



# CITY OF CHARLOTTESVILLE OPERATING & CAPITAL IMPROVEMENT ADOPTED BUDGET

Fiscal Year

# 2022/2023





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Charlottesville  
Virginia**

For the Fiscal Year Beginning

**July 01, 2021**

*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, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

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

# CITY OF CHARLOTTESVILLE'S ORGANIZATIONAL VALUES

## LEADERSHIP

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

## TRUST

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

## RESPECT

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



## EXCELLENCE

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

## CREATIVITY

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

## **VISION**

*To be one community filled with opportunity.*

## **MISSION**

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

# STRATEGIC PLAN

**VISION**

To be one community filled with opportunity

**MISSION**

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



## GOAL 1: An Inclusive Community of Self-sufficient Residents

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



## GOAL 2: A Healthy and Safe City

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



## GOAL 3: A Beautiful and Sustainable Natural and Built Environment

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



## GOAL 4: A Strong, Creative and Diversified Economy

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



## GOAL 5: A Well-managed and Responsive Organization

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



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## CITY OF CHARLOTTESVILLE

*To be one community filled with opportunity*

Office of the City Manager  
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Telephone: (434) 970-3101  
www.charlottesville.gov



July 1, 2022

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

Dear Mayor and Council:

Honorable Lloyd Snook, Esq., Mayor  
Honorable Juandiego Wade, Vice Mayor  
Honorable Sena Magill, Council Member  
Honorable Michael Payne, Council Member  
Honorable Brian Pinkston, Council Member

Dear Mayor Snook and Members of City Council:

In accordance with Section 19 of the City Charter, I am pleased to present to the Charlottesville City Council a proposed budget for the fiscal year beginning July 1, 2022. The adopted General Fund revenue and expenditure estimates both total \$212,889,291, which represents a 10.76% increase from the FY 2022 Budget and is balanced.

As this Budget was prepared, I am pleased to report that it has been a gratifying experience to work alongside an expert team in the development of a budget that delivers on your priorities. We have worked diligently to ensure the proposals recognize the larger context within which we work, align with recognized priorities, and deliver the results expected by our community. We have done so while retaining the necessary flexibility to adapt to ever-changing economic conditions, ensuring our long-term resiliency. I would like to extend my deep appreciation for the City Budget and Finance teams for all of their hard work to create this document you will review.

As you may know, the Budget is a financial spending plan for the City government, within a one-year span of time (“fiscal year”). The City’s Charter requires a Balanced Budget (i.e., the total proposed General Fund expenditures—including capital expenditures—cannot exceed the total estimated general fund income for the ensuing fiscal year). Council must not only approve a Budget for each Fiscal Year, Council must formally “appropriate” City revenues to be expended in accordance with the Budget. Also specified in Section 19 of the City Charter, City Council must act by an approving an Annual Appropriation Ordinance. Local taxes must be levied in an amount necessary to meet the appropriation.

As a center for economics, education, and culture in Central Virginia, it is critical that our actions build upon past successes and continue to advance priorities. In order to do this caliber of work our financial house must be in order, and I am pleased to affirm that reality. The Fiscal Year 2023 Budget acknowledges Councils desire to continue delivering on priorities and as such the budget includes \$0.01 increase on the real estate tax rate moving it from 95-cent to 96-cents and 0.5% to the meals tax rate moving it from 6% to 6.5%. These additional funds were strategically allocated to help offset future debt service costs and sets aside an additional cash reserve in the capital projects fund for future projects.

Despite the positive news of a balanced budget, it is understandable that the City Council continues to move through challenges that can impact our budget and community. I would be remiss if I failed to note that we are still moving through a global pandemic, however I am pleased to note that we are seeing a marked improvement in revenues from sales, meals and lodging tax collections. Sales tax is up 15.83%; meals and lodging tax are up 31.54% and 40% respectively. While the City's unemployment rate was at a calendar year high in June 2021 at 4.1%, by year end it had plummeted to 2.35% (December 2021).

Further, while we remain in a period of global uncertainty, we must acknowledge our own needs and priorities that continue to exceed the revenue that can support them fully. This includes the budgetary challenge coming with our school facilities. The proposed \$75 million dollar reconfiguration of our schools is a meaningful expense to support our youth but does come with a long-term impact to our Capital Improvements Program (CIP) due to the cost of the project and its companion debt service impact. Further, we see that push and pull with our communities' commitment to stabilizing households through the Council's adopted Affordable Housing Plan. This budget does continue to provide a substantial investment in affordable housing, but again, we do acknowledge possible future constraints that may impact investment in future fiscal years. Despite the challenges, this budget continues to also work to provide substantial investment in the key services that our community, businesses and visitors have come to expect from the City of Charlottesville.

### **Balancing the Budget**

City departments submitted a total of \$94.4 million in base budget requests for FY 2023, which was 7.4% greater than FY 2022 adopted departmental budgets. For FY 21 and FY 22 City departments were asked to submit level budgets keeping increases to a minimum and only if they could be justified as an operational need. For FY 23, departments were not given any restrictions on their submissions. \$10.7 million in new requests were submitted by departments. \$1.05 million in new requests were added to the budget for FY 23 which funds 15 new full-time positions to help fill critical needs in key areas throughout the organization including NDS, Human Resources and Public Works – Engineering, Budget and Community Solutions.

### **Revenue Projections**

- **Real Estate Taxes-** The City Council adopted budget increases the City's Real Estate Tax rate from 95 to 96 cents per 100 dollars of assessed value. The revenue

increase for real estate, based on the new rate of 96 cents per 100 dollars assessed value, is \$9.2 million in new revenue over FY 2022.

- **Meals Tax – This budget increases the meals tax rate from 6% to 6.5%.** The Meals Tax revenue collections have continued to show improvement through the first eight months of FY 2022 and are projected to reach the pre-COVID levels in FY 2023. The FY 2023 projection for this revenue is \$16.6 million.
- **Lodging Tax – This budget keeps the lodging tax rate at 8%.** As was the case with the Meals Tax, the Lodging Tax revenue collections have continued to show improvement and are projected at \$6.5 million for FY 2023 which is up 40% from the FY 2022 Adopted budget.
- **Sales and Use Tax** continues to rebound and is projected to exceed the FY 2022 adopted budget by \$1.9 million or 15.8%.

### Other Revenues

- Personal Property Tax revenue is budgeted to increase \$2.3 million or 23.2%. Due to COVID and recent supply chain issues, market values, particularly for used motor vehicles, are seeing unusually high valuation increases in many instances 30-40% over last year.
- Business Licenses Taxes revenue is increasing by \$1.7 million or 24.3% which is also a good indicator that business gross receipts are recovering from the slow down caused by the pandemic.
- City/County Revenue Sharing is increasing by \$133,393 from FY 2022. The formula is based in part on the total real estate assessments of both localities.

### Major Operational and Capital Expenditure Priorities

The FY 2023 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.

**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 |

In 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 \$7.3M in FY 2023, and over \$33.9M 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.
- \$1,250,000 in additional funding is budgeted for tax and rent relief grant programs bringing the total budget allocation to \$3.09 million. For the Charlottesville Housing Affordability Grant Program (CHAP), the household income limitation will increase from \$55,000 to \$60,000 and the maximum qualifying assessed value will increase from \$375,000 to \$430,000.
- Funding was added to upgrade and increase the capacity of the vacant Housing Coordinator position and \$175,000 was added to Office of Community Solutions to enhance the administration of the affordable housing initiatives.

#### **Race and Equity**

- Provides additional funding to increase the focus of equity in our organization and the greater community by allocating funding to move the City's ADA Coordinator from Neighborhood Development Services (NDS) to the Office of Equity and Inclusion. \$300,000 was also added to help further the work of this office.

#### **Workforce Development and Economic Development**

- The FY 2023 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**

- A new Bypass Fire Station to replace the existing Station No. 1, which was originally built in 1961, is now fully funded with the addition of \$1.2 million that is included in the CIP.

- This budget continues funding for the Police Civilian Oversight Board to provide an objective and independent civilian-led oversight of the Charlottesville Police Department.

## **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 budget includes a 3% cost of living increase for employees. This would be in addition to the 6% increase that was granted in January of the current fiscal year.
- A 2% COLA is also funded for retirees
- The Health Care Fund continues strong performance and no changes or premium increases to employee health care are included.
- The gyms subsidy program which was re-instated in FY 2022 remains funded for FY 2023.

### City Schools

Per Va. Code §§ 22.1-94 and 22.1-115 the amount appropriated for public schools may be a specified total [bottom line] amount, or Council may elect to segregate its school appropriation into the following major classifications: (i) instruction, (ii) administration, (iii) pupil transportation, (iv) operation and maintenance, (v) school food services and other noninstructional operations, (vi) facilities, (vii) debt and fund transfers, (viii) technology, and (ix) contingency reserves. Over the years, Council has always elected to appropriate a specified total [bottom line] amount to the schools during the annual budget process.

- This budget continues a very strong commitment to the City Schools. This proposed budget fully funds the School Board’s operating request of \$62.9 million.
- 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, \$1.2 million for the CHS roof replacement, \$2.5 million for the continuation of design work on the School Reconfiguration project and over \$2.1 million for general capital improvement dollars and HVAC replacement.
- In addition, the FY 2023 -2027 5 Year CIP Plan includes \$68.8 million to fund 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 2023 for the FY 2024 budget and beyond to include continued work to seek authorization from the

General Assembly for the ability to impose 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 increasing by \$2.4 million. \$1.95 million was added to help offset anticipated future increases in debt service relating to the school reconfiguration project. An equivalent to \$0.01 of the total meals tax revenue is allocated to debt service to support the five year CIP and to keep the City within its debt limit policies. For FY 23, the meals tax transfer to debt service is increasing by \$424,974.
2. The City's cash contribution from the General Fund to the CIP is \$8.7 million in FY 2023. Per the City's financial policy, 3% of total General Fund is used to fund the cash portion of the CIP. An additional \$1.9 million was added to the CIP contingency which will help fund anticipated future funding requests.

### Outside and Nonprofit Agencies

- For FY 23, the Vibrant Community Fund process adopted 5 broad funding priority areas: Affordable Housing, Education and Youth, Health, Jobs and Wages, and Community Safety as well as an Arts and Culture category. This year also included the introduction of startup opportunities for developing organizations. As was the case with FY 22, 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 2023 was \$2,665,515, which is an increase of \$251,843 over what was allocated in FY 2022.
- Of the agencies evaluated by the Office of Budget and Performance Management, major changes are summarized below:
  - JAUNT – decrease of \$272,648 or 15.9% largely due to a change in service assumptions
  - Albemarle/Charlottesville Regional Jail (ACRJ) – decrease of \$113,129 due a drop in the five year average population percentage.
  - Blue Ridge Juvenile Detention Center (BRJDC) – increase of \$209,993 increase which is determined by a formula determined by utilization in the last 36 months.
  - Emergency Communications Center – increase of \$230,748. 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.

A synopsis of the proposed FY23 Budget was published in the Daily Progress, and a public hearing was conducted at City Council's March 21, 2022 meeting. After conclusion of the Budget Public Hearing, City Council was able to add new, or increase, decrease, or strike out items of expenditure. At the end of the Council's review of the proposed Budget, and any Council modifications, the total anticipated expenditures for FY23 may not exceed the total estimated revenues for the upcoming year.

Virginia Code 152-2504 requires the following documents/information to accompany the proposed Budget: (1) a statement of the contemplated revenue and disbursements, liabilities, reserves and surplus or deficit of the locality as of the date of the preparation of the budget; and (2) an itemized and complete financial balance sheet for the locality at the close of the last preceding fiscal year.

The work of building and running a City is never over, and we must face the challenges presented while simultaneously taking hold of the opportunities that exist. Those opportunities display the expression of the values of council and the community as we continue to prioritize the principles of equity, safety and security, a focus on accessibility and affordability of housing, the prioritization of the quality of our public schools, and the need for city wide climate action. Further, we work on beginning to deeply invest in the human capital that can realize those visions through engaging in supporting our city departments and staff that provide key and needed services to all.

Historically, Charlottesville's tradition of sound fiscal management has served and will continue to serve the community during Fiscal Year 2023 as an asset and opportunity. Our sound financial management will continue to move us smoothly through the waning days of the pandemic and allow the City to continue to work in concert with the community to support key priorities, deliver services optimally, and engage in efficient and effective business models.

It is a privilege to serve as the Interim City Manager for Charlottesville at this time, and I appreciate the opportunity to present a balanced budget on behalf of the extremely talented team of employees with the City of Charlottesville, showing how we stand ready to address challenges, seize opportunities, and most importantly serve our community to the best of our abilities.

Sincerely,

A handwritten signature in blue ink that reads "Michael Rogers". The signature is written in a cursive style with a horizontal line extending to the right.

Michael C. Rogers, Esq.  
Interim City Manager

**FY 2023 Operating Revenue Changes**  
*(Operating Budget FY 2022 to Operating Budget FY 2023)*

**Local Taxes**

|   |             |
|---|-------------|
| Real Estate Tax                           | \$9,210,551 |
| Transient Occupancy (Lodging) Tax         | 2,000,000   |
| Sales and Use Tax                         | 1,900,000   |
| Personal Property Tax (Local Portion)     | 2,259,000   |
| Meals Tax                                 | 3,375,026   |
| Public Service Corporation Tax            | 46,156      |
| Virginia Communications Sales and Use Tax | (275,000)   |

**Licenses and Permits**

|  |             |
|--|-------------|
| Business, Professional, Occupational License Fee | \$1,700,000 |
| Dog Licenses                                     | (2,000)     |

**Intergovernmental Revenue**

|   |          |
|---|----------|
| State Highway Assistance                  | \$0      |
| Reimbursement for Constitutional Officers | (78,440) |

**Charges for Services**

|   |             |
|---|-------------|
| Emergency Medical Services (Ambulance) Revenue Recovery | (\$100,000) |
| PILOT: Utilities Funds                                  | 131,030     |
| Other Charges for Services                              | (13,252)    |
| Internal City Services (Fees from Non General Funds)    | (52,268)    |
| Parks and Recreation Revenue                            | (193,160)   |

**Misc. Revenue**

|                             |        |
|-----------------------------|--------|
| Other Miscellaneous Revenue | 42,552 |
|-----------------------------|--------|

**Transfers from Other Funds**

|                         |             |
|-------------------------|-------------|
| Risk Management Fund    | (\$250,000) |
| Health Care Fund        | (250,000)   |
| Enterprise Parking Fund | (250,000)   |

**City/County Revenue Sharing**

|                          |               |
|--------------------------|---------------|
| Operating Budget Portion | (\$1,723,173) |
|--------------------------|---------------|

|                                      |                     |
|--------------------------------------|---------------------|
| <b>Net Operating Revenue Changes</b> | <b>\$17,577,022</b> |
|--------------------------------------|---------------------|

**FY 2023 Operating Revenue Changes**  
*(Operating Budget FY 2022 to Operating Budget FY 2023)*

|  |             |
|--|-------------|
| City/County Revenue Sharing: Transfer to Capital Improvement Program                     | \$1,856,566 |
| Contracted Services with City Schools<br>(Building Maintenance and Pupil Transportation) | 817,886     |
| Meals Tax Revenue: Transfer to Debt Service  | 424,974     |

|                                       |                  |
|---------------------------------------|------------------|
| <b>Net Designated Revenue Changes</b> | <b>3,099,426</b> |
|---------------------------------------|------------------|

|   |                     |
|---|---------------------|
| <b>Total General Fund Revenue Changes</b> | <b>\$20,676,448</b> |
|---|---------------------|

**FY 2023 Operating Expenditure Changes**  
*(Operating Budget FY 2022 to Operating Budget FY 2023)*

| <b>City Schools</b>  | <b>\$ Change</b> |
|--|------------------|
| City Contribution to Schools   | 4,216,341        |
| <br>   |                  |
| <b>City Department Service Enhancements and Efficiencies</b>                 |                  |
| Rent and Tax Relief  | 1,250,000        |
| City Attorney - FOIA Management Software                                     | 10,000           |
| Citywide - Cybersecurity Enhancements and Software Licensing and Maintenance | 576,571          |
| Office of Diversity, Equity and Inclusion - additional operating funds       | 300,000          |
| Climate Action Planning - additional operating funds                         | 150,000          |
| Community Solutions - Affordable Housing additional Administrative Capacity  | 175,000          |
| <br>   |                  |
| <b>New Positions for FY 23</b>   |                  |
| Office of Equity and Inclusion - 1 ADA Coordinator FTE                       | 81,348           |
| Engineering - 1 Administrative Assistant FTE                                 | 90,368           |
| City Attorney - 1 FTE FOIA Coordinator                                       | 125,939          |
| Human Resources - 1 FTE Labor Relations Analyst                              | 123,046          |
| Public Works - 1 FTE Facilities Development Division Manager                 | 165,963          |
| NDS - 1 FTE - Support Services Manager                                       | 117,571          |
| NDS - 1 FTE - Transportation Planner   | 117,486          |
| NDS - 1 FTE - Building Inspector   | 97,006           |
| Community Solutions - Grants/IG Specialist                                   | 120,000          |
| Commissioner of Revenue - Tax Specialist                                     | 60,528           |
| Budget Office - Budget Analyst   | 126,822          |
| Engineering - 3 FTEs - 2 Project Managers, 1 Financial Analyst               | 325,000          |
| Procurement - 1 FTE - Buyer  | 81,355           |
| <br>   |                  |
| <b>Reclassifications</b>   |                  |
| Procurement - Administrative Assistant - reclassified from Risk Management   | 62,435           |
| Finance - Utilities Accountant - reclassified to Gas Fund                    | (74,603)         |
| City Manager - Budget Office - Budget Analyst reclassified from Gas Fund     | 103,603          |
| Sheriff Deputy - conversion of long-term temporary position to FTE           | 53,519           |
| Voter Registrar - Electoral Board Salary Increase                            | 41,306           |
| Housing Coordinator - position upgrade                                       | 55,514           |
| <br>   |                  |
| <b>Compensation and Benefits</b>   |                  |
| 3% COLA, increase in for Employees (starting July 1, 2021, Fiscal Year 2023) | 789,812          |
| 6% FY 22 Mid-year pay increase   | 3,169,336        |
| Attrition Savings  | (500,000)        |
| 2% Retiree COLA (starting July 1, 2022, Fiscal Year 2023)                    | 1,030,000        |
| Overtime (Lifting COVID Restrictions/Staffing Shortages - IT,Traffic, Parks) | 72,000           |

**Contributions to Nonprofit and Outside Agencies (Major Changes)**

|   |           |
|---|-----------|
| Albemarle-Charlottesville Regional Jail                     | (113,129) |
| Blue Ridge Regional Detention Center                        | 209,993   |
| Emergency Communications Center                             | 230,748   |
| Blue Ridge Health District                                  | 12,546    |
| JAUNT   | (272,648) |
| Vibrant Community Fund                                      | 84,115    |
| Jefferson Madison Regional Library                          | 25,281    |
| Charlottesville - Albemarle Convention and Visitor's Bureau | (235,766) |
| SPCA  | 8,744     |
| Public Defender's Office                                    | 25,464    |
| Virginia Cooperative Extension                              | 6,555     |
| TJPDC - Regional Housing Consortium                         | 9,822     |
| Small Business Development Center                           | 8,093     |
| Sister City Commission                                      | 30,000    |

**Council Funding Changes to VCF Allocations**

|  |         |
|--|---------|
| AHIP   | 75,000  |
| PHAR Internship Program                                    | 10,050  |
| Piedmont CASA  | 3,500   |
| ReadyKids  | 25,946  |
| Charlottesville Redevelopment and Housing Authority (CRHA) | 20,000  |
| OAR - Therapeutic Docket and Drug Court                    | 27,892  |
| The Paramount Theater                                      | 7,500   |
| Festival of Cultures                                       | (2,160) |

**Interagency Transfers**

|                            |           |
|----------------------------|-----------|
| Transfer to Human Services | 865,082   |
| Transfer to Debt Service   | 1,947,112 |

**Other Changes**

|  |         |
|--|---------|
| Other Decreases and Increases (Net)  | 153,364 |
| Unallocated Real Estate Tax Revenue - \$0.10 Tax Increase                  | -       |
| Cost of Fuel Increases   | 149,881 |
| Information Technology - Computer and Infrastructure Replacement           | 116,542 |
| Risk Management - Insurance Premiums - Worker's Comp and General Liability | 373,843 |
| Vehicle Replacement Funds  | 162,726 |
| Performance Agreement Obligations  | 50,000  |
| Maintenance Contract Increases (Custodial, Roof Inspections, HVAC, Mowing) | 207,760 |
| City/County Shared Parks Operations  | 22,447  |
| Solid Waste Disposal Fees  | 37,966  |
| JDR Court Baliff Costs (shared with Albemarle County)                      | 40,721  |
| Carver Recreation Center Rent  | 23,766  |
| York Place Studio Rent - adding full-year costs                            | 15,000  |
| Marcus Alert system/other justice reform funds                             | 100,000 |

**Net Operating Expenditure Changes****\$17,577,022**

**FY 2023 Designated Expenditure Changes**  
*(Designated Budget FY 2022 to Designated Budget FY 2023)*

|   | <b>\$ Change</b>    |
|---|---------------------|
| Transfer to Capital Improvement Program Fund                  | 1,856,566           |
| Transfer to Services with City Schools - Building Maintenance | 196,777             |
| Transfer to Services with City Schools - Pupil Transportation | 621,109             |
| Transfer to Debt Service Fund (Meals Tax Portion)             | 424,974             |
| <b>Net Designated Expenditure Changes</b>                     | <b>3,099,426</b>    |
| <b>Total General Fund Expenditure Changes</b>                 | <b>\$20,676,448</b> |

**City Council Amendments to the City Manager's  
FY 2023 Proposed General Fund Budget**

|  |                       |
|--|-----------------------|
| <b>Manager's Recommended FY 23 Revenue Estimates</b> | <b>\$ 216,171,432</b> |
|--|-----------------------|

**Amendments to FY 23 Revenue Estimates**

*Decrease Revenues*

**Taxes**

|   |             |
|---|-------------|
| Real Estate Tax (\$0.10 Advertised Tax Increase ) | (9,207,167) |
| Virginia Communications Sales and Use Tax         | (75,000)    |

*Increase Revenues*

**Taxes**

|  |           |
|--|-----------|
| Real Estate Tax Revenue (\$0.01 Tax Increase)              | 925,000   |
| Personal Property Tax (using current rate of \$4.20/\$100) | 2,000,000 |
| Utility Taxes  | 100,000   |
| Sales & Use Tax  | 900,000   |
| Transient Room Tax   | 500,000   |
| Meals Tax  | 25,026    |
| Meals Tax (0.05% increase)                                 | 1,250,000 |

**Licenses and Permits**

|                                  |         |
|----------------------------------|---------|
| Business & Professional Licenses | 300,000 |
|----------------------------------|---------|

|                                 |                       |
|---------------------------------|-----------------------|
| <b>Total Revenue Amendments</b> | <b>\$ (3,282,141)</b> |
|---------------------------------|-----------------------|

|   |                       |
|---|-----------------------|
| <b>Total Amended FY 23 General Fund Revenue Estimates</b> | <b>\$ 212,889,291</b> |
|---|-----------------------|

|   |                       |
|---|-----------------------|
| <b>Manager's Recommended FY 23 Expenditures</b> | <b>\$ 216,171,432</b> |
|---|-----------------------|

**Amendments to FY 23 Expenditures**

*Increase Expenditures*

**Outside and Nonprofits Agencies**

Contractual Agencies

|                 |        |
|-----------------|--------|
| Public Defender | 20,000 |
|-----------------|--------|

Vibrant Community Fund Agencies

|  |        |
|--|--------|
| Paramount Theater                              | 7,500  |
| Public Housing Association of Residents (PHAR) | 10,050 |
| AHIP   | 75,000 |
| Piedmont CASA                                  | 3,500  |
| Ready Kids - Early Education Program           | 25,946 |
| CRHA   | 20,000 |
| OAR - Drug Court and Therapeutic Docket        | 27,892 |

**City Department Service Enhancements and Efficiencies**

|  |         |
|--|---------|
| Housing Coordinator Position Upgrade               | 55,514  |
| Procurement - Restore Funding for 1 FTE - Buyer    | 81,355  |
| Sheriff - Vehicle Replacement (1)                  | 46,500  |
| Grants Specialist/IG Specialist                    | 120,000 |
| Office of Diversity, Equity and Inclusion          | 300,000 |
| Commissioner of Revenue - Tax Specialist           | 60,528  |
| Climate Action Planning                            | 150,000 |
| Affordable Housing Capacity                        | 175,000 |
| Budget Office Capacity including - 1 FTE - Analyst | 126,822 |
| MARCUS Alert System - Citywide Reserve             | 100,000 |
| Public Works - Engineering 3 FTES                  | 325,000 |
| Tax Relief - Additional Funding                    | 250,000 |

**Interagency Transfers**

|  |           |
|--|-----------|
| Transfer to Debt Service - School Reconfiguration  | 1,947,112 |
| Transfer to Capital Projects - Urban Tree Planting | 25,000    |
| Transfer to CIP Contingency                        | 1,974,467 |

***Decrease Expenditures***

**Outside and Nonprofits Agencies**

**Vibrant Community Fund Agencies**

|                      |         |
|----------------------|---------|
| Festival of Cultures | (2,160) |
|----------------------|---------|

**Interfund Transfers**

|                                    |  |
|------------------------------------|--|
| Transfer to Debt Service - Reserve |  |
|------------------------------------|--|

**Other Changes**

|   |             |
|---|-------------|
| Unallocated \$0.10 Real Estate Tax Increase Revenue | (9,207,167) |
|---|-------------|

**Total Expenditure Amendments** **\$ (3,282,141)**

**Total Amended FY 23 General Fund Expenditures** **\$ 212,889,291**

**City Council Amendments to the City Manager's  
FY 2023 Proposed Capital Improvement Program Budget**

|   |                      |
|---|----------------------|
| <b>Manager's Recommended FY 23 Revenue Estimates</b>                  | <b>\$ 23,985,907</b> |
| <b>Amendments to FY 23 Revenue Estimates</b>                          |                      |
| <i>Increase Revenues</i>  |                      |
| Transfer from General Fund  | 1,999,467            |
| <b>Total Revenue Amendments</b>                                       | <b>\$ 1,999,467</b>  |
| <b>Total Amended FY 23 Capital Improvement Fund Revenue Estimates</b> | <b>\$ 25,985,374</b> |
| <b>Manager's Recommended FY 23 Expenditures</b>                       | <b>\$ 23,985,907</b> |
| <b>Amendments to FY 23 Expenditures</b>                               |                      |
| <i>Increase Expenditures</i>  |                      |
| Urban Tree Planting   | 25,000               |
| CIP Contingency   | 1,974,467            |
| <b>Total Expenditure Amendments</b>                                   | <b>\$ 1,999,467</b>  |
| <b>Total Amended FY 23 Capital Improvement Fund Expenditures</b>      | <b>\$ 25,985,374</b> |

**City Council Amendments to the City Manager's  
FY 2023 Proposed Debt Service Fund Budget**

|  |                      |
|--|----------------------|
| <b>Manager's Recommended FY 23 Revenue Estimates</b>           | <b>\$ 11,125,762</b> |
| <b>Amendments to FY 23 Revenue Estimates</b>                   |                      |
| <i>Increase Revenues</i>                                       |                      |
| Transfer from General Fund                                     | 1,974,467            |
| <b>Total Revenue Amendments</b>                                | <b>\$ 1,974,467</b>  |
| <b>Total Amended FY 23 Debt Service Fund Revenue Estimates</b> | <b>\$ 13,100,229</b> |
| <b>Manager's Recommended FY 23 Expenditures</b>                | <b>\$ 11,125,762</b> |
| <b>Amendments to FY 23 Expenditures</b>                        |                      |
| <i>Increase Expenditures</i>                                   |                      |
| Debt Service Reserve   | 1,974,467            |
| <b>Total Expenditure Amendments</b>                            | <b>\$ 1,974,467</b>  |
| <b>Total Amended FY 23 Debt Service Fund Expenditures</b>      | <b>\$ 13,100,229</b> |



## 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!

|   |  |
|---|--|
| Interim City Manager  | Michael C. Rogers  |
| Deputy City Managers  | Ashley Reynolds Marshall, Samuel Sanders, Jr.  |
| Budget Office   | Krisy Hammill, Brian Ray   |
| Charlottesville Area Transit                                | Garland Williams, Barry Herring, Janice Woodson  |
| City Manager’s Office                                       | Terry Bentley, Teresa Pollak   |
| Circuit Court   | Llezelle Dugger  |
| City Attorney   | Lisa Robertson   |
| City Sheriff  | James Brown, Kara Thomas   |
| Chief of Staff/Clerk of Council                             | Kyna Thomas  |
| Commissioner of the Revenue                                 | Todd Divers  |
| Communications Office                                       | David Dillehunt  |
| Economic Development  | Chris Engel  |
| Finance Department  | Chris Cullinan, Glen Pack, Jeffrey Davis, Vernice Grooms, Gail Hassmer, Charles Philippin  |
| Fire Department   | Dr. Hezedeane Smith, Mike Rogers   |
| General District Court                                      | Mary Trimble   |
| General Registrar   | Taylor Yowell  |
| Human Resources   | Chris Baudo  |
| Human Services  | Misty Graves, Hunter Smith   |
| Information Technology                                      | Steve Hawkes   |
| Juvenile & Domestic Relations Court/<br>Court Services Unit | Martha Carroll, Jodie Shelley, Tammy Gallimore   |
| Magistrate’s Office   | Avnel Coates   |
| Neighborhood Development Services                           | James Freas, Missy Creasy, Sharon Patterson  |
| Social Services   | Sue Moffett, Laura Morris  |
| Parks and Recreation  | Dana Kasler, Vic Garber, Rion Anthony, Will Bassett  |
| Police Department   | Tito Durette, Steve Knick, Holly Bittle  |
| Public Works  | Stacy Smalls, Jonathan Dean, Scott Hendrix, Kristel Riddervold, Harold Young, Mark Zavicar |
| Treasurer   | Jason Vandever, Chad Thorne  |
| Utilities   | Lauren Hildebrand, Mary Kay Kotelec  |
| Budget Cover Design   | Irene Peterson   |

## 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.



Lloyd Snook  
Mayor



Juandiego Wade  
Vice Mayor



Sena Magill  
Councilor



Michael Payne  
Councilor



Brian Pinkston  
Councilor

## Introduction to the Budget

This **Fiscal Year 2022-2023** 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 2022-2023. 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. Our online Budget Explorer is also available ([www.charlottesville.gov/budget](http://www.charlottesville.gov/budget)) and provides line-item budget comparisons of the FY 2023 and FY 2022 budgets for all General Fund departments.

## Contact Information

### City Council (All Members)

Lloyd Snook, Mayor  
Juandiego Wade, Vice Mayor  
Sena Magill  
Michael Payne  
Brian Pinkston

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### Chief of Staff/Clerk of Council

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[thomaskn@charlottesville.gov](mailto:thomaskn@charlottesville.gov)

### Mailing Address

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Charlottesville, VA 22902

### Website

[www.charlottesville.gov/budget](http://www.charlottesville.gov/budget)

## The Purpose of Budgeting

Budgeting has several major purposes. First and foremost, the budget must be balanced which means total revenues must equal total expenditures. Budgeting is also 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, 2022 - June 30, 2023) 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 several 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 646 vehicles and pieces of equipment, 481 of which are replaced using this fund. The other 165 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, and Budget Office staff.

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 2023 Budget Calendar Public Meetings

| <b>Topic</b>   | <b>Date</b>        | <b>Time</b> | <b>Location</b> |
|--|--------------------|-------------|-----------------|
| <b>Council/School Board Joint Work Session</b><br><i>School Reconfiguration Discussion</i>   | September 15, 2021 | 6:30 PM     | Zoom<br>Webinar |
| <b>Council Work Session</b><br><i>Budget Development</i>   | October 18, 2021   | 4:00 PM     | Zoom<br>Webinar |
| <b>Planning Commission Work Session</b><br><i>FY23-27 Capital Improvement Program</i>  | November 23, 2021  | 5:00 PM     | Zoom<br>Webinar |
| <b>Planning Commission Public Hearing</b><br><i>FY23-27 Capital Improvement Program</i>  | December 14, 2021  | 6:30 PM     | Zoom<br>Webinar |
| <b>Council/School Board Work Session</b>   | February 2, 2022   | 5:00 PM     | Zoom<br>Webinar |
| <b>Council Work Session</b><br><i>Budget Development</i>   | February 3, 2022   | 5:00 PM     | Zoom<br>Webinar |
| <b>Proposed City and Adopted School Budgets Presented to Council</b>   | March 7, 2022      | 6:30 PM     | Zoom<br>Webinar |
| <b>Council Work Session</b><br><i>FY 2023 Budget – Revenues and Expenses</i>   | March 10, 2022     | 6:00 PM     | Zoom<br>Webinar |
| <b>Council Work Session</b><br><i>FY 2023 Budget – Outside and Non-Profit Agencies</i>   | March 17, 2022     | 6:00 PM     | Zoom<br>Webinar |
| <b>First Budget and Tax Rate Public Hearing</b>  | March 21, 2022     | 6:30 PM     | Zoom<br>Webinar |
| <b>Community Budget Forum</b>  | March 23, 2022     | 6:00 PM     | Zoom<br>Webinar |
| <b>Council Work Session</b><br><i>FY 2023 Budget – Capital Improvement Program</i>   | March 31, 2022     | 6:00 PM     | Zoom<br>Webinar |
| <b>Second Public Hearing Budget/ First Reading Approval of Ordinance Approving FY 23 Budget and Annual Appropriation/First Reading Ordinance Approving Tax Rate/Tax Levy</b> | April 4, 2022      | 6:30 PM     | Zoom<br>Webinar |
| <b>Council Work Session</b><br><i>FY 2023 Budget – Budget Wrap Up</i>  | April 7, 2022      | 6:00 PM     | Zoom<br>Webinar |
| <b>Second Reading and Approval: FY 23 Budget Ordinance and Annual Appropriation and Tax Rate/Tax Levy Ordinance</b>  | April 12, 2022     | 5:30 PM     | Zoom<br>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.

1. **Minimum Fund Balance Policy:** 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. **Downturn Reserve Policy:** Maintain a minimum Downturn Reserve Fund balance of no less than 3% of General Fund budget. *Drawdown of this reserve can occur if 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. **Working Capital Policy:** Maintain sufficient working capital in the utility funds (Water, Wastewater, Gas, Stormwater).
4. **Fund Balance Policy (Non-General Funds):** Stabilize all non-general funds by ensuring they have a positive fund balance.
5. **Debt Service Policy:** 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. **Meals Tax Policy:** 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 always managed 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 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 2023)

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, work began to update the plan but because three out of five council members were newly elected and would not be taking office until January 1, 2020, Council has decided to delay the update and extend the use of the current plan through FY 2022 and FY 2023.

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

- **Real Estate Tax** revenue is budgeted to generate \$9.2 million in new revenue over FY 22, for a total of \$89.5 million. The increase is the result of Council's approval of a **\$0.01 tax rate increase** and the general reassessment which resulted in residential assessments increasing by 12.86% and commercial assessments increasing by 7.90%. Although, Council approved the advertisement of a \$0.10 real estate tax rate increase, only a \$0.01 tax increase was approved which raised the City's real estate tax rate from \$0.95 per \$100 of assessed value to \$0.96 per \$100 of assessed value.
- **Sales and Use Tax** is projected to increase by \$1.9 million or 15.8% from FY 22. Trends continue to indicate a strong performance with revenue projected to surpass pre-pandemic levels.
- **Personal Property Tax** revenue is budgeted to increase by \$2.3 million or 23.2%. Due to COVID and recent supply chain issues, market values, particularly for used motor vehicles, are seeing unusually high valuation increases in many instances 30-40% over last year. Because many believe these valuation increases are more of an anomaly and that there will eventually be a reset to a lower or more normal values, some localities around the region lowered their tax rates. Acknowledging its future increased capital funding needs, the Charlottesville City Council elected to keep its rate the same at \$4.20 per \$100 of assessed value for FY 23.
- **Business Licenses Taxes** revenue is increasing by \$1.7 million or 24.3%. This increase is reflective of the improving revenue trends as businesses and the economy continue to recover from the pandemic. Indicators continue to project higher gross receipts for local businesses in FY 22 and FY 23.
- **Transient Occupancy (Lodging) Tax** revenue collections were severely impacted by the COVID-19 pandemic but throughout FY 21 and FY 22, steady and continued recovery have resulted in increased lodging tax revenues. For FY 23, the revenue is projected to increase by \$2.0 million or 40% over FY 22.
- **Meals Tax** was also severely impacted by the COVID-19 pandemic. However, meals tax revenue collections have continued to show improvement throughout FY 22 and the growth trend is expected to continue throughout FY 23. Additionally, Council **increased the tax rate 0.5% moving the rate from 6.0% to 6.5%**. The FY 23 projection for this revenue is \$16.64 million, an increase of approximately \$3.8 million from the FY 2022 revenue forecasts.

In general, the projections for the FY 23 budget indicate revenue growth in most categories but recreation income remains an exception as it is projected to decrease slightly from FY 22 projections by \$193,160 or 11.63%. This is directly related to the assumption in FY 22 that all centers would be open and fully operational in FY 22. Due to lingering COVID-19 restrictions that has not yet happened and the projection for FY 23 assumes a slower return to normal operating levels than previously projected.

### Balancing the Budget

- 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. It makes some reasonable choices and changes in service levels, all while we continue to look at efficiencies and making every effort to preserve and improve the services provided by our departments.

## General Fund Expenditure Highlights

### Strategic Plan Priority Areas



#### Affordable Housing

- This budget includes \$7.3M in FY 23, and over \$38.8M in the five-year capital program for several affordable housing initiatives, including redevelopment of public housing sites, and supplemental rental assistance.
- \$2,880,000 in funding is budgeted to provide homeowner assistance grants to qualifying City residents who own property in the City. For FY 23, the eligibility requirement for the household income threshold will increase from \$55,000 to \$60,000 or less and the maximum assessed value will increase to \$420,000.
- In addition, the Rent Relief for Elderly and Disabled programs will receive \$210,000 in funding for FY 23.



#### Race and Equity

- \$155,000 is included and continues to fund a grant match for the Food Equity program
- \$300,000 was added to help fund the office of Equity and Inclusion (OEI). Additionally, the City's ADA Coordinator position was moved from Neighborhood Development Services to OEI.



#### Workforce Development and Economic Development

- The FY 23 Budget continues to invest in the various programs that support both 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, collaborate with entrepreneurs and existing businesses who are seeking to grow here.



#### Safety and Security

- Civilian Police Oversight Board (PCOB) is fully funded in FY 23.
- \$1.2M in additional dollars were added in FY 23 to fully fund the construction of a new fire station on the 250 Bypass to replace the existing Charlottesville Fire Station No. 1 which was built in 1961. The total cost of the project is \$5.9 million dollars.
- \$100,000 was added to help fund the MARCUS Alert System and other criminal justice reform.

## Other Budget Areas

### Compensation and Benefits

- The living wage for FY 23 will remain at \$15.00 an hour and a 3% cost of living increase (COLA) is included for active employees. The budget also reflects increased costs related to a 6% mid-year pay increase provided to employees in FY 22 using one-time year-end surplus funds from FY 21.
- There are no changes to the employee healthcare plans or premiums and the gym subsidy program which was re-instated in FY 22 remains fully funded in FY 23.
- The required annual contribution to the City's Pension fund is fully funded and 2% COLA for Retirees is provided. The retirement costs for both the defined benefit and the defined contribution plans total \$17,944,698.

### City Schools

- This budget continues a commitment to the City Schools by fully funding the requested local contribution amount of \$62,925,964. In FY 22, the School Board requested, no new dollars from the City for operations and instead used one-time Federal CARES funds to balance a budget increase of \$4.5 million. For FY 23, the City's contribution is increasing by \$4.2 million dollars which does not fully mitigate the use of one-time funds. However, the City's increased contribution does help mitigate the gap and reliance on one-time funds.
- Through the City's Capital Improvement Program (CIP), \$7.1 million is funded for school capital improvements in FY 23 and a total of \$82.4 million is planned over the next 5 years which includes \$68.8 million for the Buford School reconfiguration project.

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

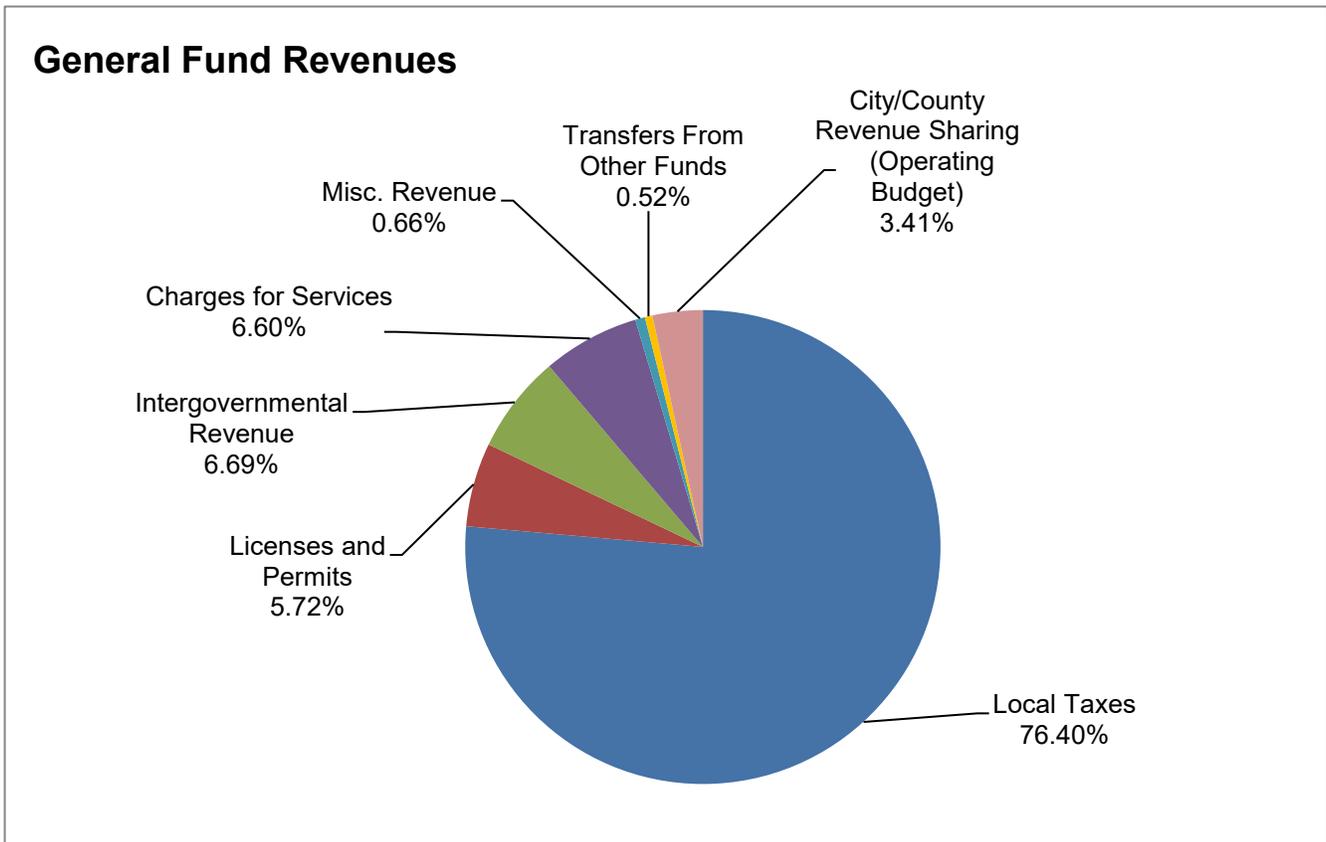
- The General Fund contribution to the Debt Service Fund is \$13.1 million to support the five-year CIP and to keep the City within its debt limit policies. This represents a \$2.37M increase over the FY 22 budget. \$1.9M of the increase represents year 1 of a 3-year anticipated annual debt service increase that will be necessary to help fund the \$68.8M school reconfiguration project. The remaining portion of the increase is the result of meals tax revenue growth being projected for FY 23 and the City's financial policy that designates the equivalent of \$0.01 of the meals tax revenue to the debt service fund.

**Outside and Nonprofit Agencies**

- For FY 23, the Vibrant Community Fund process adopted 5 broad funding priority areas: Affordable Housing, Education and Youth, Health, Jobs and Wages, and Community Safety as well as an Arts and Culture category. This year also included the introduction of startup opportunities for developing organizations. As was the case with FY 22, 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. In FY23, \$2,497,787 was allocated in the budget for VCF awards which represents \$251,843 or 10.4% increase over the funding amount allocated through the Vibrant Community Fund process in FY 22.
  
- Some major changes for agencies that are generally considered as contractual or non-competitive and evaluated by the Office of Budget and Performance Management are summarized below:
  - JAUNT – decrease of \$272,648
  - Albemarle/Charlottesville Regional Jail – decrease of \$113,129
  - Blue Ridge Juvenile Detention Center (BRJDC) – increase of \$209,993
  - Emergency Communications Center – increase of \$230,748
  - Blue Ridge Health District – increase of \$12,546
  - Jefferson Madison Regional Library – increase of \$25,281
  - Public Defender’s Office – increase of \$25,464

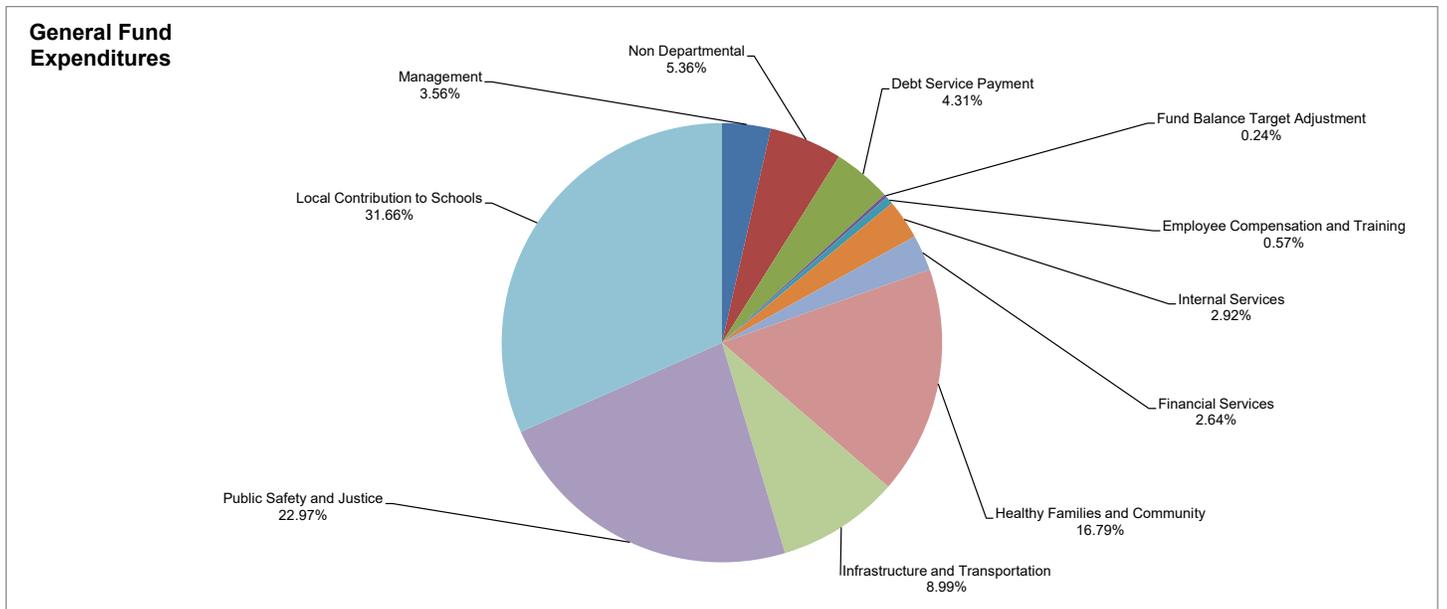
## General Fund Revenue Summary

|   | FY 2020<br>Actual    | FY 2021<br>Actual    | FY 2022<br>Budget    | FY 2023<br>Budget    | Increase/<br>(Decrease) | % Change     |
|---|----------------------|----------------------|----------------------|----------------------|-------------------------|--------------|
| <b>General Fund Revenue</b>                       |                      |                      |                      |                      |                         |              |
| Local Taxes                                       | \$122,823,456        | \$125,932,005        | \$129,211,912        | \$147,827,645        | \$18,615,733            | 14.4%        |
| Licenses and Permits                              | 10,794,740           | 10,111,016           | 9,376,000            | 11,074,000           | 1,698,000               | 18.1%        |
| Intergovernmental Revenue                         | 13,129,774           | 13,285,127           | 12,991,874           | 12,942,734           | (49,140)                | (0.4%)       |
| Charges for Services                              | 12,463,593           | 11,437,959           | 12,996,475           | 12,768,825           | (227,650)               | (1.8%)       |
| Misc. Revenue                                     | 2,339,488            | 1,061,888            | 1,268,000            | 1,281,252            | 13,252                  | 1.0%         |
| Carryover Funds                                   | 0                    | 0                    | 0                    | 0                    | 0                       |              |
| Transfers From Other Funds                        | 1,872,412            | 900,000              | 1,750,000            | 1,000,000            | (750,000)               | (42.9%)      |
| City/County Revenue Sharing<br>(Operating Budget) | 6,831,284            | 13,289,313           | 8,330,993            | 6,607,820            | (1,723,173)             | (20.7%)      |
| <b>TOTAL OPERATING BUDGET</b>                     | <b>\$170,254,747</b> | <b>\$176,017,308</b> | <b>\$175,925,254</b> | <b>\$193,502,276</b> | <b>\$17,577,022</b>     | <b>10.0%</b> |



## General Fund Expenditure Summary

|                                    | FY 2020<br>Actual    | FY 2021<br>Actual    | FY 2022<br>Budget    | FY 2023<br>Budget    | Increase/<br>(Decrease) | % Change    |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|-------------|
| <b>General Fund Expenditures</b>   |                      |                      |                      |                      |                         |             |
| Management                         | \$5,752,247          | \$5,605,793          | \$5,972,227          | \$7,853,900          | \$1,881,673             | 24.0%       |
| Non Departmental                   | 1,393,496            | 1,303,164            | 1,358,456            | 1,543,602            | \$185,146               | 12.0%       |
| Debt Service Payment               | 8,560,788            | 8,560,788            | 8,560,788            | 10,507,900           | \$1,947,112             | 18.5%       |
| Fund Balance Target Adjustment     | 0                    | 0                    | 481,905              | 481,905              | \$0                     | 0.0%        |
| Employee Compensation and Training | 2,090,970            | 1,530,535            | 844,950              | 1,142,762            | \$297,812               | 26.1%       |
| Internal Services                  | 4,006,165            | 3,833,239            | 4,861,402            | 5,889,439            | \$1,028,037             | 17.5%       |
| Financial Services                 | 4,912,453            | 4,900,992            | 5,006,207            | 5,303,139            | \$296,932               | 5.6%        |
| Healthy Families and Community     | 29,716,675           | 25,286,974           | 30,695,399           | 33,758,436           | \$3,063,037             | 9.1%        |
| Infrastructure and Transportation  | 13,463,280           | 15,673,503           | 16,859,269           | 18,342,012           | \$1,482,743             | 8.1%        |
| Public Safety and Justice          | 41,695,466           | 39,724,986           | 42,575,028           | 45,753,217           | \$3,178,189             | 6.9%        |
| Local Contribution to Schools      | 57,834,623           | 58,709,623           | 58,709,623           | 62,925,964           | \$4,216,341             | 6.7%        |
| <b>TOTAL OPERATING BUDGET</b>      | <b>\$169,426,163</b> | <b>\$165,129,597</b> | <b>\$175,925,254</b> | <b>\$193,502,276</b> | <b>\$17,577,022</b>     | <b>9.1%</b> |



## Explanation of FY 2023 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 to ensure the accuracy of the revenue projections.

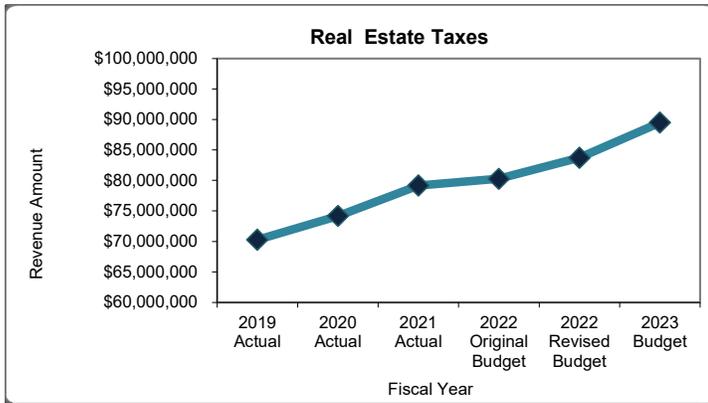
- Informed/Expert Judgment (e.g., the advice of a department head)
- Deterministic Techniques (e.g., formulaic revenues)
- Time Series Techniques (e.g., moving averages and predictive statistics)
- Estimates from the Commonwealth of Virginia (e.g., transfer payments)
- Long Term Forecasting (e.g., looking five years out at the start of the budget process 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 approximately 90% of the total General Fund revenue collected by the City of Charlottesville.

| Revenue Source                          | FY 2023<br>Projection | % of General Fund<br>Total Revenues |
|---|-----------------------|-------------------------------------|
| Real Estate Taxes                       | \$89,487,993          | 42.0%                               |
| City/County Revenue Sharing             | 15,545,227            | 7.3%                                |
| Meals Tax                               | 16,640,000            | 7.8%                                |
| Sales & Use Taxes                       | 13,900,000            | 6.5%                                |
| Personal Property Taxes                 | 12,000,000            | 5.6%                                |
| State Assistance                        | 8,343,503             | 3.9%                                |
| Business & Professional Licenses        | 8,700,000             | 4.1%                                |
| Payment in Lieu of Taxes: Utilities     | 6,268,888             | 2.9%                                |
| Transient Occupancy Tax                 | 7,000,000             | 3.3%                                |
| Utility Services Consumer Tax           | 4,600,000             | 2.2%                                |
| PPTRA                                   | 3,498,256             | 1.6%                                |
| Virginia Communications Sales & Use Tax | 2,125,000             | 1.0%                                |
| Recreation Income                       | 1,472,699             | 0.7%                                |
| Public Service Corporation Taxes        | 1,589,086             | 0.7%                                |
| <b>TOTAL</b>                            | <b>\$191,170,652</b>  | <b>89.8%</b>                        |

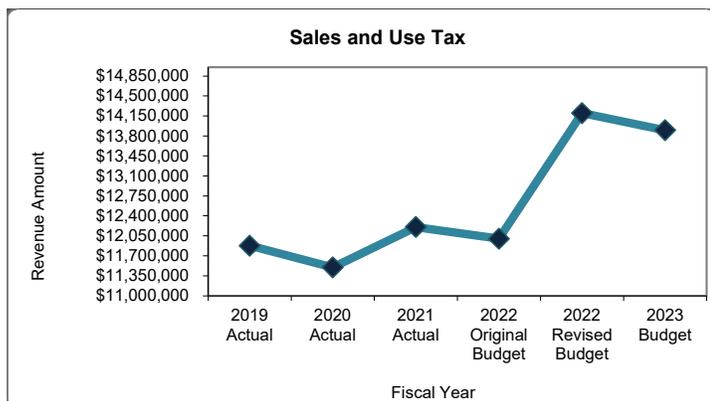
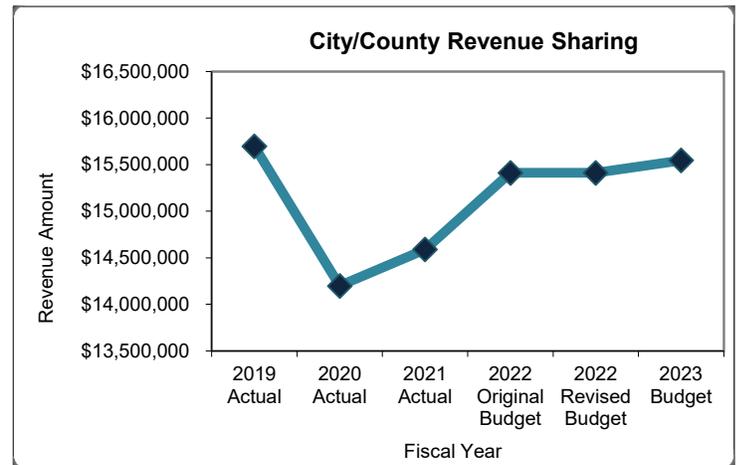
In the following section, a graph has been presented for several of the major revenues listed in the above chart. This provides a graphical representation of the trend data that was used when the revenue projections were made for FY 23. The data in the graphs represents the amount of actual revenue collected for FY 19 – FY 21, along with the originally budgeted amounts and revised revenue estimates for FY 22, all of which were important factors in projecting the revenues.

## Major Local Revenue – Descriptions and Trend Data

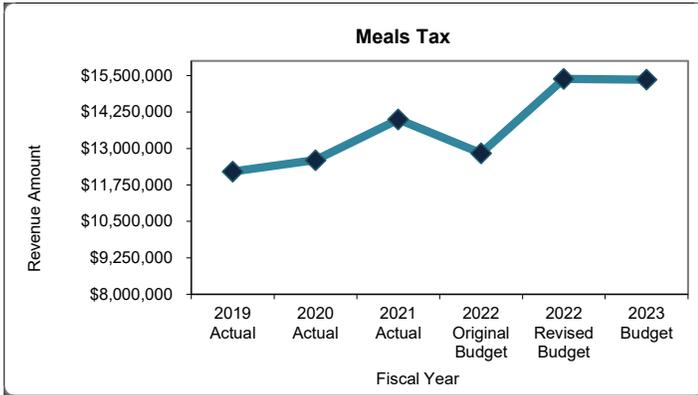


**Real Estate Taxes** are the largest source of revenue for the City. They are *ad valorem* taxes based on the assessed value of real property owned by businesses, individuals, and corporations. They are assessed at 100% valuation, with tax rates being applied per \$100 of assessed value. General assessment increases accounted for \$8.2 million or 10.32% of new revenue for the FY 23 budget. Council adopted a \$0.01 tax increase moving the rate from \$0.95 to \$0.96. The tax increase will generate an additional \$925,000 in revenue for FY 23. **The adopted tax rate for FY 23 is \$0.96 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 23 transfer from the County is calculated in part from the CY 20 total assessed values for real property for the City and County. Most 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.

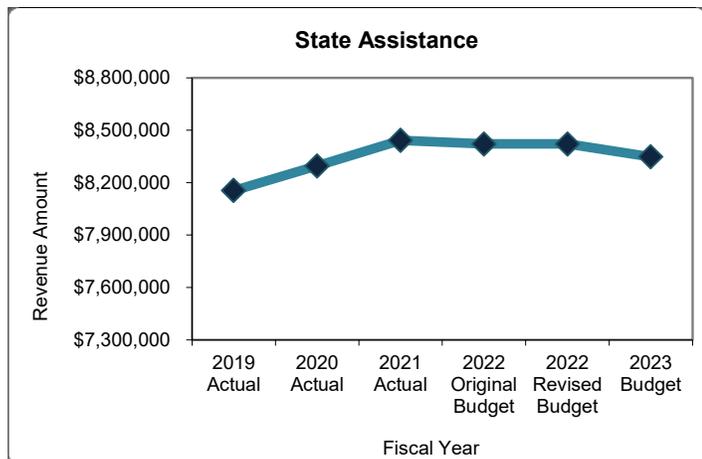
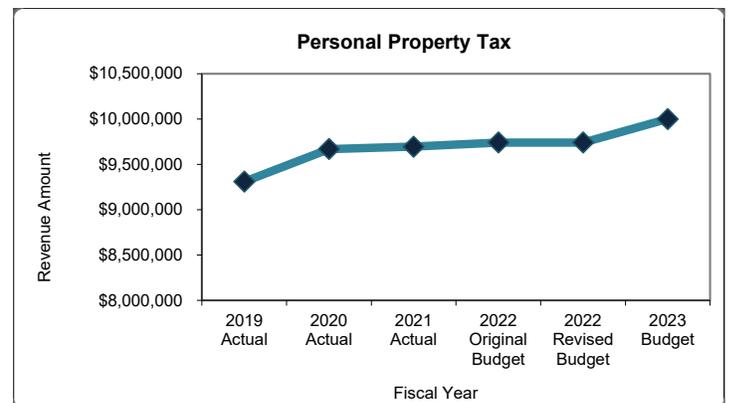


**Sales and Use Taxes** are revenues received by the City from 1-cent of the 5.3-cent State sales tax generated within the City. Projections for FY 21 – FY 22 were reduced to account for any downturn caused by the COVID-19 pandemic. Current trends continue to indicate a strong return to pre-COVID levels of growth. A bill has been introduced in the Virginia General Assembly that will eliminate the sales tax applied to sales of groceries. Until more is known about the implications this bill will have on this revenue, the projection for FY 23 adds only a slight increase to the revised projection for FY 22. **The Sales Tax rate is 5.3% for general sales purchases and 2.5% for non-prepared foods.**

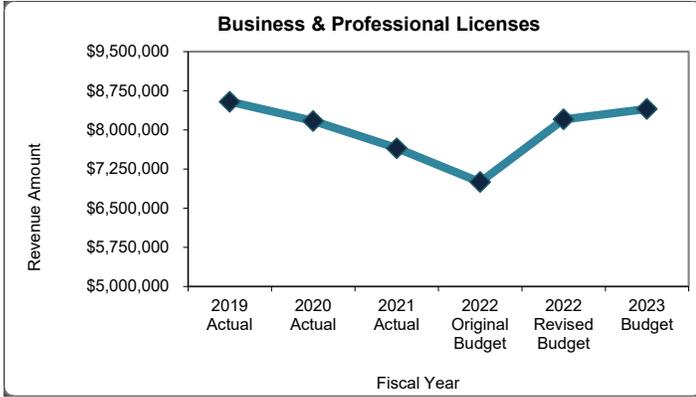


**Meals Tax** is assessed on the sales price of prepared food and beverages sold in the City. 1-cent of the tax rate is dedicated to the Debt Service Fund to pay off the future debt of bond issuances used to pay for capital projects. This revenue source was severely impacted by the COVID-19 pandemic. However, the Meals Tax revenue collections have continued to show improvement through FY 21 and FY 22. For FY 23, Council increased the tax 0.5%. The FY 23 projection for this revenue is \$16.4 million which represents an increase of \$3.8 million or 29.6% over the FY 22 budget. **The FY 23 adopted tax rate is 6.5%.**

**Personal Property Taxes** are levied on vehicles owned by individuals and businesses, as well as tangible property owned by businesses. Property values have dramatically increased due to pandemic related factors including inventory shortages and supply chain issues. As a result, FY 23 will see a significant revenue increase, but it is not expected to be sustained. The current tax rate of \$4.20 per \$100 of assessed value remains unchanged. For FY 23, the budget reflects an increase of \$2.5 million or 23.19% over FY 22.

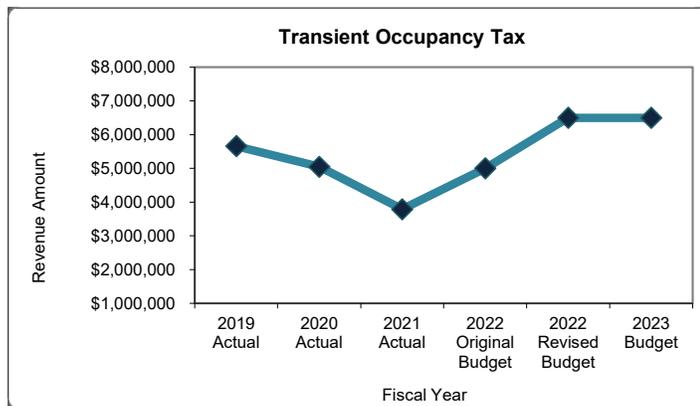
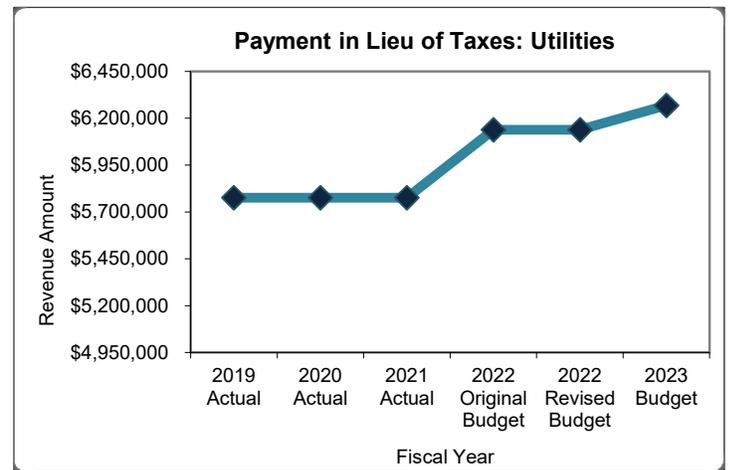


**State Assistance** consists of four major revenue items: **Constitutional Officer Reimbursement**, which is determined by the State Compensation Board on an annual basis for the elected official offices, including the Treasurer, Commissioner of Revenue, Sheriff, Clerk of the Circuit Court, and Commonwealth’s 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 FY23 in total these revenue sources are projected to remain level to the FY22 Adopted budget until more information on the State budget is released.

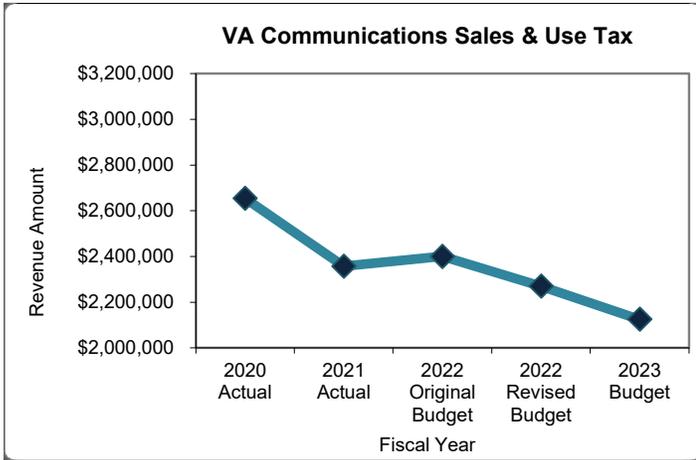


Licenses and Permits are a category of revenues collected from permits and privilege fees required by the City. The largest of these sources is the **Business and Professional Licenses**, which is a local license fee imposed on owners who operate a business within the City. The fee is assessed based on the reported gross receipts of the business applying for the license. The pandemic did have some impact on this revenue however trends continue to indicate growth. The projections for FY 23 are estimated at \$8.4 million, which represents a 20.0% increase over the FY 22 Adopted Budget or a 2.4% increase over the revised FY 22 Budget of \$8.2 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 23, this revenue item is estimated to generate approximately \$6.3 million in revenue, a 2.1% increase from the FY 22 original budgeted figure.

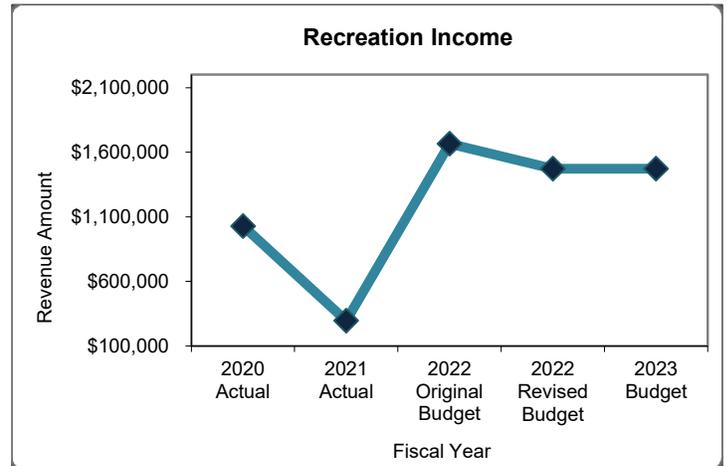


**Transient Occupancy Tax**, often called the lodging tax, consists of taxes assessed on the use of rooms in hotels, motels, and boarding houses. The FY 20 Adopted budget included a tax rate increase from 7% to 8% which projected a revenue increase of more than \$1 million. However, Lodging Tax revenue collections were severely impacted by the COVID-19 pandemic in FY 20 and FY 21. For FY 22 Lodging Tax revenue collections have continued to show improvement through the first eight months of FY 22 and revised estimates indicate a \$1.5 million or 30% increase over the adopted budget. The FY 23 budget reflects a projection of \$7 million which is consistent with the current revised projections for FY 22. **The FY 23 tax rate remains at 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 monthly. This tax continues to see a steady decline over the past several years and is projected to decrease again by approximately 11.5%. 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 most of the scheduled classes and programs. These closures resulted in substantially less revenue in FY20 and FY21. The FY22 revenue projections assumed recreation facilities would be able to open and services would be fully operational beginning in July 2021. Due to the continued closure of these facilities in accordance with the City's Emergency Business Continuity Order, the projections for FY 23 reflect a more modest and slower return to normal operations by projecting revenue to be level with the FY 22 revised projection of \$1.4 million



## Tax and Fee Rates (Including Legal Caps)

|   | Adopted<br>Fiscal Year 2022-2023   | Adopted<br>Fiscal Year 2021-2022   |
|---|--|--|
| <b>Real Estate Tax</b>  | \$0.96/\$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>                    |  |
| <b>Personal Property Tax</b>                                    | \$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 &lt; \$20,000</i>       |  |
| <b>Machinery and Tools Tax</b>                                  | \$4.20/\$100 Assessed Value  | \$4.20/\$100 Assessed Value  |
|   | <i>No cap; 58.1-3008- authorizes different rates for different classes</i>   |  |
| <b>Mobile Home Tax</b>  | \$0.96/\$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>  |  |
| <b>Sales Tax - General <sup>(1)</sup></b>                       | 5.3%   | 5.3%   |
|   | <i>58.1-605 (B)- Cap: rate may not exceed 1% (included in the 5.3% cap)</i>  |  |
| <b>Sales Tax - Food (Excludes prepared food) <sup>(2)</sup></b> | 2.5%   | 2.5%   |
|   | <i>58.1-611.1 - Cap: rate may not exceed 1% (included in the 2.5% cap)</i>   |  |
| <b>Restaurant/Meals Tax</b>                                     | 6.0%   | 6.0%   |
|   | <i>58.1-3840 (no cap for City)</i>   |  |
| <b>Transient Occupancy (Lodging) Tax</b>                        | 8.0%   | 8.0%   |
|   | <i>58.1-3840 (no cap for City)</i>   |  |
| <b>Cigarette Tax</b>  | \$.55 per pack   | \$.55 per pack   |
|   | <i>58-1.3830 (no cap for City)</i>   |  |
| <b>E-911 Fee</b>  | \$.75/phone line   | \$.75/phone line   |
|   | <i>Collected by State as part of Communications Sales and Use tax</i>  |  |
| <b>Cable Franchise Fee</b>                                      | 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> |  |
| <b>PEG Fee (Cable)</b>  | \$.35/month  | \$.35/month  |
| <b>Utility Services Consumer Tax (Gas, Water, Electric)</b>     | 10%  | 10%  |
|   | <i>Collected by State as part of Communications Sales and Use tax</i>  |  |
| <b>Utility Services Consumer Tax (Telephone and Cable)</b>      | 5%   | 5%   |
|   | <i>Collected by State as part of Communications Sales and Use tax</i>  |  |
| <b>Refuse Collection</b>  | <i>15.2-928-No Cap</i>   |  |
| <b>Trash Sticker Fee</b>  | 12 Gallon - \$1.05 each<br>31 Gallon - \$2.10 each   | 12 Gallon - \$1.05 each<br>31 Gallon - \$2.10 each   |
| <b>Trash Decal Fees <sup>(3)</sup></b>                          |  |  |
| 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   |
| <b>Large Item Pickup Fee</b>                                    | \$35 for first occurrence; \$50 for second occurrence;<br>\$100 for third and subsequent occurrences                                 | \$35 for first occurrence; \$50 for second occurrence;<br>\$100 for third and subsequent occurrences |
| <b>Motor Vehicle License Fee</b>                                | Up to 4,000 lbs. - \$28.50<br>Over 4,000 lbs. - \$33.50<br>Motorcycles - \$8.50  | Up to 4,000 lbs. - \$28.50<br>Over 4,000 lbs. - \$33.50<br>Motorcycles - \$8.50                      |
|   | <i>46.2-752(A) - Cap: may not exceed amount of state license fee</i>   |  |
| <b>Courthouse Maintenance Fee</b>                               | \$2.00 per court case  | \$2.00 per court case  |
|   | <i>17.1-281 - Cap: \$2.00</i>  |  |
| <b>Courtroom Security Fee</b>                                   | \$10.00 per conviction   | \$10.00 per conviction   |
|   | <i>53.1-120 - Cap: \$10.00</i>   |  |

(1) Of this 2.5% collected by the state, 1% goes to support local school funding and .5% is dedicated to transportation projects. The remaining 1% is distributed directly to the locality. Beginning January 1, 2023, the rate will decrease to 1% and be distributed directly to the locality.

(2) This second Sales Tax rate for non-prepared foods (i.e., grocery stores) was adopted by the State as of July 1, 2005. Current discussion in the General Assembly may result in a change to this tax.

(3) 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.

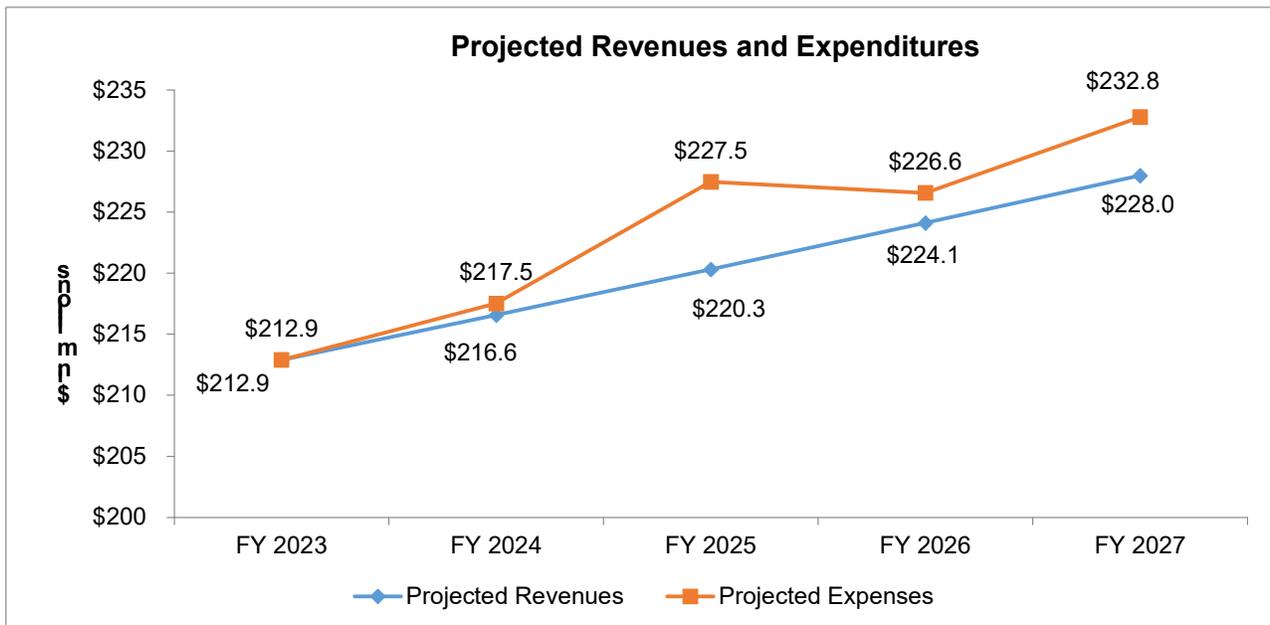
## Long Term Revenue and Expenditure Planning and Forecasts

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 23 is showing a significant revenue increase over FY 22 which is largely attributed to a general property value reassessment increase of more than 10% which when combined with the proposed \$0.10 increase equates to a \$17.5 million or 11.47% revenue increase for real estate tax revenue. Additionally, other major revenue drivers such as meals tax, lodging tax, sales tax and business and professional licenses continue to recover from the pandemic and projections reflect increases that are like pre-COVID levels. And Council adopted two tax increases for FY 23; \$0.01 increase for real estate tax and 0.5% increase for meals tax. Overall, the FY 23 budget is increasing \$20.68 million or 10.76% over FY 22.

In future years, City Council will need to carefully address revenue policies such as tax rates and debt limits, coupled with adjustments in capital spending as it continues to address its funding priorities related to several large, planned projects, the most notable one being the \$68.8 million School Reconfiguration project. City departments will need to continue finding efficiencies, reducing departmental costs and/or find additional sources of revenue to mitigate the forecasted gap shown for each year.

The chart below illustrates projected revenues and expenditures from FY 23 to FY 27 in the General Fund.



| <b>Major Revenue Sources</b> |                       |                       |                       |                       |                       |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                              | <u>FY 2023</u>        | <u>FY 2024</u>        | <u>FY 2025</u>        | <u>FY 2026</u>        | <u>FY 2027</u>        |
|                              | <u>Adopted</u>        | <u>Projected</u>      | <u>Projected</u>      | <u>Projected</u>      | <u>Projected</u>      |
| Real Estate Tax              | \$ 89,487,993         | \$ 91,277,753         | \$ 93,103,308         | \$ 94,965,374         | \$ 96,864,682         |
| % change                     | 11.5%                 | 2.0%                  | 2.0%                  | 2.0%                  | 2.0%                  |
| City County Revenue Sharing  | \$ 15,545,227         | \$ 15,856,132         | \$ 16,173,254         | \$ 16,496,719         | \$ 16,826,654         |
| % change                     | 0.9%                  | 2.0%                  | 2.0%                  | 2.0%                  | 2.0%                  |
| Meals Tax                    | \$ 16,640,000         | \$ 16,972,800         | \$ 17,312,256         | \$ 17,658,501         | \$ 18,011,671         |
| % change                     | 36.3%                 | 2.0%                  | 2.0%                  | 2.0%                  | 2.0%                  |
| Sales and Use Tax            | \$ 13,900,000         | \$ 14,039,000         | \$ 14,179,390         | \$ 14,321,184         | \$ 14,464,396         |
| % change                     | 15.8%                 | 1.0%                  | 1.0%                  | 1.0%                  | 1.0%                  |
| Personal Property Tax        | \$ 12,000,000         | \$ 12,240,000         | \$ 12,484,800         | \$ 12,734,496         | \$ 12,989,186         |
| % change                     | 23.2%                 | 2.0%                  | 2.0%                  | 2.0%                  | 2.0%                  |
| Business Licenses            | \$ 8,700,000          | \$ 8,874,000          | \$ 9,051,480          | \$ 9,232,510          | \$ 9,417,160          |
| % change                     | 24.3%                 | 2.0%                  | 2.0%                  | 2.0%                  | 2.0%                  |
| Transient Occupancy Tax      | \$ 7,000,000          | \$ 7,140,000          | \$ 7,282,800          | \$ 7,428,456          | \$ 7,577,025          |
| % change                     | 40.0%                 | 2.0%                  | 2.0%                  | 2.0%                  | 2.0%                  |
| Utility Tax                  | \$ 4,600,000          | \$ 4,692,000          | \$ 4,785,840          | \$ 4,881,557          | \$ 4,979,188          |
| % change                     | 2.2%                  | 2.0%                  | 2.0%                  | 2.0%                  | 2.0%                  |
| Other Revenues               | \$ 45,016,071         | \$ 45,466,232         | \$ 45,920,894         | \$ 46,380,103         | \$ 46,843,904         |
| % change                     | -2.3%                 | 1.0%                  | 1.0%                  | 1.0%                  | 1.0%                  |
| <b>Total Revenues</b>        | <b>\$ 212,889,291</b> | <b>\$ 216,557,916</b> | <b>\$ 220,294,022</b> | <b>\$ 224,098,900</b> | <b>\$ 227,973,865</b> |
| <b>% change</b>              | <b>11.3%</b>          | <b>1.7%</b>           | <b>1.7%</b>           | <b>1.7%</b>           | <b>1.7%</b>           |

| <b>Major Expenditure Sources</b>        |                       |                       |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   | <u>FY 2023</u>        | <u>FY 2024</u>        | <u>FY 2025</u>        | <u>FY 2026</u>        | <u>FY 2027</u>        |
|   | <u>Adopted</u>        | <u>Projected</u>      | <u>Projected</u>      | <u>Projected</u>      | <u>Projected</u>      |
| Local Contribution to Schools           | \$ 62,925,964         | \$ 63,737,868         | \$ 64,566,010         | \$ 65,410,715         | \$ 66,272,314         |
| % change                                | 7.2%                  | 1.3%                  | 1.3%                  | 1.3%                  | 1.3%                  |
| Employee Salaries and Benefits*         | \$ 71,496,376         | \$ 73,998,749         | \$ 76,218,711         | \$ 78,505,273         | \$ 80,860,431         |
| % change                                | 21.7%                 | 3.5%                  | 3.0%                  | 3.0%                  | 3.0%                  |
| Health Care +                           | \$ 5,938,356          | \$ 6,264,966          | \$ 6,578,214          | \$ 6,907,125          | \$ 7,252,481          |
| % change                                | 4.0%                  | 5.5%                  | 5.0%                  | 5.0%                  | 5.0%                  |
| Outside and Nonprofit Agency Funding    | \$ 18,699,438         | \$ 19,073,427         | \$ 19,454,895         | \$ 19,843,993         | \$ 20,240,873         |
| % change                                | 9.0%                  | 2.0%                  | 2.0%                  | 2.0%                  | 2.0%                  |
| Transfer to Debt Service                | \$ 13,072,874         | \$ 14,390,696         | \$ 16,134,352         | \$ 15,931,769         | \$ 17,677,189         |
| % change                                | 22.2%                 | 10.1%                 | 10.1%                 | 10.1%                 | 10.1%                 |
| Transfer to Capital Improvement Program | \$ 8,815,407          | \$ 7,627,378          | \$ 11,608,400         | \$ 6,554,400          | \$ 6,559,098          |
| % change                                | 28.1%                 | -13.5%                | 52.2%                 | -43.5%                | 0.1%                  |
| 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                      | \$ 31,458,971         | \$ 31,930,856         | \$ 32,409,819         | \$ 32,895,966         | \$ 33,389,405         |
| % change                                | -3.4%                 | 1.5%                  | 1.5%                  | 1.5%                  | 1.5%                  |
| <b>Total Expenditures</b>               | <b>\$ 212,889,291</b> | <b>\$ 217,515,482</b> | <b>\$ 227,471,775</b> | <b>\$ 226,560,642</b> | <b>\$ 232,773,420</b> |
| <b>% change</b>                         | <b>11.3%</b>          | <b>2.2%</b>           | <b>4.6%</b>           | <b>-0.4%</b>          | <b>2.7%</b>           |

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

**FY 2023 - 2027 Revenue Projections**

These revenue sources comprise approximately 82.8% of the General Fund budget in FY 23. 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 11.47% for FY 23.

City/County Revenue Sharing: In FY 23 this will increase by approximately \$389,706 over FY 22, which is reflective of difference in the growth rate of City real estate assessments and County real estate assessments. Future projections show moderate increases for FY 24 – FY 27, based on estimates of total value of assessments in the County as compared to those in the City. There are several other variables that impact the formula which do not guarantee the projected increases.

Meals Tax: Recovery from the pandemic continues to suggest projected growth consistent with pre-COVID levels. The FY 23 budget projections are showing a 29.6% increase from the FY 22 adopted budget projections.

Sales and Use Tax: Growth in this revenue has been positive the past few years. Continued growth is expected in FY 23 with an increase of 15.83% or \$1.9 million over the FY 22 revised budget. Growth in future years projects at 1% a year.

Personal Property Tax: FY 23 Personal Property Tax revenue is budgeted to increase \$2.3 million over FY 22 due to the impacts of the higher assessment anomalies due to factors associated with the pandemic. While the state provides some relief to individual taxpayers through a block grant, the relief percentage received by each taxpayer will not offset the expected valuation increases. Future years assume a return to normal and a modest annual growth of 2%.

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. As recovery from the COVID-19 pandemic continues, future years show a 2% growth due to projected economic growth in the City.

Transient Occupancy Tax: The lodging tax revenue was continuing to show real growth as new hotels came online before the pandemic. However, due to COVID-19, lodging tax revenue projections were reduced but as recovery continues, growth in FY 23 and future years is now projected 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 FY24 – FY 27. This is driven most notably by weather and therefore, mild weather means the City collects less revenue.

**FY 2023 - FY 2027 Expenditure Projections**

These expenditure categories comprise approximately 85.2% of the General Fund budget in FY 23:

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 23 Budget reflects a 7.18% increase over FY 22 as the School Board decreases its reliance on the use of one-time CARES Act funding to cover operating budget increases.

Employee Salaries and Benefits: This is the total budget for employee salaries and benefits (which includes retirement, FICA, and life insurance). The figure also includes any cost-of-living increase provided, which is determined each budget year. In future years, this figure is expected to be higher than general cost of living increases due to continuing adjustments being made for compression, position reclassifications, and the addition of new positions. In FY 22 the City is beginning work on a comprehensive class and compensation study. The projections do not yet reflect any finds and changes that may come because of the study.

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 23.

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 budget for FY 23 reflects the required transfer from the General Fund to fund the capital budget and corresponding debt that the City currently plans to issue. The projections for future years do not fully account for the increases that will be necessary if the School Reconfiguration project is fully funded by debt. Further discussions and decisions from Council on the reconfiguration project may impact the projections for future years.

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. For FY 23, an additional \$1.9 million was transferred to the CIP contingency in anticipation of increased future capital needs.

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 2020 - 2021<br>Actual | FY 2021 - 2022<br>Budget | FY 2022 - 2023<br>Budget | Increase/<br>(Decrease) | % Change      |
|--|--------------------------|--------------------------|--------------------------|-------------------------|---------------|
| <b>LOCAL TAXES</b>   |                          |                          |                          |                         |               |
| Real Estate Taxes  | \$79,174,758             | \$80,277,442             | \$89,487,993             | \$9,210,551             | 11.5%         |
| Personal Property Tax  | 9,695,752                | 9,741,000                | 12,000,000               | 2,259,000               | 23.2%         |
| Public Service Corporation Tax   | 1,542,920                | 1,542,930                | 1,589,086                | 46,156                  | 3.0%          |
| Penalty/Interest on Delinquent Taxes                                   | 616,071                  | 415,000                  | 415,000                  | 0                       | 0.0%          |
| Utility Services Consumer Tax  | 4,477,998                | 4,500,000                | 4,600,000                | 100,000                 | 2.2%          |
| Virginia Communications Sales and Use Tax                              | 2,357,526                | 2,400,000                | 2,125,000                | (275,000)               | (11.5%)       |
| Tax on Bank Stock  | 1,244,963                | 1,200,000                | 1,200,000                | 0                       | 0.0%          |
| Tax on Wills & Deeds   | 853,716                  | 725,000                  | 725,000                  | 0                       | 0.0%          |
| Sales & Use Tax  | 12,202,161               | 12,000,000               | 13,900,000               | 1,900,000               | 15.8%         |
| Rolling Stock Tax  | 16,995                   | 18,040                   | 18,040                   | 0                       | 0.0%          |
| Transient Occupancy (Lodging) Tax                                      | 3,792,490                | 5,000,000                | 7,000,000                | 2,000,000               | 40.0%         |
| Meals Tax  | 9,238,538                | 10,700,000               | 14,075,000               | 3,375,000               | 31.5%         |
| Short-Term Rental Tax  | 24,145                   | 60,000                   | 60,000                   | 0                       | 0.0%          |
| Cigarette Tax  | 602,077                  | 550,000                  | 550,000                  | 0                       | 0.0%          |
| Vehicle Daily Rental Tax   | 91,896                   | 82,500                   | 82,500                   | 0                       | 0.0%          |
| <b>Taxes Subtotal</b>  | <b>\$125,932,005</b>     | <b>\$129,211,912</b>     | <b>\$147,827,619</b>     | <b>\$18,615,707</b>     | <b>14.4%</b>  |
| <b>LICENSES AND PERMITS</b>  |                          |                          |                          |                         |               |
| Business & Professional Licenses                                       | \$7,648,188              | \$7,000,000              | \$8,700,000              | \$1,700,000             | 24.3%         |
| Vehicle Licenses   | 877,590                  | 890,000                  | 890,000                  | 0                       | 0.0%          |
| Dog Licenses   | 2,490                    | 6,000                    | 4,000                    | (2,000)                 | (33.3%)       |
| Electrical, Heating and Mechanical Permits                             | 269,106                  | 330,000                  | 330,000                  | 0                       | 0.0%          |
| Building and Plumbing Permits  | 540,922                  | 550,000                  | 550,000                  | 0                       | 0.0%          |
| Temporary Parking Permits (NDS)  | 599,315                  | 375,000                  | 375,000                  | 0                       | 0.0%          |
| Site Plans   | 59,375                   | 75,000                   | 75,000                   | 0                       | 0.0%          |
| Other Permits  | 114,030                  | 150,000                  | 150,000                  | 0                       | 0.0%          |
| <b>Licenses and Permits Subtotal</b>                                   | <b>\$10,111,016</b>      | <b>\$9,376,000</b>       | <b>\$11,074,000</b>      | <b>\$1,698,000</b>      | <b>18.1%</b>  |
| <b>INTERGOVERNMENTAL REVENUE</b>                                       |                          |                          |                          |                         |               |
| <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   | 4,263,654                | 4,263,654                | 4,263,654                | 0                       | 0.0%          |
| Reimbursement/Constitutional Offices                                   | 1,780,441                | 1,833,737                | 1,755,297                | (78,440)                | (4.3%)        |
| State Aid for Police Protection  | 2,306,265                | 2,238,352                | 2,238,352                | 0                       | 0.0%          |
| Trailer Title  | 1,830                    | 1,200                    | 1,200                    | 0                       | 0.0%          |
| DMV Select Office Commissions  | 39,242                   | 35,000                   | 35,000                   | 0                       | 0.0%          |
| Other State Assistance: Misc Rev                                       | 50,983                   | 50,000                   | 50,000                   | 0                       | 0.0%          |
| <i>Revenue from Other Intergovernmental Sources</i>                    |                          |                          |                          |                         |               |
| School Resource Officers (City Schools)                                | 301,231                  | 0                        | 0                        | 0                       | N/A           |
| Regional Library Administrative Fee                                    | 117,144                  | 117,144                  | 123,407                  | 6,263                   | 5.3%          |
| Crisis Intervention Team Revenue                                       | 96,443                   | 105,910                  | 105,910                  | 0                       | 0.0%          |
| Fire Department Operations (Albemarle County)                          | 202,013                  | 200,000                  | 200,000                  | 0                       | 0.0%          |
| Juvenile & Domestic Relations Court Operations (Albemarle County)      | 63,760                   | 60,944                   | 26,126                   | (34,818)                | (57.1%)       |
| Juvenile & Domestic Relations Court Building Maint. (Albemarle County) | 57,913                   | 66,825                   | 119,186                  | 52,361                  | 78.4%         |
| Magistrate's Office (Albemarle County)                                 | 4,643                    | 4,575                    | 5,225                    | 650                     | 14.2%         |
| Payments In Lieu Of Taxes (Housing Authority)                          | 46,118                   | 25,000                   | 25,000                   | 0                       | 0.0%          |
| Fire Department Ops (UVA)  | 315,463                  | 353,000                  | 353,000                  | 0                       | 0.0%          |
| Service Charge (UVA)   | 74,027                   | 74,476                   | 73,578                   | (898)                   | (1.2%)        |
| Property Maintenance (UVA)   | 65,701                   | 63,801                   | 69,543                   | 5,742                   | 9.0%          |
| <b>Intergovernmental Revenue Subtotal</b>                              | <b>\$13,285,127</b>      | <b>\$12,991,874</b>      | <b>\$12,942,734</b>      | <b>(\$49,140)</b>       | <b>(0.4%)</b> |
| <b>CHARGES FOR SERVICE</b>   |                          |                          |                          |                         |               |
| Property Transfer Fees   | \$1,146                  | \$1,000                  | \$1,000                  | \$0                     | 0.0%          |
| Zoning Appeal Fees   | 600                      | 1,100                    | 1,100                    | 0                       | 0.0%          |
| Court Revenue (Circ/Genl Dist Cts)                                     | 302,160                  | 400,000                  | 400,000                  | 0                       | 0.0%          |
| Circuit Court - Online Land Records Subscription Revenue               | 19,469                   | 30,000                   | 30,000                   | 0                       | 0.0%          |
| Internal City Services   | 1,855,079                | 1,855,079                | 1,802,811                | (52,268)                | (2.8%)        |
| Utility Cut Permits  | 173,120                  | 185,000                  | 185,000                  | 0                       | 0.0%          |
| Recreation Income  | 296,580                  | 1,665,859                | 1,472,699                | (193,160)               | (11.6%)       |
| Reimbursable Overtime  | 54,207                   | 331,579                  | 331,579                  | 0                       | 0.0%          |
| Payment in Lieu of Taxes: Utilities                                    | 5,776,201                | 6,137,858                | 6,268,888                | 131,030                 | 2.1%          |
| Indirect Cost Recovery   | 198,064                  | 125,000                  | 125,000                  | 0                       | 0.0%          |
| Waste Disposal Fees  | 1,140,161                | 1,115,000                | 1,115,000                | 0                       | 0.0%          |
| Emergency Medical Services (Ambulance) Revenue Recovery                | 1,413,043                | 1,000,000                | 900,000                  | (100,000)               | (10.0%)       |
| Other Charges and Fees for Services                                    | 208,129                  | 149,000                  | 135,748                  | (13,252)                | (8.9%)        |
| <b>Charges for Service Subtotal</b>                                    | <b>\$11,437,959</b>      | <b>\$12,996,475</b>      | <b>\$12,768,825</b>      | <b>(\$227,650)</b>      | <b>(1.8%)</b> |

|  | FY 2020-2021<br>Actual | FY 2021 - 2022<br>Budget | FY 2022 - 2023<br>Budget | Increase/<br>(Decrease) | % Change       |
|--|------------------------|--------------------------|--------------------------|-------------------------|----------------|
| <b>MISCELLANEOUS REVENUE</b>   |                        |                          |                          |                         |                |
| Interest Earned  | \$393,558              | \$580,000                | \$580,000                | \$0                     | 0.0%           |
| Rent   | 225,184                | 175,000                  | 175,000                  | 0                       | 0.0%           |
| Refund of Prior Years' Expenditures  | 144,249                | 50,000                   | 50,000                   | 0                       | 0.0%           |
| Other Miscellaneous Revenue  | 298,897                | 463,000                  | 476,252                  | 13,252                  | 2.9%           |
| <b>Miscellaneous Revenue Subtotal</b>  | <b>\$1,061,888</b>     | <b>\$1,268,000</b>       | <b>\$1,281,252</b>       | <b>\$13,252</b>         | <b>1.0%</b>    |
| <b>TRANSFERS FROM OTHER FUNDS</b>  |                        |                          |                          |                         |                |
| Risk Management Fund   | \$0                    | \$250,000                | \$0                      | (\$250,000)             | (100.0%)       |
| Landfill Reserve Fund  | 500,000                | 500,000                  | 500,000                  | 0                       | 0.0%           |
| Health Care Fund   | 0                      | 250,000                  | 0                        | (250,000)               | (100.0%)       |
| Human Services Fund  | 0                      | 0                        | 0                        | 0                       | N/A            |
| Parking Enterprise Fund  | 400,000                | 750,000                  | 500,000                  | (250,000)               | (33.3%)        |
| <b>Transfers from Other Funds Subtotal</b>   | <b>\$900,000</b>       | <b>\$1,750,000</b>       | <b>\$1,000,000</b>       | <b>(\$750,000)</b>      | <b>(42.9%)</b> |
| <b>CITY/COUNTY REVENUE SHARING: OPERATING BUDGET</b>                                   | <b>\$13,289,313</b>    | <b>\$8,330,993</b>       | <b>\$6,607,820</b>       | <b>(\$1,723,173)</b>    | <b>(20.7%)</b> |
| <b>OPERATING BUDGET TOTAL</b>  | <b>\$176,017,308</b>   | <b>\$175,925,254</b>     | <b>\$193,502,276</b>     | <b>\$17,577,022</b>     | <b>10.0%</b>   |
| <b>DESIGNATED REVENUE</b>  |                        |                          |                          |                         |                |
| Contractual Services: Pupil Transportation   | \$2,805,299            | \$2,945,564              | \$4,239,961              | \$1,294,397             | 43.9%          |
| Contractual Services: School Building Maintenance                                      | 3,816,780              | 4,043,184                | 3,566,673                | (476,511)               | (11.8%)        |
| City/County Revenue Sharing: General Fund Transfer to Capital Improvement Program Fund | 900,000                | 6,880,841                | 8,737,407                | 1,856,566               | 27.0%          |
| Transfer to the Capital Improvement Program: Mall Vendor Fees                          | 38,120                 | 78,000                   | 78,000                   | 0                       | 0.0%           |
| City/County Revenue Sharing: General Fund Transfer to Facilities Repair Fund           | 400,000                | 200,000                  | 200,000                  | 0                       | 0.0%           |
| Meals Tax Revenue: Transfer to Debt Service Fund                                       | 1,793,605              | 2,140,000                | 2,564,974                | 424,974                 | 19.9%          |
| <b>DESIGNATED REVENUE TOTAL</b>  | <b>\$9,753,804</b>     | <b>\$16,287,589</b>      | <b>\$19,387,015</b>      | <b>\$3,099,426</b>      | <b>19.0%</b>   |
| <b>TOTAL CITY BUDGET</b>   | <b>\$185,771,112</b>   | <b>\$192,212,843</b>     | <b>\$212,889,291</b>     | <b>\$20,676,448</b>     | <b>10.8%</b>   |

## Non General Funds Revenues

|  | FY 2020-2021<br>Actual | FY 2021 - 2022<br>Budget | FY 2022 - 2023<br>Budget | Increase/<br>(Decrease) | % Change      |
|--|------------------------|--------------------------|--------------------------|-------------------------|---------------|
| <b>GOLF COURSE FUND</b>                                |                        |                          |                          |                         |               |
| Sales and Concessions                                  | \$57,007               | \$70,500                 | \$67,000                 | (\$3,500)               | (5.0%)        |
| Greens Fees, Lessons, Etc.                             | 500,209                | 583,200                  | 660,000                  | 76,800                  | 13.2%         |
| Cart Rentals   | 204,402                | 242,300                  | 265,000                  | 22,700                  | 9.4%          |
| Annual Memberships, Passes                             | 47,874                 | 75,000                   | 89,276                   | 14,276                  | 19.0%         |
| Misc. Revenue  | 6,940                  | 18,940                   | 7,940                    | (11,000)                | (58.1%)       |
| Transfer from General Fund                             | 128,000                | 0                        | 0                        | 0                       | N/A           |
| <b>GOLF COURSE FUND REVENUE TOTAL</b>                  | <b>\$944,432</b>       | <b>\$989,940</b>         | <b>\$1,089,216</b>       | <b>\$99,276</b>         | <b>10.0%</b>  |
| <b>DEPARTMENT OF SOCIAL SERVICES FUND</b>              |                        |                          |                          |                         |               |
| Intergovernmental Revenue                              | \$10,672,326           | \$9,984,000              | \$10,514,527             | \$530,527               | 5.3%          |
| Misc. Revenue  | 10,857                 | 1,221,891                | 1,669,661                | 447,770                 | 36.6%         |
| Transfer from General Fund                             | 3,568,062              | 3,602,777                | 3,602,777                | 0                       | 0.0%          |
| <b>DEPARTMENT OF SOCIAL SERVICES FUND REVENUE</b>      | <b>\$14,251,245</b>    | <b>\$14,808,668</b>      | <b>\$15,786,965</b>      | <b>\$978,297</b>        | <b>6.6%</b>   |
| <b>HUMAN SERVICES FUND</b>                             |                        |                          |                          |                         |               |
| Intergovernmental Revenue                              | \$375,000              | \$375,000                | \$682,339                | \$307,339               | 82.0%         |
| Welfare Revenue  | 5,361,311              | 5,597,245                | 4,550,000                | (1,047,245)             | (18.7%)       |
| Misc. Revenue  | 174,437                | 170,489                  | 6,000                    | (164,489)               | (96.5%)       |
| Transfer from General Fund                             | 662,030                | 641,280                  | 1,514,362                | 873,082                 | 136.1%        |
| <b>HUMAN SERVICES FUND REVENUE SUBTOTAL</b>            | <b>\$6,572,778</b>     | <b>\$6,784,014</b>       | <b>\$6,752,701</b>       | <b>(\$31,313)</b>       | <b>(0.5%)</b> |
| <b>WATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>      |                        |                          |                          |                         |               |
| Water Sales Revenue                                    | \$12,130,713           | \$13,211,290             | \$14,001,705             | \$790,415               | 6.0%          |
| 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%          |
| <b>WATER FUND REVENUE TOTAL</b>                        | <b>\$14,420,298</b>    | <b>\$20,986,290</b>      | <b>\$21,776,705</b>      | <b>\$790,415</b>        | <b>3.8%</b>   |
| <b>WASTEWATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b> |                        |                          |                          |                         |               |
| Wastewater Sales Revenue                               | \$14,921,759           | \$15,426,758             | \$15,398,392             | (\$28,366)              | (0.2%)        |
| 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%          |
| <b>WASTEWATER REVENUE TOTAL</b>                        | <b>\$18,667,311</b>    | <b>\$20,451,758</b>      | <b>\$20,423,392</b>      | <b>(\$28,366)</b>       | <b>(0.1%)</b> |
| <b>GAS (OPERATIONAL AND DEBT SERVICE FUNDS)</b>        |                        |                          |                          |                         |               |
| Gas Sales Revenue                                      | \$21,115,639           | \$25,033,599             | \$25,011,086             | (\$22,513)              | (0.1%)        |
| 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                  | 0                        | (300,000)               | (100.0%)      |
| <b>GAS REVENUE TOTAL</b>                               | <b>\$21,721,686</b>    | <b>\$27,381,999</b>      | <b>\$27,059,486</b>      | <b>(\$322,513)</b>      | <b>(1.2%)</b> |

|   | FY 2020-2021<br>Actual | FY 2021 - 2022<br>Budget | FY 2022 - 2023<br>Budget | Increase/<br>(Decrease) | % Change      |
|---|------------------------|--------------------------|--------------------------|-------------------------|---------------|
| <b>STORMWATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>  |                        |                          |                          |                         |               |
| 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%          |
| <b>STORMWATER REVENUE TOTAL</b>                         | <b>\$2,206,886</b>     | <b>\$3,024,255</b>       | <b>\$3,024,255</b>       | <b>\$0</b>              | <b>0.0%</b>   |
| <b>TRANSIT FUND</b>                                     |                        |                          |                          |                         |               |
| Intergovernmental Revenue (Transit Operations)          | \$5,718,905            | \$5,862,229              | \$8,343,481              | \$2,481,252             | 42.3%         |
| Intergovernmental Revenue (Transit Bus Replacement)     | 9,021                  | 0                        | 0                        | 0                       | N/A           |
| Transfer from Capital Improvement Program (Local Match) | 5,100                  | 0                        | 139,510                  | 139,510                 | N/A           |
| Charges for Services                                    | 357,118                | 560,664                  |                          | (560,664)               | (100.0%)      |
| Misc. Revenue   | 141,548                | 46,122                   | 27,768                   | (18,354)                | (39.8%)       |
| Transfer from General Fund (Transit Operations)         | 2,147,115              | 2,513,651                | 2,513,651                | 0                       | 0.0%          |
| <b>TRANSIT FUND REVENUE TOTAL</b>                       | <b>\$8,378,807</b>     | <b>\$8,982,666</b>       | <b>\$11,024,410</b>      | <b>\$2,041,744</b>      | <b>22.7%</b>  |
| <b>FLEET MANAGEMENT FUND</b>                            |                        |                          |                          |                         |               |
| Charges for Services                                    | \$693,947              | \$1,108,444              | \$1,415,205              | \$306,761               | 27.7%         |
| <b>FLEET MANAGEMENT FUND REVENUE TOTAL</b>              | <b>\$693,947</b>       | <b>\$1,108,444</b>       | <b>\$1,415,205</b>       | <b>\$306,761</b>        | <b>27.7%</b>  |
| <b>INFORMATION TECHNOLOGY FUND</b>                      |                        |                          |                          |                         |               |
| Charges for Services - IT Operations                    | \$0                    | \$39,600                 | \$0                      | (\$39,600)              | (100.0%)      |
| Infrastructure Replacement Pool                         | 205,103                | 232,900                  | 290,187                  | 57,287                  | 24.6%         |
| IT Computer Replacement Pool                            | 0                      | 59,000                   | 159,000                  | 100,000                 | 169.5%        |
| 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%          |
| <b>INFORMATION TECHNOLOGY FUND REVENUE TOTAL</b>        | <b>\$1,389,173</b>     | <b>\$1,531,500</b>       | <b>\$1,649,187</b>       | <b>\$117,687</b>        | <b>7.7%</b>   |
| <b>WAREHOUSE FUND</b>                                   |                        |                          |                          |                         |               |
| Charges for Services                                    | \$166,817              | \$166,389                | \$165,323                | (\$1,066)               | (0.6%)        |
| <b>WAREHOUSE FUND REVENUE TOTAL</b>                     | <b>\$166,817</b>       | <b>\$166,389</b>         | <b>\$165,323</b>         | <b>(\$1,066)</b>        | <b>(0.6%)</b> |

## Expenditures (All Funds)

|  | FY2020-2021<br>General Fund<br>Actual | FY2021-2022<br>General Fund<br>Budget | FY2022-2023<br>General Fund<br>Budget | FY2020-2021<br>Other Funds<br>Actual | FY2021-2022<br>Other Funds<br>Budget | FY2022-2023<br>Other Funds<br>Budget |
|--|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| <b>MANAGEMENT</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Council Strategic Initiatives  | \$121,580                             | \$0                                   | \$0                                   | \$0                                  | \$0                                  | \$0                                  |
| City Council/Clerk of Council  | 531,971                               | 537,529                               | 552,686                               | 0                                    | 0                                    | 0                                    |
| Office of the City Manager: Administration, Economic Development,<br>Communication and Public Engagement, Home to Hope,<br>Office of Community Solutions, and Office of Race, Equity,<br>Diversity and Inclusion | 3,209,860                             | 3,503,538                             | 5,073,213                             | 0                                    | 0                                    | 0                                    |
| Office of the City Attorney  | 892,079                               | 1,060,210                             | 1,227,335                             | 0                                    | 0                                    | 0                                    |
| Office of the General Registrar  | 643,955                               | 650,688                               | 754,715                               | 0                                    | 0                                    | 0                                    |
| Organizational Memberships & Workforce Development Agencies  | 206,348                               | 220,262                               | 245,951                               | 0                                    | 0                                    | 0                                    |
| <b>MANAGEMENT SUBTOTAL</b>   | <b>\$5,605,793</b>                    | <b>\$5,972,227</b>                    | <b>\$7,853,900</b>                    | <b>\$0</b>                           | <b>\$0</b>                           | <b>\$0</b>                           |
| <b>NON-DEPARTMENTAL</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Non-Departmental Activities  | \$1,303,164                           | \$1,358,456                           | \$1,543,602                           | \$0                                  | \$0                                  | \$0                                  |
| <b>NON-DEPARTMENTAL SUBTOTAL</b>   | <b>\$1,303,164</b>                    | <b>\$1,358,456</b>                    | <b>\$1,543,602</b>                    | <b>\$0</b>                           | <b>\$0</b>                           | <b>\$0</b>                           |
| <b>DEBT SERVICE PAYMENT</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| General Fund Contribution  | \$8,210,788                           | \$8,210,788                           | \$10,157,900                          | \$0                                  | \$0                                  | \$0                                  |
| General Fund Contribution - Fire Apparatus   | 350,000                               | 350,000                               | 350,000                               | 0                                    | 0                                    | 0                                    |
| <b>DEBT SERVICE PAYMENT SUBTOTAL</b>   | <b>\$8,560,788</b>                    | <b>\$8,560,788</b>                    | <b>\$10,507,900</b>                   | <b>\$0</b>                           | <b>\$0</b>                           | <b>\$0</b>                           |
| <b>FUND BALANCE TARGET ADJUSTMENT</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Fund Balance Target Adjustment   | \$0                                   | \$481,905                             | \$481,905                             | \$0                                  | \$0                                  | \$0                                  |
| <b>FUND BALANCE TARGET ADJUSTMENT SUBTOTAL</b>   | <b>\$0</b>                            | <b>\$481,905</b>                      | <b>\$481,905</b>                      | <b>\$0</b>                           | <b>\$0</b>                           | <b>\$0</b>                           |
| <b>EMPLOYEE COMPENSATION AND TRAINING</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Compensation and Benefits (3% salary increase July 1, 2018)  | \$0                                   | \$1,060,000                           | \$1,849,812                           | \$0                                  | \$0                                  | \$0                                  |
| Contribution to Retirement Fund  | 1,207,268                             | 0                                     | 0                                     | 0                                    | 0                                    | 0                                    |
| Citywide Attrition Savings   | 0                                     | (500,000)                             | (1,000,000)                           | 0                                    | 0                                    | 0                                    |
| Unemployment Compensation  | 158,246                               | 50,000                                | 50,000                                | 0                                    | 0                                    | 0                                    |
| Corporate Training Fund  | 40,784                                | 0                                     | 0                                     | 0                                    | 0                                    | 0                                    |
| Miscellaneous Expenses   | 124,237                               | 234,950                               | 242,950                               | 0                                    | 0                                    | 0                                    |
| <b>EMPLOYEE COMPENSATION AND TRAINING SUBTOTAL</b>   | <b>\$1,530,535</b>                    | <b>\$844,950</b>                      | <b>\$1,142,762</b>                    | <b>\$0</b>                           | <b>\$0</b>                           | <b>\$0</b>                           |
| <b>INTERNAL SERVICES</b>   |                                       |                                       |                                       |                                      |                                      |                                      |
| Finance Department: Procurement, Risk Management,<br>Warehouse   | \$302,741                             | \$333,966                             | \$579,138                             | \$3,787,883                          | \$4,014,452                          | \$4,111,254                          |
| Human Resources Department   | 1,051,771                             | 1,330,892                             | 1,488,354                             | 0                                    | 0                                    | 0                                    |
| Information Technology Department  | 2,478,727                             | 3,196,544                             | 3,821,947                             | 1,491,900                            | 1,491,900                            | 1,649,187                            |
| <b>INTERNAL SERVICES SUBTOTAL</b>  | <b>\$3,833,239</b>                    | <b>\$4,861,402</b>                    | <b>\$5,889,439</b>                    | <b>\$5,279,783</b>                   | <b>\$5,506,352</b>                   | <b>\$5,760,441</b>                   |
| <b>FINANCIAL SERVICES</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Office of the Commissioner of Revenue  | \$1,386,598                           | \$1,382,632                           | \$1,499,213                           | \$0                                  | \$0                                  | \$0                                  |
| Finance Department: Administration/City Assessor/<br>Utility Billing Office  | 2,223,688                             | 2,198,906                             | 2,292,863                             | 1,751,462                            | 1,829,496                            | 1,914,301                            |
| Office of the City Treasurer   | 1,290,707                             | 1,424,669                             | 1,511,063                             | 0                                    | 0                                    | 0                                    |
| <b>FINANCIAL SERVICES SUBTOTAL</b>   | <b>\$4,900,992</b>                    | <b>\$5,006,207</b>                    | <b>\$5,303,139</b>                    | <b>\$1,751,462</b>                   | <b>\$1,829,496</b>                   | <b>\$1,914,301</b>                   |

|   | FY2020-2021<br>General Fund<br>Actual | FY2021-2022<br>General Fund<br>Budget | FY2022-2023<br>General Fund<br>Budget | FY2020-2021<br>Other Funds<br>Actual | FY2021-2022<br>Other Funds<br>Budget | FY2022-2023<br>Other Funds<br>Budget |
|---|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| <b>HEALTHY FAMILIES AND COMMUNITY</b>   |                                       |                                       |                                       |                                      |                                      |                                      |
| Charlottesville Albemarle Convention & Visitors Bureau  | \$1,212,691                           | \$946,848                             | \$711,082                             | \$0                                  | \$0                                  | \$0                                  |
| Children's Services Act   | 1,494,010                             | 2,004,722                             | 2,004,722                             | 6,440,142                            | 6,440,142                            | 6,440,142                            |
| Community Events and Festivals  | 29,526                                | 47,541                                | 84,687                                | 0                                    | 0                                    | 0                                    |
| Contributions to Children, Youth, and Family Programs   | 3,742,055                             | 3,891,214                             | 3,956,439                             | 0                                    | 0                                    | 0                                    |
| Contributions to Education and the Arts   | 2,190,670                             | 2,245,674                             | 2,308,995                             | 0                                    | 0                                    | 0                                    |
| Department of Social Services   | 3,473,841                             | 3,602,777                             | 3,602,777                             | 11,334,827                           | 11,736,928                           | 12,184,188                           |
| Housing Programs and Tax Relief   | 2,026,362                             | 2,172,401                             | 3,516,802                             | 0                                    | 0                                    | 0                                    |
| Department of Human Services  | 641,280                               | 641,280                               | 1,506,362                             | 6,142,734                            | 5,861,500                            | 5,245,339                            |
| Neighborhood Development Services   | 2,090,854                             | 2,604,764                             | 3,054,752                             | 0                                    | 0                                    | 0                                    |
| Office of Human Rights  | 86,887                                | 274,092                               | 282,450                               | 0                                    | 0                                    | 0                                    |
| Police Civilian Oversight Board   | 0                                     | 350,000                               | 362,677                               | 0                                    | 0                                    | 0                                    |
| Parks and Recreation Department   | 8,298,798                             | 11,914,086                            | 12,366,691                            | 0                                    | 0                                    | 0                                    |
| Parks and Recreation Department: Meadowcreek Golf Course  | 0                                     | 0                                     | 0                                     | 989,940                              | 1,011,143                            | 1,089,216                            |
| <b>HEALTHY FAMILIES AND COMMUNITY SUBTOTAL</b>  | <b>\$25,286,974</b>                   | <b>\$30,695,399</b>                   | <b>\$33,758,436</b>                   | <b>\$24,907,643</b>                  | <b>\$25,049,713</b>                  | <b>\$24,958,885</b>                  |
| <b>INFRASTRUCTURE AND TRANSPORTATION</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Public Works Department: Administration, Facilities Development, Facilities Maintenance, Environmental, Fleet Maintenance | \$2,803,730                           | \$3,643,497                           | \$6,633,187                           | \$1,770,394                          | \$1,838,230                          | \$2,115,386                          |
| Public Works Department: Public Service   | 8,610,124                             | 8,986,392                             | 7,752,093                             | 0                                    | 0                                    | 0                                    |
| Public Works Department: Stormwater Utility   | 0                                     | 0                                     | 0                                     | 3,463,611                            | 3,519,781                            | 3,519,781                            |
| Charlottesville Area Transit and JAUNT Paratransit Services   | 4,259,649                             | 4,229,380                             | 3,956,732                             | 6,469,015                            | 7,602,874                            | 8,510,759                            |
| Public Utilities Department: Gas, Water, Wastewater   | 0                                     | 0                                     | 0                                     | 63,910,931                           | 68,250,294                           | 61,938,034                           |
| <b>INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL</b>   | <b>\$15,673,503</b>                   | <b>\$16,859,269</b>                   | <b>\$18,342,012</b>                   | <b>\$75,613,951</b>                  | <b>\$81,211,179</b>                  | <b>\$76,083,961</b>                  |
| <b>PUBLIC SAFETY AND JUSTICE</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Office of the City Sheriff  | \$1,303,937                           | \$1,432,114                           | \$1,586,315                           | \$0                                  | \$0                                  | \$0                                  |
| Office of the Commonwealth Attorney   | 1,088,563                             | 1,200,603                             | 1,294,067                             | 0                                    | 0                                    | 0                                    |
| Contributions to Programs Supporting Public Safety and Justice  | 7,112,315                             | 6,853,217                             | 7,246,459                             | 0                                    | 0                                    | 0                                    |
| Courts and Other Support Services   | 1,195,112                             | 1,270,359                             | 1,324,400                             | 0                                    | 0                                    | 0                                    |
| Fire Department   | 12,428,220                            | 12,964,074                            | 14,132,245                            | 0                                    | 0                                    | 0                                    |
| Police Department   | 16,596,838                            | 18,854,661                            | 20,169,731                            | 0                                    | 0                                    | 0                                    |
| <b>PUBLIC SAFETY AND JUSTICE SUBTOTAL</b>   | <b>\$39,724,986</b>                   | <b>\$42,575,028</b>                   | <b>\$45,753,217</b>                   | <b>\$0</b>                           | <b>\$0</b>                           | <b>\$0</b>                           |
| <b>LOCAL CONTRIBUTION TO SCHOOLS</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Local Contribution to Schools   | \$58,709,623                          | \$58,709,623                          | \$62,925,964                          | \$0                                  | \$0                                  | \$0                                  |
| <b>SCHOOLS SUBTOTAL</b>   | <b>\$58,709,623</b>                   | <b>\$58,709,623</b>                   | <b>\$62,925,964</b>                   | <b>\$0</b>                           | <b>\$0</b>                           | <b>\$0</b>                           |
| <b>TOTAL CITY OPERATIONS</b>  | <b>\$165,129,597</b>                  | <b>\$175,925,254</b>                  | <b>\$193,502,276</b>                  | <b>\$107,552,839</b>                 | <b>\$113,596,740</b>                 | <b>\$108,717,588</b>                 |
| <b>DESIGNATED EXPENDITURES</b>  |                                       |                                       |                                       |                                      |                                      |                                      |
| Contractual Services: Pupil Transportation  | \$2,211,792                           | \$2,945,564                           | \$3,566,673                           | \$0                                  | \$0                                  | \$0                                  |
| Contractual Services: School Building Maintenance   | 3,541,380                             | 4,043,184                             | 4,239,961                             | 0                                    | 0                                    | 0                                    |
| Transfer to Capital Improvement Program Fund  | 4,994,660                             | 6,880,841                             | 8,737,407                             | 0                                    | 0                                    | 0                                    |
| Transfer to Capital Improvement Program Fund: Mall Vendor Fees  | 0                                     | 78,000                                | 78,000                                | 0                                    | 0                                    | 0                                    |
| Transfer to Facilities Repair Fund  | 400,000                               | 200,000                               | 200,000                               | 0                                    | 0                                    | 0                                    |
| Transfer to Debt Service Fund (Meals Tax Portion)   | 1,793,605                             | 2,140,000                             | 2,564,974                             | 0                                    | 0                                    | 0                                    |
| <b>DESIGNATED EXPENDITURES TOTAL</b>  | <b>\$12,941,438</b>                   | <b>\$16,287,589</b>                   | <b>\$19,387,015</b>                   | <b>\$0</b>                           | <b>\$0</b>                           | <b>\$0</b>                           |
| <b>TOTAL CITY BUDGET</b>  | <b>\$178,071,035</b>                  | <b>\$192,212,843</b>                  | <b>\$212,889,291</b>                  | <b>\$107,552,839</b>                 | <b>\$113,596,740</b>                 | <b>\$108,717,588</b>                 |

# Management



## City Council Strategic Initiatives

City Council/Clerk of Council

Office of the City Manager:  
*Administration*  
*Redevelopment and Housing*  
*Communications and Public Engagement*  
*Economic Development*  
*Office of Equity and Inclusion*

Office of the City Attorney

Office of the General Registrar

Organizational Memberships and  
Workforce Development Agencies

### City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

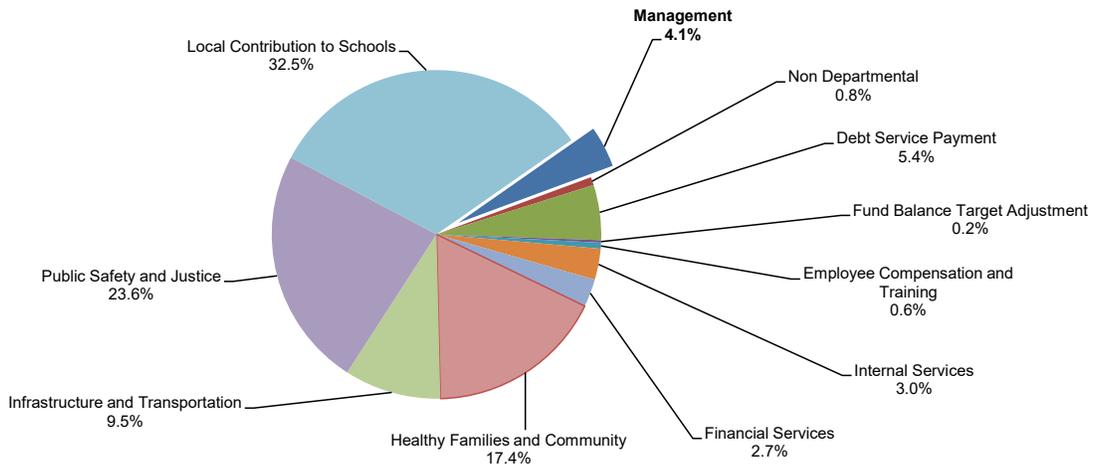


Goal 4: A Strong, Creative and Diversified Economy

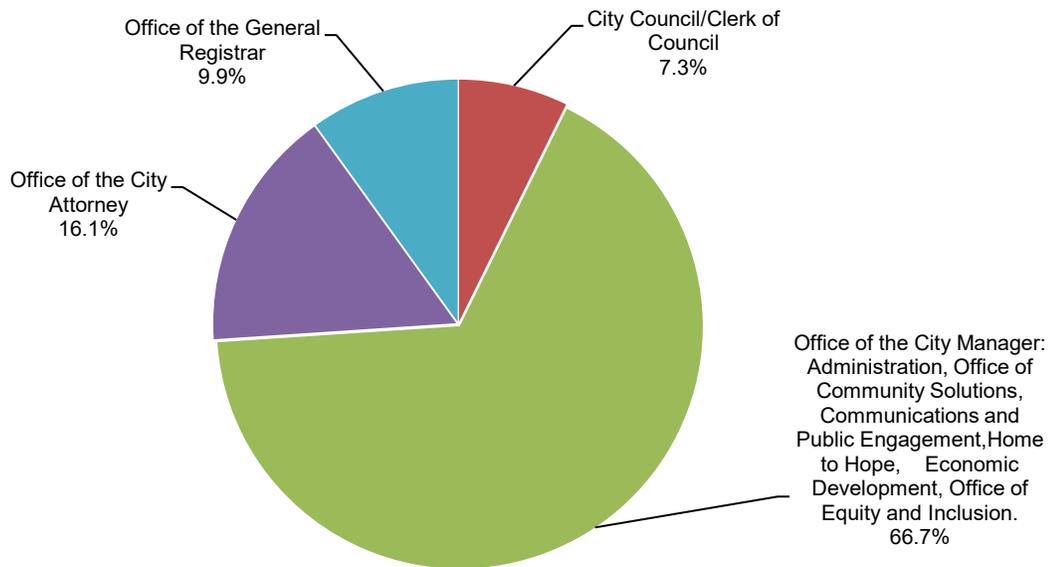


Goal 5: A Well-managed and Responsive Organization

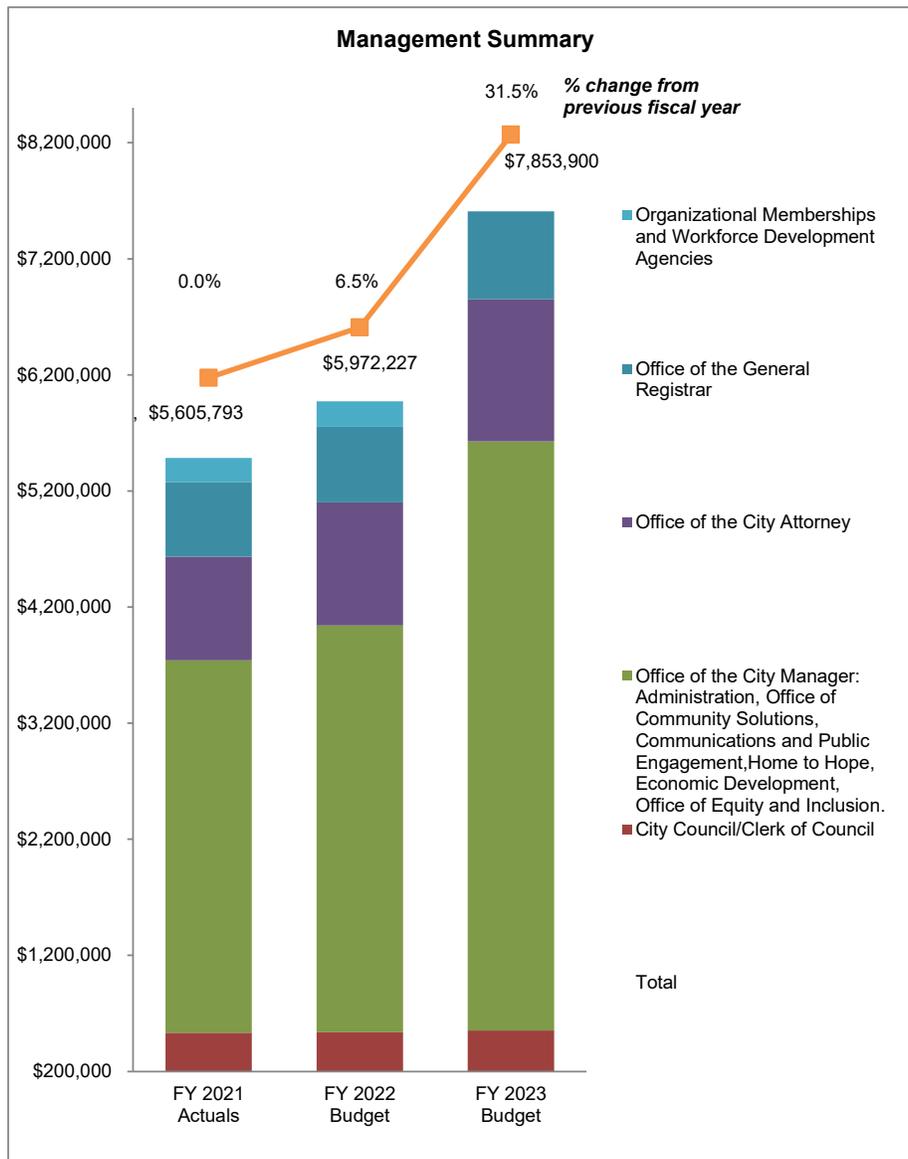
**Management**  
% of General Fund Operating Budget



**Management Overview**  
General Fund



| Management Summary   | FY2021              | FY2022              | FY2023              | FY2021             | FY2022             | FY2023             |
|--|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|
|  | General Fund Actual | General Fund Budget | General Fund Budget | Other Funds Actual | Other Funds Budget | Other Funds Budget |
| <b>MANAGEMENT</b>  |                     |                     |                     |                    |                    |                    |
| City Council Strategic Initiatives   | \$121,580           | \$0                 | \$0                 | \$0                | \$0                | \$0                |
| City Council/Clerk of Council  | 531,971             | 537,529             | 552,686             | 0                  | 0                  | 0                  |
| Office of the City Manager: Administration, Economic Development, Communications and Public Engagement, Home to Hope, Office of Community Solutions and Office of Equity and Inclusion | 3,209,860           | 3,503,538           | 5,073,213           | 0                  | 0                  | 0                  |
| Office of the City Attorney  | 892,079             | 1,060,210           | 1,227,335           | 0                  | 0                  | 0                  |
| General Registrar  | 643,955             | 650,688             | 754,715             | 0                  | 0                  | 0                  |
| Organizational Memberships and Workforce Development Agencies  | 206,348             | 220,262             | 245,951             | 0                  | 0                  | 0                  |
| <b>MANAGEMENT SUBTOTAL</b>   | <b>\$5,605,793</b>  | <b>\$5,972,227</b>  | <b>\$7,853,900</b>  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |



## 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 2019<br>Actual  | FY 2020<br>Actual | FY 2021<br>Actual | FY 2022<br>Budget | FY 2023<br>Budget | Increase/<br>(Decrease) | % Change  |
|------------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|-----------|
| City Council Strategic Initiatives | \$74,748           | \$188,261         | \$121,580         | \$0               | \$0               | \$0                     | NA        |
| <b>General Fund Total</b>          | <b>\$1,077,437</b> | <b>\$188,261</b>  | <b>\$121,580</b>  | <b>\$0</b>        | <b>\$0</b>        | <b>\$0</b>              | <b>NA</b> |

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 will be included as part of the budget in the next year 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



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## City Council/Clerk of Council

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**Strategic Plan  
Alignment**

**City Council/Clerk of Council**  
FY 23 Budget - \$552,686



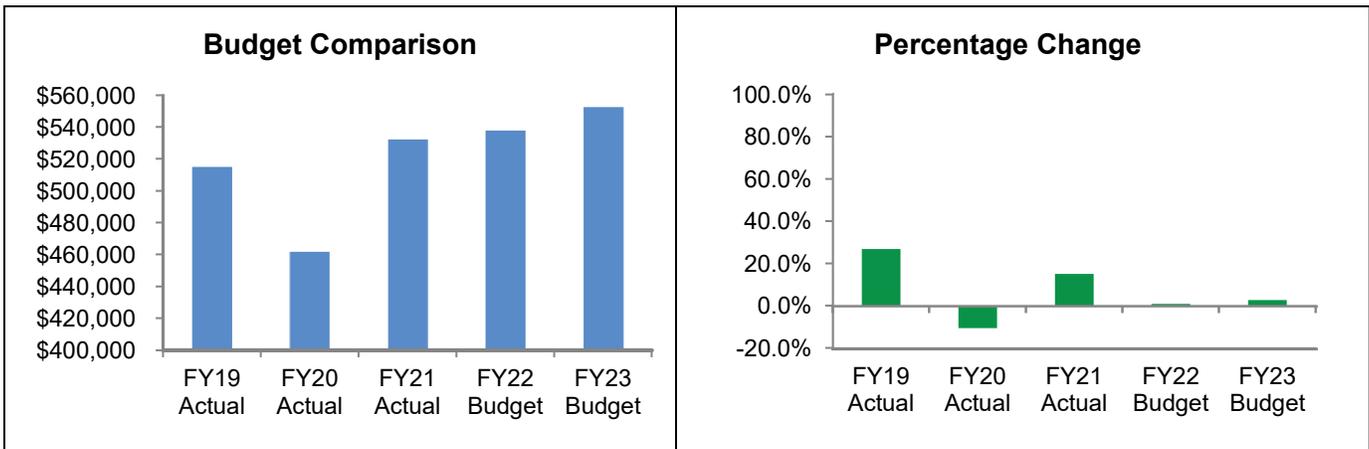
City Council establishes major policies for the City government. The five-member Council is responsible for adopting the annual City budget and updating City Code by adopting and amending laws to ensure the public's safety and welfare. City Council members receive compensation for their service, which is reflected in Salaries and Benefits. The Council appoints members to over 30 boards and commissions, including governing boards for many community agencies, and councilors serve on a variety of boards. The Mayor (or Vice Mayor in the Mayor's absence) presides over meetings, consults with the City Manager to set the agenda for meetings, may call special meetings, and serves as the ceremonial head of government. Regular Council meetings are held twice a month, typically on the first and third Mondays. As needed, Council participates in joint public hearings with the Planning Commission, meets with the School Board, and holds special meetings and work sessions.

The Chief of Staff/Clerk of Council serves as staff to City Council, certifies Council official actions, maintains official Council records, serves as a liaison between Council and the public, notifies citizens of Council meetings and action, coordinates Council meetings, agendas and appointments to boards and commissions, and is the keeper of the City seal. 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 and provides Council with support for creating and executing policy.

## City Council/Clerk of Council Funding and Staffing Summary

| Funding Summary           | FY 2019          | FY 2020          | FY 2021          | FY 2022          | FY 2023          | Increase/<br>(Decrease) | % Change    |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------------|-------------|
|                           | Actual           | Actual           | Actual           | Budget           | Budget           |                         |             |
| Salaries and Benefits     | \$389,518        | \$379,922        | \$424,944        | \$423,615        | \$448,875        | \$25,260                | 6.1%        |
| Other Expenditures        | 125,249          | 81,654           | 107,027          | 113,914          | 103,811          | (\$10,103)              | -6.5%       |
| <b>General Fund Total</b> | <b>\$514,767</b> | <b>\$461,576</b> | <b>\$531,971</b> | <b>\$537,529</b> | <b>\$552,686</b> | <b>\$15,157</b>         | <b>2.6%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 4.0     | 4.0     | 3.0     | 3.0     | 3.0     | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures**

- Decrease of \$10,000 due to the completion of the Laserfiche archiving project to digitize older Minute and Ordinance Books.

**Office of the City Manager  
Administration – Office of Community Solutions – Communications and  
Public Engagement -Economic Development –  
Office of Equity and Inclusion**

*Strategic Plan  
Alignment*

**Administration**

*FY 23 Budget - \$1,899,229*



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

**Office of Community Solutions**

*FY 23 Budget - \$894,507*



Formally known as the Office of Redevelopment and Housing has been renamed to the Office of Community Solutions. The Office of Community Solutions (OCS) oversees affordable housing programs, commercial revitalization and development, neighborhood and constituent services, and Federal Entitlement Administration (CDBG/HOME and associated planning requirements), MyCville Complaint management coordination among other things. Office of Community Solutions 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 and adopted Small Area Plans. More specifically, redevelopment activities include programs and activities to attract and retain businesses in the SIA, workforce development, citizen engagement, neighborhood revitalization, and human services. Affordable housing initiatives include implementation of the Affordable Housing Plan and coordination of the Charlottesville Affordable Housing Fund and other housing programs. Federal Entitlement Administration involves the management of the Federal Entitlement programs (CDBG/HOME) funds, HUD-mandated development of multi-year Consolidated Housing and Community Development Plan, Annual Action Plan and associated structured reporting requirement the Consolidated Annual Performance and Evaluation Report (CAPER).

**Communications and Public Engagement**

*FY 23 Budget - \$681,471*



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 – Office of Community Solutions – Communications and**  
**Public Engagement -Economic Development –**  
**Office of Equity and Inclusion**

*Strategic Plan  
Alignment*

**Economic Development**  
*FY 23 Budget - \$668,590*



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.

**Office of Equity and Inclusion**  
*FY 23 Budget - \$381,355*



The Office of Equity and Inclusion’s (OEI) mission is to inspire and equip city government to make Charlottesville a local government that inspires racial equity, social justice, diversity and inclusion. The Office completes its mission through the provision of expertise, tools, data and programming to promote racial equity, diversity, inclusion and belonging. OEI drives cultural transformation through training and education, policy development and guidance, and through a focus on celebrating diversity of our entire community. In FY 20, City Council allocated \$197,181 from Council’s Strategic Initiative Fund to help begin this work and those funds were carried over to FY 22 and the initial spending has begun. The FY 23 budget allocates additional funds by transferring the City’s ADA coordinator position which was previously funded in NDS to OEI and Council allocated an additional \$300,000 for additional programming.

**Home to Hope**  
*FY 23 Budget - \$351,850*



Trained peer navigators assist those returning to the community after incarceration. The navigators assist by developing a plan for each client and assisting with housing, employment, healthcare, transportation and related re-entry challenges. For FY 23, the Home to Hope program will transition from the Office of Economic Development to the Office of Equity and Inclusion.

**Downtown Job Center**  
*FY 23 Budget - \$196,211*

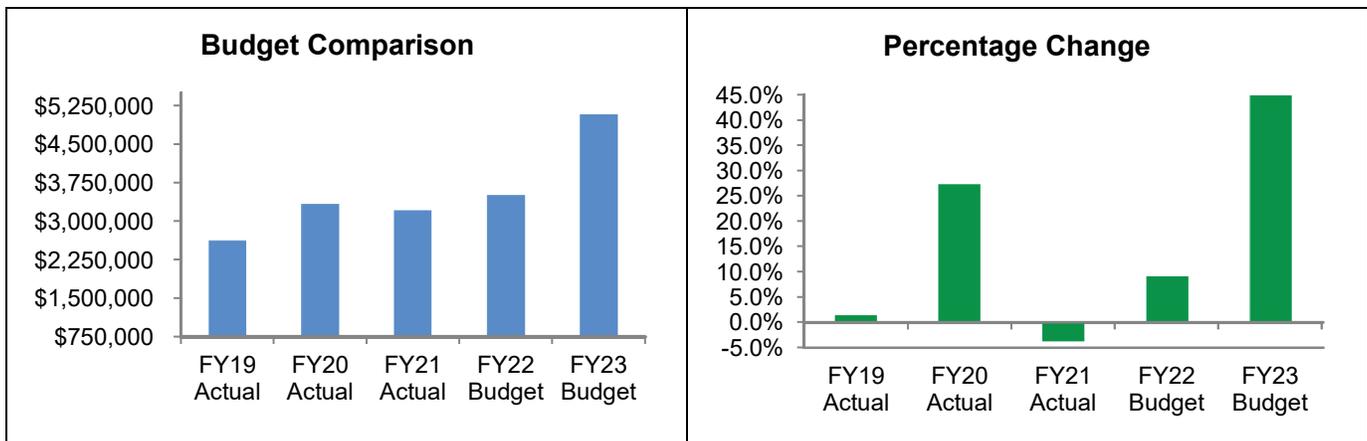


The establishment of the Downtown Job Center has strengthened the City’s partnership with the Virginia Workforce Center – Charlottesville and the workforce services providers collocated at the Job Center, while ensuring that City residents have access to training opportunities and resources that will 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. For FY 23, the Job Center will transition from the Office of Economic Development to the Office of Equity and Inclusion.

## Office of the City Manager Administration – Office of Community Solutions – Communications and Public Engagement -Economic Development – Office of Equity and Inclusion

| Funding Summary           | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change      |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|---------------|
| Salaries and Benefits     | \$2,357,803        | \$2,809,386        | \$2,903,115        | \$3,080,724        | \$4,168,908        | \$1,088,184             | 38.3%         |
| Other Expenditures        | <u>260,254</u>     | <u>522,193</u>     | <u>306,745</u>     | <u>422,814</u>     | <u>904,305</u>     | <u>\$481,491</u>        | <u>128.6%</u> |
| <b>General Fund Total</b> | <b>\$2,618,057</b> | <b>\$3,331,579</b> | <b>\$3,209,860</b> | <b>\$3,503,538</b> | <b>\$5,073,213</b> | <b>\$1,569,675</b>      | <b>48.8%</b>  |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 20.5    | 24.5    | 24.5    | 24.5    | 28.0    | 3.5                     |
| Non General Fund FTEs                       | 1.0     | 1.0     | 2.0     | 2.0     | 2.0     | 0.0                     |



### Explanation of FY 23 Changes

#### Salaries and Benefits

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Adds 3 FTEs that were transferred from other departments:
  - Transfers a Systems and Performance Analyst from Parks and Recreation to the Budget Office
  - Transfers a Budget Analyst from the Gas Fund to the Budget Office (note: this transfer also is offset by the transfer of an accountant previously funded in the Finance budget to the Gas Fund)
  - Transfers on ADA Coordinator from the NDS budget to the Office of OEI
- Decreases 1 FTE from the Economic Development office by reallocating the funding for the Job Center Coordinator position to Home to Hope Budget for a supervisor position. and eliminates the 0.5 FTE former Job Center Customer Service Representative
- Adds 3 new FTEs for the Director of Community Solutions, Budget Analyst in the Budget Office, and a Grants Specialist/Intergovernmental Specialist position in Community Solutions
- Upgrades the Housing Coordinator position in Community Solutions to a higher pay grade

#### Other Expenditures

- Increase rent and utility costs for the first full-year of costs associated with the Charlottesville Community Media Center.
- Adds \$300,000 in operating/program funds to the Office of Equity and Inclusion
- Adds \$175,000 in operating/program funds to Community Solutions to expand Affordable Housing Administrative Capacity

**Office of the City Manager**  
**Administration – Office of Community Solutions – Communications and**  
**Public Engagement -Economic Development –**  
**Office of Equity and Inclusion**  
*Strategic Plan Performance Measures*

| <b>Office of the City Manager / Communications</b>   |           |           |           |           |           |
|--|-----------|-----------|-----------|-----------|-----------|
| <b>Goal 5: A Well-managed and Responsive Organization</b>  |           |           |           |           |           |
| <i>5.1 Integrate effective business practices and strong fiscal policies</i>   |           |           |           |           |           |
|  | FY 2018   | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| % of Proficient and Outstanding rating scores for the Government Finance Officers Association (GFOA) Budget Presentation Award | 100%      | 100%      | 100%      | 100%      | 100%      |
|  | FY 2018   | FY 2019   | FY 2020   | FY 2021   | FY 2022   |
| % of Citizen Budget Survey respondents who feel city services are worth tax dollars spent*                                     | 46%       | 46%       | NA        | NA        | NA        |
| <i>5.4 Foster effective community engagement</i>   |           |           |           |           |           |
|  | 2017      | 2018      | 2019      | 2020      | 2021      |
| # of press releases sent out ensuring that residents and citizens have important and timely information                        | 126       | 438       | 541       | 154       | 209       |
| # of website visits  | 1,455,955 | 1,712,336 | 1,664,078 | 1,628,102 | 2,547,698 |
| Meetings streamed, broadcast & archived (Council, Planning, BAR, CRHA)   | 61        | 82        | 124       | 151       | 179       |

\*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*

|  | 2017          | 2018          | 2019          | 2020          | 2021          |
|--|---------------|---------------|---------------|---------------|---------------|
| # 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) | 102           | 105           | 105           | 16            | 14            |
| # of attendees at City sponsored job fairs   | 800           | 800           | 750           | N/A           | N/A           |
|  | <b>FY2017</b> | <b>FY2018</b> | <b>FY2019</b> | <b>FY2020</b> | <b>FY2021</b> |
| # of visitors to Downtown Job Center <sup>(a)</sup>  | 1,440         | 916           | 850           | 984           | 750           |
| # of City residents visiting the Downtown Job Center <sup>(a)</sup>  | 504           | 247           | 289           | 752           | 450           |

**Goal 4: A Strong, Creative and Diversified Economy**

*4.2 Attract and cultivate a variety of new businesses*

|   | 2017    | 2018    | 2019     | 2020    | 2021    |
|---|---------|---------|----------|---------|---------|
| Change in value of commercial property                              | 3.82%   | 7.12%   | 11.13%   | 1.01%   | 7.98%   |
| Commercial real estate ratio as compared to residential real estate | 43.0%   | 42.0%   | 43.0%    | 42.0%   | 41.0%   |
| # of commercial building permits                                    | 574     | 475     | 427      | 440     | 464     |
| \$ value of commercial building permits (in millions)               | \$88.66 | \$58.11 | \$145.02 | \$72.59 | \$83.31 |

*4.3 Grow and retain viable businesses*

|                                      | FY2017      | FY2018      | FY2019      | FY2020      | FY2021      |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| # of business visitations            | 97          | 91          | 102         | 24          | 55          |
|                                      | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> |
| % of commercial vacancies (citywide) | 2.1%        | 2.4%        | 4.0%        | 4.4%        | 5.7%        |

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## Office of the City Attorney

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**Strategic Plan  
Alignment**

**Office of the City Attorney**  
FY 23 Budget - \$1,227,335

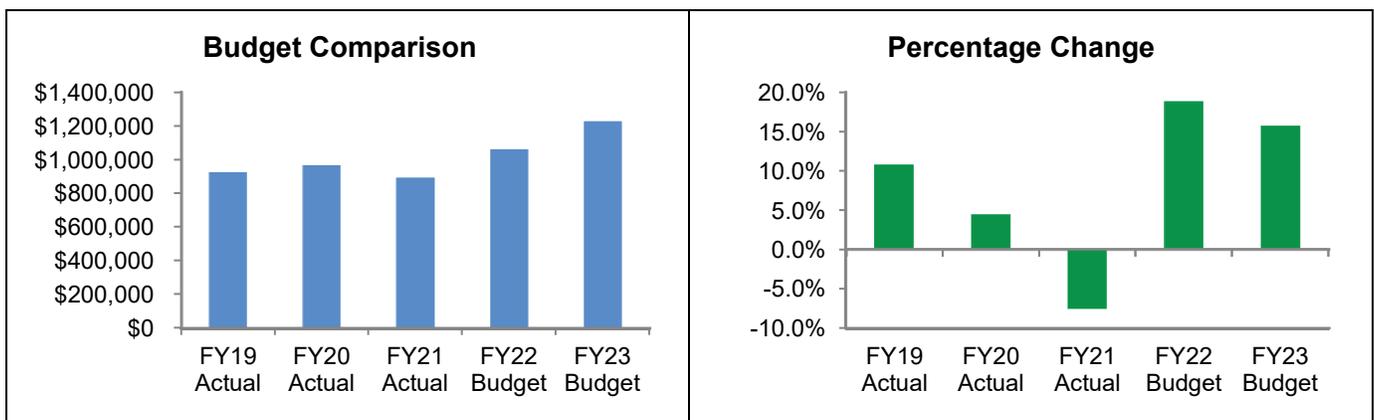


The City Attorney's Office is staffed with five attorneys and two administrative assistant positions. Formal and informal opinions, reports, ordinances, resolutions, and City contracts are drafted, reviewed, and negotiated by this office. Zoning, procurement, insurance, and Freedom of Information Act (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 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Actual | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change     |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------|-------------------------|--------------|
| Salaries and Benefits     | \$833,183         | \$918,131         | \$834,408         | \$977,977          | \$1,135,922        | \$157,945               | 16.1%        |
| Other Expenditures        | 90,681            | 46,615            | 57,671            | 82,233             | 91,413             | \$9,180                 | 18.0%        |
| <b>General Fund Total</b> | <b>\$923,864</b>  | <b>\$964,746</b>  | <b>\$892,079</b>  | <b>\$1,060,210</b> | <b>\$1,227,335</b> | <b>\$167,125</b>        | <b>16.2%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 7.0     | 7.0     | 7.0     | 7.0     | 8.0     | 1.0                     |



### Explanation of FY 23 Changes

#### Salaries and Benefits

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Adds a new FOIA Coordinator position

#### Other Expenditures

- Increase in for computer software that will be used to help manage and comply with FOIA requirements

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## Office of the General Registrar

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**Strategic Plan  
Alignment**



**Office of the General Registrar**  
FY 23 Budget - \$754,715

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.

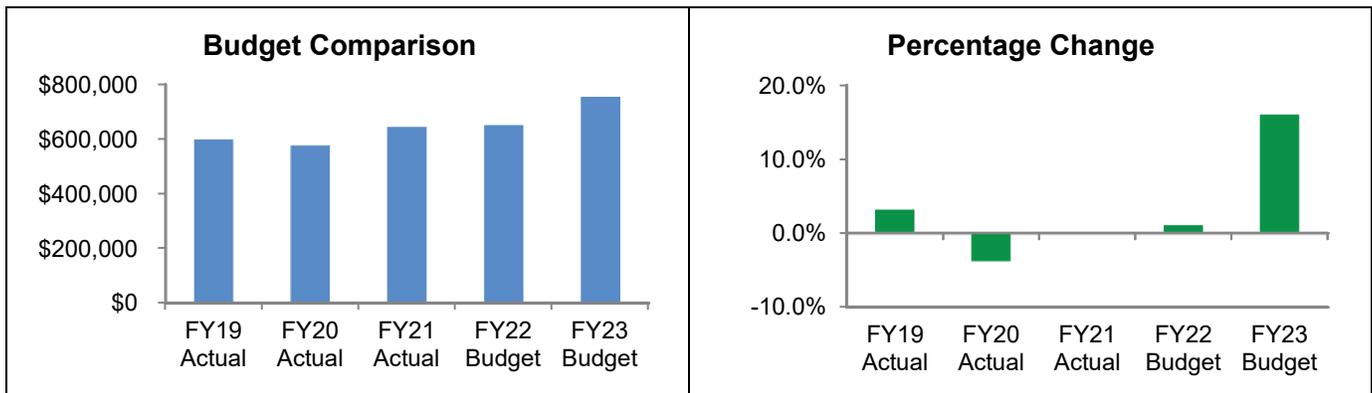
A general election is held each November (first Tuesday after the second Monday); party primary elections are held if called in June, and in March of leap years for presidential nominations. Special elections may be held as called.

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 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Actual | FY 2022<br>Budget | FY 2023<br>Budget | Increase/<br>(Decrease) | % Change     |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|--------------|
| Salaries and Benefits     | \$482,604         | \$433,193         | \$511,805         | \$509,352         | \$606,557         | \$97,205                | 19.1%        |
| Other Expenditures        | 116,087           | 143,255           | 132,150           | 141,336           | 148,158           | \$6,822                 | 4.2%         |
| <b>General Fund Total</b> | <b>\$598,691</b>  | <b>\$576,448</b>  | <b>\$643,955</b>  | <b>\$650,688</b>  | <b>\$754,715</b>  | <b>\$104,027</b>        | <b>15.5%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 3.0     | 3.0     | 3.0     | 3.0     | 3.0     | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- The Registrar is a State Compensation Board position. The Compensation Board raised the salaries for registrar in FY 22. The expenditure increase is offset by an increased reimbursement from the State.

**Other Expenditures**

- Increase in software licensing fees, office supplies and precinct/election related other supplies

## Organizational Memberships & Workforce Development Agencies

**Alliance for Innovation**

*FY 23 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 23 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 23 Budget - \$24,723*

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 23 Budget - \$27,293*

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 23 Budget - \$1,700*

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 23 Budget - \$17,500*

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

**National League of Cities**

*FY 23 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

**Virginia Career Works – Piedmont Region\***

*FY 23 Budget - \$8,051*

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 23 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 23 Budget - \$96,194*

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 23 Budget - \$13,440*

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 23 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 23 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**

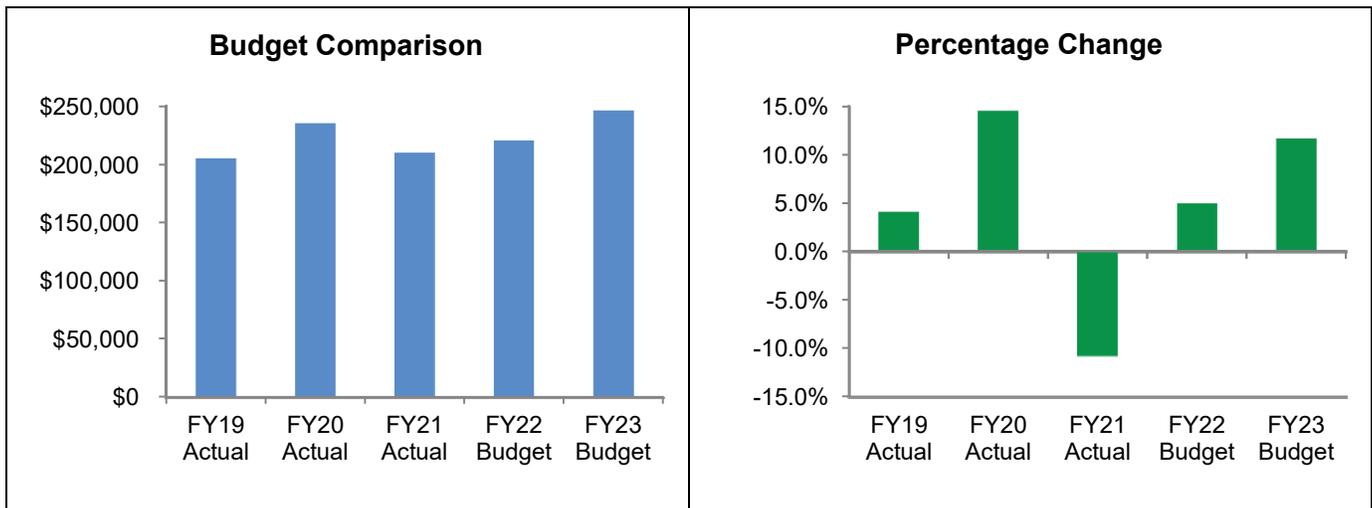
*FY 23 Budget - \$17,400*

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 19<br>Actual  | FY 20<br>Actual  | FY 21<br>Actuals | FY 22<br>Budget  | FY 23<br>Budget  | Increase/<br>(Decrease) | % Change     |
|--|------------------|------------------|------------------|------------------|------------------|-------------------------|--------------|
| Alliance for Innovation                                  | \$2,550          | \$2,550          | \$0              | \$2,550          | \$2,550          | \$0                     | 0.0%         |
| Center for Nonprofit Excellence                          | 600              | 0                | 600              | 600              | 600              | \$0                     | 0.0%         |
| Central Virginia Partnership for<br>Economic Development | 24,535           | 24,566           | 24,640           | 24,590           | 24,723           | 133                     | 0.5%         |
| Central Virginia Small Business<br>Development Center    | 12,000           | 19,200           | 19,200           | 19,200           | 27,293           | 8,093                   | 42.2%        |
| Chamber of Commerce                                      | 1,605            | 1,700            | 1,700            | 2,000            | 1,700            | (\$300)                 | (15.0%)      |
| Community Investment Collaborative                       | 26,265           | 26,265           | 0                | 10,610           | 17,500           | \$6,890                 | 64.9%        |
| National League of Cities                                | 7,740            | 0                | 4,002            | 5,000            | 5,000            | \$0                     | 0.0%         |
| Virginia Career Works - Piedmont<br>Region               | 7,361            | 7,591            | 7,971            | 7,971            | 8,051            | \$80                    | 1.0%         |
| Rivanna Conservation Alliance                            | 11,000           | 11,000           | 11,000           | 11,000           | 11,000           | \$0                     | 0.0%         |
| RCA - Laboratory Testing Equipment<br>(one-time)         | 0                | 0                | 0                | 0                | 0                | \$0                     | NA           |
| Thomas Jefferson Planning District<br>Commission         | 61,229           | 86,323           | 86,454           | 86,372           | 96,194           | 9,822                   | 11.4%        |
| Thomas Jefferson Soil & Water<br>Conservation District   | 12,669           | 12,669           | 13,049           | 13,049           | 13,440           | \$391                   | 3.0%         |
| Virginia First Cities Coalition                          | 17,870           | 17,892           | 17,877           | 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>17,342</u>    | <u>17,381</u>    | <u>17,355</u>    | <u>16,820</u>    | <u>17,400</u>    | <u>\$580</u>            | <u>3.4%</u>  |
| <b>General Fund Total Contributions</b>                  | <b>\$205,266</b> | <b>\$229,637</b> | <b>\$206,348</b> | <b>\$220,262</b> | <b>\$245,951</b> | <b>\$25,689</b>         | <b>10.9%</b> |





# Citywide



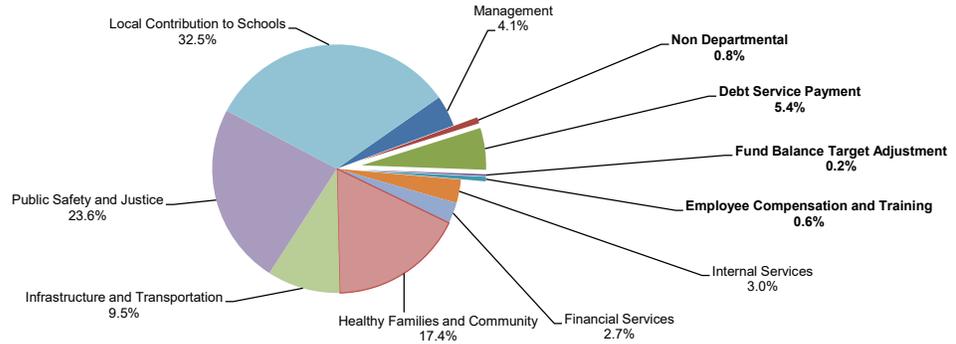
Non Departmental

Debt Service Payment

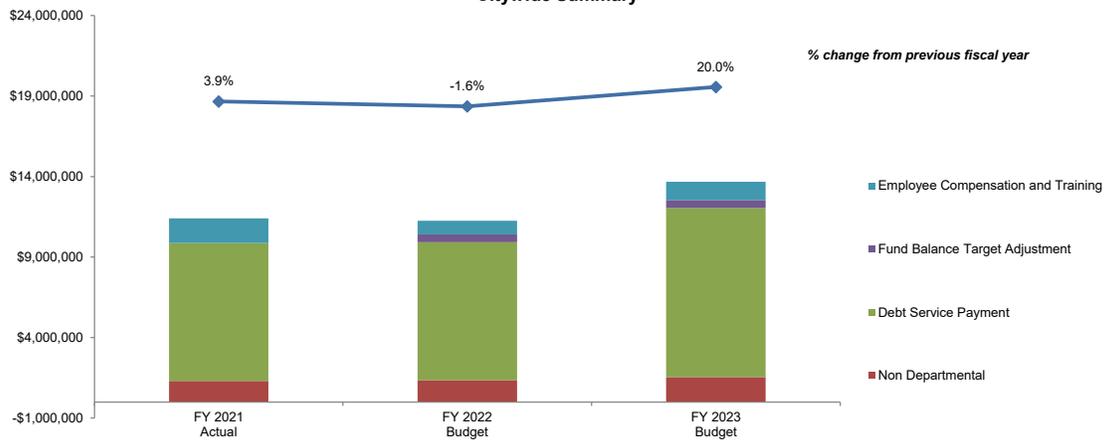
Fund Balance Target Adjustment

Employee Compensation and Training

**Citywide**  
% of General Fund Operating Budget



**Citywide Summary**





## Non Departmental

*Non Departmental expenditures comprise 0.80% 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 23 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 23 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 23 Budget - \$500,000*

This represents the City's contribution to the environmental remediation of the Ivy Landfill. For FY 23 existing landfill reserve funds will be used to cover the expenses.

### **Participatory Budgeting**

*FY 23 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 23 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 23 Budget - \$300,000*

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/Citywide**

*FY 23 Budget - \$270,187*

These funds will be used to at the discretion of the City Manager for unforeseen needs that may arise during the fiscal year. Council also added a \$100,000 to begin funding expenses for the MARCUS Alert System.

### **Strategic Planning/P3: Plan, Perform, Perfect**

*FY 23 Budget - \$130,000*

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 23 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.

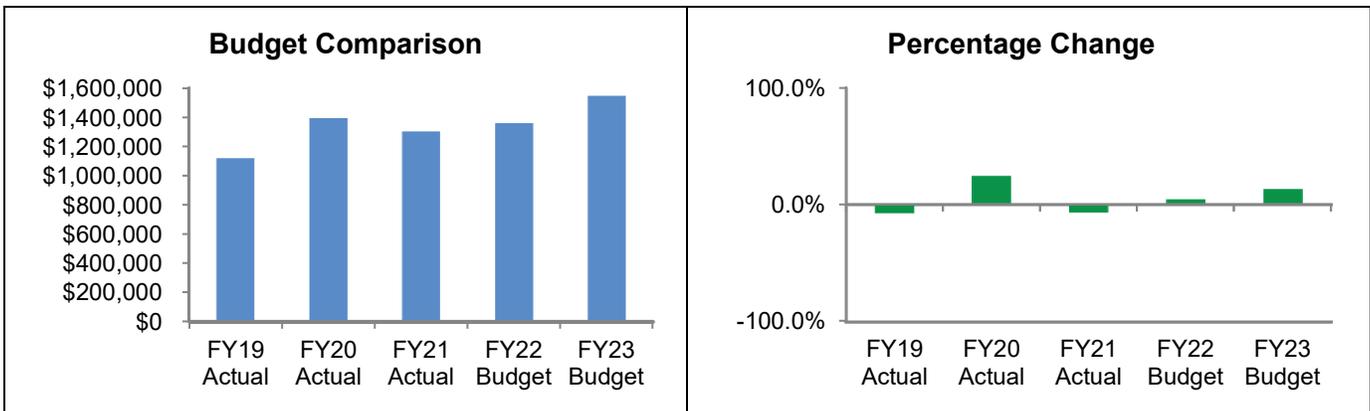
**Sister City**

*FY 23 Budget - \$30,000*

A nonprofit citizen diplomacy network that creates and strengthens partnerships between U.S. and international communities."

## Non Departmental Funding Summary

| Funding Summary  | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change     |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|--------------|
| Citizen Engagement Opportunities                               | \$9,646            | \$0                | \$0                | \$15,000           | \$15,000           | \$0                     | 0.0%         |
| Community Dialogue on Race                                     | 185                | 1,046              | 49                 | 0                  | 0                  | \$0                     | NA           |
| Innovation Fund  | 19,803             | 10,226             | 377                | 20,000             | 20,000             | \$0                     | 0.0%         |
| Ivy Landfill Contribution                                      | 271,189            | 546,994            | 447,912            | 500,000            | 500,000            | \$0                     | 0.0%         |
| Participatory Budgeting Pilot                                  | 0                  | 0                  | 0                  | 15,000             | 15,000             | \$0                     | 0.0%         |
| Civilian Review Board (CRB)                                    | 0                  | 0                  | 0                  | 0                  | 0                  | \$0                     | NA           |
| Food Equity Program  | 0                  | 0                  | 155,000            | 155,000            | 155,000            | \$0                     | 0.0%         |
| Reserve / Performance Agreement<br>Payments                    | 343,422            | 262,684            | 288,944            | 250,000            | 300,000            | \$50,000                | 20.0%        |
| Reserve/Citywide   | 220,705            | 355,475            | 232,203            | 190,041            | 270,187            | \$80,146                | 42.2%        |
| Sister City Committee  | 18,179             | 22,737             | 5,154              | 0                  | 30,000             | \$30,000                | NA           |
| Strategic Planning - P3: Plan,<br>Perform, Perfect             | 112,779            | 65,004             | 64,224             | 105,000            | 130,000            | \$25,000                | 23.8%        |
| Virginia Juvenile Community Crime<br>Control Act (Local Match) | 108,415            | 108,415            | 108,415            | 108,415            | 108,415            | \$0                     | 0.0%         |
| Transfer to Miscellaneous Funds                                | 13,306             | 20,915             | 0                  | 0                  | 0                  | \$0                     | NA           |
| <b>General Fund Total</b>                                      | <b>\$1,117,628</b> | <b>\$1,393,496</b> | <b>\$1,302,278</b> | <b>\$1,358,456</b> | <b>\$1,543,602</b> | <b>\$185,146</b>        | <b>12.0%</b> |



### Explanation of FY 23 Changes

The City's share of costs related to the environmental remediation of the Ivy Landfill will be paid in FY 23 using existing landfill reserve funds. The P3: Plan, Perfect, Perform budget is increasing for software licensing. The Reserve account funding for the Performance Agreements increases based on changes in the real estate values. Additional funding was added to the Citywide Reserve to begin funding expenses related to the MARCUS Alert System.

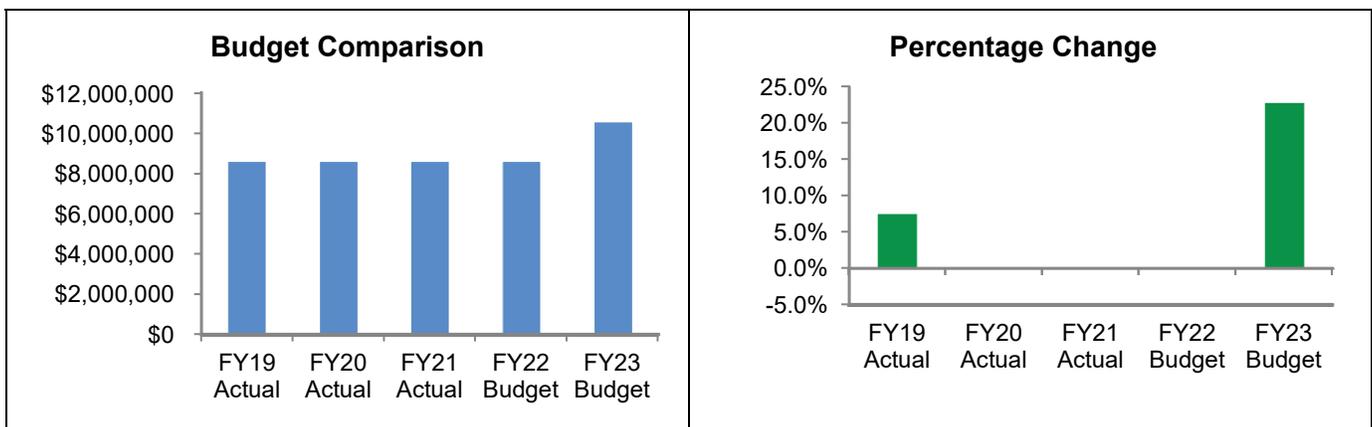
## Debt Service Payment

The Debt Service Payment comprises 5.43% 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 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget   | Increase/<br>(Decrease) | % Change     |
|--|--------------------|--------------------|--------------------|--------------------|---------------------|-------------------------|--------------|
| General Fund Contribution                  | \$8,210,788        | \$8,210,788        | \$8,210,788        | \$8,210,788        | \$10,157,900        | \$1,947,112             | 23.7%        |
| General Fund Contribution - Fire Apparatus | <u>350,000</u>     | <u>350,000</u>     | <u>350,000</u>     | <u>350,000</u>     | <u>350,000</u>      | <u>0</u>                | <u>NA</u>    |
| <b>General Fund Total</b>                  | <b>\$8,560,788</b> | <b>\$8,560,788</b> | <b>\$8,560,788</b> | <b>\$8,560,788</b> | <b>\$10,507,900</b> | <b>\$1,947,112</b>      | <b>22.7%</b> |

The \$1.9 million increase represents the first of three consecutive annual increases projected to be needed in order to cover the debt service costs on the \$54 million dollars of bonds planned for the School Reconfiguration project. In addition to the funding shown above, there is also **\$2.56 million in Meals Tax Revenue** allocated to this fund, which appears under the Designated Expenditures portion of the General Fund.

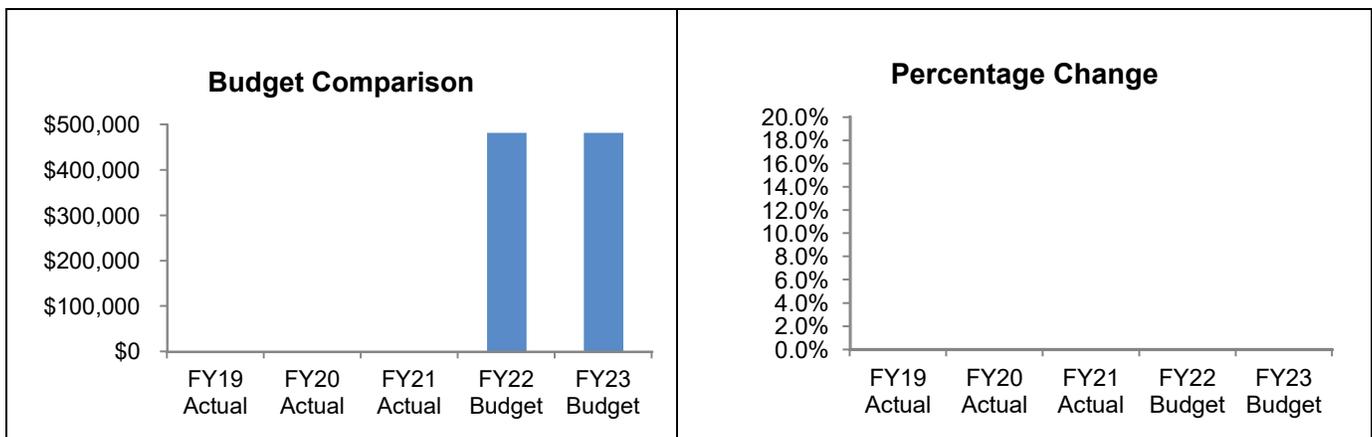


## Fund Balance Target Adjustment

The Fund Balance Target Adjustment comprises 0.25% 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 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Actual | FY 2022<br>Budget | FY 2023<br>Budget | Increase/<br>(Decrease) | % Change    |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|-------------|
| Fund Balance Target Adjustment | \$0               | \$0               | \$0               | \$481,905         | \$481,905         | \$0                     | 0.0%        |
| <b>General Fund Total</b>      | <b>\$0</b>        | <b>\$0</b>        | <b>\$0</b>        | <b>\$481,905</b>  | <b>\$481,905</b>  | <b>\$0</b>              | <b>0.0%</b> |



## Employee Compensation and Training

Employee Compensation and Training expenditures comprise 0.59% 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 23 Budget - \$1,849,812*

A 3% cost of living (COLA) is included for City employees for FY 23. The cost of the mid-year 6% COLA granted in FY 22 is included in the personnel budgets for each department. Funds allocated for COLAs are budgeted as a lump sum and will be distributed to departments during the year as needed as this helps to ensure attrition savings are being captured.

### **Attrition Savings**

*FY 23 Budget Savings –  
(\$1,000,000)*

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

### **Unemployment Compensation**

*FY 23 Budget - \$50,000*

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

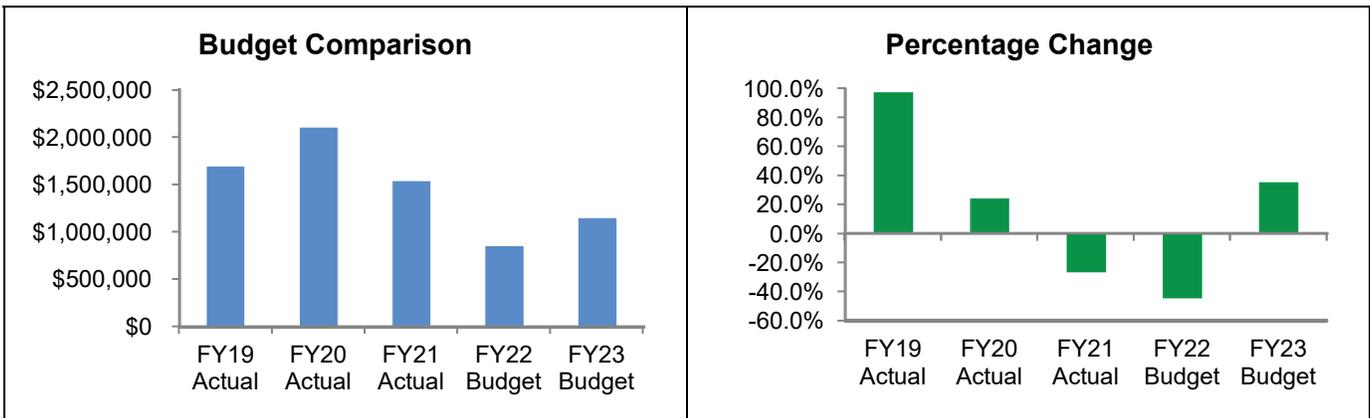
### **Misc. Expenses**

*FY 23 Budget - \$242,950*

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 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change     |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------------|--------------|
| Compensation and Benefits<br>(3.0% salary increase July 1, 2022) | \$0                | \$0                | \$0                | \$1,060,000       | \$1,849,812        | \$789,812               | 37.2%        |
| Contribution to Retirement Fund                                  | 1,260,966          | 1,800,000          | 1,207,268          | 0                 | 0                  | \$0                     | NA           |
| CityWide Attrition Savings                                       | 0                  | 0                  | 0                  | (500,000)         | (1,000,000)        | (\$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  | 36,635             | 29,145             | 158,246            | 50,000            | 50,000             | \$0                     | 0.0%         |
| Corporate Training Fund  | 166,019            | 75,883             | 40,784             | 0                 | 0                  | \$0                     | NA           |
| Miscellaneous Expenses   | <u>222,496</u>     | <u>185,942</u>     | <u>124,237</u>     | <u>234,950</u>    | <u>242,950</u>     | \$8,000                 | 3.4%         |
| <b>General Fund Total</b>  | <b>\$1,686,116</b> | <b>\$2,090,970</b> | <b>\$1,530,535</b> | <b>\$844,950</b>  | <b>\$1,142,762</b> | <b>\$297,812</b>        | <b>15.5%</b> |



# 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

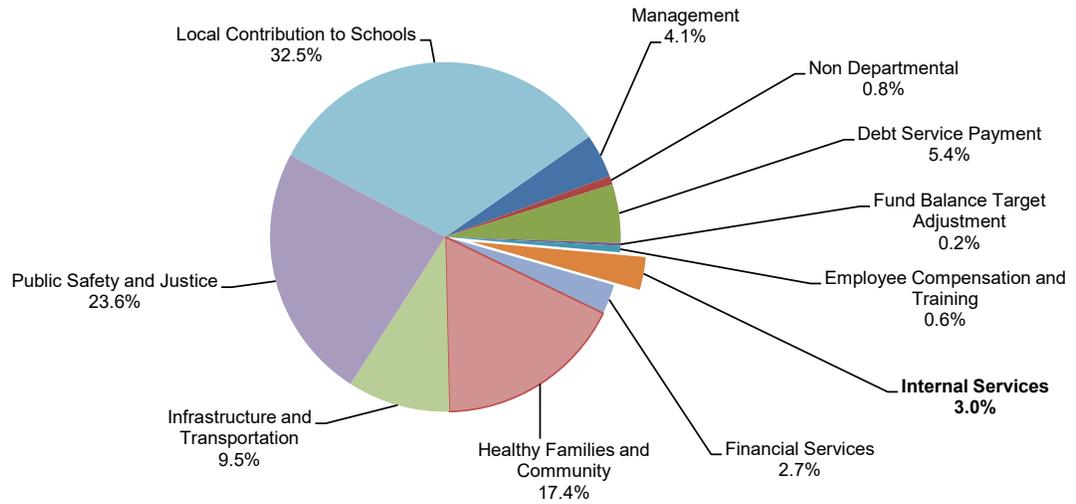


Goal 4: A Strong, Creative and Diversified Economy

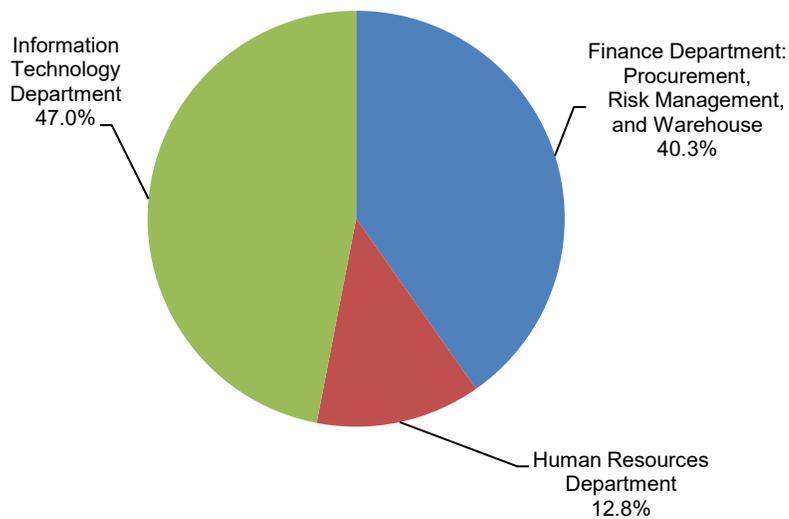


Goal 5: A Well-managed and Responsive Organization

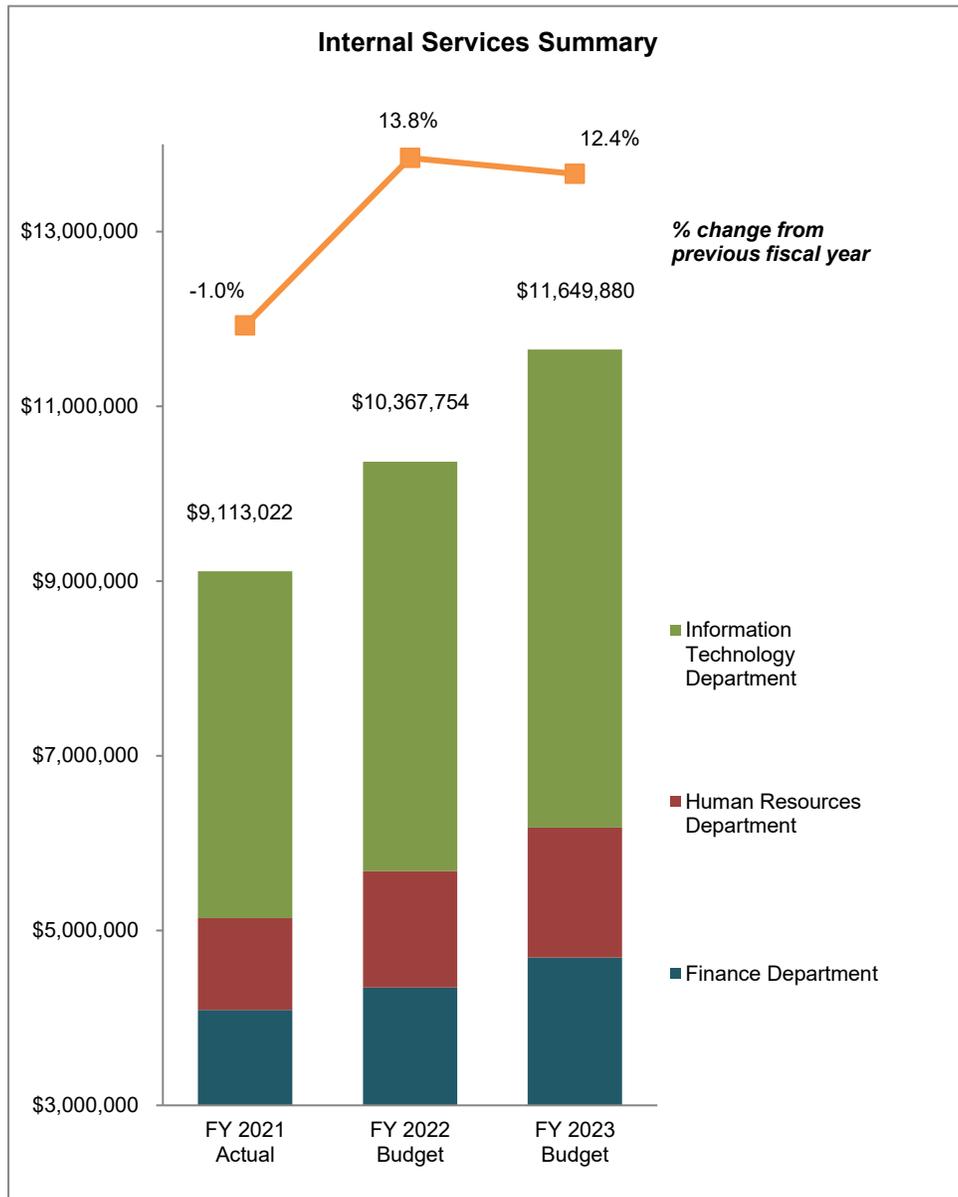
**Internal Services**  
% of General Fund Operating Budget



**Internal Services Overview**  
General Fund & Other Funds



| Internal Services Summary  | FY2021                 | FY2022                 | FY2023                 | FY2021                | FY2022                | FY2023                |
|--|------------------------|------------------------|------------------------|-----------------------|-----------------------|-----------------------|
|  | General Fund<br>Actual | General Fund<br>Budget | General Fund<br>Budget | Other Funds<br>Actual | Other Funds<br>Budget | Other Funds<br>Budget |
| <b>INTERNAL SERVICES</b>   |                        |                        |                        |                       |                       |                       |
| Finance Department: Procurement,<br>Risk Management, and Warehouse | \$302,741              | \$333,966              | \$579,138              | \$3,787,883           | \$4,014,452           | \$4,111,254           |
| Human Resources Department   | 1,051,771              | 1,330,892              | 1,488,354              | 0                     | 0                     | 0                     |
| Information Technology Department                                  | 2,478,727              | 3,196,544              | 3,821,947              | 1,491,900             | 1,491,900             | 1,649,187             |
| <b>INTERNAL SERVICES SUBTOTAL</b>                                  | <b>\$3,833,239</b>     | <b>\$4,861,402</b>     | <b>\$5,889,439</b>     | <b>\$5,279,783</b>    | <b>\$5,506,352</b>    | <b>\$5,760,441</b>    |



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## Finance Department Procurement – Risk Management – Warehouse

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*Strategic Plan  
Alignment*

### Procurement

*FY 23 Budget - \$579,138*



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 23 Budget - \$3,945,931*



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 23 Budget - \$165,323*

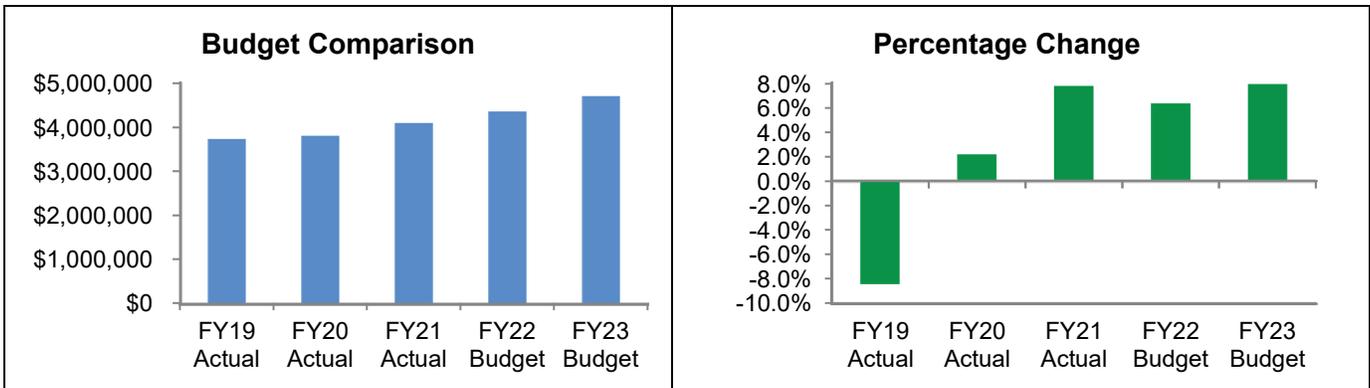


The Warehouse operates the Central Warehouse which includes: 1.) a central shipping and receiving point for City agencies, 2.) disposition of surplus property for the City and library, 3.) short term storage for City departments, and 4.) inventory management including material requirements planning and 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 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change    |
|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Salaries and Benefits   | \$682,067          | \$680,702          | \$781,172          | \$732,731          | \$873,695          | \$140,964               | 16.9%       |
| Other Expenditures      | 2,683,779          | 3,115,961          | 3,309,452          | 3,365,687          | 3,816,697          | \$451,010               | 13.6%       |
| Transfer to Other Funds | 350,000            | 0                  | 0                  | 250,000            | 0                  | (\$250,000)             | NA          |
| <b>Total</b>            | <b>\$3,715,846</b> | <b>\$3,796,663</b> | <b>\$4,090,624</b> | <b>\$4,348,418</b> | <b>\$4,690,392</b> | <b>\$341,974</b>        | <b>8.2%</b> |
| General Fund Total      | \$308,706          | \$388,861          | \$302,741          | \$333,966          | \$579,138          | \$245,172               | NA          |
| Non General Fund Total  | 3,407,140          | 3,407,802          | 3,787,883          | 4,014,452          | 4,111,254          | 96,802                  | 2.6%        |
| <b>Total</b>            | <b>\$3,715,846</b> | <b>\$3,796,663</b> | <b>\$4,090,624</b> | <b>\$4,348,418</b> | <b>\$4,690,392</b> | <b>\$341,974</b>        | <b>8.2%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 4.0     | 4.0     | 4.0     | 4.0     | 5.0     | 1.0                     |
| Non General Fund FTEs                       | 4.0     | 5.0     | 5.0     | 5.0     | 5.0     | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Addition of 1 FTE for a Buyer in Procurement

**Other Expenditures**

- Increases in professional services and general liability and worker's comp insurance premiums.



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## Human Resources

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**Strategic Plan  
Alignment**



### Human Resources

*FY 23 Budget - \$1,488,354*

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:

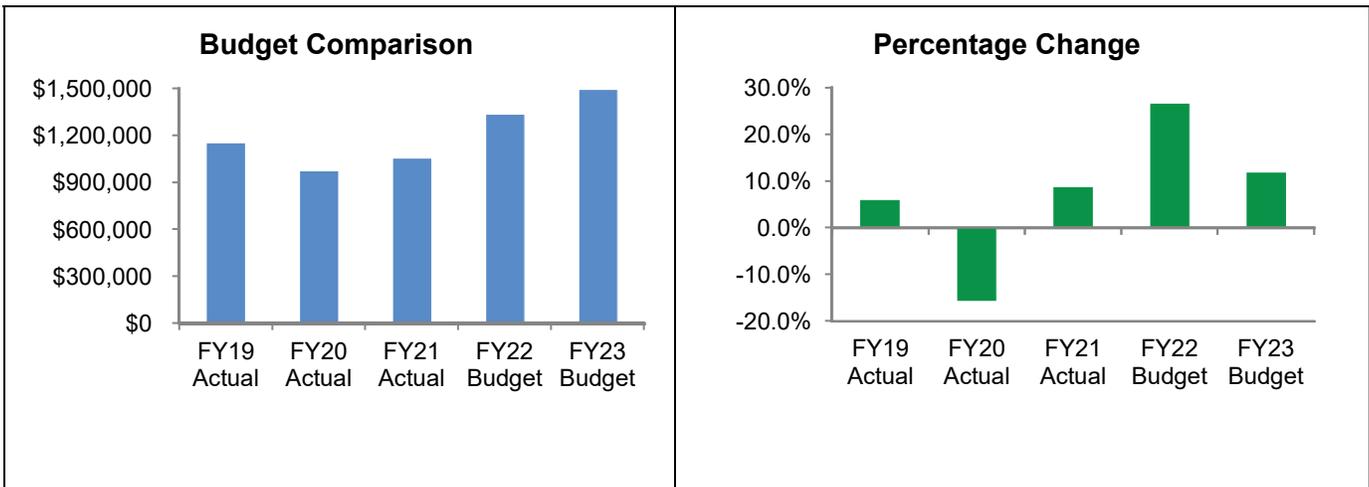
- 1.) Provide excellent customer service.
- 2.) Help ensure employees receive training required to perform their jobs.
- 3.) Offer a competitive total rewards compensation and benefits package.
- 4.) Provide a strong foundation for a "Great Place to Work"
- 5.) Effectively communicate the HR functions 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 2019<br>Actual  | FY 2020<br>Actual | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change     |
|---------------------------|--------------------|-------------------|--------------------|--------------------|--------------------|-------------------------|--------------|
| Salaries and Benefits     | \$929,629          | \$800,816         | \$804,862          | \$978,040          | \$1,137,882        | \$159,842               | 16.6%        |
| Other Expenditures        | 217,528            | 167,407           | 246,908            | 352,852            | 350,472            | (2,380)                 | -0.9%        |
| <b>General Fund Total</b> | <b>\$1,147,157</b> | <b>\$968,223</b>  | <b>\$1,051,771</b> | <b>\$1,330,892</b> | <b>\$1,488,354</b> | <b>\$157,462</b>        | <b>12.9%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 8.0     | 8.0     | 9.0     | 9.0     | 10.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Addition of 1 FTE – Labor Relations Specialist

**Other Expenses**

- Decreases in funding for computer software and postage

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## Information Technology

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**Strategic Plan  
Alignment**

### **Information Technology Administration**

*FY 23 Budget - \$3,821,947*



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 23 Budget - \$1,224,067*



The total budget for City Link 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 23 Budget - \$425,120*

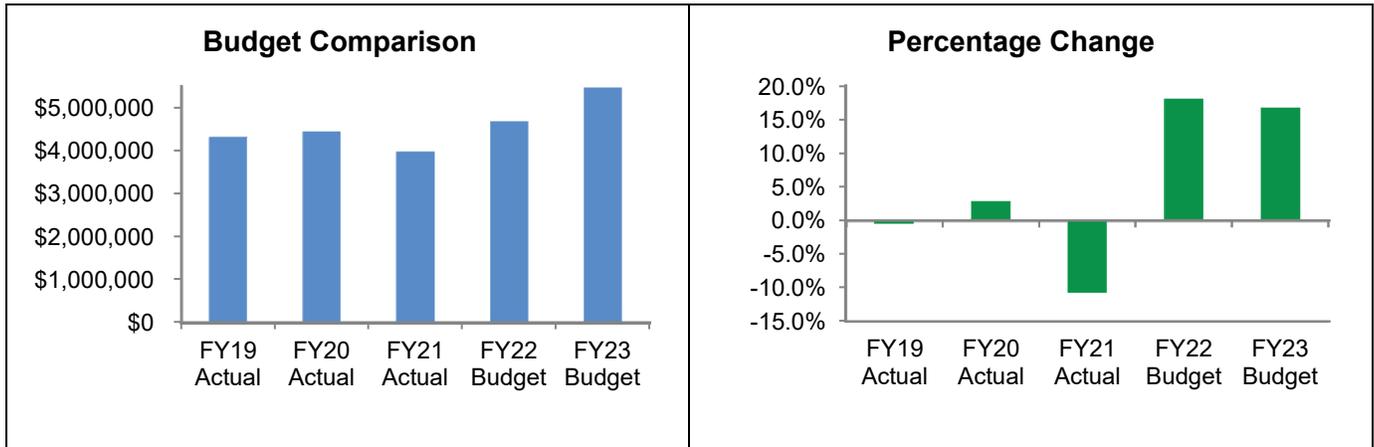


This includes funds for the replacements of desktop computers and citywide technology infrastructure and systems. This budget is offset by contributions made by each City department into the account.

## Information Technology Funding and Staffing Summary

| Funding Summary                | FY 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Actual   | FY 2022<br>Budget   | FY 2023<br>Budget   | Increase/<br>(Decrease) | % Change     |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|--------------|
| Salaries and Benefits          | \$2,208,903         | \$1,967,137         | \$1,725,748         | \$2,392,444         | \$2,499,829         | \$107,385               | 4.6%         |
| Other Expenditures             | 1,637,542           | 1,412,801           | 1,752,508           | 1,803,785           | 2,345,871           | \$542,086               | 32.2%        |
| Technology Capital Investments | 472,937             | 1,062,662           | 492,371             | 492,215             | 625,434             | \$133,219               | 27.1%        |
| <b>Total</b>                   | <b>\$ 4,319,382</b> | <b>\$ 4,442,600</b> | <b>\$ 3,970,627</b> | <b>\$ 4,688,444</b> | <b>\$ 5,471,134</b> | <b>\$ 782,690</b>       | <b>17.4%</b> |
| General Fund Total             | 2,851,882           | 2,649,081           | 2,478,727           | 3,196,544           | 3,821,947           | 625,403                 | 20.9%        |
| Non General Fund Total         | 1,467,500           | 1,793,519           | 1,491,900           | 1,491,900           | 1,649,187           | 157,287                 | 10.5%        |
| <b>Total</b>                   | <b>\$4,319,382</b>  | <b>\$4,442,600</b>  | <b>\$3,970,627</b>  | <b>\$4,688,444</b>  | <b>\$5,471,134</b>  | <b>\$782,690</b>        | <b>17.4%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 18.0    | 18.0    | 18.0    | 18.0    | 18.0    | 0.0                     |
| Non General Fund FTEs                       | 2.0     | 2.0     | 2.0     | 2.0     | 2.0     | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures**

- The increase in other expenditures is due to increased software licensing for Office 365 and other citywide cyber security measures implemented in FY21 and FY 22 with use of one-time federal stimulus funds.

# 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

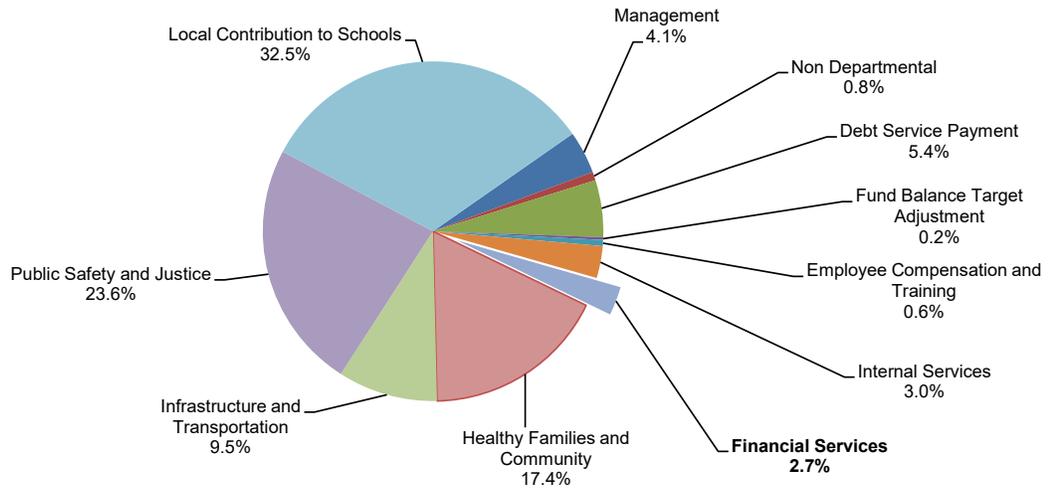


Goal 4: A Strong, Creative and Diversified Economy

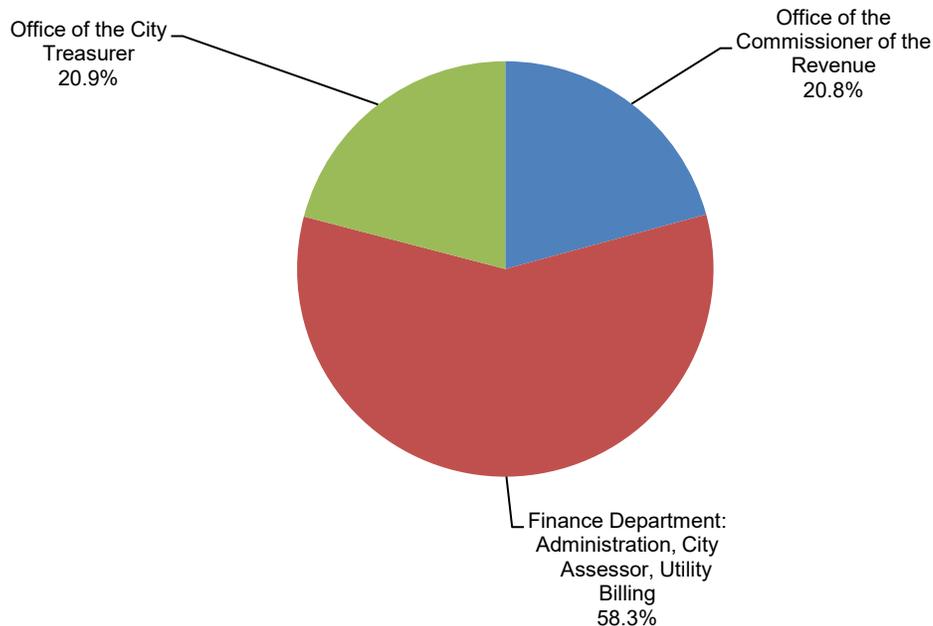


Goal 5: A Well-managed and Responsive Organization

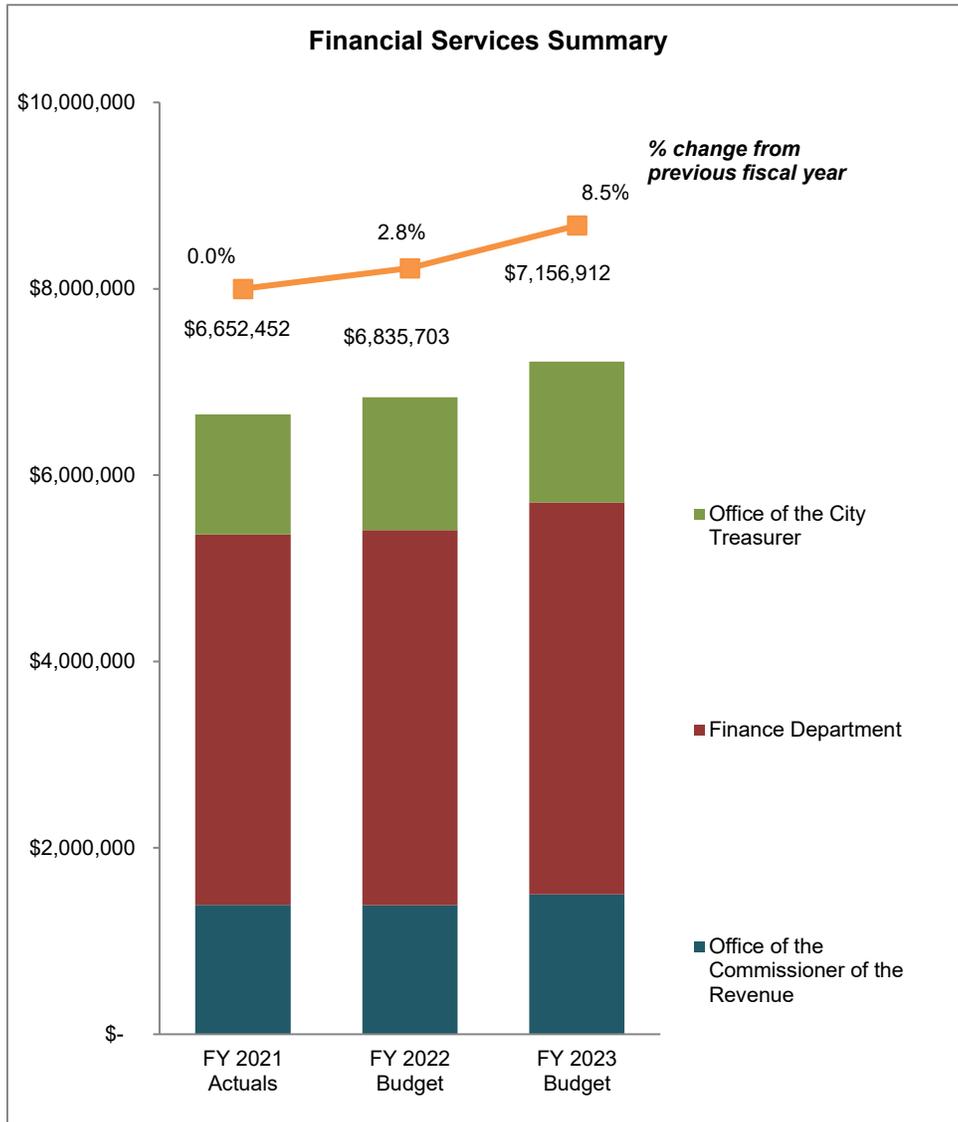
**Financial Services**  
% of General Fund Operating Budget



**Financial Services Overview**  
General Fund & Other Funds



| Financial Services Summary   | FY2021                 | FY2022                 | FY2023                 | FY2021                | FY2022                | FY2023                |
|--|------------------------|------------------------|------------------------|-----------------------|-----------------------|-----------------------|
|  | General Fund<br>Actual | General Fund<br>Budget | General Fund<br>Budget | Other Funds<br>Actual | Other Funds<br>Budget | Other Funds<br>Budget |
| <b>FINANCIAL SERVICES</b>  |                        |                        |                        |                       |                       |                       |
| Office of the Commissioner of the Revenue                          | \$1,386,598            | \$1,382,632            | \$1,499,213            | \$0                   | \$0                   | \$0                   |
| Finance Department: Administration, City Assessor, Utility Billing | 2,223,688              | 2,198,906              | 2,292,863              | 1,751,462             | 1,829,496             | 1,914,301             |
| Office of the City Treasurer                                       | 1,290,707              | 1,424,669              | 1,511,063              | 0                     | 0                     | 0                     |
| <b>FINANCIAL SERVICES SUBTOTAL</b>                                 | <b>\$4,900,992</b>     | <b>\$5,006,207</b>     | <b>\$5,303,139</b>     | <b>\$1,751,462</b>    | <b>\$1,829,496</b>    | <b>\$1,914,301</b>    |



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## Office of the Commissioner of the Revenue

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Strategic Plan  
Alignment



### Commissioner of the Revenue

FY 23 Budget - \$1,499,213

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 the 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

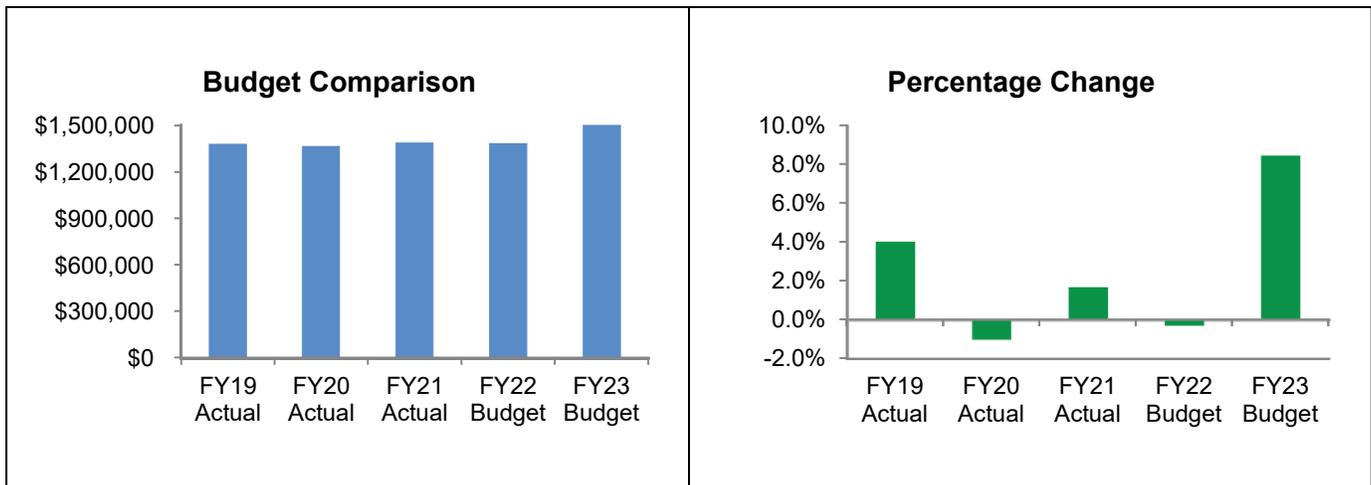
The Office of the Commissioner of the Revenue also administers the City's tax and rent relief and grant programs. Information on these programs can be found on page **H-19**.

- **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.
- **Charlottesville Housing Affordability Grant Program (CHAP)** - 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 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change    |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Salaries and Benefits     | \$1,172,371        | \$1,196,284        | \$1,218,380        | \$1,180,214        | \$1,297,008        | \$116,794               | 10.1%       |
| Other Expenditures        | 205,224            | 167,355            | 168,218            | 202,418            | 202,205            | (213)                   | -0.1%       |
| <b>General Fund Total</b> | <b>\$1,377,595</b> | <b>\$1,363,639</b> | <b>\$1,386,598</b> | <b>\$1,382,632</b> | <b>\$1,499,213</b> | <b>\$116,581</b>        | <b>8.7%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 14.0    | 14.0    | 14.0    | 14.0    | 14.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- As part of the proposed budget, funding for 1 FTE – Tax Specialist position was given up and the funding was reallocated as part of an office staffing restructure. Council restored this funding as part of the Adopted Budget.

**Other Expenditures**

- Decreases in several line items such as dues and subscriptions and printing and duplicating to better reflect with actual spending levels from prior years.

## 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 2017 | CY 2018 | CY 2019 | CY 2020 | CY 2021 |
|---|---------|---------|---------|---------|---------|
| # of recipients of tax and rent relief programs and housing affordability grant program |         |         |         |         |         |
| Real estate tax relief  | 380     | 360     | 331     | 290     | 286     |
| Rental relief   | 367     | 366     | 339     | 338     | 276     |
| Housing Affordability Grant Program   | 708     | 646     | 636     | 643     | 597     |

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

|                                     |           |           |           |           |           |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Real estate tax relief              | \$494,208 | \$505,969 | \$493,185 | \$562,749 | \$582,153 |
| Rental relief                       | \$222,385 | \$204,542 | \$176,259 | \$212,320 | \$189,698 |
| Housing Affordability Grant Program | \$311,250 | \$485,500 | \$886,192 | \$831,787 | \$903,407 |

#### 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 |
|--|---------|---------|---------|---------|---------|
| \$(in millions) amount of revenue collected by the Commissioner of Revenue | \$58.74 | \$59.72 | \$61.67 | \$61.16 | \$57.93 |
| % of personal property tax that is uncollected*                            | 3.4%    | 3.8%    | 3.6%    | 5.0%    | 4.8%    |
|  | CY 2017 | CY 2018 | CY 2019 | CY 2020 | CY 2021 |
| % of personal property tax exonerations                                    | 6.2%    | 5.7%    | 6.2%    | N/A     | NA      |

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



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## Finance Department Administration – City Assessor – Utility Billing Office

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*Strategic Plan  
Alignment*

### Administration

*FY 23 Budget - \$1,390,230*



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 23 Budget - \$902,633*



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 23 Budget - \$1,914,301*



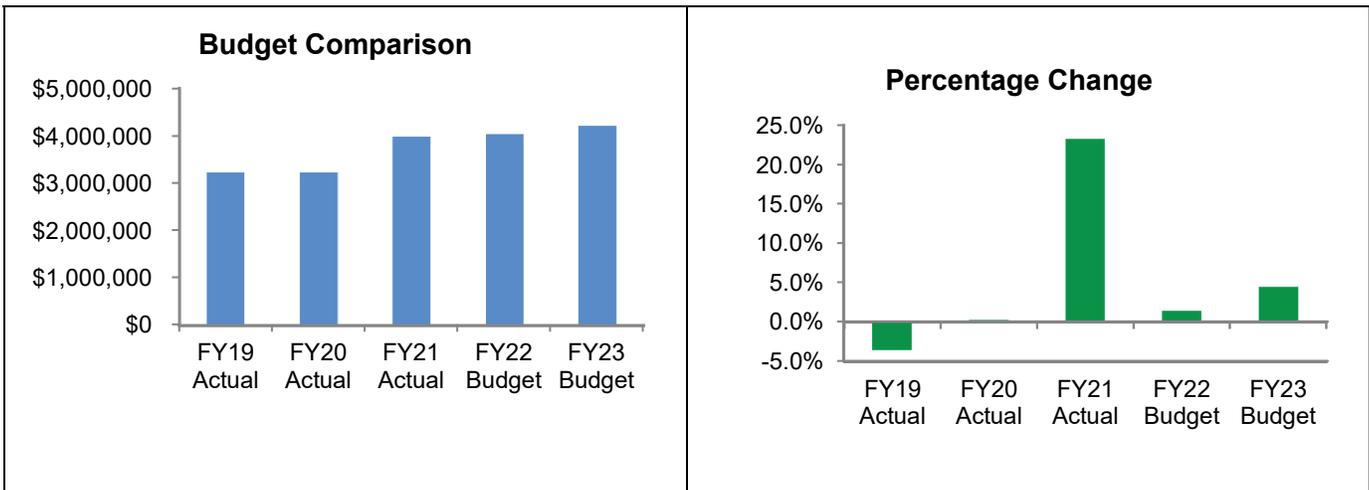
The Utility Billing Office (UBO) is responsible for maintaining and billing over \$44 million in utility accounts each year for gas, water and sewer service and sending over 24,000 invoices monthly. They also handle requests to stop and start services, answer customer inquiries concerning their accounts, 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 and receives funds to be used as assistance from private contributors to the program. UBO works with the State of Virginia fuel assistance program to ensure that eligible customers receive assistance. UBO also manages 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 rebates programs for toilets, water heaters, thermostats, and rain barrels.

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

| Funding Summary        | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change    |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Salaries and Benefits  | \$2,735,852        | \$2,792,512        | \$3,094,091        | \$3,111,037        | \$3,270,801        | \$159,764               | 5.3%        |
| Other Expenditures     | 483,313            | 433,041            | 881,058            | 917,365            | 936,363            | 18,998                  | 2.1%        |
| <b>Total</b>           | <b>\$3,219,165</b> | <b>\$3,225,553</b> | <b>\$3,975,150</b> | <b>\$4,028,402</b> | <b>\$4,207,164</b> | <b>\$178,762</b>        | <b>4.5%</b> |
| General Fund Total     | \$2,211,791        | \$2,213,121        | \$2,223,688        | \$2,198,906        | \$2,292,863        | \$93,957                | 4.3%        |
| Non General Fund Total | 1,007,374          | 1,012,432          | 1,751,462          | 1,829,496          | 1,914,301          | 84,805                  | 4.8%        |
| <b>Total</b>           | <b>\$3,219,165</b> | <b>\$3,225,553</b> | <b>\$3,975,150</b> | <b>\$4,028,402</b> | <b>\$4,207,164</b> | <b>\$178,762</b>        | <b>4.5%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 20.0    | 20.0    | 20.0    | 20.0    | 19.0    | (1.0)                   |
| Non General Fund FTEs                       | 14.0    | 14.0    | 14.0    | 14.0    | 15.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Decrease of funding for 1 FTE – Utility Accountant was moved from the General Fund to the Gas Fund

**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*

| <b>Finance Department</b>  |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>Goal 5: A Well-managed and Responsive Organization</b>                      |                |                |                |                |                |
| <i>5.1 Integrate effective business practices and strong fiscal policies</i>   |                |                |                |                |                |
|  | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Ratio of debt to General Fund expenditures (%)                                 | 6.54           | 6.36           | 5.66           | 6.07           | 6.00           |
| Real estate assessment to sales ratio (%)                                      | 90.00%         | 89.17%         | 93.75%         | 93.02%         | -              |
| Real estate coefficient of dispersion (%)                                      | 11.11%         | 12.02%         | 10.05%         | 8.78%          | -              |
| Real estate assessment price related differential (%)                          | 1.04%          | 1.02%          | 1.01%          | 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            | -              |



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## Office of the City Treasurer

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**Strategic Plan  
Alignment**



### **Treasurer**

*FY 23 Budget - \$1,511,063*

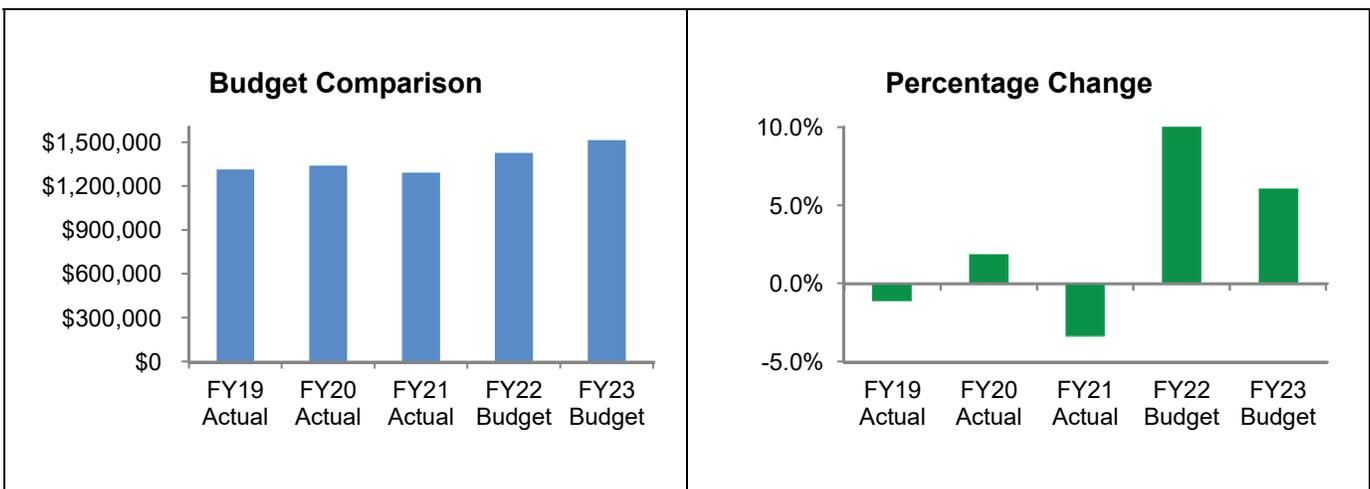
The Treasurer's Office serves Charlottesville citizens by collecting, investing, and ensuring the safekeeping of all City revenues. The office is the citizen's first point of contact for many City services requested of other departments, and as the collection point for all fees and taxes generated by 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 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change    |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Salaries and Benefits     | \$992,309          | \$1,082,705        | \$1,061,364        | \$1,123,076        | \$1,211,987        | \$88,911                | 8.4%        |
| Other Expenditures        | 318,956            | 252,988            | 229,343            | 301,593            | 299,076            | (2,517)                 | -0.9%       |
| <b>General Fund Total</b> | <b>\$1,311,265</b> | <b>\$1,335,693</b> | <b>\$1,290,707</b> | <b>\$1,424,669</b> | <b>\$1,511,063</b> | <b>\$86,394</b>         | <b>6.4%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 13.5    | 14.0    | 14.0    | 14.0    | 14.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures**

- Decreases in printing and duplicating and other contractual services..

## 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 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|--|---------|---------|---------|---------|---------|
| % of City investments in compliance with investment policy | 100%    | 100%    | 100%    | 100%    | 100%    |
| Real estate and personal property collection rate          | 98.6%   | 98.5%   | 98.4%   | 97.8%   | 98.0%   |
| Parking ticket collection rate*                            | 111%    | 110%    | 114%    | 121%    | 101%    |
|  | Dec-17  | Dec-18  | Dec-19  | Dec-20  | Dec-21  |

% of transactions accurately processed

99.75%    99.81%    99.80%    98.85%    99.81%

##### 5.2 Recruit and cultivate a high quality and diverse workforce

|   | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|---|---------|---------|---------|---------|---------|
| # of Treasurer's office employees holding statewide certification | 10      | 10      | 11      | 10      | 10      |

##### 5.3 Provide responsive customer service

|  | Dec-17 | Dec-18 | Dec-19 | Dec-20 | Dec-21 |
|--|--------|--------|--------|--------|--------|
| % of incoming phone calls answered within 30 seconds | 87.73% | 93.25% | 87.40% | 91.40% | 90.70% |

*\*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*

# 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

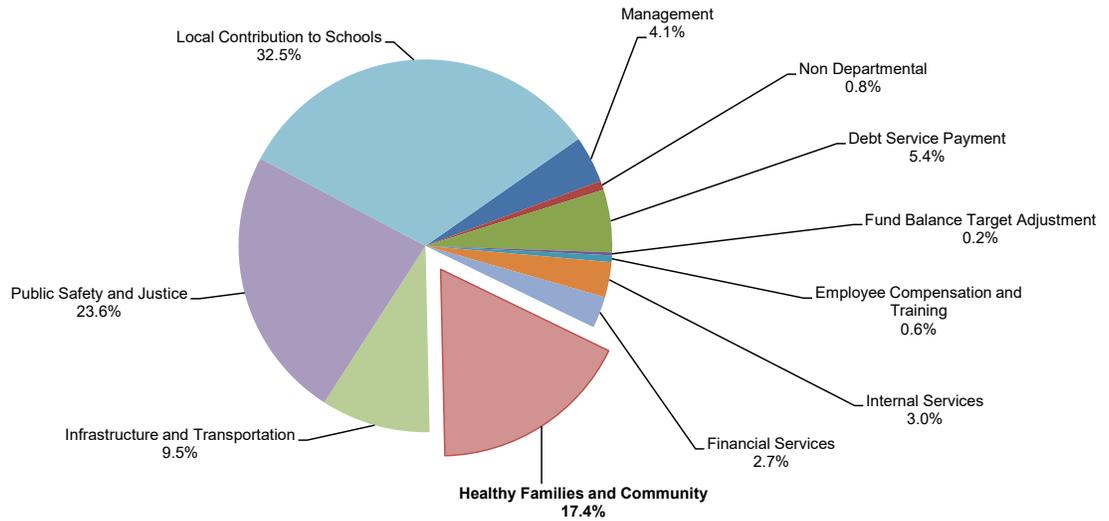


Goal 4: A Strong, Creative and Diversified Economy

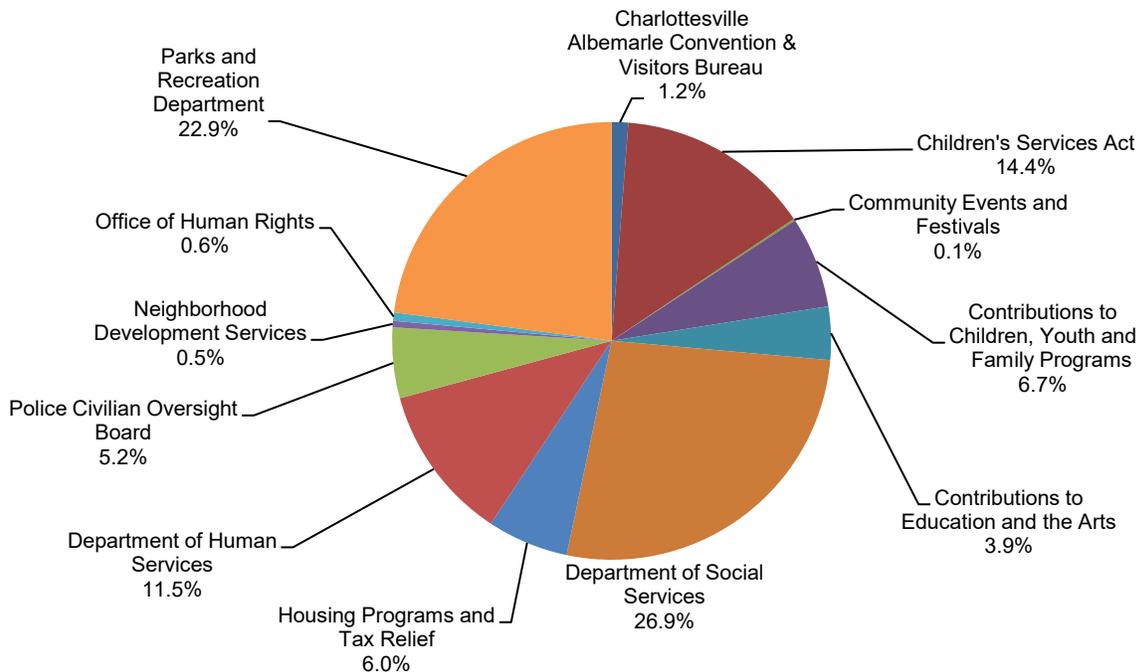


Goal 5: A Well-managed and Responsive Organization

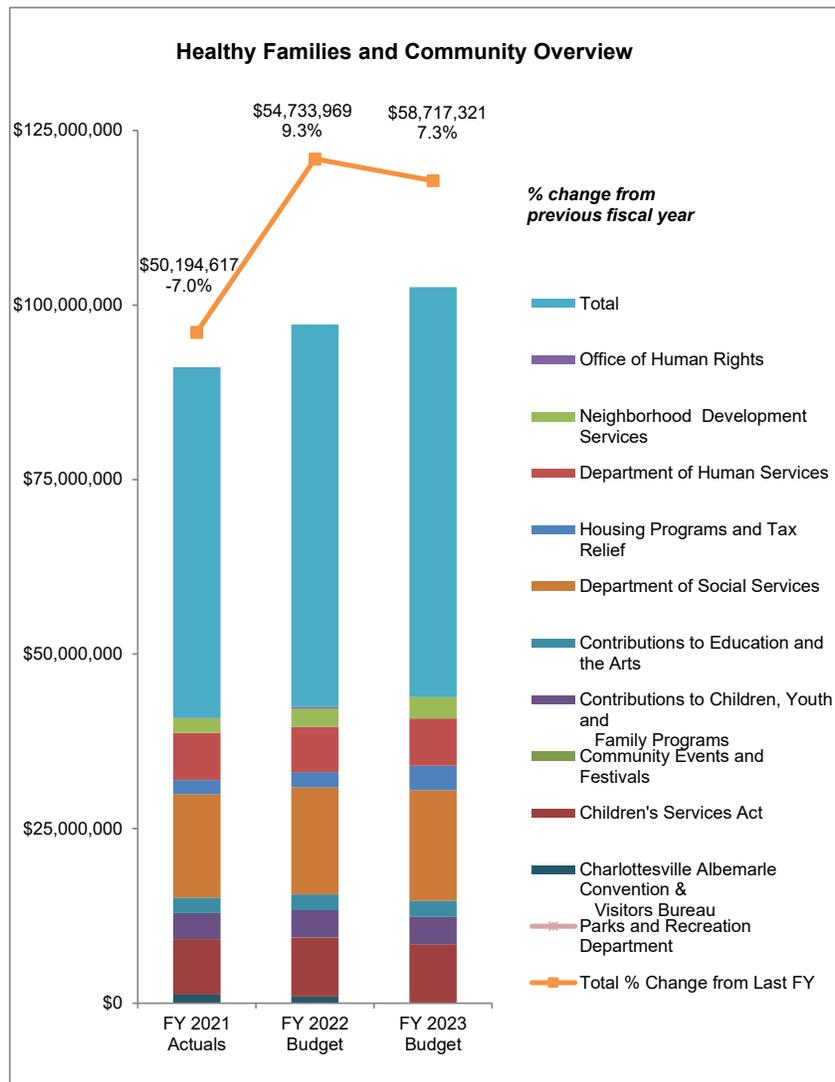
**Healthy Families and Community**  
% of General Fund Operating Budget



**Healthy Families and Community Overview**  
General Fund & Other Funds



| Healthy Families and Community Summary                   | FY2021              | FY2022              | FY2023              | FY2021              | FY2022              | FY2023              |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | General Fund Actual | General Fund Budget | General Fund Budget | Other Funds Actual  | Other Funds Budget  | Other Funds Budget  |
| <b>HEALTHY FAMILIES AND COMMUNITY</b>                    |                     |                     |                     |                     |                     |                     |
| Charlottesville Albemarle Convention & Visitors Bureau   | \$1,212,691         | \$946,848           | \$711,082           | \$0                 | \$0                 | \$0                 |
| Children's Services Act                                  | 1,494,010           | 2,004,722           | 2,004,722           | 6,440,142           | 6,440,142           | 6,440,142           |
| Community Events and Festivals                           | 29,526              | 47,541              | 84,687              | 0                   | 0                   | 0                   |
| Contributions to Children, Youth and Family Programs     | 3,742,055           | 3,891,214           | 3,956,439           | 0                   | 0                   | 0                   |
| Contributions to Education and the Arts                  | 2,190,670           | 2,245,674           | 2,308,995           | 0                   | 0                   | 0                   |
| Department of Social Services                            | 3,473,841           | 3,602,777           | 3,602,777           | 11,334,827          | 11,736,928          | 12,184,188          |
| Housing Programs and Tax Relief                          | 2,026,362           | 2,172,401           | 3,516,802           | 0                   | 0                   | 0                   |
| Department of Human Services                             | 641,280             | 641,280             | 1,506,362           | 6,142,734           | 5,861,500           | 5,245,339           |
| Neighborhood Development Services                        | 2,090,854           | 2,604,764           | 3,054,752           | 0                   | 0                   | 0                   |
| Office of Human Rights                                   | 86,887              | 274,092             | 282,450             | 0                   | 0                   | 0                   |
| Police Civilian Oversight Board                          | -                   | 350,000             | 362,677             | 0                   | 0                   | 0                   |
| Parks and Recreation Department                          | 8,298,798           | 11,914,086          | 12,366,691          | 0                   | 0                   | 0                   |
| Parks and Recreation Department: Meadowcreek Golf Course | -                   | -                   | -                   | 989,940             | 1,011,143           | 1,089,216           |
| <b>HEALTHY FAMILIES AND COMMUNITY SUBTOTAL</b>           | <b>\$25,286,974</b> | <b>\$30,695,399</b> | <b>\$33,758,436</b> | <b>\$24,907,643</b> | <b>\$25,049,713</b> | <b>\$24,958,885</b> |



## Charlottesville Albemarle Convention & Visitors Bureau

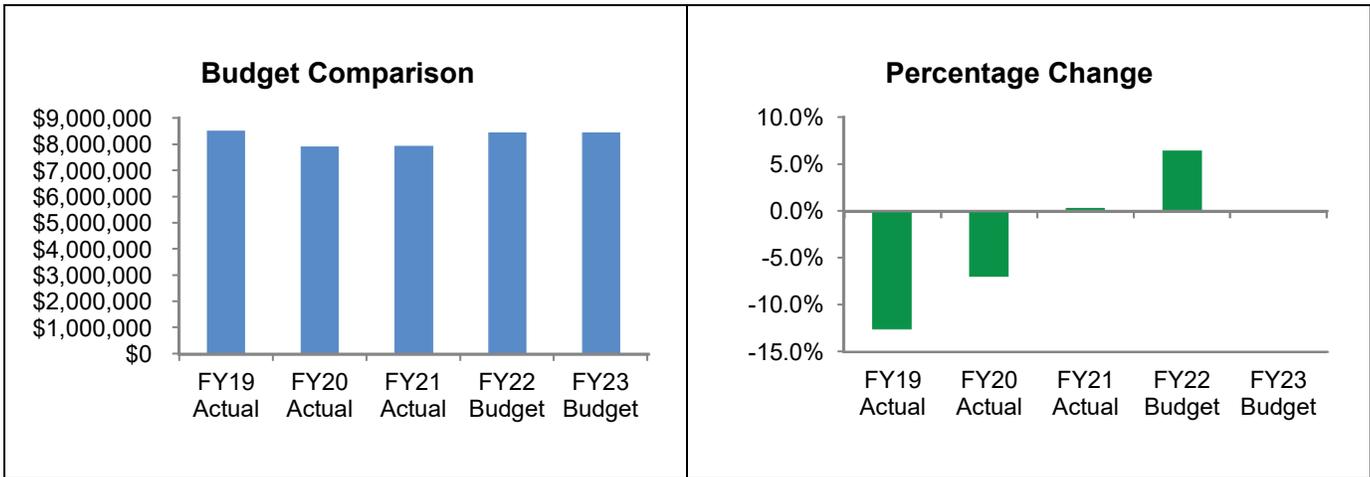
| Funding Summary        | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget | FY 2023<br>Budget | Increase/<br>(Decrease) | % Change      |
|------------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------------|---------------|
| Salaries and Benefits  | \$764,662          | \$0                | \$0                | \$0               | \$0               | \$0                     | NA            |
| Other Expenditures     | <u>1,114,888</u>   | <u>0</u>           | <u>0</u>           | <u>0</u>          | <u>0</u>          | <u>0</u>                | <u>NA</u>     |
| <b>Total</b>           | <b>\$1,879,550</b> | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>        | <b>\$0</b>        | <b>\$0</b>              | <b>NA</b>     |
| General Fund Total     | \$1,038,546        | \$1,103,921        | \$1,212,691        | \$946,848         | \$711,082         | (\$235,766)             | -19.4%        |
| Non General Fund Total | <u>841,004</u>     | <u>0</u>           | <u>0</u>           | <u>0</u>          | <u>0</u>          | <u>0</u>                | <u>NA</u>     |
| <b>Total</b>           | <b>\$1,879,550</b> | <b>\$1,103,921</b> | <b>\$1,212,691</b> | <b>\$946,848</b>  | <b>\$711,082</b>  | <b>(\$235,766)</b>      | <b>-19.4%</b> |

### Explanation of FY 23 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 23 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 FY21.

## Children's Services Act

| Funding Summary        | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change    |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| General Fund Total     | \$2,064,092        | \$1,735,655        | \$1,494,010        | \$2,004,722        | \$2,004,722        | \$0                     | 0.0%        |
| Non General Fund Total | 6,434,734          | 6,170,397          | 6,440,142          | 6,440,142          | 6,440,142          | 0                       | 0.0%        |
| <b>Total</b>           | <b>\$8,498,826</b> | <b>\$7,906,052</b> | <b>\$7,934,152</b> | <b>\$8,444,864</b> | <b>\$8,444,864</b> | <b>\$0</b>              | <b>0.0%</b> |



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.

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## Community Events and Festivals

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### **City Supported Events\***

*FY 23 Budget - \$59,722*

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.

### **Charlottesville Festival of Cultures\***

*FY 23 Budget - \$2,880*

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

### **Virginia Film Festival \***

*FY 23 Budget - \$10,500*

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

### **Virginia Festival of the Book\***

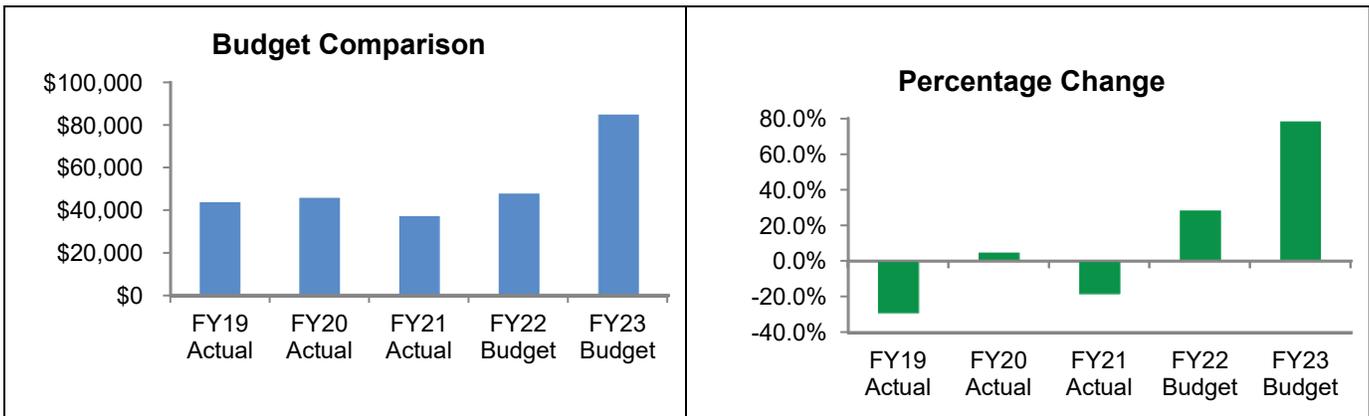
*FY 23 Budget - \$11,585*

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 19<br>Actual | FY 20<br>Actual | FY 21<br>Actuals | FY 22<br>Budget | FY 23<br>Budget | Increase/<br>(Decrease) | % Change     |
|---|-----------------|-----------------|------------------|-----------------|-----------------|-------------------------|--------------|
| City Supported Events                   | 11,813          | 36,000          | 2,900            | 16,728          | 59,722          | \$42,994                | 257.0%       |
| Festival of Cultures                    | 3,750           | 0               | 2,813            | 3,000           | 2,880           | (\$120)                 | (4.0%)       |
| Creciendo Juntos                        | 0               | 0               | 0                | 4,000           | 0               | (\$4,000)               | (100.0%)     |
| Virginia Film Festival                  | 11,400          | 0               | 11,400           | 11,400          | 10,500          | (\$900)                 | (7.9%)       |
| Virginia Festival of the Book           | 16,550          | 0               | 12,413           | 12,413          | 11,585          | (\$828)                 | (6.7%)       |
| <b>General Fund Total Contributions</b> | <b>\$43,513</b> | <b>\$36,000</b> | <b>\$29,526</b>  | <b>\$47,541</b> | <b>\$84,687</b> | <b>\$37,146</b>         | <b>81.6%</b> |



### Explanation of FY 23 Changes

- The initial FY23 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 2023 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 (i.e. Grand Illumination).

## Contributions to Children, Youth and Family Oriented Programs

### **Boys and Girls Club\*** *FY 23 Budget - \$114,750*

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

### **The BridgeLine\*** *FY 23 Budget - \$34,750*

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 23 Budget - \$10,500*

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

### **Blue Ridge Health District** *FY 23 Budget - \$639,858*

Services for protecting and promoting the health of the public.

### **Charlottesville Free Clinic\*** *FY 23 Budget - \$119,404*

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

### **Emergency Assistance Program Support\*** *FY 23 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 23 Budget - \$51,659*

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 23 Budget - \$280,500*

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.

### **Jefferson Area Board for Aging\*** *FY 23 Budget - \$319,192*

Planning and coordination of services for the elderly.

### **Local Food Hub\*** *FY 23 Budget - \$38,814*

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

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

## Contributions to Children, Youth and Family Oriented Programs

### Monticello Area Community Action Agency (MACAA)\*

*FY 23 Budget - \$17,200*

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

### Music Resource Center

*FY 23 Budget - \$4,558*

An after-school program that provides unlimited voice, instrument and dance lessons, practice space, mentorship, access to instruments and equipment, performance opportunities, summer camps and recording studio time to 6<sup>th</sup> - 12<sup>th</sup> grade students.

### On Our Own\*

*FY 23 Budget - \$8,750*

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 23 Budget - \$31,085*

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

### Piedmont Family YMCA\*

*FY 23 Budget - \$57,800*

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 23 Budget - \$152,447*

Program encourages the positive growth and development of children.

### Region Ten Community Services Board (CSB)

*FY 23 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 23 Budget - \$11,550*

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

### Shelter for Help in Emergency (SHE)\*

*FY 23 Budget - \$208,463*

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

### Sin Barreras

*FY 23 Budget - \$24,255*

Provides education, support and service to the immigrant community focusing on the Hispanic population of Charlottesville and the surrounding areas.

### Thomas Jefferson Area Coalition for the Homeless (TJACH)\*

*FY 23 Budget - \$138,200*

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 23 Budget - \$192,504*

The **Child Care Scholarship Program** provides scholarships for child care and preschool to children of low-income working parents.

**Virginia Cooperative Extension Service**

*FY 23 Budget - \$60,704*

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

**Women’s Initiative\***

*FY 23 Budget - \$43,138*

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 23 Budget - \$19,500*

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

**Fountain Fund\***

*FY 23 Budget - \$12,250*

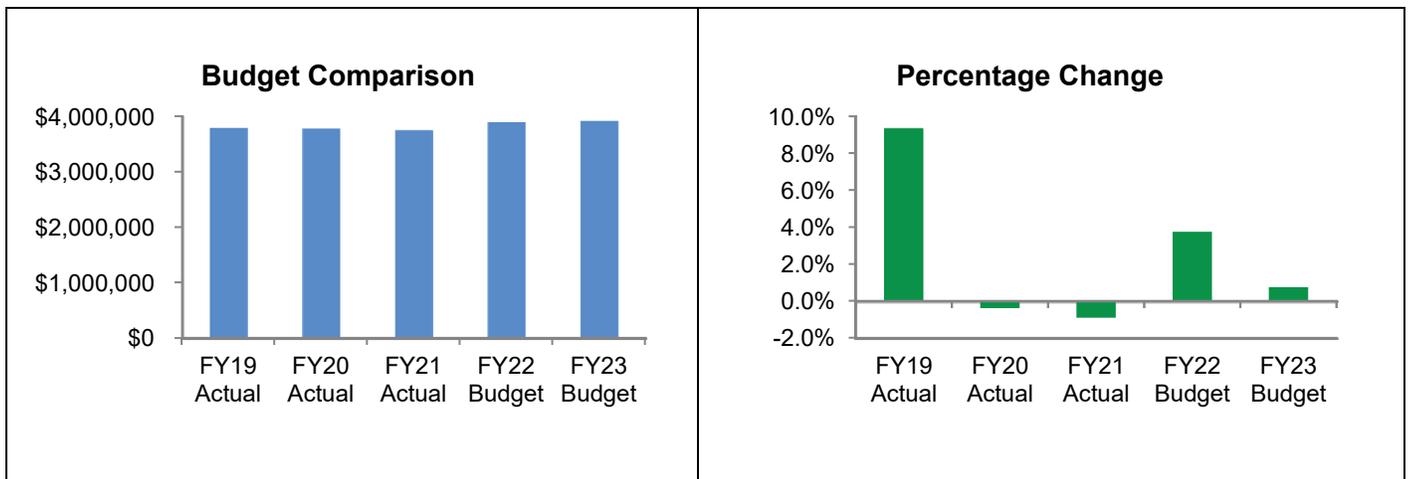
Helps recently released individuals overcome financial barriers and get resettled in their communities.

**Bridge Progressive Arts Initiative (PAI)\***

*FY 23 Budget - \$10,000*

An initiative that is a cultural hub offering dynamic, inclusive and accessible opportunities for creative thinking and artistic pursuits.

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



### Explanation of FY 23 Changes

- The initial FY23 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 2023 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 19<br>Actual    | FY 20<br>Actual    | FY 21<br>Actuals   | FY 22<br>Budget    | FY 23<br>Budget    | Increase/<br>(Decrease) | % Change    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Big Brothers/Big Sisters                             | \$20,000           | \$20,000           | \$0                | \$0                | \$0                | \$0                     | NA          |
| Birth Sisters  | 0                  | 0                  | 10,000             | 0                  | 0                  | \$0                     | NA          |
| Boys and Girls Club                                  | 57,358             | 57,358             | 63,000             | 97,500             | 114,750            | \$17,250                | 17.7%       |
| The BridgeLine                                       | 28,706             | 28,706             | 40,800             | 42,900             | 34,750             | (\$8,150)               | (19.0%)     |
| Charlottesville Abundant Life Ministries             | 28,634             | 28,634             | 13,000             | 12,000             | 10,500             | (\$1,500)               | (12.5%)     |
| Blue Ridge Health District                           | 626,344            | 578,183            | 605,208            | 627,312            | 639,858            | \$12,546                | 2.0%        |
| Charlottesville Free Clinic                          | 114,940            | 114,940            | 84,000             | 101,120            | 119,404            | \$18,284                | 18.1%       |
| City Schoolyard Garden                               | 19,200             | 19,200             | 24,300             | 0                  | 0                  | \$0                     | NA          |
| Computers 4 Kids                                     | 19,443             | 19,443             | 13,025             | 13,025             | 0                  | (\$13,025)              | (100.0%)    |
| Emergency Assistance Program<br>Support              | 84,516             | 214,516            | 84,516             | 84,516             | 84,516             | 0                       | 0.0%        |
| Foothills Child Advocacy Center                      | 43,405             | 123,203            | 40,500             | 35,775             | 51,659             | \$15,884                | 44.4%       |
| Georgia's Healing House                              | 25,000             | 25,000             | 0                  | 0                  | 0                  | \$0                     | NA          |
| Home Visiting Collaborative                          | 405,716            | 405,716            | 354,842            | 304,163            | 280,500            | (\$23,663)              | (7.8%)      |
| Jefferson Area Board for Aging                       | 319,192            | 239,394            | 319,192            | 319,192            | 319,192            | \$0                     | 0.0%        |
| Local Food Hub                                       | 22,750             | 22,750             | 33,534             | 21,350             | 38,814             | \$17,464                | 81.8%       |
| Monticello Area Community Action                     | 64,920             | 64,170             | 26,500             | 28,500             | 17,200             | (\$11,300)              | (39.6%)     |
| Music Resource Center                                | 0                  | 0                  | 0                  | 0                  | 4,558              | \$4,558                 | NA          |
| On Our Own   | 24,560             | 24,560             | 12,000             | 8,000              | 8,750              | \$750                   | 9.4%        |
| PHAR   | 45,550             | 45,550             | 52,500             | 41,000             | 31,085             | (\$9,915)               | (24.2%)     |
| Piedmont Family YMCA                                 | 40,000             | 40,000             | 34,000             | 64,600             | 57,800             | (\$6,800)               | (10.5%)     |
| Ready Kids   | 82,607             | 82,607             | 77,141             | 140,846            | 152,447            | \$11,601                | 8.2%        |
| Region Ten Comprehensive Services                    | 959,365            | 979,365            | 959,365            | 959,365            | 959,365            | \$0                     | 0.0%        |
| Region Ten - Women's Treatment<br>Center             | 75,000             | 75,000             | 75,000             | 75,000             | 75,000             | \$0                     | 0.0%        |
| Region Ten - Permanent Supportive<br>Housing Program | 83,227             | 83,227             | 83,227             | 83,227             | 83,227             | \$0                     | 0.0%        |
| Region Ten - Mental Health and<br>Wellness Coalition | 20,000             | 0                  | 20,000             | 20,000             | 20,000             | \$0                     | 0.0%        |
| Region Ten - Healthy Transitions                     | 42,500             | 42,500             | 42,500             | 42,500             | 42,500             | \$0                     | 0.0%        |
| Sexual Assault Resource Agency                       | 23,113             | 23,113             | 21,000             | 26,250             | 11,550             | (\$14,700)              | (56.0%)     |
| Shelter for Help in Emergency                        | 116,812            | 116,812            | 202,500            | 213,750            | 208,463            | (\$5,287)               | (2.5%)      |
| Sin Barreras   | 11,000             | 13,400             | 5,500              | 16,570             | 24,255             | \$7,685                 | 46.4%       |
| Thomas Jefferson Area Coalition for<br>Homeless      | 118,015            | 118,015            | 163,770            | 200,300            | 138,200            | (62,100)                | (31.0%)     |
| United Way - Thomas Jefferson Area                   | 203,086            | 203,086            | 192,504            | 192,504            | 192,504            | \$0                     | 0.0%        |
| Virginia Cooperative Extension Service               | 48,636             | 44,240             | 43,631             | 54,149             | 60,704             | \$6,555                 | 12.1%       |
| Women's Initiative                                   | 21,642             | 21,642             | 45,000             | 47,500             | 43,138             | (\$4,362)               | (9.2%)      |
| Partner for Mental Health                            | 0                  | 0                  | 0                  | 18,300             | 19,500             | \$1,200                 | 6.6%        |
| Fountain Fund  | 0                  | 0                  | 0                  | 0                  | 12,250             | \$12,250                | NA          |
| Bridge PAI   | 0                  | 0                  | 0                  | 0                  | 10,000             | \$10,000                | NA          |
| Unallocated Agency Funding                           | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>90,000</u>      | <u>\$90,000</u>         | NA          |
| <b>General Fund Total Contributions</b>              | <b>\$3,795,237</b> | <b>\$3,874,330</b> | <b>\$3,742,055</b> | <b>\$3,891,214</b> | <b>\$3,956,439</b> | <b>\$65,225</b>         | <b>1.7%</b> |

\$90,000 of unallocated funds will be used to support start up organizations that are new to the VCF process, demonstrate an organizational model that meets priority areas outlined by council and could have a positive impact on citizens in our community. This would be in the form of capacity building and technical assistance and funds may be awarded based on the outcome of any application changes. These applicants would be scored in the same manner as the initial process and would have to meet all eligibility requirements

## Contributions to Education and the Arts

### **City Center for Contemporary Arts** *FY 23 Budget - \$56,814*

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

### **Historic Preservation Task Force** *FY 23 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 23 Budget - \$2,075,318*

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 23 Budget - \$36,000*

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 23 Budget - \$11,200*

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

### **Literacy Volunteers of America Charlottesville/Albemarle\*** *FY 23 Budget - \$15,600*

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 23 Budget - \$30,723*

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 23 Budget - \$12,000*

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

### **Paramount Theater\*** *FY 23 Budget - \$17,500*

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

### **Piedmont Virginia Community College** *FY 23 Budget - \$13,040*

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 23 Budget - \$17,500*

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.

### **WTJU** *FY 23 Budget - \$6,300*

This funding will be used to support the Black Business Expo an event that supports and celebrates local black-owned businesses.

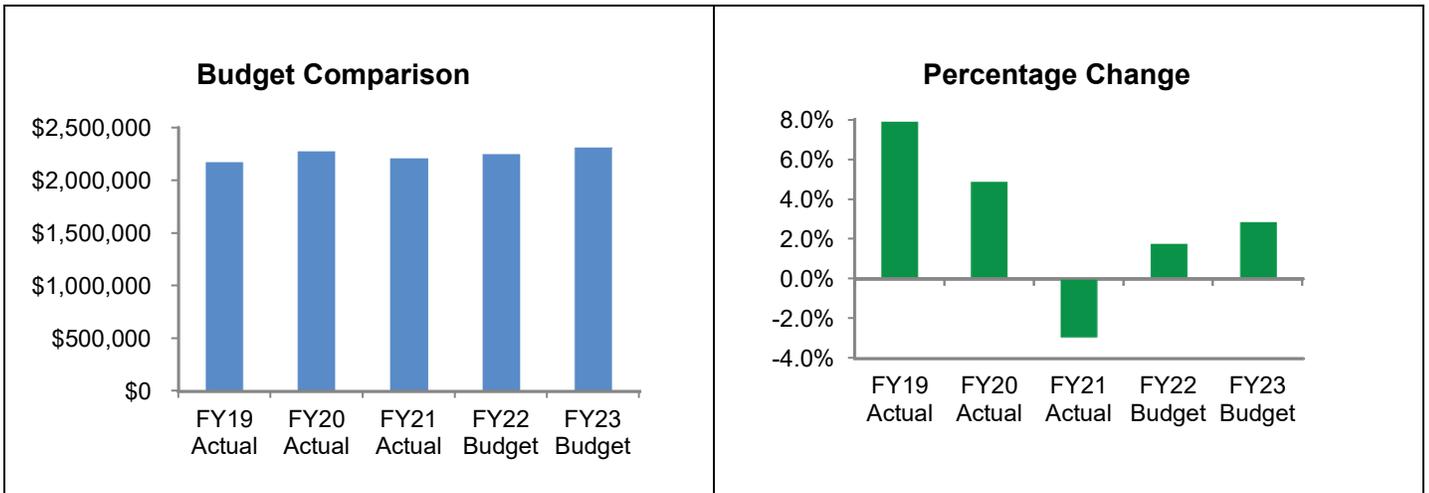
### **Vinegar Hill Theater** *FY 23 Budget - \$12,000*

This funding will be used to bring economic impact to the Downtown area as city businesses, organizations, and schools receive free or discounted rates; maintain inclusivity through low ticket prices; enhance marketing efforts for both students and Light House films; grow collaborations with local businesses and organizations; and provide discounted or free advertising space within screenings for city businesses or events.

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

## Contributions to Education and the Arts Funding Summary

| Agency   | FY 19<br>Actual    | FY 20<br>Actual    | FY 21<br>Actuals   | FY 22<br>Budget    | FY 23<br>Budget    | Increase/<br>(Decrease) | % Change    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Charlottesville Opera                                | 2,432              | 2,432              | 1,824              | 0                  | 0                  | \$0                     | NA          |
| City Center for Contemporary Arts                    | 41,502             | 44,103             | 47,970             | 48,148             | 56,814             | \$8,666                 | 18.0%       |
| Historic Preservation Task Force                     | 0                  | 1,395              | 9                  | 5,000              | 5,000              | \$0                     | 0.0%        |
| Jefferson Madison Regional Library                   | 1,941,399          | 2,031,260          | 2,015,037          | 2,050,037          | 2,075,318          | \$25,281                | 1.2%        |
| Jefferson African American School<br>Heritage Center | 30,000             | 30,000             | 22,500             | 33,750             | 36,000             | \$2,250                 | 6.7%        |
| Lighthouse Studio                                    | 38,321             | 38,321             | 22,500             | 12,000             | 11,200             | (\$800)                 | (6.7%)      |
| Literacy Volunteers of America                       | 40,930             | 40,930             | 21,079             | 17,990             | 15,600             | (\$2,390)               | (13.3%)     |
| McGuffey Art Center                                  | 16,341             | 10,577             | 12,547             | 29,685             | 30,723             | \$1,038                 | 3.5%        |
| New City Arts  | 18,000             | 18,000             | 13,500             | 22,500             | 12,000             | (\$10,500)              | (46.7%)     |
| The Paramount Theater                                | 20,470             | 20,470             | 15,353             | 10,000             | 17,500             | \$7,500                 | 75.0%       |
| Piedmont Virginia Community College                  | 11,126             | 11,111             | 12,317             | 12,564             | 13,040             | \$476                   | 3.8%        |
| Virginia Discovery Museum                            | 5,794              | 5,794              | 4,346              | 4,000              | 17,500             | \$13,500                | 337.5%      |
| WTJU   |                    |                    | 0                  | 0                  | 6,300              | \$6,300                 | NA          |
| Vinegar Hill Theater                                 |                    |                    | 0                  | 0                  | 12,000             | \$12,000                | NA          |
| WNRN   | <u>2,250</u>       | <u>2,250</u>       | <u>1,688</u>       | <u>0</u>           | <u>0</u>           | \$0                     | <u>NA</u>   |
| <b>General Fund Total Contributions</b>              | <b>\$2,168,565</b> | <b>\$2,256,643</b> | <b>\$2,190,670</b> | <b>\$2,245,674</b> | <b>\$2,308,995</b> | <b>\$63,321</b>         | <b>2.8%</b> |



### Explanation of FY 23 Changes

- The FY23 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 2023 Vibrant Community Fund Report which can be found on the City's website.

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## Department of Social Services

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

**Strategic Plan  
Alignment**

### Administration Division FY 23 Budget - \$1,145,301



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 23 Budget - \$4,810,347



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 23 Budget - \$9,831,317

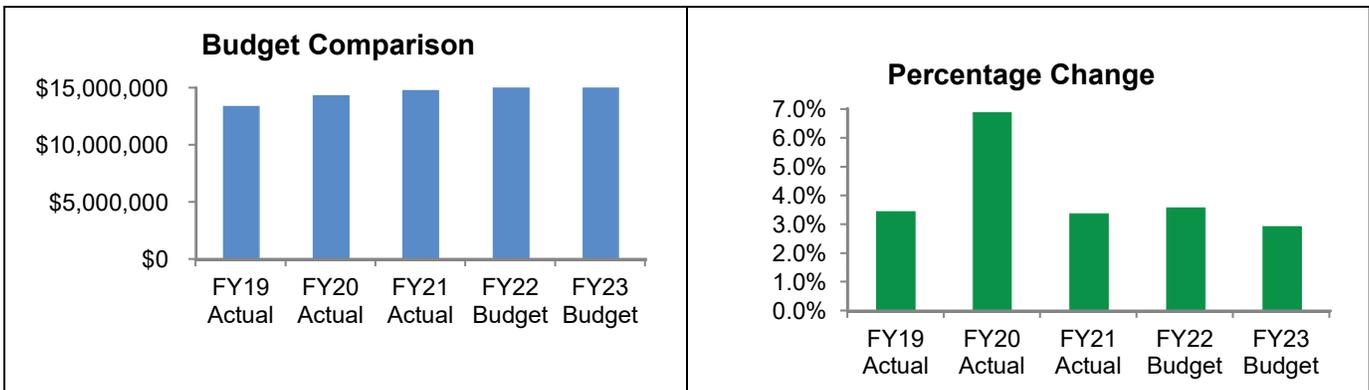


The Family Services Division promotes and supports the development of healthy families and protects children and adults from abuse and neglect. Programs include Adoption, Adult Protective Services (APS), Adult Services, Child Protective Services (CPS), Family Services, School-Based Family Support Program,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

## Department of Social Services Funding and Staffing Summary

| Funding Summary        | FY 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Actual   | FY 2022<br>Budget   | FY 2023<br>Budget   | Increase/<br>(Decrease) | % Change    |
|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|-------------|
| Salaries and Benefits  | \$7,558,013         | \$8,131,820         | \$8,646,594         | \$8,562,160         | \$9,408,279         | \$846,119               | 9.8%        |
| Other Expenditures     | 5,848,479           | 6,195,830           | 6,162,074           | 6,777,545           | 6,378,686           | (398,859)               | -6.5%       |
| <b>Total</b>           | <b>\$13,406,492</b> | <b>\$14,327,650</b> | <b>\$14,808,668</b> | <b>\$15,339,705</b> | <b>\$15,786,965</b> | <b>\$447,260</b>        | <b>3.0%</b> |
| General Fund total     | \$3,236,250         | \$3,568,062         | \$3,473,841         | \$3,602,777         | \$3,602,777         | \$0                     | 0.0%        |
| Non General Fund Total | 10,170,242          | 10,759,588          | 11,334,827          | 11,736,928          | 12,184,188          | 447,260                 | 4.0%        |
| <b>Total</b>           | <b>\$13,406,492</b> | <b>\$14,327,650</b> | <b>\$14,808,668</b> | <b>\$15,339,705</b> | <b>\$15,786,965</b> | <b>\$447,260</b>        | <b>3.0%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| Non General Fund FTE                        | 106.5   | 106.5   | 106.5   | 106.5   | 106.5   | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- A salary increase of 6% was given mid-year FY 22 and a 3% increase is included for FY 23. For FY 23, the funding has been allocated to reflect the actual salaries for each department

**Other Expenditures**

- The decrease 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 a projection using program payment history and anticipated funding from the Virginia Department of Social Services.

## Department of Social Services

### Strategic Plan Performance Measures

| <b>Department of Social Services</b>   |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
| <b>Goal 1: An Inclusive Community of Self-sufficient Residents</b>   |         |         |         |         |         |
| <i>1.4 Enhance financial health of residents</i>   |         |         |         |         |         |
|  | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| # of residents receiving SNAP benefits   | 6,389   | 5,685   | 5,464   | 5,589   | 5,907   |
| <b>Goal 2: A Healthy and Safe City</b>   |         |         |         |         |         |
| <i>2.2 Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization</i>  |         |         |         |         |         |
|  | Sep-18  | Dec-18  | Dec-19  | Dec-20  | Dec-21  |
| % of child abuse/neglect reports in which investigations are initiated within time required by priority rating - reported by Calendar Year Quarter | 94.9%   | 91.3%   | 96.2%   | 100.0%  | 100.0%  |
| % of substantiated child abuse/neglect victims that did not have another substantiated report within 2 years                                       | 98.0%   | 99.5%   | 98.8%   | 95.8%   | 91.8%   |
| <i>2.3 Improve community health and safety outcomes by connecting residents with effective resources</i>   |         |         |         |         |         |
|  | Sep-18  | Dec-18  | Dec-19  | Dec-20  | Dec-21  |
| % of applications for Supplemental Nutrition Assistance Program (Food Stamps) that are completed within the federal timeliness standard.           | 98.1%   | 98.4%   | 99.2%   | 98.0%   | 98.4%   |
| The % of applications for Medical Assistance Programs that are completed within the federal and state timeliness standards.                        | 94.9%   | 95.2%   | 91.1%   | 94.4%   | 93.0%   |
| The % of applications for Temporary Assistance to Needy Families that are completed within the federal timeliness standard.                        | 100.0%  | 100.0%  | 100.0%  | 93.3%   | 95.0%   |
|  | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Denial and closure rate for benefits programs - SNAP   |         |         |         |         |         |
| Application suspended or closed  | 0.30%   | 0.40%   | 0.40%   | 0.70%   | 0.84%   |
| Denied for other reasons   | 14.8%   | 10.6%   | 11.7%   | 9.2%    | 7.0%    |
| Denied ineligible  | 21.6%   | 25.8%   | 22.8%   | 29.6%   | 27.1%   |
| Approved   | 63.3%   | 63.2%   | 65.1%   | 60.5%   | 65.0%   |



## Housing Programs and Tax Relief

**Strategic Plan  
Alignment**

### **Albemarle Housing Improvement Program (AHIP)\***

*FY 23 Budget - \$162,500*



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 (CHAP)**

*FY 23 Budget - \$2,395,000*



The **Charlottesville Housing Affordability Program (CHAP)** 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, whose household income does not exceed \$60,000, and who meets certain other eligibility requirements. Assessed value of real estate owned may not exceed \$420,000. 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.

### **Charlottesville Housing and Redevelopment Authority**

*FY 23 Budget - \$20,000*



The Charlottesville Redevelopment and Housing Authority (CRHA) is committed to providing affordable quality housing, revitalizing communities, supporting resident involvement and promoting upward mobility and self-sufficiency through partnerships in the public and private sectors.

### **Habitat for Humanity\***

*FY 23 Budget - \$42,250*



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 23 Budget - \$202,052*



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 23 Budget - \$675,000*



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**

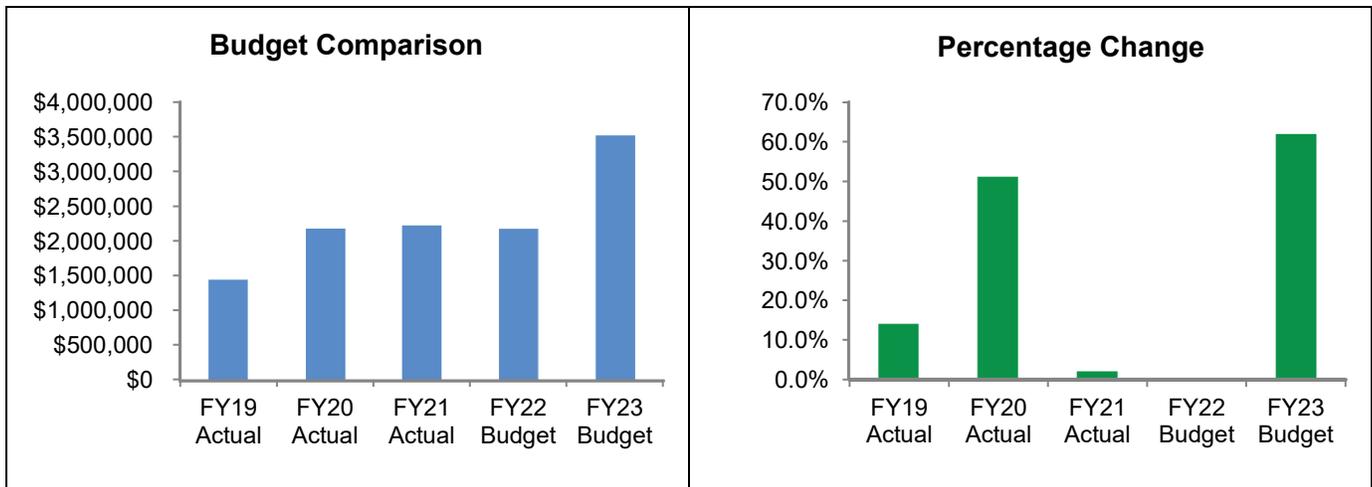


*FY 23 Budget - \$20,000*

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.

## Housing Programs and Tax Relief Funding Summary

| Funding Summary   | FY 19 Actual       | FY 20 Actual       | FY 21 Actuals      | FY 22 Budget       | FY 23 Budget       | Increase/ (Decrease) | % Change    |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|-------------|
| Albemarle Housing Improvement Program                   | \$99,050           | \$99,050           | \$150,000          | \$187,500          | \$162,500          | (\$25,000)           | (13.3%)     |
| Charlottesville Housing Affordability Tax Grant Program | 506,800            | 1,129,720          | 831,788            | 965,000            | 2,395,000          | \$1,430,000          | 148.2%      |
| Charlottesville Housing and Redevelopment Authority     | 0                  | 0                  | 0                  | 0                  | 20,000             | \$20,000             | NA          |
| Habitat for Humanity                                    | 0                  | 0                  | 47,250             | 48,750             | 42,250             | (\$6,500)            | (13.3%)     |
| Piedmont Housing Alliance                               | 94,963             | 94,963             | 128,201            | 96,151             | 202,052            | \$105,901            | 110.1%      |
| Rent Relief for the Disabled                            | 188,429            | 163,052            | 179,950            | 188,000            | 178,500            | (\$9,500)            | (5.1%)      |
| Rent Relief for the Elderly                             | 16,111             | 13,206             | 32,370             | 33,000             | 31,500             | (\$1,500)            | (4.5%)      |
| Tax Relief for the Disabled                             | 105,756            | 121,105            | 207,078            | 196,000            | 148,800            | (\$47,200)           | (24.1%)     |
| Tax Relief for the Elderly                              | 431,178            | 455,272            | 433,313            | 438,000            | 316,200            | (\$121,800)          | (27.8%)     |
| Stormwater Fee Assistance Program                       | 0                  | 14,404             | 16,411             | 20,000             | 20,000             | \$0                  | 0.0%        |
| <b>General Fund Total</b>                               | <b>\$1,442,287</b> | <b>\$2,090,772</b> | <b>\$2,026,362</b> | <b>\$2,172,401</b> | <b>\$3,516,802</b> | <b>\$42,486</b>      | <b>2.0%</b> |



### Explanation of FY 23 Changes

\* The FY23 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 2023 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

|  | 2017      | 2018      | 2019      | 2020      | 2021      |
|--|-----------|-----------|-----------|-----------|-----------|
| <b># of recipients of tax and rent relief programs and housing affordability grant program</b> |           |           |           |           |           |
| Real estate tax relief   | 380       | 360       | 331       | 290       | 286       |
| Rental relief  | 367       | 366       | 339       | 338       | 276       |
| Housing Affordability Grant Program  | 708       | 646       | 636       | 643       | 597       |
| <b>\$ amount of rent and tax relief and affordability grants disbursed</b>                     |           |           |           |           |           |
| Real estate tax relief   | \$494,208 | \$505,969 | \$493,185 | \$562,749 | \$582,153 |
| Rental relief  | \$222,385 | \$204,542 | \$176,259 | \$212,320 | \$189,698 |
| Housing Affordability Grant Program  | \$311,250 | \$485,500 | \$886,192 | \$831,787 | \$903,407 |



## 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**

**Human Services Administration** 

*FY 23 Budget - \$452,080*

Foster children and youth in CAFF range from birth to 21 years of age in Charlottesville, Albemarle, and surrounding counties. Many of the children in our program have experienced adverse childhood experiences; they need compassionate and nurturing support to overcome these experiences to realize their full potential. Most of our children need only short-term support to prepare them for return to their family of origin, while others may stay with their CAFF family until maturity

**Community Attention Foster Families (CAFF)** 

*FY 23 Budget - \$4,500,000*

Foster children and youth in CAFF range from birth to 21 years of age in Charlottesville, Albemarle, and surrounding counties. Many of the children in our program have experienced adverse childhood experiences; they need compassionate and nurturing support to overcome these experiences to realize their full potential. Most of our children need only short-term support to prepare them for return to their family of origin, while others may stay with their CAFF family until maturity

**Community Based Programming** 

*FY 23 Budget - \$1,312,220*

Community Attention offers youth and families a variety of home-based/community services that center on the principles of trauma informed care. Partnerships have been created with other local agencies, service providers, schools, and businesses to promote the growth and development of those served. A resiliency oriented approach is utilized to help individuals overcome challenging life experiences in an effort to minimize mental health distress, social disruption, problem behaviors, and to promote overall wellness.

Specific program offerings include: Community Attention Youth Internship Program, Teens GIVE Service Learning Program, Evergreen (school-based program), Family Check-Up, Home Electronic Monitoring, Community Support Service (mentoring) and support groups focused on skill building (Diversion) and decision-making (Decision Points).

**City of Charlottesville Youth Council** 

*FY 23 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 23 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, workplace 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 23 Budget - \$24,460



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 - Community Connector Program

FY 23 Budget - \$213,381



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 program 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 and to assist with housing navigation. Residents set clear objectives for self-sufficiency. In addition, The Community Resource Helpline is designed to provide financial, career, and material supports to families in need. The Helpline recently completed its expanded function to respond to the impact of COVID-19 on our community members and continues to distribute Pathways funds for rental and utility bill assistance

### Youth Opportunity Coordinator

FY 23 Budget - \$96,848



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 23 Budget - \$79,712

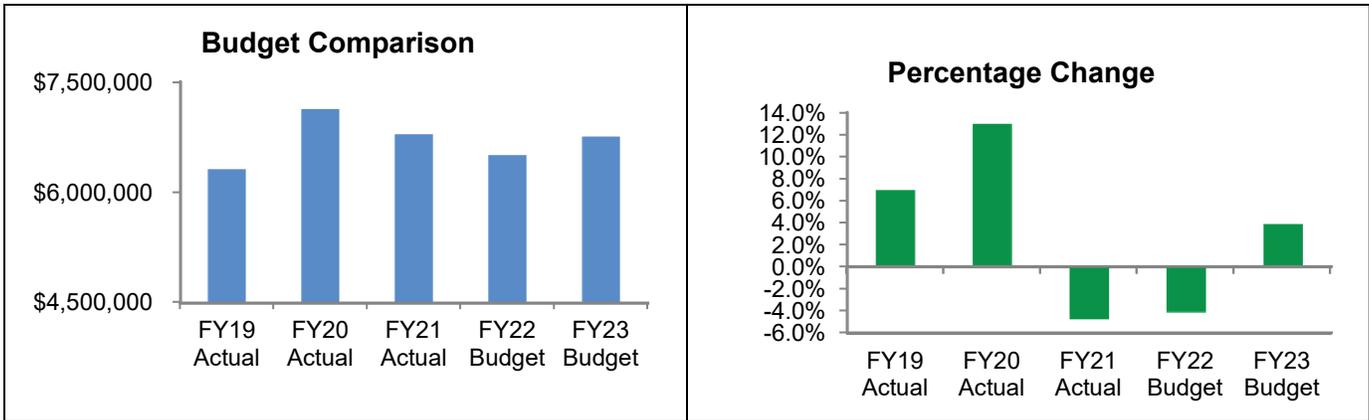


This specialized position is responsible for coordinating community partners that provide services at the Westhaven Clinic; recruiting providers to expand the array of available services; assessing and addressing practical, functional, socioeconomic, psychosocial and community needs of residents; maintaining 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 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change    |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Salaries and Benefits  | \$3,114,665        | \$3,164,836        | \$3,454,949        | \$3,624,491        | \$3,942,458        | \$317,967               | 9.2%        |
| Other Expenditures     | 3,192,106          | 3,958,532          | 3,329,065          | 2,878,289          | 2,809,243          | (69,046)                | -2.1%       |
| <b>Total</b>           | <b>\$6,306,771</b> | <b>\$7,123,368</b> | <b>\$6,784,014</b> | <b>\$6,502,780</b> | <b>\$6,751,701</b> | <b>\$248,921</b>        | <b>3.7%</b> |
| General Fund Total     | \$1,074,537        | \$662,030          | \$641,280          | \$641,280          | \$1,506,362        | \$865,082               | 134.9%      |
| Non General Fund Total | 5,232,234          | 6,461,338          | 6,142,734          | 5,861,500          | 5,245,339          | (616,161)               | -10.0%      |
| <b>Total</b>           | <b>\$6,306,771</b> | <b>\$7,123,368</b> | <b>\$6,784,014</b> | <b>\$6,502,780</b> | <b>\$6,751,701</b> | <b>\$248,921</b>        | <b>3.7%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| Non General Fund FTEs                       | 36.5    | 37.5    | 37.5    | 37.5    | 37.5    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits:**

- A salary increase of 6% was given mid-year FY 22 and a 3% increase is included for FY 23. For FY 23, the funding has been allocated to reflect the actual salaries for each department.

**Other Expenditures**

- Decrease in costs for contractual services
- Decrease in repairs and maintenance as funding was increased for some planned work in FY 22 and won't be needed in FY 23.

## Department of Human Services

### Strategic Plan Performance Measures

| <b>Goal 1: An Inclusive Community of Self-sufficient Residents</b>                                      |                |                |                |                |                |
|---|----------------|----------------|----------------|----------------|----------------|
| <i>1.1 Prepare students for academic and vocational success</i>   |                |                |                |                |                |
|   | <b>2017</b>    | <b>2018</b>    | <b>2019</b>    | <b>2020</b>    | <b>2021</b>    |
| % of Summer Youth Internship participants who complete the program                                      | 95%            | 92%            | 97%            | 97%            | 87%            |
| # of Summer Youth Internship participants   | 115            | 127            | 126            | 162            | 113            |
| # of Summer Youth Internship host agencies  | 67             | 84             | 89             | N/A            | N/A            |
| <b>Goal 2: A Healthy and Safe City</b>  |                |                |                |                |                |
| <i>2.3 Improve community health and safety outcomes by connecting residents with effective outcomes</i> |                |                |                |                |                |
|   | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| % of participants who avoid any new adjudicated charges while in the program.                           | 84%            | N/A            | N/A            | 86%            | N/A            |
| % of participants who avoid any new adjudicated charges one year after discharge                        | 83%            | 76%            | N/A            | 82%            | N/A            |
| % foster children discharged from CAFF to family setting  | N/A            | N/A            | N/A            | 79%            | 78%            |
| % foster children discharged from CAFF placed in kinship homes  | N/A            | N/A            | N/A            | N/A            | 66%            |

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## Neighborhood Development Services

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**Strategic Plan  
Alignment**

### Neighborhood Development Services

FY 23 Budget - \$3,054,752

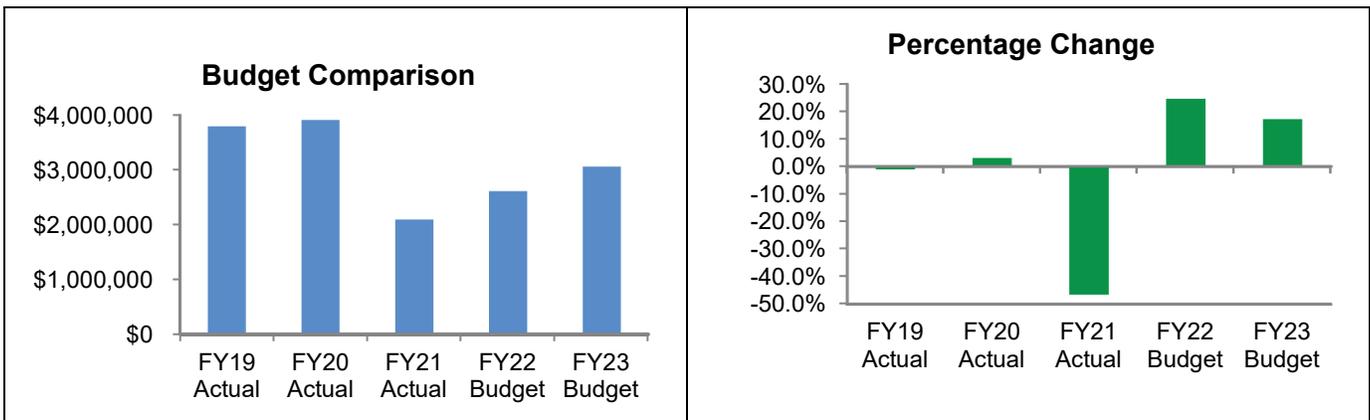


The Department of Neighborhood Development Services works in three primary areas – planning, development review, and design. Planning encompasses short and long-range plans for the future development and improvement of the City as well as supporting implementation of those plans. Example projects include development of the Comprehensive Plan, small area plans for City neighborhoods, subject area plans on topics like transportation or housing, and amendments to zoning and other city regulations. The development review function of the department includes review of all proposed development or building plans for their consistency with City policy and regulations as well as ensuring that existing buildings and properties remain in compliance with City requirements over time. Neighborhood Development Services’ focus on design includes the preservation of historic buildings and neighborhoods, promoting placemaking and quality design in private and public projects, and supporting a safe, attractive, and functional transportation system for all users. The Department of Neighborhood Development Services work is inherently collaborative with our colleagues in other City departments and public agencies as well as with the communities we serve.

## Neighborhood Development Services Funding and Staffing Summary

| Funding Summary           | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change     |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|--------------|
| Salaries and Benefits     | \$3,209,658        | \$3,574,305        | \$1,883,311        | \$2,247,074        | \$2,693,601        | \$446,527               | 21.7%        |
| Other Expenditures        | 584,279            | 335,067            | 207,544            | 357,690            | 361,151            | 3,461                   | 1.0%         |
| <b>General Fund Total</b> | <b>\$3,793,937</b> | <b>\$3,909,372</b> | <b>\$2,090,854</b> | <b>\$2,604,764</b> | <b>\$3,054,752</b> | <b>\$449,988</b>        | <b>18.7%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 38.0    | 39.0    | 26.0    | 26.0    | 29.0    | 3.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits:**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Increase of \$332,000 for the addition of 3 FTEs: Support Services Manager, Building Inspector, Transportation Planner.
- 1 FTE previously funded as the ADA Coordinator will be reclassified to hire a Bike/Ped Coordinator. The ADA Coordinator position was transferred and funded in the Office of Equity and Inclusion for FY 23.

**Other Expenditures:**

- Increase for software licensing and maintenance.

## 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 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|--|---------|---------|---------|---------|---------|
| # of supported affordable housing units created per year | 31      | 46      | 30      | 16      | 7       |

##### Goal 3: A Beautiful and Sustainable Natural and Built Environment

###### 3.1 Engage in robust and context sensitive urban planning and implementation

|   | Q1 FY 19 | Q2 FY 19 | Q2 FY 20 | Q2 FY 21 | Q2 FY 22 |
|---|----------|----------|----------|----------|----------|
| # of Board of Architecture Review (BAR) cases   | 21       | 35       | 15       | 13       | 21       |
| # of Entrance Corridor Review Board (ERB) cases | 3        | 2        | 1        | 1        | 0        |
| # of BAR/ERB administrative reviews             | 0        | 2        | 1        | 6        | 5        |

###### 3.2 Provide reliable and high quality infrastructure

|   | Q1 FY 19 | Q2 FY 19 | Q2 FY 20 | Q2 FY 21 | Q2 FY 22 |
|---|----------|----------|----------|----------|----------|
| # of permits issued                                     | 514      | 468      | 505      | 459      | 364      |
| # of rezoning/Special Use Permit applications submitted | 1        | 2        | 5        | 3        | 3        |
| # of site plans submitted                               | 7        | 11       | 18       | 9        | 8        |
| # of building permit inspections                        | 1,400    | 1,383    | 1,676    | 1,416    | 1,398    |
| # of building plans reviewed                            | 327      | 312      | 272      | 345      | 302      |

## Neighborhood Development Services

### Strategic Plan Performance Measures

| <i>3.4 Be responsible stewards of natural resources</i>  |                 |                 |                 |                 |                 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|
|  | <b>FY 2017</b>  | <b>FY 2018</b>  | <b>FY 2019</b>  | <b>FY 2020</b>  | <b>FY 2021</b>  |
| # of property maintenance inspections conducted (includes citations related to trash, weeds, housing and vehicles) | 1800            | 210             | 3359            | 2713            | 2765            |
| <b>Goal 5: A Well-managed and Responsive Organization</b>  |                 |                 |                 |                 |                 |
| <i>5.1 Integrate effective business practices and strong fiscal policies</i>                                       |                 |                 |                 |                 |                 |
|  | <b>Q1 FY 19</b> | <b>Q2 FY 19</b> | <b>Q3 FY 19</b> | <b>Q3 FY 20</b> | <b>Q3 FY 21</b> |
| Total value (\$) of construction permits issued in millions  | \$25.1          | \$46.3          | \$25.9          | \$27.4          | \$82.5          |
|  | <b>Oct-19</b>   | <b>Nov-19</b>   | <b>Dec-19</b>   | <b>Dec-20</b>   | <b>Dec-21</b>   |
| \$ amount of fees collected for all permits in thousands   | \$52.2          | \$55.1          | \$56.4          | \$77.6          | \$37.6          |

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## Office of Human Rights

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**Strategic Plan  
Alignment**



### Office of Human Rights

FY 23 Budget - \$282,450

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:

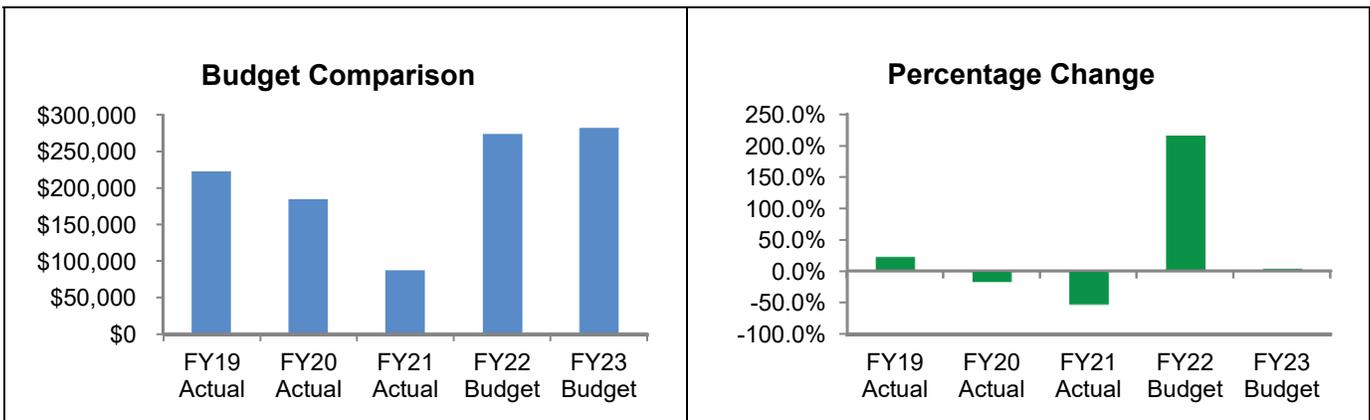
- Disproportionate minority contact with the criminal justice system in the adult population
- Prevention education and resources for victims of sexual violence in the City
- Affordable and public housing
- Review of police data regarding stops and searches

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 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Actual | FY 2022<br>Budget | FY 2023<br>Budget | Increase/<br>(Decrease) | % Change    |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|-------------|
| Salaries and Benefits     | \$188,123         | \$164,732         | \$78,093          | \$212,230         | \$217,499         | \$5,269                 | 3.0%        |
| Other Expenditures        | 34,656            | 19,738            | 8,794             | 61,862            | 64,951            | 3,089                   | 5.0%        |
| <b>General Fund Total</b> | <b>\$222,779</b>  | <b>\$184,470</b>  | <b>\$86,887</b>   | <b>\$274,092</b>  | <b>\$282,450</b>  | <b>\$8,358</b>          | <b>3.5%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 2.0     | 2.0     | 2.0     | 2.0     | 2.0     | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures:**

Increase for computer hardware replacements

## Office of Human Rights Strategic Plan Performance Measures

| <b>Office of Human Rights</b>                                      |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>Goal 1: An Inclusive Community of Self-sufficient Residents</b> |                |                |                |                |                |
| <i>1.5 Intentionally Address Issues of Race and Equity</i>         |                |                |                |                |                |
|  | <b>CY 2017</b> | <b>CY 2018</b> | <b>CY 2019</b> | <b>CY 2020</b> | <b>CY 2021</b> |
| Total Externally-Initiated Contacts (Total Incoming Contacts)      | 1,316          | 696            | 1,993          | 1,159          | 1,961          |
| Total Inquires and Compliants by Location                          |                |                |                |                |                |
| City of Charlottesville  | 39             | 76             | 121            | 49             | 61             |
| Albemarle County   | 0              | 11             | 24             | 10             | 5              |
| Other/Not Specified  | 27             | 17             | 14             | 5              | 36             |
| Total Inquiries by Protected Activity                              |                |                |                |                |                |
| Employment   | 12             | 17             | 33             | 17             | 13             |
| Housing  | 3              | 49             | 89             | 34             | 51             |
| Public Accomodations   | 12             | 3              | 10             | 3              | 8              |
| Other  | 0              | 22             | 21             | 9              | 1              |
| Total Compliants by Protected Activity                             |                |                |                |                |                |
| Credit   | 0              | 0              | 0              | 0              | 0              |
| Employment   | 21             | 6              | 0              | 0              | 0              |
| Housing  | 12             | 6              | 1              | 1              | 3              |
| Public Accomodations   | 6              | 1              | 4              | 0              | 7              |
| Other  | 0              | 0              | 1              | 0              | 0              |



## Parks and Recreation Department

**Strategic Plan  
Alignment**

### Administration

*FY 23 Budget - \$1,138,707*



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

### Athletics

*FY 22 Budget - \$449,015*



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

### Aquatics

*FY 23 Budget - \$2,524,616*



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

### Adaptive Recreation

*FY 23 Budget - \$432,889*



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 23 Budget - \$2,199,678*



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 23 Budget - \$4,445,422*



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.

The core services of the Parks Maintenance Division are:

**Shared Park Operations** - The City shares operational costs with Albemarle County for the City/County owned Darden Towe Park.

**Parks Administration** – Responsible for the coordination and oversight of the Parks Division's management and administrative functions.

**Landscape Services** – Responsible for citywide horticultural, turf maintenance, and urban forestry functions.

**Custodial Services** – Responsible for custodial functions for Parks, the Downtown Mall, and other Parks and Recreation managed facilities

**Construction Services** – Responsible for construction maintenance functions for Parks, the Downtown Mall, and other Parks and Recreation managed facilities.

**Planning Services** -Responsible for parks planning, parkland acquisition, and trail maintenance functions.

**Youth Programs**

*FY 23 Budget - \$895,785*



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 23 Budget - \$280.579*



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 23 Budget - \$1,089,216*

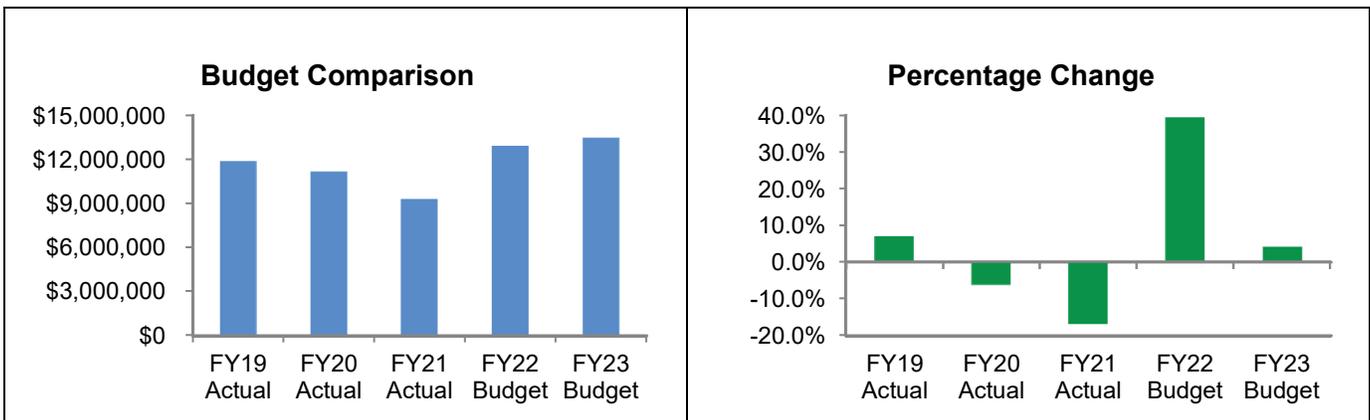


Funds the management, operations and maintenance of all services and maintenance at Meadowcreek Golf Course at Pen Park through an enterprise fund.

## Parks and Recreation Department Funding and Staffing Summary

| Funding Summary        | FY 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Actual  | FY 2022<br>Budget   | FY 2023<br>Budget   | Increase/<br>(Decrease) | % Change    |
|------------------------|---------------------|---------------------|--------------------|---------------------|---------------------|-------------------------|-------------|
| Salaries and Benefits  | \$8,115,980         | \$7,668,061         | \$5,912,411        | \$9,955,171         | \$10,333,134        | \$377,963               | 4.4%        |
| Other Expenditures     | 3,749,860           | 3,469,777           | 3,361,549          | 2,970,058           | 3,122,773           | 152,715                 | 3.8%        |
| <b>Total</b>           | <b>\$11,865,840</b> | <b>\$11,137,838</b> | <b>\$9,273,960</b> | <b>\$12,925,229</b> | <b>\$13,455,907</b> | <b>\$530,678</b>        | <b>4.2%</b> |
| General Fund Total     | \$11,051,768        | \$10,295,420        | \$8,284,020        | \$11,914,086        | \$12,366,691        | \$452,605               | 3.9%        |
| Non General Fund Total | 814,072             | 842,418             | 989,940            | 1,011,143           | 1,089,216           | \$78,073                | 7.9%        |
| <b>Total</b>           | <b>\$11,865,840</b> | <b>\$11,137,838</b> | <b>\$9,273,960</b> | <b>\$12,925,229</b> | <b>\$13,455,907</b> | <b>\$530,678</b>        | <b>4.2%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 69.5    | 69.5    | 69.5    | 69.5    | 67.5    | (2.0)                   |
| Non General Fund FTEs                       | 4.0     | 4.0     | 4.0     | 4.0     | 4.0     | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Decrease of 1 FTE – Maintenance Specialist transferred to Fleet Division in Public Works
- Decrease of 1 FTE – Systems Performance Analyst transferred to City Manager/Budget

**Other Expenditures**

- Increases for utilities, rent and worker’s comp insurance and shared costs for shared park expenses with Albemarle County

## 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 | CY 2021 |
|---|---------|---------|---------|---------|---------|---------|
| # of visitations to outdoor pools                                     | 47,291  | 43,173  | 40,578  | 44,939  | N/A     | 23,451  |
|   | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| # of visitations to Smith Aquatic Center and Carver Recreation Center | 178,127 | 155,720 | 113,831 | 103,023 | 87,219  | 1,899   |
| # of participants enrolled in recreation classes                      | 8,419   | 7,815   | 8,092   | 10,806  | 8,248   | 3,024   |
| # of golf rounds played per year                                      | 31,410  | 32,318  | 30,197  | 32,780  | 29,241  | 45,937  |

#### 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 | FY 2021 |
|---|---------|---------|---------|---------|---------|---------|
| # of master plans developed or updated since 2006 | 2       | 3       | 3       | 3       | 3       | 3       |

##### 3.2 Provide reliable and high quality infrastructure

|  | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|--|---------|---------|---------|---------|---------|---------|
| Acres of parkland (includes City only, schools and City/County shared) | 3,150   | 3,150   | 3,152   | 3,294   | 3,436   | 4,239   |
| Linear feet of trails in the City                                      | 119,145 | 121,945 | 123,695 | 124,195 | 126,195 | 143,085 |

##### 3.4 Be responsible stewards of natural resources

|   | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|---|---------|---------|---------|---------|---------|---------|
| # of new trees planted                                  | 155     | 79      | 322     | 139     | 160     | 23      |
| # of alternative stormwater structures located in parks | 28      | 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 | CY 2021 |
|--|---------|---------|---------|---------|---------|---------|
| # of City Market vendors                           | 98      | 101     | 101     | 110     | 85      | 236     |
| Gross City market vendor revenues (\$) in millions | \$2.10  | \$1.89  | \$2.30  | \$2.35  | \$0.40  | \$1.34  |

# Infrastructure and Transportation



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

Department of Utilities:  
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

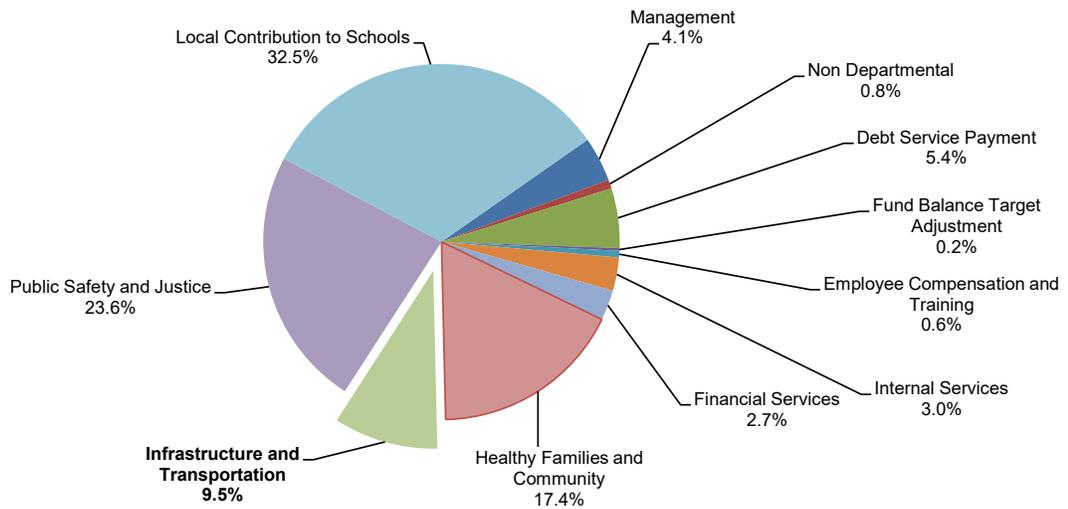


Goal 4: A Strong, Creative and Diversified Economy

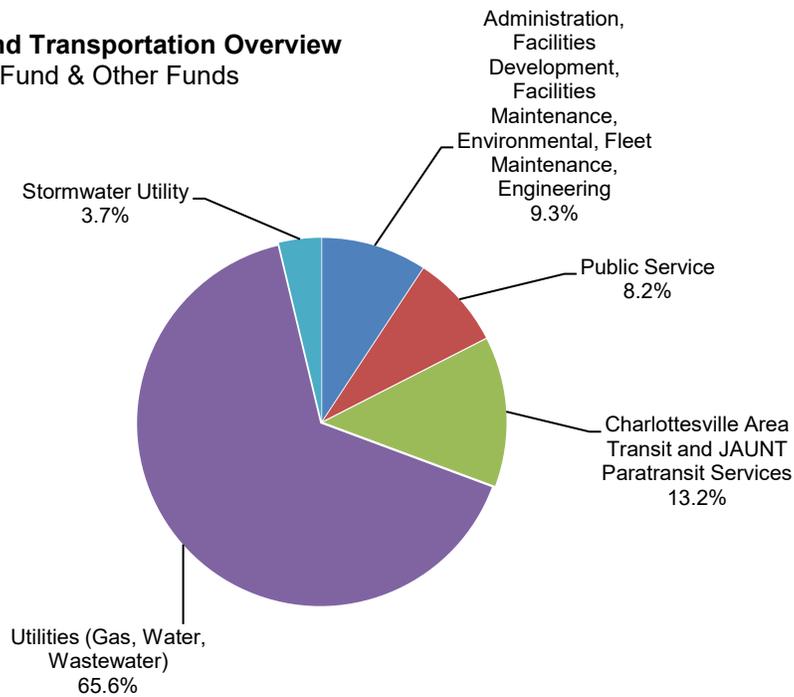


Goal 5: A Well-managed and Responsive Organization

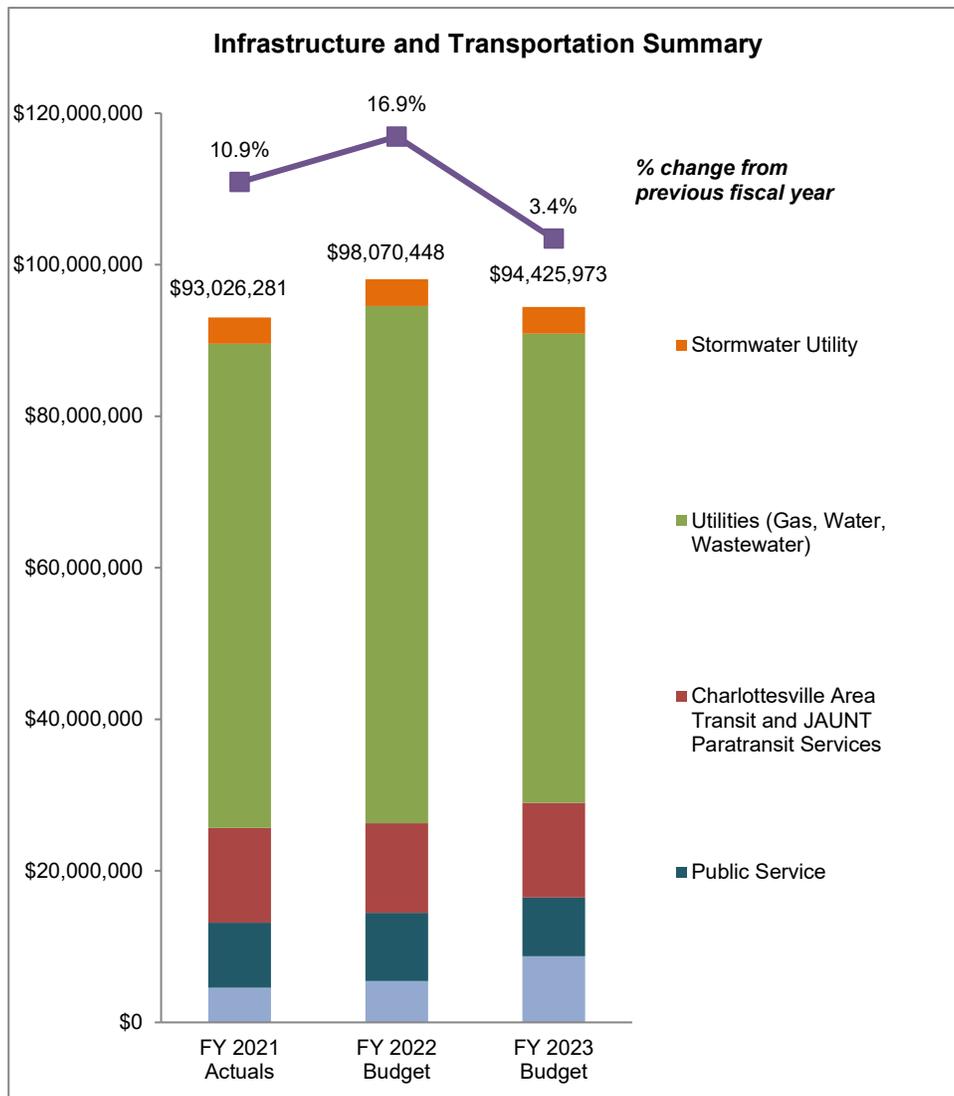
**Infrastructure and Transportation**  
% of General Fund Operating Budget



**Infrastructure and Transportation Overview**  
General Fund & Other Funds



| Infrastructure and Transportation Summary   | FY2021              | FY2022              | FY2023              | FY2021              | FY2022              | FY2023              |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|   | General Fund Actual | General Fund Budget | General Fund Budget | Other Funds Actual  | Other Funds Budget  | Other Funds Budget  |
| <b>INFRASTRUCTURE AND TRANSPORTATION</b>  |                     |                     |                     |                     |                     |                     |
| Public Works: Administration, Facilities Development, Facilities Maintenance, Environmental, Fleet Maintenance, Engineering | \$2,803,730         | \$3,643,497         | \$6,633,187         | \$1,770,394         | \$1,838,230         | \$2,115,386         |
| Public Works: Public Service  | 8,610,124           | 8,986,392           | 7,752,093           | 0                   | 0                   | 0                   |
| Public Works: Stormwater Utility  | 0                   | 0                   | 0                   | 3,463,611           | 3,519,781           | 3,519,781           |
| Charlottesville Area Transit and JAUNT Paratransit Services   | 4,259,649           | 4,229,380           | 3,956,732           | 6,469,015           | 7,602,874           | 8,510,759           |
| Public Utilities: Gas, Water, Wastewater  | 0                   | 0                   | 0                   | 63,910,931          | 68,250,294          | 61,938,034          |
| <b>INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL</b>   | <b>\$15,673,503</b> | <b>\$16,859,269</b> | <b>\$18,342,012</b> | <b>\$75,613,951</b> | <b>\$81,211,179</b> | <b>\$76,083,961</b> |



## Department of Public Works

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

*Strategic Plan  
Alignment*

#### Administration

*FY 23 Budget - \$647,071*



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 23 Budget - \$1,087,322*



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 23 Budget - \$2,750,840*



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 23 Budget - \$700,181*



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 23 Budget - \$1,415,205*



Fleet Management Operations is responsible for repairs and maintenance to 646 City-owned vehicles and equipment, manages the fueling infrastructure, and provides recommendations on the purchase of replacement vehicles and equipment.

**Engineering**

*FY 23 Budget - \$2,147,954*

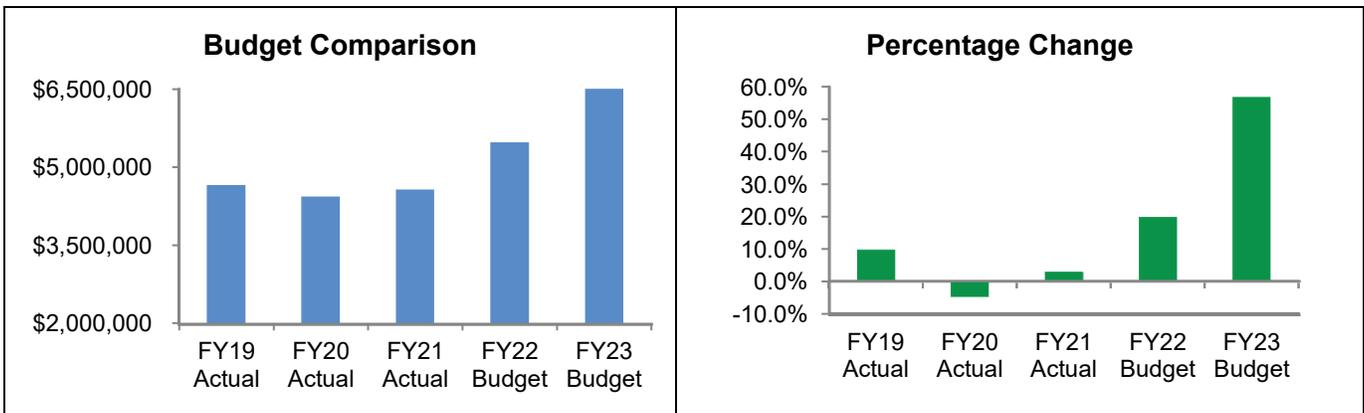


The Engineering division has several roles that span a variety of areas within the organization. Some of the core functions of the Engineering Division include Project Management, Traffic Engineering, Inspections, Compliance, Plan Review, Stormwater, Bridge Maintenance oversight, and providing general 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.

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

| Funding Summary        | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change     |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|--------------|
| Salaries and Benefits  | \$3,153,400        | \$3,013,375        | \$3,047,968        | \$3,706,694        | \$6,378,552        | \$2,671,858             | 76.1%        |
| Other Expenditures     | 1,511,501          | 1,433,541          | 1,526,156          | 1,775,033          | 2,370,021          | \$594,988               | 38.0%        |
| <b>Total</b>           | <b>\$4,664,901</b> | <b>\$4,446,916</b> | <b>\$4,574,124</b> | <b>\$5,481,727</b> | <b>\$8,748,573</b> | <b>\$3,266,846</b>      | <b>64.3%</b> |
| General Fund Total     | \$3,040,089        | \$2,761,894        | \$2,803,730        | \$3,643,497        | \$6,633,187        | \$2,989,690             | 90.4%        |
| Non General Fund Total | 1,624,812          | 1,685,022          | 1,770,394          | 1,838,230          | 2,115,386          | \$277,156               | 15.7%        |
| <b>Total</b>           | <b>\$4,664,901</b> | <b>\$4,446,916</b> | <b>\$4,574,124</b> | <b>\$5,481,727</b> | <b>\$8,748,573</b> | <b>\$3,266,846</b>      | <b>64.3%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 23.9    | 23.9    | 23.9    | 23.9    | 38.9    | 15.0                    |
| Non General Fund FTEs                       | 14.0    | 14.0    | 14.0    | 14.0    | 16.0    | 2.0                     |



### Explanation of FY 23 Changes

#### Salaries and Benefits

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Facilities Development – Increase for 1 FTE – Facilities Development Division Manager
- Fleet – Increase of 2 FTEs - Mechanics – 1 transfer from the Parks Division and 1 transferred from CAT.
- Engineering – increase of 13 FTEs moved from Public Service to separate division within the Public Works Department
- Engineering – Increase of 4 FTEs – Administrative Assistant, 2 Project Managers and a Financial Analyst

#### Other Expenditures

- Increases in software costs, fuel, worker’s comp insurance and solid waste disposal fees

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 23 Budget - \$580,760



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 23 Budget - \$3,818,186



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.

### Traffic Operations

FY 23 Budget - \$929,733



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 23 Budget - \$2,423,414



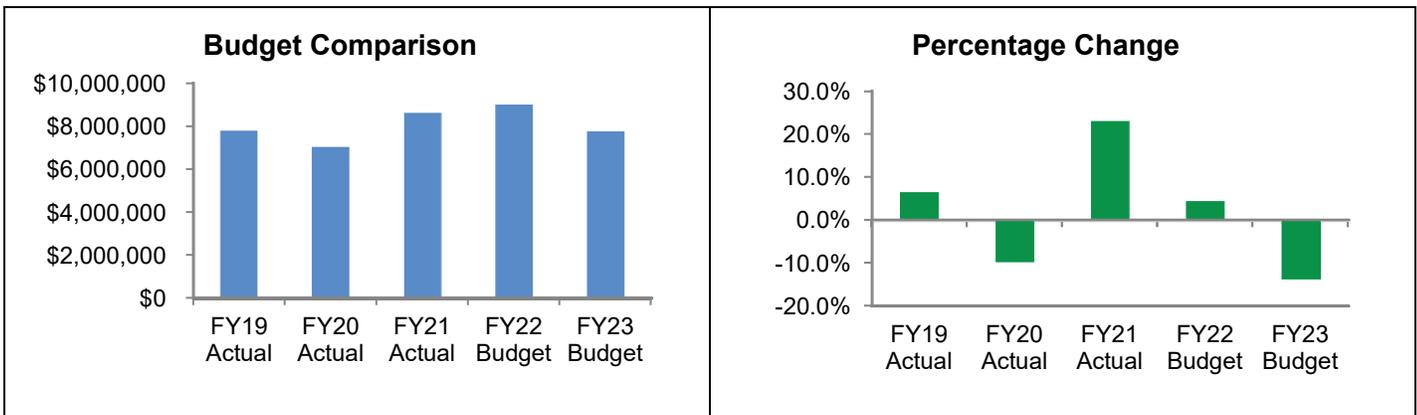
Refuse Collection is responsible for administering and monitoring the City's contract with private firms for collection of domestic refuse and recyclables. The City also provides a by-appointment-only large item pickup service for residents. The fees for this service are the following: \$35 for first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

## Department of Public Works Public Service Funding and Staffing Summary

| Funding Summary           | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change      |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|---------------|
| Salaries and Benefits     | \$3,171,907        | \$3,166,560        | \$4,338,052        | \$4,944,464        | \$3,666,477        | (\$1,277,987)           | -25.7%        |
| Other Expenditures        | 4,592,874          | 3,836,795          | 4,272,072          | 4,041,928          | 4,085,616          | 43,688                  | 1.0%          |
| <b>General Fund Total</b> | <b>\$7,764,780</b> | <b>\$7,003,355</b> | <b>\$8,610,124</b> | <b>\$8,986,392</b> | <b>\$7,752,093</b> | <b>(\$1,234,299)</b>    | <b>-13.4%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 50.0    | 47.0    | 60.0    | 60.0    | 47.0    | (13.0)                  |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022
- Engineering – decrease of 13 FTEs moved from Public Service to separate division within the Public Works Department

**Other Expenditures**

- Increases in workers comp insurance, fuel, professional services and landfill tipping fees
- Decrease - Engineering moved to separate division with in Public Works (See page I-5).

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## Department of Public Works Stormwater Utility

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The Engineering Division (ESD) in the Public Works department is responsible for the Stormwater Utility. The Department of Utilities is responsible for implementation of the Capital Improvement program. 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 23 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 23 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 23 Budget - \$119,039*

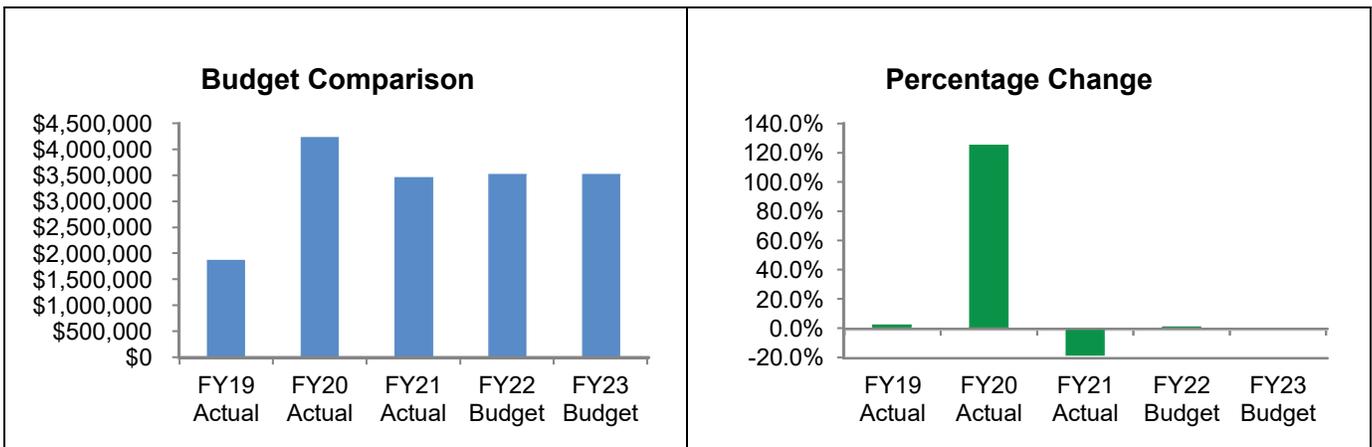


Reflects payments to the Stormwater Debt Service, which is used to pay down borrowed funds dedicated to make major improvements to Stormwater infrastructure.

## Department of Public Works Stormwater Utility Funding and Staffing Summary

| Funding Summary               | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change    |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Salaries and Benefits         | \$320,420          | \$667,329          | \$793,888          | \$820,441          | \$903,887          | \$83,446                | 10.5%       |
| Other Expenditures            | 219,305            | 902,491            | 1,050,684          | 1,080,301          | 996,855            | (\$83,446)              | -7.9%       |
| Capital Projects              | 1,054,867          | 2,242,929          | 1,500,000          | 1,500,000          | 1,500,000          | \$0                     | 0.0%        |
| Debt Service                  | <u>281,842</u>     | <u>419,090</u>     | <u>119,039</u>     | <u>119,039</u>     | <u>119,039</u>     | <u>\$0</u>              | <u>0.0%</u> |
| <b>Non General Fund Total</b> | <b>\$1,876,434</b> | <b>\$4,231,839</b> | <b>\$3,463,611</b> | <b>\$3,519,781</b> | <b>\$3,519,781</b> | <b>\$0</b>              | <b>0.0%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| Non General Fund FTEs                       | 4.0     | 10.0    | 10.0    | 10.0    | 10.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- A salary increase of 6% was given mid-year FY 22 and a 3% increase is included for FY 23. For FY 23, the funding has been allocated to reflect the actual salaries for each department

**Other Expenditures**

- Decreases in fixed costs for general liability insurance and other administrative related expenses

## Department of Public Works

### Strategic Plan Performance Measures

#### Department of Public Works

#### Goal 3: A Beautiful and Sustainable Natural and Built Environment

##### 3.2 Provide reliable and high quality infrastructure

|                          | FY 2018 | FY 2020 | FY 2021 |
|--------------------------|---------|---------|---------|
| Pavement Condition Index |         |         |         |
| Citywide                 | 80.6    | 69.0    | 69.0    |
| Very good/excellent      | 60.7    | 26.0    | 26.0    |
| Good                     | 6.9     | 22.0    | 22.0    |
| Fair                     | 11.6    | 23.0    | 23.0    |
| Poor                     | 5.0     | 19.0    | 19.0    |
| At risk                  | 15.7    | 10.0    | 10.0    |

##### 3.4 Be responsible stewards of natural resources

|  | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|--|---------|---------|---------|---------|---------|---------|
| Residential & commercial refuse & recycling collection |         |         |         |         |         |         |
| Tons waste later sorted for recycling                  | 6,385   | 6,532   | 6,577   | 6,625   | 6,955   | 6,697   |
| Tons mixed recycling                                   | 3,612   | 3,666   | 3,865   | 4,607   | 3,738   | 3,648   |
| Recycling target (% of all waste)                      | 35%     | 35%     | 35%     | 35%     | 35%     | 35%     |
| Recycling target (tons)                                | 3,498   | 3,569   | 3,654   | 3,931   | 3,743   | 3,621   |
| Site energy intensity all buildings (1,000 BTU's)      | 54.1    | 54.5    | 57.3    | 54.9    | 50.9    | 46.2    |



## Department of Utilities

### Gas – Water – Wastewater

The Department of Utilities operate and maintain the water, wastewater, and natural gassystems. The mission of the Department of Utilities is to provide the Charlottesville community with safe and reliable natural gas, drinking water and wastewater services at a reasonable cost in a environmentally responsible 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 June of each year.

**Strategic Plan  
Alignment**

**Gas Operations** 

*FY 23 Budget - \$28,487,422*

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 320 miles of gas lines and 300 miles of gas service lines.

**Wastewater Operations** 

*FY 23 Budget - \$14,802,650*

The City of Charlottesville has approximately 172 miles of gravity wastewater lines and over 5,846 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 23 Budget - \$13,847,962*

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 14,500 customers. In addition, Charlottesville Water installs and maintains water service lines from the water main to the water meter. Currently there are approximately 1,169 fire hydrants, 3,426 valves, and 183 miles of water mains in service for the benefit of the residents of Charlottesville.

**Utilities Debt Service** 

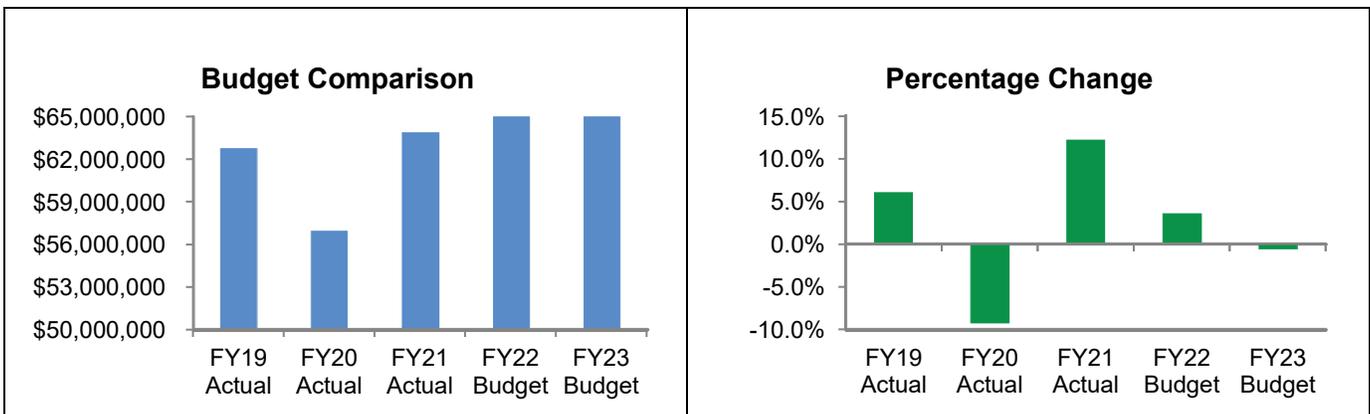
*FY 23 Budget - \$4,800,000*

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

## Department of Utilities Gas - Water - Wastewater *Funding and Staffing Summary*

| Funding Summary               | FY 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Actual   | FY 2022<br>Budget   | FY 2023<br>Budget   | Increase/<br>(Decrease) | % Change     |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|--------------|
| Salaries and Benefits         | \$6,080,050         | \$6,270,529         | \$7,014,940         | \$8,389,352         | \$9,431,660         | \$1,042,308             | 12.4%        |
| Other Expenditures            | 44,058,692          | 39,911,765          | 43,160,655          | 46,258,772          | 42,506,374          | (\$3,752,398)           | -8.7%        |
| Capital Projects              | 7,634,198           | 5,517,282           | 9,175,000           | 9,175,000           | 5,200,000           | (\$3,975,000)           | -43.3%       |
| Debt Service                  | 4,999,697           | 5,277,142           | 4,560,336           | 4,427,170           | 4,800,000           | \$372,830               | 8.2%         |
| <b>Non General Fund Total</b> | <b>\$62,772,637</b> | <b>\$56,976,718</b> | <b>\$63,910,931</b> | <b>\$68,250,294</b> | <b>\$61,938,034</b> | <b>(\$6,312,260)</b>    | <b>-9.9%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| Non General Fund FTEs                       | 89.0    | 90.0    | 90.0    | 90.0    | 90.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- A salary increase of 6% was given mid-year FY 22 and a 3% increase is included for FY 23. For FY 23, the funding has been allocated to reflect the actual salaries for each department.

**Other Expenditures**

- Increase for maintenance supplies and required training for commercial driver licensing.

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 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.

| Type of Utility Service<br><i>(all rates are per 1,000 cf unless otherwise shown)</i> |  |   | Current Rate<br><i>(Adopted 7/1/22)</i> | Proposed Rate<br><i>(Effective 7/1/23)</i> | \$ Change    | % Change |
|---|--|---|---|--|--------------|----------|
| <b>Water Rates (City Code §31-153)</b>  |  |   |   |  |              |          |
| Summer Rate (May - September)   |  |   | \$70.08                                 | \$80.59                                    | \$10.51      | 15.0%    |
| Winter Rate (October - April)   |  |   | \$53.91                                 | \$62.00                                    | \$8.09       | 15.0%    |
| <b>Water Facility Fees (City Code §31-102)</b>  |  |   |   |  |              |          |
| Meter Size<br>(Inches)  | Current Equivalent Residential Connection<br>(ERC) | Proposed Equivalent Residential Connection<br>(ERC) |   |  |              |          |
| %   | 1  | 1   | \$3,100.00                              | \$3,100.00                                 | \$0.00       | 0.0%     |
| 1   | 2.5  | 2.5   | \$7,750.00                              | \$7,750.00                                 | \$0.00       | 0.0%     |
| 1 ½   | 5  | 5   | \$15,500.00                             | \$15,500.00                                | \$0.00       | 0.0%     |
| 2   | 8  | 8   | \$24,800.00                             | \$24,800.00                                | \$0.00       | 0.0%     |
| 3   | 15   | 25  | \$46,500.00                             | \$77,500.00                                | \$31,000.00  | 66.7%    |
| 4   | 25   | 50  | \$77,500.00                             | \$155,000.00                               | \$77,500.00  | 100.0%   |
| 6   | 50   | 80  | \$155,000.00                            | \$248,000.00                               | \$93,000.00  | 60.0%    |
| <b>Sewer Rate (City Code §31-156)</b>   |  |   |   |  |              |          |
| Rate (July - June)  |  |   | \$81.34                                 | \$83.80                                    | \$2.46       | 3.0%     |
| <b>Sewer Facility Fees (City Code §31-106)</b>  |  |   |   |  |              |          |
| Meter Size<br>(Inches)  | Current Equivalent Residential Connection<br>(ERC) | Proposed Equivalent Residential Connection<br>(ERC) |   |  |              |          |
| %   | 1  | 1   | \$5,350.00                              | \$5,350.00                                 | \$0.00       | 0.0%     |
| 1   | 2.5  | 2.5   | \$13,375.00                             | \$13,375.00                                | \$0.00       | 0.0%     |
| 1 ½   | 5  | 5   | \$26,750.00                             | \$26,750.00                                | \$0.00       | 0.0%     |
| 2   | 8  | 8   | \$42,800.00                             | \$42,800.00                                | \$0.00       | 0.0%     |
| 3   | 15   | 25  | \$80,250.00                             | \$133,725.00                               | \$53,475.00  | 66.6%    |
| 4   | 25   | 50  | \$133,725.00                            | \$267,500.00                               | \$133,775.00 | 100.0%   |
| 6   | 50   | 80  | \$267,500.00                            | \$428,000.00                               | \$160,500.00 | 60.0%    |
| <b>Gas Rates (City Code §31-56 to §31-62)</b>   |  |   |   |  |              |          |
| Firm Service – Up to 3,000 cf   |  |   | \$8.9908                                | \$8.8087                                   | -\$0.18      | -2.0%    |
| Firm Service – Next 3,000 cf  |  |   | \$8.5198                                | \$8.3559                                   | -\$0.16      | -1.9%    |
| Firm Service – Next 144,000 cf  |  |   | \$8.0489                                | \$7.9031                                   | -\$0.15      | -1.8%    |
| Firm Service – Over 150,000 cf  |  |   | \$7.5779                                | \$7.4504                                   | -\$0.13      | -1.7%    |
| Air Conditioning  |  |   | \$7.3421                                | \$7.3471                                   | \$0.005      | 0.07%    |
| Interruptible Sales (IS) Service  |  |   |   |  |              |          |
| Up to 600,000 cf  |  |   | \$7.2178                                | \$7.0120                                   | -\$0.21      | -2.9%    |
| Over 600,000 cf   |  |   | \$6.6937                                | \$6.5125                                   | -\$0.18      | -2.7%    |
| Interruptible Transportation Service (TS)   |  |   |   |  |              |          |
| <i>Rates for TS are per dekatherm</i>   |  |   |   |  |              |          |
| TS customer only  |  |   | \$2.6462                                | \$2.6287                                   | -\$0.02      | -0.7%    |
| Large Volume TS customer  |  |   | \$1.5877                                | \$1.5772                                   | -\$0.01      | -0.7%    |
| Purchased Gas Adjustment (Firm Service)   |  |   | \$4.2810                                | \$5.1715                                   | \$0.89       | 20.8%    |
| Purchased Gas Adjustment (IS Service)   |  |   | \$2.8498                                | \$3.4986                                   | \$0.65       | 22.8%    |

## 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, 2022 |           |           | FY2023       |
|   |            |  |                     |           |              | 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           | 2,589,864           | 259,471   | 2,849,335 | 316,593      |
| <b>Series 2012A</b><br>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           | 1,625,500           | 156,627   | 1,782,127 | 740,927      |
| <b>Series 2013</b><br>General Obligation Public Improvement Bonds   | 8,420,000  | Improvements to the Wastewater Systems                       | Moody's Aaa S&P AAA | 5/29/2013 | 19           | 4,620,000           | 770,700   | 5,390,700 | 558,600      |
| <b>Series 2014</b><br>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           | 5,300,000           | 1,074,259 | 6,374,259 | 570,469      |
| <b>Series 2015</b><br>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           | 4,085,507           | 810,851   | 4,896,358 | 309,000      |
| <b>Series 2016</b><br>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           | 1,636,702           | 242,566   | 1,879,268 | 71,832       |

## 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, 2022 |                     |                     | FY2023 Debt Service |
|   |                     |  |                     |           |              | Principal           | Interest            | Total               |                     |
| <b>Series 2017</b><br>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           | 1,980,000           | 476,494             | 2,456,494           | 208,863             |
| <b>Series 2018</b><br>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           | 4,885,000           | 1,448,494           | 6,333,494           | 503,800             |
| <b>Series 2019</b><br>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           | 5,255,000           | 1,578,150           | 6,833,150           | 573,150             |
| <b>Series 2020A</b><br>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           | 10,010,000          | 3,272,850           | 13,282,850          | 912,450             |
| <b>Series 2021</b><br>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           | 8,191,600           | 2,212,470           | 10,404,070          | 865,180             |
| <b>Series 2021</b><br>Bank Placement Refunding                                      | 3,884,835           | Improvements to the Water and Wastewater Systems             | N/A                 | 9/2/2021  | 10           | 3,440,243           | 180,176             | 3,620,419           | 453,217             |
| <b>Total</b>  | <b>\$65,885,172</b> |  |                     |           |              | <b>\$53,619,416</b> | <b>\$12,483,108</b> | <b>\$66,102,524</b> | <b>\$6,084,081</b>  |

## Department of Utilities

### Strategic Plan Performance Measures

| <b>Utilities Department</b>  |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>Goal 3: A Beautiful and Sustainable Natural and Built Environment</b>   |                |                |                |                |                |
| 3.2 Provide reliable and high quality infrastructure   |                |                |                |                |                |
|  | <b>CY 2017</b> | <b>CY 2018</b> | <b>CY 2019</b> | <b>CY 2020</b> | <b>CY 2021</b> |
| Gas emergency response time (minutes)  | 14             | 21             | 18             | 18             | 21             |
| Utility system failures/emergency repairs  |                |                |                |                |                |
| Water  | 93             | 92             | 33             | 43             | 74             |
| Sewer  | 24             | 29             | 12             | 19             | 15             |
| Gas *Grade 1 leaks*  | 45             | 66             | 62             | 45             | 48             |
| Utilities Infrastructure Replacement Program (all figures are cumulative and linear feet)  |                |                |                |                |                |
| Gas mains installed  | 123,656        | 135,709        | 145,741        | 148,551        | 152,263        |
| Gas services installed   | 149,755        | 170,347        | 191,862        | 211,262        | 227,256        |
| Water mains and services replaced  | 69,675         | 86,013         | 97,357         | 103,364        | 125,276        |
| Sanitary sewer lines cleaned and TV  | 638,979        | 647,050        | 662,639        | 665,526        | 688,628        |
| Sanitary sewer rehabilitation  | 195,928        | 210,794        | 217,115        | 222,130        | 250,101        |
| Stormwater sewer rehabilitation  | 22,762         | 26,773         | 31,010         | 41,401         | 46,888         |
| Stormwater sewer replaced  | 4,246          | 4,247          | 4,623          | 5,441          | 5,639          |
| <b>Goal 5: A Well-managed and Responsive Organization</b>  |                |                |                |                |                |
| 5.3 Provide responsive customer service  |                |                |                |                |                |
|  | <b>Dec-14</b>  | <b>Dec-18</b>  | <b>Dec-19</b>  | <b>Dec-20</b>  | <b>Jan-21</b>  |
| % of homeowners and contractors who call VA811 prior to excavation   | 88%            | 94%            | 94%            | 94%            | 94%            |
|  |                |                | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Perception of the smell of natural gas   |                |                | 83%            | 83%            | 83%            |
|  |                |                |                | <b>Feb-20</b>  | <b>Feb-21</b>  |
| Customer Service Survey- Experience Interacting with the Department of Utilities (% Satisfied/ Neutral)- "Overall responsiveness to your requests, questions, or concerns" |                |                |                | 90%            | 95%            |



## Charlottesville Area Transit - JAUNT Paratransit Services

Strategic Plan  
Alignment

### Charlottesville Area Transit (CAT) Operations

FY 23 Budget - \$11,024,410



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 23 Budget - \$139,510



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 23 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 23 Budget - \$1,443,081



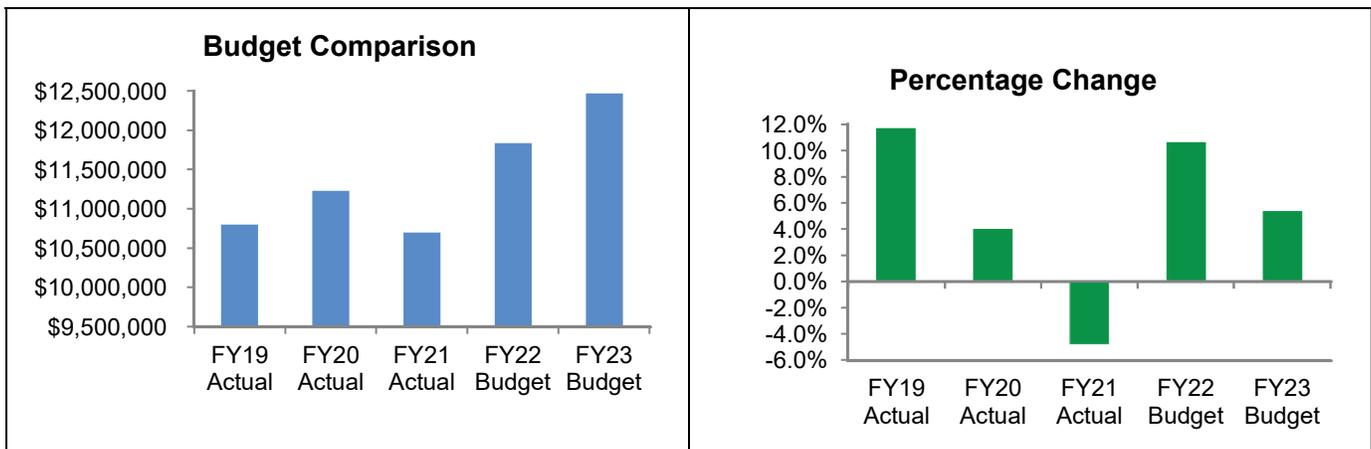
Under the Americans with Disabilities Act (ADA), CAT must provide paratransit service to eligible individuals who, because of disability, cannot access or use the fixed-route buses CAT operates. The City contracts with JAUNT for the required ADA paratransit service. JAUNT is a public service corporation 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 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Actual   | FY 2022<br>Budget   | FY 2023<br>Budget   | Increase/<br>(Decrease) | % Change      |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|---------------|
| CAT Salaries and Benefits  | \$6,142,400         | \$6,478,338         | \$6,724,338         | \$7,460,554         | \$7,759,086         | \$298,532               | 4.4%          |
| CAT Other Expenditures     | 2,292,678           | 1,786,550           | 2,258,328           | 2,655,971           | 3,265,324           | \$609,353               | 27.0%         |
| Transit Bus Replacement    | 985,454             | 1,414,916           | 0                   | 0                   | 0                   | \$0                     | NA            |
| JAUNT Paratransit Services | <u>1,377,047</u>    | <u>1,550,916</u>    | <u>1,715,729</u>    | <u>1,715,729</u>    | <u>1,443,081</u>    | <u>(\$272,648)</u>      | <u>-15.6%</u> |
| <b>Total</b>               | <b>\$10,797,579</b> | <b>\$11,230,720</b> | <b>\$10,698,395</b> | <b>\$11,832,254</b> | <b>\$12,467,491</b> | <b>\$635,237</b>        | <b>5.9%</b>   |
| General Fund Total         | \$4,319,456         | \$3,698,031         | \$4,229,380         | \$4,229,380         | \$3,956,732         | (\$272,648)             | -6.4%         |
| Non General Fund Total     | <u>6,478,123</u>    | <u>7,532,689</u>    | <u>6,469,015</u>    | <u>7,602,874</u>    | <u>8,510,759</u>    | <u>\$907,885</u>        | <u>14.0%</u>  |
| <b>Total</b>               | <b>\$10,797,579</b> | <b>\$11,230,720</b> | <b>\$10,698,395</b> | <b>\$11,832,254</b> | <b>\$12,467,491</b> | <b>\$1,013,993</b>      | <b>9.5%</b>   |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| Non General Fund FTEs                       | 76.0    | 80.0    | 80.0    | 104.5   | 104.5   | 24.5                    |



### Explanation of FY 23 Changes

#### Salaries and Benefits

- A salary increase of 6% was given mid-year FY 22 and a 3% increase is included for FY 23. For FY 23, the funding has been allocated to reflect the actual salaries for each department.

#### Other Expenditures

- Increases for bus repairs and maintenance.
- Increases for professional services, advertising, fuel and workers comp insurance.

#### JAUNT Paratransit Services

- The City's share of JAUNT is decreasing for FY 23 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

| <b>Charlottesville Area Transit</b>                                      |                |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Goal 3: A Beautiful and Sustainable Natural and Built Environment</b> |                |                |                |                |                |                |
| <i>3.3 Provide a variety of transportation and mobility options</i>      |                |                |                |                |                |                |
|  | <b>FY 2016</b> | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Total # of CAT passenger trips   | 2,337,877      | 2,189,612      | 2,052,376      | 1,871,952      | 1,323,176      | 617,010        |
| Service Levels: Total Revenue Service Hours                              | 103,199        | 101,752        | 104,510        | 108,033        | 99,096         | 74,987         |
| Service Levels: Total Revenue Service Miles                              | 1,046,830      | 993,884        | 962,803        | 976,775        | 912,447        | 730,629        |
| <i>3.4 Be responsible stewards of natural resources</i>                  |                |                |                |                |                |                |
|  | <b>FY 2016</b> | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2020</b> |
| Efficiency: Passenger Trips per Revenue Service Hour                     | 22.84          | 21.52          | 19.64          | 17.33          | 13.35          | 13.35          |
| Efficiency: Passenger Trips per Revenue Service Mile                     | 2.25           | 2.20           | 2.13           | 1.92           | 1.45           | 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

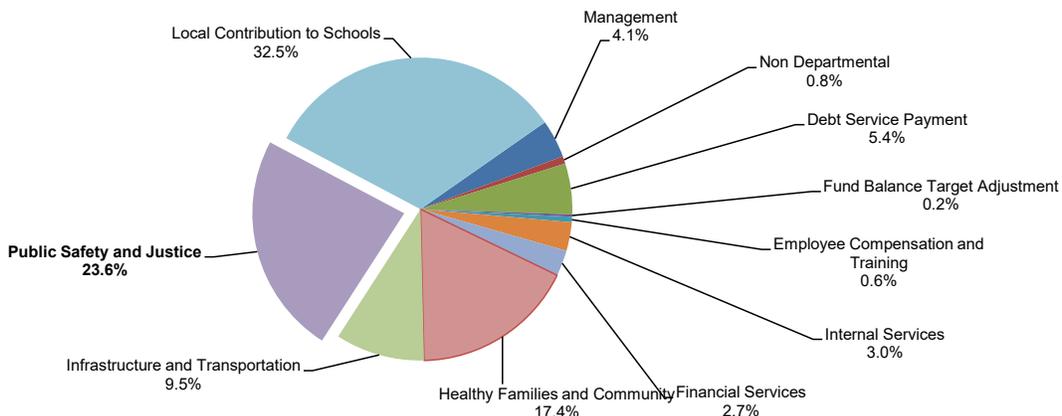


Goal 4: A Strong, Creative and Diversified Economy

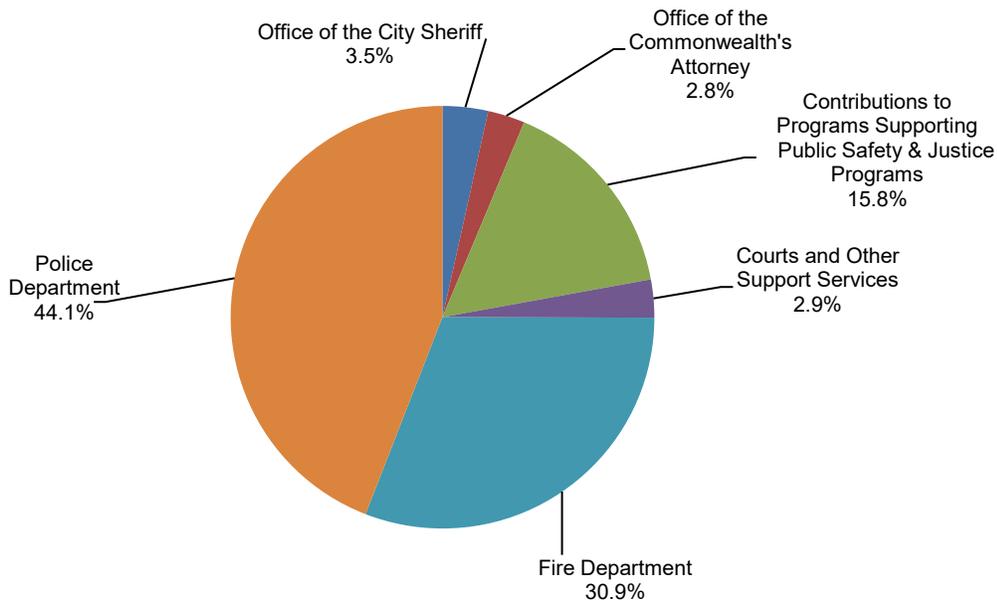


Goal 5: A Well-managed and Responsive Organization

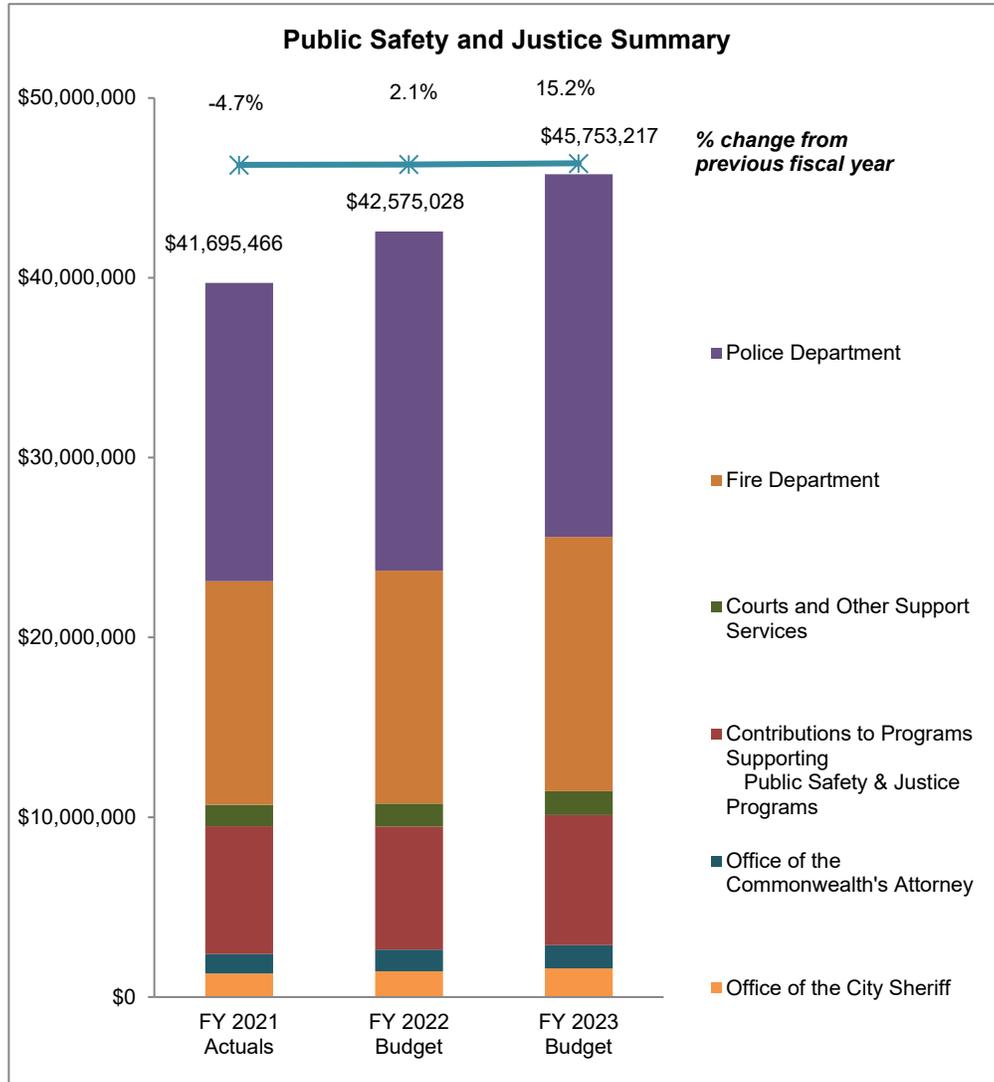
**Public Safety and Justice**  
% of General Fund Operating Budget



**Public Safety and Justice Overview**  
General Fund



| Public Safety and Justice Summary  | FY2021                 | FY2022                 | FY2023                 | FY2021                | FY2022                | FY2023                |
|--|------------------------|------------------------|------------------------|-----------------------|-----------------------|-----------------------|
|  | General Fund<br>Actual | General Fund<br>Budget | General Fund<br>Budget | Other Funds<br>Actual | Other Funds<br>Budget | Other Funds<br>Budget |
| <b>PUBLIC SAFETY AND JUSTICE</b>   |                        |                        |                        |                       |                       |                       |
| Office of the City Sheriff   | \$1,303,937            | \$1,432,114            | \$1,586,315            | \$0                   | \$0                   | \$0                   |
| Office of the Commonwealth's Attorney                                    | 1,088,563              | 1,200,603              | 1,294,067              | 0                     | 0                     | 0                     |
| Contributions to Programs Supporting<br>Public Safety & Justice Programs | 7,112,315              | 6,853,217              | 7,246,459              | 0                     | 0                     | 0                     |
| Courts and Other Support Services  | 1,195,112              | 1,270,359              | 1,324,400              | 0                     | 0                     | 0                     |
| Fire Department  | 12,428,220             | 12,964,074             | 14,132,245             | 0                     | 0                     | 0                     |
| Police Department  | 16,596,838             | 18,854,661             | 20,169,731             | 0                     | 0                     | 0                     |
| <b>PUBLIC SAFETY AND JUSTICE SUBTOTAL</b>                                | <b>\$39,724,986</b>    | <b>\$42,575,028</b>    | <b>\$45,753,217</b>    | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            |



## Office of the City Sheriff

**Strategic Plan  
Alignment**

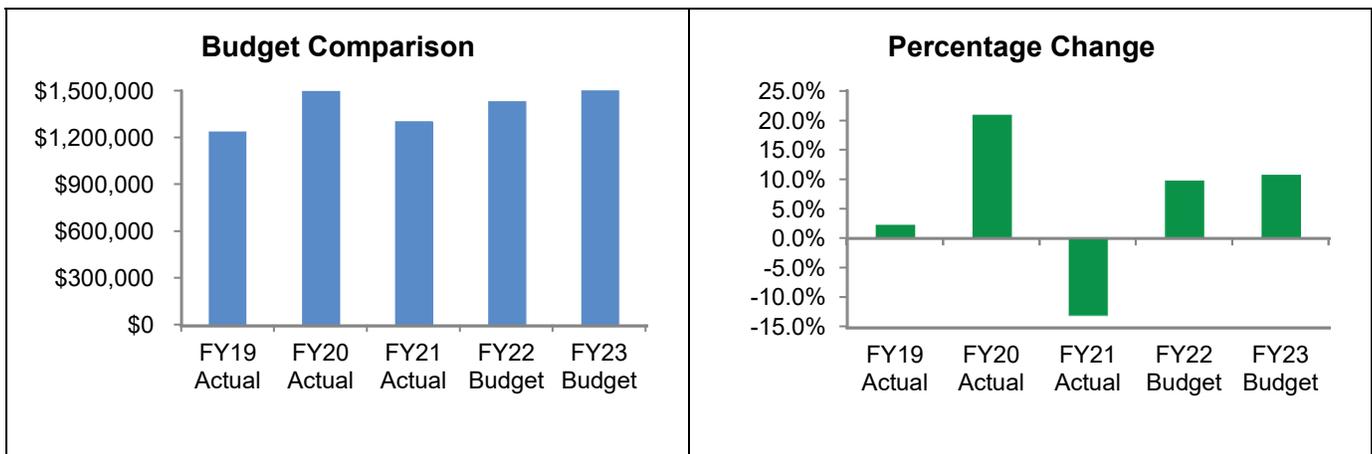


The Sheriff is a locally elected constitutional law enforcement officer of the Commonwealth of Virginia and must be elected by the citizens of his or her locality every four years. The Sheriff's Office is responsible for providing security at the Circuit Court and General District Court to all employees, 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 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change     |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|--------------|
| Salaries and Benefits     | \$1,068,299        | \$1,169,399        | \$1,136,857        | \$1,239,691        | \$1,354,439        | \$114,748               | 10.2%        |
| Other Expenditures        | 170,462            | 327,592            | 167,079            | 192,423            | 231,876            | 39,453                  | 26.7%        |
| <b>General Fund Total</b> | <b>\$1,238,761</b> | <b>\$1,496,991</b> | <b>\$1,303,937</b> | <b>\$1,432,114</b> | <b>\$1,586,315</b> | <b>\$154,201</b>        | <b>12.1%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 12.0    | 13.0    | 13.0    | 13.0    | 13.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits:**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures:**

- Additional funding for vehicle replacement that was added in FY 23.

## Office of the Commonwealth’s Attorney

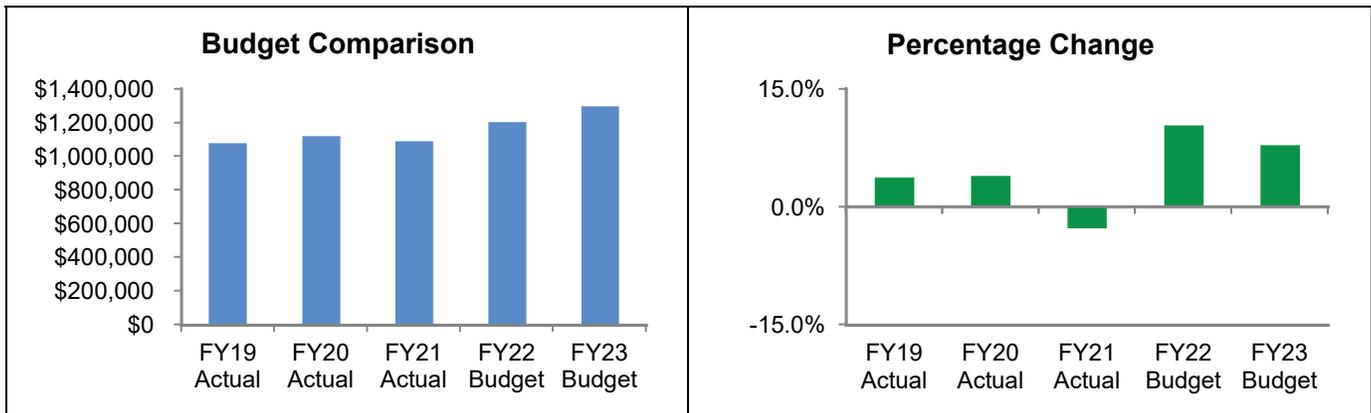
**Strategic Plan  
Alignment**



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 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Actual  | FY 2022<br>Budget  | FY 2023<br>Budget  | Increase/<br>(Decrease) | % Change    |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Salaries and Benefits     | \$976,412          | \$1,042,442        | \$1,023,065        | \$1,115,336        | \$1,204,883        | \$89,547                | 8.4%        |
| Other Expenditures        | <u>99,907</u>      | <u>75,760</u>      | <u>65,499</u>      | <u>85,267</u>      | <u>89,184</u>      | <u>3,917</u>            | <u>4.6%</u> |
| <b>General Fund Total</b> | <b>\$1,076,319</b> | <b>\$1,118,202</b> | <b>\$1,088,563</b> | <b>\$1,200,603</b> | <b>\$1,294,067</b> | <b>\$93,464</b>         | <b>8.1%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(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 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures**

- Increase for equipment rental and grant matching funds

## Contributions to Programs Promoting Public Safety and Justice

### **Albemarle-Charlottesville Regional Jail**

*FY 23 Budget - \$3,728,560*

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 23 Budget - \$796,709*

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 23 Budget - \$1,909,126*

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 23 Budget - \$52,500*

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 23 Budget - \$380,337*

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.

### **Public Defender's Office**

*FY 23 Budget - \$86,167*

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 23 Budget - \$289,560*

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.

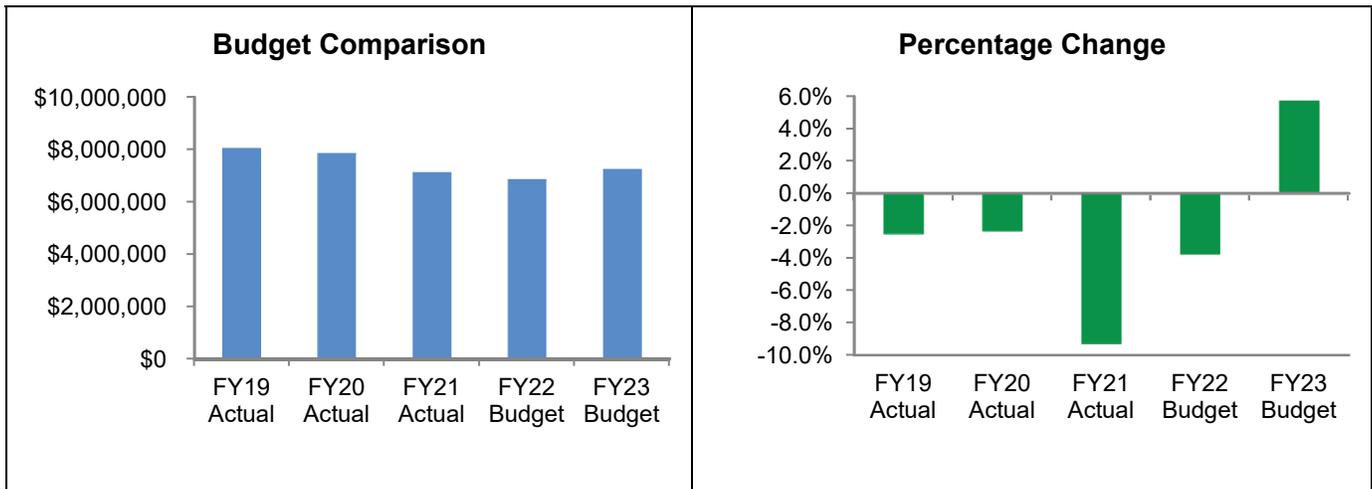
### **Piedmont Court Appointed Special Advocates (CASA)**

*FY 23 Budget - \$3,500*

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.

## Contributions to Programs Promoting Public Safety and Justice Funding Summary

| Agency  | FY 19<br>Actual    | FY 20<br>Actual    | FY 21<br>Actuals   | FY 22<br>Budget    | FY 23<br>Budget    | Increase/<br>(Decrease) | % Change    |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
| Albemarle-Charlottesville Regional Jail             | \$4,952,622        | \$4,940,035        | \$4,316,545        | \$3,841,689        | \$3,728,560        | (\$113,129)             | (2.9%)      |
| Blue Ridge Juvenile Detention                       | 871,266            | 659,834            | 576,880            | 586,716            | 796,709            | \$209,993               | 35.8%       |
| Emergency Communications Center                     | 1,573,094          | 1,503,429          | 1,478,245          | 1,678,378          | 1,909,126          | \$230,748               | 13.7%       |
| Legal Aid Justice Center                            | 70,630             | 70,630             | 97,500             | 97,500             | 52,500             | (\$45,000)              | (46.2%)     |
| Offender Aid and Restoration                        | 242,403            | 297,403            | 293,392            | 303,415            | 380,337            | \$76,922                | 25.4%       |
| Piedmont Court Appointed Special<br>Advocates       | 10,000             | 10,000             | 9,000              | 4,000              | 3,500              | (\$500)                 | (12.5%)     |
| Public Defender's Office                            | 53,201             | 58,938             | 58,338             | 60,703             | 86,167             | \$25,464                | 41.9%       |
| Society for the Prevention of Cruelty<br>to Animals | 264,039            | 276,845            | 282,415            | 280,816            | 289,560            | \$8,744                 | 3.1%        |
| <b>General Fund Total Contributions</b>             | <b>\$8,037,255</b> | <b>\$7,817,114</b> | <b>\$7,112,315</b> | <b>\$6,853,217</b> | <b>\$7,246,459</b> | <b>\$393,242</b>        | <b>5.0%</b> |



### Explanation of FY 23 Changes

**Albemarle/Charlottesville Regional Jail** – The City’s five year average population percentage is 41.27% a 2.49% decrease over FY 22 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 increased from FY 21 to FY 22, the reason for our increased 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. FY 23 includes the 3% COLA and 6% for the mid-year increase and additional funding for two additional positions not previously supplemented.

**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 23 Budget - \$23,366



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

#### Circuit Court

FY 23 Budget - \$934,445



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 23 Budget - \$334,381



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 23 Budget - \$21,758



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 23 Budget - \$10,450

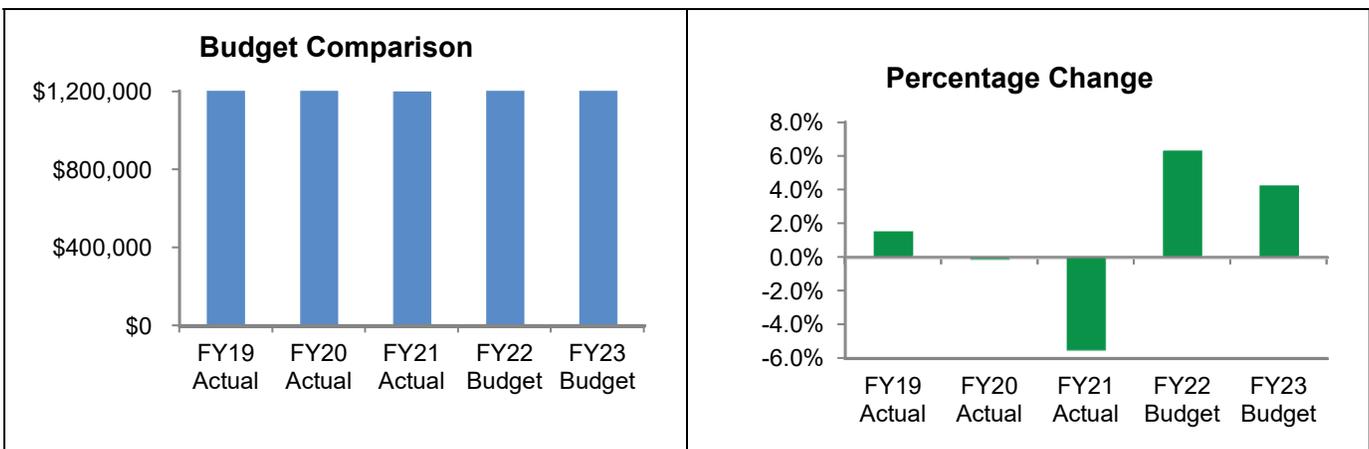


The Office of the Magistrate is usually a person's first contact with the judicial process. This office issues arrest warrants and determines admittance to bail or commitment to detention of accused parties. The Magistrate also serves as conservator of the peace. Costs are shared with Albemarle County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

## Courts and Other Support Services Funding and Staffing Summary

| Funding Summary           | FY 2019            | FY 2020            | FY 2021            | FY 2022            | FY 2023            | Increase/<br>(Decrease) | % Change    |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
|                           | Actual             | Actual             | Actual             | Budget             | Budget             |                         |             |
| Salaries and Benefits     | \$810,011          | \$833,318          | \$785,449          | \$741,462          | \$795,837          | \$54,375                | 6.9%        |
| Other Expenditures        | 456,448            | 431,676            | 409,663            | 528,897            | 528,563            | (334)                   | -0.1%       |
| <b>General Fund Total</b> | <b>\$1,266,459</b> | <b>\$1,264,994</b> | <b>\$1,195,112</b> | <b>\$1,270,359</b> | <b>\$1,324,400</b> | <b>\$54,041</b>         | <b>4.2%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 11.0    | 11.0    | 11.0    | 11.0    | 11.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures**

- Decrease in travel and education and training to better reflect actuals

## Fire Department

The Charlottesville Fire Department is a Commission on Public Safety Excellence Accredited Agency and Insurance Services Office Class 1, 113-member (106 sworn, 7 civilian), 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 23 Budget - \$943,950*



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

### Business Services

*FY 23 Budget - \$9,497,185*



The Operations division of the Fire Department consists of 96 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 23 Budget - \$975,316*



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.

### Professional Standards

*FY 23 Budget - \$460,576*



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.

### Logistics

*FY 23 Budget - \$1,025,821*



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 23 Budget - \$1,205,049*



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 23 Budget - \$24,348*

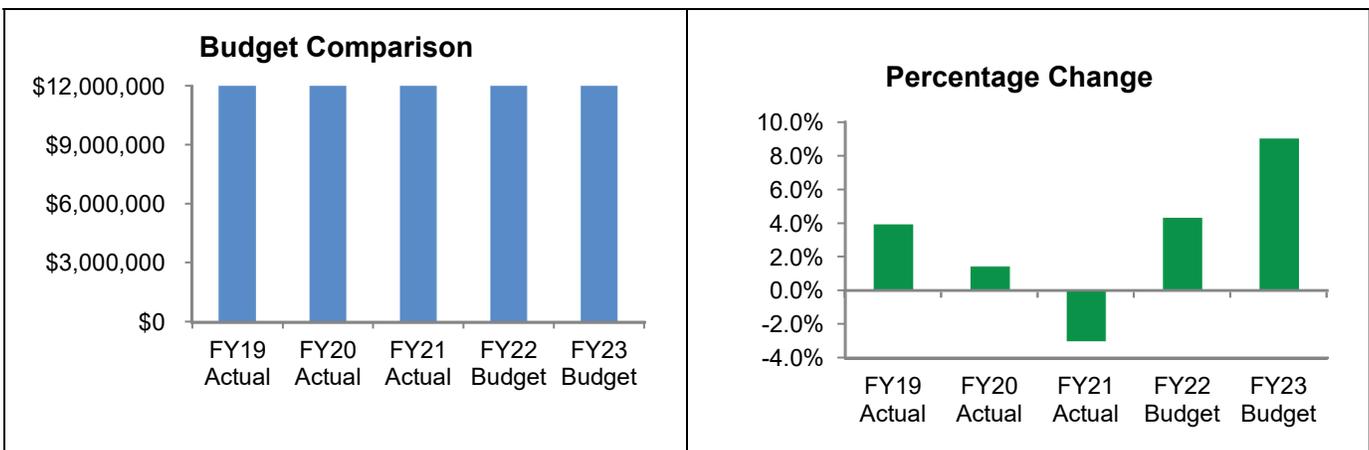


Formed in 1885, members of the Charlottesville Volunteer Fire Company support the emergency incidents operations alongside the members of the Fire Department. Additionally, the volunteers participate in community outreach activities and special events.

## Fire Department Funding and Staffing Summary

| Funding Summary           | FY 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Actual   | FY 2022<br>Budget   | FY 2023<br>Budget   | Increase/<br>(Decrease) | % Change    |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|-------------|
| Salaries and Benefits     | \$10,396,153        | \$10,738,978        | \$10,294,937        | \$10,584,671        | \$11,676,474        | \$1,091,803             | 10.7%       |
| Other Expenditures        | 2,236,240           | 2,072,121           | 2,133,283           | 2,379,403           | 2,455,771           | 76,368                  | 3.2%        |
| <b>General Fund Total</b> | <b>\$12,632,393</b> | <b>\$12,811,099</b> | <b>\$12,428,220</b> | <b>\$12,964,074</b> | <b>\$14,132,245</b> | <b>\$1,168,171</b>      | <b>9.3%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 95.0    | 95.0    | 95.0    | 95.0    | 95.0    | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

In FY 21, 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 worker's compensation insurance costs

## Fire Department Strategic Plan Performance Measures

| <b>Fire Department</b>   |             |             |             |             |             |
|--|-------------|-------------|-------------|-------------|-------------|
| <b>Goal 2: A Healthy and Safe City</b>   |             |             |             |             |             |
| <i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>                 |             |             |             |             |             |
|  | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> |
| City fatality rate per 10,000 population (over 5 year average)   | 0.00        | 0.00        | 0.00        | 0.00        | 0.04        |
| Fire-caused city civilian injury rate per 1,000 <b>city</b> population per year.                             | 0.02        | 0.12        | 0.06        | 0.10        | 0.04        |
| # of fire incidents occurring in the city per 1,000 population per year                                      | 2.39        | 3.14        | 2.91        | 2.97        | 3.03        |
| Direct fire loss per \$10,000 assessed value of protected property   | \$3.87      | \$1.96      | \$1.27      | \$1.98      | \$0.79      |
| City fire loss per capita  | \$70.08     | \$36.50     | \$25.64     | \$43.79     | \$19.53     |
| # of structure fires per 1,000 population per year   | 1.31        | 1.54        | 1.06        | 1.58        | 1.25        |
| % of fire incidents with 1st unit arrival on scene within 6 minutes 20 seconds or less from time of dispatch | 87%         | 89%         | 71%         | 72%         | 86%         |
| % of EMS incidents with 1st Unit arrival on scene within 6 minutes or less from the time of dispatch         | 47%         | 42%         | 48%         | 45%         | 58%         |
| Firefighter injury rate per incident   | 0.02        | 0.01        | 0.01        | 0.00        | 0.01        |
| Firefighter death rate per incident  | 0.00        | 0.00        | 0.00        | 0.00        | 0.00        |

## Police Department

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

**Strategic Plan  
Alignment**

### Office of the Chief and Fiscal Administration

FY 23 Budget - \$3,452,721



The Administration Division oversees the department, communicates with the public, and maintains professional standards

The Office of the Chief consists of the following:

- The Administrative Assistant to the Chief of Police is responsible for administrative support, calendar management, and serves as the point of contact for the Chief's Office to handle internal and external requests.
- The Assistant Chief of Police is responsible for the day-to-day operations of the department, including public information and 4<sup>th</sup> amendment issues.
- The Public Information Officer is responsible for handling media inquiries, managing social media and Freedom of Information Act requests.
- The 4<sup>th</sup> Amendment Analyst is responsible for collecting data by reviewing police incidents and cases to determine whether an investigative detention was conducted in accordance with Federal and state law and department policy as well as producing reports resulting from a comprehensive analysis of the data through the application of the 4th Amendment Standards.
- The Office of Professional Standards, led by a Lieutenant who serves as an Internal Affairs Investigator, 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.

### Police Field Operations

FY 23 Budget - \$11,588,505



The Field Operations Division consists of the following:

- The Patrol Bureau includes the K-9 Unit, Bike Patrol, Foot Patrol, Animal Control Unit, Telephone Reporting Unit, and Evidence Technicians. They are 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.

The Traffic Unit is responsible for the investigation of fatal traffic accidents; conducting follow-ups to hit and run investigations; reviewing accident reports; maintaining traffic accident statistics; conducting selective enforcement activities; developing traffic safety programs

## Police Support Operations

FY 23 Budget - \$2,548,578



The Support Operations Division consists of the following Bureaus to support the entire department:

- Hiring and Retention's 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.
- Training, led by a Lieutenant, is responsible for the oversight of departmental training which includes a multi-week Post Academy training program for newly sworn in officers. This bureau also oversees accreditation and compliance.
- Fiscal Administration, a civilianized unit led by the Management Analyst III, is responsible for financial planning, management of operating and capital budgets, procurement of goods and services, payment of bills, payroll processing, oversight of contracts, and the management of grants.
- Infrastructure and Technology, led by a Sergeant, is responsible for maintenance of departmental facilities, vehicles and specialized equipment. This unit includes the Quartermaster function and manages the department's specialized technology systems and software.
- Information Management Systems, a civilianized unit led the Management Services Supervisor, is responsible for the department's public reception function and maintains records of warrants, accidents, crime, arrests, and other incidents.

## Police Investigations

FY 23 Budget - \$2,462,146



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 and Financial Crimes, Crime Analysis, and Special Victim's units. 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 23 Budget - \$117,781



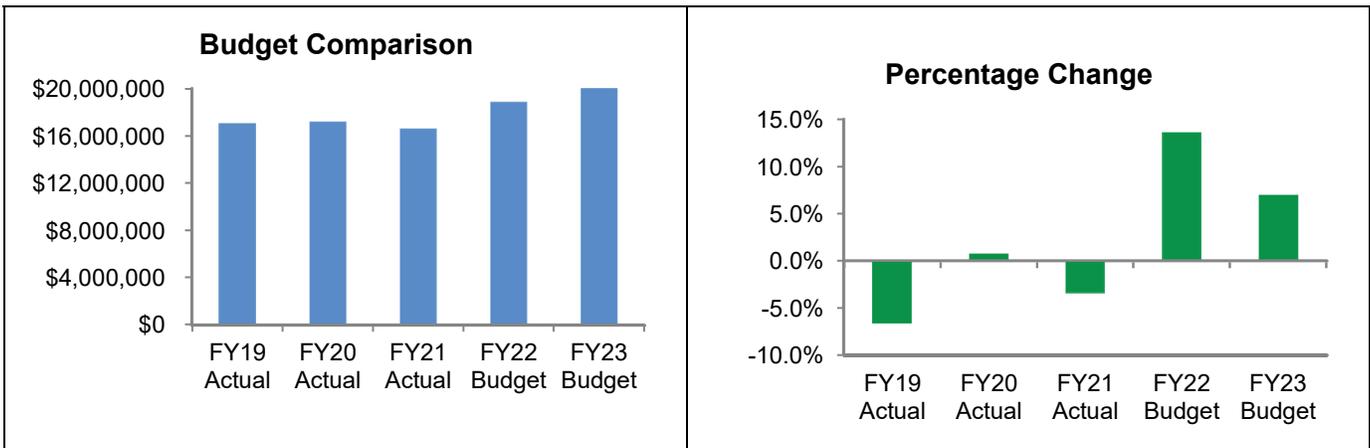
The Thomas Jefferson Area Crisis Intervention Team (CIT) is a well-documented and successful model of improving police interactions with people experiencing acute episodes of mental illness. The training is designed to educate and prepare police officers who meet people in crisis, to recognize the signs 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 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Actual   | FY 2022<br>Budget   | FY 2023<br>Budget   | Increase/<br>(Decrease) | % Change    |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|-------------|
| Salaries and Benefits     | \$13,826,237        | \$14,400,531        | \$13,319,888        | \$15,548,695        | \$16,609,045        | \$1,060,350             | 7.1%        |
| Other Expenditures        | 3,232,409           | 2,786,535           | 3,276,950           | 3,305,966           | 3,560,686           | 254,720                 | 8.2%        |
| <b>General Fund Total</b> | <b>\$17,058,647</b> | <b>\$17,187,066</b> | <b>\$16,596,838</b> | <b>\$18,854,661</b> | <b>\$20,169,731</b> | <b>\$1,315,070</b>      | <b>7.3%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| General Fund FTEs                           | 159.0   | 159.0   | 155.0   | 155.0   | 155.0   | 0.0                     |



### Explanation of FY 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures**

- Increase for worker's comp insurance and fuel

## 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 | CY 2021 |
|---|---------|---------|---------|
| # of reported crimes against person (violent crime) | 692     | 599     | 782     |
| # of reported property crimes                       | 1,898   | 1,635   | 1,680   |
| # of reported crimes against society                | 229     | 229     | 216     |
| # of arrests  | 1,980   | 1,546   | 1,568   |
| # of traffic citations                              | 2,617   | 856     | 1,131   |
| # of traffic accidents                              | 713     | 532     | 536     |

### Goal 5: A Well-managed and Responsive Organization

#### 5.4 Foster effective community engagement

|                                     | CY 2019 | CY 2020 | CY 2021 |
|-------------------------------------|---------|---------|---------|
| # of Facebook likes                 | N/A     | 9,599   | 11,592  |
| Facebook Responsiveness to Messages | N/A     | 1       | N/A     |
| # of Twitter followers              | N/A     | 2,225   | 2,642   |
| # Instagram followers               | N/A     | 1,199   | 1,253   |
| # of hits on website                | N/A     | 6,022   | 37,037  |



# 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



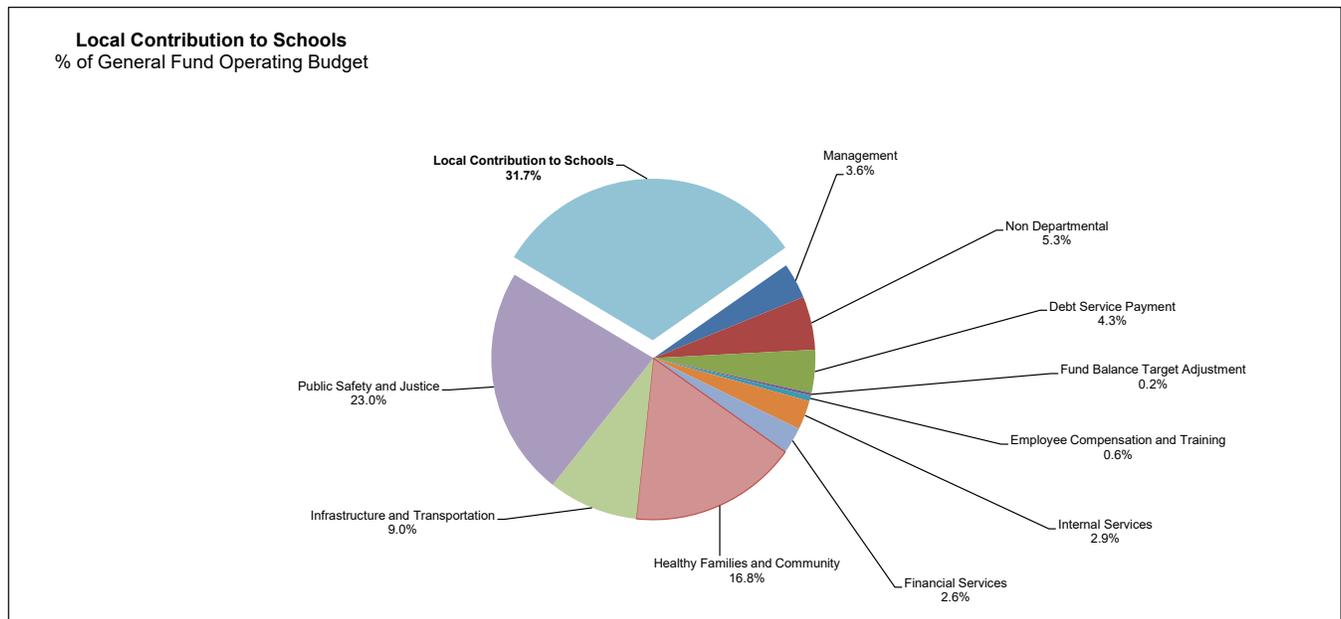
Goal 5: A Well-managed and Responsive Organization

## Charlottesville City School Operations

Charlottesville City Schools provide high quality education for more than 4,200 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 **18%** of the City's debt service payment from the general fund is for school projects. There is **\$7.1 million** in the FY 23 Capital Improvement Program dedicated to school's capital projects.



## Charlottesville City School Operations Funding Summary

| Funding Summary                | FY 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Actual   | FY 2022<br>Budget   | FY 2023<br>Budget    | Increase/<br>(Decrease) | % Change     |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------------------|--------------|
| <b>Local Contribution</b>      | <b>\$53,998,202</b> | <b>\$57,834,623</b> | <b>\$58,709,623</b> | <b>\$58,709,623</b> | <b>\$62,925,964</b>  | <b>\$4,216,341</b>      | <b>7.2%</b>  |
| State Funds                    | 19,473,908          | 20,857,813          | 21,515,509          | 21,047,706          | 23,114,546           | \$2,066,840             | 9.8%         |
| Federal Funds                  | 4,974,385           | 5,356,594           | 5,868,918           | 10,605,261          | 16,742,264           | \$6,137,003             | 116.2%       |
| Fund Balance                   | 0                   | 782,410             | 0                   | 720,649             | 1,159,014            | \$438,365               | 60.8%        |
| Other                          | <u>2,906,221</u>    | <u>3,691,690</u>    | <u>2,289,147</u>    | <u>3,167,089</u>    | <u>2,974,443</u>     | (\$192,646)             | -6.1%        |
| <b>Total</b>                   | <b>\$81,352,716</b> | <b>\$88,523,130</b> | <b>\$88,383,197</b> | <b>\$94,250,328</b> | <b>\$106,916,231</b> | <b>\$12,665,903</b>     | <b>14.2%</b> |
| Schools General Fund Total     | \$68,286,041        | \$73,841,105        | \$73,221,191        | \$79,809,602        | \$83,267,031         | \$3,457,429             | 4.6%         |
| Schools Non General Fund Total | <u>13,066,675</u>   | <u>14,682,025</u>   | <u>15,162,006</u>   | <u>14,440,726</u>   | <u>23,649,200</u>    | <u>\$9,208,474</u>      | <u>63.8%</u> |
| <b>Total</b>                   | <b>\$81,352,716</b> | <b>\$88,523,130</b> | <b>\$88,383,197</b> | <b>\$94,250,328</b> | <b>\$106,916,231</b> | <b>\$12,665,903</b>     | <b>14.2%</b> |

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 2022-2023 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 were allocated for operations in FY 22 as operational increases (\$4.9M) in the School's budget were offset by the use of one-time Federal CARES funds that were received directly by Charlottesville City Schools. A portion of the increase for FY 23 helps minimize the use of the one-time funds.

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## City/School Contracted Services

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Strategic Plan  
Alignment



### Pupil Transportation

FY 23 Budget - \$3,566,673

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



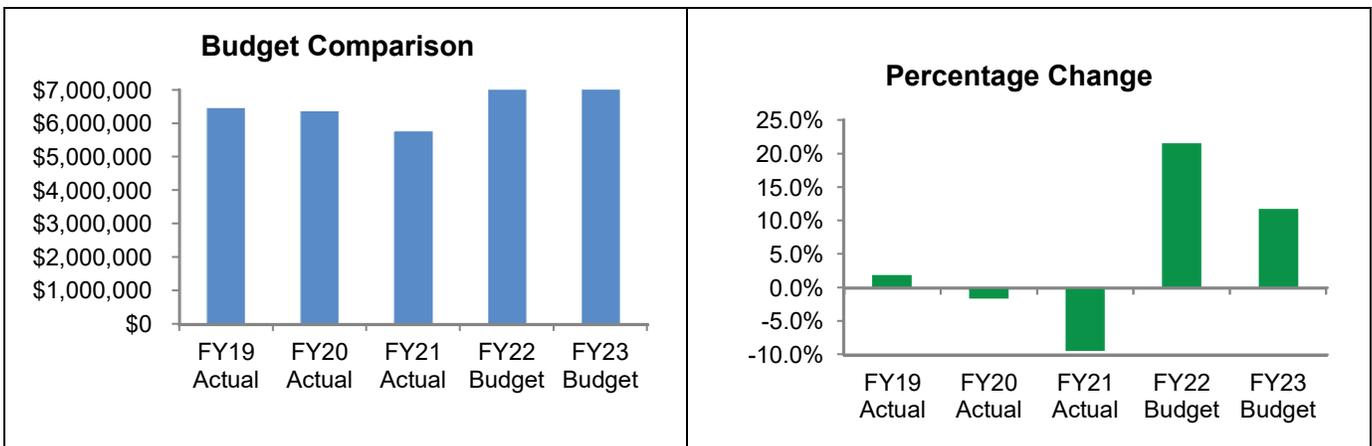
FY 23 Budget - \$4,239,961

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 2019            | FY 2020            | FY 2021            | FY 2022            | FY 2023            | Increase/<br>(Decrease) | % Change    |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------|
|                           | Actual             | Actual             | Actual             | Budget             | Budget             |                         |             |
| Salaries and Benefits     | \$3,357,798        | \$3,462,723        | \$3,064,243        | \$3,698,961        | \$3,948,378        | \$119,911               | 3.4%        |
| Other Expenditures        | <u>3,093,782</u>   | <u>2,887,029</u>   | <u>2,688,930</u>   | <u>3,289,787</u>   | <u>3,858,256</u>   | <u>79,927</u>           | <u>2.5%</u> |
| <b>General Fund Total</b> | <b>\$6,451,580</b> | <b>\$6,349,752</b> | <b>\$5,753,173</b> | <b>\$6,988,748</b> | <b>\$7,806,634</b> | <b>\$199,838</b>        | <b>2.9%</b> |

| Staffing Summary<br>(Full Time Equivalents) | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Increase/<br>(Decrease) |
|---|---------|---------|---------|---------|---------|-------------------------|
| Pupil Transportation                        | 29.0    | 31.0    | 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 23 Changes

**Salaries and Benefits**

- 2% salary increase was given in FY 22 and the total funding for the increase was shown in the FY 22 budget as a lump sum under the Employee Compensation and Training section of the budget. For FY 23, the funding has been allocated to reflect the actual salaries for each department.
- Additional 6% mid-year increase was also given in January 2022

**Other Expenditures**

- Increases to Service Contracts and Maintenance Supplies.

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



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## Capital Improvement Program Fund

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### 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 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. Examples include, 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 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 Budget office staff.

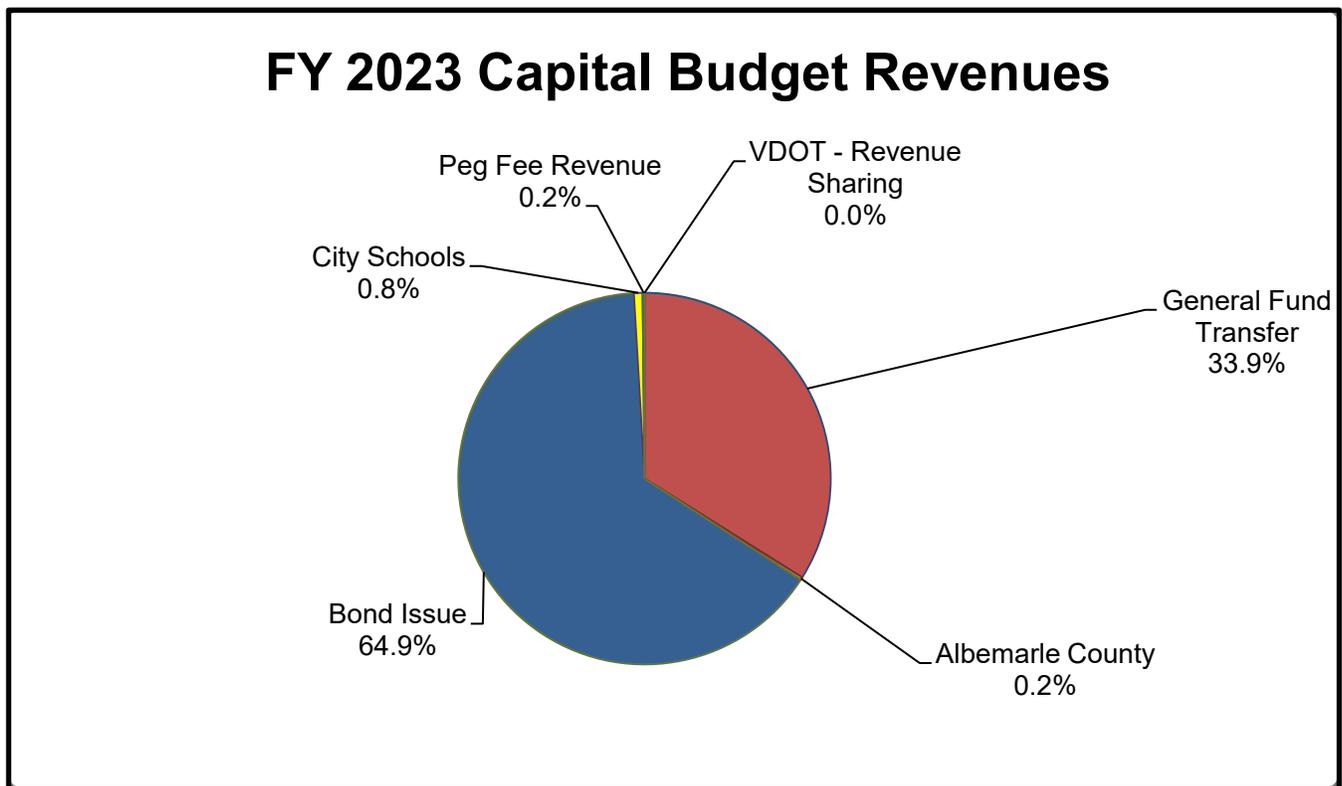
Throughout 2021, Council held a series of work sessions with staff, the public and the School Board to engage and discuss the Council's priorities for the overall CIP plan. More specifically, discussions have focused on the \$75 million School Reconfiguration project which accounts for half of the funding currently allocated in this 5 year plan. Input received from Council during these work sessions helped to guide the deliberations of the **Budget Development Committee** in their review of the new CIP submissions received for the FY 2023 budget. On December 14, 2021, 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.

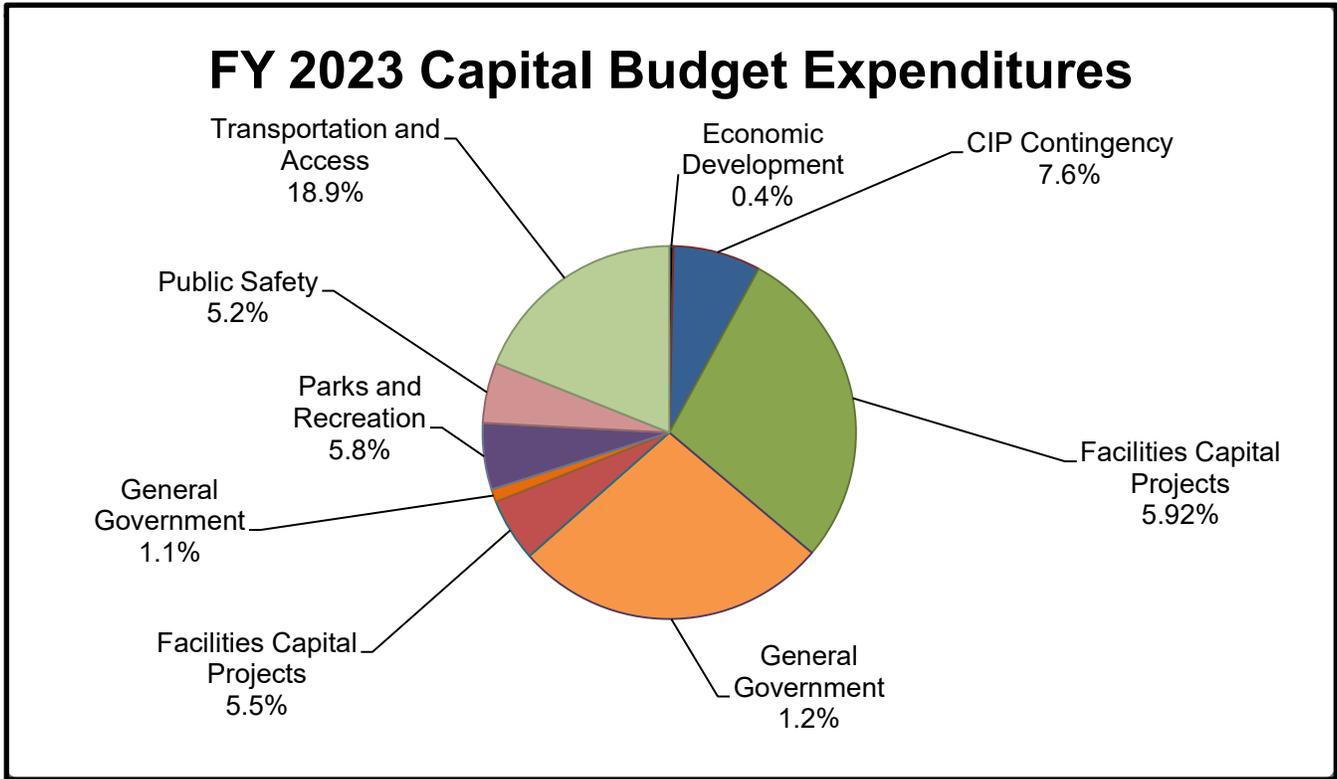
On March 7, 2022, a Proposed CIP will be formally presented to City Council as part of an overall City Manager Proposed City Operating and Capital Budget. Council will spend time deliberating the proposed plan and may make funding changes until the budget is formally adopted on April 12, 2022.

## FY 2023 Capital Improvement Program Revenues and Expenditures

The **FY 23-27** Capital Improvement Program recommends the use of approximately **\$117.0 million** in long-term debt to finance a portion of the **\$162.4 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 23** contains bondable projects totaling **\$16.87 million**, along with non-bondable projects totaling **\$9.12 million**, for a total capital improvement program budget equaling **\$25.98 million**.





**Capital Improvement Program Alignment to the Strategic Plan**

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

**Strategic Plan Priority Areas**



Affordable Housing

In the FY 23 Capital Improvement Program \$7.33 million is allocated for Affordable Housing projects.

**Charlottesville Housing and Redevelopment** is to receive \$3,000,000 in the FY 23 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. \$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 \$2.5 million for the **Friendship Court Infrastructure Improvements** project.



### Safety, Security and Preparedness

\$1,206,976 is funded in FY 23 to provide the remaining funds needed for the new **Bypass Fire Station**. This is for the construction of a new fire station to replace the existing Charlottesville Fire Station No. 1 which was built in 1961.

\$153,800 is allocated for replacement **Portable Radios** and **Mobile Data Terminals** for the Police Department, the Fire Department and the Sheriff's Office. These funds are level funded annually for the purpose of establishing a tiered replacement schedule instead of funding all replacements with a significant one-time investment.

### **Other Strategic Plan Areas**



#### Prepare students for academic and vocational success

Continues a strong commitment to the schools, providing \$7.1 million in capital funding for school facility improvements, including \$2.5 million for the continued design work on the **Charlottesville City Schools Reconfiguration Project**. A total of \$68.8 million is the planned total cost of the reconfiguration project.



#### Engage in robust and context sensitive urban planning and implementation

As part of the FY 23 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 23 CIP. This funding is intended to facilitate completion of projects outlined in the Strategic Investment Area Plan. The FY 23 CIP allocates \$1.3 million in funding to go towards **Milling and Paving** and \$500,000 for **Traffic Signal Infrastructure Replacement**. \$638,000 is allocated for **Concrete Structural Repairs to the Market Street Parking Structure** and \$225,000 is also funded for **Minor Bridge Repairs**.



#### Provide a variety of transportation and mobility options

\$200,000 is allocated for **Sidewalk and Curb ADA Improvements**, \$100,000 for the construction of **New Sidewalks**, \$500,000 for **Sidewalk Repair**, \$240,000 for **ADA Pedestrian Signal Upgrades** and \$137,000 for **Bicycle Infrastructure**.

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## Description of Capital Projects

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### Bondable Projects

#### **Education**

In FY 23, \$6.9 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. This includes \$750,000 for the schools HVAC replacement plan, as well as funding of \$1.25 million for City Schools priority improvement projects. \$1,200,000 is provided as remaining funding needed for the roof replacement at Charlottesville High School and \$2.5 million is included for continued design work on the school reconfiguration project.

#### **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 23 \$1.2 million is allocated as the remaining funding needed for the construction of a new Bypass Fire Station.

#### **Transportation and Access**

For FY 23, just under \$4.0 million is allocated to Transportation and Access projects which include:; \$100,000 for new sidewalks, 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; \$240,000 for ADA Pedestrian Signal upgrades, \$500,000 for Traffic Signal Infrastructure Replacement, \$225,000 for minor bridge repairs; \$200,000 for ADA improvements to sidewalks and curbs throughout the City and \$638,000 for Concrete Structural Repairs in the Market Street Garage.

#### **Parks and Recreation**

\$350,000 is allocated in FY 23 for McIntire Park Drainage Corrections and \$42,000 is allocated as partial funding for the Key Recreation Center Roof Replacement.

#### **Affordable Housing**

\$3.0 million is allocated in FY 23 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.

### **Facilities Capital Projects**

\$50,000 is allocated to help fund a contingency fund that could be used in the event of a serious HVAC system failure.

### **Public Safety and Justice**

\$153,800 is allocated for the replacement of mobile data computers for the Police Department and portable radios for the Police Department, the Fire Department and the Sheriff's Office.

### **Transportation and Access**

Cash funding for Transportation and Access totals \$921,440 and includes funding for State Bridge and Highway Inspections, the City match for CAT Transit Bus Replacements, the Intelligent Transportation System, for citywide traffic engineering improvements; neighborhood transportation improvements; bicycle infrastructure; Right of Way Appurtenance, ADA Ramp Corrections, traffic sign retro reflective compliance work and Historic District and Entrance Corridor Design Guidelines.

### **Parks and Recreation**

The Parks and Recreation Department is allocated \$1,108,200 for facility upgrades and repairs, Parkland and Trails Acquisitions, urban tree planting, Damaged Ash Tree Removals, a Comprehensive Master Plan for the Parks and Recreation Department, Oakwood Cemetery Drainage and Road issues corrections, Downtown Mall infrastructure repairs and the City's share of joint City/County Park expenses related to an Ivy Creek Preservation Study and the removal of damaged ash trees at Darden Towe Park. 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 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. \$250,000 is also included for the purchase of new or upgraded Citywide IT Infrastructure.

### **Affordable Housing**

Non Bondable housing projects are allocated \$4.33 million in the FY 23 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 and \$2.5 million for Friendship Court Phase 2 redevelopment.

### **CIP Contingency**

Council transferred an additional \$1,974,467 to the CIP contingency in anticipation of future CIP funding needs. These funds will be held in reserve and require further Council action before being allocated.

**Capital Improvement Program  
FY 2023-2027**

|   | <u>Adopted<br/>FY23</u> | <u>Projected<br/>FY24</u> | <u>Projected<br/>FY25</u> | <u>Projected<br/>FY26</u> | <u>Projected<br/>FY27</u> | <u>5 Year Total</u>  |
|---|-------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------|
| <b>Revenues</b>                                       |                         |                           |                           |                           |                           |                      |
| Transfer from General Fund                            | 8,737,407               | 7,549,378                 | 11,530,400                | 6,476,400                 | 6,481,098                 | 40,774,683           |
| Transfer from General Fund - Mall Vendor Fees         | 78,000                  | 78,000                    | 78,000                    | 78,000                    | 78,000                    | 390,000              |
| Contribution from Albemarle County (CATEC)            | 62,500                  | 0                         | 0                         | 0                         | 0                         | 62,500               |
| 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              |
| Stribling Avenue Funding Agreement                    |                         |                           | 2,900,000                 |                           |                           | 2,900,000            |
| CY 2023 Bond Issue                                    | 16,867,467              | 0                         | 0                         | 0                         | 0                         | 16,867,467           |
| CY 2024 Bond Issue                                    | 0                       | 55,823,907                | 0                         | 0                         | 0                         | 55,823,907           |
| CY 2025 Bond Issue                                    | 0                       | 0                         | 9,885,491                 | 0                         | 0                         | 9,885,491            |
| CY 2026 Bond Issue                                    | 0                       | 0                         | 0                         | 9,885,491                 | 0                         | 9,885,491            |
| CY 2027 Bond Issue                                    | 0                       | 0                         | 0                         | 0                         | 0                         | 0                    |
| <b>Bond Previously Authorized - West Main Street</b>  | 0                       | 18,250,000                |                           | 0                         | 0                         | 18,250,000           |
| <b>Bond Previously Authorized - Parking Structure</b> | 0                       | 5,000,000                 | 1,317,000                 | 0                         | 0                         | 6,317,000            |
| <b>TOTAL AVAILABLE REVENUES</b>                       | <b>\$25,985,374</b>     | <b>\$86,941,285</b>       | <b>\$25,950,891</b>       | <b>\$16,679,891</b>       | <b>\$6,799,098</b>        | <b>\$162,356,539</b> |

**Expenditures**

**BONDABLE PROJECTS**

|  | <u>Adopted<br/>FY23</u> | <u>Projected<br/>FY24</u> | <u>Projected<br/>FY25</u> | <u>Projected<br/>FY26</u> | <u>Projected<br/>FY27</u> | <u>5 Year<br/>Total</u> |
|--|-------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------|
| <b>EDUCATION</b>                                 |                         |                           |                           |                           |                           |                         |
| Lump Sum to Schools (City Contribution)          | 1,200,000               | 1,200,000                 | 1,200,000                 | 1,200,000                 | 561,000                   | 5,361,000               |
| 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                 | 0                         | 0                         | 0                         | 2,500,000               |
| Charlottesville High School Roof Replacement     | 1,200,000               | 0                         | 0                         | 0                         | 0                         | 1,200,000               |
| Charlottesville City School Reconfiguration      | 2,500,000               | 66,300,000                | 0                         | 0                         | 0                         | 68,800,000              |
| <b>SUBTOTAL</b>                                  | <b>\$6,900,000</b>      | <b>\$69,500,000</b>       | <b>\$1,950,000</b>        | <b>\$1,950,000</b>        | <b>\$1,311,000</b>        | <b>\$81,611,000</b>     |
| <b>FACILITIES CAPITAL PROJECTS</b>               |                         |                           |                           |                           |                           |                         |
| Lump Sum to Facilities Capital Projects          | 1,045,491               | 1,045,492                 | 1,045,491                 | 1,045,491                 | 1,045,098                 | 5,227,063               |
| 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                    | 0                         | 300,000                 |
| <b>SUBTOTAL</b>                                  | <b>1,370,491</b>        | <b>1,370,492</b>          | <b>1,370,491</b>          | <b>1,370,491</b>          | <b>\$1,295,098</b>        | <b>6,777,063</b>        |
| <b>PUBLIC SAFETY AND JUSTICE</b>                 |                         |                           |                           |                           |                           |                         |
| Replacement Fire Apparatus                       | 0                       | 1,152,415                 | 0                         | 0                         | 0                         | 1,152,415               |
| <b>Bypass Fire Station - Add'l Funding</b>       | <b>1,206,976</b>        | 0                         | 0                         | 0                         | 0                         | 1,206,976               |
| <b>SUBTOTAL</b>                                  | <b>\$1,206,976</b>      | <b>\$1,152,415</b>        | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                | <b>\$2,359,391</b>      |
| <b>TRANSPORTATION AND ACCESS</b>                 |                         |                           |                           |                           |                           |                         |
| New Sidewalks                                    | 100,000                 | 100,000                   | 100,000                   | 100,000                   | 0                         | 400,000                 |
| Sidewalk Repair                                  | 500,000                 | 500,000                   | 500,000                   | 500,000                   | 0                         | 2,000,000               |
| SIA Immediate Implementation                     | 200,000                 | 200,000                   | 200,000                   | 200,000                   | 0                         | 800,000                 |
| Small Area Plans                                 | 100,000                 | 100,000                   | 100,000                   | 100,000                   | 0                         | 400,000                 |
| Street Milling and Paving                        | 1,250,000               | 1,500,000                 | 1,500,000                 | 1,500,000                 | 0                         | 5,750,000               |
| ADA Pedestrian Signal Upgrades                   | 240,000                 | 240,000                   | 240,000                   | 240,000                   | 0                         | 960,000                 |
| Minor Bridge Repairs                             | 225,000                 | 225,000                   | 225,000                   | 225,000                   | 0                         | 900,000                 |
| Citywide ADA Improvements - Sidewalks and Curbs  | 200,000                 | 200,000                   | 200,000                   | 200,000                   | 0                         | 800,000                 |
| Traffic Signal Infrastructure Replacement        | 500,000                 | 500,000                   | 500,000                   | 500,000                   | 0                         | 2,000,000               |
| Market Street Garage Concrete Structural Repairs | 683,000                 | 0                         | 0                         | 0                         | 0                         | 683,000                 |
| Stribling Avenue Sidewalk                        | 0                       | 0                         | 4,217,000                 | 0                         | 0                         | 4,217,000               |
| <b>SUBTOTAL</b>                                  | <b>\$3,998,000</b>      | <b>\$3,565,000</b>        | <b>\$7,782,000</b>        | <b>\$3,565,000</b>        | <b>\$0</b>                | <b>\$18,910,000</b>     |
| <b>PARKS AND RECREATION</b>                      |                         |                           |                           |                           |                           |                         |
| McIntire Park Drainage Corrections               | \$350,000               | 0                         | 0                         | 0                         | 0                         | \$350,000               |
| Key Recreation Slate Roof Replacement            | \$42,000                | \$486,000                 | 0                         | 0                         | 0                         | \$528,000               |
| <b>SUBTOTAL</b>                                  | <b>\$392,000</b>        | <b>\$486,000</b>          | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                | <b>\$878,000</b>        |
| <b>AFFORDABLE HOUSING</b>                        |                         |                           |                           |                           |                           |                         |
| Public Housing Redevelopment - (CRHA)            | 3,000,000               | 3,000,000                 | 3,000,000                 | 3,000,000                 | 0                         | 12,000,000              |
| <b>SUBTOTAL</b>                                  | <b>\$3,000,000</b>      | <b>\$3,000,000</b>        | <b>\$3,000,000</b>        | <b>\$3,000,000</b>        | <b>\$0</b>                | <b>\$12,000,000</b>     |
| <b>TOTAL BONDABLE PROJECTS</b>                   | <b>\$16,867,467</b>     | <b>\$79,073,907</b>       | <b>\$14,102,491</b>       | <b>\$9,885,491</b>        | <b>\$2,606,098</b>        | <b>\$122,535,454</b>    |

**NONBONDABLE PROJECTS**

|   | Adopted             | Projected           | Projected           | Projected           | Projected          | 5 Year               |
|---|---------------------|---------------------|---------------------|---------------------|--------------------|----------------------|
| Project   | FY23                | FY24                | FY25                | FY26                | FY27               | Total                |
| <b>EDUCATION</b>  |                     |                     |                     |                     |                    |                      |
| School Small Capital Improvements Program                 | 200,000             | 200,000             | 200,000             | 200,000             | 0                  | 800,000              |
| <b>SUBTOTAL</b>   | <b>\$200,000</b>    | <b>\$200,000</b>    | <b>\$200,000</b>    | <b>\$200,000</b>    | <b>\$0</b>         | <b>\$800,000</b>     |
| <b>ECONOMIC DEVELOPMENT</b>                               |                     |                     |                     |                     |                    |                      |
| Economic Development Strategic Initiatives                | 95,000              | 120,000             | 120,000             | 120,000             | 0                  | 455,000              |
| <b>SUBTOTAL</b>   | <b>\$95,000</b>     | <b>\$120,000</b>    | <b>\$120,000</b>    | <b>\$120,000</b>    | <b>\$0</b>         | <b>\$455,000</b>     |
| <b>FACILITIES CAPITAL PROJECTS</b>                        |                     |                     |                     |                     |                    | 5 Year               |
| HVAC Contingency Fund - City Facilities                   | 25,000              | 25,000              | 25,000              | 50,000              | 0                  | \$125,000            |
| HVAC Contingency Fund - School Facilities                 | 25,000              | 25,000              | 25,000              | 50,000              | 0                  | \$125,000            |
| <b>SUBTOTAL</b>   | <b>\$50,000</b>     | <b>\$50,000</b>     | <b>\$50,000</b>     | <b>\$100,000</b>    | <b>\$0</b>         | <b>\$250,000</b>     |
| <b>PUBLIC SAFETY AND JUSTICE</b>                          |                     |                     |                     |                     |                    |                      |
| Police Mobile Data Terminals                              | 45,000              | 45,000              | 45,000              | 75,000              | 0                  | 210,000              |
| Police Portable Radio Replacement                         | 45,000              | 45,000              | 45,000              | 75,000              | 0                  | 210,000              |
| Fire Portable Radio Replacement                           | 45,000              | 45,000              | 45,000              | 75,000              | 0                  | 210,000              |
| Sheriff Portable Radio Replacement                        | 18,800              | 18,800              | 18,800              | 40,000              | 0                  | 96,400               |
| <b>SUBTOTAL</b>   | <b>\$153,800</b>    | <b>\$153,800</b>    | <b>\$153,800</b>    | <b>\$265,000</b>    | <b>\$0</b>         | <b>\$726,400</b>     |
| <b>TRANSPORTATION &amp; ACCESS</b>                        |                     |                     |                     |                     |                    |                      |
| State Bridge and Highway Inspections                      | 60,000              | 75,000              | 100,000             | 100,000             | 0                  | 335,000              |
| CAT Transit Bus Replacement Match                         | 139,510             | 114,400             | 114,400             | 114,400             | 0                  | 482,710              |
| Intelligent Transportation System                         | 150,000             | 150,000             | 185,000             | 185,000             | 0                  | 670,000              |
| City Wide Traffic Engineering Improvements                | 100,000             | 137,800             | 150,000             | 150,000             | 0                  | 537,800              |
| Neighborhood Transportation Improvements                  | 50,000              | 50,000              | 50,000              | 50,000              | 0                  | 200,000              |
| Bicycle Infrastructure                                    | 137,000             | 150,000             | 165,200             | 150,000             | 0                  | 602,200              |
| Right of Way Appurtenance                                 | 25,000              | 75,000              | 100,000             | 100,000             | 0                  | 300,000              |
| Traffic Sign Retro Reflective Compliance                  | 75,000              | 100,000             | 0                   | 0                   | 0                  | 175,000              |
| ADA Ramp Corrections                                      | 134,930             | 138,978             | 0                   | 0                   | 0                  | 273,908              |
| Historic District and Entrance Corridor Design Guidelines | 50,000              | 0                   | 0                   | 0                   | 0                  | 50,000               |
| <b>SUBTOTAL</b>   | <b>\$921,440</b>    | <b>\$991,178</b>    | <b>\$864,600</b>    | <b>\$849,400</b>    | <b>\$0</b>         | <b>\$3,626,618</b>   |
| <b>PARKS &amp; RECREATION</b>                             |                     |                     |                     |                     |                    |                      |
| Parks and Recreation Lump Sum Account                     | 300,000             | 400,000             | 400,000             | 400,000             | 0                  | 1,500,000            |
| Parks and Schools Playground Renovations                  | 112,000             | 112,000             | 112,000             | 112,000             | 0                  | 448,000              |
| Urban Tree Planting                                       | 100,000             | 75,000              | 75,000              | 75,000              | 0                  | 325,000              |
| Parkland and Trails Acquisition and Development           | 125,000             | 125,000             | 125,000             | 125,000             | 0                  | 500,000              |
| Downtown Mall Infrastructure Repairs                      | 78,000              | 78,000              | 78,000              | 78,000              | 78,000             | 390,000              |
| Parks and Recreation Comprehensive Master Plan            | 150,000             | 0                   | 0                   | 0                   | 0                  | 150,000              |
| Oakwood Cemetery Drainage and Road Issues                 | 45,700              | 0                   | 0                   | 0                   | 0                  | 45,700               |
| Hazard and Liability Ash Tree Removal                     | 105,000             | 105,000             | 105,000             | 105,000             | 0                  | 420,000              |
| City/County - Ivy Creek Preservation Study                | 66,000              | 92,400              | 0                   | 0                   | 0                  | 158,400              |
| City/County - Darden Towe Ash Trees                       | 26,500              | 0                   | 0                   | 0                   | 0                  | 26,500               |
| <b>SUBTOTAL</b>   | <b>\$1,108,200</b>  | <b>\$987,400</b>    | <b>\$895,000</b>    | <b>\$895,000</b>    | <b>\$78,000</b>    | <b>\$3,963,600</b>   |
| <b>TECHNOLOGY INFRASTRUCTURE</b>                          |                     |                     |                     |                     |                    |                      |
| 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             | 0                  | 1,000,000            |
| <b>SUBTOTAL</b>   | <b>\$290,000</b>    | <b>\$290,000</b>    | <b>\$290,000</b>    | <b>\$290,000</b>    | <b>\$40,000</b>    | <b>\$1,200,000</b>   |
| <b>AFFORDABLE HOUSING</b>                                 |                     |                     |                     |                     |                    |                      |
| 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              | 0                   | 2,500,000           | 0                   | 0                   | 0                  | 2,500,000            |
| Friendship Court Redevelopment - Phase 2                  | 2,500,000           | 0                   | 0                   | 0                   | 0                  | 2,500,000            |
| Friendship Court Redevelopment - Phase 3                  | 0                   | 750,000             | 2,500,000           | 0                   | 0                  | 3,250,000            |
| Friendship Court Redevelopment - Phase 4                  | 0                   | 0                   | 0                   | 2,250,000           | 2,250,000          | 4,500,000            |
| PHA - MACAA Project Apartments                            | 0                   | 0                   | 3,000,000           | 0                   | 0                  | 3,000,000            |
| PHA - Park Street Apartments                              | 0                   | 0                   | 1,950,000           | 0                   | 0                  | 1,950,000            |
| <b>SUBTOTAL</b>   | <b>\$4,325,000</b>  | <b>\$5,075,000</b>  | <b>\$9,275,000</b>  | <b>\$4,075,000</b>  | <b>\$4,075,000</b> | <b>\$26,825,000</b>  |
| <b>TOTAL NONBONDABLE PROJECTS</b>                         | <b>\$7,143,440</b>  | <b>\$7,867,378</b>  | <b>\$11,848,400</b> | <b>\$6,794,400</b>  | <b>\$4,193,000</b> | <b>\$37,846,618</b>  |
| Nonbondable Contingency                                   | 1,974,467           | \$0                 | \$0                 | \$0                 | \$0                | \$1,974,467          |
| <b>TOTAL NONBONDABLE EXPENDITURES</b>                     | <b>\$9,117,907</b>  | <b>\$7,867,378</b>  | <b>\$11,848,400</b> | <b>\$6,794,400</b>  | <b>\$4,193,000</b> | <b>\$39,821,085</b>  |
| <b>TOTAL PROJECT EXPENDITURES</b>                         | <b>\$25,985,374</b> | <b>\$86,941,285</b> | <b>\$25,950,891</b> | <b>\$16,679,891</b> | <b>\$6,799,098</b> | <b>\$162,356,539</b> |

## Operational Impacts

When deciding to construct or purchase an asset, consideration is given to the allocation of the City resources that will be necessary to sustain the operations and maintenance of the investment. The operational impacts of projects in the FY 2023 – 2027 CIP are discussed below.

### Operational Impacts FY 2023-2027 CIP

| <u>Public Works</u>                             | Operational Impact | 5 Year Total | Operational Impacts   |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|---|
| <u>Project</u>                                  | <u>FY23</u>        | <u>FY24</u>        | <u>FY25</u>        | <u>FY26</u>        | <u>FY27</u>        |              |   |
| City Schools HVAC Replacement                   | -                  | -                  | -                  | -                  | -                  | -            | - Utility use reductions can be assumed for most projects, but that will vary. The fact that utility rates will inevitably rise typically offsets the energy use reductions, making the operational impacts of the projects budget neutral.   |
| City Facility HVAC Replacement                  | -                  | -                  | -                  | -                  | -                  | -            | - Utility use reductions can be assumed for most projects, but that will vary. The fact that utility rates will inevitably rise, will result in offsetting the energy use reduction making the operational impacts of the project budget neutral.   |
| City Solar PV Program                           | (148,928)          | (153,396)          | (157,997)          | (162,737)          | (167,619)          | (790,677)    | Cumulative savings achieved through reduced utility cost through utilization of solar energy.   |
| General District Court                          | -                  | 38,232             | 157,513            | 162,238            | 167,105            | 525,088      | 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. |
| <b><u>Public Safety</u></b>                     |                    |                    |                    |                    |                    |              |   |
| <u>Project</u>                                  |                    |                    |                    |                    |                    |              |   |
| Bypass Fire Station                             | -                  | 34,504             | 35,539             | 36,605             | 37,704             | 144,353      | 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.  |
| <b><u>Neighborhood Development Services</u></b> |                    |                    |                    |                    |                    |              |   |
| <u>Project</u>                                  |                    |                    |                    |                    |                    |              |   |
| New Sidewalks                                   | 23,911             | 24,629             | 25,368             | 26,129             | 26,913             | 126,949      | 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.                               |
| 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.  |
| Small Area Plans                                | 61,208             | 63,044             | 64,935             | 66,883             | 68,890             | 324,960      | 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                           | 14,339             | 14,769             | 15,212             | 15,668             | 16,138             | 76,126       | Operational cost include maintenance of new drainage structures.  |

| <u>Transit</u>   | Operational<br>Impact<br><u>FY22</u> | Operational<br>Impact<br><u>FY23</u> | Operational<br>Impact<br><u>FY24</u> | Operational<br>Impact<br><u>FY25</u> | Operational<br>Impact<br><u>FY26</u> | 5 Year<br><u>Total</u> | <u>Operational Impacts</u>  |
|--|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|------------------------|---|
| <u>Project</u>   |                                      |                                      |                                      |                                      |                                      |                        |   |
| 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.  |
| <b><u>Parks and Recreation</u></b>                               |                                      |                                      |                                      |                                      |                                      |                        |   |
| <u>Project</u>   |                                      |                                      |                                      |                                      |                                      |                        |   |
| 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                   | 31,769                               | 31,769                               | 31,769                               | 31,769                               | 31,769                               | 158,847                | Increase in seasonal maintenance costs - both supplies and temporary employees - associated with improved trail system.   |
| Urban Tree Preservation and Planting                             | 20,999                               | 20,999                               | 20,999                               | 20,999                               | 20,999                               | 04,997                 | 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   | 9,180                                | 9,455                                | 9,739                                | 10,031                               | 10,332                               | 48,737                 | Increase in maintenance costs - both supplies and temporary employees - associated with new restroom facilities.  |
| <b>TOTAL PROJECTED OPERATIONAL EXPENDITURES<br/>ALL PROJECTS</b> | <b>10,357</b>                        | <b>81,820</b>                        | <b>200,826</b>                       | <b>205,268</b>                       | <b>209,843</b>                       | <b>708,114</b>         |   |

# 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.

| <b>Fund Detail</b>            | <b>FY 20-21<br/>Actual</b> | <b>FY 21-22<br/>Budget</b> | <b>FY 22-23<br/>Budget</b> |
|-------------------------------|----------------------------|----------------------------|----------------------------|
| <b>Beginning Fund Balance</b> | <b>\$215,818</b>           | <b>\$240,866</b>           | <b>\$231,252</b>           |
| <b>Revenues</b>               |                            |                            |                            |
| Phone Fees                    | 180,371                    | 203,331                    | 262,170                    |
| Postage Revenue               | 50,853                     | 77,500                     | 77,500                     |
| <b>Total Revenues</b>         | <b>\$231,224</b>           | <b>\$280,831</b>           | <b>\$339,670</b>           |
| <b>Expenditures</b>           |                            |                            |                            |
| Salaries                      | 78,422                     | 79,093                     | 85,520                     |
| Telephone Services            | 61,639                     | 87,517                     | 124,656                    |
| Service Contracts             | 5,904                      | 48,335                     | 58,111                     |
| Postage Expenditures          | 58,000                     | 74,500                     | 67,320                     |
| Other Expenditures            | 2,211                      | 1,000                      | 4,063                      |
| <b>Total Expenditures</b>     | <b>\$206,176</b>           | <b>\$290,445</b>           | <b>\$339,670</b>           |
| Net Gain/(Loss)               | 25,048                     | (9,614)                    | -                          |
| <b>Ending Fund Balance</b>    | <b>\$240,866</b>           | <b>\$231,252</b>           | <b>\$231,252</b>           |

## 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, 2021) is indicated by four key financial indicators: net bonded debt of \$80,640,739, a ratio of debt to assessed value of 0.96%, net bonded debt per capita of \$1,631, and a ratio of Debt Service to total General Fund expenditures of 6.00%. 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 2021, the legal debt limit was \$689,841,634. The City's current general obligation indebtedness is \$99,706,719, 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>                | FY20-21<br>Actual              | FY21-22<br>Budget*             | FY22-23<br>Budget              |                                    |                                   |
|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------------|-----------------------------------|
| <b>Beginning Fund Balance</b>     | <b>\$13,410,789</b>            | <b>\$13,225,476</b>            | <b>\$11,982,876</b>            |                                    |                                   |
| <b>Revenues</b>                   |                                |                                |                                |                                    |                                   |
| General Fund Transfer             | \$8,560,784                    | \$8,560,784                    | \$10,507,900                   |                                    |                                   |
| Meals Tax Revenue                 | 1,793,609                      | 2,140,000                      | 2,564,974                      |                                    |                                   |
| Interest                          | 15,954                         | -                              | -                              |                                    |                                   |
| 2010 BABs Rebate                  | 129,129                        | 0                              | 0                              |                                    |                                   |
| Refunding Proceeds                | -                              | -                              | -                              |                                    |                                   |
| <b>Total Revenues</b>             | <b>\$10,499,476</b>            | <b>\$10,700,784</b>            | <b>\$13,072,874</b>            |                                    |                                   |
| <b>Expenditures</b>               |                                |                                |                                |                                    |                                   |
| Bonds-                            | <u>FY20-21</u><br><u>Total</u> | <u>FY21-22</u><br><u>Total</u> | <u>FY22-23</u><br><u>Total</u> | <u>FY22-23</u><br><u>Principal</u> | <u>FY22-23</u><br><u>Interest</u> |
| Series - 2009                     | 127,764                        | -                              | -                              | -                                  | -                                 |
| Series - 2010                     | 760,732                        | -                              | -                              | -                                  | -                                 |
| Series - 2011                     | 529,150                        | -                              | -                              | -                                  | -                                 |
| Series - 2012                     | 3,105,307                      | 3,003,744                      | 3,754,446                      | 3,549,500                          | 204,946                           |
| Series - 2013                     | 394,800                        | 383,600                        | 372,400                        | 280,000                            | 92,400                            |
| Series - 2014                     | 447,969                        | 441,163                        | 433,531                        | 330,000                            | 103,531                           |
| Series - 2015                     | 1,998,546                      | 1,936,365                      | 1,225,087                      | 655,000                            | 570,087                           |
| Series - 2016                     | 701,096                        | 681,953                        | 666,293                        | 386,432                            | 279,861                           |
| Series - 2017                     | 905,919                        | 877,919                        | 849,919                        | 560,000                            | 289,919                           |
| Series - 2018                     | 399,050                        | 387,550                        | 376,050                        | 230,000                            | 146,050                           |
| Series - 2019                     | 846,750                        | 822,750                        | 798,750                        | 480,000                            | 318,750                           |
| Series - 2020                     | 198,097                        | 1,148,563                      | 1,121,263                      | 730,000                            | 391,263                           |
| Series - 2021                     | -                              | 1,205,415                      | 1,267,570                      | 823,700                            | 443,870                           |
| Series - 2021B                    | -                              | 1,004,363                      | 499,921                        | 458,938                            | 40,983                            |
| <b>Subtotal</b>                   | <b>\$ 10,415,180</b>           | <b>\$11,893,384</b>            | <b>\$11,365,230</b>            | <b>8,483,570</b>                   | <b>2,881,660</b>                  |
| Administrative Costs - 2021001000 | 269,609                        | 50,000                         | 50,000                         |                                    |                                   |
| <b>Subtotal</b>                   | <b>\$269,609</b>               | <b>\$50,000</b>                | <b>\$50,000</b>                |                                    |                                   |
| <b>Total Expenditures</b>         | <b>\$ 10,684,789.00</b>        | <b>\$11,943,384</b>            | <b>\$11,415,230</b>            |                                    |                                   |
| Net Gain/(Loss)                   | (185,313)                      | (1,242,600)                    | 1,657,644                      |                                    |                                   |
| <b>Ending Fund Balance</b>        | <b>\$13,225,476</b>            | <b>\$11,982,876</b>            | <b>\$13,640,520</b>            |                                    |                                   |

\* Revised FY 2022 Budget

## 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, 2022 |           |            | FY2023       |
|   |            |  |                        |           |              | Principal           | Interest  | Total      | Debt Service |
| <b>Series 2012AB</b><br>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<br>S&P AAA | 5/30/2012 | 20           | 7,354,500           | 535,549   | 7,890,049  | 3,754,449    |
| <b>Series 2013</b><br>General Obligation Public Improvement Bonds                 | 5,610,000  | Improvements to Public Schools, Public Facilities, Transportation and Access and Public Safety           | Moody's Aaa<br>S&P AAA | 5/29/2013 | 19           | 3,080,000           | 513,800   | 3,593,800  | 372,400      |
| <b>Series 2014</b><br>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<br>S&P AAA | 5/27/2014 | 20           | 3,430,000           | 662,853   | 4,092,853  | 433,531      |
| <b>Series 2015</b><br>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<br>S&P AAA | 6/2/2015  | 20           | 15,509,493          | 2,922,155 | 18,431,648 | 2,336,087    |
| <b>Series 2016</b><br>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<br>S&P AAA | 6/1/2016  | 19           | 8,808,298           | 1,580,659 | 10,388,957 | 666,293      |
| <b>Series 2017</b><br>General Obligation Public Improvement Bonds                 | 11,140,000 | Improvements to Public Schools, Public Facilities, Transportation and Access and Public Parks            | Moody's Aaa<br>S&P AAA | 6/29/2017 | 19           | 8,340,000           | 2,023,753 | 10,363,753 | 849,919      |
| <b>Series 2018</b><br>General Obligation Public Improvement Bonds                 | 4,610,000  | Improvements to Public Schools, Public Facilities, Transportation and Access and Public Parks            | Moody's Aaa<br>S&P AAA | 5/31/2018 | 19           | 3,680,000           | 1,092,213 | 4,772,213  | 376,050      |

## 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, 2022 |                     |                      | FY2023              |
|   |                      |   |                        |           |              | Principal           | Interest            | Total                | Debt Service        |
| <b>Series 2019</b><br>General Obligation Public Improvement Bonds                   | 9,520,000            | Improvements to Public Schools, Public Facilities, Transportation and Access and Public Parks                           | Moody's Aaa<br>S&P AAA | 5/30/2019 | 20           | 8,085,000           | 2,527,750           | 10,612,750           | 798,750             |
| <b>Series 2020AB</b><br>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<br>S&P AAA | 9/30/2020 | 20           | 12,725,000          | 3,353,706           | 16,078,706           | 1,121,263           |
| <b>Series 2021</b><br>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<br>S&P AAA | 6/9/2021  | 20           | 11,173,400          | 2,959,130           | 14,132,530           | 1,267,570           |
| <b>Series 2021</b><br>Bank Placement Refunding                                      | 4,285,165            | Improvements to Public Schools, Public Facilities, Transportation and Access, Public Parks, and Public Safety Equipment | N/A                    | 9/2/2021  | 10           | 3,794,758           | 198,742             | 3,993,500            | 499,921             |
| <b>Total</b>  | <b>\$127,469,993</b> |   |                        |           |              | <b>\$85,980,449</b> | <b>\$18,370,310</b> | <b>\$104,350,759</b> | <b>\$12,476,233</b> |

### 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, 2022..... \$ 9,314,220,200  
 Legal debt limit (10%) ..... \$ 931,422,020

## Equipment Replacement Fund

The City’s fleet consists of 627 vehicles and pieces of equipment, 646 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.

| <b><u>Fund Detail</u></b>     | <b>FY 20-21<br/>Actual</b> | <b>FY 21-22<br/>Budget</b> | <b>FY 22-23<br/>Budget</b> |
|-------------------------------|----------------------------|----------------------------|----------------------------|
| <b>Beginning Fund Balance</b> | <b>\$ 1,913,200</b>        | <b>\$ 1,543,783</b>        | <b>\$ 1,543,783</b>        |
| <b><u>Revenues</u></b>        |                            |                            |                            |
| Transfer from General Fund    | 1,284,416                  | 748,402                    | 911,128                    |
| Other Revenue and Sales       | 219,008                    |                            | -                          |
| <b>Total Revenues</b>         | <b>\$ 1,503,424</b>        | <b>\$ 748,402</b>          | <b>\$ 911,128</b>          |
| <b><u>Expenditures</u></b>    |                            |                            |                            |
| Vehicle/Equipment Replacement | 1,872,840                  | 748,402                    | 911,128                    |
| <b>Total Expenditures</b>     | <b>\$ 1,872,840</b>        | <b>\$ 748,402</b>          | <b>\$ 911,128</b>          |
| Net Gain/(Loss)               | (369,417)                  | -                          | -                          |
| <b>Ending Fund Balance</b>    | <b>\$ 1,543,783</b>        | <b>\$ 1,543,783</b>        | <b>\$ 1,543,783</b>        |

\*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.

## 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.

| <b>Fund Detail</b>            | <b>FY 20-21<br/>Actual</b> | <b>FY 21-2<br/>Budget*</b> | <b>FY 22-23<br/>Budget</b> |
|-------------------------------|----------------------------|----------------------------|----------------------------|
| <b>Beginning Fund Balance</b> | <b>\$ 861,188</b>          | <b>\$ 895,012</b>          | <b>\$ 270,585</b>          |
| <b>Revenues</b>               |                            |                            |                            |
| Transfer from General Fund    | 400,000                    | 400,000                    | 200,000                    |
| Other Revenue                 | 20,350                     | -                          | -                          |
| <b>Total Revenues</b>         | <b>\$ 420,350</b>          | <b>\$ 400,000</b>          | <b>\$ 200,000</b>          |
| <b>Expenditures</b>           |                            |                            |                            |
| City Facilities/Buildings     | 386,526                    | 1,024,428                  | 200,000                    |
| <b>Total Expenditures</b>     | <b>\$ 386,526</b>          | <b>\$1,024,428</b>         | <b>\$ 200,000</b>          |
| Net Gain/(Loss)               | 33,824                     | (624,428)                  | 0                          |
| <b>Ending Fund Balance</b>    | <b>\$ 895,012</b>          | <b>\$ 270,585</b>          | <b>\$ 270,585</b>          |

\*Revised 2022 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 20-21<br>Actual   | FY 21-22<br>Budget * | FY 22-23<br>Budget   |
|--|----------------------|----------------------|----------------------|
| <b>Beginning Fund Balance</b>                            | \$ 9,420,840         | \$ 10,083,801        | \$ 9,019,186         |
| <b>Revenues</b>  |                      |                      |                      |
| Department contributions (including JMRL)                | 8,875,400            | 9,185,000            | 9,100,000            |
| Employee/Retiree contributions                           | 4,199,508            | 3,800,000            | 3,875,000            |
| Retirement fund contribution                             | 4,149,365            | 3,972,000            | 4,095,000            |
| Employee and retiree payments for Physical Fitness Clubs | (138)                | -                    | -                    |
| Flexible Spending and HRA Account Forfeitures            | 32,863               | 15,000               | 15,000               |
| Other Miscellaneous Revenue                              |                      | 15,000               | -                    |
| <b>Total Revenues</b>                                    | <b>\$ 17,256,998</b> | <b>\$ 16,987,000</b> | <b>\$ 17,085,000</b> |
| <b>Expenditures</b>                                      | 17,256,998           |                      |                      |
|  | 0                    |                      |                      |
| <b>Medical Expenses</b>                                  |                      |                      |                      |
| Self-insurance medical claims and administrative costs   | 13,554,257           | 14,800,000           | 15,700,000           |
| Insurance premiums - Medicare Supplement                 | 1,934,375            | 1,800,000            | 1,500,000            |
| Affordable Care Act contributions and excise tax         | 4,825                | 5,000                | 5,000                |
| HMO - Health reimbursement account                       | 110,600              | 190,000              | 190,000              |
| Dental claims and administrative costs                   | 701,518              | 800,000              | 800,000              |
| <b>Total Medical and Dental expenses</b>                 | <b>\$ 16,305,575</b> | <b>\$ 17,595,000</b> | <b>\$ 18,195,000</b> |
| <b>Other Expenses</b>                                    |                      |                      |                      |
| Temporary Staffing                                       | 9,403                | 25,000               | 25,000               |
| City payments for Fitness Program                        | -                    | 150,000              | 150,000              |
| Employee Assistance Program                              | 15,908               | 15,000               | 20,000               |
| Health care consultants                                  | 47,136               | 60,000               | 60,000               |
| Wellness Initiatives                                     | 1,907                | -                    | 15,000               |
| Flu Shots  | 25                   | 7,500                | 7,500                |
| Medical insurance opt-out payment                        | 27,318               | 26,000               | 26,000               |
| Flexible spending payment & COBRA administration         | 23,685               | 30,000               | 30,000               |
| Human resource staff                                     | 125,000              | 105,036              | 112,000              |
| City Link Recurring Cost                                 | 37,500               | 37,500               | 37,500               |
| Telephone charges  | 579                  | 579                  | 579                  |
| Contribution to General Fund                             | -                    | -                    | -                    |
| <b>Total Other Expenditures</b>                          | <b>\$ 288,462</b>    | <b>\$ 456,615</b>    | <b>\$ 483,579</b>    |
| <b>Total Expenditures</b>                                | <b>\$ 16,594,037</b> | <b>\$ 18,051,615</b> | <b>\$ 18,678,579</b> |
| Net Gain/(Loss)  | 662,961              | (1,064,615)          | (1,593,579)          |
| <b>Ending Fund Balance</b>                               | <b>\$ 10,083,801</b> | <b>\$ 9,019,186</b>  | <b>\$ 7,425,607</b>  |

\* Revised FY 2022 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. This year's budget submission includes rate increases for all the monthly rates for both garages and the surface lots. The increases vary but average about 5%. The last rate increase was October 1, 2018. Based on the federal CPI Inflation Calculator there has been a 7% increase between October 2018 until September 2021. There is no current plan to increase hourly parking rates.

| Fund Details                             | FY 20-21 |                  | FY 21-22         |                  | FY 22-23        |                  |
|--|----------|------------------|------------------|------------------|-----------------|------------------|
|  | Actual   |                  | REVISED Budget * |                  | Proposed Budget |                  |
| <b>Beginning Fund Balance</b>            | \$       | 1,268,216        | \$               | 1,268,216        | \$              | 659,910          |
| <b>Revenues</b>                          |          |                  |                  |                  |                 |                  |
| General Parking Revenues                 |          |                  |                  |                  |                 |                  |
| Parking Permits                          |          | 36,759           |                  | 22,500           |                 | 45,000           |
| Parking Meters                           |          | -                |                  | -                |                 | -                |
| Parking Fines                            |          | 157,406          |                  | 100,000          |                 | 300,000          |
| Parking Validations                      |          | -                |                  | -                |                 | -                |
| Market Street Parking Garage             |          | 566,495          |                  | 619,597          |                 | 1,063,000        |
| Market Street Parking Leasing            |          | 199,600          |                  | 123,174          |                 | 186,053          |
| 701 E. Market Street                     |          | 75,305           |                  | 47,280           |                 | 104,040          |
| 411 E. High Street                       |          | 4,050            |                  | 8,910            |                 | 19,800           |
| 801-805 East Market Street               |          | 115,815          |                  | 130,000          |                 | 120,000          |
| West 2nd St Lot                          |          | 59,180           |                  | 53,000           |                 | 144,000          |
| Water Street Parking Garage              |          | 461,303          |                  | 919,000          |                 | 1,868,700        |
| <b>Total revenues</b>                    | \$       | <b>1,675,913</b> | \$               | <b>2,023,461</b> | \$              | <b>3,850,593</b> |
| <b>Expenditures</b>                      |          |                  |                  |                  |                 |                  |
| Parking Administration                   |          |                  |                  |                  |                 |                  |
| Salaries and Benefits                    |          | 105,177          |                  | 107,704          |                 | 115,712          |
| Other Expenses                           |          | 5,689            |                  | 13,036           |                 | 13,304           |
| Market Street Parking Garage             |          | 544,441          |                  | 549,000          |                 | 566,767          |
| Market Street Parking Leasing            |          | 19,245           |                  | 17,250           |                 | 75,000           |
| 701 E. Market Street                     |          | -                |                  | -                |                 | -                |
| 411 E. High Street                       |          | -                |                  | -                |                 | -                |
| 801-805 East Market Street               |          | -                |                  | 15,500           |                 | 30,000           |
| West 2nd Street Lot                      |          | 24,709           |                  | 16,500           |                 | 32,791           |
| Water Street Parking Garage              |          | 1,200,425        |                  | 1,412,777        |                 | 1,850,000        |
| Transfers                                |          |                  |                  |                  |                 |                  |
| Transfer to General Fund                 |          | 400,000          |                  | 400,000          |                 | 500,000          |
| Transfer to Parking Fund for Capital Res |          | 100,000          |                  | 100,000          |                 | 200,000          |
| <b>Total expenditures</b>                | \$       | <b>2,399,686</b> | \$               | <b>2,631,767</b> | \$              | <b>3,383,574</b> |
| Net Gain/(Loss)                          |          | (723,774)        |                  | (608,306)        |                 | 467,019          |
| <b>Ending Fund Balance</b>               | \$       | <b>544,442</b>   | \$               | <b>659,910</b>   | \$              | <b>1,126,929</b> |

\*Revised FY2022

## 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 20-21<br>Actuals   | FY 21-22<br>Budget*   | FY 22-23<br>Budget    |
|--|-----------------------|-----------------------|-----------------------|
| <b>Beginning Fund Balance</b>                        | <b>\$ 166,739,176</b> | <b>\$ 212,010,653</b> | <b>\$ 221,890,235</b> |
| <b>Revenues</b>                                      |                       |                       |                       |
| Investment Income                                    | 2,578,112             | 2,625,000             | 2,625,000             |
| Net (decrease) increase in fair value of investments | 45,762,349            | 12,093,000            | 13,000,000            |
| Contributions from City                              | 14,885,083            | 14,563,201            | 15,670,592            |
| Member Contributions                                 | 2,320,202             | 2,500,000             | 2,500,000             |
| Contribution for Senior Management OPEB benefits     | 470,684               | 183,472               | 200,000               |
| <b>Total Revenues</b>                                | <b>\$ 66,016,430</b>  | <b>\$ 31,964,673</b>  | <b>\$ 33,995,592</b>  |
| <b>Expenditures</b>                                  |                       |                       |                       |
| Retirement distributions                             | 13,892,421            | 14,870,746            | 15,471,008            |
| Refund of employee contributions                     | 175,016               | 200,000               | 250,000               |
| Life Insurance claims paid to benefit retirees       | 199,500               | 250,000               | 250,000               |
| Human Resource shared expenses                       | 139,582               | 137,975               | 168,586               |
| Legal Fees   | 10,823                | 20,867                | 20,867                |
| Investment Advisory Fees                             | 808,412               | 950,000               | 1,100,000             |
| Actuarial Study and Services                         | 46,460                | 60,503                | 63,528                |
| Health care costs (Employer and Retirees)            | 5,293,985             | 5,400,000             | 5,400,000             |
| Disability insurance cost (LTD)                      | 100,252               | 110,000               | 110,000               |
| Life insurance cost                                  | 26,885                | 30,000                | 30,000                |
| Employer FICA for life insurance tax benefit         | 7,704                 | 7,200                 | 7,200                 |
| City Link Recurring Costs                            | 37,800                | 37,800                | 37,800                |
| Miscellaneous  | 6,113                 | 10,000                | 10,000                |
| <b>Total Expenditures</b>                            | <b>\$ 20,744,953</b>  | <b>\$ 22,085,091</b>  | <b>\$ 22,918,989</b>  |
| <br>Net Gain/(Loss)                                  | <br>45,271,477        | <br>9,879,582         | <br>11,076,603        |
| <b>Ending Fund Balance</b>                           | <b>\$ 212,010,653</b> | <b>\$ 221,890,235</b> | <b>\$ 232,966,838</b> |

\* Revised FY 2022 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.

| <b>Fund Detail</b>   | <b>FY 20-21</b>     | <b>FY 21-22*</b>    | <b>FY 22-23</b>     |
|--|---------------------|---------------------|---------------------|
|  | <b>Actual</b>       | <b>Budget</b>       | <b>Budget</b>       |
| <b>Beginning Fund Balance</b>                                  | <b>\$ 3,539,898</b> | <b>\$ 3,223,978</b> | <b>\$ 2,286,242</b> |
| <b>Revenues</b>  |                     |                     |                     |
| Charges for services   | 2,263,329           | 2,507,902           | 3,852,681           |
| Interest Income  | 21,885              | 55,000              | 55,000              |
| Insurance Recovery   | 59,904              | 38,520              | 38,250              |
| <b>Total Revenues</b>  | <b>\$ 2,345,118</b> | <b>\$ 2,601,422</b> | <b>\$ 3,945,931</b> |
| <b>Expenditures</b>  |                     |                     |                     |
| Insurance premium cost   | 1,399,240           | 1,507,226           | 1,881,046           |
| Workers compensation claim payments<br>and changes in reserves | 1,058,304           | 1,450,000           | 1,450,000           |
| Administrative costs   | 203,494             | 581,932             | 168,841             |
| <b>Total Expenditures</b>                                      | <b>\$ 2,661,039</b> | <b>\$ 3,539,158</b> | <b>\$ 3,499,887</b> |
| Transfer to General Fund                                       | 0                   | -                   | -                   |
| Net Gain/(Loss)  | (315,921)           | (937,736)           | 446,044             |
| <b>ENDING FUND BALANCE</b>                                     | <b>\$ 3,223,978</b> | <b>\$ 2,286,242</b> | <b>\$ 2,732,286</b> |

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



## City Profile

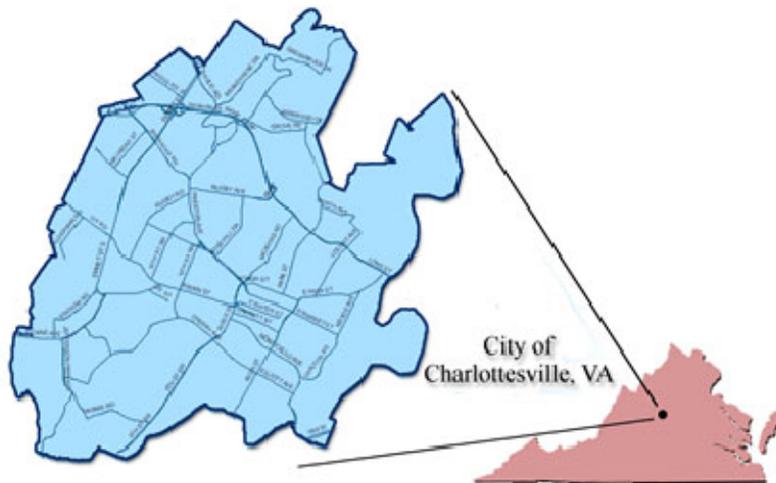


### Background

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 51,079 (2020 est.)<sup>1</sup>. 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.

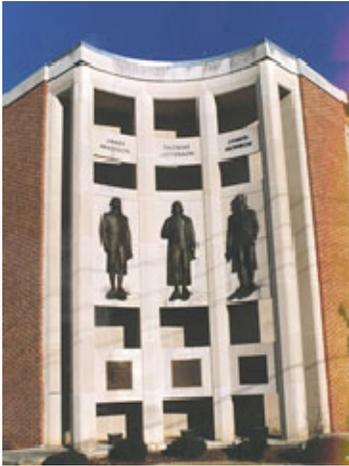
Centrally located just 120 miles from the nation's capital, Washington, D.C., and 70 miles from the state capital, Richmond, Charlottesville and surrounding Albemarle County is an area rich with culture and deeply rooted in history, having been the home of three Presidents. However, Charlottesville may 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*



<sup>1</sup> Weldon Cooper Center for Public Service July 1, 2020 Estimate – [www.demographics.coopercenter.org](http://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), 3<sup>rd</sup> Quarter 2020.

## City Profile



|  |  |
|--|--|
| Date of Incorporation                                    | 1888   |
| Form of Government                                       | Council-Manager  |
| Current Population Estimate (2021)                       | 51,079   |
| Land Area (square miles)                                 | 10.4   |
| Population Density (population/square mile)              | 4,911  |
| Unemployment Rate (2021)                                 | 3.6%   |
| Total Real Estate Assessed Values (2022)                 | \$9,314,220,200  |
| Taxable Sales (2021)                                     | \$995,966,121  |
| Median Household Income (2015-2019 Census)               | \$59,471   |
| Number of Households (2012-2016 Census)                  | 18,617   |
| Building Permits (2021)                                  | 1,792  |
| City School Students (2021-2022 school year)             | 4,290  |
| Miles of Streets (2020)                                  | 160  |
| Acres of Park Land (2020)                                | 1,050  |
| Linear Feet of Trails (2020)                             | 121,945  |
| Number of Public Libraries (includes Historical Society) | 3  |
| Number of Registered Voters (2020)                       | 33,056   |
| Public Utilities (2022, number of customers)             |  |
| Gas  | 21,379   |
| Water  | 14,531   |
| Sewer  | 14,430   |
| Bond Rating (General Obligation Bonds)                   | Moody's Investor Services Aaa<br>Standard & Poor's Corporation AAA |
| Staffing (Full Time Equivalents):                        |  |
| City   | 1043   |
| Schools  | 843  |

**Sources:**

City of Charlottesville, City of Charlottesville Comprehensive Annual Financial Report for the fiscal year ending June 30, 2021; US Department of Commerce, Census Bureau; Weldon C. Cooper Center for Public Service; University of Virginia; Virginia Employment Commission

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## City Awards

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### **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

### **Best Place to Live**

- 25<sup>th</sup> for Quality of Life – WalletHub's 2019 Best Small Cities in America
- 10<sup>th</sup> Best College Town in America – Livability 2018
- #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

### **Best Place to Visit**

- #6 Best Cities in the South to move to after the pandemic 2020 – Business Insider
- One of the Best Weekend Getaway Trips from DC – Thrillist.com
- 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

## 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

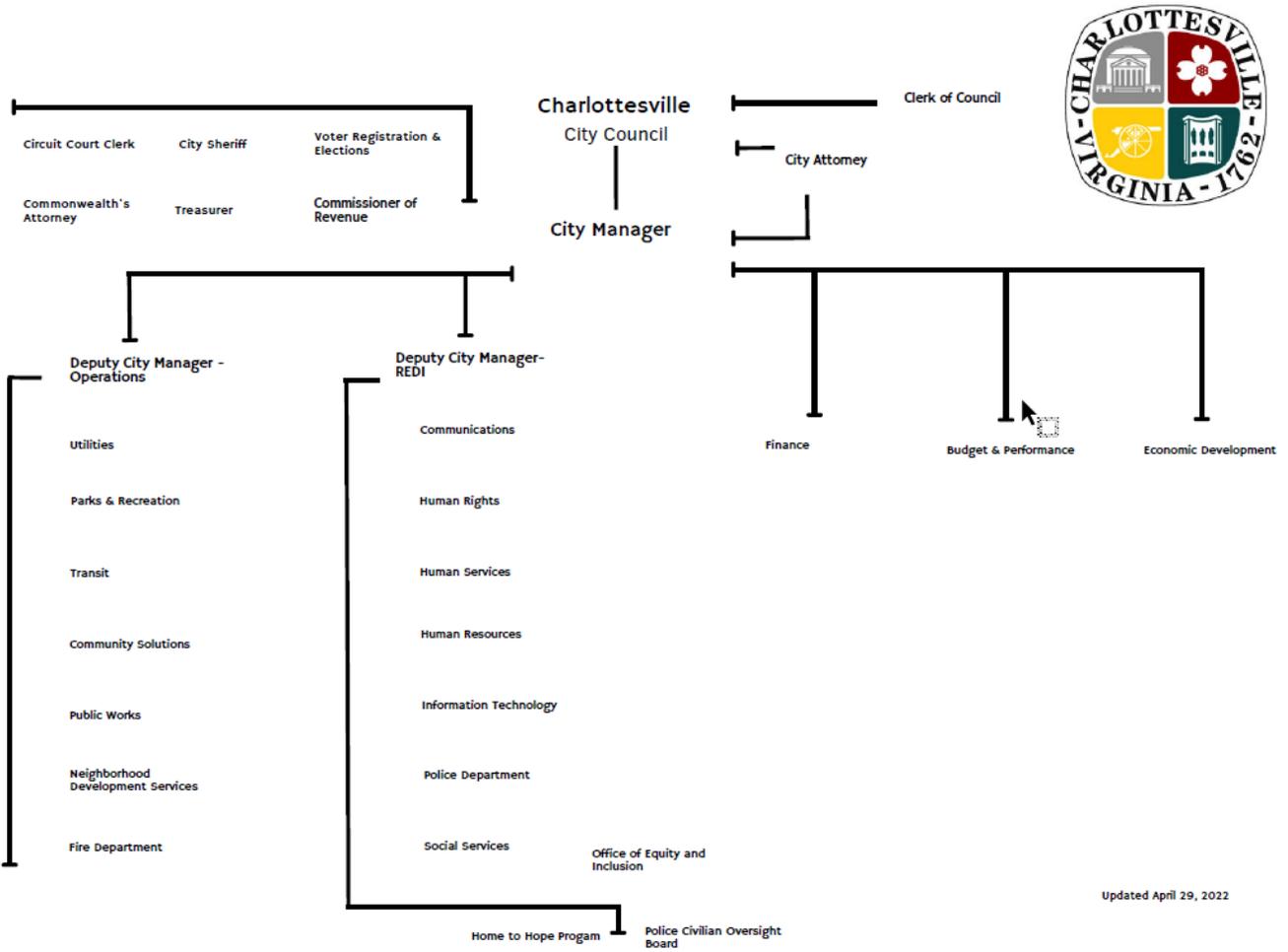
- Top 7 U.S. Wine Regions to Visit in 2022 – Winecountry.com
- Monticello Wine Trail ranked #6 Best Wine Region 2020 – USA Today
- The 7 U.S. Wine Regions Giving Napa a Serious Run for Its Money - Architectural Digest 2017
- One of America's Best Small Cities for Foodies - Travelocity 2016
- #7 Best 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 Wine 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 20-21</u> | <u>FY 21-22</u> | <u>FY 22-23</u> | <u>Non<br/>General<br/>Funds<br/>Change</u> | <u>Explanation of FY 22-23 Changes</u>  |
|---|-----------------|-----------------|-----------------|---|---|
| <b>Management</b>   |                 |                 |                 |   |   |
| City Council/Clerk of Council   | 3.00            | 3.00            | 3.00            | 0.00  |   |
| Office of the City Manager: Administration, Community Solutions, Communications, Equity and Inclusion, Home to Hope | 24.50           | 24.50           | 30.00           | 0.00  | Systems Analyst transferred from Parks and Recreation and Budget Analyst transferred from Gas Fund, 1 new Budget Analyst, 1 FTE - ADA Coordinator for the Office of Equity and Inclusion and a Grants Specialist for the Office of Community Solutions 1.5 FTEs to Home to Hope from Job Center |
| Office of the City Manager: Economic Development  | 11.50           | 11.50           | 10.00           | 0.00  | 0.5 FTE Job Center Customer Service Coordinator unfunded, 1.0 FTE Job Center Coordinator moved to Home to Hope  |
| Office of the City Manager: Parking Enterprise Fund   | 1.00            | 1.00            | 1.00            | 0.00  |   |
| Office of the City Attorney   | 7.00            | 7.00            | 8.00            | 0.00  | New FTE for FOIA Coordinator  |
| Office of the General Registrar   | 3.00            | 3.00            | 3.00            | 0.00  |   |
| <b>Total</b>  | <b>50.00</b>    | <b>50.00</b>    | <b>55.00</b>    | <b>0.00</b>                                 |   |
| <b>Internal Services</b>  |                 |                 |                 |   |   |
| Finance Department: Procurement, Risk Management, Warehouse   | 9.00            | 9.00            | 10.00           | 0.00  | 1 FTE Procurement - Buyer   |
| Human Resources Department  | 9.00            | 9.00            | 10.00           | 0.00  | New FTE added for Labor Relations Specialist  |
| Information Technology Department   | 20.00           | 20.00           | 20.00           | 0.00  |   |
| <b>Total</b>  | <b>38.00</b>    | <b>38.00</b>    | <b>40.00</b>    | <b>0.00</b>                                 |   |
| <b>Financial Services</b>   |                 |                 |                 |   |   |
| Office of the Commissioner of Revenue   | 14.00           | 14.00           | 14.00           | 0.00  |   |
| Finance Department: Management, City Assessor, Utility Billing  | 34.00           | 34.00           | 33.00           | 0.00  | Utilities Accountant transferred to Utilities Fund  |
| Office of the City Treasurer  | 14.00           | 14.00           | 14.00           | 0.00  |   |
| <b>Total</b>  | <b>62.00</b>    | <b>62.00</b>    | <b>61.00</b>    | <b>0.00</b>                                 |   |
| <b>Healthy Families &amp; Community</b>   |                 |                 |                 |   |   |
| Department of Social Services   | 106.50          | 106.50          | 106.50          | 0.00  |   |
| Department of Human Services  | 37.50           | 37.50           | 37.50           | 0.00  |   |
| Neighborhood Development Services   | 26.00           | 26.00           | 29.00           | 0.00  | 3 New FTEs - Support Services Manager, Building Inspector, Transportation Planner, ADA Coordinator position reclassified to a Bike/Ped Coordinator  |
| Office of Human Rights  | 2.00            | 2.00            | 2.00            | 0.00  |   |
| Parks and Recreation Department: Parks Maintenance  | 40.00           | 40.00           | 38.00           | 0.00  | Systems and Performance Analyst moved to the Budget Office, Mechanic moved to Fleet   |
| Parks and Recreation Department: Recreation and Programs  | 29.50           | 29.50           | 29.50           | 0.00  | Mechanic moved to Fleet   |
| Parks and Recreation Department: Meadowcreek Golf Course  | 2.00            | 2.00            | 2.00            | 0.00  |   |
| <b>Total</b>  | <b>243.50</b>   | <b>243.50</b>   | <b>244.50</b>   | <b>0.00</b>                                 |   |

| <u>Department/Cost Center</u>   | <u>FY 20-21</u> | <u>FY 21-22</u> | <u>FY 21-22</u> | <u>Non<br/>General<br/>Funds<br/>Change</u> | <u>Explanation of FY 21-22 Changes</u>   |
|---|-----------------|-----------------|-----------------|---|--|
| <b>Infrastructure &amp; Transportation</b>  |                 |                 |                 |   |  |
| Public Works Department: Administration, Facilities Development, Building Maintenance, HVAC, Environmental, Engineering | 23.90           | 23.90           | 28.90           | 0.00  | 4 New FTEs for Engineering - Administrative Assistant, Financial Program Manager and 2 project managers, 1 FTE for Facilities Development - Division Manager |
| Public Works Department: School Building Maintenance  | 19.28           | 19.28           | 19.28           | 0.00  |  |
| Public Works Department: Fleet Management   | 11.00           | 11.00           | 13.00           | 2.00  | 1 Mechanic transferred from CAT, 1 Mechanic transferred from Parks   |
| Public Works Department: Public Service   | 60.00           | 60.00           | 60.00           | 0.00  |  |
| Charlottesville Area Transit  | 80.00           | 104.50          | 104.50          | 0.00  |  |
| Pupil Transportation  | 29.00           | 29.00           | 29.00           | 0.00  |  |
| Utilities Department: Gas, Water, Wastewater  | 90.00           | 90.00           | 90.00           | 0.00  |  |
| Utilities Department: Stormwater  | 10.00           | 10.00           | 10.00           | 0.00  |  |
| <b>Total</b>  | <b>323.18</b>   | <b>347.68</b>   | <b>354.68</b>   | <b>2.00</b>                                 |  |
| <b>Public Safety &amp; Justice</b>  |                 |                 |                 |   |  |
| Office of the City Sheriff  | 13.00           | 13.00           | 13.00           | 0.00  |  |
| Office of the Commonwealth's Attorney   | 13.50           | 13.50           | 13.50           | 0.00  |  |
| Courts and Other Support Services   | 11.00           | 11.00           | 11.00           | 0.00  |  |
| Fire Department   | 95.00           | 95.00           | 95.00           | 0.00  |  |
| Police Department   | 155.00          | 155.00          | 155.00          | 0.00  |  |
| <b>Total</b>  | <b>287.50</b>   | <b>287.50</b>   | <b>287.50</b>   | <b>0.00</b>                                 |  |
| <b>Citywide Total</b>   | <b>1004.18</b>  | <b>1028.68</b>  | <b>1042.68</b>  | <b>2.00</b>                                 |  |

**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, 2021

|   | Governmental Funds   |                     |                      |                      |                   | Proprietary Funds    |                      | Total Funds           |
|---|----------------------|---------------------|----------------------|----------------------|-------------------|----------------------|----------------------|-----------------------|
|   | General Fund         | Special Revenues    | Capital Projects     | Debt Service         | Permanent Fund    | Enterprise Funds     | Internal Service     |                       |
| <b>REVENUES</b>                                 |                      |                     |                      |                      |                   |                      |                      |                       |
| Taxes   | \$ 135,496,329       | -                   | -                    | -                    | -                 | -                    | -                    | \$ 135,496,329        |
| Fees and permits                                | 2,783,672            | -                   | 31,157               | -                    | -                 | 4,212                | -                    | 2,819,041             |
| Intergovernmental                               | 27,916,259           | 36,696,856          | 5,658,783            | 129,129              | -                 | -                    | -                    | 70,401,027            |
| Charges for services                            | 6,148,578            | 4,548,436           | 195,311              | -                    | -                 | 55,946,652           | 23,912,021           | 90,750,998            |
| Fines   | 157,302              | -                   | -                    | -                    | -                 | -                    | -                    | 157,302               |
| Investment earnings                             | 725,202              | 7,059               | -                    | 15,954               | 951               | 66,122               | 21,885               | 837,173               |
| Miscellaneous                                   | 871,378              | 316,282             | 119,611              | -                    | -                 | 676,691              | 136,182              | 2,120,144             |
| Transfers in                                    | 5,776,201            | 8,458,978           | 4,994,660            | 10,354,393           | -                 | -                    | -                    | 29,584,232            |
| Issuance of debt                                | -                    | -                   | 20,961,923           | 4,538,777            | -                 | 19,304,300           | -                    | 44,805,000            |
| Premium on issuance of debt                     | -                    | -                   | 3,643,188            | -                    | -                 | 3,310,101            | -                    | 6,953,289             |
| <b>Total Revenues</b>                           | <b>179,874,921</b>   | <b>50,027,611</b>   | <b>35,604,633</b>    | <b>15,038,253</b>    | <b>951</b>        | <b>79,308,078</b>    | <b>24,070,088</b>    | <b>383,924,535</b>    |
| <b>EXPENDITURES</b>                             |                      |                     |                      |                      |                   |                      |                      |                       |
| General government                              | \$ 23,696,251        | \$ 4,374,611        | \$ 3,484,819         | \$ 269,609           | -                 | -                    | -                    | \$ 31,825,290         |
| Public safety                                   | 36,620,869           | 1,277,998           | 713,196              | -                    | -                 | -                    | -                    | 38,612,063            |
| Community services                              | 8,018,842            | 10,686,799          | 2,644,354            | -                    | -                 | -                    | -                    | 21,349,995            |
| Health and welfare                              | 5,418,666            | 31,121,757          | -                    | -                    | -                 | -                    | -                    | 36,540,423            |
| Parks, recreation and culture                   | 10,376,381           | 43,090              | 565,505              | -                    | 951               | -                    | -                    | 10,985,927            |
| Education                                       | 57,041,298           | -                   | 1,195,167            | -                    | -                 | -                    | -                    | 58,236,465            |
| Conservation and development                    | 6,909,310            | 2,330,934           | 4,713,830            | -                    | -                 | -                    | -                    | 13,954,074            |
| Water   | -                    | -                   | -                    | -                    | -                 | 8,665,628            | -                    | 8,665,628             |
| Sewer   | -                    | -                   | -                    | -                    | -                 | 11,198,006           | -                    | 11,198,006            |
| Gas   | -                    | -                   | -                    | -                    | -                 | 20,423,481           | -                    | 20,423,481            |
| Stormwater                                      | -                    | -                   | -                    | -                    | -                 | 996,514              | -                    | 996,514               |
| Golf  | -                    | -                   | -                    | -                    | -                 | 1,016,069            | -                    | 1,016,069             |
| Retirement of principle                         | -                    | -                   | -                    | 7,280,278            | -                 | 3,913,986            | -                    | 11,194,264            |
| Interest  | -                    | -                   | -                    | 3,134,902            | -                 | 1,807,582            | -                    | 4,942,484             |
| Information technology                          | -                    | -                   | -                    | -                    | -                 | -                    | 804,635              | 804,635               |
| Departmental services                           | -                    | -                   | -                    | -                    | -                 | -                    | 2,608,712            | 2,608,712             |
| Risk management                                 | -                    | -                   | -                    | -                    | -                 | -                    | 19,441,108           | 19,441,108            |
| Warehouse                                       | -                    | -                   | -                    | -                    | -                 | -                    | 926,969              | 926,969               |
| Capital outlay                                  | 1,905,121            | 262,969             | 7,022,901            | -                    | -                 | 7,122,149            | 57,121               | 16,370,261            |
| Transfers out                                   | 23,647,470           | 53,541              | 107,021              | -                    | -                 | 5,776,201            | -                    | 29,584,233            |
| <b>Total Expenditures</b>                       | <b>173,634,208</b>   | <b>50,151,699</b>   | <b>20,446,793</b>    | <b>10,684,789</b>    | <b>951</b>        | <b>60,919,616</b>    | <b>23,838,545</b>    | <b>339,676,601</b>    |
| <b>Net Increase (Decrease) in Fund Balances</b> | <b>6,240,713</b>     | <b>(124,088)</b>    | <b>15,157,840</b>    | <b>4,353,464</b>     | <b>-</b>          | <b>18,388,462</b>    | <b>231,543</b>       | <b>44,247,934</b>     |
| <b>OTHER FINANCING SOURCES (USES)</b>           |                      |                     |                      |                      |                   |                      |                      |                       |
| Payment to refunding bond escrow agent          | -                    | -                   | -                    | (4,538,777)          | -                 | -                    | -                    | (4,538,777)           |
| <b>Total Other Financing Sources (Uses)</b>     | <b>0</b>             | <b>0</b>            | <b>0</b>             | <b>(4,538,777)</b>   | <b>0</b>          | <b>0</b>             | <b>0</b>             | <b>(4,538,777)</b>    |
| Beginning Fund Balances                         | 47,173,392           | 1,346,344           | 7,003,673            | 13,410,789           | 162,502           | 17,038,249           | 18,687,611           | 104,822,560           |
| <b>Ending Fund Balances</b>                     | <b>\$ 53,414,105</b> | <b>\$ 1,222,256</b> | <b>\$ 22,161,513</b> | <b>\$ 13,225,476</b> | <b>\$ 162,502</b> | <b>\$ 35,426,711</b> | <b>\$ 18,919,154</b> | <b>\$ 149,070,494</b> |



## 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.   |

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|                                |  |
|--------------------------------|--|
| 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.   |

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|-------|--|
| NDS   | Neighborhood Development Services – a city department  |
| OCS   | Office of Community Solutions – a city department formerly known as Redevelopment and Housing  |
| OEI   | Office of Equity and Inclusion – a city department   |
| PCOB  | Police Citizen Oversight Board – appointed by Council to provide oversight to the Charlottesville Police Department. Also referred to as the “COB” and formerly known as the PCRB – Police Civilian Review Board.  |
| 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  |
| UVA   | University of Virginia – is a public university that was founded by Thomas Jefferson in 1819.  |
| VDOT  | Virginia Department of Transportation – State agency responsible for building, maintaining, and operating the State’s roads, bridges, and tunnels.   |



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