



ADOPTED

FISCAL YEAR  
2010-11

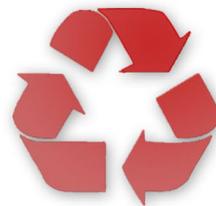
City of Charlottesville  
Operating & Capital Budget

A Great Place to Live  
for All of Our Citizens

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Cares*



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July 1, 2010

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

Dear Mayor and Council:

危机

*When written in Mandarin the word "crisis" is composed of two characters - one represents danger and the other represents opportunity.*

This was certainly the sentiment and focus in preparing the FY 2011 Adopted Budget. As you are aware, revenues are severely down in all areas – local and State alike – and there are no reliable trends that can accurately predict when things might turn around. Big unknowns remain, such as final State funding decisions regarding City schools and other local support that continue to dwindle at an alarming rate. On the other hand however, with crisis comes the opportunity to the test City's resilience. This budget illustrates this resilience fortified by past financial decisions made by Council that considered the potential for difficult times ahead. The City, as the adopted budget shows, benefited greatly from these actions taken in previous years; and the proposed budget continues this very trend, preparing for more difficult times ahead.

The **City Council Adopted Budget for Fiscal Year 2010 – 2011** has a total operating budget of **\$126,001,345**, a decrease of **.77%** when compared to the current year's budget. In addition, there is a designated portion of the budget, totaling **\$11,954,578**, a decrease of **5.68%** from the current year's budget, which is funded from specific revenue sources, such as school funding for pupil transportation and building maintenance, City/County Revenue Sharing funds for the Capital Improvement Program, Equipment Replacement Fund and the Facilities Repair Fund, and a portion of Meals Tax revenue designated for Debt Service.

## **Balancing the Budget**

Much of the challenge in developing the FY 2011 Adopted Budget was balancing revenues and expenditures given the decreases in local revenues and state funding, and the needs to maintain quality services. Decisions need to reflect a recognition of these challenges that will be faced in the future and ensure that decisions made today are sustainable. Therefore, we took several steps to develop a budget that is conservative yet forward thinking.

### **Revenues**

The City has always budgeted revenues conservatively. We believe this has kept us in a positive position overall – few surprises at year end, realistic and sustainable budgets. We recognized that several revenues may continue to trend down in FY 2011 and adjustments have been made to accommodate those trends. Some of the major revenue changes include:

- Perhaps the area of most concern is real estate taxes, and Charlottesville is not immune to the trend of declining assessments currently being experienced in most parts of the nation. In FY 2011, total assessments are projected to decline by .76% coupled with no growth through new construction. That translates to a loss in revenue of almost \$800,000;
- Other revenues that reflect the larger economic picture include sales and use, lodging and meals taxes and parking garage revenues. In total, FY 2011 projects these revenues to decline by over \$950,000;
- As part of the 2010-2012 Adopted Biennial State Budget, the City can anticipate up to \$624,000 in State “flex cuts”. At this time, it’s unknown what areas may be impacted, although the assumption is that it will work in a similar fashion as the last round of “flex cuts”. When the State imposed the \$50M in “flex cuts” during the last budget biennium, the City was given three choices and of these, we chose Option #1:
  1. Reduce all State funded areas as proposed by the Department of Planning and Budget, which included Constitutional Officers, CSA, Libraries, etc.;
  2. Reduce one State funded area;
  3. Send the State a check in the amount owed.
- Parks and Recreation is projecting to collect \$433,000 more in revenue than the previous fiscal year principally due to a full operational season of Onesty Family Aquatic Center and the fall opening of the Smith Family Aquatic Center.

### **Expenditures**

- There are no reductions in direct services provided to citizens;
- For a second year, there are no pay raises for City employees. We greatly value our staff and their contribution to the community, and the long term positive

effects - job security, avoiding elimination of filled positions, and future affordability during difficult and unpredictable economic times – are a far greater priority. We are pleased to report that employees will experience no increase in their health care plan premiums, co-pays or deductibles;

- All fixed costs were carefully reviewed and in many cases, especially in the areas of vehicle maintenance (benefits of a stepped up replacement program) and fuel (benefits of lower fuel prices and Hybrid purchases where possible), these costs were reduced;
- Major maintenance projects for City buildings and facilities were carefully examined and as a result, we were able to reduce the General Fund contribution for one year and still make progress towards maintenance goals;
- A closer review of the Ivy Landfill remediation and refuse/recycling collection contract dollars resulted in a reduction of these budgets while still meeting the agreement and contractual requirements;
- Numerous smaller reductions to City departments totaled over \$190,000 in savings.

### **Joint City/County Efficiency Study Recommendation – CSA Administration**

In May 2009, Charlottesville City Council and the Albemarle County Board of Supervisors conducted separate worksessions on the recommendations of their respective organizational efficiency studies. Both studies recommended evaluating the reassignment of administrative support functions for the Comprehensive Services Act (CSA) from the Commission on Children and Families (CCF) to the respective City and County Departments of Social Services. A staff committee was then named by the City Manager and County Executive to explore this further.

Included in this FY 2011 Adopted Budget are the following which are based on the final recommendation of the staff committee:

- A CSA Coordinator will be located in the City Department of Social Services (DSS). A parallel coordinator will be housed in the Albemarle County DSS. All CSA administrative support will be managed jointly by the two DSS agencies;
- Local funds that had previously been appropriated to CCF for this purpose are proposed to be included in the DSS operating budget, a total of \$52,352 in local dollars (State dollars will also follow the position);
- The FY 2011 Adopted Budget reduces the City’s contribution to CCF to \$85,117 which will fund two full time positions and an operating budget to coordinate the ABRT process, manage work groups as requested by the joint Community Policy & Management Team, and provide research and data collection expertise, among other things.

A separate recommendation included in the City's *Quality of Service and Efficiency Study* is also included in this budget, which transfers juvenile justice services, the State and local funding for this function and the fiscal administrative responsibilities of the VJCCCA Grant, back to the City. The employee in this role is already a City employee and will be moved from the Commission on Children and Families to Community Attention as of July 1<sup>st</sup>.

### **Council Priority Initiatives**

This budget includes funding for a few new and expanded programs that are a high priority of City Council. Between the Operation and Capital Budgets, there is over **\$2.6M** in Council Priority Initiatives.

- Includes a Council Priority Initiatives pool budgeted at \$265,000, much of which is “reserved” for specific priorities:
  - \$110,000 set aside for transit enhancements/improvements – a decision on how these funds are to be used will follow a summer transit summit;
  - \$100,000 set aside for future consideration of trash/recycling service options that are currently being explored by staff and the solid waste authority;
  - The remaining funds in this pool provide a means for Council to initiate new programs or expand existing programs related to the Community Priorities established by Council. Examples of programs that Council could consider include youth development opportunities, job development services, workforce development, transit enhancements, pedestrian safety, education programs, diversity initiatives, green city initiatives, infrastructure improvement, housing, sustainability and other programs which help achieve Council's priorities.
  
- Provides full operational funding for the new Smith Family Aquatic Center, a full year of operations for the Onesty Family Aquatic Center and continued operations of the McIntire Wading Pool. The additional funding required is completely offset by increased revenue projections anticipated by increased usage of these new pools.

In the FY 2011 Adopted Capital Budget, several projects are identified as Council Priority Initiatives:

- Invests \$1.2M in the Charlottesville Housing Fund, with an additional \$200,000 to be allocated from Community Development Block Grants Fund in a separate action of Council;
- \$300,000 is included for the design and construction of new sidewalks;
- Citywide stormwater initiatives provides for \$350,000 in the Capital Improvement Program for the strategic inspection and rehabilitation of the existing public

stormwater infrastructure. This amount of funding is less than what was appropriated and planned in previous years (\$600,000 for three years starting in FY 2010). This is because at the end of FY 2009, the Gas Utility had a stormwater account with a \$339,000 balance. These funds are being included in the FY 2011 Gas Fund capital budget and used to supplant the overall stormwater program accordingly;

- New funding in the amount of \$200,000 for Belmont Commercial Corridor Improvements, which will include improvements to the streetscape, vehicular safety and parking issues, all of which are related to the new businesses in the “Downtown Belmont” area;
- \$250,000 for park land acquisition will be used to pursue land acquisition opportunities to preserve open space, protect natural resources and improve riparian buffers and provide future trail connections;
- Urban Tree Preservation and Planting and Trails and Greenway Development is proposed at \$127,250;
- Sets aside \$50,000 designated for new and improved bicycle infrastructure in and around the City.

### **Economic Downturn Fund**

We are recommending continuing funding the \$2.8 million Economic Downturn Fund that was created in FY 2010. This represents 1.98% of the adopted FY 2011 total General Fund Budget. In the current FY 2010 budget, we estimate that revenues will be short by at least \$1.3 million, which absorbs 50% of the FY 2010 Economic Downturn Fund. It is not possible to accurately predict what the economy will do in the foreseeable future, so we believe that it is fiscally prudent for future financial stability to continue this funding. We believe the trend will continue downward with more declining City revenues and that it is wise to anticipate this as part of our short and long term financial planning.

We also shared this story in last year’s proposed budget, but we believe it is worth repeating. When the City’s Financial Advisor, Morgan Keegan, were visiting Standards and Poor with another highly-rated Virginia issuer in preparation for an upcoming bonds sale, the S&P analyst said “I used to think that for an issuer to be rated AAA they had to be bullet proof, but in reality they just need to be able to dodge bullets.” Morgan Keegan then reiterated to City staff that “In these difficult economic times, management plays even a more critical role in maintaining a municipality’s financial stability. By taking actions such as establishing an Economic Downturn Fund within the Adopted Budget, the City’s management is again demonstrating the leadership that is expected amongst the highest rated localities in the United States.”

## **Final Thoughts**

Because of the City's sound financial planning and decision making we made in previous fiscal years, the City is much better off than most other localities in our region and around the Commonwealth. We both anticipated and prepared for the turning of the economy by (a) planning for the future, (b) budgeting conservatively with sustainability in mind, and (c) wisely using funds we knew were going to be one-time revenues. That combination of insightful decision making and planning has made all the difference in preparing the FY 2011 City Council Adopted Budget.

Sincerely,

A handwritten signature in cursive script that reads "Maurice Jones".

Maurice Jones,  
Acting City Manager

## City Council Amendments to the FY 2011 Proposed General Fund Budget

<b>Manager's Recommended FY 11 Revenue Estimates</b>	<b>\$</b>	<b>140,751,728</b>
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**Amendments to FY 11 Revenue Estimates**

***Increase Revenues***

State Aid for Police Protection		211,448
Reimbursement for Constitutional Officers		251,477
Parking Garage Revenues		50,000
BPOL		111,075

***Decrease Revenues***

\$60 M State Flex Cuts		(624,000)
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<b>Total Revenue Amendments</b>	<b>\$</b>	<b>_____ -</b>
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<b>Total Amended FY 11 General Fund Revenue Estimates</b>	<b>\$</b>	<b>140,751,728</b>
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<b>Manager's Recommended FY 11 Expenditures</b>	<b>\$</b>	<b>140,751,728</b>
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**Amendments to FY 11 Expenditures**

***Increase Expenditures***

**City Council Priority Initiatives**

Reserved for Transit Initiatives		110,000
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**Outside Agencies**

PACEM		10,000
Foothills Child Advocacy Center		25,000

**Operating Department**

Police Department - Overtime dedicated to Internet Crimes Against Children (ICAC) investigations		10,000
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***Decrease Expenditures***

**General Fund Contribution - Charlottesville Transit Service**

Allocated to Council Priority Initiatives		(110,000)
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**City Council Priority Initiatives**

Allocated to PACEM, Foothills and ICAC overtime		(45,000)
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<b>Total Expenditure Amendments</b>	<b>\$</b>	<b>_____ -</b>
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<b>Total Amended FY 11 General Fund Expenditures</b>	<b>\$</b>	<b>140,751,728</b>
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**City Council Amendments to the  
FY 2011 Proposed Capital Budget**

<b>Manager's Recommended FY 11 Capital Expenditures</b>	<b>\$ 33,854,150</b>
<b><i>Increase Capital Expenditures</i></b>	
Bicycle Infrastructure	50,000
Affordable Housing	200,000
<b><i>Decrease Expenditures</i></b>	
Mall Renovations at The Omni Hotel	(200,000)
Citywide Traffic Improvements	(50,000)
<b>Total Capital Expenditure Amendments</b>	<b>\$ -</b>
<b>Total Amended FY 11 Capital Expenditures</b>	<b>\$ 33,854,150</b>

**FY 2011 Operating Revenue Changes**  
 (Operating Budget FY 2010 to Operating Budget FY 2011)

**Operating Revenue Increases**

Personal Property Tax (local portion)	51,000
Lodging Tax	2,000
Payment in Lieu of Taxes: Utilities Funds	75,014
Tax on Bank Stock	113,000
BPOL	505,575
Recreation Income	433,779
Interest Earned	154,833
Misc. Charges for Services	8,700
Parking Fines	95,000
Misc. Revenue	25,000
City/County Revenue Sharing: Operating Budget	1,042,280

**Operating Revenue Decreases**

State \$60M "Flex Cuts"	(624,000)
Real Estate Tax	(799,450)
Virginia Communications Sales and Use Tax	(239,500)
Tax on Wills and Deeds	(50,000)
Sales and Use Tax	(552,156)
Meals Tax	(99,000)
Utility Taxes	(67,772)
Various Building Permits	(45,630)
State Aid for Police Protection	(202,333)
Compensation Board Reimbursement for Constitutional Officers	(223,416)
Misc. Intergovernmental Revenues	(59,035)
Parking Garage Revenue	(300,000)
Misc. Local Taxes	(14,000)
Other Misc. Revenue	(201,335)

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**Net Operating Revenue Changes** **(971,446)**

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**FY 2011 Designated Revenue Changes**  
 (Designated Budget FY 2010 to Designated Budget FY 2011)

**Designated Revenue Decreases**

Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	(806)
City/County Revenue Sharing: Transfer to Capital Improvement Program	(326,500)
City/County Revenue Sharing: Transfer to Facilities Repair Fund	(300,000)
Meals Tax Revenue: Transfer to Debt Service	(93,000)

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**Net Designated Revenue Changes** **(720,306)**

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**Total General Fund Operating and Designated Revenue Changes** **(1,691,752)**

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**FY 2011 Operating Expenditure Changes**  
**(Operating Budget FY 2010 to Operating Budget FY 2011)**

**Council Priority Initiatives**

Allocated from Council Priority Initiatives	
Contribution to PACEM	10,000
Contribution to Foothills Child Advocacy Center	25,000
Overtime for Police Department - Internet Crimes Against Children	10,000
Reserved funding within Council Priority Initiatives	
Transit System Initiatives	110,000
Trash Disposal/Recycling Options	100,000

**City Schools**

City Contribution to Schools	(129,089)
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**Salary, Benefits and Staffing**

Health Care (Employer) Contribution	26,709
Retirement Fund (Employer) Contribution	420,926

**Contributions to Outside Agencies/Interagency Transfers**

Contribution to the Commission on Children and Families (CSA Coordination and Juvenile Justice Coordinator)	(219,091)
Contribution to SPCA (based on revised contract and new funding formula)	119,298
Contribution to The Paramount Theatre	32,000
Contribution to JAUNT	45,510
Contributions to Regional Jail, Blue Ridge Juvenile Detention Center and ECC	74,940
Contribution to Jefferson/Madison Regional Library	2,863
Transfer to Department of Social Services	(149,029)
Transfer to Community Attention	47,600
Transfer to Charlottesville/Albemarle Convention and Visitor's Bureau	(47,432)
Transfer to Greyhound Operations	75,000
Local Match Requirement - Comprehensive Services Act	(350,000)

**Other Changes**

Parks and Recreation Operational Costs for Smith Aquatic Center, a full year of Onesty Family Aquatic Center and continued operation of McIntire Wading Pool	410,070
Transfer to Debt Service	(300,000)
Public Works General Fund Street Paving (reflected in FY 2011 Proposed Capital Improvement Program)	(500,000)
Contract - Collection of Trash and Recycling	(248,928)
Fixed Costs	
HVAC Fees	30,767
Vehicle Fuel, Maintenance and Wash Facility Support	(125,860)
ly Landfill Remediation	(250,000)
Other Departmental Budget Savings	(192,700)

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<b><u>Net Operating Expenditure Changes</u></b>	<b><u>(971,446)</u></b>
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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PRESENTED TO

**City of Charlottesville  
Virginia**

For the Fiscal Year Beginning

**July 1, 2009**

President

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, 2009. 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.

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# INTRODUCTION AND SUMMARY





**Acknowledgements**

As with many of the programs of the City of Charlottesville, the development of the budget takes a team effort. The City Manager's Office develops the budget with the assistance of many other individuals in 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.

Acting City Manager	Maurice Jones
City Manager (through 4/13/10)	Gary B. O'Connell
COO/CFO	Aubrey V. Watts, Jr.
Director, Budget and Performance Management	Leslie M. Beauregard
Budget and Management Analyst	Ryan Davidson
Agency Budget Review Team	Robert Cox, III, Ryan Davidson, Mike Murphy
City Manager's Office	Terry Bentley
Charlottesville Albemarle Convention and Visitors Bureau	Kurt Burkhart, Allie Baer, Kathy O'Leary
Capital Improvement Program Ranking Committee	Brian Daly, Bill Emory, Britt Grimm, Diane Kuknyo, Chad Thorne, Ebony Walden
Circuit Court	Paul Garrett, Pat Young
City Attorney	Craig Brown, Barbara Ronan
City Sheriff	Sheriff James Brown, Kara Thomas, Mike Baird
Clerk of Council	Jeanne Cox (through 4/30/10); Paige Barfield
Commissioner of the Revenue	Lee Richards, Rosalind Collins, Betty Graham, Servilla Kidd
Communications Department	Ric Barrick
Community Attention	Mike Murphy
Department Budget Review Team	Jennifer Brown, Rosalind Collins, Jim Tolbert
Economic Development	Chris Engel, Blair Morris
Finance Department	Bernard Wray, Sharon O'Hare, Roosevelt Barbour, Monica Brumfield, Krisy Hammill, Gail Hassmer, Michael Heny, Teresa Kirkdoffer, Jennifer Luchard, Beatrice Segal
Fire Department	Chief Charles Werner, Britt Grimm
General District Court	Mary Trimble
General Registrar	Sheri Iachetta
Human Resources	Galloway Beck
Information Technology	Kerry Goode (through 3/24/10), Karen Parker Barbara Sites
Juvenile & Domestic Relations Court/ Court Services Unit	Martha Carroll, Jody Shelley, Debra Terry
Parks and Recreation	Brian Daly, Linda Daly, Rion Summers
Magistrate's Office	Cheryl Thompson
Neighborhood Development Services	Jim Tolbert, Sharon Patterson
Social Services	Robert Cox, III (through 3/31/10), Diane Kuknyo
Police	Chief Timothy Longo, David Shifflett
Public Works	Judith Mueller, Lauren Hildebrand, Mary Kay Kotelec, Steve Lawson, Jim McClung, Mike Mollica, Lance Stewart, Chad Thorne, Bill Watterson
Treasurer	Jennifer Brown, Jason Vandever



This **Fiscal Year 2010-2011** 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 adopted expenditures for Management, 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 2010-2011. Our goal is to provide a straightforward document that provides 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 World Class City.

### Contact Information

#### City Council

Dave Norris, Mayor  
Holly Edwards, Vice Mayor  
David Brown  
Satyendra Huja  
Kristin Szakos

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*[k.szakos@embarqmail.com](mailto:k.szakos@embarqmail.com)*

City Council (All Members)

*[council@charlottesville.org](mailto:council@charlottesville.org)*

#### Acting City Manager

Maurice Jones  
*[cityman@charlottesville.org](mailto:cityman@charlottesville.org)*

#### Clerk of Council

Paige Barfield  
(434) 970-3113  
*[barfieldp@charlottesville.org](mailto:barfieldp@charlottesville.org)*

#### Mailing Address

P.O. Box 911  
Charlottesville, VA 22902

#### Website

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

If you have questions or desire more information about the budget, please contact the City Manager's Office at (434) 970-3101 between 8:00 a.m. and 5:00 p.m., Monday through Friday or anytime via the City Manager's e-mail address shown above.

## CHARLOTTESVILLE CITY COUNCIL VISION - 2025

### ***Charlottesville: A Great Place to Live for All of Our Citizens***

- A leader in innovation, environmental sustainability, and social and economic justice
- Flexible and progressive in anticipating and responding to the needs of our citizens
- Cultural and creative capital of Central Virginia

### **Economic Sustainability**

Our community has an effective workforce development system that leverages the resources of the University of Virginia, Piedmont Virginia Community College, and our excellent schools to provide ongoing training and educational opportunities to our residents. We have a business-friendly environment in which employers provide well-paying, career-ladder jobs and residents have access to small business opportunities. The Downtown Mall, as the economic hub of the region, features arts and entertainment, shopping, dining, cultural events, and a vibrant City Market. The City has facilitated the development of significant infill commercial and mixed use sites within the City.

### **A Center for Lifelong Learning**

In Charlottesville, the strength of our education is measured not by the achievements of our best students, but by the successes of all our students. Here, an affordable, quality education is cherished as a fundamental right, and the community, City schools, Piedmont Virginia Community College and the University of Virginia work together to create an environment in which all students and indeed all citizens have the opportunity to reach their full potential.

### **Quality Housing Opportunities for All**

Our neighborhoods retain a core historic fabric while offering housing that is affordable and attainable for people of all income levels, life stages, and abilities. Our neighborhoods feature a variety of housing types, including higher density, pedestrian and transit-oriented housing at employment and cultural centers. We have revitalized public housing neighborhoods that include a mixture of income and housing types and enhanced community amenities. Our housing stock is connected with recreation facilities, parks, trails, and services.

### **C'ville Arts and Culture**

Our community has world-class performing, visual, and literary arts reflective of the unique character, culture, and diversity of Charlottesville. Charlottesville cherishes and builds programming around the evolving research and interpretation of our historic heritage and resources. Through City partnerships and promotion of festivals, venues, and events, all have an opportunity to be a part of this thriving arts, cultural, and entertainment scene.

### **A Green City**

Charlottesville citizens live in a community with a vibrant urban forest, tree-lined streets, and lush green neighborhoods. We have an extensive natural trail system, along with healthy rivers and streams. We have clean air and water, we emphasize recycling and reuse, and we minimize stormwater runoff. Our homes and buildings are sustainably designed and energy efficient.

**America’s Healthiest City**

All residents have access to high-quality health care services. We have a community-wide commitment to personal fitness and wellness, and all residents enjoy our outstanding recreational facilities, walking trails, and safe routes to schools. We have a strong support system in place for families and for the elderly and disabled. Our emergency response system is among the nation’s best.

**A Connected Community**

The City of Charlottesville is part of a comprehensive, regional transportation system that enables citizens of all ages and incomes to easily navigate our community. An efficient and convenient transit system supports mixed use development along our commercial corridors, while bike and pedestrian trail systems, sidewalks, and crosswalks enhance our residential neighborhoods. A regional network of connector roads helps to ensure that residential neighborhood streets remain safe and are not overburdened with cut-through traffic.

**Smart, Citizen-Focused Government**

The delivery of quality services is at the heart of Charlottesville’s social compact with its citizens. Charlottesville’s approach to customer service ensures that we have safe neighborhoods, strong schools, and a clean environment. We continually work to employ the optimal means of delivering services, and our decisions are informed at every stage by effective communication and active citizen involvement.

# FY 2010-2011 Budget Calendar

August 18, 2009.....	FY 2011 – 2015 Capital Improvement Program Submission Packets Distributed
August 28, 2009.....	Outside Agency Funding Applications Distributed
September 21, 2009 .....	Capital Improvement Program Requests Due
October 14, 2009 .....	FY 2011 Budget Submission Guidelines and Instructions Distributed to City Departments
October 13, 2009 .....	Agency Budgets Due to City and County
November 13, 2009 .....	FY 2011 Budget Submissions Due from City Departments
November 16, 2009 .....	Financial Forecast/Budget Guidelines Presented to City Council
November 24, 2009 .....	FY 2011 – 2015 Capital Improvement Program Planning Commission Work Session
December 8, 2009 .....	FY 2011 – 2015 Capital Improvement Program Planning Commission Public Hearing
December – January.....	Agency Budget Review with County and City Staff
December – February .....	Finalize City Manager's FY 2011 Proposed Budget
March 1, 2010.....	Proposed City and School Operating and Capital Budget Formally Presented to City Council
March 10, 2010.....	Council Budget Work Session
March 15, 2010.....	First Public Hearing on Proposed Budget
March 17, 2010.....	Council Budget Work Session
March 24, 2010.....	Community Budget Forum
March 31, 2010.....	Council Budget Work Session
April 5, 2010.....	Second Public Hearing and First Reading of Budget
April 7, 2010.....	Council Budget Work Session
April 12, 2010.....	Second Reading and Council Adoption of Budget

## The Purpose of Budgeting

Budgeting has several major purposes. First and foremost, budgeting is a formal way to convert the City's long-range plans and policies into services and programs for the citizens of the City of Charlottesville. The budget also details these services and programs in terms of costs. The City's budget informs the City Council and the public of the City government's plans for the coming fiscal year (July 1, 2010 - June 30, 2011), and provides the Council with the opportunity to review and decide the level of services to be provided to our citizens.

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

## The City's Fund Structure

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

1. General Fund (operating)
2. Enterprise Funds (Utilities and Golf Funds)
3. Capital Improvement Program Fund
4. 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 Albemarle County Revenue Sharing funds.

The **Enterprise Funds** consist of the operating and capital budgets of the Gas, Water and Wastewater programs in the City and the Golf Course 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.

The **Internal Service Funds** are governmental funds that consist of the operating and minor capital budgets of the Information Technology, Communication Systems, Fleet Management, and HVAC funds. 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** – Provides funding for a scheduled replacement program for 678 vehicles and pieces of equipment.
- **Facilities Repair Fund** – An internal service fund, this provides funding to preserve the City's investment of over \$83 million in non-school facilities, which have annual maintenance requirements.

- **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** – An internal service fund, this 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

The City's five-year capital improvement process begins in early fall of each year, when City departments are asked to submit their ranked requests for the five-year capital plan. CIP submissions are received by the Budget Office, which organizes and prepares the submissions for review. The CIP Staff Ranking Committee then meets several times to discuss and, if necessary, re-rank the requested projects based on various criteria adopted by the City Council and the Planning Commission. The CIP **Staff Ranking Committee** consists of staff members from Neighborhood Development Services, Public Works, Budget Office, Parks and Recreation, Public Safety, one member from a non-CIP requesting department, which for this year's process was the Department of Social Services, and one member from the Planning Commission. The CIP is then forwarded to the **Budget Development Committee**, which reviews all projects and their criteria scoring and develops a recommendation that is fiscally sound and reflects the overall priorities of the City and its needs. The CIP Budget Committee consists of the City Manager, COO/CFO, Finance Director, the Budget Director and one member of the Planning Commission. The final proposal from the Budget Development Committee then comes before the Planning Commission. Following Planning Commission consideration and approval, the revised five-year CIP are forwarded to the City Manager and then to City Council for inclusion in the annual budget.

### Operating Budget – Expenditure and Revenue Development

The City's operating budget process begins in the fall when departments prepare their budget requests and the City Manager presents the City's long-term financial forecast to City Council. Based upon this forecast, City Council formally adopts its budget guidelines (pg. 9) and assumptions for the upcoming fiscal year.

From late October to mid-December, departmental budget requests and agency budget requests are submitted to the City Manager's Office and reviewed individually with each department. The **Department Budget Review Team (DBRT)** reviews and makes recommendation on "strategic budget issues" such as fixed costs, new requests, budget reductions, other funds (debt service, CIP, etc.), and salaries and benefits. The **DBRT** consists of the COO/CFO, Budget Director, Budget and Utilities Analyst, Director of Finance, a department head from a small department, a department head from a large department, one staff member that alternates between a large and small department, and two representatives from public safety (Police and Fire). In December and January, estimated revenue forecasts are finalized by the **Revenue Team**, simultaneous with the development of the expenditure budgets.

The City Manager's Proposed Budget, along with the School's Budget, is presented to City Council at the first Council meeting in March. A series of City Council work sessions and public hearings are held during the months of March and April. The City and School budget is formally adopted by City Council each year by April 15th.

### Strategic Vision and Council Priorities

In January 2006, City management and a team of staff began a process of developing the City's first comprehensive Strategic Plan. During a series of focus groups and meetings with a community driven Strategic Planning Steering Committee appointed by City Council, and the community at large, this group developed several strategic priority areas. Once these priority areas were refined and presented to City Council, Council developed them further at their Fall 2006 annual retreat. Over the course of several months, City Council shaped those priorities to reflect an overall **2025 Vision for the City** (pgs. 2-3).

In September 2008 a City Council retreat was held, during which Council further shaped their priorities based on their Strategic Vision. The following priorities were identified at their retreat. This adopted budget financially supports the priorities that were identified at the fall 2008 retreat.

1. Affordable Housing
2. Repair of Aging Infrastructure
3. Workforce Development
4. Race Relations
5. Economic Development
6. Public Transportation

### P3: Plan, Perform, Perfect

During the summer of 2008, City staff developed and started implementation of a process known as **P3: Plan, Perform, Perfect**, or **P3**, that builds on the City's internal capacity to develop (1) departmental strategic business plans, (2) a performance measurement and management system and (3) 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.

This initiative will be institutionalized as a process that is used to guide the organization and its partners in making key decisions and tracking progress towards achieving its goals, and to ensure that these goals are aligned upward to the City Council Strategic Vision. Therefore P3 must be implemented as an ongoing process that is integrated in the organization's culture, not simply the production of a document.

The long term goal of **Plan, Perform, Perfect**, or **P3**, is to have in place a system of **performance management** that enables the City to do the following:

- Focus on results, rather than activities;
- Align results to City Council's Strategic Vision and Initiatives;
- Serve as a management tool for the City Manager and Department Heads on which to evaluate progress of various programs and services.
- Report to City Council and the public on what the City is doing and how well we are doing it;
- Create a more comprehensive budget process, with decisions based on data, research and evidence and includes greater participation from City staff and the public; and
- Improve transparency in all areas of the organization.

As part of FY 2011 budget submissions, departments that have developed P3 strategic plans were asked to provide a list of measures they will be reporting on during the fiscal year. Measures are being reviewed/finalized during the next few months and will be reported out to Council and the public outside the regular budget process.

## **Budget Adoption**

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.

**Budget Guidelines (As Adopted By City Council)**

1. Maintain the current real estate and personal property tax rates.
2. Develop operational budgets within projected available revenues.
3. Focus on Council's Strategic Vision and Priorities:
  - 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
  - Smart, Citizen Focused Government
4. Begin to incorporate the use of performance measures to assist in making decisions that support budget priorities related to City Council's Strategic Vision and Priorities, 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 living wage ordinance "so that every City contract for the provision of non-professional services will require that the contractor pay each employee assigned to perform services a living wage equal to no less than the lowest starting salary for City employees."
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 an agency review jointly with Albemarle County, the Commission on Children and Families, and the United Way to scrutinize agency requests for program congruence with Council's priority areas.
11. Transfer at least 3% of general fund expenditures to the Capital Improvement Fund (CIP).
12. Budget a reserve for Council Priority 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 equal to 12% of the City's operating budget.
14. Maintain an Economic Downturn Fund until such time revenues stabilize.

**Long Term Financial Policies**

1. Maintain a General Fund balance of 12% of operating budget.
2. Maintain sufficient working capital in the utilities funds (Water, Wastewater and Gas).
3. Stabilize all non-general funds by ensuring they have a positive fund balance.
4. Transfer any excess funds from parking fines above the amount budgeted in the General Fund to the Capital Fund for future parking projects.
5. Maintain a debt service to general fund total expenditure ratio of 8% or less.
6. Transfer 1-cent of the meals tax revenue to the Debt Service Fund to be reserved for debt service for future bond issues.

## Major Expenditure Highlights of the Budget

### City Council Priority Initiatives

Includes a pool of funds **(\$265,000)** for **Council Priority Initiatives**, established to provide a means for Council to initiate new programs or expand existing programs related to the Community Priorities established by Council. Examples of programs that Council could consider include youth development opportunities, job development services, workforce development, transit enhancements, pedestrian safety, education programs, diversity initiatives, green city initiatives, infrastructure improvement, housing, sustainability and other programs which help achieve Council's Priorities.

Included within the total amount for **Council Priority Initiatives**, Council set aside funding for the following priorities:

- o \$110,000 – Transit system enhancements, the use of which will be determined following a summer transit summit
- o \$100,000 – Solid waste and recycling options

### Joint City/County Efficiency Study Recommendation – CSA Administration

In May 2009, Charlottesville City Council and the Albemarle County Board of Supervisors conducted separate worksessions on the recommendations of their respective organizational efficiency studies. Both studies recommended evaluating the reassignment of administrative support functions for the Comprehensive Services Act (CSA) from the Commission on Children and Families (CCF) to the respective City and County Departments of Social Services. A staff committee was then named by the City Manager and County Executive to explore this further.

Included in this FY 2011 Adopted Budget are the following changes based on the final recommendation of the staff committee:

- o A **CSA Coordinator** will be located in the Department of Social Services (DSS). A parallel Coordinator will be housed in the Albemarle County DSS. All CSA administrative support will be managed jointly by the two DSS agencies ;
- o Local funds that had previously been appropriated to the CCF for this purpose are included in the DSS operating budget, a total of \$52,352 in local dollars (State dollars will also follow the position);
- o The FY 2011 Adopted Budget reduces the City's contribution to CCF to \$85,117 which will fund two full time positions and an operating budget in order to coordinate the ABRT process, manage work groups as requested by the joint Community Policy & Management Team, and provide research and data collection expertise, among other things.

A separate change, that was included in the **City's Quality of Service and Efficiency Study**, is also adopted in this budget, which shifts juvenile justice services, the State and local funding for this function and the fiscal administrative responsibilities of the VJCCCA Grant, back to the City. The employee in this role is already a City employee and will be moved from the Commission on Children and Families to Community Attention as of July 1st.

**Other Expenditure Highlights**

- City Schools will receive **\$40,080,523**, an decrease of \$129,089, based on the funding target formula that the Schools will receive 40% of new real estate and personal property tax revenues;
- Provides full operational funding for the new **Smith Family Aquatic Center**, a full year of operations for the **Onesty Family Aquatic Center** and continued operations of **McIntire Wading Pool**. Any new expenditure needs are offset by **\$433,779** in projected new revenue.
- Maintains the same level of criteria and funding for the **Tax and Rent Relief Programs** and the **Homeowner Tax Grant Program**;
- Increase in the City's contribution to the **Retirement Fund**, per the actuarial funding requirement, in the amount of **\$420,926**;
- Reflects an increase in funding to the **Regional Jail**, the **Emergency Communications Center** and the **Blue Ridge Juvenile Detention Center**, total new funds of **\$74,940**;
- Increase funding to the **Charlottesville/Albemarle SPCA** by **\$119,298** which reflects the new joint agreement and funding formula (\$4 per capita) adopted by City Council in November 2009;
- Fully funds **JAUNT**, an increase of **\$45,510**, reflecting increased ridership and reductions in State aid, and fully funds **Jefferson Madison Regional Library**;
- Includes **\$32,000** for **The Paramount Theater** to fund their outreach and education programs for youth, matching the amount City Council appropriated as part of the FY 2009 Year End Appropriation;
- Reflects the anticipated cost of the City's **contract collection of trash and recycling**, reducing this budget by **\$248,928**;
- Reduces the City's obligation for Landfill Remediation by **\$250,000**;
- Net decrease in **fixed costs** allocated out to departments, including **HVAC Charges**, **Information Technology** support fees, **Risk Management** fees, **vehicles fuel** and **maintenance** and fees associated with **Warehouse** operations, in the amount of **\$95,093**;
- Provides a General Fund supplement of **\$75,000** to support **Greyhound Operations** to ensure that this operation remains fiscally solvent during the year;

**FY 2011 Capital Improvement Program Highlights**

**Revenue**

- \$4,248,500 General Fund contribution
- \$45,000 in PEG Fee revenue
- \$239,000 contribution from Albemarle County for a shared project (CATEC)
- \$200,000 contribution from the City Schools for the small cap program
- \$16,552,666 in Federal Highway Funds (Route 250 Bypass Interchange)
- \$5,633,500 in State Revenue Sharing Funds (Route 250 Bypass Interchange)
- \$6,935,484 in CY 2011 bonds

...for total FY 2011 Revenue of **\$33.85 million**

**Expenditures**

- \$1,768,463 million for City Schools
- \$1,694,132 for Facilities
- \$4,827,139 for Transportation and Access
- \$580,250 for Parks and Recreation
- \$22,186,166 for State and Federal Funded Project (Route 250 Bypass Interchange)
- \$103,000 for Strategic Development Initiatives
- \$100,000 for Neighborhood Improvements
- \$525,000 for Neighborhood and Citywide Stormwater Initiatives
- \$45,000 for Technology Infrastructure
- \$1,200,000 for the Charlottesville Housing Fund
- \$625,000 for the City's contribution to the YMCA Pool
- \$200,000 in Contingency Funds

...for total FY 2011 Expenditures of **\$33.85 million**

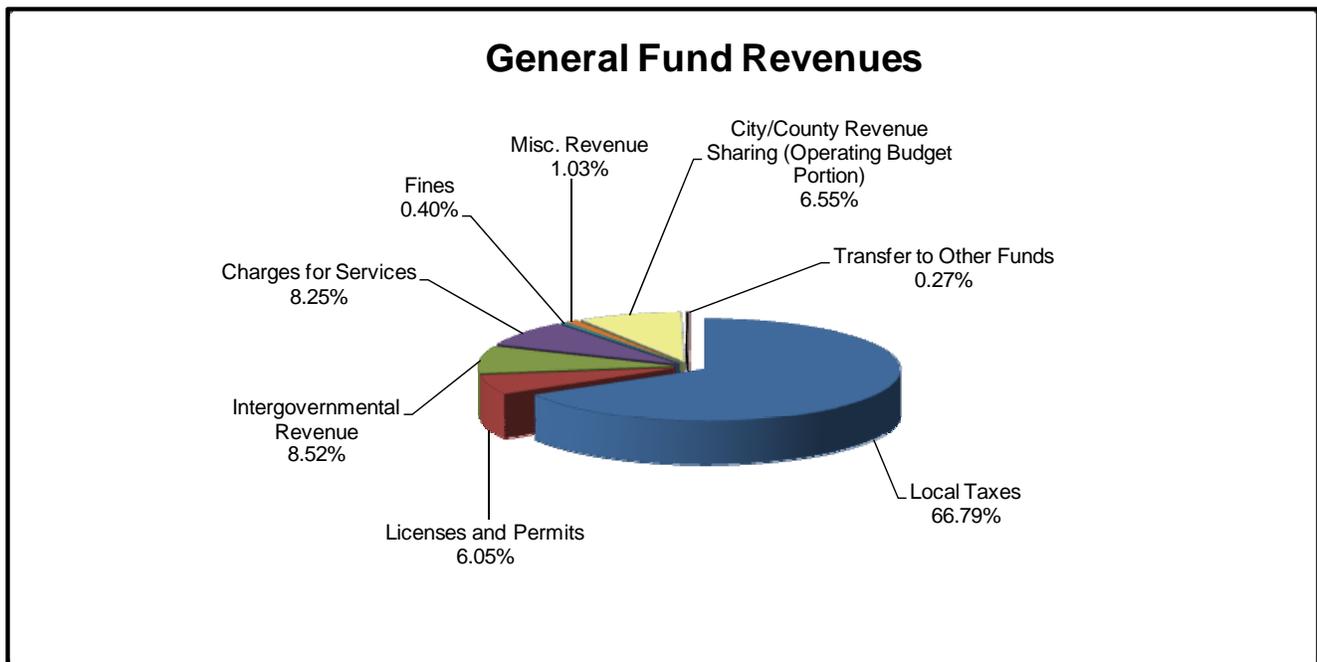
**Capital Improvement Program Council Priority Initiatives**

- Continues the investment in the **Charlottesville Housing Fund**, with funding proposed at **\$1.2 million** in FY 2011 and \$1 million per year for FY 2012 - 2015. Past uses for these funds have included \$850,000 for the preservation of affordable rental units by Dogwood housing; \$420,000 to Habitat for Humanity for the construction of affordable housing units; \$279,000 to Albemarle Housing Improvement Program for the substantial rehabilitation of homes owned by low income families; and \$150,000 to the Workforce Housing Fund to assist low income individuals with down payment and closing cost assistance. Additional funding in an amount of \$200,000 will be programmed out of CDBG funds into the Housing Fund.
- **Citywide Stormwater Initiatives** funded at **\$350,000** is for the strategic inspection and rehabilitation of the existing public stormwater infrastructure. The City has an aging stormwater infrastructure (consisting of over 50 miles of pipes) and currently over 7 miles of this system has been identified as being in need of immediate repair or replacement based on deterioration of the pipes. This funding will be reevaluated annually with the Capital Improvement Budget with the long term goal to shift this to a self supporting utility. The funding for Citywide Stormwater Initiatives has been reduced by \$250,000 in FY 2011, which differs from previous proposed CIPs. This is due to the availability of FY 2009 carryover funds in the amount of \$339,000 which are included in the Gas Capital Improvement Program for FY 2011 and will be used to fund major stormwater projects as prescribed above.
- The FY 2011 Capital Improvement Program sets aside **\$250,000** for **Park Land Acquisition**. These funds will be used to pursue land acquisition opportunities to preserve open space, protect natural resources and improve riparian buffers and provide future trail connections. Green infrastructure and open space conservation are often the cheapest way to safeguard drinking water, clean the air and achieve other environmental goals.
- **Urban Tree Preservation and Planting and Trails and Greenway Development** is allocated **\$127,250** in FY 2011. The importance of tree preservation is a highly held value among residents of the City, and the protection of the Urban Tree Canopy has a direct affect upon air quality, stormwater management and quality of life for City residents. The Urban Tree Planting and Preservation request was reduced for FY 2011 due to the fact that sufficient funding exists in the project account to pay for the planting of up to one hundred 1 ½ inch or 2 inch caliper trees each year for the next three fiscal years.
- Includes new funding in the amount of **\$200,000** for **Belmont Commercial Corridor Improvements**. City staff is working with Belmont residents and business owners to develop streetscape improvement plans to improve pedestrian and vehicular safety and parking issues, all of which are related to the new businesses in "Downtown Belmont".
- In FY 2011, **\$300,000** is included for the design and construction of **new sidewalks**. This funding attempts to remedy the gaps that remain throughout the sidewalk infrastructure of the City. Priorities are given to completing the sidewalk network around schools, parks, business centers and community amenities such as libraries, post offices, etc. Project locations will be approved by the Planning Commission and City Council.
- **Bicycle Infrastructure** provides for **\$50,000** to improve bicycle infrastructure throughout the City of Charlottesville. This funding will be designated for improvements to existing bicycle lanes, signage, and any other necessary improvements to the bicycle infrastructure of the City.



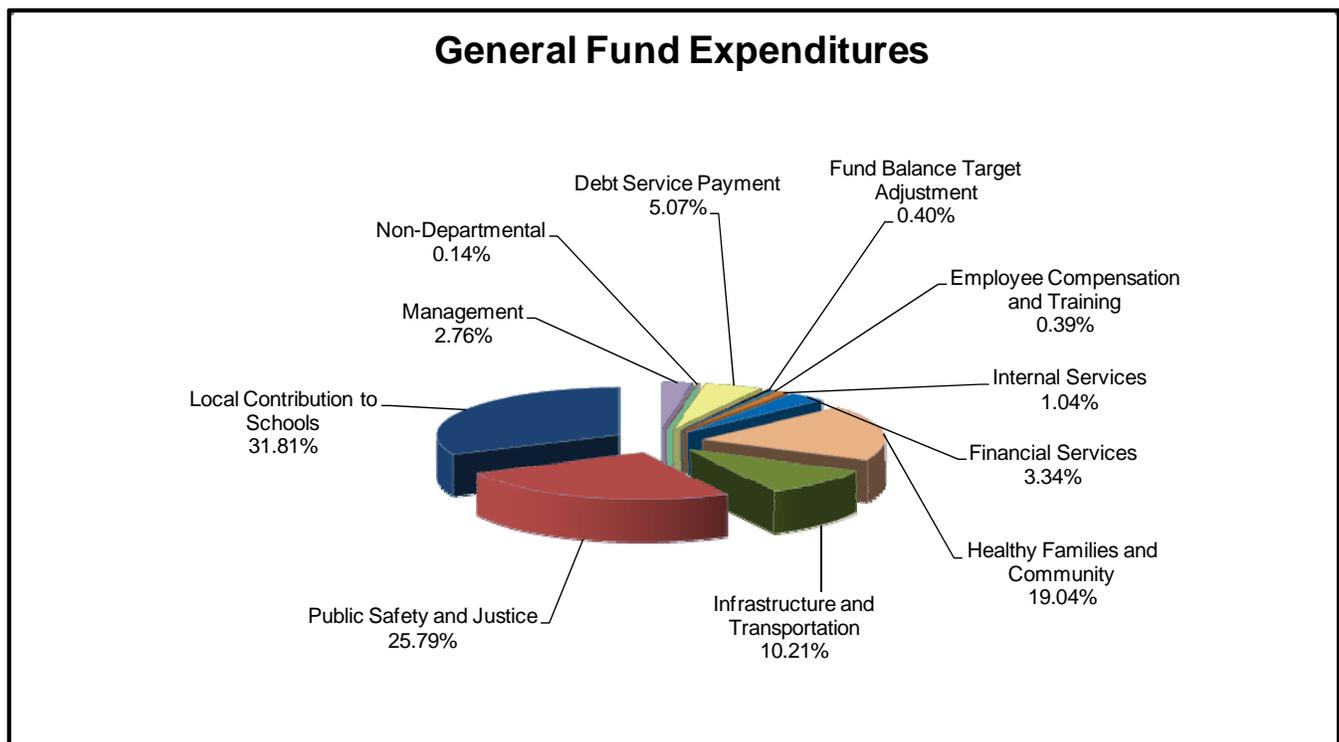
### General Fund Revenue Summary

	FY 2008-2009 Budget	FY 2009-2010 Budget	FY 2010-2011 Budget	Increase/ (Decrease)	% Change
<b>General Fund Revenue</b>					
Local Taxes	\$85,685,695	\$85,814,844	\$84,158,966	(\$1,655,878)	-1.93%
Licenses and Permits	8,814,755	7,162,430	7,622,375	459,945	6.42%
Intergovernmental Revenue	11,600,663	11,573,296	10,732,067	(841,229)	-7.27%
Charges for Services	10,244,633	10,316,455	10,399,546	83,091	0.81%
Fines	363,781	405,000	500,000	95,000	23.46%
Misc. Revenue	2,591,813	1,152,519	1,297,864	145,345	12.61%
City/County Revenue Sharing (Operating Budget Portion)	7,695,118	9,906,247	10,948,527	1,042,280	10.52%
Transfer to Other Funds	1,158,968	642,000	342,000	(300,000)	-46.73%
<b>TOTAL OPERATING BUDGET</b>	<b>\$128,155,425</b>	<b>\$126,972,791</b>	<b>\$126,001,345</b>	<b>(\$971,446)</b>	<b>-0.77%</b>



### General Fund Expenditure Summary

	FY2008-2009 Actual	FY 2009-2010 Budget	FY 2010-2011 Budget	Increase/ (Decrease)	% Change
<b>General Fund Expenditures</b>					
Management	\$3,284,792	\$3,421,192	\$3,479,972	\$58,780	1.72%
Non-Departmental	40,636	146,000	180,915	34,915	23.91%
Debt Service Payment	6,024,393	6,692,000	6,392,000	(300,000)	-4.48%
Fund Balance Target Adjustment	0	500,000	500,000	0	0.00%
Employee Compensation and Training	397,220	445,000	495,000	50,000	11.24%
Internal Services	1,210,651	1,304,478	1,313,247	8,769	0.67%
Financial Services	4,084,970	4,168,059	4,209,841	41,782	1.00%
Healthy Families and Community	22,918,478	24,373,529	23,991,343	(382,186)	-1.57%
Infrastructure and Transportation	12,888,772	13,468,761	12,867,252	(601,509)	-4.47%
Public Safety and Justice	32,219,771	32,244,160	32,491,252	247,092	0.77%
Local Contribution to Schools	39,781,531	40,209,612	40,080,523	(129,089)	-0.32%
<b>TOTAL OPERATING BUDGET</b>	<b>\$122,851,214</b>	<b>\$126,972,791</b>	<b>\$126,001,345</b>	<b>(\$971,446)</b>	<b>-0.77%</b>



### Explanation of 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 four different revenue projection techniques in order to ensure the accuracy of the revenue projections.

- Informed/Expert Judgment (e.g. the advice of a department head)
- Deterministic Techniques (e.g. formulaic revenues)
- Time Series Techniques (e.g. moving averages and predictive statistics)
- Estimates from the Commonwealth of Virginia (e.g. transfer payments)

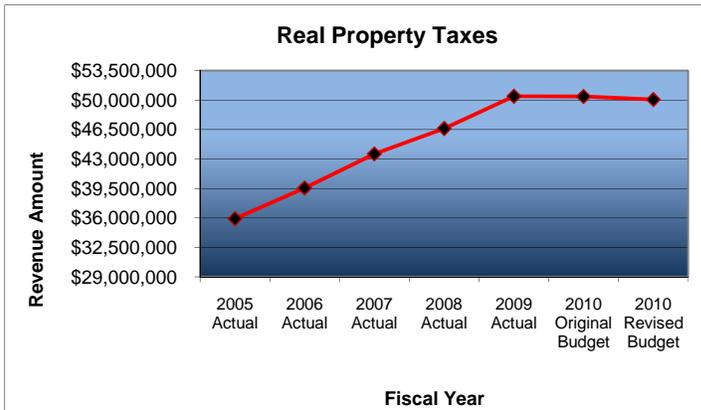
In practice, most revenue projections combine two or more of these techniques. Generally, the amount of revenue available to the City depends on current and future economic activity. Below is a listing of the major revenue sources for the City of Charlottesville, which make up 88.04% of the total General Fund revenue collected by the City of Charlottesville.

Revenue Source	FY 2011 Projection	% of General Fund Total Revenues
Real Estate Taxes	\$49,637,948	35.27%
City/County Revenue Sharing	18,454,658	13.11%
Sales & Use Taxes	9,372,844	6.66%
Meals Tax	6,528,000	4.64%
Personal Property Taxes	6,324,000	4.49%
Business & Professional Licenses	6,205,575	4.41%
State Assistance	6,150,991	4.37%
Payment in Lieu of Taxes: Utilities	5,134,874	3.65%
Utility Tax	4,575,300	3.25%
PPTRA	3,498,256	2.49%
Virginia Communications Sales & Use Tax*	3,340,500	2.37%
Transient Room Tax	2,397,000	1.70%
Recreation Income	1,216,278	0.86%
Public Service Corporation Taxes	1,075,000	0.76%
<b>TOTAL</b>	<b>\$123,911,224</b>	<b>88.04%</b>

In the following section, a graph has been presented for each 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 Fiscal Year 2011. The data in the graphs represents the amount of actual revenue collected for Fiscal Years 2004 – 2009, along with the originally budgeted amounts and revised revenue estimates for FY 2010, all of which were important factors in projecting the revenues for Fiscal Year 2011.

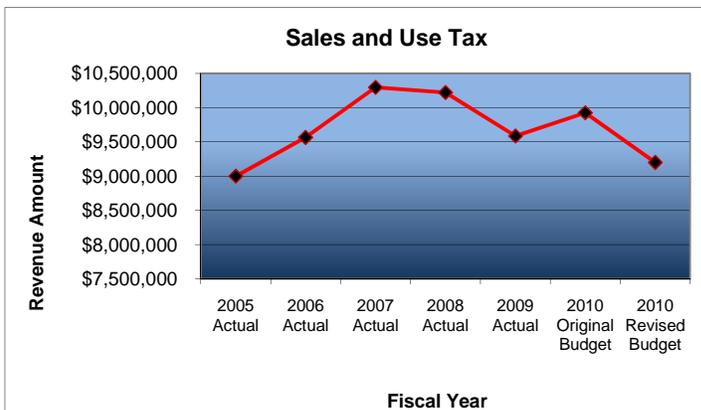
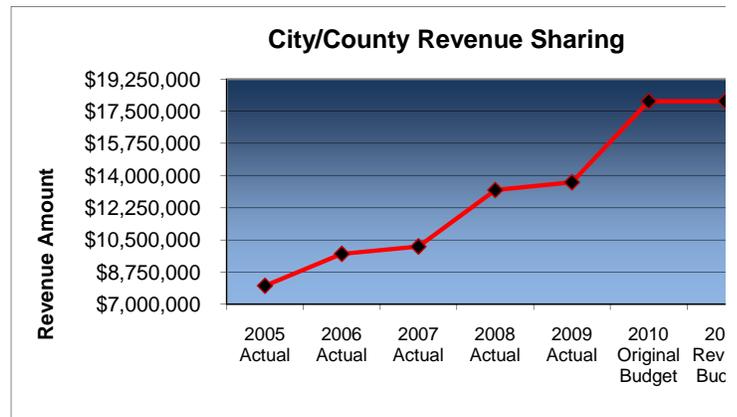
\*Beginning in January 2007, the E-911 Fee, Cable Franchise Fee, and Utility Taxes (Telephone and Cable) were rolled into one revenue stream called the Virginia Communications Sales and Use Tax. This is a State administered local tax and the City is reimbursed on a monthly basis. This consolidation of taxes and has resulted in inaccurate trend data for the Utility Tax and Virginia Communications Sales and Use Tax revenue items.

### Major Local Revenue – Descriptions and Trend Data

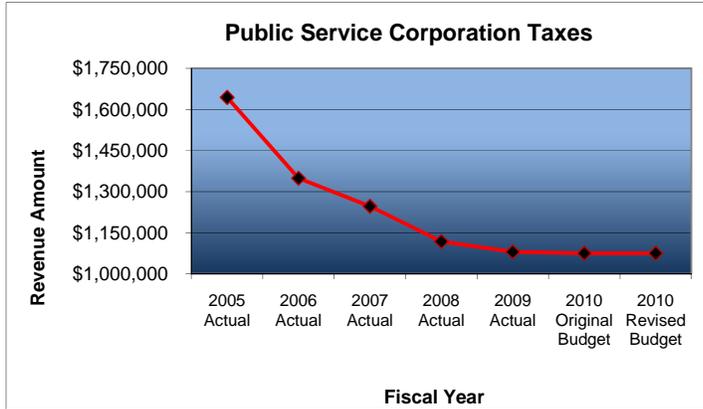


**Real Property Taxes** are the largest source of revenue for the City. They are *ad valorem* taxes based on the assessed value of real property owned by businesses, individuals, and corporations. They are assessed at 100% valuation, with tax rates being applied per \$100 of assessed value. **The adopted tax rate for FY 2011 is \$.95 per \$100 of assessed value.**

**City/County Revenue Sharing** is based on an agreement between the City of Charlottesville and the County of Albemarle dated February 17, 1982. The agreement requires the County to contribute a portion of its real property tax base to the City in exchange for the City's agreement to forgo annexation of any County property. The amount from the County is equal to 1/10 of 1% of the County's total assessed property values for CY 2008 when estimating the FY 2011 payment. The majority of this revenue is dedicated to projects and operations that benefit City and County residents alike, including replacement of transit infrastructure and transportation improvements, enhancements to parks and recreation facilities and programs, construction of a new fire station, and road/infrastructure maintenance.

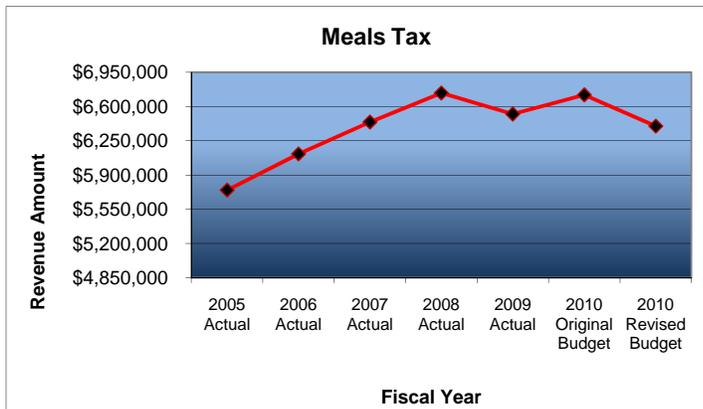
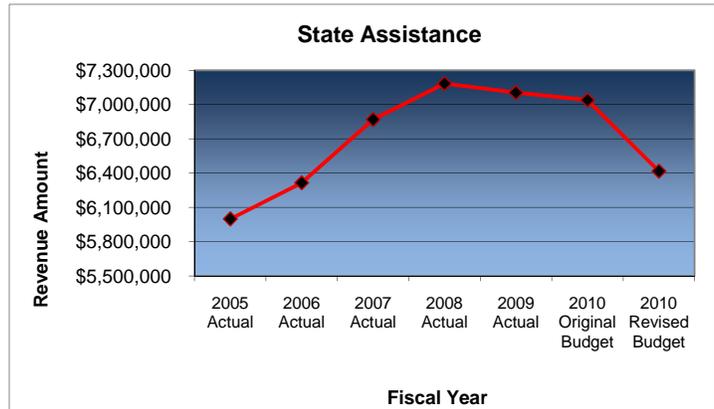


**Sales and Use Taxes** are revenues received by the City from 1 cent of the 5-cent State sales tax generated within the City. Historically this revenue has been a very strong performer, resulting in the large increases for prior fiscal years. However, due to the downturn in the economy, in FY 2011 this revenue is projected to see a 5.56% decrease from the FY 2010 Original Budget. **The current Sales Tax rate is 5% for general sales purchases and 2.5% for non-prepared foods (implemented July 1, 2005).**

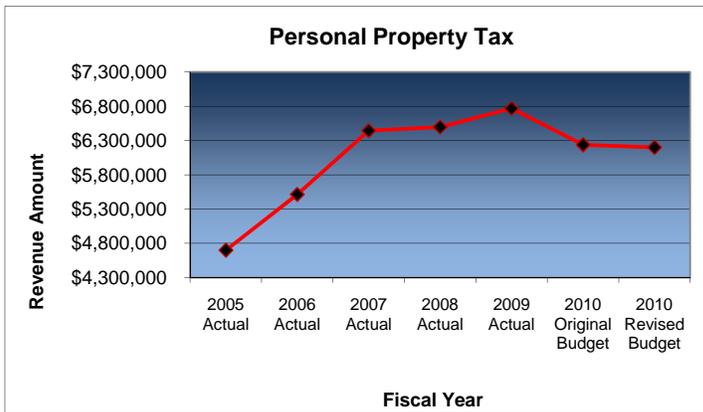


**Public Service Corporation Taxes** are levied on the real estate and tangible property owned by railroads, utilities, pipelines, and other businesses required to register with the State Corporation Commission. These revenues are expected to experience little to no growth due to adjustments made to the depreciation method for computer equipment, furniture and office equipment, and central office equipment, which then decreased the assessments over the prior year.

**State Assistance** consists of three major revenue items, which are: **Constitutional Officer Reimbursement**, which is determined by the State Compensation Board on an annual basis as funds 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, and are based on a formula approved by the General Assembly which includes road type, lane miles, and rate of pavement per lane mile; and, **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.

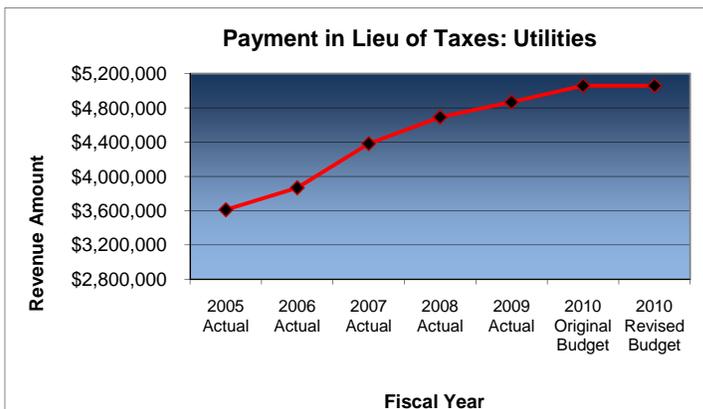
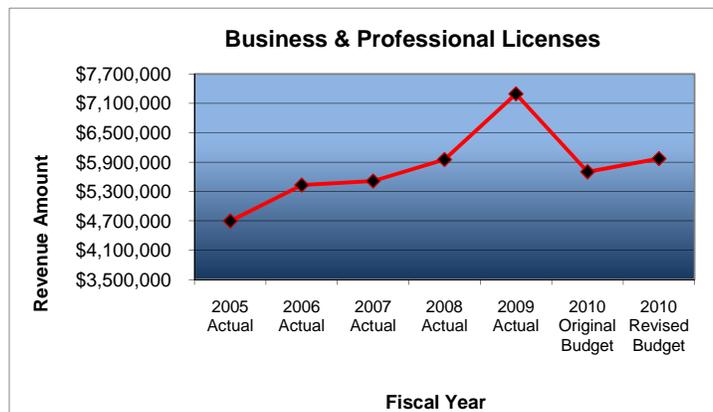


**Meals Tax** is assessed on the sales price of prepared food and beverages sold in the City. Twenty-five cents of each dollar collected is dedicated to the Debt Service Fund to pay off the future debt of bond issuances used to pay for capital projects. The remaining \$.75 of each dollar is dedicated to the General Fund. Between FY 2005 – FY 2008 this revenue showed consistent increases of between 4 – 6%. Due to the downturn in the economy this revenue source showed a decrease of 3.20% in the FY 2009 actuals, and for FY 2011 this revenue is trending towards a 2.86% decrease from the FY 2010 Original Budget amount. **The current Meals Tax rate is 4%.**

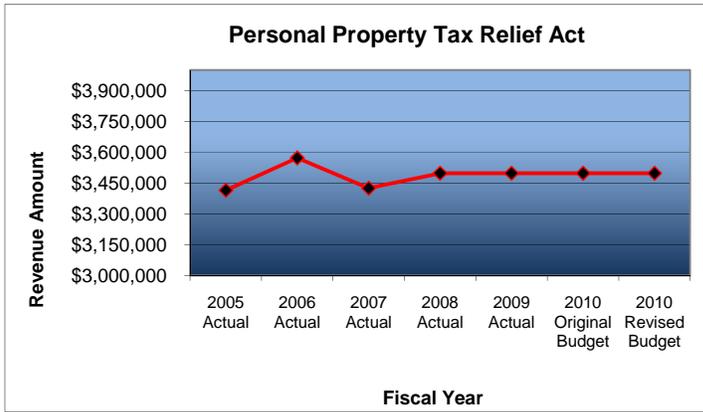


**Personal Property Taxes** are levied on vehicles owned by individuals and businesses, as well as tangible property owned by businesses. In the fall of 2005, City Council approved changing the valuation method of personal property from average loan value to trade in value. FY 2011 Personal Property Tax revenue is projected to increase by 0.81% from the FY 2010 budgeted amount. **The adopted tax rate for FY 2011 is unchanged at \$4.20 per \$100 of assessed value.**

**Licenses and Permits** are revenues collected from permits and privilege fees required by the City. The largest of these sources is the **Business and Professional Licenses**, which is estimated to bring in over \$6.2 M in FY 2011, which represents a \$505,575 increase from the FY 2010 budgeted figure. The increases in FY 2009 and FY 2011 from the budgeted figures represent the collection of BPOL fees that were owed from several years, based upon an audit by the Commissioner of Revenue. A portion of the revenue will increase the tax base for FY 2011.

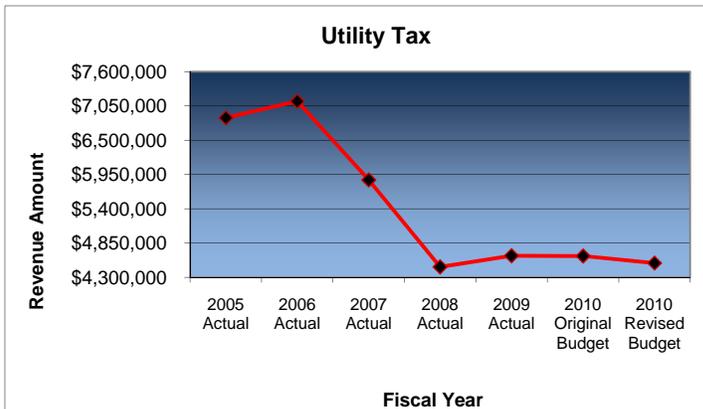
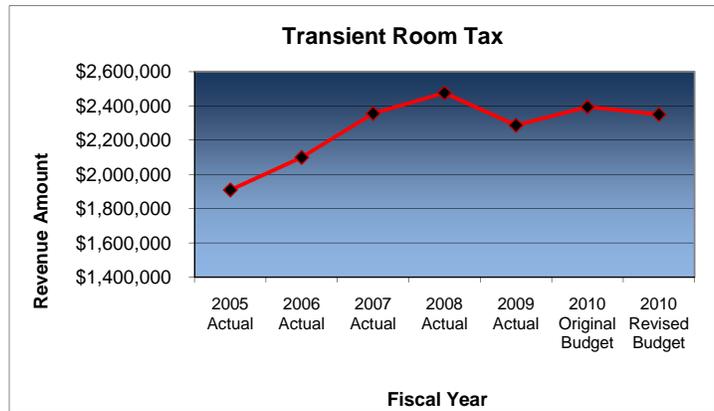


**Payment in Lieu of Taxes: Utilities** covers the property taxes and business licenses that city-owned water, sewer, and gas operations would pay if they were private businesses. The payment in lieu of taxes for the utilities is calculated by a predetermined formula. In FY 2011, this revenue item is estimated to generate approximately \$5.1 million in revenue.



**PPTRA** is the State reimbursement to the localities for those vehicles that qualify for reduced personal property tax rates under the Personal Property Tax Relief Act. Recent legislation, SB 5005, establishes what amounts to a fixed, annual block grant to localities, the proceeds of which must be used to provide relief to the owners of qualifying vehicles. The State's obligation is capped and made certain and localities are provided greater flexibility in determining how relief is to be distributed.

**Transient Room Tax**, often called the lodging tax, consists of taxes assessed on the use of rooms in hotels, motels, and boarding houses. Like many of the other consumer driven taxes (Meals Tax, Sales & Use Tax, etc.) this revenue saw a decrease in FY 2009 of 7.86%. In FY 2010 revenue projections are showing increases over the prior fiscal year and this trend is expected to continue into FY 2011, which is why the Transient Room tax is projected to see an increase of \$2,000. **The adopted tax rate remains unchanged at 6%.**



**Utility Tax**, known as the Utility Services Consumer Tax, is collected on the sale of goods and services from the following utility services: electric service, gas service, and water service. Beginning in January 2007, Telephone and Cable taxes previously recorded under Utility Taxes were rolled into a new revenue stream called the Virginia Communications Sales and Use Tax. This led to the sharp decrease in revenue between FY 2006 and FY 2008. For FY 2011, Utility Tax is projected to decrease by 1.46%.

### Adopted Tax and Fee Rates

	Adopted Fiscal Year 2010-2011	Adopted Fiscal Year 2009-2010
Real Estate Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
Personal Property Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
Machinery and Tools Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
Mobile Home Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
Sales Tax - General <sup>(1)</sup>	5.0%	5.0%
Sales Tax - Food (Excludes prepared food) <sup>(2)</sup>	2.5%	2.5%
Restaurant/Meals Tax	4.0%	4.0%
Lodging Tax	6%	6%
Cigarette Tax	\$.35 per pack	\$.35 per pack
E-911 Fee <sup>(3)</sup>	\$.75/phone line	\$.75/phone line
Cable Franchise Fee <sup>(3)</sup>	5%	5%
PEG Fee (Cable)	\$.35/month	\$.35/month
Utility Taxes (Gas, Water, Wastewater, Electric)	10%	10%
Utility Taxes (Telephone and Cable) <sup>(3)</sup>	5%	5%
Refuse Collection		
Trash Sticker Fee	13 Gallon - \$1.05 each 32 Gallon - \$2.10 each	13 Gallon - \$1.05 each 32 Gallon - \$2.10 each
Trash Decal Fees <sup>(4)</sup>		
32 Gallon Can	\$94.50 Annually	\$94.50 Annually
45 Gallon Can	\$125.00 Annually	\$125.00 Annually
64 Gallon Can	\$189.00 Annually	\$189.00 Annually
96 Gallon Can	\$283.50 Annually	\$283.50 Annually
Large Item Pickup Fee	\$25.00 per occurrence	\$25.00 per occurrence
Motor Vehicle License Fee	Up to 4,000 lbs. - \$28.50 4,000 - 6,500 lbs. - \$33.50 Over 6,500 lbs. - \$33.50 Motorcycles - \$8.50	Up to 4,000 lbs. - \$28.50 4,000 - 6,500 lbs. - \$33.50 Over 6,500 lbs. - \$33.50 Motorcycles - \$8.50
Courthouse Maintenance Fee	\$2.00 per court case	\$2.00 per court case
Courtroom Security Fee	\$10.00 per conviction	\$10.00 per conviction

(1) Of this 5% collected by the State, 1% is returned to the locality to support public education.

(2) This second Sales Tax rate for non-prepared foods (i.e., grocery stores) was adopted by the State as of July 1, 2005.

(3) Starting in January 2007, these taxes are rolled into one revenue: the **Virginia Communications Sales and Use Tax**. The tax rates are set by the State in an effort to streamline communications taxes. The revenue is collected by the State and the City is reimbursed on a monthly basis. It is still considered a local tax.

(4) These rates are based on purchasing the decals after July 1<sup>st</sup> and prior to September 30<sup>th</sup> of each year. If purchased after September 30<sup>th</sup> the City offers prorated rates based upon date of purchase.

**General Fund Revenue Detailed**

	FY 2008-2009 Actual	FY 2009-2010 Budget	FY 2010-2011 Budget	Increase/ (Decrease)	% Change
<b>LOCAL TAXES</b>					
Real Estate Taxes	\$50,446,354	\$50,437,398	\$49,637,948	(\$799,450)	-1.59%
Personal Property Tax	6,770,537	6,273,000	6,324,000	51,000	0.81%
Public Service Corporation Tax	1,080,542	1,075,000	1,075,000	0	0.00%
Penalty/Interest on Delinquent Taxes	452,598	350,000	350,000	0	0.00%
Utility Taxes (City Utilities and Electric)	4,644,592	4,643,072	4,575,300	(67,772)	-1.46%
Virginia Communications Sales and Use Tax	3,338,662	3,580,000	3,340,500	(239,500)	-6.69%
Franchise Taxes (See <i>VA Communications Sales and Use Tax</i> )	12,397	0	0	0	0.00%
Tax on Bank Stock	639,849	550,000	663,000	113,000	20.55%
Tax on Wills & Deeds	473,913	550,000	500,000	(50,000)	-9.09%
Sales & Use Tax	9,588,558	9,925,000	9,372,844	(552,156)	-5.56%
Rolling Stock Tax	16,094	14,938	14,938	0	0.00%
Transient Room Tax	2,286,843	2,395,000	2,397,000	2,000	0.08%
Meals Tax	4,891,929	4,995,000	4,896,000	(99,000)	-1.98%
Short-Term Rental Tax	52,731	64,000	50,000	(14,000)	-21.88%
Cigarette Tax	673,439	695,000	695,000	0	0.00%
Recordation Tax Receipts	195,292	142,436	142,436	0	0.00%
Vehicle Daily Rental Tax	121,365	125,000	125,000	0	0.00%
<b>Taxes Subtotal</b>	<b>\$85,685,695</b>	<b>\$85,814,844</b>	<b>\$84,158,966</b>	<b>(\$1,655,878)</b>	<b>-1.93%</b>
<b>LICENSES AND PERMITS</b>					
Business & Professional Licenses	\$7,295,646	\$5,700,000	\$6,205,575	\$505,575	8.87%
Vehicle Licenses	893,847	856,800	856,800	0	0.00%
Dog Licenses	14,911	15,000	15,000	0	0.00%
Electrical, Heating and Mechanical Permits	159,120	120,000	120,000	0	0.00%
Building and Plumbing Permits	295,680	310,630	275,000	(35,630)	-11.47%
Other Permits	155,551	160,000	150,000	(10,000)	-6.25%
<b>Licenses and Permits Subtotal</b>	<b>\$8,814,755</b>	<b>\$7,162,430</b>	<b>\$7,622,375</b>	<b>\$459,945</b>	<b>6.42%</b>
<b>INTERGOVERNMENTAL REVENUE</b>					
<i>Revenue from Federal Agencies</i>					
Federal Assistance (CDBG Admin., etc.)	\$6,778	\$0	\$0	\$0	0.00%
<i>Revenue from State Agencies</i>					
PPTRA Revenue (State Personal Property Tax)	3,498,256	3,498,256	3,498,256	0	0.00%
State Highway Assistance	3,310,462	3,081,035	3,081,035	0	0.00%
Reimbursement/Constitutional Offices	1,592,731	1,670,560	1,447,144	(223,416)	-13.37%
State Aid for Police Protection	2,203,111	2,288,070	2,085,737	(202,333)	-8.84%
State Flex Cuts	0	0	(624,000)	(624,000)	100.00%
Trailer Title	7,340	1,200	1,200	0	0.00%
Other State Assistance: Misc Rev	53,073	35,000	35,000	0	0.00%
<i>Revenue from Other Intergovernmental Sources</i>					
Jefferson Area Drug Enforcement (JADE)	48,000	54,000	48,000	(6,000)	-11.11%
School Resource Officers (City Schools)	236,046	244,404	251,964	7,560	3.09%
Regional Library Administrative Fee	53,840	69,233	57,373	(11,860)	-17.13%
Fire Department Ops (Albemarle County)	100,000	100,000	400,000	300,000	300.00%
Juvenile & Domestic Relations Court Operations (Albemarle County)	56,659	83,004	68,794	(14,210)	-17.12%
Juvenile & Domestic Relations Court Building Maint. (Albemarle County)	55,985	67,072	76,074	9,002	13.42%
Magistrate's Office (Albemarle County)	3,820	4,800	4,425	(375)	-7.81%
Juvenile Justice Services (Albemarle County)	85,944	85,648	0	(85,648)	-100.00%
Payments In Lieu Of Taxes (Housing Authority)	18,300	15,000	15,000	0	0.00%
Fire Department Ops (UVA)	191,442	201,014	211,065	10,051	5.00%
Service Charge (UVA)	28,727	25,000	25,000	0	0.00%
Property Maintenance (UVA)	50,148	50,000	50,000	0	0.00%
<b>Intergovernmental Revenue Subtotal</b>	<b>\$11,600,663</b>	<b>\$11,573,296</b>	<b>\$10,732,067</b>	<b>(\$841,229)</b>	<b>-7.27%</b>

	FY 2008-2009 Actual	FY 2009-2010 Budget	FY 2010-2011 Budget	Increase/ (Decrease)	% Change
<b>CHARGES FOR SERVICE</b>					
Property Transfer Fees	\$998	\$1,100	\$1,100	\$0	0.00%
City Sheriff's Fees	0	6,200	6,200	0	0.00%
Zoning Appeal Fees	740	500	500	0	0.00%
Court Revenue (Circ/Genl Dist Cts)	456,192	500,000	500,000	0	0.00%
Parking Meter Receipts	97,467	100,000	100,000	0	0.00%
Parking Garage Revenue	1,148,152	1,100,000	800,000	(300,000)	-27.27%
Internal City Services	786,783	1,096,295	961,894	(134,401)	-12.26%
Utility Cut Permits	213,103	150,000	150,000	0	0.00%
Recreation Income	675,438	782,500	1,216,278	433,778	55.43%
Cemetery Income	28,820	0	0	0	0.00%
Reimbursable Overtime	308,064	200,000	208,700	8,700	4.35%
Parking Permit Fees	103,562	55,000	55,000	0	0.00%
Payment in Lieu of Taxes: Utilities	4,868,644	5,059,860	5,134,874	75,014	1.48%
Indirect Cost Recovery	162,795	165,000	165,000	0	0.00%
Waste Disposal Fees	1,048,689	1,000,000	1,000,000	0	0.00%
Other Charges and Fees for Services	345,186	100,000	100,000	0	0.00%
<b>Charges for Service Subtotal</b>	<b>\$10,244,633</b>	<b>\$10,316,455</b>	<b>\$10,399,546</b>	<b>\$83,091</b>	<b>0.81%</b>
<b>FINES</b>					
Parking Fines	\$363,781	\$405,000	\$500,000	\$95,000	23.46%
<b>Fines Subtotal</b>	<b>\$363,781</b>	<b>\$405,000</b>	<b>\$500,000</b>	<b>\$95,000</b>	<b>23.46%</b>
<b>MISCELLANEOUS REVENUE</b>					
Interest Earned	\$880,782	\$395,167	\$550,000	\$154,833	39.18%
Rent	190,943	225,000	200,000	(25,000)	-11.11%
Hedgerow Property Revenue (Parking and Rent)	155,420	177,352	158,000	(19,352)	-10.91%
Refund of Prior Years' Expenditures	80,328	5,000	30,000	25,000	500.00%
Parking Garage Maintenance	50,000	50,000	50,000	0	0.00%
Other Miscellaneous Revenue	1,234,340	300,000	309,864	9,864	3.29%
<b>Miscellaneous Revenue Subtotal</b>	<b>\$2,591,813</b>	<b>\$1,152,519</b>	<b>\$1,297,864</b>	<b>\$145,345</b>	<b>12.61%</b>
<b>COUNTY FIRE SERVICE FEES TRANSFERED TO DEBT SERVICE FUND</b>	<b>\$607,221</b>	<b>\$642,000</b>	<b>\$342,000</b>	<b>(\$300,000)</b>	<b>-46.73%</b>
<b>FY 2008 CARRYOVER (EMS/AMBULANCE SERVICE)</b>	<b>\$551,747</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>CITY/COUNTY REVENUE SHARING: OPERATING BUDGET</b>	<b>\$7,695,118</b>	<b>\$9,906,247</b>	<b>\$10,948,527</b>	<b>\$1,042,280</b>	<b>10.52%</b>
<b>OPERATING BUDGET TOTAL</b>	<b>\$128,155,425</b>	<b>\$126,972,791</b>	<b>\$126,001,345</b>	<b>(\$971,446)</b>	<b>-0.77%</b>
<b>DESIGNATED REVENUE</b>					
Contractual Services: Pupil Transportation	\$2,583,154	\$2,332,687	\$2,392,677	\$59,990	2.57%
Contractual Services: School Building Maintenance	3,365,534	3,280,371	3,219,575	(60,796)	-1.85%
City/County Revenue Sharing: Transfer to Capital Improvement Program Fund	4,803,882	4,575,000	4,248,500	(326,500)	-7.14%
City/County Revenue Sharing: Transfer to Facilities Repair Fund	550,000	550,000	250,000	(300,000)	-54.55%
City/County Revenue Sharing: Transfer to Equipment Replacement Fund	584,950	211,826	211,826	0	0.00%
Meals Tax Revenue: Transfer to Debt Service Fund	1,630,643	1,725,000	1,632,000	(93,000)	-5.39%
<b>DESIGNATED REVENUE TOTAL</b>	<b>13,518,163</b>	<b>12,674,884</b>	<b>11,954,578</b>	<b>(\$720,306)</b>	<b>-5.68%</b>
<b>TOTAL GENERAL FUND OPERATING AND DESIGNATED EXPENDITURES</b>	<b>141,673,588</b>	<b>139,647,675</b>	<b>137,955,923</b>	<b>(\$1,691,752)</b>	<b>-1.21%</b>
<b>ECONOMIC DOWNTURN FUND</b>					
Economic Downturn Fund	0	2,795,805	2,795,805	\$0	0.00%
<b>ECONOMIC DOWNTURN FUND TOTAL</b>	<b>\$0</b>	<b>\$2,795,805</b>	<b>\$2,795,805</b>	<b>\$0</b>	<b>0.00%</b>
<b>TOTAL CITY BUDGET</b>	<b>\$141,673,588</b>	<b>\$142,443,480</b>	<b>\$140,751,728</b>	<b>(\$1,691,752)</b>	<b>-1.19%</b>
<b>CITY SCHOOLS BUDGET</b>					
	FY 2008-2009 Actual	FY 2009-2010 Budget	FY 2010-2011 Budget	Increase/ (Decrease)	% Change
<b>SCHOOL OPERATIONS (SCHOOL GENERAL FUND)</b>					
Local Contribution	\$38,116,082	\$38,619,839	\$38,551,890	(\$67,949)	-0.18%
State Funds	16,295,908	14,502,840	13,699,626	(803,214)	-5.54%
Federal Funds	152,518	225,020	225,020	0	0.00%
Misc. Revenue	1,122,378	1,113,177	1,155,093	41,916	3.77%
<b>TOTAL SCHOOL OPERATIONS BUDGET</b>	<b>\$55,686,886</b>	<b>\$54,460,876</b>	<b>\$53,631,629</b>	<b>(\$829,247)</b>	<b>-1.52%</b>

**Non General Funds Revenue Detailed**

	FY 2008-2009 Actual	FY 2009-2010 Budget	FY 2010-2011 Budget	Increase/ (Decrease)	% Change
<b>GOLF COURSE FUND</b>					
Sales and Concessions	\$75,518	\$122,000	\$79,234	(\$42,766)	-35.05%
Greens Fees, Lessons, Etc.	566,693	694,247	643,070	(51,177)	-7.37%
Cart Rentals	252,676	305,000	266,954	(38,046)	-12.47%
Annual Memberships	109,030	128,000	105,000	(23,000)	-17.97%
First Tee Fees	25,224	71,000	32,000	(39,000)	-54.93%
Misc. Revenue	33,905	30,000	35,000	5,000	16.67%
Grant Revenue	31,500	20,000	8,000	(12,000)	-60.00%
<b>GOLF COURSE FUND REVENUE TOTAL</b>	<b>\$1,094,545</b>	<b>\$1,370,247</b>	<b>\$1,169,258</b>	<b>(\$200,989)</b>	<b>-14.67%</b>
<b>DEPARTMENT OF SOCIAL SERVICES FUND</b>					
Intergovernmental Revenue	\$10,325,485	\$10,794,457	\$10,847,109	\$52,652	0.49%
Misc. Revenue	36,185	0	0	0	0.00%
Transfer from General Fund	2,833,069	3,361,806	3,212,777	(149,029)	-4.43%
<b>DEPARTMENT OF SOCIAL SERVICES FUND REVENUE SUBTOTAL</b>	<b>\$13,194,738</b>	<b>\$14,156,263</b>	<b>\$14,059,886</b>	<b>(\$96,377)</b>	<b>-0.68%</b>
<b>COMMUNITY ATTENTION FUND</b>					
Intergovernmental Revenue	\$764,117	\$591,685	\$556,925	(\$34,760)	-5.87%
Welfare Revenue	1,912,596	2,894,201	4,534,170	1,639,969	56.66%
Misc. Revenue	23574	0	0	0	0.00%
Transfer from General Fund	216,632	238,763	286,363	47,600	19.94%
<b>COMMUNITY ATTENTION FUND REVENUE SUBTOTAL</b>	<b>\$2,916,919</b>	<b>\$3,724,649</b>	<b>\$5,377,458</b>	<b>\$1,652,809</b>	<b>44.37%</b>
<b>WATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Water Sales Revenue	\$8,726,152	\$8,785,828	\$8,743,643	(\$42,185)	-0.48%
Water Connection Fees	472,525	135,000	135,000	0	0.00%
Other Fees	129,090	65,000	65,000	0	0.00%
Misc. Revenue	0	0	200,000	200,000	100.00%
Bond Proceeds	0	3,744,000	4,244,000	500,000	13.35%
Transfer from Other Funds	932,608	1,068,309	1,200,000	131,691	12.33%
<b>WATER FUND REVENUE TOTAL</b>	<b>\$10,260,375</b>	<b>\$13,798,137</b>	<b>\$14,587,643</b>	<b>\$789,506</b>	<b>5.72%</b>
<b>WASTEWATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Wastewater Sales Revenue	\$8,543,706	\$8,372,865	\$9,137,407	\$764,542	9.13%
Wastewater Connection Fees	429,155	20,000	20,000	0	0.00%
Wastewater Charge	25,642	65,000	65,000	0	0.00%
Other Fees	43,844	0	0	0	0.00%
Misc. Revenue	0	0	300,000	300,000	100.00%
Bond Proceeds	0	5,111,000	5,391,000	280,000	5.48%
Transfer from Other Funds	565,440	1,155,152	1,285,000	129,848	11.24%
<b>WASTEWATER REVENUE TOTAL</b>	<b>\$9,607,786</b>	<b>\$14,724,017</b>	<b>\$16,198,407</b>	<b>\$1,474,390</b>	<b>10.01%</b>
<b>GAS (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Gas Sales Revenue	\$36,487,087	\$35,660,983	\$32,242,422	(\$3,418,561)	-9.59%
Other Fees	211,057	325,000	325,000	0	0.00%
Miscellaneous Revenue	254,300	0	0	0	0.00%
Transfer from Other Funds	1,188,878	1,150,000	2,538,000	1,388,000	120.70%
<b>GAS REVENUE TOTAL</b>	<b>\$38,141,323</b>	<b>\$37,135,983</b>	<b>\$35,105,422</b>	<b>(\$2,030,561)</b>	<b>-5.47%</b>

	FY 2008-2009 Actual	FY 2009-2010 Budget	FY 2010-2011 Budget	Increase/ (Decrease)	% Change
<b>TRANSIT FUND</b>					
Intergovernmental Revenue (Transit Operations)	\$3,531,705	\$3,471,919	\$3,361,781	(\$110,138)	-3.17%
Intergovernmental Revenue (Transit Bus Replacement)	2,905,382	1,032,242	1,662,831	630,589	61.09%
Transfer from Capital Improvement Program (Local Match)	445,600	196,618	316,730	120,112	61.09%
Charges for Services	803,526	744,127	704,923	(39,204)	-5.27%
Misc. Revenue	57,106	59,969	52,908	(7,061)	-11.77%
Transfer from General Fund (Greyhound Operations)	0	0	75,000	75,000	100.00%
Transfer from General Fund (Transit Operations)	1,965,371	1,768,834	1,878,834	110,000	6.22%
<b>TRANSIT FUND REVENUE TOTAL</b>	<b>\$9,708,690</b>	<b>\$7,273,709</b>	<b>\$8,053,007</b>	<b>\$779,298</b>	<b>10.71%</b>
<b>FLEET MANAGEMENT FUND</b>					
Charges for Services	\$2,294,525	\$1,041,814	\$1,070,749	\$28,935	2.78%
<b>FLEET MANAGEMENT FUND REVENUE TOTAL</b>	<b>\$2,294,525</b>	<b>\$1,041,814</b>	<b>\$1,070,749</b>	<b>\$28,935</b>	<b>2.78%</b>
<b>HVAC FUND</b>					
Charges for Services	\$453,401	\$433,439	\$499,999	\$66,560	15.36%
<b>HVAC FUND REVENUE TOTAL</b>	<b>\$453,401</b>	<b>\$433,439</b>	<b>\$499,999</b>	<b>\$66,560</b>	<b>15.36%</b>
<b>INFORMATION TECHNOLOGY FUND</b>					
Charges for Services - IT Operations	\$1,983,646	\$2,013,853	\$1,979,503	(\$34,350)	-1.71%
Charges for Services - GIS Operations	38,791	38,100	38,100	0	0.00%
Computer Replacement Pool	159,452	140,628	160,628	20,000	14.22%
Infrastructure Replacement Pool	199,307	188,105	187,750	(355)	-0.19%
Transfer from Gas Fund (City Link Operations)	1,300,000	1,350,000	1,350,000	0	0.00%
Transfer from Non General Funds (City Link Operations)	200,020	200,000	200,000	0	0.00%
<b>INFORMATION TECHNOLOGY FUND REVENUE TOTAL</b>	<b>\$3,881,215</b>	<b>\$3,930,686</b>	<b>\$3,915,981</b>	<b>(\$14,705)</b>	<b>-0.37%</b>
<b>WAREHOUSE FUND</b>					
Charges for Services	\$699,062	\$160,890	\$160,890	\$0	0.00%
<b>WAREHOUSE FUND REVENUE TOTAL</b>	<b>\$699,062</b>	<b>\$160,890</b>	<b>\$160,890</b>	<b>\$0</b>	<b>0.00%</b>
<b>C'VILLE/ALBEMARLE VISITORS CENTER FUND</b>					
Intergovernmental Revenue	\$580,201	\$636,927	\$603,852	(\$33,075)	-5.19%
Charges for Services	18,670	28,000	10,000	(18,000)	-64.29%
Misc. Revenue	1,383	0	0	0	0.00%
Transfer from General Fund	589,109	619,143	571,711	(47,432)	-7.66%
<b>VISITOR'S CENTER FUND REVENUE TOTAL</b>	<b>\$1,189,363</b>	<b>\$1,284,070</b>	<b>\$1,185,563</b>	<b>(\$98,507)</b>	<b>-7.67%</b>
<b>CITY SCHOOLS BUDGET</b>					
<b>SCHOOL OPERATIONS (NON GENERAL FUNDS)</b>					
Local Contribution	1,665,449	1,589,773	1,528,633	(\$61,140)	-3.85%
State Revenue	3,927,178	4,297,448	4,141,245	(156,203)	-3.63%
Federal Revenue	5,912,478	8,736,226	7,891,390	(844,836)	-9.67%
Misc. Revenue	1,622,275	1,334,423	1,455,633	121,210	9.08%
<b>SCHOOL OPERATIONS (NON GENERAL FUND) REVENUE TOTAL</b>	<b>\$13,127,380</b>	<b>\$15,957,870</b>	<b>\$15,016,901</b>	<b>(\$940,969)</b>	<b>-5.90%</b>

**Expenditures Detailed**

	FY2008-2009 General Fund Actual	FY2009-2010 General Fund Budget	FY2010-2011 General Fund Budget	FY2008-2009 Other Funds Actual	FY2009-2010 Other Funds Budget	FY2010-2011 Other Funds Budget
<b>MANAGEMENT</b>						
Council Priority Initiatives	\$17,389	\$65,994	\$265,000	\$0	\$0	\$0
Council Priority Initiatives: Reserved for SPCA	0	39,350	0	0	0	0
Council Priority Initiatives: Reserved for QCC	0	15,000	0	0	0	0
Council Priority Initiatives: Workforce Initiatives	0	112,100	0	0	0	0
Mayor and City Council	219,020	234,561	236,114	0	0	0
Office of the City Manager/Administration and Communications	1,142,361	1,160,421	1,149,374	0	0	0
Office of the City Manager/ Office of Economic Development	573,441	587,489	590,326	0	0	0
City Attorney	704,587	706,094	716,750	0	0	0
General Registrar	488,686	365,829	388,054	0	0	0
Organizational Memberships	139,308	134,354	134,354	0	0	0
<b>MANAGEMENT SUBTOTAL</b>	<b>\$3,284,792</b>	<b>\$3,421,192</b>	<b>\$3,479,972</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NON-DEPARTMENTAL</b>						
Non-Departmental Activities	\$40,636	\$146,000	\$180,915	\$0	\$0	\$0
<b>NON-DEPARTMENTAL SUBTOTAL</b>	<b>\$40,636</b>	<b>\$146,000</b>	<b>\$180,915</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DEBT SERVICE PAYMENT</b>						
General Fund Contribution	\$5,574,393	\$5,700,000	\$5,700,000	\$0	\$0	\$0
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	0	0	0
County Fire Service Fee Contribution	100,000	642,000	342,000	0	0	0
<b>DEBT SERVICE PAYMENT SUBTOTAL</b>	<b>\$6,024,393</b>	<b>\$6,692,000</b>	<b>\$6,392,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FUND BALANCE TARGET ADJUSTMENT</b>						
Fund Balance Target Adjustment	\$0	\$500,000	\$500,000	\$0	\$0	\$0
<b>FUND BALANCE TARGET ADJUSTMENT</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EMPLOYEE COMPENSATION AND TRAINING</b>						
Compensation	\$332,831	\$0	\$0	\$0	\$0	\$0
Salary Accrual	0	150,000	150,000	0	0	0
Unemployment Compensation	45,460	60,000	60,000	0	0	0
Corporate Training Fund	18,929	35,000	35,000	0	0	0
Miscellaneous Expenses	0	200,000	250,000	0	0	0
<b>EMPLOYEE COMPENSATION AND TRAINING SUBTOTAL</b>	<b>\$397,220</b>	<b>\$445,000</b>	<b>\$495,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>INTERNAL SERVICES</b>						
Finance Department: Purchasing/Risk Management/Warehouse	\$304,724	\$299,203	\$301,001	\$2,875,027	\$2,580,461	\$2,579,476
Human Resources	905,927	1,005,275	1,012,246	0	0	0
Information Technology	0	0	0	4,541,445	4,522,686	4,056,981
<b>INTERNAL SERVICES SUBTOTAL</b>	<b>\$1,210,651</b>	<b>\$1,304,478</b>	<b>\$1,313,247</b>	<b>\$7,416,472</b>	<b>\$7,103,147</b>	<b>\$6,636,457</b>
<b>FINANCIAL SERVICES</b>						
Commissioner of the Revenue	\$974,807	\$1,043,369	\$1,053,455	\$0	\$0	\$0
Finance Department: Administrative/Real Estate Assessment/ Utility Billing Office	1,928,285	1,974,565	1,993,852	953,382	1,478,026	1,493,745
Treasurer	1,181,878	1,150,125	1,162,534	0	0	0
<b>FINANCIAL SERVICES SUBTOTAL</b>	<b>\$4,084,970</b>	<b>\$4,168,059</b>	<b>\$4,209,841</b>	<b>\$953,382</b>	<b>\$1,478,026</b>	<b>\$1,493,745</b>

	FY2008-2009 General Fund Actual	FY2009-2010 General Fund Budget	FY2010-2011 General Fund Budget	FY2008-2009 Other Funds Actual	FY2009-2010 Other Funds Budget	FY2010-2011 Other Funds Budget
<b>HEALTHY FAMILIES &amp; COMMUNITY</b>						
Charlottesville Albemarle Convention & Visitors Bureau	\$589,109	\$619,143	\$571,711	\$349,644	\$664,927	\$613,852
Comprehensive Services Act	2,575,574	2,950,058	2,600,058	6,782,239	8,539,712	8,218,703
Community Attention	216,632	238,763	286,363	2,148,884	3,485,886	5,091,095
Community Events and Festivals	69,359	101,700	101,700	0	0	0
Contributions to Children, Youth and Family Programs	3,350,481	3,428,336	3,121,285	0	0	0
Contributions to Education and the Arts	1,604,212	1,610,954	1,619,687	0	0	0
Department of Social Services	2,833,069	3,361,806	3,212,777	10,362,760	10,794,457	11,083,017
Housing Programs and Tax Relief	1,462,556	1,481,212	1,481,212	0	0	0
Neighborhood Development Services	2,749,886	2,852,487	2,972,969	0	0	0
Parks and Recreation	7,467,600	7,729,070	8,023,581	1,100,609	1,370,247	1,122,443
<b>HEALTHY FAMILIES &amp; COMMUNITY SUBTOTAL</b>	<b>\$22,918,478</b>	<b>\$24,373,529</b>	<b>\$23,991,343</b>	<b>\$20,744,137</b>	<b>\$24,855,229</b>	<b>\$26,129,110</b>
<b>INFRASTRUCTURE AND TRANSPORTATION</b>						
Public Works: Administration, Facilities Management & Maint., HVAC Services	\$2,349,404	\$2,487,653	\$2,445,349	\$451,418	\$431,396	\$499,999
Public Works: Public Service	7,782,178	8,504,208	7,824,493	2,358,567	1,041,814	1,027,184
Public Works: Transit/JAUNT	2,757,190	2,476,900	2,597,410	7,743,319	5,504,875	6,099,173
Public Works: Utilities	0	0	0	54,179,236	63,526,522	64,264,604
<b>INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL</b>	<b>\$12,888,772</b>	<b>\$13,468,761</b>	<b>\$12,867,252</b>	<b>\$64,732,540</b>	<b>\$70,504,607</b>	<b>\$71,890,960</b>
<b>PUBLIC SAFETY AND JUSTICE</b>						
City Sheriff	\$1,015,879	\$1,013,107	\$998,331	\$0	\$0	\$0
Commonwealth's Attorney	836,161	973,550	989,698	0	0	0
Contributions to Programs Supporting Public Safety & Justice	6,942,784	6,908,399	7,110,720	0	0	0
Courts and Other Support Services	1,017,222	1,067,589	1,051,322	0	0	0
Fire Department Operations	8,735,416	8,732,814	8,785,536	0	0	0
Police Department	13,672,309	13,548,701	13,555,645	0	0	0
<b>PUBLIC SAFETY SUBTOTAL</b>	<b>\$32,219,771</b>	<b>\$32,244,160</b>	<b>\$32,491,252</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>LOCAL CONTRIBUTION TO SCHOOLS</b>						
Local Contribution to Schools	\$39,781,531	\$40,209,612	\$40,080,523	\$0	\$0	\$0
<b>SCHOOLS SUBTOTAL</b>	<b>\$39,781,531</b>	<b>\$40,209,612</b>	<b>\$40,080,523</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL CITY OPERATIONS</b>	<b>\$122,851,214</b>	<b>\$126,972,791</b>	<b>\$126,001,345</b>	<b>\$93,846,531</b>	<b>\$103,941,009</b>	<b>\$106,150,272</b>
<b>DESIGNATED EXPENDITURES</b>						
Contractual Services: Pupil Transportation	\$2,428,013	\$2,332,687	\$2,392,677	\$0	\$0	\$0
Contractual Services: School Building Maintenance	3,427,474	3,280,371	3,219,575	0	0	0
Transfer to Capital Improvements Program Fund	5,387,911	4,575,000	4,248,500	0	0	0
Transfer to Facilities Repair Fund	550,000	550,000	250,000	0	0	0
Transfer to Equipment Replacement Fund	584,950	211,826	211,826	0	0	0
Transfer to Debt Service Fund	1,756,250	1,725,000	1,632,000	0	0	0
Transfer to Misc. Funds	103,600	0	0	0	0	0
<b>DESIGNATED EXPENDITURES TOTAL</b>	<b>\$14,238,198</b>	<b>\$12,674,884</b>	<b>\$11,954,578</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL GENERAL FUND OPERATING AND DESIGNATED EXPENDITURES</b>	<b>\$137,089,412</b>	<b>\$139,647,675</b>	<b>\$137,955,923</b>	<b>\$93,846,531</b>	<b>\$103,941,009</b>	<b>\$106,150,272</b>
<b>ECONOMIC DOWNTURN FUND</b>						
Economic Downturn Fund	\$0	\$2,795,805	\$2,795,805	\$0	\$0	\$0
<b>ECONOMIC DOWNTURN FUND</b>	<b>\$0</b>	<b>\$2,795,805</b>	<b>\$2,795,805</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL CITY BUDGET</b>	<b>\$137,089,412</b>	<b>\$142,443,480</b>	<b>\$140,751,728</b>	<b>\$93,846,531</b>	<b>\$103,941,009</b>	<b>\$106,150,272</b>
<b>CITY SCHOOLS BUDGET</b>						
	FY2008-2009 General Fund Actual	FY2009-2010 General Fund Budget	FY2010-2011 General Fund Budget	FY2008-2009 Other Funds Actual	FY2009-2010 Other Funds Budget	FY2010-2011 Other Funds Budget
<b>SCHOOL OPERATIONS</b>						
School Operations	\$55,686,886	\$54,460,876	\$53,631,629	\$13,127,380	\$15,957,870	\$15,016,901
<b>TOTAL SCHOOL OPERATIONS BUDGET</b>	<b>\$55,686,886</b>	<b>\$54,460,876</b>	<b>\$53,631,629</b>	<b>\$13,127,380</b>	<b>\$15,957,870</b>	<b>\$15,016,901</b>

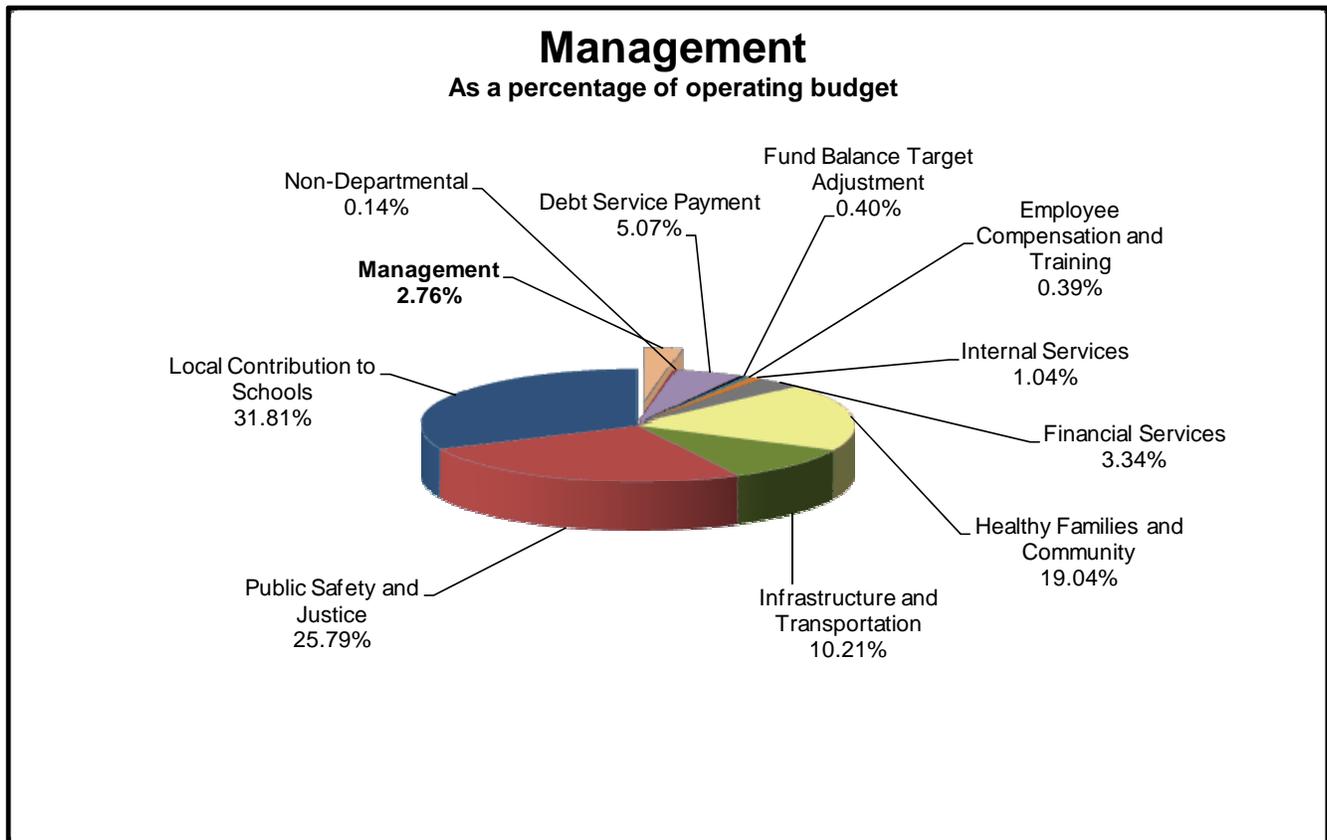
# MANAGEMENT





Management Summary	FY2008-2009	FY2009-2010	FY2010-2011	FY2008-2009	FY2009-2010	FY2010-2011
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
<b>MANAGEMENT</b>						
Council Priority Initiatives	\$17,389	\$65,994	\$265,000	\$0	\$0	\$0
Council Priority Initiatives: Reserved for SPCA	0	39,350	0	0	0	0
Council Priority Initiatives: Reserved for QCC	0	15,000	0	0	0	0
Council Priority Initiatives: Workforce Initiatives	0	112,100	0	0	0	0
Mayor and City Council	219,020	234,561	236,114	0	0	0
City Manager's Office/Administration and Communications	1,142,361	1,160,421	1,149,374	0	0	0
City Manager's Office/ Office of Economic Development	573,441	587,489	590,326	0	0	0
City Attorney	704,587	706,094	716,750	0	0	0
General Registrar	488,686	365,829	388,054	0	0	0
Organizational Memberships	139,308	134,354	134,354	0	0	0
<b>MANAGEMENT SUBTOTAL</b>	<b>\$3,284,792</b>	<b>\$3,421,192</b>	<b>\$3,479,972</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

2010-11 General Fund Budget	\$3,479,972
2009-10 General Fund Budget	\$3,421,192
Increase/(Decrease)	\$58,780
Percentage Change	1.72%



**MANAGEMENT****ACCOMPLISHMENTS OF THE PAST YEAR**

- ❖ The City Manager's Office received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 2009 – 2010 Adopted Operating and Capital Budget.
- ❖ The City Manager's Office helped the City of Charlottesville receive the prestigious AAA bond rating from Standard & Poor's Corporation and the Aaa bond rating from Moody's Investor Services.
- ❖ The Office of Economic Development took a lead role in transforming the Charlottesville Community Job Fair into the largest job fair in the region. The April event attracted 70 employers and over 1,300 attendees.
- ❖ The Office of Economic Development completed the creation and development of Shop Charlottesville campaign to promote local shopping. This includes a free listing for all 700 City based retailers on a new web platform that connects customers to local retailers through weekly specials and coupons.
- ❖ The Communications Office was the winner of two national awards, *Savvy Award* and *Award of Excellence*, both presented by the City County Communications and Marketing Association (3CMA) for the best communication tools in video form to further our public education to reduce speeding on City streets.
- ❖ The Communications Office implemented several website upgrades that offer enhanced services and functionality, that have led to significant increases in web usage.
- ❖ The Office of the General Registrar purchased, implemented, and provided comprehensive training for all election officials for a new electronic poll book system.

**Council Priority Initiatives**

City Council Priority Initiatives provides a means for Council to initiate new programs or expand existing programs related to community priorities established by Council. Examples of programs that Council could consider include youth development and engagement opportunities, job development services, workforce development, transit enhancements, pedestrian safety, education programs, diversity initiatives, green city initiatives, infrastructure improvement, housing, sustainability and other programs which help achieve Council's Priorities.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Council Priority Initiatives	\$17,389	\$65,994	\$265,000	\$199,006	301.55%
Council Priority Initiatives: Reserved for SPCA	0	39,350	0	(39,350)	-100.00%
Council Priority Initiatives: Reserved for QCC	0	15,000	0	(15,000)	-100.00%
Council Priority Initiatives: Workforce Initiatives	<u>0</u>	<u>112,100</u>	<u>0</u>	<u>(112,100)</u>	<u>-100.00%</u>
<b>General Fund Total</b>	<b>\$17,389</b>	<b>\$232,444</b>	<b>\$265,000</b>	<b>\$32,556</b>	<b>14.01%</b>

**Explanation of Changes:** Of the total amount appropriated for Council Priority Initiatives, \$100,000 is being set aside to be programmed for recycling and solid waste initiatives; and \$110,000 is dedicated for transit enhancements the use of which will be determined following a summer transit summit.

**Mayor and City Council**

City Council establishes major policies for the City government. The five member Council is responsible for adopting the annual budget, changing City Code and passing laws to ensure the public's safety and welfare. The Council appoints members to over 30 boards and commissions, including governing boards for many community agencies. The Mayor (or the Vice-Mayor in the Mayor's absence) presides over and sets the agenda for meetings, calls special meetings, and serves as the ceremonial head of government. Regular Council meetings are held twice a month. Councilors participate in joint public hearings with the Planning Commission once a month, meet with the School Board once a month, and hold special meetings and work sessions as needed.

The Clerk of Council serves as staff to the City Council, maintains official Council records, serves as a liaison between Council and the public, notifies citizens of Council meetings and action, and coordinates Council meetings and appointments to boards and commissions. The Clerk 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.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$177,079	\$175,935	\$177,527	\$1,592	0.90%
Other Expenditures	41,941	58,626	58,587	(39)	-0.07%
<b>General Fund Total</b>	<b>\$219,020</b>	<b>\$234,561</b>	<b>\$236,114</b>	<b>\$1,553</b>	<b>0.66%</b>
General Fund FTEs	1.0	1.0	1.0	0.0	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report. Otherwise, this budget is level funded.

**Office of the City Manager/Administration and Communications**

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. This office directs, monitors, reviews, and evaluates a wide array of programs and services conducted on behalf of the City, is responsible for the development of the City's operating and capital budgets, and citywide communications through the Office of Communications.

The Office of Communications serves as a liaison between the City and our citizens by coordinating media, public and community relations, and by encouraging citizen involvement in their government through a variety of informational sources including, but not limited to, the region's media outlets, the City's monthly newsletter "City Notes", the City's website [www.charlottesville.org](http://www.charlottesville.org), news and social media outlets, print advertisements, public appearances, and public service announcements. This office also manages and operates Government Access Channel 10, Public Access Channel 13, and Educational Access Channel 14.

In the coming year, the City Manager's Office will place an emphasis on citizen involvement and the quality delivery and efficiency of City services. The City Manager's Office will follow the 2025 Vision adopted by City Council by finding appropriate ways to implement and promote programs that follow City Council's clear directive.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$945,871	\$1,005,274	\$998,274	(\$7,000)	-0.70%
Other Expenditures	<u>196,490</u>	<u>155,147</u>	<u>151,100</u>	<u>(4,047)</u>	<u>-2.61%</u>
<b>General Fund Total</b>	<b>\$1,142,361</b>	<b>\$1,160,421</b>	<b>\$1,149,374</b>	<b>(\$11,047)</b>	<b>-0.95%</b>
General Fund FTEs	7.0	7.0	7.0	<b>0.0</b>	
Other Funded FTEs	1.0	1.0	1.0	<b>0.0</b>	

**Explanation of Changes:** The net decrease in Salaries and Benefits can be attributed to turnover savings and the increase in the City's retirement rate as required by the actuarial report. The decrease in Other Expenditures is due to decreases in fixed costs.

This section combines two departmental budgets that net an overall decrease of 0.95%. The City Manager's Office budget is decreasing by \$11,558, or -1.39%, and the Office of Communications overall budget is increasing by .15%, or \$511.

	<b>FY 11 Budget</b>
<b><u>FY 11 Services</u></b>	
Administration	\$817,681
Communications	<u>331,693</u>
<b>Total</b>	<b>\$1,149,374</b>

**Office of the City Manager/Office of Economic Development**

The Office of Economic Development is the City’s primary vehicle for economic development services. Its mission is to serve as a catalyst for public and private initiatives that promote the long-term economic vitality of Charlottesville.

The Economic Development staff works to expand the tax base and to provide quality job opportunities for citizens through new business development, retention/expansion initiatives, and workforce training. The Office also coordinates and administers the functions of the Charlottesville Economic Development Authority (CEDA). The Authority issues revenue bonds and assists with front-end capital for projects.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$487,543	\$499,492	\$502,329	\$2,837	0.57%
Other Expenditures	<u>85,898</u>	<u>87,997</u>	<u>87,997</u>	<u>0</u>	<u>0.00%</u>
<b>General Fund Total</b>	<b>\$573,441</b>	<b>\$587,489</b>	<b>\$590,326</b>	<b>\$2,837</b>	<b>0.48%</b>
General Fund FTEs	4.0	4.0	4.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report. Other Expenditures are level funded.

**City Attorney**

The City Attorney's Office is staffed with four attorneys and two paralegal 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 an increasing share of the workload. Social Services and other litigation continue to demand significant attorney time. The City Attorney's Office provides legal counsel to the City Council, Planning Commission, Airport Authority, Charlottesville Economic Development Authority, and Charlottesville Redevelopment and Housing Authority, their managers and employees.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$639,681	\$640,441	\$646,569	\$6,128	0.96%
Other Expenditures	<u>64,906</u>	<u>65,653</u>	<u>70,181</u>	<u>4,528</u>	<u>6.90%</u>
<b>General Fund Total</b>	<b>\$704,587</b>	<b>\$706,094</b>	<b>\$716,750</b>	<b>\$10,656</b>	<b>1.51%</b>
General Fund FTEs	6.0	6.0	6.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report. Other Expenditures are increasing in the areas of contracts for maintenance of major office equipment.

**General Registrar**

The Charlottesville Office of General Registrar is responsible for matters pertaining to: voter registration and comprehensive list maintenance; certification of candidate declarations and campaign finance management; ballot development and administration of absentee voting; Officer of Election database management; maintenance and preparation of voting equipment and supplies; polling place management; public and media relations related to the electoral process; and effective implementation of legislative mandates and policy directives within the scope of operations.

In addition, this office administers primary and special elections, as called. Officer of Election appointments, polling place recommendations, and certifications of election results are conducted by the Charlottesville Electoral Board, for which this office provides all administrative support.

The Office of the General Registrar has two full time employees located in the City Hall Annex and a part time employee at the Department of Motor Vehicles office on Pantops. Additionally, a number of assistant registrars, election officials and part time election workers are employed as required by the State Board of Elections.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$319,993	\$244,737	\$253,131	\$8,394	3.43%
Other Expenditures	<u>168,693</u>	<u>121,092</u>	<u>134,923</u>	<u>13,831</u>	<u>11.42%</u>
<b>General Fund Total</b>	<b>\$488,686</b>	<b>\$365,829</b>	<b>\$388,054</b>	<b>\$22,225</b>	<b>6.08%</b>
General Fund FTEs	2.5	2.5	2.5	0.0	

**Explanation of Changes:** The increase in Salaries and Benefits is a result of accurately budgeting the salary and benefits of a part-time Assistant Registrar who staffs the Department of Motor Vehicles on behalf of the Registrar and the increase in the City's retirement rate as required by the actuarial report. The increase in Other Expenditures funds items that have, in the past, been funded by the State. The Virginia State Board of Elections has communicated its intent to transfer responsibility for the production of many election and voter registration related forms to the local jurisdictions, for example. In addition, there are costs included that are associated with relocation of the Jefferson Park polling place, as required by law. There are also funds included for voting machine maintenance.

There are two elections budgeted in FY 2011: a mid term election in November 2010 and a June 2011 primary.

**Organizational Memberships**

The City provides dues and fees to several professional organizations. Benefits provided by these various organizations include advocacy and lobbying efforts, regional planning, innovative tools and information to improve service efficiencies and effectiveness, fiscal analysis, and business and economic assistance to grow our local and regional economy.

<b>Funding Summary</b>	<b>FY08-09 Actual</b>	<b>FY09-10 Budget</b>	<b>FY10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Virginia Municipal League	\$13,447	\$13,447	\$13,447	\$0	0.00%
Chamber of Commerce	1,260	2,500	2,500	0	0.00%
Thomas Jefferson Planning District Commission	53,860	46,860	46,860	0	0.00%
Piedmont Workforce Network	6,047	6,047	6,047	0	0.00%
Virginia Institute of Government	2,500	2,500	2,500	0	0.00%
Alliance for Innovation	2,500	2,500	2,500	0	0.00%
Virginia First Cities Coalition	17,194	18,000	18,000	0	0.00%
Thomas Jefferson Regional Partnership for Economic Dev.	12,500	12,500	12,500	0	0.00%
Thomas Jefferson Soil and Water Conservation District	10,000	10,000	10,000	0	0.00%
Streamwatch	10,000	10,000	10,000	0	0.00%
Central Virginia Small Business Development Center	10,000	10,000	10,000	0	0.00%
<b>General Fund Total Contributions</b>	<b>\$139,308</b>	<b>\$134,354</b>	<b>\$134,354</b>	<b>\$0</b>	<b>0.00%</b>



# NON DEPARTMENTAL ACTIVITIES





**Non Departmental Activities**

Non Departmental Activities are multi-purpose appropriations that cannot be assigned to a specific City Department or they span across departmental functions.

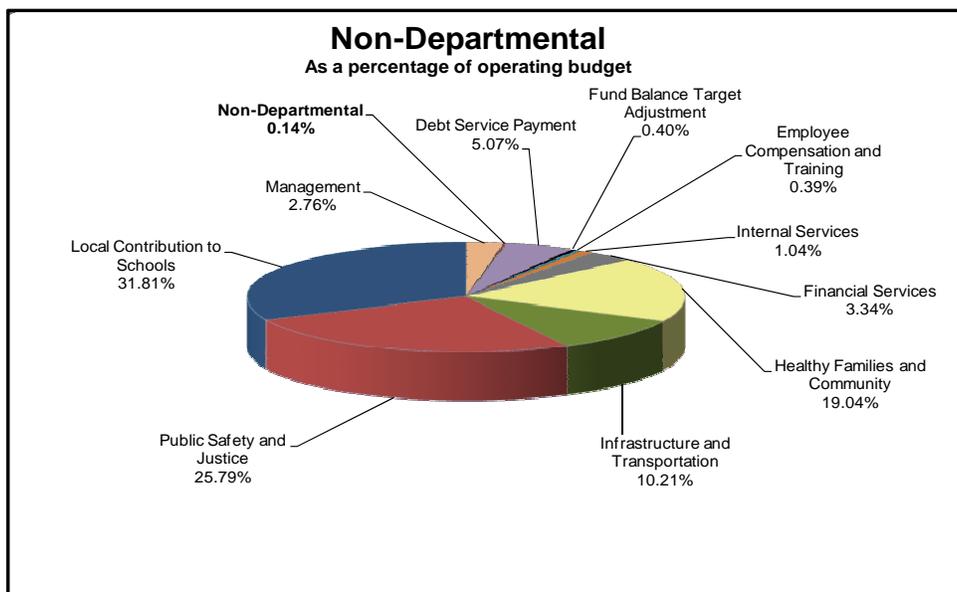
**Sister City Committee** supports the City’s activities to enhance and develop relationships with its Sister Cities: Poggio a Caiano, Italy; Besancon, France; Long Beach, Washington; Winneba, Ghana; and Plevin, Bulgaria.

**Green City Initiatives** supports the Citizens Committee on Environmental Sustainability (CCoES). Examples of funding usage include a public education campaign focused on energy efficiency, joining the Streamwatch partnership to gather and analyze stream health data for the City, and sponsoring an environmental conference.

**P3: Plan, Perform, Perfect** is the City’s performance management and measurement initiative, designed to build on the City’s internal capacity to develop (1) departmental strategic business plans, (2) a performance measurement and management system and (3) 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.

Passed by the General Assembly in 1995, the **Virginia Juvenile Community Crime Control Act (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 City will be the fiscal agent for this grant starting July 1, 2010 and the funding shown represents the local match requirement. The match for this grant was previously budgeted as part of the City’s contribution to the Commission on Children and Families.

Funding Summary	FY 08-09 Actual	FY 09-10 Budget	FY 10-11 Budget	Increase/ (Decrease)	% Change
Sister City Committee	\$25	\$15,000	\$15,000	\$0	0.00%
Green City Initiatives	0	50,000	50,000	0	0.00%
Weed and Seed Administration	33,212	25,000	0	(25,000)	-100.00%
Community Dialogue on Race	0	50,000	0	(50,000)	-100.00%
P3: Plan, Perform, Perfect	7,399	6,000	7,500	1,500	25.00%
Virginia Juvenile Community Crime Control Act (Local Match)	0	0	108,415	108,415	100.00%
<b>General Fund Total</b>	<b>\$40,636</b>	<b>\$146,000</b>	<b>\$180,915</b>	<b>\$34,915</b>	<b>23.91%</b>







# DEBT SERVICE

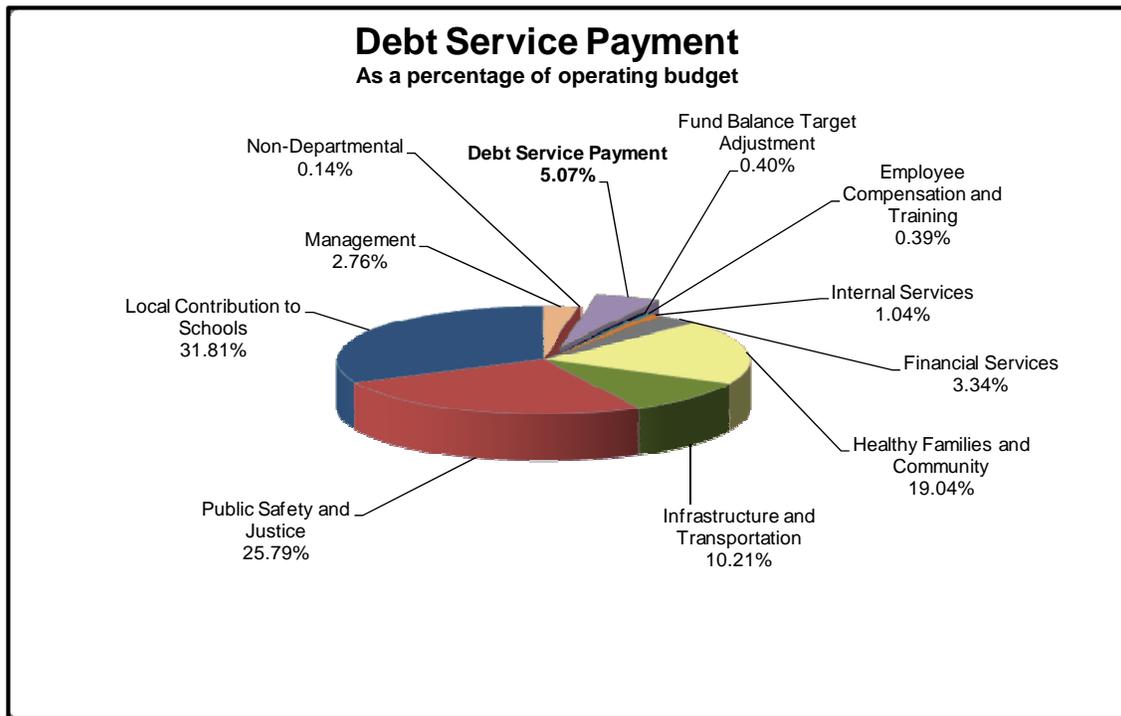


### Debt Service Payment

The General Fund contribution to the City’s annual debt service payments on general purpose, school, and literary bonds is shown in this part of the budget. The City has several major, long-term capital needs, such as School and City building maintenance, Fire Station construction, neighborhood improvements, transportation needs, and Parks and Recreation improvements. (See Capital Improvement Program Fund on pg. 87 and Debt Service Fund detail on pg. 99).

Funding Summary	FY 08-09 Actual	FY 09-10 Budget	FY 10-11 Budget	Increase/ (Decrease)	% Change
General Fund Contribution	\$5,574,393	\$5,700,000	\$5,700,000	\$0	0.00%
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	0	0.00%
General Fund contribution - County					
Fire Service Fee	<u>100,000</u>	<u>642,000</u>	<u>342,000</u>	<u>(300,000)</u>	<u>-46.73%</u>
<b>General Fund Total</b>	<b>\$6,024,393</b>	<b>\$6,692,000</b>	<b>\$6,392,000</b>	<b>(\$300,000)</b>	<b>-4.48%</b>

In addition to the funding shown above, there is **\$1.63 million** in **Meals Tax Revenue** allocated to this fund which appears under the Designated Expenditures portion of the General Fund. A portion of the General Fund contribution, **\$342,000**, is dedicated to payment of debt on already purchased fire apparatus and builds up a fund balance for future purchases. The revenue the City receives from the County for their fire services contract is the main source of funding for this item.





# FUND BALANCE TARGET ADJUSTMENT

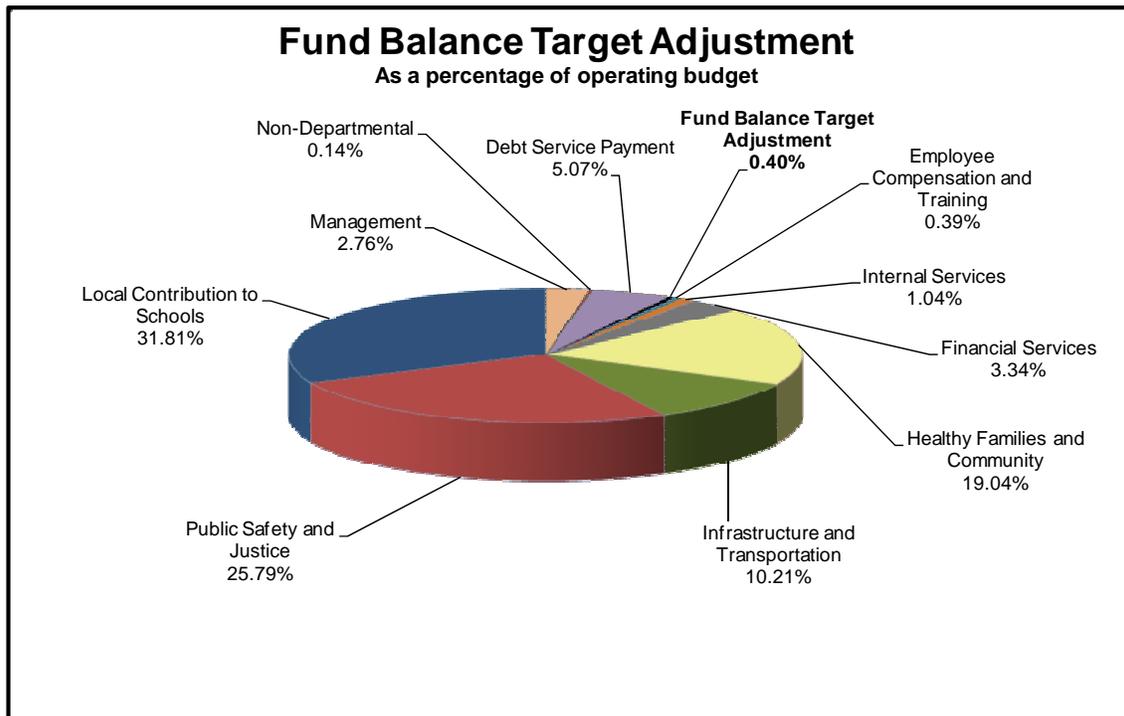




### Fund Balance Target Adjustment

One of the key factors in retaining the City's AAA bond rating is the City's 12% fund balance policy. This policy states that the City will maintain an unappropriated fund balance in the General Fund equal to 12% of the City's operating budget. As the operating budget grows over time, this target fund balance must be adjusted. This account, created in FY 2005, is adjusted each year to help ensure that the City continues to meet this important financial policy.

Funding Summary	FY 08-09 Actual	FY 09-10 Budget	FY 10-11 Budget	Increase/ (Decrease)	% Change
Fund Balance Target Adjustment	\$0	\$500,000	\$500,000	\$0	0.00%
<b>General Fund Total</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>0.00%</b>





# EMPLOYEE COMPENSATION AND TRAINING



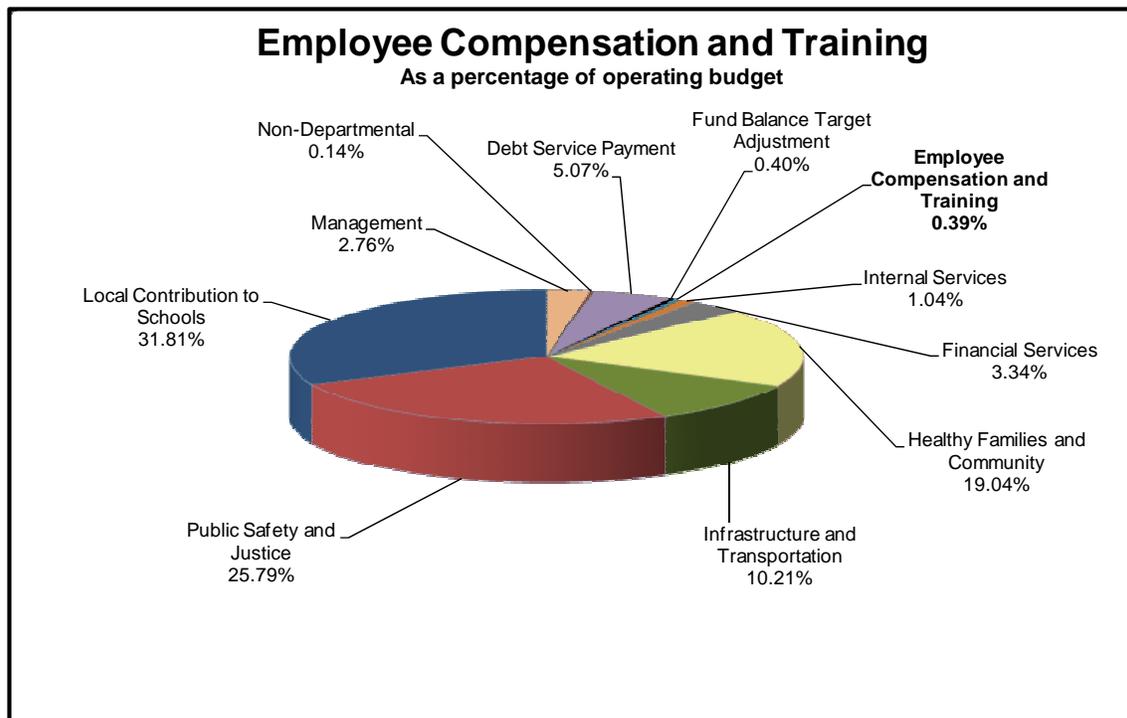


### Employee Compensation and Training

This pool provides funds for citywide employee compensation and training. In FY 2011 this will support unemployment compensation; corporate training fund, which funds citywide training opportunities; funding for the end of the fiscal year salary accrual; and the employee parking subsidy, which helps to alleviate the parking issues City employees face who work in City Hall and the City Hall Annex.

No across the board salary increases will be provided in FY 2011.

Funding Summary	FY 08-09 Actual	FY 09-10 Budget	FY 10-11 Budget	Increase/ (Decrease)	% Change
Compensation	\$332,831	\$0	\$0	\$0	0.00%
Salary Accrual	0	150,000	150,000	0	0.00%
Unemployment Compensation	45,460	60,000	60,000	0	0.00%
Corporate Training Fund	18,929	35,000	35,000	0	0.00%
Miscellaneous Expenses	0	200,000	250,000	50,000	25.00%
<b>General Fund Total</b>	<b>\$397,220</b>	<b>\$445,000</b>	<b>\$495,000</b>	<b>\$50,000</b>	<b>11.24%</b>





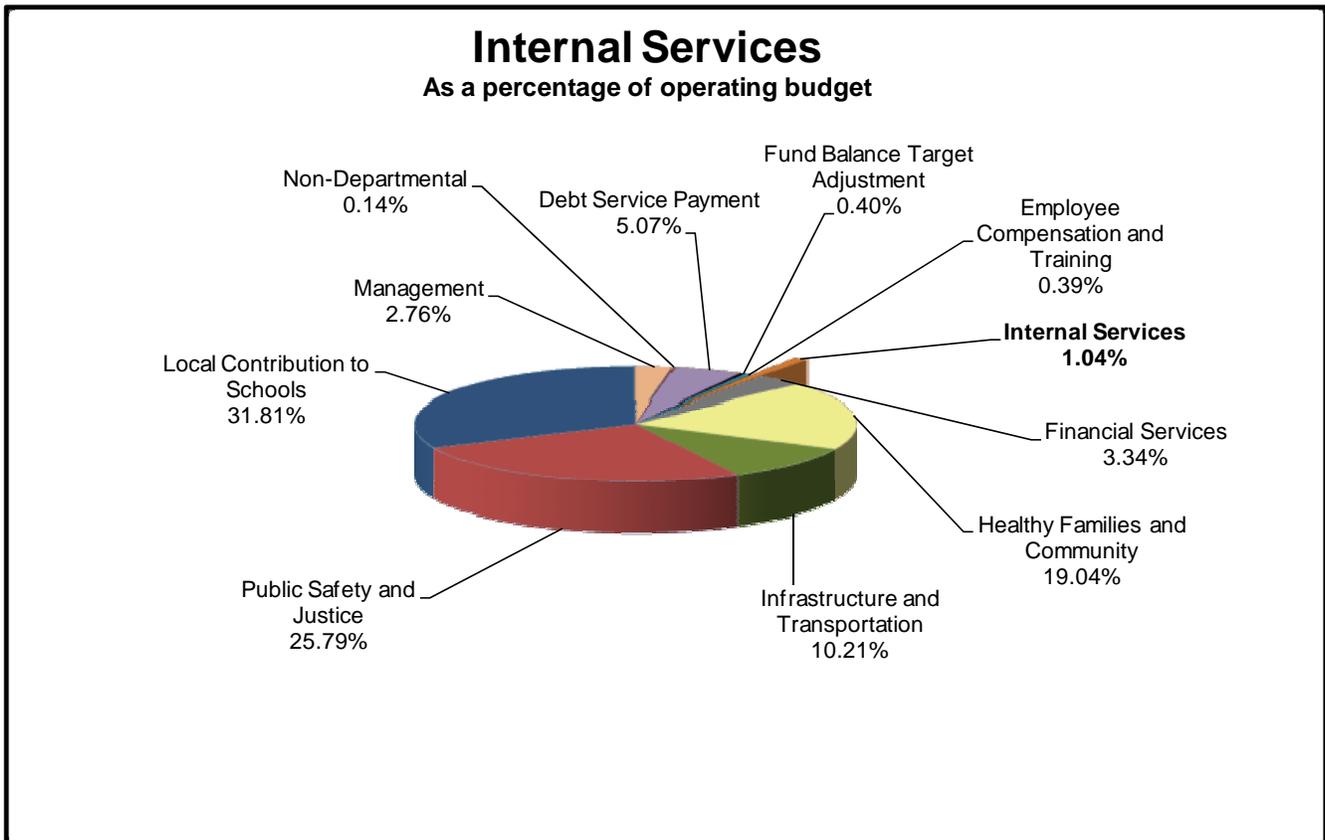


# INTERNAL SERVICES



<b>Internal Services Summary</b>	<b>FY2008-2009 General Fund Actual</b>	<b>FY2009-2010 General Fund Budget</b>	<b>FY2010-2011 General Fund Budget</b>	<b>FY2008-2009 Other Funds Actual</b>	<b>FY2009-2010 Other Funds Budget</b>	<b>FY2010-2011 Other Funds Budget</b>
<b>INTERNAL SERVICES</b>						
Finance Department: Purchasing/Risk Management/Warehouse	\$304,724	\$299,203	\$301,001	\$2,875,027	\$2,580,461	\$2,579,476
Human Resources	905,927	1,005,275	1,012,246	0	0	0
Information Technology	0	0	0	4,541,445	4,522,686	4,056,981
<b>INTERNAL SERVICES SUBTOTAL</b>	<b>\$1,210,651</b>	<b>\$1,304,478</b>	<b>\$1,313,247</b>	<b>\$7,416,472</b>	<b>\$7,103,147</b>	<b>\$6,636,457</b>

2010-11 General Fund Budget	\$1,313,247
2009-10 General Fund Budget	\$1,304,478
Increase/(Decrease)	\$8,769
Percentage Change	0.67%



## INTERNAL SERVICES

### ACCOMPLISHMENTS OF THE PAST YEAR

- ❖ The Finance Department's Purchasing division continued the procurement review program which reviews decentralized purchases by offering support and guidance on streamlining the process, continuing insurance of legal compliance.
- ❖ The Human Resources Department continued wellness, health risk management, and other cost containment initiatives that helped achieve a 0% increase in medical insurance rates for FY 2009-10 and a projected 3% increase for FY 2010-11.
- ❖ The Human Resources Department identified and implemented replacement Retiree Medicare Supplement plan following an unexpected mid-year decision by current provider to not continue to offer the product.
- ❖ The Finance Department's Warehouse division implemented online auction via GovDeals for sale of surplus property, which should generate increased revenue for the Warehouse fund and will allow Finance to reach a broader audience of prospective buyers for City surplus.
- ❖ The Finance Department's Warehouse division continued moving to just-in-time inventory reducing the amount of inventory in the Warehouse and providing greater efficiency in the acquisition of goods and materials.
- ❖ Information Technology finished designing and completed 50% of the implementation of a citywide technology infrastructure upgrade project.
- ❖ The Finance Department's Risk Management division increased targeted training of key personnel, and increased monitoring of jobsite safety practices and reduced the total number of casualty claims by 2% compared to the previous year.

**Finance Department  
Purchasing  
Risk Management  
Warehouse**

**Purchasing** has overall responsibility for the City’s purchasing system, develops regulations to ensure compliance with state and local laws, provides purchasing training to all City staff with procurement responsibilities, is responsible for the disposal of all City surplus property and manages the City’s Disadvantaged Business Enterprises program.

**Risk Management** coordinates overall risk management services for the City. This includes managing the City’s casualty insurance programs and providing targeted safety training to all City employees.

The **Warehouse** provides inventory management and operates the Central Warehouse, as well as providing a central shipping and receiving point for City agencies.

Funding Summary	FY 08-09 Actual	FY 09-10 Budget	FY 10-11 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$440,184	\$434,022	\$438,454	\$4,432	1.02%
Other Expenditures	<u>2,739,567</u>	<u>2,445,642</u>	<u>2,442,023</u>	<u>(3,619)</u>	<u>-0.15%</u>
<b>Total</b>	<b>\$3,179,751</b>	<b>\$2,879,664</b>	<b>\$2,880,477</b>	<b>\$813</b>	<b>0.03%</b>
General Fund Total	\$304,724	\$299,203	\$301,001	\$1,798	0.60%
Non-General Fund Total	<u>2,875,027</u>	<u>2,580,461</u>	<u>2,579,476</u>	<u>(985)</u>	<u>-0.04%</u>
<b>Total</b>	<b>\$3,179,751</b>	<b>\$2,879,664</b>	<b>\$2,880,477</b>	<b>\$813</b>	<b>0.03%</b>
<b>General Fund FTEs</b>	3.5	3.5	3.5	<b>0.0</b>	
<b>Non-General Fund FTEs</b>	2.5	2.5	2.5	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report. Other Expenditures are decreasing due to a reduction in insurance premium payments in the Risk Management budget.

<u>FY 11 Services</u>	<u>FY 11 Budget</u>
Purchasing	\$301,001
Risk Management	2,432,627
Warehouse	<u>146,849</u>
<b>Total</b>	<b>\$2,880,477</b>

**Human Resources**

Human Resources functional service areas include recruitment, employee relations, training, organizational development, employee benefits, workers' compensation, human resources information systems, and human resources administration. The department's key goals include: (1) Continuing emphasis on training and development related to the City's diversity initiatives; (2) Continue emphasis on wellness initiatives as part of the City's health care cost containment strategy; (3) Helping ensure that an open, honest, positive relationship exists between City employees and City management, and (4) Continuing to evaluate and revise department business processes to maximize the utility of the Human Resources/Payroll system with particular emphasis on improvement to customer service.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$639,534	\$671,060	\$677,887	\$6,827	1.02%
Other Expenditures	<u>266,393</u>	<u>334,215</u>	<u>334,359</u>	<u>144</u>	<u>0.04%</u>
<b>General Fund Total</b>	<b>\$905,927</b>	<b>\$1,005,275</b>	<b>\$1,012,246</b>	<b>\$6,971</b>	<b>0.69%</b>
<b>General Fund FTEs</b>	8.0	8.0	8.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report. Other Expenditures remain essentially level.

**Information Technology**

The Department of Information Technology (IT) is an internal services division of the City of Charlottesville. 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.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$1,511,974	\$1,653,300	\$1,670,330	\$17,030	1.03%
Other Expenditures	1,550,196	1,918,823	1,863,975	(54,848)	-2.86%
Technology Capital Investments	1,479,274	358,563	381,676	23,113	6.45%
Transfer to Capital Projects	0	592,000	141,000	(451,000)	-76.18%
<b>Non-General Fund Total</b>	<b>\$4,541,445</b>	<b>\$4,522,686</b>	<b>\$4,056,981</b>	<b>(\$465,705)</b>	<b>-10.30%</b>
<b>Non-General Fund FTEs</b>	18.00	18.00	18.00	<b>0.0</b>	

**Explanation of Changes:** The overall increase in salaries and benefits reflect the increase in the City's retirement rate as required by the actuarial report, an increase in temporary salaries for interns and a reduction in overtime expenses. Other Expenditures is decreasing mainly as a result of a reduction in funds for service contracts and professional services.

The Technology Capital Investments include funds for replacement of desktop computers and citywide infrastructure and system replacement needs. The increase is due to the addition of several new computers into the Computer Replacement Pool.

The total budget for City Link is \$1,550,000, which is funded from contributions by the Gas Fund and all Non General Fund departments that utilize the City Link system. This budget funds the salaries and benefits of two ABAP Programmers, an operational budget, a citywide City Link training budget, debt payment for the City Link loan to Utilities and capital funds for City Link server replacement.

The Information Technology operational budget is offset by revenues generated from IT User fees charged out to departments, GIS user fees, and fees received from outside agencies, such as the library and jail for IT service provided. Additionally, each department makes contributions to the Computer Replacement and the Technology Infrastructure Replacement pools.

<b>FY 11 Services</b>	<b>FY 11 Budget</b>
Information Technology Operations	\$1,979,503
City Link Operations	1,550,000
GIS Operations	38,100
Computer Replacement Pool	160,628
Technology Infrastructure Replacement	187,750
Transfer to Capital Projects	141,000
<b>Total</b>	<b>\$4,056,981</b>



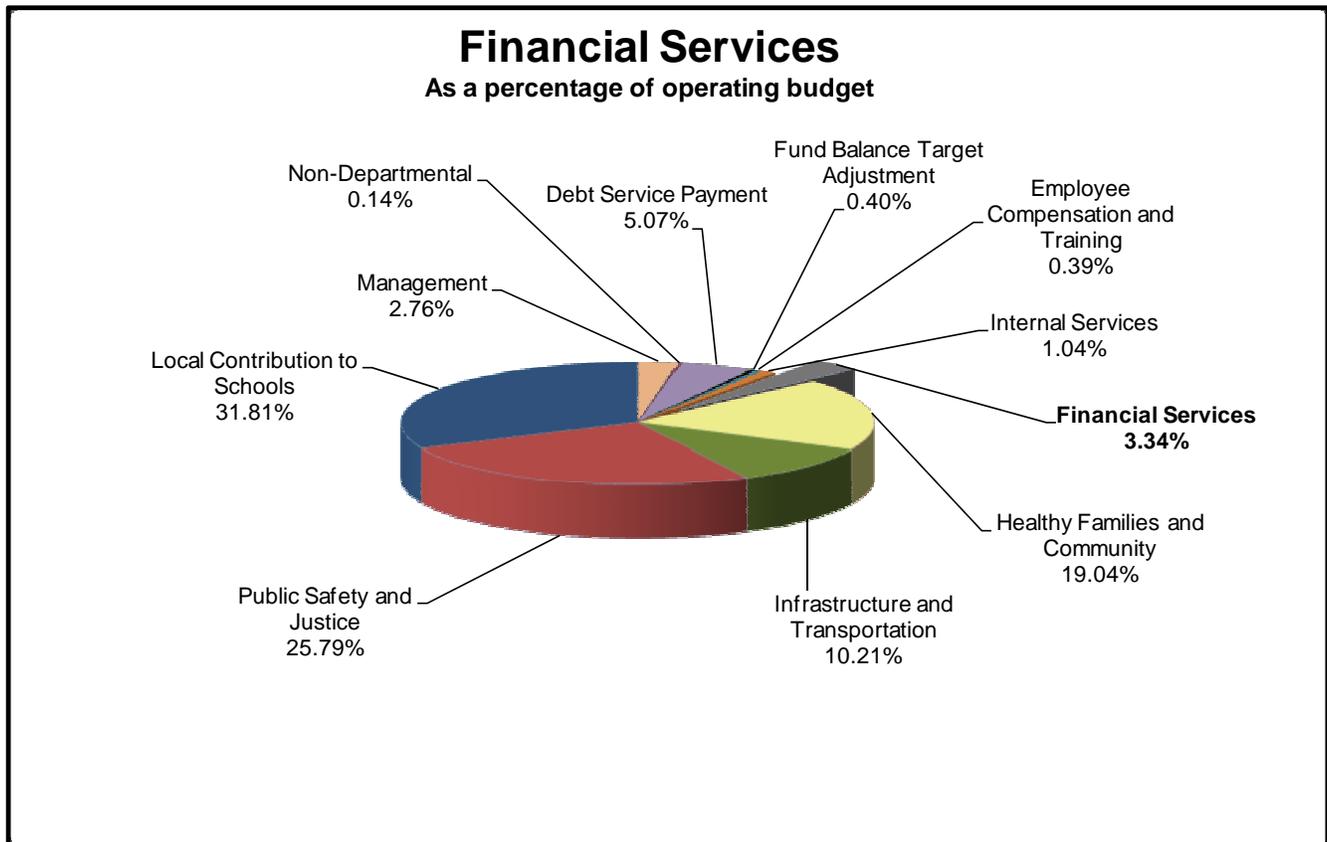


# FINANCIAL SERVICES



Financial Services Summary	FY2008-2009	FY2009-2010	FY2010-2011	FY2008-2009	FY2009-2010	FY2010-2011
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
<b>FINANCIAL SERVICES</b>						
Commissioner of the Revenue	\$974,807	\$1,043,369	\$1,053,455	\$0	\$0	\$0
Finance Department: Administrative/Real Estate	1,928,285	1,974,565	1,993,852	953,382	1,478,026	1,493,745
Assessment/Utility Billing Office						
Treasurer	1,181,878	1,150,125	1,162,534	0	0	0
<b>FINANCIAL SERVICES SUBTOTAL</b>	<b>\$4,084,970</b>	<b>\$4,168,059</b>	<b>\$4,209,841</b>	<b>\$953,382</b>	<b>\$1,478,026</b>	<b>\$1,493,745</b>

2010-11 General Fund Budget	\$4,209,841
2009-10 General Fund Budget	\$4,168,059
Increase/(Decrease)	\$41,782
Percentage Change	1.00%



## FINANCIAL SERVICES

### ACCOMPLISHMENTS OF THE PAST YEAR

- ❖ The Treasurer's Office successfully implemented a new Collections Plan making the process more comprehensive and efficient. This resulted in a Real Estate collection rate of 99.19% and a Personal Property collection rate of 97.66%, with \$1,919,887 in delinquent tax collections, revenue that may have gone uncollected without the more aggressive collections plan.
- ❖ In addition to accepting credit card payments at Customer Service Counters citywide, the Treasurer's Office accepts online credit card payments using a third party payment provider known as EDS. Citizens no longer have to pay any fees to use a credit card to make a payment for parking tickets or utility payments.
- ❖ The Real Estate Assessor's Office completed a successful reassessment cycle while revamping the Sales Verification form to better address needs and concerns of the sellers as well as buyers.
- ❖ The Commissioner of Revenue's Office streamlined the audit process for business license and business personal property, and resolved challenges that were a result of the State converting to a new database system.
- ❖ The Commissioner of Revenue's Office sent out over 6,000 tax relief applications.
- ❖ The Utility Billing Office processed 404 Gas Assistance Program (GAP) requests and distributed \$97,253 to gas utility customers; provided 180 water utility customers with rebates for installation of low-flow toilets (302 toilets for \$30,072); provided 58 gas utility customers with thermostat rebates for installing programmable energy saving thermostats (\$5,191).
- ❖ Finance Administration received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the FY 2008 Comprehensive Annual Financial Report (CAFR) for the 29<sup>th</sup> consecutive award year.
- ❖ Finance Administration helped the City of Charlottesville to receive the prestigious AAA bond rating from Standard & Poor's Corporation and the Aaa bond rating from Moody's Investor Services.

**Commissioner of the Revenue**

The Commissioner of the Revenue is responsible for the fair, accurate and legal assessment of tangible personal property, and for administering ordinances relating to Personal Property Tax Relief, Public Service Corporation Tax, Bank Stock Tax, Vehicle Daily Rental, Business, Professional and Occupational Licenses, Meals Tax, Transient Lodging Tax, Consumer Utility Tax, Consumption Tax and Short-term Daily Rental Tax. This office is authorized to facilitate dealer compliance with state sales tax laws by assisting with the completion of reports and accepting reports/payments of sales taxes collected. The Commissioner of the Revenue and staff assist those who require help with filing required Virginia Income Tax Returns, assist with refund requests for taxes paid in error for local or state taxes, and assist applicants with affidavits necessary for Real Estate Tax Relief and Rental Relief for the Elderly and Disabled programs. For these services, the City receives reimbursement for a portion of the Commissioner of Revenue’s budget from the Commonwealth of Virginia.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$806,409	\$835,700	\$842,842	\$7,142	0.85%
Other Expenditures	<u>168,398</u>	<u>207,669</u>	<u>210,613</u>	<u>2,944</u>	<u>1.42%</u>
<b>General Fund Total</b>	<b>\$974,807</b>	<b>\$1,043,369</b>	<b>\$1,053,455</b>	<b>\$10,086</b>	<b>0.97%</b>
<b>General Fund FTEs</b>	13.0	13.0	13.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report. Other Expenditures are increasing due to anticipated increases in postage.

**Finance Department**  
**Administrative**  
**Real Estate Assessment**  
**Utility Billing Office**

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; is responsible for implementation of the Living Wage Ordinance; prepares a number of specialized technical reports including the annual utility rate study, official statements and prospectuses for bond issues, the City’s annual reports, the state mandated comparative cost report transmittal forms, and a variety of grant reports.

**Real Estate Assessment** is responsible for assessing 15,020 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, other City departments, etc. This office is also responsible for the Tax Abatement and Supplemental Assessment Programs.

The **Utility Billing Office** is responsible for maintaining, billing and collecting over \$55 million in utility payments each year for gas, water and sewer service. They also handle requests to stop and start services, answer customer inquiries concerning their accounts and handle all billing maintenance entries necessary to send accurate and timely bills. The office handles over 30,000 customer inquiries annually and administers the Gas Assistance Program, which distributed over \$98,000 in fuel assistance in FY 2009.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$2,466,086	\$2,542,555	\$2,577,556	\$35,001	1.38%
Other Expenditures	415,581	910,036	910,041	5	0.00%
<b>Total</b>	<b>\$2,881,667</b>	<b>\$3,452,591</b>	<b>\$3,487,597</b>	<b>\$35,006</b>	<b>1.01%</b>
General Fund Total	\$1,928,285	\$1,974,565	\$1,993,852	\$19,287	0.98%
Non General Fund Total	953,382	1,478,026	1,493,745	15,719	1.06%
<b>Total</b>	<b>\$2,881,667</b>	<b>\$3,452,591</b>	<b>\$3,487,597</b>	<b>\$35,006</b>	<b>1.01%</b>
<b>General Fund FTEs</b>	20.0	20.0	20.0	<b>0.0</b>	
<b>Non General Fund FTEs</b>	14.0	14.0	14.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report. Other Expenditures are level funded.

	<b>FY 11 Budget</b>
<b><u>FY 11 Services</u></b>	
Administrative	\$1,248,440
Real Estate Assessment	745,412
Utility Billing Office	1,493,745
<b>Total</b>	<b>\$3,487,597</b>

**Treasurer**

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

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$827,443	\$853,961	\$857,132	\$3,171	0.37%
Other Expenditures	<u>354,435</u>	<u>296,164</u>	<u>305,402</u>	<u>9,238</u>	<u>3.12%</u>
<b>General Fund Total</b>	<b>\$1,181,878</b>	<b>\$1,150,125</b>	<b>\$1,162,534</b>	<b>\$12,409</b>	<b>1.08%</b>
<b>General Fund FTEs</b>	13.0	13.0	13.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report and savings achieved from staff turnover. Other Expenditures are increasing due to an anticipated increase in postage rates.



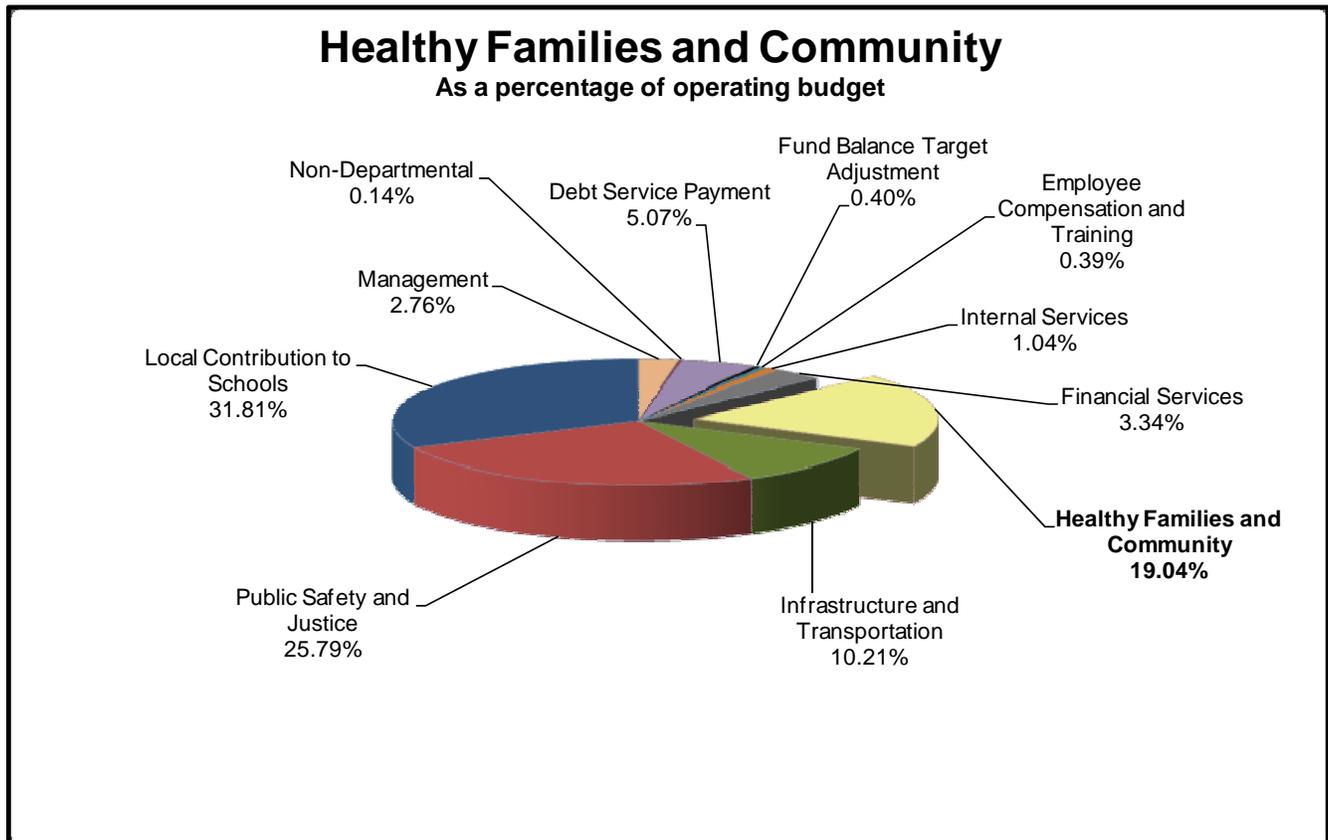
# HEALTHY FAMILIES & COMMUNITY





Healthy Families & Community Summary	FY2008-2009	FY2009-2010	FY2010-2011	FY2008-2009	FY2009-2010	FY2010-2011
	General Fund	General Fund	General Fund	Other Funds	Other Funds	Other Funds
	Actual	Budget	Budget	Actual	Budget	Budget
<b>HEALTHY FAMILIES &amp; COMMUNITY</b>						
Charlottesville Albemarle Convention & Visitors Bureau	\$589,109	\$619,143	\$571,711	\$349,644	\$664,927	\$613,852
Comprehensive Services Act	2,575,574	2,950,058	2,600,058	6,782,239	8,539,712	8,218,703
Community Attention	216,632	238,763	286,363	2,148,884	3,485,886	5,091,095
Community Events and Festivals	69,359	101,700	101,700	0	0	0
Contributions to Children, Youth and Family Programs	3,350,481	3,428,336	3,121,285	0	0	0
Contributions to Education and the Arts	1,604,212	1,610,954	1,619,687	0	0	0
Department of Social Services	2,833,069	3,361,806	3,212,777	10,362,760	10,794,457	11,083,017
Housing Programs and Tax Relief	1,462,556	1,481,212	1,481,212	0	0	0
Neighborhood Development Services	2,749,886	2,852,487	2,972,969	0	0	0
Parks and Recreation	7,467,600	7,729,070	8,023,581	1,100,609	1,370,247	1,122,443
<b>HEALTHY FAMILIES &amp; COMMUNITY SUBTOTAL</b>	<b>\$22,918,478</b>	<b>\$24,373,529</b>	<b>\$23,991,343</b>	<b>\$20,744,137</b>	<b>\$24,855,229</b>	<b>\$26,129,110</b>

<b>2010-11 General Fund Budget</b>	<b>\$23,991,343</b>
<b>2009-10 General Fund Budget</b>	<b>\$24,373,529</b>
<b>Increase/(Decrease)</b>	<b>(\$382,186)</b>
<b>Percentage Change</b>	<b>-1.57%</b>



**HEALTHY FAMILIES AND COMMUNITY**

**ACCOMPLISHMENTS OF THE PAST YEAR**

- ❖ The Teens GIVE division of Community Attention coordinated a Summer Youth Employment program for 83 at-risk and low income City residents ages 14 to 18. This program was successfully completed by 78 (94%) of the participants
- ❖ In the Community Attention program, 96.1% of all participants avoided any further adjudicated charges during their enrollment in the program.
- ❖ Teens GIVE program participants completed over 9,000 hours of community service during the past year.
- ❖ The Child Protective Services division of Social Services exceeded federal target outcome for recurrence of maltreatment: no children previously found to have been maltreated had a recurrence in FY 2009 (federal standard for states is 6.1% or less).
- ❖ The Department of Social Services exceeded state and federal performance targets for work participation rate in the Virginia Initiative for Employment not Welfare (VIEW) program by 4%.
- ❖ The Parks and Recreation Department opened the Onesty Family Aquatic Center. In its first operating season, Onesty received over 30,000 visits, generated \$99,214 in daily admission revenue and \$61,000 in summer pass sales. Onesty is the City's first new aquatic facility in over thirty (30) years.
- ❖ The Parks and Recreation Department implemented an on-line system for program and class registration, facility rentals and golf tee times. This service improvement provides customers with other convenient options to conduct business with the Parks and Recreation Department and modernizes service delivery. To date, 503 class registrations, 38 facility rentals, 391 on-line tee times, and \$26,135 in revenue has been received directly from on-line transactions.
- ❖ Neighborhood Development Services completed the installation of a new permit processing system, which expedites plan processing, allows credit cards to be used to purchase permits and produces better reports for the public.

**Charlottesville Albemarle Convention & Visitors Bureau**

**The Charlottesville Albemarle Convention & Visitors Bureau (CACVB)** is a regional program funded by the City, County and the private sector. The CACVB was established to promote Charlottesville and Albemarle County to out-of-town visitors. The CACVB has two main programs: A marketing office responsible for promoting area tourism assets to leisure travelers, group tours and meeting planners to increase the economic benefits of tourism in the community; and a visitor center on the East End of the Downtown Mall to assist visitors with travel services while in the Charlottesville area.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$430,378	\$587,239	\$607,228	\$19,989	3.40%
Other Expenditures	508,375	696,831	578,335	(118,496)	-17.00%
<b>Total</b>	<b>\$938,753</b>	<b>\$1,284,070</b>	<b>\$1,185,563</b>	<b>(\$98,507)</b>	<b>-7.67%</b>
General Fund Total	\$589,109	\$619,143	\$571,711	(\$47,432)	-7.66%
Non General Fund Total	349,644	664,927	613,852	(51,075)	-7.68%
<b>Total</b>	<b>\$938,753</b>	<b>\$1,284,070</b>	<b>\$1,185,563</b>	<b>(\$98,507)</b>	<b>-7.67%</b>

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report and increases due to staff turnover. The net decrease in Other Expenditures is the result of reductions in printing and duplicating, advertising, contingency, contributions and marketing expenditures and increases in research and website development.

Per agreements with the County and City, the CACVB receives a contribution from each equal to 25% of actual FY 2009 lodging tax revenues. The agreement is based on the 5% tax rate. (The Lodging Tax rate is 6% but the CACVB receives revenue based on 5%, which was the Lodging Tax rate when the agreement was adopted.)

## Comprehensive Services Act

The Comprehensive Services Act (CSA), 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 CSA. Starting in FY 2011, CSA funds and services will be 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 created a state pool of funds, previously funded by several different funding streams that went to separate agencies, and established a formula for local matching funds. Prior to July 1, 2008, Charlottesville’s match rate for all services was 30.68%. During the 2008 General Assembly session, legislators changed this formula and subsequently, the match rates changes in three phases. Percentages are applied to the locality’s current match rate percentage. For example, Charlottesville’s regular (“base” or “neutral”) match is 30.68%, so a 50% decrease would result in a rate of 15.34%.

- July 1 2008: rate for “community based services” decreases by 50% (Charlottesville’s rate changed to 15.34%).
- January 1, 2009: rate for “residential services” increases by 15% (after the first \$100,000 of expenditures). Charlottesville’s rate changes to 35.28%.
- July 1, 2009: rate for “residential services” increases by another 10%, to 25% above the base rate (after the first \$200,000 of expenditures). Charlottesville’s rate will then become 38.35%.
- Payments made to foster families remain neutral and at the current “base” rate.

Funding Summary	FY 08-09 Actual	FY 09-10 Budget	FY 10-11 Budget	Increase/ (Decrease)	% Change
General Fund Total	\$2,575,574	\$2,950,058	\$2,600,058	(\$350,000)	-11.86%
Non General Fund Total	6,782,239	8,539,712	8,218,703	(321,009)	-3.76%
<b>Total</b>	<b>\$9,357,813</b>	<b>\$11,489,770</b>	<b>\$10,818,761</b>	<b>(\$671,009)</b>	<b>-5.84%</b>

**Note:** The Non General Fund portion of this budget represents the State funded portion of CSA, \$7,439,621, and the City School’s portion, \$779,082. The reduction represented in the local portion reflects the elimination of the State’s \$50M flex cuts that were in place the two previous fiscal years – which actually saves the City money since the State will now fully provide it’s required match.



**Community Events and Festivals**

City Council appropriates funds to various **Community Events and Festivals** that contribute to the City’s commitment to arts and culture, economic base, and overall quality of life.

<b>Agency</b>	<b>FY08-09 Actual</b>	<b>FY09-10 Budget</b>	<b>FY10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Virginia Film Festival	\$15,600	\$15,600	\$15,600	\$0	0.00%
Virginia Festival of the Book	15,600	15,600	15,600	0	0.00%
Jefferson's Thanksgiving Festival	5,000	5,000	5,000	0	0.00%
First Night Virginia	2,500	2,500	2,500	0	0.00%
Historical Society Spirit Walk	5,000	5,000	5,000	0	0.00%
Heritage Repertory Theatre	3,500	3,500	3,500	0	0.00%
Juneteenth Celebration	1,500	1,500	1,500	0	0.00%
Festival of the Photograph	10,000	10,000	10,000	0	0.00%
African American Festival (In-Kind Support)	2,673	3,000	3,000	0	0.00%
Dogwood Festival (In-Kind Support)	0	25,000	25,000	0	0.00%
Fouth of July Festival (In-Kind Support)	0	0	12,450	12,450	100.00%
City Supported Events	<u>7,986</u>	<u>15,000</u>	<u>2,550</u>	<u>(12,450)</u>	<u>-83.00%</u>
<b>General Fund Total Contributions</b>	<b>\$69,359</b>	<b>\$101,700</b>	<b>\$101,700</b>	<b>\$0</b>	<b>0.00%</b>

**Explanation of Changes:** In FY 2011, the City’s in-kind support of the Fourth of July Festival is reflected above. Support includes transit services, parks and recreation support and public safety presence.

**Contributions to Children, Youth and Family Oriented Programs**

The City of Charlottesville provides funding to various agencies which contribute health and social service benefits to the community. These agencies typically serve a population in most need, including those in poverty, families and children with special needs, residents with mental health and substance abuse problems, those who cannot afford health care, and the elderly.

Agency	FY08-09 Actual	FY09-10 Budget	FY10-11 Budget	Increase/ (Decrease)	% Change
Soccer Org. of C'Ville/Albemarle	\$10,123	\$10,123	\$10,123	\$0	0.00%
Music Resource Center	46,800	46,800	45,396	(1,404)	-3.00%
Virginia Extension Service	43,273	41,406	41,406	0	0.00%
C'Ville/Albemarle Health Department	510,524	417,573	417,573	0	0.00%
Computers 4 Kids	15,937	20,187	20,187	0	0.00%
Monticello Area Community Action Agency	218,598	226,077	192,516	(33,561)	-14.84%
Madison House	8,392	8,392	8,392	0	0.00%
Sexual Assault Resource Agency	23,690	23,690	22,000	(1,690)	-7.13%
Shelter for Help in Emergency	108,323	108,323	108,323	0	0.00%
Region Ten Community Services Board	959,365	959,365	959,365	0	0.00%
Region Ten CSB - Mohr Center	0	82,661	82,661	0	0.00%
Jefferson Area Board for Aging/Mountainside Assisted Living	296,173	296,173	296,173	0	0.00%
United Way Child Care	172,831	172,831	172,831	0	0.00%
Teensight Child Care Scholarships	11,354	0	0	0	0.00%
Children, Youth and Family Services	71,443	71,443	70,786	(657)	-0.92%
Charlottesville Commission on Children and Families	305,562	304,208	85,117	(219,091)	-72.02%
Juvenile Justice Services (CCF)	85,944	85,648	0	(85,648)	-100.00%
Free Clinic	16,187	109,138	109,138	0	0.00%
Partnership for Children	376,381	85,046	85,046	0	0.00%
AIDS/HIV Services Group	13,310	13,310	13,310	0	0.00%
Abundant Life Ministries	24,530	24,530	24,530	0	0.00%
Boys and Girls Club	13,887	13,887	13,887	0	0.00%
Alliance for Community Choice in Transportation	6,500	6,500	6,500	0	0.00%
Jefferson Area CHIP	11,354	301,025	301,025	0	0.00%
Foothills Child Advocacy Center	0	0	25,000	25,000	100.00%
PACEM	0	0	10,000	10,000	100.00%
<b>General Fund Total Contributions</b>	<b>\$3,350,481</b>	<b>\$3,428,336</b>	<b>\$3,121,285</b>	<b>(\$307,051)</b>	<b>-8.96%</b>

**Explanation of Changes:** Juvenile Justice Services (CCF) is now budgeted within the Community Attention budget.

**Contributions to Education and the Arts**

The City makes contributions to numerous agencies that promote educational and/or artistic programming that benefit the community. The missions of these agencies vary widely, but focus primarily on providing exposure to the arts and theatre performance, promoting the region’s history, supplementing the education educational experience of children and youth through exposure to music, books, current events, the arts and technology, and providing opportunities for all to pursue higher education.

<b>Agency</b>	<b>FY08-09 Actual</b>	<b>FY09-10 Budget</b>	<b>FY10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Jefferson Madison Regional Library	\$1,322,513	\$1,355,385	\$1,358,248	\$2,863	0.21%
C'Ville Contemporary Center for the Arts	31,958	31,958	31,958	0	0.00%
Piedmont Virginia Community College	34,250	12,150	11,000	(1,150)	-9.47%
McGuffey Art Center	21,711	23,478	23,477	(1)	0.00%
Municipal Band	72,885	72,885	72,885	0	0.00%
WVPT	2,480	2,480	2,232	(248)	-10.00%
WHTJ	2,480	0	2,232	2,232	100.00%
Piedmont Council for the Arts	21,590	21,590	21,590	0	0.00%
Virginia Discovery Museum	5,812	5,812	5,812	0	0.00%
Literacy Volunteers of America	37,853	37,853	37,853	0	0.00%
Ash Lawn-Highland Summer Festival	10,400	10,400	10,400	0	0.00%
Historic Preservation Task Force	7,560	5,000	5,000	0	0.00%
Urban Vision	25,220	24,463	0	(24,463)	-100.00%
The Paramount Theater	0	0	32,000	32,000	100.00%
African American Teaching Fellows	<u>7,500</u>	<u>7,500</u>	<u>5,000</u>	<u>(2,500)</u>	<u>-33.33%</u>
<b>General Fund Total Contributions</b>	<b>\$1,604,212</b>	<b>\$1,610,954</b>	<b>\$1,619,687</b>	<b>\$8,733</b>	<b>0.54%</b>

**Department of Social Services**

The Department of Social Services provides state and federal income support, employment, and social work service programs that work to alleviate poverty and other social problems. Programs include Temporary Assistance to Needy Families (TANF), the Virginia Initiative for Employment Not Welfare (VIEW), Medicaid, Food Stamps, Auxiliary Grants, Low-Income Energy Assistance, Refugee Assistance, State and Local Hospitalization, General Relief, Family Access to Medical Insurance Security (FAMIS), Child and Adult Protective Services, Foster Care and Adoption, Child Day Care, Family Services and Adult Services.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$6,445,790	\$6,373,140	\$6,514,852	\$141,712	2.22%
Other Expenditures	<u>6,750,039</u>	<u>7,783,123</u>	<u>7,780,942</u>	<u>(2,181)</u>	<u>-0.03%</u>
<b>Total</b>	<b>\$13,195,829</b>	<b>\$14,156,263</b>	<b>\$14,295,794</b>	<b>\$139,531</b>	<b>0.99%</b>
General Fund total	\$2,833,069	\$3,361,806	\$3,212,777	(\$149,029)	-4.43%
Non General Fund Total	<u>10,362,760</u>	<u>10,794,457</u>	<u>11,083,017</u>	<u>288,560</u>	<u>2.67%</u>
<b>Total</b>	<b>\$13,195,829</b>	<b>\$14,156,263</b>	<b>\$14,295,794</b>	<b>\$139,531</b>	<b>0.99%</b>
<b>Non General Fund FTE</b>	104.925	98.850	98.850	<b>0.0</b>	
<b>Staffing Changes</b>					
CSA Coordinator	0.00	0.00	1.00	<b>1.00</b>	

**Explanation of Changes:** The increase in Salaries and Benefits reflects the increase in the City’s retirement rate as required by the actuarial report. Other Expenditures for this budget remain essentially level funded.

This budget also includes the addition of a **CSA Coordinator** position, as recommended by a joint City/County team that reviewed the efficiency study recommendation to pull all administration of CSA under the respective City and County Departments of Social Services. This position is funded through a decrease in the General Fund contribution to CCF and a corresponding increase in the General Fund contribution to Social Services. State CSA administration dollars also follow this position, this City’s share of which is approximately \$16,572.

	<b>FY 11 Budget</b>
<b>FY 11 Services</b>	
Administration	\$7,072,025
Direct Assistance	4,822,808
Day Care Purchased Services	1,421,284
Purchased Services	191,528
Grants	<u>788,149</u>
<b>Total</b>	<b>\$14,295,794</b>

**Housing Programs and Tax Relief**

The City administers several tax/rent relief programs and grants to assist homeowners with their real estate tax payments. These programs provide relief for a broad range of homeowners – including the elderly on a fixed income, those who rent and need assistance, and homeowners, regardless of age, who meet the requirements and can qualify for a tax grant on their tax bills.

The City also provides funding to several non profits that assist low income residents in making home improvements, provide counseling on various homeownership issues, create and provide housing opportunities and facilitate public design processes that benefit the community as a whole.

<b>Funding Summary</b>	<b>FY08-09 Actual</b>	<b>FY09-10 Budget</b>	<b>FY10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Rent Relief for the Elderly	\$8,427	\$10,000	\$10,000	\$0	0.00%
Rent Relief for the Disabled	71,072	85,000	85,000	0	0.00%
Tax Relief for the Elderly	544,206	534,000	534,000	0	0.00%
Tax Relief for the Disabled	135,797	137,000	137,000	0	0.00%
Charlottesville Housing Affordability Tax Grant Program	437,842	450,000	450,000	0	0.00%
Albemarle Housing Improvement Program	95,546	95,546	95,546	0	0.00%
Piedmont Housing Alliance	142,106	142,106	142,106	0	0.00%
Charlottesville Community Design Center	<u>27,560</u>	<u>27,560</u>	<u>27,560</u>	<u>0</u>	<u>0.00%</u>
<b>General Fund Total</b>	<b>\$1,462,556</b>	<b>\$1,481,212</b>	<b>\$1,481,212</b>	<b>\$0</b>	<b>0.00%</b>

**Explanation of Changes:** Level funding for the **Charlottesville Housing Affordability Tax Grant Program** reflects the actual cost of the program based upon participation levels for FY 2010. The grant amounts based on income level and the house value limit will remain the same for FY 2011 (\$525 grant for income less than \$25,000 and \$375 grant for income between \$25,000 and no more than \$50,000, with a house value of up to \$365,000).

Eligibility requirements for **tax and rent relief programs** will remain the same in FY 2011: gross combined income may not exceed \$50,000 and total assets may not be worth more than \$125,000.

**Neighborhood Development Services**

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

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$2,342,768	\$2,421,124	\$2,532,034	\$110,910	4.58%
Other Expenditures	407,118	431,363	440,935	9,572	2.22%
<b>General Fund Total</b>	<b>\$2,749,886</b>	<b>\$2,852,487</b>	<b>\$2,972,969</b>	<b>\$120,482</b>	<b>4.22%</b>
<b>General Fund FTEs</b>	29.0	29.0	29.0	<b>0.0</b>	
<b>Other Funded FTEs</b>	4.5	4.0	4.0	<b>0.0</b>	

**Explanation of Changes:** The increase in Salaries and Benefits reflects the increase in the City’s retirement rate as required by the actuarial report and the addition of funding for a Housing Leader position that was approved by Council during Fiscal Year 2008, but was not filled until FY 2010. This position is not a General Fund position – there is a revenue item in the General Fund showing a transfer of funds from the Housing Fund in the Capital Budget to cover this position 100%.

Other Expenditures is increasing due to increased Credit Card Transaction Fees incurred by NDS when individuals who choose to pay for permits using credit cards.

**Parks and Recreation**

**Recreation** is composed of the following units: Administration, Athletics, Aquatics, Therapeutic Programs, Youth Programs, Centers, City Market, Special Programs, and Parks Maintenance. The goal of Recreation is to work as a team to provide a wide variety of quality recreation services to the community.

**Parks & Grounds** provides services to the citizens of Charlottesville for the management and maintenance of parks, the Downtown Mall, cemeteries, city and school grounds, major thoroughfares, neighborhood rights-of-way, and entryways to neighborhoods. The City also shares an operational cost with Albemarle County for **Darden Towe Park**.

**The Golf Fund** is fully funded by its own fees and revenue and provides the administration and coordination of all services and maintenance at the 18 hole Meadowcreek Golf Course at Pen Park and the 9 hole McIntire Golf Course.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$5,558,480	\$5,615,575	\$6,058,146	\$442,571	7.88%
Other Expenditures	<u>3,009,729</u>	<u>3,483,742</u>	<u>3,087,878</u>	<u>(395,864)</u>	<u>-11.36%</u>
<b>Total</b>	<b>\$8,568,209</b>	<b>\$9,099,317</b>	<b>\$9,146,024</b>	<b>\$46,707</b>	<b>0.51%</b>
General Fund Total	\$7,467,600	\$7,729,070	\$8,023,581	\$294,511	3.81%
Non General Fund Total	<u>1,100,609</u>	<u>1,370,247</u>	<u>1,122,443</u>	<u>(247,804)</u>	<u>-18.08%</u>
<b>Total</b>	<b>\$8,568,209</b>	<b>\$9,099,317</b>	<b>\$9,146,024</b>	<b>\$46,707</b>	<b>0.51%</b>
<b>General Fund FTE</b>	65.50	63.50	63.50	<b>0.0</b>	
<b>Non General Fund FTE</b>	9.00	8.00	8.00	<b>0.0</b>	

**Explanation of Changes:** The increase in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report and staffing costs associated with the additional staff at Onesty Pool and the new Smith Family Aquatic Center. The net reduction in Other Expenditures is the result of reduced funding for Chemicals, merchandise purchases and equipment lease payments in the Golf Fund, reduced equipment costs for the First Tee program, reductions in repairs and maintenance and reductions in Utility costs.

The new Smith Family Aquatic Center is currently under construction and is anticipated to be open in early fall of 2010. The opening of the new Smith Family Aquatic Center and a full season operation of Onesty Pool is expected to generate additional revenue for the City, enough to offset the additional costs associated with the operation of these new facilities. The aquatics budget also includes funds to keep McIntire Wading Pool open, but closes Crow Pool once Smith Pool is open.

<b>FY 11 Services</b>	<b>FY 11 Budget</b>
Parks and Recreation Administration	\$757,074
Athletics	322,361
Youth Programs	637,321
Aquatics	1,427,209
Therapeutics and Seniors	320,184
Centers and Playgrounds	634,446
Special Programs	117,110
City Market	70,125
Parks Maintenance	3,669,928
Shared Parks Operations (Darden Towe Park)	67,823
Golf Course Operations	<u>1,122,443</u>
<b>Total</b>	<b>\$9,146,024</b>

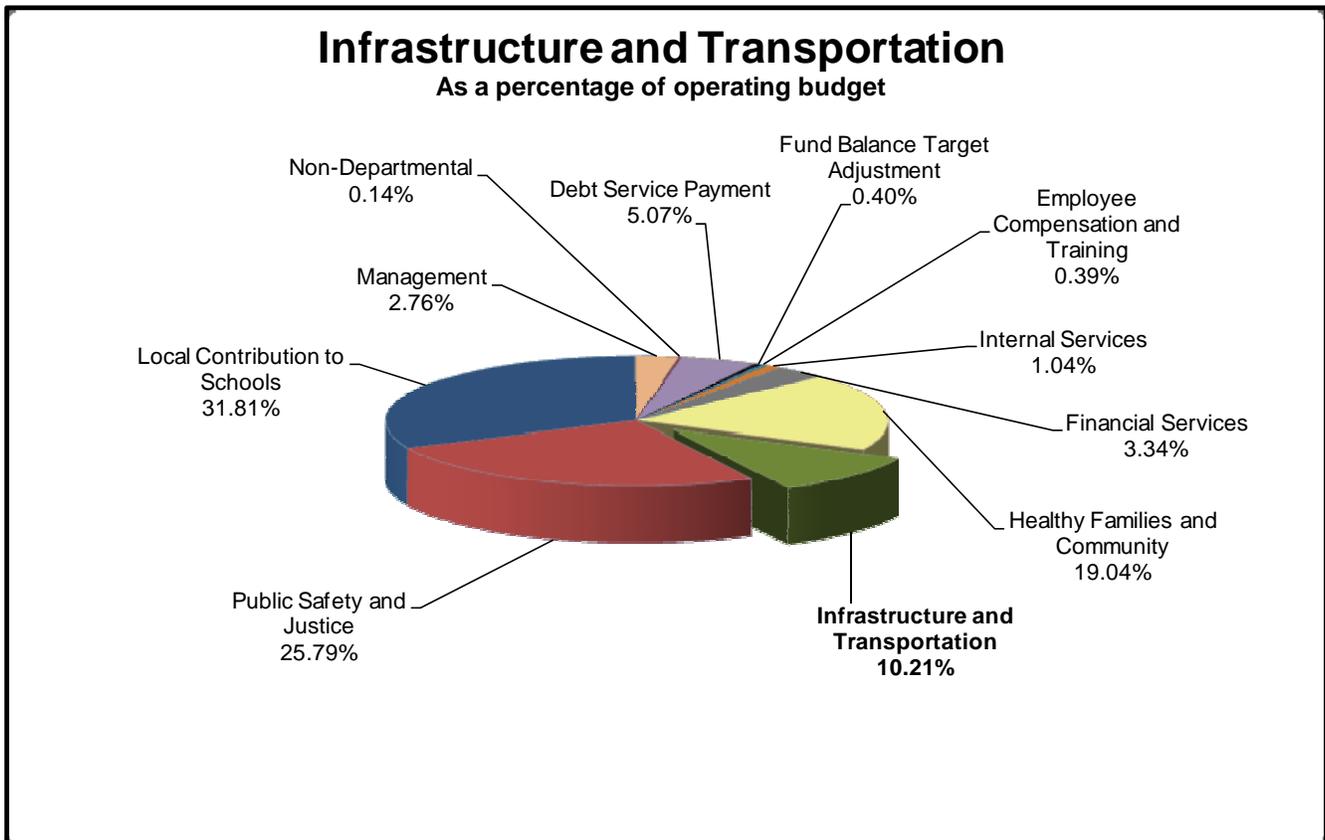
# INFRASTRUCTURE & TRANSPORTATION





<b>Infrastructure &amp; Transportation Summary</b>	<b>FY2008-2009 General Fund Actual</b>	<b>FY2009-2010 General Fund Budget</b>	<b>FY2010-2011 General Fund Budget</b>	<b>FY2008-2009 Other Funds Actual</b>	<b>FY2009-2010 Other Funds Budget</b>	<b>FY2010-2011 Other Funds Budget</b>
<b>INFRASTRUCTURE AND TRANSPORTATION</b>						
Public Works: Administration/Facilities Management & Maintenance/HVAC Services	\$2,349,404	\$2,487,653	\$2,445,349	\$451,418	\$431,396	\$499,999
Public Works: Public Service/Fleet	7,782,178	8,504,208	7,824,493	2,358,567	1,041,814	1,027,184
Public Works: Transit/JAUNT	2,757,190	2,476,900	2,597,410	7,743,319	5,504,875	6,099,173
Public Works: Utilities	0	0	0	54,179,236	63,526,522	64,264,604
<b>INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL</b>	<b>\$12,888,772</b>	<b>\$13,468,761</b>	<b>\$12,867,252</b>	<b>\$64,732,540</b>	<b>\$70,504,607</b>	<b>\$71,890,960</b>

<b>2010-11 General Fund Budget</b>	<b>\$12,867,252</b>
<b>2009-10 General Fund Budget</b>	<b>\$13,468,761</b>
<b>Increase/(Decrease)</b>	<b>(\$601,509)</b>
<b>Percentage Change</b>	<b>-4.47%</b>



**INFRASTRUCTURE AND TRANSPORTATION****ACCOMPLISHMENTS OF THE PAST YEAR**

- ❖ Public Works Administration and Facilities Management completed construction of the Onesty Family Aquatic Center under budget and ahead of schedule, in time for the summer swimming season.
- ❖ Public Works Facilities Maintenance help achieve EPA Energy Star recognition for seven city schools and the City Hall Complex (City Hall proper, Michie Annex and Police/General District Court). Continuing to the maximize energy efficiency of building systems will result in an estimated 14% reduction in energy consumption over the next fiscal year.
- ❖ Public Works Public Service expanded the curbside recycling service for City residents by approximately 19% in FY 2009, resulting in a decrease in trash collection tonnages at the Ivy Landfill.
- ❖ The Public Service Division of Public Works milled and overlaid with new asphalt, 8.1 miles of City streets as well as repairing approximately 4000 linear feet of deteriorating sidewalks.
- ❖ The Fleet Division of Public Works generated in excess of 3,000 work orders for fleet repairs. Vehicle uptime averaged 95%. The national average for government fleet shops is 90%.
- ❖ Public Works Fleet division continued the use of bio-diesel fuel, which reduced green house emissions by burning approximately 150,000 gallons of blended fuels. Reducing CO<sub>2</sub> emissions by 2%.
- ❖ Charlottesville Transit Service (CTS) FY 2009 passenger boardings increased by more than 18% compared to FY 2008. Total passenger boardings surpassed 2 million, an increase of nearly 310,000.
- ❖ CTS prepared a four-year Marketing Plan and conducted a passenger survey to measure customer satisfaction receiving an 87 percent approval rating
- ❖ CTS continued to expand services to the citizens of Charlottesville by introducing four new bus routes (Routes 3, 6, 8, & 9) and implemented night service on Route 5.
- ❖ The Utilities division of Public Works continued, design and construction to address the aging water/wastewater infrastructure. This accomplishment minimizes sanitary sewer overflows and improves water quality.

**Public Works: Administration/Facilities Management  
& Maintenance/HVAC Services**

**Public Works Administration** is responsible for the planning, organization, direction, and budgetary/financial control of the seven 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 Management** is directly responsible for the planning, procurement and construction of all facility-related capital projects undertaken by the City and the Public Schools. Building on the goal of the Public Works Administration group, the on-going goal of the Facilities Management division is to improve the quality of our service by employing effective management principles and practices, innovative technology, improved communications, teamwork and fiscal responsibility.

**Facilities Maintenance** provides routine repair and preventive maintenance services to 39 buildings either owned or leased by the City. Custodial Services are also provided to 8 City-owned facilities. 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 over \$70 million infrastructure investment. This service area also provides contracted services to all City School buildings. The budget and narrative for these contracts are on page 86.

**HVAC Services** provides, maintains, and repairs all heating, ventilation and air conditioning systems and equipment for City operated/owned facilities. This team also performs troubleshooting of electrical, pneumatic, and other mechanical equipment to ensure equipment is operating at optimal performance and provides recommendations for possible energy saving opportunities.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$1,333,483	\$1,393,903	\$1,470,909	\$77,006	5.52%
Other Expenditures	<u>1,467,339</u>	<u>1,525,146</u>	<u>1,474,439</u>	<u>(50,707)</u>	<u>-3.32%</u>
<b>Total</b>	<b>\$2,800,822</b>	<b>\$2,919,049</b>	<b>\$2,945,348</b>	<b>\$26,299</b>	<b>0.90%</b>
General Fund Total	\$2,349,404	\$2,487,653	\$2,445,349	(\$42,304)	-1.70%
Non General Fund Total	<u>451,418</u>	<u>431,396</u>	<u>499,999</u>	<u>68,603</u>	<u>15.90%</u>
<b>Total</b>	<b>\$2,800,822</b>	<b>\$2,919,049</b>	<b>\$2,945,348</b>	<b>\$26,299</b>	<b>0.90%</b>
<b>General Fund FTEs</b>	13.75	13.75	13.75	<b>0.0</b>	
<b>Non General Fund FTEs</b>	2.50	2.50	2.50	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report and an increase in overtime costs to address additional maintenance needs for new facilities (CTS Operations Center, expanded J&DR Courthouse, and Smith Family Aquatics Center). Other Expenditures is decreasing mainly due to reductions in utility costs at the Market Street Parking Garage, and reductions in Utilities, HVAC charges and Other Contractual Services for the Hedgerow Properties due to the vacancy of the Levy Opera House. This budget also represents a full year of maintenance for the new Juvenile and Domestic Relations Court building, of which 55% is paid by the County shown as a revenue item in the General Fund.

<b>FY 11 Services</b>	<b>FY 11 Budget</b>
Administration / Facilities Management	\$799,220
Facilities Maintenance	1,646,129
HVAC Services	<u>499,999</u>
<b>Total</b>	<b>\$2,945,348</b>

**Public Works: Public Service/Fleet Management Operations**

**Public Service** functions consist of Refuse Collection, Streets and Sidewalks, Stormwater Maintenance, and Traffic Operations. Refuse Collection is responsible for administering and monitoring the City's contract with a private firm for collection of domestic refuse/recyclables. Streets and Sidewalks is responsible for maintenance of City streets and sidewalks, City owned parking lots, leaf collection, emergency weather response, and data collection that assures continued annual VDOT maintenance funding. Stormwater Maintenance is responsible for maintenance of stormwater infrastructure. Traffic Operations maintains signs, signals, publicly owned street lighting systems, parking meters, and pavement markings. It also is responsible operationally for the Intelligent Transportation System.

**Fleet Management Operations** is responsible for repairs to City-owned vehicles and equipment, and for management of the fuel system and the vehicle wash facility.

The City's contribution of **\$500,000** for the environmental remediation of the **Ivy Landfill** is also included.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$3,881,426	\$3,884,378	\$4,007,204	\$122,826	3.16%
Operating Expenditures	5,547,030	4,911,644	4,344,473	(567,171)	-11.55%
Ivy Landfill Remediation	<u>712,288</u>	<u>750,000</u>	<u>500,000</u>	<u>(250,000)</u>	<u>-33.33%</u>
<b>Total</b>	<b>\$10,140,745</b>	<b>\$9,546,022</b>	<b>\$8,851,677</b>	<b>(\$694,345)</b>	<b>-7.27%</b>
General Fund Total	\$7,782,178	\$8,504,208	\$7,824,493	(\$679,715)	-7.99%
Non General Fund Total	<u>2,358,567</u>	<u>1,041,814</u>	<u>1,027,184</u>	<u>(14,630)</u>	<u>-1.40%</u>
<b>Total</b>	<b>\$10,140,745</b>	<b>\$9,546,022</b>	<b>\$8,851,677</b>	<b>(\$694,345)</b>	<b>-7.27%</b>
<b>General Fund FTEs</b>	51.0	51.0	51.0	<b>0.0</b>	
<b>Non General Fund FTEs</b>	12.0	12.0	12.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report and an increase in overtime costs for the Streets and Stormwater crews, with the increases being offset by revenue received through charges for services. The net decrease in Other Expenditures is due to an anticipated decrease in the refuse and recycling collection contracts and a decrease in the tipping fee charged to the City, along with the transfer of \$500,000 from the Streets and Sidewalk operating budget to the Capital budget for street milling and paving (this does not reduce the expenditure; rather, the entire paving and street milling budget is reflected in the capital budget). This budget also reflects a \$250,000 reduction in the City's contribution designated for the Ivy Landfill remediation.

<b>FY 11 Services</b>	<b>FY 11 Budget</b>
Administration	\$474,299
Streets and Sidewalk Services	2,955,285
Stormwater Maintenance	461,580
Refuse Collection Services	1,979,167
Ivy Landfill Remediation	500,000
Traffic Operations	719,644
Street Lighting Operations	734,518
Fleet Management Operations	955,101
Fuel and Wash Facility	<u>72,083</u>
<b>Total</b>	<b>\$8,851,677</b>

**Public Works: Transit/JAUNT**

**Charlottesville Transit Service (CTS)** provides dependable, efficient, convenient, clean, and safe transportation alternatives to the single occupant vehicle for the citizens and visitors of the greater Charlottesville area. Functions include Charlottesville Transit Service, Greyhound Station Operations, and the Downtown Transit Station. Pupil Transportation is also a function of the Transit Division. The budget and narrative for this function are shown on page 86.

**CTS** provides fixed-route bus service Monday through Saturday from 6:00 a.m. to midnight; limited service during the day on Sunday; offers free trolley service between Downtown and the University; fare-free service for University students and employees; and operates the Downtown Transit Station which provides CTS passengers an indoor-waiting area, public restrooms, and a place for learning more about CTS services. Based on funding by the County, CTS also provides fixed-route service in the urbanized areas of Albemarle County. In addition to City funds, CTS expenses are covered by federal and state subsidies and passenger fares. In FY 2011, the City's contribution to CTS is **\$1,768,834**.

The **Greyhound Intercity Bus Terminal** serves eleven buses daily, seven days a week, with express service to Richmond and service to Atlanta, Dallas, New York City, and points in between. In Fiscal Year 2011, there is a **\$75,000** contribution from the General Fund to Greyhound Operations.

**JAUNT** is a regional transit system that carries the general public, agency clients, the elderly, and people with disabilities throughout Central Virginia. The City's FY 2011 contribution to JAUNT is **\$753,576**.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$4,098,652	\$4,064,154	\$4,052,685	(\$11,469)	-0.28%
Other Expenditures	2,188,220	1,980,695	1,910,761	(69,934)	-3.53%
Transit Bus Replacement	3,421,818	1,228,860	1,979,561	750,701	61.09%
Contribution to JAUNT	<u>791,819</u>	<u>708,066</u>	<u>753,576</u>	<u>45,510</u>	<u>6.43%</u>
<b>Total</b>	<b>\$10,500,509</b>	<b>\$7,981,775</b>	<b>\$8,696,583</b>	<b>\$714,808</b>	<b>8.96%</b>
General Fund Total	\$2,757,190	\$2,476,900	\$2,597,410	\$120,510	4.87%
Non General Fund Total	<u>7,743,319</u>	<u>5,504,875</u>	<u>6,099,173</u>	<u>594,298</u>	<u>10.80%</u>
<b>Total</b>	<b>\$10,500,509</b>	<b>\$7,981,775</b>	<b>\$8,696,583</b>	<b>\$714,808</b>	<b>8.96%</b>
<b>Non General Fund FTEs</b>	81.50	78.00	78.00	<b>0.00</b>	

**Explanation of Changes:** The net decrease to Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report and reductions due to personnel turnover. The net decrease in Other Expenditures is due to a reduction in Fuel and Vehicle Maintenance charges, and an increase in HVAC charges, Utility costs, and Insurance costs, all related to the opening of the new Transit Operations Center on Avon Street. The General Fund contribution to JAUNT is increasing due to increased ridership by City residents. The remaining increase in the General Fund portion of the Transit Budget is due to a \$75,000 General Fund contribution supporting Greyhound Operations. City Council set aside \$110,000 in their Council Priority Initiatives pool to fund future transit enhancements, to be determined following a summer transit summit.

<b>FY 11 Services</b>	<b>FY 11 Budget</b>
Transit System Operations	\$5,789,523
Greyhound Station Operations	173,923
Transit Bus Replacement	1,979,561
Contribution to JAUNT	<u>753,576</u>
<b>Total</b>	<b>\$8,696,583</b>

**Public Works: Gas, Water and Wastewater Utilities**

Public Utilities operates and maintains the water, wastewater, and natural gas distribution systems. The goal of the Utilities is to provide authorized service in a safe, reliable, responsive, and cost effective manner.

The Gas, Water and Wastewater budgets are funded by the utility rates and include funding for administration, operations, and maintenance of the three systems as well as funding for infrastructure improvements, technology advances, stormwater, environmental, 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 page 56. The utility budgets are separate from the General Fund and are not supported by taxes. These budgets and the respective rates are considered and adopted by the City Council in May of each year.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$5,377,776	\$5,899,118	\$5,965,632	\$66,514	1.13%
Other Expenditures	47,847,367	45,712,747	43,420,718	(2,292,029)	-5.01%
Capital Projects	(1,800)	9,194,785	11,376,376	2,181,591	23.73%
Debt Service	<u>955.893</u>	<u>2,719,872</u>	<u>3,501,878</u>	<u>782.006</u>	<u>28.75%</u>
<b>Non General Fund Total</b>	<b>\$54,179,236</b>	<b>\$63,526,522</b>	<b>\$64,264,604</b>	<b>\$738,082</b>	<b>1.16%</b>
<b>Non General Fund FTEs</b>	93.0	93.0	93.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report. The net decrease in Other Expenditures is due to increases in Warehouse charges to the Gas fund, an increase for payment in lieu of taxes paid to the General Fund, an increase in debt service payments, and a decrease in the cost of Gas purchased by the City.

The Utilities budgets also include a \$2,181,591 increase to Capital Projects to address issues associated with the aging water and wastewater infrastructure throughout the City. Of this increase \$1.3 million is being offset through the usage of existing fund balance from the Utility funds.

Included in this budget are authorized contributions to City Link: \$1.35 million from the Gas Fund and smaller contributions from the Water and Wastewater Funds.

The Utility budgets are reviewed and approved by Council during the Utility Rate Study which occurs in May and June of each year. At that time the Utility operations budget, including any new programmatic requests, and the Utility capital improvement program budget are reviewed and may be amended.

<b><u>FY 11 Services</u></b>	<b><u>FY 11 Budget</u></b>
Gas Operations	\$33,045,439
Wastewater Operations	14,621,525
Water Operations	13,095,762
Utilities Debt Service	<u>3,501,878</u>
<b>Total</b>	<b>\$64,264,604</b>

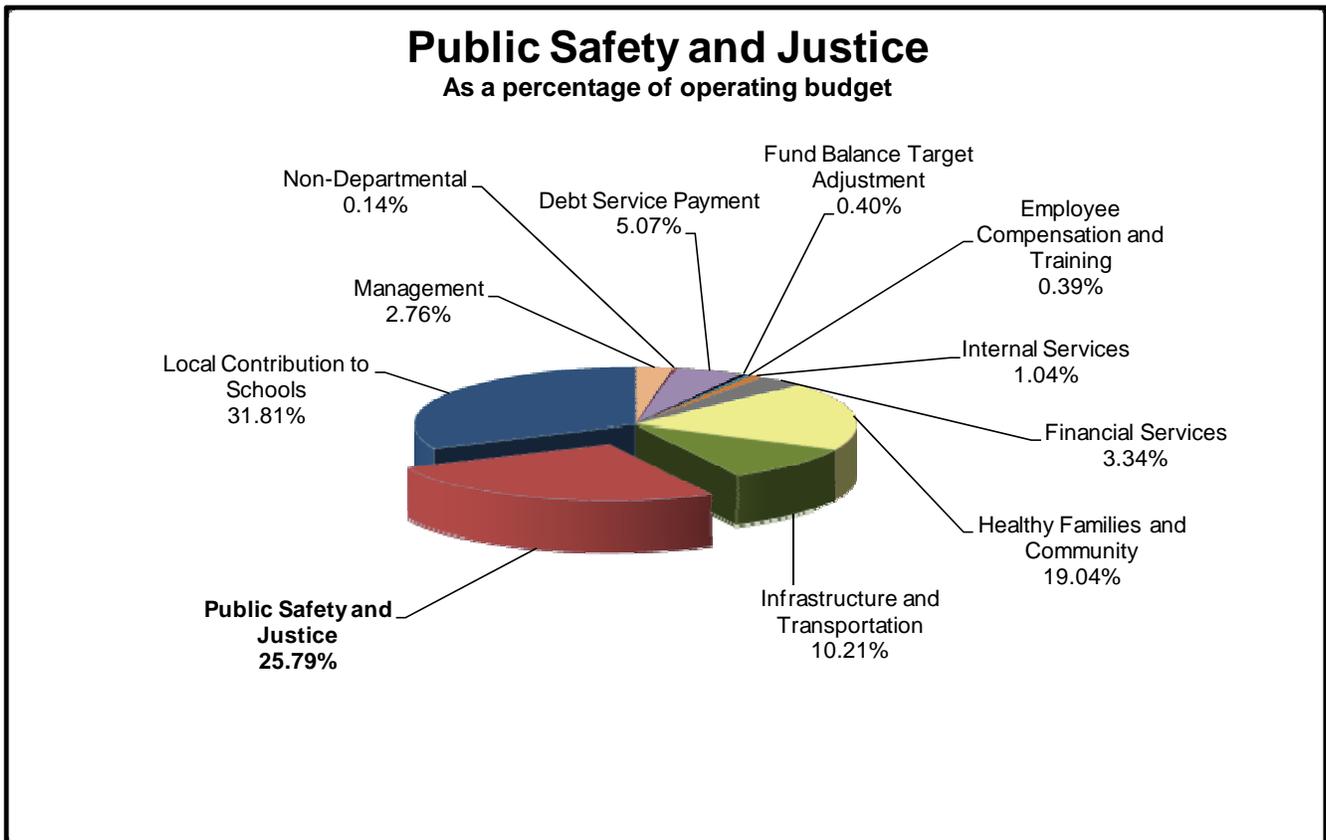
# PUBLIC SAFETY & JUSTICE





Public Safety and Justice Summary	FY2008-2009	FY2009-2010	FY2010-2011	FY2008-2009	FY2009-2010	FY2010-2011
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
<b>PUBLIC SAFETY AND JUSTICE</b>						
City Sheriff	\$1,015,879	\$1,013,107	\$998,331	\$0	\$0	\$0
Commonwealth's Attorney	836,161	973,550	989,698	0	0	0
Contributions to Programs Supporting Public Safety & Justice Programs	6,942,784	6,908,399	7,110,720	0	0	0
Courts and Other Support Services	1,017,222	1,067,589	1,051,322	0	0	0
Fire Department Operations	8,735,416	8,732,814	8,785,536	0	0	0
Police Department	13,672,309	13,548,701	13,555,645	0	0	0
<b>PUBLIC SAFETY AND JUSTICE SUBTOTAL</b>	<b>\$32,219,771</b>	<b>\$32,244,160</b>	<b>\$32,491,252</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

2010-11 General Fund Budget	\$32,491,252
2009-10 General Fund Budget	\$32,244,160
Increase/(Decrease)	\$247,092
Percentage Change	0.77%



**PUBLIC SAFETY AND JUSTICE**

**ACCOMPLISHMENTS OF THE PAST YEAR**

- ❖ The Circuit Court Clerks Office completed the transfer of over 40 years of public records to a new electronic database.
- ❖ The City Sheriff's Office served over 20,000 papers during calendar year 2009.
- ❖ The Police Department infused community policing throughout the organization, and better utilized tools to identify crime trends, prevention awareness, and implementation of strategies to address crime, which resulting in no increase in Part 1 crime, including burglary and breaking and entering, and an 11% reduction in violent crime.
- ❖ The Police Department participated in various regional task forces, such as SOVA ICAC (Southern Virginia Internet Crimes against Children), CAGE (Charlottesville Area Gang Enforcement Team), and JABU (Jefferson Area Burglary Unit), increasing the ability to solve crime and leading to a reduced crime rate.
- ❖ The Fire Department continued its smoke detector installation program in order to continue reaching towards the goal of having a working smoke detector within every residence in the City of Charlottesville. The Fire department installed 132 smoke detectors in FY 2007, 167 were installed in FY 2008, and 93 were installed in FY 2009.
- ❖ Property loss due to fires compared to assessed value has remained below 0.050%. The data collected through entries in the Fire Incident Reporting System shows actual percentages of 0.004% for 2005, 0.034% for 2006, 0.046% for 2007 and 0.022% for 2008 and estimated 0.048% for 2009.

**City Sheriff**

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, and transportation of prisoners and patients pursuant to governor's warrants and court orders from the civil/chancery side of the courts' docket. Additionally, the office summons both grand and petit jurors, responds to questions, and manages their court schedule.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$807,465	\$826,746	\$805,798	(\$20,948)	-2.53%
Other Expenditures	<u>208,414</u>	<u>186,361</u>	<u>192,533</u>	<u>6,172</u>	<u>3.31%</u>
<b>General Fund Total</b>	<b>\$1,015,879</b>	<b>\$1,013,107</b>	<b>\$998,331</b>	<b>(\$14,776)</b>	<b>-1.46%</b>
<b>General Fund FTEs</b>	11.0	11.0	11.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report and salary savings resulting from staff turnover. The increase in Other Expenditures is related to costs associated with prisoner transport. There is a corresponding revenue item that offsets this expense as these are reimbursable by the State.

**Commonwealth’s Attorney**

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.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$763,839	\$907,653	\$913,117	\$5,464	0.60%
Other Expenditures	<u>72,322</u>	<u>65,897</u>	<u>76,581</u>	<u>10,684</u>	<u>16.21%</u>
<b>General Fund Total</b>	<b>\$836,161</b>	<b>\$973,550</b>	<b>\$989,698</b>	<b>\$16,148</b>	<b>1.66%</b>
<b>General Fund FTEs</b>	10.0	10.0	10.0	<b>0.0</b>	
<b>Grant Funded FTEs</b>	3.5	3.5	3.5	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report and savings achieved from staff turnover. The increase in Other Expenditures can be attributed to funding grant related expenses that are not paid by the grant itself. These had not previously been budgeted, although they had never been reimbursed by grant funds.

**Contributions to Programs Promoting Public Safety and Justice**

The City contributes and shares the funding responsibility with other localities for several public safety and justice functions and organizations. These include a regional jail, juvenile detention center and dispatch center, animal care and shelter services and area non profits that advocate and serve victims of crimes, those who need and cannot afford legal assistance and individuals being released from prison who want to retain a self-sustaining, criminal free lifestyle.

<b>Agency</b>	<b>FY08-09 Actual</b>	<b>FY09-10 Budget</b>	<b>FY10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Piedmont Court Appointed Special Advocates	\$8,925	\$8,925	\$8,925	\$0	0.00%
Legal Aid Society	57,966	57,966	57,966	0	0.00%
Regional Jail	4,003,690	3,927,391	4,060,294	132,903	3.38%
Blue Ridge Juvenile Detention	921,358	931,911	931,911	0	0.00%
Emergency Communications Center	1,672,072	1,705,008	1,647,045	(57,963)	-3.40%
Offender Aid and Restoration	239,096	230,548	238,631	8,083	3.51%
Society for the Prevention of Cruelty to Animals	<u>39,677</u>	<u>46,650</u>	<u>165,948</u>	<u>119,298</u>	<u>255.73%</u>
<b>General Fund Total Contributions</b>	<b>\$6,942,784</b>	<b>\$6,908,399</b>	<b>\$7,110,720</b>	<b>\$202,321</b>	<b>2.93%</b>

**Courts and Other Support Services**

The City of Charlottesville is served by several courts. The **General District Court** enforces criminal laws of the Commonwealth of Virginia and handles civil disputes within the Court’s jurisdiction. The **Circuit Court** is the court of record and has sole jurisdiction in criminal felony cases and civil cases involving large sums, and 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 associated with the recordation, 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. 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. The **Court Services Unit** serves the Juvenile & Domestic Relations Court by facilitating the rehabilitation or treatment of those who come before the court and whose functions include intake or case review, investigation of case background information, probation supervision, after-care supervision of juveniles recently released from state institutional care, and domestic care of juveniles being held in detention or shelter care homes. 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.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$635,761	\$607,556	\$615,440	\$7,884	1.30%
Other Expenditures	<u>381,461</u>	<u>460,033</u>	<u>435,882</u>	<u>(24,151)</u>	<u>-5.25%</u>
<b>General Fund Total</b>	<b>\$1,017,222</b>	<b>\$1,067,589</b>	<b>\$1,051,322</b>	<b>(\$16,267)</b>	<b>-1.52%</b>
<b>General Fund FTEs</b>	11.0	11.0	11.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report. The decrease in Other Expenditures can be attributed to the reduction of one time expenses budgeted in FY 2010 that were associated with the opening of the new JDR Courthouse, that are no longer needed in FY 2011.

	<b>FY 11 Budget</b>
<b><u>FY 11 Services</u></b>	
Clerk of Circuit Court	\$647,183
Circuit Court Judge	92,867
General District Court	29,691
Juvenile and Domestic Relations Court/Court Services Unit	272,731
Magistrate	<u>8,850</u>
<b>Total</b>	<b>\$1,051,322</b>

**Fire Department Operations**

The Charlottesville Fire Department received international accreditation status in 2001, and again in 2007, through the Commission on Fire Accreditation International. Of the over 30,000 fire departments in the United States only 132 have received international accreditation. The Charlottesville Fire Department becomes only the sixth municipal fire and EMS department in Virginia to currently hold this accreditation designation.

In the state of Virginia the Charlottesville Fire Department is one of only six fire departments that have achieved the Insurance Services Organization (ISO) Public Protection Classification (PPC) Class 2 rating. Charlottesville is one of only two fire departments in Virginia that is both internationally accredited and has a Class 2 ISO rating. Nationally, only 1% of fire departments surveyed have achieved the Class 2 rating. The Charlottesville Fire Department is currently working to achieve the optimal PPC Class 1 rating.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$7,345,605	\$7,543,908	\$7,593,427	\$49,519	0.66%
Other Expenditures	<u>1,389,811</u>	<u>1,188,906</u>	<u>1,192,109</u>	<u>3,203</u>	<u>0.27%</u>
<b>General Fund Total</b>	<b>\$8,735,416</b>	<b>\$8,732,814</b>	<b>\$8,785,536</b>	<b>\$52,722</b>	<b>0.60%</b>
<b>General Fund FTEs</b>	89.0	89.0	89.0	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report. The remainder of this budget is essentially level funded, the exception being a small increase in some fixed charges.

	<b>FY 11 Budget</b>
<b><u>FY 11 Services</u></b>	
Administration	\$428,983
Fire Fighting	7,909,863
Fire Prevention	219,705
Personnel Support	131,801
Department Maintenance	79,983
Volunteer Fire Department	<u>15,201</u>
<b>Total</b>	<b>\$8,785,536</b>

**Police Department**

The Police Department’s mission is to improve the quality of life of citizens living, working or visiting within the City. 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 arresting 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. The Police Department provides comprehensive law enforcement and consists of a Patrol Bureau, General Investigations Bureau, Neighborhood Services Bureau, Administrative Services Bureau, Forensic Unit, Traffic Unit, as well as SWAT and Crisis Negotiation teams. This department is also responsible for the administration and operational control of the multi-jurisdictional Jefferson Area Drug Enforcement (JADE) task force. In cooperation with federal, state, and other local law enforcement agencies, the detectives and supervisors of JADE are effectively reducing the flow of drugs and guns into our community.

Funding Summary	FY 08-09	FY 09-10	FY 10-11	Increase/ (Decrease)	% Change
	Actual	Budget	Budget		
Salaries and Benefits	\$11,178,741	\$11,238,280	\$11,266,362	\$28,082	0.25%
Other Expenditures	<u>2,493,568</u>	<u>2,310,421</u>	<u>2,289,283</u>	<u>(21,138)</u>	<u>-0.91%</u>
<b>General Fund Total</b>	<b>\$13,672,309</b>	<b>\$13,548,701</b>	<b>\$13,555,645</b>	<b>\$6,944</b>	<b>0.05%</b>
<b>General Fund FTEs</b>	146.43	146.00	146.00	<b>0.0</b>	

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City’s retirement rate as required by the actuarial report, savings achieved from staff turnover and an additional \$10,000 of overtime dedicated for Internet Crimes Against Children (ICAC) investigations. The Other Expenditures portion of this budget is reduced due to savings achieved in vehicle maintenance and fuel usage.

# SCHOOL OPERATIONS





### School Operations

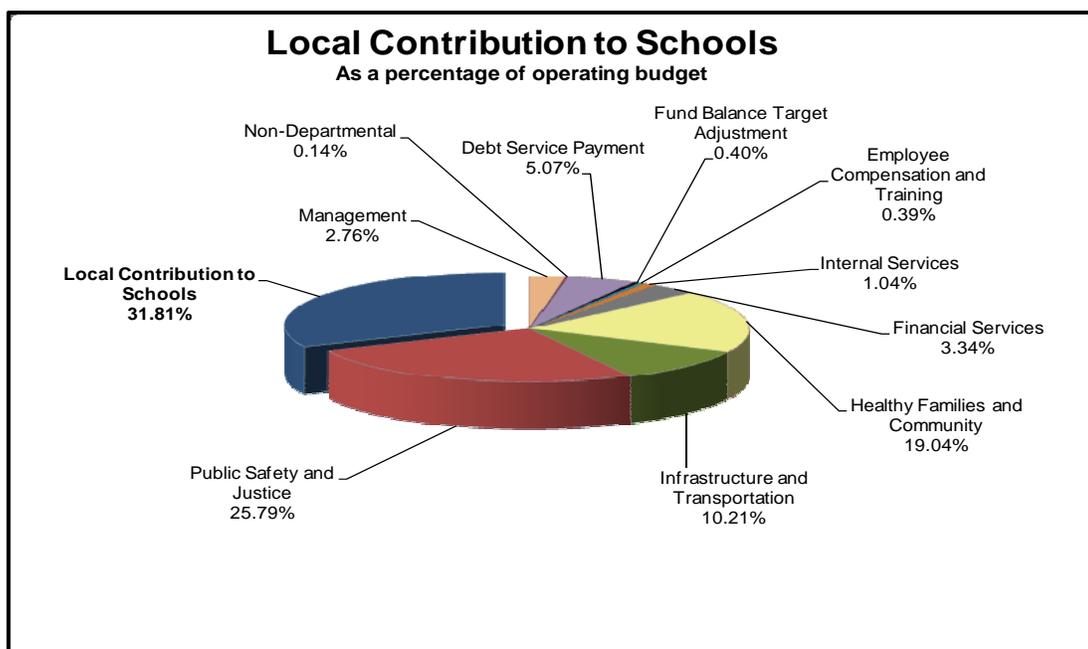
High quality education is provided for approximately 3,812 students (actual enrollment for the 2009-2010 school year) in grades K-12 in seven elementary schools, one middle school and one high school under the direction of the Charlottesville School Board. Education programs for adults are also offered through evening classes at Charlottesville High School, the Adult Basic Education Learning Center and the Charlottesville-Albemarle Technical Education Center.

The course offerings in the system include special programs such as: learning disability, programs for the emotionally disturbed, an enrichment program for gifted and exceptional students, an alternative program for school drop-outs, vocational and technical education, and homebound instruction. The system also provides counseling services in health, guidance, and psychological and social programs. The school budget is formulated by the School Board. The budget is formally presented to City Council in March and is appropriated with the City's Operating Budget in April.

Approximately 27.41% of the City's debt service payment from the general fund is for school projects. There is **\$1.76 million** in the Adopted FY 2011 Capital Improvement Program dedicated to schools capital projects (pg. 92).

The table below represents the entire school operational budget for FY 2011, for both the Schools General and Non General Funds.

Funding Summary	FY 08-09 Actual	FY 09-10 Budget	FY 10-11 Budget	Increase/ (Decrease)	% Change
<b>Local Contribution</b>	<b>\$39,781,531</b>	<b>\$40,209,612</b>	<b>\$40,080,523</b>	<b>(\$129,089)</b>	<b>-0.32%</b>
State Funds	20,223,086	18,800,288	17,840,871	(959,417)	-5.10%
Federal Funds	6,064,996	8,961,246	8,116,410	(844,836)	-9.43%
Misc. Funds	<u>2,744,653</u>	<u>2,447,600</u>	<u>2,610,726</u>	<u>163,126</u>	<u>6.66%</u>
<b>Total</b>	<b>\$68,814,266</b>	<b>\$70,418,746</b>	<b>\$68,648,530</b>	<b>(\$1,770,216)</b>	<b>-2.51%</b>
Schools General Fund Total	\$55,686,886	\$54,460,876	\$53,631,629	(\$829,247)	-1.52%
Schools Non General Fund Total	<u>13,127,380</u>	<u>15,957,870</u>	<u>15,016,901</u>	<u>(940,969)</u>	<u>-5.90%</u>
<b>Total</b>	<b>\$68,814,266</b>	<b>\$70,418,746</b>	<b>\$68,648,530</b>	<b>(\$1,770,216)</b>	<b>-2.51%</b>



**City/School Contracted Services**

Reflected below are the cost of services and personnel to meet common objectives in the areas of school building maintenance and energy efficiencies, and pupil transportation.

**School Building Maintenance/Energy Management/HVAC Services** - Established via a 1997 Building and Grounds Maintenance Agreement, Schools Maintenance, a Public Works division, provides routine repair and preventive maintenance services to 9 Charlottesville Public School campuses and the Central Administration. Those services include Electrical, Mechanical, Plumbing, Carpentry, Roofing and Painting. A variety of "Small Capital Projects" are executed by Schools Maintenance and by Public Works Facilities Management. 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. The goal of the division is to provide safe, secure, functional and aesthetically pleasing facilities for Charlottesville Public Schools students and staff.

**Pupil Transportation** - Pupil Transportation is a section of the Transit Division of Public Works. Pupil Transportation provides student transportation services to and from the City schools and several alternative education sites, activity bus service, and field trip service under contract to the Charlottesville City Schools. The Pupil Transportation fleet consists of 40 school buses. To maintain a safe and reliable fleet, school buses are replaced after ten years. Six school buses in the fleet are equipped with wheelchair lifts to service children with special needs.

<b>Funding Summary</b>	<b>FY 08-09 Actual</b>	<b>FY 09-10 Budget</b>	<b>FY 10-11 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$2,318,882	\$2,356,055	\$2,484,861	\$128,806	5.47%
Other Expenditures	<u>3,536,605</u>	<u>3,257,003</u>	<u>3,127,391</u>	<u>(129,612)</u>	<u>-3.98%</u>
<b>General Fund Total</b>	<b>\$5,855,487</b>	<b>\$5,613,058</b>	<b>\$5,612,252</b>	<b>(\$806)</b>	<b>-0.01%</b>
<b>School Funded FTEs</b>	46.0	44.5	44.5	<b>0.0</b>	

**Explanation of Changes:** Increase in Salaries and Benefits is the result of the increase in the City's retirement rate as required by the actuarial report and an increase of 2 FTE's in School Building Maintenance, which occurred in FY 10 and can be attributed to the transfer of two former school employees to the City per the building maintenance agreement. The net decrease in Other Expenditures is due to a reduction in School Salary Reimbursement, a reduction in utility costs resulting from energy efficiency measures that have been put into place, and a slight increase in School Bus Replacement costs.

The School funded portion of pupil transportation is \$2,114,001. The remainder of this budget is funded through billed services for private charter services, amounting to \$278,676 in projected revenue.

	<b>FY 11 Budget</b>
<b>FY 11 Services</b>	
Pupil Transportation	\$2,392,677
School Building Maintenance	<u>3,219,575</u>
<b>Total</b>	<b>\$5,612,252</b>

# CAPITAL IMPROVEMENT PROGRAM





## Capital Improvement Program Fund

The Capital Improvement Program Fund (CIP) provides funding for streets, public buildings, land and other capital assets. Capital Improvement Projects are projects which generally have a useful life of 5 years or more and cost more than \$50,000. City Council, in their Adopted Budget Guidelines, has set 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 Improvements Plan (CIP), which is designed to coordinate the planning, financing, and construction of capital projects. As part of the capital improvement process, it has been recognized that funding needs to be set aside for the maintenance of City facilities. Separate funding is adopted in the General Fund budget for smaller maintenance projects in the Facilities Repair Fund.

There are several factors that must be taken into consideration during the development of the capital budget. The fact that Charlottesville's public facilities are aging, there is no significant growth in population, and the set boundaries of the City, make capital budgeting an important part of the annual budget process. For these reasons, the City must respond to the capital needs of the community with investments aimed at revitalizing and maintaining the existing facilities and infrastructure of the City.

The City's CIP process is designed to coordinate and align capital projects with City priorities and strategies. As departments are preparing their CIP requests, they are asked to score their new and modified projects based upon a set of eight weighted criteria. These criteria not only help the department think about the type of requests they are submitting, but serve as a key factor when the CIP Budget Development Committee begins to discuss the projects as a whole, since in general requests far outweigh available funding.

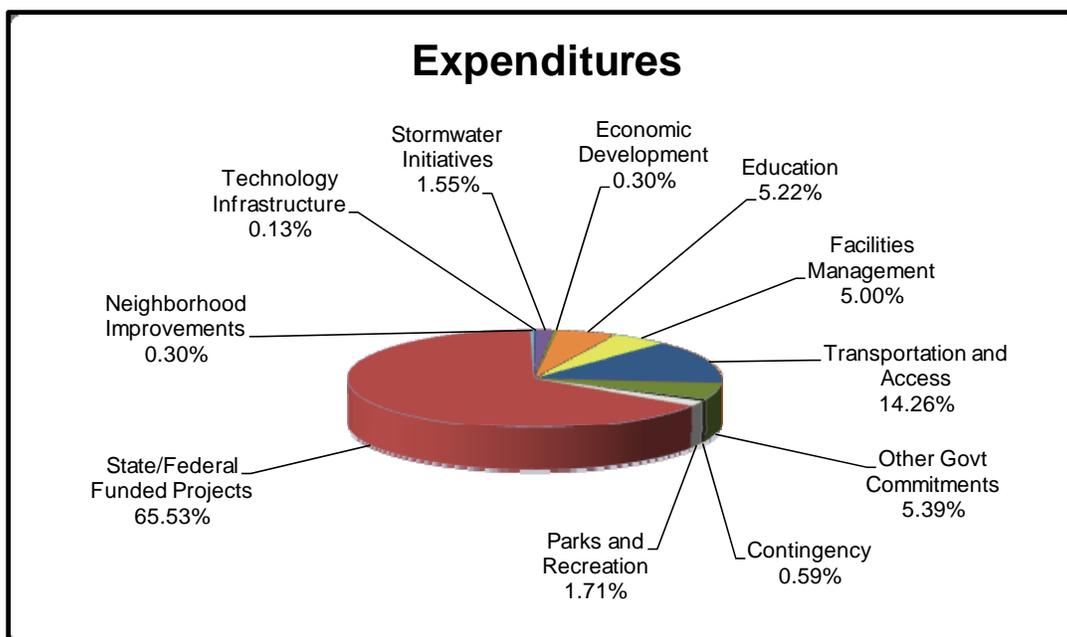
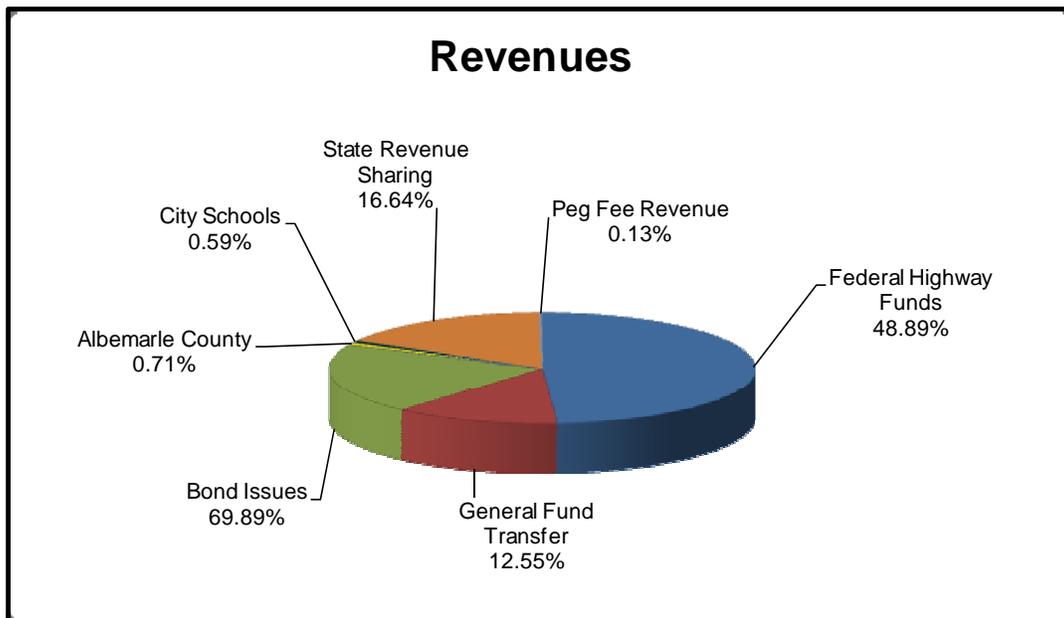
CIP submissions are received by the Budget Office, which organizes and prepares the submissions for review. The CIP Staff Ranking Committee then reviews, and if necessary re-ranks the requested projects. The CIP Staff Ranking Committee consists of staff members from Neighborhood Development Services, Public Works, Budget, Parks and Recreation, Public Safety, a member of the Planning Commission, and one member from a non-CIP requesting department, which for this year's process was the Department of Social Services. The CIP is forwarded to the Budget Development Committee, which reviews all projects and their criteria scoring, and develops a recommendation that is fiscally sound and reflects the overall priorities of the City and its needs. The CIP Budget Development Committee consists of the City Manager, COO/CFO, Finance Director, the Director of Budget and Performance Management, and one member of the Planning Commission.

The final proposal from the Budget Development Committee is then presented to the Planning Commission. Following Planning Commission consideration and approval, the annual budget and revised five-year CIP are forwarded to the City Manager and then to City Council for inclusion in the annual budget.

### FY 2011 Capital Improvement Program Revenues and Expenditures

Given the need for capital projects that exists in the community, the **FY 2011-2015** Capital Improvement Program recommends the use of approximately **\$43.62 million** in long-term debt to finance a portion of the **\$92.08 million** multi-year program. The balance will be funded with transfers of funds from the General Fund, through the revenue sharing agreement with Albemarle County, and with contributions from Albemarle County and the Charlottesville City Schools.

The Capital Improvement Program for **FY 2010-2011** contains projects totaling **\$33.65 million**, as well as a capital projects contingency account totaling **\$200,000**, for a total capital improvement program budget equaling **\$33.85 million**.



**Description of Capital Projects****Bondable Projects****Education**

In FY 2011, the City of Charlottesville allocates \$1.56 million to the City schools for various large and small capital improvements. Some of the projects covered by this sum include: Improvements to Buford; CHS parking lot resurfacing and roof repairs; Walker fire alarm system replacement; Burnley-Moran exterior painting and waterproofing; and Johnson Exterior painting and waterproofing. This funding also provides for the schools HVAC replacement plan.

**Facilities Capital Projects**

Facilities Capital Projects has been allocated \$1.66 million for improvements and repairs to various City owned facilities. These include the replacement of various air handlers and HVAC components; window replacements and repairs; fire alarm and fire sprinkler repairs; and any other repairs deemed to be necessary in order to preserve the City's properties. This funding also provides for Market Street Parking Garage concrete repairs.

**Transportation and Access**

For FY 2011, a total of \$3.40 million is allocated to Transportation and Access projects which include: Street reconstruction and paving at \$1,504,558; \$300,000 for the design and construction of new sidewalks; \$1.5 million for the City match portion of the Route 250 Bypass Interchange at McIntire; and \$100,000 for the undergrounding of utilities.

**Parks and Recreation**

For FY 2011 Parks and Recreation Department is allocated \$100,000 to continue repairs to the aged bath house at the Washington Park swimming pool. Additionally, the pool itself will have repairs to the coping stones, new white coat on the pool bottom, tile replacement and repairs to the pump servicing the main slide in the pool.

**State and Federal Funded Projects****Transportation and Access**

For FY 2011, a total of \$22,186,166 million is allocated to Transportation and Access for the Route 250 Bypass Interchange at McIntire. This amount represents the State and Federally funded portion of the Route 250 Bypass Interchange at McIntire project, and there is a corresponding revenue source for this amount.

**Non-Bondable Projects****Education**

Funding of \$200,000 is allocated to carry out the Charlottesville City Schools small capital improvement program. This funding is offset 100% through a contribution from the schools specifically for this program.

**Economic Development**

The Department of Economic Development is allocated \$103,000 for the purpose of carrying out economic development initiatives. These funds assist in long-term strategic improvements, that grow and expand the City's tax base, and for workforce development initiatives.

**Neighborhood Improvements**

\$100,000 has been allocated for the Neighborhood CIP Funds project. Funds will be used for various capital projects that are either solicited by neighborhoods, or are determined to be needed by City Council, and that are not otherwise covered by the traffic calming, sidewalk, or drainage capital programs.

**Facilities Capital Projects**

In FY 2011, \$31,669 has been allocated to Facilities Management for CATEC general facility maintenance projects.

**Transportation and Access**

Transportation and Access receives \$316,740 in grant match funds for CTS Transit bus replacement; \$296,851 for sidewalk repair; \$100,000 for citywide traffic improvements; \$50,000 for bicycle infrastructure; \$100,000 for the intelligent transportation system; \$159,000 for State bridge and highway priorities; \$100,000 for Citywide ADA improvements to sidewalks and curbs throughout the City; \$100,000 for the required matching funds for the Jefferson Park Avenue (JPA) Bridge Repair; and \$200,000 for Belmont Commercial Neighborhood Improvements. Total funding for this area is \$1.42 million.

**Parks and Recreation**

The Parks and Recreation Department is allocated an additional \$480,250 for non-bondable projects, which include: \$103,000 for improvements to City and School playgrounds; \$75,000 for Trails and Greenway development; \$50,000 for urban tree preservation and planting; and \$250,000 for the future acquisition of parkland within the City of Charlottesville.

**Stormwater Initiatives**

Stormwater Initiatives are allocated funds totaling \$525,000. These projects include \$175,000 for Neighborhood Drainage projects and \$350,000 for Citywide Stormwater Initiatives to carry out major improvements to the City's Stormwater infrastructure, which currently has over 13 miles of the system that has been identified as being in need of immediate repair or replacement based on the deterioration of the pipes. The funding for Citywide Stormwater Initiatives has been reduced by \$250,000 in FY 2011, which differs from previous proposed CIPs. This is due to the availability of FY 2009 carryover funds in the amount of \$339,000 which are included in the Gas Capital Improvement Program for FY 2011 and will be used to fund major stormwater projects as prescribed above. This funding will be reevaluated annually with the Capital Improvement Budget with the long term goal to shift this to a self supporting utility.

**Technology Infrastructure**

Allocated at \$45,000, the Communications Technology Account/Public Access Television project will allow the City to continue upgrading and improving its cable network services and programming to the citizens of Charlottesville. This item is offset by PEG Fees paid to the City.

**Other General Government Commitments**

The mission of the **Charlottesville Housing Fund** is to meet the housing challenges facing our residents by dedicating, consolidating, and expanding financial support for the preservation and production of affordable housing in our community. This program is allocated \$1.2 million from the CIP, with an additional \$200,000 in CDBG funding being dedicated with future Council action. Funding of \$625,000 is allocated for the City's contribution to the **YMCA Family Aquatics Center**, giving City schools priority access to the pool area, as agreed upon in the City's ground lease with the YMCA. The City had previously funded \$125,000 for the **Home Energy Conservation Grant Program**. The agency that administers this program was awarded Federal Stimulus funding which need to be spent first and in addition, they will not be able to spend the FY 2010 City contribution to the program prior to the end of FY 2011. City funding is restored to this project in FY 2012.

**Operational Impacts**

In the FY 2011 Capital Improvement Program (CIP), seven projects were identified as significant nonroutine capital expenditures. For the purposes of this analysis, significant non-routine capital expenditures are those projects which will cost more than \$250,000, are not routine maintenance, such as street and sidewalk reconstruction or facilities maintenance, and are not recurring projects. The operational impacts of these projects are discussed below.

**Operational Impacts of Approved Capital Projects**

<b>Project</b>	<b>FY11 CIP Cost</b>	<b>Operational Impacts</b>	<b>Operational Increases/Savings</b>
Market Street Parking Garage Concrete Repairs	\$ 594,000	Potential loss of parking revenue.	Repairs will not affect the amount spent per year on maintenance of the structure. As areas are closed off to complete the repairs, there is the potential to lose parking revenue, especially during high traffic times.
New Sidewalks	\$ 300,000	Increase in overall annual sidewalk maintenance costs.	Approximately \$10 per square foot of new sidewalk constructed.
Route 250 Bypass Interchange at McIntire - City Match	\$ 1,500,000	Increased road maintenance cost upon completion of project.	No operational increases for FY 2011, but after the roadway construction is completed the city will incur road maintenance costs (milling and paving, snow removal, drainage, etc.) of approximately \$18,815 per lane mile, with \$11,560 per lane mile being reimbursed to the City from VDOT .
CTS Transit Bus Replacement	\$ 296,851	Decrease in maintenance costs.	Newer buses normally have lower maintenance costs associated with them than the buses they are replacing. Amount of savings will be dependant upon condition of bus being replaced.
Parkland Acquisition	\$ 250,000	Maintenance costs.	Maintenance for any newly acquired parkland will be handled using existing resources, resulting in no operational increases for the city.
Stormwater Initiatives	\$ 350,000	Increased personnel and maintenance supply cost; decreased maintenance costs.	Project is an increase in funding to existing operations. Increased personnel and supply costs will be covered by additional CIP funding.
YMCA Pool (City Share)	\$ 625,000	Decrease in maintenance costs or potential revenue generation.	The YMCA will be constructed on City land, which the YMCA will maintain, reducing City maintenance costs. There is the possibility that YMCA could contract with the City to handle grounds maintenance, resulting in possible revenue generation.

**FY 2011-2015 Capital Improvement Program**

	<u>Adopted</u> <u>FY11</u>	<u>Projected</u> <u>FY12</u>	<u>Projected</u> <u>FY13</u>	<u>Projected</u> <u>FY14</u>	<u>Projected</u> <u>FY15</u>	<u>5 Year Total</u>
<b>Revenues</b>						
Transfer from General Fund	4,248,500	4,793,055	4,960,022	5,108,822	5,262,087	24,372,486
Contribution from Albemarle County (CATEC)	37,500	12,500	0	0	114,500	164,500
Contribution from Albemarle County (Central Library)	201,500	56,500	175,000	75,000	0	508,000
Contribution from Schools (Small Cap Program)	200,000	200,000	200,000	200,000	200,000	1,000,000
Federal Highway Funds (250 Bypass Interchange)	16,552,666	0	0	0	0	16,552,666
State Revenue Sharing (250 Bypass Interchange)	5,633,500	0	0	0	0	5,633,500
PEG Fee Revenue	45,000	45,000	45,000	45,000	45,000	225,000
CY 2011 Bond Issue	6,935,484	0	0	0	0	6,935,484
CY 2012 Bond Issue	0	16,662,027	0	0	0	16,662,027
CY 2013 Bond Issue	0	0	7,870,585	0	0	7,870,585
CY 2014 Bond Issue	0	0	0	8,374,130	0	8,374,130
CY 2015 Bond Issue	0	0	0	0	3,583,997	3,583,997
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$33,854,150</b>	<b>\$21,769,082</b>	<b>\$13,250,607</b>	<b>\$13,802,952</b>	<b>\$9,205,584</b>	<b>\$91,882,375</b>

**Expenditures**

**BONDABLE PROJECTS**

	<u>Adopted</u> <u>FY11</u>	<u>Projected</u> <u>FY12</u>	<u>Projected</u> <u>FY13</u>	<u>Projected</u> <u>FY14</u>	<u>Projected</u> <u>FY15</u>	<u>5 Year</u> <u>Total</u>
<b>EDUCATION</b>						
Lump Sum to Schools (City Contribution)	1,068,463	1,100,517	1,133,533	1,167,539	1,202,565	5,672,617
City Schools HVAC Replacement Plan	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000
Charlottesville High School Football Bleachers	0	1,200,000	0	0	0	1,200,000
<b>SUBTOTAL</b>	<b>\$1,568,463</b>	<b>\$2,800,517</b>	<b>\$1,883,533</b>	<b>\$2,167,539</b>	<b>\$2,202,565</b>	<b>10,622,617</b>
<b>FACILITIES CAPITAL PROJECTS</b>						
Lump Sum to Facilities Capital Projects	1,068,463	1,100,517	1,133,533	1,167,539	1,202,565	5,672,617
Market Street Parking Garage Concrete Repairs	594,000	0	0	0	0	594,000
<b>SUBTOTAL</b>	<b>\$1,662,463</b>	<b>\$1,100,517</b>	<b>\$1,133,533</b>	<b>\$1,167,539</b>	<b>\$1,202,565</b>	<b>6,266,617</b>
<b>PUBLIC SAFETY AND JUSTICE</b>						
Bypass Fire Station Renovation	0	0	2,150,000	2,000,000	0	4,150,000
Ivy Road/Fontaine Area Fire Station Replacement/Access Road	0	8,000,000	0	0	0	8,000,000
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$8,000,000</b>	<b>\$2,150,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$12,150,000</b>
<b>TRANSPORTATION AND ACCESS</b>						
Undergrounding Utilities	100,000	100,000	100,000	100,000	0	400,000
New Sidewalks	300,000	300,000	300,000	300,000	300,000	1,500,000
West Main Streetscape	0	350,000	350,000	350,000	0	1,050,000
Street Reconstruction	1,504,558	1,534,694	1,565,735	1,597,707	1,630,638	7,833,332
Old Lynchburg Road	0	500,000	1,000,000	1,500,000	0	3,000,000
Route 250 Bypass Interchange at McIntire - City Match	1,500,000	0	0	0	0	1,500,000
<b>SUBTOTAL</b>	<b>\$3,404,558</b>	<b>\$2,784,694</b>	<b>\$3,315,735</b>	<b>\$3,847,707</b>	<b>\$1,930,638</b>	<b>15,283,332</b>
<b>PARKS AND RECREATION</b>						
Washington Park Pool/Bathhouse	100,000	500,000	0	0	0	600,000
Rives Park Renovations	0	500,000	0	0	0	500,000
Azalea Park Renovations	0	375,000	375,000	0	0	750,000
McIntire Park - Master Plan Implementation	0	250,000	250,000	300,000	0	800,000
<b>SUBTOTAL</b>	<b>\$100,000</b>	<b>\$1,625,000</b>	<b>\$625,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>2,650,000</b>
<b>SUBTOTAL BONDABLE PROJECTS</b>	<b>\$6,735,484</b>	<b>\$16,310,728</b>	<b>\$9,107,801</b>	<b>\$9,482,785</b>	<b>\$5,335,768</b>	<b>\$46,972,566</b>
Bondable Contingency	\$200,000	\$351,299	\$409,851	\$426,725	\$240,110	\$1,627,985
<b>TOTAL BONDABLE EXPENDITURES</b>	<b>\$6,935,484</b>	<b>\$16,662,027</b>	<b>\$9,517,652</b>	<b>\$9,909,510</b>	<b>\$5,575,878</b>	<b>\$48,600,551</b>

**STATE AND FEDERAL FUNDED PROJECTS**

	<u>Adopted</u> <u>FY11</u>	<u>Projected</u> <u>FY12</u>	<u>Projected</u> <u>FY13</u>	<u>Projected</u> <u>FY14</u>	<u>Projected</u> <u>FY15</u>	<u>5 Year</u> <u>Total</u>
<b>TRANSPORTATION AND ACCESS</b>						
Route 250 Bypass Interchange at McIntire - State and Federal Portion	22,186,166	0	0	0	0	22,186,166
<b>SUBTOTAL</b>	<b>\$22,186,166</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>22,186,166</b>
<b>SUBTOTAL STATE AND FEDERAL PROJECTS</b>	<b>\$22,186,166</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,186,166</b>

**FY 2011-2015 Capital Improvement Program**

**NONBONDABLE PROJECTS**

<b>EDUCATION</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
School Small Capital Improvements Program	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>SUBTOTAL</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,000,000</b>
<b>ECONOMIC DEVELOPMENT</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
Economic Development (Strategic) Initiatives	103,000	106,090	109,273	112,551	115,928	546,842
<b>SUBTOTAL</b>	<b>\$103,000</b>	<b>\$106,090</b>	<b>\$109,273</b>	<b>\$112,551</b>	<b>\$115,928</b>	<b>\$546,842</b>
<b>NEIGHBORHOOD IMPROVEMENTS</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
Neighborhood CIP Funds	100,000	100,000	100,000	100,000	100,000	500,000
<b>SUBTOTAL</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>
<b>FACILITIES CAPITAL PROJECTS</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
CATEC - General Facility Maintenance	31,669	32,619	33,598	34,606	35,664	\$168,156
<b>SUBTOTAL</b>	<b>\$31,669</b>	<b>\$32,619</b>	<b>\$33,598</b>	<b>\$34,606</b>	<b>\$35,664</b>	<b>\$168,156</b>
<b>TRANSPORTATION &amp; ACCESS</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
Sidewalk Repair	296,851	212,180	218,545	225,101	231,854	1,184,531
State Bridge and Highway Inspections	159,000	318,270	327,818	337,653	347,782	1,490,523
JPA Bridge - City Match	100,000	0	0	0	0	100,000
Emmet Street/250 Bypass Improvements - City Match	0	500,000	0	0	0	500,000
CTS Transit Bus Replacement Match	316,730	322,888	443,699	569,270	288,027	1,940,614
Intelligent Transportation System	100,000	100,000	100,000	100,000	100,000	500,000
City Wide Traffic Improvements	100,000	100,000	100,000	100,000	100,000	500,000
Citywide ADA Improvements - Sidewalks and Curbs	100,000	100,000	100,000	100,000	100,000	500,000
Bicycle Infrastructure	50,000	50,000	50,000	50,000	50,000	250,000
Belmont Commercial Neighborhood Improvements	200,000	0	0	0	0	200,000
<b>SUBTOTAL</b>	<b>\$1,422,581</b>	<b>\$1,703,338</b>	<b>\$1,340,062</b>	<b>\$1,482,024</b>	<b>\$1,217,663</b>	<b>7,165,668</b>
<b>PARKS &amp; RECREATION</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
Parks and Schools Playground Renovations	103,000	106,090	109,273	112,551	115,927	546,841
Trails and Greenway Development	77,250	79,568	81,955	84,414	86,946	410,133
Urban Tree Preservation and Planting	50,000	51,500	53,045	54,636	56,275	265,456
Parkland Acquisition	250,000	100,000	100,000	100,000	100,000	650,000
<b>SUBTOTAL</b>	<b>\$480,250</b>	<b>\$337,158</b>	<b>\$344,273</b>	<b>\$351,601</b>	<b>\$359,148</b>	<b>1,872,430</b>
<b>STORMWATER INITIATIVES</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
Neighborhood Drainage Projects	175,000	175,000	175,000	175,000	175,000	875,000
Stormwater Initiatives	350,000	600,000	100,000	100,000	100,000	1,250,000
<b>SUBTOTAL</b>	<b>\$525,000</b>	<b>\$775,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$2,125,000</b>
<b>TECHNOLOGY INFRASTRUCTURE</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
Communications Technology Account/Public Access	45,000	45,000	45,000	45,000	45,000	225,000
<b>SUBTOTAL</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$225,000</b>
<b>OTHER GOVERNMENTAL COMMITMENTS</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>Total</u>
YMCA Pool (City Share)	625,000	625,000	0	0	0	1,250,000
Charlottesville Housing Fund	1,200,000	1,000,000	1,000,000	1,000,000	1,000,000	5,200,000
Home Energy Conservation Grant Program	0	125,000	125,000	125,000	125,000	500,000
<b>SUBTOTAL</b>	<b>\$1,825,000</b>	<b>\$1,750,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$6,950,000</b>
<b>SUBTOTAL NONBONDABLE PROJECTS</b>	<b>\$4,732,500</b>	<b>\$5,049,205</b>	<b>\$3,572,206</b>	<b>\$3,725,782</b>	<b>\$3,473,403</b>	<b>\$20,553,096</b>
<b>Nonbondable Contingency</b>	<b>\$0</b>	<b>\$57,850</b>	<b>\$160,749</b>	<b>\$167,660</b>	<b>\$156,303</b>	<b>\$542,562</b>
<b>TOTAL NONBONDABLE EXPENDITURES</b>	<b>\$4,732,500</b>	<b>\$5,107,055</b>	<b>\$3,732,955</b>	<b>\$3,893,442</b>	<b>\$3,629,706</b>	<b>\$21,095,658</b>
<b>TOTAL PROJECT EXPENDITURES</b>	<b>\$33,854,150</b>	<b>\$21,769,082</b>	<b>\$13,250,607</b>	<b>\$13,802,952</b>	<b>\$9,205,584</b>	<b>\$91,882,375</b>



# OTHER NON GENERAL FUNDS





**Equipment Replacement Fund**

The City's fleet consists of 678 vehicles and pieces of equipment. The Equipment Replacement Fund is targeted at reducing the operating costs of the City's fleet through preventive maintenance programs and a scheduled replacement program. It has three major objectives:

1. To objectively evaluate equipment purchases from an economic perspective (maintenance 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 and annual budgeting of the funds necessary to accomplish this replacement.

<u>Fund Detail</u>	FY 09-10*	FY 10-11
	<u>Budget</u>	<u>Budget</u>
<b>Beginning Fund Balance</b>	<b>\$2,087,886</b>	<b>\$2,852,915</b>
<b><u>Revenues</u></b>		
Transfer from General Fund	<u>1,475,139</u>	<u>1,735,927</u>
<b>Total Revenues</b>	<b>\$1,475,139</b>	<b>\$1,735,927</b>
<b><u>Expenditures</u></b>		
Vehicle/Equipment Replacement	<u>710,110</u>	<u>956,067</u>
<b>Total Expenditures</b>	<b>\$ 710,110</b>	<b>\$ 956,067</b>
Net Gain/(Loss)	765,029	779,860
<b>Ending Fund Balance</b>	<b>\$2,852,915</b>	<b>\$3,632,775</b>

\* Revised FY 2010 Budget.

**Note:** There are several vehicles/pieces of equipment, under \$50,000, being purchased in FY 2011, including sedans, pickup trucks and mini vans. Where possible, hybrids are being purchased, in most cases to replace a sedan or an SUV. Vans and pickup trucks are being replaced with flex fuel vehicles. Equipment over \$50,000 to be replaced during FY 2011 include dump trucks, a backhoe, a Stake Body truck, and a Crane Carrier Pak-More refuse truck.

All of the vehicles and pieces of equipment recommended for replacement during FY 2011 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.

**Facilities Repair Fund**

The Facilities Repair Fund, an internal service fund, provides funding to preserve the City's investment of over \$83M in non-school facilities, which have annual maintenance requirements. A schedule of routine preventive maintenance/repair and minor facility rehabilitation maintains an acceptable level of facility condition and reduces the need for future, more expensive replacement. The budget proposes a plan of action to limit major expenses or major inconveniences in the near future. 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 taxpayer's investment in the City's facilities remains the best defense against the enormous cost of total construction/renovation of the City's aging, but still very valuable, public facilities.

<u>Fund Detail</u>	<u>FY 09-10 Budget*</u>	<u>FY 10-11 Budget</u>
<b>Beginning Fund Balance</b>	<b>\$766,830</b>	<b>\$240,018</b>
<b><u>Revenues</u></b>		
Transfer from General Fund	550,000	250,000
<b>Total Revenues</b>	<b>\$550,000</b>	<b>\$250,000</b>
<b><u>Expenditures</u></b>		
City Facilities/Buildings	572,099	199,800
Parks and Recreation Facilities/Buildings	<u>504,713</u>	<u>288,000</u>
<b>Total Expenditures</b>	<b>\$1,076,812</b>	<b>\$487,800</b>
Net Gain/(Loss)	(526,812)	(237,800)
<b>Ending Fund Balance</b>	<b>\$240,018</b>	<b>\$2,218</b>

\* Revised FY 2010 Budget.

**Note:** City facility projects that will occur during FY 2011 include the following: Fire safety upgrades in all buildings; mechanical improvements in the Health Department; and replacement of air handlers and HP units at the Jessup House.

Maintenance and improvements to Parks and Recreation facilities include: Repairs at various recreation centers; pavement repairs at various locations; McIntire Park concession building re-paint; Tennis Court reconstruction (Phase 2) at Pen Park; and pool house design development for Washington Park Pool.

The FY 2011 General Fund transfer has been reduced by \$300,000 in order for Facilities to complete projects that were funded in previous fiscal years but had been delayed.

**Retirement Fund**

The Charlottesville Supplemental Retirement Fund, or Pension Plan, is designed to provide City employees with a valuable pension to supplement social security benefits upon retirement. City employees who work at least twenty hours per week for a minimum of thirty-six weeks per year are enrolled in the plan, although they 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 pension plan.

The Retirement Fund is a trust (fiduciary) fund supported by contributions paid by the City. No employee contributions are made. The City's rate of contribution into the fund for FY 2010-2011 is 27.42% for general government and 35.11% of public safety employees' salaries.

The Charlottesville Pension Plan is administered by a 9-member commission, which consists of one City Council member, the City Manager, department heads specified by the City Code, three employee-at-large members, and a City retiree.

<u>Fund Detail</u>	<u>FY09-10 Budget *</u>	<u>FY10-11 Budget</u>
<b>Beginning Fund Balance</b>	<b>\$66,087,782</b>	<b>\$67,516,111</b>
<b><u>Revenues</u></b>		
Investment Income	1,700,000	1,700,000
Contributions from All Funds	10,349,103	11,089,965
Contributions from plan members	472,000	498,000
<b>Total Revenues</b>	<b>12,521,103</b>	<b>13,287,965</b>
<b><u>Expenditures</u></b>		
Payments to Retirees	7,942,838	8,171,191
VRS transfer of vested retirement benefits	60,000	60,000
Life Insurance payment to benefit retirees	125,000	125,000
Human Resource shared expenses	82,547	78,374
City Attorney Fees	6,429	6,530
Investment Counsel Fees	325,000	325,000
Actuarial Study and Services	50,000	65,000
Health care costs	2,272,000	2,298,000
Disability insurance	136,000	150,000
Life insurance	54,000	62,000
City Link Recurring Costs	31,460	32,180
Miscellaneous	<u>7,500</u>	<u>7,500</u>
<b>Total Expenditures</b>	<b>\$11,092,774</b>	<b>\$11,380,775</b>
Net Gain/(Loss)	1,428,329	1,907,190
<b>Ending Fund Balance</b>	<b>\$67,516,111</b>	<b>\$69,423,301</b>

\* Revised FY 2010 Budget

**Risk Management Fund**

The City maintains a Risk Management Fund, an internal service fund, to account for all insurance revenues and expenditures. 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. Establish an exposure-free work and service environment in which City personnel, as well as members of the public, can enjoy safety and security in the course of their daily pursuits.
6. Centralize and coordinate all costs associated with the City's risk management program.
7. 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 coverages.

Fund Detail	FY 09-10 Budget*	FY 10-11 Budget
<b>Beginning Fund Balance</b>	<b>\$455,185</b>	<b>\$514,017</b>
<b>Revenues</b>		
Charges for services	2,436,600	2,436,600
Insurance recovery		
<b>Total Revenues</b>	<b>\$2,436,600</b>	<b>\$2,436,600</b>
<b>Expenditures</b>		
Insurance premium cost	1,074,561	1,128,289
Workers compensation claim payments and reserves	1,094,910	1,094,910
Administrative costs	<u>208,297</u>	<u>209,428</u>
<b>Total Expenditures</b>	<b>\$2,377,768</b>	<b>\$2,432,627</b>
Net Gain/(Loss)	58,832	3,973
<b>Ending Fund Balance</b>	<b>\$514,017</b>	<b>\$517,990</b>

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

\* Revised FY 2010 Budget.

**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, 2009) is indicated by four key financial indicators: net bonded debt of \$58,506,861, a ratio of debt to assessed value of 1.11%, net bonded debt per capita of \$1,436, and a ratio of Debt Service to total General Fund expenditures of 5.94%. 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 & Poors. Both Moody's and Standard & Poors confirmed this AAA bond rating in May 2009.

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 2009, the legal debt limit was \$525,129,000. The City's current general obligation indebtedness is \$83,094,257, which includes debt being repaid by the City's utility funds. The City also has a financial policy of maintaining a debt service to general fund operating expenditure ratio of 8% or less, as adopted by Council with the budget guidelines (pg. 9).

<u>Fund Detail</u>	<u>FY09 - 10</u>	<u>FY10 - 11</u>		
	<u>Budget*</u>	<u>Budget</u>		
<b>Beginning Fund Balance</b>	<b>\$9,156,884</b>	<b>\$ 9,448,594</b>		
<b>Revenues</b>				
General Fund Transfer	6,050,000	6,050,000		
Meals Tax Revenue	1,725,000	1,632,000		
Fire Department Transfer	20,000	20,000		
Police Department Transfer - ERF	70,876	90,000		
County Fire Service Fees	642,000	342,000		
City Link Loan - Transfer from City Li	408,482	408,482		
<b>Total revenues</b>	<b>\$8,916,358</b>	<b>\$ 8,542,482</b>		
<b>Expenditures</b>	<b>FY09 - 10</b>	<b>FY10 - 11</b>	<b>FY10 - 11</b>	<b>FY10 - 11</b>
Bonds-	<b>Total</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>
2000	323,625	307,875	300,000	7,875
2001	140,661	135,330	130,000	5,330
2003	1,634,131	1,303,381	1,080,000	223,381
2004	1,473,558	1,450,542	880,000	570,542
2006	1,062,500	1,037,500	625,000	412,500
2008	1,842,206	1,779,956	1,290,000	489,956
2009 - REVISED	1,208,265	1,258,040	735,800	522,240
2010	-	1,953,154	976,577	976,577
<b>Subtotal</b>	<b>\$7,684,946</b>	<b>\$ 9,225,778</b>	<b>\$5,040,800</b>	<b>\$2,231,824</b>
Literary Loans-				
Greenbrier	7,544	7,219	6,500	719
Johnson	13,036	12,553	9,656	2,897
Burnley-Moran	14,507	13,989	10,362	3,627
<b>Subtotal</b>	<b>\$ 35,087</b>	<b>\$ 33,761</b>	<b>\$ 26,518</b>	<b>\$ 7,243</b>
CityLink Loan from Utilities	408,482	408,482	379,364	29,118
Fire Truck (2007)	100,026	100,026	93,797	6,229
Fire Brush Truck (2007)	34,596	34,596	33,243	1,353
Police Cars	70,876	88,820	84,290	4,530
Fire Truck (2009)	190,635	190,635	149,367	41,267
Fire Truck (2010)	0	201,119	157,582	43,537
Administrative Costs	100,000	100,000	0	0
<b>Subtotal</b>	<b>\$ 904,615</b>	<b>\$ 1,123,678</b>	<b>\$ 897,643</b>	<b>\$ 126,034</b>
<b>Total Expenditures</b>	<b>\$8,624,648</b>	<b>\$10,383,217</b>		
Net Gain/(Loss)	291,710	(1,840,735)		
<b>Ending Fund Balance</b>	<b>\$9,448,594</b>	<b>\$ 7,607,859</b>		

\* Revised FY 2010 Budget

**Health Care Fund**

The Health Care Fund is the funding source for the City's health related benefits provided to participants in the City's health care programs. The City self-insures its medical and dental insurance plans. This means that the City is responsible for paying all claims and expenses generated by the program 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. One goal for the Fund is to maintain a minimum fund balance as a reserve to cover claims cost if they exceed the projected amount. In FY 2011, employees will see no increase in health care premiums, co-pays or deductibles.

<b>Fund Detail</b>	<b>FY09-10 Budget*</b>	<b>FY10-11 Budget</b>
<b>Revenues</b>		
Department contributions (including JMRL)	4,753,435	4,753,435
Employee/Retiree HC payroll deductions	2,434,715	2,434,715
Retirement fund contribution	1,800,000	1,800,000
Agencies and individuals	1,165,323	1,200,283
Employee and retiree payments for Physical Fitness Clubs	211,912	211,912
Flexible spending account forfeitures	7,000	3,000
<b>Total Revenues</b>	<b>\$ 10,372,385</b>	<b>\$ 10,403,345</b>
<b>Expenditures</b>		
<b>Medical expenses</b>		
Southern Health claims and administration	7,823,786	8,214,976
Insurance premiums over age 65	750,661	800,000
HMO - Health reimbursement	76,833	84,516
Delta Dental	706,819	742,160
Total medical and dental expenses	9,358,099	9,841,651
<b>Other expenses</b>		
Temporary Staffing	18,000	35,000
City contribution for Fitness Program	377,000	377,000
Employee Assistance Program	17,600	17,600
Health care consultants	35,275	40,500
Health screening	60,000	60,000
Flu shots	16,000	20,000
On-site nurse program	7,418	7,418
Wellness Initiatives	10,262	15,000
Medical insurance opt-out payment	35,275	35,275
Flex-Ben (Flexible and COBRA administration)	25,053	25,053
Human resource staff	88,874	95,143
City Link Recurring Cost	31,520	31,600
Telephone charges	408	413
<b>Total Expenditures</b>	<b>722,685</b>	<b>760,002</b>
<b>Total expenses</b>	<b>\$ 10,080,784</b>	<b>\$ 10,601,653</b>
Net Gain/(Loss)	291,601	(198,309)
<b>Beginning Fund Balance</b>	<b>\$ 3,952,540</b>	<b>\$ 4,244,141</b>
<b>Ending Fund Balance</b>	<b>\$ 4,244,141</b>	<b>\$ 4,045,832</b>

\* Revised FY 2010 Budget.

**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.

<u>Fund Detail</u>	<u>FY09 - 10 Budget</u>	<u>FY10 - 11 Budget</u>
<b>Beginning Fund Balance</b>	<b>\$21,553</b>	<b>\$21,553</b>
<b><u>Revenues</u></b>		
Phone Fees	261,176	270,635
Postage Revenue	<u>73,500</u>	<u>84,900</u>
<b>Total Revenues</b>	<b>\$334,676</b>	<b>\$355,535</b>
<b><u>Expenditures</u></b>		
Salaries	36,164	41,712
Telephone Services	153,812	167,144
Service Contracts	63,100	63,579
Postage Expenditures	55,000	66,667
Other Expenditures	<u>26,600</u>	<u>16,433</u>
<b>Total Expenditures</b>	<b>\$334,676</b>	<b>\$355,535</b>
Net Gain/(Loss)	0	0
<b>Ending Fund Balance</b>	<b>\$21,553</b>	<b>\$21,553</b>

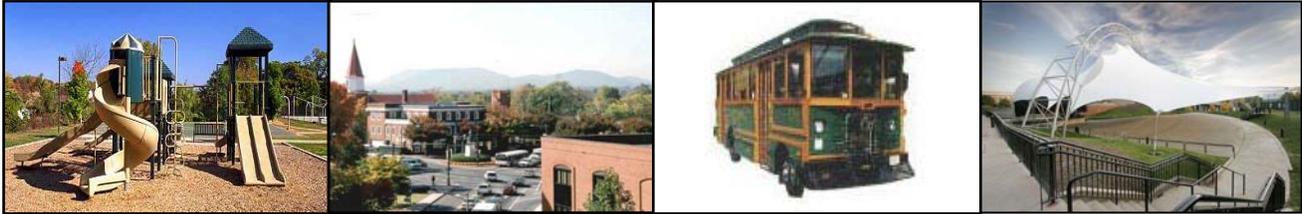


# SUPPLEMENTAL INFORMATION





**City Profile**



Date of Incorporation	1888
Form of Government	Council-Manager
Current Population Estimate (2007 Census Estimate)	41,228
Land Area (square miles)	10.4
Population Density (population/square mile)	3,964
University Students Residing within City (2009)	9,000
Unemployment Rate (December 2009)	5.8%
Total Real Estate Property Values (2009)	\$5,366,536,851
Taxable Sales (2008)	\$867,731,000
Median Household Income (2005 Census Estimate)	\$33,041
Building Permits (2009)	1,719
City School Students (2009-10 School Year)	3,812
Miles of Streets	156
Number of Acres of Parks and Playgrounds	987
Number of Libraries	3
Number of Streetlights	5,960
Public Utilities (number of customers)	
Gas	19,443
Water	14,224
Sewer	14,080
Number of Registered Voters	28,678
Bond Rating (General Obligation Bonds)	Moody's Investor Services Aaa Standard & Poor's Corporation AAA
Number of Employees (FTE's):	
City	917
Schools	786

**Sources:**

City of Charlottesville Comprehensive Annual Financial Report for the fiscal year ending June 30, 2009 Virginia Employment Commission - Labor Market Statistics; Weldon C. Cooper Center for Public Service; University of Virginia.

**City Profile**

**“A World Class City”**

**BACKGROUND**

The City of Charlottesville encompasses 10.4 square miles and has a population of 41,228. 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 situated in the foothills of the Blue Ridge Mountains 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. 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 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.

**NATIONAL RANKINGS & AWARDS**

The City has built a reputation as one of the best places to live in the United States. In 2004, Charlottesville was chosen as the best place to live in America by Frommer’s Cities Ranked and Rated. Other national rankings include **“Best Small City in the South”** (Money Magazine), #3 **“The Best Small Cities”** (Men’s Journal), one of **“Top Ten Places to Raise a Family”** (Reader’s Digest), **“One of the Best Small Places for Business and Career”** (Forbes/Milken Institute), **“Best Tennis Town”** (Tennis Magazine), **“#2 Healthiest Place to Live in America”** (Kiplinger’s Personal Finance), one of **“Seven Dream Towns that Have it All”** (Outside Magazine), **“Most Energetic City in the Country”** (USA Weekend), **“Best Retirement City for Golfers”** (Golf Digest), and the list goes on and on.



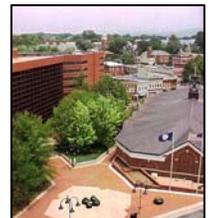
**CITY GOVERNMENT**

The City operates under the Council/Manager form of government with legislative powers vested in a 5 member Council elected at-large for four-year, staggered terms. The Mayor and Vice-Mayor are elected from within the Council for two-year terms. Administrative and executive duties are performed by the Council-appointed City Manager. There are approximately 917 City full-time equivalent employees.



**BUSINESS**

With its small-town charm and historical setting, Charlottesville attracts new business each year. Charlottesville provides a strategic location for many major high-tech employers, including the largest employer, the University of Virginia, where there are approximately 11,000 University employees, 7,000 hospital employees, and 20,000 students. Other major employers in the area include Albemarle County, Martha Jefferson Hospital, Wal-Mart, State Farm Insurance, and Northrup Grumman-Sperry Marine. The grape business is currently the fastest growing agricultural industry in the region and local wines and vineyards have been nationally recognized ever since Jefferson earned the title “Father of American Wine.” All of this has resulted in the City’s unemployment rate being consistently one of the lowest in the nation, averaging around 6% for 2009.



**Top Ten Employers in the City of Charlottesville:<sup>1</sup>**

- |                                 |                              |                            |
|---------------------------------|------------------------------|----------------------------|
| 1) UVA Medical Center           | 2) Martha Jefferson Hospital | 3) City of Charlottesville |
| 4) Charlottesville City Schools | 5) Aramark Campus            | 6) Region Ten CSB          |
| 7) SNL Security LP              | 8) U.S. Postal Service       | 9) Pharm. Research Assoc.  |
| 10) Kroger                      |                              |                            |

<sup>1</sup> Source: Adapted from the Virginia Employment Commission Labor Market Information for the City of Charlottesville (Second Quarter 2009).

## What People Are Saying...



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

- **Frommer's Cities Ranked and Rated** – Charlottesville Ranked Best Place to Live in America! (2004)
- **Men's Journal** — #3 Best Small City to Live (2004)
- # 1 Municipal Website – National Association of Government Webmaster & City County Communications Management Association (2006)
- **Farmers Insurance Survey** – One of the Safest Mid-sized Cities in America (2008)
- **Money Magazine** — Best Places to Live (1999 & 2000)
- **Outside Magazine** — One of the Best Places to be Found, also one of Seven Dream Towns That Have it All
- **Kiplinger's Personal Finance** — #2 Healthiest Place to Live in America
- **Reader's Digest** — Top Ten Places in the Country to Raise a Family (#7 out of 50)
- **American Health** — Top Ten Healthiest Cities for Women (#6)
- **Golf Digest** — Best Retirement City for Golfers (#1)
- **Tennis Magazine** — Best Tennis Town (#1)

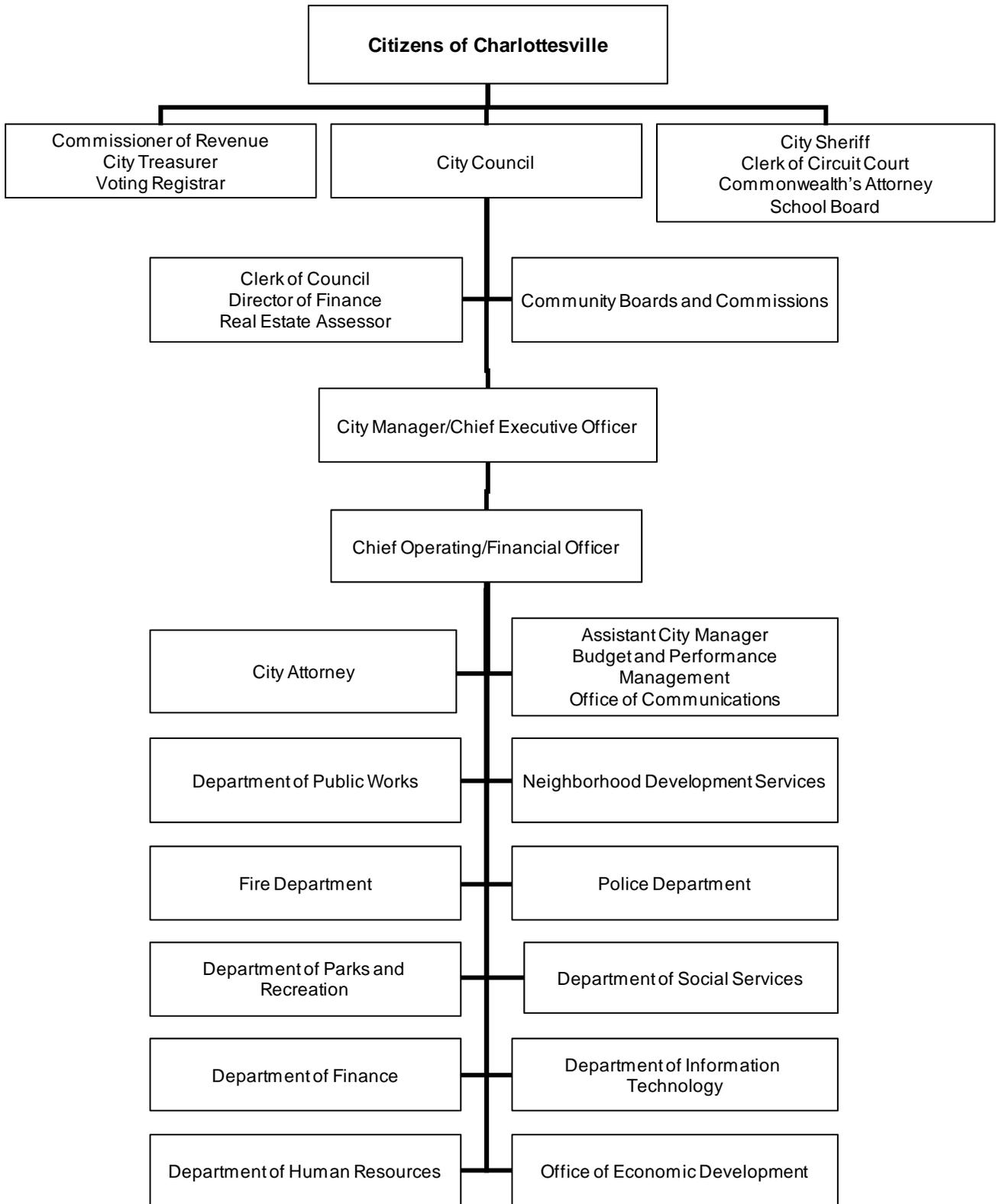


- **Americas Best Places to Retire 2007** – Best College Towns (#5), Best Four-Season Towns (#3)
- **Department of Transportation** – Best Workplace for Commuters
- **Southern Business & Development** - #1 Really Cool Small Southern Markets
- **Business 2.0 Magazine** — Fastest Growing Business Markets with a population under 1 million (#2)
- **E-Podunk.com** — Best Small College Town (#1)



- **Life Magazine** – The Best New Place to Drink Wine
- **National Trust for Historic Preservation** – Distinctive Dozen Destinations
- **Arts and Entertainment Television** — One of the Best Places to Live in America (#6)
- **Black Enterprises Magazine** – Best Places to Retire 2008 (#2)
- **Modern Maturity Magazine** — Most Alive Places to Live (#2 College Town)
- **Forbes/Milken Institute** — Best Small Places for Business and Career 2008 (#11)
- **Expansion Magazine** — Best Metro Areas for Overall Quality of Public Schools 2004 (#3)

**City Organizational Chart**



**City Wide Staffing (Full Time Equivalent)**

<u>Department/Cost Center</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of Changes</u>
<b>Management</b>						
Mayor/Council	1.00	1.00	1.00	0.00	0.00	
City Manager's Office/Administration and Office of Communications	8.00	8.00	8.00	0.00	0.00	
Office of Economic Development	4.00	4.00	4.00	0.00	0.00	
City Attorney	6.00	6.00	6.00	0.00	0.00	
Voting Registrar	2.50	2.50	2.50	0.00	0.00	
<b>Total</b>	<b>21.50</b>	<b>21.50</b>	<b>21.50</b>	<b>0.00</b>	<b>0.00</b>	
<b>Internal Services</b>						
Finance Department: Purchasing/Risk Management/Warehouse	6.00	6.00	6.00	0.00	0.00	
Human Resources	8.00	8.00	8.00	0.00	0.00	
Information Technology	18.00	18.00	18.00	0.00	0.00	
<b>Total</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Financial Services</b>						
Commissioner of Revenue	13.00	13.00	13.00	0.00	0.00	
Finance Department: Management/Real Estate Assessment/Utility Billing Office	34.00	34.00	34.00	0.00	0.00	
Treasurer	13.00	13.00	13.00	0.00	0.00	
<b>Total</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>0.0</b>	<b>0.0</b>	
<b>Healthy Families &amp; Community</b>						
Community Attention	26.00	33.00	33.00	0.00	0.00	
Juvenile Justice Services (Community Attention)	1.00	1.00	1.00	0.00	0.00	Starting in FY 2011, this position, as well as the State and local funding, will be housed under Community Attention rather than the Commission on Children and Families.
Department of Social Services	104.925	98.85	99.85	0.00	1.00	Per a joint City/County Efficiency Study Recommendation, administrative services for the Comprehensive Services Act (CSA) are to be moved to the City and County, respectively. This additional FTE represents a CSA Coordinator. A CSA Coordinator will be housed at the County's Department of Social Services as well, and will work in concert with the City's Coordinator to carry out all CSA administrative duties.
Neighborhood Development Services	32.00	32.00	32.00	0.00	0.00	
Weed and Seed Coordinator (Grant Funded)	0.50	0.00	0.00	0.00	0.00	The grant that funded this position expired in FY 2010 and subsequently, the position was eliminated.
CDBG/HOME Grant Coordinator (Grant Funded)	1.00	1.00	1.00	0.00	0.00	
Parks and Recreation: Parks Maintenance	40.00	38.00	38.00	0.00	0.00	
Parks and Recreation: Recreation	25.50	25.25	25.25	0.00	0.00	The reduction of .25 FTE's during FY 2010 resulted from departmental efficiency measures.
Parks and Recreation: Golf Courses	9.00	8.00	8.00	0.00	0.00	
<b>Total</b>	<b>239.93</b>	<b>237.10</b>	<b>238.10</b>	<b>0.00</b>	<b>1.00</b>	

<u>Department/Cost Center</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of Changes</u>
<b>Infrastructure/Transportation</b>						
Public Works: Administration, Facilities Management and Maintenance	16.25	16.25	16.25	0.00	0.00	
Public Works: School Building Maintenance	14.00	16.00	16.00	0.00	0.00	Two FTE's were added in FY 2010, the result of two school employees retiring, at which point the position is obtained by the City. The Schools fully fund this contract and the positions.
Public Works: Fleet Management	12.00	12.00	12.00	0.00	0.00	
Public Works: Public Service	51.00	51.00	51.00	0.00	0.00	
Public Works: CTS/Greyhound Operations	81.50	78.00	78.00	0.00	0.00	The reduction of 1.75 FTE's in FY 2010 can be attributed to the elimination of vacant positions resulting from improved scheduling efficiencies.
Public Works: Pupil Transportation	32.00	28.50	28.50	0.00	0.00	
Public Works: Utilities	93.00	93.00	93.00	0.00	0.00	
<b>Total</b>	<b>299.75</b>	<b>294.75</b>	<b>294.75</b>	<b>0.00</b>	<b>0.00</b>	
<b>Public Safety &amp; Justice</b>						
City Sheriff	11.00	11.00	11.00	0.00	0.00	
Commonwealth's Attorney	13.50	13.50	13.50	0.00	0.00	
Courts and Other Support Service	11.00	11.00	11.00	0.00	0.00	
Fire Department: EMS and Ambulance Services	7.00	0.00	0.00	0.00	0.00	
Fire Department: Operations	89.00	89.00	89.00	0.00	0.00	
Police Department	146.43	146.00	146.00	0.00	0.00	The reduction in FTE's that occurred in FY 2010 can be attributed to departmental reorganization efforts.
<b>Total</b>	<b>277.93</b>	<b>270.50</b>	<b>270.50</b>	<b>0.00</b>	<b>0.00</b>	
<b>City-Wide Total</b>	<b>931.11</b>	<b>915.85</b>	<b>916.85</b>	<b>0.00</b>	<b>1.00</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. The exception is CTS/Greyhound who regularly employs temporary and relief drivers and whose numbers remain steady during the year.



# GLOSSARY



**Glossary**

Adopted Budget	The budget as formally approved by 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.
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.
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 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	An account created to help ensure that the City continues to meet the Adjustment 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.
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.
Modified Accrual	Governmental accounting method where revenue is recognized when it becomes available and measurable and expenditures are typically recognized in the period in which the liability is incurred, with some exceptions. Most governmental funds follow the modified accrual method.
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 the employees.
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".
User-Fee	Payment of a fee for direct receipt of a public service by the party benefiting from the service.

### Acronyms

ADA	Americans with Disabilities Act – is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.
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.
CTS	Charlottesville Transit Service – 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.
EGTS	Enhanced Governmental Tax System – the Personal Property and Real Estate tax system used by the Commissioner of Revenue and Treasurer's Offices to assess personal property and to bill both personal property and real estate taxes.
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.
GAAP	Generally Accepted Accounting Principals – 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.
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.

- JADE                      Jefferson Area Drug Enforcement – is a regional narcotics task force made up of officers from the Charlottesville Police Department, Albemarle County Police Department, University of Virginia Police Department, Virginia State Police and agents of the Federal Drug Enforcement Administration.
  
- PPTRA                    Personal Property Tax Relief Act – The Personal Property Tax Relief Act of 1998 provides tax relief for passenger cars, motorcycles, and pickup or panel trucks having a registered gross weight of less than 7,501 pounds, owned by an individual and used less than 50% for business purposes. PPTRA revenue is received by the City from the State.
  
- UVA                      University of Virginia – is a public university, located mainly within the City limits, 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.
  
- VJCCCA                 Virginia Juvenile Community Crime Control Act – passed by the Virginia General Assembly to establish a community-based system of progressive intensive sanctions and services that correspond to the severity of offense and treatment needs. The purpose of the VJCCCA is to deter crime by providing immediate, effective punishment that emphasizes accountability of the juvenile offender for his actions as well as reduces the pattern of repeat offending.



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