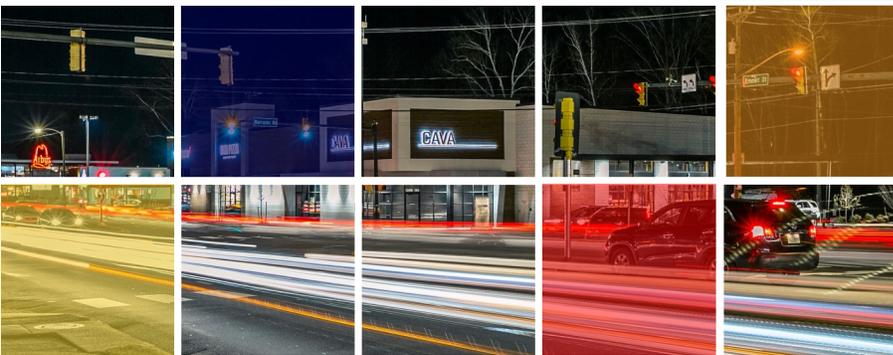




**CITY OF CHARLOTTESVILLE**  
 Operating & Capital Improvement  
**BUDGET**  
 ADOPTED | FISCAL YEAR 2019/2020



City of Charlottesville  
 Virginia

*To Be One Community  
 Filled With Opportunity*

**Office of Budget and Performance Management**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Charlottesville  
Virginia**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Charlottesville, Virginia for its Annual Budget for the fiscal year beginning July 01, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

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

# CITY OF CHARLOTTESVILLE'S ORGANIZATIONAL VALUES

## LEADERSHIP

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

## TRUST

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

## RESPECT

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



## EXCELLENCE

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

## CREATIVITY

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

## VISION

*To be one community filled with opportunity.*

## MISSION

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



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

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



### GOAL 2: A Healthy and Safe City

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



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

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



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

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



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

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



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## CITY OF CHARLOTTESVILLE

*To be one community filled with opportunity*

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



July 1, 2019

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

Dear Mayor and Council:

I am pleased to deliver to you the City Council Adopted Budget for FY 2019-2020. The total General Fund Budget of **\$188,863,920** represents a **5.08%** increase over FY 2019.

There are many positive economic indicators that point to continued growth in Charlottesville. Within the ten square miles of the City, there are now more than 39,000 jobs. This is the highest number ever recorded for Charlottesville and represents a 9% increase during the last decade. The unemployment rate remains one of the lowest in the state of Virginia, at or below 3.0%. The City's hotel occupancy remains above 70% and consistently above the national rate. The citywide retail vacancy rate is at 4.5% while the downtown area is at 2.5% as of January of 2019. The vacancy rate for commercial office space is at a record low in the city of 1.7%.

2018 saw continued levels of investment in new commercial construction totaling over \$55 million. And, several major construction projects were completed over the course of the year including three downtown hotels, The 550, mixed use building on Water Street, and new retail space at the corner of Barracks Road and Emmet Street.

In addition, four major developments commenced in 2018 that will bring significant additions to the market in the next 18 months. On West Main Street, the 75-room Quirk Hotel and the Six Hundred West Main residential apartment project broke ground in early spring. On the Preston Avenue corridor the historic Monticello dairy building began a major renovation and addition that will provide 50,000 square feet of class an office space as well as retail and restaurant space in the first phase. Future phases will add over 200 residential apartments. In the downtown area, a nine story, 120,000 square foot class A office building known as 3Twenty3 started construction in November. This modern building will have large floorplates, internal parking and a rooftop event space just a block south of the downtown mall.

Although all of this is great news for our City, the fact remains that our needs and priorities will always exceed the revenue that can support it. This includes new priorities that are critical to the community and the City's current services, which our community highly values. This budget continues to provide substantial investment in the services that our residents, our businesses and

our visitors have come to expect from the City of Charlottesville, but still makes some reasonable choices and changes in service levels as we continue to look at efficiencies.

### **Balancing the Budget**

City departments submitted a total of \$84.6 million in base budget requests for FY 2020, which was 4.08% greater than FY 2019 adopted departmental budgets. City departments were asked to identify areas in their budgets to reduce equal to at least 3% of their total budget request. As a result, this budget includes \$1,139,821 in department reductions. But, because the majority of department budgets still grew, an average of 3.11%, most of these reductions reduce the budget growth that departments included as part of their FY 2020 budget, rather than from FY 2019. And, of the over \$5 million in new requests requested by departments, \$435,358 are funded as part of this budget and are summarized in this message and throughout the budget document.

### **Revenue Projections**

- **Real Estate Taxes- This budget keeps the City's Real Estate Tax rate at 95 cents per 100 dollars of assessed value**, generating \$5 million in new revenue over FY 2019. This is the result of residential assessments increasing by 8.7%, commercial by 4.6% and new construction increasing by 1.7%.
- **Meals Tax – This budget increases the meals tax rate from 5% to 6% effective July 1, 2019.** The meals tax is paid by consumers of prepared hot foods sold for immediate consumption on and off a premises including restaurant and grocery store food bars. This tax does not apply to foods purchased for home consumption and preparation, which is taxed at 2.5%. Meals tax revenue continues to grow, producing \$11.3 million in 2016 to a projection of \$11.8 in 2019; and even before the adopted increase to 6%, revenues were expected at \$12.1 million in FY 2020. At 6%, the City would still have one of the lower meals tax rates in the State. Among 24 other Virginia cities, the highest tax rate is 8% and the lowest 4%. The adopted budget includes \$124,440 in marketing assistance to city restaurants.
- **Lodging Tax – This budget includes an increase in the lodging tax rate (transient occupancy tax or TOT) from 7% to 8% effective July 1, 2019.** Considered a consumption tax, the TOT is paid by all overnight guests at area hotels, bed and breakfasts and short-term air bnb type facilities. This revenue source has grown over the years and a portion of this revenue supports the Charlottesville Albemarle Convention and Visitors Bureau, which receives 30% of the first 5% of actual lodging tax revenues (joint agreement with Albemarle County). The remaining funds support the City's operating General Fund budget. The 8% rate would tie the City with sixteen other cities in the State, the highest rate being 11% and the lowest at 2%.

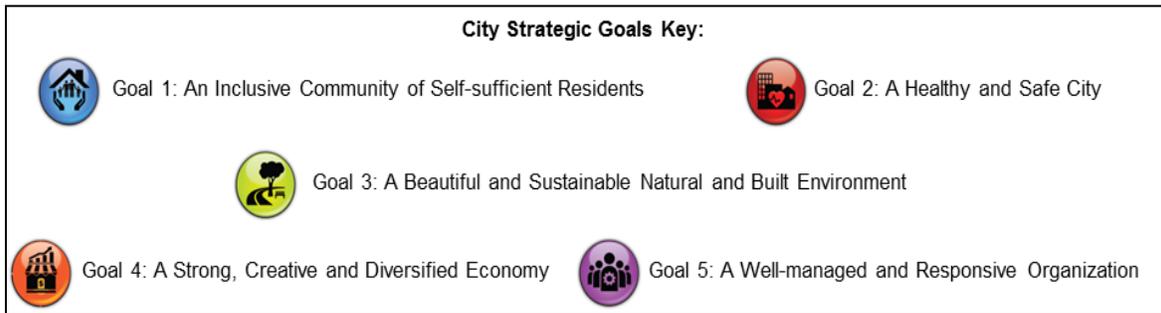
### **Other Revenues**

- Personal Property Tax revenue is projected to increase by \$670,800 due mainly to increased motor vehicle stock in the City and an overall increase in the value of vehicles.

- Sales and Use Tax is projected to grow by \$336,609, or almost 3% over FY 2019.
- Business Licenses Taxes revenue is increasing by \$300,000.
- City/County Revenue Sharing is decreasing by \$1.5 million from FY 2019. This is chiefly due to the large increase in commercial real estate growth the City experienced in 2017. The formula is based in part on the total real estate assessments of both localities. Since the City’s total assessed value grew substantially in that year, much more so than the County’s, the City’s “contribution” grew resulting in a reduction in the transfer to the City.

**Major Operational and Capital Expenditure Priorities**

The FY 2020 Adopted Budget takes steps that preserves high quality City services, adds to or enhances the services the City is already providing, all the while considering long term sustainability and efficiencies. There is also strong alignment with the City’s FY 2018 -2020 Strategic Plan as evidenced by the Goal icons seen throughout the budget document.



At a budget workession on January 11, 2019, City Council identified five priority areas: *Affordable Housing, Race and Equity, Workforce Development, Economic Development, and Safety, Security and Preparedness*. The highlighted new expenditures that fall under these priorities are listed first.

**Strategic Plan Priority Areas**

Affordable Housing

- This budget includes \$10.6M in FY 2020, and over \$32.8M in the five year capital program for several affordable housing initiatives, including redevelopment of public housing sites, housing rehabilitation, supplemental rental assistance and Friendship Court infrastructure improvements and Phase I redevelopment.
- \$620,000 in additional funding is budgeted for the Charlottesville Housing Affordability Program (CHAP), providing full relief for those with an income between \$0 and \$25,000 and adjusting the top income threshold from \$50,000 to \$65,000/year.

- Rental relief programs, increasing by \$26,232 over FY 2019, will be adjusted so that the maximum allowing rent will increase from \$6,000 to \$12,000, with the revised maximum benefit being \$1,500, and the income threshold increasing from \$50,000 to \$65,000.
- In addition, the Tax Relief for Elderly and Disabled programs income threshold will increase from \$50,000 to \$65,000.

### Race and Equity

- The City Manager’s Advisory Workgroup on Organizational Equity has convened to review an internal equity assessment by department and to create recommendations to the City Manager’s Office. Should these recommendations have budget impact, City Council will be provided with guidance on how any initiatives should be funded and the timeline of such actions.

### Workforce Development and Economic Development

- The FY 2020 Adopted Budget continues to invest in the various programs that support both of these priorities, including the Downtown Job Center, Growing Opportunities (GO) workforce development programs, job fairs and community events, and work done by staff to promote Charlottesville as a premier location for business and collaborate with entrepreneurs and existing businesses seeking to grow here.

### Safety, Security and Preparedness

- Centralized Safety Coordinator (Risk Management) – effective January 1, 2020 at a cost of \$43,020 (\$25,382 General Fund; \$17,638 Risk Management Fund) - This position is critical to bringing the City into compliance with requirements for providing safe work environments for employees and to allow the City to identify and then mitigate existing risks and hazards within City workplaces. The Centralized Safety Coordinator would report directly to the Risk Management Specialist within the Procurement and Risk Management division of the Finance Department. The Centralized Safety Coordinator would be responsible for developing citywide safety programs and implementing associated training and ensuring compliance across the various work divisions and departments of the City.
- Security Manager (Police Department) – effective July 1, 2019 at a cost of \$132,729 – This position is vital to improving the City’s security management profile and making the City’s infrastructure more secure. The Security Manager would be responsible for developing and executing the City’s security plan, security operations policies, procedures, and protocols. Responsibilities also include implementing programs that improve the City’s security management profile, and involvement in the City’s Capital Improvement Process as it relates to infrastructure security. The position would also serve as the security expert for the City’s Committee on Safety and Emergency Preparedness.

## Other Budget Priorities

### Compensation and Benefits

- Effective July 1, 2019, the living wage will increase from \$14.40 to \$15.00 an hour. This budget also provides a 4.17% cost of living adjustment (COLA) to all employees which is necessary in order to remain competitive in the region and reduces the cost of providing additional compression adjustments as a result of increasing the living wage in FY 2019. The total cost for these adjustments is \$2.6M in addition to another \$95,000 to increase the living wage for temporary employees to \$15.00 an hour. Finally, this budget covers a full year of a FY 2019 midyear 4.83% salary increase provided to all sworn police officers.
- The Health Care Fund is showing a savings in 2019 due to a favorable claims year. Actual claims have been lower than projected and therefore the budget shows a savings of \$400,000 in health care costs. Employees will see no change in premiums.
- The City's Human Resources Department has contracted with BenefitFocus to provide an online employees benefits and self-service portal. Initial funding to implement this system was allocated as part of the FY 2017 year end appropriation, and in FY 2020 funding is included in the amount of \$55,000 to cover the annual operating cost.

### City Schools

- This budget continues a very strong commitment to the City Schools, providing \$3.37 million in new operating funding, which is the largest single increase in over a decade.
- Through the City's Capital Improvement Program (CIP), this budget continues funding \$1.25 million a year in an unallocated fund that the schools can use for priority capital improvement initiatives of their choice, in addition to the over \$1.9 million for general capital improvement dollars and HVAC replacement funds a year.
- The FY 2020 CIP includes \$3 million in pre-construction funds for the schools reconfiguration project, which will procure architecture and engineering services and determine preliminary designs and costs.

### General Fund Transfers to Capital Improvement Program (CIP)

- The City's cash contribution from the General Fund to the CIP is increasing by over \$1.6 million, in addition to the FY 2018 year end surplus in the amount of \$3.2 million. Combined this meets the City's financial policy target of 3% General Fund as cash to the CIP, and is actually over 5%.

### Service Enhancements and Efficiencies

- **DMV Select (City Treasurer's Office)** for an additional \$25,099 and projected \$31,374 in revenue. Across the State, the Virginia Department of Motor Vehicles partners with

public and private entities to open DMV Select officers to better serve residents. These offices perform services such as vehicle registrations, license plate renewal, and vehicle transfers. The Charlottesville DMV Office is the second busiest in the State and they approached the City to create a DMV Select in the lobby of City Hall. The additional funds cover the reclassification of a part time position to full time to help cover the work of additional transactions expected.

- **Support Services Manager Position (Neighborhood Development Services)** effective January 1, 2020 with an additional cost of \$56,670. The NDS Efficiency Study recommended adjustments to NDS's supervisory structure and function assignments. Recommendation #1 calls for the creation of a "Support Services Manager position" to help relieve management pressure from the Assistant Director. The study noted that it is unusual for an Assistant Director to be responsible for supervising so many positions (15), particularly when these positions are front-line and not middle managers. By reassigning internal services functions to Support Services Manager, it will create the capacity for the Assistant Director to provide enhanced services in a variety of ways. The Assistant Director will be able to provide a much better and greater oversight for the development review process and special projects, as well as assist the Director with broad strategic decision-making process.
- **Transfer of General Fund Stormwater Operations to Utilities Department** resulting in \$373,563 in savings to the General Fund. When the stormwater fee was implemented in 2013, a portion of the operations remained in the General Fund within Public Works. This budget proposes moving those costs and personnel to the Utilities Department which will allow the department to fund all operational expenses through fee collection without requesting additional General Fund dollars. No stormwater fee increase is forecast in the coming year as a result of this change and the level of service provided to residents will be improved with the change and additional staff persons.
- **Conversion of four Relief Transit Drivers to Regular FTE's (Charlottesville Area Transit)** at a cost of \$34,118. Adding more regular drivers will allow the transit system to have better consistency in terms of keeping buses on the roads and routes on time.

#### Outside and Nonprofit Agencies

- For FY 2020, the funding for all agencies that would have been evaluated through Agency Budget Review Team are frozen at FY 2019 levels due to the City reevaluating their process during this time.
- There is funding for Offender Aid and Restoration's Therapeutic Docket diversion initiative, \$55,000, which was funded the previous year outside the regular budget process. There is an offsetting revenue of \$44,000 which represents the remainder of funds set aside in the City Council Strategic Initiatives account for diversion initiatives.
- Of the agencies evaluated by the Office of Budget and Performance Management, major changes are summarized below:

- JAUNT – increase of \$173,869. The City’s share of JAUNT is increasing for several reasons: increases in costs for health care, retirement contributions and workers compensation, salary adjustments that will be provided to employees, changes in services that include an increase in ADA services to Charlottesville residents and a slight increase in the City’s share of capital costs. Also included are funds for one new position. JAUNT asked for three in FY 2020 and it will be their discretion to decide which position is added.
- Jefferson Madison Regional Library – increase of \$89,861. Charlottesville’s share of regional and local costs are addressing rising salary compression, retirement, and operational costs. The library is under the City’s health care system and there is no increase for FY 2020 to those costs. In addition, there is additional funding to cover substitute hours in the Central Library Children’s and substitute hours for shelving at Northside.
- Albemarle/Charlottesville Regional Jail – decrease of \$151,700. The City’s five year average population percentage is 49.8% a 2% decrease over FY 2019. Wages and Compensation Benefits reflect a 4.5% or \$391,481 increase due to a 2.3% raise plus a .7% merit, the approval of a shift differential pay and GAP pay, and a 4.7% increase in health insurance. Operating costs reflect an increase of 4.8% or \$557,588 due to increases in inmate pharmaceuticals, inmate food, inmate uniforms and lines, water and sewer, and data processing.
- Blue Ridge Juvenile Detention Center (BRJDC) – decrease of \$128,709. The formula for the City’s share of the budget is determined by utilization in the last 36 months. The City’s 3 year average for child days decreased 6.6% from FY 2019 to FY 2020. Wages and Compensation Benefits reflect a 4.5% or \$118,701 increase due to a 2.3% raise plus a .7% merit and accrued holiday payouts. The City’s FY 2020 operating cost is \$763,336 a decrease of \$107,930 versus FY 20. BRDC budget was approved by the Board in January 2019.
- Emergency Communications Center – decrease of \$81,899. The City’s share is showing a slight decrease due mainly to the volume of calls going down, a decrease of over 5,000, while Albemarle County’s and UVA’s call volume increased during that same time.

I believe this budget is an expression of the values of Council, and the community, and has been designed to support the important services and organizations that align with our Strategic Plan priorities. I think it is critical to invest in the human capital that can realize our vision, and to support our Charlottesville City schools. This budget positively contributes to the City’s mission to “provide services that promote equity and an excellent quality of life in our community.”

Sincerely,



Michael C. Murphy  
Interim City Manager

**FY 2020 Operating Revenue Changes**  
*(Adopted Budget FY 2019 to Adopted Budget FY 2020)*

<b>Local Taxes</b>	
Real Estate Tax	\$5,070,283
Meals Tax	
Annual Growth	501,300
1 Percent Tax Rate Increase (5% to 6%)	2,488,800
Transient Occupancy (Lodging) Tax	
Annual Growth	618,784
1 Percent Tax Rate Increase (7% to 8%)	816,969
Personal Property Tax (Local Portion)	670,800
Sales and Use Tax	336,609
Utility Services Consumer Tax	226,758
Tax on Bank Stock	100,000
Public Service Corporation Tax	78,230
Other Local Taxes	59,412
Cigarette Tax	(110,000)
Virginia Communications Sales and Use Tax	(200,000)
<b>Licenses and Permits</b>	
Business, Professional, Occupational License Fee	\$300,000
Building and Other Permits	(95,000)
Fire Inspection Fees	83,000
Dog Licenses	(5,000)
<b>Intergovernmental Revenue</b>	
State Highway Assistance	\$187,628
State Aid for Police Protection	64,804
Reimbursement for Constitutional Officers	63,549
DMV Select Office Commissions	31,374
Fire Department Operations - University of Virginia Agreement	8,725
Misc. Intergovernmental Revenue	14,348
<b>Charges for Services</b>	
PILOT: Utilities Funds	\$199,359
Waste Disposal Fees	50,000
Internal City Services (IT fees from Non General Funds)	(31,924)
Parks and Recreation Revenue	(70,563)
Emergency Medical Services (Ambulance) Revenue Recovery	(340,000)
<b>Misc. Revenue</b>	
Interest Earned	\$241,000
Other Miscellaneous Revenue	(40,000)

<b>Previous Fiscal Year Carryover Funds</b>	
Arts Coordination Funding	(\$114,000)
Assistant City Manager Position Vacancy Savings	(100,000)
Blue Ridge Regional Jail Debt Service Reimbursement	(586,259)
City Council Strategic Initiative Funds	(162,400)
<b>Transfers from Other Funds</b>	
Human Services Fund	\$522,579
Risk Management Fund	(350,000)
Enterprise Parking Fund	(300,000)
<b>City/County Revenue Sharing</b>	
Operating Budget Portion	(\$3,090,310)
<b>Net Operating Revenue Changes</b>	<b>\$7,138,855</b>

**FY 2020 Designated Revenue Changes**  
*(Adopted Budget FY 2019 to Adopted Budget FY 2020)*

City/County Revenue Sharing: Transfer to Capital Improvement Program	\$1,593,557
Transfer to Capital Improvement Program - Mall Vendor Fees	125,000
Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	155,648
Meals Tax Revenue: Transfer to Debt Service	125,325
<b>Net Designated Revenue Changes</b>	<b>\$1,999,530</b>
<b>Total General Fund Revenue Changes</b>	<b>\$9,138,385</b>

**FY 2020 Operating Expenditure Changes**  
*(Operating Budget FY 2019 to Operating Budget FY 2020)*

<b>City Schools</b>	<b>\$ Change</b>
City Contribution to Schools	3,368,421
<b>City Council Strategic Initiatives Fund</b>	
Residents on the Job (CRHA)	(106,400)
Jefferson School Heritage Center	(500,000)
<b>City Department Service Enhancements and Efficiencies</b>	
Rent and Tax Relief	661,452
Information Technology - Infrastructure Improvements and computer replacement	115,456
<b>Reclassified and New Positions</b>	
<b>Reclassified or Added in FY 19</b>	
0.5 FTE Customer Service Representative - DMV Select Services (City Treasurer)	25,099
Social Media Coordinator (Communications)	78,948
Public Service Manager (Public Works)	131,463
<b>Reclassified or Added in FY 20</b>	
Security Manager (Police Department)	132,729
Centralized Safety Coordinator (Risk Management) - to be hired mid-year	25,382
Support Services Manager (Neighborhood Development Services) - to be hired mid-year	56,670
Transit Relief Drivers (4) converted to Regular Positions	34,118
Stormwater Maintenance Crew moved to Utilities Department	(338,681)
<b>Compensation and Benefits</b>	
4.17% COLA, increase in Living Wage to \$15.00/hour and Salary Accrual for Employees (starting July 1, 2019)	2,218,527
4.83% Police FY 2019 Mid Year Base Salary Adjustments	518,410
Online Employee Benefits Platform	55,860
Healthcare Savings	(400,000)
Citywide Attrition Savings	(250,000)
Pension Liability Increase	183,459
<b>Contributions to Nonprofit and Outside Agencies (Major Changes)</b>	
Albemarle-Charlottesville Regional Jail	(151,700)
Blue Ridge Regional Detention Center	(128,709)
Emergency Communications Center	(81,899)
Charlottesville - Albemarle Health Department	16,839
JAUNT	173,869
Jefferson Madison Regional Library	89,861
Offender Aid and Restoration - Therapeutic Docket	55,000
Thomas Jefferson Planning District - Regional Transit Partnership	25,000
Arts Coordination and Planning	(50,000)
Art in Place (City Contract)	(27,500)
Charlottesville - Albemarle Convention and Visitor's Bureau	65,375

**Interagency Transfers**

Transfer to Charlottesville Area Transit	76,286
Transfer to Golf Course	(21,204)
Transfer to Children's Services Act	200,000

**Other Changes**

Other Decreases and Increases (Net)	306,912
Participatory Budgeting (FY 2019 budgeted funds used for pilot)	(100,000)
Fund Balance Target Adjustment	68,757
Juvenile and Domestic Relations Court (increased Bailiff costs and other expenses)	65,213
Refuse Disposal - Increased Tipping Fees	137,350
Refuse - Composting Program	20,000
Citywide Reserve - Fulfillment of Performance Agreement	(150,000)
ly Landfill	210,000
Safe Routes to School Increased Grant Match (Neighborhood Development Services)	15,000
Police - Fleet Camera Maintenance	55,598
Police - Fire Arms Facility Operations/Capital Improvement Fees	62,886
Fire - 5 additional Medic Certifications	42,000
Fire EMS - CARS MOU Contingency funding and additional Ambulance Equipment	28,568
Marketing Assistance - City Restaurants	124,440

**Net Operating Expenditure Changes** **\$7,138,855****FY 2020 Designated Expenditure Changes***(Designated Budget FY 2019 to Designated Budget FY 2020)*

	<b>\$ Change</b>
Transfer to Capital Improvement Program Fund	1,593,557
Transfer to Services with City Schools - Building Maintenance	139,728
Transfer to Services with City Schools - Pupil Transportation	15,920
Transfer to Capital Improvement Program Fund - Mall Vendor Fees	125,000
Transfer to Debt Service Fund (Meals Tax Portion)	125,325

**Net Designated Expenditure Changes** **\$1,999,530****Total General Fund Expenditure Changes** **\$9,138,385**

**City Council Amendments to the  
FY 2020 Proposed General Fund Budget**

<b>Manager's Recommended FY 20 Revenue Estimates</b>	<b>\$ 188,800,371</b>
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**Amendments to FY 20 Revenue Estimates**

***Decrease Revenues***

**City/County Revenue Sharing**

City/County Revenue Sharing - Operations	(255,159)
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***Increase Revenues***

**Intergovernmental Revenue**

Reimbursement for Constitutional Officers	63,549
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**Designated Revenues**

City/County Revenue Sharing - Transfer to CIP for Charlottesville Affordable Housing Fund	255,159
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<b>Total Revenue Amendments</b>	<b>\$ 63,549</b>
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<b>Total Amended FY 20 General Fund Revenue Estimates</b>	<b>\$ 188,863,920</b>
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<b>Manager's Recommended FY 20 Expenditures</b>	<b>\$ 188,800,371</b>
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**Amendments to FY 20 Expenditures**

***Decrease Expenditures***

**City Departments**

Treasurer - Banking and Credit Card Fee Reductions	(30,250)
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Parks and Rec. - Credit Card Fee Reduction	(2,500)
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Neighborhood Development Services - Credit Card Fee Reduction	(950)
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**Outside and Nonprofit Agencies**

Albemarle Charlottesville Regional Jail	(26,488)
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Emergency Communications Center	(40,286)
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**Contributions to Housing Programs**

Decrease Real Estate Tax Relief - Disabled	(103,458)
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Decrease Real Estate Tax Relief - Elderly	(239,262)
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**Transfers**

Transfer to Debt Service Fund	(850,000)
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**Increase Expenditures**

**City Departments**

*Retirement Sustainability Initiative Adjustment*

City Manager's Office	18,742
Economic Development	8,281
Human Resources	8,407
Parks and Recreation	8,912
Finance	9,271
City Treasurer	6,236
Commissioner of Revenue	5,648
Office of the Registrar	4,031
Neighborhood Development Services	8,232
Fire Department	8,750
Police Departments	9,129
Public Works	8,265
Communications Office	7,156
City Attorney's Office	9,834
IT - Transfer to Citywide Computer Replacement Program	59,000

**Non Departmental**

Fund Balance Target Adjustment	68,757
Marketing Assistance - City Restaurants	124,440

**Contributions to Housing Programs**

Increase Charlottesville Housing Affordability Tax Grant Program	692,440
Increase Rent Relief for Disabled	24,133
Increase Rent Relief for Elderly	2,099

**Outside and Nonprofit Agencies**

Central Virginia Small Business Development Center	7,200
Piedmont Workforce Network	221
Sin Barreras - Cville Sabroso Festival	2,400

**Designated Expenditures**

Transfer to CIP for Charlottesville Affordable Housing Fund	255,159
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**Total Expenditure Amendments** **\$ 63,549**

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**Total Amended FY 20 General Fund Expenditures** **\$ 188,863,920**

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**City Council Amendments to the  
FY 2020 Proposed Capital Improvement Program Budget**

<b>Manager's Recommended FY 20 Revenue Estimates</b>	<b>\$ 35,144,992</b>
<b>Amendments to FY 20 Revenue Estimates</b>	
<i><b>Increase Revenues</b></i>	
Transfer from the General Fund - Affordable Housing	255,159
<b>Total Revenue Amendments</b>	<b>\$ 255,159</b>
<b>Total Amended FY 20 Capital Improvement Fund Revenue Estimates</b>	<b>\$ 35,400,151</b>
<b>Manager's Recommended FY 20 Expenditures</b>	<b>\$ 35,144,992</b>
<b>Amendments to FY 20 Expenditures</b>	
<i><b>Increase Expenditures</b></i>	
Charlottesville Affordable Housing Fund - Flexible Dollars	800,000
<i><b>Decrease Expenditures</b></i>	
Supplemental Rental Assistance	(150,000)
Friendship Court Redevelopment - Phase I	(394,841)
<b>Total Expenditure Amendments</b>	<b>\$ 255,159</b>
<b>Total Amended FY 20 Capital Improvement Fund Expenditures</b>	<b>\$ 35,400,151</b>

**City Council Amendments to the  
FY 2020 Proposed Information Technology Fund Budget**

<b>Manager's Recommended FY 20 Revenue Estimates</b>	<b>\$ 1,432,900</b>
<b>Amendments to FY 20 Revenue Estimates</b>	
<i><b>Increase Revenues</b></i>	
Transfer from Information Technology Operations	59,000
<b>Total Revenue Amendments</b>	<b>\$ 59,000</b>
<b>Total Amended FY 20 Information Technology Fund Revenue Estimates</b>	<b>\$ 1,491,900</b>
<b>Manager's Recommended FY 20 Expenditures</b>	<b>\$ 1,432,900</b>
<b>Amendments to FY 20 Expenditures</b>	
<i><b>Increase Expenditures</b></i>	
Computer Replacement Pool	59,000
<b>Total Expenditure Amendments</b>	<b>\$ 59,000</b>
<b>Total Amended FY 20 Information Technology Fund Expenditures</b>	<b>\$ 1,491,900</b>

## Acknowledgments

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

Interim City Manager	Michael Murphy
Assistant City Managers	Leslie M. Beauregard, Kaki Dimock (Interim)
Sr. Budget and Management Analysts	Ryan Davidson, Krisy Hammill
Charlottesville Area Transit	Kaki Dimock (Interim)
City Manager's Office	Terry Bentley, Teresa Pollak
Circuit Court	Llezelle Dugger
City Attorney	John Blair, Barbara Ronan
City Sheriff	Sheriff James Brown, Kara Thomas
Chief of Staff/Clerk of Council	Kyna Thomas
Commissioner of the Revenue	Todd Divers
Communications Office	Brian Wheeler, Joe Rice
Economic Development	Chris Engel
Finance Department	Chris Cullinan, Glen Pack, Jeffrey Davis, Gail Hassmer, Charles Philipin, Jennifer Stieffenhofer
Fire Department	Chief Andrew Baxter, Emily Pelliccia
General District Court	Mary Trimble
General Registrar	Rosanna Bencoach
Human Resources	Galloway Beck
Human Services	Misty Graves (Interim Director), Kaki Dimock
Information Technology	Sunny Hwang
Juvenile & Domestic Relations Court/ Court Services Unit	Martha Carroll, Jodie Shelley, Tammy Gallimore
Magistrate's Office	Avnel Coates
Neighborhood Development Services	Alex Ikefuna, Missy Creasy, Sharon Patterson
Social Services	Diane Kuknyo, Laura Morris, Stacie Asbury
Parks and Recreation	Brian Daly, Vic Garber, Brian Ray, Rion Summers
Police Department	Chief RaShall Brackney, Wendy Lewis
Public Works	Paul Oberdorfer, Jonathon Dean, Scott Hendrix, Kristel Riddervold, Marty Silman, Harold Young, Mark Zavicar
Treasurer	Jason Vandever, Chad Thorne
Utilities	Lauren Hildebrand, Mary Kay Kotelec

## Charlottesville City Council

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

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



Mayor Nikuyah Walker



Vice Mayor Heather Hill



Councilor Wes Bellamy



Councilor Kathy Galvin



Councilor Mike Signer

## Introduction to the Budget

This **Fiscal Year 2019-2020** budget for the City of Charlottesville is presented in a user-friendly style that easily explains the City's fund structure and budget allocations. An introductory section is followed by sections detailing budget highlights, revenues and expenditures, expenditures for Management, Citywide (Non Departmental Activities, Debt Service, Fund Balance Target Adjustment, Employee Compensation and Training), Internal Services, Financial Services, Healthy Families and Community, Infrastructure and Transportation, Public Safety and Justice, School Operations, the Capital Improvement Program, and Other Non General Funds.

In addition to these broad categories, an index is provided for quick and easy reference. We hope this document is easy to read, interpret, and use in understanding the City's budget for Fiscal Year 2019-2020. 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 city.

## Contact Information

### City Council (All Members)

Nikuyah Walker, Mayor  
Heather Hill, Vice Mayor  
Wes Bellamy  
Kathy Galvin  
Mike Signer

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### Interim City Manager

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### Chief of Staff/Clerk of Council

Kyna Thomas  
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### Mailing Address

P.O. Box 911  
Charlottesville, VA 22902

### Website

[www.charlottesville.org/budget](http://www.charlottesville.org/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, 2019 - June 30, 2020), and provides the Council with the opportunity to review and decide the level of services to be provided to our citizens.

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

## The City's Fund Structure

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

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

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

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

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

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

**Other Non-General Funds** include the following:

- **Equipment Replacement Fund** – The City’s fleet consists of 687 vehicles and pieces of equipment, 503 of which are replaced using this fund. The other 184 are Utilities, Fire apparatus and Social Services vehicles replaced by other means.
- **Facilities Repair Fund** – Provides funding to preserve the City’s investment in non-school facilities.
- **Retirement Fund** – This is a trust (fiduciary) fund supported by contributions paid by the City, based on actuarial calculations, that provides City employees with a pension to supplement social security benefits upon retirement.
- **Risk Management Fund** – Provides accounting for the City’s risk management program.
- **Debt Service Fund** – Provides necessary funds to retire the City’s general government outstanding bond indebtedness and related costs.
- **Health Care Fund** – The Health Care Fund is the funding source for the City’s health related benefits provided to participants in the City’s health care programs.

## The Basis of Budgeting

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

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

## The Budget Process

### Capital Improvement Program (CIP) Development

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

### Operating Budget – Expenditure and Revenue Development

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

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

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

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

## Budget and Fund Appropriation

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

## Legal Budgeting Requirements

### City Code Sec. 11-1

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

### City Code Sec. 11-2

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



## FY 2020 Budget Calendar Public Meetings

<u>Topic</u>	<u>Date</u>	<u>Time</u>	<u>Location</u>
<b>Council Work Session</b> <i>Infrastructure and Capital Improvement Program</i>	September 6, 2018	5:00 – 7:00 PM	City Space
<b>Council Work Session</b> <i>Budget Development</i>	December 6, 2018	5:00 – 7:00 PM	City Space
<b>Planning Commission Work Session</b> <i>FY 20-24 Capital Improvement Program</i>	December 18, 2018	5:00-7:00 PM	NDS Conference Room
<b>Planning Commission Public Hearing</b> <i>FY 20-24 Capital Improvement Program</i>	January 8, 2019	5:30 PM	Council Chambers
<b>Council Work Session</b> <i>Budget Development</i>	January 11, 2019	9:00 AM	TJPDC Water Street Center
<b>Council Work Session</b> <i>Budget Development</i>	January 31, 2019	5:00 – 7:00 PM	City Space
<b>Proposed City and Adopted School Budgets Presented to Council</b>	March 4, 2019	6:30 PM	Council Chambers
<b>Council Work Session</b> <i>FY 2020 Budget</i>	March 7, 2019	6:00 – 8:00 PM	City Space
<b>Council Work Session</b> <i>FY 2020 Budget</i>	March 14, 2019	6:00 – 8:00 PM	City Space
<b>Community Budget Forum</b>	March 16, 2019	1:00 – 3:00 PM	Key Rec. Center
<b>First Budget and Tax Rate Public Hearings</b>	March 18, 2019	6:30 PM	Council Chambers
<b>Council Work Session</b> <i>FY 2020 Budget</i>	March 19, 2019	6:00 – 8:00 PM	Water St. Center
<b>Council Work Session</b> <i>FY 2020 Budget</i>	March 27, 2019	6:00 – 8:00 PM	Council Chambers
<b>Second Budget Public Hearing/ Budget Approval First Reading/ Tax Levy Approval First Reading</b>	April 1, 2019	6:30 PM	Council Chambers
<b>Budget and Tax Levy Approval Second Reading</b>	April 8, 2019	2:00 PM	City Hall Second Floor Conference Room

## Budget Guidelines (As Adopted By City Council)

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

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

### 2025 Vision Areas

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

### Strategic Plan Goals

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

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

## Long Term Financial Policies

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

1. Maintain a minimum General Fund balance of at least 14% of General Fund budget.  
*This policy, effective July 1, 2013, increases the minimum General Fund balance from 12% to 14% in order to provide the City with sufficient working capital and a margin of financial safety to address unforeseen, one-time expenditure emergencies or significant unforeseen declines in revenues in a specific fiscal year, for which there is no other current budgetary resource available, or other categories of fund balance available to satisfy the funding need. In the event of a drawdown, the reserve must be replenished to the 14% level within three years. More detail can be found on **pg. E-7**.*
2. Maintain a minimum Downturn Reserve Fund balance of no less than 3% of General Fund budget.  
*Drawdown of this reserve can occur in the event that revenues decline by more than 1.5% of current fiscal year estimate and will be limited to less than half of the balance of the Downturn Reserve Fund. In the event of a drawdown, the reserve must be replenished to the 3% level within three years. More detail can be found on **pg. E-7**.*
3. Maintain sufficient working capital in the utilities funds (Water, Wastewater, Gas, Stormwater).
4. Stabilize all non-general funds by ensuring they have a positive fund balance.
5. Debt service as a percentage of the general fund total expenditure budget has a ceiling of 10%, with a target of 9%. In calculating compliance with this ratio, the City will exclude debt serviced by dedicated revenues, i.e. self-supporting debt.
6. Transfer an amount equivalent to 1 percent of the meals tax rate to the Debt Service Fund to be used for debt service.

## STRATEGIC PLAN FY 2018 – 2020

The most current Strategic Plan was adopted June 2017 and consists of these goals and objectives. Online scorecards can be found at [www.charlottesville.org/open](http://www.charlottesville.org/open).

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



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

### Goal 2: A Healthy and Safe City



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

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



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

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



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

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



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

The FY 2020 Budget illustrates the alignment between the allocation of resources and the strategic plan priorities set by City Council, goals and objectives. This is done for both new funding initiatives and existing ones that are in place and ongoing. Throughout the document, icons indicate alignment between strategic plan goals and departments/programs.

## Major Highlights of the Budget

### General Fund Revenues

#### Tax Rate Increases

- **Meals Tax** – This budget increases the meals tax rate from **5%** to **6%** effective July 1, 2019. The meals tax is paid by consumers of prepared hot foods sold for immediate consumption on and off a premises including restaurant and grocery store food bars. This tax does not apply to foods purchased for home consumption and preparation, which is taxed at 2.5%. Meals tax revenue continues to grow, producing \$11.3 million in 2016 to a projection of \$11.8 in 2019; and even before the increase to 6%, revenues were expected at \$12.1 million in FY 20.
- **Lodging Tax** – This budget increases the lodging (transient occupancy tax or TOT) from **7%** to **8%** effective July 1, 2019. Considered a consumption tax, the TOT is paid by all overnight guests at area hotels, bed and breakfasts and short-term air bnb type facilities. This revenue source has grown over the years and a portion of this revenue supports the Charlottesville Albemarle Convention and Visitors Bureau, which receives 30% of the first 5% of actual lodging tax revenues (joint agreement with Albemarle County). The remaining funds support the City's operating General Fund budget.

#### Other Revenues

- **Real Estate Taxes**- This budget keeps the City's Real Estate Tax rate at 95 cents per 100 dollars of assessed value. However, the rate has been advertised at 97 cents per 100 dollars to give flexibility to City Council as they revise the budget before it is adopted in April. The two additional pennies would provide an additional \$1.6 million in new revenue should City Council go in this direction. The revenue increase for real estate, based on the current rate of 95 cents per 100 dollars assessed value, is \$5 million in new revenue over FY 19.
- **Personal Property Tax** revenue is projected to increase by \$670,800 due mainly to increased motor vehicle stock in the City and an overall increase in the value of vehicles.
- **Sales and Use Tax** is projected to grow by \$336,609, or almost 3% over FY 19.
- **Business Licenses Taxes** revenue is increasing by \$300,000.
- **City/County Revenue Sharing** is decreasing by \$1.5 million from FY 19. This is chiefly due to the large increase in commercial real estate growth the City experienced in 2017. The formula is based in part on the total real estate assessments of both localities. Since the City's total assessed value grew substantially in that year, much more so than the County's, the City's "contribution" grew resulting in a reduction in the transfer to the City.

### Balancing the Budget

- City departments submitted a total of \$84.6 million in base budget requests for FY 20, which was 4.08% greater than FY 19 adopted departmental budgets. City departments were asked to identify areas in their budgets to reduce equal to at least 3% of their total budget request. As a result, this budget reflects \$1,402,384 in department reductions. But, because the majority of department budgets still grew, an average of 3.75%, most of these reductions reduce the budget growth that departments included as part of their FY 20 budget, rather than from FY 19. And, of the over \$5 million in new requests requested by departments, \$329,858 are funded as part of this budget and are summarized throughout the budget document.

## General Fund Expenditure Highlights

### Strategic Plan Priority Areas



#### Affordable Housing

- This budget includes \$10.6M in FY 20, and over \$32.8M in the five year capital program for several affordable housing initiatives, including redevelopment of public housing sites, housing rehabilitation, supplemental rental assistance and Friendship Court infrastructure improvements and Phase I redevelopment.
- \$962,940 in additional funding is budgeted for the Charlottesville Housing Affordability Program (CHAP) that will provide the following relief for these income ranges and adjusts the top income threshold from \$50,000 to \$55,000/year.
- In addition, the Tax Relief for Elderly and Disabled programs income threshold will also increase to \$55,000.
- The rent relief program increased the cap on out-of-pocket rent used in computing the relief formula from \$6,000 to \$12,000 per year. The total rent relief benefit is capped at \$1,500 per qualified applicant.

Income	Relief Amount
\$0 - \$25,000	Full Relief
\$25,001-\$35,000	\$1,000
\$35,001-\$45,000	\$750
\$45,001-\$55,000	\$500



#### Race and Equity

- The City Manager’s Advisory Workgroup on Organizational Equity has convened to review an internal equity assessment by department and to create recommendations to the City Manager’s Office. Recommendations are expected in April 2019 with a final report in May 2019. Should these recommendations have budget impact, City Council will be provided with guidance on how any initiatives should be funded and the timeline of such actions.



#### Workforce Development and Economic Development

- The FY 20 Budget continues to invest in the various programs that support both of these priorities, including the Downtown Job Center, Growing Opportunities (GO) workforce development programs, job fairs and community events, and work done by staff to promote Charlottesville as a premier location for business and collaborate with entrepreneurs and existing businesses seeking to grow here.



#### Safety and Security

- Centralized Safety Coordinator (Risk Management) – effective January 1, 2020 at a cost of \$43,020 (\$25,382 General Fund; \$17,638 Risk Management Fund) - This position is critical to bringing the City into compliance with requirements for providing safe work environments for employees and to allow the City to identify and then mitigate existing risks and hazards within City workplaces. The Centralized Safety Coordinator would report directly to the Risk Management Specialist within the Procurement and Risk Management division of the Finance Department and would be responsible for developing citywide safety programs and implementing associated training and ensuring compliance across the various work divisions and departments of the City.
- Security Manager (Police Department) – effective July 1, 2019 at a cost of \$132,729 – This position is vital to improving the City’s security management profile and making the City’s infrastructure more secure. The Security Manager would be responsible for developing and executing the City’s security plan, security operations policies, procedures, and protocols. Responsibilities also include



implementing programs that improve the City's security management profile, and involvement in the City's Capital Improvement Process as it relates to infrastructure security. The position would also serve as the security expert for the City's Committee on Safety and Emergency Preparedness.

## Other Budget Areas

### Compensation and Benefits

- Effective July 1, 2019, the living wage will increase from \$14.40 to \$15.00 an hour. This budget also provides a 4.17% cost of living adjustment (COLA) to all employees which is necessary in order to remain competitive in the region and reduces the cost of providing additional compression adjustments as a result of increasing the living wage in FY 19. The total cost for these adjustments is \$2.6M in addition to another \$95,000 to increase the living wage for temporary employees to \$15.00 an hour. Finally, this budget covers a full year of a FY 19 midyear 4.83% salary increase provided to all sworn police officers.
- The Health Care Fund is showing a savings for FY 20 due to a favorable claims year. Actual claims have been lower than projected and therefore the budget shows a savings of \$400,000 in health care costs. Employees will see no change in premiums.
- The City's Human Resources Department has contracted with BenefitFocus to provide an online employees benefits and self-service portal. Initial funding to implement this system was allocated as part of the FY 2017 year end appropriation, and in FY 20 funding is included in the amount of \$55,000 to cover the annual operating cost.

### City Schools

- This budget continues a very strong commitment to the City Schools, providing \$3.37 million in new operating funding, which is the largest single increase in over a decade.
- Through the City's Capital Improvement Program (CIP), this budget continues funding \$1.25 million a year in an unallocated fund that the schools can use for priority capital improvement initiatives of their choice, in addition to the over \$1.9 million for general capital improvement dollars and HVAC replacement funds a year. In addition, the FY 20 CIP includes \$3 million in pre-construction funds for the schools reconfiguration project, which will prepare architecture and engineering services and determine preliminary designs and costs.

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

- The General Fund contribution to the Debt Service Fund is increasing by \$125,325 to support the five year CIP and to keep the City within its debt limit policies.
- The City's cash contribution from the General Fund to the CIP is increasing by over \$1.6 million, in addition to the FY 18 year end surplus in the amount of \$3.2 million. Combined this meets the City's financial policy target of 3% General Fund as cash to the CIP, and is actually over 5%.

### Service Enhancements and Efficiencies

- **DMV Select (City Treasurer's Office)** for an additional \$25,099 and projected \$31,374 in revenue. Across the State, the Virginia Department of Motor Vehicles partners with public and private entities to open DMV Select offices to better serve residents. These offices perform services such as as vehicle registrations, license plate renewal, and vehicle transfers. The Charlottesville DMV Office is the second busiest in the State and they approached the City to create a DMV Select in the lobby of City Hall. The additional funds cover the reclassification of a part time position to full time to help cover the work of additional transactions expected.

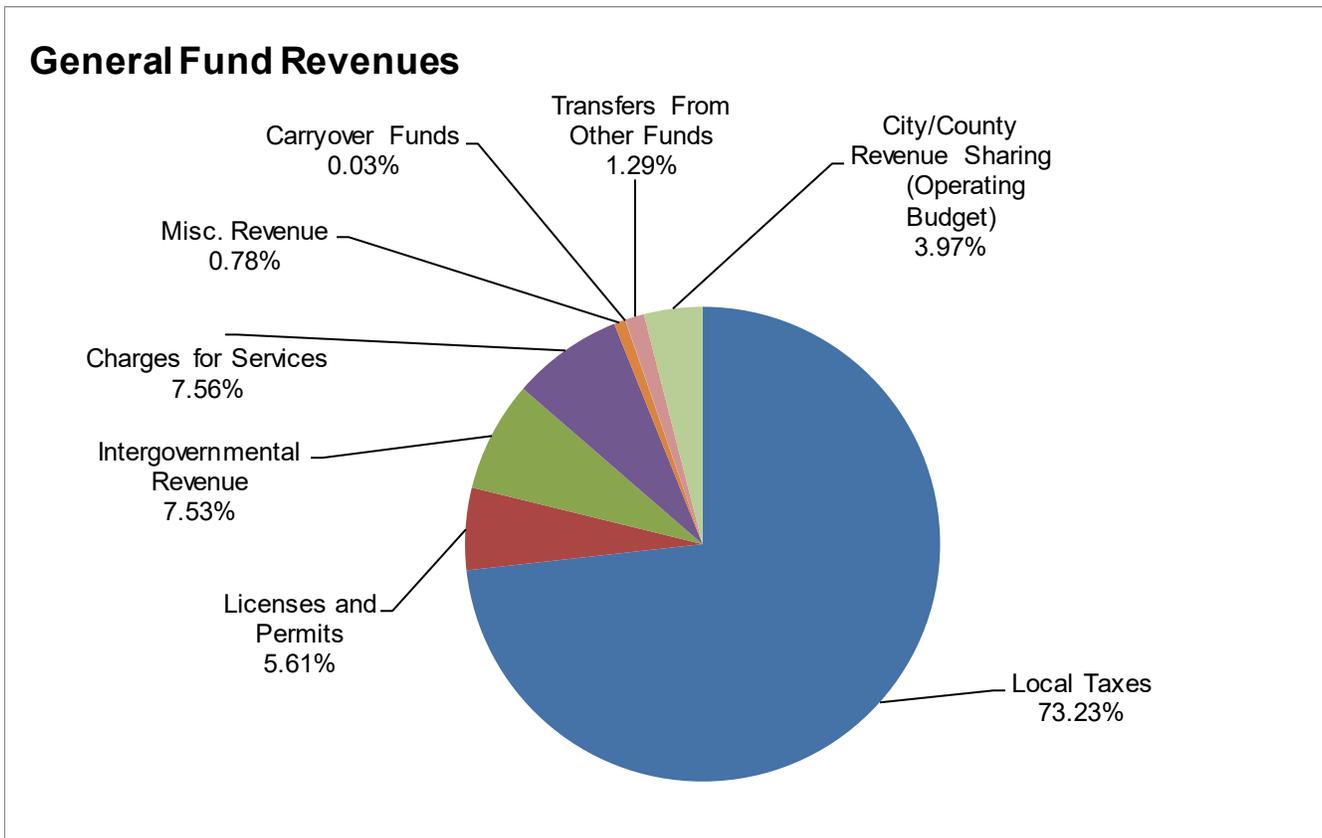
- **Support Services Manager Position (Neighborhood Development Services)** effective January 1, 2020 with an additional cost of \$56,670. The NDS Efficiency Study recommended adjustments to NDS's supervisory structure and function assignments. Recommendation #1 calls for the creation of a "Support Services Manager position" to help relieve management pressure from the Assistant Director. The study noted that it is unusual for an Assistant Director to be responsible for supervising so many positions (15), particularly when these positions are front-line and not middle managers. By reassigning internal services functions to Support Services Manager, it will create the capacity for the Assistant Director to provide enhanced services in a variety of ways. The Assistant Director will be able to provide a much better and greater oversight for the development review process and special projects, as well as assist the Director with broad strategic decision-making process.
- **Transfer of General Fund Stormwater Operations to Utilities Department** resulting in \$373,563 in savings to the General Fund. When the stormwater fee was implemented in 2013, a portion of the operations remained in the General Fund within Public Works. This budget proposes moving those costs and personnel to the Utilities Department which will allow the department to fund all operational expenses through fee collection without requesting additional General Fund dollars. No stormwater fee increase is forecast in the coming year as a result of this change and the level of service provided to residents will be improved with the change and additional staff persons.
- **Conversion of four Relief Transit Drivers to Regular FTE's** (Charlottesville Area Transit) at a cost of \$34,118. Adding more regular drivers will allow the transit system to have better consistency in terms of keeping buses on the roads and routes on time.

## Outside and Nonprofit Agencies

- For FY 20, the funding for all agencies that would have been evaluated through Agency Budget Review Team are frozen at FY 2019 levels due to the City reevaluating their process during this time.
- There is funding for Offender Aid and Restoration's Therapeutic Docket diversion initiative, \$55,000, which was funded the previous year outside the regular budget process. There is an offsetting revenue of \$44,000 which represents the remainder of funds set aside in the City Council Strategic Initiatives account for diversion initiatives.
- Of the agencies evaluated by the Office of Budget and Performance Management, major changes are summarized below:
  - JAUNT – increase of \$173,869
  - Jefferson Madison Regional Library – increase of \$89,861
  - Albemarle/Charlottesville Regional Jail – decrease of \$151,700
  - Blue Ridge Juvenile Detention Center (BRJDC) – decrease of \$128,709
  - Emergency Communications Center – decrease of \$81,899

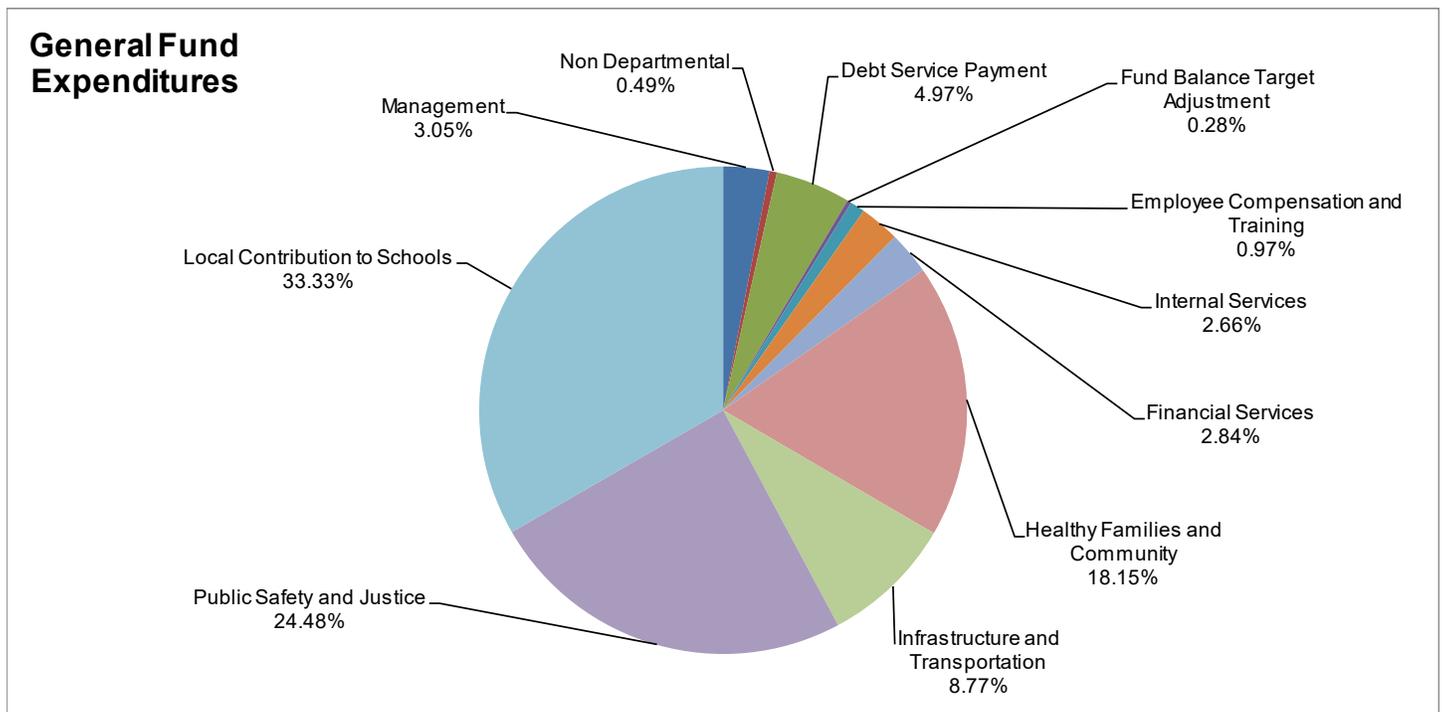
## General Fund Revenue Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
<b>General Fund Revenue</b>						
Local Taxes	\$106,575,490	\$112,471,770	\$115,372,867	\$126,030,812	\$10,657,945	9.2%
Licenses and Permits	10,272,626	10,688,145	9,365,500	9,648,500	283,000	3.0%
Intergovernmental Revenue	12,538,836	12,431,502	12,589,441	12,959,869	370,428	2.9%
Charges for Services	11,763,565	10,409,438	13,204,971	13,011,843	(193,128)	(1.5%)
Parking Fines	396,721	0	0	0	0	
Misc. Revenue	1,291,284	1,694,803	1,143,000	1,344,000	201,000	17.6%
Carryover Funds	0	0	1,006,659	44,000	(962,659)	(95.6%)
Transfers From Other Funds	0	2,073,475	2,350,000	2,222,579	(127,421)	(5.4%)
City/County Revenue Sharing (Operating Budget)	10,491,920	10,290,321	9,921,594	6,831,284	(3,090,310)	(31.1%)
<b>TOTAL OPERATING BUDGET</b>	<b>\$153,330,442</b>	<b>\$160,059,454</b>	<b>\$164,954,032</b>	<b>\$172,092,887</b>	<b>\$7,138,855</b>	<b>4.3%</b>



## General Fund Expenditure Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
<b>General Fund Expenditures</b>						
Management	\$4,358,838	\$5,202,745	\$5,619,852	\$5,243,871	(\$375,981)	(6.7%)
Non Departmental	1,011,891	1,200,074	763,415	847,855	84,440	11.1%
Debt Service Payment	7,450,497	7,968,000	8,560,788	8,560,788	0	0.0%
Fund Balance Target Adjustment	0	0	413,148	481,905	68,757	16.6%
Employee Compensation and Training	272,220	854,482	1,224,884	1,677,747	452,863	37.0%
Internal Services	1,465,277	1,473,085	4,436,259	4,569,980	133,721	3.0%
Financial Services	4,589,383	4,823,396	4,828,113	4,889,008	60,895	1.3%
Healthy Families and Community	26,243,149	28,252,234	29,601,810	31,236,670	1,634,860	5.5%
Infrastructure and Transportation	13,877,877	13,856,781	14,381,520	15,096,861	715,341	5.0%
Public Safety and Justice	38,008,287	42,165,631	41,126,041	42,121,579	995,538	2.4%
Local Contribution to Schools	49,330,604	51,330,604	53,998,202	57,366,623	3,368,421	6.2%
<b>TOTAL OPERATING BUDGET</b>	<b>\$146,608,024</b>	<b>\$157,127,033</b>	<b>\$164,954,032</b>	<b>\$172,092,887</b>	<b>\$7,138,855</b>	<b>4.3%</b>



## Explanation of FY 2020 Revenues

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

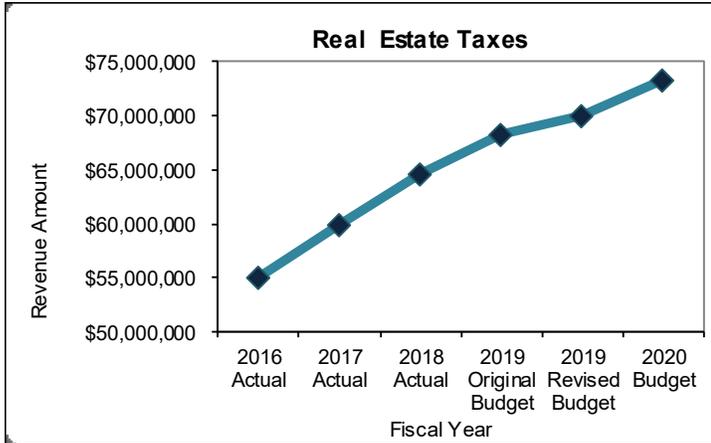
- Informed/Expert Judgment (e.g. the advice of a department head)
- Deterministic Techniques (e.g. formulaic revenues)
- Time Series Techniques (e.g. moving averages and predictive statistics)
- Estimates from the Commonwealth of Virginia (e.g. transfer payments)
- Long Term Forecasting (e.g. looking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

In practice, most revenue projections combine two or more of these techniques. Generally, the amount of revenue available to the City depends on current and future economic activity. Below is a listing of the major revenue sources (individually approximately 1% or more of the total City revenue) for the City of Charlottesville, which make up 88.1% of the total General Fund revenue collected by the City of Charlottesville.

Revenue Source	FY 2020 Projection	% of General Fund Total Revenues
Real Estate Taxes	\$73,337,626	38.8%
Meals Tax	14,932,800	7.9%
City/County Revenue Sharing	14,199,607	7.5%
Sales & Use Taxes	12,000,000	6.4%
Personal Property Taxes	9,300,000	4.9%
State Assistance	8,118,176	4.3%
Business & Professional Licenses	7,700,000	4.1%
Transient Occupancy Tax	6,535,753	3.5%
Payment in Lieu of Taxes: Utilities	5,975,560	3.2%
Utility Services Consumer Tax	4,926,600	2.6%
PPTRA	3,498,256	1.9%
Virginia Communications Sales & Use Tax	2,800,000	1.5%
Recreation Income	1,694,683	0.9%
Public Service Corporation Taxes	1,428,230	0.8%
<b>TOTAL</b>	<b>\$166,447,291</b>	<b>88.1%</b>

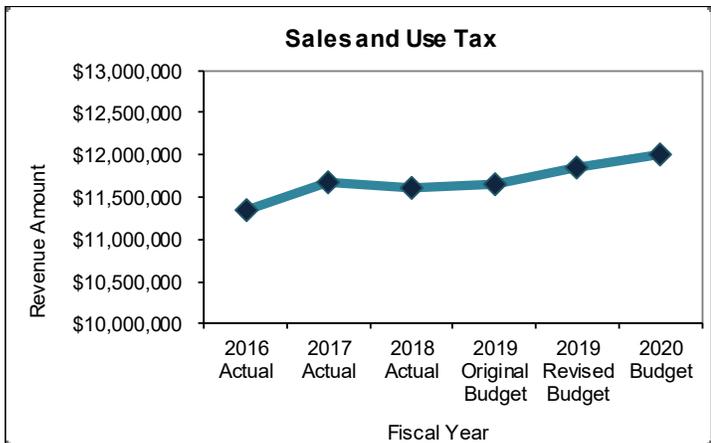
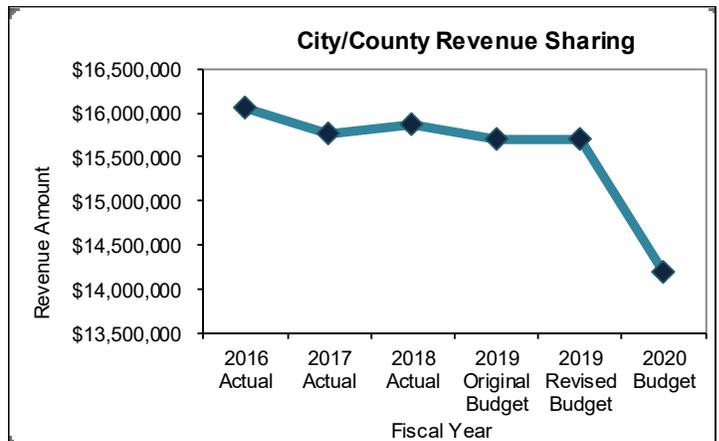
In the following section, a graph has been presented for each of the major revenues listed in the above chart. This provides a graphical representation of the trend data that was used when the revenue projections were made for FY 20. The data in the graphs represents the amount of actual revenue collected for FY 16 – FY 18, along with the originally budgeted amounts and revised revenue estimates for FY 19, all of which were important factors in projecting the revenues for FY 20.

## Major Local Revenue – Descriptions and Trend Data

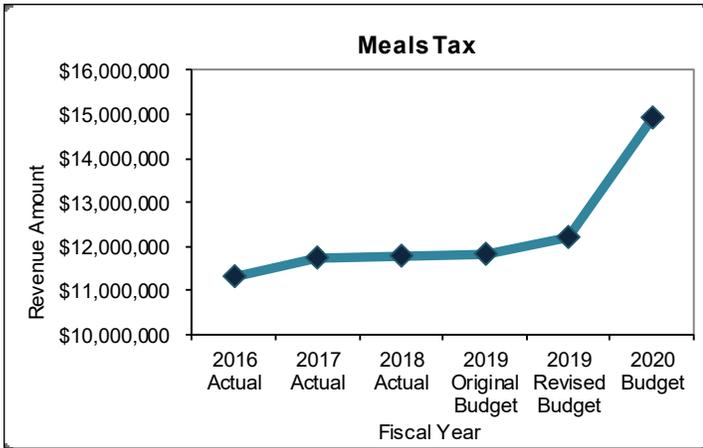


**Real Estate Taxes** are the largest source of revenue for the City. They are *ad valorem* taxes based on the assessed value of real property owned by businesses, individuals, and corporations. They are assessed at 100% valuation, with tax rates being applied per \$100 of assessed value. **The tax rate for FY 20 is \$.95 per \$100 of assessed value.**

**City/County Revenue Sharing** is based on an agreement between the City of Charlottesville and the County of Albemarle dated February 17, 1982. The agreement requires the County to contribute a portion of its real property tax base to the City in exchange for the City's agreement to forgo annexation of any County property. The FY 20 transfer from the County is calculated in part from the CY 17 total assessed values for real property for the City and County. The majority of this revenue is dedicated to projects and operations that benefit City and County residents alike, including replacement of transit infrastructure and transportation improvements, enhancements to parks and recreation facilities and programs, public safety enhancements, and road and infrastructure maintenance.

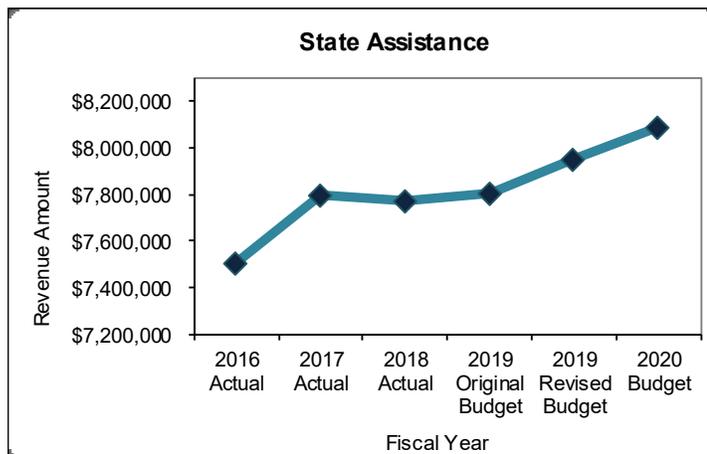
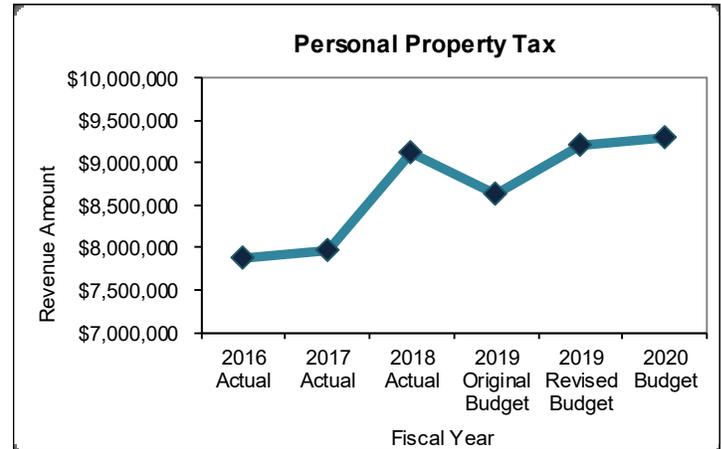


**Sales and Use Taxes** are revenues received by the City from 1-cent of the 5.3-cent State sales tax generated within the City. Starting July 1, 2013, an additional .3% was collected that is dedicated to statewide transportation projects. This was approved by the General Assembly during their 2013 session. Growth in this revenue has been positive the past few years however, due to continued strong performance FY 19 projections have been revised to show a 2.0% increase from the original budget projections. Staff continues to keep an eye on this revenue trend because while FY 18 may have trended down from FY 17, these revenues are beginning to show continued improvement in actual collections. **The Sales Tax rate is 5.3% for general sales purchases and 2.5% for non-prepared foods (implemented July 1, 2005).**

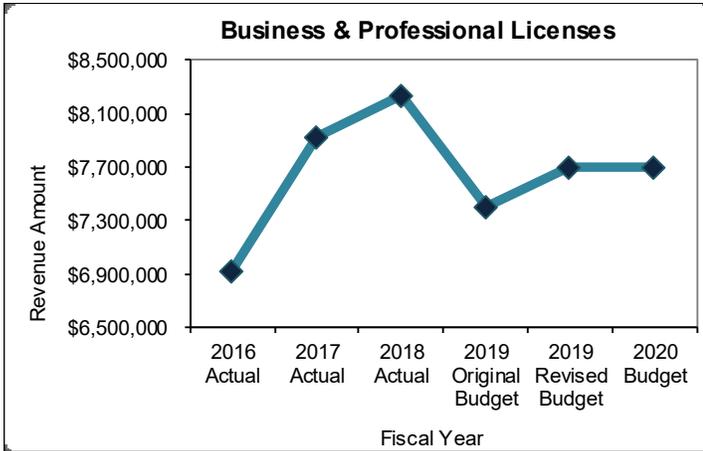


**Meals Tax** is assessed on the sales price of prepared food and beverages sold in the City. 1-cent of the tax rate is dedicated to the Debt Service Fund to pay off the future debt of bond issuances used to pay for capital projects. The remaining is dedicated to the General Fund. Between FY 11 and FY 18, this tax has shown consistent growth. FY19 revised budget projections are showing a 3.2% increase from the original budget projections, and even before the tax rate increase revenues in FY 20 were expected to increase to \$12.1 million. **The FY 20 tax rate will be increased from 5% to 6%.**

**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 20 Personal Property Tax revenue is projected to increase by 7.8% from the FY 19 original budget amount. This projected increase is due mainly to a higher number of new vehicle purchase and increase in the overall value of vehicles registered in the City. **The tax rate for FY 20 is unchanged at \$4.20 per \$100 of assessed value.**

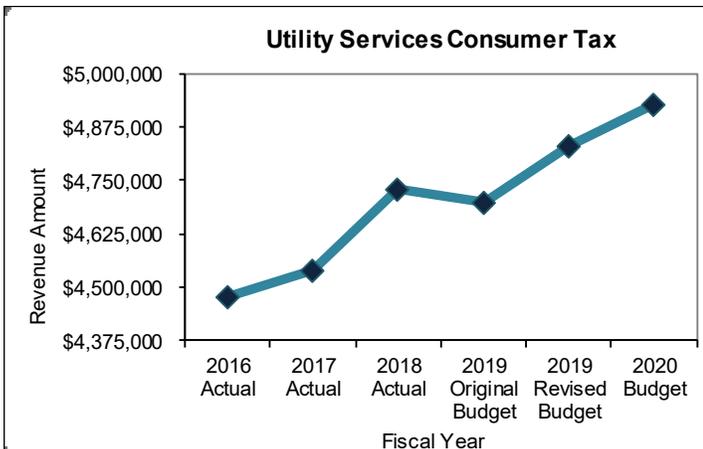
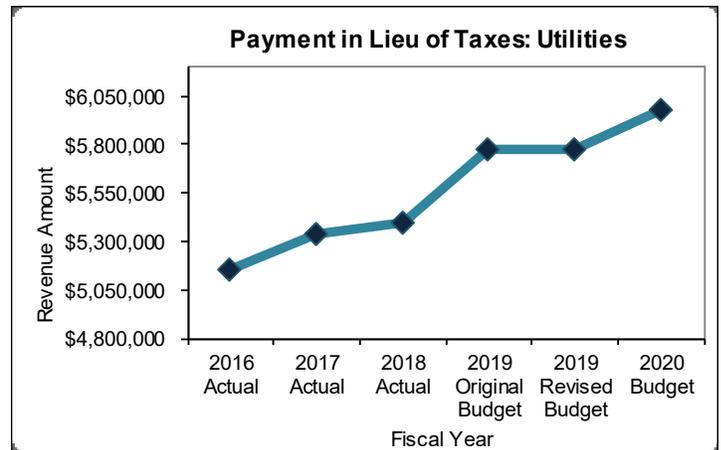


**State Assistance** consists of four major revenue items: **Constitutional Officer Reimbursement**, which is determined by the State Compensation Board on an annual basis for the elected official offices, including the Treasurer, Commissioner of Revenue, Sheriff, Clerk of the Circuit Court, and Commonwealth's Attorney; **State Highway Assistance** is highway maintenance funds received from the State based on a formula which includes road type, lane miles, and rate of payment per lane mile; **State Aid for Police Protection**, where the amount of revenue received by the localities is based upon a proportional formula that uses the adjusted crime rate index for the locality as its base.

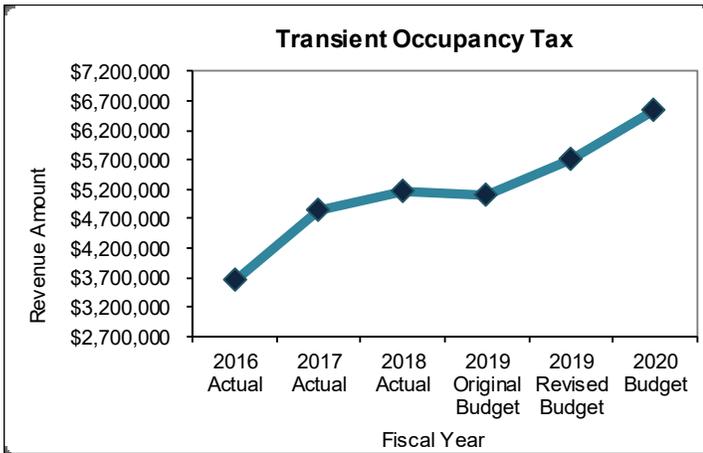


Licenses and Permits are a category of revenues collected from permits and privilege fees required by the City. The largest of these sources is the **Business and Professional Licenses**, which is a local license fees on the privilege of doing business within the City. These fees are based on the gross receipts of the business applying for the license. Business and Professional Licenses are estimated to bring in \$7.7 million in FY 20, which represents a 4.1% increase from the FY 19 original budgeted figure.

**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 20, this revenue item is estimated to generate approximately \$5.97 million in revenue, a 3.5% increase from the FY 19 original budgeted figure.

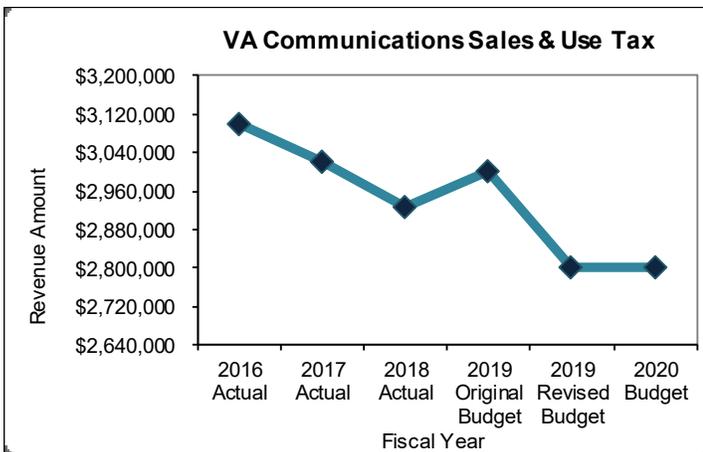
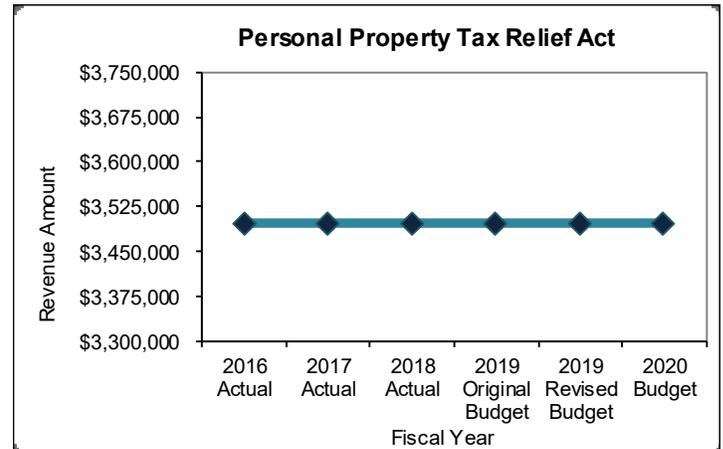


The **Utility Services Consumer Tax** is collected on the sale of goods and services from the following utility services: electric service, gas service, and water service. Beginning in January 2007, Telephone and Cable taxes previously recorded under Utility Taxes were rolled into a new revenue stream called the Virginia Communications Sales and Use Tax. For FY 20, revenue from these taxes is projected to increase by 2.0% from the FY19 estimates.

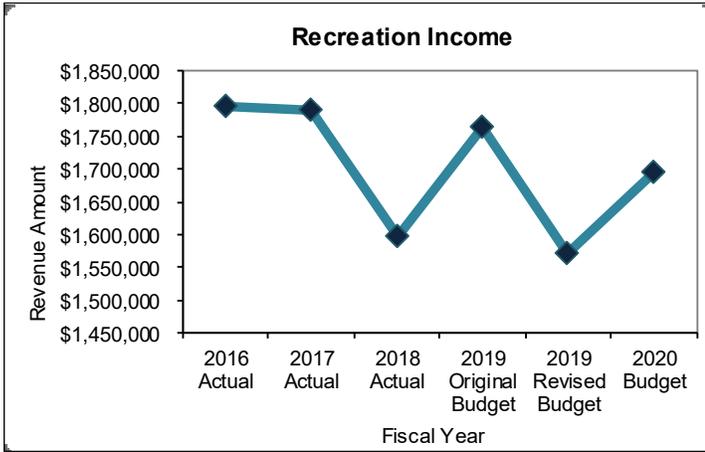


**Transient Occupancy Tax**, often called the lodging tax, consists of taxes assessed on the use of rooms in hotels, motels, and boarding houses. The actual revenue collected in FY 17 was an increase of over \$1.18 million (32.3%) from the prior fiscal year. This is due to several factors: 1) In the Adopted FY 17 Budget, City Council adopted an increase in the tax rate from 6% to 7%; 2) Several new hotels have opened in the City since the original revenue projections; 3) The estimated room occupancy rates, and average daily room rates for the City continue to increase. For FY 20, this strong performance is expected to continue and the Transient Room tax was projected to see a 12.1% increase from the FY 19 original budget projections before the tax rate increase. **The FY 20 tax rate will be increased from 7% to 8%.**

**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. 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 to localities is capped, and localities determine how relief will be distributed.

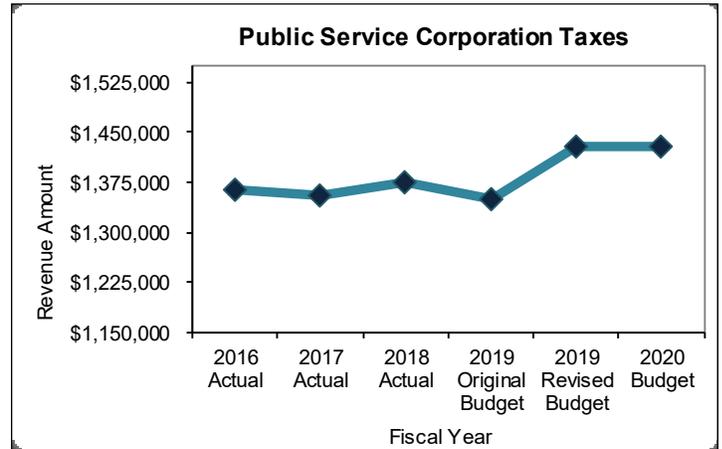


Effective January 2007, the consumer tax on telephone service, the E-911 service tax, the tax on Cable service, and the Cable Franchise fee were rolled into one revenue stream called the **Virginia Communications Sales & Use Tax**. The tax is levied in the amount of 5% of the sales price of each communications service. This is a State administered local tax and the City is reimbursed on a monthly basis. This tax continues to see a steady decline over the past several years and is projected to decrease again by approximately 6.7%. The increase in cell phone usage and internet entertainment providers for television services as opposed to traditional land line phone service and cable television service can explain this steady decline.



**Recreation Income** is derived from a variety of sources, including access pass fees to recreation centers, summer pass fees to outdoor pools, daily admissions to indoor and outdoor recreational facilities, as well as multiple fee-based recreation programs held at a variety of facilities. Additional income is received from the rental of recreational facilities, picnic shelters, garden plots, etc. and participation fees for adult league sports such as volleyball and softball.

**Public Service Corporation Taxes** are levied on the real estate and tangible property such as computer equipment, furniture and office equipment, and central office equipment owned by railroads, utilities, pipelines, and other businesses required to register with the State Corporation Commission. The FY 19 budgeted amount for these revenues are expected to remain level from the FY 18 original budget.



## Tax and Fee Rates (Including Legal Caps)

	Adopted Fiscal Year 2019-2020	Adopted Fiscal Year 2018-2019
<b>Real Estate Tax</b>	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
	<i>58.1-3321 - no cap, but effective tax rate increases must be publicly advertised 30 days prior to hearing.</i>	
<b>Personal Property Tax</b>	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
	<i>No cap; 58.1-3008- authorizes different rates for different classes</i>	
	<i>58.1-3524- Beginning Tax Year 2006, PPTRA requires reduced rates on qualifying vehicles, applied to value &lt; \$20,000</i>	
<b>Machinery and Tools Tax</b>	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
	<i>No cap; 58.1-3008- authorizes different rates for different classes</i>	
<b>Mobile Home Tax</b>	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
	<i>58.1-3522 - assess in line w/real estate tax; 58.1-3280 - assess @ fair market value</i>	
<b>Sales Tax - General <sup>(1)</sup></b>	5.3%	5.3%
	<i>58.1-605 (B)- Cap: rate may not exceed 1% (included in the 5.3% cap)</i>	
<b>Sales Tax - Food (Excludes prepared food) <sup>(2)</sup></b>	2.5%	2.5%
	<i>58.1-611.1 - Cap: rate may not exceed 1% (included in the 2.5% cap)</i>	
<b>Restaurant/Meals Tax</b>	6.0%	5.0%
	<i>58.1-3840 (no cap for City)</i>	
<b>Transient Occupancy (Lodging) Tax</b>	8.0%	7.0%
	<i>58.1-3840 (no cap for City)</i>	
<b>Cigarette Tax</b>	\$.55 per pack	\$.55 per pack
	<i>58-1.3830 (no cap for City)</i>	
<b>E-911 Fee <sup>(3)</sup></b>	\$.75/phone line	\$.75/phone line
	<i>Collected by State as part of Communications Sales and Use tax</i>	
<b>Cable Franchise Fee <sup>(3)</sup></b>	5%	5%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
	<i>15.2-2108.1.1: no new or renewed cable franchise entered after 1/1/2007 may include a franchise fee (see 2006 House Bill 568)</i>	
<b>PEG Fee (Cable)</b>	\$.35/month	\$.35/month
<b>Utility Services Consumer Tax (Gas, Water, Electric)</b>	10%	10%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
<b>Utility Services Consumer Tax (Telephone and Cable) <sup>(3)</sup></b>	5%	5%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
<b>Refuse Collection</b>		
	<i>15.2-928-No Cap</i>	
<b>Trash Sticker Fee</b>	12 Gallon - \$1.05 each	12 Gallon - \$1.05 each
	31 Gallon - \$2.10 each	31 Gallon - \$2.10 each
<b>Trash Decal Fees <sup>(4)</sup></b>		
<b>32 Gallon Can</b>	\$94.50 Annually	\$94.50 Annually
<b>45 Gallon Can</b>	\$125.00 Annually	\$125.00 Annually
<b>64 Gallon Can</b>	\$189.00 Annually	\$189.00 Annually
<b>96 Gallon Can</b>	\$283.50 Annually	\$283.50 Annually
<b>Large Item Pickup Fee</b>	\$35 for first occurrence; \$50 for second occurrence; \$100 for third and subsequent occurrences	\$35 for first occurrence; \$50 for second occurrence; \$100 for third and subsequent occurrences
<b>Motor Vehicle License Fee</b>	Up to 4,000 lbs. - \$28.49 4,000 - 6,500 lbs. - \$33.49 Over 6,500 lbs. - \$33.49 Motorcycles - \$8.49	Up to 4,000 lbs. - \$28.49 4,000 - 6,500 lbs. - \$33.49 Over 6,500 lbs. - \$33.49 Motorcycles - \$8.49
	<i>46.2-752(A) - Cap: may not exceed amount of state license fee</i>	
<b>Courthouse Maintenance Fee</b>	\$2.00 per court case	\$2.00 per court case
	<i>17.1-281 - Cap: \$2.00</i>	
<b>Courtroom Security Fee</b>	\$10.00 per conviction	\$10.00 per conviction
	<i>53.1-120 - Cap: \$10.00</i>	

- (1) Of this 5.3% collected by the State, 1% is returned to the locality to support public education and .3% was approved during the 2013 General Assembly session to be dedicated to transportation projects.
- (2) This second Sales Tax rate for non-prepared foods (i.e., grocery stores) was adopted by the State as of July 1, 2005.
- (3) Starting in January 2007, these taxes are rolled into one revenue: the **Virginia Communications Sales and Use Tax**. The tax rates are set by the State in an effort to streamline communications taxes. The revenue is collected by the State and the City is reimbursed on a monthly basis. It is still considered a local tax.
- (4) These rates are based on purchasing the decals after July 1st and prior to September 30th of each year. If purchased after September 30th the City offers prorated rates based upon date of purchase.

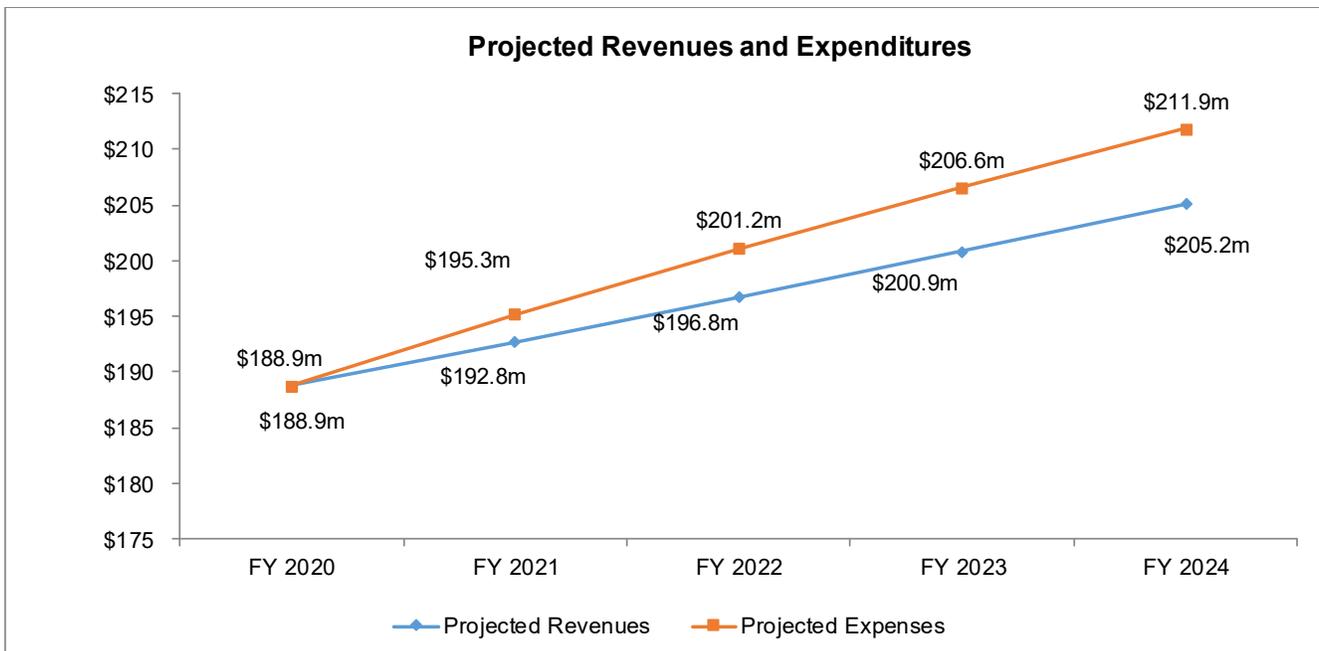
## Long Term Revenue and Expenditure Planning and Forecasts

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

FY 20 is showing revenue and expenditure growth in the General Fund, largely due to tax increases for both meals and lodging tax, increased cash contribution to the Capital Projects fund for affordable housing and employee compensation. Real Estate Taxes are the largest revenue driver, contributing a \$5.1 million increase due to new construction and general assessment increases. Other major revenue sources are showing small changes and are expected to grow at modest rates over the next few years.

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

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



### Major Revenue Sources

	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Real Estate Tax	\$ 73,337,625	\$ 75,537,754	\$ 77,803,886	\$ 80,138,003	\$ 82,542,143
% change	7.4%	3.0%	3.0%	3.0%	3.0%
City County Revenue Sharing	\$ 14,199,607	\$ 14,483,599	\$ 14,773,271	\$ 15,068,737	\$ 15,370,111
% change	-9.5%	2.0%	2.0%	2.0%	2.0%
Meals Tax	\$ 14,932,800	\$ 15,231,456	\$ 15,536,085	\$ 15,846,807	\$ 16,163,743
% change	26.1%	2.0%	2.0%	2.0%	2.0%
Sales and Use Tax	\$ 12,000,000	\$ 12,120,000	\$ 12,241,200	\$ 12,363,612	\$ 12,487,248
% change	2.9%	1.0%	1.0%	1.0%	1.0%
Personal Property Tax	\$ 9,300,000	\$ 9,486,000	\$ 9,675,720	\$ 9,869,234	\$ 10,066,619
% change	7.8%	2.0%	2.0%	2.0%	2.0%
Business Licenses	\$ 7,700,000	\$ 7,854,000	\$ 8,011,080	\$ 8,171,302	\$ 8,334,728
% change	4.1%	2.0%	2.0%	2.0%	2.0%
Transient Occupancy Tax	\$ 6,535,753	\$ 6,666,468	\$ 6,799,797	\$ 6,935,793	\$ 7,074,509
% change	28.2%	2.0%	2.0%	2.0%	2.0%
Utility Tax	\$ 4,925,600	\$ 5,024,112	\$ 5,124,594	\$ 5,227,086	\$ 5,331,628
% change	4.8%	2.0%	2.0%	2.0%	2.0%
Other Revenues	\$ 45,932,535	\$ 46,391,860	\$ 46,855,779	\$ 47,324,337	\$ 47,797,580
% change	-1.1%	1.0%	1.0%	1.0%	1.0%
<b>Total Revenues</b>	<b>\$ 188,863,920</b>	<b>\$ 192,795,249</b>	<b>\$ 196,821,413</b>	<b>\$ 200,944,911</b>	<b>\$ 205,168,309</b>
% change	5.1%	2.1%	2.1%	2.1%	2.1%

### Major Expenditure Sources

	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Local Contribution to Schools	\$ 57,366,623	\$ 58,321,075	\$ 59,303,416	\$ 60,314,468	\$ 61,355,078
% change	6.2%	1.7%	1.7%	1.7%	1.7%
Employee Salaries and Benefits*	\$ 57,689,078	\$ 60,285,087	\$ 62,696,490	\$ 64,890,867	\$ 66,837,593
% change	5.8%	4.5%	4.0%	3.5%	3.0%
Health Care +	\$ 5,793,379	\$ 6,169,949	\$ 6,540,146	\$ 6,899,854	\$ 7,244,846
% change	1.2%	6.5%	6.0%	5.5%	5.0%
Outside and Nonprofit Agency Funding	\$ 15,903,053	\$ 16,221,114	\$ 16,545,536	\$ 16,876,447	\$ 17,213,976
% change	2.0%	2.0%	2.0%	2.0%	2.0%
Transfer to Debt Service	\$ 11,049,588	\$ 12,724,476	\$ 13,549,613	\$ 14,375,001	\$ 15,200,643
% change	1.1%	15.2%	6.5%	6.1%	6.1%
Transfer to Capital Improvement Program	\$ 7,093,323	\$ 6,975,164	\$ 7,225,164	\$ 7,475,164	\$ 7,725,164
% change	32.0%	-1.7%	3.6%	3.5%	3.3%
Fund Balance Target Adjustment	\$ 481,905	\$ 575,000	\$ 800,000	\$ 800,000	\$ 800,000
% change	16.6%	19.3%	39.1%	0.0%	0.0%
Other Expenditures	\$ 33,486,971	\$ 33,989,276	\$ 34,499,115	\$ 35,016,601	\$ 35,541,850
% change	-14.1%	1.5%	1.5%	1.5%	1.5%
<b>Total Expenditures</b>	<b>\$ 188,863,920</b>	<b>\$ 195,261,139</b>	<b>\$ 201,159,479</b>	<b>\$ 206,648,402</b>	<b>\$ 211,919,151</b>
% change	5.1%	3.4%	3.0%	2.7%	2.6%

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

**FY 2020 - 2024 Revenue Projections**

These revenue sources comprise approximately 76% of the General Fund budget in FY 20:

Real Estate Tax: Real Estate assessments have increased in each of the last five assessment cycles, and the tax revenue is anticipated to increase approximately 7.4% for FY 20. Staff anticipates this rate of increase to be moderate in the future.

City/County Revenue Sharing: In FY 20 this will decrease by approximately \$1,496,753 over FY 19, which is reflective of City real estate assessments growing at a faster rate than County real estate assessments. Future projections show a slight increase, due to the total value of assessments increasing in the County.

Meals Tax: Staff is tracking the meals tax revenue by month, and FY 19 revenues are up 2.74% through the first six months of the fiscal year. For FY 20, there will be a rate increase of 1% from 5% to 6%. The tax increase is estimated to provide an additional \$2.5M in revenue.

Sales and Use Tax: Retail development remains strong in the City, and for FY 20, staff is predicting 2.89% growth (when compared to FY 19 adopted revenues), and continuing to grow at 1% in the long term.

Personal Property Tax: As both the value and number of cars continues to increase and a 7.8% increase is projected for FY 20. Staff anticipates personal property tax revenue to continue to grow at approximately 2% a year for the next several fiscal years. While the state provides some relief to individual taxpayers through a block grant, the relief percentage received by each taxpayer will continue to decline as more vehicles are registered in the City over time.

Business License Tax: Business License Taxes continue to perform well in FY 19, and a 4.05% increase is projected for FY 20. Future years show a 2% growth due to continued economic growth in the City.

Transient Occupancy Tax: The lodging tax revenue continues to show real growth as new hotels come online. For FY 20 there will be a rate increase of 1% which would take the rate from 7% to 8%. The tax increase is projected to provide an additional \$816,969 in revenue. Current projections which include the tax increase and expected growth account for a 28.2% increase in FY 20. Growth in future years projects at 2% a year.

Utility Tax: The revenue source, which includes utility taxes collected from City's gas and water operations and consumer utility tax for electric services, is trending to remain flat in FY 20. This is driven most notably by weather and therefore, mild weather means the City collects less revenue.

## **FY 2020 - FY 2024 Expenditure Projections**

These expenditure categories comprise approximately 82% of the General Fund budget in FY 20:

Local Contribution to Schools: The Budget Guidelines state that the schools receive a target amount that equates to 40% of new real estate and personal property tax revenue. The FY 20 Budget includes an amount larger than the target to meet the increasing needs of the Schools. For future years, this figure reflects the local contribution based only on the Budget Guideline.

Employee Salaries and Benefits: This is the total budget for employee salaries and benefits (which includes retirement, FICA, and life insurance). The figure also includes any cost of living increase provided, which is determined each budget year. In FY 20, this figure also includes a mid-year pay adjustment given to all sworn police positions in FY 19. In future years, this figure is expected to be higher than general cost of living increases due to continuing adjustments being made for compression, position reclassifications, and the addition of new positions.

Health Care: This is the total budget for the General Fund contribution to the City's Health Care Fund. Historically, this increase has been in the range of 9% - 15% we are gradually lowering the projection to more realistically reflect the cost burden to the City. If costs continue to rise in future years, sustainability strategies will be put in place to help reduce costs either by making plan changes or requiring a greater cost share with employees. With the continued general uncertainty regarding national health care policies, departmental healthcare budgets will remain flat but for FY 20. However, because in FY 19, we continue to see lower than expected payouts for claims a lump sum savings of \$400,000 has been included in the FY 20 budget to better reflect of the savings currently being experienced.

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

Transfer to Debt Service: These are funds required to pay off the City's long term debt and is based on the 5 year Capital Improvement Program balanced with the City's debt service policy. The estimate for FY 20 reflects the required transfer from the General Fund to fund the capital budget and corresponding debt that the City currently plans to issue.

Transfer to Capital Improvement Program: This represents the five year CIP. These contributions should keep the City in compliance with the Budget Guideline to transfer at least 3% of general fund expenditures to the Capital Improvement Program Fund.

Fund Balance Target Adjustment: This pool of funds provides the City with a cushion at the end of a fiscal year to help us achieve the fund balance policy of 17%. The FY 20 budgeted figure is what would be required to ensure we meet the policy and is projected to increase in future years as the budget increases.



## General Fund Revenues

	FY 2017-2018 Actual	FY 2018-2019 Budget	FY 2019-2020 Budget	Increase/ (Decrease)	% Change
<b>LOCAL TAXES</b>					
Real Estate Taxes	\$64,685,239	\$68,267,343	\$73,337,626	\$5,070,283	7.4%
Personal Property Tax	9,123,709	8,629,200	9,300,000	670,800	7.8%
Public Service Corporation Tax	1,373,840	1,350,000	1,428,230	78,230	5.8%
Penalty/Interest on Delinquent Taxes	434,107	350,000	350,000	0	0.0%
Utility Services Consumer Tax	4,730,782	4,699,842	4,926,600	226,758	4.8%
Virginia Communications Sales and Use Tax	2,927,794	3,000,000	2,800,000	(200,000)	(6.7%)
Franchise Taxes (See <i>VA Communications Sales and Use Tax</i> )	3,500	0	0	0	N/A
Tax on Bank Stock	1,348,260	1,200,000	1,300,000	100,000	8.3%
Tax on Wills & Deeds	581,600	550,000	600,000	50,000	9.1%
Sales & Use Tax	11,619,460	11,663,391	12,000,000	336,609	2.9%
Rolling Stock Tax	18,380	21,000	18,380	(2,620)	(12.5%)
Transient Occupancy (Lodging) Tax	5,151,629	5,100,000	6,535,753	1,435,753	28.2%
Meals Tax	9,425,158	9,453,900	12,444,000	2,990,100	31.6%
Short-Term Rental Tax	61,544	60,000	60,000	0	0.0%
Cigarette Tax	666,356	725,000	615,000	(110,000)	(15.2%)
Recordation Tax Receipts	202,954	203,191	205,223	2,032	1.0%
Vehicle Daily Rental Tax	117,458	100,000	110,000	10,000	10.0%
<b>Taxes Subtotal</b>	<b>\$112,471,770</b>	<b>\$115,372,867</b>	<b>\$126,030,812</b>	<b>\$10,657,945</b>	<b>9.2%</b>
<b>LICENSES AND PERMITS</b>					
Business & Professional Licenses	\$8,230,107	\$7,400,000	\$7,700,000	\$300,000	4.1%
Vehicle Licenses	996,546	915,000	915,000	0	0.0%
Dog Licenses	11,249	15,000	10,000	(5,000)	(33.3%)
Electrical, Heating and Mechanical Permits	238,473	250,000	250,000	0	0.0%
Building and Plumbing Permits	502,240	400,000	400,000	0	0.0%
Temporary Parking Permits (NDS)	203,175	75,000	75,000	0	0.0%
Site Plans	203,968	75,000	75,000	0	0.0%
Mail Vending Permits	143,403	125,000	0	(125,000)	(100.0%)
Fire Inspection Fees	0	0	83,000	83,000	N/A
Other Permits	158,984	110,500	140,500	30,000	27.1%
<b>Licenses and Permits Subtotal</b>	<b>\$10,688,145</b>	<b>\$9,365,500</b>	<b>\$9,648,500</b>	<b>\$283,000</b>	<b>3.0%</b>
<b>INTERGOVERNMENTAL REVENUE</b>					
<i>Revenue from State Agencies</i>					
PPTRA Revenue (State Personal Property Tax)	\$3,498,256	\$3,498,256	\$3,498,256	\$0	0.0%
State Highway Assistance	4,084,544	4,103,696	4,291,324	187,628	4.6%
Reimbursement/Constitutional Offices	1,592,109	1,634,635	1,698,184	63,549	3.9%
State Aid for Police Protection	2,077,468	2,012,664	2,077,468	64,804	3.2%
Trailer Title	1,860	1,200	1,200	0	0.0%
DMV Select Office Commissions	0	0	31,374	31,374	N/A
Other State Assistance: Misc Rev	14,886	50,000	50,000	0	0.0%
<i>Revenue from Other Intergovernmental Sources</i>					
Jefferson Area Drug Enforcement (JADE)	0	0	0	0	N/A
School Resource Officers (City Schools)	288,484	301,231	301,231	0	0.0%
Regional Library Administrative Fee	104,300	109,952	117,144	7,192	6.5%
Crisis Intervention Team Revenue	0	97,668	100,168	2,500	2.6%
Fire Department Operations (Albemarle County)	191,850	191,850	195,000	3,150	1.6%
Juvenile & Domestic Relations Court Operations (Albemarle County)	56,156	56,160	56,695	535	1.0%
Juvenile & Domestic Relations Court Building Maint. (Albemarle County)	66,000	68,508	67,610	(898)	(1.3%)
Magistrate's Office (Albemarle County)	4,105	4,150	4,250	100	2.4%
Payments In Lieu Of Taxes (Housing Authority)	33,841	33,828	33,828	0	0.0%
Fire Department (CARS)	0	0	0	0	N/A
Fire Department Ops (UVA)	305,416	320,687	329,412	8,725	2.7%
Service Charge (UVA)	60,104	46,000	46,000	0	0.0%
Property Maintenance (UVA)	52,123	58,956	60,725	1,769	3.0%
<b>Intergovernmental Revenue Subtotal</b>	<b>\$12,431,502</b>	<b>\$12,589,441</b>	<b>\$12,959,869</b>	<b>\$370,428</b>	<b>2.9%</b>
<b>CHARGES FOR SERVICE</b>					
Property Transfer Fees	\$1,195	\$1,000	\$1,000	\$0	0.0%
Zoning Appeal Fees	1,700	1,100	1,100	0	0.0%
Court Revenue (Circ/Genl Dist Cts)	523,720	500,000	500,000	0	0.0%
Circuit Court - Online Land Records Subscription Revenue	23,180	30,000	30,000	0	0.0%
Parking Meter Receipts	0	0	0	0	N/A
Parking Garage Revenue	0	0	0	0	N/A
Internal City Services	996,945	1,941,424	1,909,500	(31,924)	(1.6%)
Utility Cut Permits	224,791	185,000	185,000	0	0.0%
Recreation Income	1,598,651	1,765,246	1,694,683	(70,563)	(4.0%)
Reimbursable Overtime	264,387	265,000	265,000	0	0.0%
Zone Parking Permit Fees	0	0	0	0	N/A
Payment in Lieu of Taxes: Utilities	5,397,765	5,776,201	5,975,560	199,359	3.5%
Indirect Cost Recovery	131,217	125,000	125,000	0	0.0%
Waste Disposal Fees	1,074,974	1,050,000	1,100,000	50,000	4.8%
Emergency Medical Services (Ambulance) Revenue Recovery	0	1,440,000	1,100,000	(340,000)	(23.6%)
Other Charges and Fees for Services	170,913	125,000	125,000	0	0.0%
<b>Charges for Service Subtotal</b>	<b>\$10,409,438</b>	<b>\$13,204,971</b>	<b>\$13,011,843</b>	<b>(\$193,128)</b>	<b>(1.5%)</b>

	FY 2017-2018 Actual	FY 2018-2019 Budget	FY 2019-2020 Budget	Increase/ (Decrease)	% Change
<b>PARKING FINES</b>					
Parking Fines	\$0	\$0	\$0	\$0	N/A
<b>Fines Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>MISCELLANEOUS REVENUE</b>					
Interest Earned	\$553,153	\$515,000	\$756,000	\$241,000	46.8%
Rent	148,268	175,000	175,000	0	0.0%
Jessup/Levy/7th Street Properties Revenue	0	60,000	0	(60,000)	(100.0%)
Refund of Prior Years' Expenditures	671,741	30,000	50,000	20,000	66.7%
Parking Garage Maintenance	804	0	0	0	N/A
Other Miscellaneous Revenue	320,837	363,000	363,000	0	0.0%
<b>Miscellaneous Revenue Subtotal</b>	<b>\$1,694,803</b>	<b>\$1,143,000</b>	<b>\$1,344,000</b>	<b>\$201,000</b>	<b>17.6%</b>
<b>CARRYOVER FUNDS (PREVIOUS FISCAL YEAR)</b>					
Arts Coordination and Planning Savings	\$0	\$114,000	\$0	(\$114,000)	(100.0%)
Assistant City Manager Position Vacancy Savings	0	100,000	0	(100,000)	(100.0%)
Blue Ridge Regional Jail Debt Service Reimbursement	0	586,259	0	(586,259)	(100.0%)
Council Strategic Initiatives Fund	0	206,400	44,000	(162,400)	(78.7%)
<b>Carryover Funds Subtotal</b>	<b>\$0</b>	<b>\$1,006,659</b>	<b>\$44,000</b>	<b>(\$962,659)</b>	<b>(95.6%)</b>
<b>TRANSFERS FROM OTHER FUNDS</b>					
Risk Management Fund	\$350,000	\$350,000	\$0	(\$350,000)	(100.0%)
Landfill Reserve Fund	0	250,000	250,000	0	0.0%
Human Services Fund	0	250,000	772,579	522,579	209.0%
Parking Enterprise Fund	1,723,475	1,500,000	1,200,000	(300,000)	(20.0%)
<b>Transfers from Other Funds Subtotal</b>	<b>\$2,073,475</b>	<b>\$2,350,000</b>	<b>\$2,222,579</b>	<b>(\$127,421)</b>	<b>(5.4%)</b>
<b>CITY/COUNTY REVENUE SHARING: OPERATING BUDGET</b>	<b>\$10,290,321</b>	<b>\$9,921,594</b>	<b>\$6,831,284</b>	<b>(\$3,090,310)</b>	<b>(31.1%)</b>
<b>OPERATING BUDGET TOTAL</b>	<b>\$160,059,454</b>	<b>\$164,954,032</b>	<b>\$172,092,887</b>	<b>\$7,138,855</b>	<b>4.3%</b>
<b>DESIGNATED REVENUE</b>					
Contractual Services: Pupil Transportation	\$2,863,739	\$2,956,210	\$2,972,130	\$15,920	0.5%
Contractual Services: School Building Maintenance	3,683,168	3,677,052	3,816,780	139,728	3.8%
City/County Revenue Sharing: Transfer to Capital Improvement Program Fund	5,165,164	5,374,766	6,968,323	1,593,557	29.6%
Transfer to the Capital Improvement Program: Mall Vendor Fees	0	0	125,000	125,000	N/A
City/County Revenue Sharing: Transfer to Facilities Repair Fund	400,000	400,000	400,000	0	0.0%
Meals Tax Revenue: Transfer to Debt Service Fund	2,356,289	2,363,475	2,488,800	125,325	5.3%
<b>DESIGNATED REVENUE TOTAL</b>	<b>14,468,360</b>	<b>14,771,503</b>	<b>16,771,033</b>	<b>\$1,999,530</b>	<b>13.5%</b>
<b>TOTAL CITY BUDGET</b>	<b>\$174,527,814</b>	<b>\$179,725,535</b>	<b>\$188,863,920</b>	<b>\$9,138,385</b>	<b>5.1%</b>

**CITY SCHOOLS BUDGET**

	FY 2017-2018 Actual	FY 2018-2019 Budget*	FY 2019-2020 Budget	Increase/ (Decrease)	% Change
<b>SCHOOL OPERATIONS (SCHOOL GENERAL FUND)</b>					
Local Contribution	\$48,858,135	\$51,533,776	\$54,769,197	\$3,235,421	6.3%
State Funds	16,098,227	16,280,948	16,835,116	554,168	3.4%
Federal Funds	9,271	24,000	24,000	0	0.0%
Fund Balance	0	625,996	782,410	156,414	25.0%
Misc. Revenue	1,129,265	1,194,046	1,175,382	(18,664)	(1.6%)
<b>TOTAL SCHOOL OPERATIONS BUDGET</b>	<b>\$66,094,898</b>	<b>\$69,658,766</b>	<b>\$73,586,105</b>	<b>\$3,927,339</b>	<b>5.6%</b>

\*FY 2018-2019 Revised Budget

## Non General Funds Revenues

	FY 2017-2018 Actual	FY 2018-2019 Budget	FY 2019-2020 Budget	Increase/ (Decrease)	% Change
<b>GOLF COURSE FUND</b>					
Sales and Concessions	\$51,607	\$50,500	\$52,500	\$2,000	4.0%
Greens Fees, Lessons, Etc.	478,229	483,132	519,000	35,868	7.4%
Cart Rentals	191,593	213,500	223,500	10,000	4.7%
Annual Memberships, Passes	65,918	60,000	60,000	0	0.0%
Misc. Revenue	0	6,940	6,940	0	0.0%
Transfer from General Fund	133,006	149,204	128,000	(21,204)	(14.2%)
<b>GOLF COURSE FUND REVENUE TOTAL</b>	<b>\$920,353</b>	<b>\$963,276</b>	<b>\$989,940</b>	<b>\$26,664</b>	<b>2.8%</b>
<b>DEPARTMENT OF SOCIAL SERVICES FUND</b>					
Intergovernmental Revenue	\$9,580,901	\$9,722,791	\$9,927,629	\$204,838	2.1%
Misc. Revenue	10,044	1,327,956	1,562,152	234,196	17.6%
Transfer from General Fund	3,370,732	3,302,777	3,302,777	0	0.0%
<b>DEPARTMENT OF SOCIAL SERVICES FUND REVENUE</b>	<b>\$12,961,677</b>	<b>\$14,353,524</b>	<b>\$14,792,558</b>	<b>\$439,034</b>	<b>3.1%</b>
<b>HUMAN SERVICES FUND</b>					
Intergovernmental Revenue	\$388,004	\$424,000	\$375,000	(\$49,000)	(11.6%)
Welfare Revenue	5,264,904	4,405,976	5,361,311	955,335	21.7%
Misc. Revenue	15,327	97,372	174,437	77,065	79.1%
Transfer from General Fund	672,398	662,030	662,030	0	0.0%
<b>HUMAN SERVICES FUND REVENUE SUBTOTAL</b>	<b>\$6,340,633</b>	<b>\$5,589,378</b>	<b>\$6,572,778</b>	<b>\$983,400</b>	<b>17.6%</b>
<b>WATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Water Sales Revenue	\$10,409,263	\$11,599,327	\$12,304,490	\$705,163	6.1%
Water Connection Fees	397,700	125,000	0	(125,000)	(100.0%)
Other Fees	256,505	150,000	200,000	50,000	33.3%
Misc. Revenue	19,724	0	0	0	N/A
Bond Proceeds	3,923,888	5,250,000	5,775,000	525,000	10.0%
Transfer from Other Funds	1,800,000	1,800,000	1,800,000	0	0.0%
<b>WATER FUND REVENUE TOTAL</b>	<b>\$16,807,081</b>	<b>\$18,924,327</b>	<b>\$20,079,490</b>	<b>\$1,155,163</b>	<b>6.1%</b>
<b>WASTEWATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Wastewater Sales Revenue	\$14,672,753	\$15,020,187	\$15,426,758	\$406,571	2.7%
Other Fees	30,348	20,000	25,000	5,000	25.0%
Misc. Revenue	23,731	0	0	0	N/A
Bond Proceeds	920,000	2,000,000	2,000,000	0	0.0%
Transfer from Other Funds	3,000,000	3,000,000	3,000,000	0	0.0%
<b>WASTEWATER REVENUE TOTAL</b>	<b>\$18,646,832</b>	<b>\$20,040,187</b>	<b>\$20,451,758</b>	<b>\$411,571</b>	<b>2.1%</b>
<b>GAS (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Gas Sales Revenue	\$22,225,018	\$27,866,897	\$25,033,599	(\$2,833,298)	(10.2%)
Other Fees	271,574	325,000	333,500	8,500	2.6%
Misc. Revenue	10,152	0	0	0	N/A
Transfer from Other Funds	300,000	300,000	300,000	0	0.0%
<b>GAS REVENUE TOTAL</b>	<b>\$22,806,744</b>	<b>\$28,491,897</b>	<b>\$25,667,099</b>	<b>(\$2,824,798)</b>	<b>(9.9%)</b>

	FY 2017-2018 Actual	FY 2018-2019 Budget	FY 2019-2020 Budget	Increase/ (Decrease)	% Change
<b>STORMWATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Stormwater Fee Revenue	\$1,994,791	\$1,982,720	\$1,944,572	(\$38,148)	(1.9%)
Bond Proceeds	1,610,000	1,750,000	950,000	(800,000)	(45.7%)
Transfer from Other Funds	129,683	129,683	129,683	0	0.0%
<b>STORMWATER REVENUE TOTAL</b>	<b>\$3,734,474</b>	<b>\$3,862,403</b>	<b>\$3,024,255</b>	<b>(\$838,148)</b>	<b>(21.7%)</b>
<b>TRANSIT FUND</b>					
Intergovernmental Revenue (Transit Operations)	\$4,414,519	\$4,643,439	\$4,807,590	\$164,151	3.5%
Intergovernmental Revenue (Transit Bus Replacement)	143,535	110,400	0	(110,400)	(100.0%)
Transfer from Capital Improvement Program (Local Match)	111,358	4,600	21,000	16,400	356.5%
Charges for Services	798,650	759,198	776,550	17,352	2.3%
Misc. Revenue	118,073	43,382	43,382	0	0.0%
Transfer from General Fund (Transit Operations)	2,591,134	2,441,965	2,513,651	71,686	2.9%
<b>TRANSIT FUND REVENUE TOTAL</b>	<b>\$8,177,269</b>	<b>\$8,002,984</b>	<b>\$8,162,173</b>	<b>\$159,189</b>	<b>2.0%</b>
<b>FLEET MANAGEMENT FUND</b>					
Charges for Services	\$793,574	\$1,053,517	\$1,108,444	\$54,927	5.2%
<b>FLEET MANAGEMENT FUND REVENUE TOTAL</b>	<b>\$793,574</b>	<b>\$1,053,517</b>	<b>\$1,108,444</b>	<b>\$54,927</b>	<b>5.2%</b>
<b>INFORMATION TECHNOLOGY FUND</b>					
Charges for Services - IT Operations	\$2,551,977	\$0	\$0	\$0	N/A
Charges for Services - GIS Operations	66,434	0	0	0	N/A
Infrastructure Replacement Pool	252,729	267,500	232,900	(34,600)	(12.9%)
IT Computer Replacement Pool	0	0	59,000	59,000	N/A
Transfer from Gas Fund (City Link Operations)	1,101,210	1,000,000	1,000,000	0	0.0%
Transfer from Non General Funds (City Link Operations)	98,811	200,000	200,000	0	0.0%
<b>INFORMATION TECHNOLOGY FUND REVENUE TOTAL</b>	<b>\$4,071,161</b>	<b>\$1,467,500</b>	<b>\$1,491,900</b>	<b>\$24,400</b>	<b>1.7%</b>
<b>WAREHOUSE FUND</b>					
Charges for Services	\$183,641	\$166,389	\$166,389	\$0	0.0%
<b>WAREHOUSE FUND REVENUE TOTAL</b>	<b>\$183,641</b>	<b>\$166,389</b>	<b>\$166,389</b>	<b>\$0</b>	<b>0.0%</b>
<b>CITY SCHOOLS BUDGET</b>					
<b>SCHOOL OPERATIONS (NON GENERAL FUNDS)</b>					
Local Contribution	\$2,472,469	\$2,464,426	\$2,597,426	\$133,000	5.4%
State Revenue	4,723,125	4,975,316	4,022,697	(952,619)	(19.1%)
Federal Revenue	4,906,308	4,872,199	5,332,594	460,395	9.4%
Misc. Revenue	2,328,442	2,091,979	2,516,308	424,329	20.3%
<b>SCHOOL OPERATIONS (NON GENERAL FUND) REVENUE TOTAL</b>	<b>\$14,430,344</b>	<b>\$14,403,920</b>	<b>\$14,469,025</b>	<b>\$65,105</b>	<b>0.5%</b>

\*FY 2018-2019 Revised Budget

## Expenditures (All Funds)

	FY2017-2018 General Fund Actual	FY2018-2019 General Fund Budget	FY2019-2020 General Fund Budget	FY2017-2018 Other Funds Actual	FY2018-2019 Other Funds Budget	FY2019-2020 Other Funds Budget
<b>MANAGEMENT</b>						
Council Strategic Initiatives	\$152,302	\$0	\$0	\$0	\$0	\$0
Jefferson School Heritage Center	450,000	500,000	0	0	0	0
Residents on the Job (CRHA)	0	106,400	0	0	0	0
City Council/Clerk of Council	405,340	574,520	609,683	0	0	0
Office of the City Manager: Administration, Redevelopment Manager, Communications, Economic Development	2,583,760	2,655,057	2,763,541	0	0	0
Office of the City Attorney	833,910	1,021,509	1,030,055	0	0	0
Office of the General Registrar	580,238	560,232	605,508	0	0	0
Organizational Memberships & Workforce Development Agencies	197,195	202,134	235,084	0	0	0
<b>MANAGEMENT SUBTOTAL</b>	<b>\$5,202,745</b>	<b>\$5,619,852</b>	<b>\$5,243,871</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NON-DEPARTMENTAL</b>						
Non-Departmental Activities	\$1,200,074	\$763,415	\$847,855	\$0	\$0	\$0
<b>NON-DEPARTMENTAL SUBTOTAL</b>	<b>\$1,200,074</b>	<b>\$763,415</b>	<b>\$847,855</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DEBT SERVICE PAYMENT</b>						
General Fund Contribution	\$7,618,000	\$8,210,788	\$8,210,788	\$0	\$0	\$0
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	0	0	0
<b>DEBT SERVICE PAYMENT SUBTOTAL</b>	<b>\$7,968,000</b>	<b>\$8,560,788</b>	<b>\$8,560,788</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FUND BALANCE TARGET ADJUSTMENT</b>						
Fund Balance Target Adjustment	\$0	\$413,148	\$481,905	\$0	\$0	\$0
<b>FUND BALANCE TARGET ADJUSTMENT SUBTOTAL</b>	<b>\$0</b>	<b>\$413,148</b>	<b>\$481,905</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EMPLOYEE COMPENSATION AND TRAINING</b>						
Compensation and Benefits (4.17% salary increase July 1, 2019)	\$0	\$1,400,000	\$2,123,527	\$0	\$0	\$0
Compensation and Benefits (4.83% Police mid-year FY 19)	\$0	\$0	\$518,410	\$0	\$0	\$0
Contribution to Retirement Fund	506,000	0	0	0	0	0
Citywide Attrition Savings	0	(750,000)	(1,000,000)	0	0	0
Living Wage Adjustments	0	274,884	95,000	0	0	0
Health Care Savings	0	0	(400,000)	0	0	0
Unemployment Compensation	41,923	50,000	50,000	0	0	0
Corporate Training Fund	46,069	0	55,860	0	0	0
Miscellaneous Expenses	260,490	250,000	234,950	0	0	0
<b>EMPLOYEE COMPENSATION AND TRAINING SUBTOTAL</b>	<b>\$854,482</b>	<b>\$1,224,884</b>	<b>\$1,677,747</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>INTERNAL SERVICES</b>						
Finance Department: Procurement, Risk Management, Warehouse	\$389,548	\$345,052	\$357,574	\$3,665,648	\$3,407,140	\$3,791,404
Human Resources Department	1,083,537	1,210,180	1,215,923	0	0	0
Information Technology Department	0	2,881,027	2,996,483	4,337,230	1,467,500	1,491,900
<b>INTERNAL SERVICES SUBTOTAL</b>	<b>\$1,473,085</b>	<b>\$4,436,259</b>	<b>\$4,569,980</b>	<b>\$8,002,878</b>	<b>\$4,874,640</b>	<b>\$5,283,304</b>
<b>FINANCIAL SERVICES</b>						
Office of the Commissioner of Revenue	\$1,324,213	\$1,320,872	\$1,344,901	\$0	\$0	\$0
Finance Department: Administration/City Assessor/ Utility Billing Office	2,173,164	2,193,980	2,187,410	1,103,783	1,714,859	1,748,763
Office of the City Treasurer	1,326,019	1,313,261	1,356,697	0	0	0
<b>FINANCIAL SERVICES SUBTOTAL</b>	<b>\$4,823,396</b>	<b>\$4,828,113</b>	<b>\$4,889,008</b>	<b>\$1,103,783</b>	<b>\$1,714,859</b>	<b>\$1,748,763</b>

	FY2017-2018 General Fund Actual	FY2018-2019 General Fund Budget	FY2019-2020 General Fund Budget	FY2017-2018 Other Funds Budget	FY2018-2019 Other Funds Budget	FY2019-2020 Other Funds Budget
<b>HEALTHY FAMILIES AND COMMUNITY</b>						
Charlottesville Albemarle Convention & Visitors Bureau	\$916,039	\$1,038,546	\$1,103,921	\$807,539	\$841,004	\$0
Children's Services Act	2,111,864	1,804,722	2,004,722	7,610,851	6,434,734	6,440,142
Community Events and Festivals	61,487	73,000	45,500	0	0	0
Contributions to Children, Youth, and Family Programs	3,470,486	3,757,812	3,782,316	0	0	0
Contributions to Education and the Arts	2,010,516	2,230,837	2,273,706	0	0	0
Department of Social Services	3,370,732	3,302,777	3,302,777	9,590,946	11,050,747	11,489,781
Housing Programs and Tax Relief	1,266,451	1,516,513	2,177,965	0	0	0
Department of Human Services	672,398	662,030	662,030	5,225,831	4,927,348	5,910,748
Neighborhood Development Services	3,832,392	3,847,635	3,981,475	0	0	0
Office of Human Rights	182,487	249,976	238,438	0	0	0
Parks and Recreation Department	10,224,377	10,968,758	11,535,820	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	133,006	149,204	128,000	733,977	814,072	861,940
<b>HEALTHY FAMILIES AND COMMUNITY SUBTOTAL</b>	<b>\$28,252,234</b>	<b>\$29,601,810</b>	<b>\$31,236,670</b>	<b>\$23,969,144</b>	<b>\$24,067,905</b>	<b>\$24,702,611</b>
<b>INFRASTRUCTURE AND TRANSPORTATION</b>						
Public Works Department: Administration, Facilities Developmen Facilities Maintenance, Environmental	\$2,844,551	\$3,089,898	\$3,333,152	\$560,415	\$554,868	\$600,866
Public Works Department: Public Service, Fleet Maintenance	7,290,608	7,477,210	7,699,142	1,036,997	1,056,942	1,169,528
Charlottesville Area Transit and JAUNT Paratransit Services	3,721,622	3,814,412	4,064,567	5,945,921	5,565,619	5,648,522
Public Utilities Department: Gas, Water, Wastewater	0	0	0	59,410,337	64,870,230	63,920,931
Public Utilities Department: Stormwater	0	0	0	1,824,096	3,751,995	2,913,611
<b>INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL</b>	<b>\$13,856,781</b>	<b>\$14,381,520</b>	<b>\$15,096,861</b>	<b>\$68,777,766</b>	<b>\$75,799,654</b>	<b>\$74,253,458</b>
<b>PUBLIC SAFETY AND JUSTICE</b>						
Office of the City Sheriff	\$1,211,398	\$1,290,426	\$1,275,198	\$0	\$0	\$0
Office of the Commonwealth Attorney	1,038,346	1,197,559	1,155,259	0	0	0
Contributions to Programs Supporting Public Safety and Justice	8,244,687	8,148,493	7,850,553	0	0	0
Courts and Other Support Services	1,247,379	1,209,252	1,283,219	0	0	0
Fire Department	12,157,732	12,413,475	12,539,795	0	0	0
Police Department	18,266,089	16,866,836	18,017,555	0	0	0
<b>PUBLIC SAFETY AND JUSTICE SUBTOTAL</b>	<b>\$42,165,631</b>	<b>\$41,126,041</b>	<b>\$42,121,579</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>LOCAL CONTRIBUTION TO SCHOOLS</b>						
Local Contribution to Schools	\$51,330,604	\$53,998,202	\$57,366,623	\$0	\$0	\$0
<b>SCHOOLS SUBTOTAL</b>	<b>\$51,330,604</b>	<b>\$53,998,202</b>	<b>\$57,366,623</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL CITY OPERATIONS</b>	<b>\$157,127,033</b>	<b>\$164,954,032</b>	<b>\$172,092,887</b>	<b>\$101,853,571</b>	<b>\$106,457,058</b>	<b>\$105,988,136</b>
<b>DESIGNATED EXPENDITURES</b>						
Contractual Services: Pupil Transportation	\$2,588,628	\$2,956,210	\$2,972,130	\$0	\$0	\$0
Contractual Services: School Building Maintenance	3,742,895	3,677,052	3,816,780	0	0	0
Transfer to Capital Improvement Program Fund	11,022,129	5,374,766	6,968,323	0	0	0
Transfer to Capital Improvement Program Fund: Mall Vendor Fees	0	0	125,000	0	0	0
Transfer to Facilities Repair Fund	400,000	400,000	400,000	0	0	0
Transfer to Debt Service Fund (Meals Tax Portion)	2,403,750	2,363,475	2,488,800	0	0	0
Transfer to Miscellaneous Funds	25,374	0	0	0	0	0
<b>DESIGNATED EXPENDITURES TOTAL</b>	<b>\$20,182,777</b>	<b>\$14,771,503</b>	<b>\$16,771,033</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL CITY BUDGET</b>	<b>\$177,309,810</b>	<b>\$179,725,535</b>	<b>\$188,863,920</b>	<b>\$101,853,571</b>	<b>\$106,457,058</b>	<b>\$105,988,136</b>
<b>CITY SCHOOLS BUDGET</b>						
	FY2017-2018 General Fund Actual	FY2018-2019 General Fund Budget	FY2019-2020 General Fund Budget	FY2017-2018 Other Funds Actual*	FY2018-2019 Other Funds Budget	FY2019-2020 Other Funds Budget
<b>SCHOOL OPERATIONS</b>						
School Operations	\$66,560,985	\$69,658,766	\$73,586,105	\$15,084,629	\$14,403,920	\$14,469,025
<b>TOTAL SCHOOL OPERATIONS BUDGET</b>	<b>\$66,560,985</b>	<b>\$69,658,766</b>	<b>\$73,586,105</b>	<b>\$15,084,629</b>	<b>\$14,403,920</b>	<b>\$14,469,025</b>

\*FY 2018-2019 Revised Budget

# Management



City Council Strategic Initiatives

City Council/Clerk of Council

Office of the City Manager:  
*Administration*  
*Redevelopment Manager*  
*Communications*  
*Economic Development*

Office of the City Attorney

Office of the General Registrar

Organizational Memberships and  
Workforce Development Agencies

**City Strategic Goals Key:**



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

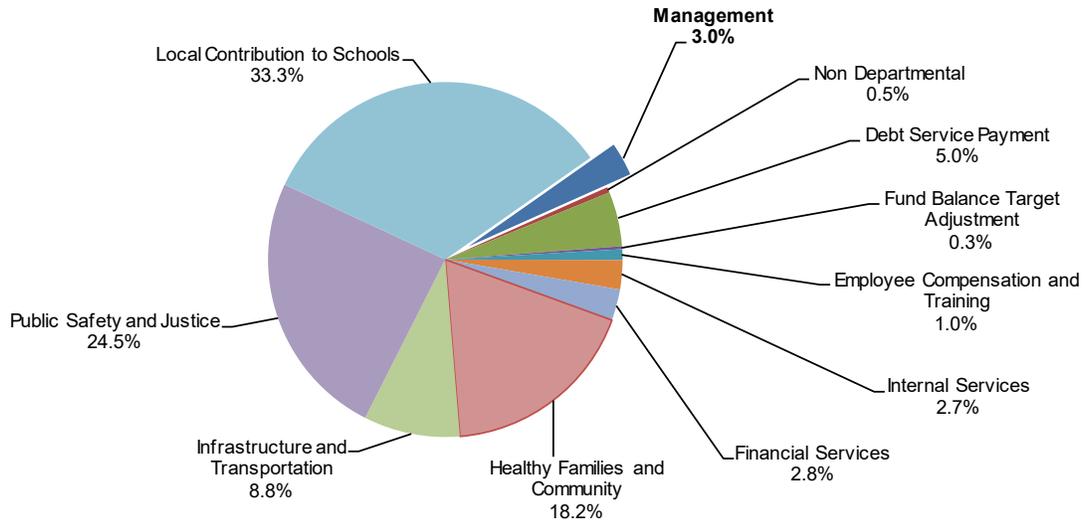


Goal 4: A Strong, Creative and Diversified Economy

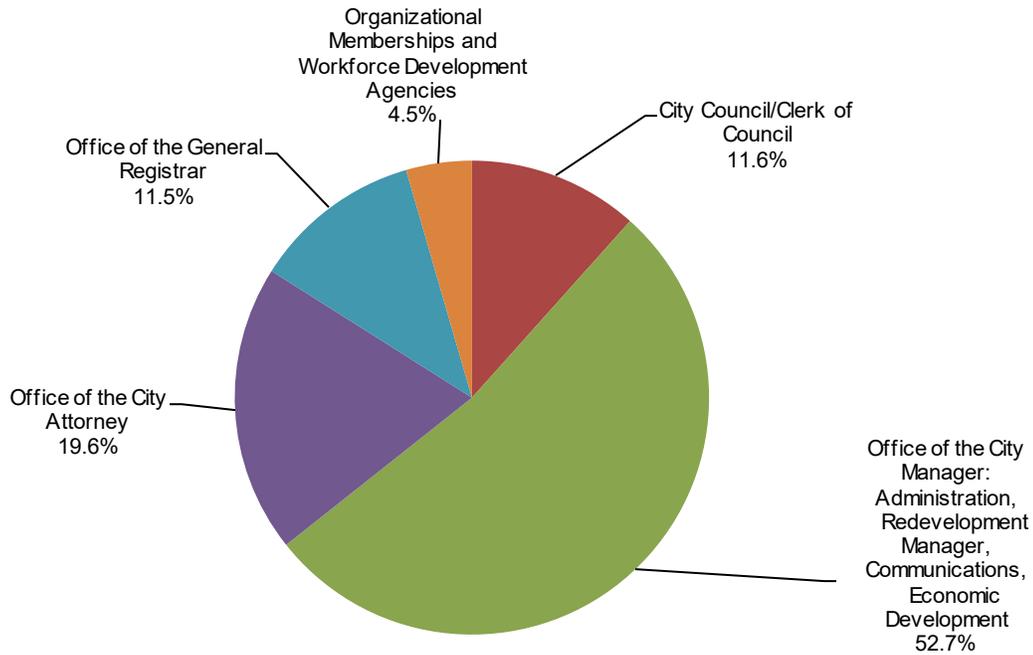


Goal 5: A Well-managed and Responsive Organization

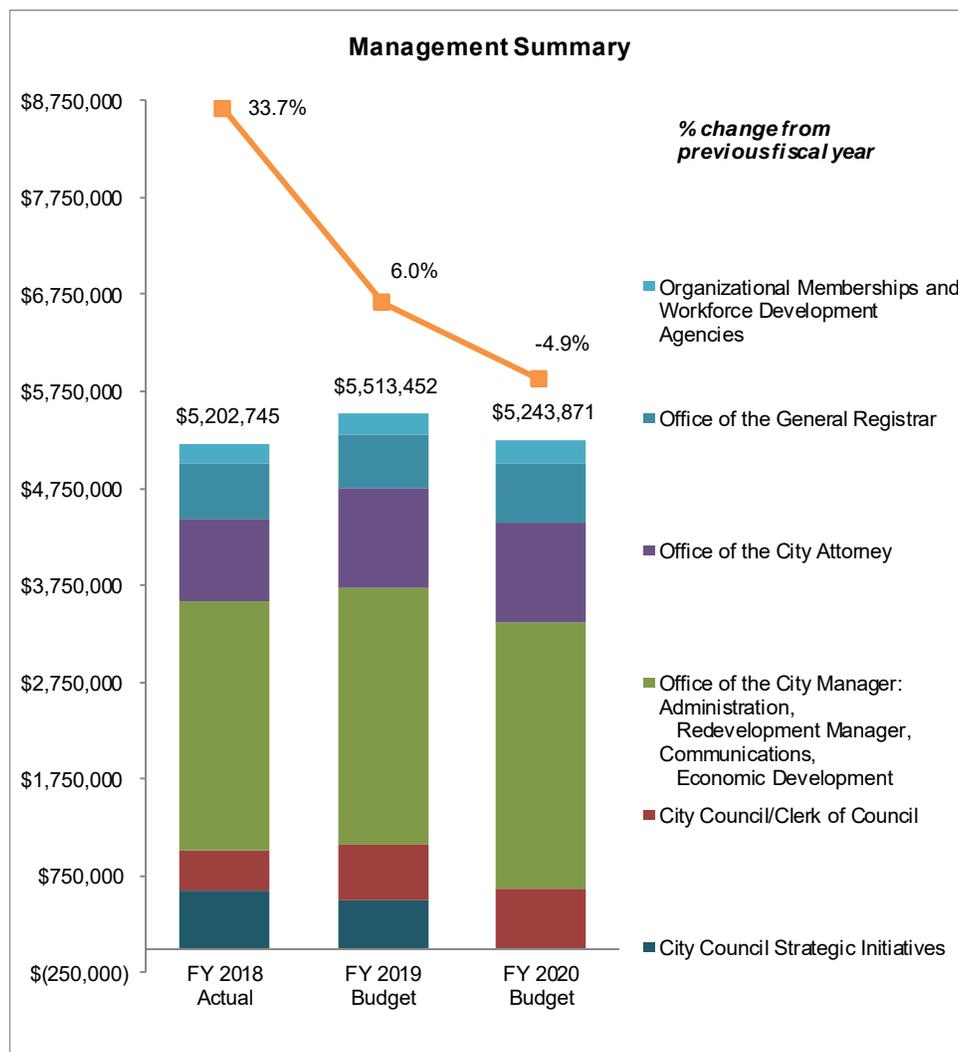
**Management**  
% of General Fund Operating Budget



**Management Overview**  
General Fund



Management Summary	FY2018	FY2019	FY2020	FY2018	FY2019	FY2020
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
<b>MANAGEMENT</b>						
City Council Strategic Initiatives	\$152,302	\$0	\$0	\$0	\$0	\$0
GED Program	0	0	0	0	0	0
Jefferson School Heritage Center	450,000	500,000	0	0	0	0
Residents on the Job (CRHA)	0	106,400	0	0	0	0
City Council/Clerk of Council	405,340	574,520	609,683	0	0	0
Office of the City Manager: Administration, Redevelopment Manager, Communications, Economic Development	2,583,760	2,655,057	2,763,541	0	0	0
Office of the City Attorney	833,910	1,021,509	1,030,055	0	0	0
Office of the General Registrar	580,238	560,232	605,508	0	0	0
Organizational Memberships and Workforce Development Agencies	197,195	202,134	235,084	0	0	0
<b>MANAGEMENT SUBTOTAL</b>	<b>\$5,202,745</b>	<b>\$5,619,852</b>	<b>\$5,243,871</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## City Council Strategic Initiatives

City Council Strategic Initiatives provide a means for Council to initiate new programs or expand existing programs to address the community vision and priorities established by Council as part of the City’s Strategic Plan. Examples of programs that Council could consider include youth development opportunities, community engagement, job development services, workforce development, transit enhancements, pedestrian safety, education programs, diversity initiatives, green city initiatives, infrastructure improvement, housing, sustainability and other programs that help achieve Council’s goals, those of the City’s Strategic Plan, and the overall vision for the City.

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
City Council Strategic Initiatives	\$9,446	\$42,876	\$152,302	\$0	\$0	\$0	NA
GED Program	0	0	0	0	0	0	NA
Jefferson School Heritage Center	0	0	450,000	500,000	0	(500,000)	-100.0%
Residents on the Job (CRHA)	<u>0</u>	<u>0</u>	<u>0</u>	<u>106,400</u>	<u>0</u>	<u>(106,400)</u>	<u>-100.0%</u>
<b>General Fund Total</b>	<b>\$9,446</b>	<b>\$42,876</b>	<b>\$602,302</b>	<b>\$606,400</b>	<b>\$0</b>	<b>(\$606,400)</b>	<b>-100.0%</b>

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

### City Council Strategic Goals

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



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## City Council/Clerk of Council

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**Strategic Plan  
Alignment**

**City Council/Clerk of Council**  
FY 20 Budget - \$609,683



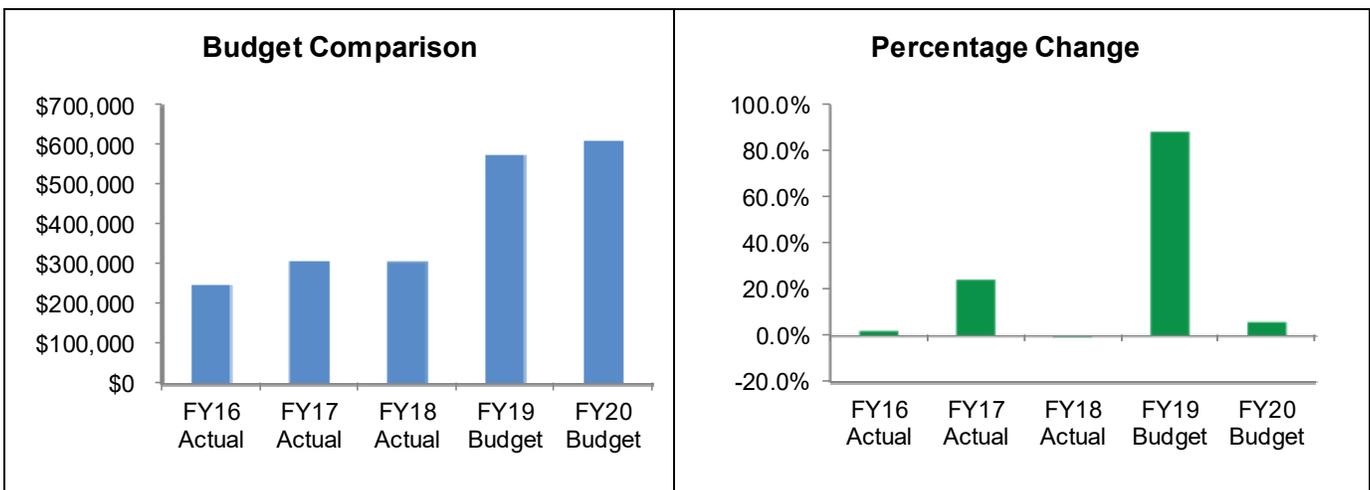
City Council establishes major policies for the City government. The five-member Council is responsible for adopting the annual budget, changing City Code, and passing laws to ensure the public's safety and welfare. City Council receives minimal compensation for their service, which is reflected in Salaries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

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

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

Funding Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$195,162	\$226,804	\$305,878	\$515,930	\$518,621	\$2,691	0.5%
Other Expenditures	51,813	80,410	99,462	58,590	91,062	\$32,472	55.4%
<b>General Fund Total</b>	<b>\$246,975</b>	<b>\$307,214</b>	<b>\$405,340</b>	<b>\$574,520</b>	<b>\$609,683</b>	<b>\$35,163</b>	<b>6.1%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	1.0	1.0	1.0	4.0	4.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits**

- 3% salary increase provided in FY 19.
- Salary savings resulting from staff turnover.

**Other Expenditures**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Increases in the travel and education and training allocations for Council.
- Increases in professional services for increased facilitation services.
- Increases in service contracts for increased costs associated with the Granicus meeting software.
- Increase in parking validation costs.

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## Office of the City Manager Administration – Redevelopment Manager - Communications – Economic Development

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*Strategic Plan  
Alignment*

### Administration

*FY 20 Budget - \$1,270,728*



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

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

### Redevelopment Manager

*FY 20 Budget - \$160,589*



The City's Redevelopment Manager coordinates and manages housing and redevelopment projects in the City and manages implementation of the Strategic Investment Area (SIA) Plan, including programs and activities to attract and retain businesses in the SIA, workforce development, citizen engagement, neighborhood revitalization, and human services.

### Communications

*FY 20 Budget - \$552,602*



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

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## Office of the City Manager Administration – Redevelopment Manager - Communications – Economic Development

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**Strategic Plan  
Alignment**

### **Economic Development** *FY 20 Budget - \$609,716*



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

### **Economic Development - Downtown Job Center** *FY 20 Budget - \$169,906*

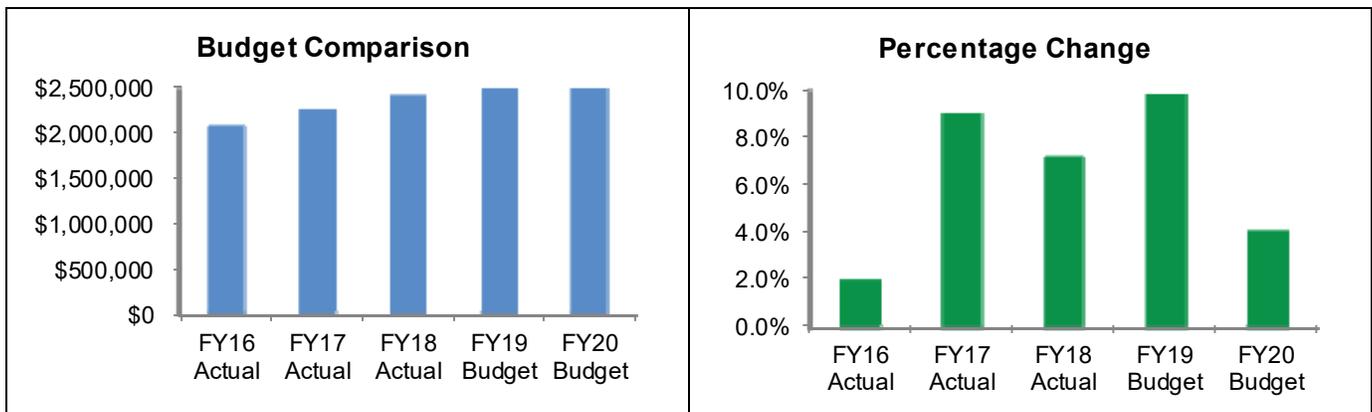


The establishment of the Downtown Job Center has strengthened the City’s partnership with the Virginia Workforce Center – Charlottesville and the workforce services providers collocated at the Job Center, while ensuring that City residents have access to training opportunities and resources that will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

## Office of the City Manager Administration – Redevelopment Manager - Communications - Economic Development

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,846,596	\$2,001,816	\$2,186,642	\$2,396,078	\$2,489,582	\$93,504	3.9%
Other Expenditures	223,199	254,102	397,118	258,979	273,959	14,980	5.8%
<b>General Fund Total</b>	<b>\$2,069,795</b>	<b>\$2,255,918</b>	<b>\$2,583,760</b>	<b>\$2,655,057</b>	<b>\$2,763,541</b>	<b>\$108,484</b>	<b>4.1%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	15.0	17.0	18.5	20.5	20.5	0.0
Non General Fund FTEs	0.0	1.0	1.0	1.0	1.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits**

- 3% salary increase given in FY 19.
- In FY19 City Council added a Social Media Coordinator position to the Office of Communications. This position was initially paid for through funds in the Citywide Reserve account but those costs are now reflected in the FY 20 budget.
- Decrease for the Downtown Job Center as the part time Customer Service Representative will be paid directly from a grant received by the City starting in FY 2020.

**Other Expenditures**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Decrease in temporary labor costs.
- Increased software licensing cost.

**Office of the City Manager**  
**Administration – Redevelopment Manager - Communications -**  
**Economic Development**  
*Strategic Plan Performance Measures*

**Office of the City Manager / Communications**

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

*5.1 Integrate effective business practices and strong fiscal policies*

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
% of Proficient and Outstanding rating scores for the Government Finance Officers Association (GFOA) Budget Presentation Award	93%	98%	100%	100%	100%

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
% of Citizen Budget Survey respondents who feel city services are worth tax dollars spent*	58%	57%	55%	46%	46%

*5.4 Foster effective community engagement*

	2014	2015	2016	2017	2018
# of press releases sent out ensuring that residents and citizens have important and timely information	170	190	181	126	438

# of website visits	1,187,147	1,093,994	1,096,290	1,455,955	1,712,336
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Meetings streamed, broadcast & archived (Council, Planning, BAR, CRHA)	59	60	58	61	82
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\*In FY 2017, the feedback tool was changed.

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

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

*1.2 Prepare residents for the workforce*

	2014	2015	2016	2017	2018
# of employers participating in City sponsored Spring job fair (in October, there is a career conference in place of the job fair, with fewer participating employers)	68	100	100	102	105

# of attendees at City sponsored job fairs	1,500	1,000	1,000	800	800
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	FY2015	FY2016	FY2017	FY2018
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# of visitors to Downtown Job Center <sup>(a)</sup>	1,614	2,231	1,440	916
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# of City residents visiting the Downtown Job Center <sup>(a)</sup>	769	927	504	247
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**Goal 4: A Strong, Creative and Diversified Economy**

*4.2 Attract and cultivate a variety of new businesses*

	2014	2015	2016	2017	2018
Change in value of commercial property	3.67%	6.01%	31.38%	3.82%	7.12%

Commercial real estate ratio as compared to residential real estate	39.0%	39.0%	45.0%	43.0%	42.0%
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# of commercial building permits	482	509	492	574	475
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\$ value of commercial building permits (in millions)	\$51.37	\$87.94	\$73.08	\$88.66	\$58.11
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*4.3 Grow and retain viable businesses*

	FY2014	FY2015	FY2016	FY2017	FY2018
# of business visitations	81	71	64	97	91

	2014	2015	2016	2017	2018
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% of commercial vacancies (citywide)	3.3%	4.7%	3.3%	2.1%	2.4%
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(a) Opened in 2Q FY 2015.



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## Office of the City Attorney

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**Strategic Plan  
Alignment**

**Office of the City Attorney**  
FY 20 Budget - \$1,030,055

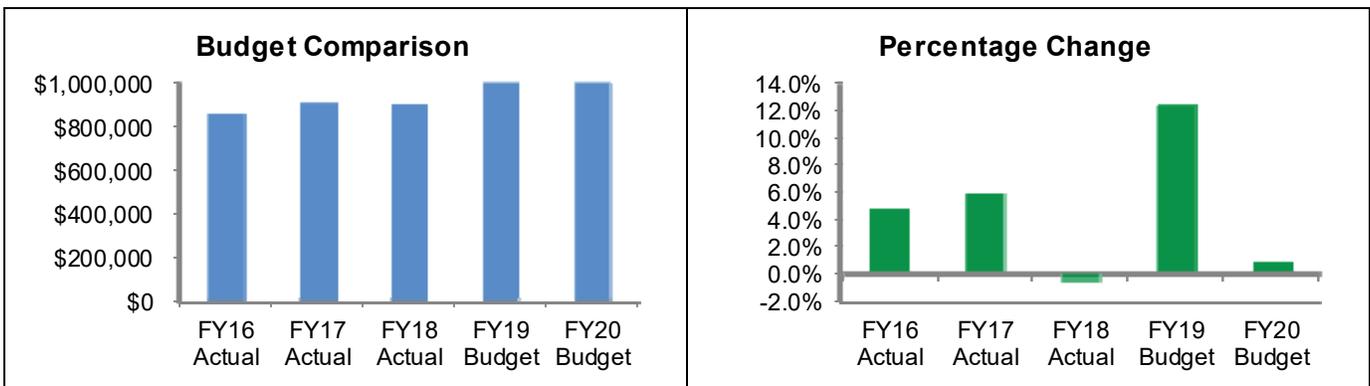


The City Attorney's Office is staffed with five attorneys and two paralegal positions. Formal and informal opinions, reports, ordinances, resolutions, and City contracts are drafted, reviewed, and negotiated by this office. Zoning, procurement, insurance, and Freedom of Information Act (FOIA) matters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

## Office of the City Attorney Funding and Staffing Summary

Funding Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$781,003	\$834,123	\$743,964	\$971,634	\$979,122	\$7,488	0.8%
Other Expenditures	80,364	78,434	89,946	49,875	50,933	1,058	2.1%
<b>General Fund Total</b>	<b>\$861,367</b>	<b>\$912,557</b>	<b>\$833,910</b>	<b>\$1,021,509</b>	<b>\$1,030,055</b>	<b>\$8,546</b>	<b>0.8%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	6.0	6.0	6.0	7.0	7.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits**

- 3% salary increase provided in FY 19.
- Salary savings resulting from staff turnover.

**Other Expenditures**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Increase in postage and cell phone service costs.

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## Office of the General Registrar

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**Strategic Plan  
Alignment**

**Office of the General Registrar**  
FY 20 Budget - \$605,508



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

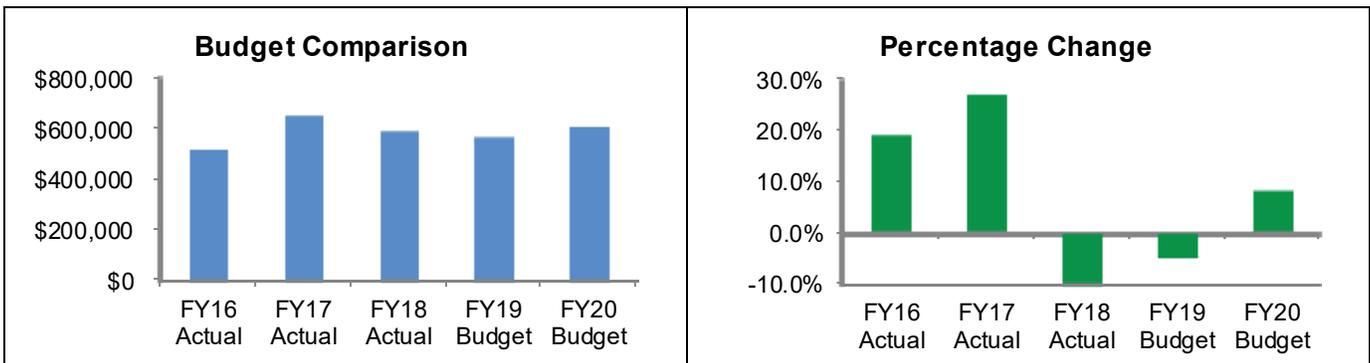
A general election is held each November (first Tuesday after the second Monday); party primary elections are held if called on the second Tuesday in June, and in March of leap years for presidential nominations. Special elections may be held as called.

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

## Office of the General Registrar Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$386,060	\$492,531	\$413,805	\$432,148	\$474,523	\$42,375	9.8%
Other Expenditures	125,439	155,810	166,433	128,084	130,985	2,901	2.3%
<b>General Fund Total</b>	<b>\$511,500</b>	<b>\$648,341</b>	<b>\$580,238</b>	<b>\$560,232</b>	<b>\$605,508</b>	<b>\$45,276</b>	<b>8.1%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	3.0	3.0	3.0	3.0	3.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits**

- 3% salary increase provided in FY 19.
- Increase in salaries due to mid-year salary adjustments in FY19 for temporary employees and a regular employee.
- Increased staffing level for precinct Officers of Election (temporary salaries) reflects record high city turnout in recent elections.

**Other Expenditures**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Increase in postage costs and rent.

## Organizational Memberships & Workforce Development Agencies

### Alliance for Innovation

*FY 20 Budget - \$2,550*

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

### Center for Nonprofit Excellence

*FY 20 Budget - \$600*

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

### Central Virginia Partnership for Economic Development\*

*FY 20 Budget - \$24,566*

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

### Central Virginia Small Business Development Center\*

*FY 20 Budget - \$19,200*

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

### Charlottesville Regional Chamber of Commerce

*FY 20 Budget - \$2,000*

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

### Community Investment Collaborative (CIC)

*FY 20 Budget - \$26,265*

The CIC leverages community resources in order to provide capital through staged microloans. The CIC offers education opportunities to entrepreneurs who have difficulty accessing funding from traditional sources and who seek a support system that is relevant to their business needs.

### National League of Cities

*FY 20 Budget - \$5,000*

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

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

## Organizational Memberships & Workforce Development Agencies

### **Piedmont Workforce Network\***

*FY 20 Budget - \$7,591*

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

### **Rivanna Conservation Alliance\***

*FY 20 Budget - \$11,000*

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

### **Thomas Jefferson Planning District Commission (TJPDC)\***

*FY 20 Budget - \$86,323*

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

### **Thomas Jefferson Soil and Water Conservation District\***

*FY 20 Budget - \$12,669*

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

### **Virginia First Cities Coalition**

*FY 20 Budget - \$18,000*

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

### **Virginia Institute of Government**

*FY 20 Budget - \$2,500*

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

### **Virginia Municipal League**

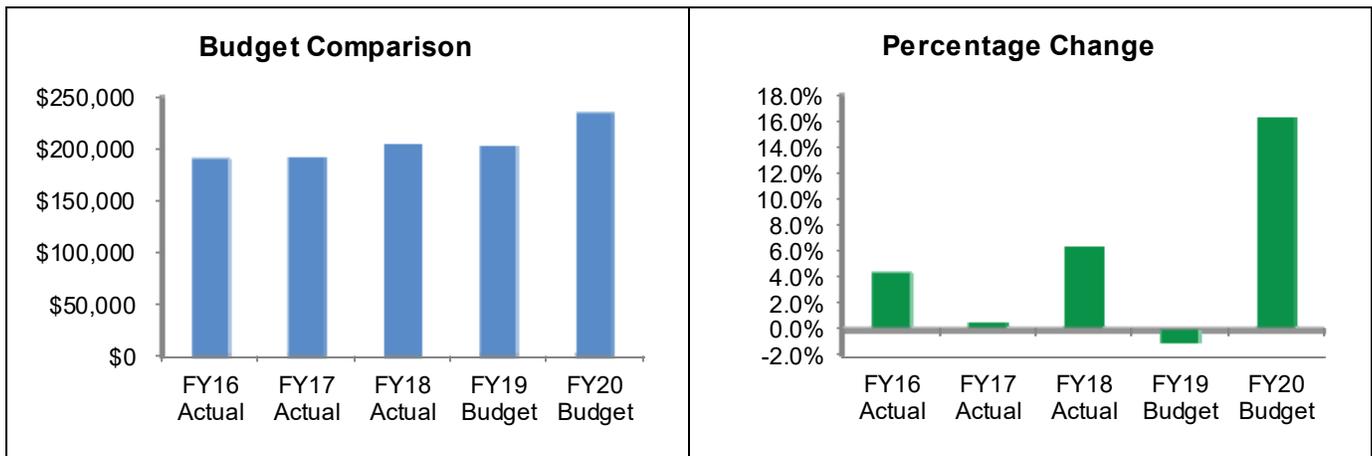
*FY 20 Budget - \$16,820*

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

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

## Organizational Memberships & Workforce Development Agencies Funding Summary

Funding Summary	FY 16	FY 17	FY 18	FY 19	FY 20	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Alliance for Innovation	\$2,550	\$2,550	\$2,550	\$2,550	\$2,550	\$0	0.0%
Center for Nonprofit Excellence	600	600	600	600	600	0	0.0%
Central Virginia Partnership for Economic Development	23,311	23,891	24,105	24,535	24,566	31	0.1%
Central Virginia Small Business Development Center	12,000	12,000	12,000	12,000	19,200	7,200	60.0%
Chamber of Commerce	1,500	1,545	0	1,605	2,000	395	24.6%
Community Investment Collaborative	25,500	25,500	25,500	26,265	26,265	0	0.0%
National League of Cities	3,813	3,813	0	5,000	5,000	0	0.0%
Piedmont Workforce Network	6,993	6,993	7,232	7,361	7,591	230	3.1%
Rivanna Conservation Alliance	10,000	10,000	11,000	11,000	11,000	0	0.0%
RCA - Laboratory Testing Equipment (one-time)	0	0	4,000	0	0	0	NA
Thomas Jefferson Planning District Commission	56,771	56,771	60,351	61,229	86,323	25,094	41.0%
Thomas Jefferson Soil & Water Conservation District	12,300	12,300	12,669	12,669	12,669	0	0.0%
Virginia First Cities Coalition	17,194	17,194	17,868	18,000	18,000	0	0.0%
Virginia Institute of Government	2,500	2,500	2,500	2,500	2,500	0	0.0%
Virginia Municipal League	15,852	16,275	16,820	16,820	16,820	0	0.0%
<b>General Fund Total Contributions</b>	<b>\$190,884</b>	<b>\$191,932</b>	<b>\$197,195</b>	<b>\$202,134</b>	<b>\$235,084</b>	<b>\$32,950</b>	<b>16.3%</b>



### Explanation of FY 20 Changes

**Thomas Jefferson PDC** – There is an additional \$25,000 that will serve as an operating budget for the Regional Transit Partnership. This will help cover the cost of additional meetings and consultant work related to ongoing regional transit prioritization.

**Central Virginia Small Business Development Center** – change in funding model due to a decrease in in-kind funding for rent.

# Citywide



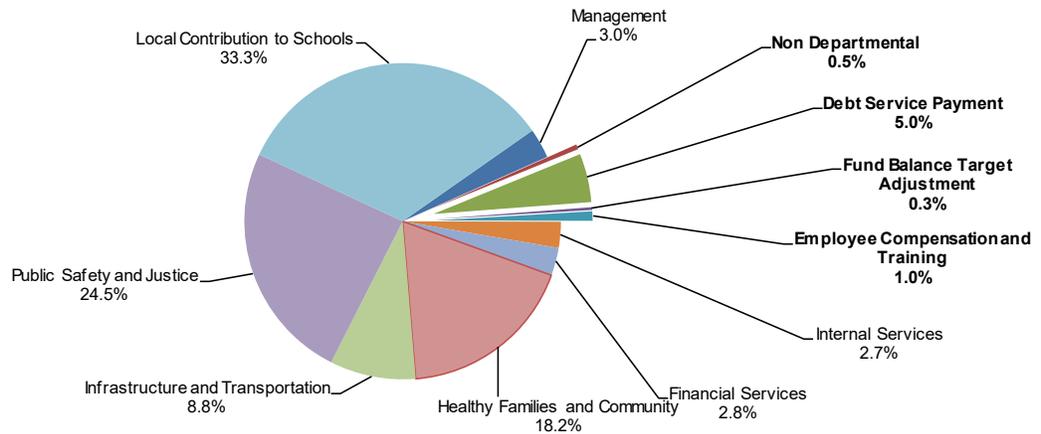
Non Departmental

Debt Service Payment

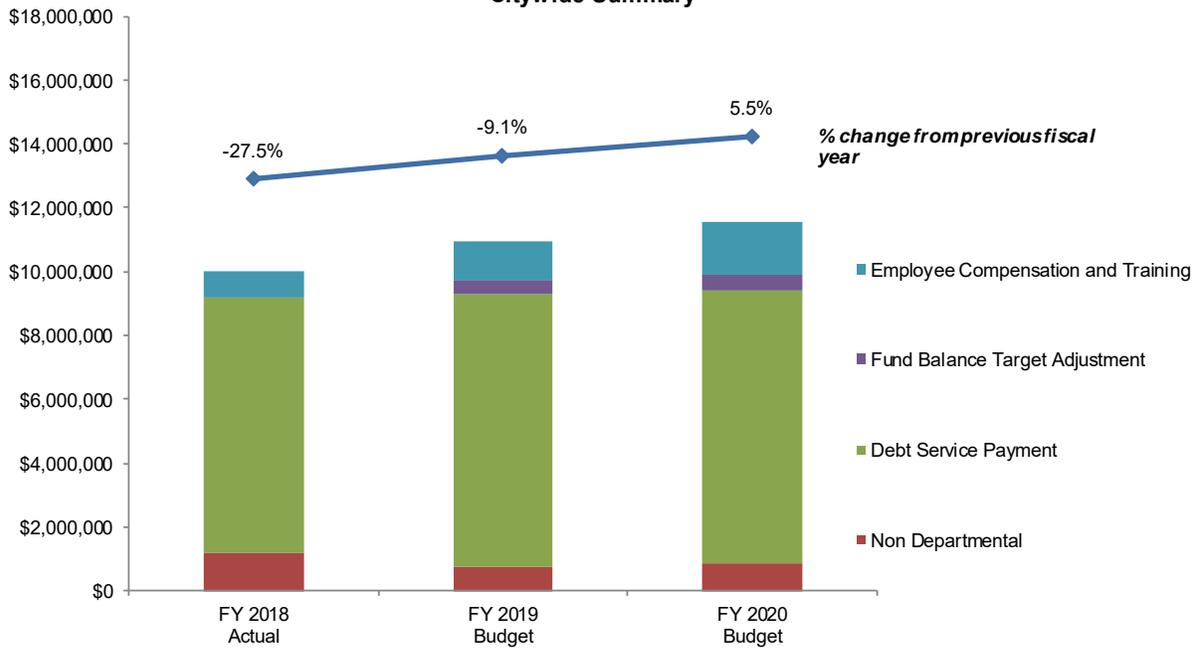
Fund Balance Target Adjustment

Employee Compensation and Training

**Citywide**  
% of General Fund Operating Budget



**Citywide Summary**





## Non Departmental

*Non Departmental expenditures comprise 0.5% of the General Fund Operating Budget. They are multi-purpose appropriations that cannot be assigned to a specific City Department or that span across departmental functions.*

### **Citizen Engagement Opportunities**

*FY 20 Budget - \$15,000*

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

### **Innovation Fund**

*FY 20 Budget - \$20,000*

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

### **Contribution to Ivy Landfill**

*FY 20 Budget - \$210,000*

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

### **Participatory Budgeting Pilot**

*FY 20 Budget - \$0*

Participatory budgeting is a decision-making process for residents to decide how to allocate a portion of the City's budget. Funds were included in the FY19 budget for a pilot program and the unspent balance of those funds will be used in FY 20 to continue this effort.

### **Marketing Assistance – City Restaurants**

*FY 20 Budget - \$124,440*

Funds were added to provide marketing assistance to city restaurants to help offset the FY 20 meals tax increase.

### **Reserve / Performance Agreement Payments**

*FY 20 Budget - \$250,000*

In 2010 and 2011, the City and the Economic Development Authority entered into two performance agreements with local developers for the purpose of inducing significant capital investment and job creation in the City. Once the agreement criteria have been met, the City and the Authority will grant an amount equal to 50% of the real estate tax increment created by the investment to the developer for a period of time. One of the agreements was paid in full in FY19 with only one agreement remaining to be paid in FY 20.

### **Sister City Committee**

*FY 20 Budget - \$15,000*

This supports the City's activities to enhance and develop relationships with its Sister Cities: Poggio a Caiano, Italy; Besancon, France; Winneba, Ghana; and Plevin, Bulgaria.

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

*FY 20 Budget - \$105,000*

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

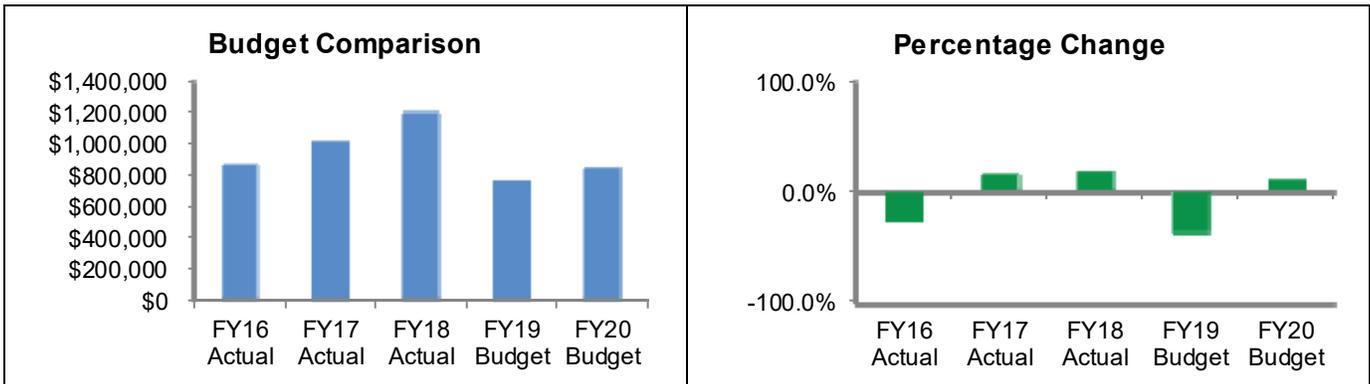
### **Virginia Juvenile Community Crime Control Act (VJCCCA)**

*FY 20 Budget - \$108,415*

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

## Non Departmental Funding Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Citizen Engagement Opportunities	\$6,624	\$14,244	\$5,019	\$15,000	\$15,000	\$0	0.0%
Community Dialogue on Race	34	15	12,305	0	0	0	NA
Innovation Fund	0	0	3,215	20,000	20,000	0	0.0%
Ivy Landfill Contribution	290,206	237,515	180,264	0	210,000	210,000	NA
Participatory Budgeting Pilot	0	0	0	100,000	0	(100,000)	-100.0%
Marketing Assistance - City Restaurants	0	0	0	0	124,440	124,440	NA
Reserve / Performance Agreement Payments	355,498	565,620	761,288	400,000	250,000	(150,000)	-37.5%
Sister City Committee	5,668	22,309	10,629	15,000	15,000	0	0.0%
Strategic Planning - P3: Plan, Perform, Perfect	54,222	60,627	93,564	105,000	105,000	0	0.0%
Virginia Juvenile Community Crime Control Act (Local Match)	108,415	108,415	108,415	108,415	108,415	0	0.0%
Transfer to Miscellaneous Funds	<u>49,498</u>	<u>3,145</u>	<u>25,374</u>	<u>0</u>	<u>0</u>	<u>0</u>	NA
<b>General Fund Total</b>	<b>\$870,164</b>	<b>\$1,011,891</b>	<b>\$1,200,074</b>	<b>\$763,415</b>	<b>\$847,855</b>	<b>\$84,440</b>	<b>11.1%</b>



### Explanation of FY 20 Changes

The Ivy Landfill contribution has not been included in the budget as it has been funded using funds previously set aside in the landfill reserve. Costs leading into FY 20 are expected to increase by more than 100% so funds are included in the budget to cover half of the increase and the other half will be funded from the reserve. In FY 20, one of two of the performance agreements was paid in full in FY 19, thus funds only budget in FY 20 for the one remaining agreement. The funds budgeted for the Participatory Budgeting Pilot in FY 19 will be carried over and used in FY 20. With the adopted meals tax increase, funds were also added in FY 20 to provide marketing assistance to city restaurants.

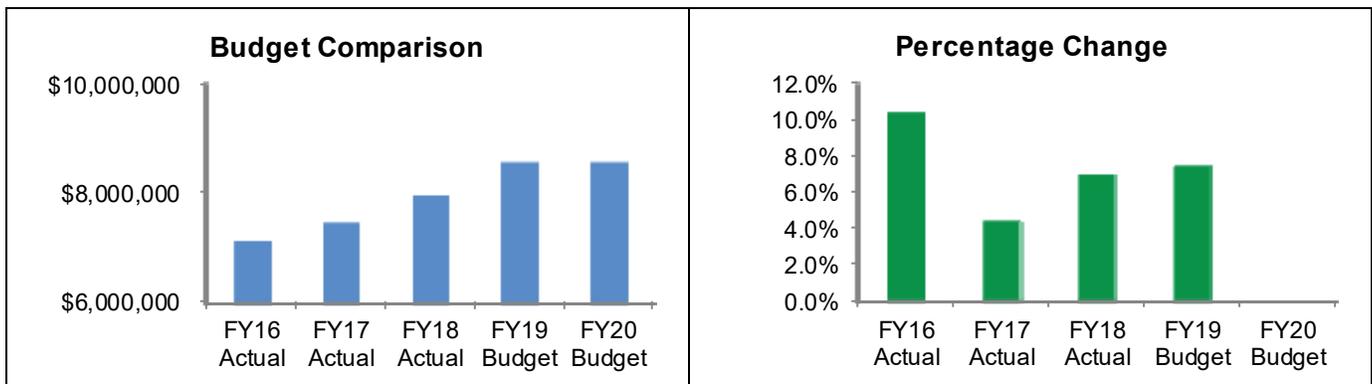
## Debt Service Payment

The Debt Service Payment comprises 5.5% of the General Fund Operating Budget.

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

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
General Fund Contribution	\$6,787,578	\$7,100,497	\$7,618,000	\$8,210,788	\$8,210,788	\$0	0.0%
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	350,000	350,000	0	0.0%
<b>General Fund Total</b>	<b>\$7,137,578</b>	<b>\$7,450,497</b>	<b>\$7,968,000</b>	<b>\$8,560,788</b>	<b>\$8,560,788</b>	<b>\$0</b>	<b>0.0%</b>

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

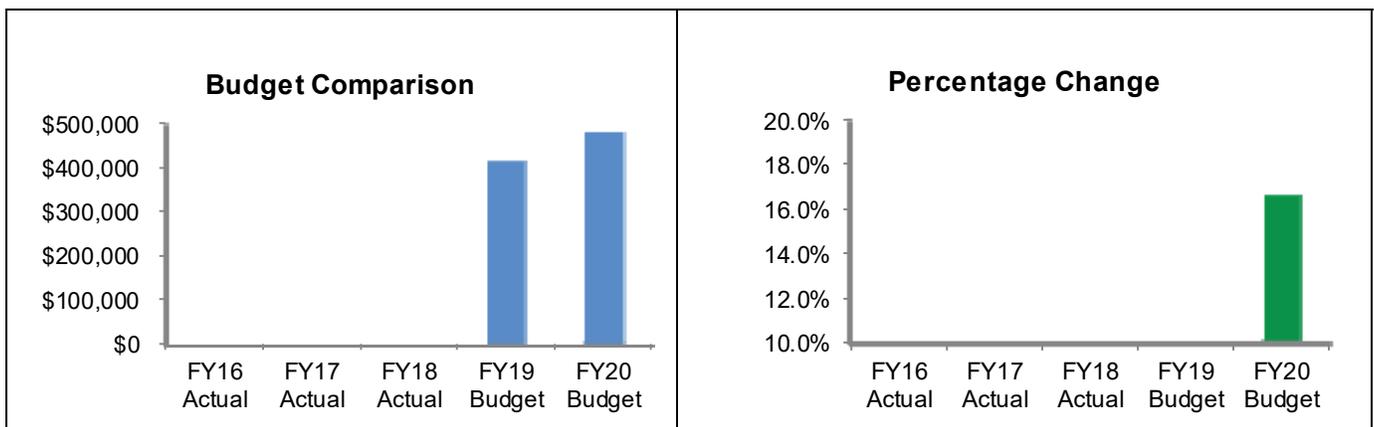


## Fund Balance Target Adjustment

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

One of the key factors in retaining the City's AAA bond rating is the City's 17% fund balance policy. This policy states that the City will maintain an unappropriated fund balance in the General Fund equal to 14% of the City's operating budget plus a 3% Downturn Reserve Fund. As the operating budget grows over time, this target fund balance must be adjusted. This account, created in FY 05, is included each year to help ensure that the City continues to meet this important financial policy.

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Fund Balance Target Adjustment	\$0	\$0	\$0	\$413,148	\$481,905	\$68,757	16.6%
<b>General Fund Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$413,148</b>	<b>\$481,905</b>	<b>\$68,757</b>	<b>16.6%</b>



## Employee Compensation and Training

*Employee Compensation and Training expenditures comprise 1.0% of the General Fund Operating Budget. They are citywide appropriations and may be allocated to individual departments throughout the fiscal year.*

**4.17% COLA Salary Increase** *FY 20 Budget - \$2,123,527*

This reflects a 4.17% cost of living adjustment for all eligible employees starting on July 1, 2019.

**4.83% COLA Salary Increase – Police FY 19 Mid-Year Adjustment** *FY 20 Budget - \$518,410*

In FY 19, a 4.83% mid-year pay adjustment was added to all sworn positions in the Police Department at a cost of \$518,410. The FY 19 adjustment was funded with vacancy savings and is included here to address the base salary change.

**Living Wage Adjustments** *FY 20 Budget – \$95,000*

The Living Wage rate will increase to \$15.00/hour in FY 20 from \$14.40/hour in FY 19. Funding of \$95,000 is included to address wage increases for temporary employees.

**Attrition Savings** *FY 20 Budget Savings – (\$1,000,000)*

This represents anticipated salary and benefits savings achieved when a vacancy occurs and remains vacant for some period of time in between hires.

**Healthcare Savings** *FY 20 Budget –(\$400,000)*

Actual claim payments are trending lower than previously projected. This reduction reflects the savings.

**Unemployment Compensation** *FY 20 Budget - \$50,000*

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

**Corporate Training Fund** *FY 20 Budget - \$55,860*

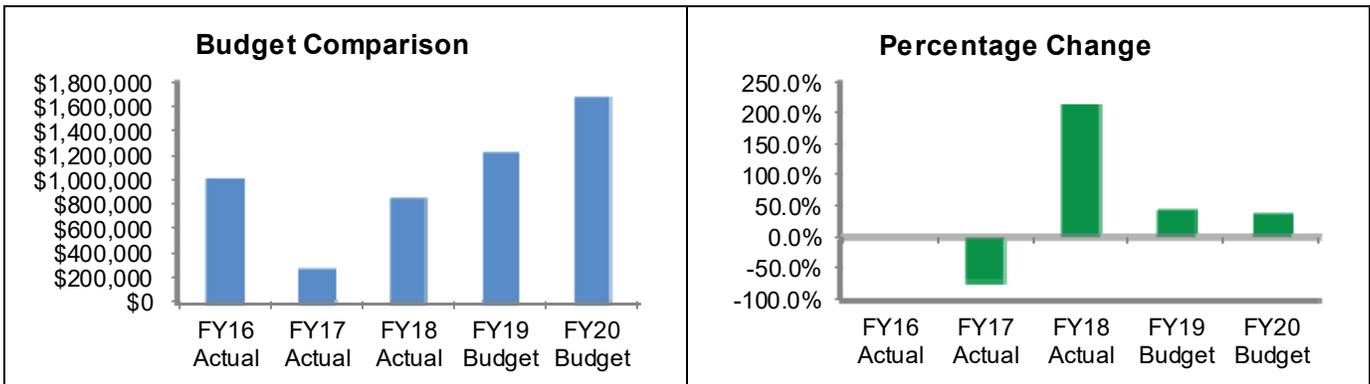
This program supports employee development training programs offered by Human Resources and partnering organizations such as PVCC and the Chamber of Commerce.

**Misc. Expenses** *FY 20 Budget - \$234,950*

This supports the employee parking subsidy, leadership development activities and employee educational opportunities, employee recognition initiatives, tenure recognitions, and employee appreciation events. This also funds a full year of an enterprise benefits management platform that will streamline employee enrollment, benefit plan administration and Affordable Health Act compliance. All benefit enrollments will be online eliminating the manual, paper-based enrollment currently in place.

## Employee Compensation and Training Funding Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
<b>Compensation and Benefits</b>							
(4.17% salary increase July 1, 2019)	\$0	\$0	\$0	\$1,400,000	\$2,123,527	\$723,527	51.7%
(4.83% Police mid-year Police increase)	0	0	0	0	518,410	\$518,410	NA
Contribution to Retirement Fund	700,000	0	506,000	0	0	0	NA
CityWide Attrition Savings	0	0	0	(750,000)	(1,000,000)	(250,000)	33.3%
Living Wage Adjustments	0	0	0	274,884	95,000	(179,884)	-65.4%
Healthcare Savings	0	0	0	0	(400,000)	(400,000)	NA
Unemployment Compensation	13,499	30,940	41,923	50,000	50,000	0	0.0%
Corporate Training Fund	21,725	22,779	46,069	0	55,860	55,860	NA
Miscellaneous Expenses	<u>272,563</u>	<u>218,501</u>	<u>260,490</u>	<u>250,000</u>	<u>234,950</u>	<u>(15,050)</u>	<u>-6.0%</u>
<b>General Fund Total</b>	<b>\$1,007,787</b>	<b>\$272,220</b>	<b>\$854,482</b>	<b>\$1,224,884</b>	<b>\$1,677,747</b>	<b>\$452,863</b>	<b>37.0%</b>





# Internal Services



Finance Department:  
Procurement  
Risk Management  
Warehouse

Human Resources

Information Technology

## City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

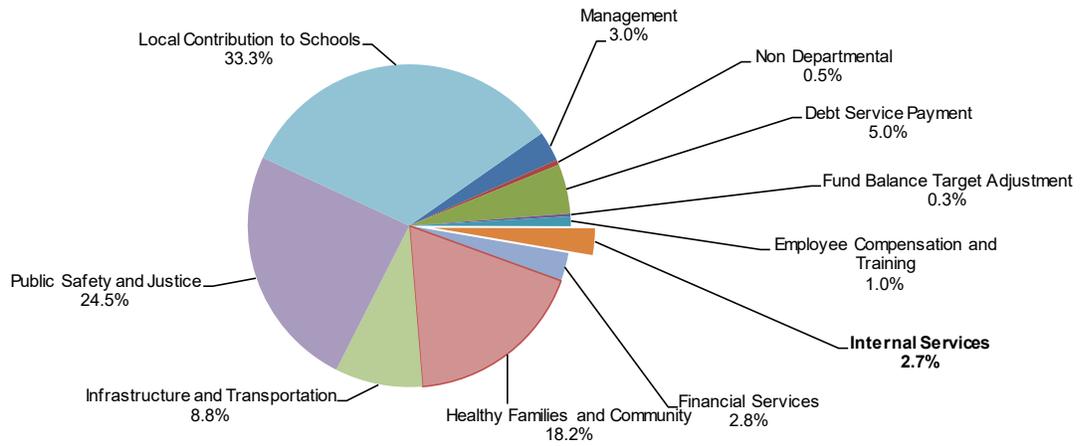


Goal 4: A Strong, Creative and Diversified Economy

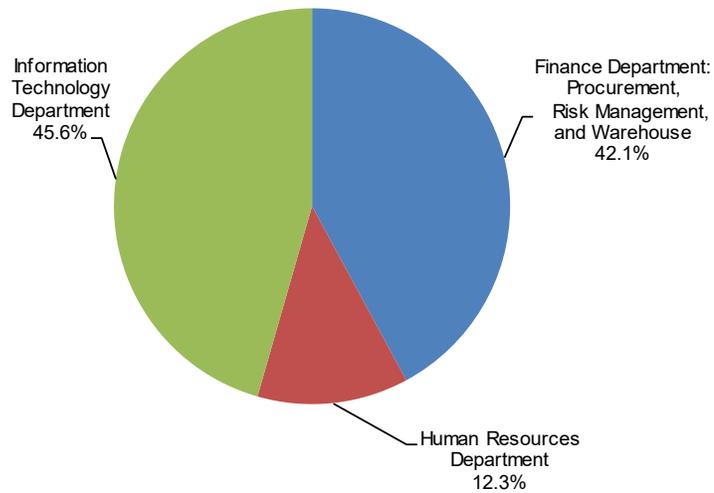


Goal 5: A Well-managed and Responsive Organization

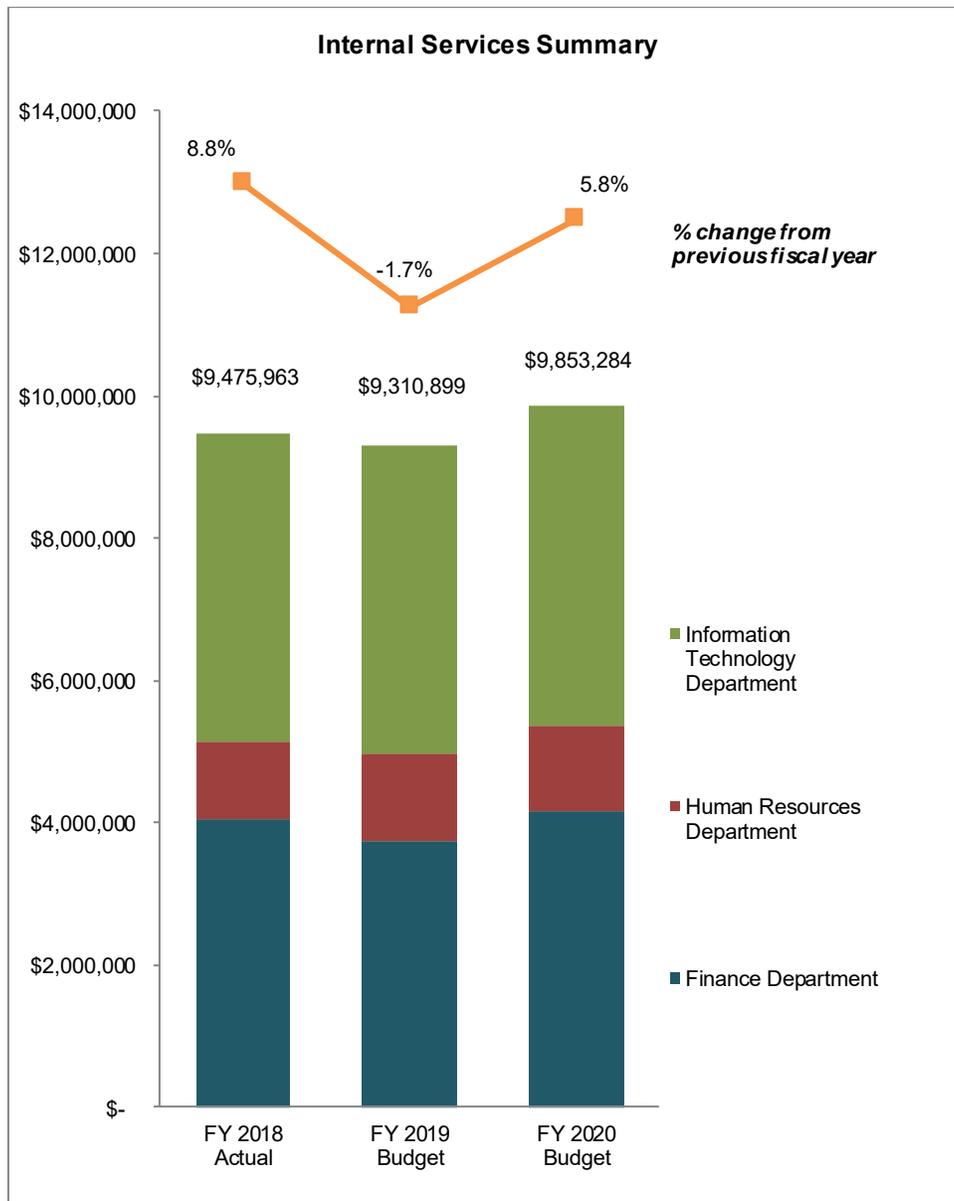
### Internal Services % of General Fund Operating Budget



### Internal Services Overview General Fund & Other Funds



Internal Services Summary	FY2018	FY2019	FY2020	FY2018	FY2019	FY2020
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
<b>INTERNAL SERVICES</b>						
Finance Department: Procurement, Risk Management, and Warehouse	\$389,548	\$345,052	\$357,574	\$3,665,648	\$3,407,140	\$3,791,404
Human Resources Department	1,083,537	1,210,180	1,215,923	0	0	0
Information Technology Department	0	2,881,027	2,996,483	4,337,230	1,467,500	1,491,900
<b>INTERNAL SERVICES SUBTOTAL</b>	<b>\$1,473,085</b>	<b>\$4,436,259</b>	<b>\$4,569,980</b>	<b>\$8,002,878</b>	<b>\$4,874,640</b>	<b>\$5,283,304</b>



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## Finance Department Procurement – Risk Management – Warehouse

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*Strategic Plan  
Alignment*

### Procurement

*FY 20 Budget - \$357,574*



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

### Risk Management

*FY 20 Budget - \$3,628,186*



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

### Warehouse Operations

*FY 20 Budget - \$163,218*

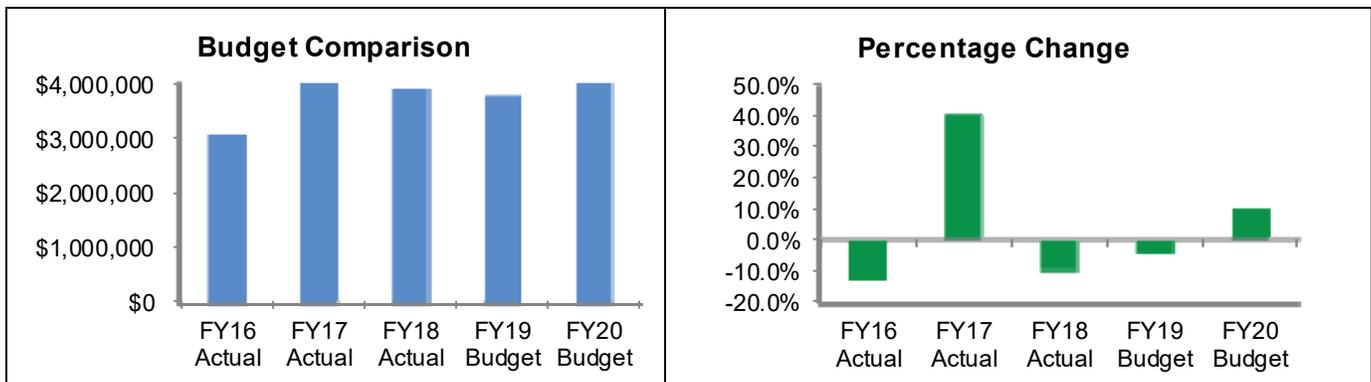


The Warehouse operates the Central Warehouse which includes: 1.) a central shipping and receiving point for City agencies, 2.) disposition of surplus property for the City and library, 3.) short term storage for City departments, and 4.) inventory management including material requirements planning and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

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

Funding Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$558,135	\$572,909	\$619,230	\$717,151	\$790,235	\$73,084	10.2%
Other Expenditures	2,161,422	3,708,895	3,085,967	2,685,041	3,358,743	673,702	25.1%
Transfer to Other Funds	325,000	0	350,000	350,000	0	(350,000)	-100.0%
<b>Total</b>	<b>\$3,044,557</b>	<b>\$4,281,804</b>	<b>\$4,055,196</b>	<b>\$3,752,192</b>	<b>\$4,148,978</b>	<b>\$396,786</b>	<b>10.6%</b>
General Fund Total	\$347,682	\$360,445	\$389,548	\$345,052	\$357,574	\$12,522	3.6%
Non General Fund Total	2,696,875	3,921,359	3,665,648	3,407,140	3,791,404	384,264	11.3%
<b>Total</b>	<b>\$3,044,557</b>	<b>\$4,281,804</b>	<b>\$4,055,196</b>	<b>\$3,752,192</b>	<b>\$4,148,978</b>	<b>\$396,786</b>	<b>10.6%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	3.5	3.5	4.0	4.0	4.0	0.0
Non General Fund FTEs	2.5	2.5	4.0	4.0	5.0	1.0



### Explanation of FY 20 Changes

#### Salaries and Benefits

- Increase due to a 3% cost of living adjustments budgeted in FY 19 for the General Fund, and 4.17% cost of living adjustment budgeted in FY 20 for the Risk Management and Warehouse Funds. The FY 20 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).
- A Centralized Safety Coordinator position is added in FY 20 to be effective January 1, 2020, at a cost of \$43,020. The salary and benefits for this position and the FTE are reflected in the Risk Management cost center.

#### Other Expenditures

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Increases due to increased insurance premiums and Workers Compensation claim payouts.
- Increases for legal defense fees and an actuarial review of the Workers Compensation budget and allocations.

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## Human Resources

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**Strategic Plan  
Alignment**



### Human Resources

FY 20 Budget - \$1,215,923

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

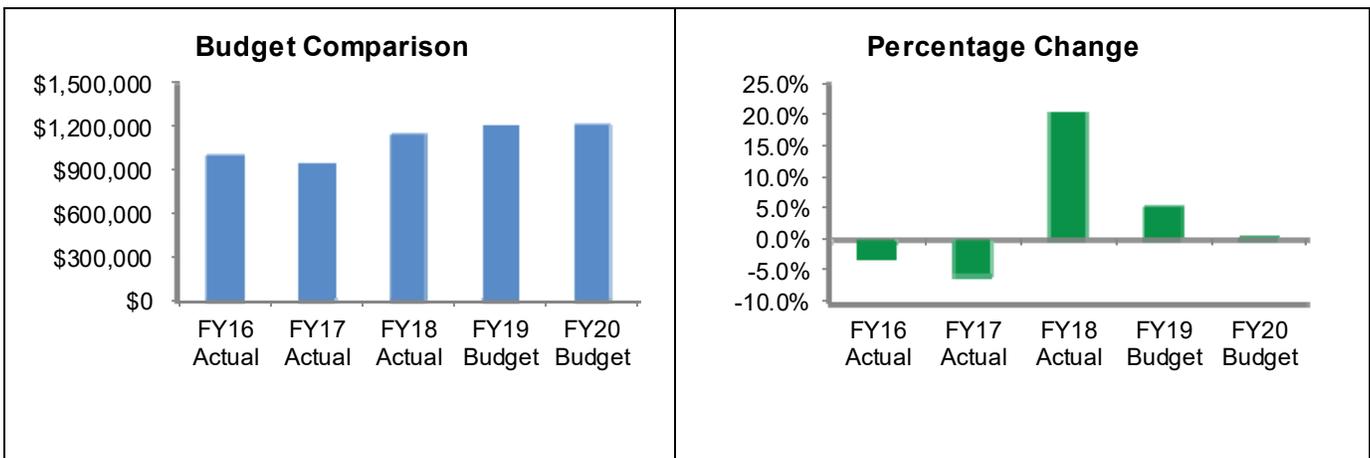
- 1.) Provide excellent customer service.
- 2.) Help ensure employees receive training required to perform their jobs.
- 3.) Offer a competitive total rewards compensation and benefits package.
- 4.) Provide a strong foundation for a "Great Place to Work"
- 5.) Effectively communicate the HR functions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

## Human Resources

### Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$781,266	\$732,216	\$854,696	\$965,800	\$964,917	(\$883)	-0.1%
Other Expenditures	<u>227,858</u>	<u>219,617</u>	<u>228,841</u>	<u>244,380</u>	<u>251,006</u>	<u>6,626</u>	<u>2.7%</u>
<b>General Fund Total</b>	<b>\$1,009,124</b>	<b>\$951,833</b>	<b>\$1,083,537</b>	<b>\$1,210,180</b>	<b>\$1,215,923</b>	<b>\$5,743</b>	<b>0.5%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	8.0	8.0	8.0	8.0	8.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits**

- 3% cost of living adjustments budgeted in FY 19.
- Savings in retirement costs due to employee turnover.

**Other Expenses**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Increases in computer software costs, advertising and registration fees.

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## Information Technology

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**Strategic Plan  
Alignment**



### **Information Technology Administration**

*FY 20 Budget - \$2,996,483*

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

### **City Link (SAP) Operations**

*FY 20 Budget - \$1,200,000*



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

### **Computer and Infrastructure Replacement**

*FY 20 Budget - \$291,900*

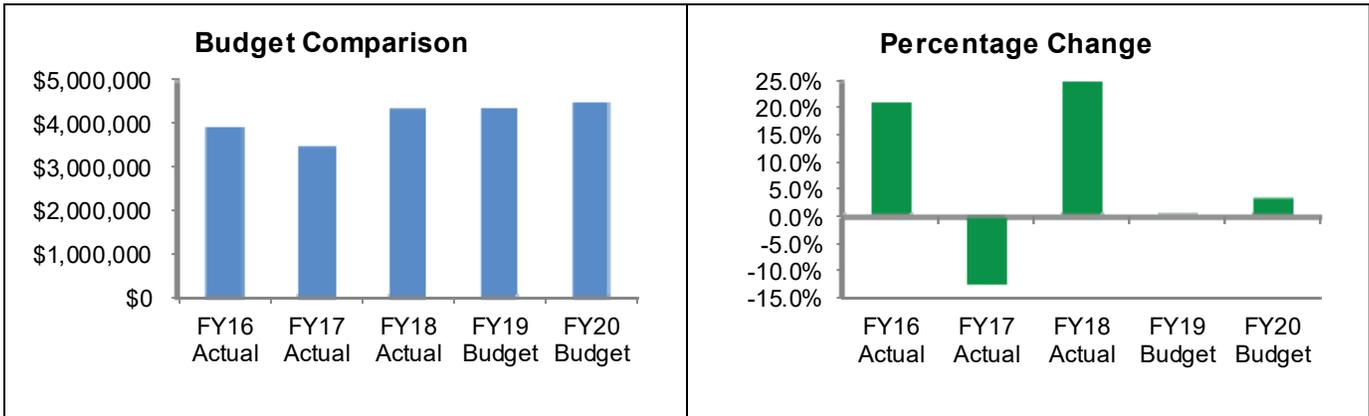


This includes funds for the replacements of desktop computers and citywide technology infrastructure and systems. This budget is offset by contributions made by each City department into the account.

## Information Technology Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,920,652	\$2,053,484	\$2,271,025	\$2,272,972	\$2,309,772	\$36,800	1.6%
Other Expenditures	1,716,885	1,757,000	1,699,894	1,602,618	1,686,240	83,622	5.2%
Technology Capital Investments	309,815	318,568	366,311	472,937	492,371	19,434	4.1%
<b>Total</b>	<b>\$ 3,947,352</b>	<b>\$ 4,129,052</b>	<b>\$ 4,337,230</b>	<b>\$ 4,348,527</b>	<b>\$ 4,488,383</b>	<b>\$ 139,856</b>	<b>3.2%</b>
General Fund Total	0	153,000	0	2,881,027	2,996,483	115,456	4.0%
Non General Fund Total	3,947,352	3,319,326	4,337,230	1,467,500	1,491,900	24,400	1.7%
<b>Total</b>	<b>\$3,947,352</b>	<b>\$3,472,326</b>	<b>\$4,337,230</b>	<b>\$4,348,527</b>	<b>\$4,488,383</b>	<b>\$139,856</b>	<b>3.2%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	0.0	0.0	0.0	18.0	18.0	0.0
Non General Fund FTEs	19.0	19.0	20.0	2.0	2.0	0.0



### Explanation of FY 20 Changes

#### Salaries and Benefits

- Increase due to a 3% cost of living adjustment budgeted in FY 19 for the General Fund, and 4.17% cost of living adjustment budgeted in FY 20 for the Non General Fund portion of IT. The FY 20 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).

#### Other Expenditures

- Increase in risk management fixed costs.
- Decreases in software licensing and maintenance and increases in service contract costs related to infrastructure maintenance and internet bandwidth improvements.
- Technology Capital Investments net increase reflects a decrease in the capital funds for server and infrastructure replacement and an increase in computer replacement costs.



# Financial Services



Commissioner of the Revenue

Finance Department:  
Administration  
City Assessor  
Utility Billing

Office of the City Treasurer

**City Strategic Goals Key:**



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

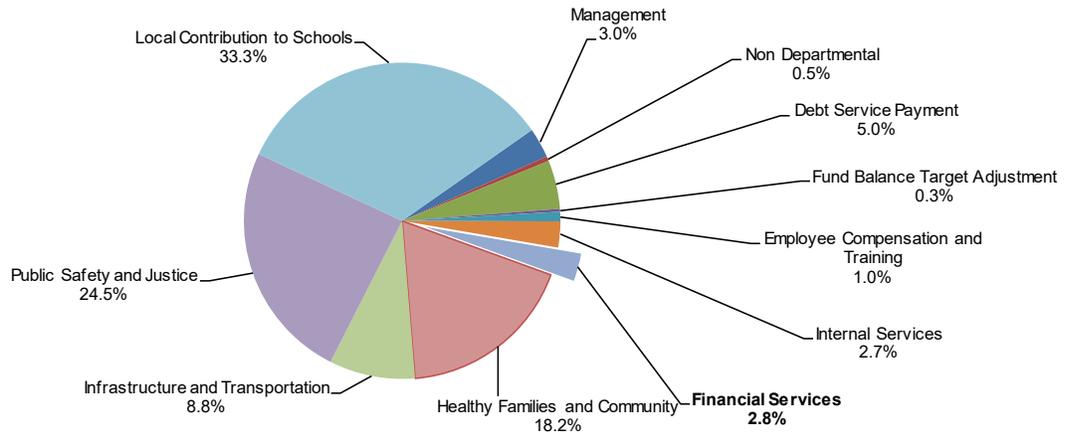


Goal 4: A Strong, Creative and Diversified Economy

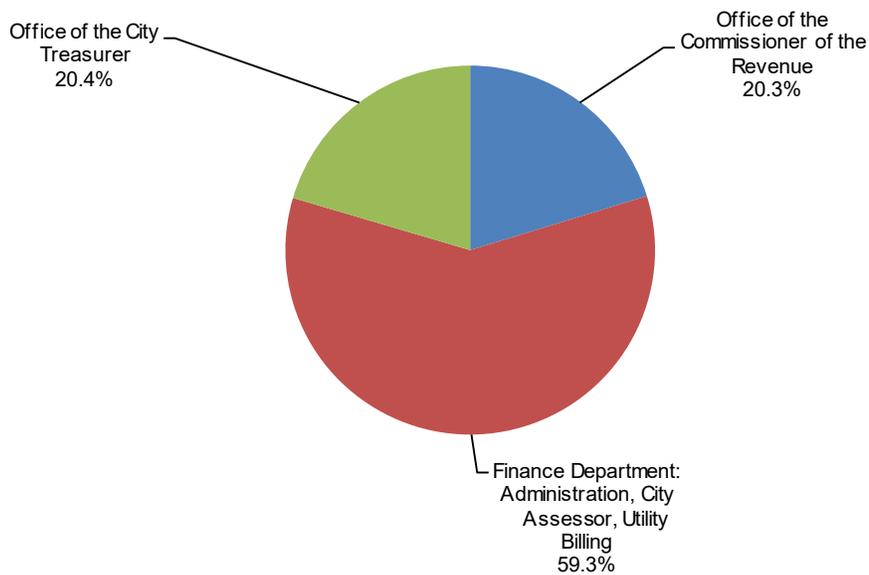


Goal 5: A Well-managed and Responsive Organization

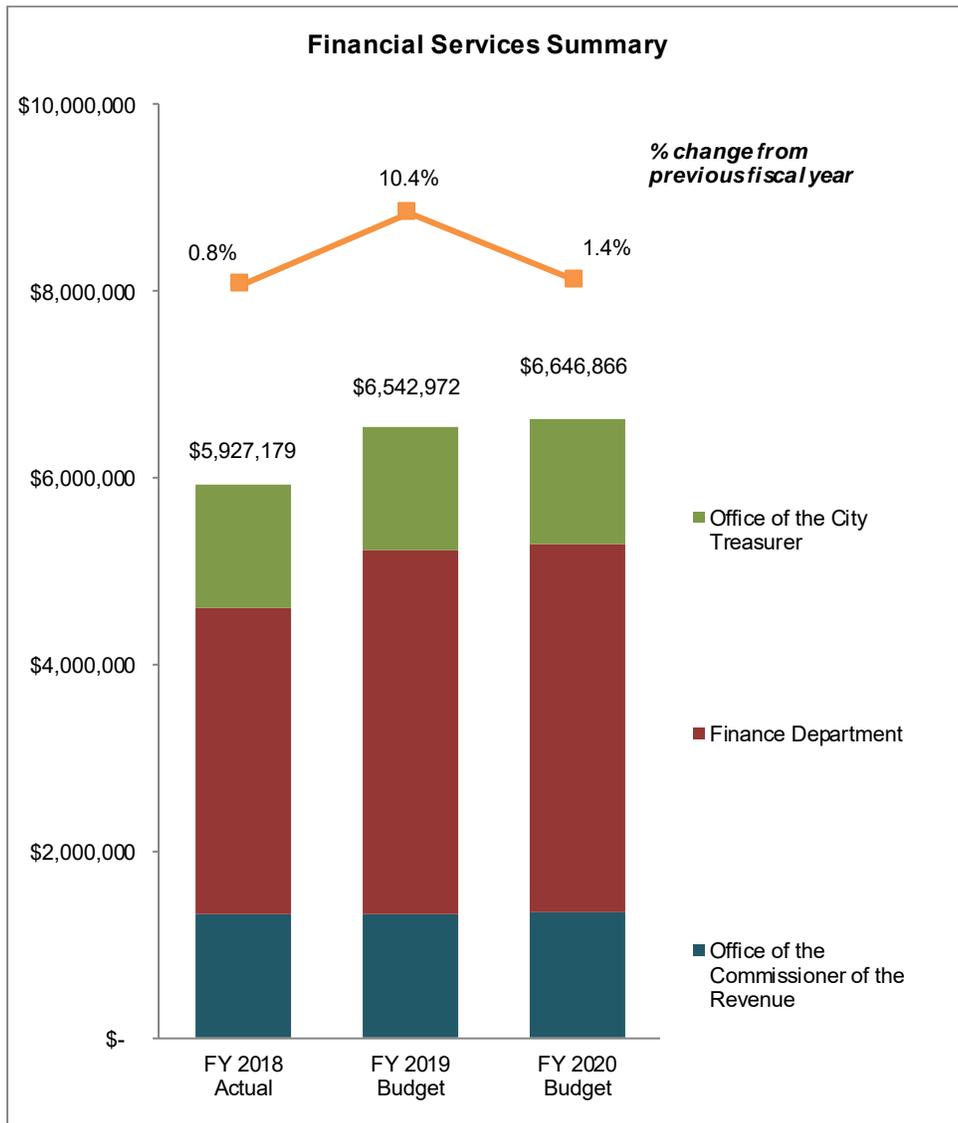
**Financial Services**  
% of General Fund Operating Budget



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



Financial Services Summary	FY2018	FY2019	FY2020	FY2018	FY2019	FY2020
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
<b>FINANCIAL SERVICES</b>						
Office of the Commissioner of the Revenue	\$1,324,213	\$1,320,872	\$1,344,901	\$0	\$0	\$0
Finance Department: Administration, City Assessor, Utility Billing	2,173,164	2,193,980	2,187,410	1,103,783	1,714,859	1,748,763
Office of the City Treasurer	1,326,019	1,313,261	1,356,697	0	0	0
<b>FINANCIAL SERVICES SUBTOTAL</b>	<b>\$4,823,396</b>	<b>\$4,828,113</b>	<b>\$4,889,008</b>	<b>\$1,103,783</b>	<b>\$1,714,859</b>	<b>\$1,748,763</b>



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## Office of the Commissioner of the Revenue

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*Strategic Plan  
Alignment*

### Commissioner of the Revenue

FY 20 Budget - \$1,344,901



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

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

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

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

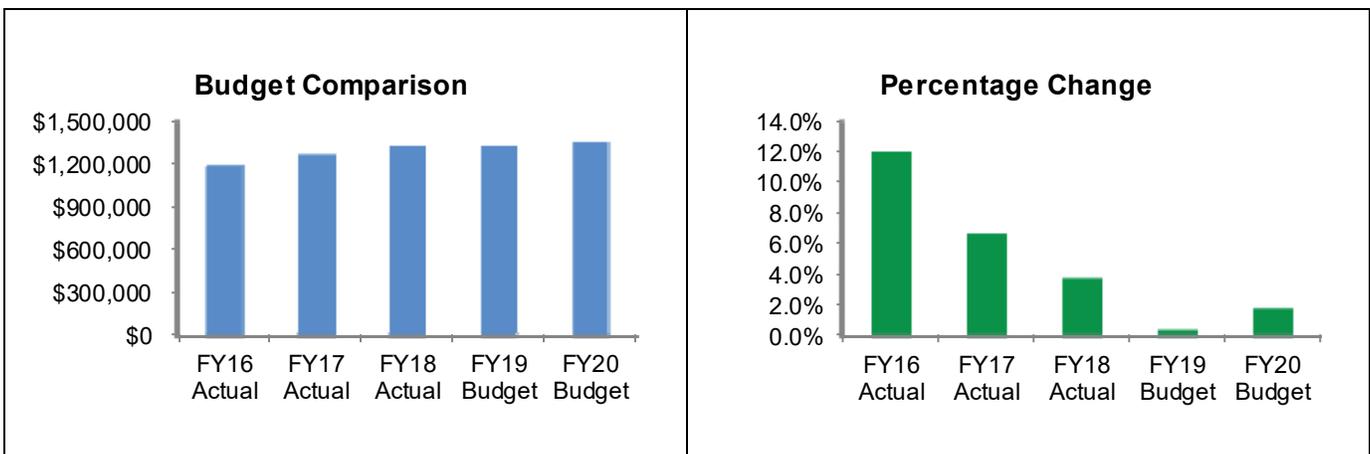
- Real Estate Tax Relief for the Elderly and Disabled** - grants that reduce the amount of real estate taxes dues for homeowners who are age 65 years of age or older or permanently and totally disabled and whose income and assets fall below the threshold for the year.
- Rental Relief for the Elderly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

## Office of the Commissioner of the Revenue

### Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$945,563	\$1,026,822	\$1,106,034	\$1,129,872	\$1,154,546	\$24,674	2.2%
Other Expenditures	<u>244,188</u>	<u>241,890</u>	<u>218,179</u>	<u>191,000</u>	<u>190,355</u>	(645)	-0.3%
<b>General Fund Total</b>	<b>\$1,189,751</b>	<b>\$1,268,712</b>	<b>\$1,324,213</b>	<b>\$1,320,872</b>	<b>\$1,344,901</b>	<b>\$24,029</b>	<b>1.8%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
<b>General Fund FTEs</b>	13.0	13.0	14.0	14.0	14.0	0.0



### Explanation of FY 20 Changes

*Salaries and Benefits*

- 3% salary increase given in FY 19.

*Other Expenditures*

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.

## Office of the Commissioner of the Revenue

### Strategic Plan Performance Measures

#### Office of the Commissioner of Revenue

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

###### 1.4 Enhance the financial health of residents

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

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

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

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
\$(in millions) amount of revenue collected by the Commissioner of Revenue	\$49.67	\$51.05	\$54.96	\$58.74	\$59.72
% of personal property tax that is uncollected	3.3%	3.5%	3.4%	3.4%	2.7%
	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018
% of personal property tax exonerations	8.2%	7.6%	7.0%	6.2%	5.7%



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

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*Strategic Plan  
Alignment*

### Administration

*FY 20 Budget - \$1,372,472*



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

### City Assessor

*FY 20 Budget - \$814,938*



The City Assessor's Office is responsible for assessing over 15,500 parcels in the City annually; maintains assessments for tax purposes at fair market value; and provides various services to homeowners, prospective homebuyers/sellers, realtors, title researchers, attorneys, land surveyors, and other City departments. This office is also responsible for the Tax Abatement and Supplemental Assessment Programs.

### Utility Billing Office

*FY 20 Budget - \$1,748,763*



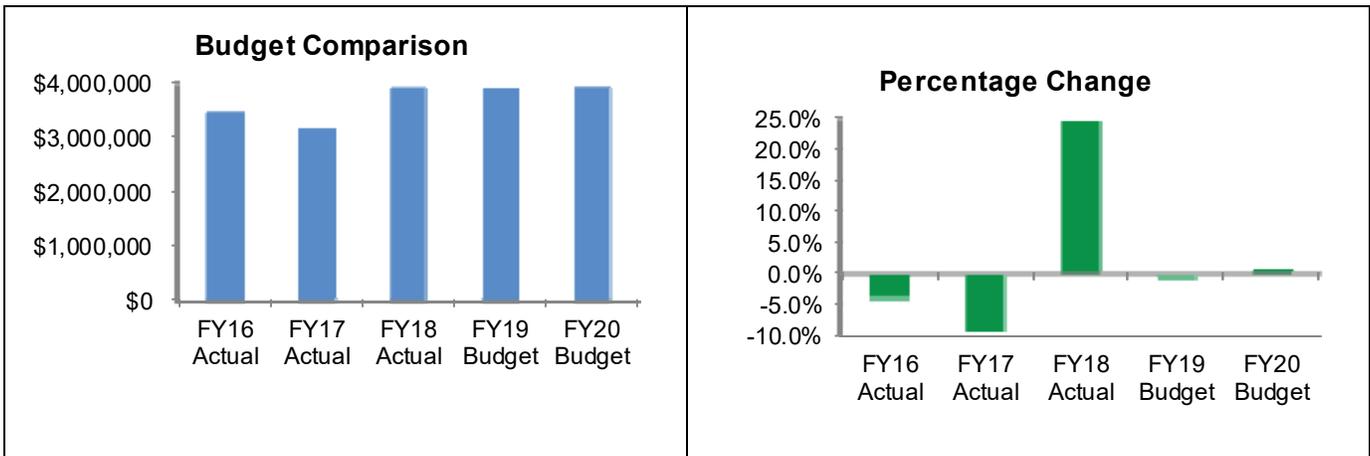
The Utility Billing Office (UBO) is responsible for maintaining and billing over \$44 million in utility accounts each year for gas, water and sewer service and sending over 24,000 invoices monthly. They also handle requests to stop and start services, answer customer inquiries concerning their accounts,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

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

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

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,581,641	\$2,718,287	\$2,806,794	\$3,029,710	\$3,038,985	\$9,275	0.3%
Other Expenditures	883,242	435,597	470,153	879,129	897,188	18,059	2.1%
<b>Total</b>	<b>\$3,464,883</b>	<b>\$3,153,884</b>	<b>\$3,276,947</b>	<b>\$3,908,839</b>	<b>\$3,936,173</b>	<b>\$27,334</b>	<b>0.7%</b>
General Fund Total	\$1,938,055	\$2,080,118	\$2,173,164	\$2,193,980	\$2,187,410	(\$6,570)	-0.3%
Non General Fund Total	1,526,829	1,073,766	1,103,783	1,714,859	1,748,763	33,904	2.0%
<b>Total</b>	<b>\$3,464,883</b>	<b>\$3,153,884</b>	<b>\$3,276,947</b>	<b>\$3,908,839</b>	<b>\$3,936,173</b>	<b>\$27,334</b>	<b>0.7%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	20.0	20.0	20.0	20.0	20.0	0.0
Non General Fund FTEs	14.0	14.0	14.0	14.0	14.0	0.0



### Explanation of FY 20 Changes

#### Salaries and Benefits

- Increase due to a 3% cost of living adjustments budgeted in FY 19 for the General Fund, and 4.17% cost of living adjustment budgeted in FY 20 for the Utility Billing Office, which is part of the Gas Fund. The FY 20 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).
- Reduction in salaries due to departmental turnover in all divisions and reorganization in Utility Billing.

#### Other Expenditures

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs
- Increase in contractual services costs for audit costs, increase education and training.
- Increase in the mail services contract, which is offset by a decrease in postage costs.

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

<b>Finance Department</b>					
<b>Goal 5: A Well-managed and Responsive Organization</b>					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Ratio of debt to General Fund expenditures (%)	6.89	6.27	6.25	6.54	6.36
Real estate assessment to sales ratio (%)	95.32%	94.63%	92.64%	90.00%	-
Real estate coefficient of dispersion (%)	14.46%	14.35%	12.93%	11.11%	-
Real estate assessment price related differential (%)	1.04%	1.02%	1.19%	1.04%	-
City received favorable "unqualified" opinion from external auditors	Yes	Yes	Yes	Yes	Yes
City received Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes



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## Office of the City Treasurer

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**Strategic Plan  
Alignment**



### **Treasurer**

*FY 20 Budget - \$1,356,697*

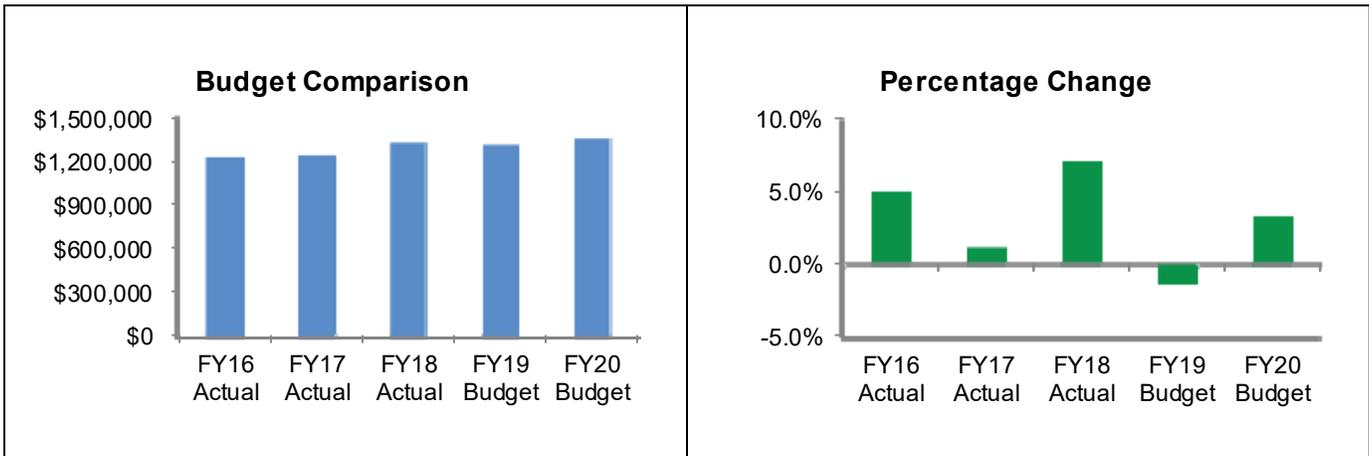
The Treasurer's Office serves Charlottesville citizens by collecting, investing, and ensuring the safekeeping of all City revenues. The office is the citizen's first point of contact for many City services requested of other departments, and as the collection point for all fees and taxes generated by or within the City, including utility bills, personal property, real estate, and state income taxes, vehicle license fees, business licenses, meals tax, trash decals, dog licenses, and all other revenues collected by the City. The office is responsible for preparing and mailing personal property and real estate bills semi-annually, for collecting all tax payments, and for 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 computer systems. The Treasurer invests all City reserve operational funds, bond funds, and school funds to obtain the highest yield with minimal risk. The Treasurer's Office ensures the safekeeping of City revenues by balancing all cash received on a daily basis and reconciling all bank accounts on a monthly basis. The Treasurer also serves as the fiscal agent for the City Schools and the Charlottesville Albemarle Technical Education Center (CATEC). The Treasurer acts as the custodian for the City Retirement Fund, oversees fund managers, makes payments for the Fund's expenses, and provides monthly reports to the Retirement Commission. The City receives reimbursement for a portion of the Treasurer's budget from the Commonwealth of Virginia's Compensation Board.

## Office of the City Treasurer Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$862,267	\$883,381	\$978,264	\$997,875	\$1,061,812	\$63,937	6.4%
Other Expenditures	<u>364,285</u>	<u>357,172</u>	<u>347,755</u>	<u>315,386</u>	<u>294,885</u>	<u>(20,501)</u>	<u>-6.5%</u>
<b>General Fund Total</b>	<b>\$1,226,553</b>	<b>\$1,240,553</b>	<b>\$1,326,019</b>	<b>\$1,313,261</b>	<b>\$1,356,697</b>	<b>\$43,436</b>	<b>3.3%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	13.0	13.0	13.5	13.5	14.0	0.5



### Explanation of FY 20 Changes

**Salaries and Benefits**

- 3% salary increase granted during FY 19.
- Increase in hours for the part-time Customer Service Representative making them full-time to help cover the work of additional transactions expected due to the City partnering with the Virginia Department of Motor Vehicles to provide a DMV Select location at City Hall. This additional expense is offset by revenues collected from this program.

**Other Expenditures**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs
- Increase in costs associated with passport issuance operations.
- Increase in printing and duplicating costs for additional final billing notices and increases in quantity of zone parking decals, trash stickers, and trash decals.
- Decrease in banking fees due to renegotiation of banking contract.

## Office of the City Treasurer

### Strategic Plan Performance Measures

#### Office of the City Treasurer

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
% of City investments in compliance with investment policy	100%	100%	100%	100%	100%
Real estate and personal property collection rate	98.9%	98.6%	98.7%	98.6%	98.5%
Parking ticket collection rate*	117%	117%	110%	111%	110%
	Mar-17	Jun-17	Sep-17	Dec-17	Dec-18

% of transactions accurately processed	99.95%	99.54%	99.69%	99.75%	99.81%
# of days to reconcile City bank account	1	1	1	1	1

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
# of Treasurer's office employees holding statewide certification	10	9	9	10	10

###### 5.3 Provide responsive customer service

	Mar-17	Jun-17	Sep-17	Dec-17	Dec-18
% of incoming phone calls answered within 30 seconds	84.88%	92.06%	89.85%	87.73%	93.25%

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

# Healthy Families and Community



Charlottesville Albemarle Convention & Visitors Bureau

Children's Services Act

Community Events and Festivals

Contributions to Children, Youth and Family Oriented Programs

Contributions to Education and the Arts

Department of Social Services

Housing Programs and Tax Relief

Department of Human Services

Neighborhood Development Services

Office of Human Rights

Parks and Recreation Department

**City Strategic Goals Key:**



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

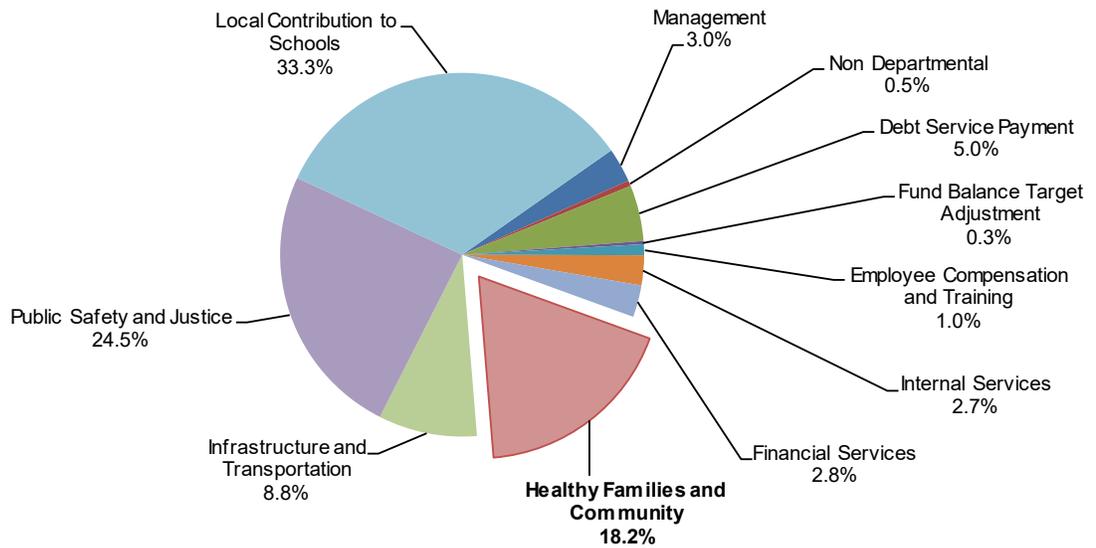


Goal 4: A Strong, Creative and Diversified Economy

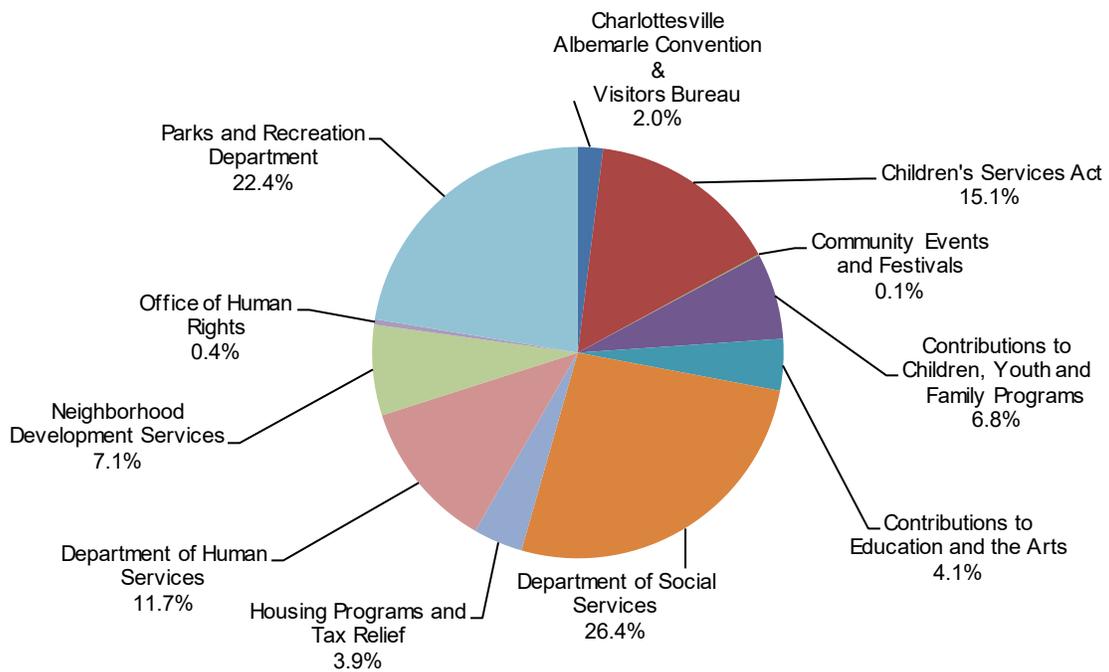


Goal 5: A Well-managed and Responsive Organization

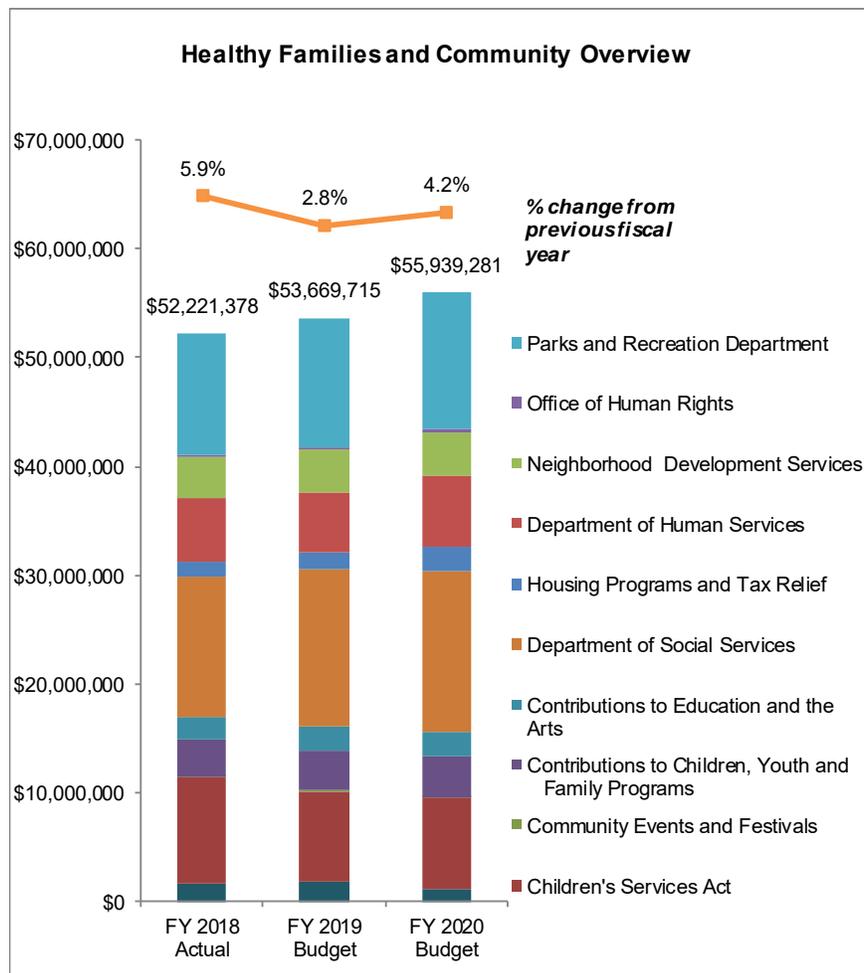
### Healthy Families and Community % of General Fund Operating Budget



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



Healthy Families and Community Summary	FY2018	FY2019	FY2020	FY2018	FY2019	FY2020
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
<b>HEALTHY FAMILIES AND COMMUNITY</b>						
Charlottesville Albemarle Convention & Visitors Bureau	\$916,039	\$1,038,546	\$1,103,921	\$807,539	\$841,004	\$0
Children's Services Act	2,111,864	1,804,722	2,004,722	7,610,851	6,434,734	6,440,142
Community Events and Festivals	61,487	73,000	45,500	0	0	0
Contributions to Children, Youth and Family Programs	3,470,486	3,757,812	3,782,316	0	0	0
Contributions to Education and the Arts	2,010,516	2,230,837	2,273,706	0	0	0
Department of Social Services	3,370,732	3,302,777	3,302,777	9,590,946	11,050,747	11,489,781
Housing Programs and Tax Relief	1,266,451	1,516,513	2,177,965	0	0	0
Department of Human Services	672,398	662,030	662,030	5,225,831	4,927,348	5,910,748
Neighborhood Development Services	3,832,392	3,847,635	3,981,475	0	0	0
Office of Human Rights	182,487	249,976	238,438	0	0	0
Parks and Recreation Department	10,224,377	10,968,758	11,535,820	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	133,006	149,204	128,000	733,977	814,072	861,940
<b>HEALTHY FAMILIES AND COMMUNITY SUBTOTAL</b>	<b>\$28,252,234</b>	<b>\$29,601,810</b>	<b>\$31,236,670</b>	<b>\$23,969,144</b>	<b>\$24,067,905</b>	<b>\$24,702,611</b>



## Charlottesville Albemarle Convention & Visitors Bureau

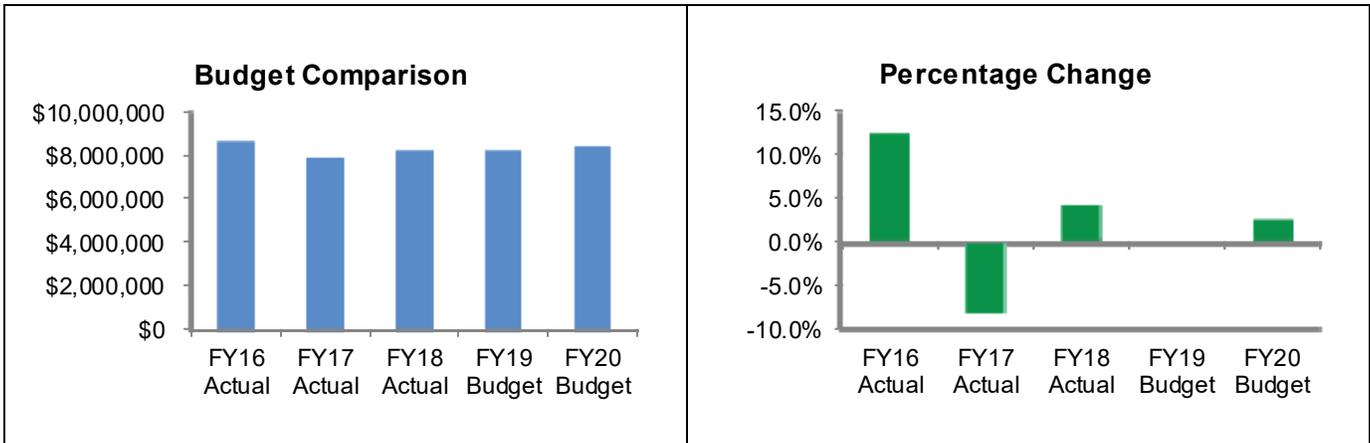
<b>Funding Summary</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$617,082	\$653,739	\$731,089	\$764,662	\$0	(\$764,662)	-100.0%
Other Expenditures	870,828	882,820	992,489	1,114,888	0	(\$1,114,888)	-100.0%
<b>Total</b>	<b>\$1,487,909</b>	<b>\$1,536,559</b>	<b>\$1,723,578</b>	<b>\$1,879,550</b>	<b>\$0</b>	<b>(\$1,879,550)</b>	<b>-100.0%</b>
General Fund Total	\$733,307	\$791,577	\$916,039	\$1,038,546	\$1,103,921	\$65,375	6.3%
Non General Fund Total	754,602	744,982	807,539	841,004	0	(841,004)	-100.0%
<b>Total</b>	<b>\$1,487,909</b>	<b>\$1,536,559</b>	<b>\$1,723,578</b>	<b>\$1,879,550</b>	<b>\$1,103,921</b>	<b>(\$775,629)</b>	<b>-41.3%</b>

### Explanation of FY 20 Changes

Beginning in January 2019 Albemarle County took over as the fiscal agent for the Charlottesville Albemarle Convention and Visitors Bureau (CACVB). The amounts shown in FY 20 represent the City of Charlottesville's contribution to the CACVB. The City's contribution is based on an agreement between City, County and the CACVB, in which the CACVB receives a contribution from each locality equal to 30% of actual revenues collected of the first 5% of the Transient Occupancy Tax rate.

## Children's Services Act

Funding Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
General Fund Total	\$1,679,913	\$1,717,274	\$2,111,864	\$1,804,722	\$2,004,722	\$200,000	11.1%
Non General Fund Total	6,902,098	6,182,550	7,610,851	6,434,734	6,440,142	5,408	0.1%
<b>Total</b>	<b>\$8,582,011</b>	<b>\$7,899,824</b>	<b>\$9,722,715</b>	<b>\$8,239,456</b>	<b>\$8,444,864</b>	<b>\$205,408</b>	<b>2.5%</b>



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

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

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

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

Based on recent trends of increasing costs the General Fund portion of the CSA budget increased by \$200,000 in FY 20.

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

## Community Events and Festivals

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### **City Supported Events**

*FY 20 Budget - \$10,000*

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

### **Charlottesville Festival of Cultures**

*FY 20 Budget - \$3,750*

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

### **Virginia Film Festival**

*FY 20 Budget - \$15,200*

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

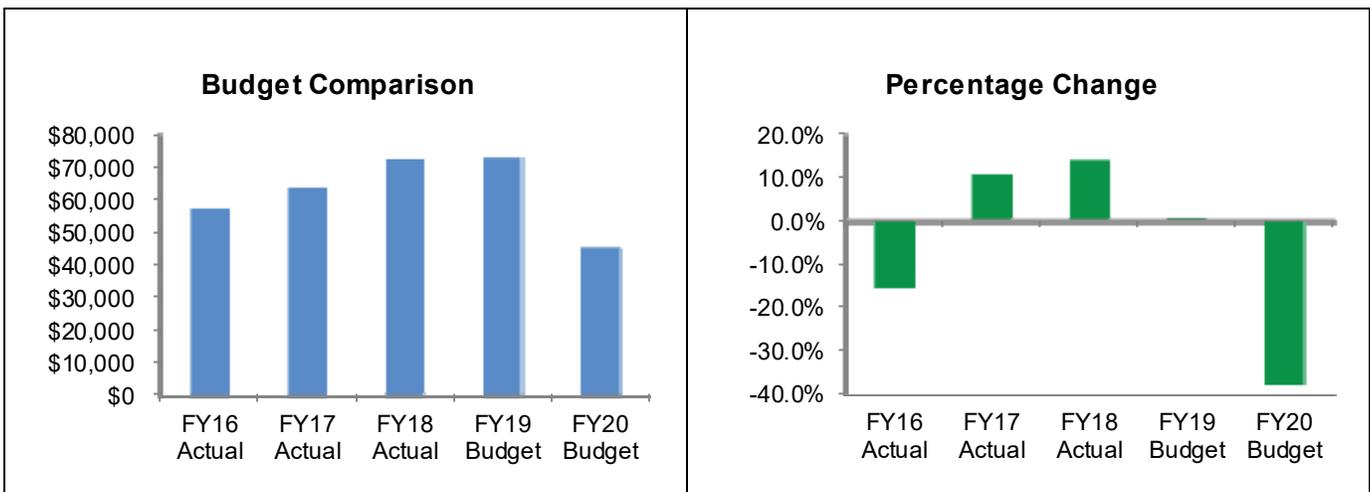
### **Virginia Festival of the Book**

*FY 20 Budget - \$16,550*

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

## Community Events and Festivals Funding Summary

Agency	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Budget	Increase/ (Decrease)	% Change
Art in Place	\$0	\$0	\$0	\$27,500	\$0	(\$27,500)	(100.0%)
City Supported Events	5,661	12,567	26,469	10,000	10,000	0	0.0%
Festival of Cultures	3,750	3,750	3,750	3,750	3,750	0	0.0%
First Night Virginia	2,375	2,375	0	0	0	0	NA
Fourth of July Festival (Indirect Support)	0	3,038	0	0	0	0	NA
LOOK3 Festival of the Photograph	11,000	11,000	0	0	0	0	NA
Tom Tom Founders Festival	3,750	0	0	0	0	0	NA
Virginia Film Festival	15,200	15,200	15,200	15,200	15,200	0	0.0%
Virginia Festival of the Book	<u>15,600</u>	<u>15,600</u>	<u>16,068</u>	<u>16,550</u>	<u>16,550</u>	<u>0</u>	<u>0.0%</u>
<b>General Fund Total Contributions</b>	<b>\$57,336</b>	<b>\$63,530</b>	<b>\$61,487</b>	<b>\$73,000</b>	<b>\$45,500</b>	<b>(\$27,500)</b>	<b>(37.7%)</b>



### Explanation of FY 20 Changes

**Art in Place** – This contract was previously administered through the Piedmont Council for the Arts (PCA). Upon the closure of PCA there was no longer an entity to manage the contract and therefore no additional funding is being added for FY 20.

## Contributions to Children, Youth and Family Oriented Programs

### **Big Brothers/Big Sisters** *FY 20 Budget - \$20,000*

Provides children facing adversity with strong and enduring, professionally supported one-to-one relationships. By matching professionally supported adult mentors to youth living with a single parent/ guardian, in poverty, and/or in other at-risk situations, including having an incarcerated parent/guardian.

### **Boys and Girls Club** *FY 20 Budget - \$57,358*

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

### **The BridgeLine** *FY 20 Budget - \$28,706*

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

### **Charlottesville Abundant Life Ministries** *FY 20 Budget - \$28,634*

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

### **Charlottesville-Albemarle Health Department\*** *FY 20 Budget - \$578,183*

Services for protecting and promoting the health of the public.

### **Charlottesville Free Clinic** *FY 20 Budget - \$114,940*

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

### **City Schoolyard Garden** *FY 20 Budget - \$19,200*

Program cultivates academic achievement, health, environmental stewardship and community engagement through garden-based, experiential learning, during school, after-school and in the summer.

### **Computers 4 Kids** *FY 20 Budget - \$19,443*

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

### **Emergency Assistance Program Support** *FY 20 Budget - \$84,516*

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

### **Foothills Child Advocacy Center** *FY 20 Budget - \$43,405*

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

### **Georgia's Healing House** *FY 20 Budget - \$25,000*

Georgia's Healing House provides a safe and structured therapeutic living environment to assist women recovering from substance addiction.

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

## Contributions to Children, Youth and Family Oriented Programs

### Home Visiting Collaborative

*FY 20 Budget - \$405,716*

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

### Jefferson Area Board for the Aging (JABA)\*

*FY 20 Budget - \$319,192*

Planning and coordination of services for the elderly.

### Local Food Hub

*FY 20 Budget - \$22,750*

The Fruit and Vegetable Prescription Program supplies low-income patients who are at risk for diet-related disease with a biweekly supply of fresh produce, education, and support.

### Monticello Area Community Action Agency (MACAA)

*FY 20 Budget - \$91,170*

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

### On Our Own

*FY 20 Budget - \$24,560*

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

### Public Housing Association of Residents (PHAR)

*FY 20 Budget - \$45,550*

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

### Piedmont Family YMCA

*FY 20 Budget - \$40,000*

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

### Ready Kids

*FY 20 Budget - \$82,607*

Program encourages the positive growth and development of children.

### Region Ten Community Services Board (CSB)\*

*FY 20 Budget - \$1,180,092*

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

### Sexual Assault Resource Agency (SARA)

*FY 20 Budget - \$23,113*

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

### Shelter for Help in Emergency (SHE)

*FY 20 Budget - \$116,812*

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

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

## Contributions to Children, Youth and Family Oriented Programs

### Sin Barreras

*FY 20 Budget - \$13,400*

Sin Barreras desires to ease the stress and anxiety experienced by members of our immigrant communities and to help them learn of the services available to them. This funding helps with the sponsorship of several civil events including the annual Cville Sabroso Festival.

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

*FY 20 Budget - \$118,015*

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

### United Way – Thomas Jefferson Area\*

*FY 20 Budget - \$203,806*

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

### Virginia Cooperative Extension Service\*

*FY 20 Budget - \$55,226*

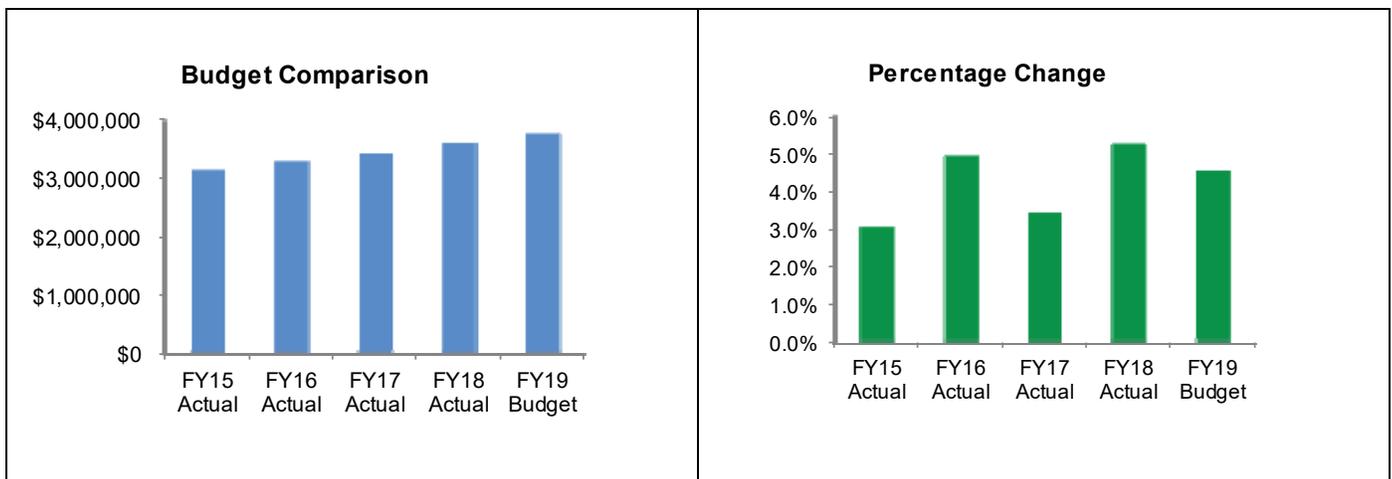
Offers programs in agriculture and natural resources, 4-H, home economics, and community resource development.

### Women’s Initiative

*FY 20 Budget - \$21,642*

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

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



### Explanation of FY 20 Changes

**Charlottesville-Albemarle Health Department** – The 3% increase absorbs increased costs in health insurance, salary increases and IT costs for the Health Department.

**Virginia Cooperative Extension** – The FY 20 level of funding is consistent with the agreement in place between VCE and the City.

## Contributions to Children, Youth and Family Oriented Programs Funding Summary

Agency	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Budget	Increase/ (Decrease)	% Change
Big Brothers/Big Sisters	\$30,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0	0.0%
Boys and Girls Club	54,065	54,065	55,687	57,358	57,358	0	0.0%
The BridgeLine	12,495	27,495	27,870	28,706	28,706	0	0.0%
The Bridge Ministry	0	0	17,400	0	0	0	NA
Charlottesville Abundant Life Ministries	34,259	34,259	32,853	28,634	28,634	0	0.0%
Charlottesville-Albemarle Health Department	481,184	528,158	544,994	561,344	578,183	16,839	3.0%
Charlottesville Free Clinic	114,940	114,940	114,940	114,940	114,940	0	0.0%
City Schoolyard Garden	0	19,200	19,200	19,200	19,200	0	0.0%
Computers 4 Kids	18,327	18,327	18,877	19,443	19,443	0	0.0%
Emergency Assistance Program Support	84,516	84,516	84,516	84,516	84,516	0	0.0%
Foothills Child Advocacy Center	26,775	29,213	27,578	43,405	43,405	0	0.0%
Georgia's Healing House	0	0	0	25,000	25,000	0	0.0%
Home Visiting Collaborative	382,426	382,426	393,899	405,716	405,716	0	0.0%
Jefferson Area Board for Aging	319,192	319,192	319,192	319,192	319,192	0	0.0%
Local Food Hub	0	0	0	22,750	22,750	0	0.0%
Monticello Area Community Action Agency	90,185	80,060	79,685	91,170	91,170	0	0.0%
Music Resource Center	0	14,209	0	0	0	0	NA
On Our Own	14,560	14,560	14,560	24,560	24,560	0	0.0%
PHAR	25,000	25,000	44,800	45,550	45,550	0	0.0%
Piedmont Family YMCA	0	0	0	40,000	40,000	0	0.0%
Ready Kids	65,582	77,865	80,201	82,607	82,607	0	0.0%
Region Ten Comprehensive Services	959,365	959,365	959,365	959,365	959,365	0	0.0%
Region Ten - Mohr Center	82,661	82,661	0	0	0	0	NA
Region Ten - Women's Treatment Center	0	0	0	75,000	75,000	0	0.0%
Region Ten - Permanent Supportive Housing Program	0	0	83,227	83,227	83,227	0	0.0%
Region Ten - Mental Health and Wellness Coalition	0	0	0	20,000	20,000	0	0.0%
Region Ten - Healthy Transitions	42,500	42,500	42,500	42,500	42,500	0	0.0%
Sexual Assault Resource Agency	22,440	22,440	22,440	23,113	23,113	0	0.0%
Shelter for Help in Emergency	112,534	112,534	113,410	116,812	116,812	0	0.0%
Sin Barreras	0	0	0	11,000	13,400	2,400	21.8%
Thomas Jefferson Area Coalition for Homeless	93,366	90,146	90,306	118,015	118,015	0	0.0%
United Way - Thomas Jefferson Area	173,130	202,479	202,778	203,086	203,086	0	0.0%
Virginia Cooperative Extension Service	43,881	41,051	39,196	49,961	55,226	5,265	10.5%
Women's Initiative	<u>20,400</u>	<u>20,400</u>	<u>21,012</u>	<u>21,642</u>	<u>21,642</u>	<u>0</u>	<u>0.0%</u>
<b>General Fund Total Contributions</b>	<b>\$3,303,783</b>	<b>\$3,417,061</b>	<b>\$3,470,486</b>	<b>\$3,757,812</b>	<b>\$3,782,316</b>	<b>\$24,504</b>	<b>0.7%</b>

## Contributions to Education and the Arts

### **Charlottesville Opera** *FY 20 Budget - \$2,432*

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

### **City Center for Contemporary Arts\*** *FY 20 Budget - \$44,103*

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

### **Historic Preservation Task Force** *FY 20 Budget - \$5,000*

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

### **Jefferson-Madison Regional Library\*** *FY 20 Budget - \$2,031,260*

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

### **Jefferson School African American Heritage Center** *FY 20 Budget - \$30,000*

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

### **Lighthouse Studio** *FY 20 Budget - \$38,321*

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

### **Literacy Volunteers of America Charlottesville/Albemarle** *FY 20 Budget - \$40,930*

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

### **McGuffey Art Center** *FY 20 Budget - \$24,035*

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

### **New City Arts** *FY 20 Budget - \$18,000*

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

### **Paramount Theater** *FY 20 Budget - \$20,470*

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

### **Piedmont Virginia Community College\*** *FY 20 Budget - \$11,111*

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

### **Virginia Discovery Museum** *FY 20 Budget - \$5,794*

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

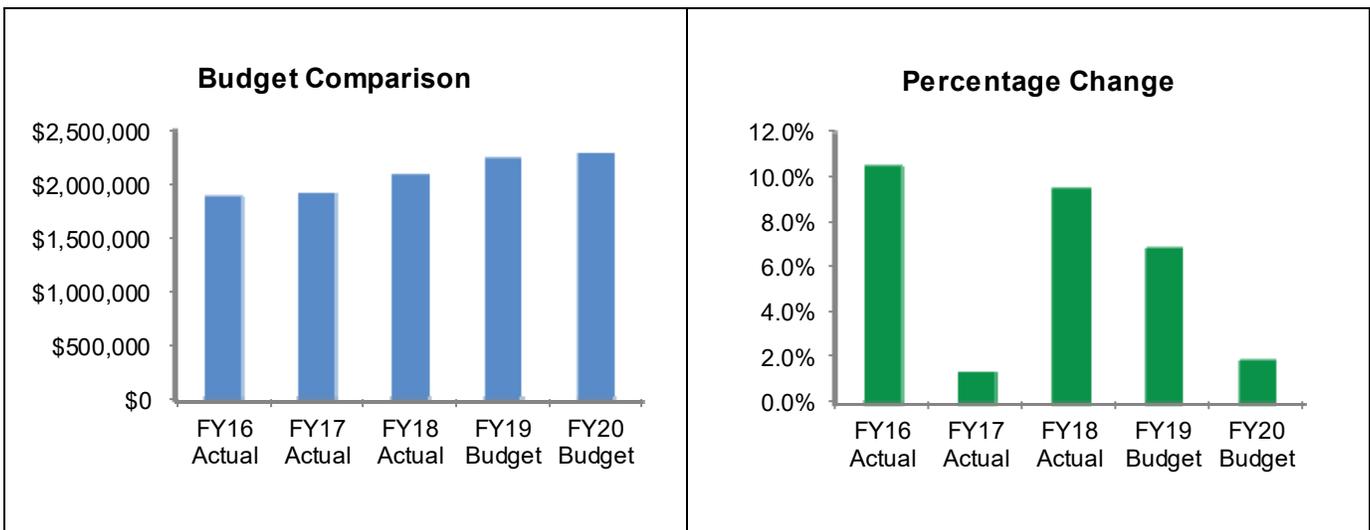
### **WNRN** *FY 20 Budget - \$2,250*

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

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

## Contributions to Education and the Arts Funding Summary

Agency	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Budget	Increase/ (Decrease)	% Change
African American Teaching Fellows	\$3,938	\$0	\$3,938	\$0	\$0	\$0	NA
Arts Coordination and Planning	0	0	0	50,000	0	(50,000)	(100.0%)
Charlottesville Opera	3,242	3,242	3,242	2,432	2,432	0	0.0%
City Center for Contemporary Arts	34,934	35,361	40,898	41,502	44,103	2,601	6.3%
Historic Preservation Task Force	5,843	3,139	1,105	5,000	5,000	0	0.0%
Jefferson Madison Regional Library	1,607,789	1,730,600	1,817,875	1,941,399	2,031,260	89,861	4.6%
Jefferson African American School Heritage Center	30,000	30,000	30,000	30,000	30,000	0	0.0%
Lighthouse Studio	0	8,321	8,321	38,321	38,321	0	0.0%
Literacy Volunteers of America	38,610	38,610	39,768	40,930	40,930	0	0.0%
McGuffey Art Center	19,244	19,507	8,523	23,613	24,035	422	1.8%
Municipal Band	55,000	0	0	0	0	0	NA
New City Arts	0	0	18,000	18,000	18,000	0	0.0%
The Paramount Theater	19,295	19,295	19,874	20,470	20,470	0	0.0%
Piedmont Council for the Arts	45,000	0	0	0	0	0	NA
Piedmont Virginia Community College	10,961	11,183	11,097	11,126	11,111	(15)	(0.1%)
Virginia Discovery Museum	7,500	5,625	5,625	5,794	5,794	0	0.0%
WNRN	0	<u>2,250</u>	<u>2,250</u>	<u>2,250</u>	<u>2,250</u>	0	<u>0.0%</u>
<b>General Fund Total Contributions</b>	<b>\$1,881,356</b>	<b>\$1,907,133</b>	<b>\$2,010,516</b>	<b>\$2,230,837</b>	<b>\$2,273,706</b>	<b>\$42,869</b>	<b>1.9%</b>



### Explanation of FY 20 Changes

**Jefferson Madison Regional Library** - Charlottesville's share of regional and local costs are addressing rising salary compression, retirement, and operational costs. The library is under the City's health care system and there is no increase for FY 20 to those costs. In addition, there is additional funding to cover substitute hours in the Central Library Children's and substitute hours for shelving at Northside.

## Department of Social Services

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

*Strategic Plan  
Alignment*

### Administration Division

*FY 20 Budget - \$1,121,356*



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

### Benefits Division

*FY 20 Budget - \$4,485,632*



The Benefits Division helps low income families and individuals meet basic needs for food, shelter and medical care. Programs include Auxiliary Grants, Child Care Assistance, Low-Income Home Energy Assistance Program (LIHEAP), Medicaid/FAMIS, Refugee Resettlement Program, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance to Needy Families (TANF), and Virginia Initiative for Employment not Welfare (VIEW).

### Family Services Division

*FY 20 Budget - \$9,185,570*

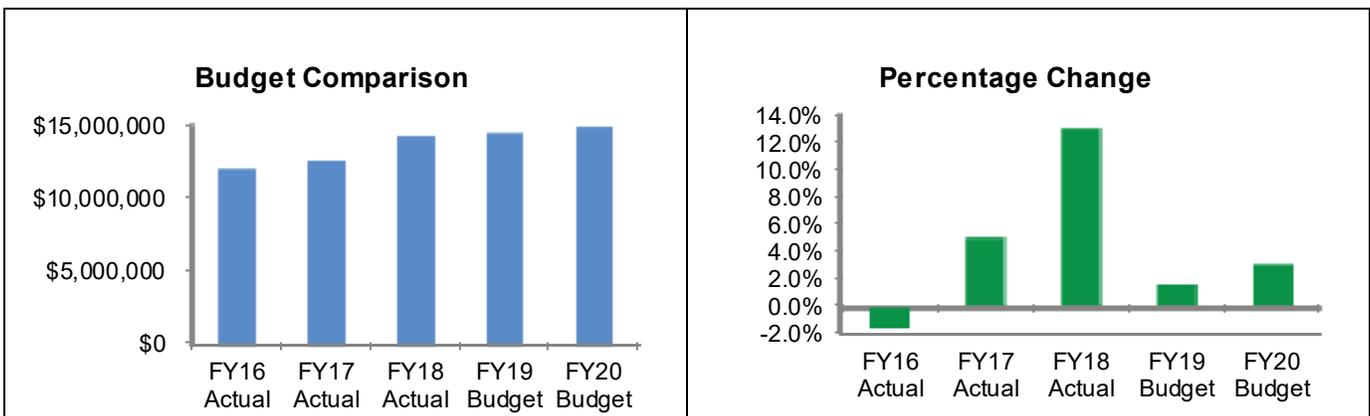


The Family Services Division promotes and supports the development of healthy families and protects children and adults from abuse and neglect. Programs include Adoption, Adult Protective Services (APS), Adult Services, Child Protective Services (CPS), Family Services, School-Based Family Support Program,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

## Department of Social Services Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$6,915,251	\$7,255,717	\$7,520,844	\$8,352,293	\$8,648,243	\$295,950	3.5%
Other Expenditures	5,011,284	5,264,001	5,440,834	6,001,231	6,144,315	143,084	2.4%
<b>Total</b>	<b>\$11,926,535</b>	<b>\$12,519,718</b>	<b>\$12,961,678</b>	<b>\$14,353,524</b>	<b>\$14,792,558</b>	<b>\$439,034</b>	<b>3.1%</b>
General Fund total	\$3,059,627	\$3,286,355	\$3,370,732	\$3,302,777	\$3,302,777	\$0	0.0%
Non General Fund Total	8,866,908	9,233,363	9,590,946	11,050,747	11,489,781	439,034	4.0%
<b>Total</b>	<b>\$11,926,535</b>	<b>\$12,519,718</b>	<b>\$12,961,678</b>	<b>\$14,353,524</b>	<b>\$14,792,558</b>	<b>\$439,034</b>	<b>3.1%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
Non General Fund FTE	102.3	102.5	104.5	106.5	106.5	0.0



### Explanation of FY 20 Changes

#### Salaries and Benefits

- 4.17% salary increase budgeted for FY 20.
- During FY 19, two new Benefit Programs Specialist positions were added in the Benefits Division, to assist with the increased volume of applications anticipated with Medicaid expansion. These positions are partially offset by additional revenue from the State and the costs are included in the FY 20 amounts.
- Savings in the area of in salaries and benefits due to departmental turnover.

#### Other Expenditures

- Increase in risk management fixed costs
- Increase in costs for IV-E Foster Care (all federal funding).

## Department of Social Services

### Strategic Plan Performance Measures

<b>Department of Social Services</b>					
<b>Goal 1: An Inclusive Community of Self-sufficient Residents</b>					
<i>1.4 Enhance financial health of residents</i>					
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
# of residents receiving SNAP benefits	7,591	7,279	6,522	6,389	5,685
<b>Goal 2: A Healthy and Safe City</b>					
<i>2.2 Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization</i>					
		<b>Jan-18</b>	<b>Apr-18</b>	<b>Sep-18</b>	<b>Dec-18</b>
% of child abuse/neglect reports in which investigations are initiated within time required by priority rating		95.0%	97.0%	95.0%	85.0%
% of substantiated child abuse/neglect victims that did not have another substantiated report within 6 months		97.0%	97.0%	98.0%	99.0%
<i>2.3 Improve community health and safety outcomes by connecting residents with effective resources</i>					
		<b>Jan-18</b>	<b>Apr-18</b>	<b>Sep-18</b>	<b>Dec-18</b>
% of applications for Supplemental Nutrition Assistance Program (Food Stamps) that are completed within the federal timeliness standard.		97.0%	98.0%	98.0%	98.0%
The % of applications for Medical Assistance Programs that are completed within the federal and state timeliness standards.		86.0%	92.0%	95.0%	95.0%
The % of applications for Temporary Assistance to Needy Families that are completed within the federal timeliness standard.		100.0%	100.0%	100.0%	100.0%
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Denial and closure rate for benefits programs					
Application suspended or closed	0.15%	0.00%	0.00%	0.37%	0.43%
Denied for other reasons	7.0%	6.0%	7.0%	15.0%	11.0%
Denied ineligible	24.0%	31.0%	31.0%	22.0%	26.0%
Approved	68.0%	63.0%	61.0%	63.0%	63.0%



## Housing Programs and Tax Relief

Strategic Plan  
Alignment

### Albemarle Housing Improvement Program (AHIP)

FY 20 Budget - \$99,050



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

### Charlottesville Housing Affordability Tax Grant Program

FY 20 Budget - \$1,532,440



Charlottesville Housing Affordability Program provides a grant in aid of taxes owed for the taxable year to any qualified natural person who owns and occupies property in the city and meets other eligibility requirements. Beginning in FY 20, amount of each grant will be full relief for taxpayers with household income of \$0-\$25,000, \$1,000 for taxpayers with household income of \$25,001-\$35,000; \$750 for taxpayers with household income of \$35,001-\$45,000; and \$500 for taxpayers with household income of \$45,001-\$55,000. Assessed value of real estate owned may not exceed \$375,000. The grant is applied first to the second half real estate tax bill due on December 5<sup>th</sup>. If the grant amount exceeds the 2<sup>nd</sup> half bill, the remaining grant funds are refunded to the taxpayer to help offset amounts previously paid on the 1<sup>st</sup> half tax bill.

### Piedmont Housing Alliance (PHA)

FY 20 Budget - \$94,963



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

### Rent/Tax Relief for the Elderly and Disabled

FY 20 Budget - \$431,512



The Rental Relief program provides payment of grants to qualified tenants residing in the city who are sixty-five (65) years of age or who are permanently and totally disabled. Gross combined income of applicant and all relatives living in the dwelling must not exceed \$55,000, and net combined financial worth of applicant and spouse of applicant living in the dwelling as of December 31st of the grant year must not exceed \$125,000.

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

### Stormwater Fee Assistance Program

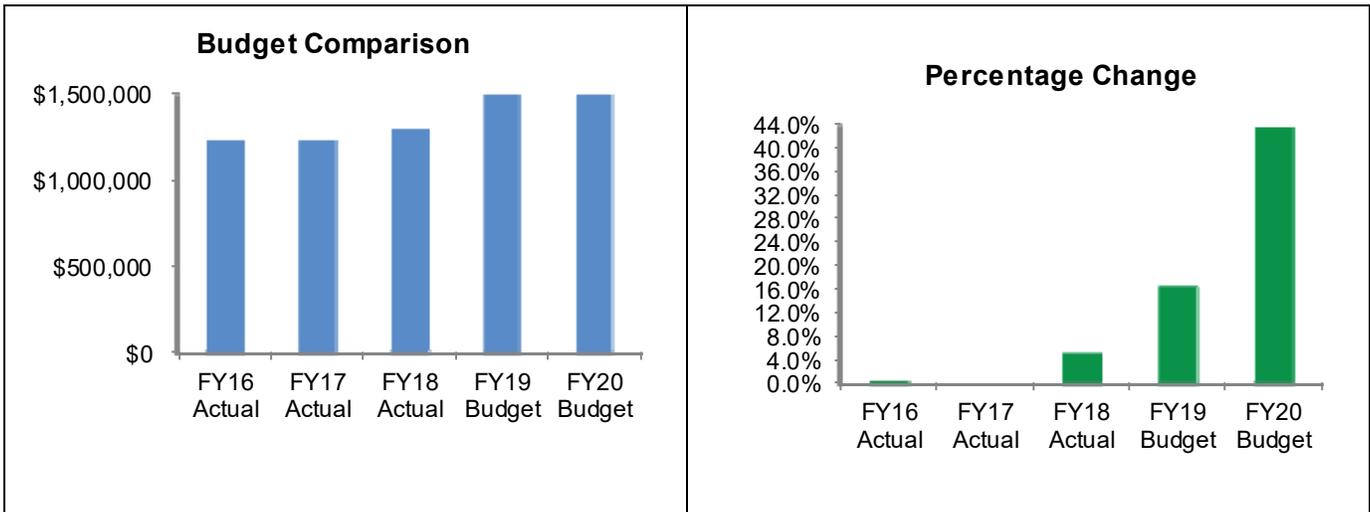
FY 20 Budget - \$20,000



The City created a separate policy, outside the stormwater fee rate structure, allowing for relief measures to be put in place. Since the stormwater fee is being billed to the property owner, an approach to assist qualifying homeowners was modeled after the existing City of Charlottesville Real Estate Relief Program. For a homeowner who has qualified for real estate tax relief, that percentage of assistance (which ranges from 8% to 100%) could be automatically applied to the stormwater utility fee. This is established in the General Fund since, per the Section of the Code of Virginia § 15.2-2114 (the VA Stormwater Utility legislation), it is not an authorized use of income derived from the utility.

## Housing Programs and Tax Relief Funding Summary

Funding Summary	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Budget	Increase/ (Decrease)	% Change
Albemarle Housing Improvement Program	\$93,364	\$93,364	\$96,165	\$99,050	\$99,050	\$0	0.0%
Charlottesville Housing Affordability Tax Grant Program	370,392	339,739	315,508	569,500	1,532,440	962,940	169.1%
Piedmont Housing Alliance	92,197	92,197	92,197	94,963	94,963	0	0.0%
Rent Relief for the Disabled	158,909	195,267	205,371	195,000	219,133	24,133	12.4%
Rent Relief for the Elderly	23,904	18,172	17,014	18,000	20,099	2,099	11.7%
Tax Relief for the Disabled	104,328	115,355	153,336	120,000	61,542	(58,458)	(48.7%)
Tax Relief for the Elderly	372,468	361,024	374,037	400,000	130,738	(269,262)	(67.3%)
Stormwater Fee Assistance Program	<u>19,718</u>	<u>19,970</u>	<u>12,824</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>
<b>General Fund Total</b>	<b>\$1,235,281</b>	<b>\$1,235,089</b>	<b>\$1,266,451</b>	<b>\$1,516,513</b>	<b>\$2,177,965</b>	<b>\$661,452</b>	<b>43.6%</b>



### Explanation of FY 20 Changes

The increases to some of the tax grant and tax relief programs represent changes in the grant amounts for the Charlottesville Housing Affordability Program, changes to the rent relief formula and increases to the top income threshold from \$50,000 to \$55,000 per year for all these programs.

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

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

## Housing Programs and Tax Relief

### Strategic Plan Performance Measures

#### Housing Programs

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

##### 1.4 Enhance the financial health of residents

	2014	2015	2016	2017	2018
<b># of recipients of tax and rent relief programs and housing affordability grant program</b>					
Real estate tax relief	431	406	396	380	360
Rental relief	343	353	369	367	366
Housing Affordability Grant Program	832	825	774	708	646
<b>\$ amount of rent and tax relief and affordability grants disbursed</b>					
Real estate tax relief	\$502,165	\$491,413	\$474,840	\$494,208	\$505,969
Rental relief	\$182,363	\$176,565	\$211,928	\$222,385	\$204,542
Housing Affordability Grant Program	\$364,950	\$364,575	\$340,650	\$311,250	\$485,500



## Department of Human Services

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

**Strategic Plan  
Alignment**

### Community Attention Foster Families (CAFF)

*FY 20 Budget - \$4,470,916*



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

### Community Based Programming

*FY 20 Budget - \$1,103,894*



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

### The Community Supervision Program

*FY 20 Budget - \$311,875*



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

### Summer Community Attention Youth Internship Program (CAYIP)

*FY 20 Budget - \$235,667*



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

### City of Charlottesville Youth Council

*FY 20 Budget - \$8,000*



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

## Department of Human Services

### Coming Home to Work

*FY 20 Budget - \$65,000*



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

### City of Promise

*FY 20 Budget - \$90,264*



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

### Family Self Sufficiency

*FY 20 Budget - \$110,342*



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

### Youth Opportunity Coordinator

*FY 20 Budget - \$91,820*



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

### Westhaven Clinic Coordinator

*FY 20 Budget - \$85,000*

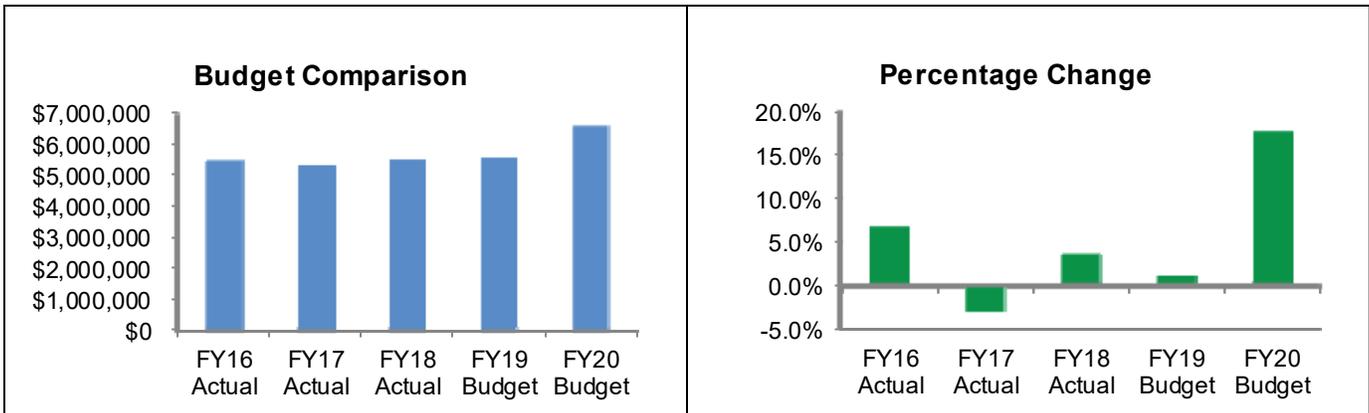


This specialized position is responsible for coordinating community partners that provide services at the Westhaven Clinic; recruiting providers to expand the array of available services; assessing and addressing practical, functional, socioeconomic, psychosocial and community needs of residents; maintaining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

## Department of Human Services Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$3,247,888	\$2,996,227	\$2,932,535	\$3,163,745	\$3,501,549	\$337,804	10.7%
Other Expenditures	<u>2,236,422</u>	<u>2,340,960</u>	<u>2,965,694</u>	<u>2,425,633</u>	<u>3,071,229</u>	<u>645,596</u>	<u>26.6%</u>
<b>Total</b>	<b>\$5,484,310</b>	<b>\$5,337,187</b>	<b>\$5,898,229</b>	<b>\$5,589,378</b>	<b>\$6,572,778</b>	<b>\$983,400</b>	<b>17.6%</b>
General Fund Total	\$604,275	\$572,538	\$672,398	\$662,030	\$662,030	\$0	0.0%
Non General Fund Total	<u>4,880,035</u>	<u>4,764,649</u>	<u>5,225,831</u>	<u>4,927,348</u>	<u>5,910,748</u>	<u>983,400</u>	<u>20.0%</u>
<b>Total</b>	<b>\$5,484,310</b>	<b>\$5,337,187</b>	<b>\$5,898,229</b>	<b>\$5,589,378</b>	<b>\$6,572,778</b>	<b>\$983,400</b>	<b>17.6%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
Non General Fund FTEs	35.5	35.5	36.5	36.5	36.5	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- 4.17% salary increase budgeted for FY 20.
- A new long term temporary Westhaven Clinic Coordinator position was added by City Council mid-year in FY 19; the costs of that position are reflected in the FY 20 budget.

**Other Expenditures:**

- Increase in risk management fixed costs
- Increase in costs for Foster Care stipends.

## Department of Human Services

### Strategic Plan Performance Measures

<b>Department of Human Services</b>					
<b>Goal 1: An Inclusive Community of Self-sufficient Residents</b>					
<i>1.1 Prepare students for academic and vocational success</i>					
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
% of Summer Youth Internship participants who complete the program	95%	88%	90%	95%	92%
# of Summer Youth Internship participants	147	153	148	115	127
# of Summer Youth Internship host agencies	81	87	84	67	84
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
% City of Promise 3rd grade students reading at or above grade level	73%	83%	70%	72%	51%
% City of Promise high school graduates attending college or earning credentials	69%	72%	N/A	N/A	N/A
Check and Connect Program Student Attendance	29%	N/A	55%	34%	43%
<b>Goal 2: A Healthy and Safe City</b>					
<i>2.3 Improve community health and safety outcomes by connecting residents with effective outcomes</i>					
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
% of participants who avoid any new adjudicated charges while in the program.	97%	90%	89%	84%	N/A
% of participants who avoid any new adjudicated charges one year after discharge	77%	80%	74%	83%	76%

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## Neighborhood Development Services

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*Strategic Plan  
Alignment*

### Neighborhood Development Services

FY 20 Budget - \$3,981,475

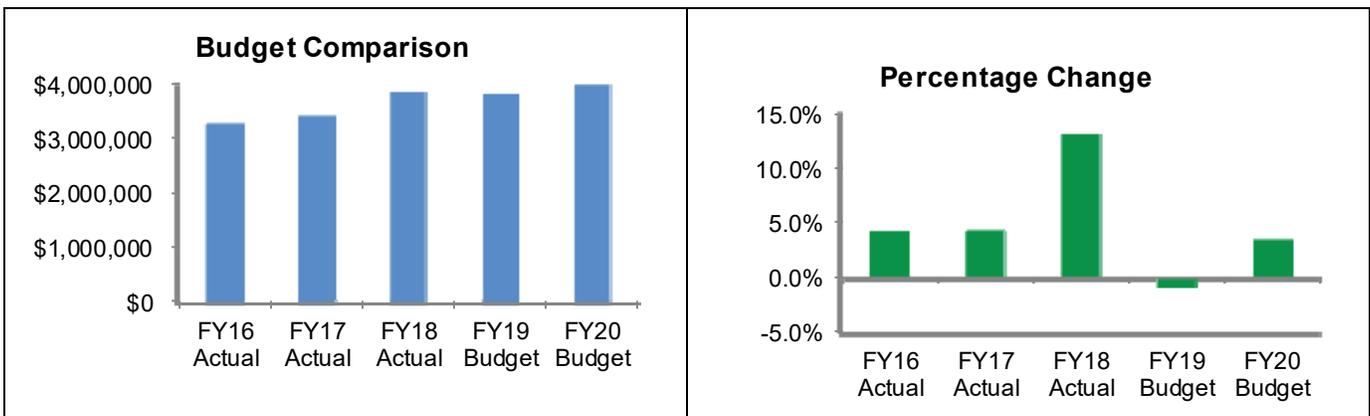


Neighborhood Development Services' functional areas include planning, zoning enforcement, housing code enforcement, engineering, surveying, GIS and mapping, building permits and inspections, bridge inspections, transportation planning, traffic engineering, traffic calming, stormwater design, sidewalk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

## Neighborhood Development Services Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,836,308	\$2,977,762	\$3,219,970	\$3,471,148	\$3,593,878	\$122,730	3.5%
Other Expenditures	<u>444,033</u>	<u>445,618</u>	<u>612,422</u>	<u>376,487</u>	<u>387,597</u>	<u>11,110</u>	<u>3.0%</u>
<b>General Fund Total</b>	<b>\$3,280,341</b>	<b>\$3,423,379</b>	<b>\$3,832,392</b>	<b>\$3,847,635</b>	<b>\$3,981,475</b>	<b>\$133,840</b>	<b>3.5%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	35.5	36.5	37.0	38.0	39.0	1.0
Other Funded FTEs	2.0	1.0	1.0	1.0	1.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- 3% salary increase provided in FY 19.
- A Support Services Manager position is added in FY 20 to be effective January 1, 2020, at a cost of \$56,670.

**Other Expenditures:**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Increase in postage and advertising due to increased community engagement efforts.
- Increase in supplies due to additional staff and projects.

## Neighborhood Development Services

### Strategic Plan Performance Measures

Neighborhood Development Services					
<b>Goal 1: An Inclusive Community of Self-sufficient Residents</b>					
<i>1.3 Increase affordable housing options</i>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
# of supported affordable housing units created per year	35	36	51	31	46
<b>Goal 2: A Healthy and Safe City</b>					
<i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>					
		Q3 FY 18	Q4 FY 18	Q1 FY 19	Q2 FY 19
# of traffic calming requests studied by staff		8	0	0	0
<b>Goal 3: A Beautiful and Sustainable Natural and Built Environment</b>					
<i>3.1 Engage in robust and context sensitive urban planning and implementation</i>					
		Q3 FY 18	Q4 FY 18	Q1 FY 19	Q2 FY 19
# of Board of Architecture Review (BAR) cases		27	41	21	35
# of Entrance Corridor Review Board (ERB) cases		2	5	3	2
# of BAR/ERB administrative reviews		3	5	0	2
<i>3.2 Provide reliable and high quality infrastructure</i>					
		Q3 FY 18	Q4 FY 18	Q1 FY 19	Q2 FY 19
# of permits issued		567	548	514	468
# of rezoning/Special Use Permit applications submitted		8	1	1	2
# of site plans submitted		24	21	7	11
# of building permit inspections		1,647	1,453	1,400	1,383
# of building plans reviewed		233	417	327	312
	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018
Linear feet of new sidewalk constructed	8,605	9,671	10,686	14,097	8,834

## Neighborhood Development Services

### Strategic Plan Performance Measures

<i>3.4 Be responsible stewards of natural resources</i>				
	<b>Q3 FY 18</b>	<b>Q4 FY 18</b>	<b>Q1 FY 19</b>	<b>Q2 FY 19</b>
# of property maintenance inspections conducted (includes citations related to trash, weeds, housing and vehicles)	105	708	830	279
<b>Goal 5: A Well-managed and Responsive Organization</b>				
<i>5.1 Integrate effective business practices and strong fiscal policies</i>				
	<b>Q3 FY 18</b>	<b>Q4 FY 18</b>	<b>Q1 FY 19</b>	<b>Q2 FY 19</b>
Total value (\$) of construction permits issued in millions	\$14.2	\$55.8	\$25.1	\$46.3
		<b>Oct-18</b>	<b>Nov-18</b>	<b>Dec-18</b>
\$ amount of fees collected for all permits in thousands		\$93.7	\$81.6	\$36.6

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## Office of Human Rights

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**Strategic Plan  
Alignment**



### Office of Human Rights

FY 20 Budget - \$238,438

The Office of Human Rights (OHR) functions are:

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

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

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

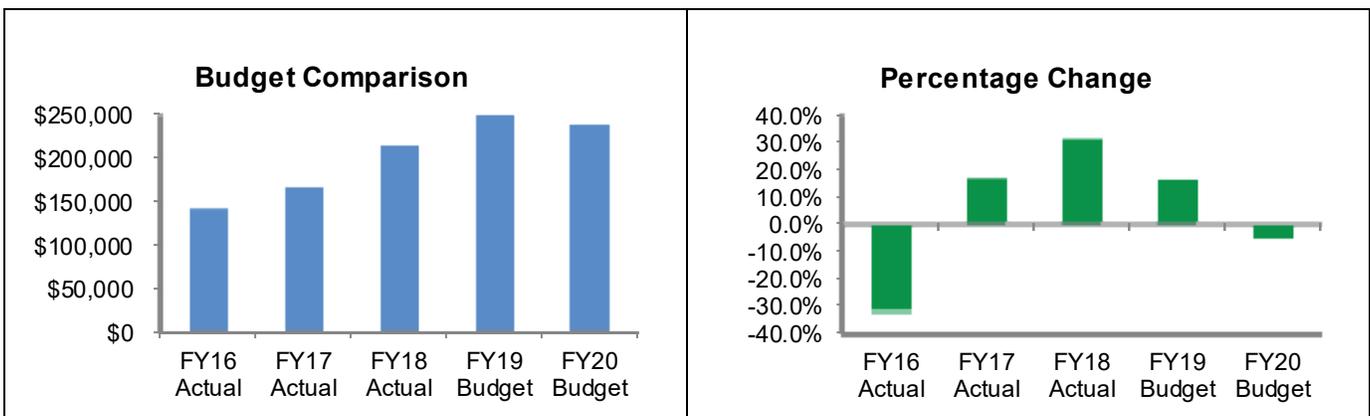
- Disproportionate minority contact with the criminal justice system in the adult population
- Prevention education and resources for victims of sexual violence in the City
- Affordable and public housing
- Review of police data regarding stops and searches

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

## Office of Human Rights Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$103,815	\$123,002	\$144,992	\$183,082	\$176,601	(\$6,481)	-3.5%
Other Expenditures	38,065	42,157	37,495	66,894	61,837	(5,057)	-7.6%
<b>General Fund Total</b>	<b>\$141,880</b>	<b>\$165,159</b>	<b>\$182,487</b>	<b>\$249,976</b>	<b>\$238,438</b>	<b>(\$11,538)</b>	<b>-4.6%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	2.0	1.5	1.5	2.0	2.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- 3% salary increase provided in FY 19.
- Savings in retirement costs over amount budgeted in FY 19 due to staff turnover.

**Other Expenditures:**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Decrease due to \$5,000 in reductions taken from professional services, marketing and advertising.

## Office of Human Rights

### Strategic Plan Performance Measures

#### Office of Human Rights

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

##### 1.5 Intentionally Address Issues of Race and Equity

	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018
Total Externally-Initiated Contacts	107	752	1302	1316	696
Total Inquiries and Compliants by Location					
City of Charlottesville	40	32	41	39	76
Albemarle County	30	12	4	0	11
Other/Not Specified	13	8	7	27	17
Total Inquiries by Protected Activity					
Employment	19	0	0	12	17
Housing	5	0	0	3	49
Public Accomodations	7	0	0	12	3
Other	12	0	0	0	22
Total Complaints by Protected Activity					
Credit	0	0	0	0	0
Employment	20	26	35	21	6
Housing	8	6	10	12	6
Private Education	0	0	0	0	22
Public Accomodation	12	15	12	6	1
Other	0	5	3	0	0

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## Office of Human Rights

### Strategic Plan Performance Measures

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#### Office of Human Rights

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

###### 1.5 Intentionally Address Issues of Race and Equity

**CY 2018**

% of Individuals who Complete Questionnaire and Agreed or Strongly Agreed that the Services they Received were Helpful

96%

##### Year-End Inquiry and Complaint Case Status

Open

21

Closed

74

Dismissed

9

## Parks and Recreation Department

**Strategic Plan  
Alignment**

### Administration

*FY 20 Budget - \$1,042,559*



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

### Athletics

*FY 20 Budget - \$275,498*



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

### Aquatics

*FY 20 Budget - \$2,334,997*



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

### Adaptive Recreation

*FY 20 Budget - \$393,986*



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

### Recreation Centers

*FY 20 Budget - \$2,242,694*



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

### Parks Maintenance/City-County Parks Contribution

*FY 20 Budget - \$4,367,603*



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

**Youth Programs**

*FY 20 Budget - \$726,138*



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

**City Markets**

*FY 20 Budget - \$152,345*



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

**Meadowcreek Golf Course**

*FY 20 Budget - \$989,940*

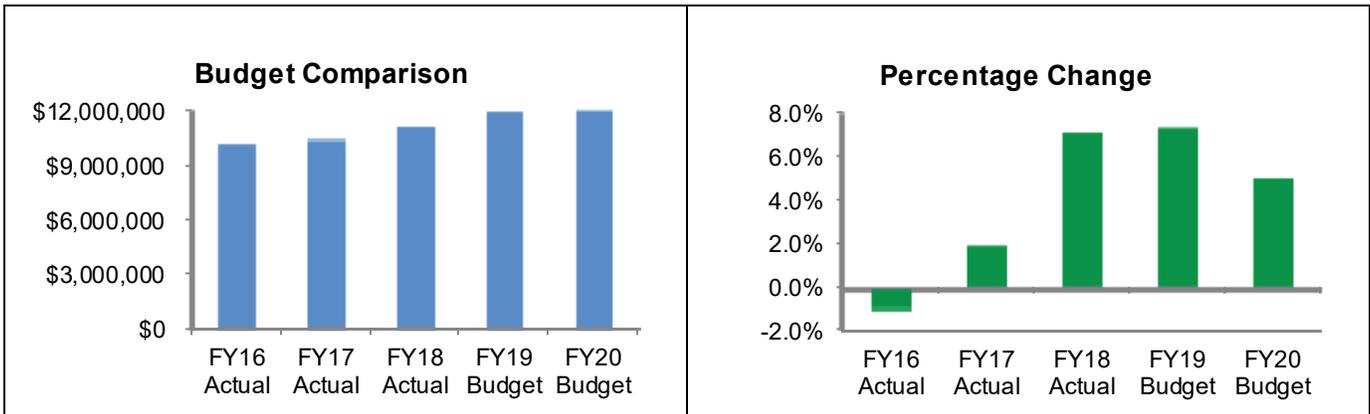


Funds the management, operations and maintenance of all services and maintenance at Meadowcreek Golf Course at Pen Park through an enterprise fund.

## Parks and Recreation Department Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$6,657,982	\$6,898,885	\$7,420,663	\$8,260,477	\$8,543,800	\$283,323	3.4%
Other Expenditures	<u>3,532,843</u>	<u>3,488,988</u>	<u>3,670,697</u>	<u>3,671,557</u>	<u>3,981,960</u>	<u>310,403</u>	<u>8.5%</u>
<b>Total</b>	<b>\$10,190,825</b>	<b>\$10,387,873</b>	<b>\$11,091,360</b>	<b>\$11,932,034</b>	<b>\$12,525,760</b>	<b>\$593,726</b>	<b>5.0%</b>
General Fund Total	\$9,344,316	\$9,664,055	\$10,357,383	\$11,117,962	\$11,663,820	\$545,858	4.9%
Non General Fund Total	<u>846,509</u>	<u>723,818</u>	<u>733,977</u>	<u>814,072</u>	<u>861,940</u>	<u>47,868</u>	<u>5.9%</u>
<b>Total</b>	<b>\$10,190,825</b>	<b>\$10,387,873</b>	<b>\$11,091,360</b>	<b>\$11,932,034</b>	<b>\$12,525,760</b>	<b>\$593,726</b>	<b>5.0%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	66.5	66.5	67.5	69.5	69.5	0.0
Non General Fund FTEs	4.0	4.0	4.0	4.0	4.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- Increase due to a 3% cost of living adjustments budgeted in FY 19 for the General Fund, and 4.17% cost of living adjustment budgeted in FY 20 for the Golf Course Fund. The FY 20 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).
- Temporary salaries increased by \$339,000 primarily due to Living Wage increases implemented in FY 19.
- The FY 20 budget included a reduction of 2 FTEs in the Golf fund, as well as a reduction in temporary salaries in the Golf fund. These positions were responsible for managing the grounds maintenance of the golf course. Upon the retirement of the FTE's, that function is now being handled through a new turf maintenance contract.

**Other Expenditures:**

- Decrease due to the reduction in Information Technology Infrastructure fees.
- Increase in risk management fixed costs.
- Increase in contractual services costs for the Golf Course turf maintenance contract.
- Increase in rent cost for Carver Recreation Center while funds budgeted for the City Market are decreased as the rent will be paid using funds from the City Market account in the Capital Improvement Fund in FY 20.
- Increase in utility costs, as well as an increase in costs associated with repairs and maintenance of new and existing facilities and infrastructure.

## Parks and Recreation Department

### Strategic Plan Performance Measures

#### Parks and Recreation Department

##### Goal 2: A Healthy and Safe City

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

	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018
# of visitations to outdoor pools	42,968	40,000	45,961	47,291	43,173	40,578
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
# of visitations to the skate park	7,898	4,975	4,715	5,728	2,885	Closed
# of visitations to Smith Aquatic Center and Carver Recreation Center	73,959	111,358	199,748	178,127	155,720	113,831
# of participants enrolled in recreation classes	8,357	8,389	8,122	8,419	7,815	8,092
# of golf rounds played per year	33,189	28,600	27,467	31,410	32,318	30,197

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

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
# of master plans developed or updated since 2006	2	2	2	2	3	3

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Acres of parkland (includes City only, schools and City/County shared)	3,056	3,069	3,118	3,150	3,150	3,152
Linear feet of trails in the City	60,150	99,475	111,225	119,145	121,945	123,695

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
# of new trees planted	223	202	425	155	79	322
# of alternative stormwater structures located in parks	16	17	28	28	28	28

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

###### 4.2 Attract and cultivate a variety of new businesses

	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018
# of City Market vendors	107	108	104	98	101	120
Gross City market vendor revenues (\$) in millions	\$1.71	\$1.88	\$2.10	\$2.10	\$1.89	\$2.30



# Infrastructure and Transportation



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

Charlottesville Area Transit/  
JAUNT Paratransit Services

Public Utilities Department:  
Gas  
Water  
Wastewater  
Stormwater

**City Strategic Goals Key:**



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

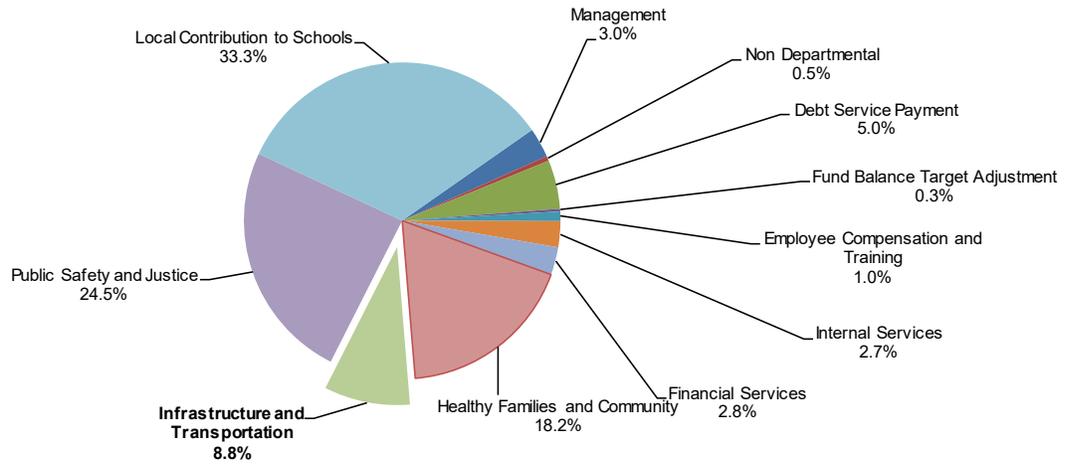


Goal 4: A Strong, Creative and Diversified Economy

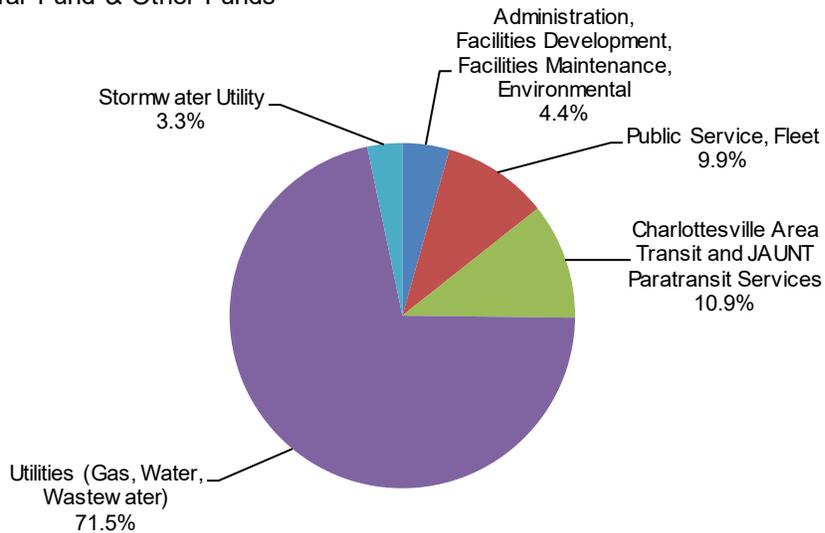


Goal 5: A Well-managed and Responsive Organization

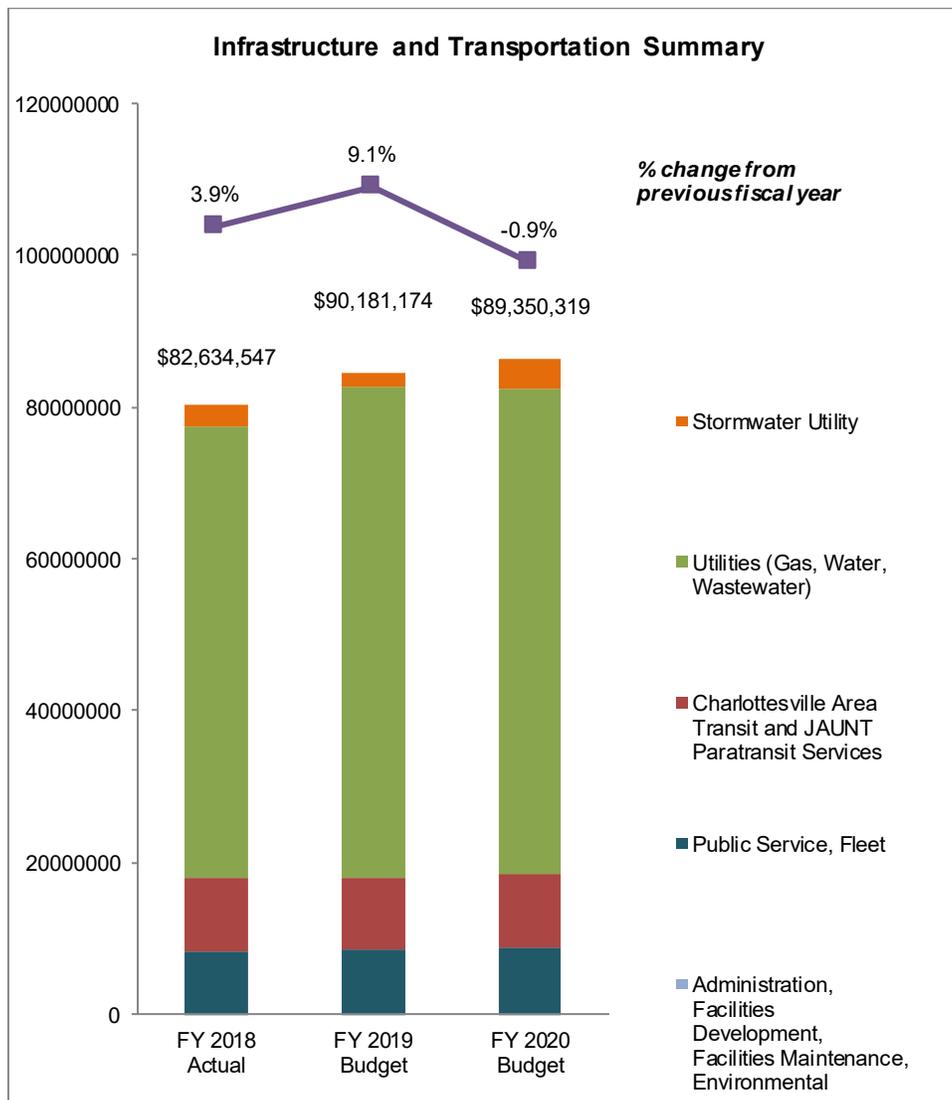
**Infrastructure and Transportation**  
% of General Fund Operating Budget



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



Infrastructure and Transportation Summary	FY2018 General Fund Actual	FY2019 General Fund Budget	FY2020 General Fund Budget	FY2018 Other Funds Actual	FY2019 Other Funds Budget	FY2020 Other Funds Budget
<b>INFRASTRUCTURE AND TRANSPORTATION</b>						
Public Works: Administration, Facilities Development, Facilities Maintenance, Environmental	\$2,844,551	\$3,089,898	\$3,333,152	\$560,415	\$554,868	\$600,866
Public Works: Public Service, Fleet	7,290,608	7,477,210	7,699,142	1,036,997	1,056,942	1,169,528
Charlottesville Area Transit and JAUNT Paratransit Services	3,721,622	3,814,412	4,064,567	5,945,921	5,565,619	5,648,522
Public Utilities: Gas, Water, Wastewater	0	0	0	59,410,337	64,870,230	63,920,931
Public Utilities: Stormwater	0	0	0	1,824,096	3,751,995	2,913,611
<b>INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL</b>	<b>\$13,856,781</b>	<b>\$14,381,520</b>	<b>\$15,096,861</b>	<b>\$68,777,766</b>	<b>\$75,799,654</b>	<b>\$74,253,458</b>



## Department of Public Works

### Administration - Facilities Development - Facilities Maintenance - Environmental

Strategic Plan  
Alignment

#### Administration

FY 20 Budget - \$468,018



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

#### Facilities Development

FY 20 Budget - \$762,372



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

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

#### Facilities Maintenance

FY 20 Budget - \$2,102,762



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

#### Environmental Sustainability

FY 20 Budget - \$600,866

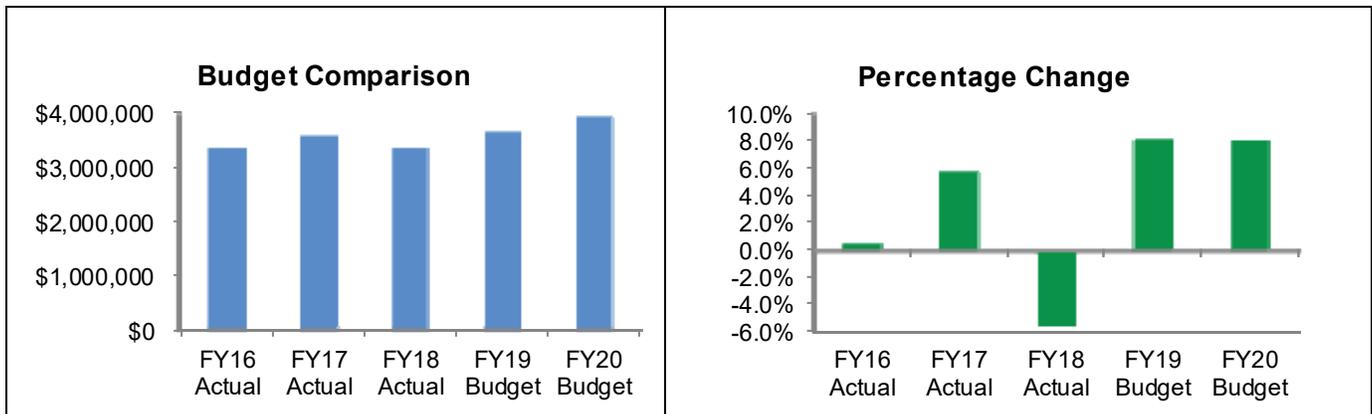


The Environmental Sustainability Division (ESD), established in 2002, is dedicated to environmental compliance and management strategies, public education and outreach, sustainability, and environmental stewardship opportunities. ESD is an internal City resource and has a strong commitment to promoting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

## Department of Public Works Administration - Facilities Development - Facilities Maintenance - Environmental Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,891,945	\$2,089,716	\$1,993,534	\$2,332,826	\$2,638,088	\$305,262	13.1%
Other Expenditures	1,482,239	1,477,073	1,411,432	1,311,940	1,295,930	(16,010)	-1.2%
<b>Total</b>	<b>\$3,374,184</b>	<b>\$3,566,789</b>	<b>\$3,404,966</b>	<b>\$3,644,766</b>	<b>\$3,934,018</b>	<b>\$289,252</b>	<b>7.9%</b>
General Fund Total	\$2,885,350	\$3,098,743	\$2,844,551	\$3,089,898	\$3,333,152	\$243,254	7.9%
Non General Fund Total	488,834	468,046	560,415	554,868	600,866	45,998	8%
<b>Total</b>	<b>\$3,374,184</b>	<b>\$3,566,789</b>	<b>\$3,404,966</b>	<b>\$3,644,766</b>	<b>\$3,934,018</b>	<b>\$289,252</b>	<b>7.9%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	21.9	21.9	23.9	23.9	23.9	0.0
Non General Fund FTEs	3.0	3.0	3.0	3.0	3.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits**

- Increase due to a 3% cost of living adjustments budgeted in FY 19 for the General Fund, and 4.17% cost of living adjustment budgeted in FY 20 for Non General Funds. The FY 20 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (pg. E-8).

**Other Expenditures**

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

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

## Department of Public Works

### Strategic Plan Performance Measures

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

*3.2 Provide reliable and high quality infrastructure*

	FY 2018
Pavement Condition Index	
Citywide	80.6
Very good/excellent	60.7
Good	6.9
Fair	11.6
Poor	5.0
At risk	15.7

*3.4 Be responsible stewards of natural resources*

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Residential & commercial refuse & recycling collection					
Tons waste later sorted for recycling	6,694	6,821	6,385	6,532	6,577
Tons mixed recycling	3,254	3,577	3,612	3,666	3,865
Recycling target (% of all waste)	35%	35%	35%	35%	35%
Recycling target (tons)	3,482	3,443	3,498	3,569	3,654
Site energy intensity all buildings (1,000 BTU's)	58.9	57.7	54.1	54.5	57.3



## Department of Public Works Public Service – Fleet Maintenance

### Public Service

Strategic Plan  
Alignment

#### Administration

FY 20 Budget - \$659,611



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

#### Streets and Sidewalks/Streetlighting Operations

FY 20 Budget - \$4,404,240



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

#### Stormwater Maintenance

FY 20 Budget - \$0.00



Stormwater Maintenance is responsible for cleaning and routine repairs of the stormwater infrastructure (over 50 miles and approximately 4,000 structures). This crew was previously funded in the General Fund and is now moved to the Utility fund for FY 20.

#### Traffic Operations

FY 20 Budget - \$826,134



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

#### Refuse/Large Item Pickup

FY 20 Budget - \$1,809,157



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

### Fleet Management

Strategic Plan  
Alignment

#### Fleet Management Operations

FY 20 Budget - \$1,169,528

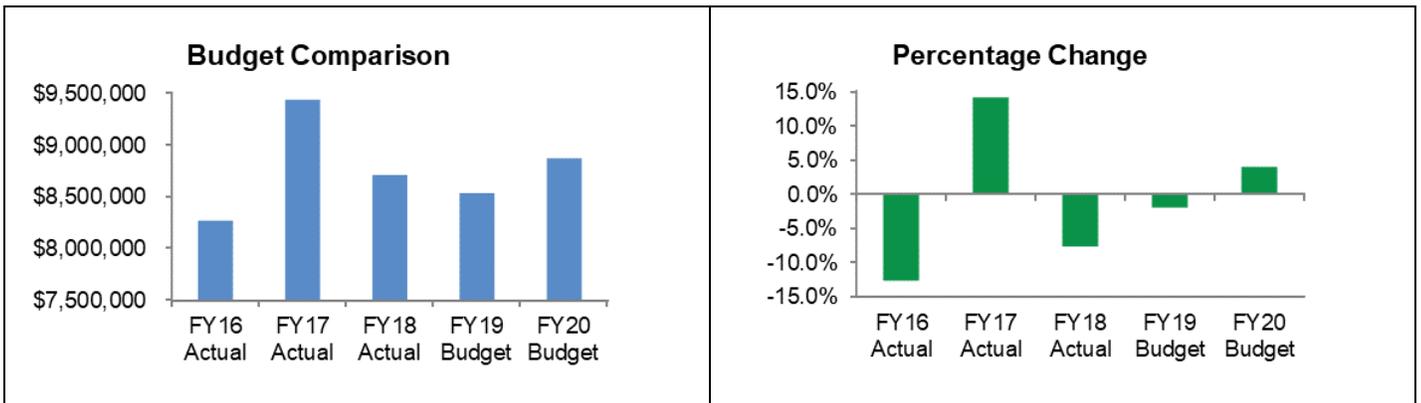


Fleet Management Operations is responsible for repairs and maintenance to 687 City-owned vehicles and equipment, manages the fueling infrastructure, and provides recommendations on the purchase of replacement vehicles and equipment.

## Department of Public Works Public Service – Fleet Maintenance Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$4,166,967	\$4,017,702	\$4,141,526	\$4,162,080	\$4,473,841	\$311,761	7.5%
Other Expenditures	4,102,919	5,415,793	4,186,079	4,372,072	4,394,829	22,757	0.5%
<b>Total</b>	<b>\$8,269,886</b>	<b>\$9,433,495</b>	<b>\$8,327,605</b>	<b>\$8,534,152</b>	<b>\$8,868,670</b>	<b>\$334,518</b>	<b>3.9%</b>
General Fund Total	\$7,270,428	\$7,527,293	\$7,290,608	\$7,477,210	\$7,699,142	\$221,932	3.0%
Non General Fund Total	999,458	1,906,202	1,036,997	1,056,942	1,169,528	112,586	10.7%
<b>Total</b>	<b>\$8,269,886</b>	<b>\$9,433,495</b>	<b>\$8,327,605</b>	<b>\$8,534,152</b>	<b>\$8,868,670</b>	<b>\$334,518</b>	<b>3.9%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	51.0	51.0	49.0	50.0	47.0	(3.0)
Non General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0



### Explanation of FY 20 Changes

#### Salaries and Benefits

- Increase due to a 3% cost of living adjustments budgeted in FY 19 for the General Fund, and 4.17% cost of living adjustment budgeted in FY 20 for the Fleet Fund. The FY 20 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).
- Increase due to a departmental reorganization in FY 19 that added a FTE for a Public Service Manager. The FY 20 budget reflects that move.
- Increase due to restoration of funding for several positions which were held vacant and not funded in FY 19 and now included in FY 20 - four Maintenance Worker III positions and one Auto Service Mechanic III.

#### Other Expenditures

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

## Charlottesville Area Transit - JAUNT Paratransit Services

Strategic Plan  
Alignment

### Charlottesville Area Transit (CAT) Operations

FY 20 Budget - \$8,141,173



Charlottesville Area Transit (CAT) provides public transportation services to the greater Charlottesville area. The City of Charlottesville works in partnership with Albemarle County and the University of Virginia to fund these services. Under a pre-paid arrangement with the University of Virginia, UVA IDs are accepted as fare on all buses. CAT also operates the Free Trolley, connecting the University and Downtown, and staffs the Downtown Transit Station, offering information to area travelers, restrooms, and a comfortable place between bus trips. In FY 20, the City's contribution to CAT is \$2,513,651. In addition to local funds and passenger fares, CAT operating expenses are covered by Federal and State grants. The Transit division also contracts with the Charlottesville City Schools for Pupil Transportation (budget and narrative shown on pg. K-4).

### Charlottesville Area Transit Bus Replacement

FY 20 Budget - \$21,000



Bus and bus-related purchases, such as passenger shelters and benches at bus stops, are funded by a City contribution in the Capital Improvement Program (CIP) to secure Federal and State grants. The City's share in FY 20 is \$21,000. In FY 20, the federal share of capital purchases is projected to be 80%, the state share 16%, and the City share 4%.

### JAUNT Paratransit Services

FY 20 Budget - \$1,550,916\*



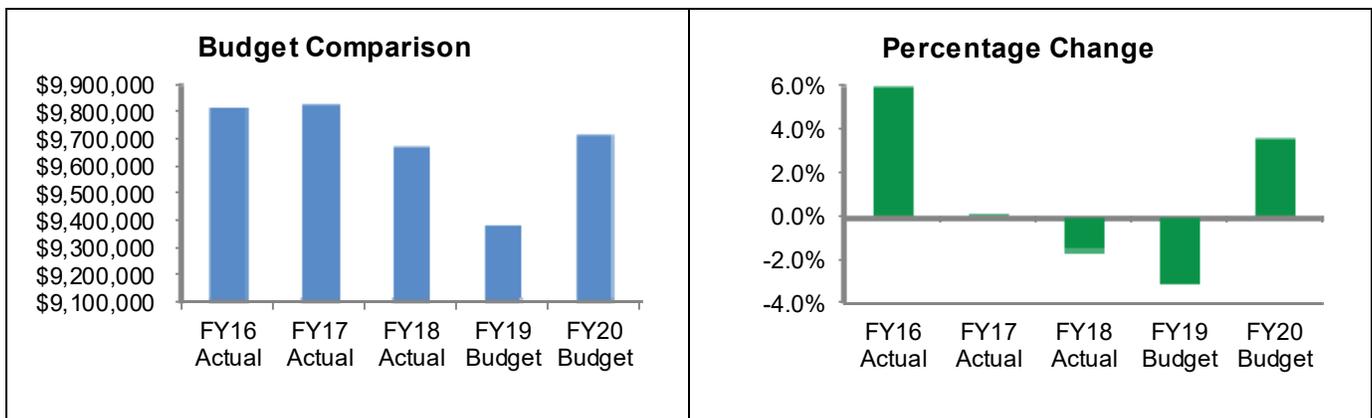
Under the Americans with Disabilities Act (ADA), CAT must provide paratransit service to eligible individuals who, because of disability, cannot access or use the fixed-route buses CAT operates. The City contracts with JAUNT for the required ADA paratransit service. JAUNT is a public service corporation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

\*Reviewed by the Office of Budget and Performance Management

## Charlottesville Area Transit - JAUNT Paratransit Services Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
CAT Salaries and Benefits	\$4,968,997	\$5,396,682	\$5,881,672	\$5,878,363	\$5,992,263	\$113,900	1.9%
CAT Other Expenditures	2,248,344	2,025,018	2,118,333	2,009,621	2,148,910	\$139,289	6.9%
Transit Bus Replacement	1,657,273	1,325,997	537,050	115,000	21,000	(\$94,000)	-81.7%
JAUNT Paratransit Services	936,279	1,074,008	1,130,488	1,377,047	1,550,916	\$173,869	12.6%
<b>Total</b>	<b>\$9,810,893</b>	<b>\$9,821,705</b>	<b>\$9,667,543</b>	<b>\$9,380,031</b>	<b>\$9,713,089</b>	<b>\$333,058</b>	<b>3.6%</b>
General Fund Total	\$2,808,863	\$3,251,841	\$3,721,622	\$3,814,412	\$4,064,567	\$250,155	6.6%
Non General Fund Total	7,002,030	6,569,864	5,945,921	5,565,619	5,648,522	\$82,903	1.5%
<b>Total</b>	<b>\$9,810,893</b>	<b>\$9,821,705</b>	<b>\$9,667,543</b>	<b>\$9,380,031</b>	<b>\$9,713,089</b>	<b>\$333,058</b>	<b>3.6%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
Non General Fund FTEs	68.0	69.0	72.0	76.0	80.0	4.0



### Explanation of FY 20 Changes

#### Salaries and Benefits

- 4.17% salary increase in FY 20.
- Increase due to four relief drivers being converted to regular FTEs in FY 19 and four additional conversions will be done in FY 20. Adding more regular drivers will allow the transit system to have better consistency in terms of keeping buses on the roads and routes on time.

#### Other Expenditures

- Increases for education and training and repair costs for hybrid buses.
- Decrease in fuel and phone fees fixed costs.

#### JAUNT Paratransit Services

- The City's share of JAUNT is increasing for several reasons: increases in costs for health care, retirement contributions and workers compensation, salary adjustments that will be provided to employees, changes in services that include an increase in ADA services to Charlottesville residents and a slight increase in the City's share of capital costs. Also included are funds for one new position. JAUNT asked for three in FY 20 and it will be their discretion to decide which position is added.

## Charlottesville Area Transit - JAUNT Paratransit Services

### Strategic Plan Performance Measures

#### Charlottesville Area Transit

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

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Total # of CAT passenger trips	2,405,151	2,275,515	2,423,740	2,337,877	2,189,612	2,052,376
CAT Passenger Satisfaction (Good or Excellent)	82%	81%	83%	80%	80%	80%
Service Levels: Total Revenue Service Hours	-	93,822	104,572	103,199	101,752	104,510
Service Levels: Total Revenue Service Miles	-	1,009,789	1,043,544	1,046,830	993,884	962,803

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Efficiency: Passenger Trips per Revenue Service Hour	-	24.25	23.18	22.84	21.52	19.64
Efficiency: Passenger Trips per Revenue Service Mile	2.38	2.25	2.32	2.25	2.20	2.13



## Public Utilities Department Gas – Water – Wastewater

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

**Strategic Plan  
Alignment**

**Gas Operations**   
*FY 20 Budget - \$25,671,374*

The Gas Distribution operation of the Public Utilities Department is a natural gas utility owned and operated by the City of Charlottesville. It has provided residents of Charlottesville and urban areas of Albemarle County with safe, efficient, reliable, and economical service for over 150 years. Charlottesville Gas currently has over 21,000 customers and maintains 330 miles of gas lines and 270 miles of gas service lines.

**Wastewater Operations**   
*FY 20 Budget - \$17,203,764*

The City of Charlottesville has approximately 170 miles of gravity wastewater lines and over 5,700 manholes. This system collects the wastewater from residential areas and businesses, transporting it to the Rivanna Water and Sewer Authority's Moore's Creek Treatment Plant. Charlottesville Wastewater maintains the collection system, through general maintenance and emergency response, 24 hours a day.

**Water Operations**   
*FY 20 Budget - \$17,086,323*

Charlottesville Water, the water distribution operations of the Public Utilities, is responsible for the installation, maintenance, and repair of the City's water distribution mains, water main valves, and fire hydrants, as well as the connection and disconnection of all water meters serving 14,440 customers. In addition, Charlottesville Water installs and maintains water service lines from the water main to the water meter. Currently there are approximately 1,050 fire hydrants, 3,400 valves, and 180 miles of water mains in service for the benefit of the residents of Charlottesville.

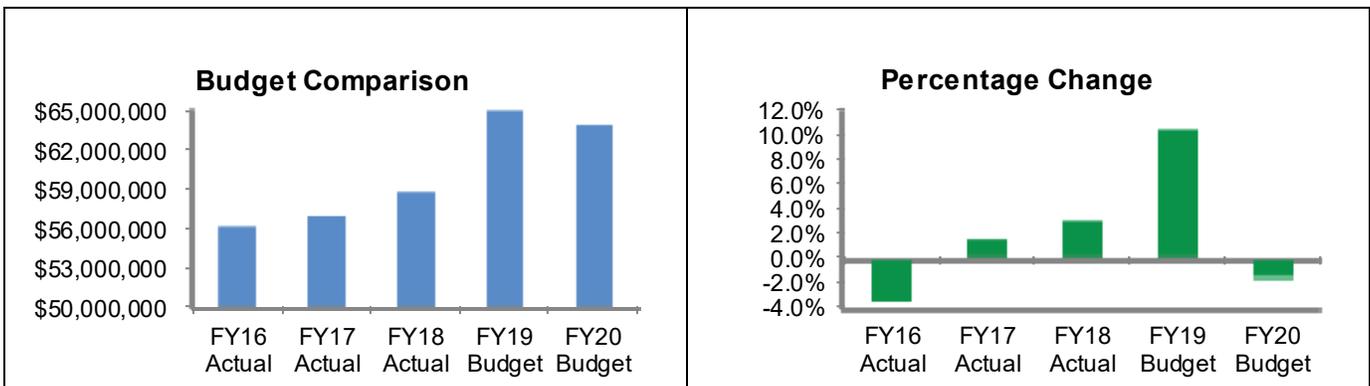
**Utilities Debt Service**   
*FY 20 Budget - \$4,560,336*

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

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

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$6,296,163	\$5,366,074	\$5,787,487	\$6,917,045	\$7,014,940	\$97,895	1.4%
Other Expenditures	41,056,776	40,868,709	41,627,717	44,189,389	43,170,655	(1,018,734)	-2.3%
Capital Projects	3,620,124	5,999,919	6,985,588	9,203,460	9,175,000	(28,460)	-0.3%
Debt Service	5,190,095	4,770,585	5,009,544	4,560,336	4,560,336	0	0.0%
<b>Non General Fund Total</b>	<b>\$56,163,158</b>	<b>\$57,005,287</b>	<b>\$59,410,337</b>	<b>\$64,870,230</b>	<b>\$63,920,931</b>	<b>(\$949,299)</b>	<b>-1.5%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
Non General Fund FTEs	89.0	89.0	89.0	89.0	90.0	1.0



### Explanation of FY 20 Changes

**Salaries and Benefits**

- 4.17% salary increase in FY 20.
- Addition of one FTE for a Construction Inspector in Wastewater.

**Other Expenditures**

- Increase in payment in lieu of taxes for the Gas, Water and Wastewater funds.
- Increases in other contractual services, professional services.

**Capital Projects**

- Increase to Water fund capital projects.
- Decrease to Gas fund capital projects.

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

The utility rates for our customers indicated in the Utility Rate Study are reviewed and approved by Council 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. All amendments resulting from the rate study review by Council are reflected in the FY 20 Adopted Budget.

## Public Utilities Department Stormwater

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

**Strategic Plan  
Alignment**

### Stormwater Operations

*FY 20 Budget - \$1,294,572*



The Stormwater Utility is responsible for implementation of various programs covered by the City's Municipal Separate Stormwater Sewer System (MS4) permit, the illicit discharge program, and implementing the WRPP. This includes administration, maintenance, operations, infrastructure rehabilitation, water resources master planning, and stormwater retrofit planning, design, and implementation. In FY 20, a stormwater maintenance crew and related expenses previously funded in the General Fund will be transferred to the Stormwater Utility. The total cost of \$373,563 will be funded using existing utility revenues and there will be no fee increase resulting from this change.

### Stormwater Capital Projects

*FY 20 Budget - \$1,500,000*



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

### Stormwater Debt Service

*FY 20 Budget - \$119,039*

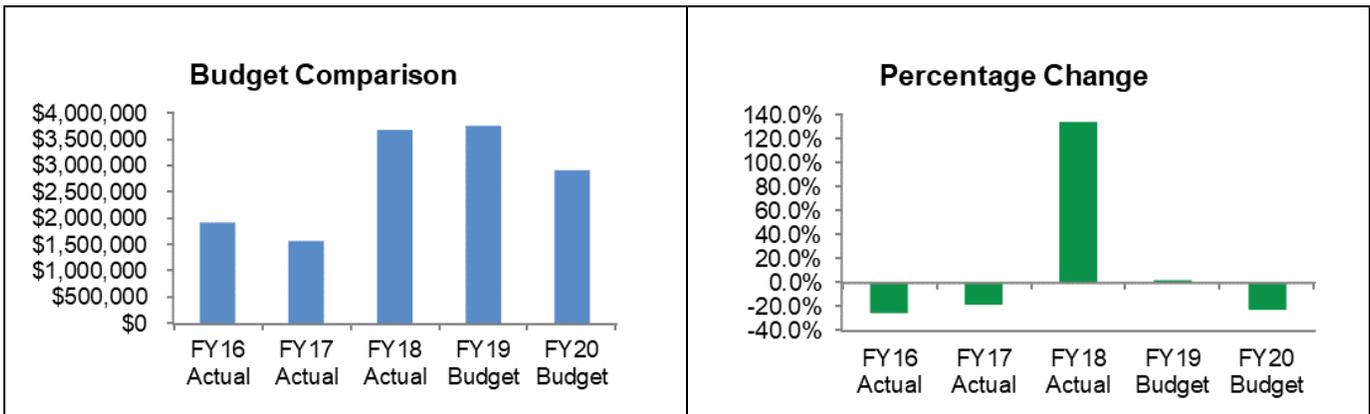


Reflects payments to the Stormwater Debt Service, which is used to pay down borrowed funds dedicated to make major improvements to Stormwater infrastructure.

## Public Utilities Department Stormwater Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$314,429	\$319,937	\$293,010	\$344,503	\$793,888	\$449,385	130.4%
Other Expenditures	303,325	150,150	251,938	318,453	500,684	182,231	57.2%
Capital Projects	1,290,000	1,032,224	1,119,054	2,970,000	1,500,000	(1,470,000)	-49.5%
Debt Service	<u>14,000</u>	<u>68,827</u>	<u>160,095</u>	<u>119,039</u>	<u>119,039</u>	<u>0</u>	<u>0.0%</u>
<b>Non General Fund Total</b>	<b>\$1,921,754</b>	<b>\$1,571,138</b>	<b>\$1,824,096</b>	<b>\$3,751,995</b>	<b>\$2,913,611</b>	<b>(\$838,384)</b>	<b>-22.3%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
Non General Fund FTEs	4.0	4.0	4.0	4.0	11.0	7.0



### Explanation of FY 20 Changes

**Salaries and Benefits**

- 4.17% salary increase in FY 20.
- 4 FTEs are being transferred from the General Fund and 3 FTEs are new positions being requested for the creation of an additional Stormwater Maintenance Crew.

**Other Expenditures**

- Decrease in capital projects budgets to better match the pace of the actual work being done.
- Increase in costs related to the addition of a new maintenance crew.

## Public Utilities Department Strategic Plan Performance Measures

### Utilities Department

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

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

	CY 2015	CY 2016	CY 2017	CY 2018	
Gas emergency response time (minutes)	15	12	14	21	
Utility system failures/emergency repairs					
Water			93	92	
Sewer			24	29	
Gas			45	66	
Utilities Infrastructure Replacement Program (all figures are cumulative and linear feet)					
Gas mains installed	65,742	84,880	102,187	123,656	135,709
Gas services installed	81,166	101,587	125,185	149,755	170,347
Water mains and services replaced	41,271	54,541	62,475	69,675	86,013
Sewer lines cleaned and TV	233,455	393,243	517,550	638,979	647,050
Sewer rehabilitation	128,183	164,678	185,921	195,928	210,794
Stormwater systems rehabbed	12,302	16,160	20,900	22,762	26,773
Stormwater replaced	1,142	2,790	3,921	4,246	4,247

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

##### 5.3 Provide responsive customer service

			Dec-14	Dec-18
% of homeowners and contractors who call VA811 prior to excavation			88%	94%
	FY 2015	FY 2016	FY 2017	FY 2018
# of natural gas customers	19,454	19,846	20,083	20,668
	<b>CY 2014</b>			
Perception of the smell of natural gas	80%			

# Public Safety and Justice



City Sheriff

Commonwealth's Attorney

Contributions to Programs Promoting Public Safety and Justice

Courts and Other Support Services

Fire Department

Police Department

**City Strategic Goals Key:**



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

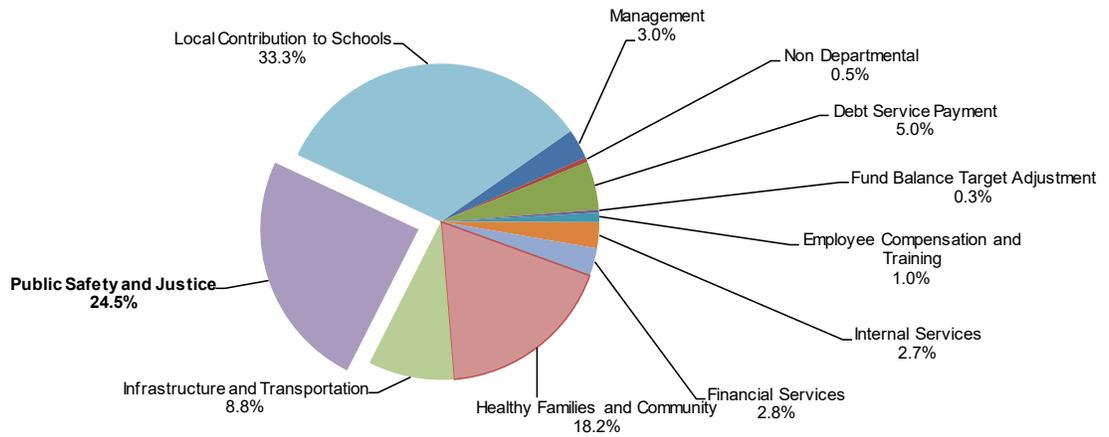


Goal 4: A Strong, Creative and Diversified Economy

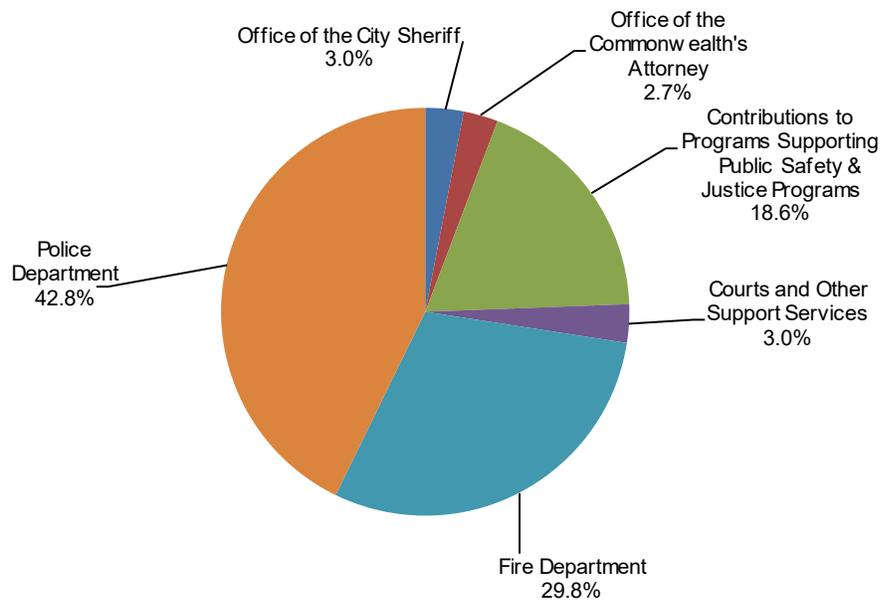


Goal 5: A Well-managed and Responsive Organization

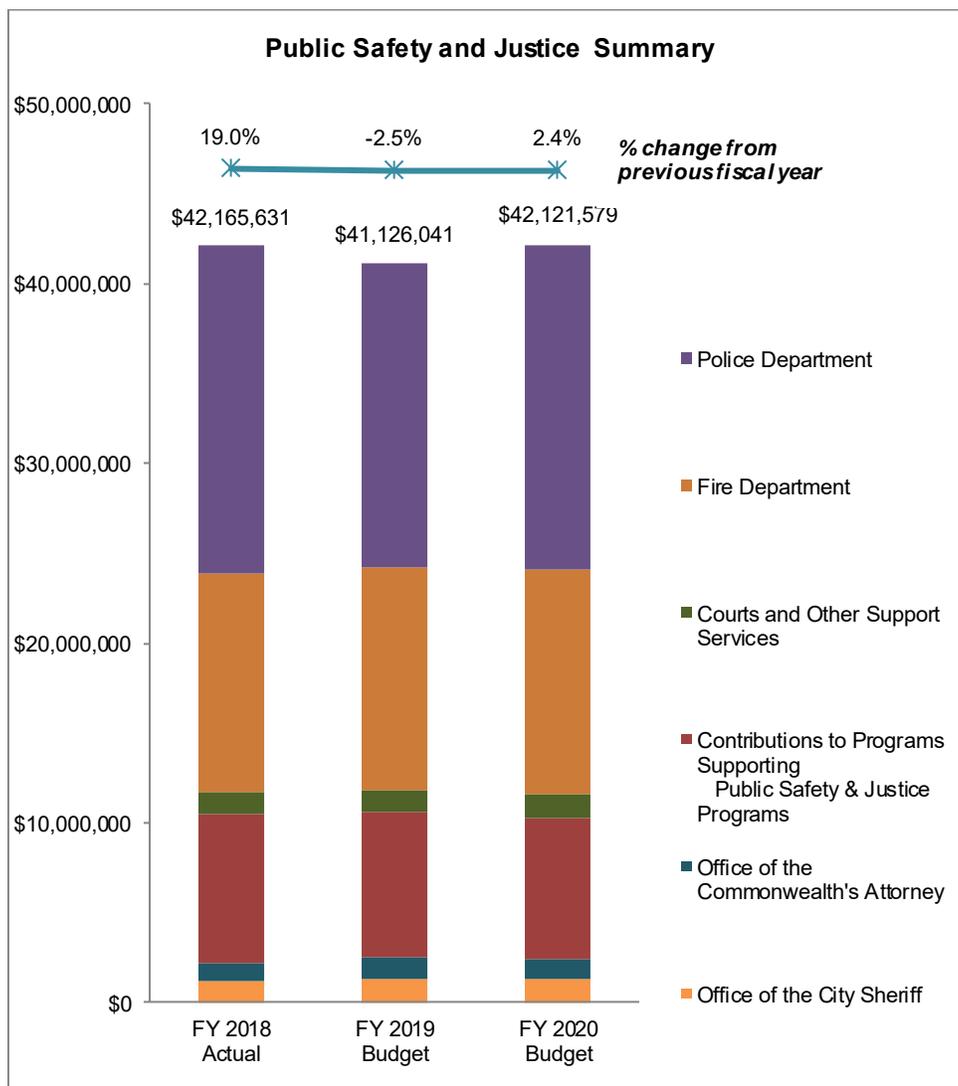
**Public Safety and Justice**  
% of General Fund Operating Budget



**Public Safety and Justice Overview**  
General Fund



<b>Public Safety and Justice Summary</b>	<b>FY2018 General Fund Actual</b>	<b>FY2019 General Fund Budget</b>	<b>FY2020 General Fund Budget</b>	<b>FY2018 Other Funds Actual</b>	<b>FY2019 Other Funds Budget</b>	<b>FY2020 Other Funds Budget</b>
<b>PUBLIC SAFETY AND JUSTICE</b>						
Office of the City Sheriff	\$1,211,398	\$1,290,426	\$1,275,198	\$0	\$0	\$0
Office of the Commonwealth's Attorney	1,038,346	1,197,559	1,155,259	0	0	0
Contributions to Programs Supporting Public Safety & Justice Programs	8,244,687	8,148,493	7,850,553	0	0	0
Courts and Other Support Services	1,247,379	1,209,252	1,283,219	0	0	0
Fire Department	12,157,732	12,413,475	12,539,795	0	0	0
Police Department	18,266,089	16,866,836	18,017,555	0	0	0
<b>PUBLIC SAFETY AND JUSTICE SUBTOTAL</b>	<b>\$42,165,631</b>	<b>\$41,126,041</b>	<b>\$42,121,579</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Office of the City Sheriff

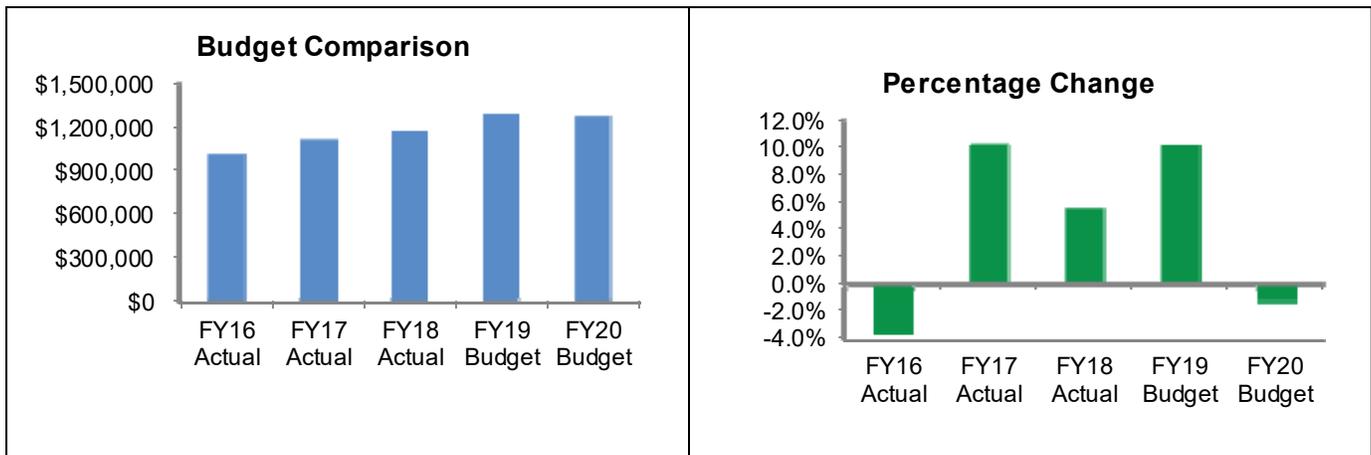
**Strategic Plan  
Alignment**



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

Funding Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$849,075	\$936,375	\$1,016,343	\$1,143,175	\$1,127,191	(\$15,984)	-1.4%
Other Expenditures	<u>156,973</u>	<u>173,040</u>	<u>195,055</u>	<u>147,251</u>	<u>148,007</u>	756	0.5%
<b>General Fund Total</b>	<b>\$1,006,048</b>	<b>\$1,109,416</b>	<b>\$1,211,398</b>	<b>\$1,290,426</b>	<b>\$1,275,198</b>	<b>(\$15,228)</b>	<b>-1.2%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	11.0	11.0	12.0	12.0	12.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- 3% salary increase granted in FY 19.
- Decrease due to funding for a part-time position being double counted in FY 19. Funding corrected for FY 20 to reflect actuals.

**Other Expenditures:**

- Increase in risk management fixed costs related to Line of Duty Act (LODA) and General Insurance.
- Decrease in costs associated with IT infrastructure replacement.

## Office of the Commonwealth’s Attorney

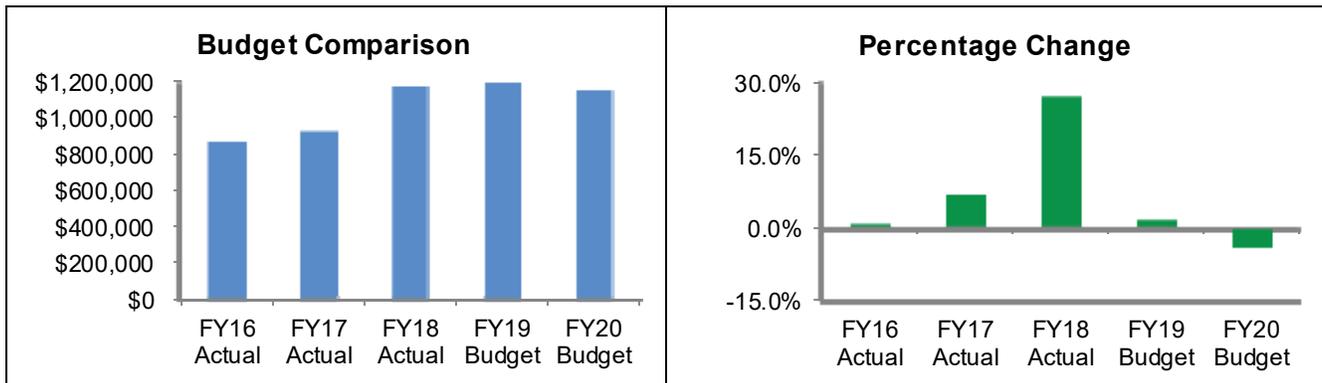
**Strategic Plan  
Alignment**



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

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$776,995	\$827,332	\$918,136	\$1,114,980	\$1,070,391	(\$44,589)	-4.0%
Other Expenditures	91,792	100,731	120,210	82,579	84,868	2,289	2.8%
<b>General Fund Total</b>	<b>\$868,786</b>	<b>\$928,064</b>	<b>\$1,038,346</b>	<b>\$1,197,559</b>	<b>\$1,155,259</b>	<b>(\$42,300)</b>	<b>-3.5%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	10.0	10.0	10.0	10.0	10.0	0.0
Grant Funded FTEs	3.5	3.5	3.5	3.5	3.5	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- 3% salary increase granted in FY 19.
- Decrease in funding an Attorney position that is currently vacant. Plans would be to fully fund this position in FY 21.
- Savings in retirement costs over amount budgeted in FY 19.

**Other Expenditures:**

- Increase in postage, office supplies and printing.
- Increase in risk management fixed costs related to Line of Duty Act (LODA) and General Insurance.
- Decrease in costs associated with IT infrastructure replacement.

## Contributions to Programs Promoting Public Safety and Justice

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

*FY 20 Budget - \$4,879,087*

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

### **Blue Ridge Juvenile Detention \***

*FY 20 Budget - \$763,336*

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

### **911//Emergency Communications Center (ECC)\***

*FY 20 Budget - \$1,503,429*

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

### **Legal Aid Justice Center**

*FY 20 Budget - \$70,630*

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

### **Offender Aid and Restoration (OAR)**

*FY 20 Budget - \$242,403*

Offender Aid and Restoration assists individuals when arrested, imprisoned or released from incarceration to gain and retain self-respecting, self-sustaining and crime-free lifestyles.

### **Offender Aid and Restoration - Therapeutic Docket**

*FY 20 Budget - \$55,000*

The Therapeutic Docket program of Offender Aid and Restoration assists with the identification of mental illness and facilitates diversion from incarceration by linking participants to appropriate mental health treatment and community support.

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

*FY 20 Budget - \$10,000*

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

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

*FY 20 Budget - \$59,512*

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

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

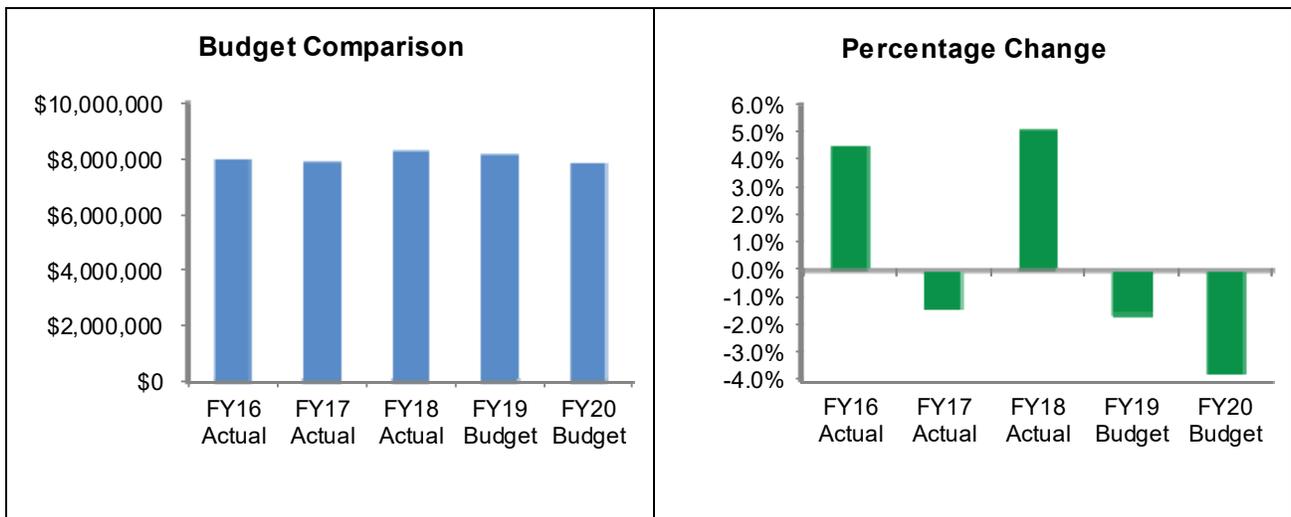
*FY 20 Budget - \$267,156*

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

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

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

Agency	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Budget	Increase/ (Decrease)	% Change
Albemarle-Charlottesville Regional Jail	\$4,624,432	\$4,708,969	\$4,949,749	\$5,030,787	\$4,879,087	(\$151,700)	(3.0%)
Blue Ridge Juvenile Detention	1,013,644	1,035,193	1,082,118	892,045	763,336	(128,709)	(14.4%)
Emergency Communications Center	1,751,653	1,533,737	1,586,942	1,585,328	1,503,429	(81,899)	(5.2%)
Legal Aid Justice Center	70,630	70,630	70,630	70,630	70,630	0	0.0%
Offender Aid and Restoration	233,310	232,649	235,343	242,403	242,403	0	0.0%
Offender Aid and Restoration - Therapeutic Docket	0	0	0	0	55,000	55,000	NA
Piedmont Court Appointed Special Advocates	9,818	9,818	10,000	10,000	10,000	0	0.0%
Public Defender's Office	45,107	43,730	51,125	53,261	59,512	6,251	11.7%
Society for the Prevention of Cruelty to Animals	<u>241,063</u>	<u>248,119</u>	<u>258,781</u>	<u>264,039</u>	<u>267,156</u>	<u>3,117</u>	<u>1.2%</u>
<b>General Fund Total Contributions</b>	<b>\$7,989,657</b>	<b>\$7,882,844</b>	<b>\$8,244,687</b>	<b>\$8,148,493</b>	<b>\$7,850,553</b>	<b>(\$297,940)</b>	<b>(3.7%)</b>



### Explanation of FY 20 Changes

**Albemarle/Charlottesville Regional Jail** – The City’s five year average population percentage is 49.8% a 2% decrease over FY 19 which is why City’s share is decreasing.

**Blue Ridge Juvenile Detention Center** - The formula for the City’s share of the budget is determined by utilization in the last 36 months. The City’s 3 year average for child days decreased 6.6% from FY 19 to FY 20, the reason for our decreased shared costs.

**Emergency Communications Center** - The City’s share is showing a slight decrease due mainly to the volume of calls going down, a decrease of over 5,000, while Albemarle County’s and UVA’s call volume increased during that same time.

**OAR Therapeutic Docket** - FY 19 funding in the amount of \$55,000 was outside the regular budget process which is why it’s included as other ABRT agencies that were level funded as well.

**Public Defender’s Office** – Per an agreement with the City, the salary supplement is equal to any COLA the City provides its own employees; the increase also includes a supplement for an office manager position that the County also supplements.

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

## Courts and Other Support Services

### Strategic Plan Alignment

#### General District Court

FY 20 Budget - \$21,143



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

#### Circuit Court

FY 20 Budget - \$838,316



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

#### Juvenile and Domestic Relations Court

FY 20 Budget - \$398,980



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

#### Court Services Unit (CSU)

FY 20 Budget - \$16,280



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

#### Office of the Magistrate

FY 20 Budget - \$8,500

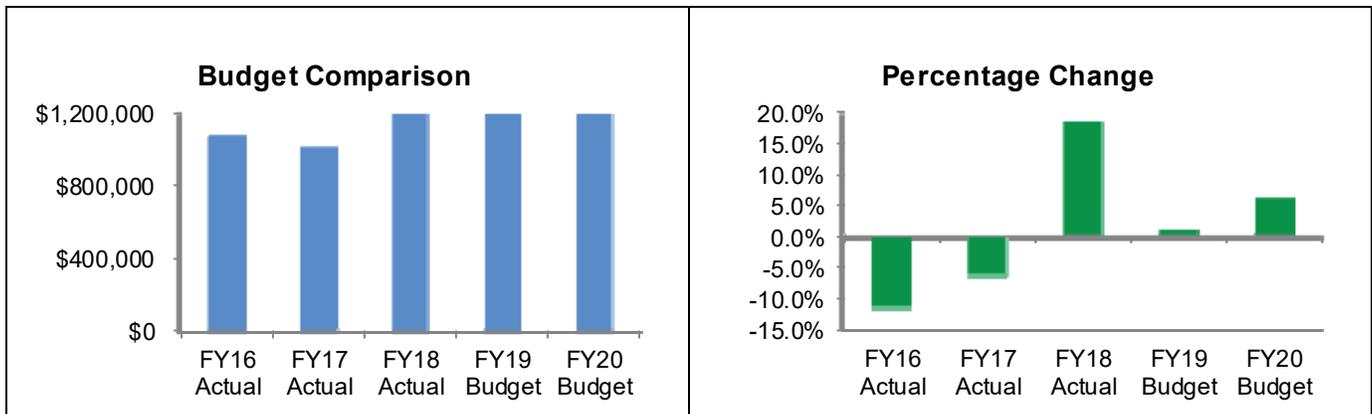


The Office of the Magistrate is usually a person's first contact with the judicial process. This office issues arrest warrants and determines admittance to bail or commitment to detention of accused parties. The Magistrate also serves as conservator of the peace. Costs are shared with Albemarle County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

## Courts and Other Support Services Funding and Staffing Summary

Funding Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$694,052	\$699,951	\$764,540	\$774,621	\$784,436	\$9,815	1.3%
Other Expenditures	<u>380,957</u>	<u>308,811</u>	<u>482,839</u>	<u>434,631</u>	<u>498,783</u>	<u>64,152</u>	<u>14.8%</u>
<b>General Fund Total</b>	<b>\$1,075,010</b>	<b>\$1,008,762</b>	<b>\$1,247,379</b>	<b>\$1,209,252</b>	<b>\$1,283,219</b>	<b>\$73,967</b>	<b>6.1%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- 3% salary increase granted in FY 19.

**Other Expenditures:**

- Increase due to furniture replacement for the Court Services Unit.
- Increase in Bailiff costs paid to the County for Juvenile and Domestic Relations Court.
- Increase in risk management fixed costs related to Line of Duty Act (LODA) and General Insurance.
- Decrease in costs associated with IT infrastructure replacement.

## Fire Department

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

**Strategic Plan  
Alignment**

### Administration

*FY 20 Budget - \$769,162*



The Administration division of the Fire Department consists of the executive staff, which includes the chief, two deputy chiefs and a management analyst. It is responsible for the development, coordination and oversight of the Department's mission, vision and values

### Operations

*FY 20 Budget - \$9,663,497*



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

### Community Risk Reduction

*FY 20 Budget - \$509,220*



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

### Training, Health, & Safety

*FY 20 Budget - \$284,822*



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

### Resources

*FY 20 Budget - \$251,456*



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

### Planning

*FY 20 Budget - \$142,264*



The Planning section is managed by a civilian systems performance analyst. This section is responsible for the oversight of the Insurance Services Organization and accreditation processes. Additionally this section manages all of the systems performance data and makes recommendations to the Administration for improved effectiveness and efficiencies

### **Emergency Medical Services**

*FY 20 Budget - \$897,132*



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

### **Volunteer Fire Department**

*FY 20 Budget - \$22,242*

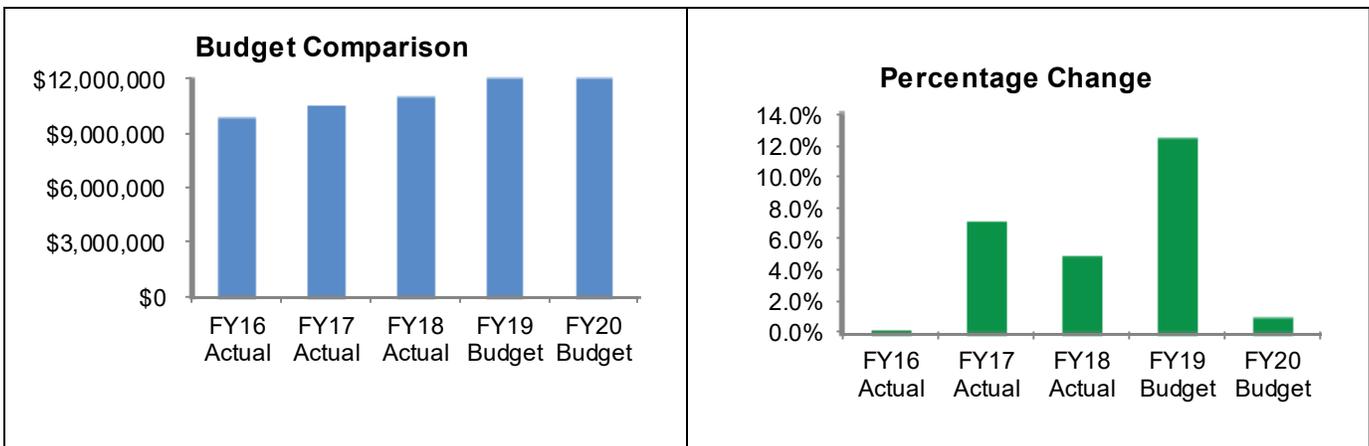


Formed in 1885, members of the Charlottesville Volunteer Fire Company support the emergency incidents operations as supplemental staffing alongside the members of the Fire Department. They operate one vehicle of their own, and provide support services and resources or back-up during emergencies. Additionally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

## Fire Department Funding and Staffing Summary

Funding Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$8,133,759	\$8,941,608	\$9,846,686	\$9,918,212	\$10,137,741	\$219,529	2.2%
Other Expenditures	1,695,881	1,592,236	2,311,046	2,495,263	2,402,054	(93,209)	-3.7%
<b>General Fund Total</b>	<b>\$9,829,640</b>	<b>\$10,533,845</b>	<b>\$12,157,732</b>	<b>\$12,413,475</b>	<b>\$12,539,795</b>	<b>\$126,320</b>	<b>1.0%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	91.0	91.0	95.0	95.0	95.0	0.0



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- 3% salary increase granted in FY 19.

**Other Expenditures:**

- Decrease due to the elimination of rent for space used for the plans review process.
- Reductions taken for training, travel, uniforms and other supplies.
- Increase in risk management fixed costs related to Line of Duty Act (LODA) and General Insurance.
- Decrease in costs associated with IT infrastructure replacement.

## Fire Department Strategic Plan Performance Measures

<b>Fire Department</b>						
<b>Goal 2: A Healthy and Safe City</b>						
<i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>						
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
City fatality rate per 10,000 population (over 5 year average)	0.04	0.00	0.00	0.00	0.00	0.00
Fire-caused city civilian injury rate per 1,000 <b>city</b> population per year.	0.09	0.06	0.06	0.13	0.02	0.12
# of fire incidents occurring in the city per 1,000 population per year	4.56	3.45	3.22	3.87	4.95	4.14
Direct fire loss per \$10,000 assessed value of protected property	\$4.01	\$0.99	\$0.68	\$1.25	\$3.87	\$1.96
City fire loss per capita	\$54.36	\$13.92	\$9.54	\$18.10	\$70.08	\$36.50
# of structure fires per 1,000 population per year	2.25	1.79	1.46	0.71	2.52	0.84
% of fire incidents with 1st unit arrival on scene within 6 minutes 20 seconds or less from time of dispatch	81%	77%	84%	84%	87%	89%
% of EMS incidents with 1st Unit arrival on scene within 6 minutes or less from the time of dispatch	79%	76%	77%	77%	47%	42%
Firefighter injury rate per incident	0.01	0.010	0.00	0.01	0.02	0.01
Firefighter death rate per incident	0.00	0.00	0.00	0.00	0.00	0.00

## Police Department

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

**Strategic Plan  
Alignment**

### Office of the Chief and Police Administration

*FY 20 Budget - \$2,612,319*



The Office of the Chief consists of the following:

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

The Administration Division consists of the following:

- Accreditation and Policy Manager and a Crime Analyst who are responsible for utilizing a set of systematic, analytical processes to provide timely and pertinent information to executive staff and the public.
- This division also oversees financial planning, management of expense and capital budgets, procurement of goods and services, maintenance of facilities, vehicles and equipment, payment of bills, payroll processing, oversight of contracts and management of grants.

### Police Field Operations

*FY 20 Budget - \$7,844,207*



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

### Police Support Services

*FY 20 Budget - \$4,561,791*



The Support Services Division consists of the following Units:

- The School Resource Unit is charged with maintaining a close liaison with the youth, parents, and schools of the City of Charlottesville.
- The Traffic Unit responsibilities include the investigation of fatal traffic accidents; conducting follow-up hit and run investigations; review accident reports; maintaining traffic accident statistics; conducting selective enforcement activities; developing traffic safety programs.
- The Training Unit responsibilities include oversight of departmental training and firearms inspection, service and repair.
- The Staff Development Unit responsibilities include analyzing training issues; recruitment; attending job

fairs to assist in recruitment; applicant screening; hiring; overseeing completion of mandatory retraining of all sworn and non-sworn personnel at approved training sites.

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

## Police Investigations

*FY 20 Budget - \$2,890,711*



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

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

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

## Crisis Intervention Team (CIT) Programs

*FY 20 Budget - \$108,527*



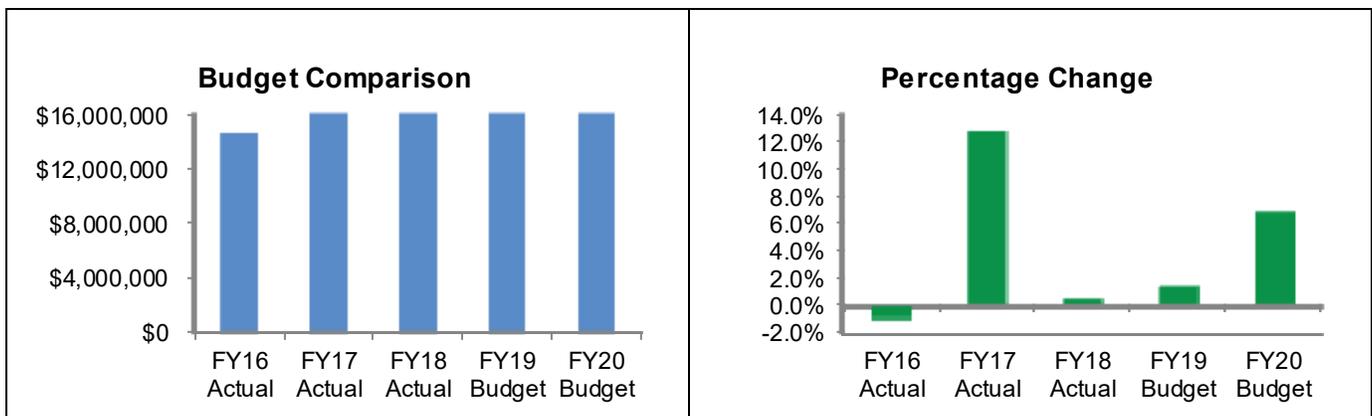
The Thomas Jefferson Area Crisis Intervention Team (CIT) is a well-documented and successful model of improving police interactions with people experiencing acute episodes of mental illness. The training is designed to educate and prepare police officers who meet people in crisis, to recognize the signs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

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

## Police Department Funding and Staffing Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$11,687,428	\$13,105,491	\$14,464,624	\$14,417,833	\$15,390,479	\$972,646	6.7%
Other Expenditures	2,975,046	3,439,866	3,801,465	2,449,003	2,627,076	178,073	7.3%
<b>General Fund Total</b>	<b>\$14,662,473</b>	<b>\$16,545,357</b>	<b>\$18,266,089</b>	<b>\$16,866,836</b>	<b>\$18,017,555</b>	<b>\$1,150,719</b>	<b>6.8%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
General Fund FTEs	154.0	156.0	157.0	159.0	158.0	(1.0)



### Explanation of FY 20 Changes

**Salaries and Benefits:**

- 3% salary increase granted in FY 19.
- Increase due to 4.83% pay adjustments given to sworn positions in March 2018. Vacancy savings allowed for the adjustment to be made in FY 19.
- Decrease due to the elimination of 2 sworn positions. Turn-over that regularly occurs prevents the Police Department from filling all available FTE positions. Funding for two of those positions is being eliminated to help offset the cost of the pay adjustments.
- Increase due to the addition of a Security Manager position responsible for developing and executing the City's security plan, security operations policies, procedures, and protocols.

**Other Expenditures:**

- Decrease in rent due to elimination of several off-site office spaces.
- Increase in risk management fixed costs related to Line of Duty Act (LODA) and General Insurance.
- Decrease in costs associated with IT infrastructure replacement.

# School Operations



Local Contribution to Schools

Pupil Transportation

School Building Maintenance

## City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment



Goal 4: A Strong, Creative and Diversified Economy



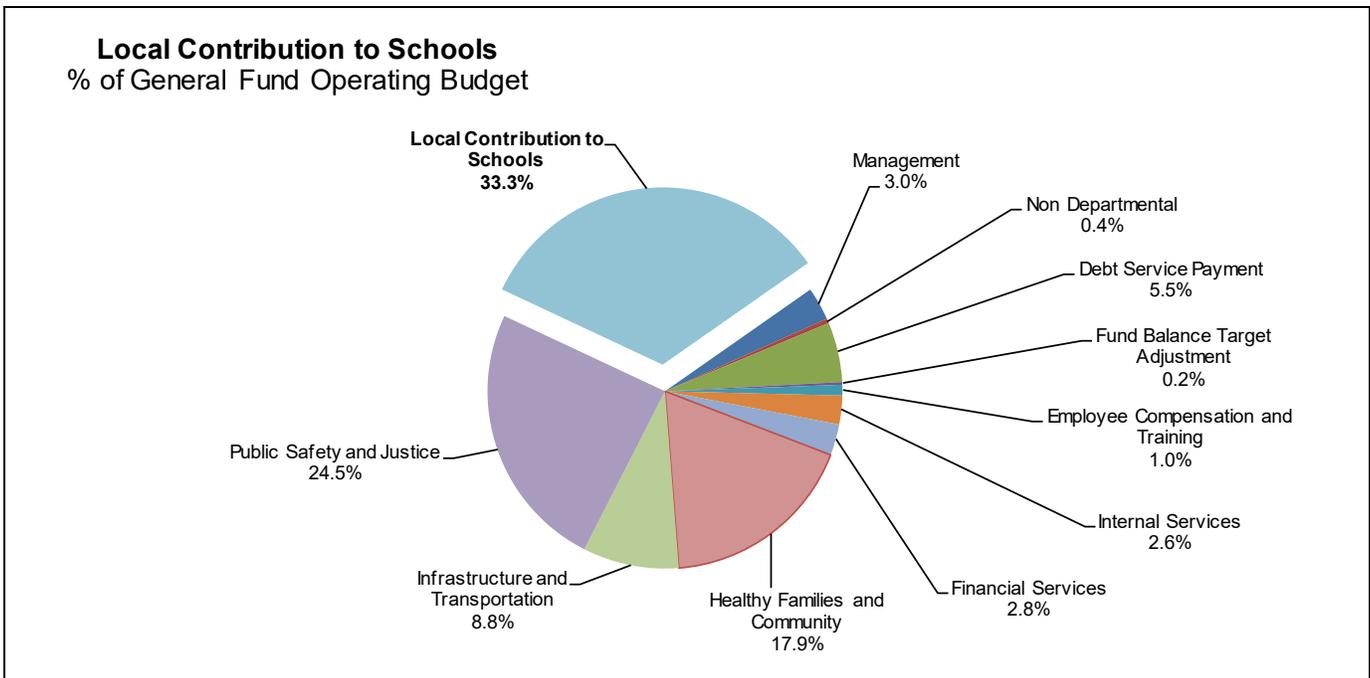
Goal 5: A Well-managed and Responsive Organization

## Charlottesville City School Operations

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

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

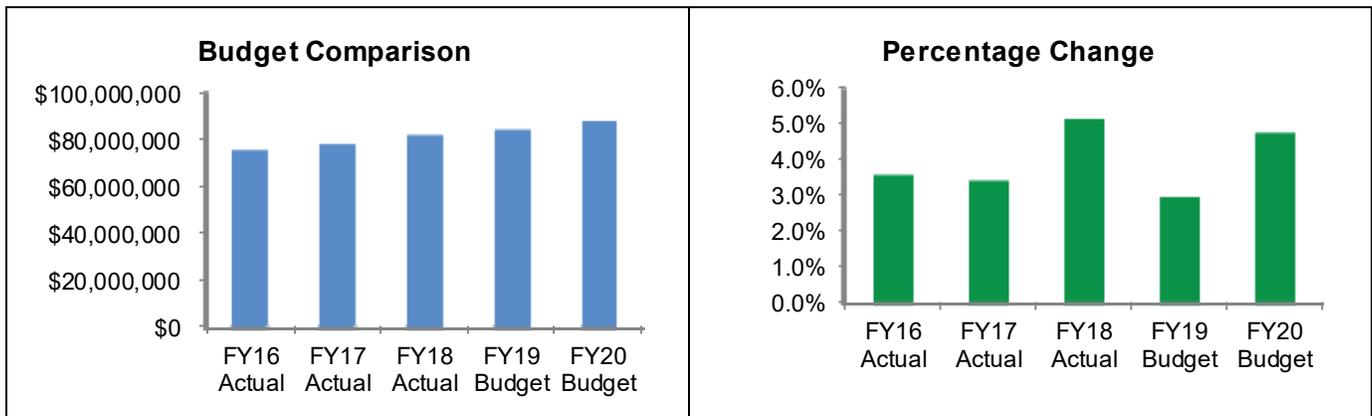
Approximately **16.93%** of the City's debt service payment from the general fund is for school projects. There is **\$6.5 million** in the FY 20 Capital Improvement Program dedicated to schools capital projects (**pg. L-5**).



## Charlottesville City School Operations Funding Summary

Funding Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget*	FY 2020 Budget	Increase/ (Decrease)	% Change
<b>Local Contribution</b>	<b>\$47,342,848</b>	<b>\$49,330,604</b>	<b>\$51,330,604</b>	<b>\$53,998,202</b>	<b>\$57,366,623</b>	<b>\$3,368,421</b>	<b>6.2%</b>
State Funds	19,554,071	19,778,315	21,676,512	21,256,264	20,857,813	(398,451)	-1.9%
Federal Funds	4,892,158	5,116,687	4,984,402	4,896,199	5,356,594	460,395	9.4%
Fund Balance	0	0	267,851	625,996	782,410	156,414	25.0%
Other	<u>3,288,474</u>	<u>3,416,911</u>	<u>3,386,245</u>	<u>3,286,025</u>	<u>3,691,690</u>	<u>405,665</u>	<u>12.3%</u>
<b>Total</b>	<b>\$75,077,551</b>	<b>\$77,642,517</b>	<b>\$81,645,614</b>	<b>\$84,062,686</b>	<b>\$88,055,130</b>	<b>\$3,992,444</b>	<b>4.7%</b>
Schools General Fund Total	\$60,718,027	\$63,010,487	\$66,560,985	\$69,658,766	\$73,586,105	\$3,927,339	5.6%
Schools Non General Fund Total	<u>14,359,523</u>	<u>14,632,030</u>	<u>15,084,629</u>	<u>14,403,920</u>	<u>14,469,025</u>	<u>65,105</u>	<u>0.5%</u>
<b>Total</b>	<b>\$75,077,551</b>	<b>\$77,642,517</b>	<b>\$81,645,614</b>	<b>\$84,062,686</b>	<b>\$88,055,130</b>	<b>\$3,992,444</b>	<b>4.7%</b>

\*FY 2019 Revised Budget



The Charlottesville City School Board produces a separate comprehensive line item budget and budget document. For more detailed information on the Charlottesville City Schools FY 2019-2020 Budget please visit their website at: <http://charlottesvilleschools.org/home/about-ccs/budget/>.

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## City/School Contracted Services

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Strategic Plan  
Alignment



### Pupil Transportation

FY 20 Budget - \$2,972,130

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

### School Building Maintenance, Energy Management, HVAC Services



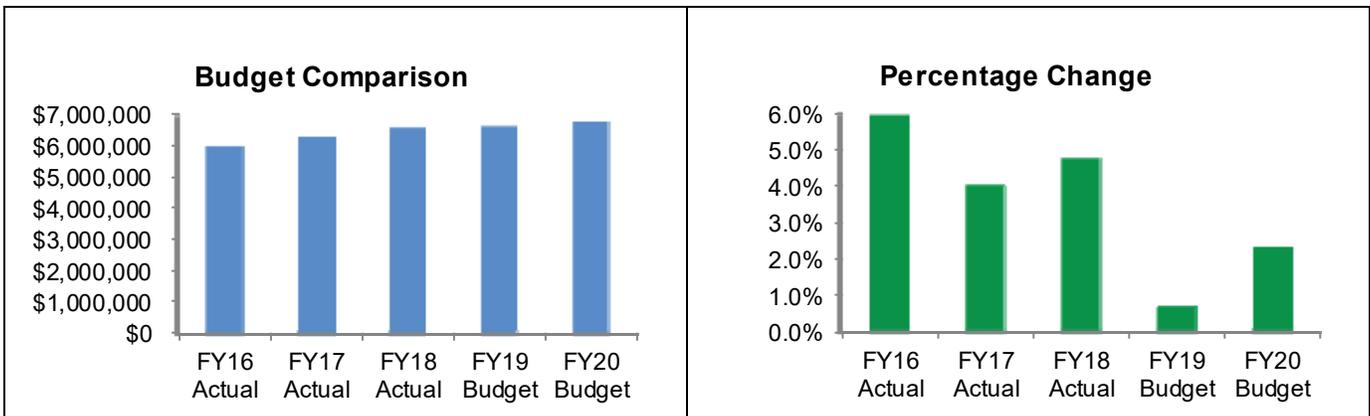
FY 20 Budget - \$3,816,780

Via an agreement first executed 1997, Facilities Maintenance, a Public Works division, provides routine repair and preventive maintenance services to ten Charlottesville Public School campuses and the Central Administration building. Those services include electrical, mechanical, plumbing, carpentry, roofing, and painting. A variety of "Small Capital Projects" are executed by Facilities Maintenance and by Public Works Facilities Development. Regulatory compliance is assured for all building, public safety, and accessibility codes and mandates. Utilities for each facility are carefully monitored by staff, and paid from a separate budget. The goal of the division is to provide safe, secure, functional, and aesthetically pleasing facilities for students and staff.

## City/School Contracted Services Funding and Staffing Summary

Funding Summary	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$2,955,382	\$2,908,743	\$3,181,324	\$3,499,358	\$3,579,050	\$79,692	2.3%
Other Expenditures	<u>3,088,094</u>	<u>3,377,435</u>	<u>3,150,199</u>	<u>3,133,904</u>	<u>3,209,860</u>	<u>75,956</u>	<u>2.4%</u>
<b>General Fund Total</b>	<b>\$6,043,476</b>	<b>\$6,286,178</b>	<b>\$6,331,524</b>	<b>\$6,633,262</b>	<b>\$6,788,910</b>	<b>\$155,648</b>	<b>2.3%</b>

Staffing Summary (Full Time Equivalents)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Increase/ (Decrease)
Pupil Transportation	28.5	28.5	29.0	29.0	29.0	0.0
School Building Maintenance	19.3	19.3	19.3	19.3	19.3	0.0



### Explanation of FY 20 Changes

*Salaries and Benefits*

- 3% salary increase provided in FY 19.

*Other Expenses*

- Increases in utility costs.

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



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## Capital Improvement Program Fund

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### Capital Improvement Program (CIP) Overview

The Capital Improvement Program (CIP) provides funding for streets, public buildings (both governmental and school facilities), land, and other capital assets. Capital improvement projects are projects, which generally have a life of 5 years, or more, cost more than \$50,000, and are non-operational in nature. City Council, in its 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 Improvement Program, 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 the smaller maintenance projects, which are handled in the Facilities Repair Fund.

Several factors must be taken into consideration during the development of the capital budget. For instance, the aging of public facilities and infrastructure, the need to accommodate a growing population, and the existence of set physical boundaries of the City. For these reasons, the City must respond to the capital needs of the community with investments aimed at improving, revitalizing, and maintaining the existing facilities and infrastructure of the City of Charlottesville.

### CIP Process and Timeline

The City's CIP process is designed to coordinate and align capital projects with City priorities and strategies. City Council, department heads and City staff, with help from outside consultants, worked to bring together the City's strategic activities into one comprehensive three-year Strategic Plan that can be implemented and integrated into the City's operations, culture and various processes that speak to how funding is allocated and to where. The FY 18 - 20 Strategic Plan, and the need to link initial capital investments with their operational impacts, have led to a CIP process that is efficient, integrated with the City's Strategic Planning efforts, and captures the true life cycle cost of the projects – including not only initial construction costs but also operational and replacement costs.

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

In an effort to increase outreach and engagement with neighborhoods during the CIP budgeting process, the City solicited CIP submissions requests from the various Neighborhood Associations located throughout the City of Charlottesville. A modified and less complex CIP request packet was distributed to the neighborhood associations asking the neighborhoods to submit capital budget ideas to the City as part of the FY 20-24 CIP process. These request were received by the Office of Budget and Performance Management at the beginning of October and forwarded to the departments associated with the request for review and further refinement of the request. Projects that were not already funded or requested as part of another larger project, (i.e. New Sidewalks, Bicycle and Pedestrian Improvements, Neighborhood Transportation Improvements, etc.) or that were not already submitted separately by the department for consideration in the FY 20-24 CIP as a stand-alone project, were added to the FY 20 – 24 CIP submissions to be reviewed by the **Budget Development Committee**.

## CIP Process and Timeline (cont.)

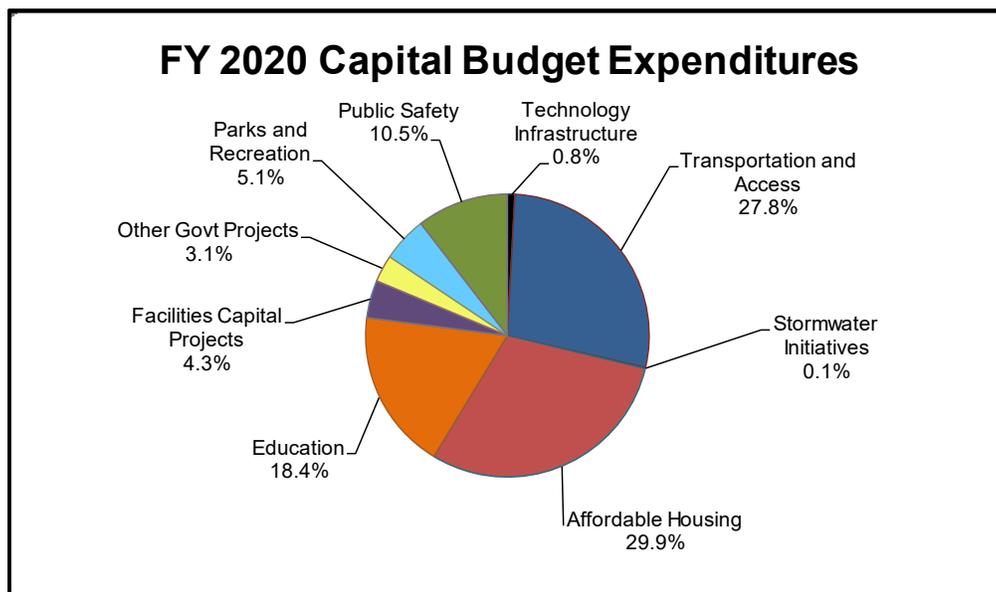
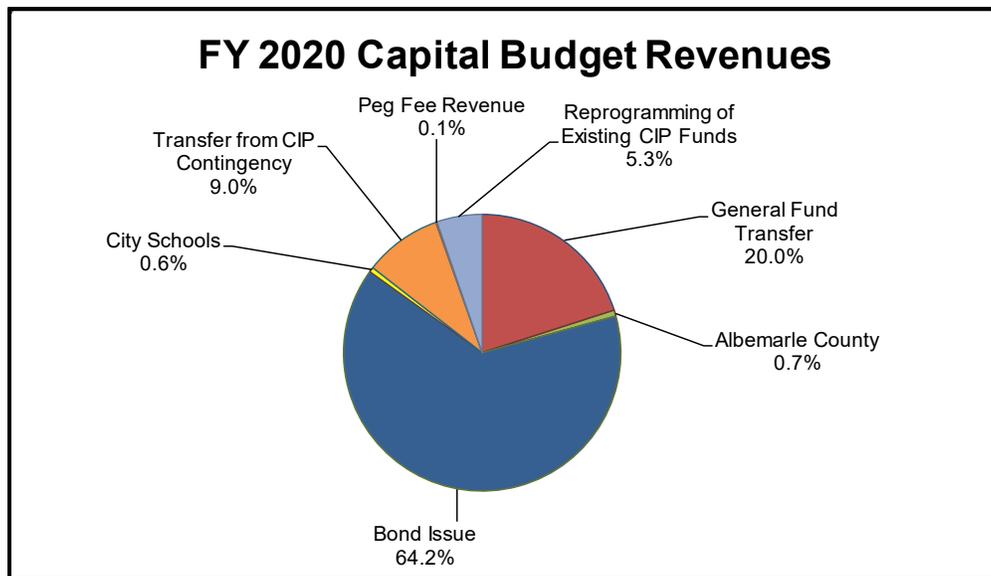
In an effort to engage City Council earlier in the CIP process, multiple worksessions were held, one in September and one in December, to discuss capital budgeting for the City. These discussion helped to guide the deliberations of the Budget Development Committee in their review of the CIP submissions. The **Budget Development Committee** met throughout October and November to develop a recommendation that is fiscally sound and reflects the overall priorities and needs of the City. The final proposal from the **Budget Development Committee** was then presented to the Planning Commission for feedback and approval at their December worksession and January Public Hearing. During this time, the Planning Commission puts forth its own set of recommendations and proposed changes for City Council to consider.

The revised five-year CIP, along with the proposed Planning Commission recommendations, are forwarded to the City Manager and City Council for inclusion in the annual budget. In March of each year, the Proposed CIP is formally presented to City Council as part of the overall Proposed City Operating and Capital Budget. By no later than April 15th, the first year of the CIP is adopted along with the operating budget.

## FY 2020 Capital Improvement Program Revenues and Expenditures

The **FY 20-24** Capital Improvement Program recommends the use of approximately **\$84.62 million** in long-term debt to finance a portion of the **\$128.83 million** multi-year program. The balance will be funded through transfers of funds from the General Fund, the revenue sharing agreement with Albemarle County, transfer from the CIP Contingency fund, and contributions from Albemarle County and the Charlottesville City Schools.

The Capital Improvement Program for **FY 20** contains bondable projects totaling **\$24.68 million**, along with non-bondable projects totaling **\$10.72 million**, for a total capital improvement program budget equaling **\$35.40 million**.



## Capital Improvement Program Alignment to the Strategic Plan

At the beginning of the FY 20 budget development process, City Council identified five priority areas: **Affordable Housing, Race and Equity, Workforce Development, Economic Development, and Safety, Security and Preparedness**. The expenditures that fall under these priorities are listed first.

### Strategic Plan Priority Areas



#### Affordable Housing

In the FY 20 Capital Improvement Program \$10.34 million is allocated for Affordable Housing projects.

**Charlottesville Housing and Redevelopment** is to receive \$3,000,000 in the FY 20 CIP for the future redevelopment of the City's public housing sites.

\$900,000 is allocated for **Supplemental Rental Assistance** to continue the previous commitment by City council for housing vouchers, and \$500,000 is allocated for **Housing Rehabilitation** to help with the rehabilitation of existing affordable housing stock in the City.

The redevelopment of Friendship Court is allocated \$1.54 million for **Friendship Court Infrastructure Improvements** as well as an additional \$4.4 million for **Friendship Court Redevelopment Phase I**.



#### Safety, Security and Preparedness

\$3.7 million is allocated in FY 20 to fund the **Bypass Fire Station**. This is for the redevelopment of the Bypass Fire Station into a roughly 10,000 square foot updated facility.

The **Downtown Pedestrian Intersection Lighting** project will install pedestrian lighting at 15 intersections that were identified in an earlier joint study conducted by the City and UVA, and is allocated \$94,000 in FY 20.

### Other Strategic Plan Areas



#### Prepare students for academic and vocational success

Continues a strong commitment to the schools, providing \$6.5 million in capital funding for school facility improvements, including \$1.25 million for **Charlottesville City Schools Priority Improvement projects** and \$3.0 million for **Charlottesville City Schools** to study options for a central PreK and 6-8 grade campus reconfiguration and design.



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

\$4.0 million is allocated in FY 20, to fund a significant urban design and streetscape improvement project for **West Main Street Corridor Improvements** that could include changes to the street profile, green infrastructure, trees and street furniture.

As part of the FY 20 CIP, **Small Area Plans** will receive \$100,000. The Comprehensive Plan Update identified several specific areas of the city where planning and design issues or investment opportunities may warrant additional study through the development of specific small area plans in the coming years.



Provide reliable and high quality infrastructure

**SIA Immediate Implementation** will receive \$200,000 in the FY 20 CIP. This funding is intended to facilitate completion of projects outlined in the Strategic Investment Area Plan completed in December 2013.

The FY 20 CIP allocates \$1.7 million in funding to go towards **Undergrounding Utilities**. The State has recently awarded the City successful applications for 4 major Smart Scale transportation projects, totaling over \$38,000,000 in state and federal funds. These Smart Scale streetscape projects will include the Downtown Mall area, the Strategic Investment Area, Main Street, Emmet Street, Barracks Road, Fontaine Avenue, and High Street. The CIP funds will allow the city the opportunity to accomplish its Strategic goals for these areas by removing pedestrian obstructions from the new walkways, and improve the scenic viewsheds along major street corridors.



Provide a variety of transportation and mobility options

Includes an additional \$200,000 for **Bicycle Infrastructure**. The funds will be used to implement recommendations from the Bicycle and Pedestrian Master Plan. In addition, included in the budget are two projects related to building the pedestrian network, **New Sidewalks** (\$400,000) and **Parkland and Trail Acquisition and Development** (\$250,000), which both received increases in funding over what was provided in previous years. The New Sidewalk project attempts to remedy the gaps throughout the sidewalk infrastructure of the City. The Parkland and Trail Acquisition and Development project funds the acquisition, development and construction of parkland, trails and greenways throughout the City.

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## Description of Capital Projects

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### Bondable Projects

#### **Education**

In FY 20, \$3.0 million is included for a Central PreK and 6-8 grade campus reconfiguration planning and design; \$1.2 million to the City schools for various capital improvements including Central Office ADA improvements; Clark restroom renovations; School facility master planning; and Walker building envelope restoration; and a transfer of \$110,000 to the schools small cap program. This funding also provides \$750,000 for the schools HVAC replacement plan, as well as funding of \$1.25 million for City Schools priority improvement projects.

#### **Facilities Capital Projects**

Facilities Capital Projects is allocated \$1.52 million for improvements and repairs to various City owned facilities. These include: CATEC building automation system replacement; Central Library interior finishes upgrades; City Hall interior finishes; roof inspections; and any other repairs deemed to be necessary in order to preserve the City's properties. This funding also provides for the City facility HVAC replacement plan and the City/School solar PV program projects, and an Energy Performance Audit of City facilities.

#### **Public Safety and Justice**

In FY 20 \$3.7 million is allocated for the redevelopment of the Bypass Fire Station into a roughly 10,000 square foot updated facility.

#### **Transportation and Access**

For FY 20, a total of \$9.06 million is allocated to Transportation and Access projects which include: \$1,000,000 for street milling and paving; \$400,000 for the design and construction of new sidewalks; \$500,000 for sidewalk repair (including ADA ramp upgrades on streets scheduled to be paved); \$4,000,000 for the West Main Improvements project; \$200,000 SIA Immediate Implementation; \$100,000 Small Area Plan; \$240,000 for ADA Pedestrian Signal upgrades; \$94,000 for Downtown pedestrian lighting; \$1,700,000 to go towards the undergrounding of utilities; \$413,218 for State Revenue Sharing match; and \$212,180 for minor bridge repairs; and \$200,000 for ADA improvements to sidewalks and curbs throughout the City.

#### **Parks and Recreation**

Parks and Recreation is allocated \$1.19 million in FY 20. \$928,963 for joint City/County projects at Darden Towe Park which includes the turfing and lighting of the rectangular fields; \$20,000 for joint City/County projects at Ivy Creek Natural Area; and \$245,000 for restroom construction at Riverview Park.

#### **Affordable Housing**

\$3.0 million is allocated in FY20 and an additional \$12 million is projected in FY 21 - 24 for a total of \$15 million over the 5 year CIP for the redevelopment of the City's Public Housing sites.

## **Non-Bondable Projects**

### **Education**

\$300,000 is allocated for the Charlottesville City Schools small capital improvement program, and is partially offset through a contribution from the schools specifically for this program.

### **Transportation and Access**

Transportation and Access funding includes \$150,000 for citywide traffic engineering improvements; \$50,000 for neighborhood transportation improvements; \$200,000 for bicycle infrastructure; \$100,768 for the intelligent transportation system; \$121,137 for State bridge and highway inspections; \$15,450 for Right of Way Appurtenance; \$115,715 for traffic sign retro reflective compliance work; and \$131,000 for ADA ramp corrections. Total funding for this area is \$762,951.

### **Parks and Recreation**

The Parks and Recreation Department is allocated an additional \$625,000 for non-bondable projects which include: \$250,000 for parkland and trails acquisition and development; \$50,000 for urban tree preservation and planting; \$125,000 for Downtown Mall infrastructure repairs; and \$200,000 for the Parks and Recreation Lump Sum.

### **Stormwater Initiatives**

Stormwater Initiatives is allocated an additional \$50,000 for neighborhood drainage projects in which the City offers drainage improvements to private property owners on a cost-share basis to improve drainage problems along the public right of way boundaries.

### **Technology Infrastructure**

The Citywide IT Strategic Infrastructure project is allocated \$250,000 to establish a separate funding stream for City wide strategic technology needs. The projects funded by the Citywide IT Strategic Infrastructure account would support enhancement needs, such as the expansion of resources and emerging technologies, and projects/systems that would improve efficiency and effectiveness of our services and employees. The Communications Technology Account/Public Access Television project is allocated \$47,500 in order to allow the City to continue upgrading and improving its cable network services and programming to the citizens of Charlottesville. This item is offset 100% by PEG Fees paid to the City through the Comcast franchise agreement.

### **Affordable Housing**

Non Bondable housing projects are allocated \$7.59 million in the FY 20 CIP. To help meet the housing challenges facing the residents in our community. The funds are allocated as follows: \$800,000 for the Charlottesville Affordable Housing Fund, \$500,000 for housing rehabilitation, \$750,000 for supplemental rental assistance, \$1.54 million for Friendship Court infrastructure improvements and \$4.0 million for Friendship Court Phase I redevelopment.

### **Other General Government Commitments**

Funding for \$125,000 is allocated for the Home Energy Conservation Grant Program, which provides savings on utilities, enables low-income families to be able to afford energy saving measures, and reduces the usage of nonrenewable energy. Funding is also provided for the City's portion of the estimated site work costs for the PVCC Advanced Technology Center (\$64,324); the City's contribution to the Senior Center at Belvedere (\$600,000); and City Yard Environmental Remediation (\$300,000).

**FY 2020 - 2024 Capital Improvement Program**

	<u>Adopted</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>Projected</u> <u>FY23</u>	<u>Projected</u> <u>FY24</u>	<u>5 Year Total</u>
<b>Revenues</b>						
Transfer from General Fund	6,968,323	6,975,164	7,225,164	7,475,164	7,725,164	<b>36,368,979</b>
Transfer from General Fund - Mall Vendor Fees	125,000	125,000	125,000	125,000	125,000	<b>625,000</b>
FY18 Year End Appropriation - Affordable Housing Redevelopment	3,201,082	0	0	0	0	<b>3,201,082</b>
Reprogramming of Existing Capital Funds	1,872,833	0	0	0	0	<b>1,872,833</b>
Contribution from Albemarle County (CATEC)	75,000	500,000	90,000	62,500	0	<b>727,500</b>
Contribution from Albemarle County (Central and Gordon Ave. Library)	175,000	0	0	0	0	<b>175,000</b>
Contribution from Schools (Small Cap Program)	200,000	200,000	200,000	200,000	200,000	<b>1,000,000</b>
PEG Fee Revenue	47,500	47,500	47,500	47,500	47,500	<b>237,500</b>
CY 2020 Bond Issue	22,735,413	0	0	0	0	<b>22,735,413</b>
CY 2021 Bond Issue	0	21,796,179	0	0	0	<b>21,796,179</b>
CY 2022 Bond Issue	0	0	21,719,496	0	0	<b>21,719,496</b>
CY 2023 Bond Issue	0	0	0	8,061,638	0	<b>8,061,638</b>
CY 2024 Bond Issue	0	0	0	0	10,311,190	<b>10,311,190</b>
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$35,400,151</b>	<b>\$29,643,843</b>	<b>\$29,407,160</b>	<b>\$15,971,802</b>	<b>\$18,408,854</b>	<b>\$128,831,810</b>

**Expenditures**

**BONDABLE PROJECTS**

<b>EDUCATION</b>	<u>Adopted</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>Projected</u> <u>FY23</u>	<u>Projected</u> <u>FY24</u>	<u>5 Year Total</u>
<b>Project</b>						
Lump Sum to Schools	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
City Schools HVAC Replacement	750,000	750,000	750,000	750,000	750,000	3,750,000
City Schools Reconfiguration Design and Planning	3,000,000	0	0	0	0	3,000,000
City Schools Priority Improvement Projects	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Charlottesville High School Roof Replacement	0	0	120,000	1,200,000	0	1,320,000
<b>SUBTOTAL</b>	<b>\$6,200,000</b>	<b>\$3,200,000</b>	<b>\$3,320,000</b>	<b>\$4,400,000</b>	<b>\$3,200,000</b>	<b>\$20,320,000</b>

**FACILITIES CAPITAL PROJECTS**

	<u>Adopted</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>Projected</u> <u>FY23</u>	<u>Projected</u> <u>FY24</u>	<u>5 Year Total</u>
<b>Project</b>						
Lump Sum to Facilities Capital Projects	1,045,491	1,545,491	1,045,491	1,045,491	1,045,492	5,727,456
City Facility HVAC Replacement	250,000	250,000	250,000	250,000	250,000	1,250,000
City and Schools Solar PV Program	75,000	75,000	75,000	75,000	75,000	375,000
Energy Performance Contract (Audit)	150,000	0	0	0	0	150,000
<b>SUBTOTAL</b>	<b>\$1,520,491</b>	<b>\$1,870,491</b>	<b>\$1,370,491</b>	<b>\$1,370,491</b>	<b>\$1,370,492</b>	<b>\$7,502,456</b>

**PUBLIC SAFETY AND JUSTICE**

	<u>Adopted</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>Projected</u> <u>FY23</u>	<u>Projected</u> <u>FY24</u>	<u>5 Year Total</u>
<b>Project</b>						
General District Court	0	3,181,014	3,181,014	0	0	6,362,028
Replacement Fire Apparatus	0	995,500	0	0	1,152,415	2,147,915
Bypass Fire Station	3,700,000	0	0	0	0	3,700,000
<b>SUBTOTAL</b>	<b>\$3,700,000</b>	<b>\$4,176,514</b>	<b>\$3,181,014</b>	<b>\$0</b>	<b>\$1,152,415</b>	<b>\$12,209,943</b>

**TRANSPORTATION AND ACCESS**

	<u>Adopted</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>Projected</u> <u>FY23</u>	<u>Projected</u> <u>FY24</u>	<u>5 Year Total</u>
<b>Project</b>						
Undergrounding Utilities	1,700,000	1,430,000	0	0	0	3,130,000
New Sidewalks	400,000	400,000	400,000	400,000	400,000	2,000,000
Sidewalk Repair	500,000	500,000	500,000	500,000	500,000	2,500,000
West Main Improvements	4,000,000	4,000,000	4,000,000	0	0	12,000,000
SIA Immediate Implementation	200,000	200,000	200,000	200,000	200,000	1,000,000
Small Area Plans	100,000	100,000	100,000	100,000	100,000	500,000
Street Milling and Paving	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000	6,000,000
Parking Structure	0	4,875,000	5,125,000	0	0	10,000,000
ADA Pedestrian Signal Upgrades	240,000	240,000	240,000	240,000	240,000	1,200,000
Downtown Pedestrian Intersection Lighting	94,000	0	0	0	0	94,000
Minor Bridge Repairs	218,545	225,101	231,854	238,810	245,974	1,160,284
State Revenue Sharing	413,218	0	0	0	0	413,218
Citywide ADA Improvements - Sidewalks and Curbs	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>SUBTOTAL</b>	<b>\$9,065,763</b>	<b>\$13,420,101</b>	<b>\$12,246,854</b>	<b>\$3,128,810</b>	<b>\$3,135,974</b>	<b>\$40,997,502</b>

	Adopted FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24	5 Year Total
<b>PARKS AND RECREATION</b>						
Project						
City/County Joint Parks - Darden Towe	928,963	193,370	0	0	0	1,122,333
City/County Joint Parks - Ivy Creek	20,000	0	0	0	0	20,000
Riverview Park Restrooms	245,000	0	0	0	0	245,000
<b>SUBTOTAL</b>	<b>\$1,193,963</b>	<b>\$193,370</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,387,333</b>
<b>AFFORDABLE HOUSING</b>						
Project						
Public Housing Redevelopment	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>SUBTOTAL</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$15,000,000</b>
<b>TOTAL BONDABLE PROJECTS</b>	<b>\$24,680,217</b>	<b>\$25,860,476</b>	<b>\$23,118,359</b>	<b>\$11,899,301</b>	<b>\$11,858,881</b>	<b>\$97,417,234</b>
<b>NONBONDABLE PROJECTS</b>						
<b>EDUCATION</b>						
Project						
School Small Capital Improvements Program	300,000	300,000	300,000	300,000	300,000	1,500,000
<b>SUBTOTAL</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$1,500,000</b>
<b>ECONOMIC DEVELOPMENT</b>						
Project						
Economic Development Strategic Initiatives	0	0	150,000	150,000	150,000	450,000
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$450,000</b>
<b>TRANSPORTATION &amp; ACCESS</b>						
Project						
State Bridge and Highway Inspections	0	0	121,137	121,137	121,137	363,411
CAT Transit Bus Replacement Match	0	0	134,000	139,510	114,400	387,910
Intelligent Transportation System	100,786	103,810	106,924	110,132	113,436	535,088
City Wide Traffic Engineering Improvements	150,000	150,000	150,000	150,000	150,000	750,000
Neighborhood Transportation Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Bicycle Infrastructure	200,000	200,000	200,000	200,000	200,000	1,000,000
Right of Way Appurtenance	15,450	15,941	129,000	129,000	129,000	418,391
Wayfinding Initiatives	0	25,000	25,000	25,000	25,000	100,000
Traffic Sign Retro Reflective Compliance	115,715	119,186	122,762	63,222	0	420,885
ADA Ramp Corrections	131,000	134,930	138,978	0	0	404,908
<b>SUBTOTAL</b>	<b>\$762,951</b>	<b>\$798,867</b>	<b>\$1,177,801</b>	<b>\$988,001</b>	<b>\$902,973</b>	<b>\$4,630,593</b>
<b>PARKS &amp; RECREATION</b>						
Project						
Parks and Recreation Lump Sum Account	200,000	200,000	200,000	200,000	200,000	1,000,000
Parks and Schools Playground Renovations	0	112,000	112,000	112,000	112,000	448,000
Urban Tree Planting	50,000	75,000	75,000	75,000	75,000	350,000
Parkland and Trails Acquisition and Development	250,000	250,000	250,000	250,000	250,000	1,250,000
Refurbish Parks Restrooms	0	50,000	0	0	0	50,000
Downtown Mall Infrastructure Repairs	125,000	125,000	125,000	125,000	125,000	625,000
<b>SUBTOTAL</b>	<b>\$625,000</b>	<b>\$812,000</b>	<b>\$762,000</b>	<b>\$762,000</b>	<b>\$762,000</b>	<b>\$3,723,000</b>
<b>STORMWATER INITIATIVES</b>						
Project						
Neighborhood Drainage Projects	50,000	50,000	50,000	50,000	50,000	250,000
<b>SUBTOTAL</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>
<b>TECHNOLOGY INFRASTRUCTURE</b>						
Project						
Communications Technology Account/Public Access	47,500	47,500	47,500	47,500	47,500	237,500
City Wide IT Strategic Infrastructure	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>SUBTOTAL</b>	<b>\$297,500</b>	<b>\$297,500</b>	<b>\$297,500</b>	<b>\$297,500</b>	<b>\$297,500</b>	<b>\$1,487,500</b>
<b>AFFORDABLE HOUSING</b>						
Project						
Charlottesville Affordable Housing Fund	800,000	0	0	0	0	800,000
Supplemental Rental Assistance	750,000	900,000	900,000	900,000	900,000	4,350,000
Housing Rehabilitation	500,000	500,000	500,000	500,000	500,000	2,500,000
Friendship Court Infrastructure Improvements	1,540,000	0	2,026,500	0	2,562,500	6,129,000
Friendship Court Redevelopment - Phase I	4,005,159	0	0	0	0	4,005,159
<b>SUBTOTAL</b>	<b>\$7,595,159</b>	<b>\$1,400,000</b>	<b>\$3,426,500</b>	<b>\$1,400,000</b>	<b>\$3,962,500</b>	<b>\$17,784,159</b>
<b>OTHER GOVERNMENTAL PROJECTS</b>						
Project						
Home Energy Conservation Grant Program	125,000	125,000	125,000	125,000	125,000	625,000
Senior Center at Belvedere	600,000	0	0	0	0	600,000
PVCC Advanced Technology Center	64,324	0	0	0	0	64,324
City Yard Environmental Remediation	300,000	0	0	0	0	300,000
<b>SUBTOTAL</b>	<b>\$1,089,324</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$1,589,324</b>
<b>TOTAL NONBONDABLE PROJECTS</b>	<b>\$10,719,934</b>	<b>\$3,783,367</b>	<b>\$6,288,801</b>	<b>\$4,072,501</b>	<b>\$6,549,973</b>	<b>\$31,414,576</b>
<b>TOTAL PROJECT EXPENDITURES</b>	<b>\$35,400,151</b>	<b>\$29,643,843</b>	<b>\$29,407,160</b>	<b>\$15,971,802</b>	<b>\$18,408,854</b>	<b>\$128,831,810</b>

## Operational Impacts

The current financial realities have seen the City, in recent fiscal years, looking to streamline overall City operations. In many cases this means asking departments to maintain the same level of service, or provide an increased level of service, with the same amount of, or in some cases, fewer resources, placing a greater strain on the City departments. In order to alleviate some of this strain, when it is decided that an asset will be constructed or purchased, that decision should include an allocation of the resources (both people and funding) necessary to sustain the operations and maintenance of the investment. The operational impacts of the projects in the FY 2020 – 2024 CIP are discussed below.

### Operational Impacts FY 2020-2024 CIP

<u>Public Works - Facilities Development</u>	Operational Impact	5 Year					
<u>Project</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>	<u>Operational Impacts</u>
City Schools HVAC Replacement	-	-	-	-	-	-	Utility use reductions can be assumed for most projects, but that will vary. The fact that utility rates will inevitably rise typically offsets the energy use reductions, making the operational impacts of the projects budget neutral.
City Facility HVAC Replacement	-	-	-	-	-	-	Utility use reductions can be assumed for most projects, but that will vary. The fact that utility rates will inevitably rise, will result in offsetting the energy use reduction making the operational impacts of the project budget neutral.
City Solar PV Program	(124,590)	(134,590)	(144,590)	(154,590)	(164,590)	(722,950)	Cumulative savings achieved through reduced utility cost through utilization of solar energy.
General District Court	-	-	-	37,118	152,925	190,043	Exact amount of operational impacts are unknown at this time. Until such time as a design concept is agreed upon and finalized, and a cost sharing agreement negotiated, this estimate – based on design alternatives currently under discussion – should be considered provisional. Operational cost increases in utilities, maintenance, and custodial services are anticipated in all design scenarios. FY 23 amount assumes 3 months of operations.
<u>Public Safety</u>	Operational Impact	5 Year					
<u>Project</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>	<u>Operational Impacts</u>
Bypass Fire Station	0	31,096	32,273	33,499	34,504	131,373	Exact amount of operational impacts are unknown at this time. Costs represent estimates based on proposed square footage until such time as a design concept is finalized. Operational cost increases in utilities, maintenance, and custodial services are anticipated in all design scenarios.

**Neighborhood Development Services**

Project	Operational Impact FY20	Operational Impact FY21	Operational Impact FY22	Operational Impact FY23	Operational Impact FY24	5 Year Total	Operational Impacts
New Sidewalks	21,882	22,538	23,215	23,911	24,628	116,174	Increased maintenance and lifecycle replacement costs, approximately \$40 per linear foot of new sidewalk constructed. It is estimated that it would be 10 years before maintenance is necessary on a newly constructed sidewalk, and this will vary based on location, weather, damage, proximity to trees, initial construction, etc. Operational estimates are based upon additional sidewalks previously constructed.
West Main Improvements	-	-	450,455	224,780	229,823	905,058	Based on current phasing in the proposed CIP operational costs are anticipated to begin in FY 21. Costs include maintenance efforts from Parks and Rec. and Public Works. Maintenance of area would require 3 new FTE's once completed. Does not include additional cost for other areas such as an increased public safety presence.
SIA Immediate Implementation	-	-	-	-	-	-	- Depending upon which projects are selected there could be an operational impact but until the exact projects to be completed are selected by Council, potential operational increases/savings will not be known.
Small Area Plans	58,260	59,425	60,614	61,826	63,062	303,187	In the Comprehensive Plan twelve areas are recommended for Small Area Plans. Until the exact area to be examined is identified and plans are completed, the full operational increases/savings will not be known. Operational expenses shown here represent estimated additional staff time required for plan completion.
Neighborhood Drainage	13,122	13,516	13,921	14,339	14,769	69,667	Operational cost include maintenance of new drainage structures.

**Public Works - Transit**

Project	Operational Impact FY20	Operational Impact FY21	Operational Impact FY22	Operational Impact FY23	Operational Impact FY24	5 Year Total	Operational Impacts
Transit Bus Replacement Match	-	-	-	-	-	-	- Will be some minor maintenance savings once the buses are delivered (normally 18 months from when they are ordered), but savings amount depends upon the maintenance record of the buses being removed from fleet.

**Parks and Recreation**

Project	Operational Impact FY20	Operational Impact FY21	Operational Impact FY22	Operational Impact FY23	Operational Impact FY24	5 Year Total	Operational Impacts
Parks and Recreation Lump Sum Account	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(10,618)	Decreased utility costs resulting from facility modernization.
Parkland and Trail Acquisition and Development	26,076	28,450	30,844	33,257	35,690	154,317	Increase in seasonal maintenance costs - both supplies and temporary employees - associated with improved trail system.
Urban Tree Preservation and Planting	0	0	20,388	20,806	21,232	62,425	Increase in seasonal maintenance costs - both supplies and temporary employees - required to maintain newly planted trees. In addition to these costs there was \$50,000 added to the Parks Maintenance budget in FY19 to keep up with increased maintenance demands of our mature trees throughout the City.
Riverview Park Restrooms	2,910	9,181	9,456	9,740	10,032	41,320	Increase in maintenance costs - both supplies and temporary employees - associated with new restroom facilities.

<b>TOTAL PROJECTED OPERATIONAL EXPENDITURES ALL PROJECTS</b>	<b>(4,340)</b>	<b>27,557</b>	<b>494,454</b>	<b>302,500</b>	<b>419,825</b>	<b>1,239,997</b>	
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# Other Non General Funds



Communications System Fund

Debt Service Fund

Equipment Replacement Fund

Facilities Repair Fund

Health Care Fund

Parking Enterprise Fund

Retirement Fund

Risk Management Fund

## Communications System Fund

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

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

<b>Fund Detail</b>	<b>FY 17 - 18</b>	<b>FY 18 - 19</b>	<b>FY 19-20</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>Beginning Fund Balance</b>	<b>\$185,910</b>	<b>\$175,783</b>	<b>\$175,783</b>
<b>Revenues</b>			
Phone Fees	215,028	203,331	203,331
Postage Revenue	64,572	77,500	77,500
<b>Total Revenues</b>	<b>\$279,600</b>	<b>\$280,831</b>	<b>\$280,831</b>
<b>Expenditures</b>			
Salaries	54,429	74,952	77,708
Telephone Services	114,649	87,517	87,517
Service Contracts	49,014	48,362	48,362
Postage Expenditures	66,093	70,000	60,000
Other Expenditures	5,541	-	-
<b>Total Expenditures</b>	<b>\$289,727</b>	<b>\$280,831</b>	<b>\$273,587</b>
Net Gain/(Loss)	(10,127)	-	7,244
<b>Ending Fund Balance</b>	<b>\$175,783</b>	<b>\$175,783</b>	<b>\$183,027</b>

## Debt Service Fund

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

The City's current level of bonded indebtedness (at June 30, 2018) is indicated by four key financial indicators: net bonded debt of \$73,385,687, a ratio of debt to assessed value of 1.04%, net bonded debt per capita of \$1,494, and a ratio of Debt Service to total General Fund expenditures of 6.36%. All of these indicators of the City's debt position are very positive and consequently the City has received the highest bond rating (AAA) from the two major rating agencies, Moody's and Standard & Poor's. Both Moody's and Standard & Poor's confirmed this AAA bond rating in May 2019. The City's legal debt limit, as authorized by the Code of Virginia, is 10% of the total assessed value of real estate subject to local taxation. In 2018, the legal debt limit was \$706,013,970. The City's current general obligation indebtedness is \$131,846,865, which includes debt being repaid by the City's utility funds. The City also has a financial policy of Debt service as a percentage of the general fund total expenditure budget has a ceiling of 10%, with a target of 9% (pg. A-9).

<u>Fund Detail</u>	FY17-18 <u>Actual</u>	FY18-19 <u>Budget*</u>	FY19-20 <u>Budget</u>		
<b>Beginning Fund Balance</b>	<b>\$11,880,013</b>	<b>\$11,905,368</b>	<b>\$12,656,191</b>		
<b>Revenues</b>					
General Fund Transfer	\$7,968,000	\$8,560,788	\$8,560,788		
Meals Tax Revenue	2,403,750	2,363,475	2,488,800		
Interest	111,973	-	-		
2010 BABs Rebate	156,966	158,446	147,677		
Refunding Proceeds					
<b>Total Revenues</b>	<b>\$10,640,689</b>	<b>\$11,082,709</b>	<b>\$11,197,265</b>		
<b>Expenditures</b>					
<b>Bonds-</b>	<b>FY17-18 Total</b>	<b>FY18-19 Total</b>	<b>FY19-20 Total</b>	<b>FY19-20 Principal</b>	<b>FY19-20 Interest</b>
Series - 2008	\$ 764,063	-	-	-	-
Series - 2009	921,240	885,733	133,907	122,850	11,057
Series - 2010	821,379	802,461	781,846	499,150	282,696
Series - 2011	841,550	554,800	544,350	380,000	164,350
Series - 2012	2,195,465	2,757,083	2,678,813	2,181,200	497,613
Series - 2013	428,400	417,200	406,000	280,000	126,000
Series - 2014	788,338	757,078	729,570	593,465	136,105
Series - 2015	2,049,954	1,924,832	2,593,472	1,856,532	736,939
Series - 2016	747,241	737,468	720,239	382,860	337,379
Series - 2017	959,526	959,119	933,919	560,000	373,919
Series - 2018	-	386,113	415,675	235,000	180,675
<b>Subtotal</b>	<b>\$ 10,517,156.00</b>	<b>\$10,181,886</b>	<b>\$ 9,937,791</b>	<b>7,091,057</b>	<b>2,846,733</b>
Administrative Costs - 2021001000	98,178	150,000	50,000		
<b>Subtotal</b>	<b>\$98,178</b>	<b>\$150,000</b>	<b>\$50,000</b>		
<b>Total Expenditures</b>	<b>\$ 10,615,334.00</b>	<b>\$10,331,886</b>	<b>\$ 9,987,791</b>		
Net Gain/(Loss)	25,355	750,823	1,209,474		
<b>Ending Fund Balance</b>	<b>\$11,905,368</b>	<b>\$12,656,191</b>	<b>\$13,865,665</b>		

\* Revised FY 2019 Budget

## Equipment Replacement Fund

The City’s fleet consists of 687 vehicles and pieces of equipment, 503 of which are replaced using this fund. The other 184 are Utilities, Fire apparatus and Social Services vehicles replaced by other means. The Equipment Replacement Fund is targeted at reducing the operating costs of the City’s fleet through preventive maintenance programs, selection of fuel efficient and alternatively fueled vehicles, and a scheduled replacement program. It has three major objectives:

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

<u>Fund Detail</u>	<u>FY 17-18</u> <u>Actual</u>	<u>FY 18-19</u> <u>Budget*</u>	<u>FY 19-20</u> <u>Budget</u>
<b>Beginning Fund Balance</b>	<b>\$ 1,772,373</b>	<b>\$ 2,043,674</b>	<b>\$ 2,043,674</b>
<b><u>Revenues</u></b>			
Transfer from General Fund	1,317,786	1,323,786	1,332,586
<b>Total Revenues</b>	<b>\$ 1,317,786</b>	<b>\$ 1,323,786</b>	<b>\$ 1,332,586</b>
<b><u>Expenditures</u></b>			
Vehicle/Equipment Replacement	1,046,485	1,323,786	1,332,586
<b>Total Expenditures</b>	<b>\$ 1,046,485</b>	<b>\$ 1,323,786</b>	<b>\$ 1,332,586</b>
Net Gain/(Loss)	271,301	-	-
<b>Ending Fund Balance</b>	<b>\$ 2,043,674</b>	<b>\$ 2,043,674</b>	<b>\$ 2,043,674</b>

\*Revised 2019 Budget

**Note:** All of the vehicles and pieces of equipment that are to be recommended for replacement during FY 20 have been determined to be beyond their useful life in accordance with the City of Charlottesville and national replacement standards. These funds will be transferred from the General Fund into the Equipment Replacement Fund and are reflected in the revenues shown above. Small vehicles (priced under \$50,000) scheduled to be replaced include pickup trucks and sedans. Large vehicles and equipment, \$50,000 and over, scheduled to be replaced include several dump trucks.

## Facilities Repair Fund

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

<b>Fund Detail</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Budget*</b>	<b>FY 19-20 Budget</b>
<b>Beginning Fund Balance</b>	<b>\$ 783,673</b>	<b>\$ 839,160</b>	<b>\$ 639,187</b>
<b>Revenues</b>			
Transfer from General Fund	400,000	400,000	400,000
Health Department Rent Revenue	59,809	251,655	251,655
<b>Total Revenues</b>	<b>\$ 459,809</b>	<b>\$ 651,655</b>	<b>\$ 651,655</b>
<b>Expenditures</b>			
City Facilities/Buildings (incl. Parks and Recreation)	403,819	599,973	190,000
Health Department Building	504	251,655	251,655
<b>Total Expenditures</b>	<b>\$ 404,323</b>	<b>\$ 851,628</b>	<b>\$ 441,655</b>
Net Gain/(Loss)	55,487	(199,973)	210,000
<b>Ending Fund Balance</b>	<b>\$ 839,160</b>	<b>\$ 639,187</b>	<b>\$ 849,187</b>

\*Revised 2019 Budget

**Note:** Several projects are planned for City facilities including concrete and exterior building repairs, electrical work, masonry, safety, ADA improvements, and other interior and exterior finish replacement projects.

For Parks and Recreation, major planned projects include various repairs and improvements to building interior finishes, and electrical upgrades.

## Health Care Fund

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

Fund Details	FY 17-18 Actual	FY 18-19 Budget*	FY 19-20 Budget
<b>Beginning Fund Balance</b>	<b>\$ 4,250,950</b>	<b>\$ 5,802,215</b>	<b>\$ 5,723,663</b>
<b>Revenues</b>			
Department contributions (including JMRL)	8,734,682	9,822,993	8,979,360
Employee/Retiree contributions	4,175,299	4,135,170	3,974,000
Retirement fund contribution	3,651,015	3,779,644	4,149,365
Employee and retiree payments for Physical Fitness Clubs	223,980	230,000	230,000
Wellness Fund Coventry Health	-	10,000	-
Flexible Spending and HRA Account Forfeitures	212,361	15,000	15,000
Refund of Prior Year Expenditures	84	-	-
<b>Total Revenues</b>	<b>\$ 16,997,421</b>	<b>\$ 17,992,807</b>	<b>\$ 17,347,725</b>
<b>Expenditures</b>			
<b>Medical Expenses</b>			
Self-insurance medical claims and administrative costs	12,315,760	14,700,000	13,844,328
Insurance premiums - Medicare Supplement	1,628,769	1,600,000	1,900,000
Affordable Care Act contributions and excise tax	4,243	5,000	5,000
HMO - Health reimbursement account	110,494	190,000	190,000
Dental claims and administrative costs	721,713	810,000	810,000
<b>Total Medical and Dental expenses</b>	<b>\$ 14,780,979</b>	<b>\$ 17,305,000</b>	<b>\$ 16,749,328</b>
<b>Other Expenses</b>			
Temporary Staffing	21,521	25,000	25,000
City payments for Fitness Program	359,029	410,000	410,000
Contribution to Retirement Fund for Senior Mgmt	-	-	-
Employee Assistance Program	13,860	25,000	25,000
Health care consultants	47,563	60,000	60,000
Wellness Initiatives	10,861	35,000	20,000
Flu Shots	6,839	10,000	10,000
Medical insurance opt-out payment	24,227	25,000	30,000
Line of Duty (LOD) insurance premium	-	-	-
Flexible spending payment & COBRA administration	24,435	30,000	30,000
Human resource staff	122,022	110,000	120,000
City Link Recurring Cost	34,820	35,780	36,740
Telephone charges	-	579	579
<b>Total Other Expenditures</b>	<b>\$ 665,177</b>	<b>\$ 766,359</b>	<b>\$ 767,319</b>
<b>Total Expenditures</b>	<b>\$ 15,446,156</b>	<b>\$ 18,071,359</b>	<b>\$ 17,516,647</b>
Net Gain/(Loss)	1,551,265	(78,552)	(168,922)
<b>Ending Fund Balance</b>	<b>\$ 5,802,215</b>	<b>\$ 5,723,663</b>	<b>\$ 5,554,741</b>

\* Revised FY 2019 Budget

## Parking Enterprise Fund

In FY 17 City Council approved the creation of a parking function and allocated initial startup funding for the effort. FY 20 represents the third full fiscal year of this budget which covers the costs associated with the Parking Manager position, as well as costs associated with City-owned parking facilities. The Parking Manager provides the day-to-day focus needed to move the parking action plan forward.

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

Fund Details	FY 17-18 Actual	FY 18-19 Budget *	FY 19-20 Budget
<b>Beginning Fund Balance</b>	<b>\$ 490,963</b>	<b>\$ 593,245</b>	<b>\$ 870,335</b>
<b>Revenues</b>			
General Parking Revenues			
Parking Permits	51,054	35,000	45,000
Parking Meters	62,602	1,500	53,000
Parking Fines	420,024	450,000	420,000
Market Street Parking Garage	1,131,568	1,195,500	1,195,500
Market Street Parking Leasing	233,540	262,676	235,000
701 E. Market Street	82,710	94,320	83,000
411 E. High Street	10,120	14,520	10,000
801-805 East Market Street	118,725	-	130,000
Pilot Meter Program	51,433	-	-
Water Street Parking Garage	516,765	550,000	2,642,155
<b>Total revenues</b>	<b>\$ 2,678,540</b>	<b>\$ 2,603,516</b>	<b>\$ 4,813,655</b>
<b>Expenditures</b>			
Parking Administration			
Salaries and Benefits	98,114	100,992	104,839
Other Expenses	9,891	12,934	11,859
Market Street Parking Garage	668,073	675,000	675,000
Market Street Parking Leasing	26,485	25,000	25,000
701 E. Market Street	-	7,500	-
411 E. High Street	-	5,000	-
801-805 East Market Street	-	-	15,000
Water Street Parking Garage	-	-	1,625,457
Pilot Meter Program	50,219	-	-
Transfers			
Transfer to General Fund	1,723,475	1,500,000	1,200,000
<b>Total expenditures</b>	<b>\$ 2,576,258</b>	<b>\$ 2,326,426</b>	<b>\$ 3,657,155</b>
Net Gain/(Loss)	102,282	277,090	1,156,500
<b>Ending Fund Balance</b>	<b>\$ 593,245</b>	<b>\$ 870,335</b>	<b>\$ 2,026,835</b>

\*Revised FY2019 Budget

## Retirement Fund

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

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

The City's rate of contribution into the fund for FY 20 is 31.37% for general government and 48.78% for public safety employees' salaries.

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

Fund Details	FY 17-18 Actuals	FY 18-19 Budget	FY 19-20 Budget
<b>Beginning Fund Balance</b>	<b>\$ 136,318,740</b>	<b>\$ 150,748,262</b>	<b>\$ 160,299,373</b>
<b>Revenues</b>			
Investment Income	2,180,932	2,120,000	2,250,000
Net (decrease) increase in fair value of investments	12,825,368	8,880,000	9,000,000
Contributions from City	14,279,456	15,132,167	14,913,783
Member Contributions	1,984,695	2,371,200	2,500,000
Contribution for Senior Management OPEB benefits	849,262	302,832	296,979
<b>Total Revenues</b>	<b>\$ 32,119,713</b>	<b>\$ 28,806,199</b>	<b>\$ 28,960,762</b>
<b>Expenditures</b>			
Retirement distributions	11,524,450	12,539,546	13,426,380
Refund of employee contributions	124,461	75,000	120,000
Life Insurance claims paid to benefit retirees	154,500	200,000	200,000
Human Resource shared expenses	109,836	119,582	121,042
Legal Fees	10,699	23,000	20,568
Investment Advisory Fees	701,378	800,000	900,000
Actuarial Study and Services	52,145	51,960	53,000
Health care costs (Employer and Retirees)	4,843,367	5,200,000	5,400,000
Disability insurance cost (LTD)	94,401	115,000	110,000
Life insurance cost	28,790	80,000	30,000
Employer FICA for life insurance tax benefit	3,098	5,000	3,000
City Link Recurring Costs	36,960	37,800	37,800
Miscellaneous	6,106	8,200	5,000
<b>Total Expenditures</b>	<b>\$ 17,690,191</b>	<b>\$ 19,255,088</b>	<b>\$ 20,426,790</b>
Net Gain/(Loss)	14,429,522	9,551,111	8,533,972
<b>Ending Fund Balance</b>	<b>\$ 150,748,262</b>	<b>\$ 160,299,373</b>	<b>\$ 168,833,345</b>

## Risk Management Fund

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

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

<b>Fund Detail</b>	<b>FY 17 - 18</b>		<b>FY 18 - 19</b>		<b>FY 19 - 20</b>	
	<b>Actual</b>		<b>Budget</b>		<b>Budget</b>	
<b>Beginning Fund Balance</b>	<b>\$</b>	<b>3,293,593</b>	<b>\$</b>	<b>3,403,851</b>	<b>\$</b>	<b>2,919,738</b>
<b>Revenues</b>						
Charges for services		2,624,330		2,680,028		2,522,216
Interest Income		45,895		47,272		53,890
Insurance Recovery		36,535		35,000		35,000
<b>Total Revenues</b>	<b>\$</b>	<b>2,706,760</b>	<b>\$</b>	<b>2,762,300</b>	<b>\$</b>	<b>2,611,106</b>
<b>Expenditures</b>						
Insurance premium cost		1,025,256		1,050,818		1,266,173
Workers compensation claim payments and changes in reserves		808,250		1,400,000		1,700,000
Administrative costs		412,996		445,595		662,013
<b>Total Expenditures</b>	<b>\$</b>	<b>2,246,501</b>	<b>\$</b>	<b>2,896,413</b>	<b>\$</b>	<b>3,628,186</b>
Transfer to General Fund		350,000		350,000		-
Net Gain/(Loss)		110,258		(484,113)		(1,017,080)
<b>ENDING FUND BALANCE</b>	<b>\$</b>	<b>3,403,851</b>	<b>\$</b>	<b>2,919,738</b>	<b>\$</b>	<b>1,902,658</b>

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



## City Profile

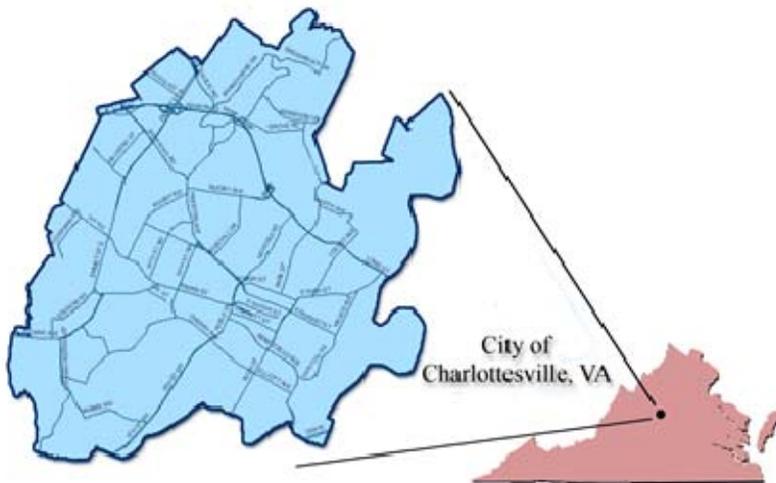


### Background

The City of Charlottesville is nestled at the foothills of the Blue Ridge Mountains in Central Virginia and encompasses 10.4 square miles with a population of 49,132 (2018 est.)<sup>1</sup>. Its rich history began with the town's establishment in 1762, and it was named for Queen Charlotte, wife of King George III of England. Charlottesville was incorporated as a city in 1888.

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

*Photo by Bob Mical*



<sup>1</sup> Weldon Cooper Center for Public Service July 1, 2018 Estimate – [www.demographics.coopercenter.org](http://www.demographics.coopercenter.org)

## City Profile



### City Government

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

### Business and Economy

With its small-town charm and historical setting, Charlottesville attracts new businesses each year. Charlottesville provides a strategic location for major employers, including the largest employer, the University of Virginia, where there are approximately 16,000 University employees, 12,000 hospital employees, and 24,639 students. The area also boasts a thriving wine touring and tasting business. Over 30 local vineyards make up the state's largest collection, with several wineries winning national recognition since the time Jefferson earned the title "Father of American Wine." Tourism also plays an important role in the City's economy, with much of the tourism based on the area's rich historical legacy. Approximately two million travelers visit the area each year to see its historic sites and the spectacular scenery of Central Virginia. All of this has resulted in the City's low unemployment rate, 2.6% in 2018 as compared to 2.9% in Virginia and 4.1% in the nation.

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

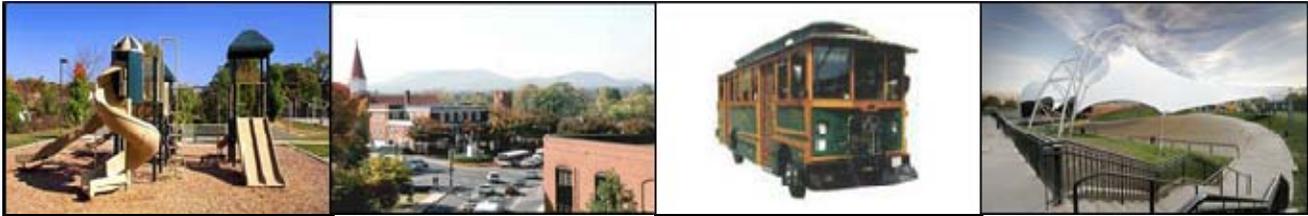
### Top Ten Employers in the City of Charlottesville:

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



**Source:** Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3<sup>rd</sup> Quarter 2018.

## City Profile



Date of Incorporation	1888
Form of Government	Council-Manager
Current Population Estimate (2018)	49,132
Land Area (square miles)	10.4
Population Density (population/square mile)	4,724
Unemployment Rate (2018)	2.6%
Total Real Estate Assessed Values (2019)	\$7,666,044,400
Taxable Sales (2018)	\$972,265,842
Median Household Income (2012-2016 Census)	\$50,727
Number of Households (2012-2016 Census)	17,980
Building Permits (2018)	2,166
City School Students (2018-2019 school year)	4,340
Miles of Streets (2018)	159
Acres of Park Land (2018)	906
Linear Feet of Trails (2018)	121,945
Number of Public Libraries (includes Historical Society)	3
Number of Registered Voters (February 2019)	32,363
Public Utilities (2018, number of customers)	
Gas	20,665
Water	14,639
Sewer	14,528
Bond Rating (General Obligation Bonds)	Moody's Investor Services Aaa Standard & Poor's Corporation AAA
Staffing (Full Time Equivalent):	
City	993
Schools	841

**Sources:**

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

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## City Awards

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### ***What People Are Saying . . .***

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



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

### **Best Place to Live**

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

### **Best Place to Visit**

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

## Healthiest City Awards

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

## Business/Economic Awards

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

## Green City Awards

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

## Food and Drink Recognitions

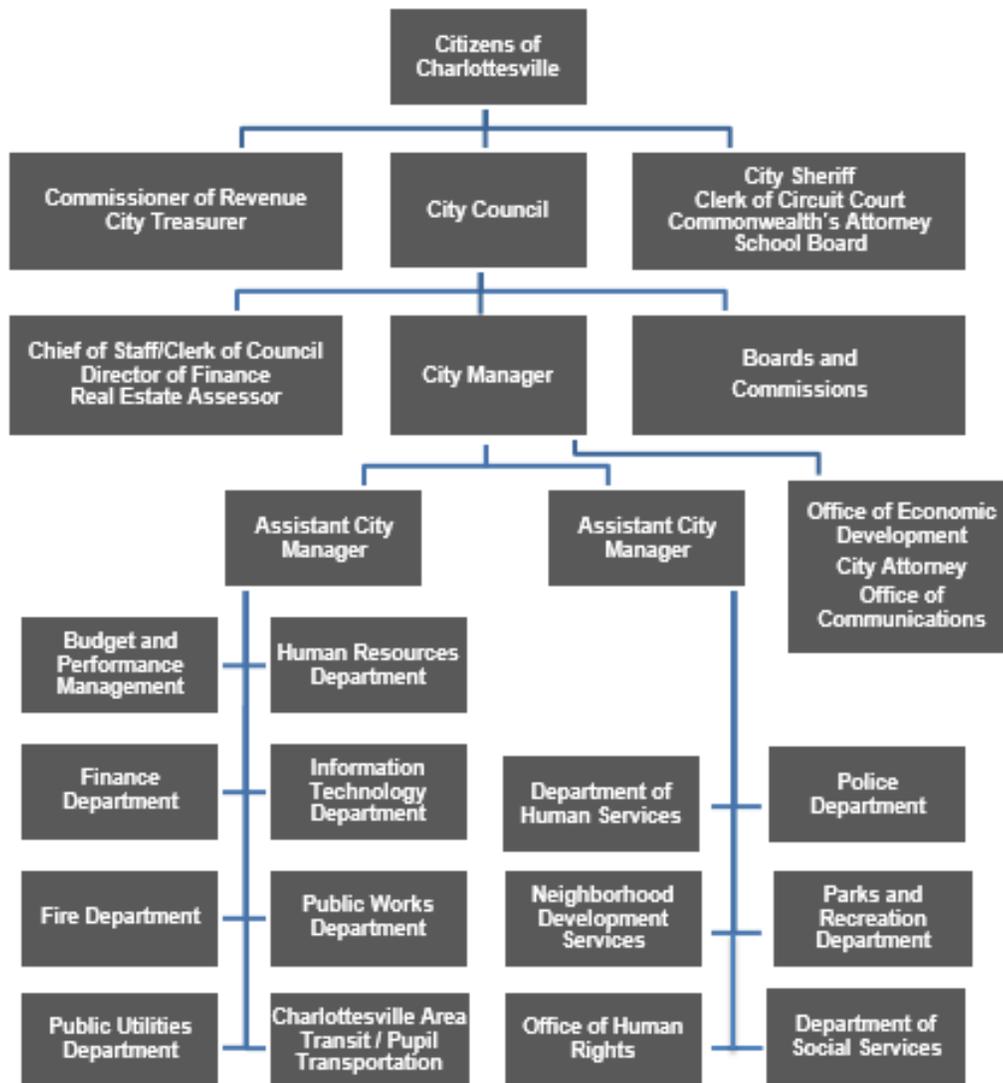
- The 7 U.S. Wine Regions Giving Napa a Serious Run for Its Money - Architectural Digest 2017
- One of America's Best Small Cities for Foodies - Travelocity 2016
- #7 Best College Town in America for Food and Drink - Thrillist 2015
- Top 5 New American Foodie Cities - Wine Enthusiast Magazine 2014
-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

## Special Recognitions

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



## City of Charlottesville Organizational Chart



## Citywide Staffing (Full Time Equivalents)

<u>Department/Cost Center</u>	<u>FY 17-18*</u>	<u>FY 18-19*</u>	<u>FY 19-20</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of FY 19-20 Changes</u>
<b>Management</b>						
City Council/Clerk of Council	1.00	4.00	4.00	0.00	0.00	
Office of the City Manager: Administration, Redevelopment Manager, Communications	12.00	13.00	13.00	0.00	0.00	
Office of the City Manager: Economic Development	6.50	7.50	7.50	0.00	0.00	
Office of the City Manager: Parking Enterprise Fund	1.00	1.00	1.00	0.00	0.00	
Office of the City Attorney	6.00	7.00	7.00	0.00	0.00	
Office of the General Registrar	3.00	3.00	3.00	0.00	0.00	
<b>Total</b>	<b>29.50</b>	<b>35.50</b>	<b>35.50</b>	<b>0.00</b>	<b>0.00</b>	
<b>Internal Services</b>						
Finance Department: Procurement, Risk Management, Warehouse	8.00	8.00	9.00	0.00	1.00	A new Centralized Safety Coordinator for to the Risk Management division.
Human Resources Department	8.00	8.00	8.00	0.00	0.00	
Information Technology Department	20.00	20.00	20.00	0.00	0.00	
<b>Total</b>	<b>36.00</b>	<b>36.00</b>	<b>37.00</b>	<b>0.00</b>	<b>1.00</b>	
<b>Financial Services</b>						
Office of the Commissioner of Revenue	14.00	14.00	14.00	0.00	0.00	
Finance Department: Management, City Assessor, Utility Billing	34.00	34.00	34.00	0.00	0.00	
Office of the City Treasurer	13.50	13.50	14.00	0.50	0.00	Increases the hours of a part time Customer Service Representative to full time due to anticipated demand for the DMV Select program.
<b>Total</b>	<b>61.50</b>	<b>61.50</b>	<b>62.00</b>	<b>0.50</b>	<b>0.00</b>	
<b>Healthy Families &amp; Community</b>						
Department of Social Services	104.50	106.50	106.50	0.00	0.00	
Department of Human Services	36.50	36.50	36.50	0.00	0.00	
Neighborhood Development Services	38.00	39.00	40.00	1.00	0.00	A new Support Services Manager position is included as recommended by the Efficiency Study.
Office of Human Rights	1.50	2.00	2.00	0.00	0.00	
Parks and Recreation Department: Parks Maintenance	40.00	40.00	40.00	0.00	0.00	
Parks and Recreation Department: Recreation and Programs	27.50	29.50	29.50	0.00	0.00	
Parks and Recreation Department: Meadowcreek Golf Course	4.00	4.00	2.00	0.00	(2.00)	Two vacant Turf Management positions are eliminated as that function is now being handled through a Turf Maintenance contract.

<u>Department/Cost Center</u>	<u>FY 17-18*</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of FY 19-20 Changes</u>
<b>Infrastructure &amp; Transportation</b>						
Public Works Department: Administration, Facilities Development, Building Maintenance, HVAC, Environmental	26.86	26.86	26.86	0.00	0.00	
Public Works Department: School Building Maintenance	19.28	19.28	19.28	0.00	0.00	
Public Works Department: Fleet Management	11.00	11.00	11.00	0.00	0.00	
Public Works Department: Public Service	49.00	50.00	46.00	(4.00)	0.00	Moves the Stormwater Maintenance Crew from the General Fund to the Stormwater Utility
Charlottesville Area Transit	72.00	76.00	80.00	0.00	4.00	Converts 4 temporary Relief Operators to regular full-time Transit Operators.
Pupil Transportation	29.00	29.00	29.00	0.00	0.00	
Utilities Department: Gas, Water, Wastewater	89.00	89.00	90.00	0.00	1.00	Adds a Utilities Construction Inspector to the Wastewater Fund.
Utilities Department: Stormwater	4.00	4.00	11.00	0.00	6.00	Moves the Stormwater Maintenance Crew from the General Fund (4 FTEs) to the Stormwater Utility; Adds 3 additional Stormwater Maintenance Workers.
<b>Total</b>	<b>300.14</b>	<b>305.14</b>	<b>313.14</b>	<b>(4.00)</b>	<b>11.00</b>	
<b>Public Safety &amp; Justice</b>						
Office of the City Sheriff	12.00	12.00	12.00	0.00	0.00	
Office of the Commonwealth's Attorney	13.50	13.50	13.50	0.00	0.00	
Courts and Other Support Services	11.00	11.00	11.00	0.00	0.00	
Fire Department	95.00	95.00	95.00	0.00	0.00	
Police Department	157.00	159.00	158.00	(1.00)	0.00	Two vacant Police Officer positions are eliminated and a Safety and Security Manager position added.
<b>Total</b>	<b>288.50</b>	<b>290.50</b>	<b>289.50</b>	<b>(1.00)</b>	<b>0.00</b>	
<b>Citywide Total</b>	<b>967.64</b>	<b>986.14</b>	<b>993.64</b>	<b>(3.50)</b>	<b>10.00</b>	

\* Revised from the *FY2018 and FY2019 Council Adopted Budgets* as a result of changes made during the fiscal year.

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

## Operational Department/City Fund Matrix

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

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

## Citywide Fund Balances

### CITY OF CHARLOTTESVILLE, VIRGINIA STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES FOR THE YEAR ENDED JUNE 30, 2018

EXHIBIT D

	General Fund	Capital Projects Fund	Debt Service Fund	Social Service Fund	Other Governmental Funds	Total
<b>REVENUES</b>						
Taxes	\$ 122,940,708	\$ -	\$ -	\$ -	\$ -	\$ 122,940,708
Fees and permits	2,719,933	-	-	-	-	2,719,933
Intergovernmental	28,949,276	7,414,412	156,966	9,580,901	15,356,643	61,458,198
Charges for services	5,483,205	3,868	-	46	6,430,794	11,917,913
Fines	419,344	-	-	-	-	419,344
Investment earnings	553,153	-	111,973	-	2,935	668,061
Miscellaneous	2,115,759	429,526	-	9,998	158,606	2,713,889
<b>Total revenues</b>	<b>163,181,378</b>	<b>7,847,806</b>	<b>268,939</b>	<b>9,590,945</b>	<b>21,948,978</b>	<b>202,838,046</b>
<b>EXPENDITURES</b>						
Current:						
General government	18,752,251	1,413,300	98,178	-	553,500	20,817,229
Public safety	38,771,017	374,838	-	-	251,620	39,397,475
Community services	7,512,647	939,199	-	-	8,528,809	16,980,655
Health and welfare	5,155,253	-	-	12,918,921	17,101,551	35,175,725
Parks, recreation and culture	12,235,060	372,636	-	-	101,353	12,709,049
Education	51,057,683	699,364	-	-	-	51,757,047
Conservation and development	6,799,208	5,778,209	-	-	493,374	13,070,791
Debt service:						
Retirement of principal	-	-	7,417,376	-	-	7,417,376
Interest	-	-	3,099,780	-	-	3,099,780
Capital outlay	1,728,089	15,022,201	-	42,756	167,226	16,960,272
<b>Total expenditures</b>	<b>142,011,208</b>	<b>24,599,747</b>	<b>10,615,334</b>	<b>12,961,677</b>	<b>27,197,433</b>	<b>217,385,399</b>
Revenues over (under) expenditures	21,170,170	(16,751,941)	(10,346,395)	(3,370,732)	(5,248,455)	(14,547,353)
<b>OTHER FINANCING SOURCES (USES)</b>						
Transfers in (note 7)	7,956,514	11,059,129	10,371,750	3,370,732	5,721,632	38,479,757
Transfers out (note 7)	(31,334,765)	(133,432)	-	-	(79,015)	(31,547,212)
Issuance of debt (note 9)	-	4,610,000	-	-	-	4,610,000
Premium on issuance of debt (note 9)	-	420,561	-	-	-	420,561
<b>Total other financial sources (uses)</b>	<b>(23,378,251)</b>	<b>15,956,258</b>	<b>10,371,750</b>	<b>3,370,732</b>	<b>5,642,617</b>	<b>11,963,106</b>
Net change in fund balance	(2,208,081)	(795,683)	25,355	-	394,162	(2,584,247)
Fund Balance July 1, 2017 Restated	47,968,716	13,904,209	11,880,013	119,698	2,528,090	76,400,726
Fund Balance June 30, 2018	\$ 45,760,635	\$ 13,108,526	\$ 11,905,368	\$ 119,698	\$ 2,922,252	\$ 73,816,479

Virginia State law requires that all local operating budgets be presented as balanced. Therefore there will be no projected change in the fund balances for Fiscal Years 2019 and 2020, which would use budgeted figures instead of actual figures.

#### Explanation of Changes:

The General Fund experienced a planned decrease due to expenses of approximately \$7.8 million of prior years' carry over during FY 18 were earmarked for one-time expenditures. The one-time funds were appropriated at the end of FY 17.

The Capital Projects Fund balance experienced a decrease of 6.07% due to project funds which had accumulated over multiple fiscal years being spent.

The Other Governmental Funds, which includes the Transit, CDBG, Human Services, CSA, and Grants funds, experienced a 15.6% increase. The increase is attributed to the Human Services Fund which was able to realize more fee-based revenue than originally anticipated.



## Glossary

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

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

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

## Acronyms

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

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



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