

CITY OF  
CHARLOTTESVILLE



STAY SAFE



BUDGET IN BRIEF &  
STRATEGIC PLAN  
PROGRESS REPORT  
2023/2024

STAY HEALTHY



STAY POSITIVE





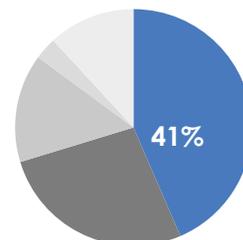
# Strategic Plan & the Budget

The Strategic Plan is comprised of the goals and initiatives below. Each goal is reflected in the FY 2024 City Council Adopted Budget by the respective percentages noted below.



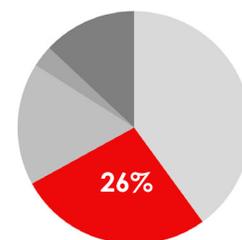
## Goal 1: An Inclusive Community of Self-sufficient Residents

- 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



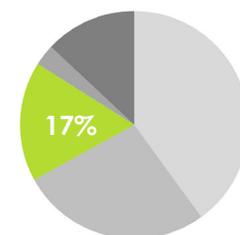
## Goal 2: A Healthy and Safe City

- 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



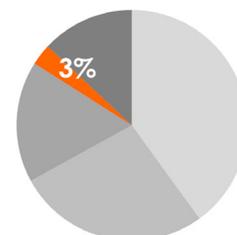
## Goal 3: A Beautiful and Sustainable Natural and Built Environment

- 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



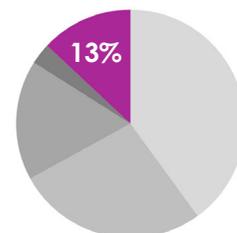
## Goal 4: A Strong, Creative and Diversified Economy

- 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



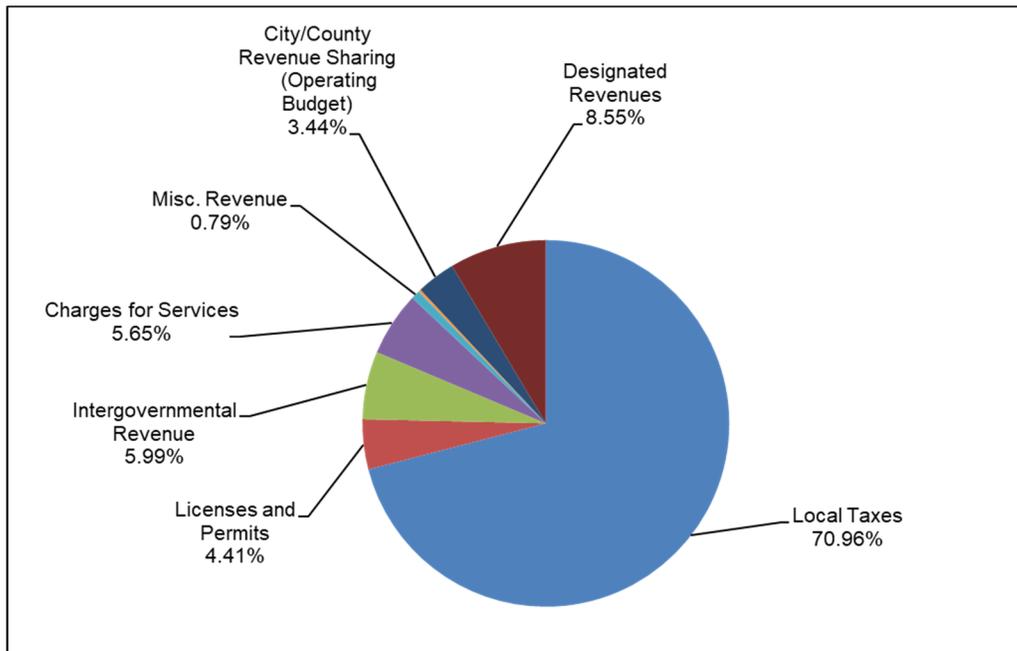
## Goal 5: A Well-managed and Responsive Organization

- 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





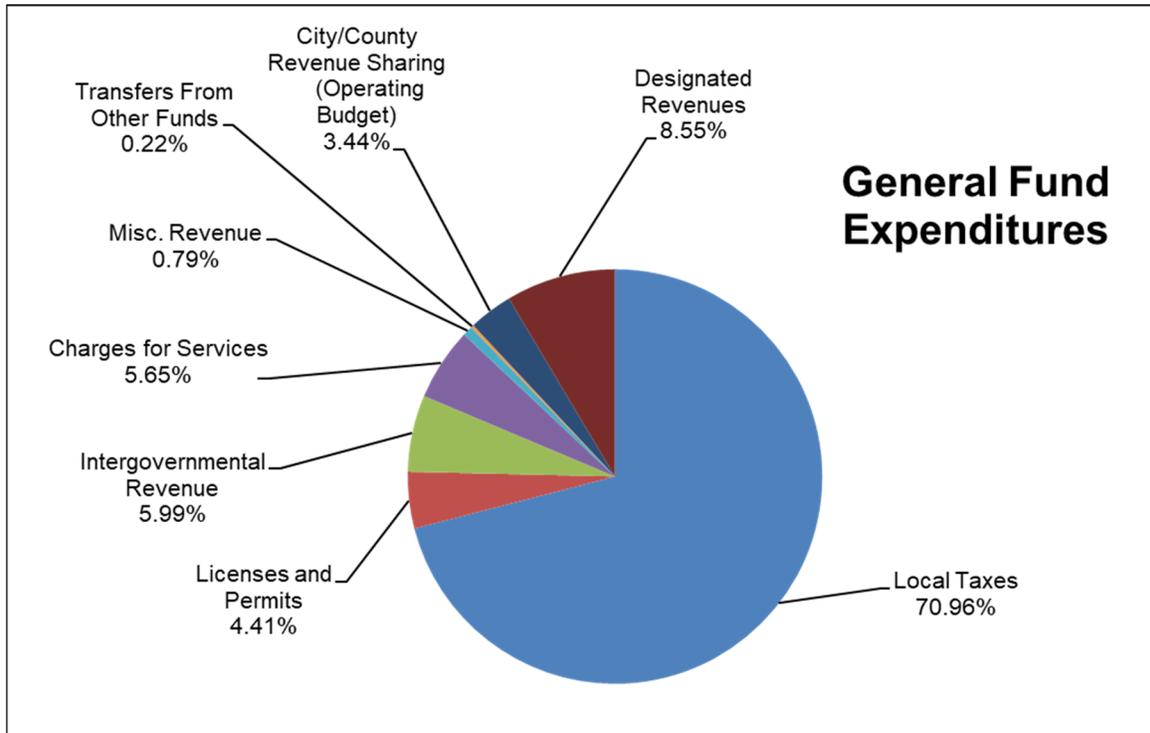
# Revenue Highlights



- **Meals Tax** collections have continued to show improvement throughout FY 22 and FY 23. Last year, City Council increased the tax rate 0.5% moving the rate from 6.0% to 6.5%. The FY 24 projection for this revenue is \$18.4 million, an increase of approximately \$1.8 million from the FY 2023 projections.
- **Lodging Tax** is projected to increase by \$1.3 million or 19% over FY 2023. A recent law change which now allows collection and remittance of the tax by accommodation intermediaries on behalf of their hosts is also contributing to the anticipated increase. The tax rate will remain 8%. A portion of this revenue supports the Charlottesville Albemarle Convention and Visitors Bureau, (CACVB) per a joint agreement between the City of Charlottesville and Albemarle County. CACVB receives 30% of the first 5% of actual lodging tax revenues received by each locality.
- **Real Estate Taxes**— CY 2023 Real Estate assessments reflect a 12.3% increase over CY 2022. Residential property assessments saw an average growth of 11.9% and commercial properties grew by 12.9%. City Council approved a \$0.01 real estate tax rate increase with the FY 23 budget which raised the City’s real estate tax rate from \$0.95 per \$100 of assessed value to the current rate of \$0.96 per \$100 of assessed value. There are no tax increases proposed for FY 24. Real Estate taxes are projected to produce \$99.4 million in total revenue for FY 2024.
- **Personal Property Tax** revenue is projected to increase by \$600,000 or 3.6%. For FY 24, the City’s personal property will remain at \$4.20 per \$100 of assessed value. The increased values decrease the percentage of the Personal Property Tax Relief (PPTRA) that can be provided.
- **Sales and Use Tax** revenue is projected to increase by \$500,000 or 3.6%. The last few years saw larger growth trends year over year as revenues continued to surpass pre-pandemic levels. Although the increase for FY 24 is lower than in previous years, trends continue to indicate a strong performance as we reset to a more normal annual growth rate
- **Business Licenses Taxes** revenue is projected to increase by \$200,000 in FY 24. Indicators continue to project strong gross receipts for local businesses in FY 24, although, some caution is being exercised as the impacts of rising inflation is currently unknown locally.

**Real Estate Tax Rate: Remains at \$0.96 per \$100 assessed value**

# Expenditure Highlights



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

## Affordable Housing

- This budget includes \$8.4M in FY 2024, and over \$34M in the five year capital program for several affordable housing initiatives, including redevelopment of public housing sites, supplemental rental assistance and the MACAA and Park Street apartment projects.
- \$1,360,000 in funding is budgeted to provide homeowner assistance grants to qualifying City residents who own property in the City. For FY 2024, the eligibility requirement for household income threshold is \$60,000 or less and the maximum assessed value will increase from \$420,000 to \$459,073. In addition, the Rent Relief for Elderly and Disabled programs will receive \$1,265,000 in funding for FY 24.

## Race and Equity

- \$155,000 is included and continues to fund a grant match for the Food Equity program.
- Provides additional funding to add a new position to the Office of Equity and Inclusion. The new REDI Coordinator will help advance citywide REDI initiatives.

## Workforce Development and Economic Development

- The FY 24 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, and to collaborate with entrepreneurs and existing businesses who are seeking to grow here.

## Safety and Security

- Civilian Police Oversight Board (PCOB) remains fully funded and adds one additional Management Analyst FTE.
- \$335,997 was added to fund the City's first Office of Emergency Management and a new FTE for the Emergency Manager Coordinator. The Physical Security Specialist position will also be transferred from the Police Department to this new office.

## Education

- This budget continues a commitment to the City Schools by fully funding the requested local contribution amount of \$67,092,134, an increase of \$4.2M over FY 23.
- Through the City's Capital Improvement Program (CIP), \$90.3 million is funded for school capital improvements in FY 24 which fully funds the Buford School reconfiguration project. \$111.1 million is planned for school projects over the next 5 years.



# GOAL 1

## An Inclusive Community of Self-sufficient Residents

### FY 2024 GENERAL FUND BUDGET SUMMARY

FY 2024 Budget: \$92.6m

% of FY 2024 Budget: 40.5%

New Investment: - \$4,372,530

Goal 1 focuses on the welfare of our City residents and aligns directly with City Council’s budget priorities of **Affordable Housing, Race and Equity**, and **Workforce Development**. The City has made significant financial investments in new and long term initiatives in this Goal area, and the many departments and external partners that contribute to this goal and to the Council priorities as listed. Strong collaboration and continued support of our community partners is critical to ensure investments are strategic and the desired objectives are achieved. The next page shows highlights of the Strategic Plan measures and initiatives that show the City’s progress towards meeting our Goal 1 Objectives.

### NEW INVESTMENT

#### General Fund

- \$1,000,000 in funding is budgeted for **Pathways** which is an initiative of the City of Charlottesville in partnership with the United Way of Greater Charlottesville, and provides relief to City residents seeking assistance for rent, mortgage and utility payments. Previously funded at \$84,516 per year, the funding was supplemented with federal funds during COVID to help provide more relief for those who were experiencing negative economic impacts related to the pandemic. For FY 24, a funding increase of \$915,484 was included as part of the budget to sustain an on-going funding source for assistance.
- Increases local funding to Jaunt for ADA paratransit services by \$530,151 for a total of \$1,973,232.
- \$8.4 million is provided in the Capital Improvement Program (CIP) to fund affordable housing projects. This represents a 1,085,000 **increase** when compared with what was allocated in FY 23.
- Fully funds the School budget by providing \$67.1 million in funding, an increase of \$4,166,170 or 6.62% over FY 23.

#### City Departments

City Council, Commissioner of Revenue, Human Services, Social Services, Economic Development, Human Rights, Pupil Transportation, Parks and Recreation, Neighborhood Development Services, Office of Community Solutions, Office of Equity and Inclusion

#### External Partners

Charlottesville City Schools, Region Ten, Virginia Cooperative Extension Service, United Way, Jefferson Madison Regional Library, Piedmont Virginia Community College, Piedmont Workforce Network, MACAA, SARA, Computers 4 Kids, Abundant Life Ministries, PHAR, Pathways Fund, Lighthouse Studio, Sin Barreras, Literacy Volunteers, Charlottesville Festival of Cultures, VA Discovery Museum, Paramount Theater, Jefferson School African American Heritage Center, New City Arts, PHA, AHIP, JAUNT, Legal Aid Justice Center, SHE, Boys and Girls Club, TJACH, Habitat for Humanity, Piedmont Family YMCA, Virginia Festival of the Book



### 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
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- 1.4 Enhance financial health of residents
- 1.5 Intentionally address issues of race and equity

# GOAL 1

An Inclusive Community of Self-sufficient Residents

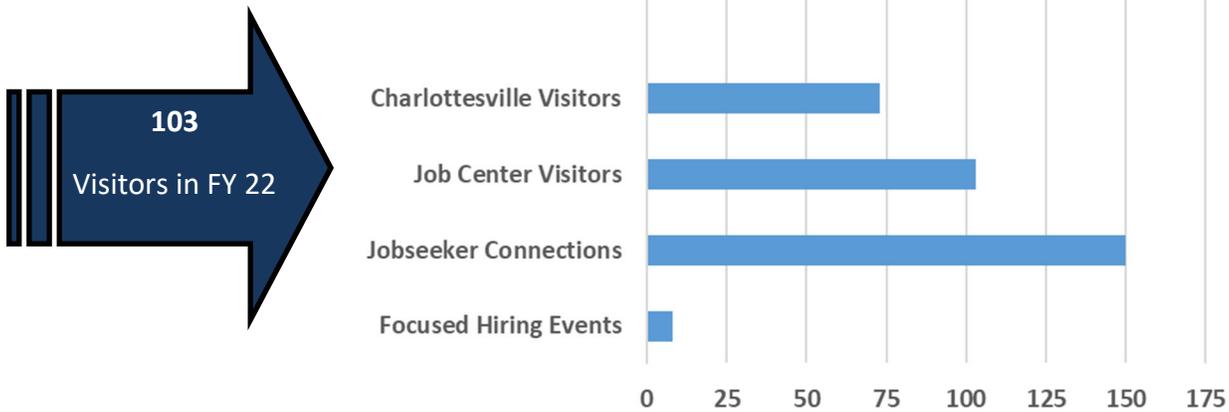
## City Council Priority—Workforce Development

### Obj. 1.2 Prepare Residents for the Workforce

#### Downtown Job Center

The Downtown Job Center helps job seekers looking for assistance with job searches or resume writing, and also can provide assistance to employers looking for targeted recruitment strategies or access to workforce programs. The staff will offer customized services to meet specific needs including one-on-one focused meetings to craft successful employment journeys.

FY 2022 Job Center Data



## City Council Priority—Affordable Housing

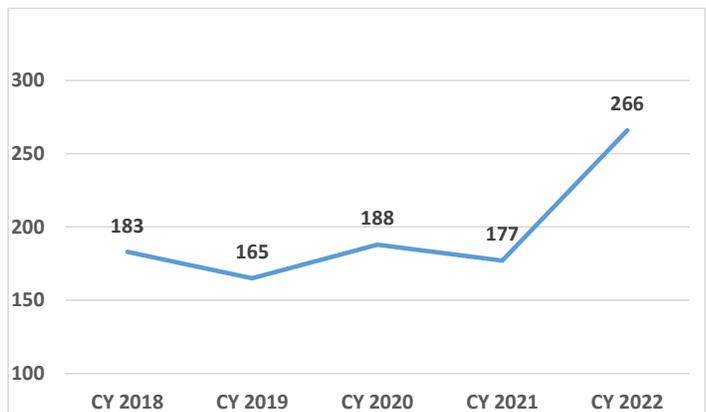
### Obj. 1.3 Increase Affordable Housing Options

Blue Ridge Area Coalition for the Homeless (formerly TJACH), Piedmont Housing Alliance, and Virginia Supportive Housing are planning a significant permanent supportive housing and multi-family affordable housing development at Premier Circle. The first development on the site is slated to break ground in May 2024 and will provide 80 units of permanent supportive housing. The project will focus on housing chronically homeless individuals. The site's second development by Piedmont Housing Alliance, will include 60 units of multi-family housing, bringing the total units to be developed to 140. Since the property was purchased in March of 2021, 92 emergency shelter rooms were created through renovating existing hotel rooms at the site. This emergency shelter program has been operated by PACEM since it opened in May of 2021 and served 177 people to date. Funding partners for this project include the Virginia Department of Housing and Community Development, Charlottesville Area Community Foundation, Albemarle County, City of Charlottesville, and many others.

A total of 119 Supported Affordable Units (SAUs) were added to the City's housing stock in CY 2021.

143

Homeless Point in Time (PIT) Counts



 **GOAL 2****A Healthy and Safe City****FY 2024 GENERAL FUND BUDGET SUMMARY**

FY 2024 Budget: \$58.5m

% of FY 2024 Budget: 25.6%

New Investment: - \$3,280,128

Goal 2 focuses on physical well-being of our City and residents and aligns directly with City Council’s budget priority of **Safety and Security**. This page summarizes ongoing and new expenditures that have been included in the budget that address the Council priority within Goal 2. The City continues to invest in the health and safety of the community across a wide continuum of programs and initiatives with a focus on building individual, family, and community resilience. These prevention and risk reduction efforts are mirrored by a significant investment in public safety agencies’ crime, risk reduction and response capabilities. City departments, along with a wide range of community partners and agencies coordinate programs and services in pursuit of Goal 2 Objectives.

**NEW INVESTMENT**General Fund

- \$514,074 was added to create 6 new firefighter positions to help maintain minimum staffing levels and decrease over-time cost.
- \$502,908 **increase** in required City contributions for the **Blue Ridge Detention Center** (\$353,299), the **Albemarle Charlottesville Regional Jail** (\$73,244) and the **Emergency Communications Center** (\$76,365) largely due to pay and benefit increases and software infrastructure upgrades for the ECC.
- \$200,000 **increase** in funding to **outside agencies** was approved and awarded as part of the **Vibrant Community Fund** review process.
- \$415,817 increased funding for School Pupil Transportation to offset the increase cost for bus purchases, therapeutic transportation services, driver recruitment and fuel.
- \$200,000 was added to help fund and create violence prevention programs for youth.
- \$67,000 was added to fund a Homelessness Coordinator position to help track and advance efforts to address homelessness.
- \$67,000 was added to fund a new Racial, Equity, Diversity and Inclusion (REDI) Coordinator to help advance citywide REDI activities.

**City Departments**

City Council, Circuit Court, General District Court, Juvenile and Domestic Relations Court, Court Services Unit, Commonwealth Attorney, City Sheriff, Police, Fire, Parks and Recreation, Office of the Magistrate, Human Services, Social Services, Department of Utilities

**External Partners**

Charlottesville Albemarle Rescue Squad, Regional Jail, Juvenile Detention Center, Emergency Communications Center, SPCA, Public Defender, Health Department, Region Ten, JABA, OAR, Piedmont CASA, Free Clinic, ReadyKids, Foothills, Home Visiting Collaborative, Women’s Initiative, On Our Own, Legal Aid, BridgeLine, SHE, Boys and Girls Club, TJACH, Local Food Hub, Piedmont Family YMCA, Partner for Mental Health

**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 2

A Healthy and Safe City

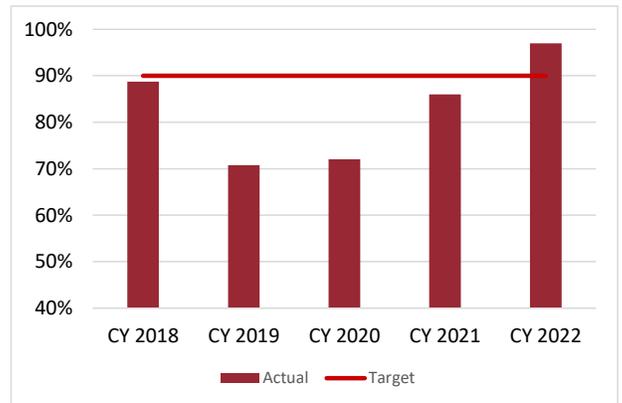
## City Council Priority—Safety and Security

### Obj. 2.1 Reduce Adverse Impact from Sudden Injury and Illness and the Effects of Chronic Disease

Time-critical elements in the rapid progression of a structure fire drive the need for rapid responses and early Fire Department arrival to reported fires. The time interval between fire ignition and the start of fire extinguishment efforts by the Fire Department has a direct relationship to the incident's outcome in terms of property loss, injury and death.

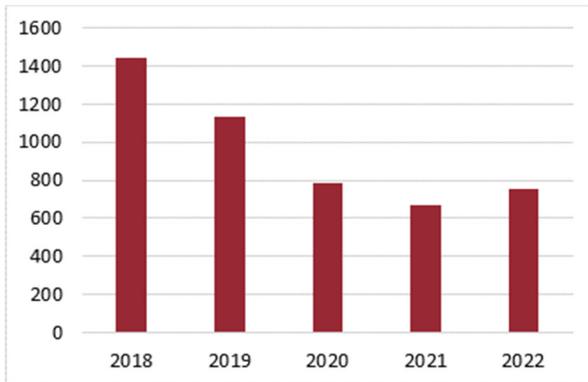
In 2022, the Fire Department responded to a total of 197 fire incidents in the city. The first unit equipped for firefighting operations arrived within 6 minutes and 20 seconds 97% of the time. The department's benchmark is 90%.

Percentage of fire incidents with 1st unit arrival on scene within 6 mins and 20 sec or less



### Obj. 2.2 Meet the Safety Needs of Victims and Reduce the Risk of Re-occurrence/Re-victimization

Number of children in CPS Referrals



Child Protective Services referrals

Analysis of Child Protective Services (CPS) referral source and recidivism data allows the Department of Social Services (DSS) to target outreach, training, and prevention efforts. Evidence-based training initiatives and trauma-informed service delivery are used to serve children and their families. DSS partners with other community stakeholders to meet the needs of vulnerable adults. The department is monitoring workload growth trends, targeting professional development for staff, and strategically partnering with other service providers to meet emerging needs in the adult population.

#### Did you Know?

The Pathways Community Resource Helpline is designed to provide financial, career, and material supports to families in need. The Helpline expanded its function to respond to the impact of COVID-19 on our community members. In partnership with the United Way of Greater Charlottesville, City of Charlottesville and County of Albemarle the Community Resource Hotline disburses funds to help households experiencing hardship. With the addition of CARES and ARPA funding, \$657,285 was provided to City residents for rental/mortgage assistance and utility bill assistance in FY 22.

**799**

799 client requests for assistance were delivered in FY 22.



United Way of Greater Charlottesville

# GOAL 3

## A Beautiful and Sustainable Natural and Built Environment

### FY 2024 GENERAL FUND BUDGET SUMMARY

FY 2024 Budget: \$38.4m

% of FY 2024 Budget: 16.8%

New Investment: \$2,865,150

Goal 3 focuses on the City’s natural settings and built infrastructure. The park system continues to expand and establish permanent connectivity options. As City assets and infrastructure age, there will be a continued need to increase budgets for maintenance. The budget plans to manage the asset portfolio by including funding for roadway systems, structural assets, and equipment that all need to be maintained and operational. Expenditures within Goal 3 also help advance the vision for the future, by examining long-range plans and objectives for activities such as transportation, mobility, natural resources as well as historic and cultural resources.

### NEW INVESTMENT

#### General Fund

- A \$7,542,391 cash contribution will be made to the **Capital Improvement Program (CIP)** in accordance with the City’s 3% pay-go policy. The total five-year CIP plan equals \$202,682,486 and includes \$84.8 million of the \$91 million approved for the Buford School Reconfiguration Project.
- \$311,349 increase in local funding for **Charlottesville Area Transit (CAT)** for a total contribution of \$2,825,000.
- \$200,000 increase in funding for **Facilities Repair** bringing the total budget back to the pre-Covid level of \$400,000.
- \$1,000,000 was added to the CIP for Climate Action Initiatives. These funds will be available to directly fund projects and/or to help leverage potential grant funds.
- \$1,472,350 investment in City’s fleet to replace vehicles and equipment much of which was delayed due to economic uncertainties related to COVID.
- \$899,972 of additional funding was included to cover the increased cost of contractual services which were largely due to inflationary increases.

#### City Departments

City Council, Public Works, Parks and Recreation, Neighborhood Development Services, Office of Community Solutions, Transit, Parking, Utilities

#### External Partners

Soil & Water Conservation District, Rivanna Conservation Alliance, JAUNT, Thomas Jefferson Planning District Commission, Local Food Hub



### 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 3

## A Beautiful and Sustainable Natural and Built Environment

### Obj. 3.2 Provide Reliable and High-quality Infrastructure



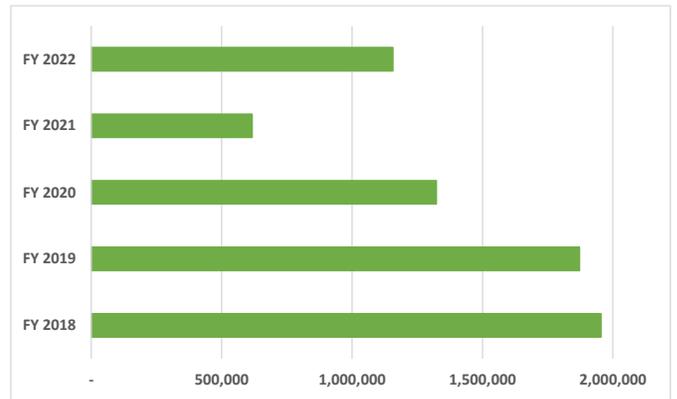
The City distributes potable water within its municipal boundaries and to the University of Virginia. The City has approximately 14,800 water customers using 1.6 billion gallons of water annually or 4.6 million gallons daily. The City’s water distribution system has 179 miles of pipes (enough to stretch from Charlottesville to Virginia Beach) ranging in size from 2” to 18” in diameter. The system also includes 1,193 fire hydrants and 3,842 water valves.

### Obj. 3.3 Provide a Variety of Transportation and Mobility Options

CAT strives to provide a safe and efficient method of travel for the community of Charlottesville. CAT provides roughly 2 million rides a year and continuously works to improve the rider experience in the area through continual service analysis and improvements, as well as partnerships with JAUNT and UVA’s University Transit System.

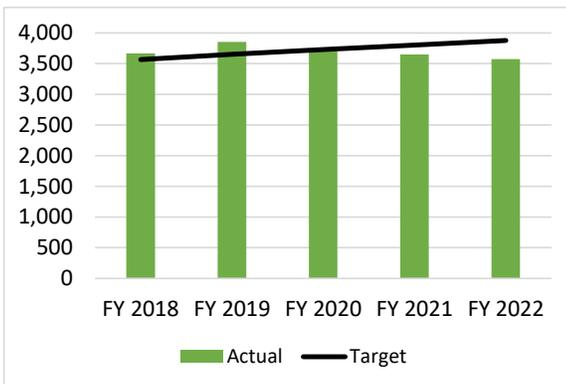
CAT’s ridership trends for FY 2020 and FY 2021 are consistent with national trends of decreasing ridership which have been driven by lower fuel prices and lower unemployment which allows individuals to maintain the convenience of private vehicle ownership.

**CAT Ridership Trend**



### Obj. 3.4 Be Responsible Stewards of Natural Resources

**Tons of Mixed Recycling**



Through a combination of contracted and in-house collection, Public Works provides once (1) per week collection of residential areas, and seven (7) day per week collection of downtown/uptown commercial/residential areas. The total number of potential weekly stops is approximately 15,200.

**2023 Recycling Schedule**

Charlottesville Collection of SOLID waste for residential areas and the City's Transit Services. This service is not available for residents that are not in the collection service area.

Includes monthly calendars for January through December and a map of the city divided into recycling zones (Blue and Red).

Call for more information: 434-979-2828

Address: 400014 PM

Website: www.charlottesville.gov

Phone: 434-979-2828

Text: 434-979-2828

QR code for more information.



# GOAL 4

## A Strong, Creative and Diversified Economy

### FY 2024 GENERAL FUND BUDGET SUMMARY

FY 2024 Budget: \$7.3m

% of FY 2024 Budget: 3.2%

New Investment: \$1,024,734

Goal 4 focuses on the City's local economic development and aligns directly with City Council's budget priority of **Workforce Development** and **Economic Development**. This page summarizes ongoing and new expenditures that have been included in the budget that address the Council priorities within Goal 4. The departments and external partners, through the Vibrant Community Fund and Contractual Agency processes, that contribute to this goal and to the Council priorities are listed. The next page shows highlights of the Strategic Plan measures and initiatives that show the City's progress towards meeting our Goal 4 objectives.

The City continues to invest in its unique workforce programs to better connect employees and employers and allocated a portion of CARES Act funding to create small business loans and grants to help further increase economic opportunity.

### NEW INVESTMENT

#### General Fund

- \$235,766 decrease in funding for the Charlottesville Albemarle Convention and Visitor's Bureau.(CACVB). The City's contribution is based on an agreement between the City, County and the CACVB, in which the CACVB receives a contribution from each locality equal to 30% of actual revenues collected in the prior year of the first 5% of the Transient Occupancy Tax rate. This decrease is a result of the economic impact of COVID on the calendar year 2021 revenues.
- \$84,613 increase in Vibrant Community Agency funding for events such as Black Business Expo, Festival of Cultures and the Virginia Festival of the Book which help to bring visitor's to the City and help promote arts, culture and economic activity.
- \$95,000 increase in capital funding for the Economic Strategic Initiatives Fund. These funds are made available to help the City leverage economic development opportunities when they arise.
- A 6% mid-year salary increase was given in FY 22 which aligns with Goal 5 of the Strategic Plan. For FY 23, the salary increases are now reflected in the appropriate departmental budgets. Increased salaries for City departments that align with Goal 2 as noted below contribute to a portion of the increased investment in this goal area.

#### City Departments

City Council, Commissioner of Revenue, City Treasurer, Real Estate Assessor, Visitors Bureau, Parking, Economic Development, Redevelopment, Parks and Recreation

#### External Partners

City Center for Contemporary Arts, Central Virginia Partnership for Economic Development, Central Virginia Small Business Development Center, Virginia Film Festival, Virginia Festival of the Book



#### 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 4

*A Strong, Creative and Diversified Economy*

## City Council Priority—Workforce Development

### Obj. 4.3 Grow and Retain Viable Businesses

The City of Charlottesville’s Office of Economic Development conducts a bi-annual vacancy study to help assess the health of the retail real estate market and local climate for doing business. First conducted in July 2008, this study provides a detailed glimpse into the economic health of the City by studying retail properties within the six City shopping centers: Barracks Road, Downtown Mall, McIntire Plaza, Preston Plaza, Seminole Square, and The Corner. As of January 2023, the total vacancy rate for the six shopping centers is **4.01%**, which is a decrease from the July 2022 study (**7.21%**).

<b>Shopping Center Vacancies Since July 2022 Study</b>					
Location	# of Stores	Vacancies		Vacancy Rate	
		Jul-22	Jan-23	Jul-22	Jan-23
Barracks Road	84	10	8	11.90%	9.52%
Downtown Mall	190	8	8	4.21%	4.21%
McIntire Plaza	59	0	0	0.00%	0.00%
Preston Plaza	10	0	0	0.00%	0.00%
Seminole Square	45	13	2	24.07%	4.44%
The Corner	61	2	0	3.28%	0.00%
<b>TOTAL:</b>	<b>449</b>	<b>33</b>	<b>18</b>	<b>7.21%</b>	<b>4.01%</b>

## City Council Priority—Economic Development

### Obj. 4.4 Promote Tourism through Effective Marketing

Over \$767 million dollars in annual expenditures are made by visitors to City of Charlottesville and Albemarle County. The City of Charlottesville benefits from \$17.2 million dollars in direct tax revenue from visitors for the City of Charlottesville. More than 5,850 jobs are supported regionally by tourism.

### Key Statistics—2022

<b>Occupancy Rate</b>	
➤ Compare to:	67.9%
National = 62.7%	
<b>Average Daily Rate (ADR)</b>	\$156.84
<b>Revenue Per Available Room (RevPAR)</b>	\$106.48



# GOAL 5

## A Well-managed and Responsive Organization

### FY 2024 BUDGET SUMMARY

FY 2024 General Fund Budget: \$31.6m

% of FY 2024 General Fund Budget: 13.8%

New Investment: \$4,001,411

Goal 5 focuses on the City's internal operations and management, as well as outward-facing public engagement. This page summarizes ongoing and new expenditures that have been included in the budget that address the Council priorities within Goal 5. The departments and external partners that contribute to this goal and to the Council priorities are listed. The next page shows highlights of the Strategic Plan measures and initiatives that show the City's progress towards meeting our Goal 5 objectives. The City has made significant progress in this area and has implemented several new initiatives for employees and the public such as the new website design, the My Cville (Public Engagement App) and BenefitFocus (online employee benefits portal).

### NEW INVESTMENT

#### General Fund

- \$325,982 in additional funding will be transferred to the Debt Service fund to help offset the anticipated increases in future debt service costs. \$162,298 of the increase is a result of meals tax policy in which the equivalent of 1% is dedicated to the debt service fund.
- City employees will receive a 6% cost of living increase (COLA) beginning July 1, 2023 at a cost of \$3,607,331 to the General Fund.
- \$850,721 in funding has been set aside to begin implementation of the Class and Compensation study which was completed and presented to City Council in April 2023.
- \$67,000 was added to fund a regular full-time position for a Customer Service Ambassador to be stationed at the front entrance of City Hall as the first point of contact involving greeting, assisting, and providing direction/information to customers, members of the community and visitors.
- \$110,000 was added to fund a new Senior Analyst position for the Human Resources Department to provide additional support for the functions of class/compensation, leave administration, employee relations, collective bargaining, and policy compliance.

#### City Departments

City Council, City Manager, Communications, City Attorney, Finance, Information Technology, Human Resources, Voter Registration, Human Rights, all departments

#### External Partners

Chamber of Commerce, Virginia First Cities, Virginia Municipal League, Virginia Institute for Government, Alliance for Innovation, National League of Cities, Center for Nonprofit Excellence, Thomas Jefferson Planning District Commission



#### 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

# GOAL 5

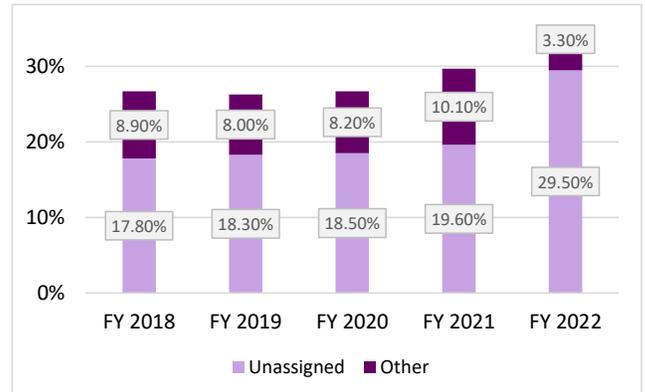
## A Well-managed and Responsive Organization

### Obj. 5.1 Integrate effective business practices and strong fiscal policies

The City has a fund balance reserve policy of 17% which includes a permanent Downturn Reserve of no less than 3% of the General Fund budget.

The City does not use fund balance to support on-going operations. A financial policy is in place that requires any remaining funds in the General Fund (which have not been encumbered or expensed) that are in excess of the required 17% (of General Fund expenditure budget) minimum fund balance shall be deemed to revert to the Capital Fund contingency account for future one-time investments in the City's infrastructure. Additionally, there are restrictions in place for when any of the 3% downturn reserve can be used. Draw down of this reserve can only occur in the event that revenues decline by more than 1.5% of current fiscal year estimate and will be limited to less than half of the balance of the Downturn Reserve Fund. In the event of a drawdown, the reserve must be replenished to the 3% level within three years. For FY 22, the 17% equated to \$36.2 million of which \$6.4 million is the 3% Downturn Reserve account.

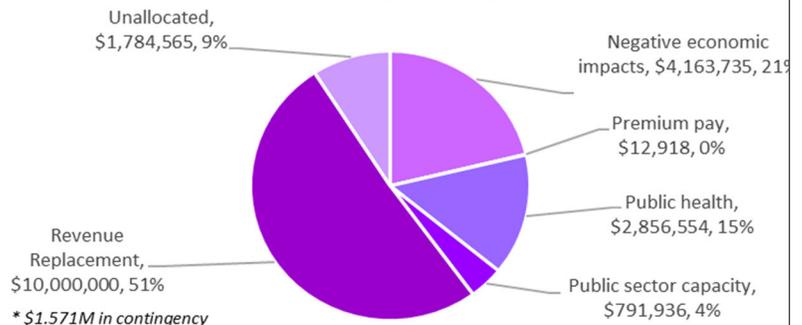
General Fund Balance as a % of Revenues



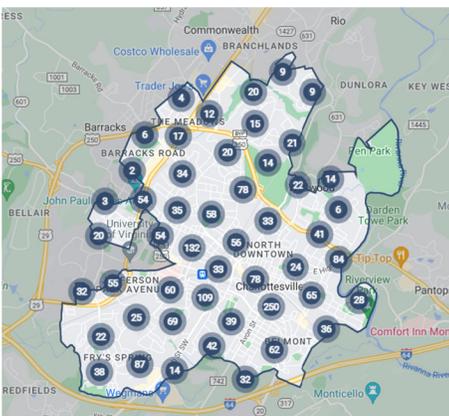
### Did you Know?

The City received \$19.6 million in American Rescue Plan funds through December 31, 2022. The City has used these funds for one time uses to address both immediate public and economic impacts of COVID 19 as well as City strategic initiatives.

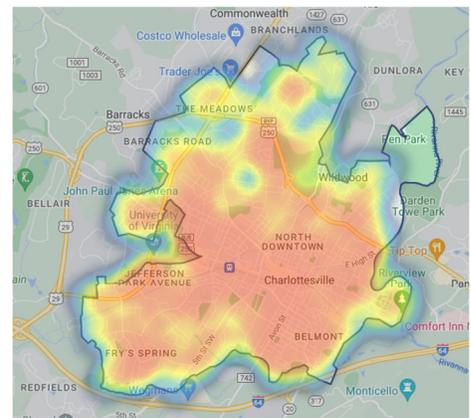
### Use of ARP Funds thru 12.31.22 = \$19.6M (US Treasury Definitions)



### Obj. 5.4 Foster Effective Community Engagement



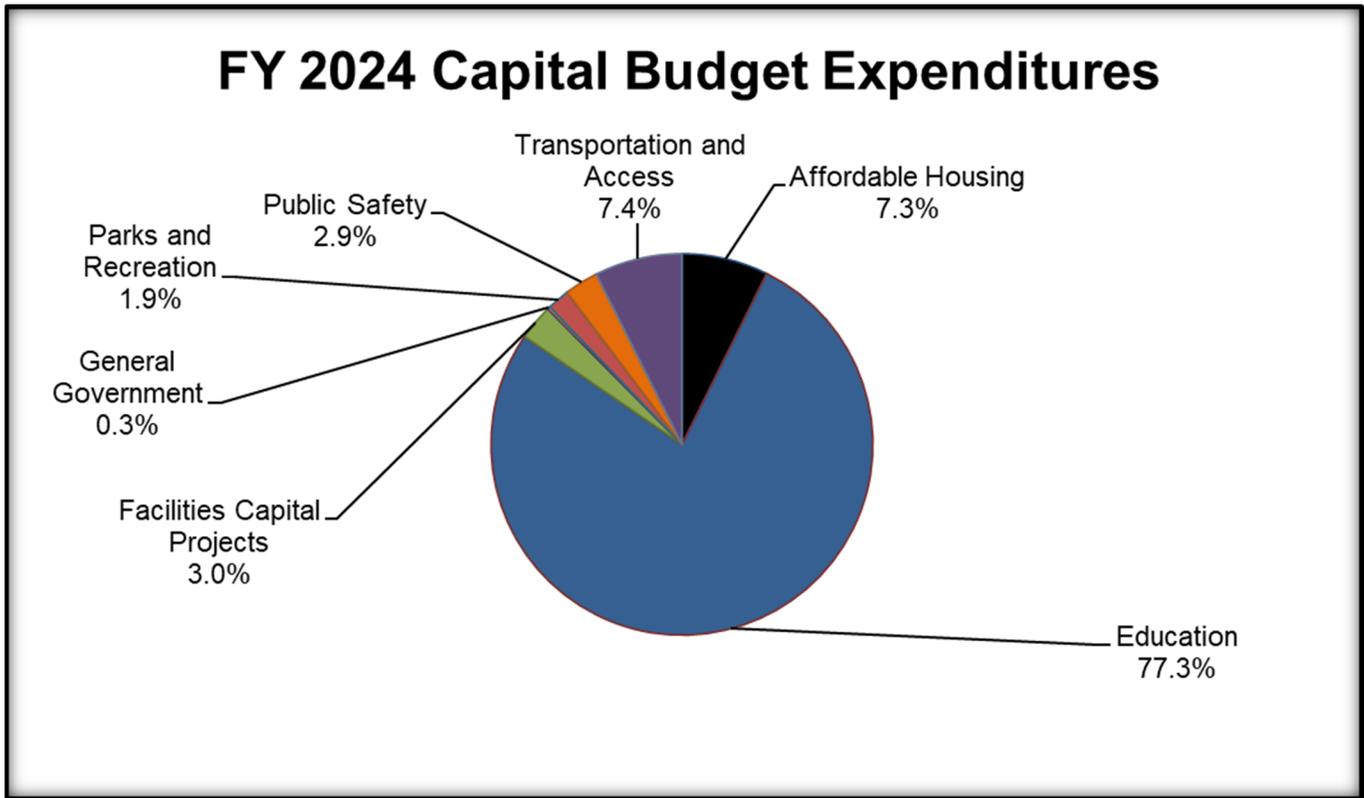
The City's Customer Relationship Management application, "MyCville", launched in 2018. Over the last year, there were more than 2,100 requests submitted. An average of 42 requests came in per week with the top five request types being: Overgrown Landscape, Sidewalk Safety, Traffic Sign Issues, Litter, and General Questions.



# Capital Improvement Program

## FY 2024 Budget: \$27.9 million

The FY 2024 - 2028 Capital Improvement Program (CIP) recommends the use of approximately \$137.9 million in long-term debt to finance a portion of the \$202.7 million multi-year program. The balance will be funded through transfers of funds from the General Fund, the revenue sharing agreement with Albemarle County, and



City Council has identified five priority areas: **Affordable Housing**, **Race and Equity**, **Workforce and Economic Development**, and **Safety, Security and Preparedness**. The approved CIP attempts to reflect each of these priorities by funding projects that will help to advance the priority.

### City Council Priority—Affordable Housing



In FY 2024, \$7.3 million is allocated for **Affordable Housing Fund** and over \$34M is allocated over the five year capital program for several affordable housing initiatives. **Charlottesville Redevelopment and Housing Authority** is to receive \$3,000,000 in the FY 2024 CIP for the future redevelopment of the City’s public housing sites. \$1,500,000 is allocated for **Supplemental Rental Assistance** to continue the previous commitment by City Council for housing vouchers and \$3 million is allocated to Piedmont Housing Alliance for the **MACAA and Park Street apartment projects**.



### City Council Priority—Safety and Security

\$2 million in additional funds is allocated in FY 24 to cover the anticipated inflationary increases for the new **Bypass Fire Station**. The total project cost of the station will be \$7.9 million.

\$1.2 million is allocated for the **Replacement of Fire Apparatus** and \$153,800 is allocated to establish a replacement fund for **Data Terminals and radios used by Police, Fire and Sheriff**.

# Project Highlights and Strategic Plan Alignment

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## Obj. 1.1 Prepare students for academic and vocational success

This CIP also continues to fund Council's strong commitment to **Education** by providing \$88.8 million in funding for schools including \$1.25 million for facility priority improvements and \$84.8 million for the construction the **Buford School Reconfiguration project**.



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

As part of the FY 24 CIP, **Small Area Plans** will receive \$100,000. Several specific areas of the city were identified as having planning and design issues or investment opportunities which may warrant additional study through the development of specific small area plans in the coming years.

## Obj. 3.2 Provide reliable and high quality infrastructure



**SIA Immediate Implementation** will receive \$200,000 in the FY 24 CIP. This funding is intended to facilitate completion of projects outlined in the Strategic Investment Area Plan.

The FY 24 CIP allocates \$1 million for **Street Milling and Paving** and \$3.7 million for the replacement of **Traffic Signal Infrastructure**.

## Obj. 3.3 Provide a variety of transportation and mobility options



\$100,000 is allocated for **New Sidewalks** and \$500,000 for **Sidewalk Repair**. The New Sidewalk project attempts to remedy the gaps throughout the sidewalk infrastructure of the City. \$100,000 is included for Citywide ADA improvements and \$240,000 is included for **ADA Pedestrian Signal Upgrades**.

## Obj. 3.4 Be responsible stewards of natural resources

\$1 million is allocated for **Climate Action Initiatives** which will be used to fund projects that help the City meet its emission goals and to leverage additional grant opportunities that may be available to help fund work in this area.

\$600,000 is allocated for the **LED Streetlight Conversion Project** which will convert approximately 3,900 electric streetlights to light emitting diode (LED) technology.

# City Awards

Those who 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:

- **17 Most Beautiful College Campuses in the U.S** – *Matador Network*—2021
- **These Are America’s Next Great Food Cities”** – *Food & Wine*-2022
- **Beyond Sonoma: Check Out Wine Country in Oregon, Colorado, Virginia and Pennsylvania** – *USA Today*—2021
- **Charlottesville, VA is the #22 Best City to Live in the USA** – *Livability.com*—2022
- **The Five Best Wine Road Trips in the U.S.** – *Food & Wine*—2021
- **Top 5 Most Beautiful College Towns** – *USA Today* 2020
- **Top 7 U.S. Wine Regions to Visit in 2022** – *Winecountry.com* -2022
- **Top 10 Wine Regions in the Country** – *USA Today* 2020
- **Monticello Wine Trail ranked #6 Best Wine Region**—*USA Today*-2020
- **#6 Best Cities in the South to move to after the pandemic** -*Business Insider*-2020
- **One of the Best Weekend Getaway Trips from DC**—*Thrillist.com*-2020
- **10th Best College Town in America**—*Livability*-2018
- **25th for quality of life**—*WalletHub’s 2019 Best Small Cities in America*-2019
- **Top 100 Best Places to Live**—*Livability*-2017
- **America’s Best Small Cities for Foodies** – *Travelocity* 2016
- **Number 4 in the U.S. for Entrepreneurship** – *Entrepreneur Magazine*-2016
- **Number 6 in the World for Best Wine Vacations**—*U.S. News & World Report Travel*-2016
- **#6 Leisure Travel Destination**—*Car Rentals.com*—2018
- **7 Wine Regions for Your Destination Wedding**—*Wine Enthusiast*—2018
- **The 13 Cutest Small Towns in the South**—*Pure Wow*—2018
- **#7 Best Small City Road Trip Destination**—*Travelocity*—2018
- **#5 Best Place to Live 2018**—*Livability*—2018
- **6 Great Getaways for Galentine’s Day**—*Washingtonian*—2018
- **20 Best Small Cities in the U.S. (Most Literate)** – *National Geographic Travel* – 2018
- **No. 5 Best Place to Live** – *Livability* – 2017, 2018
- **National Geographic Happiest Places (#3)** – *Dan Buettner and Dan Witters of Gallup* – 2017
- **No. 2 Best Small Town Main Street in America** – *Country Living* – 2017
- **No. 3 Best Small Town in the South** – *Southern Living* – 2017
- **17 Places You Must Visit in 2017** – *Expedia* – 2017

# City of Charlottesville's Organizational Values



## Vision

To be one community filled with opportunity

## Mission

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



City of Charlottesville  
Virginia

*To Be One Community  
Filled With Opportunity*

**Office of Budget and Performance Management**

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

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