aaa S&P AAA	6/29/2017	19	2,120,000	552,356	2,672,356	215,863
Series 2018 General Obligation Public Improvement Bonds	6,125,000	Improvements to the Water, Wastewater and Stormwater Systems	Moody's Aaa S&P AAA	5/31/2018	19	5,195,000	1,657,794	6,852,794	519,300
Series 2019 General Obligation Public Improvement Bonds	6,310,000	Improvements to the Water, Wastewater and Stormwater Systems	Moody's Aaa S&P AAA	5/30/2019	20	5,615,000	1,809,300	7,424,300	591,150
Series 2020A General Obligation Public Improvement Bonds	10,545,000	Improvements to the Water, Wastewater and Stormwater Systems	Moody's Aaa S&P AAA	9/30/2020	20	10,545,000	3,681,925	14,226,925	944,075
Series 2021 General Obligation and Public Improvement and Refunding Bonds	8,759,300	Improvements to the Water and Stormwater Systems	Moody's Aaa S&P AAA	6/9/2021	20	8,759,300	2,446,351	11,205,651	801,581
Total	\$74,445,172					\$58,438,153	\$14,948,914	\$73,387,067	\$6,406,871

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 2016	CY 2017	CY 2018	CY 2019	CY 2020
Gas emergency response time (minutes)	12	14	21	18	18
Utility system failures/emergency repairs					
Water		93	92	33	43
Sewer		24	29	12	19
Gas		45	66	62	60
Utilities Infrastructure Replacement Program (all figures are cumulative and linear feet)					
Gas mains installed	102,187	123,656	135,709	145,741	148,551
Gas services installed	125,185	149,755	170,347	191,862	202,652
Water mains and services replaced	62,475	69,675	86,013	97,357	103,364
Sewer lines cleaned and TV	517,550	638,979	647,050	662,639	665,526
Sewer rehabilitation	185,921	195,928	210,794	217,114	222,130
Stormwater systems rehabbed	20,900	22,762	26,773	31,010	41,401
Stormwater replaced	3,921	4,246	4,247	4,623	5,441
Goal 5: A Well-managed and Responsive Organization					
5.3 Provide responsive customer service					
		Dec-14	Dec-18	Dec-19	Dec-20
% of homeowners and contractors who call VA811 prior to excavation		88%	94%	94%	94%
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
# of natural gas customers	19,640	19,959	20,398	20,699	20,998
				FY 2019	FY 2020
Perception of the smell of natural gas				83%	83%



Charlottesville Area Transit - JAUNT Paratransit Services

Strategic Plan
Alignment

Charlottesville Area Transit (CAT) Operations

FY 22 Budget - \$11,832,254



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 22, the City's contribution to CAT is \$2,513,651. 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 22 Budget - \$134,000



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 22 will be funded from existing funds in the replacement account. The federal share of capital purchases is projected to be 80%, the state share 16%, and the City share 4%.

JAUNT Paratransit Services*

FY 22 Budget - \$1,715,729



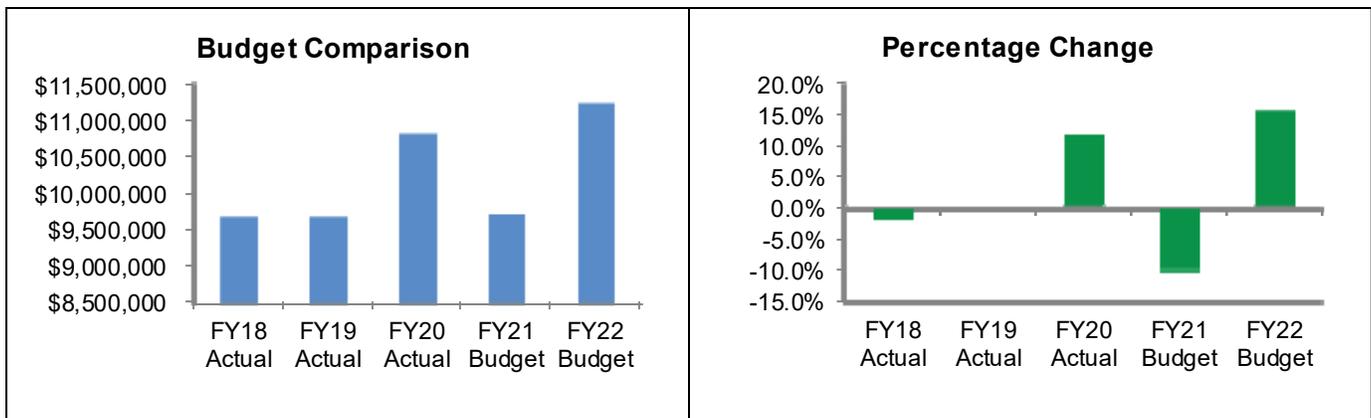
Under the Americans with Disabilities Act (ADA), CAT must provide paratransit service to eligible individuals who, because of disability, cannot access or use the fixed-route buses CAT operates. The City contracts with JAUNT for the required ADA paratransit service. JAUNT is a public service corporation 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
CAT Salaries and Benefits	\$5,881,672	\$6,142,400	\$6,478,338	\$6,724,338	\$7,460,554	\$736,216	10.9%
CAT Other Expenditures	2,118,333	2,292,678	1,786,550	2,258,328	2,655,971	\$397,643	17.6%
Transit Bus Replacement	537,050	985,454	1,414,916	0	0	\$0	NA
JAUNT Paratransit Services	1,130,488	1,377,047	1,550,916	1,744,416	1,715,729	(\$28,687)	-1.6%
Total	\$9,667,543	\$10,797,579	\$11,230,720	\$10,727,082	\$11,832,254	\$1,105,172	10.3%
General Fund Total	\$3,721,622	\$4,319,456	\$3,698,031	\$4,258,067	\$4,229,380	(\$28,687)	-0.7%
Non General Fund Total	5,945,921	6,478,123	7,532,689	6,469,015	7,602,874	\$1,133,859	17.5%
Total	\$9,667,543	\$10,797,579	\$11,230,720	\$10,727,082	\$11,832,254	\$1,013,993	9.5%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
Non General Fund FTEs	72.0	76.0	80.0	80.0	104.5	24.5



Explanation of FY 22 Changes

Salaries and Benefits

- No increases are budgeted for employee salaries and benefits in FY 22..
- Increase due to addition of 24.5 FTEs using CARES Act Funding. The new positions include 10 Full Time and 10 Part Time operators, 4 mechanics, 1 parts manager and 2 maintenance workers. Once the grant funding expires the cost of the new positions will be funded by local dollars. Filling the new positions will be contingent upon further discussions and subsequent approval with our regional transportation partner, Albemarle County.

Other Expenditures

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

JAUNT Paratransit Services

- The City's share of JAUNT is decreasing for FY 22 as CARES Act funding is being used to help offset participating locality cost shares, fare revenues, lost agency revenue and reduced state operating revenue for FY 2022.

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 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total # of CAT passenger trips	2,337,877	2,189,612	2,052,376	1,871,952	1,323,176
Service Levels: Total Revenue Service Hours	103,199	101,752	104,510	108,033	99,096
Service Levels: Total Revenue Service Miles	1,046,830	993,884	962,803	976,775	912,447
<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Efficiency: Passenger Trips per Revenue Service Hour	22.84	21.52	19.64	17.33	13.35
Efficiency: Passenger Trips per Revenue Service Mile	2.25	2.20	2.13	1.92	1.45

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

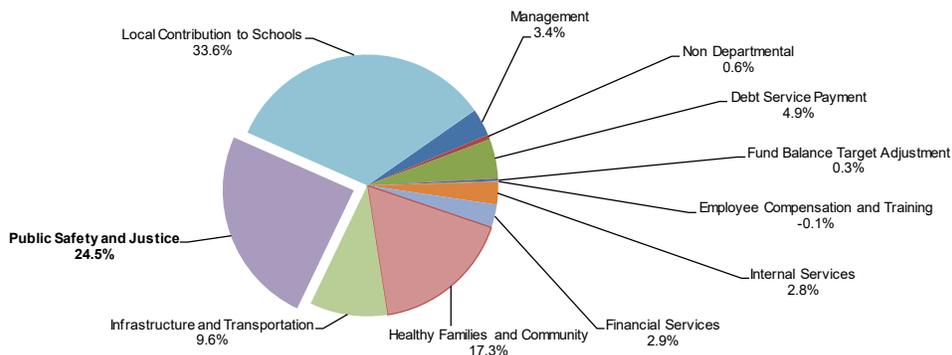


Goal 4: A Strong, Creative and Diversified Economy

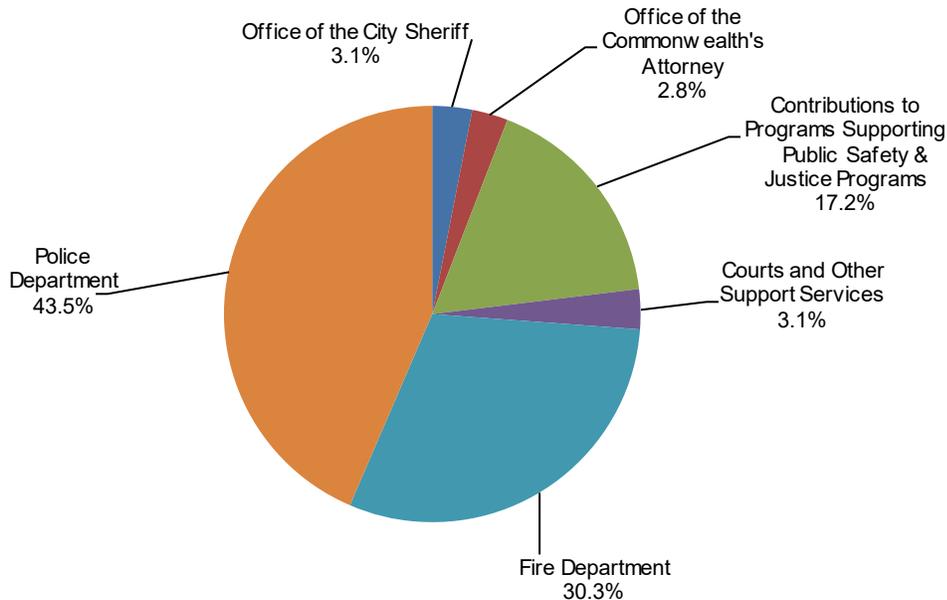


Goal 5: A Well-managed and Responsive Organization

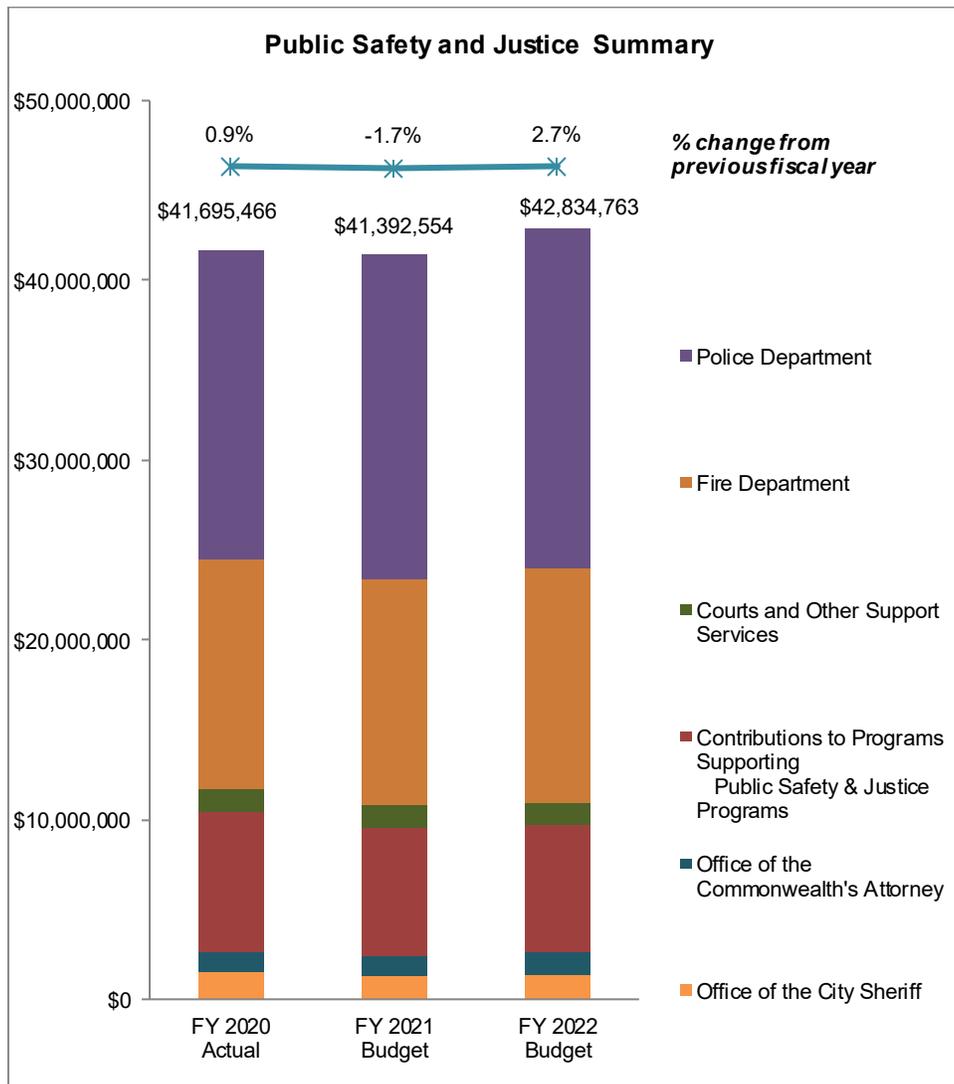
Public Safety and Justice
% of General Fund Operating Budget



Public Safety and Justice Overview
General Fund



Public Safety and Justice Summary	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
	General Fund	General Fund	General Fund	Other Funds	Other Funds	Other Funds
	Actual	Budget	Budget	Actual	Budget	Budget
PUBLIC SAFETY AND JUSTICE						
Office of the City Sheriff	\$1,496,991	\$1,275,198	\$1,432,114	\$0	\$0	\$0
Office of the Commonwealth's Attorney	1,118,202	1,155,259	1,200,603	0	0	0
Contributions to Programs Supporting Public Safety & Justice Programs	7,817,114	7,120,878	7,057,645	0	0	0
Courts and Other Support Services	1,264,994	1,283,869	1,270,359	0	0	0
Fire Department	12,811,099	12,539,795	12,964,074	0	0	0
Police Department	17,187,066	18,017,555	18,909,968	0	0	0
PUBLIC SAFETY AND JUSTICE SUBTOTAL	\$41,695,466	\$41,392,554	\$42,834,763	\$0	\$0	\$0



Office of the City Sheriff

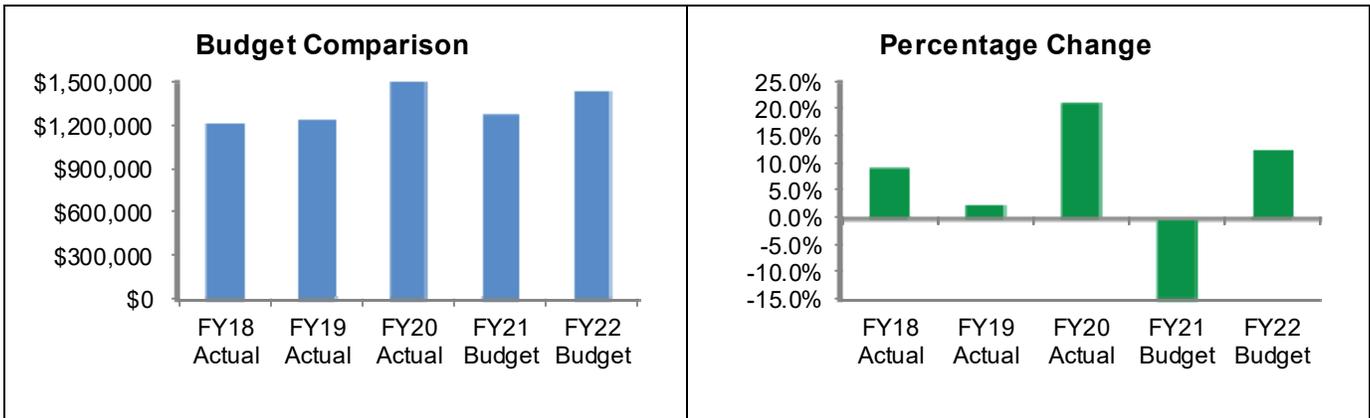
**Strategic Plan
Alignment**



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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,016,343	\$1,068,299	\$1,169,399	\$1,127,191	\$1,239,691	\$112,500	10.0%
Other Expenditures	195,055	170,462	327,592	148,007	192,423	44,416	30.0%
General Fund Total	\$1,211,398	\$1,238,761	\$1,496,991	\$1,275,198	\$1,432,114	\$156,916	12.3%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	12.0	12.0	13.0	13.0	13.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits:

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Increase to cover full-year of salary and benefits of 1 FTE added mid-year in FY 20 for a new deputy sheriff

Other Expenditures:

- Increase for vehicle replacement funding.

Office of the Commonwealth’s Attorney

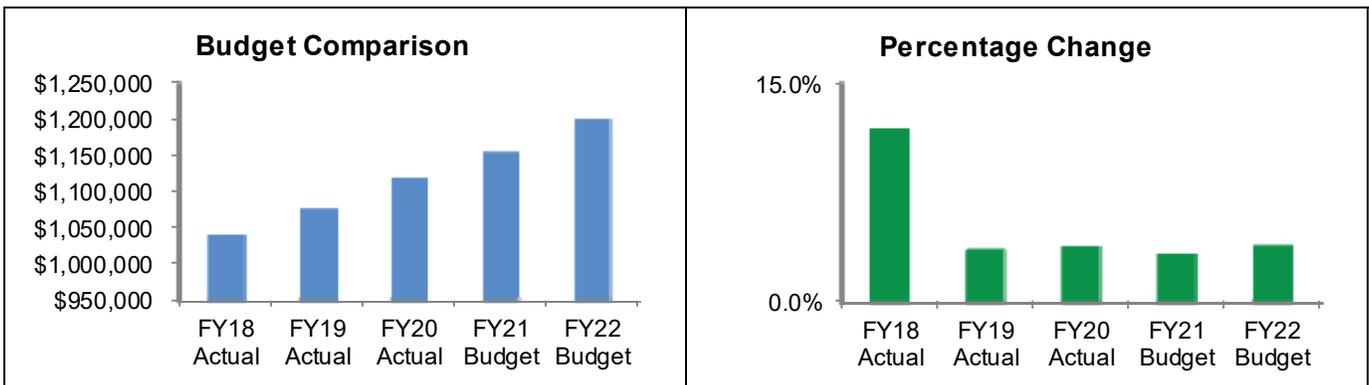
**Strategic Plan
Alignment**



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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$918,136	\$976,412	\$1,042,442	\$1,070,391	\$1,115,336	\$44,945	4.2%
Other Expenditures	120,210	99,907	75,760	84,868	85,267	399	0.5%
General Fund Total	\$1,038,346	\$1,076,319	\$1,118,202	\$1,155,259	\$1,200,603	\$45,344	3.9%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Increase for printing and duplicating

Contributions to Programs Promoting Public Safety and Justice

Albemarle-Charlottesville Regional Jail

FY 22 Budget - \$4,165,170

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 22 Budget - \$581,872

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 22 Budget - \$1,678,378

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 22 Budget - \$40,000

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 22 Budget - \$247,897

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 22 Budget - \$4,000

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 22 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.

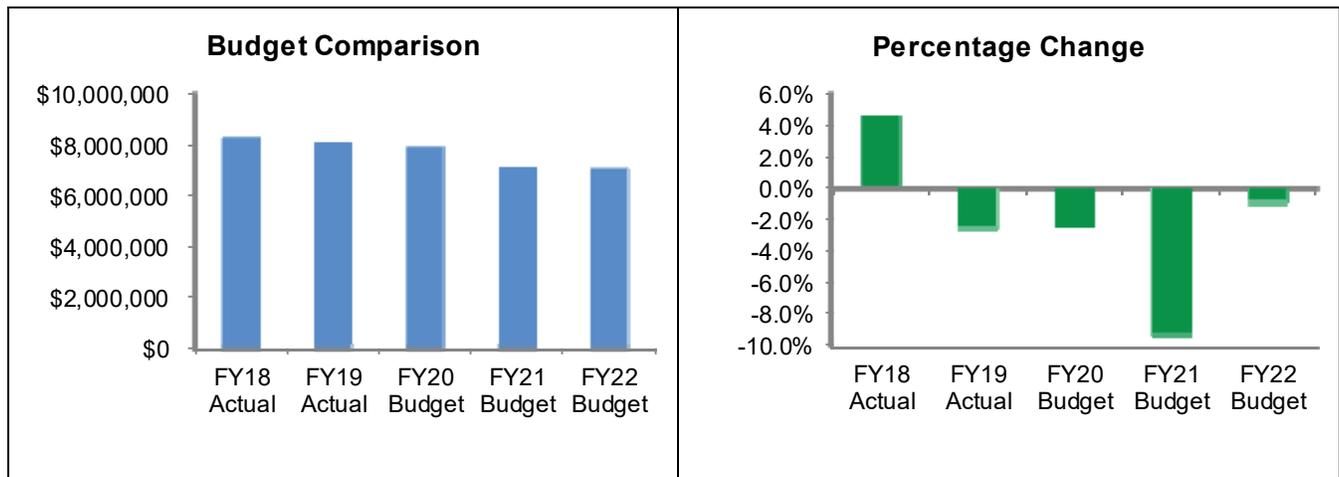
Charlottesville-Albemarle Society for the Prevention of Cruelty to Animals (SPCA)

FY 22 Budget - \$280,816

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.

Contributions to Programs Promoting Public Safety and Justice Funding Summary

Agency	FY 18 Actual	FY 19 Actual	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase/ (Decrease)	% Change
Albemarle-Charlottesville Regional Jail	\$4,949,749	\$4,952,622	\$4,940,035	\$4,316,546	\$4,165,170	(\$151,376)	(3.6%)
Blue Ridge Juvenile Detention	1,082,118	871,266	659,834	576,870	581,872	5,002	0.9%
Emergency Communications Center	1,586,942	1,573,094	1,503,429	1,485,643	1,678,378	192,735	11.5%
Legal Aid Justice Center	70,630	70,630	70,630	97,500	40,000	(57,500)	(143.8%)
Offender Aid and Restoration	235,343	242,403	297,403	293,392	247,897	(45,495)	(18.4%)
Piedmont Court Appointed Special Advocates	10,000	10,000	10,000	9,000	4,000	(5,000)	(125.0%)
Public Defender's Office	51,125	53,201	58,938	59,512	59,512	0	0.0%
Society for the Prevention of Cruelty to Animals	<u>258,781</u>	<u>264,039</u>	<u>276,845</u>	<u>282,415</u>	<u>280,816</u>	(1,599)	(0.6%)
General Fund Total Contributions	\$8,244,687	\$8,037,255	\$7,817,114	\$7,120,878	\$7,057,645	(\$63,233)	(0.8%)



Explanation of FY 22 Changes

Albemarle/Charlottesville Regional Jail – The City’s five year average population percentage is 43.6% a 2.9% decrease over FY 201 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 6.6% from FY 20 to FY 21, the reason for our decreased shared costs.

Emergency Communications Center - The City’s share is increasing due software contracts and hardware maintenance.

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 22 Budget - \$22,593



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

Circuit Court
FY 22 Budget - \$854,961



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 22 Budget - \$368,046



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 22 Budget - \$15,609



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 22 Budget - \$9,150

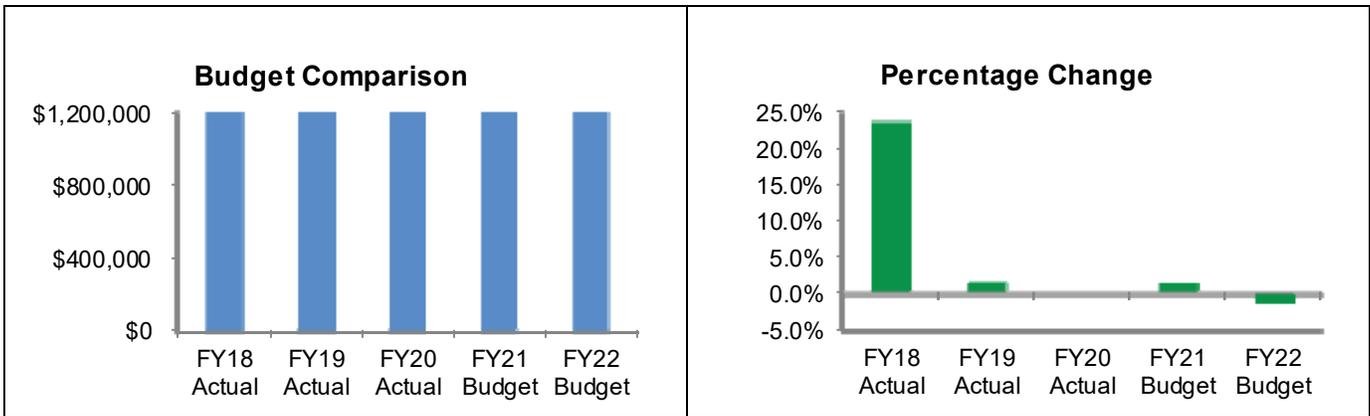


The Office of the Magistrate is usually a person's first contact with the judicial process. This office issues arrest warrants and determines admittance to bail or commitment to detention of accused parties. The Magistrate also serves as conservator of the peace. Costs are shared with Albemarle County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

Courts and Other Support Services Funding and Staffing Summary

Funding Summary	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$764,540	\$810,011	\$833,318	\$784,436	\$741,462	(\$42,974)	-5.5%
Other Expenditures	482,839	456,448	431,676	499,433	528,897	29,464	5.9%
General Fund Total	\$1,247,379	\$1,266,459	\$1,264,994	\$1,283,869	\$1,270,359	(\$13,510)	-1.1%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Decrease cost share of Bailiff costs with Albemarle County
- Decrease of 1 FTE custodial position

Other Expenditures

- Increase for contracted services for cleaning

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 22 Budget - \$948,403



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 22 Budget - \$8,516,355



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 22 Budget - \$1,171,577



The Community Risk Reduction section focuses on public engagement and community partnerships for improved outcomes. The section influences programs and services throughout the fire department and greater Charlottesville community with comprehensive risk assessments and data analysis. Additionally, the Fire Marshal's Office conducts safety inspections and fire investigations and works closely with Neighborhood Development Services on projects through plans review.

Training, Health, & Safety

FY 22 Budget - \$401,612



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 22 Budget - \$899,728



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 22 Budget - \$1,004,157



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 22 Budget - \$22,242

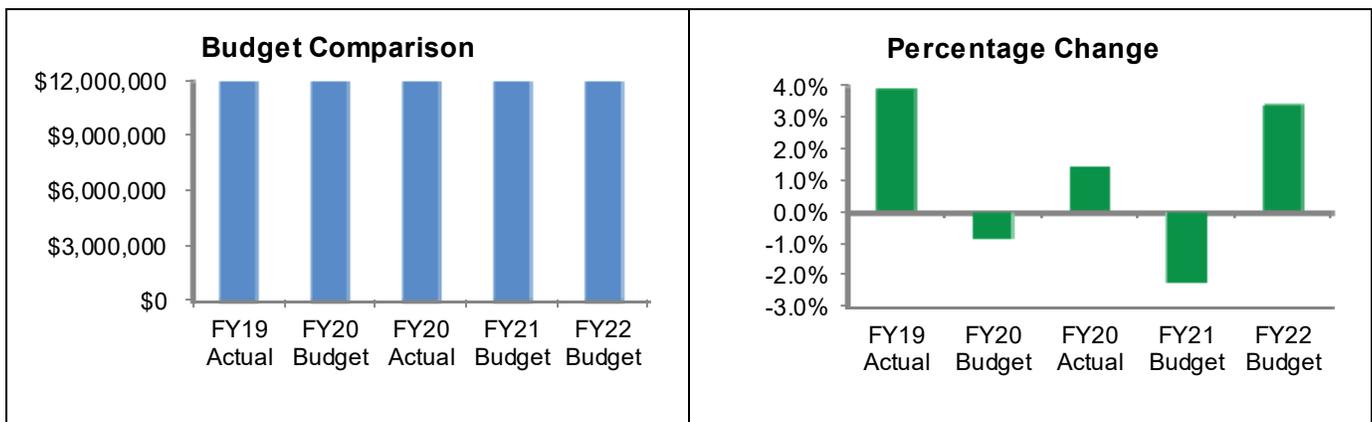


Formed in 1885, members of the Charlottesville Volunteer Fire Company support the emergency incidents operations as supplemental staffing alongside the members of the Fire Department. They operate one vehicle of their own and provide support services and resources or back-up during emergencies. Additionally,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

Fire Department Funding and Staffing Summary

Funding Summary	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$9,846,686	\$10,396,153	\$10,738,978	\$10,187,431	\$10,584,671	\$397,240	3.9%
Other Expenditures	2,311,046	2,236,240	2,072,121	2,352,364	2,379,403	27,039	1.1%
General Fund Total	\$12,157,732	\$12,632,393	\$12,811,099	\$12,539,795	\$12,964,074	\$424,279	3.4%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

In FY 2021, the fire department was awarded a Staffing for Adequate Fire and Emergency Response Grant (SAFER) which will allow the city to hire 15 firefighters to place into fire operations in order to enhance the departments' ability to comply with staffing, response and operational standards established by the National Fire Protection Association. Under the grant award structure, the grant will cover 100% of the base salary and benefits for the 15 firefighters for the first three years. Beginning in March 2024 the city will fully assume the salaries and benefits of the new FTEs.

Other Expenditures

- Increases for supplies and contractual increases.

Fire Department Strategic Plan Performance Measures

Goal 2: A Healthy and Safe City

2.4 Reduce the occurrence of crime, traffic violations and accidents in the community

	2016	2017	2018	2019	2020
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.	0.13	0.02	0.12	0.06	0.10
# of fire incidents occurring in the city per 1,000 population per year	3.87	2.39	3.14	2.91	2.97
Direct fire loss per \$10,000 assessed value of protected property	\$1.25	\$3.87	\$1.96	\$1.27	\$1.98
City fire loss per capita	\$18.10	\$70.08	\$36.50	\$25.64	\$43.79
# of structure fires per 1,000 population per year	0.71	1.31	1.54	1.06	1.58
% of fire incidents with 1st unit arrival on scene within 6 minutes 20 seconds or less from time of dispatch	84%	87%	89%	71%	72%
% of EMS incidents with 1st Unit arrival on scene within 6 minutes or less from the time of dispatch	77%	47%	42%	48%	45%
Firefighter injury rate per incident	0.01	0.02	0.01	0.01	0.00
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 22 Budget - \$2,706,542



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 22 Budget - \$10,569,238



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 22 Budget - \$2,883,693



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 22 Budget - \$2,638,925



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 22 Budget - \$111,570



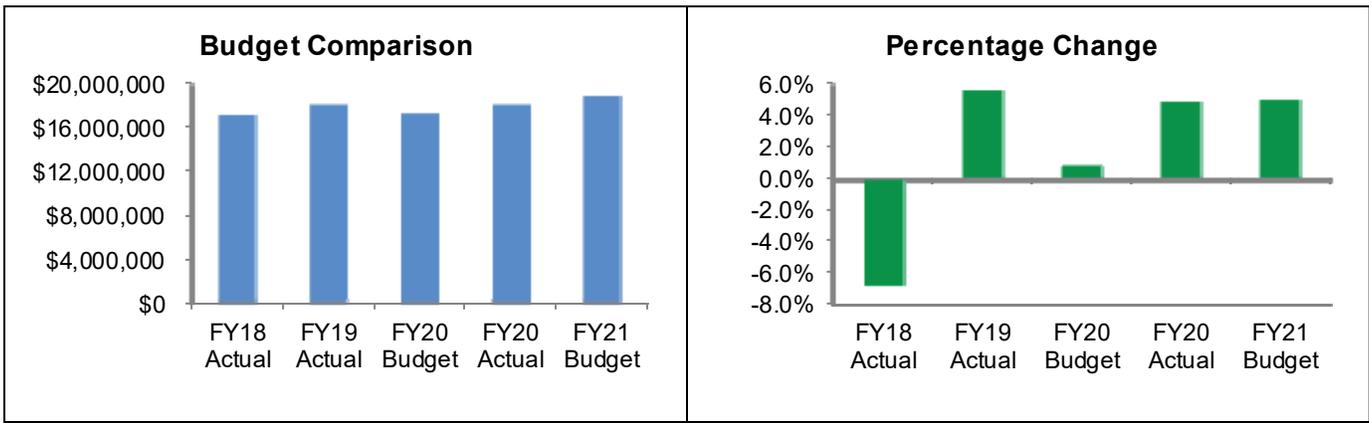
The Thomas Jefferson Area Crisis Intervention Team (CIT) is a well-documented and successful model of improving police interactions with people experiencing acute episodes of mental illness. The training is designed to educate and prepare police officers who meet people in crisis, to recognize the signs 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$14,464,624	\$13,826,237	\$14,400,531	\$14,899,059	\$15,604,002	\$704,943	4.7%
Other Expenditures	3,801,465	3,232,409	2,786,535	3,118,496	3,305,966	187,470	6.0%
General Fund Total	\$18,266,089	\$17,058,647	\$17,187,066	\$18,017,555	\$18,909,968	\$892,413	5.0%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
General Fund FTEs	157.0	159.0	159.0	155.0	155.0	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.
- Decrease of \$178,000 due to the suspension of funding for 2 vacant police officer positions. The FTE will remain in the department but will be unfunded for FY 22.

Other Expenditures

- Increase for service contracts for camera systems (body-worn, in-car and interview rooms). The purchase, annual storage and maintenance costs for the body-worn cameras were all previously paid from existing CIP project funds. Beginning in FY 22, these costs will be funded as part of the department's operating budget.

Police Department

Goal 2: A Healthy and Safe City

2.4 Reduce the occurrence of crime, traffic violations and accidents in the community

	CY 2019	CY 2020
# of reported crimes against person (violent crime)	692	599
# of reported property crimes	1,898	1,635
# of reported crimes against society	229	229
# of arrests	1,980	1,546
# of traffic citations	2,617	856
# of traffic accidents	713	532

Goal 5: A Well-managed and Responsive Organization

5.4 Foster effective community engagement

	CY 2019	CY 2020
# of Facebook likes	N/A	9,599
Facebook Responsiveness to Messages	N/A	1
# of Twitter followers	N/A	2,225
# Instagram followers	N/A	1,199
# of hits on website	N/A	6,022

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

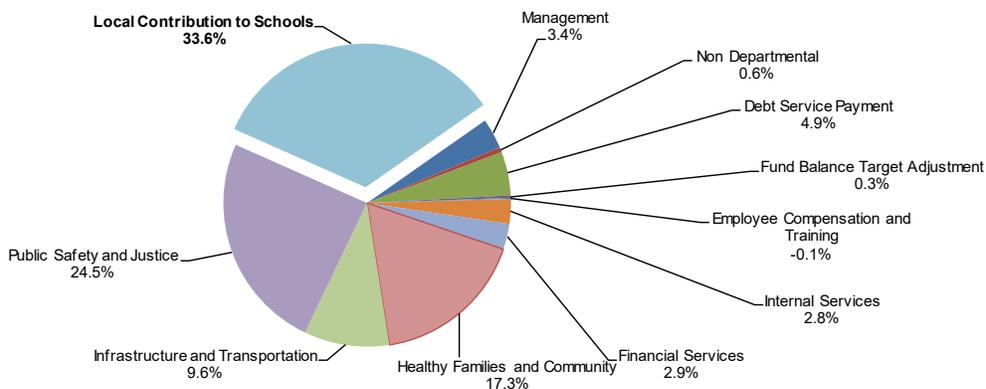
Charlottesville City School Operations

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 **16.21%** of the City's debt service payment from the general fund is for school projects. There is **\$3.5 million** in the FY 22 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Local Contribution	\$51,330,604	\$53,998,202	\$57,834,623	\$58,709,623	\$58,709,623	\$0	0.0%
State Funds	20,821,352	19,473,908	20,857,813	21,014,925	21,047,706	\$32,781	0.2%
Federal Funds	4,915,579	4,974,385	5,356,594	5,280,802	10,605,261	\$5,324,459	100.8%
Fund Balance	0	0	782,410	720,649	720,649	\$0	0.0%
Other	<u>3,457,707</u>	<u>2,906,221</u>	<u>3,691,690</u>	<u>3,167,089</u>	<u>3,167,089</u>	<u>\$0</u>	<u>0.0%</u>
Total	\$80,525,242	\$81,352,716	\$88,523,130	\$88,893,088	\$94,250,328	\$5,357,240	6.0%
Schools General Fund Total	\$66,560,985	\$68,286,041	\$73,841,105	\$74,452,362	\$74,452,362	\$0	0.0%
Schools Non General Fund Total	<u>13,964,257</u>	<u>13,066,675</u>	<u>14,682,025</u>	<u>14,440,726</u>	<u>19,797,966</u>	<u>\$5,357,240</u>	<u>37.1%</u>
Total	\$80,525,242	\$81,352,716	\$88,523,130	\$88,893,088	\$94,250,328	\$5,357,240	6.0%

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 2021-2022 Budget please visit their website at: <http://charlottesvilleschools.org/home/about-ccs/budget/>.

Note: At the School Board's request, no new City General Fund dollars are being allocated for operations. FY 22 operational increases (\$4.9M) in the School's budget are being offset by the use of one-time Federal CARES funds which have been received directly by Charlottesville City Schools. As a result, the School Board projects an additional \$4.5 million funding request from the City will be necessary in FY 23 to fund the on-going operational increases added in FY 22 using the one-time funds.

City/School Contracted Services

Strategic Plan
Alignment



Pupil Transportation

FY 22 Budget - \$2,945,564

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 22 Budget - \$4,043,184

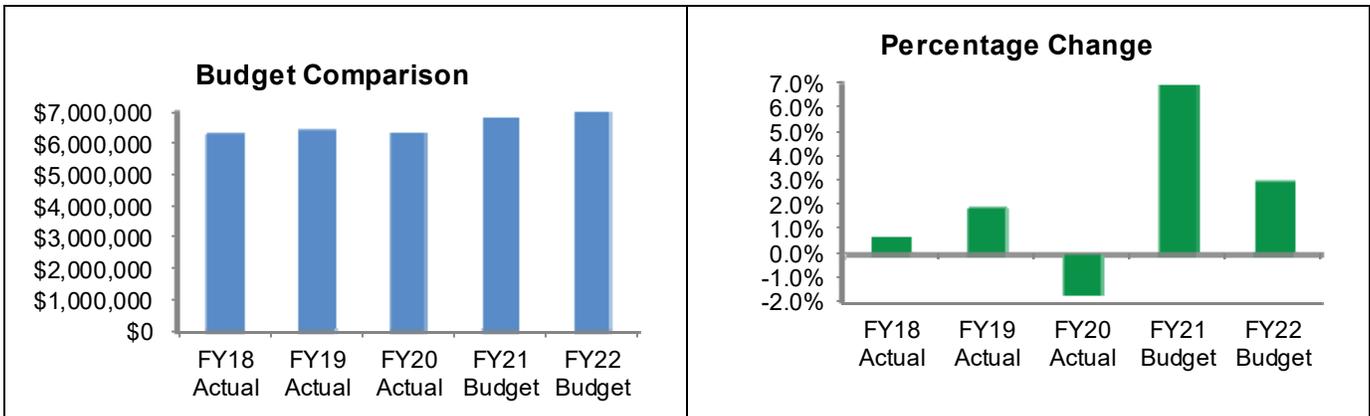


Facilities Maintenance, a Public Works division, provides routine repair and preventive maintenance services to ten Charlottesville Public School campuses and the Central Administration building. Those services include electrical, mechanical, plumbing, carpentry, roofing, and painting. A variety of “Small 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$3,181,324	\$3,357,798	\$3,462,723	\$3,579,050	\$3,698,961	\$119,911	3.4%
Other Expenditures	3,150,199	3,093,782	2,887,029	3,209,860	3,289,787	79,927	2.5%
General Fund Total	\$6,331,524	\$6,451,580	\$6,349,752	\$6,788,910	\$6,988,748	\$199,838	2.9%

Staffing Summary (Full Time Equivalents)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Increase/ (Decrease)
Pupil Transportation	29.0	29.0	31.0	31.0	31.0	0.0
School Building Maintenance	19.3	19.3	19.3	19.3	19.3	0.0



Explanation of FY 22 Changes

Salaries and Benefits

- No salary increases were given in FY 21 and none are included for FY 22. A 4.17% salary increase was given in FY 20 and the total funding for the increase was shown in the FY 21 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 22, the funding has been allocated to reflect the actual salaries for each department.

Other Expenditures

- Increases to Service Contracts and Maintenance Supplies.

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 typically begins in the fall when City departments receive the CIP submission request forms and related materials to use for the upcoming five-year plan. In addition to submitting requests for new projects, departments are also asked to provide financial updates for existing projects and any projects previously included in the multi-year CIP plan. All materials are submitted to the Office of Budget and Performance Management, which organizes and prepares the submissions for review and prioritization by the CIP **Budget Development Committee**. The CIP **Budget Development Committee** consists of the City Manager, Deputy City Managers, Finance Director and the Senior Budget and Management Analysts.

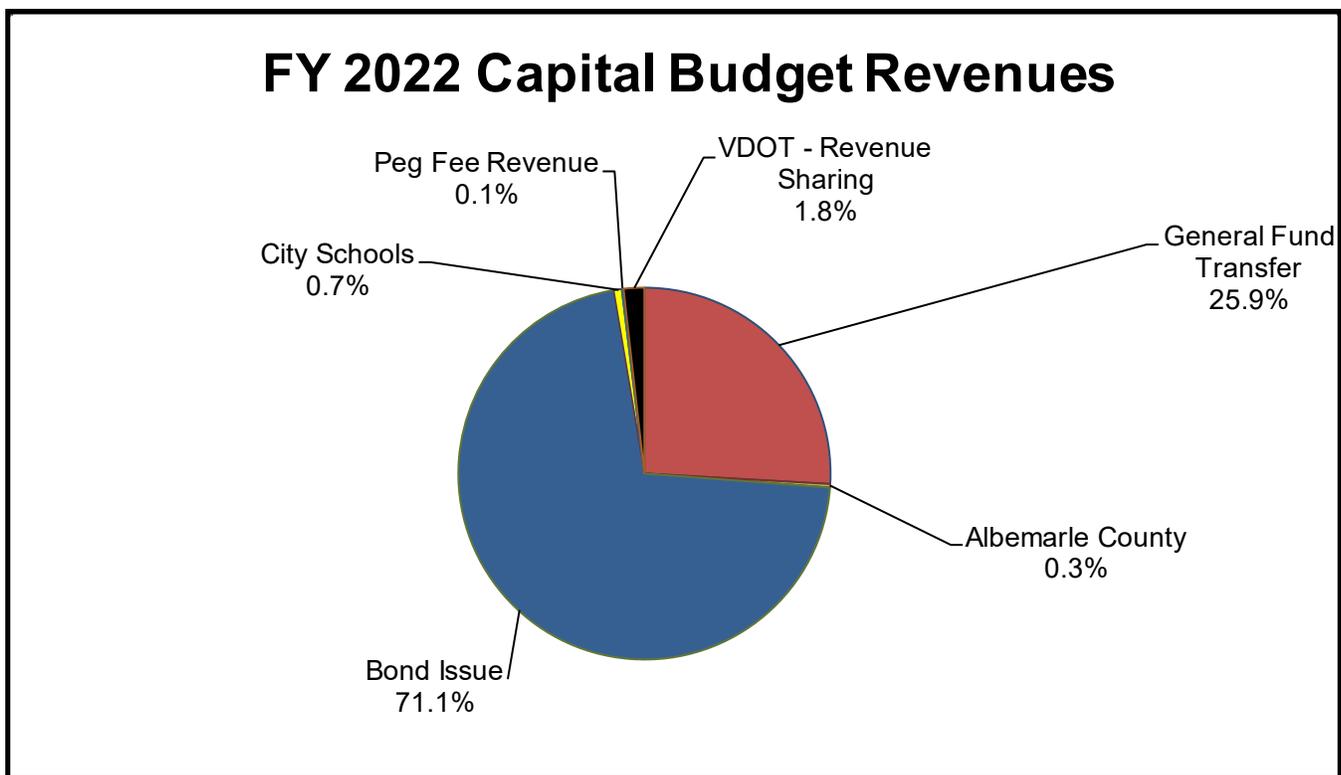
Beginning in November, a series of work sessions were held to engage and discuss the Council's priorities and the overall capital budget with the City Council. Input received from Council during these work sessions helped to guide the deliberations of the **Budget Development Committee** in their review of the CIP submissions. In February, a 5 year CIP plan recommendation was presented to the **Planning Commission** as part of a public hearing for feedback and approval. After the public hearing, the Planning Commission puts forth its own set of recommendations and proposed changes for City Council to consider.

On March 1, 2021, a Proposed CIP will be formally presented to City Council as part of an overall Proposed City Operating and Capital Budget. Council will spend time deliberating the proposed plan and may make funding changes until the budget is formally adopted on April 13, 2021.

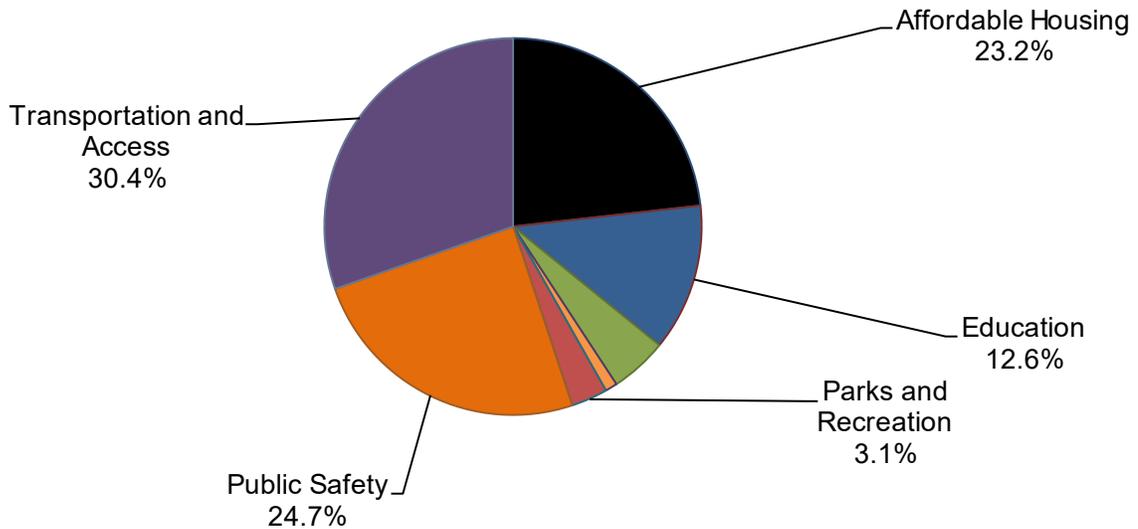
FY 2022 Capital Improvement Program Revenues and Expenditures

The **FY 22-26** Capital Improvement Program recommends the use of approximately **\$121.1 million** in long-term debt to finance a portion of the **\$159.9 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 22** 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**.



FY 2022 Capital Budget Expenditures



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 22 Capital Improvement Program \$6.47 million is allocated for Affordable Housing projects.

Charlottesville Housing and Redevelopment is to receive \$1,500,000 in the FY 22 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. and \$925,000 is allocated to the **Charlottesville Affordable Housing Fund (CAHF)** to provide funding for affordable housing initiatives. Previous Individual non-profit funding support has been combined into the CAHF to support affordable rental, affordable homeownership, affordable home rehabilitation and energy conservation, down payment assistance and other affordable housing initiatives

The redevelopment of **Friendship Court** is allocated \$2 million for the **Friendship Court Infrastructure Improvements** project as well as an additional \$394,841 for the **Friendship Court Redevelopment Phase I** and \$750,000 for the **Friendship Court Redevelopment Phase 2** projects.



Safety, Security and Preparedness

\$6,062,028 is funded in FY 22 to provide the remaining funds needed for the new **General District Court**. 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

\$1.0 million is allocated in FY 22, to fund a streetscape and signalization improvement project for **East High Street**.

As part of the FY 22 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 22 CIP. This funding is intended to facilitate completion of projects outlined in the Strategic Investment Area Plan.

The FY 22 CIP allocates \$1.5 million in funding to go towards **Milling and Paving**. \$2.5 million is allocated to fund the remaining local dollars needed to match the State matching funds for the replacement of the **Belmont Bridge**. \$1.0 million is allocated for the **7th Street Parking Structure**.



Provide a variety of transportation and mobility options

\$200,000 is allocated for **Sidewalk and Curb ADA Improvements** and \$500,000 for **Sidewalk Repair**

Description of Capital Projects

Bondable Projects

Education

In FY 22, \$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. \$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. \$120,000 is also provided as partial funding needed for the roof replacement at Charlottesville High School.

Facilities Capital Projects

Facilities Capital Projects is allocated \$1.38 million for improvements and repairs to various City facilities. 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 22 \$6.1 million is allocated for the construction of a new General District Court and \$337,553 is allocated for Fire apparatus replacement.

Transportation and Access

For FY 22, a total of \$7.7 million is allocated to Transportation and Access projects which include:; \$500,000 for sidewalk repair (including ADA ramp upgrades on streets scheduled to be paved); \$200,000 SIA Immediate Implementation; \$100,000 Small Area Plan; \$1,000,000 for a new parking structure, \$200,000 for ADA Pedestrian Signal upgrades, \$228,000 for Traffic Signal Infrastructure Replacement, \$225,000 for minor bridge repairs; \$200,000 for ADA improvements to sidewalks and curbs throughout the City and \$2,500,000 as part of the local match for the Belmont Bridge replacement.

Affordable Housing

\$1.5 million is allocated in FY 22 and an additional \$12 million is projected in FY 23 - 26 for a total of \$13.5 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.

Public Safety and Justice

\$450,000 is allocated for the replacement of mobile data computers for the Police Department.

Transportation and Access

Transportation and Access funding includes \$50,000 for citywide traffic engineering improvements; \$150,000 for neighborhood transportation improvements; \$150,000 for bicycle infrastructure; \$185,000 for the intelligent transportation system and \$100,000 for traffic sign retro reflective compliance work. Total funding for this area is \$769,000.

Parks and Recreation

The Parks and Recreation Department is allocated \$865,000 for facility upgrades and repairs, Parkland and Trails Acquisitions, urban tree planting and for Downtown Mall infrastructure repairs. Funding for the infrastructure repairs on Downtown Mall 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. \$200,000 is also funded for Citywide IT Strategic Infrastructure.

Affordable Housing

Non Bondable housing projects are allocated \$4.97 million in the FY 22 CIP to help meet the housing challenges facing the residents in our community. Of that amount \$900,000 will go for supplemental rental assistance, \$925,000 will go for affordable housing initiatives, \$2 million for Friendship Court infrastructure improvements and \$1.14 million for Friendship Court Phase I and Phase 2 redevelopment.

**Adopted Capital Improvement Program
FY 2022-2026**

	<u>Adopted FY22</u>	<u>Projected FY23</u>	<u>Projected FY24</u>	<u>Projected FY25</u>	<u>Projected FY26</u>	<u>5 Year Total</u>
Revenues						
Transfer from General Fund	6,880,841	6,737,940	7,549,378	6,580,400	8,580,400	36,328,959
Transfer from General Fund - Mall Vendor Fees	78,000	78,000	78,000	78,000	78,000	390,000
Contribution from Albemarle County (CATEC)	90,000	62,500	0	0	0	152,500
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 East High Signalization	500,000	0	0	0	0	500,000
CY 2021 Bond Issue	0	0	0	0	0	0
CY 2022 Bond Issue	19,823,072	0	0	0	0	19,823,072
CY 2023 Bond Issue	0	19,235,491	0	0	0	19,235,491
CY 2024 Bond Issue	0	0	12,287,907	0	0	12,287,907
CY 2025 Bond Issue	0	0	0	59,885,491	0	59,885,491
CY 2026 Bond Issue	0	0	0	0	9,885,491	9,885,491
TOTAL AVAILABLE REVENUES	\$27,611,913	\$26,353,931	\$20,155,285	\$66,783,891	\$18,783,891	\$159,688,911
Expenditures						
BONDABLE PROJECTS						
EDUCATION						
<u>Project</u>	<u>Adopted FY22</u>	<u>Projected FY23</u>	<u>Projected FY24</u>	<u>Projected FY25</u>	<u>Projected FY26</u>	<u>5 Year Total</u>
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	0	0	3,750,000
Charlottesville High School Roof Replacement	120,000	1,200,000	0	0	0	1,320,000
Charlottesville City School Reconfiguration	0	0	0	50,000,000	0	50,000,000
SUBTOTAL	\$3,320,000	\$4,400,000	\$3,200,000	\$51,950,000	\$1,950,000	\$64,820,000
FACILITIES CAPITAL PROJECTS						
<u>Project</u>	<u>Adopted FY22</u>	<u>Projected FY23</u>	<u>Projected FY24</u>	<u>Projected FY25</u>	<u>Projected FY26</u>	<u>5 Year Total</u>
Lump Sum to Facilities Capital Projects	1,045,491	1,045,491	1,045,492	1,045,491	1,045,491	5,227,456
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
SUBTOTAL	\$1,370,491	\$1,370,491	\$1,370,492	\$1,370,491	\$1,370,491	\$6,852,456
PUBLIC SAFETY AND JUSTICE						
<u>Project</u>	<u>Adopted FY22</u>	<u>Projected FY23</u>	<u>Projected FY24</u>	<u>Projected FY25</u>	<u>Projected FY26</u>	<u>5 Year Total</u>
General District Court	6,062,028	0	0	0	0	6,062,028
Replacement Fire Apparatus	0	0	1,152,415	0	0	1,152,415
Replacement EMS Apparatus	377,553	0	0	0	0	377,553
SUBTOTAL	\$6,439,581	\$0	\$1,152,415	\$0	\$0	\$7,591,996
TRANSPORTATION AND ACCESS						
<u>Project</u>	<u>Adopted FY22</u>	<u>Projected FY23</u>	<u>Projected FY24</u>	<u>Projected FY25</u>	<u>Projected FY26</u>	<u>5 Year Total</u>
New Sidewalks	0	0	100,000	100,000	100,000	300,000
Sidewalk Repair	500,000	500,000	500,000	500,000	500,000	2,500,000
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	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Parking Structure	1,000,000	7,000,000	0	0	0	8,000,000
ADA Pedestrian Signal Upgrades	240,000	240,000	240,000	240,000	240,000	1,200,000
Minor Bridge Repairs	225,000	225,000	225,000	225,000	225,000	1,125,000
Citywide ADA Improvements - Sidewalks and Curbs	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Signal Infrastructure Replacement	228,000	500,000	500,000	500,000	500,000	2,228,000
East High Street Signalization - VDOT Rev Share	1,000,000	0	0	0	0	1,000,000
Belmont Bridge - Local Match	2,500,000	0	0	0	0	2,500,000
SUBTOTAL	\$7,693,000	\$10,465,000	\$3,565,000	\$3,565,000	\$3,565,000	\$28,853,000
AFFORDABLE HOUSING						
<u>Project</u>	<u>Adopted FY22</u>	<u>Projected FY23</u>	<u>Projected FY24</u>	<u>Projected FY25</u>	<u>Projected FY26</u>	<u>5 Year Total</u>
Public Housing Redevelopment - (CRHA)	1,500,000	3,000,000	3,000,000	3,000,000	3,000,000	13,500,000
SUBTOTAL	\$1,500,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$13,500,000
TOTAL BONDABLE PROJECTS	\$20,323,072	\$19,235,491	\$12,287,907	\$59,885,491	\$9,885,491	\$121,617,452

NONBONDABLE PROJECTS

EDUCATION	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>Total</u>
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	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>Total</u>
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	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>Total</u>
Police Mobile Data Terminals	195,000	75,000	75,000	75,000	75,000	495,000
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	\$195,000	\$265,000	\$265,000	\$265,000	\$265,000	\$1,255,000
TRANSPORTATION & ACCESS	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>Total</u>
State Bridge and Highway Inspections	0	60,000	80,000	100,000	100,000	340,000
CAT Transit Bus Replacement Match	134,000	139,510	114,400	114,400	114,400	616,710
Intelligent Transportation System	185,000	185,000	185,000	185,000	185,000	925,000
City Wide Traffic Engineering Improvements	50,000	150,000	150,000	150,000	150,000	650,000
Neighborhood Transportation Improvements	150,000	50,000	50,000	50,000	50,000	350,000
Bicycle Infrastructure	150,000	150,000	150,000	150,000	150,000	750,000
Right of Way Appurtenance	0	129,000	129,000	129,000	129,000	516,000
Traffic Sign Retro Reflective Compliance	100,000	100,000	100,000	0	0	300,000
ADA Ramp Corrections	0	134,930	138,978	0	0	273,908
SUBTOTAL	\$769,000	\$1,098,440	\$1,097,378	\$878,400	\$878,400	\$4,721,618
PARKS & RECREATION	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>Total</u>
Parks and Recreation Lump Sum Account	300,000	400,000	400,000	400,000	400,000	1,900,000
Parks and Schools Playground Renovations	112,000	112,000	112,000	112,000	112,000	560,000
Urban Tree Planting	75,000	75,000	75,000	75,000	75,000	375,000
Parkland and Trails Acquisition and Development	250,000	125,000	125,000	125,000	125,000	750,000
Refurbish Parks Restrooms	50,000	0	0	0	0	50,000
Downtown Mall Infrastructure Repairs	78,000	78,000	78,000	78,000	78,000	390,000
SUBTOTAL	\$865,000	\$790,000	\$790,000	\$790,000	\$790,000	\$4,025,000
TECHNOLOGY INFRASTRUCTURE	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>Total</u>
Communications Technology Account/Public Access	40,000	40,000	40,000	40,000	40,000	200,000
City Wide IT Strategic Infrastructure	250,000	250,000	250,000	250,000	250,000	1,250,000
SUBTOTAL	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$1,450,000
AFFORDABLE HOUSING	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>Total</u>
Charlottesville Affordable Housing Fund (CAHF)	925,000	925,000	925,000	925,000	925,000	4,625,000
Supplemental Rental Assistance	900,000	900,000	900,000	900,000	900,000	4,500,000
Friendship Court Infrastructure Improvements	2,000,000	0	2,500,000	0	0	4,500,000
Friendship Court Redevelopment - Phase 1	394,841	0	0	0	0	394,841
Friendship Court Redevelopment - Phase 2	750,000	2,500,000	0	0	0	3,250,000
Friendship Court Redevelopment - Phase 3	0	0	750,000	2,500,000	0	3,250,000
Friendship Court Redevelopment - Phase 4	0	0	0	0	4,500,000	4,500,000
SUBTOTAL	\$4,969,841	\$4,325,000	\$5,075,000	\$4,325,000	\$6,325,000	\$25,019,841
TOTAL NONBONDABLE PROJECTS	\$7,288,841	\$7,118,440	\$7,867,378	\$6,898,400	\$8,898,400	\$38,071,459
TOTAL PROJECT EXPENDITURES	\$27,611,913	\$26,353,931	\$20,155,285	\$66,783,891	\$18,783,891	\$159,688,911

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 2022 – 2026 CIP are discussed below.

Operational Impacts FY 2022-2026 CIP

<u>Public Works</u>	Operational Impact	5 Year Total	Operational Impacts				
Project	FY22	FY23	FY24	FY25	FY26		
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	(144,590)	(154,590)	(164,590)	(174,590)	(184,590)	(822,950)	Cumulative savings achieved through reduced utility cost through utilization of solar energy.
General District Court	-	37,118	152,925	152,925	152,925	495,893	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>							
Project							
Bypass Fire Station	-	33,499	34,504	35,539	36,605	140,148	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>							
Project							
New Sidewalks	23,215	23,911	24,629	25,368	26,129	123,252	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	-	-	-	323,671	241,171	564,842	Based on current phasing in the proposed CIP operational costs are anticipated to begin in FY 25 for Phase 1 ONLY. Initial Capital Expenses for Parks & Rec included in the first year. Maintenance efforts from Parks & Rec and Public Works. Would require 3.5 new FTE's once completed. Does not include additional cost for other departments 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 FY22	Operational Impact FY23	Operational Impact FY24	Operational Impact FY25	Operational Impact FY26	5 Year Total	Operational Impacts
Small Area Plans	60,614	61,826	63,062	64,324	65,610	315,435	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	13,921	14,339	14,769	14,769	14,769	72,567	Operational cost include maintenance of new drainage structures.
Transit							
<u>Project</u>	Operational Impact FY22	Operational Impact FY23	Operational Impact FY24	Operational Impact FY25	Operational Impact FY26	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							
<u>Project</u>	Operational Impact FY22	Operational Impact FY23	Operational Impact FY24	Operational Impact FY25	Operational Impact FY26	5 Year Total	Operational Impacts
Parks and Recreation Lump Sum Account	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(11,265)	Decreased utility costs resulting from facility modernization.
Parkland and Trail Acquisition and Development	30,844	33,257	35,690	35,690	35,690	171,171	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	22,068	106,099	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	9,181	9,456	9,740	10,032	10,032	48,442	Increase in maintenance costs - both supplies and temporary employees - associated with new restroom facilities.
TOTAL PROJECTED OPERATIONAL EXPENDITURES ALL PROJECTS	11,450	77,427	189,690	507,045	418,022	1,203,633	

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 19-20 Actual	FY 20-21 Budget	FY 21-22 Budget
Beginning Fund Balance	\$171,673	\$177,191	\$184,435
Revenues			
Phone Fees	180,262	203,331	203,331
Postage Revenue	69,183	77,500	77,500
Total Revenues	\$249,445	\$280,831	\$280,831
Expenditures			
Salaries	79,361	77,708	79,093
Telephone Services	111,686	87,517	87,517
Service Contracts	8,526	48,362	48,335
Postage Expenditures	33,025	60,000	74,500
Other Expenditures	11,329	-	1,000
Total Expenditures	\$243,927	\$273,587	\$290,445
Net Gain/(Loss)	5,518	7,244	(9,614)
Ending Fund Balance	\$177,191	\$184,435	\$174,821

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, 2020) is indicated by four key financial indicators: net bonded debt of \$66,693,885, a ratio of debt to assessed value of 0.81%, net bonded debt per capita of \$1,356, and a ratio of Debt Service to total General Fund expenditures of 6.07%. 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 September 2020. 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 2020, the legal debt limit was \$693,367,123. The City's current general obligation indebtedness is \$125,353,632, 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>	FY19-20 <u>Actual</u>	FY20-21 <u>Budget*</u>	FY21-22 <u>Budget</u>		
Beginning Fund Balance	\$12,830,074	\$13,410,790	\$13,333,810		
<u>Revenues</u>					
General Fund Transfer	\$8,560,788	\$8,560,788	\$8,560,788		
Meals Tax Revenue	2,488,800	1,690,766	2,140,000		
Interest	136,285	-	-		
2010 BABs Rebate	138,733	136,647	125,227		
Refunding Proceeds					
Total Revenues	\$11,324,606	\$10,388,201	\$10,826,015		
<u>Expenditures</u>					
Bonds-	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Principal</u>	<u>Interest</u>
Series - 2009	133,907	127,764	-	-	-
Series - 2010	781,846	760,732	734,719	495,000	239,719
Series - 2011	544,350	529,150	529,150	380,000	149,150
Series - 2012	2,678,813	3,105,307	3,003,744	2,688,800	314,944
Series - 2013	406,000	394,800	383,600	280,000	103,600
Series - 2014	729,570	447,969	441,163	330,000	111,163
Series - 2015	2,593,472	1,998,547	1,936,365	1,326,564	609,801
Series - 2016	720,239	701,096	681,953	382,860	299,093
Series - 2017	933,919	905,919	728,559	560,000	168,559
Series - 2018	415,674	399,050	387,550	230,000	157,550
Series - 2019	784,146	846,750	822,750	480,000	342,750
Series - 2020	-	198,097	293,463	230,000	63,463
Subtotal	\$ 10,721,936	\$10,415,181	\$ 9,943,015	7,383,224	2,559,791
Administrative Costs - 2021001000	21,954	50,000	50,000		
Subtotal	\$21,954	\$50,000	\$50,000		
Total Expenditures	\$ 10,743,890.00	\$10,465,181	\$ 9,993,015		
Net Gain/(Loss)	580,716	(76,980)	833,000		
Ending Fund Balance	\$13,410,790	\$13,333,810	\$14,166,810		

* Revised FY 2021 Budget

Debt Service Fund

General Governmental Debt Profile

General obligation and public improvement bonds are secured by the full faith and credit of the City and are payable from taxes levied on all property located within the City. The table below provides a list of the City's outstanding General Obligation bonds that are used to finance the City's General Government Capital Improvement Program:

Outstanding General Obligation - General Governmental Bonds									
Series	Par Amount	Purpose	Ratings	Issued	Term (Years)	As of June 30, 2021			FY2022
						Principal	Interest	Total	Debt Service
Series 2011 General Obligation Public Improvement Bonds	9,425,000	Improvements to Public Schools, Public Facilities, Transportation and Access, Public Parks and Public Safety	Moody's Aaa S&P AAA	6/7/2011	20	3,800,000	735,775	4,535,775	513,950
Series 2012AB General Obligation Public Improvement and Refunding Bonds	26,870,300	Improvements to Public Schools, Public Parks, Transportation and Access and Public Safety	Moody's Aaa S&P AAA	5/30/2012	20	10,043,300	850,496	10,893,796	3,003,748
Series 2013 General Obligation Public Improvement Bonds	5,610,000	Improvements to Public Schools, Public Facilities, Transportation and Access and Public Safety	Moody's Aaa S&P AAA	5/29/2013	19	3,360,000	617,400	3,977,400	383,600
Series 2014 General Obligation Public Improvement and Refunding Bonds	5,740,000	Improvements to Public Schools, Public Facilities, Transportation and Access and Public Safety	Moody's Aaa S&P AAA	5/27/2014	20	3,760,000	774,016	4,534,016	441,163
Series 2015 General Obligation Public Improvement and Refunding Bonds	23,068,366	Improvements to Public Schools, Public Facilities, Transportation and Access and Public Parks	Moody's Aaa S&P AAA	6/2/2015	20	16,836,057	3,531,957	20,368,014	1,936,365
Series 2016 General Obligation Public Improvement and Refunding Bonds	11,125,462	Improvements to Public Schools, Public Facilities, Transportation and Access and Public Safety Equipment	Moody's Aaa S&P AAA	6/1/2016	19	9,191,158	1,879,752	11,070,910	681,953
Series 2017 General Obligation Public Improvement Bonds	11,140,000	Improvements to Public Schools, Public Facilities, Transportation and Access and Public Parks	Moody's Aaa S&P AAA	6/29/2017	19	8,900,000	2,341,672	11,241,672	877,919

Debt Service Fund General Governmental Debt Profile

Outstanding General Obligation - General Governmental Bonds									
Series	Par Amount	Purpose	Ratings	Issued	Term (Years)	As of June 30, 2021			FY2022
						Principal	Interest	Total	Debt Service
Series 2018 General Obligation Public Improvement Bonds	4,610,000	Improvements to Public Schools, Public Facilities, Transportation and Access and Public Parks	Moody's Aaa S&P AAA	5/31/2018	19	3,910,000	1,249,763	5,159,763	387,550
Series 2019 General Obligation Public Improvement Bonds	9,520,000	Improvements to Public Schools, Public Facilities, Transportation and Access and Public Parks	Moody's Aaa S&P AAA	5/30/2019	20	8,565,000	2,870,500	11,435,500	822,750
Series 2020AB General Obligation Public Improvement Bonds	13,455,000	Improvements to Public Schools, Public Facilities, Transportation and Access, Public Parks, and Public Safety Equipment	Moody's Aaa S&P AAA	9/30/2020	20	13,455,000	3,772,269	17,227,269	1,148,563
Series 2021 General Obligation and Public Improvement and Refunding Bonds	12,045,700	Improvements to Public Schools, Public Facilities, Transportation and Access, Public Parks, and Public Safety Equipment	Moody's Aaa S&P AAA	6/9/2021	20	12,045,700	3,292,245	15,337,945	1,205,415
Total	\$132,609,828					\$93,866,215	\$21,915,844	\$115,782,059	\$11,402,974

Legal Debt Limit

Article VII, Section 10(a) of the Constitution of Virginia, 1971, and Section 15.2-2634 of the Code of Virginia, 1950, as amended, contain a limitation on the principal amount of indebtedness that may be incurred by cities. This limitation is expressed as 10% of the assessed value of real estate subject to taxation by the City. The legal debt margin using assessed values as of the City was as follows:

Total assessed value of real estate as of January 1, 2021	\$ 8,453,406,600
Legal debt limit (10%)	\$ 845,340,660

Equipment Replacement Fund

The City's fleet consists of 627 vehicles and pieces of equipment, 467 of which are replaced using this fund. The other 160 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 19-20</u> <u>Actual</u>	<u>FY 20-21</u> <u>Budget*</u>	<u>FY 21-22</u> <u>Budget</u>
Beginning Fund Balance	\$ 1,456,554	\$ 1,859,281	\$ 1,859,281
<u>Revenues</u>			
Transfer from General Fund	1,332,586	1,332,586	884,416
Other Revenue and Sales	143,129	-	-
Total Revenues	\$ 1,475,715	\$ 1,332,586	\$ 884,416
<u>Expenditures</u>			
Vehicle/Equipment Replacement	1,072,988	1,332,586	1,332,586
Total Expenditures	\$ 1,072,988	\$ 1,332,586	\$ 1,332,586
Net Gain/(Loss)	402,727	-	(448,170)
Ending Fund Balance	\$ 1,859,281	\$ 1,859,281	\$ 1,411,111

*Revised 2021 Budget

Note: All of the vehicles and pieces of equipment that are to be recommended for replacement during FY 22 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. The FY 22 budget reflects an intentional fund balance adjustment by using available reserve funds to help offset the General Fund funding reduction.

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>	<u>FY 19-20</u> <u>Actual</u>	<u>FY 20-21</u> <u>Budget*</u>	<u>FY 21-22</u> <u>Budget</u>
Beginning Fund Balance	\$ 861,188	\$1,001,315	\$ 357,571
<u>Revenues</u>			
Transfer from General Fund	400,000	400,000	200,000
Other Revenue	9,476	-	-
Total Revenues	\$ 409,476	\$ 400,000	\$ 200,000
<u>Expenditures</u>			
City Facilities/Buildings	269,350	1,043,743	200,000
Total Expenditures	\$ 269,350	\$1,043,743	\$ 200,000
Net Gain/(Loss)	140,127	(643,743)	0
Ending Fund Balance	\$1,001,315	\$ 357,571	\$ 357,571

*Revised 2021 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 22, the remaining funds are used to address unplanned or unexpected repair issues as they arise during the year.

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 19-20 Actual	FY 20-21 Budget *	FY 21-22 Budget
Beginning Fund Balance	\$ 7,990,892	\$ 9,420,840	\$ 9,534,820
Revenues			
Department contributions (including JMRL)	9,149,103	9,112,000	9,112,000
Employee/Retiree contributions	4,300,523	4,279,000	3,809,000
Retirement fund contribution	3,958,358	3,972,000	4,095,000
Employee and retiree payments for Physical Fitness Clubs	161,210	225,000	-
Flexible Spending and HRA Account Forfeitures	13,825	15,000	15,000
Other Miscellaneous Revenue	6,420	-	-
Total Revenues	\$ 17,589,439	\$ 17,603,000	\$ 17,031,000
Expenditures			
Medical Expenses			
Self-insurance medical claims and administrative costs	13,168,991	13,827,441	14,801,637
Insurance premiums - Medicare Supplement	1,701,985	1,950,000	2,100,000
Affordable Care Act contributions and excise tax	-	5,000	5,000
HMO - Health reimbursement account	118,725	190,000	190,000
Dental claims and administrative costs	607,591	800,000	800,000
Total Medical and Dental expenses	\$ 15,597,292	\$ 16,772,441	\$ 17,896,637
Other Expenses			
Temporary Staffing	15,663	25,000	25,000
City payments for Fitness Program	258,846	375,000	150,000
Employee Assistance Program	16,162	15,000	15,000
Health care consultants	47,136	60,000	60,000
Wellness Initiatives	7,203	15,000	15,000
Flu Shots	6,450	7,500	7,500
Medical insurance opt-out payment	26,722	26,000	26,000
Flexible spending payment & COBRA administration	26,698	30,000	30,000
Human resource staff	120,000	125,000	105,036
City Link Recurring Cost	36,740	37,500	37,500
Telephone charges	579	579	579
Contribution to General Fund	-	-	250,000
Total Other Expenditures	\$ 562,199	\$ 716,579	\$ 721,615
Total Expenditures	\$ 16,159,491	\$ 17,489,020	\$ 18,618,252
Net Gain/(Loss)	1,429,948	113,980	(1,587,252)
Ending Fund Balance	\$ 9,420,840	\$ 9,534,820	\$ 7,947,568

* Revised FY 2021 Budget

Note: Lower than expected claim costs over the last few years have contributed to a healthy fund balance reserve. The FY 22 budget reflects an intentional fund balance adjustment.

Parking Enterprise Fund

In FY17 the City Council approved the creation of the Parking Enterprise Fund with the ultimate goal of creating a self-sustaining parking system. The fund currently operates as a quasi-enterprise fund by including a budget that generates a revenue stream sufficient to cover the annual parking related operating and maintenance expenses. To become fully self-sustaining, the parking fund will need to maintain sufficient reserves and have the ability to cover any outstanding debt service obligations and capital costs related to parking. For accounting purposes, the parking fund continues to share a portion of the parking revenues with the general fund and as such is reported as part of the consolidated general fund financial statements.

Fund Details	FY 19-20 Actual	FY 20-21 Adopted Budget	FY 20-21 REVISED Budget *	FY 21-22 Proposed Budget
Beginning Fund Balance	\$ 1,147,321	\$ 1,268,216	\$ 1,268,216	\$ 659,910
Revenues				
General Parking Revenues				
Parking Permits	57,761	45,000	22,500	45,000
Parking Meters	11,937	-	-	-
Parking Fines	201,565	420,000	100,000	300,000
Parking Validations	2,799	-	-	-
Market Street Parking Garage	955,644	1,195,500	619,597	1,063,000
Market Street Parking Leasing	225,660	235,000	123,174	186,053
701 E. Market Street	65,020	83,000	47,280	92,940
411 E. High Street	11,565	10,000	8,910	16,200
801-805 East Market Street	122,235	130,000	130,000	43,333
West 2nd St Lot	52,096	-	53,000	90,000
Water Street Parking Garage	1,686,968	2,642,155	919,000	2,154,000
Total revenues	\$ 3,393,249	\$ 4,760,655	\$ 2,023,461	\$ 3,990,526
Expenditures				
Parking Administration				
Salaries and Benefits	105,824	107,704	107,704	106,745
Other Expenses	12,714	13,036	13,036	13,036
Market Street Parking Garage	653,221	566,767	549,000	566,767
Market Street Parking Leasing	24,538	25,000	17,250	25,000
701 E. Market Street	-	-	-	-
411 E. High Street	-	-	-	-
801-805 East Market Street	-	15,500	15,500	23,250
West 2nd Street Lot	55,924	32,791	16,500	32,791
Water Street Parking Garage	1,220,133	1,623,882	1,412,777	1,696,134
Transfers				
Transfer to General Fund	1,200,000	1,200,000	400,000	750,000
Transfer to Parking Fund for Capital Res	-	100,000	100,000	100,000
Total expenditures	\$ 3,272,354	\$ 3,684,680	\$ 2,631,767	\$ 3,313,723
Net Gain/(Loss)	120,895	1,075,975	(608,306)	676,803
Ending Fund Balance	\$ 1,268,216	\$ 2,344,191	\$ 659,910	\$ 1,336,713

*Revised Projected FY2021 Budget as of March 2021

Note: The Parking Fund has been significantly impacted by COVID. The revised FY 2021 budget reflects fund projections as of March 2021.

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 22 is 27.0% for general government and 50.28% 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 19-20 Actuals	FY 20-21 Budget*	FY 21-22 Budget
Beginning Fund Balance	\$ 162,468,131	\$ 166,739,177	\$ 176,009,838
Revenues			
Investment Income	2,769,652	2,625,000	2,625,000
Net (decrease) increase in fair value of investments	2,994,683	10,260,000	12,093,000
Contributions from City	16,019,170	14,819,299	14,563,201
Member Contributions	2,428,148	2,500,000	2,500,000
Contribution for Senior Management OPEB benefits	-	280,454	183,472
Total Revenues	\$ 24,211,652	\$ 30,484,753	\$ 31,964,673
Expenditures			
Retirement distributions	13,237,084	14,087,327	14,870,746
Refund of employee contributions	175,836	175,000	200,000
Life Insurance claims paid to benefit retirees	101,500	250,000	250,000
Human Resource shared expenses	121,042	139,582	137,975
Legal Fees	10,568	20,823	20,867
Investment Advisory Fees	764,813	900,000	950,000
Actuarial Study and Services	60,503	54,060	60,503
Health care costs (Employer and Retirees)	5,287,693	5,400,000	5,400,000
Disability insurance cost (LTD)	102,486	110,000	110,000
Life insurance cost	27,587	30,000	30,000
Employer FICA for life insurance tax benefit	7,158	3,000	7,200
City Link Recurring Costs	37,800	37,800	37,800
Miscellaneous	6,535	6,500	10,000
Total Expenditures	\$ 19,940,607	\$ 21,214,092	\$ 22,085,091
Net Gain/(Loss)	4,271,046	9,270,661	9,879,582
Ending Fund Balance	\$ 166,739,177	\$ 176,009,838	\$ 185,889,420

* Revised FY 2021 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 19-20 Actual	FY 20-21 Budget*	FY 21-22 Budget
Beginning Fund Balance	\$ 3,866,434	\$ 3,725,930	\$ 3,055,435
Revenues			
Charges for services	2,265,622	2,507,902	2,507,902
Interest Income	87,202	55,000	55,000
Insurance Recovery	74,209	48,204	38,520
Total Revenues	\$ 2,427,033	\$ 2,611,106	\$ 2,601,422
Expenditures			
Insurance premium cost	1,284,823	1,507,226	1,507,226
Workers compensation claim payments and changes in reserves	655,788	1,450,000	1,450,000
Administrative costs	276,925	324,375	581,932
Total Expenditures	\$ 2,217,536	\$ 3,281,601	\$ 3,539,158
Transfer to General Fund	350,000	-	-
Net Gain/(Loss)	(140,503)	(670,495)	(937,736)
ENDING FUND BALANCE	\$ 3,725,930	\$ 3,055,435	\$ 2,117,699

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



City Profile

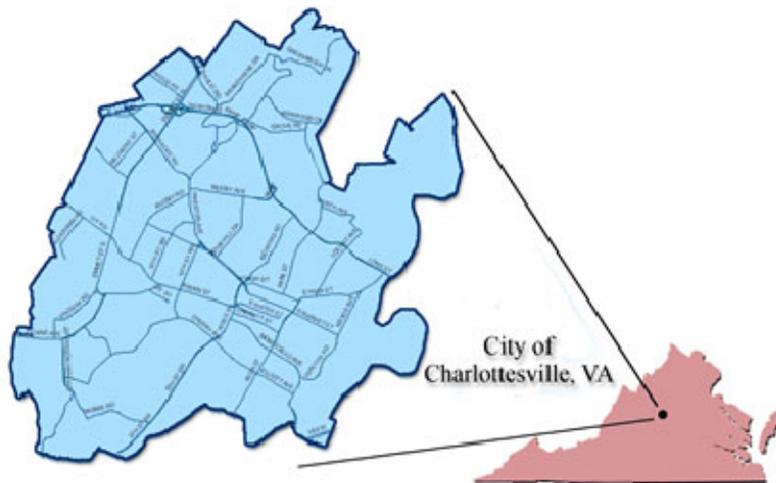


Background

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 49,447 (2020 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.

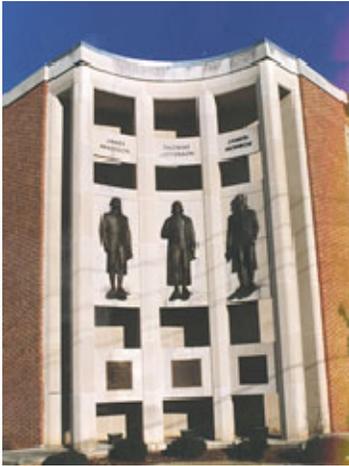
Centrally located just 120 miles from the nation's capital, Washington, D.C., and 70 miles from the state capital, Richmond, Charlottesville and surrounding Albemarle County is an area rich with culture and deeply rooted in history, having been the home of three Presidents. However, Charlottesville may 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, 2020 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, 4.0% in December 2020 as compared to 4.9% in Virginia and 6.7% in the nation.

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

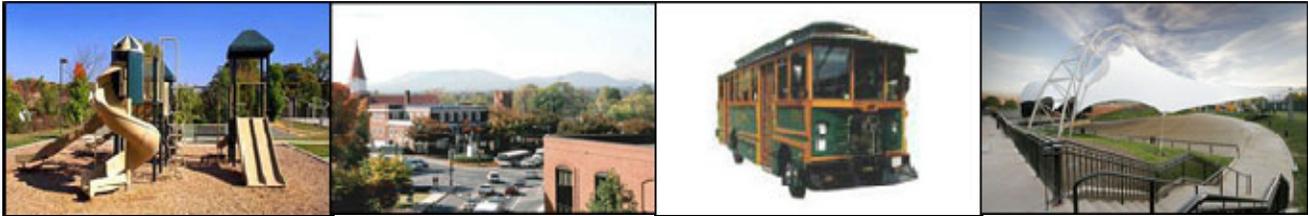
Top Ten Employers in the City of Charlottesville:

- 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) Assoc for Investment Management - CFA Institute
- 7) Capital IQ – S&P Global Intelligence
- 8) RMC Events
- 9) Morrison Crothall Support
- 10) Lakeland Tours – Worldstrides



Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter 2020.

City Profile



Date of Incorporation	1888
Form of Government	Council-Manager
Current Population Estimate (2020)	49,447
Land Area (square miles)	10.4
Population Density (population/square mile)	4,754
Unemployment Rate (2020)	5.7%
Total Real Estate Assessed Values (2021)	\$8,453,406,600
Taxable Sales (2020)	\$821,026,207
Median Household Income (2012-2016 Census)	\$50,727
Number of Households (2012-2016 Census)	18,408
Building Permits (2020)	1,922
City School Students (2020-2021 school year)	4,056
Miles of Streets (2021)	160
Acres of Park Land (2021)	1,050
Linear Feet of Trails (2021)	121,945
Number of Public Libraries (includes Historical Society)	3
Number of Registered Voters (2021)	34,964
Public Utilities (2020, number of customers)	
Gas	20,871
Water	15,307
Sewer	14,956
Bond Rating (General Obligation Bonds)	Moody's Investor Services Aaa Standard & Poor's Corporation AAA
Staffing (Full Time Equivalent):	
City	1022
Schools	855

Sources:

City of Charlottesville, City of Charlottesville Comprehensive Annual Financial Report for the fiscal year ending June 30, 2020; 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:



- Top 5 Most Beautiful College Towns – USA Today 2020
- 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

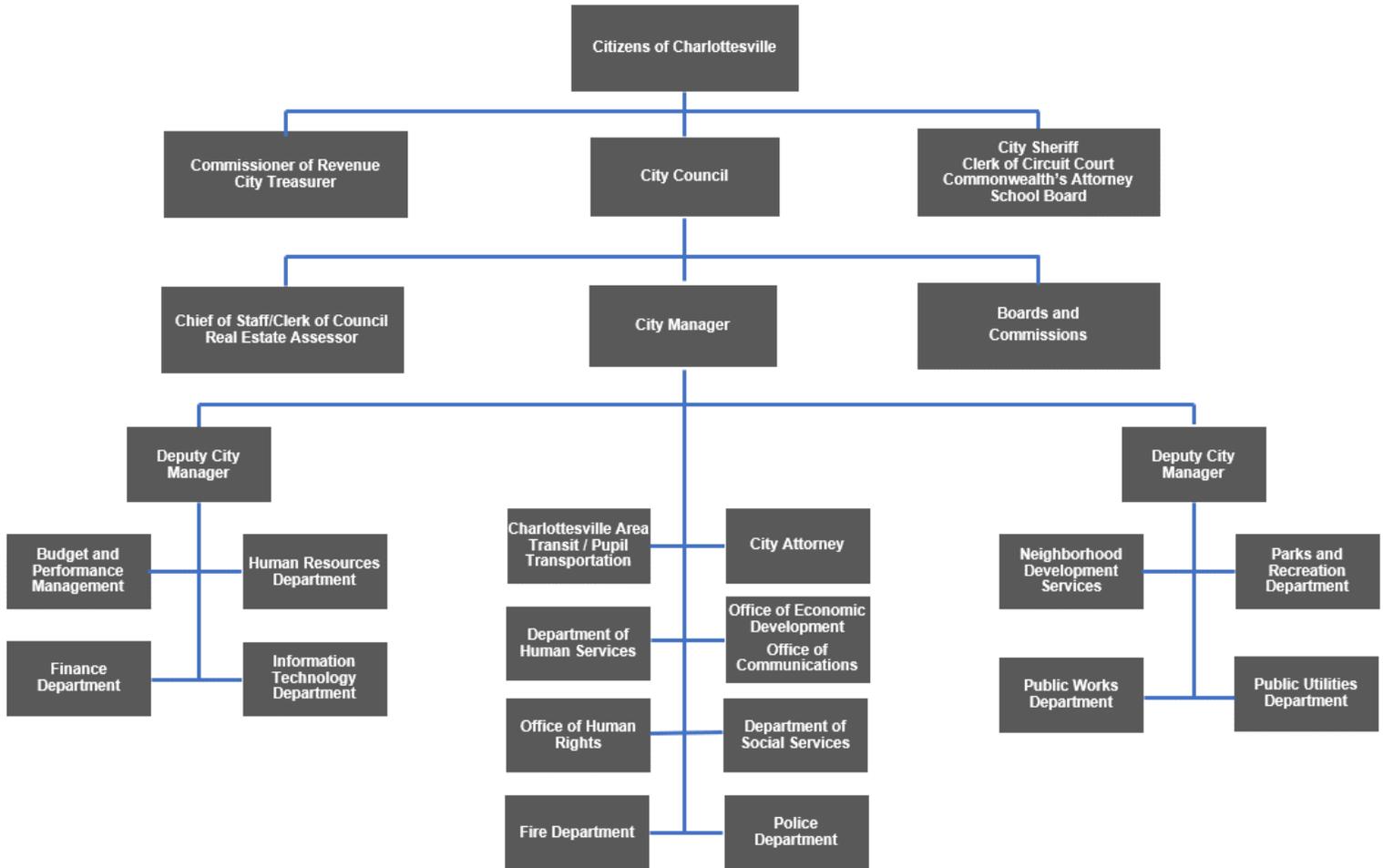
- The 7 U.S. Wine Regions Giving Napa a Serious Run for Its Money - Architectural Digest 2017
- One of America's Best Small Cities for Foodies - Travelocity 2016
- #7 Best College Town in America for Food and Drink - Thrillist 2015
- Top 5 New American Foodie Cities - Wine Enthusiast Magazine 2014
- #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

- Top 10 Wind Regions in the Country – USA Today 2020
- 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 19-20*</u>	<u>FY 20-21</u>	<u>FY 21-22</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of FY 21-22 Changes</u>
Management						
City Council/Clerk of Council	4.00	3.00	3.00	0.00	0.00	
Office of the City Manager: Administration, Redevelopment and Housing, Communications	13.00	14.00	14.00	0.00	0.00	
Office of the City Manager: Economic Development	11.50	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	39.50	39.50	39.50	0.00	0.00	
Internal Services						
Finance Department: Procurement, Risk Management, Warehouse	9.00	9.00	9.00	0.00	0.00	
Human Resources Department	8.00	9.00	9.00	0.00	0.00	
Information Technology Department	20.00	20.00	20.00	0.00	0.00	
Total	37.00	38.00	38.00	0.00	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	14.00	14.00	14.00	0.00	0.00	
Total	62.00	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	37.50	37.50	37.50	0.00	0.00	
Neighborhood Development Services	40.00	26.00	26.00	0.00	0.00	
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	2.00	2.00	2.00	0.00	0.00	
Total	257.50	243.50	243.50	0.00	0.00	

<u>Department/Cost Center</u>	<u>FY 19-20</u>	<u>FY 20-21</u>	<u>FY 21-22</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of FY 21-22 Changes</u>
Infrastructure & Transportation						
Public Works Department: Administration, Facilities Development, Building Maintenance, HVAC, Environmental	26.86	26.86	27.86	1.00	0.00	Increase due to personnel changes to help with the Climate Action Plan.
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	47.00	60.00	60.00	0.00	0.00	
Charlottesville Area Transit	80.00	80.00	104.50	24.50	0.00	New positions include 10 Full Time and 10 Part Time operators, 4 mechanics, 1 parts manager, 2 maintenance workers. CARES Act funding will pay for the addition of these positions in FY 22 and will be contingency upon agreement with Albemarle County as per the Regional Transit Agreement.
Pupil Transportation	29.00	29.00	29.00	0.00	0.00	
Utilities Department: Gas, Water, Wastewater	90.00	90.00	90.00	0.00	0.00	
Utilities Department: Stormwater	10.00	10.00	10.00	0.00	0.00	
Total	313.14	326.14	351.64	25.50	0.00	
Public Safety & Justice						
Office of the City Sheriff	13.00	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	155.00	155.00	0.00	0.00	
Total	291.50	287.50	287.50	0.00	0.00	
Citywide Total	1000.64	996.64	1022.14	25.50	0.00	

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	•										

Consolidated Statement of Change in Fund Balances

CITY OF CHARLOTTESVILLE, VA
ACTUAL BUDGET PERFORMANCE
For Fiscal Year Ended June 30, 2020

	Governmental Funds					Proprietary Funds		Total Funds
	General Fund	Special Revenues	Capital Projects	Debt Service	Permanent Fund	Enterprise Funds	Internal Service	
REVENUES								
Taxes	\$ 133,162,943	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 133,162,943
Fees and permits	2,891,930	-	53,256	-	-	11,608	-	2,956,794
Intergovernmental	27,731,534	27,163,646	5,947,739	138,733	-	-	-	60,981,652
Charges for services	8,815,167	5,136,311	1,169	-	-	52,353,873	24,079,589	90,386,109
Fines	201,617	-	-	-	-	-	-	201,617
Investment earnings	1,080,671	3,782	-	136,286	2,325	123,969	87,202	1,434,235
Miscellaneous	1,836,092	73,629	827,951	-	-	98,262	53,267	2,929,201
Transfers in	6,448,613	8,344,718	9,794,539	11,049,588	-	128,000	-	35,765,458
Total Revenues	182,168,567	40,722,086	16,624,654	11,324,607	2,325	52,715,712	24,260,058	327,818,009
EXPENDITURES								
General government	\$ 21,552,538	\$ 802,040	\$ 2,784,760	\$ 21,954	\$ -	\$ -	\$ -	\$ 25,161,292
Public safety	38,229,792	194,090	303,296	-	-	-	-	38,727,178
Community services	7,934,722	9,669,933	1,495,729	-	-	-	-	19,100,384
Health and welfare	5,751,889	30,096,548	-	-	-	-	-	35,848,437
Parks, recreation and culture	12,286,690	89,657	1,321,331	-	2,325	-	-	13,700,003
Education	56,758,927	-	2,143,148	-	-	-	-	58,902,075
Conservation and development	8,650,908	756,929	6,446,912	-	-	-	-	15,854,749
Water	-	-	-	-	-	8,643,653	-	8,643,653
Sewer	-	-	-	-	-	10,722,615	-	10,722,615
Gas	-	-	-	-	-	17,612,555	-	17,612,555
Stormwater	-	-	-	-	-	925,580	-	925,580
Golf	-	-	-	-	-	970,418	-	970,418
Retirement of principle	-	-	-	7,566,058	-	3,993,073	-	11,559,131
Interest	-	-	-	3,155,879	-	1,721,032	-	4,876,911
Information technology	-	-	-	-	-	-	1,076,033	1,076,033
Departmental services	-	-	-	-	-	-	2,198,701	2,198,701
Risk management	-	-	-	-	-	-	18,566,477	18,566,477
Warehouse	-	-	-	-	-	-	993,924	993,924
Capital outlay	859,690	9,870	9,071,601	-	-	8,782,417	764,685	19,488,263
Transfers out	31,017,103	699,432	72,723	-	-	5,776,201	-	37,565,459
Total Expenditures	183,042,259	42,318,499	23,639,500	10,743,891	2,325	59,147,544	23,599,820	342,493,838
Net Increase (Decrease) In Fund Balances	(873,692)	(1,596,413)	(7,014,846)	580,716	-	(6,431,832)	660,238	(14,675,829)
Beginning Fund Balances	47,822,084	2,780,255	14,018,519	12,830,074	162,502	23,470,080	18,027,372	119,110,886
Ending Fund Balances	\$ 46,948,392	\$ 1,183,842	\$ 7,003,673	\$ 13,410,790	\$ 162,502	\$ 17,038,248	\$ 18,687,610	\$ 104,435,057

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 2021 and 2022, which would use budgeted figures instead of actual figures.

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.
REDI	Racial, Equity, Diversity and Inclusion – this budget funds the City’s first ever Deputy City Manager of Racial, Equity, Diversity and Inclusion.
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.



Index

A

Abundant Life Ministries, H-8
 Acknowledgements, A-1
 AHIP, H-18
 Albemarle-Charlottesville Regional Jail, J-6
 Alliance for Innovation, D-18
 Arts Coordination and Planning, H-13

B

Basis of Budgeting, A-5
 Big Brothers/Big Sisters, H-8
 Birth Sisters, H-8
 Blue Ridge Juvenile Detention Home, J-6
 Boys and Girls Club, H-8
 BridgeLine, H-8
 Bridge Ministry, H-11
 Budget Amendments, xii
 Budget Calendar, A-7
 Budget and Fund Appropriation, A-6
 Budget Guidelines, A-8
 Budget Process, A-5

C

Capital Improvement Program, L-7
 Capital Improvement Program Fund, L-1
 Capital Improvement Program Operational Impacts, L-9
 Capital Improvement Program Strategic Plan Alignment, L-3
 Capital Improvement Program Revenue and Expenditures Graph, L-2
 Center for Nonprofit Excellence, D-18
 Central Virginia Partnership for Economic Development, D-18
 Central Virginia Small Business Development Center, D-18
 Chamber of Commerce, D-18
 Charlottesville-Albemarle Convention and Visitors Bureau, H-4
 Charlottesville-Albemarle Health Department, H-8
 Charlottesville Area Transit, I-20
 Charlottesville Festival of Cultures, H-6
 Charlottesville Free Clinic, H-8
 Charlottesville Housing Affordability Tax Grant Program, H-18
 Charlottesville Municipal Band, H-13
 Charlottesville Opera, H-12

Children's Services Act, H-5
 Circuit Court, J-8
 Citizen Engagement Opportunities, E-4
 Citizen Review Board, E-4
 City Attorney, D-14
 City Awards, N-4
 City Center for Contemporary Arts, H-12
 City Council/Clerk of Council, D-6
 City Council Strategic Initiatives, D-4
 City Link Operations, F-8
 City Manager's Budget Message, i
 City Manager's Office, D-8
 City of Promise, H-23
 City Profile, N-1
 City/School Contracted Services
 Pupil Transportation, K-4
 School Building Maintenance, K-4
 City Schoolyard Garden, H-8
 City Sheriff, J-4
 City Supported Events, H-6
 Citywide Staffing (Full Time Equivalents), N-8
 Citywide, E-1
 Commissioner of the Revenue, G-4
 Commonwealth's Attorney, J-5
 Communications Office, D-8
 Communications System Fund, M-2
 Community Events and Festivals, H-6
 Computers 4 Kids, H-8
 Consolidated Statement of Change in Fund Balances, N-11
 Contact Information, A-3
 Contributions to Children, Youth, and Family Oriented Programs, H-8
 Contributions to Education and the Arts, H-12
 Contributions to Programs Promoting Public Safety and Justice, J-6
 Courts and Other Support Services, J-8
 Court Services Unit, J-8
 Creciendo Juntos, H-6

D

Debt Service, E-7, I-17, I-18, M-4, M-5
 Debt Service Fund, M-3
 Description of Capital Projects, L-6

E

E-911 Emergency Communications Center, J-6
 Economic Development, D-9
 Emergency Assistance Program Support, H-8

Employee Compensation and Training, E-8
Environmental Sustainability, I-4
Equipment Replacement Fund, M-6
Equity and Inclusion, D-9
Expenditure Changes, xi
Expenditures (All Funds), C-5
Explanation of Revenues, B-7

F

Facilities Repair Fund, M-7
Festival of the Photograph, H-7
Financial Services Overview, G-1
Finance Department
 Administration, G-8
 City Assessor, G-8
 Procurement, F-4
 Risk Management, F-4
 Gas and Water Collections, G-8
 Warehouse, F-4
Fire Department, J-10
First Night Virginia, H-7
Food Equity, E-4
Fourth of July Festival, H-7
Foothills Child Advocacy Center, H-8
Fund Balance Summary, N-11
Fund Balance Target Adjustment, E-7
Fund Structure, A-4

G

Georgia's Healing House, H-8
General Governmental Debt Profile, H-4
General District Court, J-8
General Fund Expenditure Summary, B-6
General Fund Revenues, C-1
General Fund Revenue Summary, B-5
General Registrar, D-16
Glossary, O-1
Golf Fund, H-35

H

Health Care Fund, M-8
Healthy Families and a Healthy
 Community Overview, H-1
Historic Preservation Task Force, H-12
Home Visiting Collaborative, H-9
Housing Affordability Tax Grant Program, H-18
Housing Programs and Tax Relief, H-18
Human Resources, F-6
Human Rights, H-30
Human Services, H-22

I

Information Technology, F-8
Infrastructure and Transportation

Overview, I-1
Innovation Fund, E-4
Internal Services Overview, F-1
Introduction to the Budget, A-3
Investment Policies, A-9
Ivy Landfill, E-4

J

JAUNT, I-20
Jefferson Area Board for the Aging, H-9
Jefferson-Madison Regional
 Library, H-12
Jefferson School African American
 Heritage Center, H-12
Juvenile and Domestic Relations
 District Court, J-8

L

Legal Aid Justice Center, J-6
Legal Budgeting Requirements, A-6
Legal Debt Limit, M-5
Lighthouse Studios, H-12
Literacy Volunteers, H-12
Living Wage Adjustments, E-8
Local Food Hub, H-9
Long Term Financial Policies, A-9
Long Term Forecasts, B-14

M

MACAA, H-9
Major Highlights of the Budget, B-1
Major Local Revenues – Descriptions
 And Trend Data, B-8
Magistrate, J-8
Management Overview, D-1
McGuffey Art Center, H-12
Music Resource Center, H-11

N

National League of Cities, D-18
Neighborhood Development Services,
 H-26
New City Arts, H-12
Non Departmental Activities, E-4
Non General Fund Revenues, C-3

O

Offender Aid and Restoration, J-6
On Our Own, H-9
Operational Department/City Fund
 Matrix, N-10

Organizational Chart, N-7
Organizational Memberships &
Workforce Development
Agencies, D-18

P

Paramount Theater, H-12
Parking Enterprise Fund, M-9
Parks & Recreation, H-34
Participatory Budgeting Pilot, E-4
Partner for Mental Health, H-10
Performance Agreements, E-4
Piedmont CASA, J-6
Piedmont Council for the Arts, H-13
Piedmont Housing Alliance, H-18
Piedmont Family YMCA, H-9
Piedmont Virginia Community
College, H-12
PHAR, H-9
Police Department, J-14
Piedmont Workforce Network, D-19
Public Defender's Office, J-6
Public Safety and Justice Overview, J-1
Public Utilities, I-14
Public Works
Administration/Facilities
Development/Facilities Maintenance/Fleet, I-4
Public Service, I-5
Pupil Transportation, K-4
Procurement, F-4
Purpose of Budgeting, A-4

R

ReadyKids, H-9
Redevelopment and Housing, D-8
Region Ten, H-9
Rent/Tax Relief for Elderly
and Disabled, H-18
Retirement Fund, M-10
Revenue Changes, ix
Risk Management Fund, M-11
Rivanna Conservation Alliance, D-19

S

School Building Maintenance, K-4
School Operations, K-1
Sexual Assault Resource Agency, H-9
Shelter for Help in Emergency, H-9
Sin Barreras, H-10
Sister City Committee, E-4
Social Services, H-14
Society for the Prevention of
Cruelty to Animals (SPCA), J-6
Strategic Plan, FY 2018 – 2020 (Extended to 2021), A-10

Strategic Planning - P3: Plan, Perform,
Perfect, E-4
Stormwater Utility, I-10

T

Tax and Fee Rates, B-13
Thomas Jefferson Area Coalition for the
Homeless, H-10
Thomas Jefferson Planning District
Commission, D-19
Thomas Jefferson Soil and Water
Conservation District, D-19
Tom Tom Founder's Festival, H-7
Treasurer, G-12

U

United Way, H-10
Utility Billing Office, G-8
Utility Debt, I-17
Utility Rates, I-16

V

Vibrant Community Funding Allocations,
N-12
Virginia Cooperative Extension Service,
H-10
Virginia Discovery Museum, H-12
Virginia Festival of the Book, H-6
Virginia Film Festival, H-6
Virginia First Cities, D-19
Virginia Institute of Government, D-19
Virginia Juvenile Community Crime
Control Act (VJCCCA), E-4
Virginia Municipal League, D-19

W

WNRN, H-12
Women's Initiative, H-10

