



City of Charlottesville
Virginia

Operating & Capital Improvement

BUDGET

ADOPTED | FISCAL YEAR 2017/2018



*To Be One Community
Filled With Opportunity*

Office of Budget and Performance Management

www.charlottesville.org/budget
budget@charlottesville.org

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charlottesville
Virginia**

For the Fiscal Year Beginning

July 1, 2016

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, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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CITY OF CHARLOTTESVILLE

To be one community filled with opportunity

Office of the City Manager
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July 1, 2017

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

Dear Mayor and Council:

I am pleased to deliver to you City Council's Adopted Budget for FY 2017-2018. The total General Fund Budget of **\$ 171,657,127** represents a **5.95%** increase over FY 2017.

The City is fortunate to be experiencing significant growth. According to the newly released Weldon Cooper Center estimates, the population in Charlottesville has increased 12.9% in the last six years, from 43,475 in the 2010 Census to an estimate of 49,071 in 2016. The increase in residents has had a profound effect on our community – adding to our already vibrant quality of life, filling our schools with new students and boosting our economy. While those positive signs indicate a bright future for the City, the increase in population also requires an adjustment in service delivery. This budget addresses the growing needs of our City while protecting the qualities that make Charlottesville a special place to live.

Nearly all of the major economic indicators are moving in the right direction. Within the ten square miles of the City there are now 39,155 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, near 3.0%. The City's hotel occupancy is 73%, eight points above the national rate of 65%. The retail vacancy rate continues to drop, falling to 1.8% in January of 2017, down from 3.3% in July of 2016. And several major construction projects were completed in 2016 including the Tree House (Office and Retail), The Uncommon (Residential Apartments) and the King Lumber Building (Office and Retail), with many more on the way in 2017.

The Charlottesville City Schools system continues to be recognized as one of the top divisions in the country, ranking in the top ten percent of schools nationwide in a recent Niche.com review. After experiencing a 16 year drop in student enrollment, the schools have witnessed a steady increase in population, bringing new energy and diversity to our City. Over 30 different languages are spoken by the students in our system. This budget offers \$2 million in new operating funding to our growing system; and, through our Capital Improvement Program (CIP), a new track at Charlottesville High School and \$5

million over the next five years in an unallocated fund that the schools can use for strategic initiatives of their choice.

This budget was developed with an eye to the future. The Efficiency Study that the City commissioned in 2016 identified our local government as “a lean organization staffed with dedicated employees passionate about providing high quality services to the public.” It offered 83 recommendations to help improve our service delivery citywide. A number of these recommendations were already in progress during the study such as funding being put in place to replace the permitting system in Neighborhood Development Services. Some of the recommendations have been implemented since the study was completed, while others will be addressed during the course of the next couple of years. Several of the recommendations are included in this budget proposal and are highlighted later in this letter and throughout the budget document.

City Council and staff have identified two critical areas that must be addressed in order for the City to continue to flourish – affordable housing and parking. As commercial investment surges in the City, the cost of land increases, thus making it more difficult to build affordable housing. In response to this need, this budget offers a significant increase in the Affordable Housing Fund over the next five years. Year one proposes an \$800,000 increase, to \$2.5M, then starting in FY 2019 affordable housing will be funded at \$3.4 million per year. We envision that this new funding would be used to work collaboratively with our private sector and non-profit partners to increase the affordable housing stock. It could also be used by the City to directly fund land acquisition opportunities. The funding, coupled with over \$2 million in new money over five years to assist the Charlottesville Redevelopment and Housing Authority (CRHA) with its redevelopment efforts, will provide our community with the resources it requires to develop an effective strategy for tackling this complex issue.

Downtown Charlottesville has become an attractive destination for businesses, shoppers, and music lovers. As the social and entertainment center for the region, it brings tens of thousands of people into the City each and every day. This surge in popularity has also brought about a need to increase parking opportunities. The City has taken several steps to begin addressing current and future demands. It has established a parking division within the Office of Economic Development and hired its first Parking Manager; approved a pilot metered parking program for Downtown to help ensure on-street parking spaces are available to shoppers and diners; and acquired parking along East Market Street that will allow for the future construction of parking spaces, possibly as part of a mixed use redevelopment project. This year’s budget provides additional funding in our CIP, up to \$10 million to contribute to future projects that will provide the parking necessary to continue to make Downtown a vibrant commercial, retail and entertainment corridor for our community.

This budget provides 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. I believe it continues to move us forward in attending to the many challenges that lie ahead.

Revenue Projections

While the FY 2018 Adopted Budget keeps the City's Real Estate Tax rate at 95 cents per 100 dollars of assessed value, the City's commercial assessments are increasing significantly, by 29.45%. Charlottesville has an incredibly robust commercial real estate market in terms of new construction and sales of existing properties which is a significant factor to this increase. And second, the City Assessor's Office has implemented a new assessment system that allows staff to more thoroughly analyze the different components of commercial properties, which comprise their fair market value.

The major revenue changes for the City's budget are described in detail below:

- Real Estate assessments for CY 2017 are showing residential property assessments increase by 4.16% and commercial assessments increase by 29.45%; including the value of new construction, the overall assessment increase is 15.14%. As a result, revenue is projected to increase **\$7.0 million** in FY 2018.
- Transient Occupancy (Lodging) revenue is expected to increase by **\$1.0 million** in FY 2018 due to an increase in the number of hotels in the City, increased occupancy rates, and an increase in the average daily room rate.
- Personal Property Tax revenue is projected to increase by **\$791,302** due mainly to increased motor vehicle stock in the City and an overall increase in the value of vehicles.
- Meals Tax revenue continues to show strong growth and is projected to increase by **\$718,750**.
- Sales and Use Tax revenue is expected to increase by **\$400,000** and Business Licenses Taxes revenue is increasing by **\$141,477**.
- Payment in Lieu of Taxes is projected to be up by **\$61,793**.
- Parks and Recreation revenue is expected to decrease by **(\$101,164)** in FY 2018 due to expected reductions in Aquatics and Recreation Center revenue.
- City/County Revenue Sharing is increasing slightly by **\$88,401** due in part to the increase in Albemarle County's CY 2015 real estate assessments, which is the year on which the FY 2018 formula is based.

Major Expenditure Priorities and Drivers

The FY 2018 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 as several items are recommendations from the City's Efficiency Study. There is also strong alignment with the City's FY 2018 -2020 Strategic

Plan as evidenced by the Goal icons seen throughout this message and the budget document.

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment



Goal 4: A Strong, Creative and Diversified Economy



Goal 5: A Well-managed and Responsive Organization



City Schools

- Continues a strong commitment to the schools, providing **\$2.0 million** in new operational funding as well as significant investments in their capital program including a new track and **\$1.0 million** a year for the school's strategic capital initiatives.



City Council Strategic Initiatives

- Provides new funding of **\$575,000** for the City Council Strategic Initiatives fund to address issues of equity as well workforce development initiatives.
 - **\$450,000** of this will fund the operations of the African American Heritage Center at the Jefferson School, year one of a two year commitment made by City Council.
 - **\$20,000** of this will be used to fund the continuation of a GED program that was funded by City Council in FY 2015, when this program was managed by the Adult Learning Center and Housing Authority.
 - The remainder of the increase in funds, **\$105,000**, will be used to fund Council priorities that have been identified but require further research and coordination, including diversion programs, skilled trades training programs, and a Black Youth Achievement Coordinator position.



City Department Additions / Service Enhancements

- New funding of **\$153,216** is budgeted for Charlottesville Area Transit to fund a route adjustment to accommodate riders at the newly built YMCA. Additionally, as a result of the new Fifth Street Station route, FY 2018 includes the first full year of operations at a cost of **\$241,747**.
- The City's Efficiency Study recommended that Parks and Recreation create a comprehensive community wide Parks and Recreation Master Plan. The FY 2018

budget includes an additional **\$25,000** to assist with the development of a master plan that will serve as a strategic cornerstone for program service levels and infrastructure needs, as well as serve as a roadmap for the department's budgetary and strategic decisions.

- FY 2018 includes **\$37,089** in new funding for a pilot project to augment the current community recreation centers operating hours at Tonsler Park, Westhaven and Friendship Court.

Reclassified and New Positions

This budget adds new positions, several of which are recommendations of the City's Efficiency Study, and all align with the FY 2018 – 2020 Strategic Plan. The positions are:



\$119,465 for a Community Engagement/Placemaking/Design position, a Council priority to engage neighborhoods in the planning and design process.



\$92,500 for an IT Support Technician, as part of the City's Efficiency Study recommendation that would support specialized IT and data analysis needs for the Police Department, Fire Department, and Sheriff's Office.



\$68,461 for a Traffic Officer to help address growing concerns by the community for traffic safety.



\$58,580 for one regular and two seasonal Maintenance Workers in order to fund the remainder of the resources required for ongoing maintenance of the added landscaping at the John Warner Parkway / U.S. 250 Bypass Interchange project.



\$26,226 for a part-time Downtown Job Center Assistant to ensure that Downtown Job Center operations are maintained and services are available on a regular and consistent basis.



\$40,000 for a part-time Customer Service Representative in the Office of the City Treasurer as a result of significant increases in the number of transactions processed over the counter and new programs. The position will allow other staff to have more time to actively manage cash flow needs and realize additional interest earnings in the General Fund.



\$20,679 for a new part-time School Bus Aide that City Schools have approved and will fund.



A new federally mandated Safety Training Coordinator is budgeted in the Charlottesville Area Transit fund for **\$65,000** to assist with coordinating and implementing effective safety and security training procedures, processes and programs.

In FY 2018, the following positions will be reclassified:



\$23,811 to reclassify an existing part-time Historic Preservation Planner to full-time status to help facilitate increased workloads of the historic preservation program.



\$28,771 to reclassify a vacant Section 3 Coordinator position to a VDOT Project Coordinator in order to meet the increased demands of managing and reporting for VDOT projects.

Outside and Nonprofit Agencies

- The City funds several contractual/partnership agencies including the regional jail, juvenile detention center, the library system, the emergency communications center, and paratransit services for the region. The increase in FY 2018 for the City to support these agencies is increasing by approximately **\$100,000**.
- Agency Budget Review Team (ABRT) programs will receive increases in FY 2018. **\$76,538** will be provided for new programs, and a total increase of **\$31,149** will be provided for “excellent” programs.

Compensation and Benefits

- Provides a 2% cost of living increase starting July 1, 2017, which is necessary in order to remain competitive in the region and to help offset the increase in health care costs, at a cost of approximately **\$870,000**.
- Funds a projected 9% increase in health care fund expenses, which includes projected costs for medical claims, administration, and reinsurance. The premium for City employees is increasing by 3%. The cost to the General Fund for the increase is approximately **\$476,000**.
- Fully funds the City’s Actuarial Retirement Contribution for the Retirement Fund, which requires **\$1.1 million** additional funds from the General Fund.
- Includes funding of **\$1.3 million** for adjustments made as a result of a citywide market salary study, additional equity adjustments, and salary adjustments for public safety employees.
- Budgets an estimated **\$510,000** to increase city and contracted employees’ wages to the City’s Living Wage, to be \$13.79 as of July 1, 2017.

Interagency Transfers

- The General Fund transfer to the Debt Service fund is increasing by **\$643,750**, and the General Fund contribution to the CIP Fund is increasing by **\$290,000**, based on the adopted capital improvement program. In addition, this budget includes a transfer of **\$203,239** to the CIP Contingency Fund.
- A transfer of **\$133,006** is included to the Golf Fund to subsidize a projected shortfall in golf course revenues, resulting from a nationwide trend of decreasing golf rounds played. A recommendation of the Efficiency Study is to establish annual cost goals for the golf course which staff has been doing and will continue to do.



Parking Enterprise Fund

One of the highest priorities of City Council, in FY 2017 Council approved the creation of a parking function and appropriated **\$500,000** in initial startup funding. Funds left over from this initial amount will be carried over into the FY 2018 budget as part of the FY 2017 year end appropriation. FY 2018 represents the first full fiscal year of this budget which primary covers the costs associated with the Parking Manager position and operations. Parking revenues will be recorded as part of the Parking Enterprise Fund resulting in a decrease of **(\$1,905,000)** in General Fund parking related revenue items. These funds will be transferred back to the General Fund, minus the amount necessary to cover parking related expenses, which is included in the **\$1,723,475** transfer to the General Fund from the Parking Enterprise Fund.

Into the Future

This budget is designed to provide continued support for the important services and organizations that contribute to our community's high quality of life. Investing in our schools, affordable housing, public safety, workforce development and our infrastructure contribute greatly to making Charlottesville a special place to live.

This adopted budget continues to fully support the City's mission that "We provide services that promote equity and an excellent quality of life in our community."

Sincerely,

A handwritten signature in black ink that reads "Maurice Jones".

Maurice Jones
City Manager

FY 2018 Operating Revenue Changes
(Operating Budget FY 2017 to Operating Budget FY 2018)

Local Taxes	
Real Estate Tax	\$7,033,949
Transient Occupancy (Lodging) Tax	1,003,333
Personal Property Tax (Local Portion)	791,302
Meals Tax	575,000
Sales and Use Tax	400,000
Utility Services Consumer Tax	69,456
Public Service Corporation Tax	50,000
Tax on Bank Stock	50,000
Other Local Taxes	(40,809)
Licenses and Permits	
Business, Professional, Occupational License Fee	\$231,942
Building and Other Permits*	(89,500)
Vehicle Licenses	15,000
Intergovernmental Revenue	
State Highway Assistance	\$97,649
State Aid for Police Protection	(81,104)
School Resource Officers	16,833
Fire Department Operations - University of Virginia Agreement	14,544
Misc. Intergovernmental Revenue	46,506
Charges for Services	
Parking Revenue*	(\$1,875,000)
Internal City Services	(279,239)
Parks and Recreation Income	(101,164)
PILOT: Utilities Funds	61,793
Waste Disposal Fees	50,000
Other Charges for Services	(33,400)
Misc. Revenue	
Interest Earned	\$40,000
Parking Garage Maintenance (Market Street Parking Garage)*	(50,000)
Other Miscellaneous Revenue	(43,000)
Previous Fiscal Year Carryover Funds	
Retirement Fund Contribution	(\$300,000)
City Council Strategic Initiative Funds	(32,727)
Transfers from Other Funds	
Human Services Fund	(\$500,000)
Risk Management Fund	350,000
Enterprise Parking Fund*	1,723,475
City/County Revenue Sharing	
Operating Budget Portion	(\$201,599)
Net Operating Revenue Changes	\$8,993,240

FY 2018 Designated Revenue Changes
(Designated Budget FY 2017 to Designated Budget FY 2018)

City/County Revenue Sharing: Transfer to Capital Improvement Program	\$290,000
Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	211,400
Meals Tax Revenue: Transfer to Debt Service	143,750
Net Designated Revenue Changes	\$645,150
Total General Fund Revenue Changes	\$9,638,390

** Parking Revenues and Expenses will be managed as part of the Parking Enterprise Fund starting in FY18. Revenues will be recorded as part of the Parking fund and transferred back to the General Fund minus the amount necessary to cover Parking related expenses. Revenues now being recorded in the Parking Enterprise fund include - Parking Garage Revenue, Parking Meter Receipts, Parking Fines, Parking Garage Maintenance revenue (Market Street Parking Garage), and Zone Parking Permits (\$20,000 of which is staying in the General Fund and now recorded under Temporary NDS Parking Permits). These changes result in \$1,905,000 in total FY 18 revenue that was previously recorded in the General Fund now being recorded in the Parking Fund.*

FY 2018 Operating Expenditure Changes
(Operating Budget FY 2017 to Operating Budget FY 2018)

City Schools	
City Contribution to Schools	\$2,000,000
City Council	
City Council Strategic Initiatives	\$105,000
Diversion Program	
Skilled Trades Program	
Black Youth Achievement Coordinator	
GED Program	20,000
Jefferson School Heritage Center	450,000
City Department Additions / Service Enhancements	
Parks and Recreation Master Planning	\$25,000
Community Center Pilot Program	37,089
Reclassified and New Positions (Salary and Benefits)	
Public Safety IT Support Technician	92,500
Traffic Officer	68,461
Parks and Recreation Maintenance Workers (1 Regular, 2 Seasonal)	58,580
Part-time Downtown Job Center Assistant	26,226
Part-time Treasurer's Office Customer Service Representative	40,000
NDS Community Engagement/Placemaking/Design Position	119,465
Historic Preservation Planner (part-time to full-time status)	23,811
VDOT Project Coordinator (reclassification of Section 3 Coordinator)	28,771
Compensation and Benefits	
Other Pay and Benefits ⁽¹⁾	\$43,209
Retirement Costs ⁽²⁾	1,143,991
Health Care Costs ⁽²⁾	476,047
2.0% COLA	870,000
Citywide Market Rate Adjustments	578,000
Salary Adjustments for Public Safety	733,822
Living Wage Adjustments	510,000
Operational Expenses	
Department Fixed Expenses	\$174,143
Department Other Expenses	288,209
Ivy Landfill	(300,000)
Market Street Parking Garage Maintenance ⁽³⁾	(178,525)
Citywide Expenses	35,000

(1) Includes change in salaries, wages, overtime, pay differentials, career development, and FICA expenses. Excludes increases due to the cost of living adjustment (COLA) and Market Rate Adjustments.

(2) Includes retirement and health care costs changes for new positions listed above. In order to offset the double counting of retirement and health care costs in both places, this amount is subtracted from (1).

(3) Parking Revenues and Expenses will be managed as part of the Parking Enterprise Fund in FY18. Revenues will be recorded as part of the Parking Fund and transferred back to the General Fund, minus the amount necessary to cover Parking related expenses. Expenses for the Market Street Garage Maintenance will not be recorded in the Parking Enterprise Fund.

Contributions to Nonprofit and Outside Agencies	
Blue Ridge Juvenile Detention Center	(\$180,714)
Bridge Ministry	34,800
Charlottesville - Albemarle Health Department	13,169
Charlottesville - Albemarle Regional Jail	83,223
Emergency Communications Center	53,205
JAUNT	56,480
Jefferson Madison Regional Library	87,275
New City Arts	18,000
PHAR	19,800
Region Ten	75,566
Other Contributions to Nonprofit and Outside Agencies	18,871

Interagency Transfers	
Transfer to Capital Improvement Program - Contingency	\$203,239
Transfer of Charlottesville Albemarle Convention and Visitors Bureau	124,462
Transfer to Charlottesville Area Transit	448,638
Transfer to Children's Services Act	(82,976)
Transfer to Debt Service Fund (Non meals tax revenue portion)	500,000
Transfer to Golf Course	133,006
Transfer to Human Services Fund	(140)
Fund Balance Target Adjustment	(81,463)

Net Operating Expenditure Changes	\$ 8,993,240
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FY 2018 Designated Expenditure Changes

(Designated Budget FY 2017 to Designated Budget FY 2018)

Transfer to Capital Improvement Program	\$290,000
Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	211,400
Transfer to Debt Service Fund (Meals Tax Portion)	143,750

Net Designated Expenditure Changes	\$ 645,150
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Total General Fund Expenditure Changes	\$ 9,638,390
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**City Council Amendments to the
FY 2018 Proposed General Fund Budget**

Manager's Recommended FY 18 Revenue Estimates	\$	171,619,374
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Amendments to FY 18 Revenue Estimates

Decrease Revenues

Taxes

Virginia Communications Sales and Use Tax	(60,000)
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Miscellaneous Revenue

Rent	(18,000)
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Designated Revenues

Contractual Services: Pupil Transportation (reduced fuel cost and health care savings)	(30,634)
Contractual Services: School Building Maintenance (reduced fuel cost and health care savings)	(13,386)

Increase Revenues

Taxes

Recordation Tax Receipts	3,191
Tax on Wills and Deeds	30,000

Charges for Services

Business and Professional Licenses	90,465
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Intergovernmental Revenue

Compensation Board Reimbursement for Constitutional Office	29,117
Fire Department Operations (UVA)	4,000
UVA Service Charge	3,000

Total Revenue Amendments	\$	37,753
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Total Amended FY 18 General Fund Revenue Estimates	\$	171,657,127
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Manager's Recommended FY 18 Expenditures	\$ 171,619,374
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Amendments to FY 18 Expenditures

Decrease Expenditures

City Departments

Health Care Savings and Reduced Fuel Cost (combined)

Mayor and City Council	(3,484)
City Circuit Court	(4,824)
Circuit Court Judge	(536)
J&DR Court	(596)
Office of the Commonwealth Attorney	(4,824)
Office of the City Sheriff	(8,561)
Office of the City Manager	(2,847)
Communications	(2,144)
Economic Development	(3,484)
Office of Human Rights	(804)
Office of the City Attorney	(3,216)
Office of the Commissioner of Revenue	(7,504)
Office of the City Treasurer	(7,236)
Finance Department	(12,543)
Human Resources Department	(4,824)
Office of the General Registrar	(1,608)
Public Works Department	(64,977)
Police Department	(75,198)
Fire Department	(48,776)
Parks and Recreation Department	(17,500)
Golf Fund (General Fund transfer)	(1,306)
Neighborhood Development Services	(12,338)
Charlottesville Area Transit (General Fund transfer)	(128,634)
Parks and Recreation Department Operational Savings	(6,114)

Outside and Nonprofit Agencies

Albemarle Charlottesville Regional Jail	(48,069)
Jefferson-Madison Regional Library (health care savings)	(15,151)

Transfers

CIP Contingency	(296,761)
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Designated Expenditures

Contractual Services: Pupil Transportation (health care savings and reduced fuel cost)	(30,634)
Contractual Services: School Building Maintenance (health care savings and reduced fuel cost)	(13,386)

Increase Expenditures

Employee Compensation & Benefits

Public Safety Salary Equity Adjustments	341,822
Health Care Savings (distributed among departments)	250,000

City Departments

NDS - Community Engagement/Placemaking/ Design Position	110,699
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Outside and Nonprofit Agencies

Chamber of Commerce	25
Jaunt	17,714
Virginia Municipal League	968
Region Ten - Permanent Supportive Housing Program	83,227
New City Arts	18,000
Public Defender's Office	4,439
Bridge Ministry	34,800
African American Teaching Fellows	3,938

Total Expenditure Amendments **\$ 37,753**

Total Amended FY 18 General Fund Expenditures **\$ 171,657,127**

**City Council Amendments to the
FY 2018 Proposed Transit Fund Budget**

Manager's Recommended FY 18 Revenue Estimates	\$	8,675,647
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Amendments to FY 18 Revenue Estimates

Decrease Revenues

Revenue - Albemarle County		(9,958)
Transfer from General Fund		(128,634)

Total Revenue Amendments	\$	<u>(138,592)</u>
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Total Amended FY 18 Transit Fund Revenue Estimates	\$	8,537,055
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Manager's Recommended FY 18 Expenditures	\$	8,675,647
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Amendments to FY 18 Expenditures

Decrease Expenditures

Health Care Savings		(38,592)
Vehicle Fuel Savings		(100,000)

Total Expenditure Amendments	\$	<u>(138,592)</u>
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Total Amended FY 18 Transit Fund Expenditures	\$	8,537,055
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**City Council Amendments to the
FY 2018 Proposed Golf Fund Budget**

Manager's Recommended FY 18 Revenue Estimates	\$ 875,752
Amendments to FY 18 Revenue Estimates	
<i>Decrease Revenues</i>	
Transfer from General Fund	(1,306)
Total Revenue Amendments	\$ (1,306)
Total Amended FY 18 Golf Fund Revenue Estimates	\$ 874,446
Manager's Recommended FY 18 Expenditures	\$ 875,752
Amendments to FY 18 Expenditures	
<i>Decrease Expenditures</i>	
Health Care Savings	(1,064)
Vehicle Fuel Savings	(242)
Total Expenditure Amendments	\$ (1,306)
Total Amended FY 18 Golf Fund Expenditures	\$ 874,446

**City Council Amendments to the
FY 2018 Proposed Water Fund Budget**

Manager's Recommended FY 18 Revenue Estimates	\$	11,908,010
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Amendments to FY 18 Revenue Estimates

Decrease Revenues

Water Sale Revenue		(18,649)
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Increase Revenues

Water Bond Sales		1,250,000
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Total Revenue Amendments	\$	1,231,351
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Total Amended FY 18 Water Fund Revenue Estimates	\$	13,139,361
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Manager's Recommended FY 18 Expenditures	\$	11,624,568
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Amendments to FY 18 Expenditures

Decrease Expenditures

Health Care Savings		(9,380)
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Vehicle Fuel Savings		(4,846)
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Increase Expenditures

Water Capital Projects		1,250,000
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Total Expenditure Amendments	\$	1,235,774
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Total Amended FY 18 Water Fund Expenditures	\$	12,860,342
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**City Council Amendments to the
FY 2018 Proposed Wastewater Fund Budget**

Manager's Recommended FY 18 Revenue Estimates	\$ 16,306,459
Amendments to FY 18 Revenue Estimates	
<i>Decrease Revenues</i>	
Sewer Sale Revenue	(16,563)
Total Revenue Amendments	\$ (16,563)
Total Amended FY 18 Wastewater Fund Revenue Estimates	\$ 16,289,896
Manager's Recommended FY 18 Expenditures	\$ 16,023,017
Amendments to FY 18 Expenditures	
<i>Decrease Expenditures</i>	
Health Care Savings	(8,506)
Vehicle Fuel Savings	(3,634)
Total Expenditure Amendments	\$ (12,140)
Total Amended FY 18 Wastewater Fund Expenditures	\$ 16,010,877

**City Council Amendments to the
FY 2018 Proposed Gas Fund Budget**

Manager's Recommended FY 18 Revenue Estimates	\$	22,461,551
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Amendments to FY 18 Revenue Estimates

Decrease Revenues

Gas Sales Revenue		(60,329)
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Increase Revenues

Transfer from Gas Fund Balance		1,500,000
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Total Revenue Amendments	\$	1,439,671
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Total Amended FY 18 Gas Fund Revenue Estimates	\$	23,901,222
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Manager's Recommended FY 18 Expenditures	\$	23,028,435
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Amendments to FY 18 Expenditures

Decrease Expenditures

Health Care Savings		(38,592)
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Vehicle Fuel Savings		(11,733)
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Operational Reductions (Professional Services, Dues, & Equipn		(18,850)
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Increase Expenditures

Gas Capital Projects		1,500,000
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Total Expenditure Amendments	\$	1,430,825
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Total Amended FY 18 Gas Fund Expenditures	\$	24,459,260
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**City Council Amendments to the
FY 2018 Proposed Stormwater Utility Fund Budget**

Manager's Recommended FY 18 Expenditures	\$ 1,869,689
Amendments to FY 18 Expenditures	
<i>Decrease Expenditures</i>	
Vehicle Fuel Savings	(85)
Health Care Savings	(2,144)
Total Expenditure Amendments	\$ (2,229)
Total Amended FY 18 Stormwater Utility Fund Expenditures	\$ 1,867,460

**City Council Amendments to the
FY 2018 Proposed Fleet Fund Budget**

Manager's Recommended FY 18 Expenditures	\$ 1,044,710
Amendments to FY 18 Expenditures	
<i>Decrease Expenditures</i>	
Health Care Savings	(5,896)
Vehicle Fuel Savings	(1,817)
Total Expenditure Amendments	\$ (7,713)
Total Amended FY 18 Fleet Fund Expenditures	\$ 1,036,997

**City Council Amendments to the
FY 2018 Proposed Warehouse Fund Budget**

Manager's Recommended FY 18 Expenditures	\$ 159,411
Amendments to FY 18 Expenditures	
<i>Decrease Expenditures</i>	
Health Care Savings	(804)
Total Expenditure Amendments	\$ (804)
Total Amended FY 18 Warehouse Fund Expenditures	\$ 158,607

**City Council Amendments to the
FY 2018 Proposed Risk Management Fund Budget**

Manager's Recommended FY 18 Expenditures	\$ 3,349,798
Amendments to FY 18 Expenditures	
<i>Decrease Expenditures</i>	
Health Care Savings	(1,125)
Total Expenditure Amendments	\$ (1,125)
Total Amended FY 18 Risk Management Fund Expenditures	\$ 3,348,673

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!

City Manager	Maurice Jones
Assistant City Managers	Leslie M. Beauregard Mike Murphy
Sr. Budget and Management Analyst	Ryan Davidson
Budget and Management Analyst	Maya Kumazawa
City Manager's Office	Terry Bentley, Teresa Pollak
Charlottesville Albemarle Convention and Visitors Bureau	Kurt Burkhart
Circuit Court	Llezelle Dugger, Pat Young
City Attorney	Craig Brown, Barbara Ronan
City Sheriff	Sheriff James Brown, Kara Thomas
Clerk of Council	Paige Rice
Commissioner of the Revenue	Todd Divers
Communications Office	Miriam Dickler, Joe Rice
Economic Development	Chris Engel
Finance Department	Chris Cullinan, Sharon O'Hare, Jeffrey Davis, Charles Philippin, Krisy Hammill, Gail Hassmer, Teresa Kirkdoffer, Charles Philippin, Jennifer Stieffenhofer
Fire Department	Chief Andrew Baxter, Emily Pelliccia
General District Court	Mary Trimble
General Registrar	Rosanna Bencoach
Human Resources	Galloway Beck
Human Services	Kaki Dimock
Information Technology	Karen Parker
Juvenile & Domestic Relations Court/ Court Services Unit	Martha Carroll, Jodie Shelley, Tammy Gallimore
Leadteam Budget Review Team	Chief Andrew Baxter, Leslie Beauregard Galloway Beck, Chris Cullinan, Miriam Dickler, Llezelle Dugger, Chris Engel, Mike Murphy
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, Doug Ehman, Vic Garber, Brian Ray, Rion Summers
Police	Chief Al Thomas, David Shifflett, Thomas McKean
Public Utilities	Lauren Hildebrand, Mary Kay Kotelec, Dan Sweet
Public Works	Paul Oberdorfer, Jim McClung, Mike Mollica, Kristel Riddervold, Lance Stewart
Transit	John Jones
Treasurer	Jason Vandever, Chad Thorne

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 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.



Back Row: Vice Mayor Wes Bellamy, Mayor Mike Signer, Councilor Bob Fenwick
Front Row: Councilor Kristin Szakos, Councilor Kathy Galvin

Introduction to the Budget

This **Fiscal Year 2017-2018** 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 2017-2018. 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

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The Purpose of Budgeting

Budgeting has several major purposes. First and foremost, budgeting is a formal way to convert the City's long-range plans and policies into services and programs for the citizens of the City of Charlottesville. The budget also details these services and programs in terms of costs. The City's budget informs the City Council and the public of the City government's plans for the coming fiscal year (July 1, 2017 - June 30, 2018), 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 Information Technology, Communication systems, and Fleet Management funds. These funds primarily provide services and support to other City departments, and are used to account for the goods and services provided by one department to other departments or agencies on a cost-reimbursement basis.

Other Non-General Funds include the following:

- **Equipment Replacement Fund** – Provides funding for a scheduled replacement program for 678 vehicles and pieces of equipment.
- **Facilities Repair Fund** – 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. In December, 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 in January and early February 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 Budget Office and reviewed individually with each department by the **Leadteam Budget Review Team (LBRT)**. The LBRT consists of four teams of department heads who meet with individual departments, review budget proposals, new program requests and budget reduction scenarios. The teams make recommendations on balancing the budget and long term financial strategies to the City Manager.

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 staff from 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, fess, 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 2018 Budget Calendar

July 25, 2016	FY 2018 - 2022 Capital Improvement Program Preliminary Submission Packets Distributed
August 12, 2016	Capital Improvement Program Preliminary Requests Due
August 30, 2016	Preliminary Submission Review Meeting with City Manager and Assistant City Managers
September 20, 2016	FY 2018 Budget Submission Guidelines and Instructions Distributed to City Departments
October 10, 2016.....	Capital Improvement Program Final Request Forms Due
October 17, 2016.....	FY 2018 Budget Submissions Due from City Departments
October 20, 2016.....	Non-Profit Agency Funding Applications Due
November 22, 2016.....	FY 2018 – 2022 Capital Improvement Program Planning Commission Work Session
December 8, 2016	Council Budget Worksession
December 13, 2016.....	FY 2018 – 2022 Capital Improvement Program Planning Commission Public Hearing
December 2016 – February 2017	Finalize City Manager’s FY 2018 Proposed Budget
January 24, 2017	Council Budget Worksession
February 2, 2017	Council Budget Worksession
March 6, 2017	Proposed City and School Operating and Capital Budget Formally Presented to City Council
March 9, 2017	Council Budget Worksession
March 15, 2017	Community Budget Forum
March 16, 2017	Council Budget Worksession
March 20, 2017	Tax Rate Public Hearing/First Public Hearing on Proposed Budget
March 30, 2017	Council Budget Worksession
April 3, 2017	Second Public Hearing on Budget and First Reading
April 11, 2017	Second Reading and Council Adoption of Budget

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. Maintain the current real estate and personal property tax rates.
2. Develop operational budgets within projected available revenues.
3. Focus on Council's Strategic Vision:
 - 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
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 equal to 14% of the City's general fund budget and a Downturn Reserve Fund equal to 3% of the City's general fund budget.

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.*
2. Maintain a minimum Downturn Reserve Fund balance of no less than 3% of General Fund budget.**
3. Maintain sufficient working capital in the utilities funds (Water, Wastewater, Gas).
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 1-cent of the meals tax revenue to the Debt Service Fund to be used for debt service.

* 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.

** 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.

STRATEGIC PLAN FY 2018 – 2020

In June 2014, City Council adopted a formal three year strategic plan (FY 2015 – 2017) after many months of hard work from numerous City staff, department heads and feedback from City Council. Staff and Council recently revisited this plan to address the next three years (FY 2018 – 2020). While the updated plan has not deviated significantly from the original plan, it focuses more on the manageability and measurability of its goals, objectives and initiatives. The adopted plan will be effective on July 1, 2017 and comprises these goals and objectives:

Goal 1: An Inclusive Community of Self-sufficient Residents



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

Goal 2: A Healthy and Safe City



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

Goal 3: A Beautiful and Sustainable Natural and Built Environment



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

Goal 4: A Strong, Creative and Diversified Economy



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

Goal 5: A Well-managed and Responsive Organization



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

The FY 2018 Adopted Budget illustrates the alignment between the allocation of resources and the strategic plan goals and objectives. This is done for both new funding initiatives and existing ones that are in place and ongoing. Throughout the document, icons indicate alignment between strategic plan goals and departments/programs.

Major Highlights of the Budget

General Fund Revenues

- Real Estate assessments for CY 2017 are showing residential property assessments increase by 4.16% and commercial assessments increase by 29.45%; including the value of new construction, the overall assessment increase is 15.14%. As a result, revenue is projected to increase **\$7.0 million** in FY 2018.
- Transient Occupancy (Lodging) revenue is expected to increase by **\$1.0 million** in FY 2018 due to an increase in the number of hotels in the City, increased occupancy rates, and an increase in the average daily room rate.
- Personal Property Tax revenue is projected to increase by **\$791,302** due mainly to increased motor vehicle stock in the City and an overall increase in the value of vehicles.
- Meals Tax revenue continues to show strong growth and is projected to increase by **\$718,750**.
- Sales and Use Tax revenue is expected to increase by **\$400,000** and Business Licenses Taxes revenue is increasing by **\$141,477**.
- Payment in Lieu of Taxes is projected to be up by **\$61,793**.
- Parks and Recreation revenue is expected to decrease by **(\$101,164)** in FY 2018 due to expected reductions in Aquatics and Recreation Center revenue.
- City/County Revenue Sharing is increasing slightly by **\$88,401** due in part to the increase in Albemarle County's CY 2015 real estate assessments, which is the year on which the FY 2018 formula is based.

Parking Enterprise Fund



One of the highest priorities of City Council, in FY 17 council approved the creation of a parking function and appropriated **\$500,000** in initial startup funding. Funds left over from this initial amount will be carried over into FY 18 as part of the FY 17 year end appropriation. FY 18 represents the first full fiscal year of this budget which primarily covers the costs associated with the Parking Manager position and operations.

Parking revenues will be recorded as part of the Parking Enterprise Fund resulting in a decrease of **(\$1,905,000)** in General Fund parking related revenue items. These funds will be transferred back to the General Fund, minus the amount necessary to cover parking related expenses, which is included in the **\$1,723,475** transfer to the General Fund from the Parking Enterprise Fund.

General Fund Expenditure Highlights and Alignment to the Strategic Plan



City Schools

- Continues a strong commitment to the schools, providing **\$2.0 million** in new operational funding as well as significant investments in their capital program including a new track and **\$1.0 million** a year for the school's strategic capital initiatives.



City Council Strategic Initiatives

- Provides new funding of **\$575,000** for the City Council Strategic Initiatives fund to address issues of equity as well workforce development initiatives.
 - **\$450,000** of this will fund the African American Heritage Center at the Jefferson School, year one of a two year commitment made by City Council.
 - **\$20,000** of this will be used to fund the continuation of a GED program that was funded by City Council in FY 15, when this program was managed by the Adult Learning Center and Housing Authority.
 - The remainder of the funds, **\$155,000**, will be used to fund Council priorities that have been identified but require further research and coordination, including diversion programs, skilled trades training programs, and a Black Youth Achievement Coordinator position.



City Department Additions / Service Enhancements

- New funding of **\$153,216** is budgeted for Charlottesville Area Transit to fund a route adjustment to accommodate riders at the newly built YMCA. Additionally, as a result of the new Fifth Street Station route, FY 18 includes the first full year of operations at a cost of **\$241,747**.
- The City's Efficiency Study recommended that Parks and Recreation create a comprehensive community wide Parks and Recreation Master Plan. The FY 18 budget includes an additional **\$25,000** to assist with the development of a master plan that will serve as a strategic cornerstone for program service levels and infrastructure needs, as well as serve as a roadmap for the departments' budgetary and strategic decisions.
- FY 18 includes **\$37,089** in new funding for a pilot project to augment the current community recreation centers operating hours at Tonsler Park, Westhaven and Friendship Court.

Reclassified and New Positions

This budget adds new positions, several of which are recommendations of the City's Efficiency Study, and all align with the FY 18 – FY 20 Strategic Plan. The positions are:



\$119,465 for a Community Engagement/Placemaking/Design position, a Council priority to engage neighborhoods in the planning and design process.



\$92,500 for an IT Support Technician, as part of the City's Efficiency Study recommendation that would support specialized IT and data analysis needs for the Police Department, Fire Department, and Sheriff's Office.



\$68,461 for a Traffic Officer to help address growing concerns by the community for traffic safety.



\$58,580 for one regular and two seasonal Maintenance Workers in order to fund the remainder of the resources required for ongoing maintenance of the added landscaping at the John Warner Parkway / U.S. 250 Bypass Interchange project.



\$26,226 for a part-time Downtown Job Center Assistant to ensure that Downtown Job Center operations are maintained and services are available on a regular and consistent basis.



\$40,000 for a part-time Customer Service Representative in the Treasurer's Office as a result of significant increases in the number of transactions processed over the counter and new programs. The position will allow other staff to have more time to actively manage cash flow needs and realize additional interest earnings in the General Fund.



\$20,679 for a new part-time School Bus Aide that City Schools have approved and will fund.



A new federally mandated Safety Training Coordinator is budgeted in the Charlottesville Area Transit fund for **\$65,000** to assist with coordinating and implementing effective safety and security training procedures, processes and programs.

In FY 18, the following positions will be reclassified:



\$23,811 to reclassify an existing part-time Historic Preservation Planner to full-time status to help facilitate increased workloads of the historic preservation program.



\$28,771 to reclassify a vacant Section 3 Coordinator position to a VDOT Project Coordinator in order to meet the increased demands of managing and reporting for VDOT projects.

Outside and Nonprofit Agencies

- The City funds several contractual/partnership agencies including the regional jail, juvenile detention center, the library system, the emergency communications center, and paratransit services for the region. The increase in FY 18 for the City to support these agencies is increasing by approximately **\$100,000**.
- Agency Budget Review Team (ABRT) programs will receive increases in FY 18. **\$76,538** will be provided for new programs, and a total increase of **\$31,149** will be provided for “excellent” programs.



Compensation and Benefits

- Provides a 2% cost of living increase starting July 1, 2017, which is necessary in order to remain competitive in the region and to help offset the increase in health care costs, at a cost of approximately **\$870,000**.
- Funds a projected 9% increase in health care fund expenses, which includes projected costs for medical claims, administration, and reinsurance. The premium for City employees is increasing by 3%. The cost to the General Fund for the increase is approximately **\$476,000**.
- Fully funds the City’s Actuarial Retirement Contribution for the Retirement Fund, which requires **\$1.1 million** additional funds from the General Fund.
- Includes funding of **\$1.3 million** to for adjustments made as a result of a citywide market salary study, additional equity adjustments, and salary adjustments for public safety employees.
- Budgets an estimated **\$510,000** to increase city and contracted employees’ wages to the City’s Living Wage, to be \$13.79 as of July 1, 2017.

Interagency Transfers

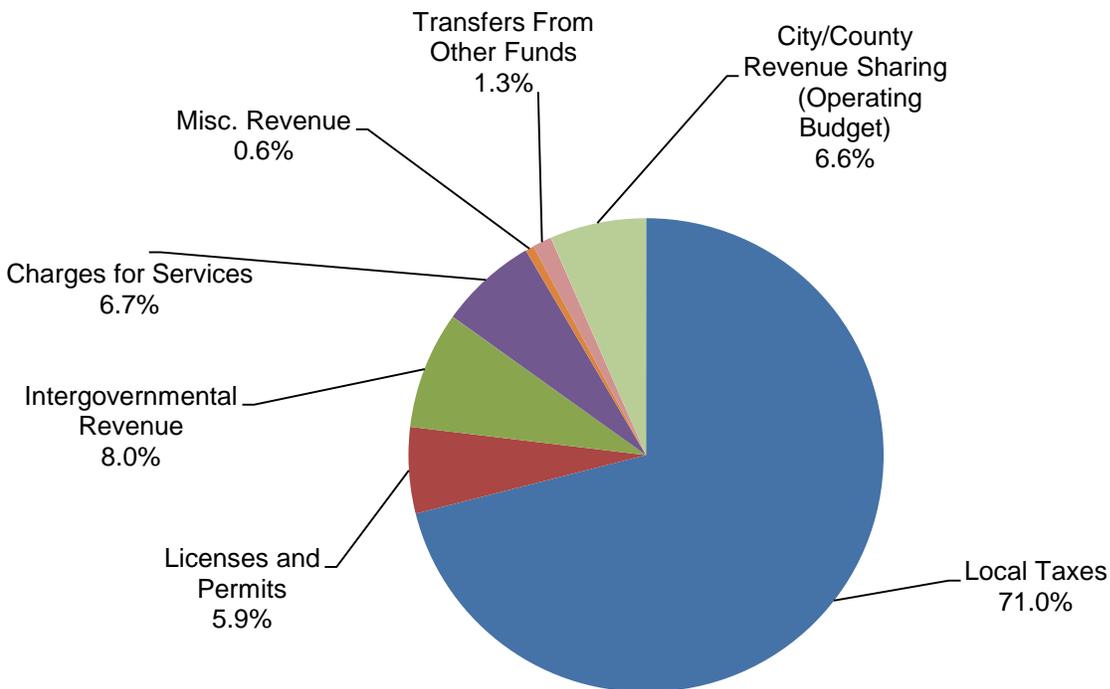
- The General Fund transfer to the Debt Service fund is increasing by **\$643,750**, and the General Fund contribution to the CIP is increasing by **\$290,000**, based on the FY 18 capital improvement program. In addition, this budget includes a transfer of **\$203,239** to the CIP Contingency Fund.
- A transfer of **\$133,006** is included to the Golf Fund to subsidize a projected shortfall in golf course revenues, resulting from a nationwide trend of decreasing golf rounds played. A recommendation of the Efficiency Study is to establish annual cost goals for the golf course which staff has been doing and will continue to do.



General Fund Revenue Summary

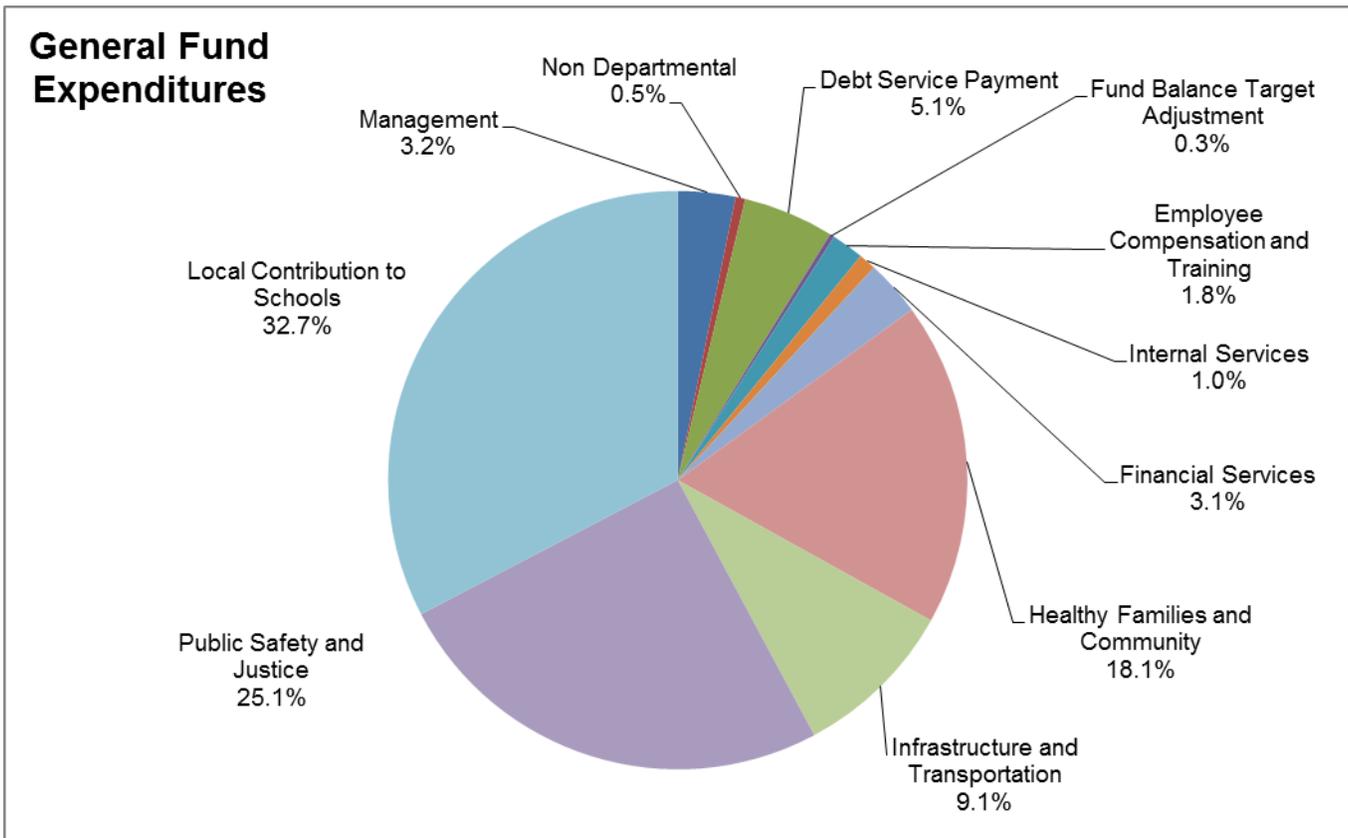
	FY 2015 Actual	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
General Fund Revenue						
Local Taxes	\$93,004,599	\$99,169,850	\$101,650,460	\$111,582,691	\$9,932,231	9.8%
Licenses and Permits	8,853,751	8,888,996	9,080,523	9,237,965	157,442	1.7%
Intergovernmental Revenue	12,181,877	12,396,191	12,473,267	12,567,695	94,428	0.8%
Charges for Services	12,167,235	11,942,886	12,187,131	10,460,121	(1,727,010)	(14.2%)
Parking Fines	473,536	479,397	450,000	0	(450,000)	(100.0%)
Misc. Revenue	1,081,554	1,087,095	943,000	890,000	(53,000)	(5.6%)
Carryover Funds	0	0	332,727	0	(332,727)	(100.0%)
Transfers From Other Funds	575,000	825,000	500,000	2,073,475	1,573,475	314.7%
City/County Revenue Sharing (Operating Budget)	11,467,895	10,908,668	10,491,920	10,290,321	(201,599)	(1.9%)
TOTAL OPERATING BUDGET	\$139,805,447	\$145,698,083	\$148,109,028	\$157,102,268	\$8,993,240	6.1%

General Fund Revenues



General Fund Expenditure Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
General Fund Expenditures						
Management	\$3,728,151	\$3,889,966	\$4,243,274	\$5,044,252	\$800,978	18.9%
Non Departmental	1,197,846	870,164	908,415	846,654	(61,761)	(6.8%)
Debt Service Payment	6,465,000	7,137,578	7,468,000	7,968,000	500,000	6.7%
Fund Balance Target Adjustment	0	0	494,611	413,148	(81,463)	(16.5%)
Employee Compensation and Training	1,005,284	1,007,787	1,035,000	2,826,822	1,791,822	173.1%
Internal Services	1,395,441	1,356,806	1,417,216	1,516,437	99,221	7.0%
Financial Services	4,325,124	4,354,359	4,684,748	4,899,787	215,039	4.6%
Healthy Families and Community	25,300,550	25,321,414	27,195,730	28,428,514	1,232,784	4.5%
Infrastructure and Transportation	11,913,125	12,964,641	13,821,713	14,332,863	511,150	3.7%
Public Safety and Justice	35,355,198	35,431,615	37,509,717	39,495,187	1,985,470	5.3%
Local Contribution to Schools	45,632,399	47,342,848	49,330,604	51,330,604	2,000,000	4.1%
TOTAL OPERATING BUDGET	\$136,318,118	\$139,677,179	\$148,109,028	\$157,102,268	\$8,993,240	6.1%



Explanation of FY 2018 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.

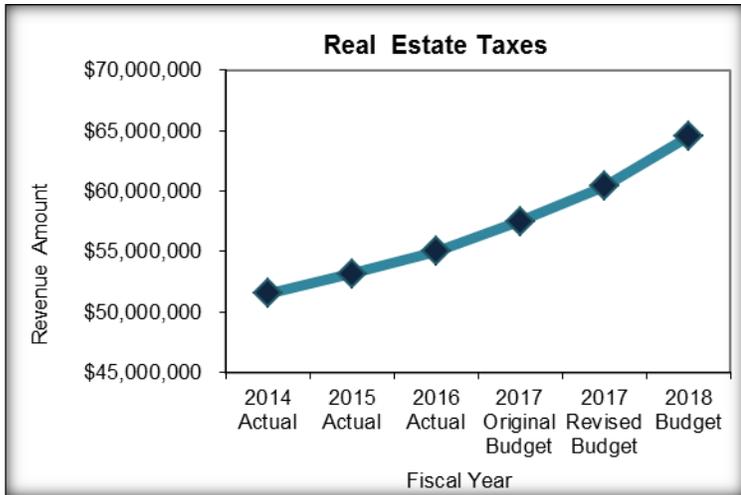
- Informed/Expert Judgment (e.g. the advice of a department head)
- Deterministic Techniques (e.g. formulaic revenues)
- Time Series Techniques (e.g. moving averages and predictive statistics)
- Estimates from the Commonwealth of Virginia (e.g. transfer payments)
- Long Term Forecasting (e.g. looking 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 88.9% of the total General Fund revenue collected by the City of Charlottesville.

Revenue Source	FY 2018 Projection	% of General Fund Total Revenues
Real Estate Taxes	\$64,526,658	37.6%
City/County Revenue Sharing	15,855,485	9.2%
Sales & Use Taxes	11,900,000	6.9%
Meals Tax	12,018,750	7.0%
Personal Property Taxes	8,460,000	4.9%
State Assistance	7,702,105	4.5%
Business & Professional Licenses	7,297,465	4.3%
Payment in Lieu of Taxes: Utilities	5,397,765	3.1%
Transient Occupancy Tax	4,970,000	2.9%
Utility Services Consumer Tax	4,699,842	2.7%
PPTRA	3,498,256	2.0%
Virginia Communications Sales & Use Tax	3,030,000	1.8%
Recreation Income	1,854,528	1.1%
Public Service Corporation Taxes	1,350,000	0.8%
TOTAL	\$152,560,854	88.9%

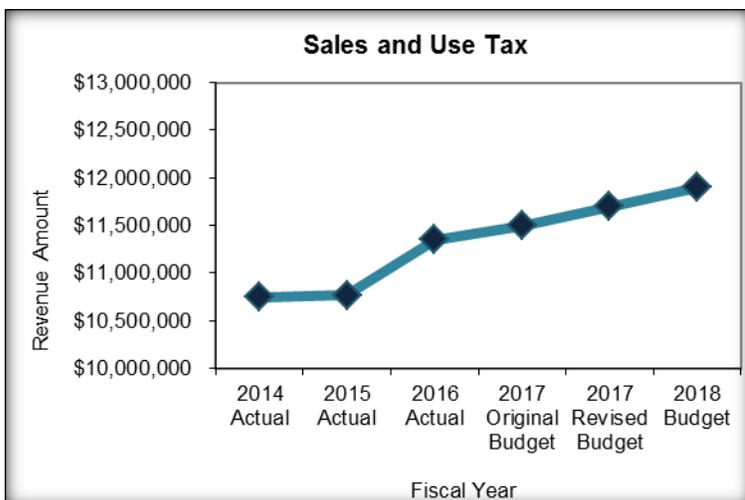
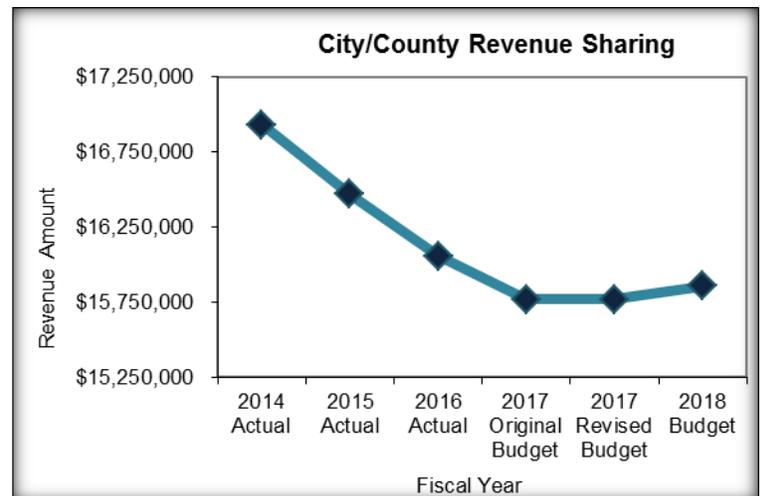
In the following section, a graph has been presented for each of the major revenues listed in the above chart. This provides a graphical representation of the trend data that was used when the revenue projections were made for FY 18. The data in the graphs represents the amount of actual revenue collected for FY 14 – FY 16, along with the originally budgeted amounts and revised revenue estimates for FY 17, all of which were important factors in projecting the revenues for FY 18.

Major Local Revenue – Descriptions and Trend Data

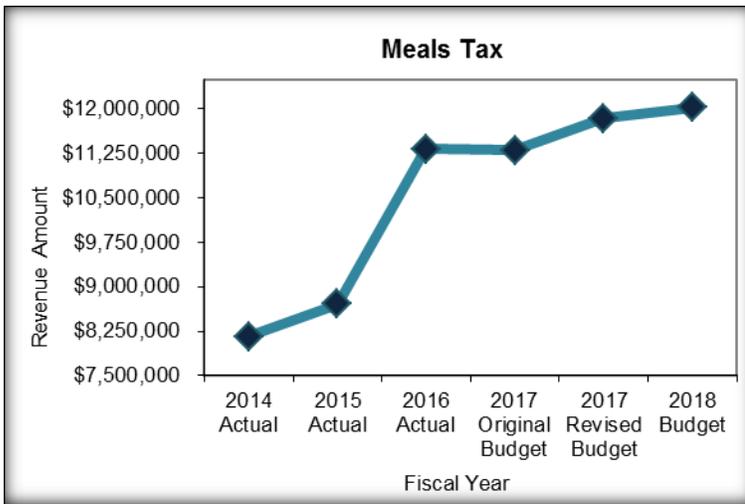


Real Estate Taxes are the largest source of revenue for the City. They are *ad valorem* taxes based on the assessed value of real property owned by businesses, individuals, and corporations. They are assessed at 100% valuation, with tax rates being applied per \$100 of assessed value. **The adopted tax rate for FY 18 is \$.95 per \$100 of assessed value.**

City/County Revenue Sharing is based on an agreement between the City of Charlottesville and the County of Albemarle dated February 17, 1982. The agreement requires the County to contribute a portion of its real property tax base to the City in exchange for the City's agreement to forgo annexation of any County property. The amount from the County is equal to 1/10 of 1% of the County's total assessed property values for CY 15 when estimating the FY 18 payment. The majority of this revenue is dedicated to projects and operations that benefit City and County residents alike, including replacement of transit infrastructure and transportation improvements, enhancements to parks and recreation facilities and programs, public safety enhancements, and road and infrastructure maintenance.

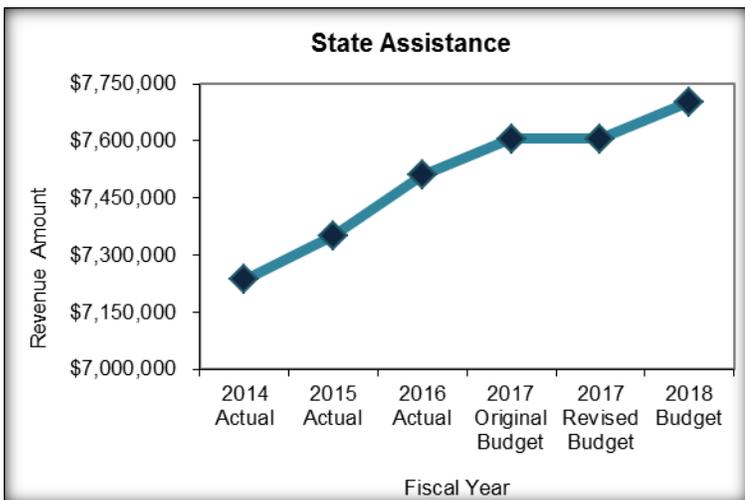
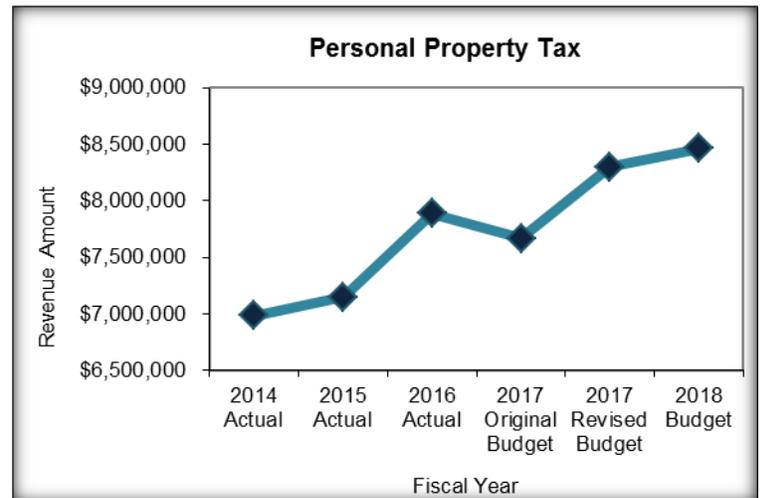


Sales and Use Taxes are revenues received by the City from 1-cent of the 5.3-cent State sales tax generated within the City. Growth in this revenue has been positive the past few years and will continue to be strong as confidence in the economy improves. Starting July 1, 2013, an additional .3% was collected that is dedicated to statewide transportation projects. This was approved by the General Assembly during their 2013 session. **The Sales Tax rate is 5.3% for general sales purchases and 2.5% for non-prepared foods (implemented July 1, 2005).**

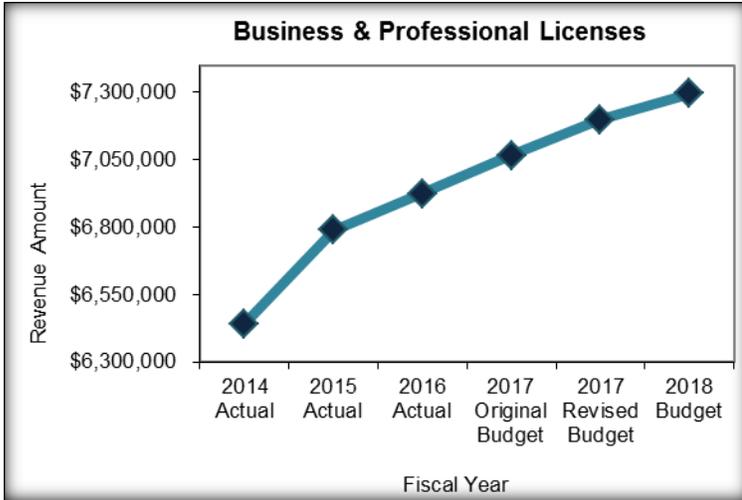


Meals Tax is assessed on the sales price of prepared food and beverages sold in the City. 1-cent of the tax rate is dedicated to the Debt Service Fund to pay off the future debt of bond issuances used to pay for capital projects. The remaining is dedicated to the General Fund. Since FY 11 it has shown consistent growth and that trend is projected to continue in FY 18. The FY 16, the City's Meals Tax rate, increased from 4% to 5%, resulting in a larger than average increase in Meals Tax revenue. **The adopted rate will remain at 5% in FY 18.**

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 18 Personal Property Tax revenue is projected to increase by 10.3% from the FY 17 original budget amount (a 1.9% increase from the FY 17 revised budget amount). This projected increase is due to a higher number of new vehicle purchase and increase in the overall value of vehicles registered in the City. **The adopted tax rate for FY 18 is unchanged at \$4.20 per \$100 of assessed value.**

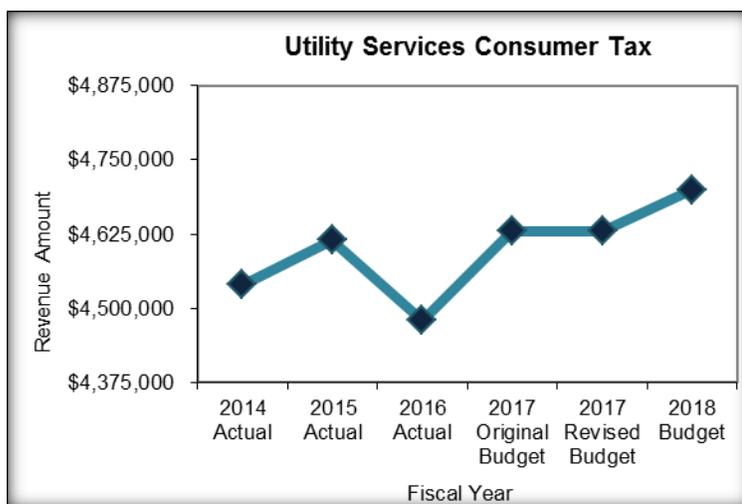
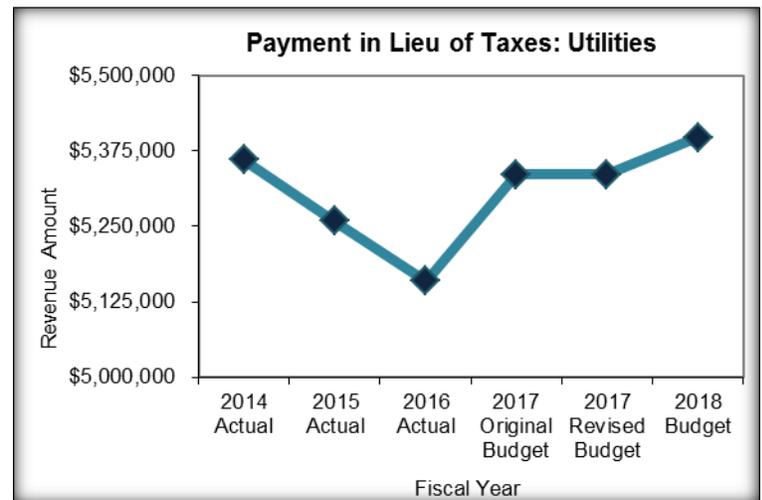


State Assistance consists of four major revenue items: **Constitutional Officer Reimbursement**, which is determined by the State Compensation Board on an annual basis for the elected official offices, including the Treasurer, Commissioner of Revenue, Sheriff, Clerk of the Circuit Court, and Commonwealth's 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; and **State Flex Cuts (Local Aid to Commonwealth)** where localities can decide to reduce individual revenue items from the State, or reimburse the State in one lump sum. This was reinstated for FY 15 but has been discontinued since FY 16.

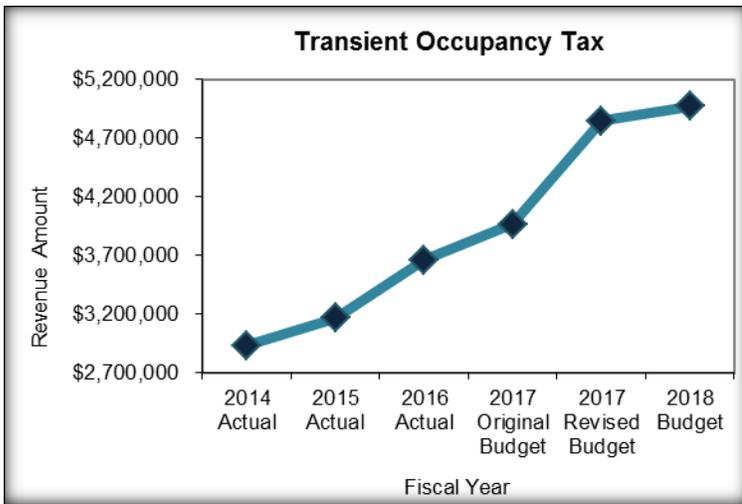


Licenses and Permits are a category of revenues collected from permits and privilege fees required by the City. The largest of these sources is the **Business and Professional Licenses**, which is a local license fees on the privilege of doing business within the City. These fees are based on the gross receipts of the business applying for the license. Business and Professional Licenses are estimated to bring in over \$7.2 million in FY 18, which represents a 3.3% increase from the FY 17 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 18, this revenue item is estimated to generate approximately \$5.39 million in revenue, a 1.2% increase from the FY 17 original budgeted figure.

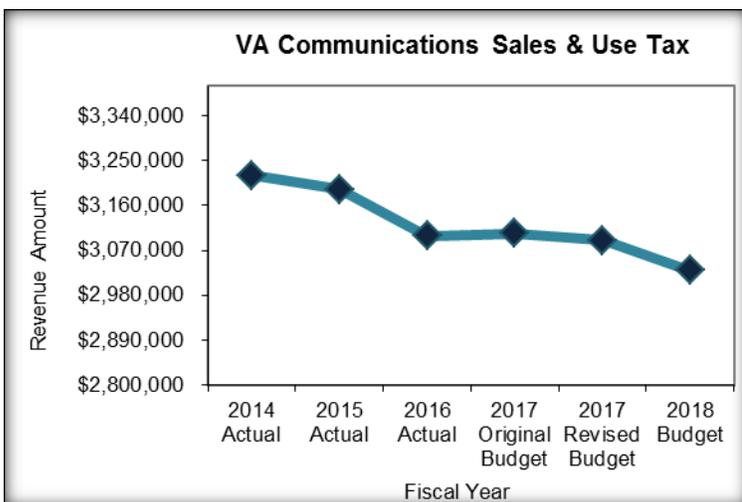
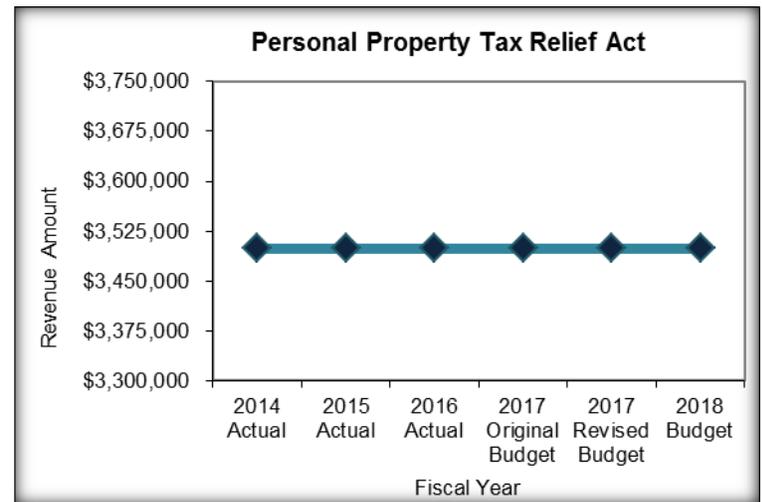


The **Utility Services Consumer Tax** is collected on the sale of goods and services from the following utility services: electric service, gas service, and water service. Beginning in January 2007, Telephone and Cable taxes previously recorded under Utility Taxes were rolled into a new revenue stream called the Virginia Communications Sales and Use Tax. For FY 18, revenue from these taxes is projected to increase by only 1.5% due mainly to mild weather.

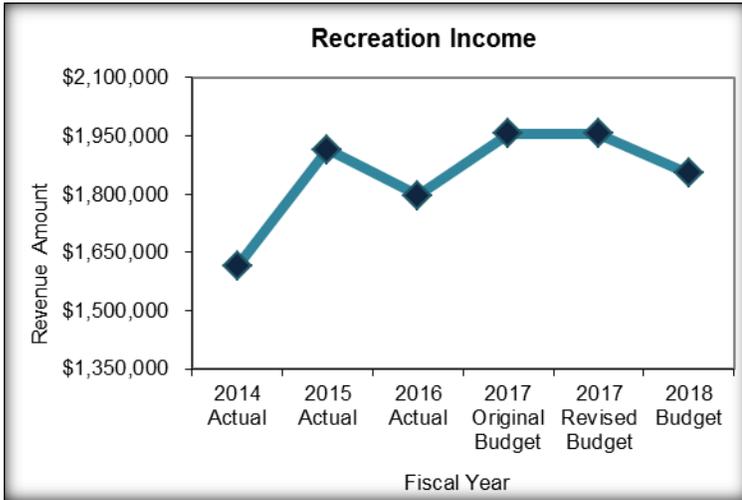


Transient Occupancy Tax, often called the lodging tax, consists of taxes assessed on the use of rooms in hotels, motels, and boarding houses. In FY 17, revised revenue projections are showing an increase of over \$1.79 million (32.2%) from the prior fiscal year. This is due to several factors: 1) In the Adopted FY 17 Budget, City Council adopted an increase in the tax rate from 6% to 7%; 2) Several new hotels have open 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 18, Transient Room tax is projected to see a 2.6% increase from the FY 17 revised budget projections. **The rate will remain at 7% in FY 18.**

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.

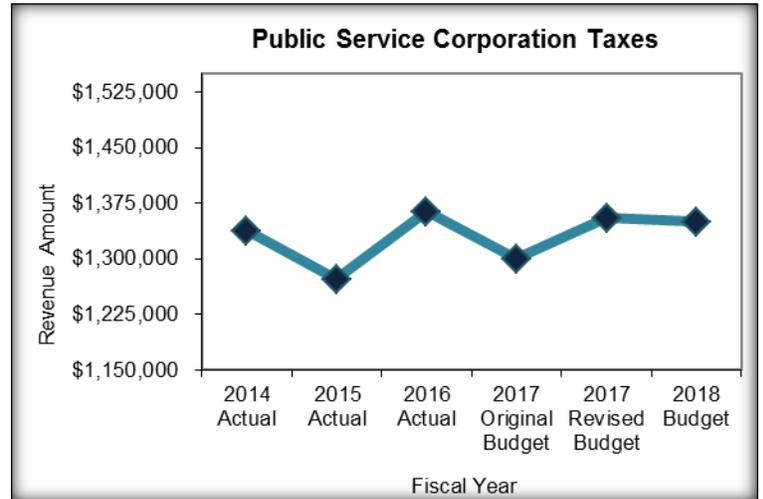


Effective January 2007, the consumer tax on telephone service, the E-911 service tax, the tax on Cable service, and the Cable Franchise fee were rolled into one revenue stream called the **Virginia Communications Sales & Use Tax**. The tax is levied in the amount of 5% of the sales price of each communications service. This is a State administered local tax and the City is reimbursed on a monthly basis.



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 owned by railroads, utilities, pipelines, and other businesses required to register with the State Corporation Commission. The decrease in FY 17 budgeted amount for these revenues was due to adjustments made to the depreciation method for computer equipment, furniture and office equipment, and central office equipment which decreased the assessments over the prior year. The FY 18 budgeted amount for these revenues are expected to remain level from the FY 17 revised budget.



Adopted Tax and Fee Rates (Including Legal Caps)

	Adopted Fiscal Year 2017-2018	Adopted Fiscal Year 2016-2017
Real Estate Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
	<i>58.1-3321 - no cap, but effective tax rate increases must be publicly advertised 30 days prior to hearing.</i>	
Personal Property Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
	<i>No cap; 58.1-3008- authorizes different rates for different classes</i>	
	<i>58.1-3524- Beginning Tax Year 2006, PPTRA requires reduced rates on qualifying vehicles, applied to value < \$20,000</i>	
Machinery and Tools Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
	<i>No cap; 58.1-3008- authorizes different rates for different classes</i>	
Mobile Home Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
	<i>58.1-3522 - assess in line w/real estate tax; 58.1-3280 - assess @ fair market value</i>	
Sales Tax - General ⁽¹⁾	5.3%	5.3%
	<i>58.1-605 (B)- Cap: rate may not exceed 1% (included in the 5.3% cap)</i>	
Sales Tax - Food (Excludes prepared food) ⁽²⁾	2.5%	2.5%
	<i>58.1-611.1 - Cap: rate may not exceed 1% (included in the 2.5% cap)</i>	
Restaurant/Meals Tax	5.0%	5.0%
	<i>58.1-3840 (no cap for City)</i>	
Transient Occupancy (Lodging) Tax	7.0%	7.0%
	<i>58.1-3840 (no cap for City)</i>	
Cigarette Tax	\$.55 per pack	\$.55 per pack
	<i>58.1-3830 (no cap for City)</i>	
E-911 Fee ⁽³⁾	\$.75/phone line	\$.75/phone line
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Cable Franchise Fee ⁽³⁾	5%	5%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
	<i>15.2-2108.1:1: no new or renewed cable franchise entered after 1/1/2007 may include a franchise fee (see 2006 House Bill 568)</i>	
PEG Fee (Cable)	\$.35/month	\$.35/month
Utility Services Consumer Tax (Gas, Water, Electric)	10%	10%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Utility Services Consumer Tax (Telephone and Cable) ⁽³⁾	5%	5%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Refuse Collection		
	<i>15.2-928--No Cap</i>	
Trash Sticker Fee	12 Gallon - \$1.05 each 31 Gallon - \$2.10 each	12 Gallon - \$1.05 each 31 Gallon - \$2.10 each
Trash Decal Fees ⁽⁴⁾		
32 Gallon Can	\$94.50 Annually	\$94.50 Annually
45 Gallon Can	\$125.00 Annually	\$125.00 Annually
64 Gallon Can	\$189.00 Annually	\$189.00 Annually
96 Gallon Can	\$283.50 Annually	\$283.50 Annually
Large Item Pickup Fee	\$35 for first occurrence; \$50 for second occurrence; \$100 for third and subsequent occurrences	\$35 for first occurrence; \$50 for second occurrence; \$100 for third and subsequent occurrences
Motor Vehicle License Fee	Up to 4,000 lbs. - \$28.49 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>	
Courthouse Maintenance Fee	\$2.00 per court case	\$2.00 per court case
	<i>17.1-281 - Cap: \$2.00</i>	
Courtroom Security Fee	\$10.00 per conviction	\$10.00 per conviction
	<i>53.1-120 - Cap: \$10.00</i>	

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

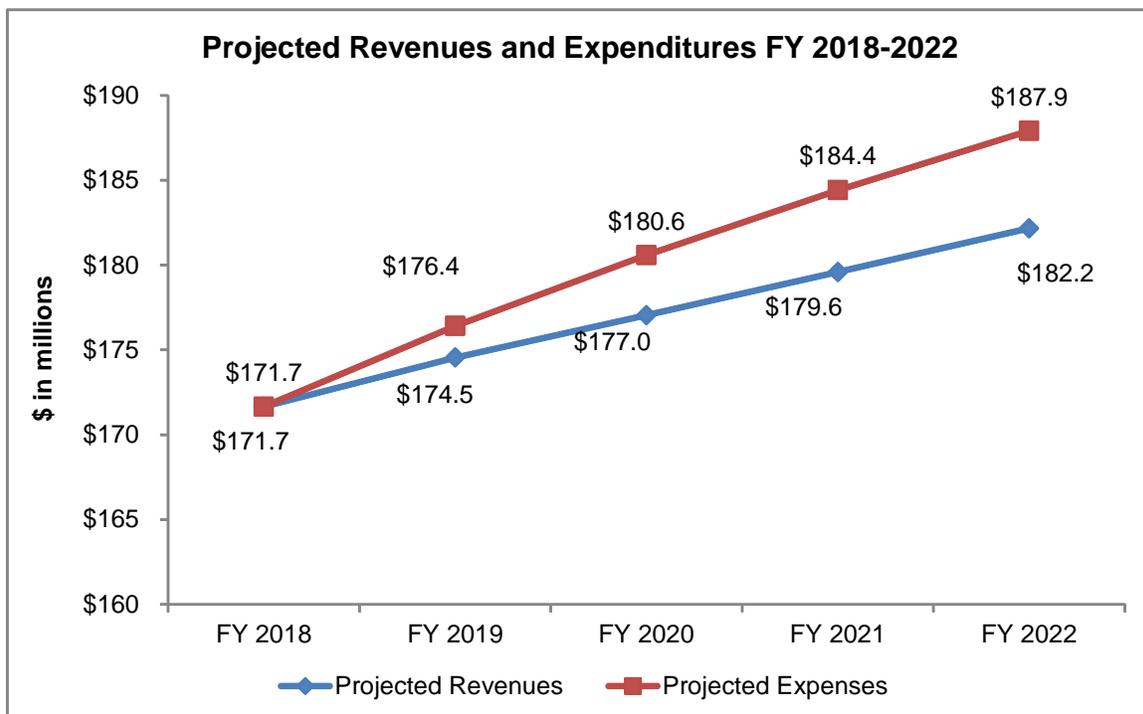
Long Term Revenue and Expenditure Planning and Forecasts

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

The City projects significant revenue growth in FY 18, primarily due to commercial real estate assessments, which contributes to the increase in real estate tax revenues of \$7.0 million. In addition, Transient Occupancy Tax revenues is expected to increase by \$1.0 million, due to the increase in the number of hotels in the City, increased occupancy rates, and an increase in the average daily room rate. Other revenue sources such as Personal Property Tax and Meal Tax are also showing significant growth in FY 18, but are expected to grow at a more moderate rate over the next few years.

The FY 18 Adopted Budget includes the revision of the debt limit upwards to support the City’s capital needs. 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 18 to FY 22 in the General Fund.



Major Revenue Sources

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Real Estate Tax	\$ 64,526,658	\$ 66,474,385	\$ 67,471,500	\$ 68,483,573	\$ 69,510,826
% change	12.2%	3.0%	1.5%	1.5%	1.5%
City County Revenue Sharing	\$ 15,855,485	\$ 15,617,364	\$ 15,929,712	\$ 16,248,306	\$ 16,573,272
% change	0.6%	-1.5%	2.0%	2.0%	2.0%
Meals Tax	\$ 12,018,750	\$ 12,259,125	\$ 12,504,308	\$ 12,754,394	\$ 13,009,482
% change	6.4%	2.0%	2.0%	2.0%	2.0%
Sales and Use Tax	\$ 11,900,000	\$ 12,078,500	\$ 12,259,678	\$ 12,443,573	\$ 12,630,226
% change	3.5%	1.5%	1.5%	1.5%	1.5%
Personal Property Tax	\$ 8,460,000	\$ 8,629,200	\$ 8,801,784	\$ 8,977,820	\$ 9,157,376
% change	10.3%	2.0%	2.0%	2.0%	2.0%
Other Revenues	\$ 58,896,234	\$ 59,485,196	\$ 60,080,048	\$ 60,680,849	\$ 61,287,657
	1.0%	1.0%	1.0%	1.0%	1.0%
Total Revenues	\$ 171,657,127	\$ 174,543,770	\$ 177,047,029	\$ 179,588,514	\$ 182,168,840
% change	5.9%	1.7%	1.4%	1.4%	1.4%

FY 2018- 2022 Revenue Projections

These five revenue sources comprise approximately 66% of the General Funds' operating budget in FY 18:

Real Estate Tax: The total value of taxable property, including the value of new construction, increased by 15.14% for the 2017 tax year. Assessments for existing residential property increased in value by 4.16% and assessment for existing commercial property increased in value by 29.45%. There were some one-time adjustments made in the FY 18 revenue projections, so this level of increase is not expected for future years.

City/County Revenue Sharing: In FY 18 this revenue increased by 0.6%, which is reflective of County property assessments that were generally flat in CY 2015, the year which the FY 18 revenue formula is based. Future projections show a slight decrease, then a long-term increase due to projected increasing real property assessments in the County.

Meals Tax: The tax rate was increased in FY 16 by \$0.01. This revenue source remains strong mostly due to continued growth based on consistent monthly trend analysis.

Sales and Use Tax: FY 18 anticipates that this revenue will continue to trend upward. While this revenue trend has been difficult to predict, it has seen consistent growth the past several years, indicating consumer confidence in the economy.

Personal Property Tax (Local): In addition to changes in personal property tax assessments, this revenue may also grow as the burden is shifted from the State (which has in essence eliminated Car Tax Relief) to the taxpayer. Percentages are revised and approved by Council annually. Growth projections in FY 19 – 22 are 2% per year.

Major Expenditure Sources

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Local Contribution to Schools	\$ 51,330,604	\$ 52,177,375	\$ 52,645,255	\$ 53,120,498	\$ 53,603,222
% change	4.1%	1.6%	0.9%	0.9%	0.9%
Employee Salaries	\$ 29,474,153	\$ 30,063,636	\$ 30,664,909	\$ 31,278,207	\$ 31,903,771
% change	2.9%	2.0%	2.0%	2.0%	2.0%
Outside and Nonprofit	\$ 15,523,463	\$ 15,833,932	\$ 16,150,611	\$ 16,473,623	\$ 16,803,096
% change	1.8%	2.0%	2.0%	2.0%	2.0%
Employee Retirement	\$ 10,571,881	\$ 11,629,069	\$ 12,443,104	\$ 12,940,828	\$ 13,199,645
% change	12.2%	10.0%	7.0%	4.0%	2.0%
Transfer to Debt Service	\$ 10,371,750	\$ 11,019,825	\$ 11,618,862	\$ 12,218,879	\$ 12,819,896
% change	6.6%	6.2%	5.4%	5.2%	4.9%
Employee Health Care	\$ 5,280,927	\$ 5,809,020	\$ 6,389,922	\$ 6,869,166	\$ 7,212,624
% change	9.9%	10.0%	10.0%	7.5%	5.0%
Transfer to Capital Improvement Program	\$ 5,165,164	\$ 5,500,900	\$ 5,858,458	\$ 6,239,258	\$ 6,644,810
% change	5.9%	6.5%	6.5%	6.5%	6.5%
Other Expenditures	\$ 43,939,185	\$ 44,378,577	\$ 44,822,363	\$ 45,270,586	\$ 45,723,292
	9.9%	1.0%	1.0%	1.0%	1.0%
Total Expenditures	\$ 171,657,127	\$ 176,412,333	\$ 180,593,482	\$ 184,411,045	\$ 187,910,355
% change	5.9%	2.8%	2.4%	2.1%	1.9%

FY 18 - FY 22 Expenditure Projections

Local Contribution to Schools: The Budget Guidelines state that the schools should receive a target amount that equates to 40% of new real estate and local and state personal property tax revenue. The FY 18 Adopted figure reflects the request from the Schools for their continuing operations, which is lower than the Budget Guideline, whereas in previous fiscal years, the amount has been significantly higher. For future years, this figure reflects the local contribution based on the Budget Guideline.

Employee Salaries: This represents the total amount needed to cover full-time and part-time employees' salaries, and assumes a 2% cost of living adjustment each year.

Outside Agency Funding: The biggest cost drivers of this category are funding to agencies that the City is contractually obligated to support and are based on pre-determined variables such as population, CPI, and citizen activities. These include payments to the Health Department, Library, Regional Jail, Juvenile Detention Center, SPCA, and Emergency Communications Center. While it is difficult to forecast the funding needs of outside agencies and nonprofits, they are predicted to increase as the needs of the community increase over time.

Employee Retirement: The increase reflects the actuarial recommendation for FY 18 retirement rates for the general employee and public safety Defined Benefit plan. The FY 18 Adopted Budget fully funds the recommended actuarial rate. In future years, while it's difficult to predict the increases, the costs will continue to rise as employee salaries rise and the City continues to have a need to fully fund retirement at the actuarial rate.

Other Expenditures: The Adopted FY 18 budget includes some significant increases in other expenditures that are not anticipated over the long term. FY 18 includes increases due to Market Study and other equity adjustments in salaries, as well as Living Wage adjustments.



General Fund Revenues

	FY 2015-2016 Actual	FY 2016-2017 Budget	FY 2017-2018 Budget	Increase/ (Decrease)	% Change
LOCAL TAXES					
Real Estate Taxes	\$55,014,558	\$57,492,709	\$64,526,658	\$7,033,949	12.2%
Personal Property Tax	7,886,094	7,668,698	8,460,000	791,302	10.3%
Public Service Corporation Tax	1,363,769	1,300,000	1,350,000	50,000	3.8%
Penalty/Interest on Delinquent Taxes	355,735	350,000	350,000	0	0.0%
Utility Services Consumer Tax	4,478,748	4,630,386	4,699,842	69,456	1.5%
Virginia Communications Sales and Use Tax	3,098,436	3,104,000	3,030,000	(74,000)	(2.4%)
Franchise Taxes (See <i>VA Communications Sales and Use Tax</i>)	3,500	0	0	0	N/A
Tax on Bank Stock	1,138,188	925,000	975,000	50,000	5.4%
Tax on Wills & Deeds	585,246	520,000	550,000	30,000	5.8%
Sales & Use Tax	11,351,291	11,500,000	11,900,000	400,000	3.5%
Rolling Stock Tax	20,909	21,000	21,000	0	0.0%
Transient Occupancy (Lodging) Tax	3,664,156	3,966,667	4,970,000	1,003,333	25.3%
Meals Tax	9,056,034	9,040,000	9,615,000	575,000	6.4%
Short-Term Rental Tax	44,898	32,000	32,000	0	0.0%
Cigarette Tax	809,454	800,000	800,000	0	0.0%
Recordation Tax Receipts	190,053	200,000	203,191	3,191	1.6%
Vehicle Daily Rental Tax	108,781	100,000	100,000	0	0.0%
Taxes Subtotal	\$99,169,850	\$101,650,460	\$111,582,691	\$9,932,231	9.8%
LICENSES AND PERMITS					
Business & Professional Licenses	\$6,925,402	\$7,065,523	\$7,297,465	\$231,942	3.3%
Vehicle Licenses	888,973	900,000	915,000	15,000	1.7%
Dog Licenses	12,651	15,000	15,000	0	0.0%
Electrical, Heating and Mechanical Permits	204,694	250,000	250,000	0	0.0%
Building and Plumbing Permits	380,680	400,000	400,000	0	0.0%
Temporary Parking Permits (NDS)	75,860	75,000	75,000	0	0.0%
Site Plans	133,366	85,000	75,000	(10,000)	(11.8%)
Mall Vending Permits	135,180	100,000	100,000	0	0.0%
Other Permits	132,190	190,000	110,500	(79,500)	(41.8%)
Licenses and Permits Subtotal	\$8,888,996	\$9,080,523	\$9,237,965	\$157,442	1.7%
INTERGOVERNMENTAL REVENUE					
<i>Revenue from State Agencies</i>					
PPTRA Revenue (State Personal Property Tax)	\$3,498,256	\$3,498,256	\$3,498,256	\$0	0.0%
State Highway Assistance	3,962,931	3,905,957	4,003,606	97,649	2.5%
Reimbursement/Constitutional Offices	1,533,949	1,605,518	1,634,635	29,117	1.9%
State Aid for Police Protection	2,012,664	2,093,768	2,012,664	(81,104)	(4.0%)
Trailer Title	1,860	1,200	1,200	0	0.0%
Other State Assistance: Misc Rev	93,171	50,000	50,000	0	0.0%
<i>Revenue from Other Intergovernmental Sources</i>					
Jefferson Area Drug Enforcement (JADE)	96,000	96,000	96,000	0	0.0%
School Resource Officers (City Schools)	259,523	271,651	288,484	16,833	6.5%
Regional Library Administrative Fee	96,000	102,500	104,300	1,800	1.9%
Fire Department Operations (Albemarle County)	190,039	186,000	190,000	4,000	2.1%
Juvenile & Domestic Relations Court Operations (Albemarle County)	53,311	58,245	56,156	(2,089)	(3.9%)
Juvenile & Domestic Relations Court Building Maint. (Albemarle County)	62,985	66,250	66,000	(250)	(0.4%)
Magistrate's Office (Albemarle County)	4,178	4,050	4,150	100	2.4%
Payments In Lieu Of Taxes (Housing Authority)	33,828	30,000	33,828	3,828	11.3%
Fire Department (CARS)	130,000	130,000	130,000	0	0.0%
Fire Department Ops (UVA)	277,021	290,872	305,416	14,544	5.3%
Service Charge (UVA)	35,903	33,000	38,000	5,000	13.9%
Property Maintenance (UVA)	54,572	50,000	55,000	5,000	9.2%
Intergovernmental Revenue Subtotal	\$12,396,191	\$12,473,267	\$12,567,695	\$94,428	0.8%
CHARGES FOR SERVICE					
Property Transfer Fees	\$2,823	\$1,000	\$1,000	\$0	0.0%
Zoning Appeal Fees	550	500	1,100	600	109.1%
Court Revenue (Circ/Genl Dist Cts)	470,224	450,000	450,000	0	0.0%
Circuit Court - Online Land Records Subscription Revenue	16,870	50,000	30,000	(20,000)	(118.6%)
Parking Meter Receipts*	104,780	20,000	0	(20,000)	(19.1%)
Parking Garage Revenue*	1,505,519	1,350,000	0	(1,350,000)	(89.7%)
Internal City Services	1,187,548	1,354,967	1,075,728	(279,239)	(23.5%)
Utility Cut Permits	167,083	199,000	185,000	(14,000)	(8.4%)
Recreation Income	1,796,093	1,955,692	1,854,528	(101,164)	(5.6%)
Reimbursable Overtime	308,133	265,000	265,000	0	0.0%
Zone Parking Permit Fees*	36,100	55,000	0	(55,000)	(152.4%)
Payment in Lieu of Taxes: Utilities	5,159,321	5,335,972	5,397,765	61,793	1.2%
Indirect Cost Recovery	114,081	125,000	125,000	0	0.0%
Waste Disposal Fees	995,579	900,000	950,000	50,000	5.0%
Other Charges and Fees for Services	78,182	125,000	125,000	0	0.0%
Charges for Service Subtotal	\$11,942,886	\$12,187,131	\$10,460,121	(\$1,727,010)	(14.2%)

	FY 2015-2016 Actual	FY 2016-2017 Budget	FY 2017-2018 Budget	Increase/ (Decrease)	% Change
PARKING FINES					
Parking Fines*	\$479,397	\$450,000	\$0	(\$450,000)	(100.0%)
Fines Subtotal	\$479,397	\$450,000	\$0	(\$450,000)	(100.0%)
MISCELLANEOUS REVENUE					
Interest Earned	\$308,166	\$365,000	\$405,000	\$40,000	11.0%
Rent	171,230	200,000	182,000	(18,000)	(9.0%)
Hedgerow Property Revenue (Parking Revenue)	58,110	85,000	60,000	(25,000)	(29.4%)
Refund of Prior Years' Expenditures	85,225	30,000	30,000	0	0.0%
Parking Garage Maintenance*	50,000	50,000	0	(50,000)	(100.0%)
Other Miscellaneous Revenue	414,364	213,000	213,000	0	0.0%
Miscellaneous Revenue Subtotal	\$1,087,095	\$943,000	\$890,000	(\$53,000)	(5.6%)
CARRYOVER FUNDS (PREVIOUS FISCAL YEAR)					
Retirement Fund Contribution	\$0	\$300,000	\$0	(\$300,000)	(100.0%)
Local Contribution to Schools	0	0	0	0	N/A
Council Strategic Initiatives Fund	0	32,727	0	(32,727)	(100.0%)
Carryover Funds Subtotal	\$0	\$332,727	\$0	(\$332,727)	(100.0%)
TRANSFERS FROM OTHER FUNDS					
Risk Management Fund	\$325,000	\$0	\$350,000	\$350,000	N/A
Health Care Fund	0	0	0	0	N/A
Human Services Fund	0	500,000	0	(500,000)	(100.0%)
CIP Contingency (Parking Enterprise)	500,000	0	0	0	N/A
Parking Enterprise Fund*	0	0	1,723,475	1,723,475	N/A
Transfers from Other Funds Subtotal	\$825,000	\$500,000	\$2,073,475	\$1,573,475	314.7%
CITY/COUNTY REVENUE SHARING: OPERATING BUDGET	\$10,908,668	\$10,491,920	\$10,290,321	(\$201,599)	(1.9%)
OPERATING BUDGET TOTAL	\$145,698,083	\$148,109,028	\$157,102,268	\$8,993,240	6.1%
DESIGNATED REVENUE					
Contractual Services: Pupil Transportation	\$2,651,750	\$2,694,065	\$2,902,777	\$208,712	7.7%
Contractual Services: School Building Maintenance	3,586,905	3,680,480	3,683,168	2,688	0.1%
City/County Revenue Sharing: Transfer to Capital Improvement Program Fund	4,750,000	4,875,164	5,165,164	290,000	5.9%
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	2,264,008	2,260,000	2,403,750	143,750	6.4%
DESIGNATED REVENUE TOTAL	13,652,664	13,909,709	14,554,859	\$645,150	4.6%
TOTAL CITY BUDGET	\$159,350,747	\$162,018,737	\$171,657,127	\$9,638,390	5.9%
CITY SCHOOLS BUDGET					
	FY 2015-2016 Actual	FY 2016-2017 Budget	FY 2017-2018 Budget	Increase/ (Decrease)	% Change
SCHOOL OPERATIONS (SCHOOL GENERAL FUND)					
Local Contribution	\$44,932,802	\$46,831,020	\$48,858,135	\$2,027,115	4.3%
State Funds	14,463,061	15,458,526	16,111,672	653,146	4.2%
Federal Funds	10,641	24,000	24,000	0	0.0%
Misc. Revenue	1,311,523	1,437,621	1,481,761	44,140	3.1%
TOTAL SCHOOL OPERATIONS BUDGET	\$60,718,027	\$63,751,167	\$66,475,568	\$2,724,401	4.3%

* Parking revenues will be recorded as part of the Parking Enterprise Fund resulting in a decrease of **(\$1,905,000)** in General Fund parking related revenue items. These funds will be transferred back to the General Fund, minus the amount necessary to cover parking related expenses, which is included in the **\$1,723,475** transfer to the General Fund from the Parking Enterprise Fund. Detailed information on the Parking Enterprise Fund can be found in the Other Funds section (budget and narrative shown on **pg M-7**).

Non General Funds Revenues

	FY 2015-2016 Actual	FY 2016-2017 Budget	FY 2017-2018 Budget	Increase/ (Decrease)	% Change
GOLF COURSE FUND					
Sales and Concessions	\$51,897	\$54,150	\$52,300	(\$1,850)	(3.4%)
Greens Fees, Lessons, Etc.	412,470	535,000	435,200	(99,800)	(18.7%)
Cart Rentals	209,407	228,250	209,000	(19,250)	(8.4%)
Annual Memberships, Passes	87,808	35,000	38,000	3,000	8.6%
Misc. Revenue	6,940	31,940	6,940	(25,000)	(78.3%)
Transfer from General Fund	0	0	134,312	134,312	N/A
GOLF COURSE FUND REVENUE TOTAL	\$768,522	\$884,340	\$875,752	(\$8,588)	(1.0%)
DEPARTMENT OF SOCIAL SERVICES FUND					
Intergovernmental Revenue	\$8,825,642	\$9,775,035	\$9,654,326	(\$120,709)	(1.2%)
Misc. Revenue	17,000	761,194	978,995	\$217,801	28.6%
Transfer from General Fund	3,059,627	3,502,777	3,502,777	\$0	0.0%
DEPARTMENT OF SOCIAL SERVICES FUND REVENUE	\$11,902,269	\$14,039,006	\$14,136,098	\$97,092	0.7%
HUMAN SERVICES FUND					
Intergovernmental Revenue	\$524,387	\$611,277	\$464,120	(\$147,157)	(24.1%)
Welfare Revenue	4,231,742	4,533,690	4,273,677	(260,013)	(5.7%)
Misc. Revenue	116,356	190,957	220,750	29,793	15.6%
Transfer from General Fund	604,275	572,538	572,398	(140)	(0.0%)
HUMAN SERVICES FUND REVENUE SUBTOTAL	\$5,476,759	\$5,908,462	\$5,530,945	(\$377,517)	(6.4%)
WATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Water Sales Revenue	\$9,724,316	\$10,004,575	\$1,577,739	(\$8,426,836)	(84.2%)
Water Connection Fees	322,475	125,000	125,000	0	0.0%
Other Fees	195,726	150,000	93,000	(57,000)	(38.0%)
Misc. Revenue	71,484	0	0	0	N/A
Bond Proceeds	0	0	2,250,000	2,250,000	N/A
Transfer from Other Funds	1,725,000	1,775,000	1,800,000	25,000	1.4%
WATER FUND REVENUE TOTAL	\$12,039,002	\$12,054,575	\$5,845,739	(\$6,208,836)	(51.5%)
WASTEWATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Wastewater Sales Revenue	\$12,671,363	\$13,501,900	\$14,039,497	\$537,597	4.0%
Other Fees	549,948	20,000	30,000	10,000	50.0%
Misc. Revenue	32,346	0	0	0	N/A
Bond Proceeds	0	0	2,250,000	2,250,000	N/A
Transfer from Other Funds	2,985,000	2,985,000	3,000,000	15,000	0.5%
WASTEWATER REVENUE TOTAL	\$16,238,657	\$16,506,900	\$19,319,497	\$2,812,597	17.0%
GAS (OPERATIONAL AND DEBT SERVICE FUNDS)					
Gas Sales Revenue	\$22,522,079	\$21,901,397	\$22,312,864	\$411,467	1.9%
Other Fees	141,666	325,000	325,000	0	0.0%
Misc. Revenue	141,861	0	0	0	N/A
Transfer from Other Funds	400,000	400,000	300,000	(100,000)	(25.0%)
GAS REVENUE TOTAL	\$23,205,607	\$22,626,397	\$22,937,864	\$311,467	1.4%

	FY 2015-2016 Actual	FY 2016-2017 Budget	FY 2017-2018 Budget	Increase/ (Decrease)	% Change
STORMWATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Stormwater Fee Revenue	\$1,916,716	\$1,950,200	\$1,969,502	\$19,302	1.0%
Misc. Revenue	63,850	0	0	0	N/A
Bond Proceeds	225,000	930,000	1,750,000	820,000	88.2%
Transfer from Other Funds	48,588	55,880	55,880	0	0.0%
STORMWATER REVENUE TOTAL	\$2,254,155	\$2,936,080	\$3,775,382	\$839,302	28.6%
TRANSIT FUND					
Intergovernmental Revenue (Transit Operations)	\$4,157,509	\$4,090,258	\$4,269,831	\$179,573	4.4%
Intergovernmental Revenue (Transit Bus Replacement)	1,260,790	362,658	433,968	71,310	19.7%
Transfer from Capital Improvement Program (Local Match)	87,702	11,613	103,082	91,469	787.6%
Charges for Services	908,549	935,535	982,782	47,247	5.1%
Misc. Revenue	78,516	21,349	39,882	18,533	86.8%
Transfer from General Fund (Transit Operations)	1,870,018	2,268,830	2,846,102	577,272	25.4%
TRANSIT FUND REVENUE TOTAL	\$8,363,084	\$7,690,243	\$8,675,647	\$985,404	12.8%
FLEET MANAGEMENT FUND					
Charges for Services	\$1,810,862	\$1,052,000	\$1,052,816	\$816	0.1%
FLEET MANAGEMENT FUND REVENUE TOTAL	\$1,810,862	\$1,052,000	\$1,052,816	\$816	0.1%
INFORMATION TECHNOLOGY FUND					
Charges for Services - IT Operations	\$2,494,269	\$2,639,897	\$2,805,575	\$165,678	6.3%
Charges for Services - GIS Operations	64,158	64,155	64,155	0	0.0%
Computer Replacement Pool	1,300	0	0	0	N/A
Infrastructure Replacement Pool	242,358	225,000	267,500	42,500	18.9%
Transfer from Gas Fund (City Link Operations)	1,000,000	1,000,000	1,000,000	0	0.0%
Transfer from Non General Funds (City Link Operations)	200,102	200,000	200,000	0	0.0%
INFORMATION TECHNOLOGY FUND REVENUE TOTAL	\$4,002,187	\$4,129,052	\$4,337,230	\$208,178	5.0%
WAREHOUSE FUND					
Charges for Services	\$851,057	\$168,390	\$162,389	(\$6,001)	(3.6%)
WAREHOUSE FUND REVENUE TOTAL	\$851,057	\$168,390	\$162,389	(\$6,001)	(3.6%)
CHARLOTTESVILLE ALBEMARLE VISITORS CENTER FUND					
Intergovernmental Revenue	\$773,146	\$776,378	\$841,946	\$65,568	8.4%
Charges for Services	2,215	2,000	2,000	0	0.0%
Transfer from General Fund	733,307	791,577	916,039	124,462	15.7%
VISITOR'S CENTER FUND REVENUE TOTAL	\$1,508,668	\$1,569,955	\$1,759,985	\$190,030	12.1%
CITY SCHOOLS BUDGET					
SCHOOL OPERATIONS (NON GENERAL FUNDS)					
Local Contribution	\$2,410,046	\$2,499,584	\$2,472,469	(\$27,115)	(1.1%)
State Revenue	5,091,010	5,331,524	5,486,598	155,074	2.9%
Federal Revenue	4,881,516	4,885,004	4,960,402	75,398	1.5%
Misc. Revenue	1,976,951	2,148,661	2,165,160	16,499	0.8%
SCHOOL OPERATIONS (NON GENERAL FUND) REVENUE TOTAL	\$14,359,523	\$14,864,773	\$15,084,629	\$219,856	1.5%
TOTAL					

Expenditures (All Funds)

	FY2015-2016 General Fund Actual	FY2016-2017 General Fund Budget	FY2017-2018 General Fund Budget	FY2015-2016 Other Funds Actual	FY2016-2017 Other Funds Budget	FY2017-2018 Other Funds Budget
MANAGEMENT						
Council Strategic Initiatives	\$9,446	\$50,000	\$155,000	\$0	\$0	\$0
GED Program	0	0	20,000			
Jefferson School Heritage Center	0	0	450,000			
City Council/Clerk of Council	246,975	296,262	304,927	0	0	0
Office of the City Manager: Administration, Redevelopment Manager, Communications, Economic Development	2,069,795	2,207,554	2,417,600	0	0	0
Office of the City Attorney	861,367	859,509	908,388	0	0	0
Office of the General Registrar	511,500	636,417	584,410	0	0	0
Organizational Memberships & Workforce Development Agencies	190,884	193,532	203,927	0	0	0
MANAGEMENT SUBTOTAL	\$3,889,966	\$4,243,274	\$5,044,252	\$0	\$0	\$0
NON-DEPARTMENTAL						
Non-Departmental Activities	\$870,164	\$908,415	\$846,654	\$0	\$0	\$0
NON-DEPARTMENTAL SUBTOTAL	\$870,164	\$908,415	\$846,654	\$0	\$0	\$0
DEBT SERVICE PAYMENT						
General Fund Contribution	\$6,787,578	\$7,118,000	\$7,618,000	\$0	\$0	\$0
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	0	0	0
DEBT SERVICE PAYMENT SUBTOTAL	\$7,137,578	\$7,468,000	\$7,968,000	\$0	\$0	\$0
FUND BALANCE TARGET ADJUSTMENT						
Fund Balance Target Adjustment	\$0	\$494,611	\$413,148	\$0	\$0	\$0
FUND BALANCE TARGET ADJUSTMENT SUBTOTAL	\$0	\$494,611	\$413,148	\$0	\$0	\$0
EMPLOYEE COMPENSATION AND TRAINING						
Compensation and Benefits (2% salary increase July 1, 2017)	\$0	\$850,000	\$870,000	\$0	\$0	\$0
Contribution to Retirement Fund	700,000	0	0	0	0	0
Citywide Attrition Savings	0	(250,000)	(250,000)	0	0	0
Living Wage Adjustments	0	50,000	510,000			
Market Study Salary Adjustments	0	0	578,000			
Salary Equity Adjustments	0	0	733,822			
Unemployment Compensation	13,499	50,000	50,000	0	0	0
Corporate Training Fund	21,725	35,000	35,000	0	0	0
Miscellaneous Expenses	272,563	300,000	300,000	0	0	0
EMPLOYEE COMPENSATION AND TRAINING SUBTOTAL	\$1,007,787	\$1,035,000	\$2,826,822	\$0	\$0	\$0
INTERNAL SERVICES						
Finance Department: Procurement, Risk Management, Warehouse	\$347,682	\$358,237	\$369,037	\$2,696,875	\$2,923,378	\$3,507,280
Human Resources Department	1,009,124	1,058,979	1,147,400	0	0	0
Information Technology Department	0	0	0	3,947,352	4,129,052	4,337,230
INTERNAL SERVICES SUBTOTAL	\$1,356,806	\$1,417,216	\$1,516,437	\$6,644,227	\$7,052,430	\$7,844,510
FINANCIAL SERVICES						
Office of the Commissioner of Revenue	\$1,189,751	\$1,253,938	\$1,316,033	\$0	\$0	\$0
Finance Department: Administration/City Assessor's Office/ Utility Billing Office	1,938,055	2,180,411	2,254,818	1,526,829	1,652,580	1,674,113
Office of the City Treasurer	1,226,553	1,250,399	1,328,936	0	0	0
FINANCIAL SERVICES SUBTOTAL	\$4,354,359	\$4,684,748	\$4,899,787	\$1,526,829	\$1,652,580	\$1,674,113

	FY2015-2016 General Fund Actual	FY2016-2017 General Fund Budget	FY2017-2018 General Fund Budget	FY2015-2016 Other Funds Actual	FY2016-2017 Other Funds Budget	FY2017-2018 Other Funds Budget
HEALTHY FAMILIES & COMMUNITY						
Charlottesville Albemarle Convention & Visitors Bureau	\$733,307	\$791,577	\$916,039	\$754,602	\$778,378	\$843,946
Children's Services Act	1,679,913	2,000,000	1,917,024	6,902,098	6,234,256	6,322,432
Community Events and Festivals	57,336	85,425	72,518	0	0	0
Contributions to Children, Youth, and Family Programs	3,303,783	3,451,267	3,589,314	0	0	0
Contributions to Education and the Arts	1,881,356	1,970,646	2,088,119	0	0	0
Department of Social Services	3,059,627	3,502,777	3,502,777	10,607,054	10,536,229	10,633,321
Housing Programs and Tax Relief	1,235,281	1,318,561	1,301,362	0	0	0
Department of Human Services	604,275	572,538	572,398	4,880,035	5,335,924	4,958,547
Neighborhood Development Services	3,280,341	3,505,736	3,873,475	0	0	0
Office of Human Rights	141,880	191,918	215,789	0	0	0
Parks and Recreation Department	9,337,856	9,805,285	10,246,693	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	6,460	0	133,006	846,509	880,255	741,440
HEALTHY FAMILIES & COMMUNITY SUBTOTAL	\$25,321,414	\$27,195,730	\$28,428,514	\$23,990,299	\$23,765,042	\$23,499,686
INFRASTRUCTURE AND TRANSPORTATION						
Public Works Department: Administration, Facilities Developmen Facilities Maintenance	\$2,885,350	\$2,960,051	\$2,813,337	\$0	\$0	\$0
Public Works Department: Public Service, Fleet Maintenance	7,270,428	7,518,824	7,671,570	999,458	995,172	1,036,997
Charlottesville Area Transit and JAUNT Paratransit Services	2,808,863	3,342,838	3,847,956	7,002,030	5,421,413	5,819,587
Public Utilities Department: Gas, Water, Wastewater	0	0	0	56,651,992	50,037,275	59,305,369
Public Utilities Department: Stormwater	0	0	0	1,921,754	2,839,048	3,673,279
INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL	\$12,964,641	\$13,821,713	\$14,332,863	\$66,575,234	\$59,292,908	\$69,835,232
PUBLIC SAFETY AND JUSTICE						
Office of the City Sheriff	\$1,006,048	\$1,085,206	\$1,170,908	\$0	\$0	\$0
Office of the Commonwealth Attorney	868,786	1,146,248	1,177,668	0	0	0
Contributions to Programs Supporting Public Safety and Justice	7,989,657	8,312,508	8,280,966	0	0	0
Courts and Other Support Services	1,075,010	1,173,606	1,196,086	0	0	0
Fire Department	9,829,640	10,299,950	11,043,501	0	0	0
Police Department	14,662,473	15,492,199	16,626,058	0	0	0
PUBLIC SAFETY AND JUSTICE SUBTOTAL	\$35,431,615	\$37,509,717	\$39,495,187	\$0	\$0	\$0
LOCAL CONTRIBUTION TO SCHOOLS						
Local Contribution to Schools	\$47,342,848	\$49,330,604	\$51,330,604	\$0	\$0	\$0
SCHOOLS SUBTOTAL	\$47,342,848	\$49,330,604	\$51,330,604	\$0	\$0	\$0
TOTAL CITY OPERATIONS	\$139,677,179	\$148,109,028	\$157,102,268	\$98,736,589	\$91,762,960	\$102,853,541
DESIGNATED EXPENDITURES						
Contractual Services: Pupil Transportation	\$2,560,356	\$2,694,065	\$2,902,777	\$0	\$0	\$0
Contractual Services: School Building Maintenance	3,483,120	3,680,480	3,683,168	0	0	0
Transfer to Capital Improvements Program Fund	7,739,540	4,875,164	5,165,164	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)	2,142,000	2,260,000	2,403,750	0	0	0
Transfer to Miscellaneous Funds	19,170	0	0	0	0	0
DESIGNATED EXPENDITURES TOTAL	\$16,344,186	\$13,909,709	\$14,554,859	\$0	\$0	\$0
TOTAL CITY BUDGET	\$156,021,365	\$162,018,737	\$171,657,127	\$98,736,589	\$91,762,960	\$102,853,541
CITY SCHOOLS BUDGET						
	FY2015-2016 General Fund Actual	FY2016-2017 General Fund Budget	FY2017-2018 General Fund Budget	FY2015-2016 Other Funds Actual	FY2016-2017 Other Funds Budget	FY2017-2018 Other Funds Budget
SCHOOL OPERATIONS						
School Operations	\$60,718,027	\$63,751,167	\$66,475,568	\$14,359,523	\$14,864,773	\$15,084,629
TOTAL SCHOOL OPERATIONS BUDGET	\$60,718,027	\$63,751,167	\$66,475,568	\$14,359,523	\$14,864,773	\$15,084,629

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

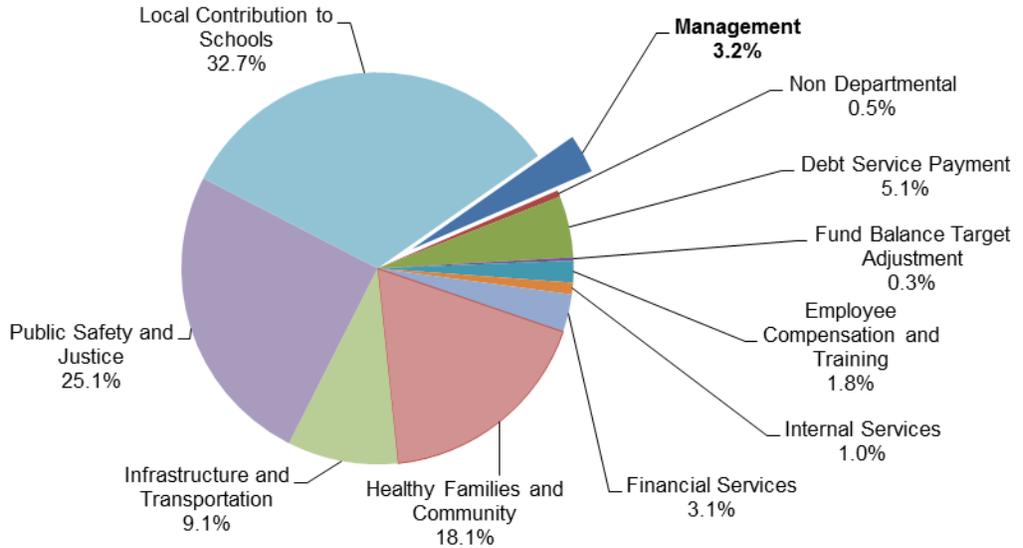


Goal 4: A Strong, Creative and Diversified Economy

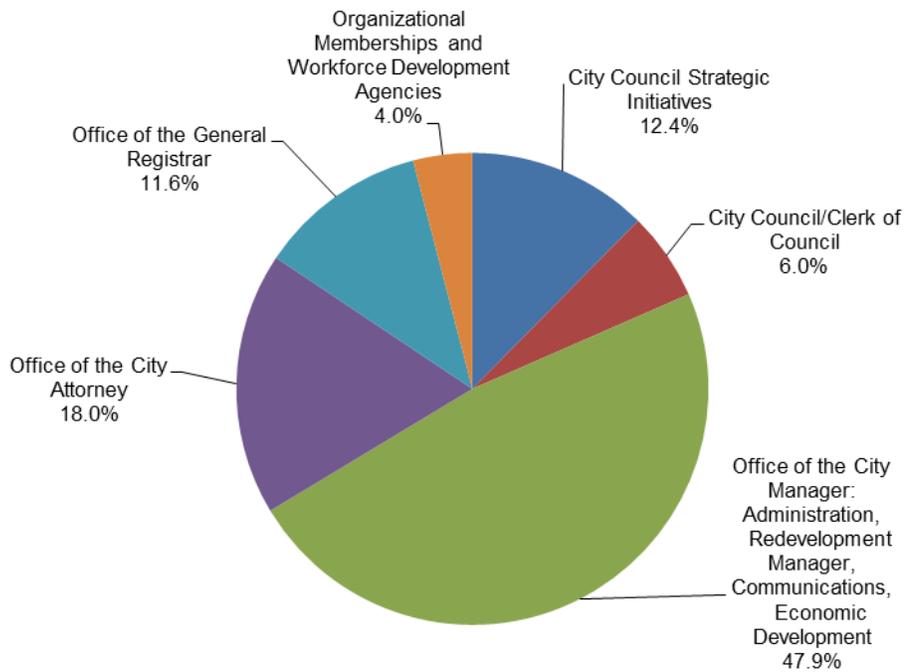


Goal 5: A Well-managed and Responsive Organization

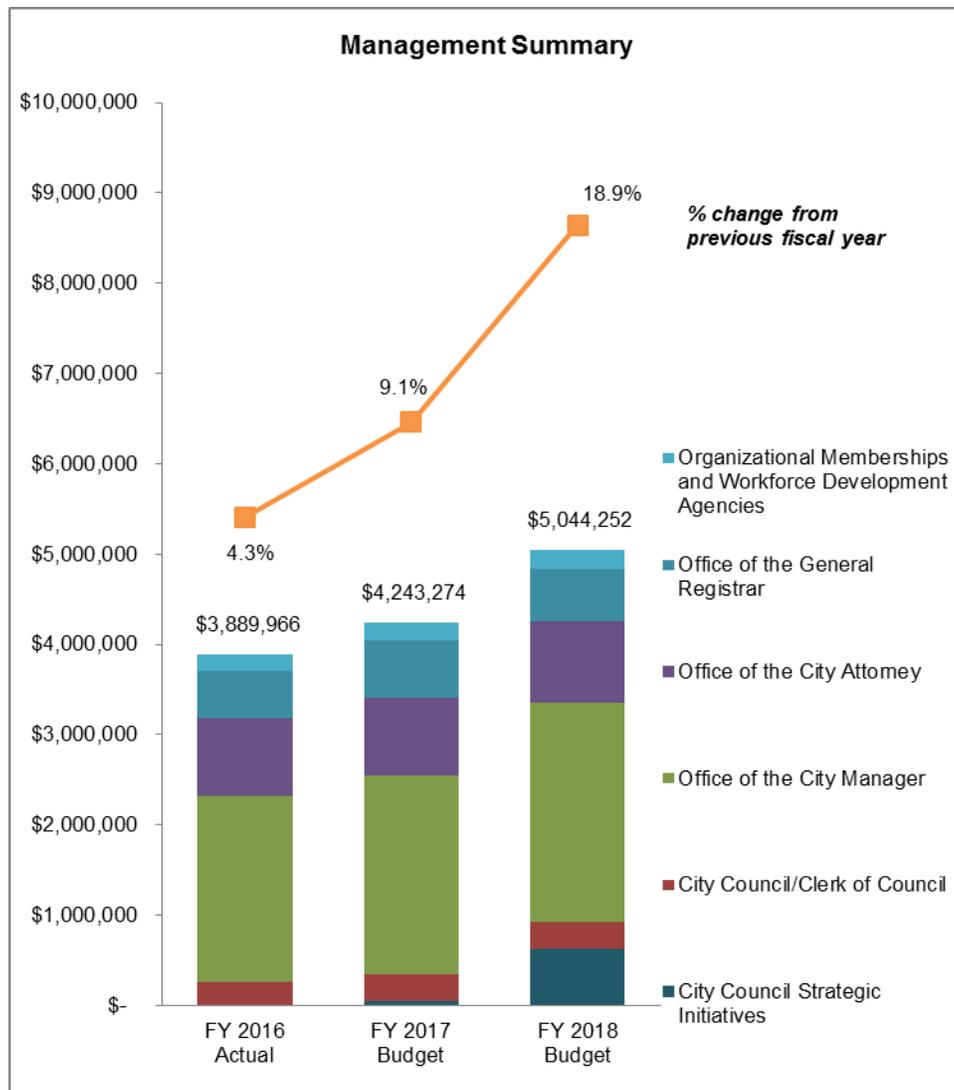
Management % of General Fund Operating Budget



Management Overview General Fund



Management Summary	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
MANAGEMENT						
City Council Strategic Initiatives	\$9,446	\$50,000	\$155,000	\$0	\$0	\$0
GED Program	0	0	20,000	0	0	0
Jefferson School Heritage Center	0	0	450,000	0	0	0
City Council/Clerk of Council	246,975	296,262	304,927	0	0	0
Office of the City Manager: Administration, Redevelopment Manager, Communications, Economic Development	2,069,795	2,207,554	2,417,600	0	0	0
Office of the City Attorney	861,367	859,509	908,388	0	0	0
Office of the General Registrar	511,500	636,417	584,410	0	0	0
Organizational Memberships and Workforce Development Agencies	190,884	193,532	203,927	0	0	0
MANAGEMENT SUBTOTAL	\$3,889,966	\$4,243,274	\$5,044,252	\$0	\$0	\$0



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.

\$450,000 of the FY 18 budget will be used to fund the African American Heritage Center at the Jefferson School, year one of a two year commitment made by City Council.

\$20,000 of this will be used to fund the continuation of a GED program that was funded by City Council in FY 15, when this program was managed by the Adult Learning Center and Housing Authority.

The remainder of the funds, \$155,000, will be used to fund various Council priorities that have been identified but require further research and coordination. These include diversion programs, skilled trades training programs, and a Black Youth Achievement Coordinator position.

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
City Council Strategic Initiatives	\$34,204	\$23,065	\$9,446	\$50,000	\$155,000	\$105,000	210.0%
GED Program	0	0	0	0	20,000	20,000	NA
Jefferson School Heritage Center	0	0	0	0	450,000	450,000	NA
Homelessness Collaborative RFP	25,000	0	0	0	0	0	NA
Needs Assessment Implementation	<u>35,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>NA</u>
General Fund Total	\$94,204	\$23,065	\$9,446	\$50,000	\$625,000	\$575,000	1150.0%

City Council Strategic Goals

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



City Council/Clerk of Council

Strategic Plan Alignment



City Council/Clerk of Council FY 18 Budget - \$304,927

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 Clerk of Council serves as staff to the City Council, maintains official Council records, serves as a liaison between Council and the public, notifies citizens of Council meetings and action, and coordinates Council meetings and appointments to boards and commissions. The Clerk is involved in a variety of efforts to provide public information about City government to citizens and represents the City on certain boards and commissions.

City Council/Clerk of Council

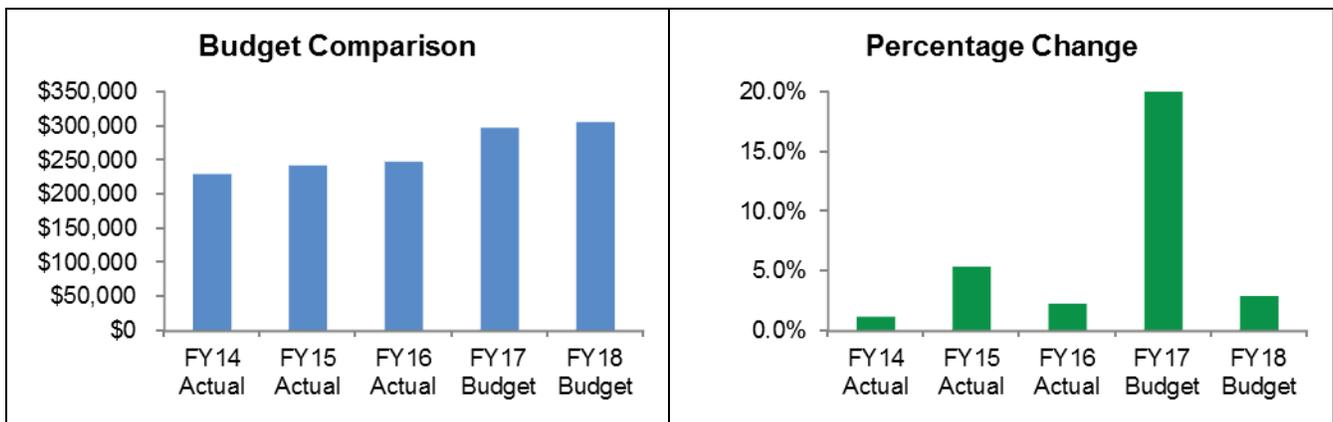
Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$167,587	\$186,084	\$195,162	\$236,126	\$239,946	\$3,820	1.6%
Other Expenditures	61,554	55,383	51,813	60,136	64,981	\$4,845	8.1%
General Fund Total	\$229,141	\$241,467	\$246,975	\$296,262	\$304,927	\$8,665	2.9%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	1.0	1.0	1.0	1.0	1.0	0.0

Explanation of Changes: The net change in Salaries and Benefits reflects the 2% salary increase provided in FY 17 and an increase in health care and retirement costs.

Other Expenditures are increasing due to the increases in parking validations for the public during meetings, training and education, registration fees, and additional operational costs for the increase in staffing.



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

Administration FY 18 Budget - \$1,121,038

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.

Strategic Plan Alignment



Redevelopment Manager FY 18 Budget - \$152,560

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.

Strategic Plan Alignment



Communications FY 18 Budget - \$451,514

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 quarterly 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.

The office also serves as the main vehicle for internal employee communications between the City Manager and City staff, including the production of the City's internal newsletter, *The P3 Edge*.

Strategic Plan Alignment



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

Economic Development FY 18 Budget - \$510,787

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 craft 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 18 Budget - \$181,701

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.

Strategic Plan Alignment



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

Funding and Staffing Summary

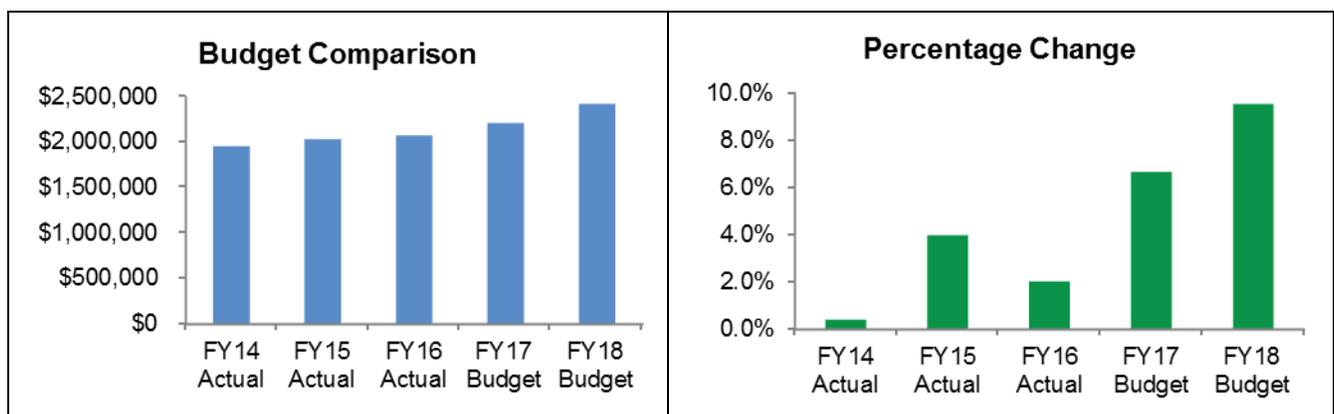
Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$1,725,733	\$1,773,439	\$1,846,596	\$1,955,525	\$2,145,395	\$189,870	9.7%
Other Expenditures	<u>225,553</u>	<u>255,319</u>	<u>223,199</u>	<u>252,029</u>	<u>272,205</u>	<u>20,176</u>	<u>8.0%</u>
General Fund Total	\$1,951,286	\$2,028,758	\$2,069,795	\$2,207,554	\$2,417,600	\$210,046	9.5%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	13.0	14.5	15.0	17.0	17.5	0.5
Non General Fund FTEs	0.0	0.0	0.0	1.0	1.0	0.0

Explanation of Changes: In Salaries and Benefits, changes include the 2% salary increase given in FY 17 and increases in health care and retirement rates. Retirement costs are also increasing due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs. In FY 18, a Part-time Assistant will be added to the staff of the Downtown Job Center, in order to ensure that Downtown Job Center operations are maintained and services are available on a regular and consistent basis.

Other Expenditures includes increases due to a full year of operational costs associated with the Redevelopment Manager and a decrease in fuel costs.

In FY 17, a Parking Manager was added in the Office of Economic Development. This position will be funded by a Parking Enterprise Fund. Details of this fund are shown on *pg. M-7*.



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

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Office of the City Manager / Communications					
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
% of Proficient and Outstanding rating scores for the Government Finance Officers Association (GFOA) Budget Presentation Award	95%	99%	93%	98%	100%
	2012	2013	2014	2015	2016
% of Citizen Budget Survey respondents who feel city services are worth tax dollars spent*	54%	N/A	58%	57%	50%
<i>5.4 Foster effective community engagement</i>					
	2012	2013	2014	2015	2016
# of press releases sent out ensuring that residents and citizens have important and timely information	177	140	170	190	181
# of website Hits	1,217,508	1,118,469	1,187,147	1,093,994	1,096,290
Meetings streamed, broadcast & archived (Council, Planning, BAR, CRHA)	60	66	59	60	58

**In 2016, the feedback tool was changed, resulting in a lower response rate.*

Office of the City Manager / Economic Development

Goal 1: An Inclusive Community of Self-sufficient Residents

1.2 Prepare residents for the workforce

	2013	2014	2015	2016	2017
# 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)	73	68	100	100	102
# of attendees at City sponsored job fairs	1,100	1,500	1,000	1,000	800
				FY2015	FY2016
# of visitors to Downtown Job Center ^(a)				1,614	2,231
# of City residents visiting the Downtown Job Center ^(a)				769	927

Goal 4: A Strong, Creative and Diversified Economy

4.2 Attract and cultivate a variety of new businesses

	2013	2014	2015	2016	2017
Open rate of monthly electronic newsletter ^(b)	-	33.0%	30.0%	27.5%	-
Change in value of commercial property	8.10%	3.67%	6.01%	29.45%	-
Commercial real estate ratio as compared to residential real estate	37.0%	39.0%	39.0%	45.0%	-
# of commercial building permits	581	482	509	492	-
\$ value of commercial building permits (in millions)	\$66.66	\$51.37	\$87.94	\$73.08	-

4.3 Grow and retain viable businesses

	FY2012	FY2013	FY2014	FY2015	FY2016
# of business visitations	31	87	81	71	64
	2013	2014	2015	2016	2017
% of commercial vacancies (citywide)	3.3%	3.3%	4.7%	3.3%	1.8%

(a) Opened in 2Q FY2015.

(b) The Office of Economic Development distributes a monthly electronic newsletter with a distribution list of 500 email addresses. This marketing tool allows OED to keep the business community informed of recent stories, trends, and issues. It also allows OED to educate the community of the services and resources the office offers.

Office of the City Attorney

Provide excellent legal services, consistent with the highest professional and ethical standards, to the City and agency stakeholders

Office of the City Attorney FY 18 Budget - \$908,388

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

Strategic Plan Alignment



Office of the City Attorney

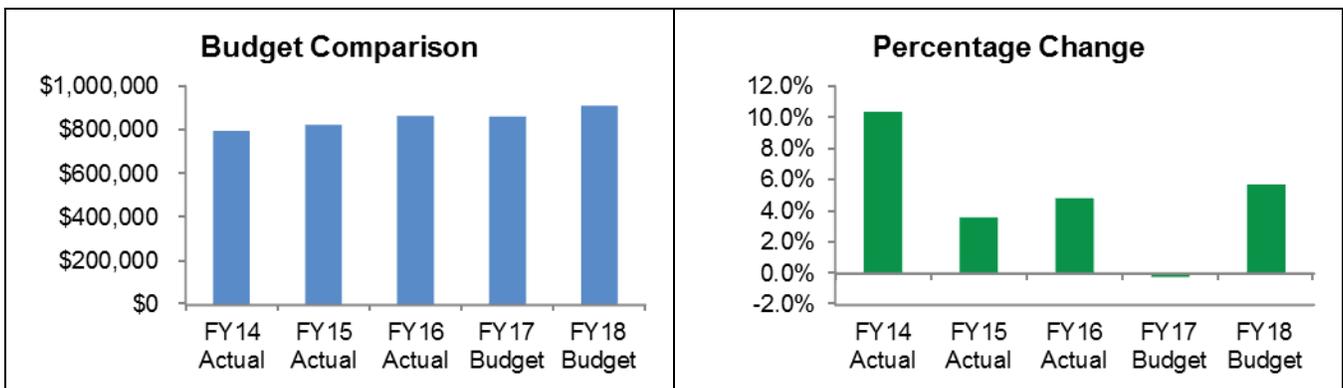
Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$711,451	\$749,452	\$781,003	\$787,450	\$836,766	\$49,316	6.3%
Other Expenditures	81,903	72,376	80,364	72,059	71,622	(437)	-0.6%
General Fund Total	\$793,354	\$821,828	\$861,367	\$859,509	\$908,388	\$48,879	5.7%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	6.0	6.0	6.0	6.0	6.0	0.0

Explanation of Changes: The net change in Salaries and Benefits reflects the 2% salary increase provided in FY 17 and increases in health care and retirement rates.

The slight decrease in Other Expenditures is due to a reduction in law library and information technology charges.



Office of the General Registrar

Promote and ensure uniformity, legality, fairness, accuracy, purity, and integrity of the vote in all elections in the City of Charlottesville

Office of the General Registrar FY 18 Budget - \$586,018

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

In addition, this office administers primary and special elections, as called. Officer of Election appointments, polling place recommendations, and certifications of election results are conducted by the Charlottesville Electoral Board, for which this office provides all administrative support. Additionally, a number of assistant registrars, election officials and part time election workers are employed as required by the State Board of Elections.

Strategic Plan Alignment



Office of the General Registrar

Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$332,253	\$308,135	\$386,060	\$454,040	\$415,670	(\$38,370)	-8.5%
Other Expenditures	<u>109,970</u>	<u>121,965</u>	<u>125,439</u>	<u>182,377</u>	<u>168,740</u>	<u>(13,637)</u>	<u>-7.5%</u>
General Fund Total	\$442,223	\$430,100	\$511,500	\$636,417	\$584,410	(\$52,007)	-8.2%

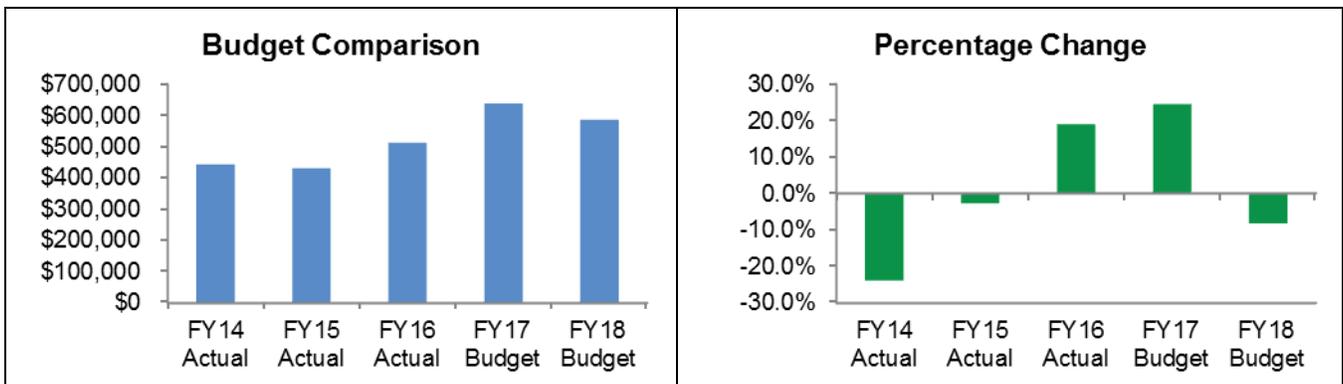
Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	3.0	3.0	3.0	3.0	3.0	0.0

Explanation of Changes: The change in Salaries and Benefits include a 2% salary increase provided in FY 17 and an increase in health and retirement rates.

Other Expenditures in FY 18 includes increases in information technology charges and rent.

The FY 18 budget includes funding for the November 2017 General Election for Governor, Lieutenant Governor, Attorney General, Member of the House of Delegates, City Council (2 members), School Board (3 members), Commonwealth's Attorney, Sherriff, Commissioner of Revenue and Treasurer. Additionally, the budget includes funds for the June 2018 Primary for offices on the November 2018 ballot (Member of the U.S. Senate and Member of the U.S. House of Representatives).

However, the FY 18 budget shows an overall decline because the FY 17 budget included one-time costs incurred due to the Presidential Election in November 2016. The City incurred estimated expenses of approximately \$51,000 in salary and benefit costs and \$24,000 for Other Expenses in order to properly staff and run the 2016 Presidential Election.



Organizational Memberships & Workforce Development Agencies

Alliance for Innovation FY 18 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 18 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 (CVPED) FY 18 Budget - \$24,105*

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 18 Budget - \$12,000*

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 18 Budget - \$1,600

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 18 Budget - \$25,500**

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 18 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*

***Reviewed by the Agency Budget Review Team*

Organizational Memberships & Workforce Development Agencies

Piedmont Workforce Network FY 18 Budget - \$6,232*

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 18 Budget - \$15,000*

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 18 Budget - \$60,351*

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 18 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 18 Budget - \$18,000

The Virginia First Cities is a statewide coalition of 12 cities that provides lobbying services and fiscal analysis for its member cities.

Virginia Institute of Government (VIG) FY 18 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 18 Budget - \$16,820

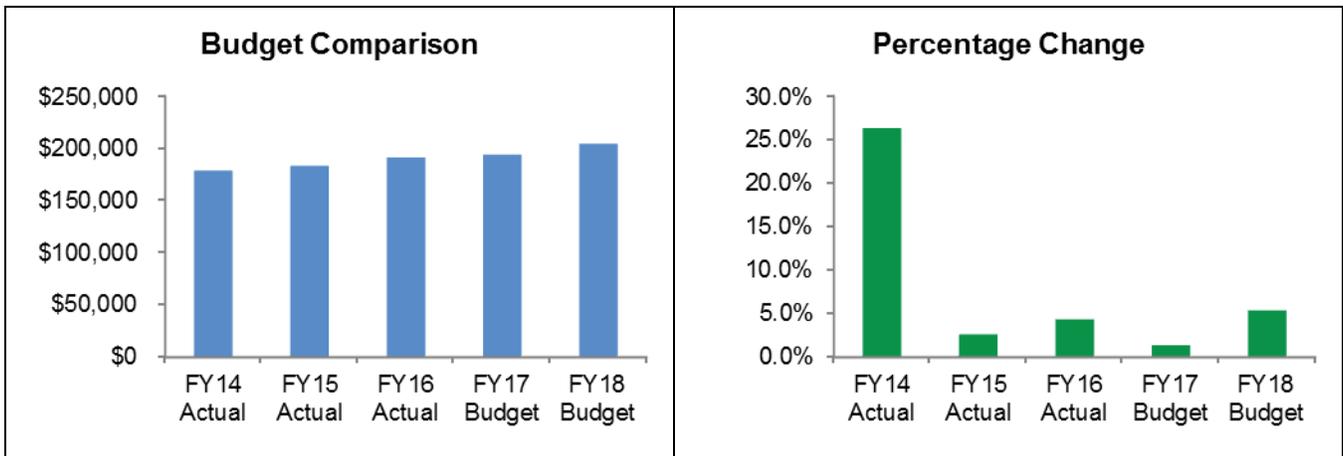
The Virginia Municipal League is an advocate for Virginia towns and cities. It represents the City's interests before the General Assembly and provides legal, technical, and management information.

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

Organizational Memberships & Workforce Development Agencies

Funding Summary

Funding Summary	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase/ (Decrease)	% Change
Alliance for Innovation	\$2,500	\$2,550	\$2,550	\$2,550	\$2,550	0	0.0%
Center for Nonprofit Excellence	0	600	600	600	600	0	0.0%
Central Virginia Partnership for Economic Development	15,579	18,658	23,311	23,891	24,105	214	0.9%
Central Virginia Small Business Development Center	12,000	12,000	12,000	12,000	12,000	0	0.0%
Chamber of Commerce	1,400	1,500	1,500	1,575	1,600	25	1.6%
Community Investment Collaborative	25,000	25,000	25,500	25,500	25,500	0	0.0%
National League of Cities	3,813	3,813	3,813	5,000	5,000	0	0.0%
Piedmont Workforce Network	6,047	6,521	6,993	6,993	7,232	239	3.3%
Rivanna Conservation Alliance	10,000	10,000	10,000	10,000	11,000	1,000	9.1%
RCA - Laboratory Testing Equipment (one-time)	0	0	0	0	4,000	4,000	100.0%
Thomas Jefferson Planning District Commission	54,728	54,728	56,771	56,771	60,351	3,580	5.9%
Thomas Jefferson Soil & Water Conservation District	12,300	12,300	12,300	12,300	12,669	369	2.9%
Virginia First Cities Coalition	17,194	17,194	17,194	18,000	18,000	0	0.0%
Virginia Institute of Government	2,500	2,500	2,500	2,500	2,500	0	0.0%
Virginia Municipal League	<u>15,192</u>	<u>15,569</u>	<u>15,852</u>	<u>15,852</u>	<u>16,820</u>	<u>968</u>	<u>5.8%</u>
General Fund Total Contributions	\$178,253	\$182,933	\$190,884	\$193,532	\$203,927	\$10,395	5.1%



Citywide



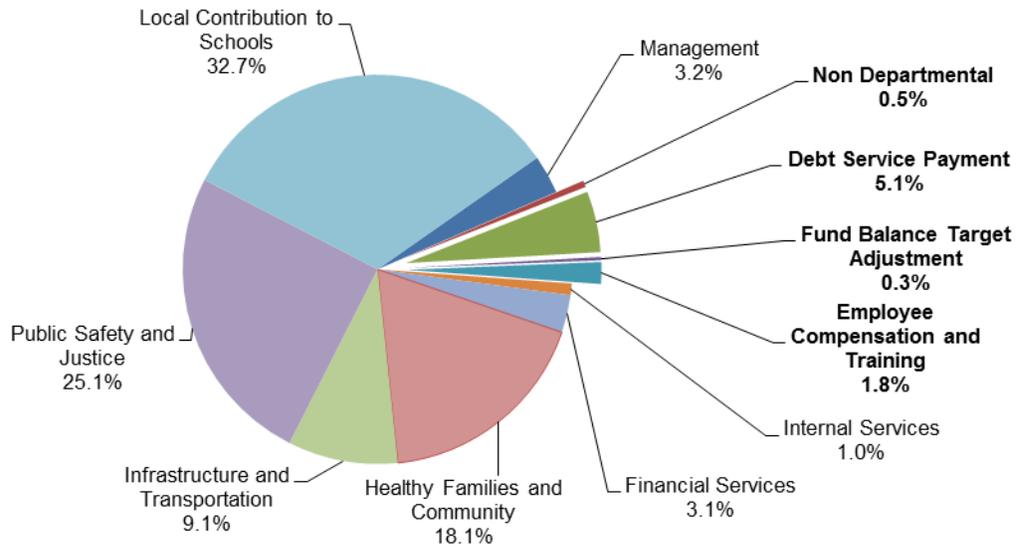
Non Departmental

Debt Service Payment

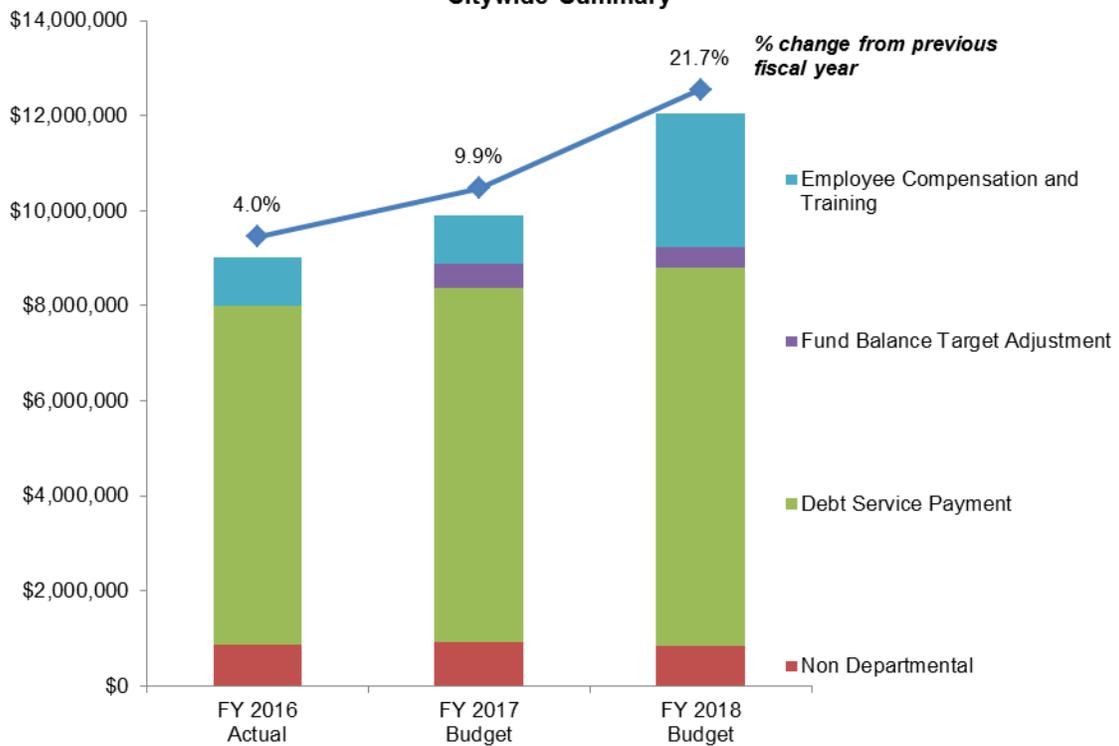
Fund Balance Target Adjustment

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 18 Budget - \$15,000

These funds will provide a dedicated source for the various engagement opportunities offered by the City, including Town Hall meetings, Neighborhood Leadership Institute, and worksessions that seek input from the public on specific issues of importance.

Innovation Fund FY 18 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 will solicit innovative ideas from employees with opportunities for implementation and evaluation.

Performance Agreement Payments to Waterhouse and CFA FY 18 Budget - \$400,000

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. FY 18 reflects the fourth year of grant payments.

Sister City Committee FY 18 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 18 Budget - \$85,000

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. New funding is included for a citywide budget planning system, a recommendation of the Efficiency Study that will improve the analytical abilities and efficiencies of the Office of Budget and Performance Management.

Virginia Juvenile Community Crime Control Act (VJCCCA) FY 18 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.

Transfer to Capital Improvement Program Contingency FY 18 Budget - \$203,239

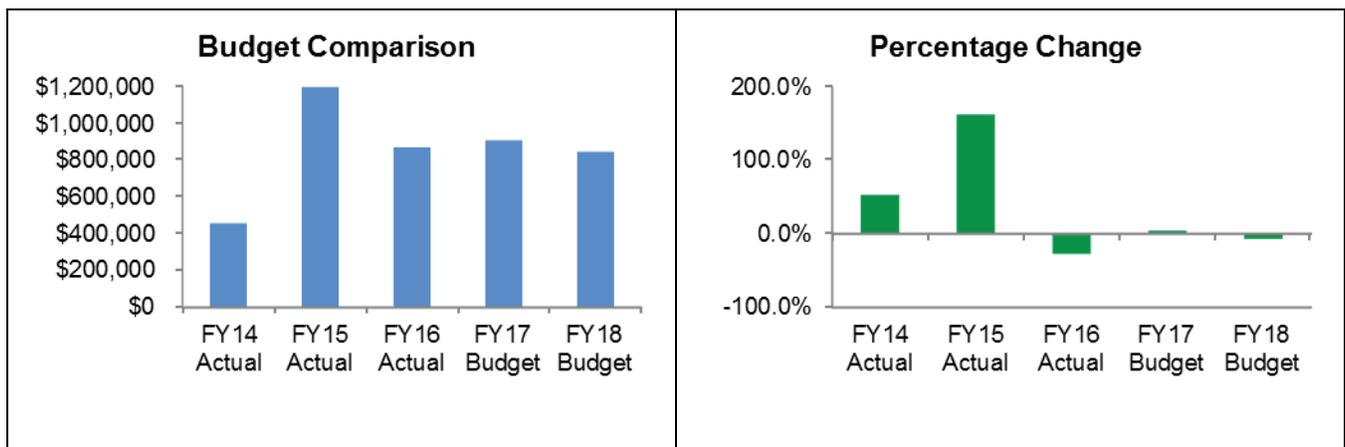
The CIP Contingency fund carries over from year to year and was established as a reserve to fund unforeseen capital projects in any given year or other priorities that are initiated by City Council and staff.

Non Departmental

Funding Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Citizen Engagement Opportunities	\$0	\$0	\$6,624	\$15,000	\$15,000	\$0	0.0%
City of Promise Grant (Local Match)	9,390	39,155	0	0	0	0	NA
Citywide Reserve	6,815	573,894	0	0	0	0	NA
Community Dialogue on Race	0	34	34	0	0	0	NA
Innovation Fund	0	0	0	0	20,000	20,000	NA
Ivy Landfill Contribution	269,702	323,123	290,206	300,000	0	(300,000)	-100.0%
Performance Agreement Payments (Waterhouse and CFA)	0	84,054	355,498	400,000	400,000	0	0.0%
Sister City Committee	9,488	10,303	5,668	15,000	15,000	0	0.0%
Strategic Planning - P3: Plan, Perform, Perfect	53,269	56,687	54,222	70,000	85,000	15,000	21.4%
Virginia Juvenile Community Crime Control Act (Local Match)	108,415	108,415	108,415	108,415	108,415	0	0.0%
Transfer to CIP Contingency	0	0	0	0	203,239	203,239	NA
Transfer to Miscellaneous Funds	<u>0</u>	<u>2,182</u>	<u>49,498</u>	<u>0</u>	<u>0</u>	<u>0</u>	NA
General Fund Total	\$457,079	\$1,197,846	\$870,164	\$908,415	\$846,654	(\$61,761)	-6.8%

Explanation of Changes: There are no additional funds provided as part of the FY18 budget for the Ivy Landfill Remediation. Contributions from previous fiscal years have built up a funding reserve that is sufficient to cover the anticipated remediation needs for FY18. Future remediation needs will be examined and addressed in with additional funding in future budgets if necessary.



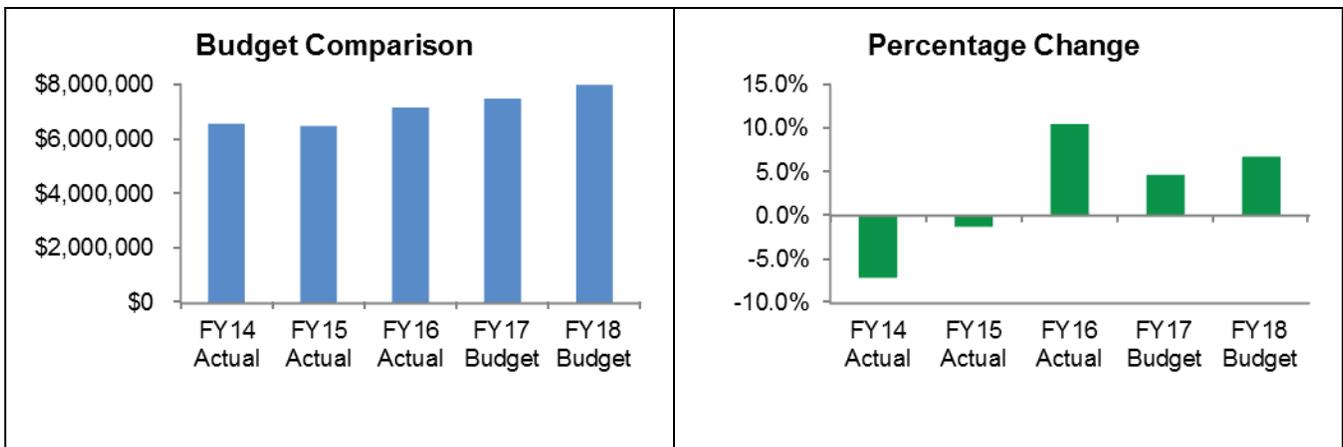
Debt Service Payment

The Debt Service Payment comprises 5.1% 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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
General Fund Contribution	\$5,750,000	\$6,115,000	\$6,787,578	\$7,118,000	\$7,618,000	\$500,000	7.0%
General Fund Contribution - Fire							
Apparatus	350,000	350,000	350,000	350,000	350,000	0	0.0%
General Fund Contribution - County							
Fire Service Fee	<u>450,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>NA</u>
General Fund Total	\$6,550,000	\$6,465,000	\$7,137,578	\$7,468,000	\$7,968,000	\$500,000	6.7%

In addition to the funding shown above, there is **\$2.4 million in Meals Tax Revenue** allocated to this fund, which appears under the Designated Expenditures portion of the General Fund.

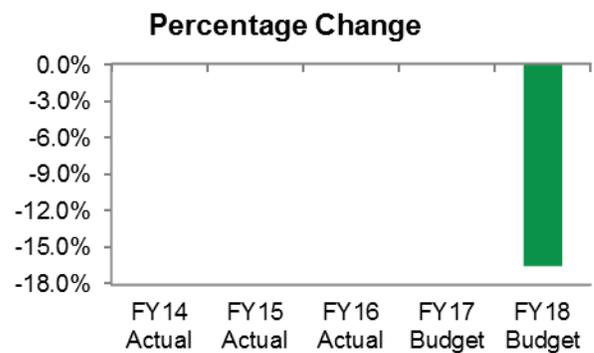
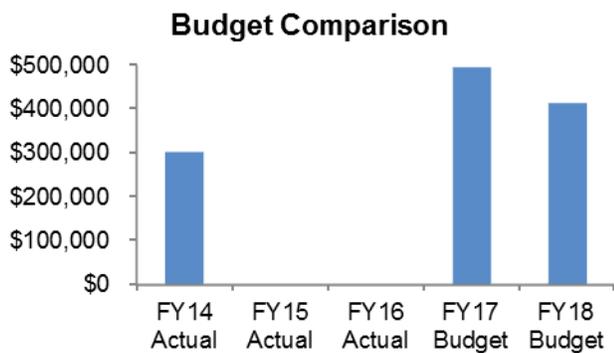


Fund Balance Target Adjustment

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Fund Balance Target Adjustment	\$302,000	\$0	\$0	\$494,611	\$413,148	(\$81,463)	-16.5%
General Fund Total	\$302,000	\$0	\$0	\$494,611	\$413,148	(\$81,463)	-16.5%



Employee Compensation and Training

Employee Compensation and Training expenditures comprise 1.8% of the General Fund Operating Budget. They are citywide appropriations and may be allocated to individual departments throughout the fiscal year.

2% Salary Increase FY 18 Budget - \$870,000

This reflects a 2% cost of living adjustment for all eligible employees starting on July 1, 2017.

Citywide Attrition Savings FY 18 Budget Savings - (\$250,000)

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

Living Wage Adjustments FY 18 Budget - \$510,000

This represents salary adjustments to raise the wages of city and contracted employees to the city's living wage of \$13.79 per hour as of July 1, 2017.

Market Study Salary Adjustments FY 18 Budget - \$578,000

As a result of a salary market study conducted in 2016, many salaries were adjusted in the second half of FY 17 using year end funds in order to remain competitive and retain our employees.

Salary Equity Adjustments FY 18 Budget - \$733,822

Over the last few years, public safety salaries have been reviewed as a result of significant compression and equity issues. This adjustment will help recruit and retain qualified personnel.

Unemployment Compensation FY 18 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 18 Budget - \$35,000

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

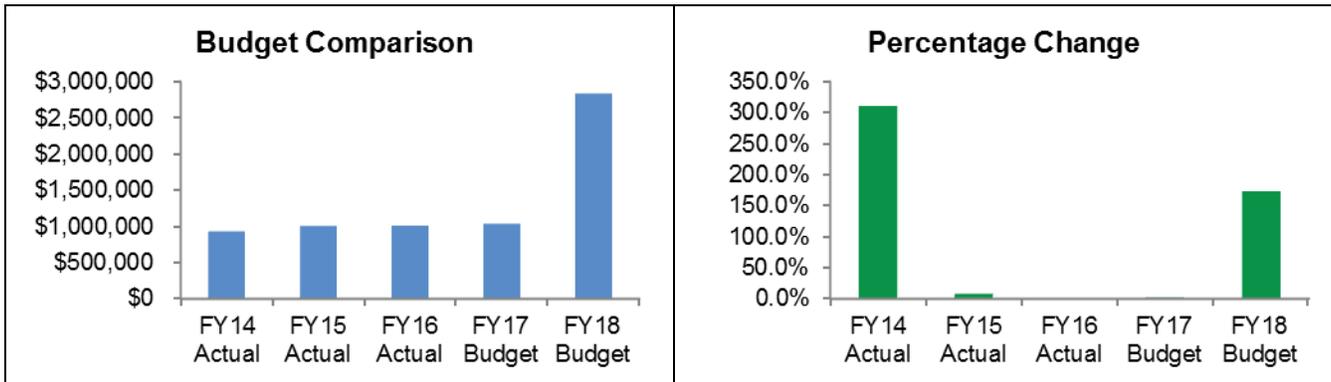
Misc. Expenses FY 18 Budget - \$300,000

This supports the employee parking subsidy, leadership development activities and employee educational opportunities, employee recognition initiatives, tenure recognitions, and employee appreciation events.

Employee Compensation and Training

Funding Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Compensation and Benefits							
(2% salary increase July 1, 2017)	\$0	\$0	\$0	\$850,000	\$870,000	\$20,000	2.4%
Contribution to Retirement Fund	700,000	700,000	700,000	0	0	0	NA
CityWide Attrition Savings	0	0	0	(250,000)	(250,000)	0	0.0%
Living Wage Adjustments	0	0	0	50,000	510,000	460,000	920.0%
Market Study Salary Adjustments	0	0	0	0	578,000	578,000	NA
Salary Equity Adjustments	0	0	0	0	733,822	733,822	NA
Unemployment Compensation	46,415	41,756	13,499	50,000	50,000	0	0.0%
Corporate Training Fund	36,375	21,803	21,725	35,000	35,000	0	0.0%
Miscellaneous Expenses	<u>146,361</u>	<u>241,725</u>	<u>272,563</u>	<u>300,000</u>	<u>300,000</u>	<u>0</u>	<u>0.0%</u>
General Fund Total	\$929,151	\$1,005,284	\$1,007,787	\$1,035,000	\$2,826,822	\$1,791,822	173.1%





Internal Services



Finance Department:
Procurement
Risk Management
Warehouse

Human Resources

Information Technology

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

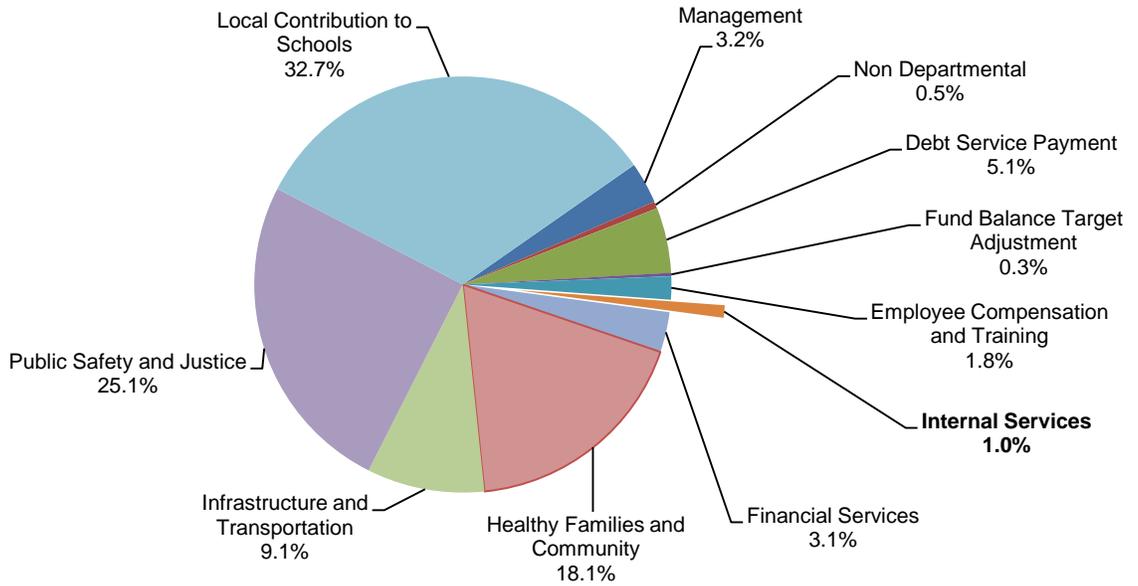


Goal 4: A Strong, Creative and Diversified Economy

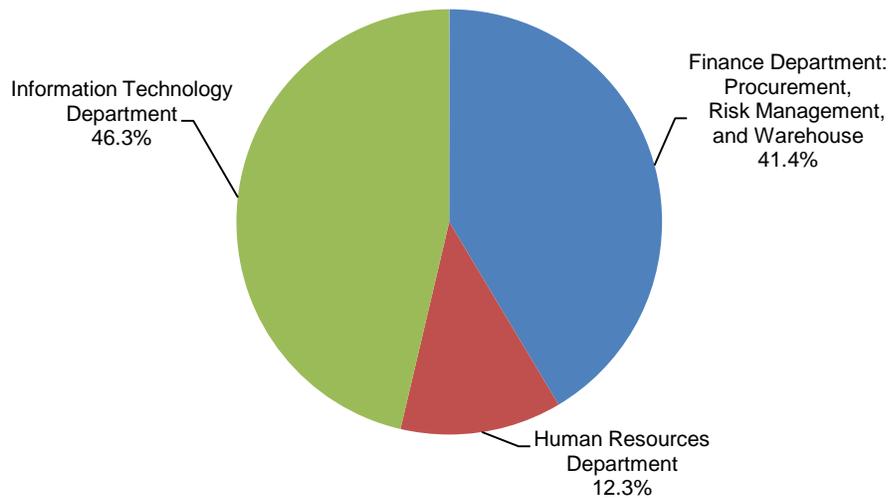


Goal 5: A Well-managed and Responsive Organization

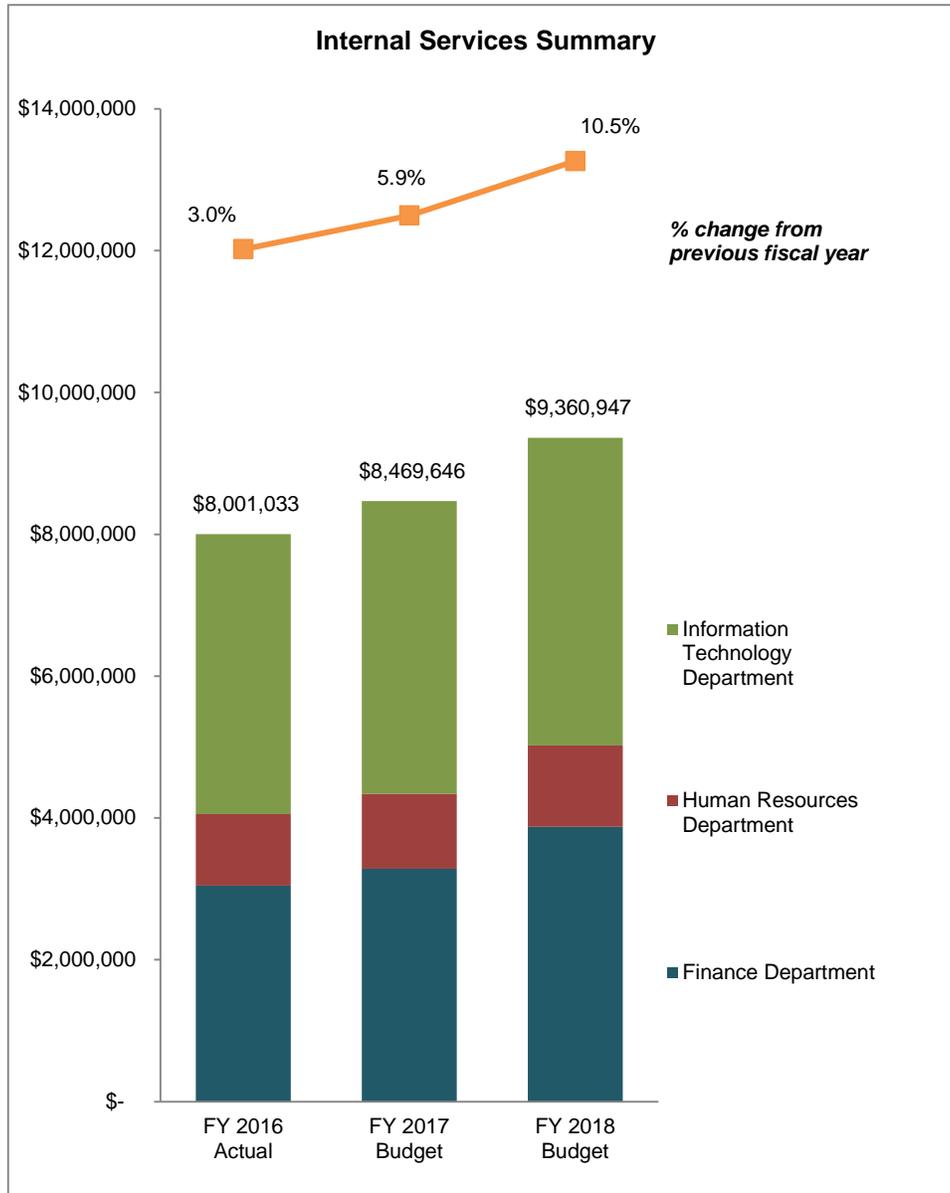
Internal Services
% of General Fund Operating Budget



Internal Services Overview
General Fund & Other Funds



Internal Services Summary	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
INTERNAL SERVICES						
Finance Department: Procurement, Risk Management, and Warehouse	\$347,682	\$358,237	\$369,037	\$2,696,875	\$2,923,378	\$3,507,280
Human Resources Department	1,009,124	1,058,979	1,147,400	0	0	0
Information Technology Department	0	0	0	3,947,352	4,129,052	4,337,230
INTERNAL SERVICES SUBTOTAL	\$1,356,806	\$1,417,216	\$1,516,437	\$6,644,227	\$7,052,430	\$7,844,510



Finance Department Procurement – Risk Management – Warehouse

Protect the City government from financial loss and maximize the public dollar

Procurement FY 18 Budget - \$369,037

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 Disadvantaged Business Enterprises program.



Strategic Plan Alignment

Risk Management FY 18 Budget - \$3,348,673

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.



Strategic Plan Alignment

Warehouse Operations FY 17 Budget - \$158,607

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.



Strategic Plan Alignment

Finance Department Procurement – Risk Management – Warehouse

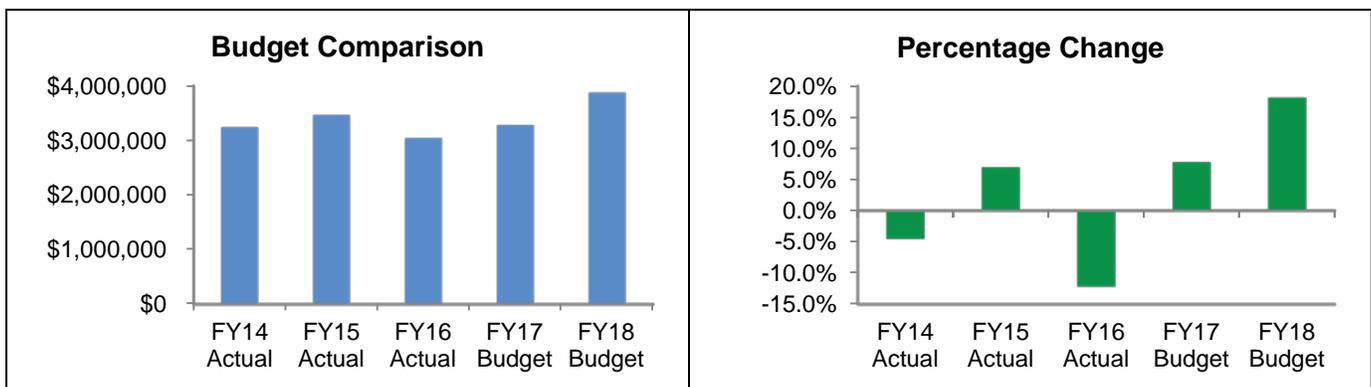
Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$532,891	\$553,245	\$558,135	\$568,719	\$613,927	\$45,208	7.9%
Other Expenditures	2,458,923	2,589,172	2,161,422	2,712,896	2,912,390	199,494	7.4%
Transfer to Other Funds	<u>250,000</u>	<u>325,000</u>	<u>325,000</u>	<u>0</u>	<u>350,000</u>	<u>350,000</u>	<u>NA</u>
Total	\$3,241,815	\$3,467,416	\$3,044,557	\$3,281,615	\$3,876,317	\$594,702	18.1%
General Fund Total	\$349,408	\$357,946	\$347,682	\$358,237	\$369,037	\$10,800	3.0%
Non General Fund Total	<u>2,892,407</u>	<u>3,109,470</u>	<u>2,696,875</u>	<u>2,923,378</u>	<u>3,507,280</u>	<u>583,902</u>	<u>20.0%</u>
Total	\$3,241,815	\$3,467,416	\$3,044,557	\$3,281,615	\$3,876,317	\$594,702	18.1%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	3.5	3.5	3.5	3.5	3.5	0.0
Non General Fund FTEs	2.5	2.5	2.5	2.5	3.5	1.0

Explanation of Changes: The change in Salaries and Benefits reflects a 2% salary increase and an increase in health care and retirement costs. Also included in the salary and benefits increase is the conversion of a part-time, Long-Term Temp, Administrative Assistant position to a regular full-time position.

In Other Expenditures, the net increase is due to increased insurance premiums related to moving the Line of Duty Act (LODA) premium payments from the Health Care fund to the Risk Management fund, and decreases related to the removal of a one-time costs related to an inventory and space review/analysis of the City Warehouse, and decreased repair and maintenance costs for Warehouse equipment. The increase in Transfer to Other Funds is the result of a transfer from the Risk Management fund to the General Fund.



Human Resources

Foster an environment that attracts, develops, motivates, and retains a diverse high performing workforce so the City is successful in its mission

Human Resources FY 18 Budget - \$1,147,400

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 "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.

Strategic Plan Alignment



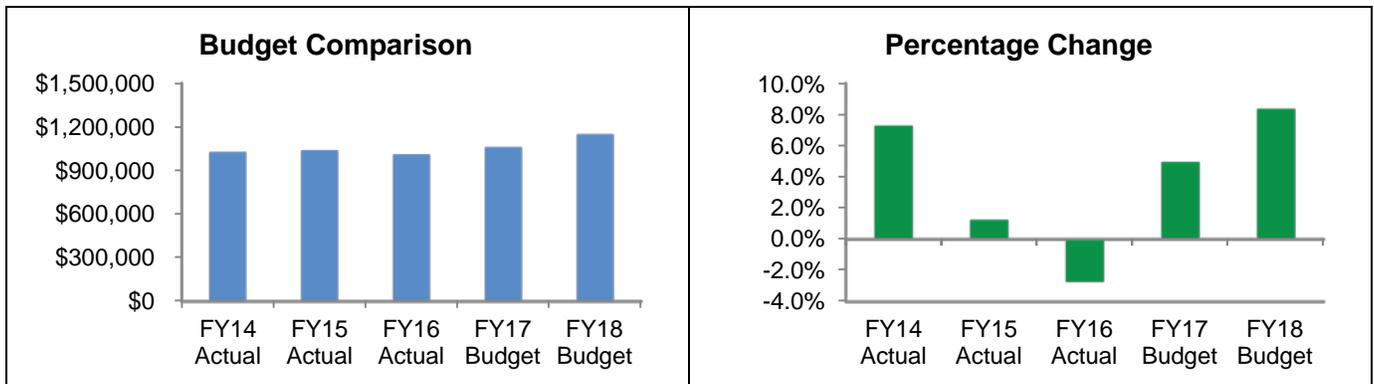
Human Resources

Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$768,696	\$784,769	\$781,266	\$804,719	\$891,358	\$86,639	10.8%
Other Expenditures	<u>256,096</u>	<u>252,725</u>	<u>227,858</u>	<u>254,260</u>	<u>256,042</u>	<u>1,782</u>	<u>0.7%</u>
General Fund Total	\$1,024,792	\$1,037,495	\$1,009,124	\$1,058,979	\$1,147,400	\$88,421	8.3%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	8.0	8.0	8.0	8.0	8.0	0.0

Explanation of Changes: The increase in Salaries and Benefits includes the 2% salary increase provided in FY 17 and an increase in health care and retirement costs. Also included is an increase in retirement costs due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs. The net increase in Other Expenses includes increases in telephone fees and registration fees, and reductions in office supplies, printing and duplicating.



Information Technology

To work with our partners to provide quality public services through the strategic use of information technology

Information Technology Administration FY 18 Budget - \$2,805,575

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

City Link (SAP) Operations FY 18 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.

GIS Operations FY 18 Budget - \$64,155

This budget funds all software and maintenance needed to operate the City's Geographic Information Systems (GIS) initiatives. This budget is offset by contributions made from those departments which utilize GIS.

Infrastructure Replacement FY 18 Budget - \$267,500

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

Strategic Plan Alignment



Information Technology

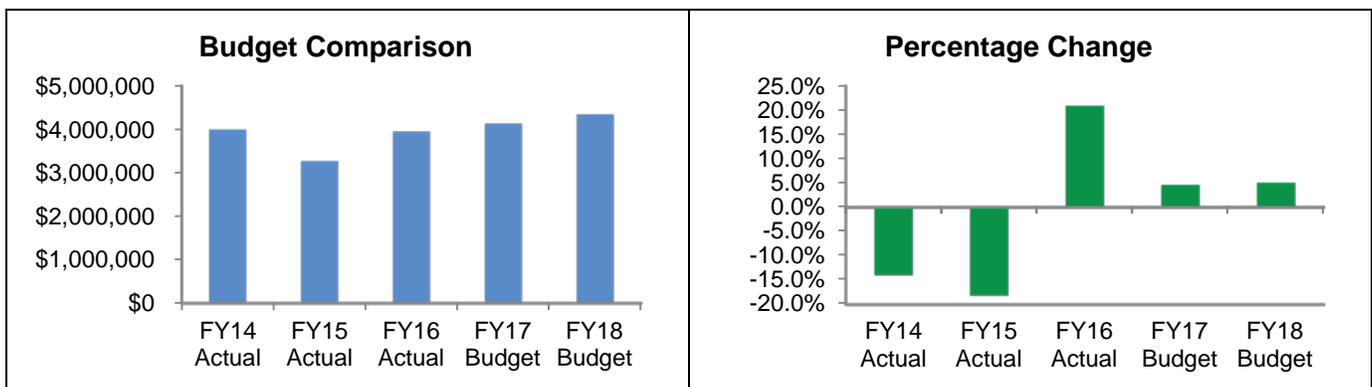
Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,802,142	\$1,724,903	\$1,920,652	\$2,053,484	\$2,271,025	\$217,541	10.6%
Other Expenditures	1,755,900	1,289,831	1,716,885	1,757,000	1,699,894	(57,106)	-3.3%
Technology Capital Investments	<u>432,387</u>	<u>250,811</u>	<u>309,815</u>	<u>318,568</u>	<u>366,311</u>	<u>47,743</u>	<u>15.0%</u>
Non General Fund Total	\$3,990,428	\$3,265,545	\$3,947,352	\$4,129,052	\$4,337,230	\$208,178	5.0%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
Non General Fund FTEs	19.0	19.0	19.0	19.0	20.0	1.0

Explanation of Changes: The increase in Salaries and Benefits includes a 2% salary increase budgeted for FY 18 and an increase in health care and retirement costs. Also included is a new Information Technology Support position that would support specialized IT and data analysis needs for the Police Department, Fire Department, and Sheriff's Office, as recommended by the City's Efficiency Study. The decrease in Other Expenditures reflects a decrease in service contracts, software licensing and maintenance costs, and education and training, and software purchase costs.

Technology Capital Investments reflects an increase in the capital funds for Citywide IT Infrastructure replacement, and capital funds for SAP server replacement and potential enhancements.





Financial Services



Commissioner of the Revenue

Finance Department:
Administration
City Assessor's Office
Utility Billing Office

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

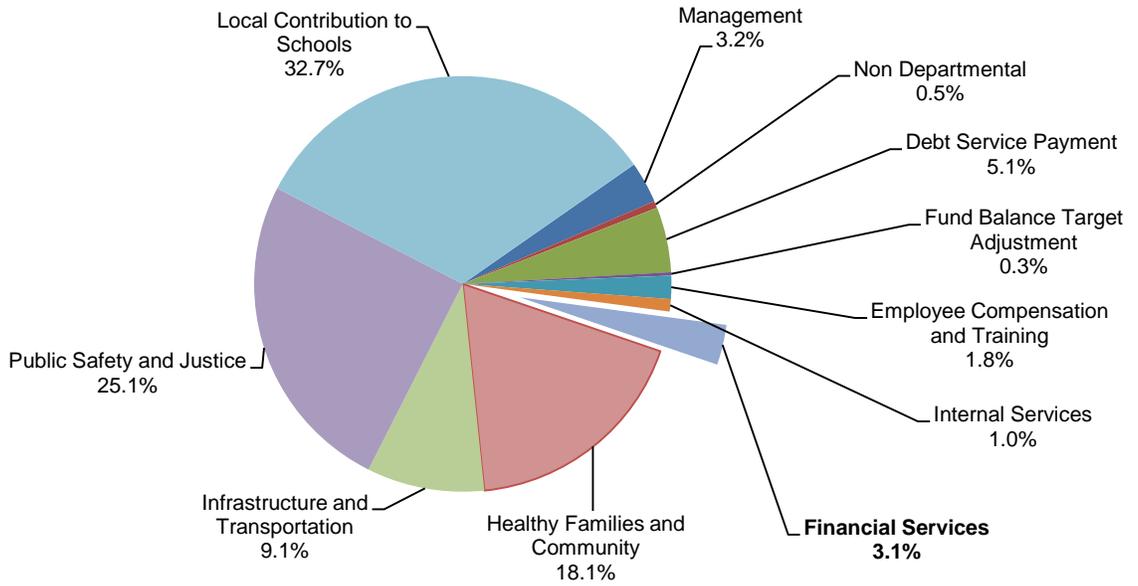


Goal 4: A Strong, Creative and Diversified Economy

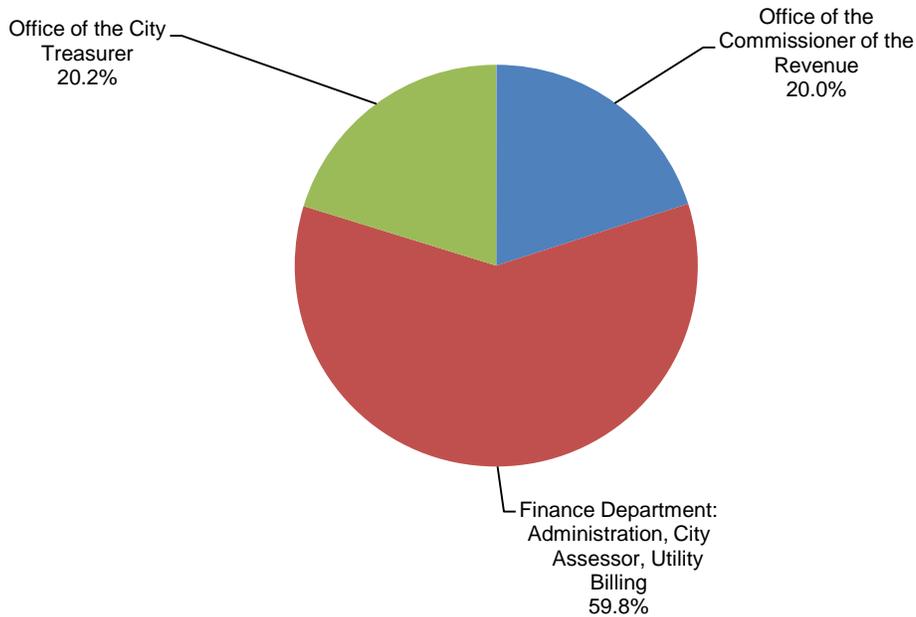


Goal 5: A Well-managed and Responsive Organization

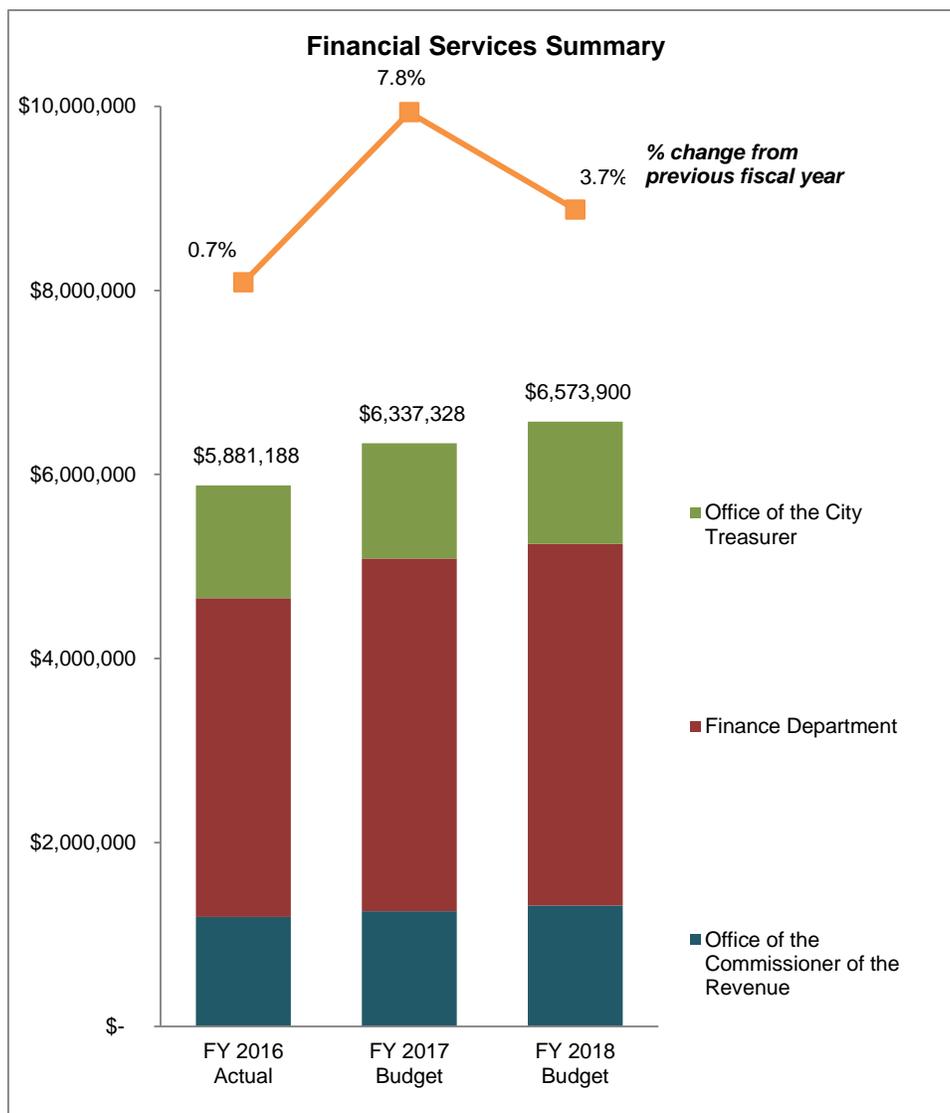
Financial Services
% of General Fund Operating Budget



Financial Services Overview
General Fund & Other Funds



Financial Services Summary	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
FINANCIAL SERVICES						
Office of the Commissioner of the Revenue	\$1,189,751	\$1,253,938	\$1,316,033	\$0	\$0	\$0
Finance Department: Administration, City Assessor, Utility Billing	1,938,055	2,180,411	2,254,818	1,526,829	1,652,580	1,674,113
Office of the City Treasurer	1,226,553	1,250,399	1,328,936	0	0	0
FINANCIAL SERVICES SUBTOTAL	\$4,354,359	\$4,684,748	\$4,899,787	\$1,526,829	\$1,652,580	\$1,674,113



Office of the Commissioner of the Revenue

Responsibly administer tax assessment and relief

Commissioner of the Revenue FY 18 Budget - \$1,316,033

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 three City of Charlottesville relief programs.

- **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.

Strategic Plan Alignment



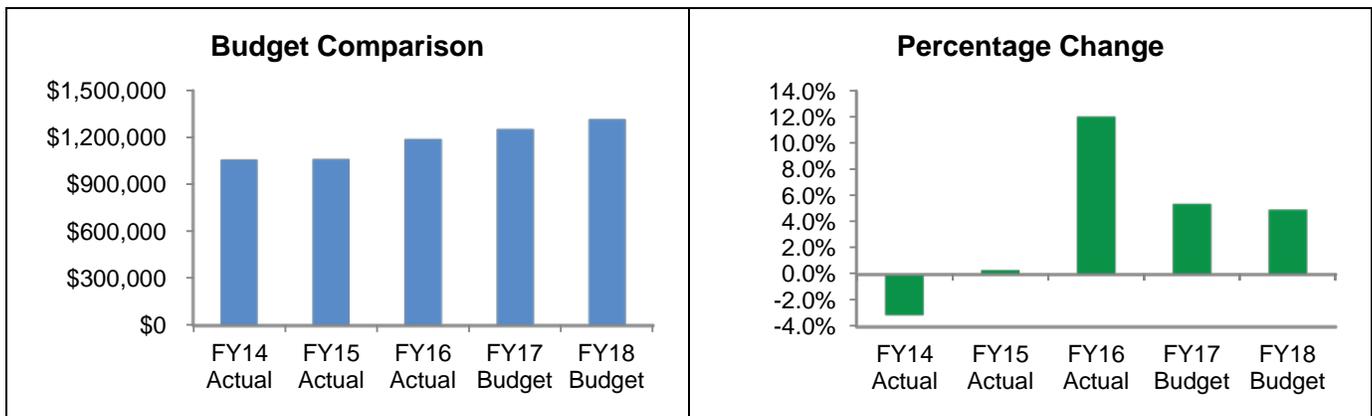
Office of the Commissioner of the Revenue

Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$885,987	\$875,683	\$945,563	\$1,018,015	\$1,074,816	\$56,801	5.6%
Other Expenditures	<u>172,345</u>	<u>186,079</u>	<u>244,188</u>	<u>235,923</u>	<u>241,217</u>	<u>5,294</u>	<u>2.2%</u>
General Fund Total	\$1,058,331	\$1,061,762	\$1,189,751	\$1,253,938	\$1,316,033	\$62,095	5.0%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	13.0	13.0	13.0	13.0	13.0	0.0

Explanation of Changes: The net change in Salaries and Benefits reflects the 2% salary increase given in FY 17, an increase in health care costs, and an increase in retirement costs mainly as result of a change in the method used to fund Other Post-Employment Benefits (OPEB). In Other Expenditures, there were increases in the information technology and telephone fees, as well as a slight increase in service contracts.



Office of the Commissioner of the Revenue

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Office of the Commissioner of Revenue					
Goal 1: An Inclusive Community of Self-sufficient Residents					
1.4 Enhance the financial health of residents					
	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016
# of recipients of tax and rent relief programs and housing affordability grant program					
Real estate tax relief	480	464	431	406	396
Rental relief	248	302	343	353	369
Housing Affordability Grant Program	960	901	832	825	774
\$ amount of rent and tax relief and affordability grants disbursed					
Real estate tax relief	\$596,938	\$561,468	\$502,165	\$491,413	\$474,840
Rental relief	\$159,261	\$194,994	\$182,363	\$176,565	\$211,928
Housing Affordability Grant Program	\$418,800	\$398,775	\$364,950	\$364,575	\$340,650
Goal 5: A Well-managed and Responsive Organization					
5.1 Integrate effective business practices and strong fiscal policies					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
\$(in millions) amount of revenue collected by the Commissioner of Revenue					
	\$46.90	\$48.62	\$49.67	\$51.05	\$54.96
% of personal property tax that is uncollected					
	2.5%	3.1%	3.3%	3.5%	3.4%
% of personal property tax abatements (as compared to total personal property)					
	7.6%	7.8%	8.0%	7.1%	5.5%



Finance Department Administration – City Assessor – Utility Billing Office

Provide leadership and support of the City's activities through accurate and timely financial information

Administration FY 18 Budget - \$1,409,487

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's Office FY 18 Budget - \$845,331

The City Assessor's Office is responsible for assessing over 15,300 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 18 Budget - \$1,674,113

The Utility Billing Office (UBO) is responsible for maintaining and billing over \$53 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 38,500 customer inquiries annually and proactively contacted over 1,000 customers concerning consumption issues.

UBO also administers the Gas Assistance Program, which distributed \$67,638 in assistance to 252 customers in FY 2016 and received over \$18,450 from 431 private contributors to the program. UBO works with the State of Virginia fuel assistance program to ensure that approximately 229 customers receive assistance. In FY 2012, 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 2016, they processed 364 rebates at a cost of over \$32,150 and \$27,359 in assistance to 312 customer accounts.

Strategic Plan Alignment



Finance Department Administration – City Assessor – Utility Billing

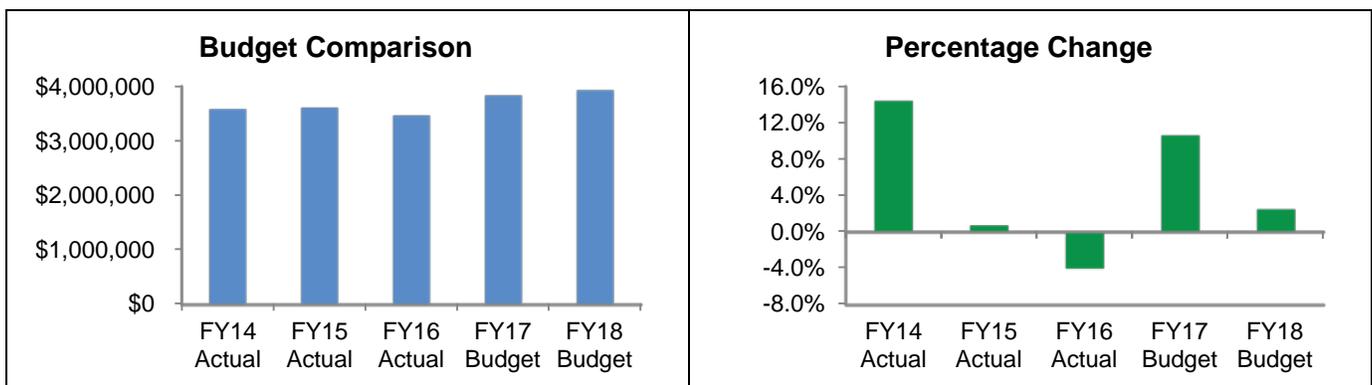
Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$2,716,188	\$2,731,447	\$2,581,641	\$2,871,390	\$2,981,482	\$110,092	3.8%
Other Expenditures	866,645	877,895	883,242	961,601	947,449	(14,152)	-1.5%
Total	\$3,582,833	\$3,609,342	\$3,464,883	\$3,832,991	\$3,928,931	\$95,940	2.5%
General Fund Total	\$2,143,212	\$2,095,561	\$1,938,055	\$2,180,411	\$2,254,818	\$74,407	3.4%
Non General Fund Total	1,439,621	1,513,781	1,526,829	1,652,580	1,674,113	21,533	1.3%
Total	\$3,582,833	\$3,609,342	\$3,464,883	\$3,832,991	\$3,928,931	\$95,940	2.5%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	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 Changes: The change in Salaries and Benefits reflects a 2% salary increase, an increase in health care costs and an increase in the retirement costs due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs. A portion of the increase reflects a 2% salary increase budgeted within the Utility Billing Office (UBO) for FY 18, which is part of the Gas Utility Fund.

In Other Expenditures, Finance Administration anticipates increases in postage and professional services, which were offset by reductions in the areas of information technology fees, office supplies, and telephone service costs. Also reflected are an increase in UBO for postage, telephone and contractual services, a decrease in data processing fees, a decrease in advertising and a decrease in freight costs.



Finance Department Administration – City Assessor – Utility Billing

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Finance Department					
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Ratio of debt to General Fund expenditures (%)	7.21	6.52	6.89	6.27	6.25
Real estate assessment to sales ratio (%)	100.04%	95.97%	95.32%		
Real estate coefficient of dispersion (%)	13.64%	13.12%	14.46%		
Real estate assessment price related differential (%)	1.02%	1.01%	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	



Office of the City Treasurer

Promote the financial health of the City through professional collection, processing, and investment of revenue

Treasurer FY 18 Budget - \$1,328,936

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 funds 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.

Strategic Plan Alignment



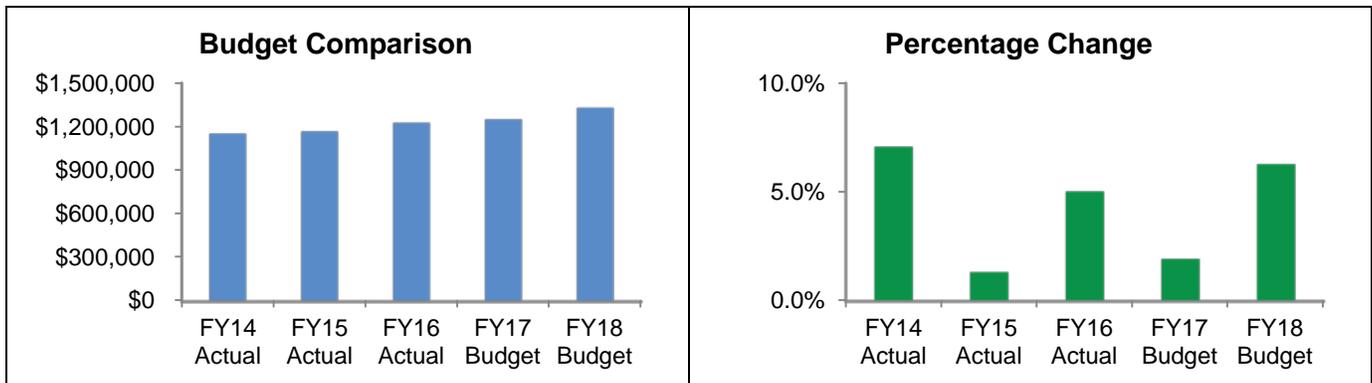
Office of the City Treasurer

Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$845,014	\$861,464	\$862,267	\$897,972	\$961,145	\$63,173	7.0%
Other Expenditures	<u>307,341</u>	<u>306,336</u>	<u>364,285</u>	<u>352,427</u>	<u>367,791</u>	<u>15,364</u>	<u>4.4%</u>
General Fund Total	\$1,152,354	\$1,167,800	\$1,226,553	\$1,250,399	\$1,328,936	\$78,537	6.3%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	13.0	13.0	13.0	13.0	13.5	0.5

Explanation of Changes: The change in Salaries and Benefits reflects the 2% salary increase granted during FY 17, an increase in health care costs, an increase in retirement costs, and the addition of a part-time Customer Service Representative. Retirement costs are also increasing due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs. The increase in Other Expenditures is due to increased contractual software maintenance costs related to the tax management system.



Office of the City Treasurer

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Office of the City Treasurer					
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
% of City investments in compliance with investment policy	100%	100%	100%	100%	100%
Real estate and personal property collection rate	99.0%	98.9%	98.9%	98.6%	98.7%
Parking ticket collection rate*	136%	127%	117%	117%	110%
	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
% of transactions accurately processed	99.20%	99.70%	99.77%	99.36%	99.95%
# of days to reconcile City bank account	1	1	1	1	1
<i>5.2 Recruit and cultivate a high quality and diverse workforce</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
# of Treasurer's office employees holding statewide certification	11	10	10	9	9
<i>5.3 Provide responsive customer service</i>					
	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
% of incoming phone calls answered within 30 seconds	89.56%	88.35%	91.37%	79.35%	84.88%

**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

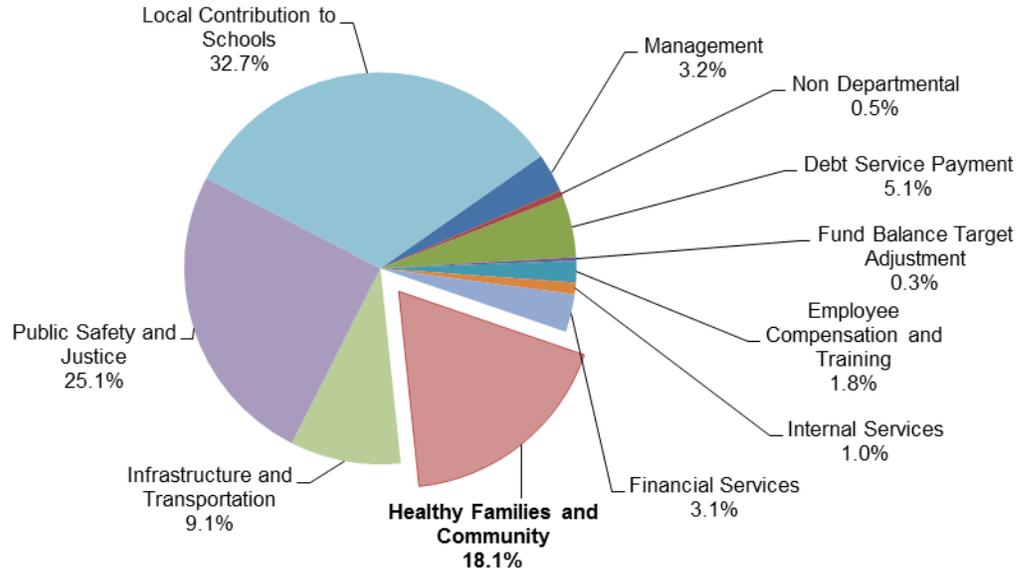


Goal 4: A Strong, Creative and Diversified Economy

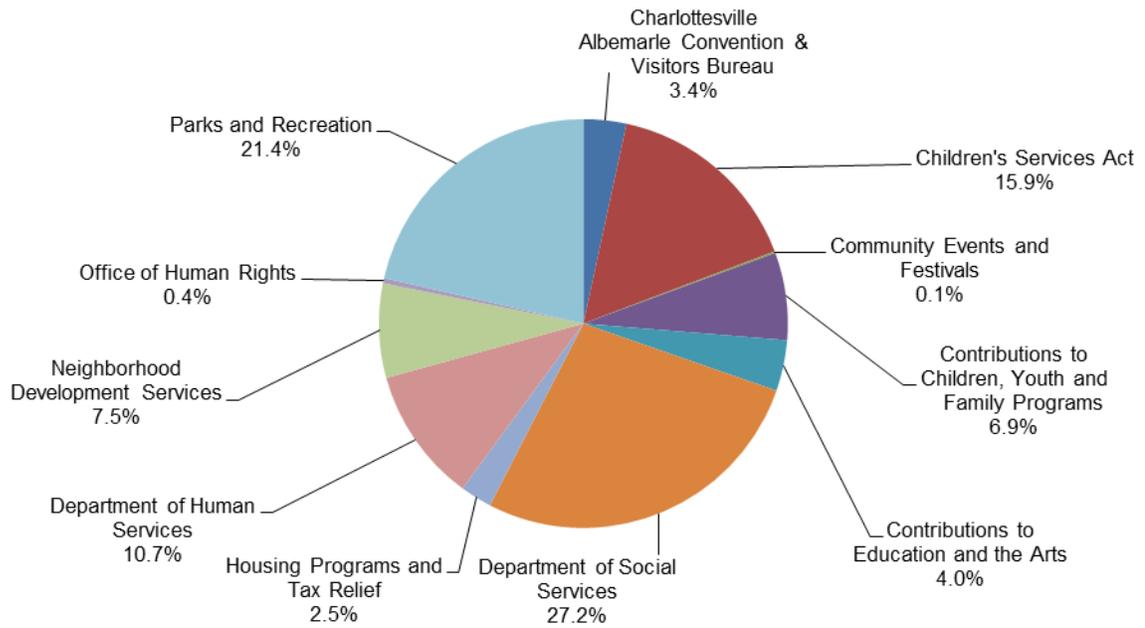


Goal 5: A Well-managed and Responsive Organization

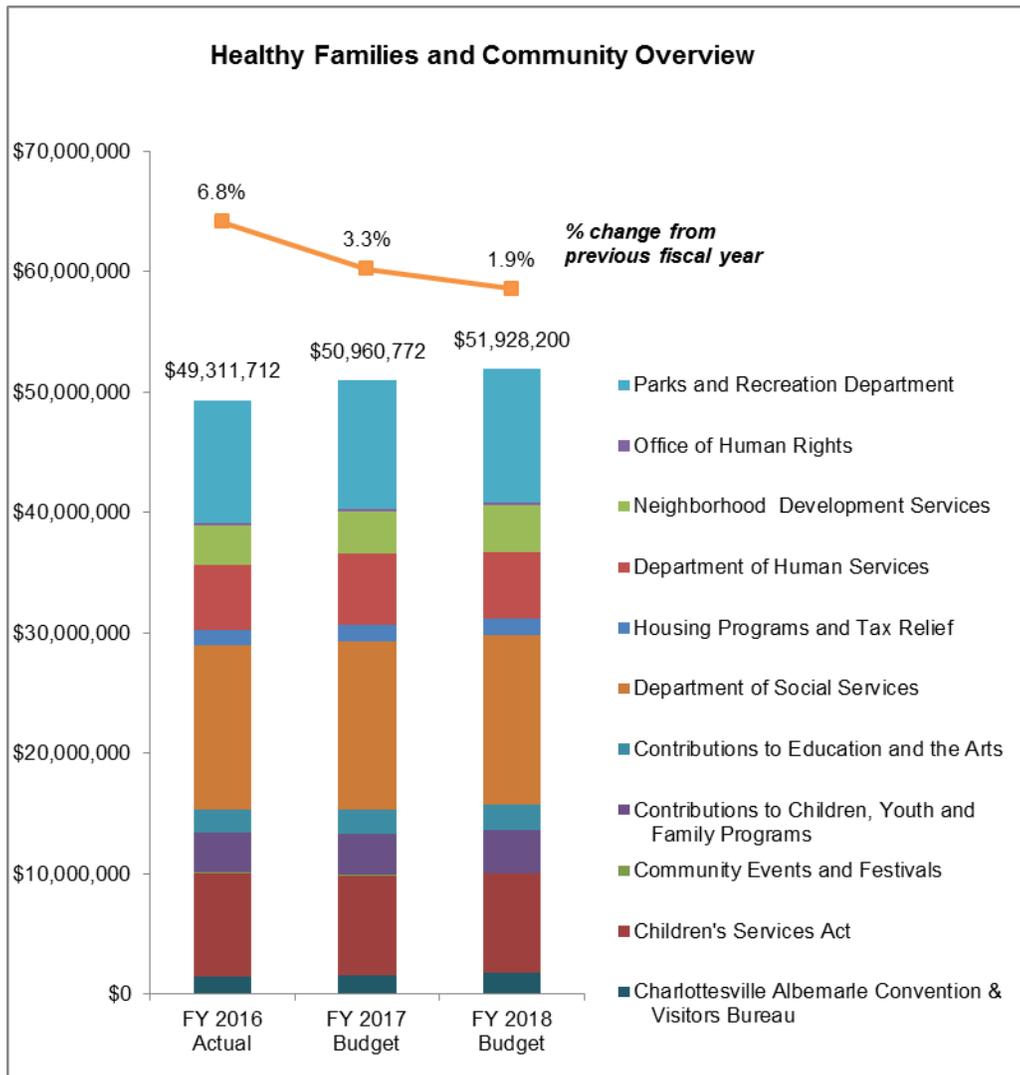
Healthy Families and Community % of General Fund Operating Budget



Healthy Families and Community Overview General Fund & Other Funds



Healthy Families and Community Summary	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
HEALTHY FAMILIES AND COMMUNITY						
Charlottesville Albemarle Convention & Visitors Bureau	\$733,307	\$791,577	\$916,039	\$754,602	\$778,378	\$843,946
Children's Services Act	1,679,913	2,000,000	1,917,024	6,902,098	6,234,256	6,322,432
Community Events and Festivals	57,336	85,425	72,518	0	0	0
Contributions to Children, Youth and Family Programs	3,303,783	3,451,267	3,589,314	0	0	0
Contributions to Education and the Arts	1,881,356	1,970,646	2,088,119	0	0	0
Department of Social Services	3,059,627	3,502,777	3,502,777	10,607,054	10,536,229	10,633,321
Housing Programs and Tax Relief	1,235,281	1,318,561	1,301,362	0	0	0
Department of Human Services	604,275	572,538	572,398	4,880,035	5,335,924	4,958,547
Neighborhood Development Services	3,280,341	3,505,736	3,873,475	0	0	0
Office of Human Rights	141,880	191,918	215,789	0	0	0
Parks and Recreation Department	9,337,856	9,805,285	10,246,693	0	0	0
Parks and Recreation Department: Golf	6,460	-	133,006	846,509	880,255	741,440
HEALTHY FAMILIES AND COMMUNITY SUBTOTAL	\$25,321,414	\$27,195,730	\$28,428,514	\$23,990,299	\$23,765,042	\$23,499,686



Charlottesville Albemarle Convention & Visitors Bureau

To enhance the economic prosperity of City and County by promoting, selling, and marketing the City of Charlottesville and County of Albemarle, as a destination, in pursuit of the meetings and tourism markets.

Charlottesville Albemarle Convention & Visitors Bureau FY 18 Budget - \$1,759,985

The Charlottesville Albemarle Convention & Visitors Bureau (CACVB) is a regional destination marketing organization funded by the City and County. The CACVB was established to promote the City of Charlottesville and Albemarle County to out-of-area visitors.

The CACVB has several main programs: a marketing office responsible for promoting area tourism assets to leisure travelers, group tours, and meeting planners – with a goal of increasing the economic benefits of tourism in the community – as well as the management of two visitor information centers. One center is located on the east end of the Historic Downtown Mall, and the Albemarle Tourism & Adventure Center is located in Crozet, Virginia at the historic train depot. Each is a Virginia State Certified Visitor Center.

Per an agreement with the County and City the CACVB receives a contribution from each equal to 30% of actual revenues collected of the first 5% of the Transient Occupancy Tax rate.

Strategic Plan Alignment



Charlottesville Albemarle Convention & Visitors Bureau

Funding and Staffing Summary

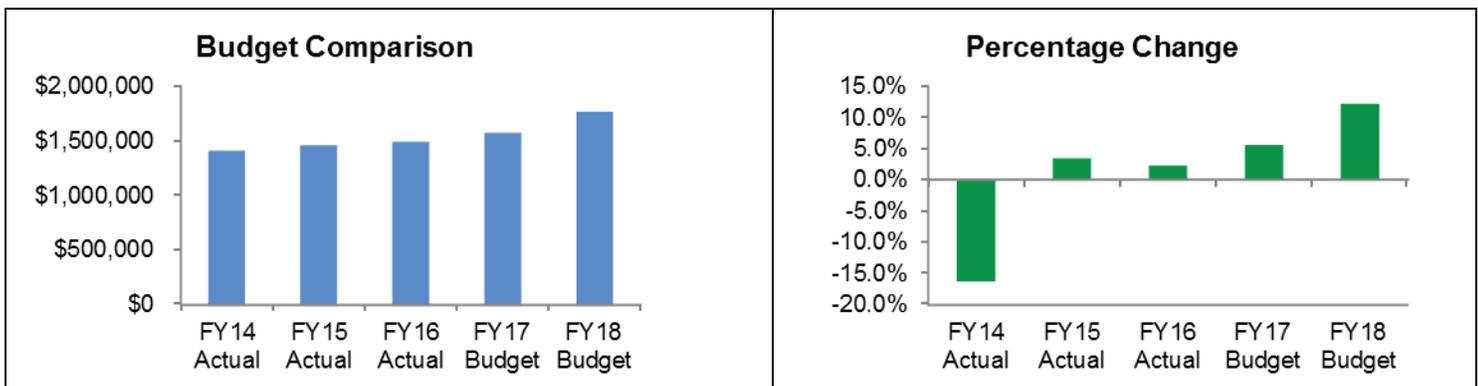
Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$598,553	\$626,542	\$617,082	\$728,487	\$732,386	\$3,899	0.5%
Other Expenditures	809,231	828,956	870,828	841,468	1,027,599	\$186,131	22.1%
Total	\$1,407,784	\$1,455,497	\$1,487,909	\$1,569,955	\$1,759,985	\$190,030	12.1%
General Fund Total	\$701,832	\$733,091	\$733,307	\$791,577	\$916,039	\$124,462	15.7%
Non General Fund Total	705,952	722,406	754,602	778,378	843,946	65,568	8.4%
Total	\$1,407,784	\$1,455,497	\$1,487,909	\$1,569,955	\$1,759,985	\$190,030	12.1%

Explanation of Changes: The change in Salaries and Benefits includes a 2% salary increase budgeted for FY 18 and increases in health care and retirement rates. Also included is an increase in retirement costs due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs. The increase is offset by reclassifications of part-time regular employees to long-term temporary status.

Other Expenditures are increasing due to an increase in funding for *Festivals* and *Sponsorships & Grants*. Funding will increase for two Signature Events, the Virginia Film Festival and Virginia Festival of the Book. In addition, Sponsorship & Grants, which also covers festivals & cultural events, was increased by \$90,000 in FY 18. The CACVB Board is working toward an eventual merger of these two programs into a single, easy to administer/manage program that will fund festivals, cultural events and tourism marketing initiatives.

The summary of direct support to area festivals and tourism related agencies that spend marketing dollars directed to attract visitors to the area is \$36,000 in FY 18.

CACVB Festival Funding	FY 16	FY 17	FY 18
Monticello Heritage Harvest Fest.	\$9,000	\$6,000	\$6,000
LOOK3 Fest. of the Photograph	9,000	0	0
Charlottesville Opera Summer Series	0	4,250	0
Virginia Film Festival	10,000	10,000	15,000
Virginia Festival of the Book	10,000	10,000	15,000
Total	\$38,000	\$30,250	\$36,000





Children’s Services Act

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 2011, CSA funds and services have been administered by the respective City and County Departments of Social Services, with funding and policy decisions continuing to be made by a regional, state-mandated policy and management team.

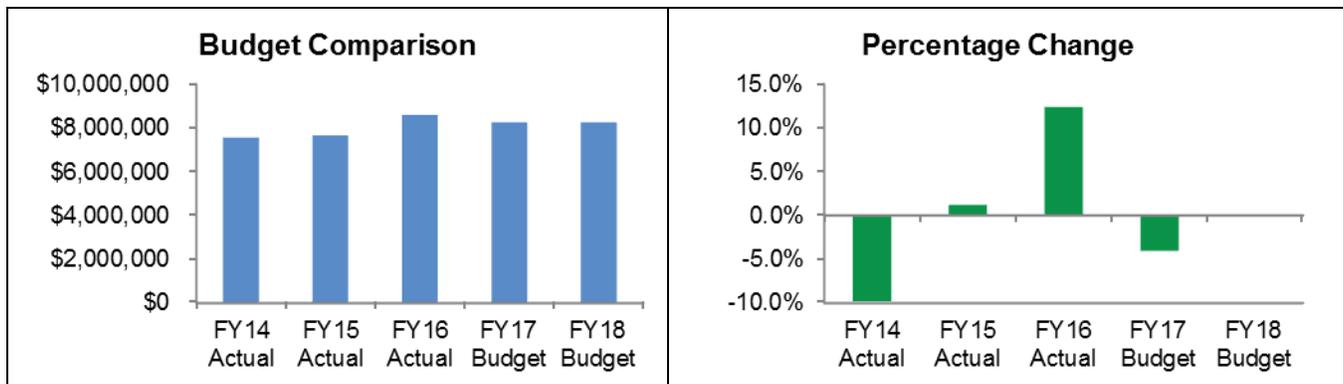
The CSA comprises a state pool of funds and establishes a formula for local matching funds. Currently, the match rate has 3 tiers:

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

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

The Non General Fund portion of this budget represents the State funded portion of CSA, **\$5,727,604**, and the City School’s portion, **\$594,829**.

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
General Fund Total	\$1,813,365	\$1,858,987	\$1,679,913	\$2,000,000	\$1,917,024	(\$82,976)	-4.1%
Non General Fund Total	5,735,462	5,778,896	6,902,098	6,234,256	6,322,432	88,176	1.4%
Total	\$7,548,827	\$7,637,883	\$8,582,011	\$8,234,256	\$8,239,456	\$5,200	0.1%



Community Events and Festivals

Art in Place is a nonprofit organization, under the sponsorship of the City, which establishes sites of public art around Charlottesville to make art accessible to the general public.

City Supported Events provides 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.

The **Charlottesville Festival of Cultures**** is a one-day celebration of the area's cultural and linguistic diversity held in a family-friendly venue.

The **Virginia Film Festival**** is an annual four-day event that celebrates film and the way it both impacts and reflects American and Virginia culture.

The **Virginia Festival of the Book**** is an annual five-day festival sponsored by the Virginia Foundation for the Humanities that promotes literacy and celebrates the "book".

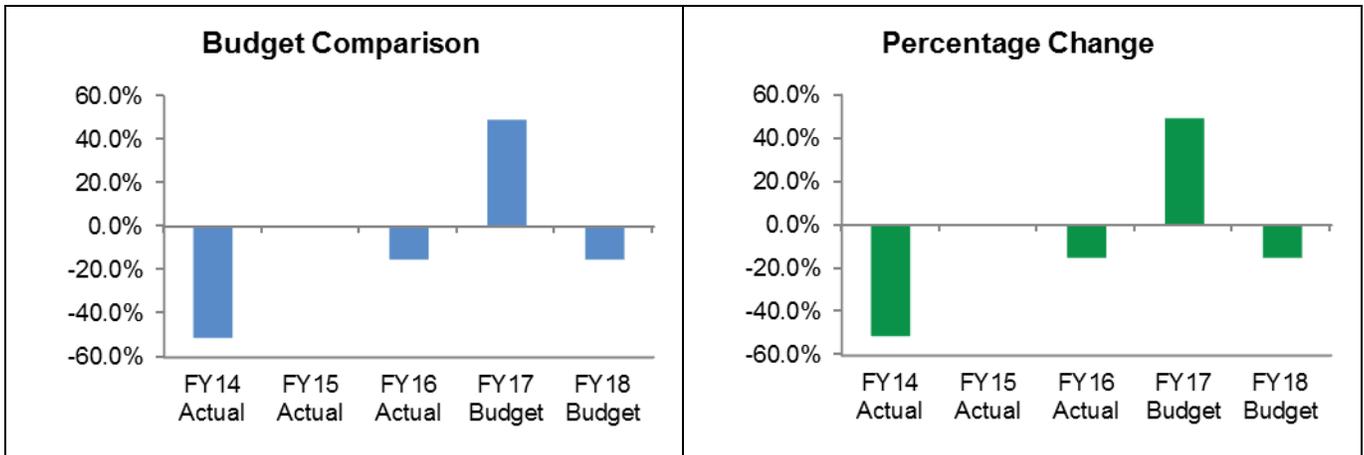
In addition to the funding allocations shown on the next page, the Charlottesville-Albemarle Convention & Visitors Bureau reviewed applicant organizations and will direct funding for marketing dollars to the following events and festivals, as shown on **pg. H-5**.

***Reviewed by the Agency Budget Review Team.*

Community Events and Festivals

Funding Summary

Agency	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase/ (Decrease)	% Change
Art in Place	0	\$0	\$0	\$27,500	\$27,500	\$0	0.0%
City Supported Events	2,000	4,505	5,661	10,000	10,000	0	0.0%
Dogwood Festival (Indirect Support)	18,091	10,353	0	0	0	0	NA
Festival of Cultures	0	0	3,750	3,750	3,750	0	0.0%
First Night Virginia	2,375	2,375	2,375	2,375	0	(2,375)	NA
Fourth of July Festival (Indirect Support)	3,688	3,475	0	0	0	0	NA
LOOK3 Festival of the Photograph	11,000	11,000	11,000	11,000	0	(11,000)	NA
Tom Tom Founders Festival	0	5,000	3,750	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>15,600</u>	<u>15,600</u>	<u>16,068</u>	<u>468</u>	<u>2.9%</u>
General Fund Total Contributions	\$67,954	\$67,508	\$57,336	\$85,425	\$72,518	(\$12,907)	(17.8%)



Contributions to Children, Youth and Family Oriented Programs

Big Brothers/Big Sisters** provides children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better. 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.

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

The BridgeLine** provides 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.

The Bridge Ministry** provides mentoring, vocational skills, education, and relationships for men to bridge the gap from addiction to productive community and family life through residential programs.

The mission of **Charlottesville Abundant Life Ministries**** is to bring together members of the Prospect Ave neighborhood and the local community in order to empower residents to flourish in all aspects of life.

The **Charlottesville-Albemarle Health Department*** provides services for protecting and promoting the health of the public.

The **Charlottesville Free Clinic**** provides free primary medical services to the working poor and dental services to uninsured low-income residents.

City Schoolyard Garden** 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** 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** provides 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** provides a well-coordinated 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.

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

***Reviewed by the Agency Budget Review Team*

Contributions to Children, Youth and Family Oriented Programs

Home Visiting Collaborative** provides 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.

The **Jefferson Area Board for the Aging (JABA)*** provides for the planning and coordination of services for the elderly.

Monticello Area Community Action Agency (MACAA)** is a local anti-poverty agency created to serve low-income persons in Planning District Ten.

On Our Own** provides 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)** works to empower low-income housing authority residents to protect and improve our own communities through collective action.

Ready Kids** encourages the positive growth and development of children.

Region Ten Community Services Board (CSB)* provides 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)** provides crisis intervention, confidential emotional support, information, and referrals to sexual assault victims.

Shelter for Help in Emergency (SHE)** provides services to women and children who are victims/survivors of domestic violence within Planning District Ten.

Thomas Jefferson Area Coalition for the Homeless (TJACH)** is 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.

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

***Reviewed by the Agency Budget Review Team*

Contributions to Children, Youth and Family Oriented Programs

The **United Way – Thomas Jefferson Area Child Care Scholarships*** provide 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.

The **Virginia Cooperative Extension Service*** offers programs in agriculture and natural resources, 4-H, home economics, and community resource development.

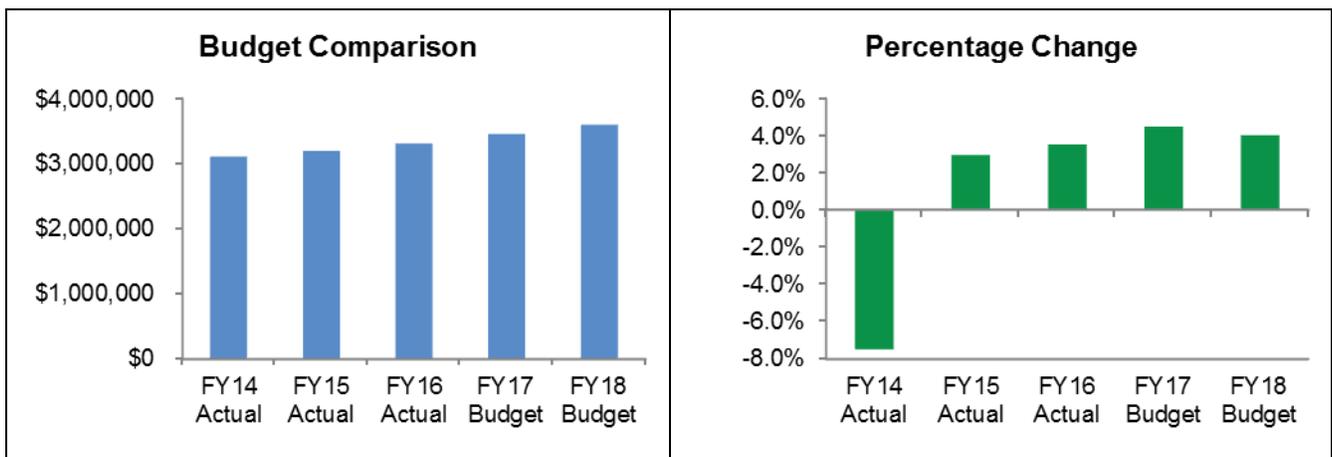
Women’s Initiative** provides low-income and underserved women access to affordable high quality mental health services, effective counseling, social support, and education to facilitate positive change and growth.

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

***Reviewed by the Agency Budget Review Team*

Contributions to Children, Youth and Family Oriented Programs

Funding Summary



Contributions to Children, Youth and Family Oriented Programs

Funding Summary

Agency	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase/ (Decrease)	% Change
Big Brothers/Big Sisters	\$20,000	\$20,000	\$30,000	\$20,000	\$20,000	\$0	0.0%
Boys and Girls Club	56,381	54,065	54,065	54,065	55,687	1,622	2.9%
The BridgeLine	0	12,250	12,495	27,495	27,870	375	1.3%
The Bridge Ministry	0	0	0	0	34,800	34,800	100.0%
Charlottesville Abundant Life Ministries	33,134	34,259	34,259	34,259	32,853	(1,406)	(4.3%)
Charlottesville-Albemarle Health Department	425,019	441,132	481,184	531,825	544,994	13,169	2.4%
Charlottesville Free Clinic	114,600	114,600	114,940	114,940	114,940	0	0.0%
City Schoolyard Garden	0	0	0	19,200	19,200	0	0.0%
Computers 4 Kids	18,327	18,327	18,327	18,327	18,877	550	2.9%
Emergency Assistance Program Support	0	84,516	84,516	84,516	84,516	0	0.0%
Foothills Child Advocacy Center	26,250	26,250	26,775	36,525	27,578	(8,947)	(32.4%)
Home Visiting Collaborative	382,426	382,426	382,426	382,426	393,899	11,473	2.9%
Jefferson Area Board for Aging	318,499	319,192	319,192	319,192	319,192	0	0.0%
Madison House	8,374	8,374	0	0	0	0	NA
Monticello Area Community Action Agency	151,476	83,435	90,185	96,560	96,560	0	0.0%
Music Resource Center	0	0	0	14,209	0	(14,209)	NA
On Our Own	0	0	14,560	14,560	14,560	0	0.0%
PHAR	23,750	25,000	25,000	25,000	44,800	19,800	44.2%
Ready Kids	77,865	77,865	65,582	77,865	80,201	2,336	2.9%
Region Ten Community Services Board	1,001,865	1,001,865	1,001,865	1,001,865	1,001,865	0	0.0%
Region Ten CSB - Mohr Center	82,661	82,661	82,661	82,661	0	(82,661)	NA
Region Ten - Women's Treatment Center	0	0	0	0	75,000	75,000	100.0%
Region Ten - Permanent Supportive Housing Program	0	0	0	0	83,227	83,227	100.0%
Sexual Assault Resource Agency	22,000	22,000	22,440	22,440	22,440	0	0.0%
Shelter for Help in Emergency	110,327	110,327	112,534	112,534	113,410	876	0.8%
Soccer Org. of Charlottesville/ Albemarle	9,738	0	0	0	0	0	NA
Thomas Jefferson Area Coalition for Homeless	0	33,170	93,366	90,146	90,306	160	0.2%
Thrive	9,484	9,484	0	0	0	0	NA
United Way - Thomas Jefferson Area	176,455	173,130	173,130	202,479	202,778	299	0.1%
Virginia Cooperative Extension Service	31,599	37,396	43,881	47,778	48,749	971	2.0%
Women's Initiative	<u>0</u>	<u>20,000</u>	<u>20,400</u>	<u>20,400</u>	<u>21,012</u>	<u>612</u>	<u>2.9%</u>
General Fund Total Contributions	\$3,100,230	\$3,191,724	\$3,303,783	\$3,451,267	\$3,589,314	\$138,047	4.0%

Contributions to Education and the Arts

The **African American Teaching Fellows**** mission is to recruit, retain, support and develop a cadre of African Americans who are pursuing the necessary academic and licensure requirements to become effective teachers in the local city schools.

Arts Coordination and Planning** recognizes the need for art planning and coordination and recommends that City Council allocate \$57,000 for this purpose.

The **Charlottesville Opera**** offers a cultural opportunity for opera performances and year-round educational programs, free of charge, for underserved students.

The **City Center for Contemporary Arts*** provides a home for three non-profit arts and educational groups: Live Arts, Second Street Gallery, and Light House.

The **Historic Preservation Task Force** is 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* 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** is 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** is a nonprofit filmmaking center providing youth development by helping students expand their vision and show their work. They believe in the importance of collaboration and community, the creativity of young minds, and the lasting benefits of our arts education.

The **Literacy Volunteers of America Charlottesville/Albemarle**** 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.

The **McGuffey Art Center**, housed in a converted City school, provides studio space to local artists and offers a variety of classes to area residents.

New City Arts** Initiative is a collaborative community that supports artists and facilitates cultural participation in Charlottesville.

The **Paramount Theater**** offers various educational programs for youth and families that focus on the arts.

Piedmont Virginia Community College* is a two-year, non-residential institution of higher learning that offers occupational-technical, college transfer, continuing adult education, and general education programs.

Virginia Discovery Museum** 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** 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 for these activities.

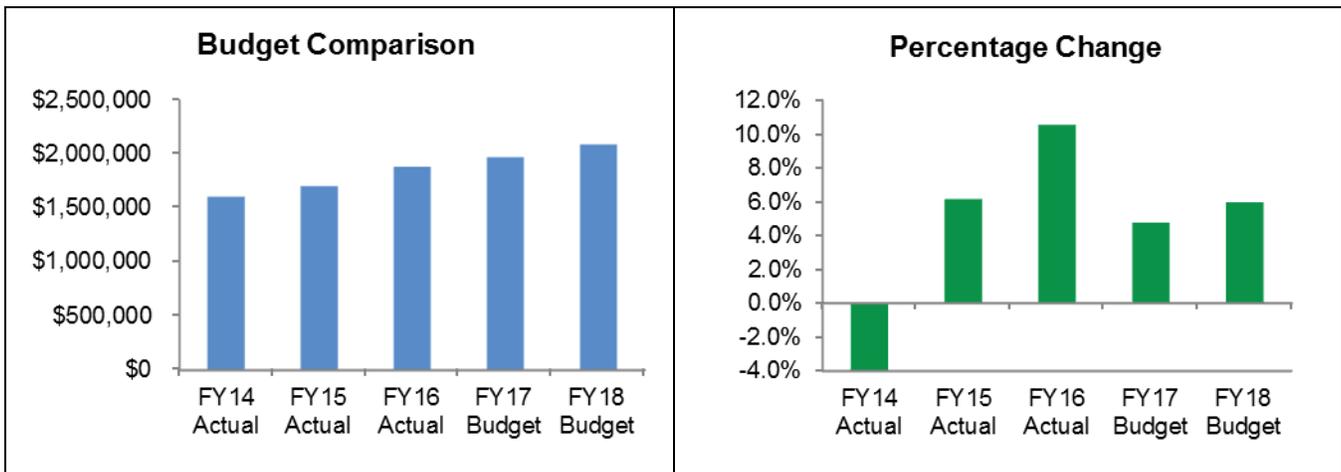
**Reviewed by the Office of Budget and Performance Management*

***Reviewed by the Agency Budget Review Team*

Contributions to Education and the Arts

Funding Summary

Agency	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase/ (Decrease)	% Change
African American Teaching Fellows	\$3,938	\$3,938	\$3,938	\$0	\$3,938	\$3,938	100.0%
Arts Coordination and Planning	0	0	0	57,000	57,000	0	0.0%
Charlottesville Opera	4,323	3,242	3,242	3,242	3,242	0	0.0%
City Center for Contemporary Arts	31,958	34,934	34,934	35,361	40,898	5,537	13.5%
Historic Preservation Task Force	2,375	2,375	5,843	5,000	5,000	0	0.0%
Jefferson Madison Regional Library	1,362,913	1,458,354	1,607,789	1,730,600	1,817,875	87,275	4.8%
Jefferson African American School Heritage Center	30,000	30,000	30,000	30,000	30,000	0	0.0%
Lighthouse Studio	0	0	0	8,321	8,321	0	0.0%
Literacy Volunteers of America	37,853	37,853	38,610	38,610	39,768	1,158	2.9%
McGuffey Art Center	21,345	24,516	19,244	24,159	25,231	1,072	4.2%
Municipal Band	55,000	55,000	55,000	0	0	0	NA
New City Arts	0	0	0	0	18,000	18,000	100.0%
The Paramount Theater	19,295	19,295	19,295	19,295	19,874	579	2.9%
Piedmont Council for the Arts	22,562	22,562	45,000	0	0	0	NA
Piedmont Virginia Community College	9,962	10,130	10,961	11,183	11,097	(86)	(0.8%)
Virginia Discovery Museum	2,180	0	7,500	5,625	5,625	0	0.0%
WNRN	0	0	0	2,250	2,250	0	0.0%
General Fund Total Contributions	\$1,603,704	\$1,702,199	\$1,881,356	\$1,970,646	\$2,088,119	\$117,473	5.6%



Department of Social Services

To join with the community in providing social services that meet essential needs, promote self-sufficiency, and enhance the quality of life for all residents

Administration Division FY 18 Budget - \$1,060,639

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 18 Budget - \$4,356,242

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 18 Budget - \$8,719,217

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.

Strategic Plan Alignment



Department of Social Services

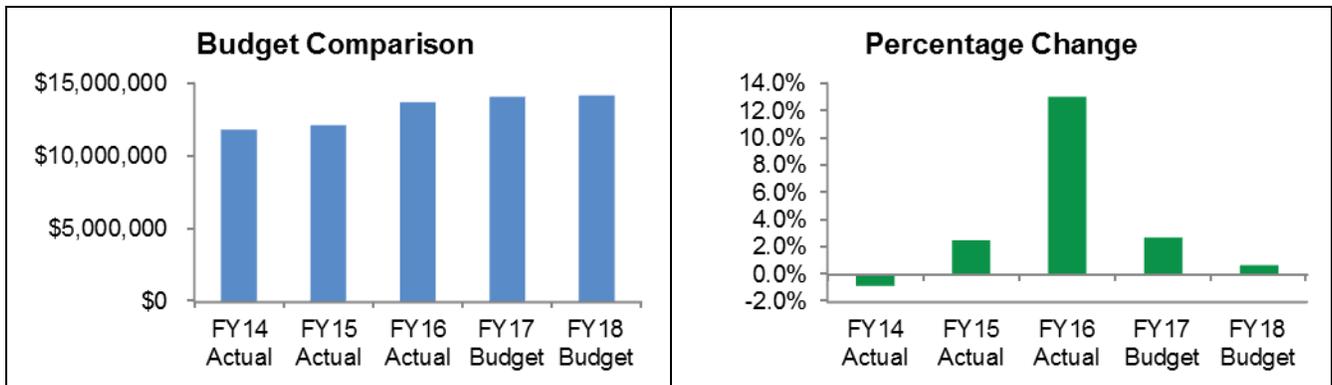
Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$6,855,233	\$6,963,003	\$7,495,681	\$7,796,211	\$7,952,390	\$156,179	2.0%
Other Expenditures	<u>4,946,008</u>	<u>5,133,373</u>	<u>6,171,000</u>	<u>6,242,795</u>	<u>6,183,708</u>	<u>(59,087)</u>	<u>-0.9%</u>
Total	\$11,801,241	\$12,096,376	\$13,666,681	\$14,039,006	\$14,136,098	\$97,092	0.7%
General Fund total	\$3,230,761	\$3,214,736	\$3,059,627	\$3,502,777	\$3,502,777	\$0	0.0%
Non General Fund Total	<u>8,570,480</u>	<u>8,881,640</u>	<u>10,607,054</u>	<u>10,536,229</u>	<u>10,633,321</u>	<u>97,092</u>	<u>0.9%</u>
Total	\$11,801,241	\$12,096,376	\$13,666,681	\$14,039,006	\$14,136,098	\$97,092	0.7%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
Non General Fund FTE	99.9	100.0	102.25	102.5	102.5	0.0

Explanation of Changes: The change in Salaries and Benefits includes a 2% salary increase budgeted for FY 18 and increases in health care and retirement rates.

The decrease in Other Expenditures can be attributed to decreased information technology charges and net decreases in client purchase service costs.



Department of Social Services

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Department of Social Services						
Goal 1: An Inclusive Community of Self-sufficient Residents						
1.2 Prepare residents for the workforce						
	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16
% of Temporary Assistance for Needy Families (TANF) clients participating in Virginia Initiative for Employment not Welfare (VIEW) program	53.2%	47.7%	45.9%	55.6%	46.6%	NA
% of VIEW clients who are employed	54.2%	58.3%	58.4%	60.8%	65.1%	NA
% of employed VIEW clients who retain their jobs for three months	71.9%	71.1%	73.8%	77.3%	76.8%	NA
Goal 2: A Healthy and Safe City						
2.2 Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization						
	Q3 CY 15	Q4 CY 15	Q1 CY 16	Q2 CY 16	Q3 CY 16	Q4 CY 16
% of child abuse/neglect reports in which investigations are initiated within time required by priority rating	88.6%	94.3%	96.2%	96.8%	95.5%	94.8%
	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16
% of substantiated child abuse/neglect victims that did not have another substantiated report within 6 months	100.0%	100.0%	99.5%	98.9%	99.4%	98.6%
2.3 Improve community health and safety outcomes by connecting residents with effective resources						
	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16
% of applications for Supplemental Nutrition Assistance Program (Food Stamps) that are completed within the federal timeliness standard.	98.7%	98.5%	98.7%	100.0%	85.4%	99.4%
% of foster children that receive monthly contacts	96.0%	96.4%	96.4%	96.0%	96.8%	97.0%
% of children exiting foster care to adoption that were finalized within 24 months of entering foster care	16.7%	18.2%	0.0%	0.0%	0.0%	0.0%
% of foster children placed in kinship (family) care	21.9%	23.1%	25.3%	28.0%	18.6%	26.8%
% of foster children reunified to their families in less than 12 months from being removed from the home	25.0%	20.0%	50.0%	40.0%	35.7%	50.0%



Housing Programs and Tax Relief

Albemarle Housing Improvement Program (AHIP) FY 18 Budget - \$96,165**

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 18 Budget - \$390,000

Charlottesville Housing Affordability Program provides a grant in aid of taxes owed for the taxable year to any qualified natural person who owns and occupies property in the city and meets other eligibility requirements. Amount of each grant is \$525 for taxpayers with household income of \$0- \$25,000 and \$375 for taxpayers with household income of \$25,001-\$50,000. Assessed value of real estate owned may not exceed \$365,000. Grant is applied to real estate tax bill due on December 5th.

Piedmont Housing Alliance (PHA) FY 18 Budget - \$92,197**

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 18 Budget - \$708,000

Rental Relief program provides payment of grants to qualified tenants residing in the city who are sixty-five (65) years of age or are permanently and totally disabled. Gross combined income of applicant and all relatives living in dwelling must not exceed \$50,000, and net combined financial worth of applicant and spouse of applicant living in dwelling as of December 31st of the grant year must not exceed \$125,000.

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 dwelling must not exceed \$50,000, and net combined financial worth of claimant and spouse as of December 31st of the year preceding tax year must not exceed \$125,000.

Stormwater Fee Assistance Program FY 18 Budget - \$15,000

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.

Strategic Plan Alignment



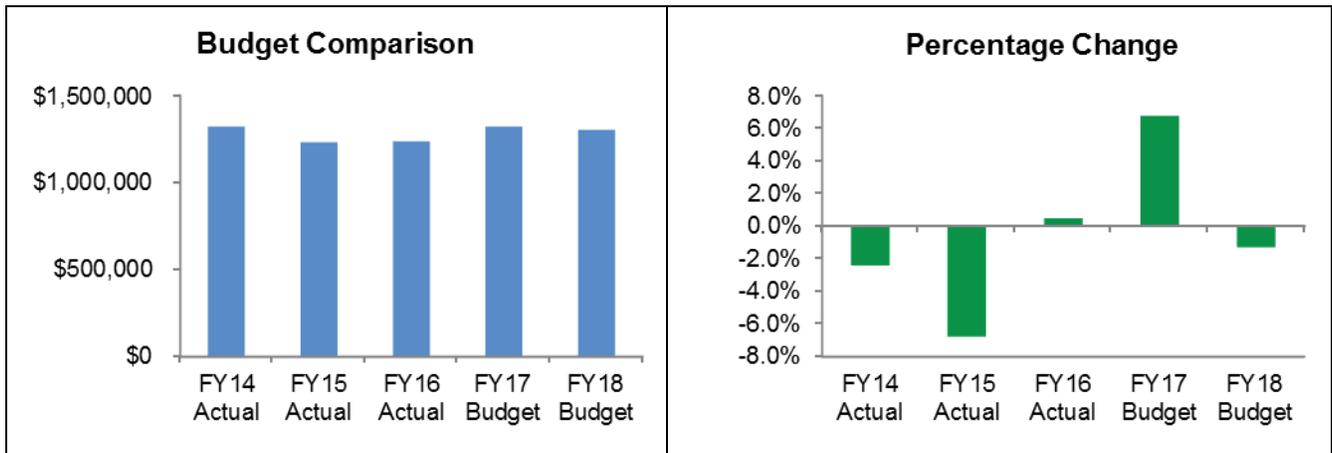
***Reviewed by the Agency Budget Review Team*

Housing Programs and Tax Relief

Funding Summary

Funding Summary	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase/ (Decrease)	% Change
Albemarle Housing Improvement Program	\$93,364	\$93,364	\$93,364	\$93,364	\$96,165	\$2,801	2.9%
Charlottesville Housing Affordability Tax Grant Program	401,400	358,079	370,392	400,000	390,000	(10,000)	(2.6%)
Piedmont Housing Alliance	96,906	92,078	92,197	92,197	92,197	0	0.0%
Rent Relief for the Disabled	179,533	166,565	158,909	180,000	180,000	0	0.0%
Rent Relief for the Elderly	15,097	17,072	23,904	18,000	18,000	0	0.0%
Tax Relief for the Disabled	108,571	96,519	104,328	105,000	105,000	0	0.0%
Tax Relief for the Elderly	416,552	396,876	372,468	415,000	405,000	(10,000)	(2.5%)
Stormwater Fee Assistance Program	<u>7,734</u>	<u>9,081</u>	<u>19,718</u>	<u>15,000</u>	<u>15,000</u>	<u>0</u>	<u>0.0%</u>
General Fund Total	\$1,319,158	\$1,229,635	\$1,235,281	\$1,318,561	\$1,301,362	(\$17,199)	(1.3%)

Explanation of Changes: The reductions to some of the tax grant and tax relief programs represent budgeting for previous year's actuals and what the City may expect to pay out for these programs. It does not change the eligibility criteria or minimum home value requirements.



Housing Programs and Tax Relief

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Housing Programs

Goal 1: An Inclusive Community of Self-sufficient Residents

1.4 Enhance the financial health of residents

	2012	2013	2014	2015	2016
# of recipients of tax and rent relief programs and housing affordability grant program					
Real estate tax relief	480	464	431	406	396
Rental relief	248	302	343	353	369
Housing Affordability Grant Program	960	901	832	825	774
\$ amount of rent and tax relief and affordability grants disbursed					
Real estate tax relief	\$596,938	\$561,468	\$502,165	\$491,413	\$474,840
Rental relief	\$159,261	\$194,994	\$182,363	\$176,565	\$211,928
Housing Affordability Grant Program	\$418,800	\$398,775	\$364,950	\$364,575	\$340,650



Department of Human Services

Human Services conducts community planning, promotes collaboration, and provides direct services to promote the healthy development and stability of at-risk youth and increase self sufficiency of families

Human Services provides residential and community-based services which provide therapeutic care and advocate for the needs of youth and their families. Human Services also assists the local community in preventing juvenile delinquency and family disintegration, promotes the rehabilitation of youth, as well as ensuring the investments made by City Council in human service organizations meet Council's vision, values, and expected outcomes.

Community Attention Foster Families (CAFF) FY 18 Budget - \$4,051,000

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 18 Budget - \$748,525

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 provide timely feedback to parents for improved family relationships, reducing the need for out-of-home placements.

The Community Supervision Program \$279,173

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 18 Budget - \$121,734

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 and be exposed to a variety of job settings including City Departments, non-profits, local businesses, and the City schools.

City of Charlottesville Youth Council FY 18 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 18 Budget - \$65,498

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 18 Budget - \$89,777

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.

Mental Health and Wellness Coalition FY 18 Budget - \$81,020

The Coalition Coordinator helps to advance the Mental Health & Wellness Coalition's mission of *collaboration to facilitate and promote behavioral health and wellness planning, advocacy and effective service delivery in our region*. The Coordinator will work with partner agencies and other stakeholders to identify community need and to facilitate community planning to address those needs, monitor and coordinate Coalition activities and implement and expand services and resources. The Coordinator will be responsible for data collection and analysis related to the community initiative.

Family Self Sufficiency FY 18 Budget - \$86,218

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 will not focus on all housing authority residents but will serve as a resource and link them 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.

Strategic Plan Alignment



Department of Human Services

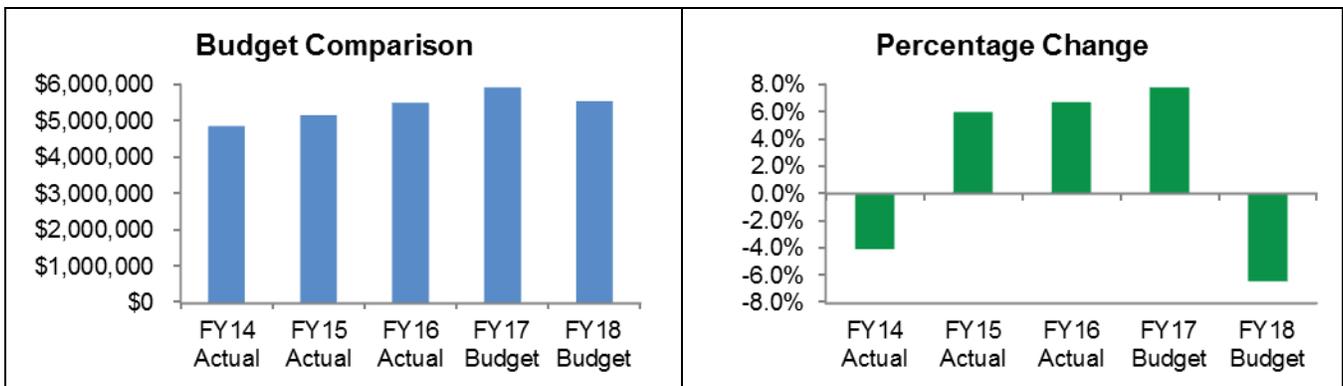
Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$2,740,371	\$2,764,243	\$3,247,888	\$3,373,944	\$3,133,670	(\$240,274)	-7.1%
Other Expenditures	<u>2,111,910</u>	<u>2,377,294</u>	<u>2,236,422</u>	<u>2,534,518</u>	<u>2,397,275</u>	<u>(137,243)</u>	<u>-5.4%</u>
Total	\$4,852,280	\$5,141,537	\$5,484,310	\$5,908,462	\$5,530,945	(\$377,517)	-6.4%
General Fund Total	\$523,808	\$528,391	\$604,275	\$572,538	\$572,398	(\$140)	0.0%
Non General Fund Total	<u>4,328,472</u>	<u>4,613,146</u>	<u>4,880,035</u>	<u>5,335,924</u>	<u>4,958,547</u>	<u>(377,377)</u>	<u>-7.1%</u>
Total	\$4,852,280	\$5,141,537	\$5,484,310	\$5,908,462	\$5,530,945	(\$377,517)	-6.4%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
Non General Fund FTEs	35.3	35.3	35.5	35.5	35.5	0.0

Explanation of Changes: The budget for Salaries and Benefits includes a 2% salary increase budgeted for FY 18 and increases in health care and retirement rates. Also included is an increase in retirement costs due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs.

Human Services anticipates a shift in programming towards more robust prevention services to help families avoid out-of-home placements. The overall reduction in FY18 reflects this more cost-effective approach to services for youth and families.



Department of Human Services

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Department of Human Services					
Goal 1: An Inclusive Community of Self-sufficient Residents					
<i>1.1 Prepare students for academic and vocational success</i>					
	2012	2013	2014	2015	2016
% of Summer Youth Internship participants who complete the program	87%	90%	95%	88%	90%
# of Summer Youth Internship participants	158	155	147	153	148
# of Summer Youth Internship host agencies	85	90	81	87	84
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Check and Connect Program Student Attendance	61%	50%	29%	NA	55%
Goal 2: A Healthy and Safe City					
<i>2.3 Improve community health and safety outcomes by connecting residents with effective resources</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
% of Community Attention Foster Family children transition to home, independent living or permanent foster care	77%	66%	73%	75%	100%
% of participants who transition to post placement in a less restrictive environment	87%	94%	91%	89%	94%
% of participants with assigned community service hours complete them within prescribed time frame	85%	88%	81%	90%	71%
% of participants who avoid any new adjudication charges while in the program	90%	97%	97%	90%	89%
% of participants who avoid any new adjudication charges one year after discharge	94%	77%	80%	74%	N/A
% of foster care families receiving annual training	100%	100%	100%	100%	100%
% of kinship families screened and approved within 60 days of being identified by the local Department of Social Services	100%	100%	100%	100%	100%
# of new families approved for placement annually	30	30	30	40	46
Therapeutic Homes for Residential Youth Facility meets 100% of Life, Health and Safety Standards as defined by Department of Juvenile Justice	100%	100%	100%	100%	100%
% of children admitted to residential programs who stay longer than 30 days	96%	100%	93%	100%	100%

Neighborhood Development Services

Neighborhood Development Services is a group of civic-minded professionals whose focus is to create a superior built environment for the Charlottesville community. We strive to provide excellent customer service, planning, engineering, and code enforcement services and work to ensure high-quality design and development that protects our community's assets

Neighborhood Development Services FY 18 Budget - \$3,873,475

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.

Strategic Plan Alignment



Neighborhood Development Services

Funding and Staffing Summary

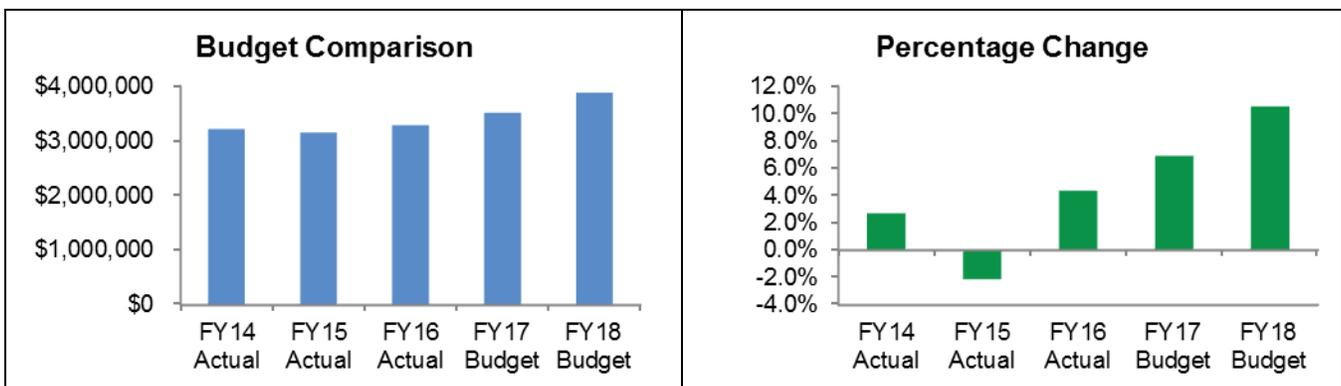
Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$2,799,880	\$2,700,001	\$2,836,308	\$3,052,017	\$3,401,028	\$349,011	11.4%
Other Expenditures	411,977	443,748	444,033	453,719	472,447	18,728	4.1%
General Fund Total	\$3,211,856	\$3,143,748	\$3,280,341	\$3,505,736	\$3,873,475	\$367,739	10.5%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	31.0	34.0	35.5	36.5	38.0	1.5
Other Funded FTEs	3.0	3.0	2.0	1.0	1.0	0.0

Explanation of Changes: The change in Salaries and Benefits reflects the 2% salary increase provided in FY 17 and increases in health care and retirement rates. Also included is an increase in retirement costs due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs.

In FY 18, a part-time Historic Preservation Planner will be reclassified to full-time status to help facilitate increased workloads of the historic preservation program. Further, a vacant Section 3 Coordinator position will be reclassified to a VDOT Project Coordinator in order to meet the increased demands of managing and reporting for VDOT projects. And, a new position that will focus on community engagement, placemaking, and design will be added in FY 18.

Other Expenditures are budgeted to increase in FY 18 primarily due to increases in service contracts including the maintenance of software related to permitting activities. Fuel costs are projected to decrease.



Neighborhood Development Services

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Neighborhood Development Services

Goal 1: An Inclusive Community of Self-sufficient Residents

1.3 Increase affordable housing options

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
# of supported affordable housing units created per year	76	63	35	36	51

Goal 2: A Healthy and Safe City

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

	Q3 FY 16	Q4 FY 16	Q1 FY 17	Q2 FY 17	Q3 FY 17
# of traffic calming requests studied by staff	3	7	8	0	2

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.1 Engage in robust and context sensitive urban planning and implementation

	Q3 FY 16	Q4 FY 16	Q1 FY 17	Q2 FY 17	Q3 FY 17
# of Board of Architecture Review (BAR) cases	25	22	26	21	19
# of Entrance Corridor Review Board (ERB) cases	1	1	4	3	2
# of BAR/ERB administrative reviews	10	15	16	10	10

Neighborhood Development Services

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

<i>3.2 Provide reliable and high quality infrastructure</i>					
	Q3 FY 16	Q4 FY 16	Q1 FY 17	Q2 FY 17	Q3 FY 17
# of permits issued	496	480	561	477	557
# of rezoning/Special Use Permit applications submitted	6	3	4	0	0
# of site plans submitted	18	20	8	7	8
# of building permit inspections	1,216	1,450	1,445	1,393	1,326
# of building plans reviewed	352	196	287	211	293
	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016
Linear feet of new sidewalk constructed	9,185	9,500	8,605	9,671	10,686
<i>3.4 Be responsible stewards of natural resources</i>					
	Q3 FY 16	Q4 FY 16	Q1 FY 17	Q2 FY 17	Q3 FY 17
# of property maintenance inspections conducted (includes citations related to trash, weeds, housing and vehicles)	201	760	643	313	628
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	Q3 FY 16	Q4 FY 16	Q1 FY 17	Q2 FY 17	Q3 FY 17
Total value (\$) of construction permits issued in millions	\$19.5	\$22.1	\$44.8	\$38.5	\$48.9
\$ amount of fees collected for all permits in thousands	\$131	\$185	\$231	\$182	\$221

Office of Human Rights

Promoting an inclusive, empowered and diverse community through education, engagement and enforcement of Charlottesville's Human Rights Ordinance

Office of Human Rights FY 18 Budget - \$215,789

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.

Strategic Plan Alignment



Office of Human Rights

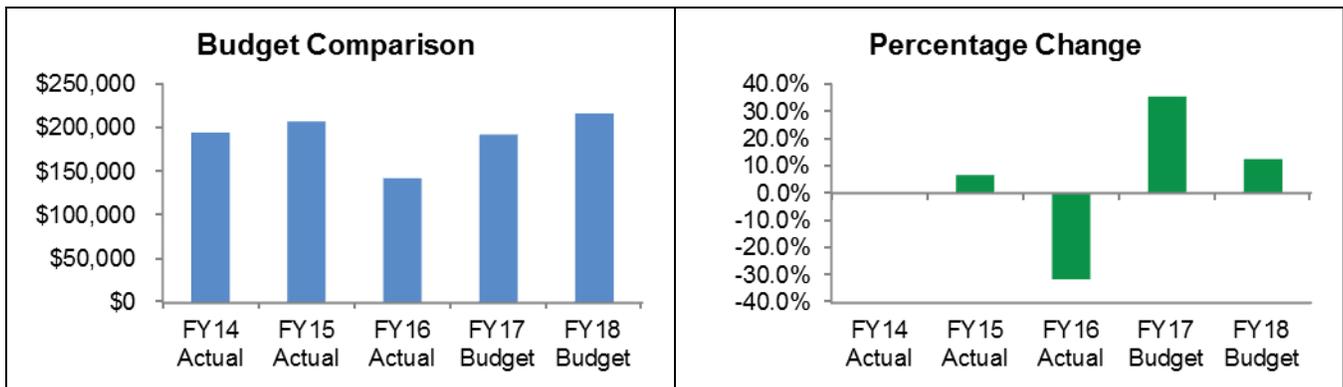
Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$154,567	\$177,881	\$103,815	\$148,908	\$151,958	\$3,050	2.0%
Other Expenditures	<u>39,480</u>	<u>28,911</u>	<u>38,065</u>	<u>43,010</u>	<u>63,831</u>	<u>20,821</u>	<u>48.4%</u>
General Fund Total	\$194,047	\$206,793	\$141,880	\$191,918	\$215,789	\$23,871	12.4%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	2.0	2.0	2.0	1.5	1.5	0.0

Explanation of Changes: The change in Salaries and Benefits reflects the 2% salary increase provided in FY 17 and increases in health care and retirement rates.

Other expenditures are increasing primarily due to the cost of ADA services required for meetings. The Human Rights Commission meets once a month, and there are two additional subcommittee meetings which will require ADA accommodations.



Parks and Recreation Department

To enhance the quality of life for all through the stewardship of public land and parks and to provide quality recreational experiences

Administration FY 18 Budget - \$1,011,449

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

Athletics FY 18 Budget – \$253,692

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

Aquatics FY 18 Budget – \$1,946,467

Funds operations and management of Smith Aquatic & Fitness Center, Onesty Family Aquatic Center, Washington Park Pool, three (3) spraygrounds at Belmont, Forest Hills and Greenleaf parks, aquatic programming and the City Swim Team.

Therapeutics and Seniors FY 18 Budget - \$354, 658

The Therapeutic 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 therapeutic Recreation program serves the region and includes a subsidy from Albemarle County.

Centers and Playgrounds FY 18 Budget - \$1,812,217

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.

Special Programs FY 18 Budget - \$7,871

Provides funding for administration of citywide special events permits (marathon, numerous festivals, fundraising events, etc.) as well as management of the department's signature community-wide Special Events: Daddy-Daughter Dance, Easter Eggstravaganza, Safe Halloween Festival, and Holiday Craft Party.

Parks Maintenance/City-County Parks Contribution FY 18 Budget - \$4,134,738

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

Youth Programs FY 18 Budget – \$569,368

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 Market FY 18 Budget - \$156,233

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 18 Budget - \$874,446

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

Strategic Plan Alignment



Parks and Recreation Department Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$6,737,624	\$6,634,677	\$6,667,495	\$7,152,525	\$7,537,223	\$384,698	5.4%
Other Expenditures	3,724,633	3,654,209	3,523,330	3,533,015	3,583,916	50,901	1.4%
Total	\$10,462,258	\$10,288,886	\$10,190,825	\$10,685,540	\$11,121,139	\$435,599	4.1%
General Fund Total	\$9,592,191	\$9,423,738	\$9,344,316	\$9,805,285	\$10,379,699	\$574,414	5.9%
Non General Fund Total	870,066	865,148	846,509	880,255	741,440	(138,815)	-15.8%
Total	\$10,462,258	\$10,288,886	\$10,190,825	\$10,685,540	\$11,121,139	\$435,599	4.1%

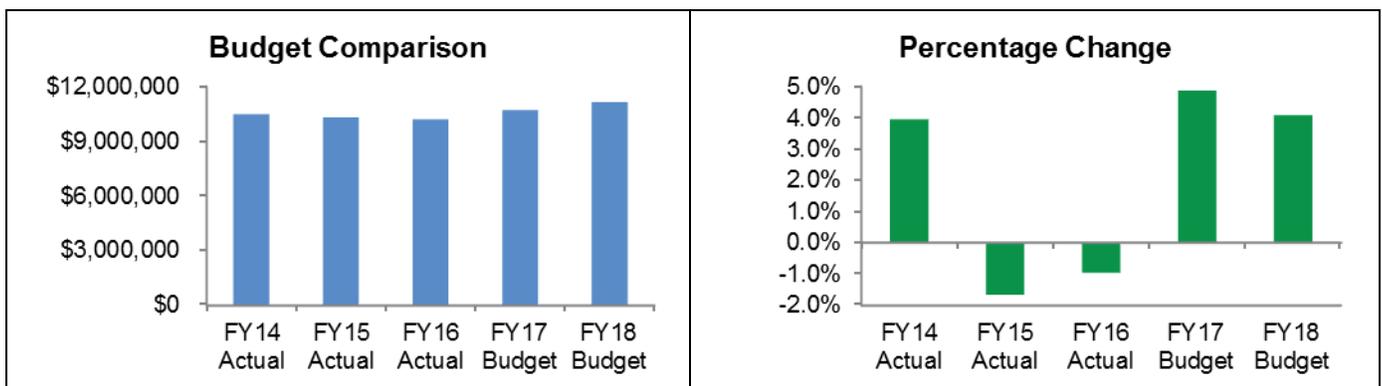
Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	65.8	65.5	66.5	66.5	67.5	1.0
Non General Fund FTEs	4.8	4.0	4.0	4.0	4.0	0.0

Explanation of Changes: The change in Salaries and Benefits reflects a 2% salary increase and increases in health care and retirement rates. Also included is an increase in retirement costs due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs.

The FY 18 budget includes funding for one regular and two seasonal Maintenance Workers in order to fund the remainder of the resources required for ongoing maintenance of the added landscaping at the John Warner Parkway / U.S. 250 Bypass Interchange project. Fuel costs are projected to decrease in FY 18.

The City's Efficiency Study recommended that Parks and Recreation create a comprehensive community wide Parks and Recreation Master Plan. The Other Expenditures budget provides the department with an additional **\$25,000** to assist with the development of a master plan that will serve as a strategic cornerstone for program service levels and infrastructure needs, as well as serve as a roadmap for the budgetary and strategic decisions. Staff will conduct a community engagement process to complete the project. Additionally, FY 18 includes **\$37,089** in new funding for a pilot project to augment the current community recreation centers operating hours at Tonsler Park, Westhaven and Friendship Court.

In the Golf Fund, a transfer of **\$133,006** from the General Fund is included to subsidize a projected shortfall in golf course revenues, resulting from a nationwide trend of decreasing golf rounds played. A recommendation of the Efficiency Study is to establish annual cost goals for the golf course which staff has been doing and will continue to do.



Parks and Recreation Department Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Parks and Recreation Department					
Goal 2: A Healthy and Safe City					
<i>2.3 Improve community health and safety outcomes by connecting residents with effective resources</i>					
	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016
# of visitations to outdoor pools	49,518	42,968	40,000	45,961	47,291
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
# of visitations to the skate park	9,571	7,898	4,975	4,715	5,728
# of visitations to Smith Aquatic Center and Carver Recreation Center	70,344	73,959	111,358	199,748	178,127
# of participants enrolled in recreation classes	6,430	8,357	8,389	8,122	6,729
# of golf rounds played per year	34,804	33,189	28,600	27,467	31,410
Goal 3: A Beautiful and Sustainable Natural and Built Environment					
<i>3.1 Engage in robust and context sensitive urban planning and implementation</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
# of master plans developed or updated since 2006	1	2	2	2	2
<i>3.2 Provide reliable and high quality infrastructure</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Acres of parkland (includes City only, schools and City/County shared)	3,021	3,056	3,069	3,118	3,150
Linear feet of trails in the City	58,450	60,150	99,475	111,225	119,145
<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
# of new trees planted	112	223	202	425	155
# of alternative stormwater structures located in parks	13	16	17	28	28
Goal 4: A Strong, Creative and Diversified Economy					
<i>4.2 Attract and cultivate a variety of new businesses</i>					
	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016
# of City Market vendors	102	107	108	104	98
Gross City market vendor revenues (\$) in millions	\$1.51	\$1.71	\$1.88	\$2.10	\$2.10



Infrastructure and Transportation



Department of Public Works:

- Administration
- Facilities Development
- Facilities Maintenance
- Public Service
- Fleet Maintenance

Charlottesville Area Transit/ JAUNT Paratransit Services

Public Utilities:

- 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

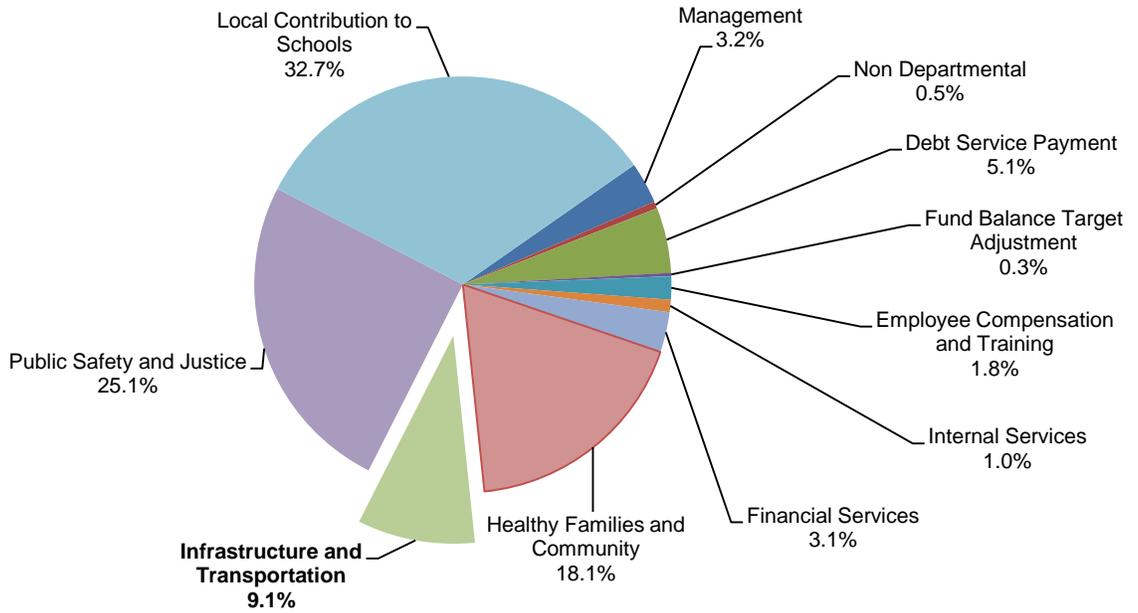


Goal 4: A Strong, Creative and Diversified Economy

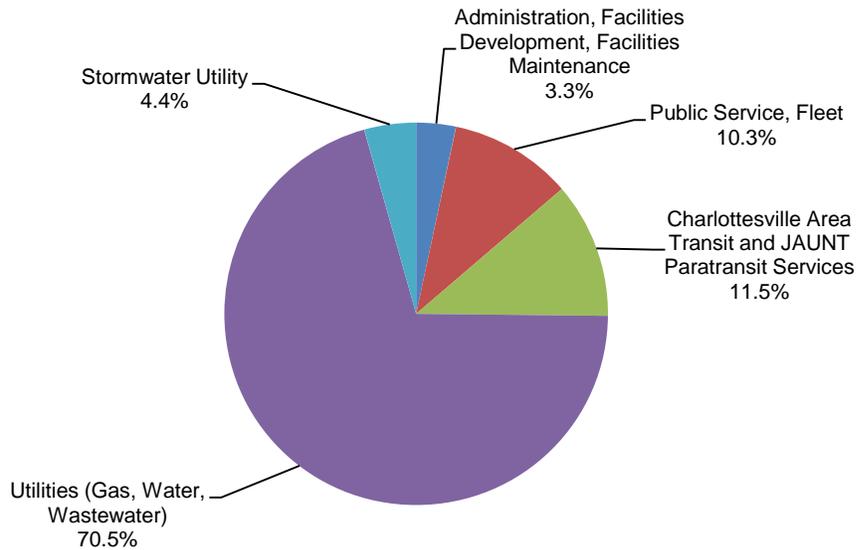


Goal 5: A Well-managed and Responsive Organization

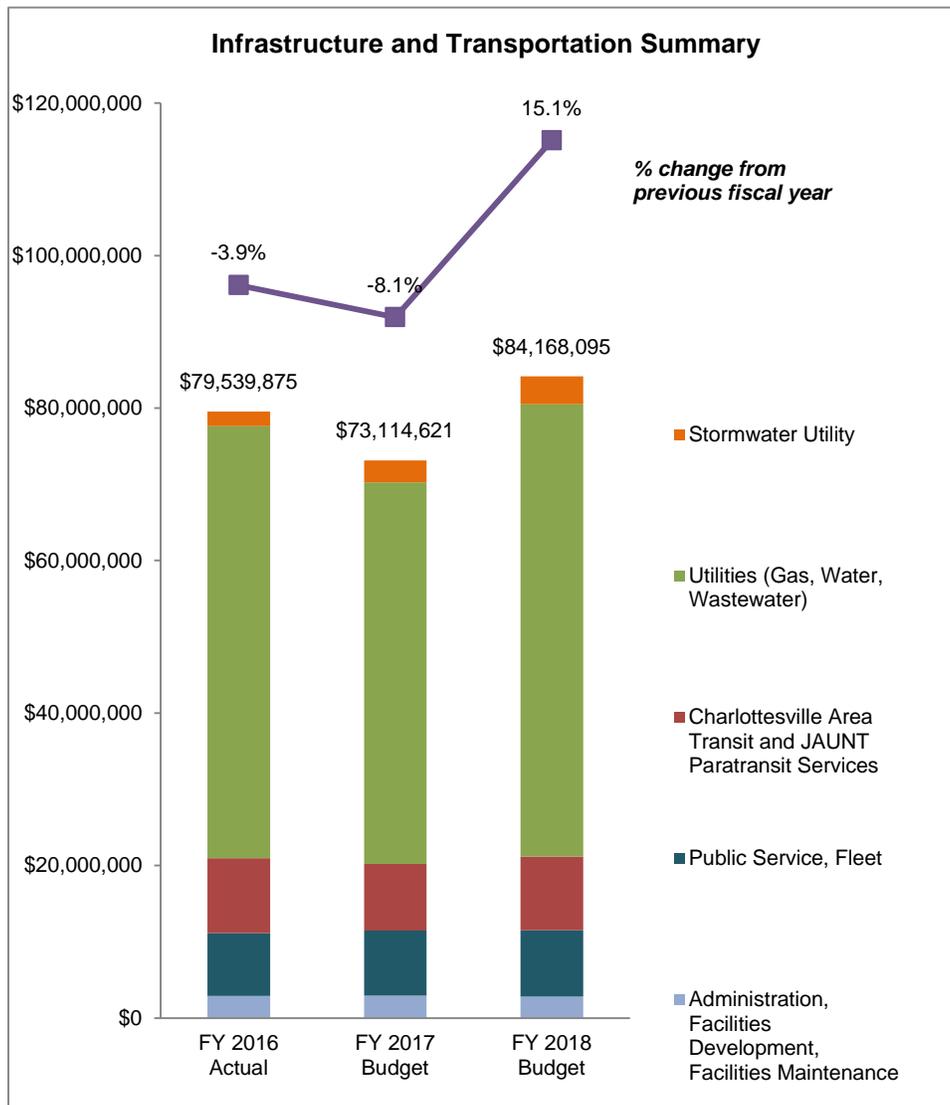
Infrastructure and Transportation
% of General Fund Operating Budget



Infrastructure and Transportation Overview
General Fund & Other Funds



Infrastructure and Transportation Summary	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
INFRASTRUCTURE AND TRANSPORTATION						
Public Works: Administration, Facilities Development, Facilities Maintenance	\$2,885,350	\$2,960,051	\$2,813,337	\$0	\$0	\$0
Public Works: Public Service, Fleet	7,270,428	7,518,824	7,671,570	999,458	995,172	1,036,997
Charlottesville Area Transit and JAUNT Paratransit Services	2,808,863	3,342,838	3,847,956	7,002,030	5,421,413	5,819,587
Public Utilities: Gas, Water, Wastewater	0	0	0	56,651,992	50,037,275	59,305,369
Public Utilities: Stormwater	0	0	0	1,921,754	2,839,048	3,673,279
INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL	\$12,964,641	\$13,821,713	\$14,332,863	\$66,575,234	\$59,292,908	\$69,835,232



Department of Public Works

Administration - Facilities Development - Facilities Maintenance

To responsibly manage public infrastructure, transportation, and natural resources for our community

Administration FY 18 Budget - \$296,626

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.

Strategic Plan Alignment



Facilities Development

Building a Sustainable Charlottesville

Facilities Development FY 18 Budget - \$709,782

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.

Strategic Plan Alignment



Facilities Maintenance

Your Workspace is Our Workspace

Facilities Maintenance FY 18 Budget - \$1,806,929

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.

Strategic Plan Alignment



Department of Public Works Administration - Facilities Development - Facilities Maintenance

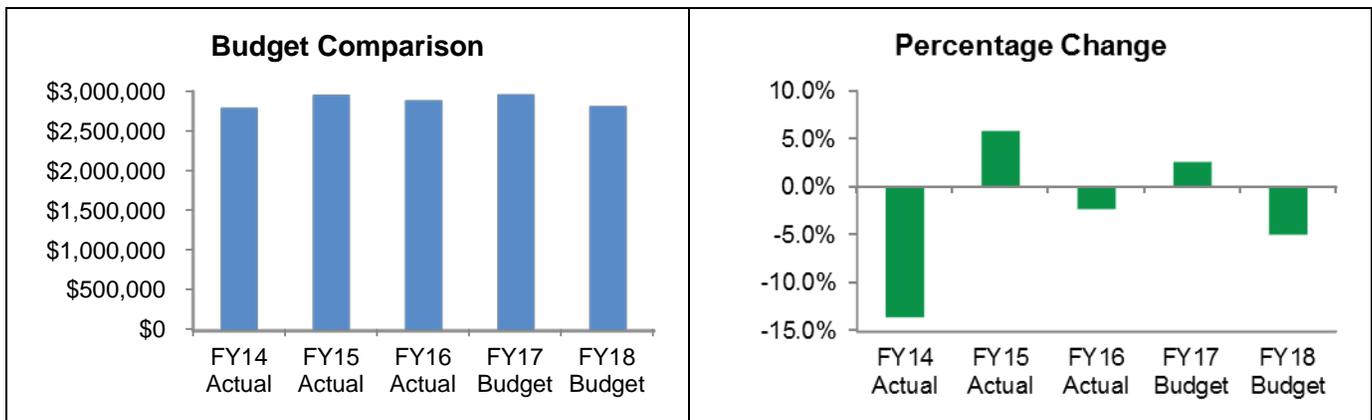
Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,345,020	\$1,501,562	\$1,633,658	\$1,793,199	\$1,817,056	\$23,857	1.3%
Other Expenditures	1,446,432	1,452,115	1,251,692	1,166,852	996,281	(170,571)	-14.6%
Total	\$2,791,452	\$2,953,677	\$2,885,350	\$2,960,051	\$2,813,337	(\$146,714)	-5.0%
General Fund Total	\$2,279,839	\$2,355,889	\$2,885,350	\$2,960,051	\$2,813,337	(\$146,714)	-5.0%
Non General Fund Total	511,613	597,788	0	0	0	0	NA
Total	\$2,791,452	\$2,953,677	\$2,885,350	\$2,960,051	\$2,813,337	(\$146,714)	-5.0%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	12.2	12.2	20.9	20.9	20.9	0.0
Non General Fund FTEs	3.5	4.5	1.0	1.0	1.00	0.0

Explanation of Changes: The change in Salaries and Benefits includes the 2% salary increase granted in FY 17 and increases in health care and retirement costs.

The decrease in Other Expenditures is in large part due to moving the expenditures related to operational costs associated with parking garage management, utilities and insurance of the Market Street Parking Garage to the new Parking Enterprise Fund in FY 18, a \$178,525 reduction in General Fund expenses. Other reductions include information technology fees, repair and maintenance costs, and cleaning supplies, as well as increases in contractual services, utility costs, fuel costs, and tree maintenance contract costs.



Department of Public Works Administration - Facilities Development - Facilities Maintenance

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Facilities Development

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.2 Provide reliable and high quality infrastructure

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
% of projects initiated within 12 months of funding authorization	100	100	78	86	100
% of capital projects completed on schedule	100	83	67	71	89
% of capital projects completed within projected budget	100	100	100	100	100

3.4 Be responsible stewards of natural resources

	LEED Rating Achieved	Target Rating	Goal Achieved	Certification Year
Major new construction projects that obtain USGBC LEED "Basic" level certification				
Downtown Transit Station	Gold	Basic	Yes	2008
Smith Aquatic Center	Platinum	Basic	Yes	2011
Charlottesville Area Transit	Gold	Gold	Yes	2012
Facilities Maintenance Renovation	Gold	Gold	Yes	2013
Fontaine Fire Station	Platinum	Gold	Yes	2015

Developed by the [U.S. Green Building Council](http://www.usgbc.org) (USGBC), the [LEED](http://www.usgbc.org/leed) (Leadership in Energy and Environmental Design) Rating System™ is a nationally accepted benchmark for evaluating sustainable sites, water efficiency, energy and atmosphere efficiency, material and resource selection and indoor environmental quality. LEED certification provides independent, third-party verification that a building was designed and built using strategies aimed at achieving high performance in key areas of human and environmental health. There are four levels of LEED Certification – 1) Certified, 2) Silver, 3) Gold and the highest rating, 4) Platinum.

Department of Public Works Administration - Facilities Development - Facilities Maintenance

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Facilities Maintenance					
Goal 3: A Beautiful and Sustainable Natural and Built Environment					
<i>3.2 Provide reliable and high quality infrastructure</i>					
	CY 2009	CY 2010	CY 2011	CY 2014	CY 2015
% of customers Somewhat Satisfied and Very Satisfied with custodial services	59%	72%	64%	64%	66%
% of customers Somewhat Satisfied and Very Satisfied with maintenance and HVAC services	73%	80%	73%	83%	77%
<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Site Energy Intensity (1,000 BTU's per sq. ft. of building space) by building type					
Recreation	167.00	168.60	143.90	174.30	124.30
Shop/Warehouse	75.80	85.90	96.40	90.80	60.50
Fire Stations	77.10	80.20	58.30	59.50	56.40
Courts	55.10	56.70	55.00	53.00	47.80
Schools	47.10	47.50	50.90	50.50	49.20
Office Buildings	63.60	64.30	63.20	62.00	59.30
Carbon Footprint: Tons of CO2 per building type					
Recreation	1,522	1,583	1,887	1,887	1,664
Shop/Warehouse	319	356	378	363	287
Fire Stations	168	154	433	435	424
Courts	408	415	406	387	362
Schools	4,992	4,769	5,171	5,219	5,073
Office Buildings	2,081	2,081	2,038	2,023	1,977

Department of Public Works Public Service – Fleet Maintenance

Public Service

We serve to make Charlottesville streets and sidewalks clean, dry, and user- friendly

Administration FY 18 Budget - \$583,307

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

Streets and Sidewalks/Streetlighting Operations FY 18 Budget - \$4,328,326

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 18 Budget - \$254,851

Stormwater Maintenance is responsible for cleaning and routine repairs of the stormwater infrastructure (over 50 miles and approximately 4,000 structures).

Traffic Operations FY 18 Budget - \$809,377

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 18 Budget - \$1,695,709

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.

Strategic Plan Alignment



Fleet Management

We Keep You Moving

Fleet Management Operations FY 18 Budget - \$1,036,997

Fleet Management Operations is responsible for repairs and maintenance to 678 City-owned vehicles and equipment, and provides recommendations on the purchase of replacement vehicles and equipment.

Strategic Plan Alignment



Department of Public Works Public Service – Fleet Maintenance

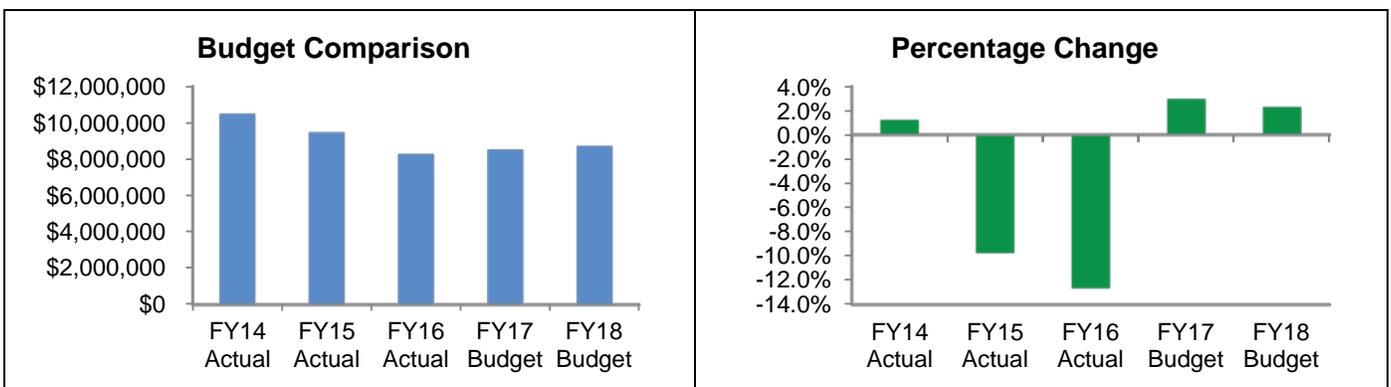
Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$4,337,285	\$4,192,060	\$4,166,967	\$4,318,820	\$4,415,428	\$96,608	2.2%
Other Expenditures	<u>6,152,485</u>	<u>5,275,131</u>	<u>4,102,919</u>	<u>4,195,176</u>	<u>4,293,139</u>	<u>97,963</u>	<u>2.3%</u>
Total	\$10,489,770	\$9,467,191	\$8,269,886	\$8,513,996	\$8,708,567	\$194,571	2.3%
General Fund Total	\$7,740,130	\$7,131,943	\$7,270,428	\$7,518,824	\$7,671,570	\$152,746	2.0%
Non General Fund Total	<u>2,749,640</u>	<u>2,335,249</u>	<u>999,458</u>	<u>995,172</u>	<u>1,036,997</u>	<u>41,825</u>	<u>4.2%</u>
Total	\$10,489,770	\$9,467,191	\$8,269,886	\$8,513,996	\$8,708,567	\$194,571	2.3%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	51.0	51.0	51.0	51.0	51.0	0.0
Non General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0

Explanation of Changes: The change in Salaries and Benefits includes a 2% salary increase and increases in health care and retirement costs.

The net increase in Other Expenditures is due to an increase in utility costs, the annual vehicle replacement contribution, chemicals for snow and ice removal, and equipment rental for leaf truck leasing; and decreases in solid waste disposal fees, maintenance supplies, fuel costs, and vehicle repair and maintenance costs.



Charlottesville Area Transit - JAUNT Paratransit Services

Catch the CAT

Charlottesville Area Transit (CAT) Operations FY 18 Budget - \$8,000,005

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 18, the City's contribution to CAT is **\$2,717,468**. 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 18 Budget - \$537,050

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 18 is **\$156,762**. In FY 18, the federal share of capital purchases is projected to be 80%, the state share 16%, and the City share 4%.

JAUNT Paratransit Services FY 18 Budget - \$1,130,488*

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.

Strategic Plan Alignment



*Reviewed by the Office of Budget and Performance Management

Charlottesville Area Transit - JAUNT Paratransit Services

Funding and Staffing Summary

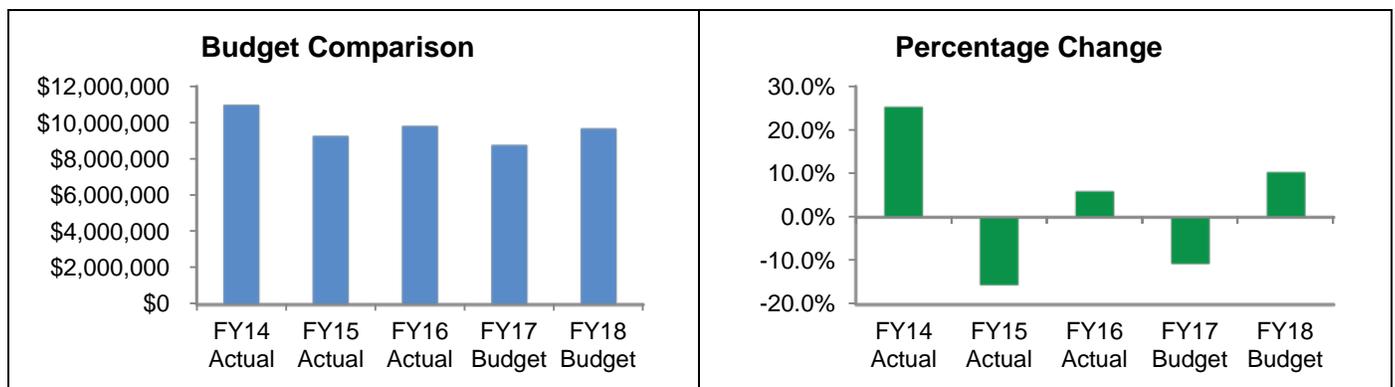
Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
CAT Salaries and Benefits	\$4,821,694	\$5,139,616	\$4,968,997	\$5,274,952	\$5,881,672	\$606,720	11.5%
CAT Other Expenditures	2,303,796	2,049,041	2,248,344	2,041,020	2,118,333	77,313	3.8%
Transit Bus Replacement	3,039,592	1,272,216	1,657,273	374,271	537,050	162,779	43.5%
JAUNT Paratransit Services	<u>800,922</u>	<u>800,922</u>	<u>936,279</u>	<u>1,074,008</u>	<u>1,130,488</u>	<u>56,480</u>	<u>5.3%</u>
Total	\$10,966,004	\$9,261,796	\$9,810,893	\$8,764,251	\$9,667,543	\$903,292	10.3%
General Fund Total	\$3,094,435	\$2,425,294	\$2,808,863	\$3,342,838	\$3,847,956	\$505,118	15.1%
Non General Fund Total	<u>7,871,569</u>	<u>6,836,502</u>	<u>7,002,030</u>	<u>5,421,413</u>	<u>5,819,587</u>	<u>398,174</u>	<u>7.3%</u>
Total	\$10,966,004	\$9,261,796	\$9,810,893	\$8,764,251	\$9,667,543	\$903,292	10.3%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
Non General Fund FTEs	68.0	68.0	68.0	69.0	72.0	3.0

Explanation of Changes: The change in Salaries and Benefits includes a 2% salary increase budgeted for FY 18, and increases in health care and retirement costs. Also included in the salary and benefits increase is the addition of 3 new FTEs: a new Safety and Training Coordinator position that is now required by Federal law, and 2 new full-time driver positions necessary due to a new route adjustment that will service the YMCA when it opens.

The net increase in Other Expenditures reflects increased fuel costs, service contracts, equipment costs for hybrid bus battery replacement, and repairs and maintenance costs; as well as decreases in maintenance supplies, fuel costs, education and training costs, and professional services.

Included as part of the FY 18 budget is **\$153,216** to fund a route adjustment to accommodate riders at the newly built YMCA. In addition to the 2 new full-time drivers this funding provides for increased relief driver hours, and fuel necessary to cover the operation of this adjusted route.



Charlottesville Area Transit - JAUNT Paratransit Services

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Transit					
Goal 3: A Beautiful and Sustainable Natural and Built Environment					
<i>3.3 Provide a variety of transportation and mobility options</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Total # of CAT passenger trips	2,570,920	2,405,151	2,275,515	2,423,740	2,337,877
CAT Passenger Satisfaction (Good or Excellent)	81%	82%	81%	83%	80%
<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
# of hybrid buses in total fleet	9	9	10	10	10
# of passenger trips per mile	2.52	2.38	2.17	2.16	2.05



Public Utilities Department Gas – Water – Wastewater

Providing Essential Living, 24/7

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.

Gas Operations FY 18 Budget - \$24,983,345

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 18 Budget - \$16,502,200

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 18 Budget - \$13,208,456

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 18 Budget - \$4,611,368

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

Strategic Plan Alignment



Public Utilities Department Gas - Water - Wastewater

Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$5,677,318	\$5,681,186	\$6,554,450	\$6,728,278	\$7,058,958	\$330,680	4.9%
Other Expenditures	48,073,104	45,314,114	41,287,323	37,957,684	41,199,024	3,241,340	8.5%
Capital Projects	7,366,270	5,558,995	3,620,124	419,249	6,436,019	6,016,770	1435.1%
Debt Service	<u>1,587,758</u>	<u>1,937,578</u>	<u>5,190,095</u>	<u>4,932,064</u>	<u>4,611,368</u>	<u>(320,696)</u>	<u>-6.5%</u>
Non General Fund Total	\$62,704,449	\$58,491,873	\$56,651,992	\$50,037,275	\$59,305,369	\$9,268,094	18.5%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
Non General Fund FTEs	92.0	92.0	92.0	92.0	92.0	0.0

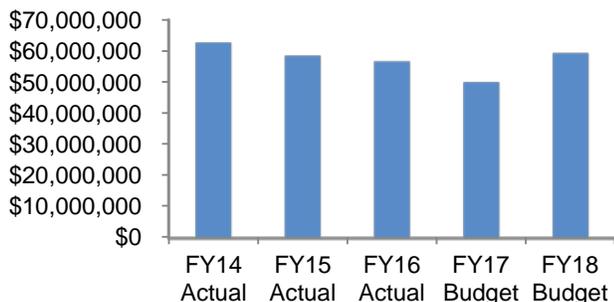
Explanation of Changes: The change in Salaries and Benefits includes a 2% salary increase budgeted for FY 18 and an increase in health care and retirement costs. The net increase in Other Expenditures is due to an increase for payment in lieu of taxes for the Water and Wastewater funds, increases in other contractual services, and consulting services, and decreases in payment in lieu of taxes for the Gas fund, and a decrease in fuel costs.

In FY 17 no additional funding was included for capital projects in the Water and Wastewater Utility Funds, since there was sufficient CIP balance in both funds for system rehabilitation and replacement work. For FY 18 the capital funding will return to the normal amounts for both funds, as projected in the five year utilities capital improvement program.

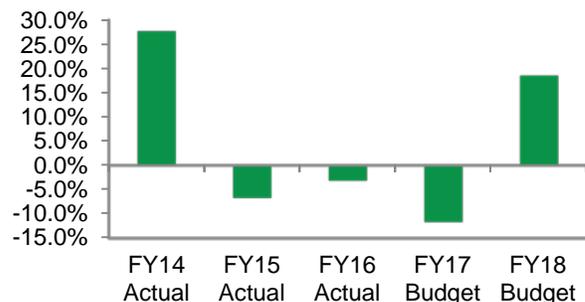
Included in this budget are authorized contributions to City Link: \$1.0 million from the Gas Fund and smaller contributions from both the Water and Wastewater Funds.

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 18 Adopted Budget.

Budget Comparison



Percentage Change



Public Utilities Department Stormwater

Addressing drainage issues while improving local water resources

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.

Stormwater Operations FY 18 Budget - \$647,460

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 and operations, infrastructure rehabilitation, water resources master planning, and stormwater retrofit planning, design, and implementation.

Stormwater Capital Projects FY 18 Budget - \$2,970,000

The Stormwater Utility Capital Budget includes \$1,220,000 for replacement, repair, or rehabilitation of aging stormwater pipe infrastructure, \$300,000 for the design and permitting of pollutant reduction and drainage improvement capital projects, \$600,000 for construction of major drainage improvements, \$800,000 for construction of stormwater retrofits, and \$50,000 for the Neighborhood Drainage Improvements project run by Neighborhood Development Services. This funding supplements the Capital funding for this project that is budgeted in the FY 2018 – 2022 CIP (**pg. L-7**).

Stormwater Debt Service FY 18 Budget - \$55,819

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

Strategic Plan Alignment



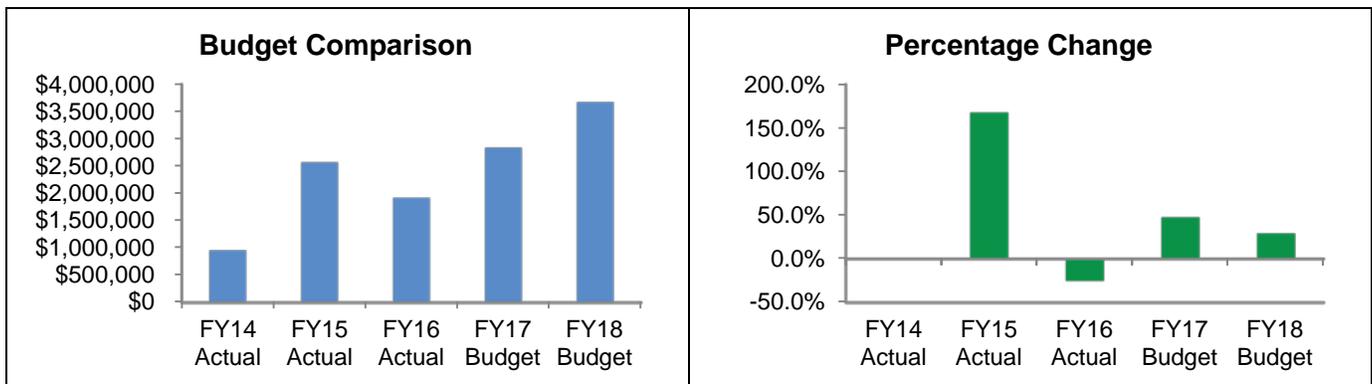
Public Utilities Department Stormwater

Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$92,554	\$291,047	\$314,429	\$325,205	\$328,706	\$3,501	1.1%
Other Expenditures	41,451	1,252,453	303,325	304,899	318,754	13,855	4.5%
Capital Projects	825,000	1,016,826	1,290,000	2,150,000	2,970,000	820,000	38.1%
Debt Service	1,024	9,217	14,000	58,944	55,819	(3,125)	-5.3%
Non General Fund Total	\$960,029	\$2,569,543	\$1,921,754	\$2,839,048	\$3,673,279	\$834,231	29.4%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
Non General Fund FTEs	4.0	4.0	4.0	4.0	4.0	0.0

Explanation of Changes: The increase in Salaries and Benefits includes a 2% salary increase budgeted for FY 18 and an increase in health care and retirement costs. The net increase in Other Expenditures reflects an increase in the transfer from Stormwater operations to the Stormwater debt service fund, an increase in information technology fees, and decreases in contractual services and fuel costs.





Public Safety and Justice



City Sheriff

Commonwealth's Attorney

Contributions to Programs Promoting Public Safety and Justice

Courts and Other Support Services

Fire Department

Police Department

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

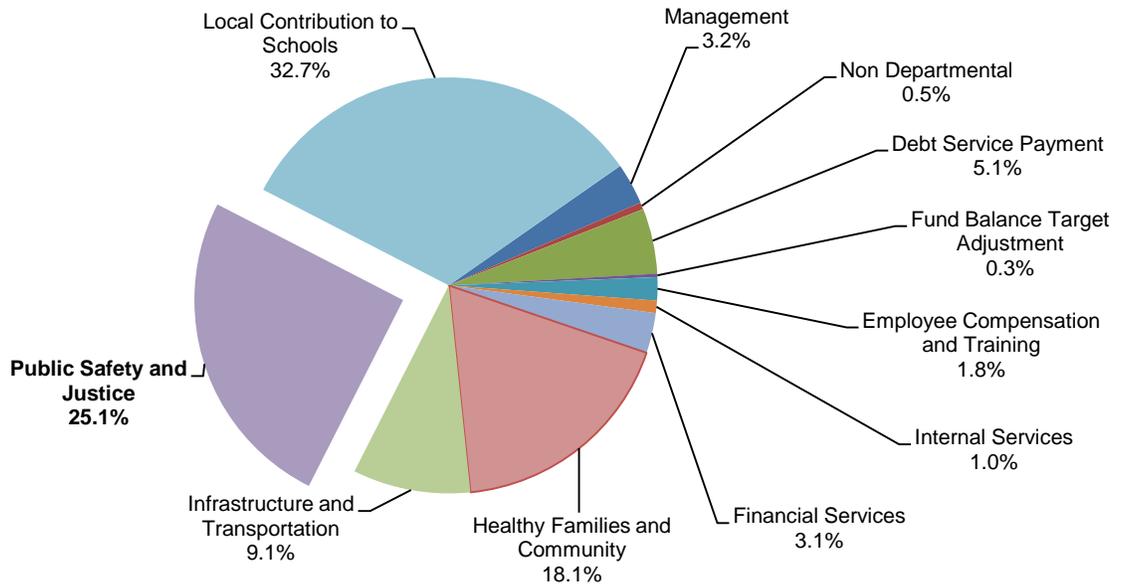


Goal 4: A Strong, Creative and Diversified Economy

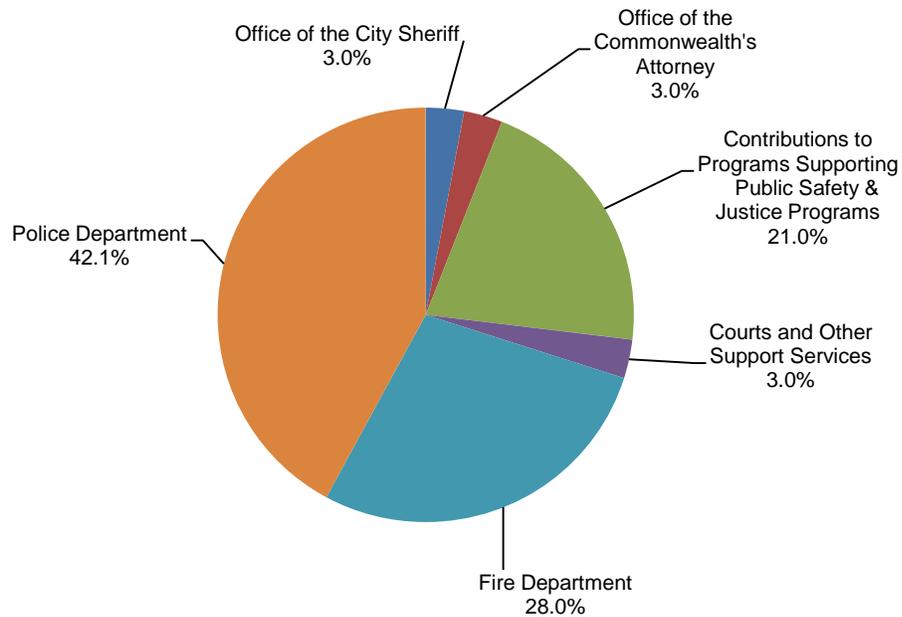


Goal 5: A Well-managed and Responsive Organization

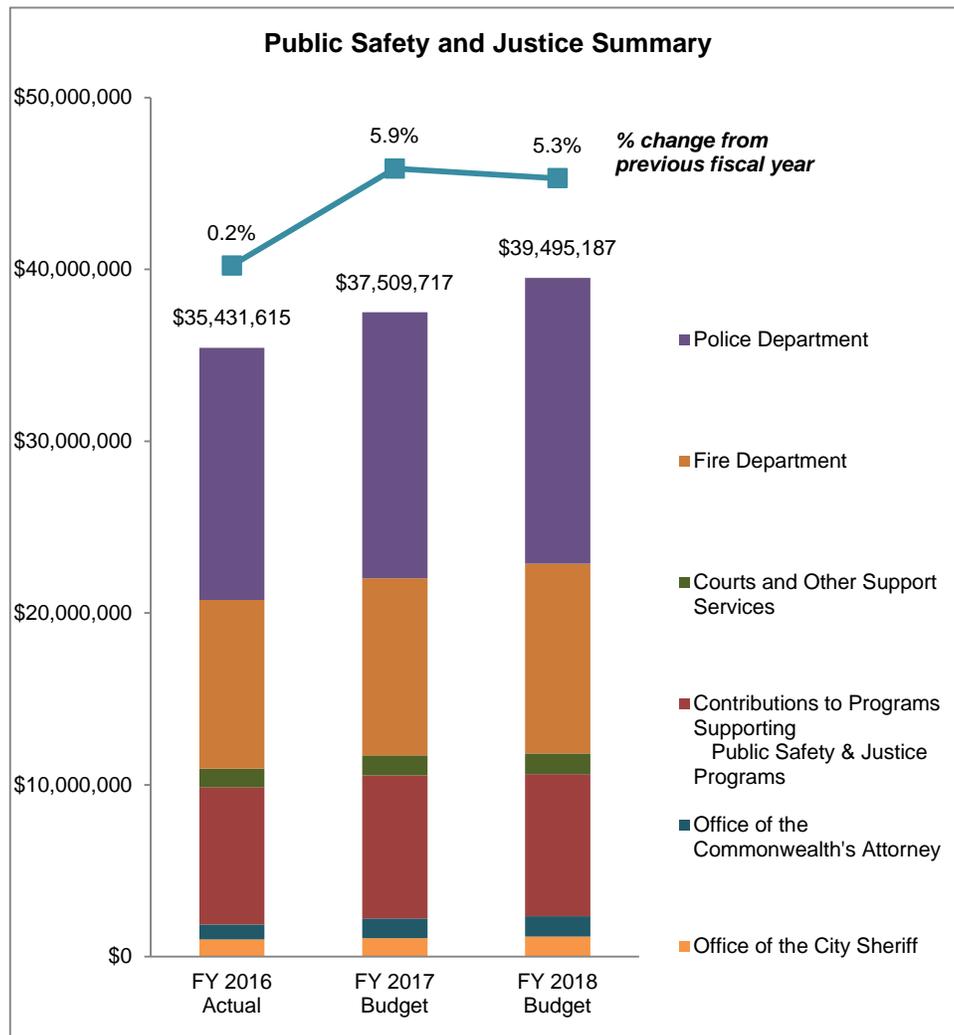
Public Safety and Justice
% of General Fund Operating Budget



Public Safety and Justice Overview
General Fund



Public Safety and Justice Summary	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
PUBLIC SAFETY AND JUSTICE						
Office of the City Sheriff	\$1,006,048	\$1,085,206	\$1,170,908	\$0	\$0	\$0
Office of the Commonwealth's Attorney	\$868,786	1,146,248	1,177,668	0	0	0
Contributions to Programs Supporting Public Safety & Justice Programs	\$7,989,657	8,312,508	8,280,966	0	0	0
Courts and Other Support Services	\$1,075,010	1,173,606	1,196,086	0	0	0
Fire Department	\$9,829,640	10,299,950	11,043,501	0	0	0
Police Department	\$14,662,473	15,492,199	16,626,058	0	0	0
PUBLIC SAFETY AND JUSTICE SUBTOTAL	\$35,431,615	\$37,509,717	\$39,495,187	\$0	\$0	\$0



Office of the City Sheriff

With integrity, we will serve the community in a professional, courteous and responsible manner while securing the courts, working to ensure court staff and public safety, and helping to preserve the environment

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. Although they are not assigned to handle Criminal and Traffic matters as there is a Police Department in the jurisdiction, they assist the Police Department as needed, and have full authority to arrest and enforce Criminal and Traffic violations. A portion of the City Sheriff’s Office budget is reimbursed by the Commonwealth of Virginia Compensation Board.

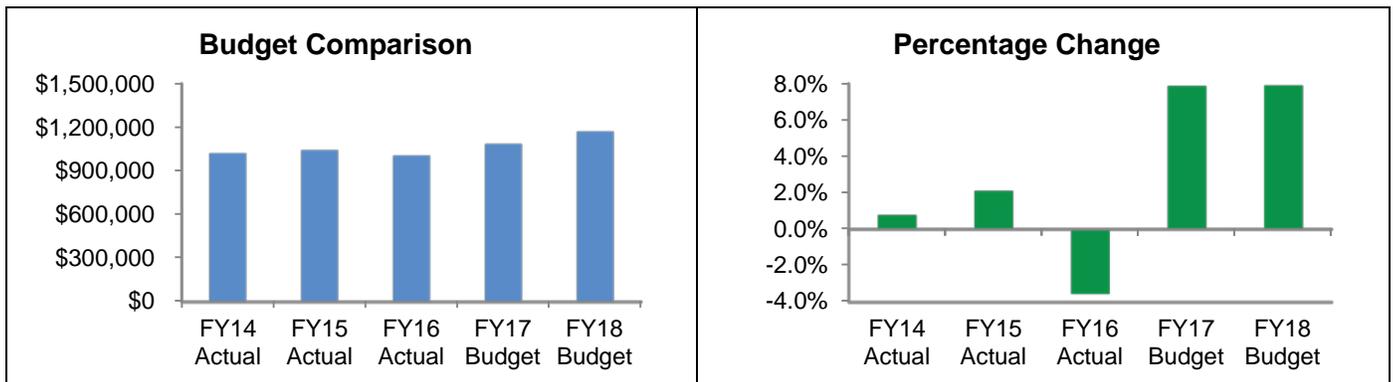
Strategic Plan Alignment



Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$849,795	\$869,936	\$849,075	\$928,739	\$990,335	\$61,596	6.6%
Other Expenditures	<u>171,585</u>	<u>173,045</u>	<u>156,973</u>	<u>156,467</u>	<u>180,573</u>	<u>24,106</u>	<u>15.4%</u>
General Fund Total	\$1,021,381	\$1,042,980	\$1,006,048	\$1,085,206	\$1,170,908	\$85,702	7.9%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0

Explanation of Changes: The change in Salaries and Benefits reflects the 2% salary increase granted in FY 17 and an increase in health care and retirement costs. In Other Expenditures, the increase is due to additional charges for the Sheriff’s portion of the costs for the Public Safety IT Support Technician and regional firearms maintenance, and due to increased Line Of Duty Act (LODA) insurance costs and cell phone costs, and a decrease in fuel costs.



Office of the Commonwealth’s Attorney

The Office of the Commonwealth’s Attorney prosecutes criminal cases in Charlottesville’s Circuit, General District, and Juvenile and Domestic Relations courts. The office provides on-going legal advice and guidance not only to the Charlottesville Police Department concerning investigations and matters of law enforcement policy, but also to other City of Charlottesville departments that have law enforcement responsibilities. While maintaining appropriate constitutional independence, the Commonwealth’s Attorney and staff collaborate with community and governmental agencies in the furtherance of public safety, the well-being of crime victims, and the health of Charlottesville as a community. 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.

Strategic Plan Alignment

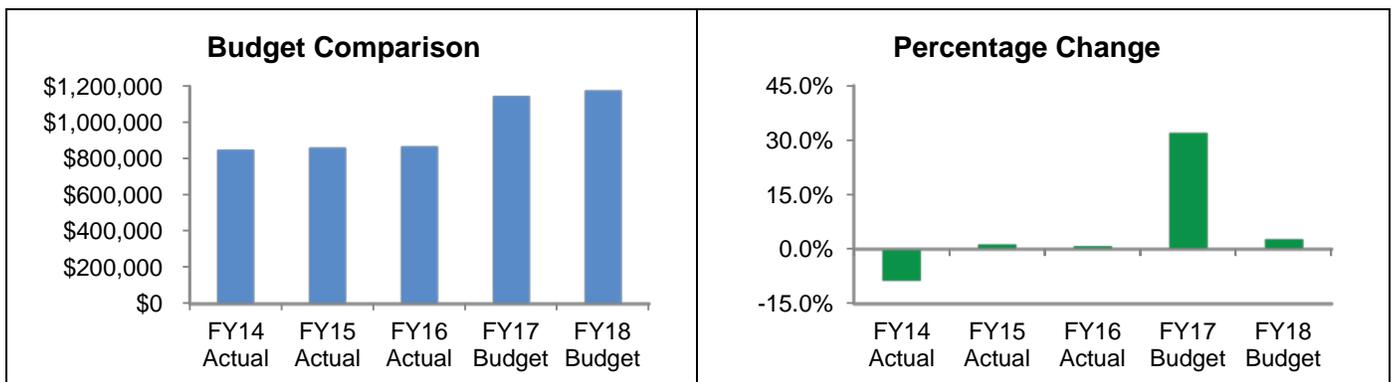


Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$761,545	\$770,101	\$776,995	\$986,831	\$1,019,415	\$32,584	3.3%
Other Expenditures	<u>88,966</u>	<u>91,415</u>	<u>91,792</u>	<u>159,417</u>	<u>158,253</u>	<u>(1,164)</u>	<u>-0.7%</u>
General Fund Total	\$850,510	\$861,516	\$868,786	\$1,146,248	\$1,177,668	\$31,420	2.7%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	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 Changes: The change in Salaries and Benefits reflects the 2% salary increase granted in FY 17 and an increase in health care and retirement costs.

In Other Expenditures, the net decrease is due to decreased information technology charges and telephone charges, and increases in cell phone charges for on-call staff.



Contributions to Programs Promoting Public Safety and Justice

Albemarle-Charlottesville Regional Jail FY 18 Budget - \$4,985,696*

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 18 Budget - \$1,083,863*

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 18 Budget - \$1,586,942*

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 18 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 FY 18 Budget - \$235,343**

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.

Piedmont Court Appointed Special Advocates (CASA) FY 18 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 18 Budget - \$51,710*

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 18 Budget - \$256,782*

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.

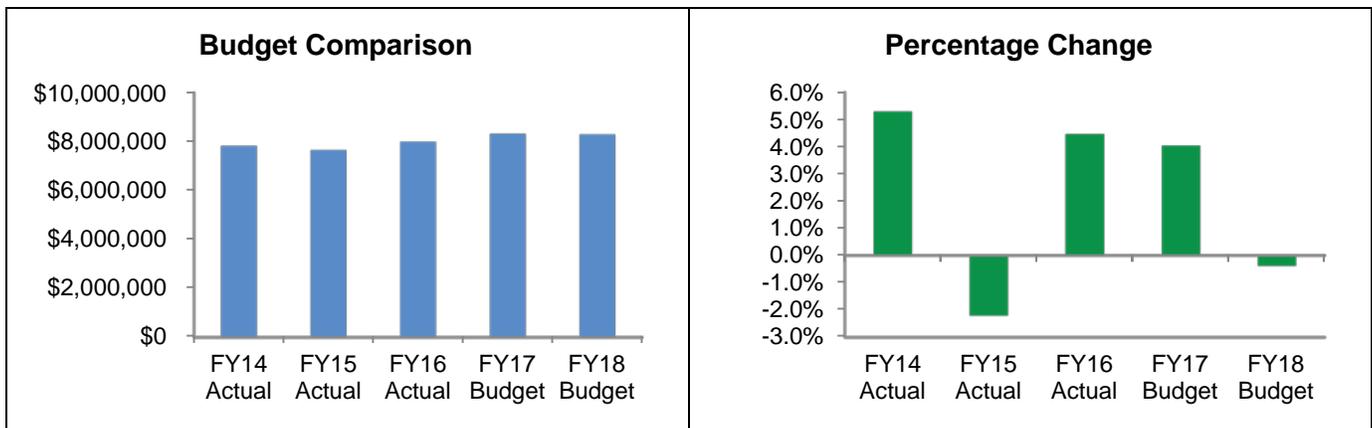
* Reviewed by the Office of Budget and Performance Management

** Reviewed by the Agency Budget Review Team

Contributions to Programs Promoting Public Safety and Justice

Funding Summary

Agency	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase/ (Decrease)	% Change
Albemarle-Charlottesville Regional Jail	\$4,486,866	\$4,384,340	\$4,624,432	\$4,902,473	\$4,985,696	\$83,223	1.7%
Blue Ridge Juvenile Detention	1,212,034	965,990	1,013,644	1,264,577	1,083,863	(180,714)	(16.7%)
Emergency Communications Center	1,567,491	1,697,772	1,751,653	1,533,737	1,586,942	53,205	3.4%
Legal Aid Justice Center	70,630	70,630	70,630	70,630	70,630	0	0.0%
Offender Aid and Restoration	244,992	239,444	233,310	236,810	235,343	(1,467)	(0.6%)
Piedmont Court Appointed Special Advocates	\$9,818	9,818	9,818	9,818	10,000	182	1.8%
Public Defender's Office	0	44,544	45,107	46,344	51,710	5,366	10.4%
Society for the Prevention of Cruelty to Animals	<u>229,232</u>	<u>236,118</u>	<u>241,063</u>	<u>248,119</u>	<u>256,782</u>	<u>8,663</u>	<u>3.4%</u>
General Fund Total Contributions	\$7,821,063	\$7,648,656	\$7,989,657	\$8,312,508	\$8,280,966	(\$31,542)	(0.4%)



Courts and Other Support Services

General District Court FY 18 Budget - \$24,421

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

Circuit Court FY 18 Budget - \$829,985

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 18 Budget - \$324,810

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 also shared with the County. Their share is budgeted as General Fund Revenue.

Court Services Unit (CSU) FY 18 Budget - \$8,570

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 18 Budget - \$8,300

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.

Strategic Plan Alignment



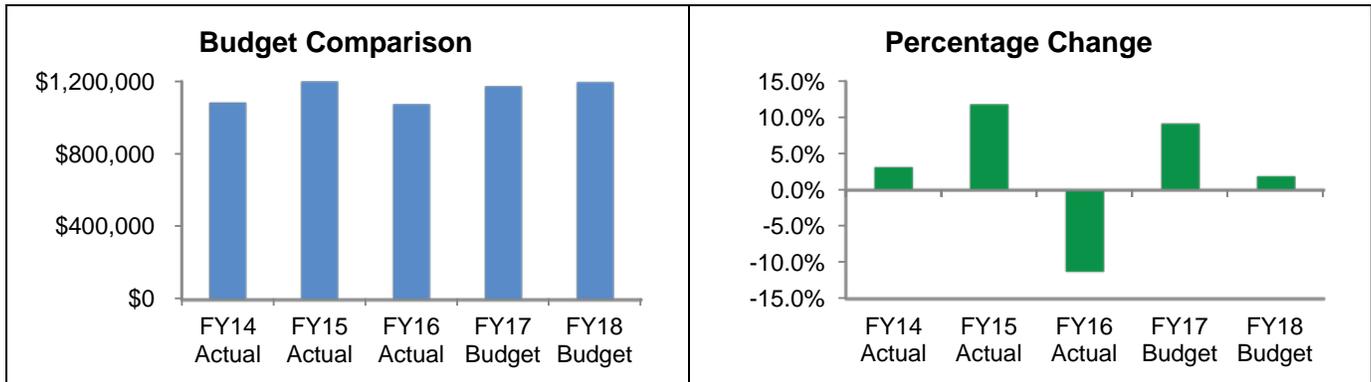
Courts and Other Support Services

Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$669,739	\$709,344	\$694,052	\$712,301	\$736,524	\$24,223	3.4%
Other Expenditures	<u>413,544</u>	<u>502,144</u>	<u>380,957</u>	<u>461,305</u>	<u>459,562</u>	<u>(1,743)</u>	<u>-0.4%</u>
General Fund Total	\$1,083,283	\$1,211,488	\$1,075,010	\$1,173,606	\$1,196,086	\$22,480	1.9%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0

Explanation of Changes: The change in Salaries and Benefits reflects the 2% salary increase granted in FY 17 and an increase in health care and retirement costs. In Other Expenditures, the net decrease is the result of increases in telephone charges for Juvenile and Domestic Relations Court, increases in education and training for the Circuit court Judges and General District Court and decreases in information technology charges and additional reductions in the areas of furniture, equipment, and supplies.



Fire Department

The mission of the Charlottesville Fire Department is to improve the quality of life in our community by consistently striving to provide superior fire and emergency services focused on prevention, preparedness, response, and recovery.

Administration FY 18 Budget - \$785,267

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

Operations FY 18 Budget - \$8,831,509

The Operations division of the Fire Department consists of 75 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 18 Budget - \$379,056

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. Also, 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 18 Budget - \$338,097

The Training, Health & Safety section consists of two sworn officers who work to identify Department training needs and develop training programs to assist firefighters in becoming more proficient in emergency service delivery, emergency incident management, and safety. Additionally they provide oversight of the Department's comprehensive wellness/fitness and occupational health & safety programs.

Resources FY 18 Budget - \$246,665

The Resources section consists of a sworn officer and a civilian mechanic position. This section is directly responsible for ensuring that the Department's physical resources, 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 18 Budget - \$319,767

The Planning section consists of two sworn officers and one part-time civilian position. It is responsible for the oversight of the administration of the department's strategic planning and accreditation processes. Additionally this section manages all of the systems performance data and makes recommendations to the Administration for improved effectiveness and efficiencies.

EMS FY 18 Budget - \$120,898

The EMS section is currently managed by one civilian emergency medical services instructor. This section is responsible for administering all of the EMS training and maintaining the EMS training records and licensure for the Department. Additionally this section manages the infection control portion of the health and safety program.

Volunteer Fire Department FY 18 Budget - \$22,242

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

*The Charlottesville Fire Department holds an **Insurance Services Office (ISO) Class 1** rating, the highest possible in the industry. Charlottesville Fire is one of only 6 ISO Class 1 fire departments in the Commonwealth of Virginia and one of only 150 in the United States.*

Strategic Plan Alignment



Fire Department

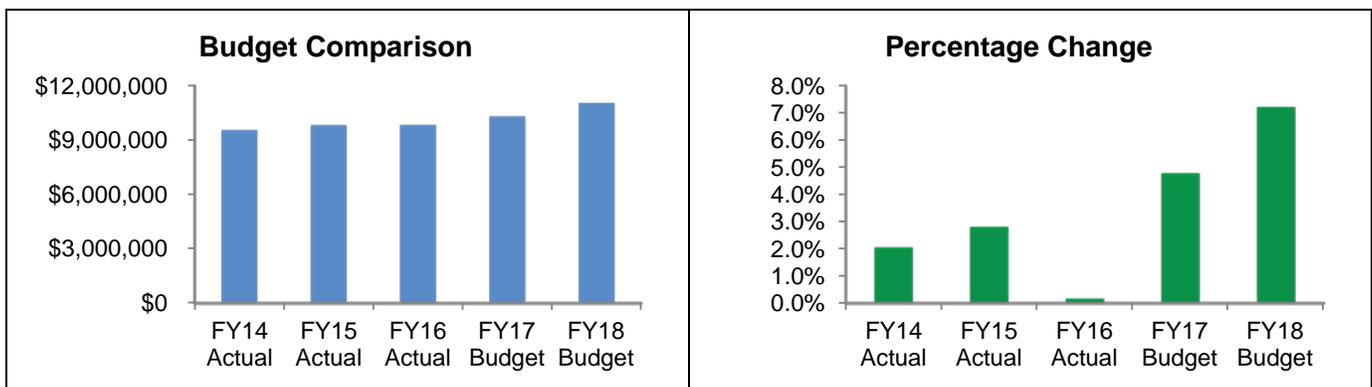
Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$8,016,674	\$8,095,976	\$8,133,759	\$8,651,312	\$9,013,902	\$362,590	4.2%
Other Expenditures	<u>1,528,097</u>	<u>1,716,926</u>	<u>1,695,881</u>	<u>1,648,638</u>	<u>2,029,599</u>	<u>380,961</u>	<u>23.1%</u>
General Fund Total	\$9,544,771	\$9,812,902	\$9,829,640	\$10,299,950	\$11,043,501	\$743,551	7.2%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	89.0	91.0	91.0	91.0	91.0	0.0

Explanation of Changes: The change in Salaries and Benefits reflects the 2% salary increase granted in FY 17 and an increase in health care and retirement costs. Also included is an increase in retirement costs due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs.

In Other Expenditures, increases include additional charges for the Fire Department’s portion of the costs for the Public Safety IT Support Technician, increased Line Of Duty Act (LODA) insurance costs, and cell phone costs related to the Mobile Data Terminals on the Fire apparatus. Education and training was also increased to account for additional training required with the expansion of the Community Risk Reduction. The Fire Department also saw reductions in information technology charges, telephone service costs, vehicle maintenance costs, and small hand tools.



Fire Department

Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Fire Department					
Goal 2: A Healthy and Safe City					
<i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>					
	2012	2013	2014	2015	2016
City fatality rate per 10,000 population (over 5 year average)	0.04	0.04	0.00	0.00	0.00
Fire-caused city civilian injury rate per 1,000 city population per year.	0.09	0.09	0.06	0.06	0.13
# of fire incidents occurring in the city per 1,000 population per year	3.94	4.56	3.45	3.22	3.87
Direct fire loss per \$10,000 assessed value of protected property	\$1.79	\$4.01	\$0.99	\$0.68	\$1.25
City fire loss per capita	\$24.73	\$54.36	\$13.92	\$9.54	\$18.10
# of structure fires per 1,000 population per year	1.59	2.25	1.79	1.46	0.71
% of fire incidents with 1st unit arrival on scene within 6 minutes or less from time of dispatch	75%	81%	77%	84%	84%
% of EMS incidents with 1st Unit arrival on scene within 6 minutes or less from the time of dispatch	78%	79%	76%	77%	77%
Firefighter injury rate per incident	0.010	0.01	0.010	0.00	0.01
Firefighter death rate per incident	0.00	0.00	0.00	0.00	0.00

Police Department

To serve, protect and improve the quality of life for those who visit, work and reside in our community

Police Department Operations FY 18 Budget - \$16,450,058

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. The Police Department provides comprehensive law enforcement services to its community and consists of a Patrol Division, Criminal Investigations Division, and Support Services Division, as well as SWAT and Crisis Negotiation teams.

Jefferson Area Drug Enforcement Task Force FY 18 Budget - \$176,000

This department is responsible for the administration and operational control of the multi-jurisdictional Jefferson Area Drug Enforcement (JADE) Task Force. In cooperation with federal, state, and other local law enforcement agencies, the detectives and supervisors of JADE are effectively reducing the flow of drugs and guns into our community; as well as proactively identifying and dismantling major drug gangs and/or threat groups. Annual support for JADE, through funding and dedicated positions, comes from several sources: City of Charlottesville - \$80,000 and 5 positions; University of Virginia - \$16,000 and 1 position; Albemarle County - \$64,000 and 4 positions; and the Virginia State Police - \$16,000 and 1 position.

Strategic Plan Alignment



Police Department

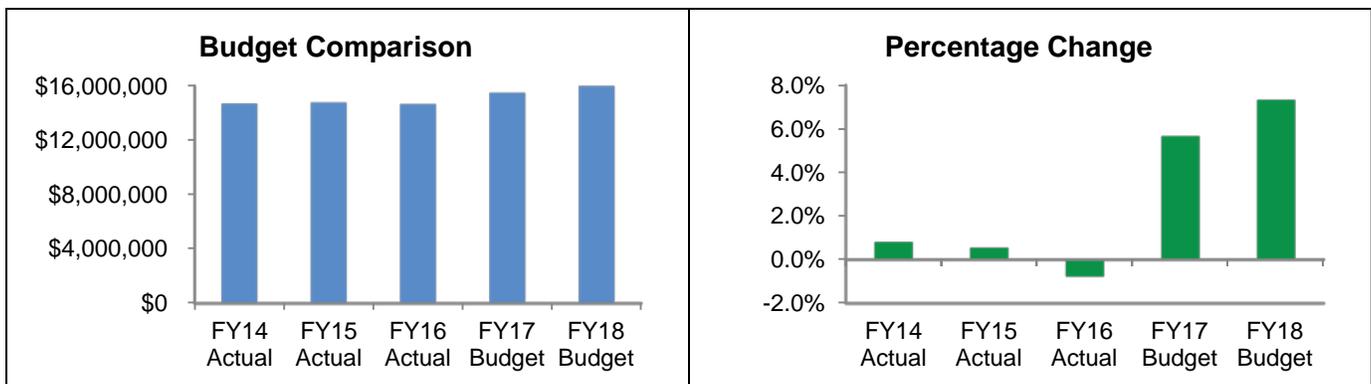
Funding and Staffing Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$11,583,204	\$11,703,734	\$11,687,428	\$12,663,227	\$13,622,189	\$958,962	7.6%
Other Expenditures	<u>3,113,839</u>	<u>3,073,921</u>	<u>2,975,046</u>	<u>2,828,972</u>	<u>3,003,869</u>	<u>174,897</u>	<u>6.2%</u>
General Fund Total	\$14,697,043	\$14,777,655	\$14,662,473	\$15,492,199	\$16,626,058	\$1,133,859	7.3%

Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
General Fund FTEs	146.0	154.0	154.0	156.0	157.0	1.0

Explanation of Changes: The net change in Salaries and Benefits reflects the 2% salary increase provided in FY 17 and increases in health care and retirement costs, and the addition of a Traffic Officer to help address growing concerns by the community for traffic safety. Also included is an increase in retirement costs due to a change in the method used to fund Other Post-Employment Benefits (OPEB) costs. Additionally, temporary salaries are increasing in order to accommodate higher workloads and a new traffic officer will be added in FY 18 to help address growing concerns by the community for traffic safety.

In Other Expenditures, the net increase is due to additional charges for the Police Department's portion of the costs for the Public Safety IT Support Technician, regional firearms maintenance, and due to increased Line Of Duty Act (LODA) insurance costs and cell phone costs, and a decrease in fuel costs. Additionally, costs for regional training academy fees are increasing, as well as service contract costs for the maintenance of specialized software. Finally, charges for the department's vehicle replacement program will increase in FY 18.



Police Department Strategic Plan Performance Measures

Visit www.charlottesville.org/measuresup for a complete department scorecard.

Police Department					
Goal 2: A Healthy and Safe City					
<i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>					
	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017
# of Problem Solving Projects*	2	0	0	0	1
# of reported violent crimes	43	48	56	54	43
Goal 5: A Well-managed and Responsive Organization					
<i>5.4 Foster effective community engagement</i>					
	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017
# of community relations initiatives	7	22	7	21	15
# of police department tours	1	0	1	NA	NA
# of crime prevention/general education programs	8	9	4	7	4
# of hours spent interacting with students in public schools	4,160	4,160	4,160	4,160	4,160
# of bike and foot patrol hours	2,872	2,872	2,872	2,872	2,872
# of hits on website	6,684	6,641	6,022	7,864	4,943
	Oct-12	Oct-13	Oct-14	Oct-15	Oct-16
# of citizens in completing the Police Academy	14	16	15	15	13

**The Problem Solving Project Program is a process that requires active and engaged participation of all the stakeholders in a neighborhood. The Police Department strives to prevent problems in neighborhoods by involving residents in the identification of concerns and the problem-solving process.*

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



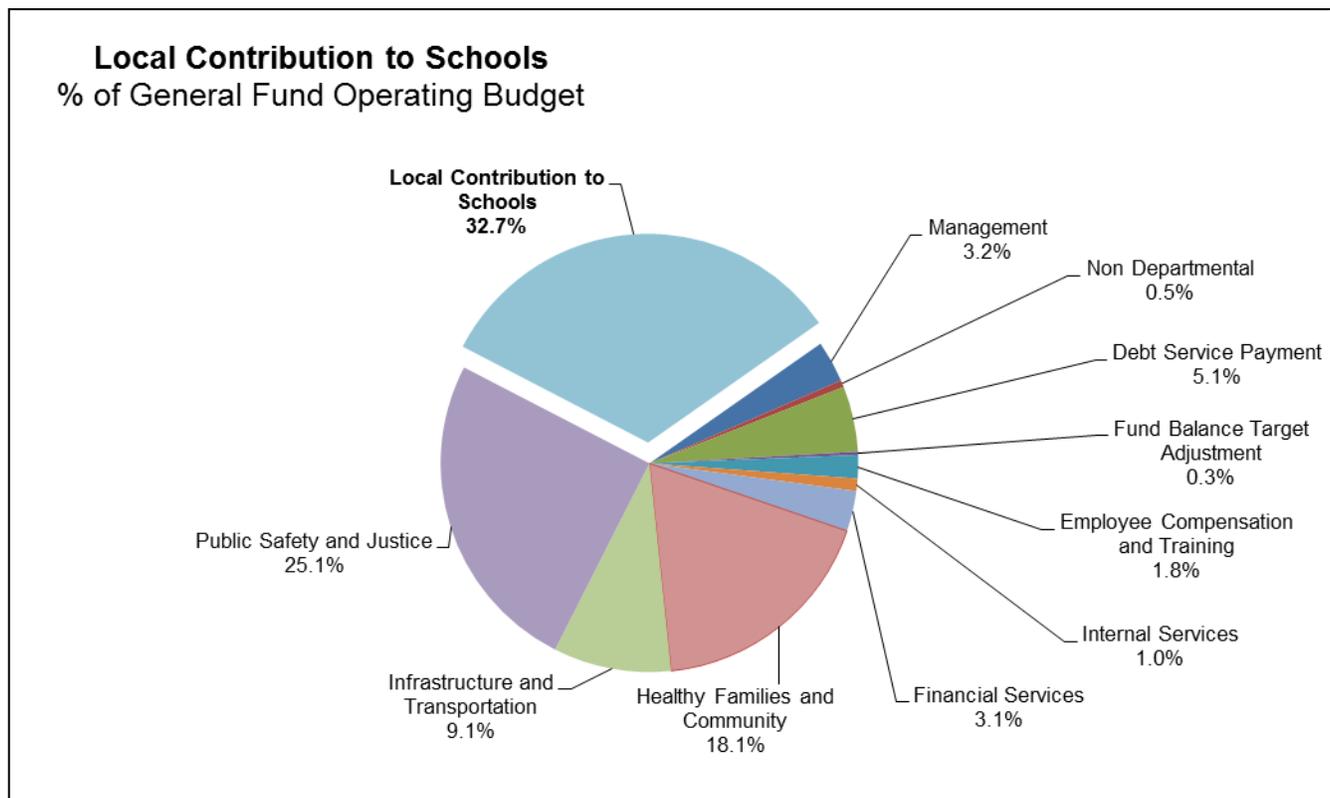
Goal 5: A Well-managed and Responsive Organization

Charlottesville City School Operations

High quality education is provided for 4,478 students (actual enrollment for the 2016-2017 school year) in Pre-K through 12 in six elementary schools, one upper elementary school, one middle school, and one high school under the direction of the Charlottesville School Board. Education programs for adults are also offered through evening classes at Charlottesville High School, the Adult Basic Education Learning Center, and the Charlottesville-Albemarle Technical Education Center. Specialty services for high schools students are also offered through the Lugo-McGinnes Academy.

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

Approximately **15.78%** of the City's debt service payment from the general fund is for school projects. There is **\$4.43 million** in the Adopted FY 18 Capital Improvement Program dedicated to schools capital projects (*pg. L-5*).

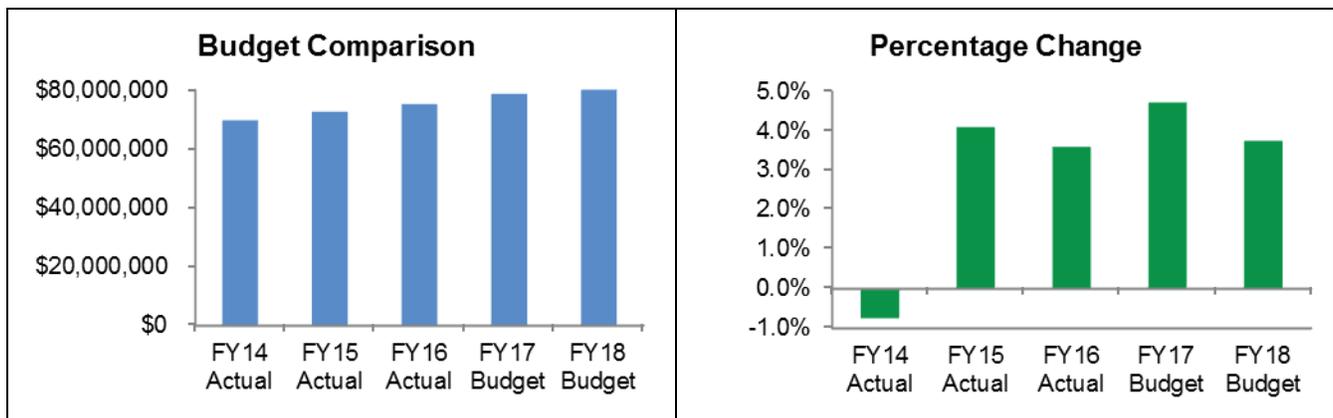


Charlottesville City School Operations

Funding Summary

Funding Summary	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	Increase/ (Decrease)	% Change
Local Contribution	\$44,067,826	\$45,632,399	\$47,342,848	\$49,330,604	\$51,330,604	\$2,000,000	4.1%
State Funds	17,616,141	18,780,326	19,554,071	20,790,050	21,598,270	808,220	3.9%
Federal Funds	4,949,215	4,906,774	4,892,158	4,909,004	4,984,402	75,398	1.5%
Misc. Funds	<u>3,001,456</u>	<u>3,159,569</u>	<u>3,288,474</u>	<u>3,586,282</u>	<u>3,646,921</u>	<u>60,639</u>	<u>1.7%</u>
Total	\$69,634,638	\$72,479,068	\$75,077,551	\$78,615,940	\$81,560,197	\$2,944,257	3.7%
Schools General Fund Total	\$56,336,403	\$58,963,027	\$60,718,027	\$63,751,167	\$66,475,568	\$2,724,401	4.3%
Schools Non General Fund Total	<u>13,298,235</u>	<u>13,516,041</u>	<u>14,359,523</u>	<u>14,864,773</u>	<u>15,084,629</u>	<u>219,856</u>	<u>1.5%</u>
Total	\$69,634,638	\$72,479,068	\$75,077,551	\$78,615,940	\$81,560,197	\$2,944,257	3.7%

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 2017-2018 Adopted Budget please visit their website at: <http://charlottesvilleschools.org/home/about-ccs/budget/>.



City/School Contracted Services

Pupil Transportation FY 18 Budget - \$2,902,777

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 18 Budget - \$3,683,168

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 Charlottesville City Schools students and staff.

Strategic Plan Alignment



City/School Contracted Services

Funding and Staffing Summary

Funding Summary	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)	% Change
	Actual	Actual	Actual	Budget	Budget		
Salaries and Benefits	\$2,813,055	\$2,804,050	\$2,955,382	\$3,256,125	\$3,471,102	\$214,977	6.6%
Other Expenditures	3,111,551	2,900,148	3,088,094	3,118,420	3,114,843	(3,577)	-0.1%
General Fund Total	\$5,924,606	\$5,704,198	\$6,043,476	\$6,374,545	\$6,585,945	\$211,400	3.3%

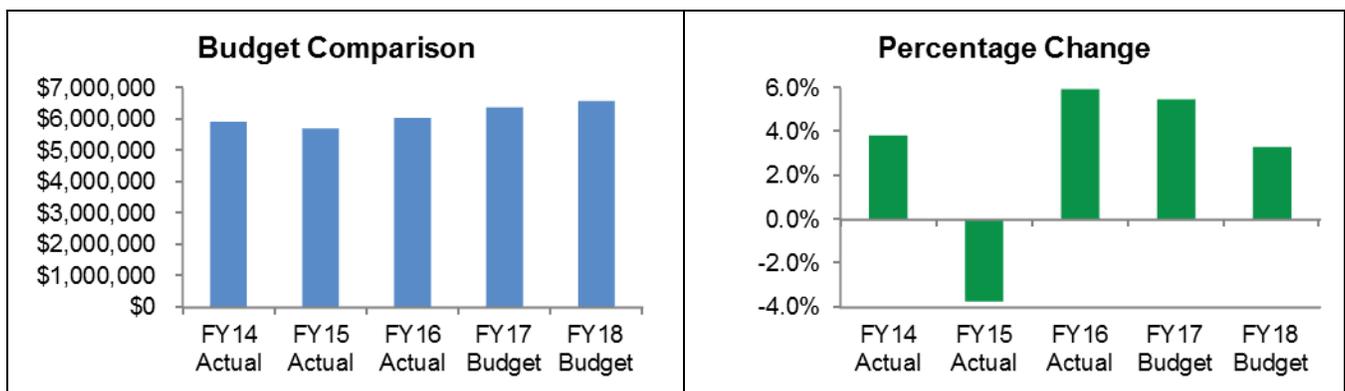
Staffing Summary (Full Time Equivalents)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Increase/ (Decrease)
Pupil Transportation	28.0	28.5	28.5	28.5	29.0	0.5
School Building Maintenance	18.3	18.3	19.3	19.3	19.3	0.0

Explanation of Changes: An increase of **\$208,712** from FY 17 to FY 18 in **Pupil Transportation** expenses can be attributed to the 2% salary increase granted in FY 17, an increase in health care and retirement costs. Salaries and Benefits includes new funding for a 20 hour per week School Bus Aide, annual performance bonuses, increases in overtime associated with quarterly safety trainings, and funding to cover wages lost due to school closures for snow for up to three paid snow days. In Other Expenditures, bus replacement costs are increasing by \$4,000. The budget further includes increases in vehicle repairs and maintenance, education and training, and a decrease in fuel costs based on the anticipated cost per gallon of fuel.

The portion of Pupil Transportation to be funded by Charlottesville City Schools is **\$2,659,777**. The remainder of Pupil Transportation expenses is funded with fees for services of **\$243,000** in projected revenue from charter services.

The increase of **\$2,688** from FY 17 to FY 18 in **School Building Maintenance** cost centers reflects the 2% salary increase provided in FY 17, and an increase in health care retirement costs. In Other Expenses, utility costs and information technology fees were reduced, with increases in repair and maintenance costs and school salary reimbursement costs.

The City's Schools pay 100% for the School Building Maintenance service.





Capital Improvement Program Fund

Capital Improvement Program (CIP) Overview

The Capital Improvement Program 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 Improvements Program (CIP), which is designed to coordinate the planning, financing, and construction of capital projects. As part of the capital improvement process, it has been recognized that funding needs to be set aside for the maintenance of City facilities. Separate funding is adopted in the General Fund budget for the smaller maintenance projects, which are handled in the Facilities Repair Fund.

There are several factors that must be taken into consideration during the development of the capital budget, such as the aging of Charlottesville's public facilities and infrastructure, the lack of significant growth in 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. Beginning in October 2013, 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 and culture. On June 2, 2014 City Council adopted the City of Charlottesville Strategic Plan. Starting in FY 16, the Strategic Plan has been one of the drivers of the budget process when making those decisions about where resources should be allocated and spent. Staff and Council recently revisited this plan to address the next three years (FY 2018 – 2020). While the updated plan has not deviated significantly from the original plan, it focuses more on the manageability and measurability of its goals, objectives and initiatives. The proposed plan will be adopted by Council before it becomes effective on July 1, 2017.

The ongoing Strategic Planning effort, 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 begins in June of each year, when City departments start planning their requests for the upcoming five-year capital plan. The Preliminary CIP request forms are received in July by the Office of Budget and Performance Management, which organizes and prepares the submissions for review, and forwards the requests to the City Manager.

CIP Process and Timeline (cont.)

A review meeting then takes place with departments who have submitted projects, which provides the City Manager and the Office of Budget and Performance Management more information about project requests and allows departments to speak to the overall need of the projects in relation to the other project requests. After this meeting, the City Manager decides which projects move on to the second phase of the CIP request process. Those projects selected to proceed to the second phase of the CIP request process are required to complete the Final Request form which provides project costs, revenues, and captures the true life cycle cost of the projects – including not only initial construction costs but also operational costs and future replacement costs.

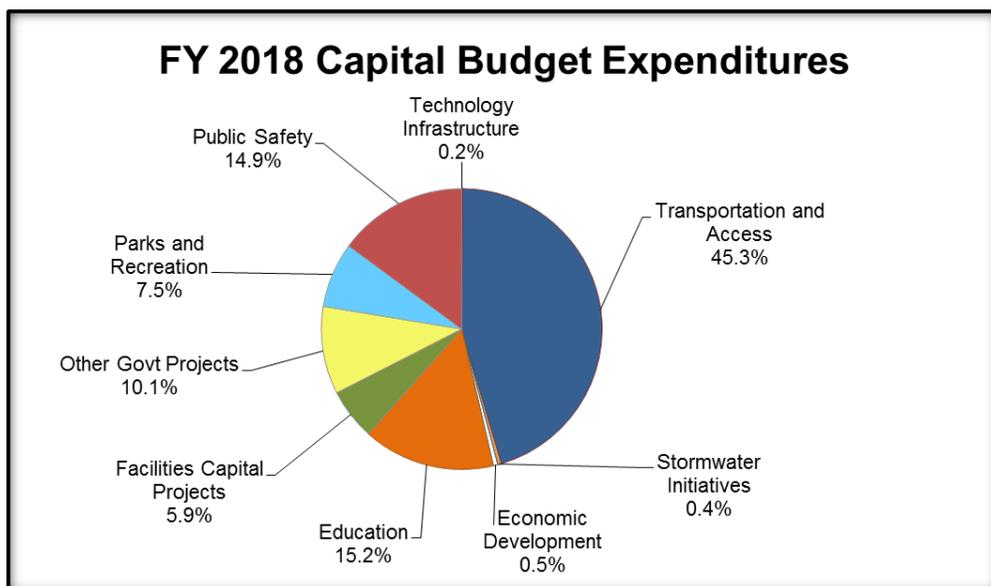
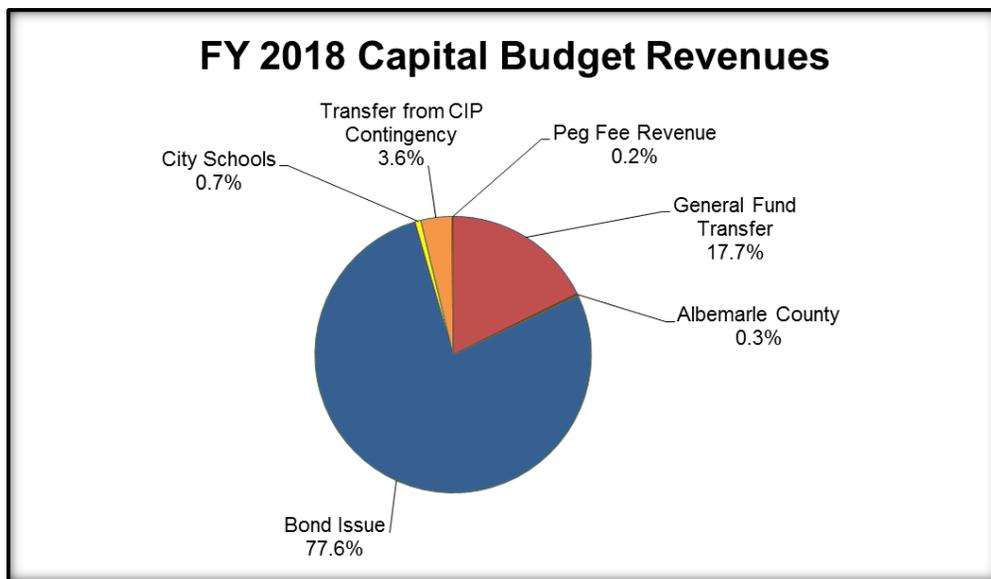
The Final Request forms are forwarded to the CIP **Budget Development Committee**, which consists of the City Manager, the Assistant City Managers, the Finance Director, the Senior Budget and Management Analyst, the Budget and Management Analyst and one member of the Planning Commission. The **Budget Development Committee** meets throughout October and November, and develops a recommendation that is fiscally sound and reflects the overall priorities and needs of the City. The final proposal from the **Budget Development Committee** is then presented to the Planning Commission for feedback and approval at their November worksession and December Public Hearing. During this time the Planning Commission puts forth its own set of recommendations and proposed changes to City Council.

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 April 15th the first year of the CIP is adopted along with the operating budget.

FY 2018 Capital Improvement Program Revenues and Expenditures

The **FY 18 - 22** Capital Improvement Program recommends the use of approximately **\$66.81 million** in long-term debt to finance a portion of the **\$106.4 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 18** contains bondable projects totaling **\$23.27 million**, along with non-bondable projects totaling **\$5.87 million**, for a total capital improvement program budget equaling **\$29.14 million**.





Capital Improvement Program Alignment to the Strategic Plan



Prepare students for academic and vocational success

Continues a strong commitment to the schools, providing \$4.43 million in capital funding for school facility improvements, including \$1.0 million in new funding the **Charlottesville City Schools Priority Improvement projects** and \$1.66 million in funding for the **Charlottesville High School Track**.



Increase affordable housing options

In FY 18, the funding for the **Charlottesville Affordable Housing Fund** will increase by \$800,000 and in FY 19 is projected to double to a total of \$3.4 million for that year and future fiscal years, based on City Council's commitment to building more affordable housing in the City.

Public Housing Redevelopment is to receive \$250,000 in the FY 18 CIP to begin to set aside funding for the future redevelopment of the City's public housing sites.



Engage in robust and context sensitive urban planning and implementation

\$3.25 million is allocated in FY18, 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 18 Adopted CIP, **Small Area Plans** will receive \$50,000. 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 \$250,000 in the FY 18 CIP. This funding is intended to facilitate completion of projects outlined in the Strategic Investment Area Plan completed in December 2013.

The FY 18 CIP allocates \$4.5 million in funding to go towards the replacement of the **Belmont Bridge**. The bridge's replacement has been identified as a top transportation priority for the City. It is surrounded by four different neighborhoods and serves as an important, direct pedestrian link over the railroad traffic to the Downtown Mall and Pavilion.



Provide a variety of transportation and mobility options

Includes an additional \$200,000 for the **Bicycle Infrastructure** project. The funds will be used to implement recommendations from the Bicycle and Pedestrian Master Plan. Also Included in the proposed budget are two projects related to building the pedestrian network, **New Sidewalks** (\$206,000) and **Trail and Greenway Development** (\$79,422). The New Sidewalk project attempts to remedy the gaps throughout the sidewalk infrastructure of the City. And the Trail and Greenway Development project works towards the acquisition, development and construction of trails and greenways throughout the City.

Description of Capital Projects

Bondable Projects

Education

In FY 18, the City of Charlottesville allocates \$4.23 million to the City schools for various capital improvements including: Walker building envelope restoration; Auditorium improvements at Burnley Moran, Johnson and Venable; Interior Painting – Systemwide; Charlottesville High School Track construction; and a transfer of \$110,000 to the schools small cap program. This funding also provides for the schools HVAC replacement plan, as well as new funding of \$1.0 million for Charlottesville City Schools priority improvement projects.

Facilities Capital Projects

Facilities Capital Projects is allocated \$1.72 million for improvements and repairs to various City owned facilities. These include: CATEC interior painting; Gordon Avenue Library restroom renovations and children's section renovations; City Hall Annex elevator replacement; McIntire building roof replacement; Health Department parking lot improvements 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 solar PV program projects, and the replacement of the fuel tanks at the City Yard.

Public Safety and Justice

In FY 18 Public Safety and Justice is allocated \$4.34 million for various projects including the replacement of the Police Department portable radio system and construction funding for the Circuit Court Renovation project.

Transportation and Access

For FY 18, a total of \$11.46 million is allocated to Transportation and Access projects which include: \$1,531,882 for street milling and paving; \$206,000 for the design and construction of new sidewalks; \$3,250,000 for the West Main Improvements project; \$4,500,000 for the Belmont Bridge replacement; \$250,000 SIA Immediate Implementation; \$50,000 Small Area Plan; \$240,000 for ADA Pedestrian Signal upgrades; \$1,337,500 for Route 250/Emmet Street Bridge repairs; and \$95,000 to go towards the undergrounding of utilities.

Parks and Recreation

Parks and Recreation is allocated \$1.51 million in FY 18. The Tonsler Park Master Plan implementation allocated \$750,000 for the design and construction of a new fieldhouse at the park. \$500,000 is allocated for the future implementation of the McIntire Park Master Plan as well as \$260,000 for major renovations to the Pen Park Tennis Courts.

Non-Bondable Projects

Education

\$200,000 is allocated for the Charlottesville City Schools small capital improvement program, and is offset 100% through a contribution from the schools specifically for this program.

Economic Development

The Office of Economic Development is allocated \$150,000 for the purpose of carrying out economic development and workforce development initiatives. These funds will be used to assist in long-term strategic improvements that grow and expand the City's tax base.

Transportation and Access

Transportation and Access funding includes \$156,762 in grant match funds for replacement of transit buses and related purchases; \$412,000 for sidewalk repair (including ADA ramp upgrades on streets scheduled to be paved); \$95,000 for citywide traffic engineering improvements; \$50,000 for both neighborhood transportation improvements and the historic resources preservation program; \$200,000 for bicycle infrastructure; \$95,000 for the intelligent transportation system; \$121,137 for State bridge and highway inspections; \$206,000 for minor bridge repairs; \$250,000 for the replacement of the Neighborhood Development Services permit tracking system; and \$97,850 for ADA improvements to sidewalks and curbs throughout the City. Total funding for this area is \$1.73 million.

Parks and Recreation

The Parks and Recreation Department is allocated an additional \$680,319 for non-bondable projects which include: \$255,896 for improvements to City and School playgrounds; \$79,442 for trails and greenway development; \$50,000 for urban tree preservation and planting; \$95,000 for the future acquisition of parkland within the City of Charlottesville; and \$200,000 for the Parks and Recreation Lump Sum account which will be used to take the place of several smaller Parks and Recreation requests including, but not limited to : cemetery restoration, A.D.A. Parks facility compliance, Downtown Mall repair fund, City/County joint parks, parks bridge repairs, recreational facility technology modernization, picnic shelter repairs/renovations, and new bridges projects. This will provide Parks and Recreation with the flexibility to prioritize those smaller projects in order to meet the most pressing needs.

Stormwater Initiatives

Stormwater Initiatives is allocated an additional \$125,000 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 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.

Other General Government Commitments

The Charlottesville Affordable Housing Fund is allocated \$2.49 million in FY 18 CIP based on City Council's commitment to building more affordable housing in the City. The mission of the Charlottesville Affordable Housing Fund is to meet the housing challenges facing our residents by dedicating, consolidating, and expanding financial support for the preservation and production of affordable housing in our community.

Funding in the amount of \$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 Public Housing Redevelopment (\$250,000) and the City's portion of the estimated site work costs for the PVCC Advanced Technology Center (\$64,324).

FY 2018-2022 Capital Improvement Program

	<u>Adopted</u> <u>FY18</u>	<u>Projected</u> <u>FY19</u>	<u>Projected</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>5 Year Total</u>
Revenues						
Transfer from General Fund	5,165,164	7,574,766	7,824,766	8,074,766	8,324,766	36,964,228
Transfer from CIP Contingency	1,050,000	0	0	0	0	1,050,000
Contribution from Albemarle County (CATEC)	75,000	170,000	0	0	0	245,000
Contribution from Albemarle County (Central and Gordon Ave. Library)	0	87,500	0	0	0	87,500
Contribution from Schools (Small Cap Program)	200,000	200,000	200,000	200,000	200,000	1,000,000
PEG Fee Revenue	47,500	47,500	47,500	47,500	47,500	237,500
CY 2018 Bond Issue	22,610,129	0	0	0	0	22,610,129
CY 2019 Bond Issue	0	10,673,970	0	0	0	10,673,970
CY 2020 Bond Issue	0	0	8,888,064	0	0	8,888,064
CY 2021 Bond Issue	0	0	0	14,694,043	0	14,694,043
CY 2022 Bond Issue	0	0	0	0	9,951,515	9,951,515
TOTAL AVAILABLE REVENUES	\$29,147,793	\$18,753,736	\$16,960,330	\$23,016,309	\$18,523,781	\$106,401,950

Expenditures

BONDABLE PROJECTS

EDUCATION	<u>Adopted</u> <u>FY18</u>	<u>Projected</u> <u>FY19</u>	<u>Projected</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>5 Year</u> <u>Total</u>
Project						
Lump Sum to Schools (City Contribution)	1,076,856	1,109,161	1,142,436	1,176,709	1,212,011	5,717,173
City Schools HVAC Replacement	489,250	503,928	519,045	534,617	550,655	2,597,495
CHS Track	1,666,200	0	0	0	0	1,666,200
CCS Priority Improvement Projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
SUBTOTAL	\$4,232,306	\$2,613,089	\$2,661,482	\$2,711,326	\$2,762,666	\$14,980,868

FACILITIES CAPITAL PROJECTS

Project	<u>Adopted</u> <u>FY18</u>	<u>Projected</u> <u>FY19</u>	<u>Projected</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>5 Year</u> <u>Total</u>
Lump Sum to Facilities Capital Projects	1,045,491	1,045,491	1,045,491	1,045,491	1,045,491	5,227,455
City Facility HVAC Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
City Solar PV Program	100,000	100,000	100,000	100,000	100,000	500,000
Fleet Yard Fuel Tank Replacement	381,500	125,000	0	0	0	506,500
SUBTOTAL	\$1,726,991	\$1,470,491	\$1,345,491	\$1,345,491	\$1,345,491	\$7,233,955

PUBLIC SAFETY AND JUSTICE

Project	<u>Adopted</u> <u>FY18</u>	<u>Projected</u> <u>FY19</u>	<u>Projected</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>5 Year</u> <u>Total</u>
Circuit Court Renovation	4,000,000	0	0	0	0	4,000,000
General District Court*	0	0	3,181,014	3,181,014	0	6,362,028
Police Portable Radio Replacement	342,621	342,621	0	0	0	685,242
Replacement Fire Trucks	0	902,948	0	995,500	0	1,898,448
SUBTOTAL	\$4,342,621	\$1,245,569	\$3,181,014	\$4,176,514	\$0	\$12,945,718

TRANSPORTATION AND ACCESS

Project	<u>Adopted</u> <u>FY18</u>	<u>Projected</u> <u>FY19</u>	<u>Projected</u> <u>FY20</u>	<u>Projected</u> <u>FY21</u>	<u>Projected</u> <u>FY22</u>	<u>5 Year</u> <u>Total</u>
Undergrounding Utilities	95,000	95,000	95,000	95,000	95,000	475,000
New Sidewalks	206,000	212,180	218,545	225,102	231,855	1,093,682
West Main Improvements	3,250,000	3,250,000	0	0	0	6,500,000
SIA Immediate Implementation	250,000	250,000	250,000	250,000	250,000	1,250,000
Small Area Plans	50,000	50,000	50,000	50,000	50,000	250,000
Street Milling and Paving	1,531,882	1,577,838	1,625,174	1,673,929	1,724,147	8,132,969
Belmont Bridge - State Revenue Sharing Match	4,500,000	0	0	0	0	4,500,000
Parking Structure	0	0	0	4,875,000	5,125,000	10,000,000
ADA Pedestrian Signal Upgrades	240,000	240,000	240,000	240,000	240,000	1,200,000
Route 250/Emmet Street Bridge Repairs	1,337,500	0	0	0	0	1,337,500
SUBTOTAL	\$11,460,382	\$5,675,018	\$2,478,719	\$7,409,030	\$7,716,001	\$34,739,151

*Current General District Court funding assumes that the County General District Court will remain in Court Square at a joint City/County facility. In CY 2016 the County Board of Supervisors (BOS) authorized studies to explore moving all of the county courts to the County Office Building (COB)-McIntire, the General District Court to COB-McIntire and to a new facility in the County. In December 2016 the BOS directed County staff to focus on the potential of a full relocation to the COB and/or new facility in the County by working with a Real Estate Development Services Advisor (DSA). The DSA will be hired in Calendar year 2017 and advise the County of potential options after which the BOS will direct County staff on proceeding. The City CIP will be updated once BOS direction is finalized.

PARKS AND RECREATION	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
McIntire Park Master Plan Implementation	500,000	0	0	0	0	500,000
Tonsler Park Master Plan Implementation	750,000	750,000	0	0	0	1,500,000
Pen Park Tennis Court Renovations	260,000	295,000	0	0	0	555,000
SUBTOTAL	\$1,510,000	\$1,045,000	\$0	\$0	\$0	\$2,555,000
TOTAL BONDABLE EXPENDITURES	\$23,272,300	\$12,049,167	\$9,666,705	\$15,642,362	\$11,824,158	\$72,454,692
NONBONDABLE PROJECTS						
EDUCATION	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
School Small Capital Improvements Program	200,000	200,000	200,000	200,000	200,000	1,000,000
SUBTOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
ECONOMIC DEVELOPMENT	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
Economic Development Strategic Initiatives	150,000	150,000	150,000	150,000	150,000	750,000
SUBTOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
TRANSPORTATION & ACCESS	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
Sidewalk Repair	412,000	424,360	437,091	450,204	463,710	2,187,364
State Bridge and Highway Inspections	121,137	121,137	121,137	121,137	121,137	605,685
Minor Bridge Repairs	206,000	212,180	218,545	225,102	231,855	1,093,682
CAT Transit Bus Replacement Match	156,762	9,200	220,410	336,376	232,509	955,257
Intelligent Transportation System	95,000	95,000	95,000	95,000	95,000	475,000
City Wide Traffic Engineering Improvements	95,000	95,000	95,000	95,000	95,000	475,000
Neighborhood Transportation Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Citywide ADA Improvements - Sidewalks and Curbs	97,850	100,786	103,809	106,923	110,131	519,499
Bicycle Infrastructure	200,000	200,000	200,000	200,000	200,000	1,000,000
NDS Permit Tracking Software Replacement	250,000	250,000	0	0	0	500,000
Historic Resources Preservation Program	50,000	0	0	0	0	50,000
SUBTOTAL	\$1,733,749	\$1,557,663	\$1,540,992	\$1,679,742	\$1,599,341	\$8,111,487
PARKS & RECREATION	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
Parks and Recreation Lump Sum Account	200,000	200,000	200,000	200,000	200,000	1,000,000
Parks and Schools Playground Renovations	255,896	109,073	112,345	115,716	119,187	712,217
Trails and Greenway Development	79,422	81,805	84,259	86,787	89,390	421,664
Urban Tree Preservation and Planting	50,000	50,000	50,000	50,000	50,000	250,000
Parkland Acquisition	95,000	95,000	95,000	95,000	95,000	475,000
SUBTOTAL	\$680,319	\$535,878	\$541,604	\$547,502	\$553,577	\$2,858,881
STORMWATER INITIATIVES	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
Neighborhood Drainage Projects	125,000	125,000	125,000	125,000	125,000	625,000
SUBTOTAL	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
TECHNOLOGY INFRASTRUCTURE	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
Communications Technology Account/Public Access	47,500	47,500	47,500	47,500	47,500	237,500
SUBTOTAL	\$47,500	\$47,500	\$47,500	\$47,500	\$47,500	\$237,500
OTHER GOVERNMENTAL PROJECTS	Adopted	Projected	Projected	Projected	Projected	5 Year
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
Charlottesville Affordable Housing Fund	2,499,602	3,399,204	3,399,204	3,399,204	3,399,204	16,096,418
Public Housing Redevelopment	250,000	500,000	500,000	500,000	500,000	2,250,000
Home Energy Conservation Grant Program	125,000	125,000	125,000	125,000	125,000	625,000
Senior Center at Belvedere	0	0	600,000	600,000	0	1,200,000
PVCC Advanced Technology Center	64,324	64,324	64,324	0	0	192,972
SUBTOTAL	\$2,938,926	\$4,088,528	\$4,688,528	\$4,624,204	\$4,024,204	\$20,364,390
TOTAL NONBONDABLE EXPENDITURES	\$5,875,494	\$6,704,568	\$7,293,625	\$7,373,948	\$6,699,623	\$33,947,258
TOTAL PROJECT EXPENDITURES	\$29,147,793	\$18,753,736	\$16,960,330	\$23,016,310	\$18,523,781	\$106,401,950

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's 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 2018 – 2022 CIP are discussed below.

Operational Impacts FY 2018-2022 CIP

<u>Public Works - Facilities Development</u>	Operational Impact	5 Year Total	Operational Impacts				
<u>Project</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</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	(144,590)	(154,590)	(164,590)	(174,590)	(184,590)	(822,950)	Cumulative savings achieved through reduced utility cost through utilization of solar energy.
Circuit Court Renovation	-	7,790	15,581	16,048	16,530	55,949	Increases in utilities, routine maintenance, and custodial costs.
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 20 amount assumes 3 months of operations.
Public Safety							
<u>Project</u>	Operational Impact	5 Year Total	Operational Impacts				
<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>			
Police Portable Radio Replacement	-	-	-	-	-	57,103	57,103 Represents the cost to place these radios on an equipment replacement schedule as opposed to CIP funding in future.
Replacement Fire Trucks	-	-	-	-	-	-	- Exact estimates are not know at this time however an additional \$70,000 was spent this year in repairs beyond routine maintenance. Delaying replacement increases the likelihood of extended downtime due to breakdowns, increased repair costs, and an increased risk of breakdown during critical operations.

Neighborhood Development Services								
<u>Project</u>	<u>Operational Impact FY18</u>	<u>Operational Impact FY19</u>	<u>Operational Impact FY20</u>	<u>Operational Impact FY21</u>	<u>Operational Impact FY22</u>	<u>5 Year Total</u>	<u>Operational Impacts</u>	
New Sidewalks	21,882	22,538	23,215	23,911	24,628	116,174	Increased maintenance and lifecycle replacement costs, approximately \$10 per square foot of new sidewalk constructed.	
West Main Improvements	-	-	344,870	228,213	231,627	804,710	Based on current phasing in the proposed CIP operational costs are anticipated to begin in FY 20. 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.	
Belmont Bridge Replacement	-	-	-	-	-	-	- Exact amount of operational impacts will not be known until such time as a design concept is agreed upon and finalized. The new structure will require less structural maintenance than the current bridge but other operational cost could include increased sidewalk maintenance and road maintenance costs.	
NDS Permit Tracking Software	-	-	50,000	50,000	50,000	150,000	Operational cost represents the software licensing and maintenance.	
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								
<u>Project</u>	<u>Operational Impact FY18</u>	<u>Operational Impact FY19</u>	<u>Operational Impact FY20</u>	<u>Operational Impact FY21</u>	<u>Operational Impact FY22</u>	<u>5 Year Total</u>	<u>Operational Impacts</u>	
Transit Bus Replacement Match	-	-	-	-	-	-	- Will be some minor maintenance savings once the buses are delivered (normally 18 months from when they are ordered), but savings amount depends upon the maintenance record of the buses being removed from fleet.	
Parks and Recreation								
<u>Project</u>	<u>Operational Impact FY18</u>	<u>Operational Impact FY19</u>	<u>Operational Impact FY20</u>	<u>Operational Impact FY21</u>	<u>Operational Impact FY22</u>	<u>5 Year Total</u>	<u>Operational Impacts</u>	
McIntire Park Master Plan Implementation	5,598	5,598	193,970	197,273	276,582	679,021	Is estimated to require 2 additional FTE's by FY 20 as well as additional supplies and other operational resources in order to properly maintain the renovated park.	
Tonsler Park Master Plan Implementation	12,918	13,176	256,025	262,794	269,748	814,661	Is estimated to require 2 additional FTE's by FY 20 as well as additional supplies, increased utilities costs, and other operational resources in order to properly maintain the renovated park.	
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.	
Trails and Greenway Development	21,076	23,300	25,539	27,793	30,062	127,770	Increase in seasonal maintenance costs - both supplies and temporary employees - associated with improved trail system.	
Urban Tree Preservation and Planting	18,326	18,875	19,442	20,025	20,626	97,294	Increase in seasonal maintenance costs - both supplies and temporary employees - required to maintain newly planted trees.	
Parkland Acquisition	5,000	5,150	5,305	5,464	5,628	26,547	Estimated maintenance costs for potential parkland acquisition.	
Other Governmental Commitments								
<u>Project</u>	<u>Operational Impact FY18</u>	<u>Operational Impact FY19</u>	<u>Operational Impact FY20</u>	<u>Operational Impact FY21</u>	<u>Operational Impact FY22</u>	<u>5 Year Total</u>	<u>Operational Impacts</u>	
800 MHz Radio System Upgrade (ECC)	-	-	196,392	202,284	208,352	607,028	Increased maintenance and licensing costs for upgraded system.	
TOTAL PROJECTED OPERATIONAL EXPENDITURES ALL PROJECTS	9,592	12,718	1,038,162	970,313	1,234,801	3,265,586		



Other Non General Funds



Communications System Fund

Debt Service Fund

Equipment Replacement Fund

Facilities Repair Fund

Health Care Fund

Parking Enterprise Fund

Retirement Fund

Risk Management Fund

Communications System Fund

The Communications System Fund provides the necessary funding for the operation of the City of Charlottesville's citywide phone system and the City's mailroom operations throughout the fiscal year. The citywide phone system is managed by the Department of Information Technology and funded through user fees. This portion of the Communications System Fund includes base rates for phones, long distance, maintenance contracts, and any software upgrades related to the phone system.

Mailroom operations are also included in the Communications System Fund. Mailroom expenses include the cost of postage and maintenance contracts for postage meter machines. This portion of the Communications System Fund is funded by the departments through fees for usage of the postage machines.

Fund Detail	FY 15 - 16	FY 16 - 17	FY 17 - 18
	Actual	Budget	Budget
Beginning Fund Balance	\$155,000	\$183,450	\$183,450
Revenues			
Phone Fees	205,865	217,833	220,337
Postage Revenue	81,609	79,676	78,200
Total Revenues	\$287,474	\$297,509	\$298,537
Expenditures			
Salaries	50,103	51,333	53,837
Telephone Services	105,617	131,500	131,500
Service Contracts	28,767	42,500	42,500
Postage Expenditures	68,237	71,476	70,000
Other Expenditures	6,301	700	700
Total Expenditures	\$259,024	\$297,509	\$298,537
Net Gain/(Loss)	28,450	-	-
Ending Fund Balance	\$183,450	\$183,450	\$183,450

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, 2016) is indicated by four key financial indicators: net bonded debt of \$72,132,467, a ratio of debt to assessed value of 1.21%, net bonded debt per capita of \$1,496, and a ratio of Debt Service to total General Fund expenditures of 6.25%. 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 2016. 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 2016, the legal debt limit was \$595,391,000. The City's current general obligation indebtedness is \$116,967,389, 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>	FY15-16 <u>Actual</u>	FY16-17 <u>Budget*</u>	FY17-18 <u>Budget</u>		
Beginning Fund Balance	\$11,606,401	\$11,962,480	\$11,754,643		
Revenues					
General Fund Transfer	\$7,018,000	\$7,468,000	\$7,968,000		
CIDA-SNL Loan					
Meals Tax Revenue	2,261,578	2,260,000	2,419,400		
Interest	33,181	-	-		
2010 BABs Rebate	172,118	177,168	168,328		
Refunding Proceeds	4,380,874	-	-		
Total Revenues	\$13,865,751	\$9,905,168	\$10,555,728		
Expenditures					
Bonds-	Total	Total	Total	FY17-18 Principal	FY17-18 Interest
Series 2003 - 2400009	\$ 249,134.00	\$ -	\$ -		
Series 2006 - 2400025	662,500	637,500	-	-	-
Series 2008 - 2400036	1,037,500	995,938	764,063	750,000	14,063
Series 2009 - 2400040	972,941	948,187	921,240	851,900	69,340
Series 2010 - 2400046	853,624	838,300	821,379	499,150	322,229
Series 2011 - 2400051	910,300	873,300	841,550	635,000	206,550
Series 2012 - 2400055	2,456,044	2,244,627	2,195,465	1,602,200	593,265
Series - 2013	451,675	438,200	428,400	280,000	148,400
Series - 2014	844,788	813,061	788,338	610,140	178,198
Series - 2015	511,570	1,474,303	2,049,955	1,249,699	800,256
Series - 2016	0	688,705	747,242	379,288	367,954
Subtotal	\$8,950,076	\$9,952,121	\$9,557,631	\$6,857,377	\$2,700,254
Literary Loans-					
Johnson - 2400001	\$ 10,140.00	\$ -	\$ -		
Burnley-Moran - 2400002	11,398	10,884	-		
Subtotal	\$21,538	\$10,884	\$ -		
Refunding Expenditures	\$4,381,927	\$ -	\$ -	\$ -	\$ -
Administrative Costs - 2021001000	156,131	150,000	150,000	150,000	-
Subtotal	\$4,538,058	\$150,000	\$150,000	\$150,000	\$0
Total Expenditures	\$13,509,672	\$10,113,005	\$9,707,631		
Net Gain/(Loss)	356,079	(207,837)	848,097		
Ending Fund Balance	\$ 11,962,480	\$11,754,643	\$12,602,740		

* Revised FY 2017 Budget

Equipment Replacement Fund

The City's fleet consists of 678 vehicles and pieces of equipment. The Equipment Replacement Fund is targeted at reducing the operating costs of the City's fleet through preventive maintenance programs, 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 and annual budgeting of the funds necessary to accomplish this replacement.

<u>Fund Detail</u>	FY 15-16 <u>Actual</u>	FY 16-17 <u>Budget*</u>	FY 17-18 <u>Budget</u>
Beginning Fund Balance	\$ 2,166,493	\$ 2,399,588	\$ 2,422,937
<u>Revenues</u>			
Transfer from General Fund	1,174,227	1,115,349	1,322,361
Auction Sales/Contributions	43,834	-	-
Other Revenue and Sales	53,346	-	-
Total Revenues	\$ 1,271,407	\$ 1,115,349	\$ 1,322,361
<u>Expenditures</u>			
Vehicle/Equipment Replacement	1,038,312	1,092,000	1,295,298
Total Expenditures	\$ 1,038,312	\$ 1,092,000	\$ 1,295,298
Net Gain/(Loss)	233,095	23,349	27,063
Ending Fund Balance	\$ 2,399,588	\$ 2,422,937	\$ 2,450,000

*Revised 2017 Budget

Note: All of the vehicles and pieces of equipment recommended for replacement during FY 18 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.

<u>Fund Detail</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>
	<u>Budget</u>	<u>Budget*</u>	<u>Budget</u>
Beginning Fund Balance	\$ 912,092	\$ 884,165	\$ 455,673
<u>Revenues</u>			
Transfer from General Fund	400,000	400,000	400,000
Health Department Rent Revenue	-	318,468	251,655
Other Misc. Revenue	88,492	-	-
Total Revenues	\$ 488,492	\$ 718,468	\$ 651,655
<u>Expenditures</u>			
City Facilities/Buildings (incl. Parks and Recreation)	516,419	828,492	332,000
Health Department Building	-	318,468	251,655
Total Expenditures	\$ 516,419	\$1,146,960	\$ 583,655
Net Gain/(Loss)	(27,927)	(428,492)	68,000
Ending Fund Balance	\$ 884,165	\$ 455,673	\$ 523,673

*Revised 2017 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 15-16 Actual	FY 16-17 Budget*	FY 17-18 Budget
Beginning Fund Balance	\$ 6,045,059	\$ 3,882,233	\$ 4,218,581
Revenues			
Department contributions (including JMRL)	6,696,531	8,625,410	9,379,699
Employee/Retiree contributions	3,699,364	3,949,047	4,067,518
Retirement fund contribution	2,703,452	3,240,000	3,512,160
Employee and retiree payments for Physical Fitness Clubs	209,801	225,000	229,275
Wellness Fund Coventry Health	-	10,000	10,000
Flexible Spending and HRA Account Forfeitures	-	15,000	15,000
Refund of Prior Year Expenditures	4,923	-	20,182
Total Revenues	\$ 13,314,070	\$ 16,064,457	\$ 17,233,834
Expenditures			
Medical Expenses			
Self-insurance medical claims and administrative costs	12,311,545	12,622,629	13,815,945
Insurance premiums - Medicare Supplement	1,486,555	1,375,000	1,500,000
Affordable Care Act contributions and excise tax	89,886	4,306	4,577
HMO - Health reimbursement account	-	190,000	190,000
Dental claims and administrative costs	723,173	781,200	800,726
Total Medical and Dental expenses	\$ 14,611,160	\$ 14,973,135	\$ 16,311,248
Other Expenses			
Temporary Staffing	20,348	25,000	25,000
City payments for Fitness Program	348,395	410,000	410,000
Contribution to Retirement Fund for Senior Mgmt	76,671	-	-
Employee Assistance Program	18,805	25,000	25,000
Health care consultants	45,258	55,000	55,000
Wellness Initiatives	26,745	30,000	35,000
Flu Shots	25	10,000	10,000
Medical insurance opt-out payment	23,290	25,000	30,000
Line of Duty (LOD) insurance premium	137,173	-	-
Flexible spending payment & COBRA administration	25,046	27,000	27,000
Human resource staff	109,040	114,695	120,032
City Link Recurring Cost	34,080	32,700	34,820
Telephone charges	861	579	579
Total Other Expenditures	\$ 865,737	\$ 754,974	\$ 772,431
Total Expenditures	\$ 15,476,897	\$ 15,728,109	\$ 17,083,679
Net Gain/(Loss)	(2,162,826)	336,348	150,155
Ending Fund Balance	\$ 3,882,233	\$ 4,218,581	\$ 4,368,736

* Revised FY 2017 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 18 represents the first full fiscal year of this budget which covers the costs associated with the Parking Manager position, as well as costs associated with the Market Street Parking Garage. The Parking Manager will provide the day-to-day focus needed to move the parking action plan forward. The budget for the Market Street Parking Garage (revenues, utilities, building insurance, fees) will be moved out of the General Fund and into the Parking Fund.

Parking related revenues will be recorded as part of the Parking Fund and transferred back to the General Fund minus the amount necessary to cover parking related expenses. Revenues now being recorded in the Parking Enterprise fund include - Parking Garage Revenue, Parking Meter Receipts, Zone Parking Permits, Parking Fines, and Parking Garage Maintenance Revenue.

Fund Details	FY15-16 Actual	FY16-17 Budget	FY17-18 Budget
Beginning Fund Balance	\$ -	\$ -	\$ 432,075
Revenues			
Parking Permits	-	-	35,000
Parking Meters	-	-	20,000
Parking Facilities	-	-	3,324,780
Parking Fines	-	-	450,000
Total Revenues	\$ -	\$ -	\$ 3,829,780
Expenditures			
Parking Administration			
Salary and Benefits	-	-	112,356
Other Expenses	-	-	11,645
Total Administration Expenses	-	-	124,001
Parking Facilities			
Parking Management Fees	-	-	1,924,780
Parking Facilities Maintenance	-	-	181,525
Transfer to General Fund	-	-	1,723,475
Total Parking Facilities Expenses	-	-	3,829,780
Total Expenditures	\$ -	\$ -	\$ 3,953,781
Net Gain/(Loss)	-	-	(124,001)
Ending Fund Balance	\$ -	\$ -	\$ 308,074

Retirement Fund

The Charlottesville Supplemental Retirement Fund, or Pension Plan, is designed to provide City employees with a valuable pension to supplement social security benefits upon retirement. 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 Retirement Fund is a trust (fiduciary) fund supported by contributions paid by the City and plan members. Since July 1, 2012, newly hired employees (Plan 2 Employees) who choose the Pension Plan have been required to contribute 3% of their salary on top of the City's contribution. Beginning July 1, 2017, employees hired before July 1, 2012 (Plan 1 Employees) will be required to contribute 1% of their salary to the plan, and employees hired after July 1, 2017 (Plan 3 Employees) will be required to contribute 5% of their salary to the plan. Beginning July 1, 2018, employees hired before July 1, 2012 (Plan 1 Employees) will be required to contribute 2% of their salary to the plan. The City's rate of contribution into the fund for FY 18 is 32.75% for general government and 49.68% 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 15-16 Actual	FY 16-17 Budget*	FY 17-18 Budget
Beginning Fund Balance	\$ 124,930,825	\$ 122,505,012	\$ 130,042,773
Revenues			
Investment Income	2,175,910	2,000,000	2,000,000
Net (decrease) increase in fair value of investments	(3,425,490)	7,500,000	7,668,500
Contributions from City	12,891,051	13,355,192	14,450,000
Contribution from General Fund	-	-	-
Contribution from plan members for future pension and OPEB benefits	-	250,000	726,200
Contributions from retirees for current health care benefits	1,320,718	1,100,000	1,375,000
Contribution for Senior Management OPEB benefits	76,671	0.00	295,000
Total Revenues	\$ 13,038,860	\$ 24,205,192	\$ 26,514,700
Expenditures			
Retirement distributions	10,461,115	11,482,224	12,141,022
Refund of employee contributions	41,271	40,000	41,900
Life Insurance claims paid to benefit retirees	164,320	200,000	200,000
Human Resource shared expenses	101,655	105,042	109,836
Legal Fees	33,808	25,085	26,000
Investment Counsel Fees	724,446	750,000	750,000
Actuarial Study and Services	62,343	53,400	56,960
Health care costs (Employer and Retirees)	3,681,828	3,800,000	4,500,000
Disability insurance cost (LTD)	116,976	125,000	125,000
Life insurance cost	32,498	35,000	40,000
Employer FICA for life insurance tax benefit	4,249	4,500	4,700
City Link Recurring Costs	34,080	35,180	36,960
Miscellaneous	6,085	12,000	12,000
Total Expenditures	\$ 15,464,673	\$ 16,667,431	\$ 18,044,378
Net Gain/(Loss)	(2,425,813)	7,537,761	8,470,322
Ending Fund Balance	\$ 122,505,012	\$ 130,042,773	\$ 138,513,095

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:

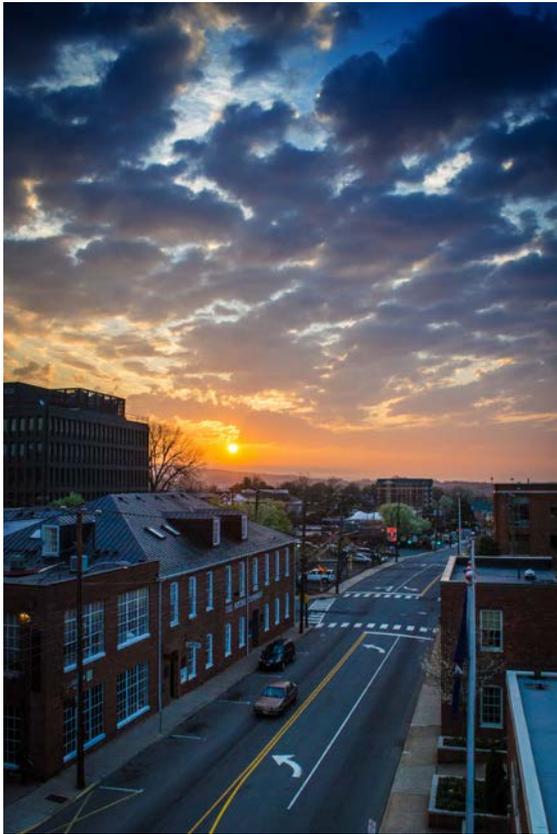
1. Protect the City of Charlottesville, to the extent possible, by eliminating or reducing conditions that could result in financial loss.
2. Preserve the City's assets and public service capabilities from loss, destruction, or depletion.
3. Minimize the total long-term cost to the City of all activities 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.

<u>Fund Detail</u>	<u>FY 15 - 16</u> <u>Actual</u>	<u>FY 16 - 17</u> <u>Budget</u>	<u>FY 17 - 18</u> <u>Budget</u>
Beginning Fund Balance	\$ 3,291,958	\$ 3,875,458	\$ 3,559,729
<u>Revenues</u>			
Charges for services	2,441,084	2,439,344	2,644,697
Total Revenues	\$ 2,441,084	\$ 2,439,344	\$ 2,644,697
<u>Expenditures</u>			
Insurance premium cost	983,618	1,073,160	1,288,251
Workers compensation claim payments and reserves	199,606	1,394,910	1,394,910
Administrative costs	349,360	287,002	315,512
Total Expenditures	\$ 1,532,584	\$ 2,755,072	\$ 2,998,673
Transfer to General Fund	325,000	-	350,000
Net Gain/(Loss)	583,500	(315,728)	(703,976)
ENDING UNRESERVED FUND BALANCE	\$ 3,875,458	\$ 3,559,729	\$ 2,855,753

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



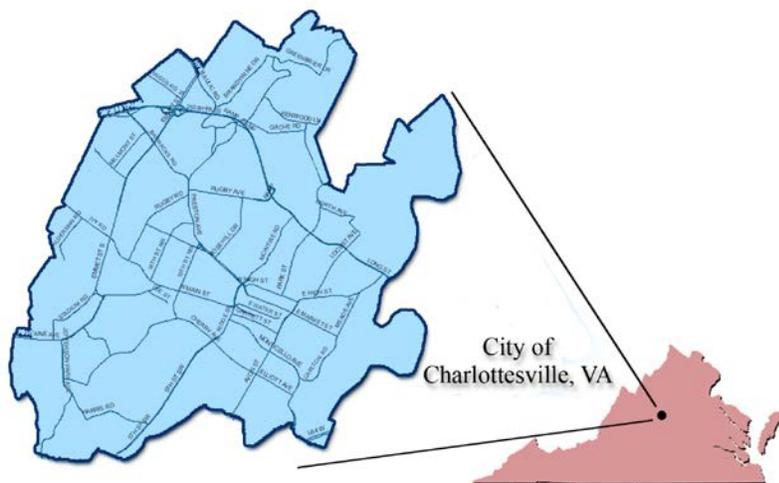
City Profile



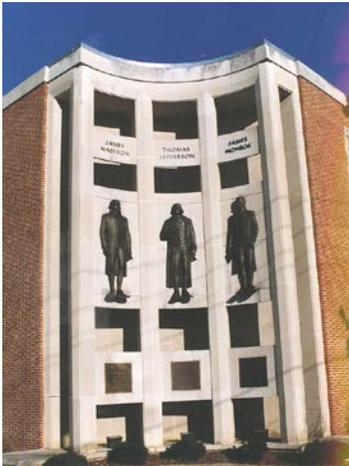
Background

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 49,071 (2016 est.) 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.



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 958 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 15,000 University employees, 6,000 hospital employees, and 22,381 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 unemployment rate being consistently one of the lowest in the country, 3.3% in 2016 as compared to 4.0% in Virginia and 4.9% in the nation.

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

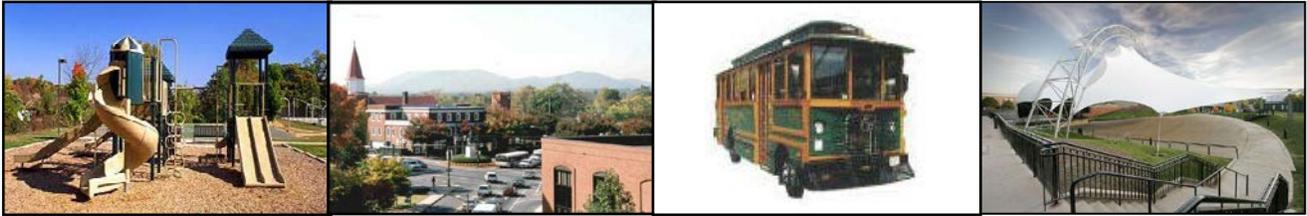
Top Ten Employers in the City of Charlottesville:

- | | |
|--|------------------------------------|
| 1. University of Virginia Medical Center | 6. Sevicelink Management Com Inc |
| 2. City of Charlottesville | 7. Aramark Campus LLC |
| 3. UVA Health Services Foundation | 8. SNL Security LP |
| 4. Charlottesville City Schools | 9. Assoc for Investment Management |
| 5. Lakeland Tours | 10. Rmc Events |



Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 4th Quarter (October, November, December) 2016.

City Profile



Date of Incorporation	1888
Form of Government	Council-Manager
Current Population Estimate (2016)	49,071
Land Area (square miles)	10.4
Population Density (population/square mile)	4,718
Unemployment Rate (2016)	3.3%
Total Real Estate Property Values (2016)	\$6,892,480,320
Taxable Sales (FY 2016)	\$975,264,994
Median Household Income (2011-2015 Census)	\$49,775
Number of Households (20011-2015 Census)	17,752
Building Permits (2016)	1,984
City School Students (2016-17 School Year)	4,478
Miles of Streets (2016)	158
Acres of Park Land (2016)	902
Number of Parks (2016)	36
Number of Public Libraries (includes Historical Society)	3
Number of Streetlights (2016)	6,040
Public Utilities (number of customers)	
Gas	20,043
Water	14,692
Sewer	14,558
Bond Rating (General Obligation Bonds)	Moody's Investor Services Aaa Standard & Poor's Corporation AAA
Staffing (Full Time Equivalents):	
City	958
Schools	797

Sources:

City of Charlottesville Comprehensive Annual Financial Report for the fiscal year ending June 30, 2016; US Department of Commerce, Census Bureau; Weldon C. Cooper Center for Public Service; University of Virginia; Virginia Employment Commission

City Awards

What People Are Saying . . .

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



- #2 Most Exciting City in Virginia - gogobot 2015
- 12 Cutest Small Towns in America - Huffington Post 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
- TripAdvisor - Top 10 Charming Towns - 2010
- Best College Football Town - Associate Press Readers - 2010
- Top "Brainiest" Metropolitan Areas - The Atlantic - 2010

Best Place to Live

- 15 Best Places to Live in the U.S. (#3) - NY Post 2016
- 50 Best College Towns (#7) - College Rank 2016
- Top 100 Best Places to Live (#21) - Livability.com 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

- 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

Best Place to Retire

- Top 10 Best Places to Retire - Livability.com 2015
- Number One City for Retirement - Kiplinger.com
- Top Place to Retire - Kiplinger magazine 2010

Healthiest City Awards

- 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
- Healthiest Place to Live - Men's Journal magazine 2010

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
- Arbor Day Foundation Tree City USA certified for 7th year - 2012; Growth Award - 2010

Food and Drink Recognitions

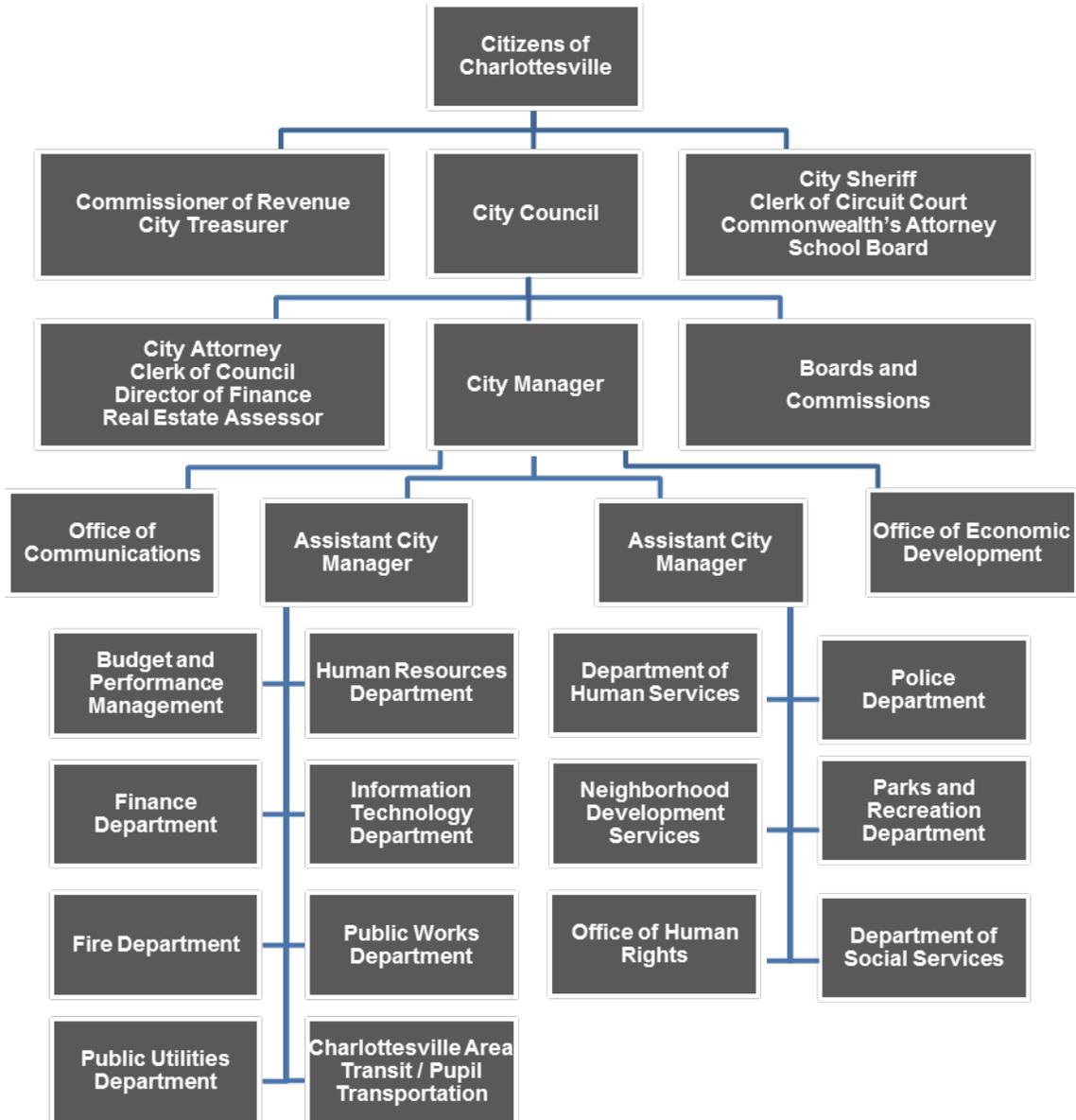
- One of America's Best Small Cities for Foodies - Travelocity 2016
- #7 Best College Town in America for Food and Drink - Thrillist 2015
- Top 5 New American Foodie Cities - Wine Enthusiast Magazine 2014
- #14 Cities with Most Restaurants per Capita - Huffington Post 2013
- Tastiest Towns in the South (#5) - Southern Living Magazine April 2012
- Top Beer City (#8) - Livability.com 2012
- "Locavore" Capital of the World - Forbes Magazine - 2011

Special Recognitions

- 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 15-16*</u>	<u>FY 16-17*</u>	<u>FY 17-18</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of Changes</u>
Management						
City Council/Clerk of Council	1.00	1.00	1.00	0.00	0.00	
Office of the City Manager: Administration, Redevelopment Manager, Communications	9.00	11.00	11.00	0.00	0.00	
Office of the City Manager: Economic Development	6.00	6.00	6.50	0.50	0.00	In FY18, a part-time Assistant will be added to staff the Downtown Job Center
Office of the City Manager: Parking Enterprise Fund	0.00	1.00	1.00	0.00	0.00	
Office of the City Attorney	6.00	6.00	6.00	0.00	0.00	
Office of the General Registrar	3.00	3.00	3.00	0.00	0.00	
Total	25.00	28.00	28.50	0.50	0.00	
Internal Services						
Finance Department: Procurement, Risk Management, Warehouse	6.00	6.00	7.00	0.00	1.00	In FY18, a part-time Administrative Assistant will be reclassified to full-time
Human Resources Department	8.00	8.00	8.00	0.00	0.00	
Information Technology Department	19.00	19.00	20.00	0.00	1.00	In FY18, an FTE will be added to aid Public Safety departments (Police, Fire, and City Sheriff) with specialized IT support
Total	33.00	33.00	35.00	0.00	2.00	
Financial Services						
Office of the Commissioner of Revenue	13.00	13.00	13.00	0.00	0.00	
Finance Department: Management, City Assessor's Office, Utility Billing Office	34.00	34.00	34.00	0.00	0.00	
Office of the City Treasurer	13.00	13.00	13.50	0.50	0.00	In FY18, a part-time Customer Service Representative will be added
Total	60.00	60.00	60.50	0.50	0.00	
Healthy Families & Community						
Department of Social Services	102.25	102.50	102.50	0.00	0.00	
Department of Human Services	35.50	35.50	35.50	0.00	0.00	
Neighborhood Development Services	37.50	37.50	39.00	1.50	0.00	In FY18, a part-time historic resources planner will be reclassified to full-time and a community engagement/placemaking/design position will be added
Office of Human Rights	2.00	1.50	1.50	0.00	0.00	
Parks and Recreation Department: Parks Maintenance	39.00	39.00	40.00	1.00	0.00	In FY18, a Maintenance Worker will be added for maintenance of landscaping at the John Warner Parkway / U.S. 250 Bypass Interchange project
Parks and Recreation Department: Recreation and Programs	27.50	27.50	27.50	0.00	0.00	
Parks and Recreation Department: Meadowcreek Golf Course	4.00	4.00	4.00	0.00	0.00	
Total	247.75	247.50	250.00	2.50	0.00	

<u>Department/Cost Center</u>	<u>FY 15-16*</u>	<u>FY 16-17*</u>	<u>FY 17-18</u>	<u>General</u>	<u>Non General</u>	<u>Explanation of Changes</u>
				<u>Fund</u>	<u>Funds</u>	
				<u>Change</u>	<u>Change</u>	
Infrastructure & Transportation						
Public Works Department: Administration, Facilities Development, Building Maintenance, HVAC	21.86	21.86	21.86	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	51.00	51.00	51.00	0.00	0.00	
Charlottesville Area Transit	68.00	69.00	72.00	0.00	3.00	In FY18, two drivers will be added to accommodate the route adjustment for the YMCA, in addition to a federally mandated Safety Training Coordinator
Pupil Transportation	28.50	28.50	29.00	0.50	0.00	In FY18, a part-time School Bus Aide will be added
Public Utilities Department: Gas, Water, Wastewater	92.00	92.00	92.00	0.00	0.00	
Public Utilities Department: Stormwater	4.00	4.00	4.00	0.00	0.00	
Total	295.64	296.64	300.14	0.50	3.00	
Public Safety & Justice						
Office of the City Sheriff	11.00	11.00	11.00	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	91.00	91.00	91.00	0.00	0.00	
Police Department	154.00	156.00	157.00	1.00	0.00	In FY18, a traffic officer will be added
Total	280.50	282.50	283.50	1.00	0.00	
Citywide Total	941.89	947.64	957.64	5.00	5.00	

* Revised from the *FY 2016 and FY 2017 Council Adopted Budget* 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	CACVB 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						•					
	PUBLIC 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	•										
	CHARLOTTESVILLE/ALBEMARLE CONVENTION AND VISITORS BUREAU (CACVB)											•

Citywide Fund Balances

	General Fund	Capital Projects Fund	Debt Service Fund	Social Services Fund	Other Governmental Funds	Total
REVENUES						
Taxes	\$ 108,365,439	\$ -	\$ -	\$ -	\$ -	\$ 108,365,439
Fees and permits	2,169,777	-	-	-	-	2,169,777
Intergovernmental	28,873,773	2,694,519	172,118	8,825,642	14,702,496	55,268,548
Charges for services	6,139,358	-	-	-	5,561,874	11,701,232
Fines	481,630	-	-	-	-	481,630
Investment earnings	308,166	-	33,181	-	-	341,347
Miscellaneous	1,001,156	742,374	-	17,000	284,472	2,045,002
Total revenues	147,339,299	3,436,893	205,299	8,842,642	20,548,842	180,372,975
EXPENDITURES						
Current:						
General government	15,381,407	1,825,038	-	-	-	17,206,445
Public safety	32,783,473	3,229,526	-	-	344,224	36,357,223
Community service	7,506,485	1,701,324	-	-	9,262,789	18,470,598
Health and welfare	5,084,943	-	-	11,926,535	13,964,346	30,975,824
Parks, recreation and culture	11,288,300	1,563,509	-	-	171,361	13,023,170
Education	47,114,708	2,282,645	-	-	-	49,397,353
Conservation and development	4,968,594	4,666,711	-	-	1,075,383	10,710,688
Other activities	1,055,402	-	-	-	-	1,055,402
Debt service:						
Retirement of principal	-	-	6,379,799	-	-	6,379,799
Interest	-	-	2,591,814	-	-	2,591,814
Miscellaneous	-	-	172,063	-	-	172,063
Capital outlay	-	5,613,733	-	-	-	5,613,733
Total expenditures	125,183,312	20,882,486	9,143,676	11,926,535	24,818,103	191,954,112
Revenues over (under) expenditures	22,155,987	(17,445,593)	(8,938,377)	(3,083,893)	(4,269,261)	(11,581,137)
OTHER FINANCING SOURCES (USES)						
Transfers in (note 7)	6,018,149	7,739,540	9,279,578	3,059,627	4,560,638	30,657,532
Transfers out (note 7)	(24,399,183)	(720,464)	-	-	(20,745)	(25,140,392)
Issuance of debt (note 9)	-	7,250,000	-	-	-	7,250,000
Refunding bonds issued (note 9)	-	-	3,875,466	-	-	3,875,466
Premium on issuance of debt (note 9)	-	776,918	505,408	-	-	1,282,326
Payment to refunding bond escrow agent	-	-	(4,365,996)	-	-	(4,365,996)
Total other financing sources (uses)	(18,381,034)	15,045,994	9,294,456	3,059,627	4,539,893	13,558,936
Net change in fund balance	3,774,953	(2,399,599)	356,079	(24,266)	270,632	1,977,799
FUND BALANCE RESTATED - JULY 1, 2015	40,474,294	13,164,961	11,606,401	143,964	2,066,699	67,456,319
FUND BALANCE - JUNE 30, 2016	\$ 44,249,247	\$ 10,765,362	\$ 11,962,480	\$ 119,698	\$ 2,337,331	\$ 69,434,118

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 2017 and 2018, which would use budgeted figures instead of actual figures.

Explanation of Changes:

The Capital Projects Fund balance experienced a decrease of 18.24%. The City of Charlottesville budgets for, and accumulates, funding for some of the larger projects over multiple fiscal years. Some of these projects came to fruition in FY 16, therefore resulting in a decrease to the overall fund balance amount.

The Other Governmental Funds, which includes the Transit, CDBG, Human Services, CSA, and Grants funds, experienced an 13.09% increase. Three of these funds saw increases - Human Services (\$203,658), CSA (\$59,111) and Grants funds (\$7,863). Human Services increase was primarily due salary savings. The CSA and Grants fund increases were due to timing differences of when revenues for certain grants were received and expenses actually incurred.

The decrease in the Social Services fund balance was due to an anticipated one-time capital expense for an office filing system upgrade and office suite remodel.

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.
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 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.
Intergovernmental Revenue	Revenue collected by one government and distributed in the form of grants, shared revenues, or payments in lieu of taxes.
Internal Service Fund	Funds which account for those activities supplied by one department to another on a cost-reimbursement basis. Fleet Maintenance, Risk Management and Information Technology are internal service funds.
Major Fund	A Fund in which the total assets, liabilities, revenues, or expenditures of the individual governmental or enterprise fund are at least 10 percent of the total for all funds of that category (governmental funds) or type (enterprise funds).
Modified Accrual	Governmental accounting method where revenue is recognized when it becomes available and measurable and expenditures are typically recognized in the period in which the liability is incurred, with some exceptions. Most governmental funds follow the modified accrual method.
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".
User-Fee	Payment of a fee for direct receipt of a public service by the party benefiting from the service.

Acronyms

ADA	Americans with Disabilities Act – is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.
CACVB	Charlottesville Albemarle Convention and Visitors Bureau – a regional destination marketing organization funded by the City and the County.
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.
JADE	Jefferson Area Drug Enforcement – is a regional narcotics task force made up of officers from the Charlottesville Police Department, Albemarle County Police Department, University of Virginia Police Department, Virginia State Police and agents of the Federal Drug Enforcement Administration.

- 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, located mainly within the City limits, that was founded by Thomas Jefferson in 1819.
- VDOT Virginia Department of Transportation – State agency responsible for building, maintaining, and operating the State’s roads, bridges, and tunnels.



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