

Fiscal Year 2012-13

ADOPTED

# City of Charlottesville, Virginia Operating & Capital Budget



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1762-2012

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
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**City of Charlottesville  
Virginia**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Davidson Jeffrey R. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Charlottesville, Virginia for its Annual Budget for the fiscal year beginning July 01, 2011. 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

*"A World Class City"*

Office of the City Manager  
P.O. Box 911 \* Charlottesville, Virginia 22902  
Telephone: (434) 970-3101  
[www.charlottesville.org](http://www.charlottesville.org)



July 1, 2012

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

Dear Mayor and Council:

I am proud to report that the City of Charlottesville as an organization has fared fairly well during the economic downturn that has plagued our nation over the course of the last five years. We have managed to weather the storm without significantly cutting our services or raising the tax rates of our residents and businesses while also investing in the initiatives and services that make Charlottesville a highly desirable place to live. This is the result of hard work on the part of our City Council, budget team and City employees, the investments made by the private sector in our City and the commitment our residents have to enhancing the quality of life for all who live and work in Charlottesville.

City Council's Adopted Budget for Fiscal Year 2012-2013 does not recommend significant cuts in the services our residents have come to expect or an increase in our tax rates. And although this is good news in these dreary economic times, there is a cautionary tale that must be addressed in the very near future. It concerns a fundamental change in how the State is going to fund public education now and into the future.

As was the case in FY 2012, the City's largest new investment is in our schools. In FY 2013, the schools will receive a \$3.4 million increase from the City, which includes a \$670,314 reserve set aside in FY 2012, \$1,498,000 in funds that were previously dedicated to their capital budget but will now be used for operational expenses, and \$1.28M realized from other local revenues and expenditure reductions. The negative effect of the budget currently being considered in the General Assembly has been overwhelming for the schools at approximately \$4.2 million in reductions to the City's school system projected for FY 13, or 7.6% of the schools general fund budget. Approximately half of this deficit is due to declines in state revenues while the other half is from increases in the Virginia Retirement System costs proposed by the Governor. Charlottesville is also drastically affected, unlike most divisions, from a change in how sales tax is distributed to schools. Sales tax will continue to be distributed based on the count of children aged 5 -19 who live in the City, but the State will now count students aged 18 and 19 who attend UVA in the district of where their parents reside, costing Charlottesville about \$1.2 million in reduced sales tax distribution. Despite the concerns of many who value public education, the state of Virginia is slowly but surely reducing its support for local schools. In the last ten years, state funding as a



percentage of the schools budget has dropped from 34% down to 25%. Concurrently, the City of Charlottesville's local contribution, as a percentage of the schools budget, has increased from 65% to 76% in that same period. The schools have also taken actions to reduce their budget to make up for lost state revenue and since FY 2009, have made \$1.2M in budget cuts, equivalent to 2.14% of their general fund budget.

While the City has been able to step in to close annual school deficits over the last couple of years, and proposes to do so again for next fiscal year, we must recognize that the state cuts coupled with declining real estate revenue and continued demands for quality services must result in a thorough review of our future expenditures and revenue streams. We, as a community, need to come together to ensure that our City schools have the highest standards and quality that are desired and expected.

With these challenges in mind, City Council adopted a budget for Fiscal Year 2012-2013 on April 10, 2012, a total **General Fund Budget** of **\$146,269,910**, a **2.07%** increase over FY 2012.

### **Revenue Projections**

The story of FY 2013 projected revenue is mixed at best, with some revenue sources performing better than expected and others not as well. Overall, predicting revenue trends continues to prove to be a challenge at best. The major revenue sources for the City's budget are described in more detail below:

- Real Estate assessments for CY 2012 are showing residential property decline by over 3%, the most dramatic decline in the past 30 years. However, when factoring existing commercial and new construction, the overall decrease to assessments is 1.22%. As a result, revenue will decline by \$362,441 in FY 2013. **With the adopted rate of .95 per \$100 of assessed value rate, 98% of the City's homeowners will see their real estate taxes remain the same (59%) or go down (39%) in FY 2013.**
- Personal Property Tax revenue is expected to decrease by \$245,867 based on projected assessments on personal property and the purchase of fewer new cars and vehicles.
- Combined, Meals and Lodging Tax revenue is expected to increase by \$954,134. A portion of this increase is based on Council passing a revised ordinance that changes the date that businesses submit their meals and lodging taxes to the City, from the 30<sup>th</sup> of the month to the 20<sup>th</sup>. This change will result in a one time revenue windfall of approximately \$345,000 in FY 2013. The remainder of the increase is the result of positive performance and upward trending in both of these revenue sources.
- Sales and Use Tax revenues are expected to increase by \$394,000 in FY 2013 based on recent positive trends.
- Regarding State revenue that comes to the City for non-school operations, there has been no news of reductions to Constitutional Officer reimbursements, state highway

assistance, or state aid for police protection and the State Flex Cuts were actually reduced from \$60M to \$50M statewide, all good news for now.

- Recreation income is projected to increase by \$162,115 mostly due to the re-opening of Carver Recreation Center in fall 2012 which will offer new and expanded programing along with banquet facilities that are highly desired in the region.
- City/County Revenue Sharing is decreasing by \$568,864 due to a decline in Albemarle County's 2010 real estate assessments, is the year on which the FY 2013 formula is based.

### **Balancing the Budget**

Council's Adopted FY 2013 Budget continues to provide high quality City services with an eye toward sustainability and maintaining the investment in our community's needs. At the same time however, we were faced with some very large expenditure needs that had to be offset, in part, by some expenditure reductions since revenues could not meet the City's needs and requirements:

- In FY 2013, the schools will receive a \$3.4 million increase from the City, which includes a \$670,314 reserve set aside in FY 2012, \$1,498,000 in funds that were previously dedicated to their capital budget but will now be used for operational expenses, and \$1.28M realized from other local revenues and expenditure reductions.
- This budget fully funds the City's Actuarial Retirement Contribution for the retirement fund and our cost of providing a competitive health care plan to our employees, which is increasing by 12.5% based on premium payment trends, a total of \$1.2M in new money required for FY 2013.
- While the City has made great strides in the purchase of replacement vehicles that are hybrids and alternative fuel, we cannot avoid the increases in the cost of fuel, which has climbed sharply since this time last year. In FY 2013, the budgeted cost per gallon is increasing from \$2.50 per gallon to \$3.50, resulting in an increase of \$238,735 citywide.
- The City's debt service payment is increasing by \$350,000. This fully funds the City's obligations towards past debt issuances and ensures that the City maintains a debt service to budget ratio of 8% or less.
- This budget provides a 3% one-time bonus to regular full and part time employees and long term temporary employees who are employed as of January 1, 2012. This one-time bonus helps offset budget increases in FY 2014 since it does not add to base salaries and still provides a much appreciated thank you to all the hard work our employees do every day.

- We were able to reduce department contributions to the Equipment Replacement Fund by over \$230,000 by analyzing current replacement needs and existing balances in the accounts.
- The General Fund contribution to the Capital Improvement Program (CIP) is reduced by over \$519,000 in FY 2013. The FY 2013 CIP focuses on what we are currently doing, rather than adding new projects, and includes a 5% reduction built in for most major maintenance projects that are budgeted annually.
- The budget reduces the City's local match requirement for the Comprehensive Services Act by \$300,000, better aligning the cost with actual expenses and taking into consideration savings occurring with continued community wraparound services, which can be achieved at a lower cost than residential placement.
- With the new Agency Budget Review Team prioritization process in place for FY 2013, the City was able to redirect dollars to high priority areas and produce savings of over \$80,000 in total contributions to nonprofits and outside agencies.

### **City Council Priorities**

In 2012, City Council adopted a new set of priorities for 2012-2014:

- Reduce poverty by increasing sustainable employment among less skilled and educated residents
- Provide a comprehensive support system for children
- Build an interconnected network of multi-modal transportation including bikeways, trails and transit system
- Thoroughly research the feasibility of a City Market District in Downtown
- Redevelop the City's corridors
- Cultivate healthy streams and rivers through effective Stormwater management practices

In this budget, there are program expansions that align with Council's priorities, which include:

- Council included funding, \$50,000, for a summer youth program. The City will ask for proposals from various non and for profit organizations to provide this program. Staff will return to Council with a recommendation and report before the program is to begin in mid June 2012.
- There is \$50,000 included in the Adopted Budget for "Living Wage" adjustments, to be determined during the fiscal year. This funding was included following many discussions about the living wage and what the City can do for its lowest paid regular employees. Staff will return to Council with a recommendation in the early part of FY 2013.
- Continuing the City's involvement and support of the Jefferson School City Center, which includes \$548,000 in new funds for FY 2013, the new and improved Carver Recreation Center is anticipated to open fall 2012. The Carver Recreation Center will

become even more of an integral part of the Charlottesville Parks and Recreation Department's offerings and a vital community asset for generations. Carver Recreation Center will be one component to providing a comprehensive support system for children and families, as well making a significant contribution to what are anticipated to be an important cultural center in Charlottesville.

- Starting in FY 2012, City Council approved expansion of Charlottesville Area Transit service to include additional holiday service (Free Trolley and Route 7) on several Sundays. In addition, JAUNT will provide this same level of service and this budget has included additional funds for this purpose. This expanded service will be continued into FY 2013, at an additional cost of approximately \$25,000 between the two agencies. This enhanced service will provide, among other benefits, more transit options for those who need to work on these designated days.
- Providing support for the Fontaine Avenue Fire Station, anticipated to be fully operational by spring 2013, which will enhance the City's public safety functions and the City's ability to provide quick response in the southwest portion of the City.
- Continuing investment in the Charlottesville Housing Fund, with funding proposed at \$1.4 million in FY 2013, \$650,000 of which was dedicated to the Housing Authority in FY 2012 for redevelopment of the housing authority sites. This directly benefits those who are in most need of affordable housing.
- Providing a new investment in Stormwater technology that will deliver a more efficient and effective means of targeting and making Stormwater system repairs, at a cost of \$135,000. This continues to build upon Council's Green City Vision, resulting in cleaner streams and rivers.

### **Into the Future**

We believe that this proposed budget keeps the City in a strong position now and into the future, but looming budget issues such as the school's ongoing funding needs must be addressed soon. With that said, I'm confident our solid financial foundation coupled with our commitment to providing innovative services that make a difference in our community will help us achieve the goals established by the City Council.

Sincerely,

A handwritten signature in black ink that reads "Maurice Jones". The signature is written in a cursive, flowing style.

Maurice Jones  
City Manager

# City Council Amendments to the FY 2013 Proposed General Fund Budget

<b>Manager's Recommended FY 13 Revenue Estimates</b>	<b>\$ 146,183,446</b>
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## Amendments to FY 13 Revenue Estimates

### ***Increase Revenues***

FY 2012 Carryover - Council Priorities Initiatives	120,464
School Community Service Officers Contract	10,609
Sales and Use Tax	204,000
Lodging Tax	25,500
First Tee Revenue	18,000
Misc. Revenues	2,891

### ***Decrease Revenues***

Recreation Revenue	(95,000)
Tax on Bank Stock	(100,000)
Utility Services Consumer Tax	(100,000)

<b>Total Revenue Amendments</b>	<b>\$ 86,464</b>
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<b>Total Amended FY 13 General Fund Revenue Estimates</b>	<b>\$ 146,269,910</b>
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<b>Manager's Recommended FY 13 Expenditures</b>	<b>\$ 146,183,446</b>
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## Amendments to FY 13 Expenditures

### ***Increase Expenditures***

#### **Compensation and Benefits**

Living Wage Adjustments TBD	50,000
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#### **Nonprofit and Outside Agencies**

##### Agency Budget Review Team Review

The Paramount Theater/Arts Education Program	16,700
Music Resource Center	6,800
Literacy Volunteers	9,463
PHAR/Internship Program	25,000

##### Contractual Agency/Budget Office Review

JABA/Adult Care Center Scholarships	12,000
Commission on Children and Families	10,500

#### **Council Priorities**

Summer Youth Program Request for Proposals	50,000
Department of Justice/City of Promise Grant Match	15,000

***Decrease Expenditures*****City Department Budgets**

The First Tee (8,999)

**Compensation and Benefits**

3% Bonus Pool (50,000)

**Debt Service**

General Fund Contribution to Debt Service Fund (50,000)

**Total Expenditure Amendments** **\$ 86,464**

**Total Amended FY 13 General Fund Expenditures** **\$ 146,269,910**

## **City Council Amendments to the FY 2013 Proposed Capital Budget**

**Manager's Recommended FY 13 Capital Budget Revenues** **\$ 16,374,114**

***Increase Capital Budget Revenue***

CY 2013 Bond Issuance 850,000

**Total Capital Budget Revenue Amendments** **\$ 850,000**

**Total Amended FY 13 Capital Budget Revenue Estimates** **\$ 17,224,114**

**Manager's Recommended FY 13 Capital Budget Expenditures** **\$ 16,374,114**

***Decrease Capital Budget Expenditures***

Undergrounding Utilities (100,000)

Charlottesville Housing Fund (Unallocated) (100,000)

***Increase Capital Budget Expenditures***

Charlottesville Housing Fund (CRHA Allocation) 100,000

Fire Apparatus Replacement 850,000

Bicycle Infrastructure 100,000

**Total Capital Budget Expenditure Amendments** **\$ 850,000**

**Total Amended FY 13 Capital Budget Expenditures** **\$ 17,224,114**



## City Council Amendments to the FY 2013 Proposed Community Attention Fund

<b>Manager's Recommended FY 13 Comm. Attn. Fund Revenue</b>	<b>\$</b>	<b>5,151,069</b>
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***Increase Comm. Attn. Fund Revenue***

Transfer from Community Attention Fund Balance		120,000
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<b>Total Comm. Attn. Fund Revenue Amendments</b>	<b>\$</b>	<b>120,000</b>
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<b>Total Amended FY 13 Comm. Attn. Fund Revenue Estimates</b>	<b>\$</b>	<b>5,271,069</b>
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<b>Manager's Recommended FY 13 Comm. Attn. Fund Expenditures</b>	<b>\$</b>	<b>5,151,069</b>
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***Increase Comm. Attn. Fund Expenditures***

Bank On Initiative		35,000
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Offender Aid and Restoration - Coming Home to Work		85,000
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<b>Total Comm. Attn. Expenditure Fund Amendments</b>	<b>\$</b>	<b>120,000</b>
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<b>Total Amended FY 13 Comm. Attn. Fund Expenditures</b>	<b>\$</b>	<b>5,271,069</b>
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**FY 2013 Operating Revenue Changes**  
**(Operating Budget FY 2012 to Operating Budget FY 2013)**

**Local Taxes**

Real Estate Tax	(362,441)
Personal Property Tax (local portion)	(245,867)
Utility Services Consumer Tax	(135,850)
Virginia Communications Sales and Use Tax	48,960
Tax on Bank Stock	150,000
Sales and Use Tax	394,000
Lodging Tax	243,059
Meals Tax	711,075

**Licenses and Permits**

Business, Professional, Occupational License Fee	35,332
Other Permits	100,000

**Intergovernmental Revenue**

State Highway Assistance	143,317
Reimbursement Constitutional Officers	75,216
Misc. Intergovernmental Revenue	98,443

**Charges for Services**

Parking Garage Revenue	400,000
Internal City Services	120,620
Utility Cut Permits	25,000
Recreation Programs Income (includes The First Tee)	162,115
PILOT: Utilities	42,500

**Misc. Revenue**

Interest Earned	(100,000)
Other Misc. Revenue	(56,771)

**FY 2012 Carryover Funds**

City Council Priority Initiatives	120,464
Local Contribution to Schools	670,314

**Transfers from Other Funds**

Charlottesville/Albemarle Convention and Visitor's Bureau	42,600
Risk Management Fund	250,000
Landfill Fund	228,723

**City/County Revenue Sharing**

Operating Budget Portion	385,911
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<b><u>Net Operating Revenue Changes</u></b>	<b>3,546,720</b>
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**FY 2013 Designated Revenue Changes**  
**(Designated Budget FY 2012 to Designated Budget FY 2013)**

Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	134,402
City/County Revenue Sharing: Transfer to Capital Improvement Program	(519,505)
City/County Revenue Sharing: Transfer to Facilities Repair Fund	50,000
Meals Tax Revenue: Transfer to Debt Service	237,025

<b><u>Net Designated Revenue Changes</u></b>	<b><u>(98,078)</u></b>
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**FY 2013 Economic Downturn Fund Revenue Changes**  
**(FY 2012 to FY 2013)**

Economic Downturn Fund	(485,270)
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<b><u>Net Economic Downturn Fund Expenditure Changes</u></b>	<b><u>(485,270)</u></b>
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<b><u>Total General Fund Revenue Changes</u></b>	<b><u>2,963,372</u></b>
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**FY 2013 Operating Expenditure Changes**  
**(Operating Budget FY 2012 to Operating Budget FY 2013)**

**City Schools**

City Contribution to Schools (includes reserve set aside in FY 2012)	1,956,037
FY 2012 School Reserves	(670,314)

**City Council Priority Initiatives**

City Council Priority Initiatives	(146,154)
Summer Youth Program Request for Proposals	50,000
Department of Justice/City of Promise Grant Local Match	15,000

**Salary, Benefits and Staffing**

Health Care (Employer) Contribution	460,921
Retirement Fund (Employer) Contribution	863,335
Living Wage Adjustments	50,000
3% One Time Bonus	775,000
Citywide Attrition Savings	(300,000)

**Service Enhancements**

Carver Recreation Center at Jefferson School City Center	548,962
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**Contributions to Outside Agencies/Interagency Transfers**

Contributions to Public Safety Agencies (Jail, Juvenile Detention, SPCA, E-911)	64,959
Contribution to Jefferson/Madison Regional Library	56,086
Region 10 - Healthy Transitions Re-Entry Program	42,500
Contribution to JAUNT	139,186
The Paramount Theater/Arts Education Program	16,700
Music Resource Center	6,800
Literacy Volunteers	9,463
PHAR/Internship Program	25,000
JABA/Adult Care Center Scholarships	12,000
Commission on Children and Families	10,500
Transfer to Charlottesville Area Transit	201,428
The First Tee	(8,999)
Transfer to Department of Social Services	(250,000)
Comprehensive Services Act Local Match Requirement	(300,000)

**Transfer to Debt Service Fund**

Contribution from General Fund	350,000
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**Other Changes**

Fixed Costs	
HVAC Fees	55,896
Equipment Replacement Fund Contributions	(237,034)
Information Technology User Fees	35,481
GIS User Fees	16,419
Vehicle Fuel (\$2.50 to \$3.50 per gallon)	238,735
Misc. Savings	(541,187)

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<b>Net Operating Expenditure Changes</b>	<b>3,546,720</b>
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**FY 2013 Designated Expenditure Changes**  
**(Designated Budget FY 2012 to Designated Budget FY 2013)**

Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	134,402
Transfer to Capital Improvement Program	(519,505)
Transfer to Facilities Repair Fund	50,000
Transfer to Debt Service Fund (Meals Tax Revenue Portion)	237,025

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<b>Net Designated Expenditure Changes</b>	<b>(98,078)</b>
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**FY 2012 Economic Downturn Fund Expenditure Changes**  
**(FY 2011 to FY 2012)**

Economic Downturn Fund	(485,270)
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<b>Net Economic Downturn Fund Expenditure Changes</b>	<b>(485,270)</b>
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<b>Total General Fund Expenditure Changes</b>	<b>2,963,372</b>
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# INTRODUCTION AND SUMMARY







## Acknowledgements

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

We thank all of you!

City Manager	Maurice Jones
COO/CFO	Aubrey V. Watts, Jr.
Director, Budget and Performance Management	Leslie M. Beauregard
Budget and Management Analyst	Ryan Davidson
City Manager's Office	Terry Bentley
Charlottesville Albemarle Convention and Visitors Bureau	Kurt Burkhardt, Kathy O'Leary
Capital Improvement Program Staff	Leslie M. Beauregard, Monica Brumfield, Doug Ehman, Ryan Davidson, Maurice Jones, John Santoski (Planning Commission), David Shifflett, Hank Strauss, Chad Thorne, Ebony Walden, Aubrey Watts, Bernard Wray
Ranking and Budget Committees	Llezelle Dugger, Pat Young
Circuit Court	Craig Brown, Barbara Ronan
City Attorney	Sheriff James Brown, Kara Thomas
City Sheriff	Paige Barfield
Clerk of Council	Lee Richards, Betty Graham
Commissioner of the Revenue	Ric Barrick
Communications Department	Mike Murphy
Community Attention	Ric Barrick, Leslie M. Beauregard, Ryan Davidson, Maurice Jones, Aubrey V. Watts, Jr., Bernard Wray
Department Budget Review Team	Aubrey V. Watts, Jr., Chris Engel, Blair Morris
Economic Development	Bernard Wray, Sharon O'Hare,
Finance Department	Roosevelt Barbour, Monica Brumfield, Krisy Hammill, Gail Hassmer, Michael Heny, Teresa Kirkdoffer, Jennifer Luchard, Beatrice Segal
Fire Department	Chief Charles Werner, Britt Grimm
General District Court	Mary Trimble
General Registrar	Sheri Iachetta
Human Resources	Galloway Beck
Information Technology	Karen Parker, Barbara Sites
Juvenile & Domestic Relations Court/ Court Services Unit	Martha Carroll, Jody Shelley, Debra Terry
Parks and Recreation	Brian Daly, Linda Daly, Doug Ehman, Rion Summers, Philip Seay
Magistrate's Office	Yvette Ayala
Neighborhood Development Services	Jim Tolbert, Sharon Patterson
Social Services	Diane Kuknyo, Stacie Asbury
Police	Chief Timothy Longo, David Shifflett
Public Works	Judith Mueller, Lauren Hildebrand, Mary Kay Kotelec, Steve Lawson, Jim McClung, Mike Mollica, Lance Stewart, Chad Thorne, Bill Watterson
Treasurer	Jennifer Brown, Jason Vandever

*And special thanks to Nancy Rudel, of Letter N Editing, for helping edit this document.*



## Introduction to the Budget

This **Fiscal Year 2012-2013** 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 proposed expenditures for Management, Non Departmental Activities, Debt Service, Fund Balance Target Adjustment, Employee Compensation and Training, Internal Services, Financial Services, Healthy Families and Community, Infrastructure and Transportation, Public Safety and Justice, School Operations, the Capital Improvement Program, and Other Non General Funds.

In addition to these broad categories, an index is provided for quick and easy reference. We hope this document is easy to read, interpret, and use in understanding the City's budget for Fiscal Year 2012-2013. Our goal is to provide a straightforward document that provides the citizens of Charlottesville with a clear explanation of how their tax dollars are helping to support a variety of quality services and programs important to our World Class City.

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## CHARLOTTESVILLE CITY COUNCIL VISION - 2025

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

- A leader in innovation, environmental sustainability, social and economic justice, and healthy race relations
- Flexible and progressive in anticipating and responding to the needs of our Citizens
- Cultural and creative capital of Central Virginia
- United community that treasures diversity

### **Economic Sustainability**

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

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

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

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

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

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

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

### **A Green City**

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

### **America's Healthiest City**

All residents have access to high-quality health care services. We have a community-wide commitment to personal fitness and wellness, and all residents enjoy our outstanding recreational facilities, walking trails, and

safe routes to schools. We have a strong support system in place. Our emergency response system is among the nation's best.

**A Connected Community**

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

**Community of Mutual Respect**

In all endeavors, the city of Charlottesville is committed to racial and cultural diversity, inclusion, racial reconciliation, economic justice, and equity. As a result, every citizen is respected. Interactions among city leaders, city employees and the public are respectful, unbiased, and without prejudice.

**Smart, Citizen-Focused Government**

The delivery of quality services is at the heart of Charlottesville's social compact with its citizens. Charlottesville's approach to customer service ensures that we have safe neighborhoods, strong schools, and a clean environment. We continually work to employ the optimal means of delivering services, and our decisions are informed at every stage by effective communication and active citizen involvement. Citizens feel listened to and are easily able to find an appropriate forum to respectfully express their concerns.



## CHARLOTTESVILLE CITY COUNCIL 2012-2014 PRIORITIES

At their February 3, 2012 retreat, City Council developed six specific priorities that they would like to focus on for the next couple of years. As next steps, City staff and Council have some work to do on identifying current and establishing new initiatives and measures that will illustrate the outcomes and results for each priority:

- Reduce poverty by increasing sustainable employment among less skilled and educated residents
- Provide a comprehensive support system for children
- Build an interconnected network of multi-modal transportation including bikeways, trails and transit system
- Develop a City Market District Downtown
- Redevelop the City's corridors
- Cultivate healthy streams and rivers through effective Stormwater management practices

## 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, 2012 - June 30, 2013), 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 Albemarle County Revenue Sharing funds.

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

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

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

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

- **Equipment Replacement Fund** – Provides funding for a scheduled replacement program for 678 vehicles and pieces of equipment.
- **Facilities Repair Fund** – An internal service fund, this provides funding to preserve the City's investment of over \$96 million in non-school facilities, which have annual maintenance requirements.
- **Retirement Fund** – This is a trust (fiduciary) fund supported by contributions paid by the City, based on actuarial calculations, that provides City employees with a pension to supplement social security benefits upon retirement.
- **Risk Management Fund** – An internal service fund, this provides accounting for the City's risk management program.
- **Debt Service Fund** – Provides necessary funds to retire the City's general government outstanding bond indebtedness and related costs.
- **Health Care Fund** – The Health Care Fund is the funding source for the City's health related benefits provided to participants in the City's health care programs.

## The Basis of Budgeting

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

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

## The Budget Process

### Capital Improvement Program (CIP) Development

For a detailed description of this process, see **pg. 117**, 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 and the City Manager presents the City's long-term financial forecast to City Council. Based upon this forecast, City Council formally adopts its budget guidelines (**pg. 11**) and assumptions for the upcoming fiscal year. Council also holds a budget work session in December or January 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 City Manager's Office and reviewed individually with each department. The **Department Budget Review Team (DBRT)** reviews and makes recommendations on "strategic budget issues" such as fixed costs, new requests, budget reductions, other funds (debt service, CIP, etc.), and salaries and benefits. The **DBRT** consists of the City Manager, COO/CFO, Director of Budget and Performance Management, Budget and Management Analyst, Communications Director and the Director of Finance. In December and January, estimated revenue forecasts are finalized by the **Revenue Team**, simultaneous with the development of the expenditure budgets. The Review Team is made up of the City Treasurer, Commissioner of Revenue, Director of Economic Development, Director of Budget and Performance Management and the Finance Director.

The City Manager's Proposed Budget, along with the School's Budget, is presented to City Council at the first Council meeting in March. Per State Code, the City is required to present a balanced budget where revenues (money that is received from taxes, fees, intergovernmental sources, etc.) equal expenditures. A series of City Council work sessions and public hearings are held during the months of March and April. The City and School budget is formally adopted by City Council each year by April 15th.

## Strategic Vision and Council Priorities

In January 2006, City management and a team of staff began a process of developing the City's first comprehensive Strategic Plan. During a series of focus groups and meetings with a community driven Strategic Planning Steering Committee appointed by City Council, and the community at large, this group developed several strategic priority areas. Once these priority areas were refined and presented to City Council, Council developed them further at their Fall 2006 annual retreat. Over the course of several months, City Council shaped those priorities to reflect an overall **Vision 2025 (pgs. 4-5)**. At two retreats in 2011 and 2012, Council refined their **Vision 2025** with the addition of a ninth area: *Community of Mutual Respect*.

At their February 3, 2012 retreat, City Council developed six specific priorities that they would like to focus on for the next couple of years (**pg. 6**).

## P3: Plan, Perform, Perfect

During the summer of 2008, City staff developed and started implementation of a process known as **P3: Plan, Perform, Perfect**, or **P3**, that builds on the City's internal capacity to develop (1) departmental strategic business plans, (2) a performance measurement and management system and (3) a means of reporting results to staff, City management, Council and the public, all of which will guide the organization towards intentional application of strategies and techniques to achieve desired results.

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

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

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

## **Budget Adoption**

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

## **Legal Budgeting Requirements**

### **City Code Sec. 11-1**

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

### **City Code Sec. 11-2**

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

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

Each fall, Budget Office staff presents five year revenue and expenditure forecasts 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 and Priorities:
  - Economic Sustainability
  - A Center for Lifelong Learning
  - Quality Housing Opportunities for All
  - C'ville 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 City Council's Strategic Vision and Priorities, the goal being to use measures as a management and decision making tool during the budget process.
5. Continue the strong commitment to education by allocating up to 40% of new City real estate and property tax revenue to schools.
6. Invest strategically in employees by providing adequate pay, benefits, training, technology resources, support, and appreciation.
7. Annually review the living wage ordinance "so that every City contract for the provision of non-professional services will require that the contractor pay each employee assigned to perform services a living wage equal to no less than the lowest starting salary for City employees."
8. Fund no new programs or major expansion of existing programs without fully offsetting revenues or reductions in expenditures.
9. Balance reinvestment in the City's existing infrastructure and facilities and creation of new opportunities for investing in the future of the City.
10. Conduct the Agency Budget Review Team process, jointly with Albemarle County through the Commission on Children and Families, to evaluate agency requests for program congruence with Council's priority areas. This process is based on the one approved by City Council and the Board of Supervisors in July 2011 following a year-long prioritization evaluation process.
11. Budget a reserve for Council Priority Initiatives.
12. Budget a Fund Balance Target Adjustment pool of funds to help ensure that the City continues to meet the important financial policy of maintaining an unappropriated fund balance in the General Fund equal to 12% of the City's operating budget.



## Long Term Financial Policies

The Long Term Financial Policies are reviewed by City Council each year along with the Budget Guidelines. These policies speak more to the long term fiscal health of the City and 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 12% of General Fund budget.
2. Transfer at least 3% of general fund expenditures to the Capital Improvement Program Fund (CIP).
3. Maintain sufficient working capital in the utilities funds (Water, Wastewater and Gas).
4. Stabilize all non-general funds by ensuring they have a positive fund balance.
5. Transfer any excess funds from parking fines above the amount budgeted in the General Fund to the Capital Fund for future parking projects.
6. Maintain a debt service to general fund total expenditure budget ratio of 8% or less.
7. Transfer 25 cents of each dollar in meals tax revenue to the Debt Service Fund to be used for debt service.

## Major Expenditure Highlights of the Budget

- In FY 2013, the schools will receive a **\$3.4M increase** from the City, which includes a **\$670,314** reserve set aside in FY 2012, **\$1,498,000** in funds that were previously dedicated to their capital budget but will now be used for operational expenses, and **\$1.28M** realized from other local and state revenues, and expenditure savings.
- City Council dedicated Council Priority Initiatives funding to two specific projects as part of the FY 2013 Adopted Budget:
  - **Summer Youth Program, \$50,000** – City Council set aside \$50,000 for the City to accept proposals for a non or for profit agency/organization to provide a summer youth program. This program, aimed at 6 to 17 year old youth to operate between June 11, 2012 and August 15, 2012, will be a collaborative program providing both enrichment and recreation. The summer youth program will use evidence or research based strategies to promote protective factors (pro-social behaviors, resiliency, resistance skills, etc.) and decrease risk factors (negative peer influence, substance use, violence, etc.), will have measurable outcomes, and will include at least one activity every Friday and/or Saturday night until 11:00.
  - **Department of Justice City of Promise Grant Match, \$15,000** - The Charlottesville City of Promise, an initiative involving area neighbors, schools, organizations and the University of Virginia's Youth-Nex Center, seeks to end the cycle of poverty by ensuring children's academic achievement, healthy development and college and career success. Administered and staffed out of the Children Youth and Family Services with the City as fiscal agent, this funding represents the remainder of the \$32,500 local match required to secure the next phase of grant funding to start on July 1, 2012. The remainder of the grant match is already allocated as part of existing Council Priority Initiatives Funds.
- This budget fully funds the City's Actuarial Retirement Contribution to the retirement plan, and fully funds our cost of providing a competitive health care plan to our employees which is increasing by 12.5% based on premium payment trends, a total of **\$1.2M** in new money required for FY 2013. Employees enrolled in the City's health care plans will also see a 12.5% increase in their premiums paid.
- While the City has made great strides in the purchase of replacement vehicles that are hybrids and alternative fuel, we cannot avoid the increases in the cost of fuel, which has climbed sharply since this time last year. In FY 2013, the budgeted cost per gallon is increasing from \$2.50 per gallon to \$3.50, resulting in an increased cost of **\$238,735** citywide.
- The City's debt service payment is increasing by **\$350,000**. This fully funds the City's obligation towards past debt issuances and ensures that the City maintain a debt service to budget ratio of no more than 8%.
- Continuing the City's involvement and support of the Jefferson School City Center, the new and improved Carver Recreation Center is anticipated to open fall 2012. The Carver Recreation Center will become even more of an integral part of the Charlottesville Parks and Recreation Department's offerings and a vital community asset for generations.

There is over **\$548K** in new money dedicated for this, with incoming revenue expected to increase by **\$200,000** due to new programming and banquet hall facility offerings. Funding includes a new position, a Recreation Center Manager, who will manage the facility and all programming, and additional temporary and seasonal staff.

- Starting in FY 2012, City Council approved expansion of Charlottesville Area Transit service (Free Trolley and Route 7) to include additional holiday service on several Sunday's. In addition, JAUNT is required to this level of service and this City has included additional funds for JAUNT to do this. This expanded service will be continued into FY 2013, at an additional cost of approximately **\$25,000** between the two agencies.
- This budget provides a **3% one-time bonus (\$775,000)** to regular full and part time employees and long term temporary employees who are employed as of January 1, 2012. This one-time bonus provides some level of comfort going into FY 2014 since it does not add to base salaries, but still provides a much appreciated thank you to all the hard work our employees do day in and day out.
- Acting on the discussion that took place during budget worksessions, this budget includes **\$50,000** for **Living Wage** adjustments, to be determined during the fiscal year. Staff will return to Council with recommendations on what and how to implement these adjustments.

The budget also includes several reductions and savings in the following areas:

- We were able to reduce department contributions to the Equipment Replacement Fund by over **\$230,000** by analyzing current replacement needs and existing balances in the accounts.
- The General Fund contribution to the Capital Improvement Program (CIP) is reduced by over **\$519,000** in FY 2013. The FY 2013 CIP really focuses on what we are already doing, rather than adding new projects and includes 5% reduction built in for most major maintenance projects that are budgeted annually.
- Takes into account additional savings that occur when position vacancies occur when looking at trends from previous years, for a total of **\$450,000** in attrition savings;
- Reduces the City's local match requirement for the Comprehensive Services Act by **\$300,000**, more accurately aligning the local portion of this budget with actual expenses and taking into consideration savings occurring with continued community wraparound services, which can be achieved at a lower cost than residential placement.

## **FY 2013 Capital Improvement Program Highlights**

### **Revenue**

- \$4,400,000 General Fund contribution
- \$1,800,000 in FY 2011 fund balance surplus
- \$45,000 in PEG Fee revenue
- \$175,000 contribution from Albemarle County for shared projects (CATEC and Central Library)
- \$200,000 contribution from the City Schools for the small cap program
- \$1,960,904 in State Transportation Funds from Revenue Sharing Grants for the Belmont Bridge replacement and the Hillsdale Drive Connector projects
- \$8,643,210 in CY 2013 bonds

...for total FY 2013 Revenue of **\$17.22 million**

### **Expenditures**

- \$1,720,491 for City Schools
- \$1,282,991 for Facilities
- \$7,598,163 for Transportation and Access
- \$1,520,301 for Parks and Recreation
- \$1,426,711 for Public Safety and Justice
- \$150,000 for Strategic Development Initiatives
- \$47,500 for Neighborhood Improvements
- \$901,250 for Neighborhood and Citywide Stormwater Initiatives
- \$45,000 for Technology Infrastructure
- \$760,000 for the Charlottesville Housing Fund
- \$650,000 for the Charlottesville Housing Fund (to reimburse the CIP Contingency for funds allocated by Council in FY 2012 for the Housing Authority)
- \$1,050,000 for Other Governmental Commitments
- \$71,707 in Contingency Funds

...for total FY 2013 Expenditures of **\$17.22 million**

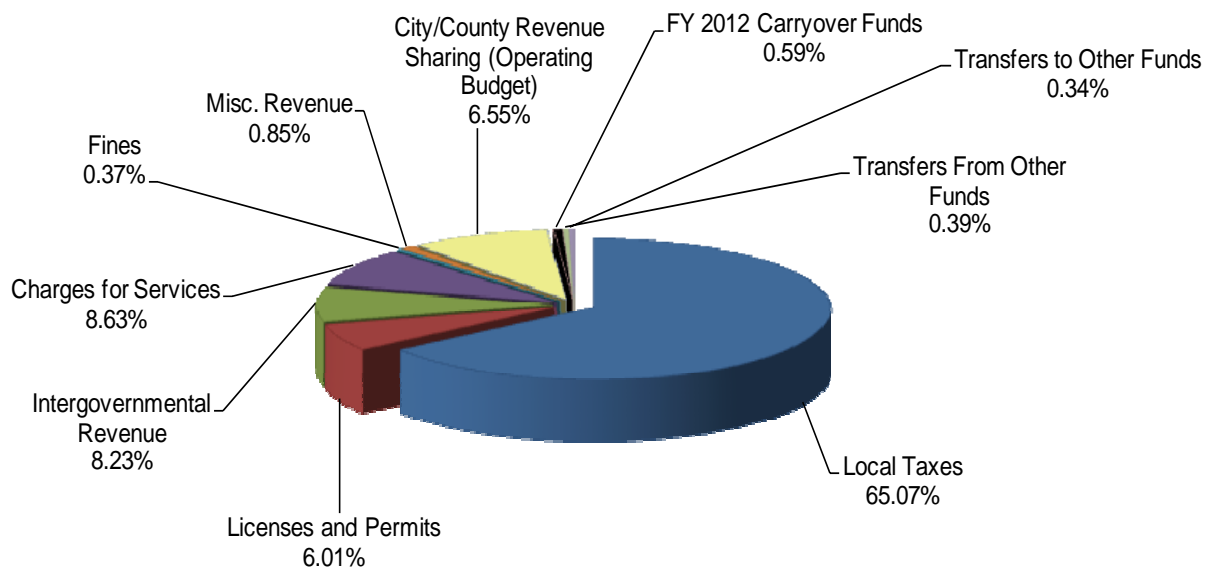
## Capital Improvement Program Council Priority Strategic Initiatives

- Based upon the housing goals adopted by Council in February 2010, **\$1.41** million of FY 2013 CIP funding is earmarked for the Charlottesville Housing Fund, and **\$650,000** of this allocation has been programmed to reimburse the **CIP Contingency** for funds allocated by Council to the Charlottesville Redevelopment and Housing Authority (CRHA) during FY 2012. These funds will be used for design work for renovations to Crescent Halls and the Levy Avenue property development. In FY 2013, \$100,000 of these funds is dedicated to support CRHA. Past uses for these funds have also included \$850,000 for the preservation of affordable rental units by Dogwood housing; \$420,000 to Habitat for Humanity for the construction of affordable housing units; \$279,000 to Albemarle Housing Improvement Program for the substantial rehabilitation of homes owned by low income families; \$150,000 to the Workforce Housing Fund to assist low income individuals with down payment and closing cost assistance; and \$1,070,000 for the Virginia Supportive Housing Single Room Occupancy development.
- The FY 2013 Capital Improvement Program sets aside **\$95,000** for **Parkland Acquisition**. These funds will be used to pursue land acquisition opportunities that preserve open space, protect natural resources and improve riparian buffers and provide future trail connections. Green infrastructure and open space conservation are often the cheapest way to safeguard drinking water, clean the air and achieve other environmental goals.
- **Urban Tree Preservation and Planting and Trails and Greenway Development** are allocated **\$124,515** in FY 2013. The importance of tree preservation and trail development is a highly held value among residents of the City, and the protection of the Urban Tree Canopy and preservation of greenways has a direct affect upon air quality, stormwater management and quality of life for City residents. A portion of these funds set aside for Urban Tree Preservation and Planting could support recommendations resulting from the City's Tree Commission.
- In FY 2013, **\$285,000** is included for the design and construction of **new sidewalks**. This funding attempts to remedy the gaps that remain throughout the sidewalk infrastructure of the City. Priorities are given to completing the sidewalk network around schools, parks, business centers and community amenities such as libraries, post offices, etc. Final project locations will be approved by the Planning Commission and City Council through the Sidewalk Priority List.
- **Bicycle Infrastructure** provides for **\$200,000** to improve bicycle infrastructure throughout the City of Charlottesville. This funding will be designated for improvements to existing bicycle lanes, signage, and any other necessary improvements to the bicycle infrastructure of the City.
- Continues the investment in the **Citywide Stormwater Initiatives**, proposed at **\$600,000** for FY 2013, in order to carry out major improvements to the City's Stormwater infrastructure, which currently has approximately 13 miles of the system that has been identified as being in need of immediate repair or replacement based on the deterioration of the pipes. This funding is to be reevaluated annually with the Capital Improvement Budget with the long term goal to shift this to a self-supporting utility.
- A new project in the FY 2013 CIP, **\$135,000** in **Stormwater Technology** will purchase cameras and equipment that will provide a more efficient and effective means of targeting and repairing the Stormwater system.

## General Fund Revenue Summary

	FY 2010-2011 Actual	FY 2011-2012 Budget	FY 2012-2013 Budget	Increase/ (Decrease) %	Change
<b>General Fund Revenue</b>					
Local Taxes	\$84,420,806	\$86,269,860	\$87,072,796	\$802,936	0.93%
Licenses and Permits	7,886,920	7,908,668	8,044,000	135,332	1.71%
Intergovernmental Revenue	11,333,162	10,699,015	11,015,991	316,976	2.96%
Charges for Services	10,880,761	10,801,331	11,551,566	750,235	6.95%
Fines	541,628	500,000	500,000	0	0.00%
Misc. Revenue	1,277,341	1,299,822	1,143,051	(156,771)	-12.06%
City/County Revenue Sharing (Operating Budget)	10,948,527	12,335,037	12,720,948	385,911	3.13%
FY 2012 Carryover Funds	0	0	790,778	790,778	100.00%
Transfers From Other Funds	0	0	521,323	521,323	100.00%
Transfers to Other Funds	342,000	450,000	450,000	0	0.00%
<b>TOTAL OPERATING BUDGET</b>	<b>\$127,631,145</b>	<b>\$130,263,733</b>	<b>\$133,810,453</b>	<b>\$3,546,720</b>	<b>2.72%</b>

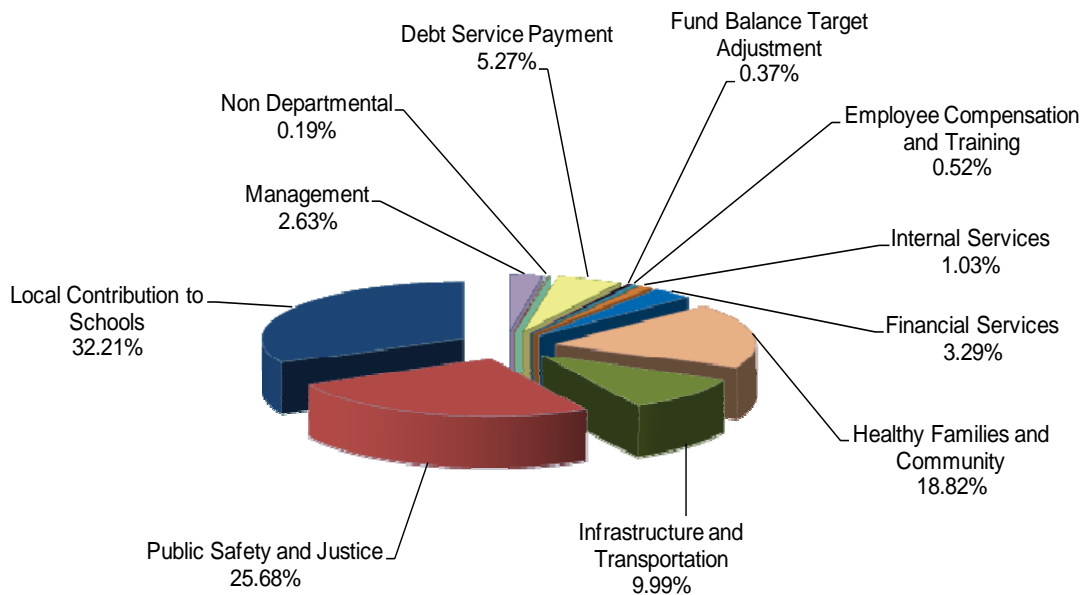
### General Fund Revenues



## General Fund Expenditure Summary

	FY 2010-2011 Actual	FY 2011-2012 Budget	FY 2012-2013 Budget	Increase/ (Decrease)	% Change
<b>General Fund Expenditures</b>					
Management	\$3,116,978	\$3,453,169	\$3,515,905	\$62,736	1.82%
Non Departmental	154,085	271,415	260,415	(11,000)	-4.05%
Debt Service Payment	6,392,000	6,700,000	7,050,000	350,000	5.22%
Fund Balance Target Adjustment	0	500,000	500,000	0	0.00%
Employee Compensation and Training	260,507	1,140,527	695,000	(445,527)	-39.06%
Internal Services	1,210,174	1,305,265	1,376,182	70,917	5.43%
Financial Services	4,123,905	4,236,608	4,405,325	168,717	3.98%
Healthy Families and Community	22,701,962	24,760,367	25,178,973	418,606	1.69%
Infrastructure and Transportation	12,634,229	12,751,780	13,363,570	611,790	4.80%
Public Safety and Justice	32,399,420	33,324,127	34,358,885	1,034,758	3.11%
Local Contribution to Schools	40,080,523	41,150,161	43,106,198 *	1,956,037	4.75%
Reserve Account for City Schools	0	670,314	0	(670,314)	-100.00%
<b>TOTAL OPERATING BUDGET</b>	<b>\$123,073,783</b>	<b>\$130,263,733</b>	<b>\$133,810,453</b>	<b>\$3,546,720</b>	<b>2.72%</b>

### General Fund Expenditures



\*In addition to the local contribution shown above, there is **\$1.498M** to be received by the schools that had previously been dedicated towards their capital budget. Since those funds have already been appropriated, these funds only appear in the City Schools budget. See **pg. 114** for additional details on the schools total budget.

## Explanation of Revenues

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

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

In practice, most revenue projections combine two or more of these techniques. Generally, the amount of revenue available to the City depends on current and future economic activity. Below is a listing of the major revenue sources for the City of Charlottesville, which make up 86.84% of the total General Fund revenue collected by the City of Charlottesville.

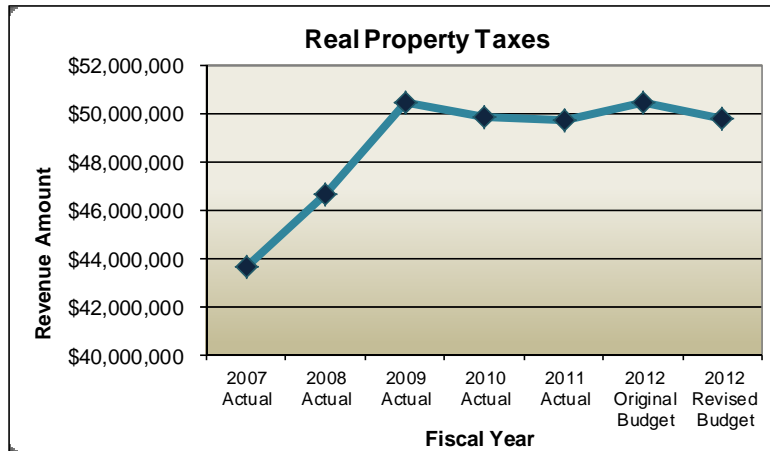
Revenue Source	FY 2013 Projection	% of General Fund Total Revenues
Real Estate Taxes	\$50,074,178	34.23%
City/County Revenue Sharing	17,520,948	11.98%
Sales & Use Taxes	9,894,000	6.76%
Meals Tax	7,700,500	5.26%
Business & Professional Licenses	6,528,000	4.46%
State Assistance	6,348,327	4.34%
Personal Property Taxes	6,222,000	4.25%
Payment in Lieu of Taxes: Utilities	5,208,473	3.56%
Utility Services Consumer Tax	4,495,000	3.07%
Virginia Communications Sales & Use Tax*	3,516,960	2.40%
PPTRA	3,498,256	2.39%
Transient Room Tax	2,819,000	1.93%
Recreation Income	1,900,860	1.30%
Public Service Corporation Taxes	1,296,916	0.89%
<b>TOTAL</b>	<b>\$127,023,418</b>	<b>86.84%</b>

In the following section, a graph has been presented for each of the major revenues listed in the above chart. This provides a graphical representation of the trend data that was used when the revenue projections were made for FY 2013. The data in the graphs represents the amount of actual revenue collected for FY 2007-2011, along with the originally budgeted amounts and revised revenue estimates for FY 2012, all of which were important factors in projecting the revenues for FY 2013.

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

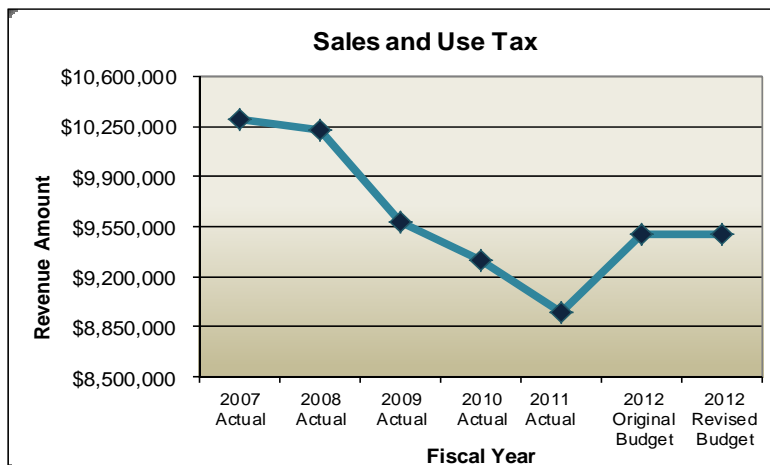
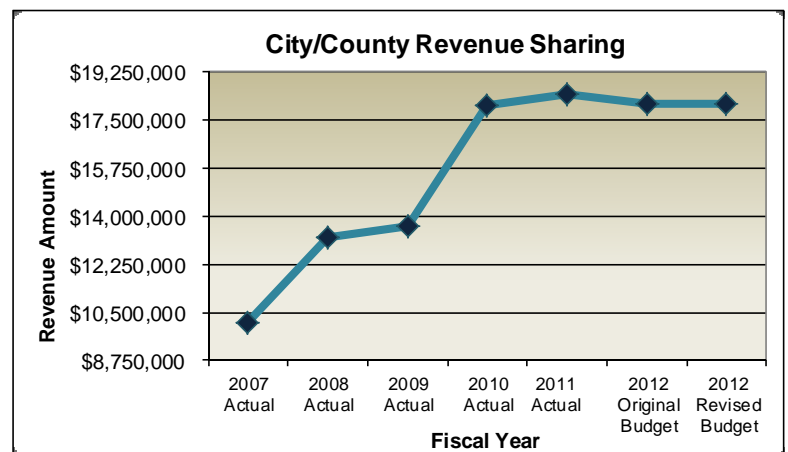


## Major Local Revenue – Descriptions and Trend Data

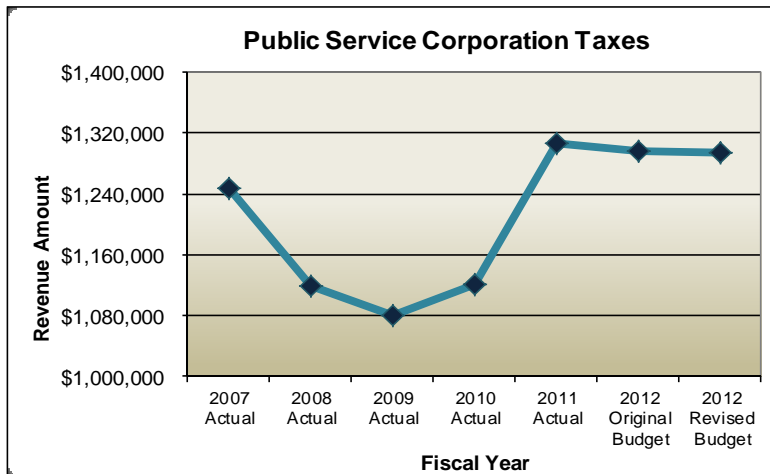


**Real Property Taxes** are the largest source of revenue for the City. They are *ad valorem* taxes based on the assessed value of real property owned by businesses, individuals, and corporations. They are assessed at 100% valuation, with tax rates being applied per \$100 of assessed value. **The adopted tax rate for FY 2013 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 2010 when estimating the FY 2013 payment. The majority of this revenue is dedicated to projects and operations that benefit City and County residents alike, including replacement of transit infrastructure and transportation improvements, enhancements to parks and recreation facilities and programs, construction of a new fire station, and road/infrastructure maintenance.

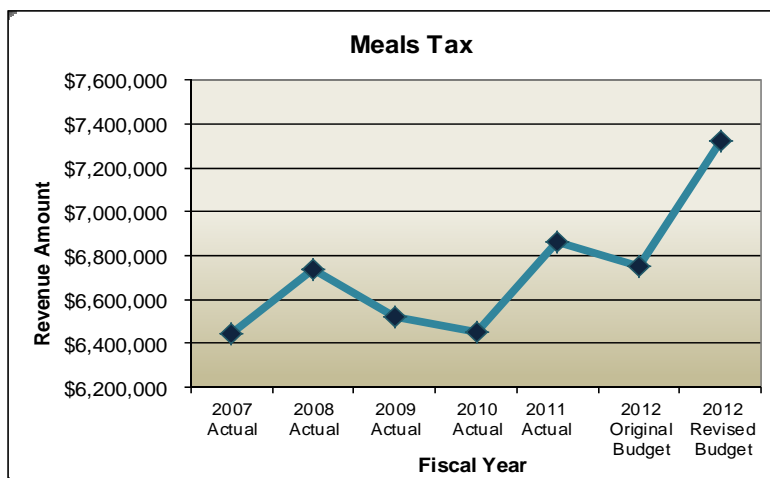
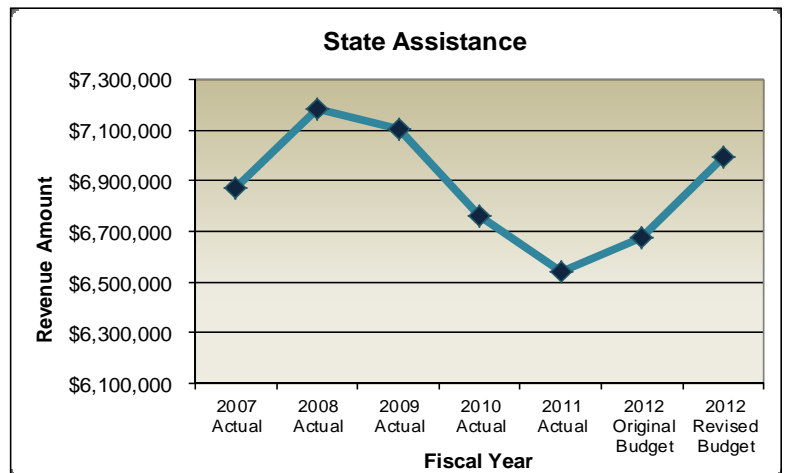


**Sales and Use Taxes** are revenues received by the City from 1-cent of the 5-cent State sales tax generated within the City. Due to the downturn in the economy, this revenue has not performed as strongly but beginning in FY 2012 it is expected to pick up by 6.0% over FY 2011, and continue to grow slightly in FY 2013, an increase of 4.15% over FY 2012 estimates. **The current Sales Tax rate is 5% for general sales purchases and 2.5% for non-prepared foods (implemented July 1, 2005).**

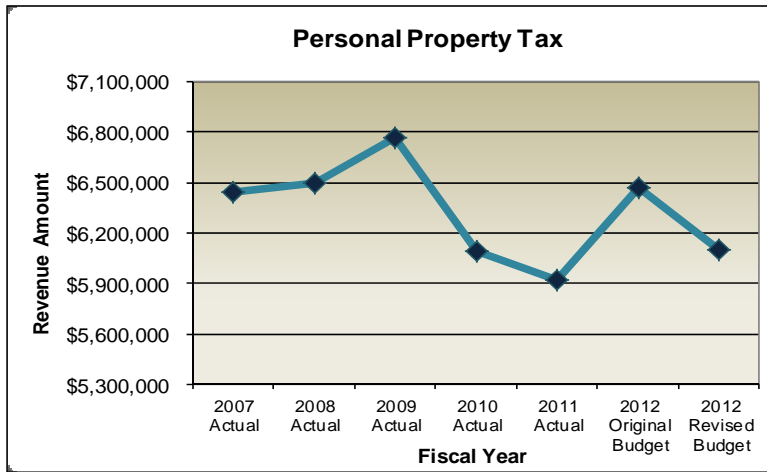


**Public Service Corporation Taxes** are levied on the real estate and tangible property owned by railroads, utilities, pipelines, and other businesses required to register with the State Corporation Commission. The FY 2013 budgeted amount for these revenues are expected to experience little to no growth from the FY 2012 revised budget amount 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.

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

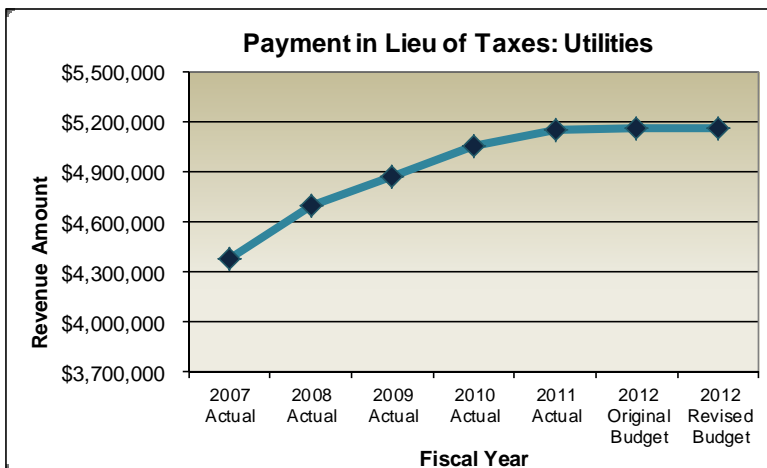
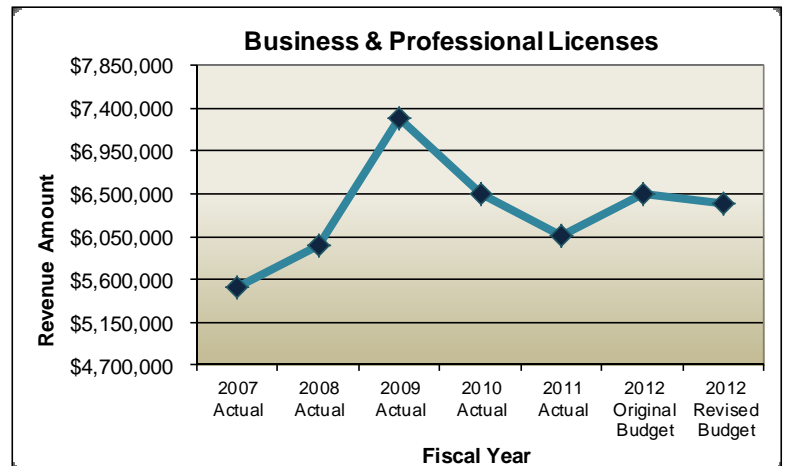


**Meals Tax** is assessed on the sales price of prepared food and beverages sold in the City. Twenty-five cents of each dollar collected is dedicated to the Debt Service Fund to pay off the future debt of bond issuances used to pay for capital projects. The remaining \$.75 of each dollar is dedicated to the General Fund. Between FY 2005 – FY 2008 this revenue showed consistent increases of between 4 – 6%. Due to the downturn in the economy this revenue declined between FY 2008 and 2010, but since FY 2011 it has shown consistent growth and is projected to be up in FY 2013 by 14.04%. **The current Meals Tax rate is 4%.**

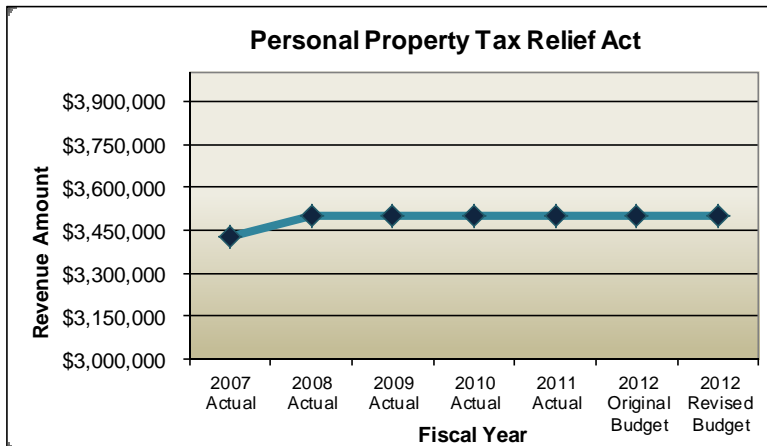


**Personal Property Taxes** are levied on vehicles owned by individuals and businesses, as well as tangible property owned by businesses. In the fall of 2005, City Council approved changing the valuation method of personal property from average loan value to trade in value. FY 2013 Personal Property Tax revenue is projected to decrease by -3.80% from the FY 2012 budgeted amount. **The adopted tax rate for FY 2013 is unchanged at \$4.20 per \$100 of assessed value.**

**Licenses and Permits** are revenues collected from permits and privilege fees required by the City. The largest of these sources is the **Business and Professional Licenses**, which is estimated to bring in over \$6.5 million in FY 2013, which represents a \$35,332 increase from the FY 2012 original budgeted figure.

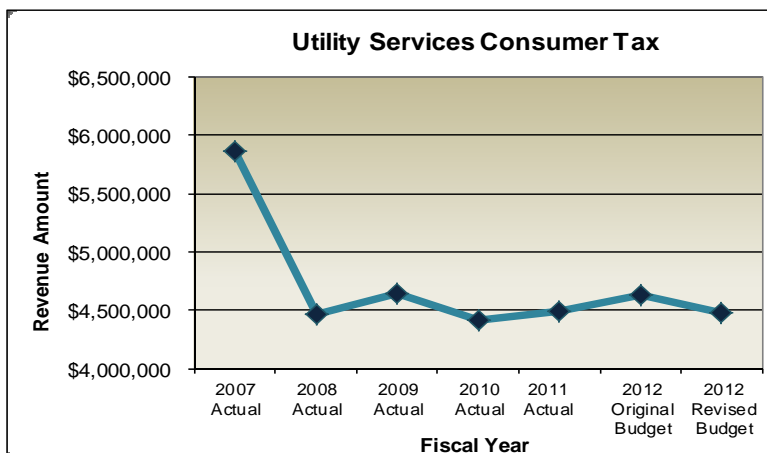
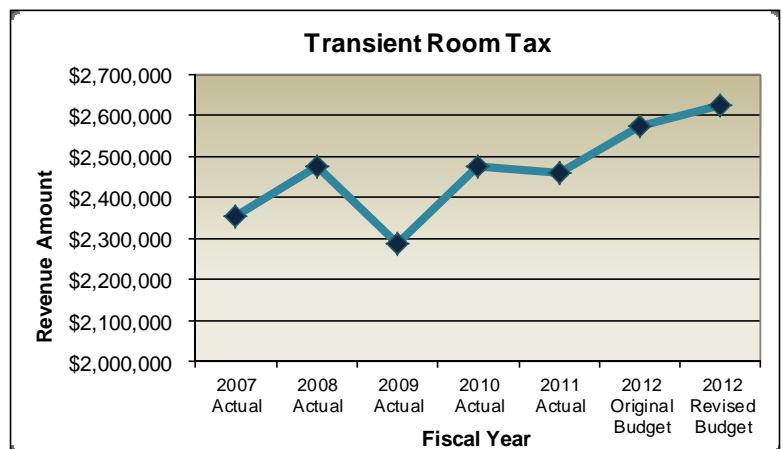


**Payment in Lieu of Taxes: Utilities** covers the property taxes and business licenses that city-owned water, sewer, and gas operations would pay if they were private businesses. The payment in lieu of taxes for the utilities is calculated by a predetermined formula. In FY 2013, this revenue item is estimated to generate approximately \$5.2 million in revenue.



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

**Transient Room Tax**, often called the lodging tax, consists of taxes assessed on the use of rooms in hotels, motels, and boarding houses. Like many of the other consumer driven taxes (Meals Tax, Sales & Use Tax, etc.) this revenue saw a decrease in FY 2009 of 7.86% but had an increase of 8.27% in FY 2010. In FY 2012 revised revenue projections are showing a 6.7% increase over the prior fiscal year and this trend is expected to continue into FY 2013, which is why the Transient Room tax is projected to see an increase of \$243,059. **The adopted tax rate remains unchanged at 6%.**



The **Utility Services Consumer Tax** is collected on the sale of goods and services from the following utility services: electric service, gas service, and water service. Beginning in January 2007, Telephone and Cable taxes previously recorded under Utility Taxes were rolled into a new revenue stream called the Virginia Communications Sales and Use Tax. This led to the sharp decrease in revenue between FY 2007 and FY 2008. For FY 2013, revenue from these taxes is projected to decrease by 2.93%.

## Adopted Tax and Fee Rates

	Adopted Fiscal Year 2012-2013	Adopted Fiscal Year 2011-2012
Real Estate Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
Personal Property Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
Machinery and Tools Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
Mobile Home Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
Sales Tax - General <sup>(1)</sup>	5.0%	5.0%
Sales Tax - Food (Excludes prepared food) <sup>(2)</sup>	2.5%	2.5%
Restaurant/Meals Tax	4.0%	4.0%
Lodging Tax	6%	6%
Cigarette Tax	\$.35 per pack	\$.35 per pack
E-911 Fee <sup>(3)</sup>	\$.75/phone line	\$.75/phone line
Cable Franchise Fee <sup>(3)</sup>	5%	5%
PEG Fee (Cable)	\$.35/month	\$.35/month
Utility Services Consumer Tax (Gas, Water, Electric)	10%	10%
Utility Services Consumer Tax (Telephone and Cable) <sup>(3)</sup>	5%	5%
Refuse Collection		
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 <sup>(4)</sup>		
32 Gallon Can	\$94.50 Annually	\$94.50 Annually
45 Gallon Can	\$125.00 Annually	\$125.00 Annually
64 Gallon Can	\$189.00 Annually	\$189.00 Annually
96 Gallon Can	\$283.50 Annually	\$283.50 Annually
Large Item Pickup Fee	\$25.00 per occurrence	\$25.00 per occurrence
Motor Vehicle License Fee	Up to 4,000 lbs. - \$28.49 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
Courthouse Maintenance Fee	\$2.00 per court case	\$2.00 per court case
Courtroom Security Fee	\$10.00 per conviction	\$10.00 per conviction

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

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

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

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

## General Fund Revenue Detailed

	FY 2010-2011 Actual	FY 2011-2012 Budget	FY 2012-2013 Budget	Increase/ (Decrease)	% Change
<b>LOCAL TAXES</b>					
Real Estate Taxes	\$49,709,151	\$50,436,619	\$50,074,178	(\$362,441)	-0.72%
Personal Property Tax	5,918,621	6,467,867	6,222,000	(245,867)	-3.80%
Public Service Corporation Tax	1,307,266	1,296,916	1,296,916	0	0.00%
Penalty/Interest on Delinquent Taxes	401,079	350,000	350,000	0	0.00%
Utility Services Consumer Tax	4,491,361	4,630,850	4,495,000	(135,850)	-2.93%
Virginia Communications Sales and Use Tax	3,335,988	3,468,000	3,516,960	48,960	1.41%
Franchise Taxes (See <i>VA Communications Sales and Use Tax</i> )	26,402	0	0	0	0.00%
Tax on Bank Stock	1,358,812	1,000,000	1,150,000	150,000	15.00%
Tax on Wills & Deeds	436,709	450,000	450,000	0	0.00%
Sales & Use Tax	8,956,683	9,500,000	9,894,000	394,000	4.15%
Rolling Stock Tax	1,525	17,324	17,324	0	0.00%
Transient Room Tax	2,460,055	2,575,941	2,819,000	243,059	9.44%
Meals Tax	5,145,800	5,064,300	5,775,375	711,075	14.04%
Short-Term Rental Tax	41,679	40,000	40,000	0	0.00%
Cigarette Tax	634,572	615,000	615,000	0	0.00%
Recordation Tax Receipts	109,137	232,043	232,043	0	0.00%
Vehicle Daily Rental Tax	85,966	125,000	125,000	0	0.00%
<b>Taxes Subtotal</b>	<b>\$84,420,806</b>	<b>\$86,269,860</b>	<b>\$87,072,796</b>	<b>\$802,936</b>	<b>0.93%</b>
<b>LICENSES AND PERMITS</b>					
Business & Professional Licenses	\$6,061,192	\$6,492,668	\$6,528,000	\$35,332	0.54%
Vehicle Licenses	853,294	856,000	856,000	0	0.00%
Dog Licenses	17,648	15,000	15,000	0	0.00%
Electrical, Heating and Mechanical Permits	131,524	120,000	120,000	0	0.00%
Building and Plumbing Permits	292,853	275,000	275,000	0	0.00%
Other Permits	530,409	150,000	250,000	100,000	66.67%
<b>Licenses and Permits Subtotal</b>	<b>\$7,886,920</b>	<b>\$7,908,668</b>	<b>\$8,044,000</b>	<b>\$135,332</b>	<b>1.71%</b>
<b>INTERGOVERNMENTAL REVENUE</b>					
<i>Revenue from State Agencies</i>					
PPTRA Revenue (State Personal Property Tax)	\$3,498,256	\$3,498,256	\$3,498,256	\$0	0.00%
State Highway Assistance	3,408,755	3,217,501	3,360,818	143,317	4.45%
Reimbursement/Constitutional Offices	1,049,641	1,447,144	1,522,360	75,216	5.20%
State Aid for Police Protection	2,085,896	2,012,682	2,012,682	0	0.00%
State Flex Cuts	0	(547,533)	(547,533)	0	0.00%
Trailer Title	1,215	1,200	1,200	0	0.00%
Other State Assistance: Misc Rev	55,805	35,000	35,000	0	0.00%
<i>Revenue from Other Intergovernmental Sources</i>					
Jefferson Area Drug Enforcement (JADE)	48,000	48,000	48,000	0	0.00%
School Resource Officers (City Schools)	251,964	254,693	265,302	10,609	4.17%
Regional Library Administrative Fee	57,372	86,800	71,234	(15,566)	-17.93%
Fire Department Operations (Albemarle County)	452,776	200,000	300,000	100,000	50.00%
Juvenile & Domestic Relations Court Operations (Albemarle County)	68,794	56,115	50,684	(5,431)	-9.68%
Juvenile & Domestic Relations Court Building Maint. (Albemarle County)	76,074	63,114	60,914	(2,200)	-3.49%
Magistrate's Office (Albemarle County)	4,641	4,425	4,375	(50)	-1.13%
Payments In Lieu Of Taxes (Housing Authority)	25,963	25,000	25,000	0	0.00%
Fire Department Ops (UVA)	211,065	221,618	232,699	11,081	5.00%
Service Charge (UVA)	33,210	25,000	25,000	0	0.00%
Property Maintenance (UVA)	3,735	50,000	50,000	0	0.00%
<b>Intergovernmental Revenue Subtotal</b>	<b>\$11,333,162</b>	<b>\$10,699,015</b>	<b>\$11,015,991</b>	<b>\$316,976</b>	<b>2.96%</b>
<b>CHARGES FOR SERVICE</b>					
Property Transfer Fees	\$888	\$1,000	\$1,000	\$0	0.00%
Zoning Appeal Fees	350	500	500	0	0.00%
Court Revenue (Circ/Genl Dist Cts)	515,527	350,000	350,000	0	0.00%
Parking Meter Receipts	100,709	100,000	100,000	0	0.00%
Parking Garage Revenue	1,276,778	800,000	1,200,000	400,000	50.00%
Internal City Services	922,943	1,031,413	1,152,033	120,620	11.69%
Utility Cut Permits	216,995	150,000	175,000	25,000	16.67%
Recreation Income	1,056,202	1,645,745	1,789,860	144,115	8.76%
Recreation - The First Tee	0	93,000	111,000	18,000	19.35%
Reimbursable Overtime	208,015	208,700	208,700	0	0.00%
Parking Permit Fees	127,793	55,000	55,000	0	0.00%
Payment in Lieu of Taxes: Utilities	5,147,855	5,165,973	5,208,473	42,500	0.82%
Indirect Cost Recovery	122,401	150,000	150,000	0	0.00%
Waste Disposal Fees	905,660	950,000	950,000	0	0.00%
Other Charges and Fees for Services	278,645	100,000	100,000	0	0.00%
<b>Charges for Service Subtotal</b>	<b>\$10,880,761</b>	<b>\$10,801,331</b>	<b>\$11,551,566</b>	<b>\$750,235</b>	<b>6.95%</b>

	FY 2010-2011 Actual	FY 2011-2012 Budget	FY 2012-2013 Budget	Increase/ (Decrease)	% Change
<b>FINES</b>					
Parking Fines	\$541,628	\$500,000	\$500,000	\$0	0.00%
<b>Fines Subtotal</b>	<b>\$541,628</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>MISCELLANEOUS REVENUE</b>					
Interest Earned	\$508,957	\$550,000	\$450,000	(\$100,000)	-18.18%
Rent	178,781	175,000	175,000	0	0.00%
Hedgerow Property Revenue (Parking and Rent)	160,721	181,653	185,160	3,507	1.93%
Refund of Prior Years' Expenditures	98,130	30,000	30,000	0	0.00%
Parking Garage Maintenance	37,500	50,000	50,000	0	0.00%
Other Miscellaneous Revenue	293,252	313,169	252,891	(60,278)	-19.25%
<b>Miscellaneous Revenue Subtotal</b>	<b>\$1,277,341</b>	<b>\$1,299,822</b>	<b>\$1,143,051</b>	<b>(\$156,771)</b>	<b>-12.06%</b>
<b>FY 2012 CARRYOVER FUNDS</b>					
Local Contribution to Schools	\$0	\$0	\$670,314	\$670,314	100.00%
Council Priorities Initiatives	0	0	120,464	120,464	100.00%
<b>FY 2012 Carryover Funds Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$790,778</b>	<b>\$790,778</b>	<b>100.00%</b>
<b>TRANSFERS FROM OTHER FUNDS</b>					
Charlottesville Albemarle Convention and Visitors Bureau	\$0	\$0	\$42,600	\$42,600	100.00%
Risk Management Fund	0	0	250,000	250,000	100.00%
Landfill Fund	0	0	228,723	228,723	100.00%
<b>Transfers from Other Funds Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$521,323</b>	<b>\$521,323</b>	<b>100.00%</b>
<b>COUNTY FIRE SERVICE FEES TRANSFERRED TO DEBT SERVICE FUND</b>	<b>\$342,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>CITY/COUNTY REVENUE SHARING: OPERATING BUDGET</b>	<b>\$10,948,527</b>	<b>\$12,335,037</b>	<b>\$12,720,948</b>	<b>\$385,911</b>	<b>3.13%</b>
<b>OPERATING BUDGET TOTAL</b>	<b>\$127,631,145</b>	<b>\$130,263,733</b>	<b>\$133,810,453</b>	<b>\$3,546,720</b>	<b>2.72%</b>
<b>DESIGNATED REVENUE</b>					
Contractual Services: Pupil Transportation	\$2,275,216	\$2,319,931	\$2,392,261	\$72,330	3.12%
Contractual Services: School Building Maintenance	3,222,249	3,279,999	3,342,071	62,072	1.89%
City/County Revenue Sharing: Transfer to Capital Improvement Program Fund	4,248,500	4,919,505	4,400,000	(519,505)	-10.56%
City/County Revenue Sharing: Transfer to Facilities Repair Fund	250,000	350,000	400,000	50,000	14.29%
City/County Revenue Sharing: Transfer to Equipment Replacement Fund	211,826	0	0	0	0.00%
Meals Tax Revenue: Transfer to Debt Service Fund	1,715,267	1,688,100	1,925,125	237,025	14.04%
<b>DESIGNATED REVENUE TOTAL</b>	<b>11,923,058</b>	<b>12,557,535</b>	<b>12,459,457</b>	<b>(\$98,078)</b>	<b>-0.78%</b>
<b>TOTAL GENERAL FUND OPERATING AND DESIGNATED EXPENDITURES</b>	<b>139,554,202</b>	<b>142,821,268</b>	<b>146,269,910</b>	<b>\$3,448,642</b>	<b>2.41%</b>
<b>ECONOMIC DOWNTURN FUND</b>					
Economic Downturn Fund	\$2,795,805	\$485,270	\$0	(\$485,270)	-100.00%
<b>ECONOMIC DOWNTURN FUND TOTAL</b>	<b>\$2,795,805</b>	<b>\$485,270</b>	<b>\$0</b>	<b>(\$485,270)</b>	<b>-100.00%</b>
<b>TOTAL CITY BUDGET</b>	<b>\$142,350,007</b>	<b>\$143,306,538</b>	<b>\$146,269,910</b>	<b>\$2,963,372</b>	<b>2.07%</b>

**CITY SCHOOLS BUDGET**

	FY 2010-2011 Actual	FY 2011-2012 Budget	FY 2012-2013 Budget	Increase/ (Decrease)	% Change
<b>SCHOOL OPERATIONS (SCHOOL GENERAL FUND)</b>					
Local Contribution (Includes Capital Budget Proceeds)	\$38,579,890	\$39,346,083	\$42,778,542	\$3,432,459	8.72%
State Funds	13,930,567	13,898,564	12,114,240	(1,784,324)	-12.84%
Federal Funds	19,020	398,688	19,020	(379,668)	-95.23%
Misc. Revenue	1,155,093	1,545,934	1,664,031	118,097	7.64%
<b>TOTAL SCHOOL OPERATIONS BUDGET</b>	<b>\$53,684,570</b>	<b>\$55,189,269</b>	<b>\$56,575,833</b>	<b>\$1,386,564</b>	<b>2.51%</b>

## Non General Funds Revenue Detailed

	FY 2010-2011 Actual	FY 2011-2012 Budget	FY 2012-2013 Budget	Increase/ (Decrease)	% Change
<b>GOLF COURSE FUND</b>					
Sales and Concessions	\$58,094	\$90,460	\$85,500	(\$4,960)	-5.48%
Greens Fees, Lessons, Etc.	587,914	654,238	650,000	(4,238)	-0.65%
Cart Rentals	249,810	262,000	265,000	3,000	1.15%
Annual Memberships	17,801	15,000	20,000	5,000	33.33%
First Tee Fees	37,415	0	0	0	0.00%
Misc. Revenue	68,290	0	0	0	0.00%
Grant Revenue	3,750	0	0	0	0.00%
<b>GOLF COURSE FUND REVENUE TOTAL</b>	<b>\$1,023,073</b>	<b>\$1,021,698</b>	<b>\$1,020,500</b>	<b>(\$1,198)</b>	<b>-0.12%</b>
<b>DEPARTMENT OF SOCIAL SERVICES FUND</b>					
Intergovernmental Revenue	\$9,884,118	\$10,653,237	\$9,626,067	(\$1,027,170)	-9.64%
Misc. Revenue	26,320	429,418	709,580	280,162	65.24%
Transfer from General Fund	2,760,945	3,212,777	2,962,777	(250,000)	-7.78%
<b>DEPARTMENT OF SOCIAL SERVICES FUND REVENUE SUBTOTAL</b>	<b>\$12,671,383</b>	<b>\$14,295,432</b>	<b>\$13,298,424</b>	<b>(\$997,008)</b>	<b>-6.97%</b>
<b>COMMUNITY ATTENTION FUND</b>					
Intergovernmental Revenue	\$565,881	\$511,030	\$521,156	\$10,126	1.98%
Welfare Revenue	3,858,029	4,548,839	4,307,189	(241,650)	-5.31%
Misc. Revenue	62,740	0	120,000	120,000	0.00%
Transfer from General Fund	286,363	322,724	322,724	0	0.00%
<b>COMMUNITY ATTENTION FUND REVENUE SUBTOTAL</b>	<b>\$4,773,013</b>	<b>\$5,382,593</b>	<b>\$5,271,069</b>	<b>(\$111,524)</b>	<b>-2.07%</b>
<b>WATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Water Sales Revenue	\$8,837,891	\$9,022,085	\$8,864,059	(\$158,026)	-1.75%
Water Connection Fees	227,644	370,000	370,000	0	0.00%
Other Fees	111,571	65,000	65,000	0	0.00%
Misc. Revenue	62,881	0	0	0	0.00%
Bond Proceeds	0	4,244,000	2,500,000	(1,744,000)	-41.09%
Transfer from Other Funds	1,123,487	1,250,000	1,500,000	250,000	20.00%
<b>WATER FUND REVENUE TOTAL</b>	<b>\$10,363,474</b>	<b>\$14,951,085</b>	<b>\$13,299,059</b>	<b>(\$1,652,026)</b>	<b>-11.05%</b>
<b>WASTEWATER (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Wastewater Sales Revenue	\$9,210,429	\$9,688,920	\$10,273,965	\$585,045	6.04%
Wastewater Connection Fees	223,336	350,000	350,000	0	0.00%
Wastewater Charge	30,282	100,000	100,000	0	0.00%
Other Fees	(399,178)	20,000	20,000	0	0.00%
Misc. Revenue	0	0	0	0	0.00%
Bond Proceeds	0	5,411,000	5,417,000	6,000	0.11%
Transfer from Other Funds	1,235,992	1,600,000	1,900,000	300,000	18.75%
<b>WASTEWATER REVENUE TOTAL</b>	<b>\$10,300,860</b>	<b>\$17,169,920</b>	<b>\$18,060,965</b>	<b>\$891,045</b>	<b>5.19%</b>
<b>GAS (OPERATIONAL AND DEBT SERVICE FUNDS)</b>					
Gas Sales Revenue	\$30,098,958	\$28,013,954	\$25,317,226	(\$2,696,728)	-9.63%
Other Fees	124,987	325,000	325,000	0	0.00%
Miscellaneous Revenue	123,533	0	0	0	0.00%
Transfer from Other Funds	1,204,745	1,150,000	1,150,000	0	0.00%
<b>GAS REVENUE TOTAL</b>	<b>\$31,552,223</b>	<b>\$29,488,954</b>	<b>\$26,792,226</b>	<b>(\$2,696,728)</b>	<b>-9.14%</b>



	FY 2010-2011 Actual	FY 2011-2012 Budget	FY 2012-2013 Budget	Increase/ (Decrease)	% Change
<b>TRANSIT FUND</b>					
Intergovernmental Revenue (Transit Operations)	\$3,419,114	\$3,322,396	\$3,507,486	\$185,090	5.57%
Intergovernmental Revenue (Transit Bus Replacement)	1,295,617	1,832,956	1,774,895	(58,061)	-3.17%
Transfer from Capital Improvement Program (Local Match)	264,676	349,134	338,075	(11,059)	-3.17%
Charges for Services	880,286	816,297	868,356	52,059	6.38%
Misc. Revenue	74,830	52,908	52,908	0	0.00%
Transfer from General Fund (Greyhound Operations)	44,167	57,946	62,923	4,977	8.59%
Transfer from General Fund (Transit Operations)	1,821,919	1,923,108	2,124,536	201,428	10.47%
<b>TRANSIT FUND REVENUE TOTAL</b>	<b>\$7,800,610</b>	<b>\$8,354,745</b>	<b>\$8,729,179</b>	<b>\$374,434</b>	<b>4.48%</b>
<b>FLEET MANAGEMENT FUND</b>					
Charges for Services	\$2,608,342	\$1,057,095	\$1,212,540	\$155,445	14.70%
<b>FLEET MANAGEMENT FUND REVENUE TOTAL</b>	<b>\$2,608,342</b>	<b>\$1,057,095</b>	<b>\$1,212,540</b>	<b>\$155,445</b>	<b>14.70%</b>
<b>HVAC FUND</b>					
Charges for Services	\$503,432	\$499,999	\$559,505	\$59,506	11.90%
<b>HVAC FUND REVENUE TOTAL</b>	<b>\$503,432</b>	<b>\$499,999</b>	<b>\$559,505</b>	<b>\$59,506</b>	<b>11.90%</b>
<b>INFORMATION TECHNOLOGY FUND</b>					
Charges for Services - IT Operations	\$1,998,277	\$2,089,984	\$2,128,566	\$38,582	1.85%
Charges for Services - GIS Operations	38,177	38,100	61,560	23,460	61.57%
Computer Replacement Pool	160,442	160,628	168,400	7,772	4.84%
Infrastructure Replacement Pool	187,743	217,750	217,750	0	0.00%
Transfer from Gas Fund (City Link Operations)	1,350,000	1,350,000	1,350,000	0	0.00%
Transfer from Non General Funds (City Link Operations)	200,000	200,000	200,000	0	0.00%
<b>INFORMATION TECHNOLOGY FUND REVENUE TOTAL</b>	<b>\$3,934,639</b>	<b>\$4,056,462</b>	<b>\$4,126,276</b>	<b>\$69,814</b>	<b>1.72%</b>
<b>WAREHOUSE FUND</b>					
Charges for Services	\$646,556	\$163,390	\$163,390	\$0	0.00%
<b>WAREHOUSE FUND REVENUE TOTAL</b>	<b>\$646,556</b>	<b>\$163,390</b>	<b>\$163,390</b>	<b>\$0</b>	<b>0.00%</b>
<b>C'VILLE/ALBEMARLE VISITORS CENTER FUND</b>					
Intergovernmental Revenue	\$603,852	\$557,604	\$626,871	\$69,267	12.42%
Charges for Services	13,969	5,000	13,000	\$8,000	160.00%
Transfer from General Fund	571,711	618,979	615,014	(\$3,965)	-0.64%
<b>VISITOR'S CENTER FUND REVENUE TOTAL</b>	<b>\$1,189,532</b>	<b>\$1,181,583</b>	<b>\$1,254,885</b>	<b>\$73,302</b>	<b>6.20%</b>
<b>CITY SCHOOLS BUDGET</b>					
<b>SCHOOL OPERATIONS (NON GENERAL FUNDS)</b>					
Local Contribution	1,500,633	1,804,078	1,825,656	21,578	1.20%
State Revenue	4,312,678	4,284,114	4,470,736	186,622	4.36%
Federal Revenue	8,691,416	6,978,142	6,168,162	(809,980)	-11.61%
Misc. Revenue	1,306,667	1,716,015	1,736,413	20,398	1.19%
<b>SCHOOL OPERATIONS (NON GENERAL FUND) REVENUE TOTAL</b>	<b>\$15,811,394</b>	<b>\$14,782,349</b>	<b>\$14,200,967</b>	<b>(\$581,382)</b>	<b>-3.93%</b>

## Expenditures Detailed (All Funds)

	FY2010-2011 General Fund Actual	FY2011-2012 General Fund Budget	FY2012-2013 General Fund Budget	FY2010-2011 Other Funds Actual	FY2011-2012 Other Funds Budget	FY2012-2013 Other Funds Budget
<b>MANAGEMENT</b>						
Council Priority Initiatives	\$57,521	\$146,154	\$0	\$0	\$0	\$0
Summer Youth Program	0	0	50,000	0	0	0
Department of Justice/City of Promise Grant Match	0	0	15,000	0	0	0
Workforce Initiatives	28,533	0	0	0	0	0
City Council/Clerk of Council	212,960	208,583	210,874	0	0	0
Office of the City Manager/Administration and Communications	1,003,696	1,191,620	1,216,866	0	0	0
Office of Economic Development	580,990	597,789	699,991	0	0	0
City Attorney	708,170	731,261	764,699	0	0	0
General Registrar	393,019	440,431	413,443	0	0	0
Organizational Memberships	132,089	137,331	145,032	0	0	0
<b>MANAGEMENT SUBTOTAL</b>	<b>\$3,116,978</b>	<b>\$3,453,169</b>	<b>\$3,515,905</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NON-DEPARTMENTAL</b>						
Non-Departmental Activities	\$154,085	\$271,415	\$260,415	\$0	\$0	\$0
<b>NON-DEPARTMENTAL SUBTOTAL</b>	<b>\$154,085</b>	<b>\$271,415</b>	<b>\$260,415</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DEBT SERVICE PAYMENT</b>						
General Fund Contribution	\$5,700,000	\$5,900,000	\$6,250,000	\$0	\$0	\$0
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	0	0	0
County Fire Service Fee Contribution	342,000	450,000	450,000	0	0	0
<b>DEBT SERVICE PAYMENT SUBTOTAL</b>	<b>\$6,392,000</b>	<b>\$6,700,000</b>	<b>\$7,050,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FUND BALANCE TARGET ADJUSTMENT</b>						
Fund Balance Target Adjustment	\$0	\$500,000	\$500,000	\$0	\$0	\$0
<b>FUND BALANCE TARGET ADJUSTMENT</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EMPLOYEE COMPENSATION AND TRAINING</b>						
Compensation	\$138,968	\$745,527	\$775,000	\$0	\$0	\$0
Salary Accrual	65,258	0	0	0	0	0
City Wide Attrition Savings	0	(150,000)	(450,000)	0	0	0
City Wide Market Rate Adjustments	0	200,000	0	0	0	0
Living Wage Adjustments	0	0	50,000	0	0	0
Unemployment Compensation	44,875	60,000	60,000	0	0	0
Corporate Training Fund	11,406	35,000	35,000	0	0	0
Miscellaneous Expenses	0	250,000	225,000	0	0	0
<b>EMPLOYEE COMPENSATION AND TRAINING SUBTOTAL</b>	<b>\$260,507</b>	<b>\$1,140,527</b>	<b>\$695,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>INTERNAL SERVICES</b>						
Finance Department: Purchasing/Risk Management/Warehouse	\$298,559	\$312,382	\$323,153	\$2,273,755	\$2,645,168	\$2,826,022
Human Resources	911,615	992,883	1,053,029	0	0	0
Information Technology	0	0	0	3,320,269	4,056,462	4,126,276
<b>INTERNAL SERVICES SUBTOTAL</b>	<b>\$1,210,174</b>	<b>\$1,305,265</b>	<b>\$1,376,182</b>	<b>\$5,594,024</b>	<b>\$6,701,630</b>	<b>\$6,952,298</b>
<b>FINANCIAL SERVICES</b>						
Commissioner of the Revenue	\$996,631	\$1,080,056	\$1,120,176	\$0	\$0	\$0
Finance Department: Administration/Real Estate Assessment/ Utility Billing Office	1,983,624	1,987,062	2,066,028	927,758	1,521,224	1,631,885
Treasurer	1,143,650	1,169,490	1,219,121	0	0	0
<b>FINANCIAL SERVICES SUBTOTAL</b>	<b>\$4,123,905</b>	<b>\$4,236,608</b>	<b>\$4,405,325</b>	<b>\$927,758</b>	<b>\$1,521,224</b>	<b>\$1,631,885</b>

	FY2010-2011 General Fund Actual	FY2011-2012 General Fund Budget	FY2012-2013 General Fund Budget	FY2010-2011 Other Funds Actual	FY2011-2012 Other Funds Budget	FY2012-2013 Other Funds Budget
<b>HEALTHY FAMILIES &amp; COMMUNITY</b>						
Charlottesville Albemarle Convention & Visitors Bureau	\$571,711	\$618,979	\$615,014	\$522,924	\$562,604	\$716,771
Comprehensive Services Act	2,039,383	2,600,058	2,300,058	6,365,754	8,051,957	7,063,585
Community Attention	286,363	322,724	322,724	4,011,857	5,059,869	4,948,345
Community Events and Festivals	86,356	126,700	112,900	0	0	0
Contributions to Children, Youth and Family Programs	3,121,285	3,157,759	3,209,323	0	0	0
Contributions to Education and the Arts	1,618,475	1,675,393	1,676,504	0	0	0
Department of Social Services	2,760,945	3,212,777	2,962,777	9,905,937	11,082,655	10,335,647
Housing Programs and Tax Relief	1,403,783	1,453,652	1,418,126	0	0	0
Neighborhood Development Services	2,881,830	2,964,515	3,180,767	0	0	0
Parks and Recreation	7,931,831	8,627,810	9,380,780	1,082,421	978,245	983,705
<b>HEALTHY FAMILIES &amp; COMMUNITY SUBTOTAL</b>	<b>\$22,701,962</b>	<b>\$24,760,367</b>	<b>\$25,178,973</b>	<b>\$21,888,894</b>	<b>\$25,735,330</b>	<b>\$24,048,053</b>
<b>INFRASTRUCTURE AND TRANSPORTATION</b>						
Public Works: Administration, Facilities Development, Facilities Maintenance, HVAC Services	\$2,402,339	\$2,342,659	\$2,368,400	\$478,701	\$508,829	\$555,709
Public Works: Public Service	7,612,228	7,674,491	7,914,949	2,574,610	1,057,095	1,090,038
Public Works: CAT/Greyhound/JAUNT	2,619,662	2,734,630	3,080,221	5,934,524	6,373,691	6,541,720
Public Works: Utilities (Gas, Water, Wastewater)	0	0	0	48,013,599	60,756,680	57,753,534
<b>INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL</b>	<b>\$12,634,229</b>	<b>\$12,751,780</b>	<b>\$13,363,570</b>	<b>\$57,001,433</b>	<b>\$68,696,295</b>	<b>\$65,941,001</b>
<b>PUBLIC SAFETY AND JUSTICE</b>						
City Sheriff	\$1,004,126	\$1,030,008	\$993,551	\$0	\$0	\$0
Commonwealth's Attorney	816,478	1,009,555	1,042,577	0	0	0
Contributions to Programs Supporting Public Safety & Justice	6,811,586	7,669,838	7,709,644	0	0	0
Courts and Other Support Services	970,974	1,046,799	1,076,442	0	0	0
Fire Department	8,726,220	8,907,242	9,291,440	0	0	0
Police Department	14,070,036	13,660,685	14,245,231	0	0	0
<b>PUBLIC SAFETY SUBTOTAL</b>	<b>\$32,399,420</b>	<b>\$33,324,127</b>	<b>\$34,358,885</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>LOCAL CONTRIBUTION TO SCHOOLS</b>						
Local Contribution to Schools	\$40,080,523	\$41,150,161	\$43,106,198	\$0	\$0	\$0
Reserve Account for City Schools	0	670,314	0	0	0	0
<b>SCHOOLS SUBTOTAL</b>	<b>\$40,080,523</b>	<b>\$41,820,475</b>	<b>\$43,106,198</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL CITY OPERATIONS</b>	<b>\$123,073,783</b>	<b>\$130,263,733</b>	<b>\$133,810,453</b>	<b>\$85,412,108</b>	<b>\$102,654,479</b>	<b>\$98,573,237</b>
<b>DESIGNATED EXPENDITURES</b>						
Contractual Services: Pupil Transportation	\$2,475,674	\$2,319,931	\$2,392,261	\$0	\$0	\$0
Contractual Services: School Building Maintenance	3,293,346	3,279,999	3,342,071	0	0	0
Transfer to Capital Improvements Program Fund	6,385,351	4,919,505	4,400,000	0	0	0
Transfer to Facilities Repair Fund	300,000	350,000	400,000	0	0	0
Transfer to Equipment Replacement Fund	211,826	0	0	0	0	0
Transfer to Debt Service Fund	1,715,267	1,688,100	1,925,125	0	0	0
<b>DESIGNATED EXPENDITURES TOTAL</b>	<b>\$14,381,464</b>	<b>\$12,557,535</b>	<b>\$12,459,457</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL GENERAL FUND OPERATING AND DESIGNATED EXPENDITURES</b>	<b>\$137,455,247</b>	<b>\$142,821,268</b>	<b>\$146,269,910</b>	<b>\$85,412,108</b>	<b>\$102,654,479</b>	<b>\$98,573,237</b>
<b>ECONOMIC DOWNTURN FUND</b>						
Economic Downturn Fund	\$0	\$485,270	\$0	\$0	\$0	\$0
<b>ECONOMIC DOWNTURN FUND</b>	<b>\$0</b>	<b>\$485,270</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL CITY BUDGET</b>	<b>\$137,455,247</b>	<b>\$143,306,538</b>	<b>\$146,269,910</b>	<b>\$85,412,108</b>	<b>\$102,654,479</b>	<b>\$98,573,237</b>
<b>CITY SCHOOLS BUDGET</b>						
	FY2010-2011 General Fund Actual	FY2011-2012 General Fund Budget	FY2012-2013 General Fund Budget	FY2010-2011 Other Funds Actual	FY2011-2012 Other Funds Budget	FY2012-2013 Other Funds Budget
<b>SCHOOL OPERATIONS</b>						
School Operations	\$53,684,570	\$55,189,269	\$56,575,833	\$15,811,394	\$14,782,349	\$14,200,967
<b>TOTAL SCHOOL OPERATIONS BUDGET</b>	<b>\$53,684,570</b>	<b>\$55,189,269</b>	<b>\$56,575,833</b>	<b>\$15,811,394</b>	<b>\$14,782,349</b>	<b>\$14,200,967</b>

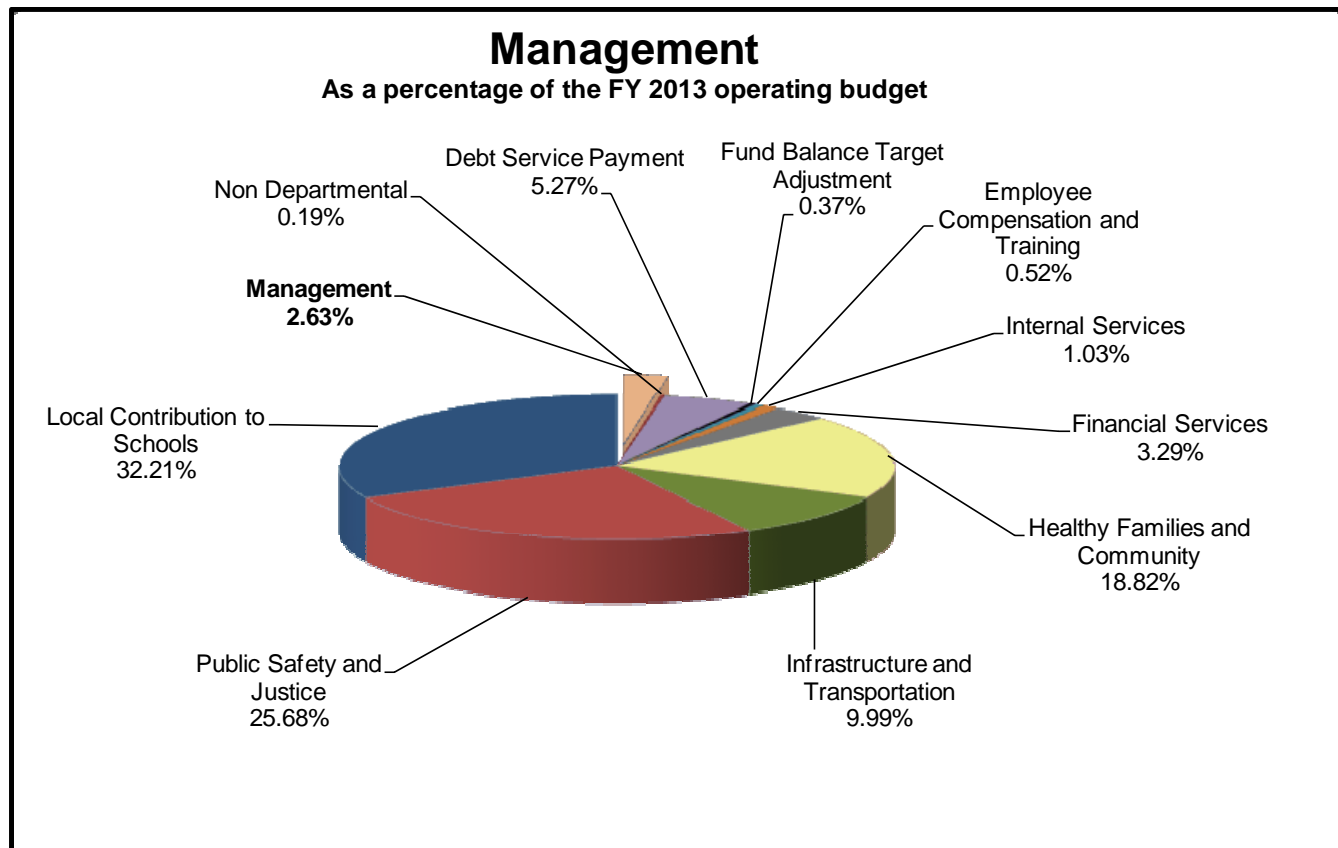
# MANAGEMENT





Management Summary	FY2010-2011 General Fund Actual	FY2011-2012 General Fund Budget	FY2012-2013 General Fund Budget	FY2010-2011 Other Funds Actual	FY2011-2012 Other Funds Budget	FY2012-2013 Other Funds Budget
<b>MANAGEMENT</b>						
Council Priority Initiatives	\$57,521	\$146,154	\$0	\$0	\$0	\$0
Summer Youth Program	0	0	50,000			
Department of Justice/City of Promise Grant Match	0	0	15,000			
Workforce Initiatives	28,533	0	0	0	0	0
City Council/Clerk of Council	212,960	208,583	210,874	0	0	0
City Manager's Office/Administration and Communications	1,003,696	1,191,620	1,216,866	0	0	0
Office of Economic Development	580,990	597,789	699,991	0	0	0
City Attorney	708,170	731,261	764,699	0	0	0
General Registrar	393,019	440,431	413,443	0	0	0
Organizational Memberships	132,089	137,331	145,032	0	0	0
<b>MANAGEMENT SUBTOTAL</b>	<b>\$3,116,978</b>	<b>\$3,453,169</b>	<b>\$3,515,905</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

2012-13 General Fund Budget	\$3,515,905
2011-12 General Fund Budget	\$3,453,169
Increase/(Decrease)	\$62,736
Percentage Change	1.82%



## City Council Priority Initiatives

City Council Priority Initiatives provide a means for Council to initiate new programs or expand existing programs to address community priorities established by Council. 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 which help achieve Council's priorities.

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Council Priority Initiatives	\$57,521	\$146,154	\$0	(\$146,154)	-100.00%
Summer Youth Program	0	0	50,000	50,000	100.00%
Department of Justice/City of Promise Grant Match	0	0	15,000	15,000	100.00%
Workforce Initiatives	<u>28,533</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>N/A</u>
<b>General Fund Total</b>	<b>\$86,054</b>	<b>\$146,154</b>	<b>\$65,000</b>	<b>(\$81,154)</b>	<b>-55.53%</b>

**Explanation of Changes:** City Council dedicated funds to two specific projects as part of the FY 2013 Adopted Budget:

- Summer Youth Program** – City Council set aside \$50,000 for the City to accept proposals for a non or for profit agency/organization to provide a summer youth program. This program, aimed at 6 to 17 year old youth to operate between June 11, 2012 and August 15, 2012, will be a collaborative program providing both enrichment and recreation. The summer youth program will use evidence or research based strategies to promote protective factors (pro-social behaviors, resiliency, resistance skills, etc.) and decrease risk factors (negative peer influence, substance use, violence, etc.), will have measurable outcomes, and will include at least one activity every Friday and/or Saturday night until 11:00.
- Department of Justice City of Promise Grant Match** - The Charlottesville City of Promise, an initiative involving area neighbors, schools, organizations and the University of Virginia's Youth-Nex Center, seeks to end the cycle of poverty by ensuring children's academic achievement, healthy development and college and career success. Administered and staffed out of the Children Youth and Family Services with the City as fiscal agent, this funding represents the remainder of the \$32,500 local match required to secure the next phase of grant funding to start on July 1, 2012. The remainder of the grant match is already allocated as part of existing Council Priority Initiatives Funds.





## City Council/Clerk of Council

### Vision 2025

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

- A leader in innovation, environmental sustainability, social and economic justice, and healthy race relations
  - Flexible and progressive in anticipating and responding to the needs of our Citizens
  - Cultural and creative capital of Central Virginia
  - United community that treasures diversity
- 

### **City Council/Clerk of Council FY 13 Budget - \$210,874**

City Council establishes major policies for the City government. The five member Council is responsible for adopting the annual budget, changing City Code, and passing laws to ensure the public's safety and welfare. The Council appoints members to over 30 boards and commissions, including governing boards for many community agencies. The Mayor (or the Vice-Mayor in the Mayor's absence) presides over and sets the agenda for meetings, calls special meetings, and serves as the ceremonial head of government. Regular Council meetings are held twice a month, 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 once a month, and hold special meetings and work sessions as needed. In 2010-2011, Councilors started hosting Town Hall meetings in every City neighborhood across the City. City Council receives minimal compensation for their service that is reflected in Salaries and Benefits.

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.

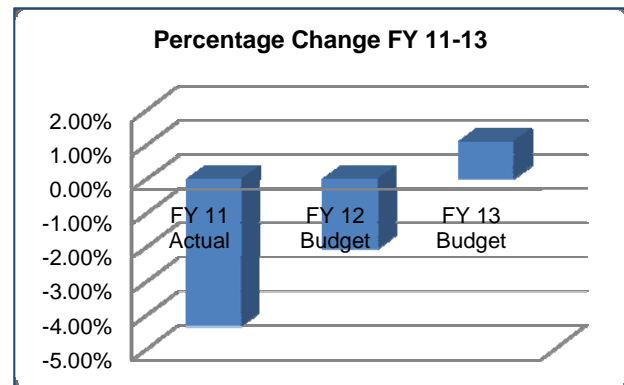
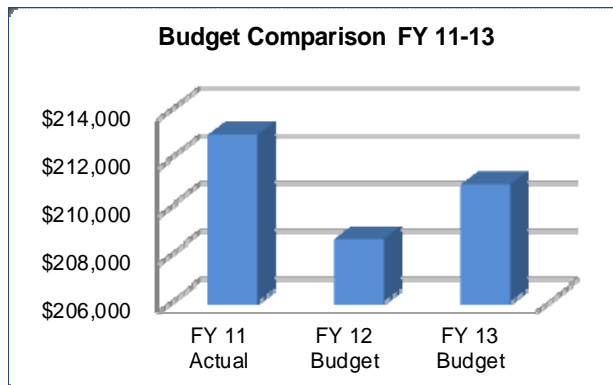
## City Council/Clerk of Council

### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$153,858	\$153,588	\$155,751	\$2,163	1.41%
Other Expenditures	<u>59,102</u>	<u>54,995</u>	<u>55,123</u>	<u>128</u>	<u>0.23%</u>
<b>General Fund Total</b>	<b>\$212,960</b>	<b>\$208,583</b>	<b>\$210,874</b>	<b>\$2,291</b>	<b>1.10%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
General Fund FTEs	1.0	1.0	1.0	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA granted in FY 12, only applicable to the Clerk of Council position, and a 12.5% increase in the City's health care costs.



## Office of the City Manager

### Administration – Department of Communications

#### Mission

Effectively and efficiently lead and manage a World Class city government

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#### **Administration FY 13 Budget - \$869,837**

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, is responsible for the development of the City's operating and capital budgets and implementation of the City's performance management and measurement initiative (*P3: Plan, Perform, Perfect*) through the Department of Budget and Performance Management, and internal and external communications to employees and citizens through the Office of Communications.

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

#### **Department of Communications FY 13 Budget - \$347,029**

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

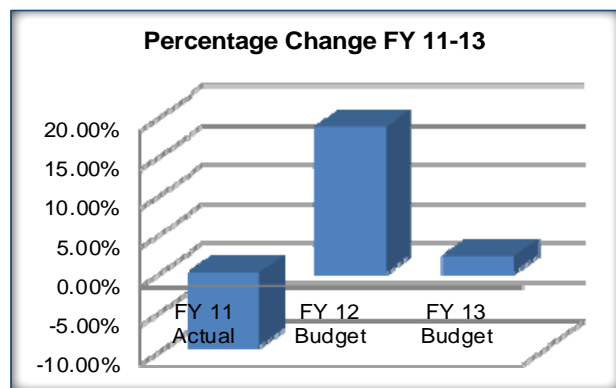
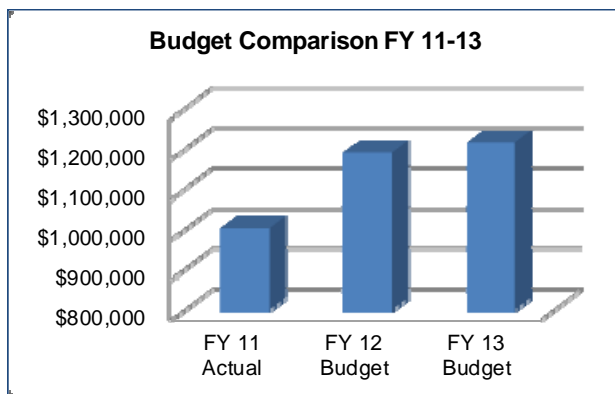
## Office of the City Manager Administration – Department of Communications

### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$853,095	\$1,038,108	\$1,061,967	\$23,859	2.30%
Other Expenditures	<u>150,601</u>	<u>153,512</u>	<u>154,899</u>	<u>1,387</u>	<u>0.90%</u>
<b>General Fund Total</b>	<b>\$1,003,696</b>	<b>\$1,191,620</b>	<b>\$1,216,866</b>	<b>\$25,246</b>	<b>2.12%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
General Fund FTEs	7.0	7.0	7.0	0.0
Other Funded FTEs	1.0	1.0	1.0	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA increase given in FY 12, and a 12.5% increase in the City's health care costs.



## Office of Economic Development

### Mission

We are the catalyst for public and private initiatives that create employment opportunities and a vibrant and sustainable economy

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### **Office of Economic Development FY 13 Budget - \$699,991**

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). The Authority issues tax exempt revenue bonds for manufacturing and nonprofit expansions and assists with public private partnerships.

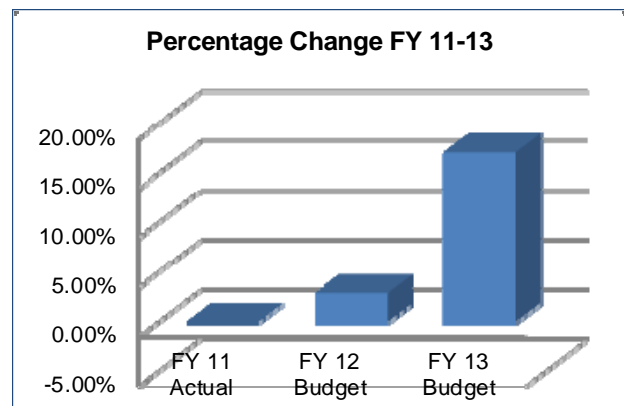
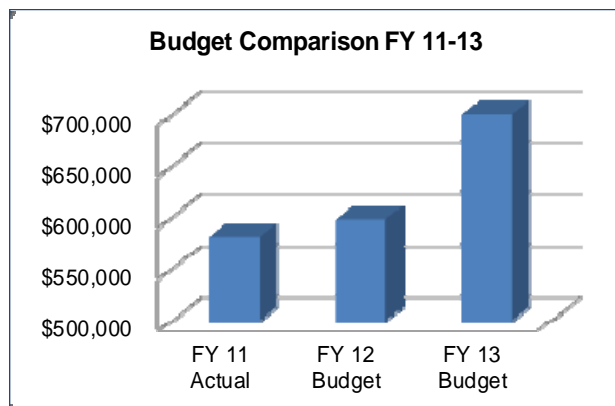
## Office of Economic Development

### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$492,199	\$509,507	\$610,833	\$101,326	19.89%
Other Expenditures	<u>88,791</u>	<u>88,282</u>	<u>89,158</u>	<u>876</u>	<u>0.99%</u>
<b>General Fund Total</b>	<b>\$580,990</b>	<b>\$597,789</b>	<b>\$699,991</b>	<b>\$102,202</b>	<b>17.10%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
General Fund FTEs	4.0	5.0	5.0	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs. It also reflects funding for an Economic Development Specialist position added in FY 12 after the new Director was hired. Previously, the City's COO/CFO, also funded in this budget, served as Economic Development Director as well. Now that those positions are split, in order for the department to remain fully staffed, a new position was created and will be filled. There is offsetting revenue in the amount of \$100,000 from the Charlottesville Economic Development Authority (CEDA). This is not an uncommon practice seen in other localities, since a role of the Economic Development staff is to provide support and staffing for EDAs.



## City Attorney

### Mission

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

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#### **City Attorney FY 13 Budget - \$764,699**

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

## City Attorney

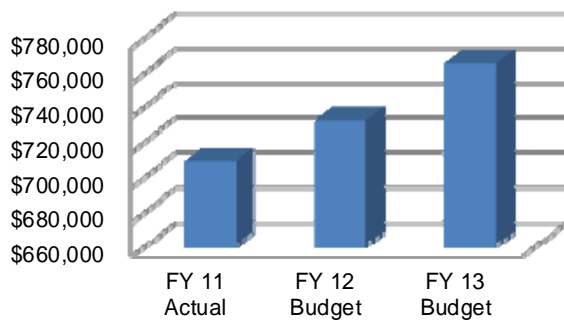
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$641,018	\$658,388	\$691,818	\$33,430	5.08%
Other Expenditures	<u>67,152</u>	<u>72,873</u>	<u>72,881</u>	<u>8</u>	<u>0.01%</u>
<b>General Fund Total</b>	<b>\$708,170</b>	<b>\$731,261</b>	<b>\$764,699</b>	<b>\$33,438</b>	<b>4.57%</b>

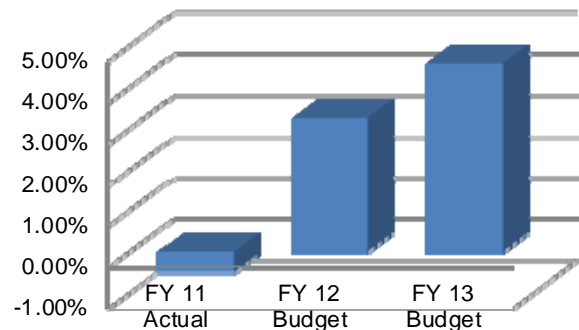
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
General Fund FTEs	6.0	6.0	6.0	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA provided in FY 12, and a 12.5% increase in the City's health care costs.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**





## General Registrar

### Mission

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

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### **General Registrar FY 13 Budget - \$413,443**

The Charlottesville Office of General Registrar is responsible for matters pertaining to: voter registration and comprehensive list maintenance; certification of candidate declarations and campaign finance management; ballot development and administration of absentee voting; Officer of Election database management; maintenance and preparation of voting equipment and supplies; polling place management; public 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.

The Office of the General Registrar and its employees are located in the City Hall Annex. Additionally, a number of assistant registrars, election officials and part time election workers are employed as required by the State Board of Elections.

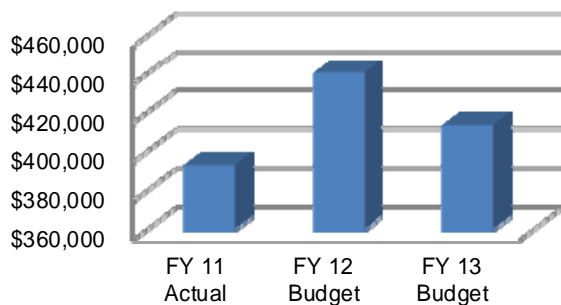
## General Registrar

### Funding and Staffing Summary

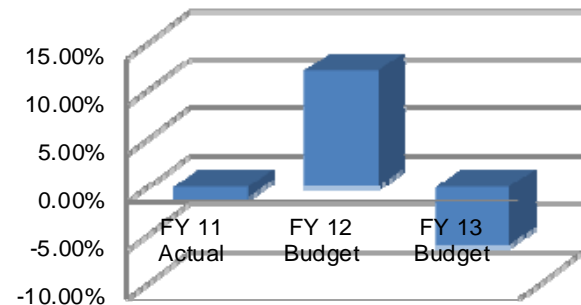
<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$263,609	\$261,650	\$266,309	\$4,659	1.78%
Other Expenditures	<u>129,410</u>	<u>178,781</u>	<u>147,134</u>	<u>(31,647)</u>	<u>-17.70%</u>
<b>General Fund Total</b>	<b>\$393,019</b>	<b>\$440,431</b>	<b>\$413,443</b>	<b>(\$26,988)</b>	<b>-6.13%</b>
General Fund FTEs	3.0	3.0	3.0	0.0	

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs. The Other Expenditures budget reflects the expenses associated with two elections: November 2012 Presidential election and June 2013 State primary.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



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## Organizational Memberships

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**Virginia Municipal League FY 13 Budget - \$13,664**

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.

**Charlottesville Regional Chamber of Commerce FY 13 Budget - \$1,260**

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

**Thomas Jefferson Planning District Commission (TJPDC) FY 13 Budget - \$52,261**

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.

**Piedmont Workforce Network FY 13 Budget - \$6,047**

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

**Virginia Institute of Government FY 13 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.

**Alliance for Innovation FY 13 Budget - \$2,500**

The Alliance for Innovation is a nonprofit organization that partners with the International City/County Management Association and Arizona State University, with a membership base of 430 city, town, and county governments from 28 states, providing city and county governments with the tools and information to improve productivity and save time and money.

**Virginia First Cities Coalition FY 13 Budget - \$18,000**

The Virginia First Cities is a statewide coalition of 17 cities that provides lobbying services and fiscal analysis for its member cities.

**Thomas Jefferson Regional Partnership for Economic Development FY 13 Budget - \$12,500**

TJRPED 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, policies, and needs.

**Thomas Jefferson Soil and Water Conservation District FY 13 Budget - \$10,300**

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

**Streamwatch FY 13 Budget - \$10,000**

Streamwatch 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.

**Central Virginia Small Business Development Center FY 13 Budget - \$12,000**

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

**National League of Cities - \$4,000**

NLC represents and serves as a resource to and an advocate for more than 19,000 cities, villages, and towns.

## Organizational Memberships

### Funding Summary

Funding Summary	FY10-11 Actual	FY11-12 Budget	FY12-13 Budget	Increase/ (Decrease)	% Change
Virginia Municipal League	\$13,228	\$13,664	\$13,664	\$0	0.00%
Chamber of Commerce	1,260	1,260	1,260	0	0.00%
Thomas Jefferson Planning District Commission	46,860	46,860	52,261	5,401	11.53%
Piedmont Workforce Network	6,047	6,047	6,047	0	0.00%
Virginia Institute of Government	2,500	2,500	2,500	0	0.00%
Alliance for Innovation	2,500	2,500	2,500	0	0.00%
Virginia First Cities Coalition	17,194	18,000	18,000	0	0.00%
Thomas Jefferson Regional Partnership for Economic Dev.	12,500	12,500	12,500	0	0.00%
Thomas Jefferson Soil and Water Conservation District	10,000	10,000	10,300	300	3.00%
Streamwatch	10,000	10,000	10,000	0	0.00%
Central Virginia Small Business Development Center	10,000	10,000	12,000	2,000	20.00%
National League of Cities	0	4,000	4,000	0	0.00%
<b>General Fund Total Contributions</b>	<b>\$132,089</b>	<b>\$137,331</b>	<b>\$145,032</b>	<b>\$7,701</b>	<b>5.61%</b>

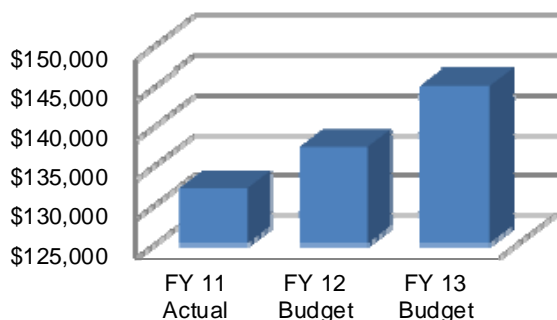
#### Explanation of Changes:

**Thomas Jefferson PDC** – The increase reflects new member assessments (per capita rate of \$.60 to \$.62) approved by membership in fall 2011.

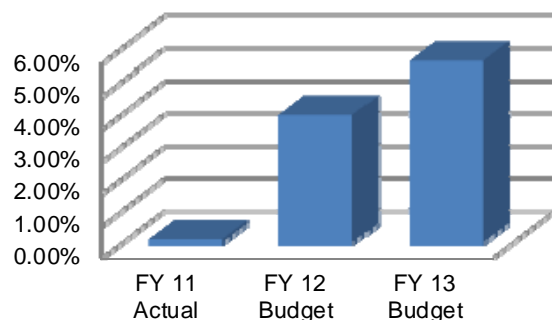
**TJ Soil and Water Conservation District** – This increase will assure that staff members have achieved (or will soon achieve) levels of certifications that warrant salary step increases. The City's portion funds the non-point source pollution control program.

**Small Business Development Center** – In CY 2012, counseling clients are projected to increase by 8.7% over 2011 and by 13.6% over 2010. In addition, as the Center continues to place more focus on second stage and higher growth businesses, average counseling hours are expected to increase from 2.2 hours/client in 2010 and 2.4 hours/client in 2011 to 2.75 hours in 2012, an increase of 25% over 2010. The increase reflects the BDC's request to provide this enhanced level of service.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**





# NON DEPARTMENTAL ACTIVITIES





## Non Departmental

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

### **Sister City Committee FY 13 Budget - \$15,000**

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

### **Community Dialogue on Race FY 13 Budget - \$90,000**

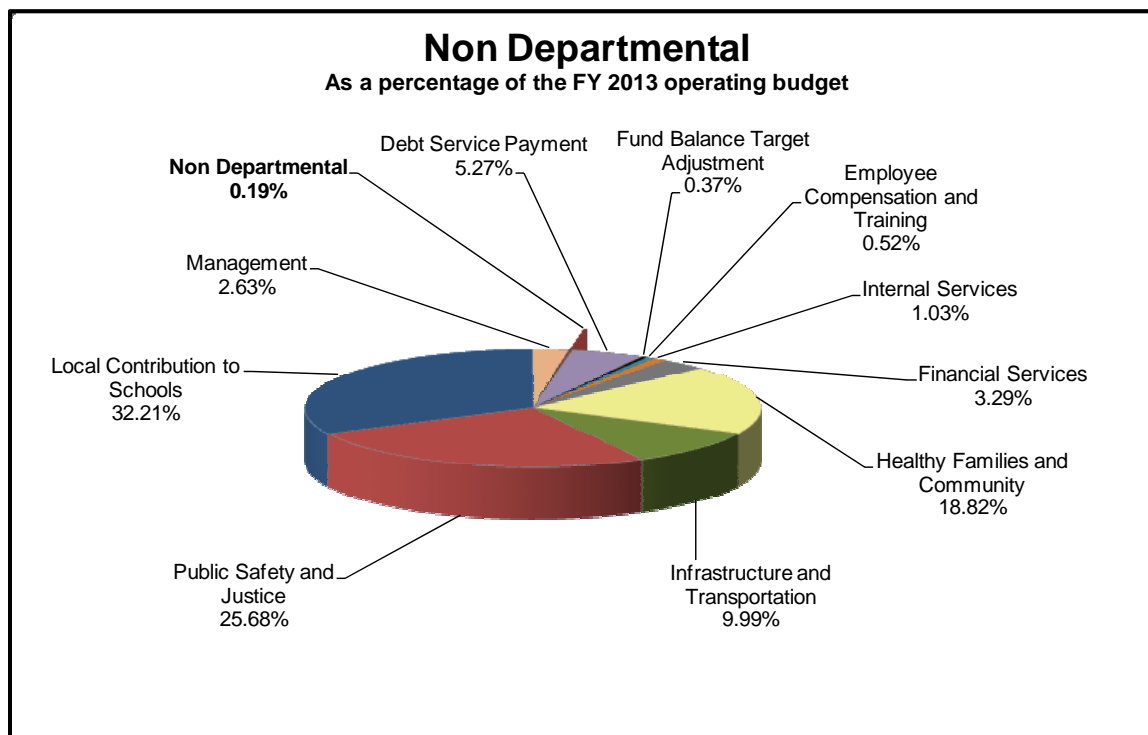
The Dialogue on Race engages our residents in an on-going discussion to better understand each other, our backgrounds, our history, our perceptions, and how past actions continue to affect life in Charlottesville today.

### **P3: Plan, Perform, Perfect FY 13 Budget - \$47,000**

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

### **Virginia Juvenile Community Crime Control Act (VJCCCA) FY 13 Budget - \$108,415**

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





## Non Departmental

### Funding Summary

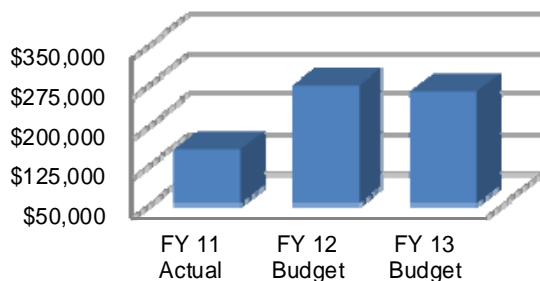
Funding Summary	FY 10-11 Actual	FY 11-12 Budget	FY 12-13 Budget	Increase/ (Decrease)	% Change
Sister City Committee	\$25,744	\$15,000	\$15,000	\$0	0.00%
Green City Initiatives	0	50,000	0	(50,000)	-100.00%
Community Dialogue on Race	13,480	90,000	90,000	0	0.00%
P3: Plan, Perform, Perfect	6,446	8,000	47,000	39,000	487.50%
Virginia Juvenile Community Crime Control Act (Local Match)	<u>108,415</u>	<u>108,415</u>	<u>108,415</u>	<u>0</u>	<u>0.00%</u>
<b>General Fund Total</b>	<b>\$154,085</b>	<b>\$271,415</b>	<b>\$260,415</b>	<b>(\$11,000)</b>	<b>-4.05%</b>

#### Explanation of Changes:

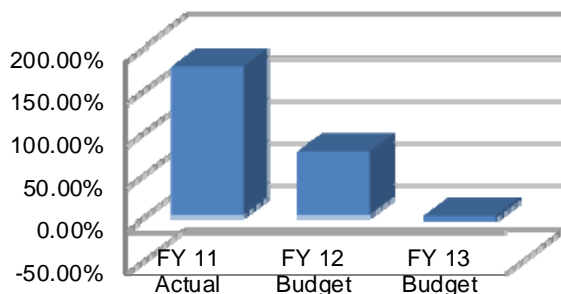
**Green Cities Commission** – The budget does not recommend continuing funding for the Green Cities Initiatives in FY 13. The Citizens Committee on Environmental Sustainability in its original configuration was concluded in Jan 2009 in order to focus efforts on the Local Climate Action Planning Process (LCAPP). Several of the members transitioned to the LCAPP and that steering committee concluded its efforts summer 2011. Although mentioned in several meetings, there has not yet been further decision about reconvening a similar advisory group. Until such conversations occur, additional funding is not recommended. There is a current balance of over \$84,000 in this account.

**P3: Plan, Perform, Perfect** – The proposed funding for this initiative will fund the following: a small operational and training budget; the annual contract for the City's performance measurement scorecard software, [ClearPoint](#) and the [ICMA National Citizen Survey](#), a cost efficient survey tool for local governments that surveys citizen opinion on level of service satisfaction, program planning, budgeting, performance measurement, and goal setting.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



# DEBT SERVICE



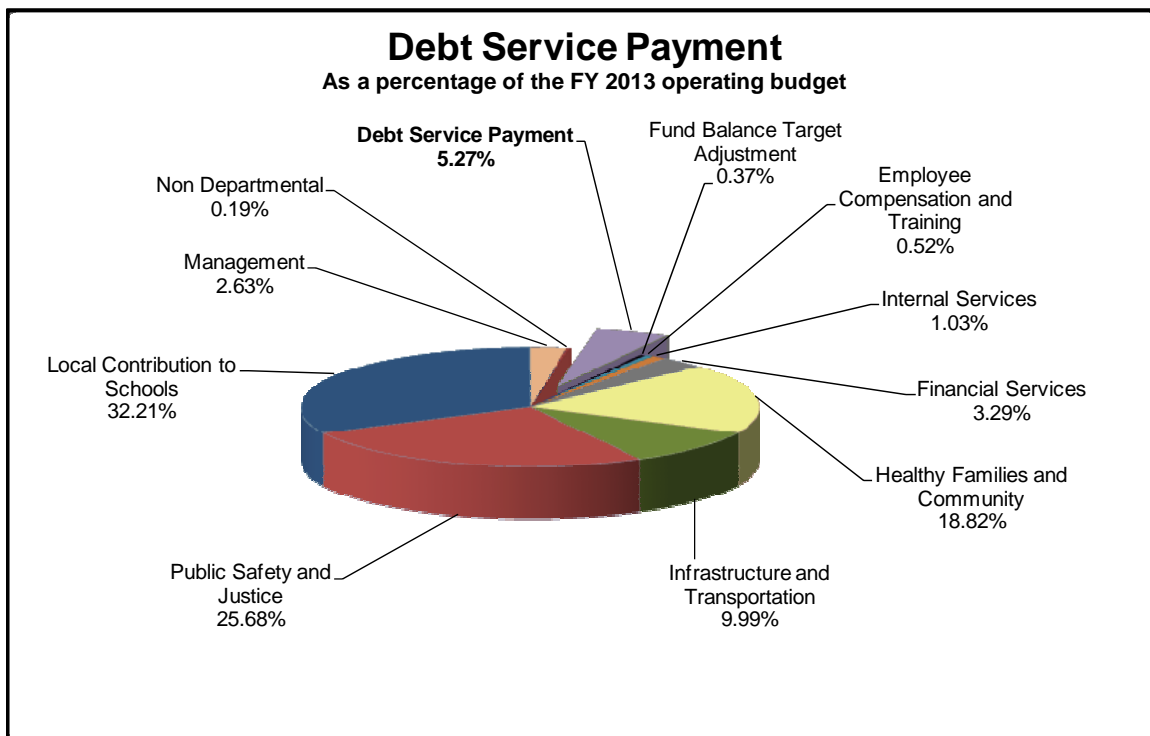


## Debt Service Payment

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, Fire Station construction, neighborhood improvements, transportation needs, and Parks and Recreation improvements. (See Capital Improvement Program Fund on **pg. 117** and Debt Service Fund detail on **pg. 129**).

Funding Summary	FY 10-11 Actual	FY 11-12 Budget	FY 12-13 Budget	Increase/ (Decrease)	% Change
General Fund Contribution	\$5,700,000	\$5,900,000	\$6,250,000	\$350,000	5.93%
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	0	0.00%
General Fund Contribution - County					
Fire Service Fee	<u>342,000</u>	<u>450,000</u>	<u>450,000</u>	<u>0</u>	<u>0.00%</u>
<b>General Fund Total</b>	<b>\$6,392,000</b>	<b>\$6,700,000</b>	<b>\$7,050,000</b>	<b>\$350,000</b>	<b>5.22%</b>

**Explanation of Changes:** In addition to the funding shown above, there is **\$1.92 million** in **Meals Tax Revenue** allocated to this fund, which appears under the Designated Expenditures portion of the General Fund. A portion of the General Fund contribution, **\$450,000**, is dedicated to payment of debt on already purchased fire apparatus and builds up a fund balance for future purchases. The revenue the City receives from the County for the fire services contract is the source of funding for this item.





# FUND BALANCE TARGET ADJUSTMENT

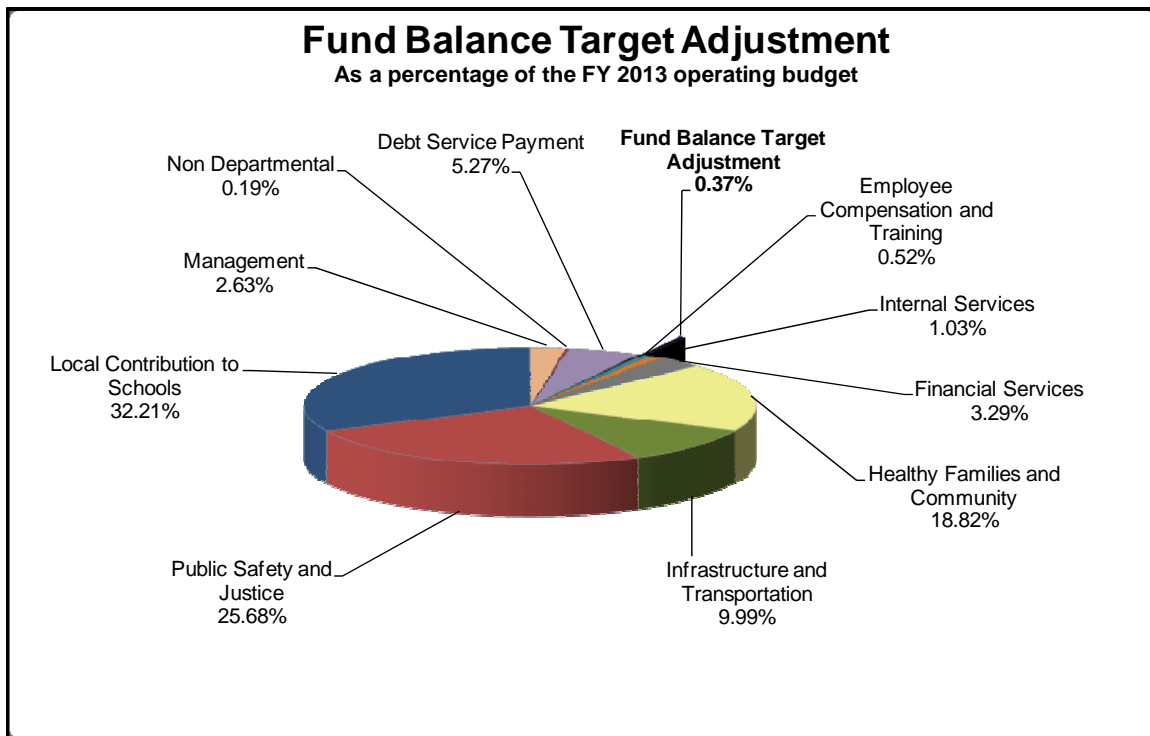




## Fund Balance Target Adjustment

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

Funding Summary	FY 10-11 Actual	FY 11-12 Budget	FY 12-13 Budget	Increase/ (Decrease)	% Change
Fund Balance Target Adjustment	\$0	\$500,000	\$500,000	\$0	0.00%
<b>General Fund Total</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>0.00%</b>







# EMPLOYEE COMPENSATION AND TRAINING





## Employee Compensation and Training

### **3% One Time Bonus FY 13 Budget - \$775,000**

All regular full- and part-time employees and long term temporary employees, employed as of January 1, 2012, will receive a one- time bonus, equivalent to 3% of an employee's current salary. This bonus will not add to the base of overall salaries.

### **Living Wage Adjustments - \$50,000**

Acting on the discussion that took place during budget worksessions, Council asked staff to include funds for living wage adjustments. The exact dollar amount to be considered a living wage for City employees will be determined by Council during the fiscal year.

### **Citywide Attrition Savings FY 13 Budget Savings - (\$450,000)**

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

### **Unemployment Compensation FY 13 Budget - \$60,000**

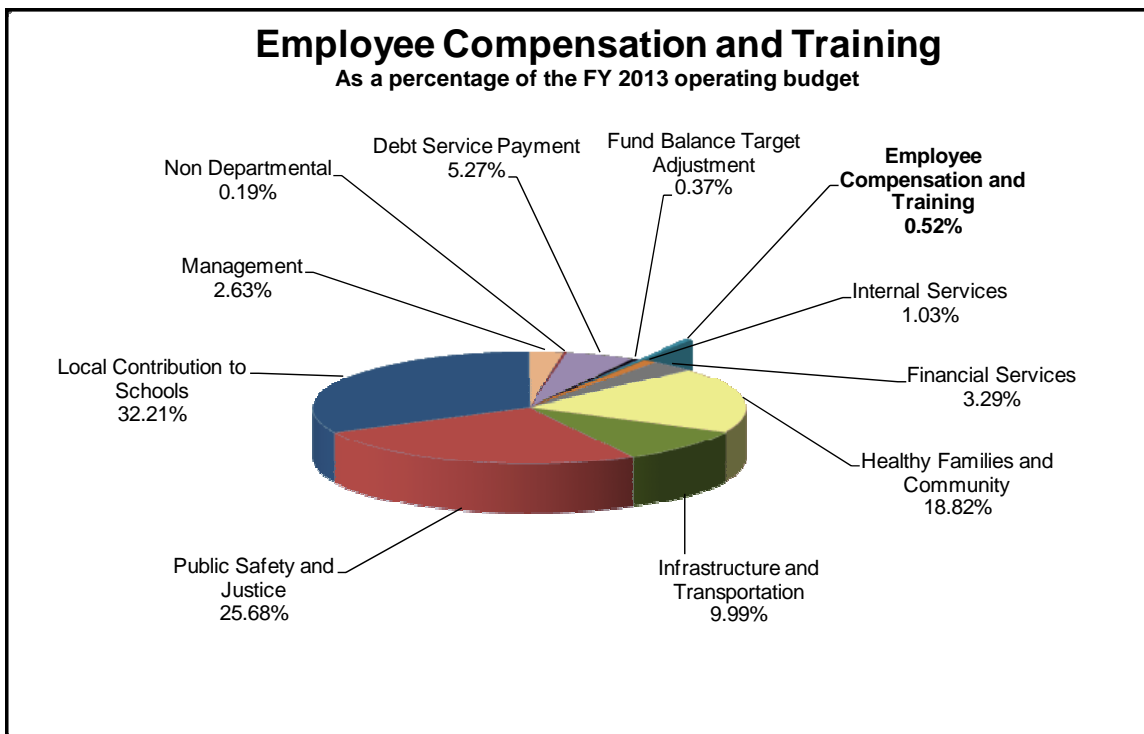
Unemployment insurance provides temporary wage replacement benefits to qualified individuals who are out of work through no fault of their own.

### **Corporate Training Fund FY 13 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 13 Budget - \$225,000**

This supports the employee parking subsidy, leadership development activities, employee recognition initiatives, such as the Class Act Awards and tenure recognitions, and employee appreciation events.

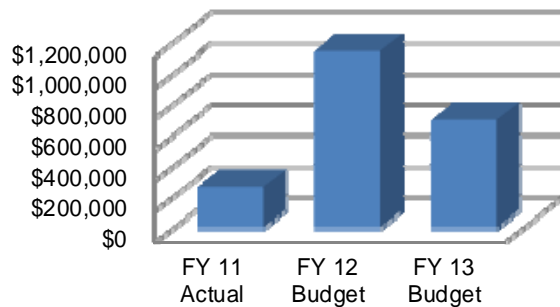


## Employee Compensation and Training

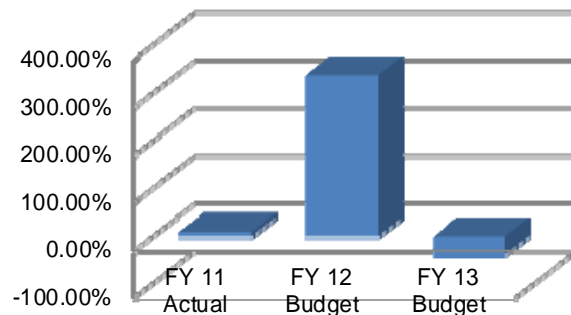
### Funding Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Compensation and Benefits	\$138,968	\$745,527	\$775,000	\$29,473	3.95%
Citywide Market Rate Adjustments	0	200,000	0	(200,000)	-100.00%
Living Wage Adjustments	0	0	50,000	50,000	100.00%
Salary Accrual	65,258	0	0	0	0.00%
Citywide Attrition Savings	0	(150,000)	(450,000)	(300,000)	200.00%
Unemployment Compensation	44,875	60,000	60,000	0	0.00%
Corporate Training Fund	11,406	35,000	35,000	0	0.00%
Miscellaneous Expenses	0	250,000	225,000	(25,000)	-10.00%
<b>General Fund Total</b>	<b>\$260,507</b>	<b>\$1,140,527</b>	<b>\$695,000</b>	<b>(\$445,527)</b>	<b>-39.06%</b>

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



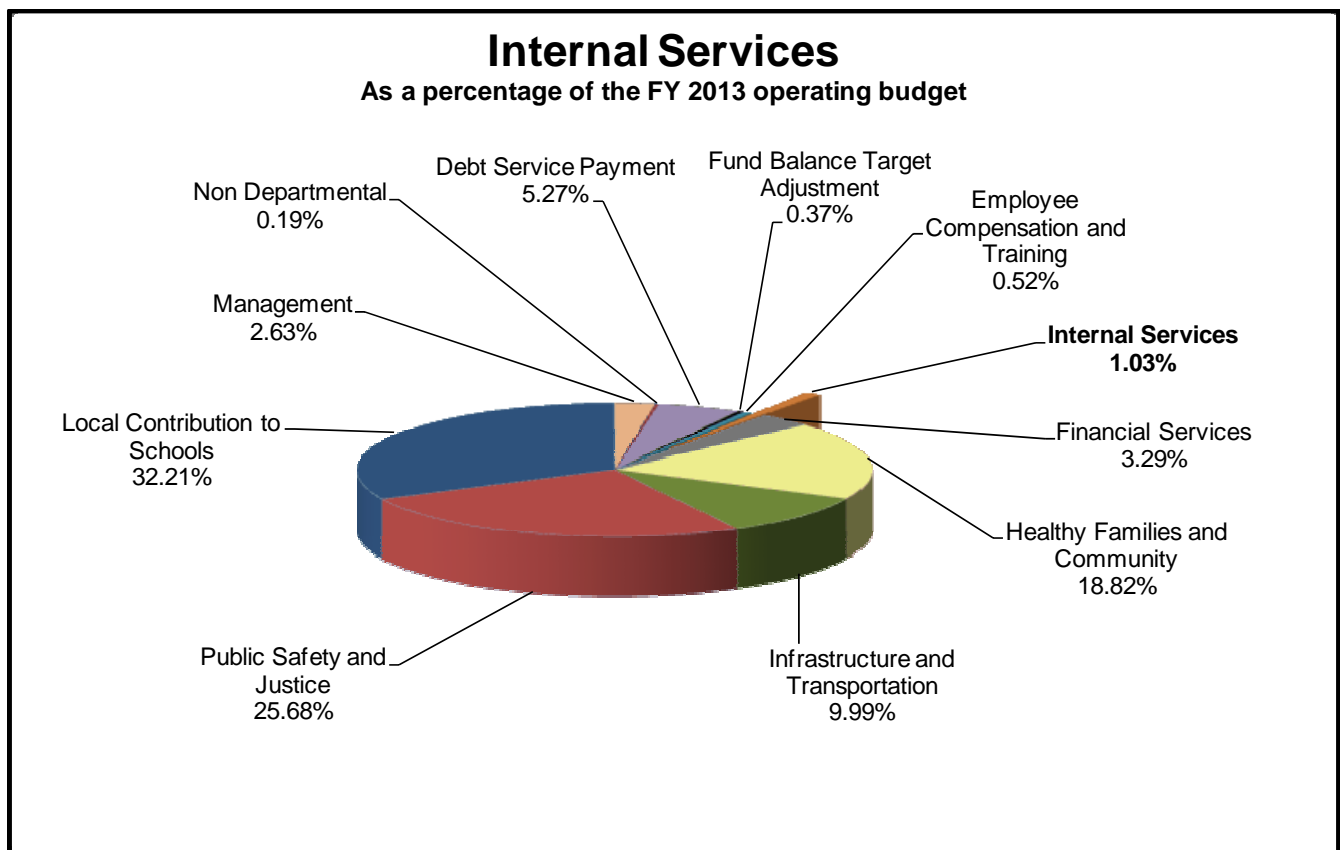
# INTERNAL SERVICES





<b>Internal Services Summary</b>	<b>FY2010-2011 General Fund Actual</b>	<b>FY2011-2012 General Fund Budget</b>	<b>FY2012-2013 General Fund Budget</b>	<b>FY2010-2011 Other Funds Actual</b>	<b>FY2011-2012 Other Funds Budget</b>	<b>FY2012-2013 Other Funds Budget</b>
<b>INTERNAL SERVICES</b>						
Finance Department: Purchasing/Risk Management/Warehouse	\$298,559	\$312,382	\$323,153	\$2,273,755	\$2,645,168	\$2,826,022
Human Resources	911,615	992,883	1,053,029	0	0	0
Information Technology	0	0	0	3,320,269	4,056,462	4,126,276
<b>INTERNAL SERVICES SUBTOTAL</b>	<b>\$1,210,174</b>	<b>\$1,305,265</b>	<b>\$1,376,182</b>	<b>\$5,594,024</b>	<b>\$6,701,630</b>	<b>\$6,952,298</b>

2012-13 General Fund Budget	\$1,376,182
2011-12 General Fund Budget	\$1,305,265
Increase/(Decrease)	\$70,917
Percentage Change	5.43%





## **Finance Department Purchasing – Risk Management – Warehouse**

### **Mission**

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

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#### **Purchasing FY 13 Budget - \$323,153**

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

#### **Risk Management FY 13 Budget - \$2,667,931**

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

#### **Warehouse Operations FY 13 Budget - \$158,091**

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

## Finance Department Purchasing – Risk Management – Warehouse

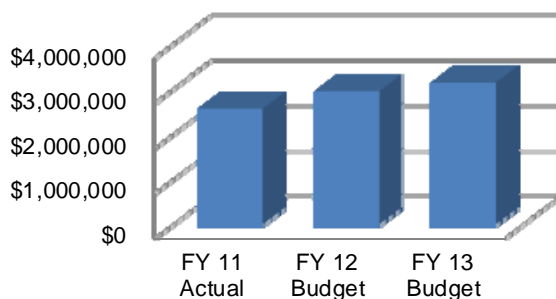
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$423,404	\$486,144	\$503,490	\$17,346	3.57%
Other Expenditures	2,148,910	2,471,406	2,395,685	(75,721)	-3.06%
Transfer to Other Funds	<u>0</u>	<u>0</u>	<u>250,000</u>	<u>250,000</u>	<u>100.00%</u>
<b>Total</b>	<b>\$2,572,314</b>	<b>\$2,957,550</b>	<b>\$3,149,175</b>	<b>\$191,625</b>	<b>6.48%</b>
General Fund Total	\$298,559	\$312,382	\$323,153	\$10,771	3.45%
Non-General Fund Total	<u>2,273,755</u>	<u>2,645,168</u>	<u>2,826,022</u>	<u>180,854</u>	<u>6.84%</u>
<b>Total</b>	<b>\$2,572,314</b>	<b>\$2,957,550</b>	<b>\$3,149,175</b>	<b>\$191,625</b>	<b>6.48%</b>

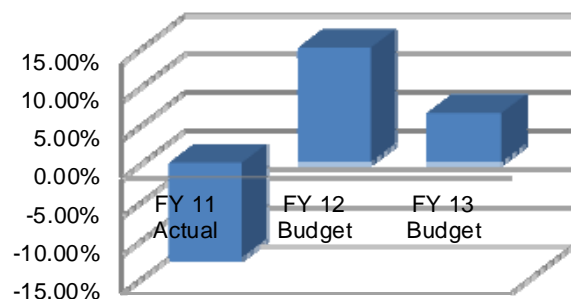
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
General Fund FTEs	3.5	3.5	3.5	0.0
Non-General Fund FTEs	2.5	2.5	2.5	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs. The net decrease in Other Expenditures can be attributed to lower general liability and property insurance premiums that resulted from an audit of the City's vehicle and large equipment purchase schedule. The Transfer to Other funds is a one-time transfer from the Risk Management Fund to the General Fund, which can be accomplished due to a healthy fund balance in the Risk Management Fund.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Human Resources

### Mission

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

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### **Human Resources FY 13 Budget - \$1,053,029**

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

1. 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.

## Human Resources

### Funding and Staffing Summary

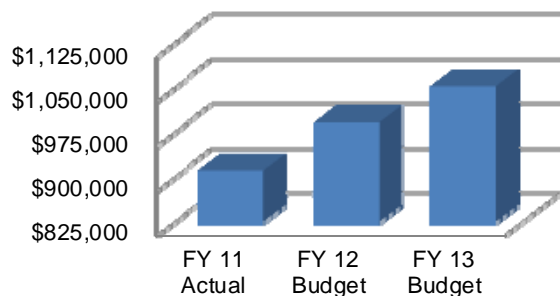
<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$644,452	\$662,730	\$763,996	\$101,266	15.28%
Other Expenditures	<u>267,163</u>	<u>330,153</u>	<u>289,033</u>	<u>(41,120)</u>	<u>-12.45%</u>
<b>General Fund Total</b>	<b>\$911,615</b>	<b>\$992,883</b>	<b>\$1,053,029</b>	<b>\$60,146</b>	<b>6.06%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTEs</b>	8.0	8.0	8.0	0.0

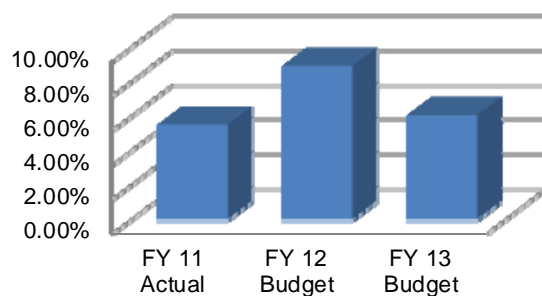
**Explanation of Changes:** The changes in Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report, a 2% COLA granted in FY 12, and a 12.5% increase in the City's health care costs.

Funding is also included for a long term temporary Program Coordinator added in FY 12. As workload demands on the department continue to increase, with the implementation of the changes to the retirement system that become effective July 1, 2012, and as more elements of the Health Care Reform Act come online, this position provides the additional support required to respond to increases in the administrative and service delivery workloads primarily in the Benefits and Employee Relations areas. These duties include managing the drug and alcohol testing program, Family Medical Leave Act application review, monitoring the Long Term Disability Program, coordinating the Wellness Program, and producing the Human Resources employee newsletter.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Information Technology

### Mission

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

---

#### **Information Technology Administration FY 13 Budget - \$2,128,566**

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 IT User fees charged out to departments and received from outside agencies, such as the Library and Regional Jail.

#### **City Link Operations FY 13 Budget - \$1,550,000**

The total budget for City Link is \$1,550,000, which is funded from contributions by the Gas Fund (\$1.35M) 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, a citywide City Link training budget, debt payment for the City Link loan to Utilities and capital funds for City Link server replacement.

#### **GIS Operations FY 13 Budget - \$61,560**

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.

#### **Computer and Infrastructure Replacement FY 13 Budget - \$386,150**

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

## Information Technology

### Funding and Staffing Summary

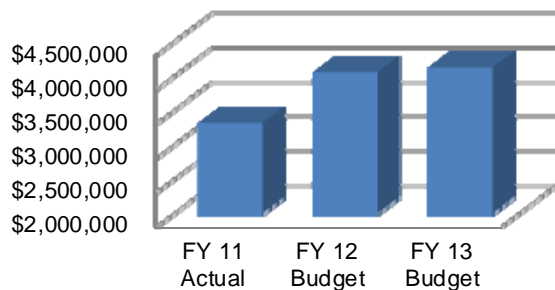
<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$1,144,012	\$1,753,894	\$1,789,770	\$35,876	2.05%
Other Expenditures	1,434,728	1,917,879	1,914,758	(3,121)	-0.16%
Technology Capital Investments	600,529	384,689	421,748	37,059	9.63%
Transfer to Capital Projects	141,000	0	0	0	0.00%
<b>Non-General Fund Total</b>	<b>\$3,320,269</b>	<b>\$4,056,462</b>	<b>\$4,126,276</b>	<b>\$69,814</b>	<b>1.72%</b>

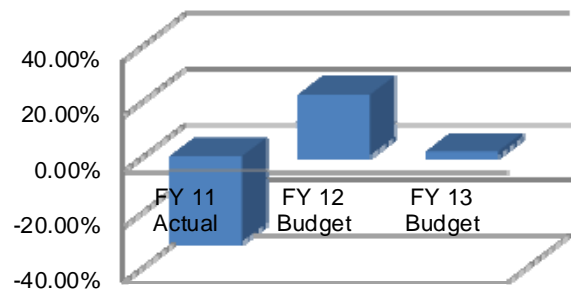
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>Non-General Fund FTEs</b>	<b>18.00</b>	<b>19.00</b>	<b>19.00</b>	<b>0.0</b>

**Explanation of Changes:** The increase in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA increase given in FY 12, and a 12.5% increase in the City's health care costs. In FY 13, a 3% one-time bonus is also budgeted. The increase for Technology Capital Investments can be attributed to an increase in City Link server and capital needs cost and an increase in computer replacement costs due to inventory adjustments.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**





# FINANCIAL SERVICES

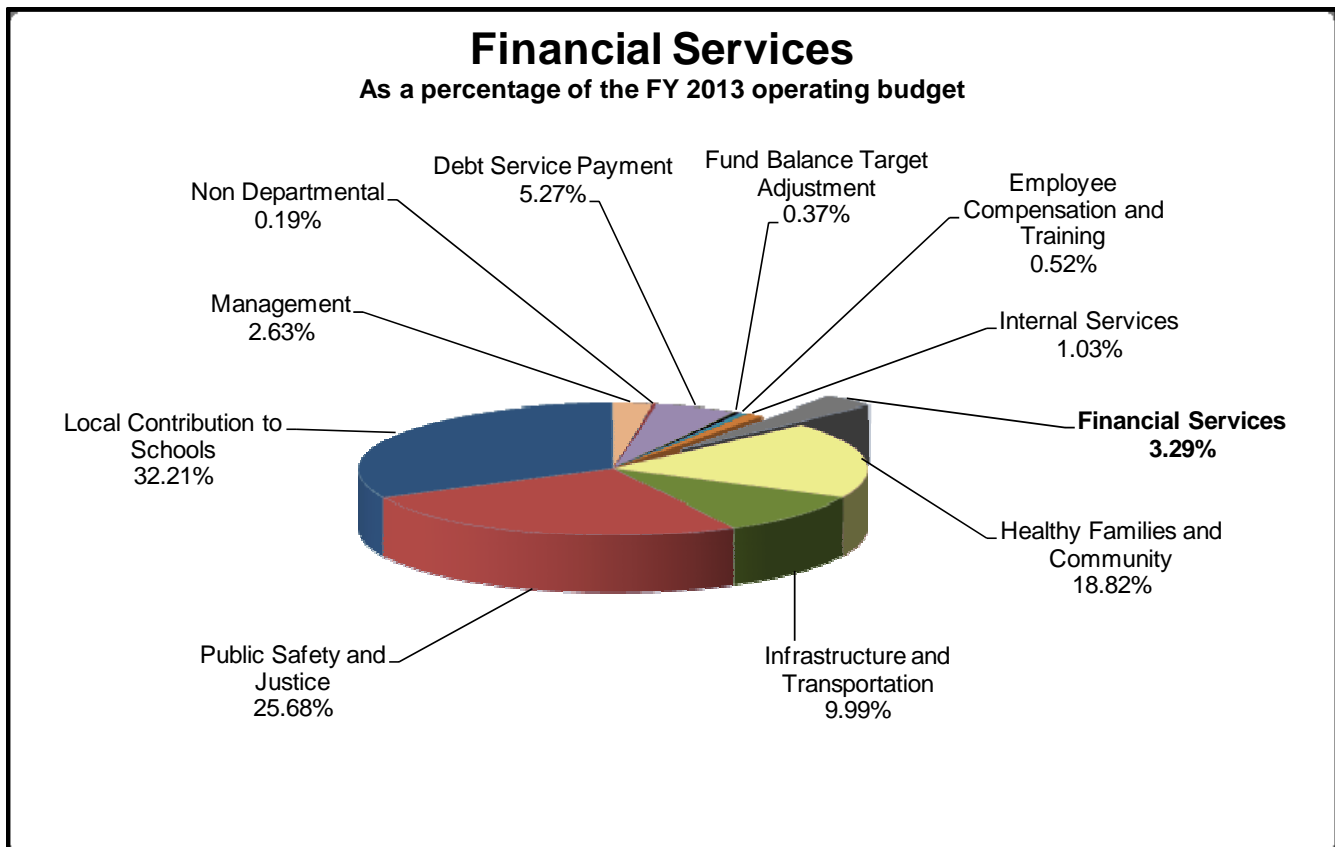






<b>Financial Services Summary</b>	<b>FY2010-2011 General Fund Actual</b>	<b>FY2011-2012 General Fund Budget</b>	<b>FY2012-2013 General Fund Budget</b>	<b>FY2010-2011 Other Funds Actual</b>	<b>FY2011-2012 Other Funds Budget</b>	<b>FY2012-2013 Other Funds Budget</b>
<b>FINANCIAL SERVICES</b>						
Commissioner of the Revenue	\$996,631	\$1,080,056	\$1,120,176	\$0	\$0	\$0
Finance Department: Administration/Real Estate	1,983,624	1,987,062	2,066,028	927,758	1,521,224	1,631,885
Assessment/Utility Billing Office						
Treasurer	1,143,650	1,169,490	1,219,121	0	0	0
<b>FINANCIAL SERVICES SUBTOTAL</b>	<b>\$4,123,905</b>	<b>\$4,236,608</b>	<b>\$4,405,325</b>	<b>\$927,758</b>	<b>\$1,521,224</b>	<b>\$1,631,885</b>

<b>2012-13 General Fund Budget</b>	<b>\$4,405,325</b>
<b>2011-12 General Fund Budget</b>	<b>\$4,236,608</b>
<b>Increase/(Decrease)</b>	<b>\$168,717</b>
<b>Percentage Change</b>	<b>3.98%</b>



## Commissioner of the Revenue

### Mission

Responsibly administer tax assessment and relief

---

#### **Commissioner of the Revenue FY 13 Budget - \$1,120,176**

The Commissioner of the Revenue is responsible for the assessment of tangible personal property tax, and for administering Personal Property Tax Relief, Public Service Corporation Tax, Bank Stock Tax, Vehicle Daily Rental, Business, Professional and Occupational Licenses, Meals Tax, Transient Lodging Tax, Consumer Utility Tax, Consumption Tax, and Short-term Rental Tax. The Commissioner of the Revenue and staff assist those who require help with filing required Virginia tax forms, including state sales tax registrations and VA Income Tax Returns. Staff also assists customers with refund requests for taxes paid in error for local or state taxes, and assist applicants with affidavits necessary for Real Estate Tax Relief and Rental Relief for the Elderly and Disabled programs. The City receives reimbursement for a portion of the Commissioner of Revenue's budget from the Compensation Board, Commonwealth of Virginia.

## Commissioner of the Revenue

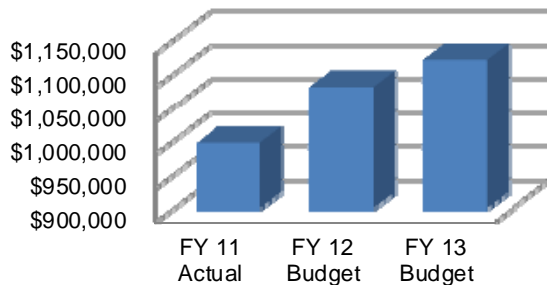
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$820,049	\$863,526	\$898,662	\$35,136	4.07%
Other Expenditures	<u>176,582</u>	<u>216,530</u>	<u>221,514</u>	<u>4,984</u>	<u>2.30%</u>
<b>General Fund Total</b>	<b>\$996,631</b>	<b>\$1,080,056</b>	<b>\$1,120,176</b>	<b>\$40,120</b>	<b>3.71%</b>

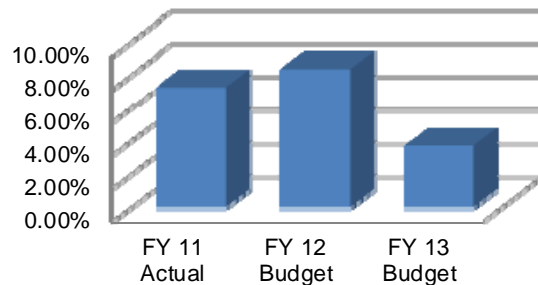
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTEs</b>	13.0	13.0	13.0	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA increase given in FY 12, and a 12.5% increase in the City's health care costs. Other Expenditures reflect increases to IT User Fees and charges for additional staff to have access to the City's GIS systems.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## **Finance Department Administration – Assessor – Utility Billing**

### **Mission**

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

---

#### **Administration FY 13 Budget - \$1,301,029**

The Administrative office of the Finance Department provides comprehensive financial management, accounting, and reporting services; pays all City employees and City bills; provides debt management services; is responsible for implementation of the Living Wage Ordinance; and prepares a number of specialized technical reports including the annual utility rate study, official statements and prospectuses for bond issues, the City's annual reports, the state mandated comparative cost report transmittal forms, and a variety of grant reports.

#### **Real Estate Assessment FY 13 Budget - \$764,999**

Real Estate Assessment is responsible for assessing 15,147 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 13 Budget - \$1,631,885**

The Utility Billing Office (UBO) is responsible for maintaining, and billing over \$48 million in utility accounts each year for gas, water and sewer service. 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 nearly 21,000 customer inquiries annually and proactively contacted nearly 750 customers concerning consumption issues.

UBO also administers the Gas Assistance Program, which distributed over \$85,000 in assistance to 363 customers in FY 2011 and received in excess of \$26,000 from 727 private contributors to the program. UBO works with the State of Virginia fuel assistance program to ensure that approximately 310 customers receive assistance. In FY 2011, 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 2011, they processed over 1,000 rebates at a cost of nearly \$90,000.

## Finance Department Administration – Assessor – Utility Billing

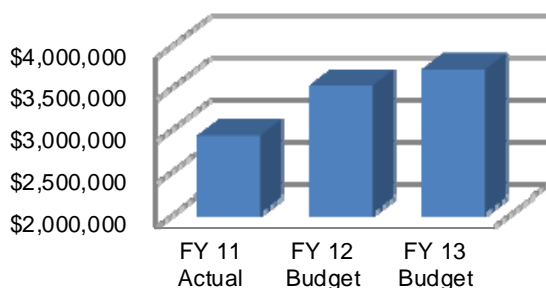
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$2,538,663	\$2,556,931	\$2,676,950	\$120,019	4.69%
Other Expenditures	<u>372,718</u>	<u>951,355</u>	<u>1,020,963</u>	<u>69,608</u>	<u>7.32%</u>
<b>Total</b>	<b>\$2,911,382</b>	<b>\$3,508,286</b>	<b>\$3,697,913</b>	<b>\$189,627</b>	<b>5.41%</b>
General Fund Total	\$1,983,624	\$1,987,062	\$2,066,028	\$78,966	3.97%
Non General Fund Total	<u>927,758</u>	<u>1,521,224</u>	<u>1,631,885</u>	<u>110,661</u>	<u>7.27%</u>
<b>Total</b>	<b>\$2,911,382</b>	<b>\$3,508,286</b>	<b>\$3,697,913</b>	<b>\$189,627</b>	<b>5.41%</b>

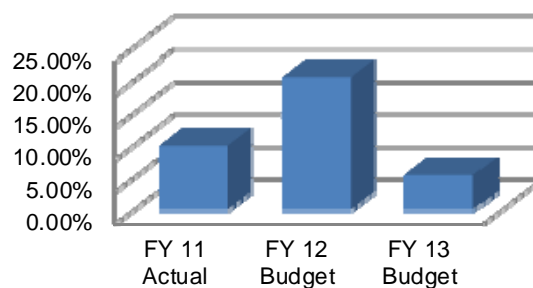
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
General Fund FTEs	20.0	20.0	20.0	0.0
Non General Fund FTEs	14.0	14.0	14.0	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA increase given in FY 12, and a 12.5% increase in the City's health care costs. A portion of the increase reflects a 3% one-time bonus budgeted within the Utility Billing Office (UBO), which is part of the Gas Utility Fund. In Other Expenditures, increases reflect staff access to the City's GIS systems, increases in the financial services contracts, and in UBO, additional funds associated with allowing utility bill payers to use credit and debit cards. This is one of the most widely used and appreciated citizen services, in addition to increasing the efficiency of revenue collections for the City.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Treasurer

### Mission

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

---

### **Treasurer FY 13 Budget - \$1,219,121**

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.

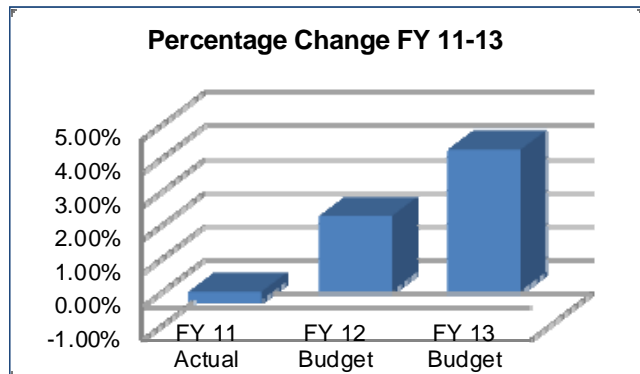
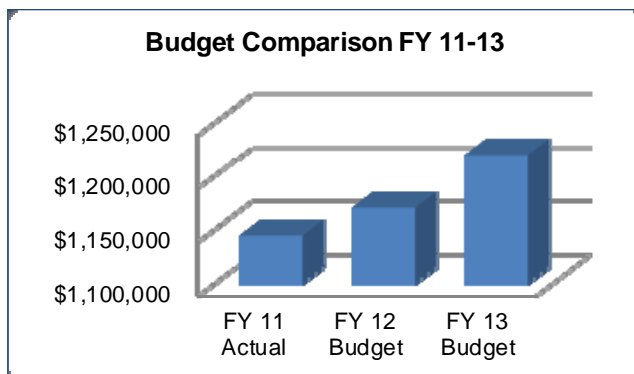
The Treasurer's Office is responsible for the administration and court process of parking tickets and the zone permit parking system, including the upkeep and maintenance of its computer systems. The Treasurer invests all City reserve operational funds, bond funds, and school funds to obtain the highest 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.

## Treasurer

### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$840,935	\$858,587	\$901,019	\$42,432	4.94%
Other Expenditures	<u>302,715</u>	<u>310,903</u>	<u>318,102</u>	<u>7,199</u>	<u>2.32%</u>
<b>General Fund Total</b>	<b>\$1,143,650</b>	<b>\$1,169,490</b>	<b>\$1,219,121</b>	<b>\$49,631</b>	<b>4.24%</b>
<b>General Fund FTEs</b>	13.0	13.0	13.0	<b>0.0</b>	

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs. The increase in Other Expenditures reflects the funding required to offer debit and credit card use as an option for citizens to pay utility bills and other fees. This is one of the most widely used and appreciated services used by citizens, and it increases the efficiency of revenue collections for the City.







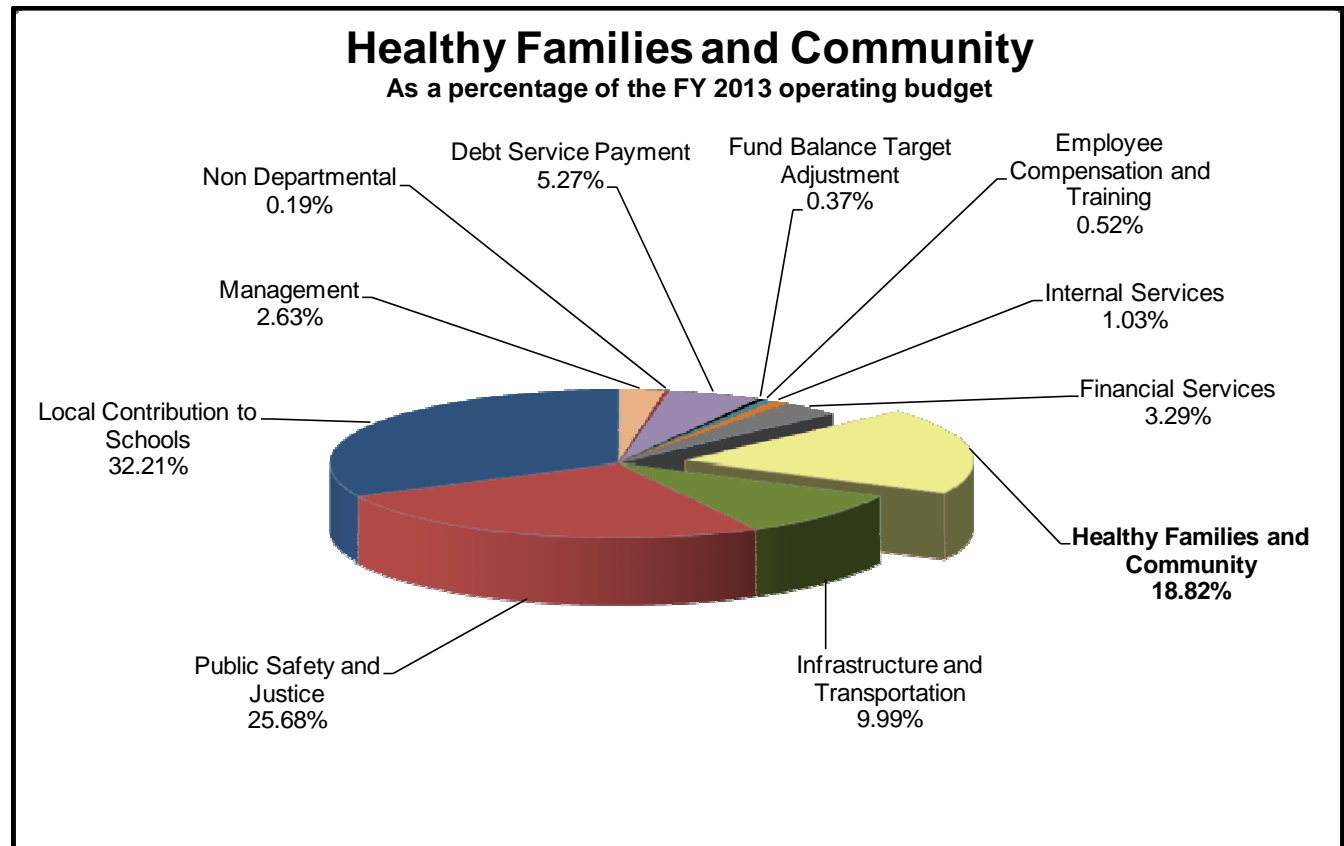
# HEALTHY FAMILIES & COMMUNITY





Healthy Families & Community Summary	FY2010-2011	FY2011-2012	FY2012-2013	FY2010-2011	FY2011-2012	FY2012-2013
	General Fund	General Fund	General Fund	Other Funds	Other Funds	Other Funds
	Actual	Budget	Budget	Actual	Budget	Budget
<b>HEALTHY FAMILIES &amp; COMMUNITY</b>						
Charlottesville Albemarle Convention & Visitors Bureau	\$571,711	\$618,979	\$615,014	\$522,924	\$562,604	\$716,771
Comprehensive Services Act	2,039,383	2,600,058	2,300,058	6,365,754	8,051,957	7,063,585
Community Attention	286,363	322,724	322,724	4,011,857	5,059,869	4,948,345
Community Events and Festivals	86,356	126,700	112,900	0	0	0
Contributions to Children, Youth and Family Programs	3,121,285	3,157,759	3,209,323	0	0	0
Contributions to Education and the Arts	1,618,475	1,675,393	1,676,504	0	0	0
Department of Social Services	2,760,945	3,212,777	2,962,777	9,905,937	11,082,655	10,335,647
Housing Programs and Tax Relief	1,403,783	1,453,652	1,418,126	0	0	0
Neighborhood Development Services	2,881,830	2,964,515	3,180,767	0	0	0
Parks and Recreation	7,931,831	8,627,810	9,380,780	1,082,421	978,245	983,705
<b>HEALTHY FAMILIES &amp; COMMUNITY SUBTOTAL</b>	<b>\$22,701,962</b>	<b>\$24,760,367</b>	<b>\$25,178,973</b>	<b>\$21,888,894</b>	<b>\$25,735,330</b>	<b>\$24,048,053</b>

2012-13 General Fund Budget	\$25,178,973
2011-12 General Fund Budget	\$24,760,367
Increase/(Decrease)	\$418,606
Percentage Change	1.69%



## Charlottesville Albemarle Convention & Visitors Bureau

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

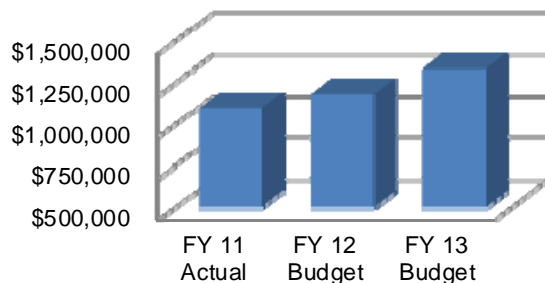
<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$491,024	\$640,323	\$677,993	\$37,670	5.88%
Other Expenditures	603,611	541,260	611,192	69,932	12.92%
Transfers to Other Funds	0	0	42,600	42,600	100.00%
<b>Total</b>	<b>\$1,094,635</b>	<b>\$1,181,583</b>	<b>\$1,331,785</b>	<b>\$150,202</b>	<b>12.71%</b>
General Fund Total	\$571,711	\$618,979	\$615,014	(\$3,965)	-0.64%
Non General Fund Total	522,924	562,604	716,771	154,167	27.40%
<b>Total</b>	<b>\$1,094,635</b>	<b>\$1,181,583</b>	<b>\$1,331,785</b>	<b>\$150,202</b>	<b>12.71%</b>

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12 and a 12.5% increase in the City's health care costs. In addition, there is a 3% one-time bonus budgeted in FY 13.

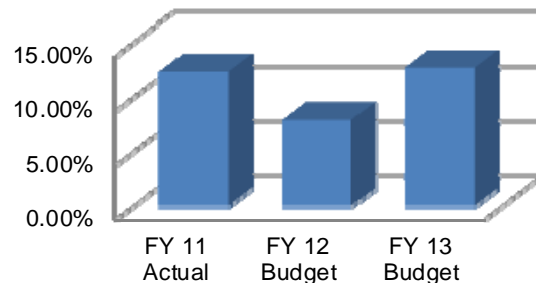
Starting in FY 13, the CACVB will directly support area festivals and tourism related agencies that spend marketing dollars directed to attract tourists to the area. For the City, those festivals include the Virginia Festival of the Book, the Virginia Film Festival and the Festival of the Photograph. The amount being contributed on behalf of the City is represented by the Transfers to Other Funds.

Per an agreement with the County and City, for FY 2013, the CACVB receives a contribution from each equal to 30% of the first 5% of actual FY 2010 Lodging Tax Revenue.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Comprehensive Services Act

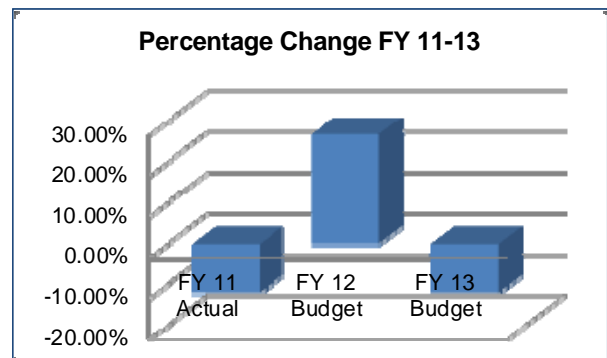
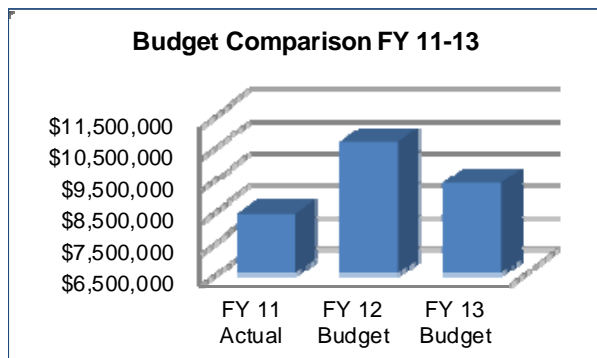
**The Comprehensive Services Act (CSA)**, established in 1992 by the General Assembly, is a state-mandated interagency program that serves children who are in foster care or at risk of going into foster care, have certain special education needs, are involved in the Juvenile Court system and/or have serious emotional or behavioral problems. The latter two groups are not mandated by the State but can be served by CSA. Starting in FY 2011, CSA funds and services are administered by the respective City and County Departments of Social Services, with funding and policy decisions continuing to be made by a regional State mandated policy and management team.

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

- July 1, 2008: rate for "community based services" decreased by 50% (Charlottesville's rate changed to 15.34%).
- January 1, 2009: rate for "residential services" increased by 15% (after the first \$100,000 of expenditures), making Charlottesville's rate 35.28%.
- July 1, 2009: rate for "residential services" increased by another 10%, to 25% above the base rate (after the first \$200,000 of expenditures), putting Charlottesville's rate at 38.35%.
- Payments made to foster families remain neutral and at the current "base" rate.

Funding Summary	FY 10-11 Actual	FY 11-12 Budget	FY 12-13 Budget	Increase/ (Decrease)	% Change
General Fund Total	\$2,039,383	\$2,600,058	\$2,300,058	(\$300,000)	-11.54%
Non General Fund Total	6,365,754	8,051,957	7,063,585	(988,372)	-12.27%
<b>Total</b>	<b>\$8,405,137</b>	<b>\$10,652,015</b>	<b>\$9,363,643</b>	<b>(\$1,288,372)</b>	<b>-12.10%</b>

**Note:** The Non General Fund portion of this budget represents the State funded portion of CSA, **\$6,348,055**, and the City School's portion, **\$715,530**.



## Community Attention

### Mission

Community Attention provides services to promote the healthy development and stability of at-risk youth and families

Community Attention provides services to promote the healthy development and stability of at-risk youth and families. Community Attention provides residential and community-based services which advocate for the needs of youth and their families, assist the local community in preventing juvenile delinquency and family disintegration, and promote the rehabilitation of youth.

#### **Attention Home FY 13 Budget - \$900,205**

The Attention Home is a co-ed group home in Charlottesville serving boys and girls ages 13-18 for both crisis and long-term residential placement. The program provides 24-hour supervision in a supportive but structured environment for children who have experienced difficulties at home, school and in the community.

#### **Community Attention Foster Families (CAFF) FY 13 Budget - \$3,426,727**

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 13 Budget - \$692,403**

##### ***Teens GIVE***

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.

##### ***The Community Supervision Program***

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 Youth Internship Program FY 13 Budget - \$131,734**

Operated by Teens GIVE, 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.

#### **Bank On Greater Charlottesville FY13 Budget - \$35,000**

Bank On Greater Charlottesville, an innovative partnership among financial institutions, the nonprofit community, and local government, will increase access to affordable financial services, provide meaningful alternatives to the fringe banking and lending outlets that prey on the unbanked and under-banked, and expand financial education programming.

#### **Coming Home to Work FY 13 Budget - \$85,000**

A City of Charlottesville employment training program designed to assist those individuals disadvantaged by criminal records, this program will train five participants who will complete tasks assigned by the Department of Parks and Recreation to help maintain City property. During this paid work program, participants will gain valuable work experience, develop solid work habits, and demonstrate a willingness to have a second chance at steady, stable employment.

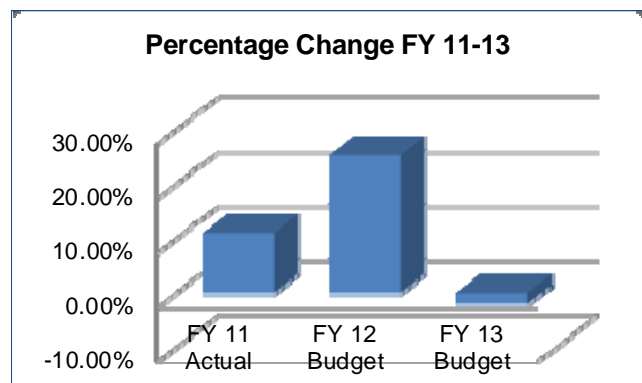
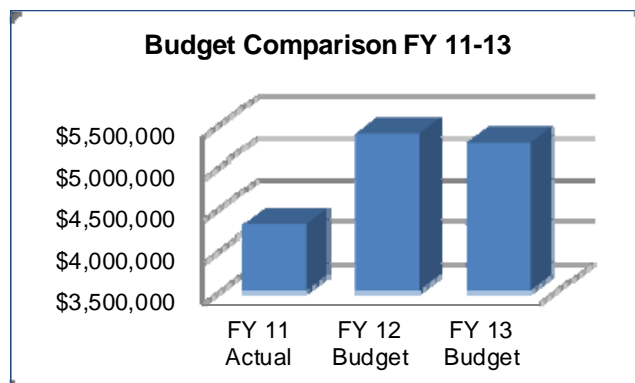
## Community Attention

### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$2,217,417	\$2,601,943	\$2,610,937	\$8,994	0.35%
Other Expenditures	<u>2,080,803</u>	<u>2,780,650</u>	<u>2,660,132</u>	<u>(120,518)</u>	<u>-4.33%</u>
<b>Total</b>	<b>\$4,298,220</b>	<b>\$5,382,593</b>	<b>\$5,271,069</b>	<b>(\$111,524)</b>	<b>-2.07%</b>
General Fund Total	\$286,363	\$322,724	\$322,724	\$0	0.00%
Non General Fund Total	<u>4,011,857</u>	<u>5,059,869</u>	<u>4,948,345</u>	<u>(111,524)</u>	<u>-2.20%</u>
<b>Total</b>	<b>\$4,298,220</b>	<b>\$5,382,593</b>	<b>\$5,271,069</b>	<b>(\$111,524)</b>	<b>-2.07%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>Non General Fund FTEs</b>	34.25	34.25	34.25	<b>0.0</b>

**Explanation of Changes:** Salaries and Benefits reflect the increase in the City's retirement rate as required by the actuarial report, a 2% COLA granted in FY 12, and a 12.5% increase in the City's health care costs. In addition, there is a 3% one-time bonus budgeted in FY 13. There is a net decrease in Other Expenditures due to a decrease in stipend payments required to be made to foster parents, increases in facility maintenance fees and vehicle replacement costs, and the addition of two new programs – Bank on Greater Charlottesville, which is a pilot, and the Coming Home to Work program.





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## Community Events and Festivals

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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”.

**Jefferson’s Thanksgiving Festival** provides an annual opportunity for people of all ages to learn about the area’s early history and culture through historical lectures, revolutionary battle re-enactment, dramatic productions, music, crafts, parades, and other activities.

**First Night Virginia** is a community celebration of the arts that brings together families and friends and unites the community through visual and performing arts each New Year’s Eve.

The **Heritage Repertory Theatre** enriches the cultural life of the Charlottesville/Albemarle community during the summer months by presenting a slate of plays and musicals professionally produced and performed.

The **Juneteenth Celebration** is the oldest known African-American cultural festival that celebrates the ending of slavery.

The **Festival of the Photograph** celebrates the photo by featuring master presentations, interviews with world famous “legacy” photographers, exhibitions, outdoor screenings, projections and special events – all taking place on the Downtown Mall.

The **African American Festival** celebrates the rich heritage of people of African ancestry and their contributions to the community, the nation and the world. The amount budgeted represents the City’s indirect support through providing parks & recreation, public works and public safety services.

The **Dogwood Festival**, held every April during the peak of the Dogwood blossoms, is a week and a half long event that starts with an evening of fireworks, features a carnival, and concludes with a downtown parade. The amount budgeted represents the City’s indirect support through providing parks & recreation, public works and public safety services.

The **Fourth of July Festival** focuses on fun, food, live music, kid’s activities and of course, fireworks. The amount budgeted represents the City’s indirect support through providing parks & recreation, public works and public safety services.

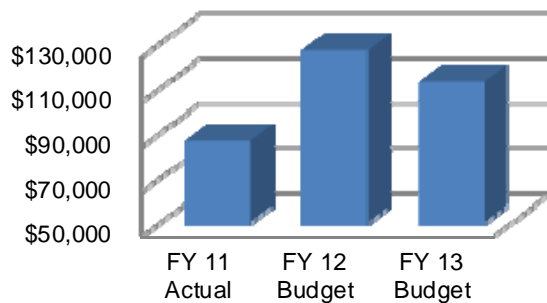
**Celebrate 250!** will feature a series of events and activities recognizing the City’s 250<sup>th</sup> Anniversary. The funding in the FY 2013 Proposed Budget represents the City’s contribution to the various activities being planned; the Celebrate 250! Steering Committee will raise a matching amount as part of this funding agreement.

## Community Events and Festivals

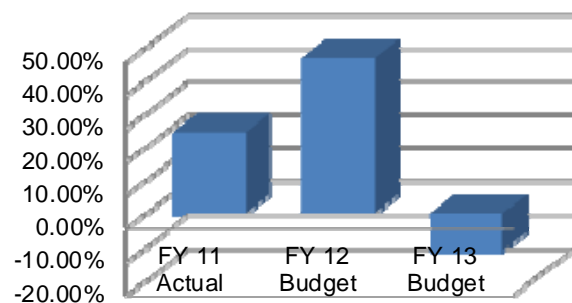
### Funding Summary

Agency	FY10-11 Actual	FY11-12 Budget	FY12-13 Budget	Increase/ (Decrease)	% Change
Virginia Film Festival	\$15,600	\$15,600	\$16,000	\$400	2.56%
Virginia Festival of the Book	15,600	15,600	15,600	0	0.00%
Jefferson's Thanksgiving Festival	5,000	5,000	5,000	0	0.00%
First Night Virginia	2,500	2,500	2,500	0	0.00%
Historical Society Spirit Walk	5,000	5,000	0	(5,000)	-100.00%
Heritage Repertory Theatre	3,500	3,500	2,625	(875)	-25.00%
Juneteenth Celebration	1,500	1,500	1,125	(375)	-25.00%
Festival of the Photograph	10,000	10,000	11,000	1,000	10.00%
African American Festival (In-Kind Support)	0	3,000	3,000	0	0.00%
Dogwood Festival (In-Kind Support)	18,460	25,000	20,000	(5,000)	-20.00%
Fouth of July Festival (In-Kind Support)	7,656	12,450	8,500	(3,950)	-31.73%
Celebrate 250! (Matching Grant)	0	25,000	25,000	0	0.00%
City Supported Events	<u>1,540</u>	<u>2,550</u>	<u>2,550</u>	<u>0</u>	<u>0.00%</u>
<b>General Fund Total Contributions</b>	<b>\$86,356</b>	<b>\$126,700</b>	<b>\$112,900</b>	<b>(\$13,800)</b>	<b>-10.89%</b>

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Contributions to Children, Youth and Family Oriented Programs

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**Soccer Organization of Charlottesville and Albemarle** and the **Music Resource Center** reach young people through their interests in sports and music to attain higher goals.

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

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

**Computers 4 Kids** provides computer training for students.

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

**Madison House** recruits, trains and places University of Virginia student volunteers in 16 programs serving area residents.

**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.

**Region Ten Community Services Board (CSB)** provides mental health and mental retardation services and through the Mohr Center, it provides substance abuse services.

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

**United Way – Thomas Jefferson Area's** Child Care Scholarships provides child care subsidies for children of low-income working parents. The Self Sufficiency program promotes financial stability for low income residents through tax free assistance, information and referral, and free mediation assistance for those uninsured.

**Children, Youth and Family Services** encourage the positive growth and development of children.

The **Charlottesville Commission on Children and Families (CCF)** provides oversight, coordination and evaluation of children and youth programs.

The **Charlottesville Free Clinic** provides free primary medical and dental care services to the working poor.

The **AIDS/HIV Services Group (ASG)** provides comprehensive support services to persons with AIDS/HIV.

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

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

**Jefferson Area CHIP** works to improve the health of children under the age of seven, from low income families, as an investment in the future well-being of children and our community.

**Foothills 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.

**PACEM** helps the homeless find shelter at night, especially during the cold winter months.

**PHAR** works to empower low-income housing authority residents to protect and improve our own communities through collection action.

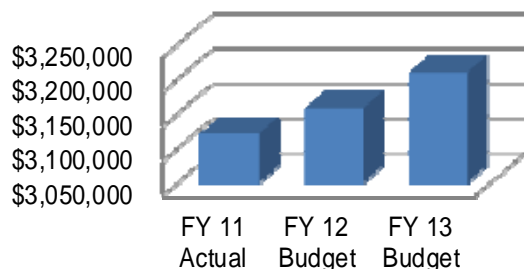
## Contributions to Children, Youth and Family Oriented Programs

### Funding Summary

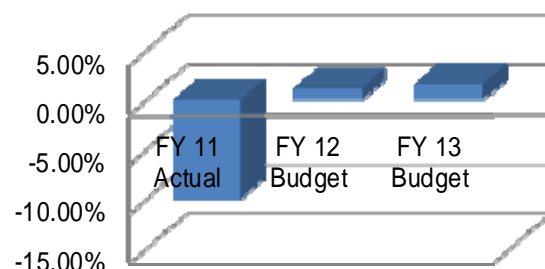
Agency	FY10-11 Actual	FY11-12 Budget	FY12-13 Budget	Increase/ (Decrease)	% Change
Soccer Org. of C'ville/Albemarle	\$10,123	\$10,123	\$10,250	\$127	1.25%
Music Resource Center	45,396	45,396	40,847	(4,549)	-10.02%
Virginia Cooperative Extension Service	41,406	41,406	34,052	(7,354)	-17.76%
C'ville/Albemarle Health Department	417,573	417,573	425,019	7,446	1.78%
Computers 4 Kids	20,187	20,187	18,646	(1,541)	-7.63%
Monticello Area Community Action Agency	192,516	192,516	197,255	4,739	2.46%
Madison House	8,392	8,392	8,815	423	5.04%
Sexual Assault Resource Agency	22,000	22,000	19,800	(2,200)	-10.00%
Shelter for Help in Emergency	108,323	108,323	113,739	5,416	5.00%
Region Ten Community Services Board	959,365	959,365	1,001,865	42,500	4.43%
Region Ten CSB - Mohr Center	82,661	82,661	82,661	0	0.00%
Jefferson Area Board for Aging	296,173	296,173	318,499	22,326	7.54%
United Way - Thomas Jefferson Area	172,831	172,831	177,155	4,324	2.50%
Children, Youth and Family Services	70,786	70,786	77,865	7,079	10.00%
Charlottesville Commission on Children and Families	85,117	96,591	72,532	(24,059)	-24.91%
Free Clinic	109,138	109,138	114,600	5,462	5.00%
Partnership for Children	21,856	21,856	0	(21,856)	-100.00%
Home Visiting Collaborative	63,190	63,190	66,350	3,160	5.00%
AIDS/HIV Services Group	13,310	13,310	9,983	(3,327)	-25.00%
Abundant Life Ministries	24,530	24,530	26,983	2,453	10.00%
Boys and Girls Club	13,887	13,887	14,581	694	5.00%
Alliance for Community Choice in Transportation	6,500	6,500	0	(6,500)	-100.00%
Jefferson Area CHIP	301,025	301,025	316,076	15,051	5.00%
Foothills Child Advocacy Center	25,000	25,000	26,250	1,250	5.00%
PACEM	10,000	10,000	10,500	500	5.00%
PHAR	0	25,000	25,000	0	0.00%
<b>General Fund Total Contributions</b>	<b>\$3,121,285</b>	<b>\$3,157,759</b>	<b>\$3,209,323</b>	<b>\$51,564</b>	<b>1.63%</b>

At their June 18, 2012 Council Meeting, City Council approved additional funds for the Virginia Cooperative Extension in the amount of \$7,355. The total contribution from the City to this group in FY 2013 is actually \$41,407.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Contributions to Education and the Arts

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**Jefferson-Madison Regional Library** serves residents by providing circulation of current material, offering reference and information services and allowing residents to access the Internet.

The **Charlottesville Contemporary Center for the Arts** provides a home for three non-profit arts and educational groups: Live Arts, Second Street Gallery and Light House, each dedicated to providing the community with experiences and education in 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.

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.

The **Charlottesville Municipal Band** is a volunteer organization that performs 15-20 free concerts throughout the year, including a summer concert series on the Downtown Mall.

**WVPT** is a noncommercial television station that broadcasts a diverse schedule of informational, cultural, and educational programs.

**Piedmont Council for the Arts** is dedicated to promoting, coordinating and serving the arts that enrich the lives of residents and visitors to Charlottesville.

The **Virginia Discovery Museum** is a dynamic, educational museum, filled with interactive exhibits for young people and adults, which fosters cooperation and understanding among generations and encourages children and adults to learn together.

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 **Ash Lawn-Highland Summer Festival** offers a cultural opportunity for outdoor theater.

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.

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

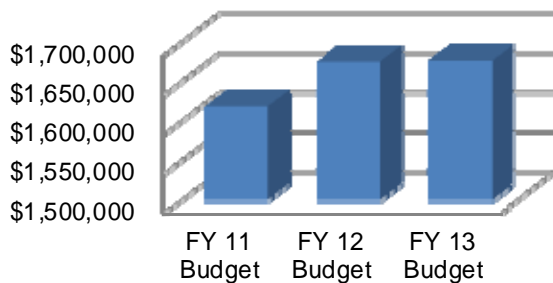
The **African American Teaching Fellows'** mission is to recruit, retain, support and develop a cadre of African Americans who are pursuing the necessary academic and licensure requirements to become effective teachers in the local city schools.

## Contributions to Education and the Arts

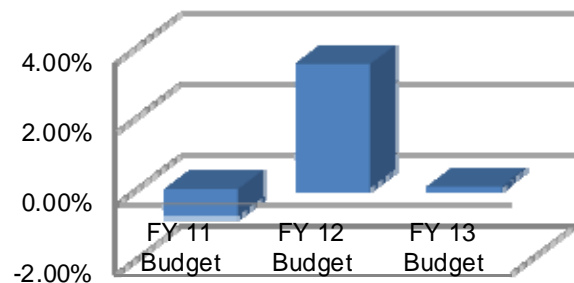
### Funding Summary

Agency	FY10-11 Actual	FY11-12 Budget	FY12-13 Budget	Increase/ (Decrease)	% Change
Jefferson Madison Regional Library	\$1,358,248	\$1,382,165	\$1,438,251	\$56,086	4.06%
C'Ville Contemporary Center for the Arts	31,958	31,958	31,958	0	0.00%
Piedmont Virginia Community College	11,000	11,000	11,200	200	1.82%
McGuffey Art Center	24,855	22,766	22,740	(26)	-0.11%
Municipal Band	72,885	72,885	72,885	0	0.00%
WVPT	2,232	2,232	2,009	(223)	-9.99%
WHTJ	2,232	2,232	0	(2,232)	-100.00%
Piedmont Council for the Arts	21,590	21,590	23,749	2,159	10.00%
Virginia Discovery Museum	5,812	5,812	4,359	(1,453)	-25.00%
Literacy Volunteers of America	37,853	37,853	37,853	0	0.00%
Ash Lawn-Highland Summer Festival	10,400	10,400	4,550	(5,850)	-56.25%
Historic Preservation Task Force	2,410	5,000	5,000	0	0.00%
The Paramount Theater	32,000	64,500	16,700	(47,800)	-74.11%
African American Teaching Fellows	5,000	5,000	5,250	250	5.00%
<b>General Fund Total Contributions</b>	<b>\$1,618,475</b>	<b>\$1,675,393</b>	<b>\$1,676,504</b>	<b>\$1,111</b>	<b>0.07%</b>

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Department of Social Services

### Mission

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

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#### **Administration Division FY 13 Budget – \$997,773**

The Administration Division is responsible for planning, budgeting and fiscal management, program coordination and evaluation, personnel administration, liaison with city, state, and federal government agencies and the local community, and customer service. The Social Services Advisory Board, composed of nine citizens appointed by City Council, advises the Director on community needs and public concerns and reports annually to Council on social services needs and programs.

#### **Benefit Division FY 13 Budget – \$3,481,334**

The Benefits Division helps low income families and individuals meet basic needs for food, shelter and medical care. Programs include Auxiliary Grants, General Relief, Low-Income Home Energy Assistance Program (LIHEAP), Medicaid/FAMIS, Refugee Resettlement Program, Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance to Needy Families (TANF).

#### **Social Work Division FY 13 Budget – \$8,819,317**

The Social Work 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 Care Assistance, Child Protective Services (CPS), Family Services, School-Based Family Support Program, Foster Care, Independent Living, and Virginia Initiative for Employment not Welfare (VIEW).

## Department of Social Services

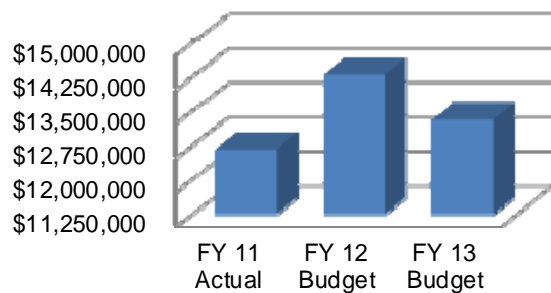
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$6,040,629	\$6,753,985	\$7,099,733	\$345,748	5.12%
Other Expenditures	<u>6,626,253</u>	<u>7,541,447</u>	<u>6,198,691</u>	<u>(1,342,756)</u>	<u>-17.81%</u>
<b>Total</b>	<b>\$12,666,883</b>	<b>\$14,295,432</b>	<b>\$13,298,424</b>	<b>(\$997,008)</b>	<b>-6.97%</b>
General Fund total	\$2,760,945	\$3,212,777	\$2,962,777	(\$250,000)	-7.78%
Non General Fund Total	9,905,937	11,082,655	10,335,647	(747,008)	-6.74%
<b>Total</b>	<b>\$12,666,883</b>	<b>\$14,295,432</b>	<b>\$13,298,424</b>	<b>(\$997,008)</b>	<b>-6.97%</b>

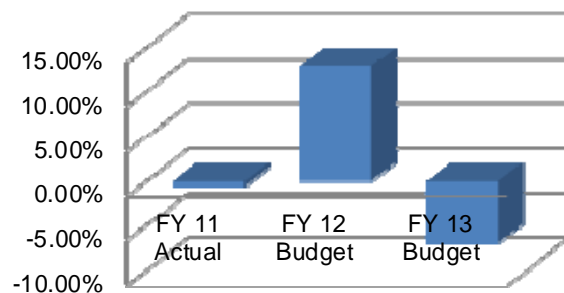
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>Non General Fund FTE</b>	99.85	100.85	100.85	<b>0.0</b>

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs. In addition, there is a 3% one-time bonus budgeted in FY 13. The decrease in Other Expenditures is largely due to the fact that payments to child care providers are now being paid directly by the State. An increase in adoption costs, due to a large increase in the number of adoptions, partially offsets the decrease in Other Expenditures due to the daycare reductions.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**





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## Housing Programs and Tax Relief

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### **Rent/Tax Relief for the Elderly and Disabled FY 13 Budget – \$766,000**

Rental Relief program provides payment of grants to qualified tenants residing in the city who are not less than sixty-five (65) years of age or are permanently and totally disabled and who are otherwise eligible. Gross combined income of applicant and all relatives living in dwelling must not exceed \$50,000 and net combined financial worth of applicant and relatives of applicant living in dwelling as of December 31<sup>st</sup> of the grant year must not exceed \$100,000.

Real Estate Tax Relief program provides real estate tax relief for qualified property owners who are not less than sixty-five (65) years of age or who are permanently and totally disabled and are otherwise eligible. 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 31<sup>st</sup> of the year preceding tax year must not exceed \$135,000.

### **Charlottesville Housing Affordability Tax Grant Program FY 13 Budget - \$450,000**

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 5<sup>th</sup>.

### **Albemarle Housing Improvement Program (AHIP) FY 13 Budget - \$95,546**

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.

### **Piedmont Housing Alliance (PHA) FY 13 Budget - \$106,580**

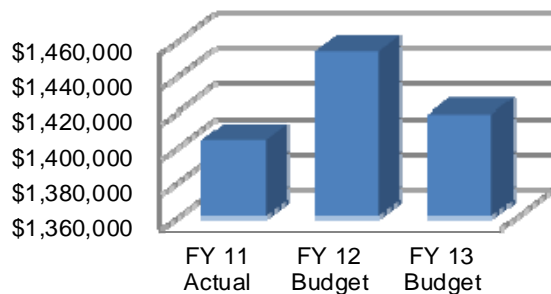
PHA is a regional non-profit organization dedicated to creating housing and community development opportunities for the benefit of low and moderate-income families. Its programs include the Housing Counseling Program, the Community Development Loan Fund, Project Development, the Regional Fair Housing Program and a program that focuses on outreach to the Latino community called Latino Outreach Initiative.

## Housing Programs and Tax Relief

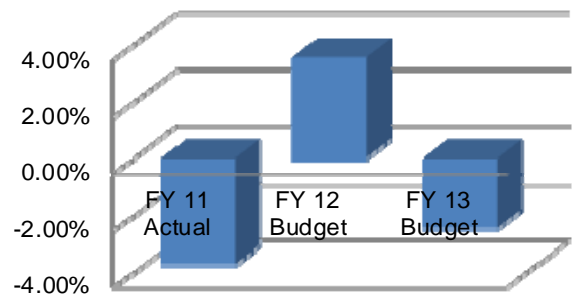
### Funding Summary

<b>Funding Summary</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Budget</b>	<b>FY12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Rent Relief for the Elderly	\$14,244	\$10,000	\$10,000	\$0	0.00%
Rent Relief for the Disabled	82,567	85,000	85,000	0	0.00%
Tax Relief for the Elderly	478,418	534,000	534,000	0	0.00%
Tax Relief for the Disabled	129,395	137,000	137,000	0	0.00%
Charlottesville Housing Affordability Tax Grant Program	433,947	450,000	450,000	0	0.00%
Albemarle Housing Improvement Program	95,546	95,546	95,546	0	0.00%
Piedmont Housing Alliance	142,106	142,106	106,580	(35,526)	-25.00%
Charlottesville Community Design Center	<u>27,560</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
<b>General Fund Total</b>	<b>\$1,403,783</b>	<b>\$1,453,652</b>	<b>\$1,418,126</b>	<b>(\$35,526)</b>	<b>-2.44%</b>

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Neighborhood Development Services

### Mission

Sustain a high quality of life for the Charlottesville community through progressive customer service, planning, engineering and code enforcement

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### **Neighborhood Development Services FY 13 Budget - \$3,180,767**

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

## Neighborhood Development Services

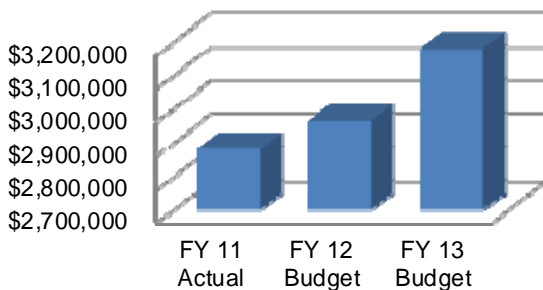
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$2,393,400	\$2,516,414	\$2,792,038	\$275,624	10.95%
Other Expenditures	488,430	448,101	388,729	(59,372)	-13.25%
<b>General Fund Total</b>	<b>\$2,881,830</b>	<b>\$2,964,515</b>	<b>\$3,180,767</b>	<b>\$216,252</b>	<b>7.29%</b>

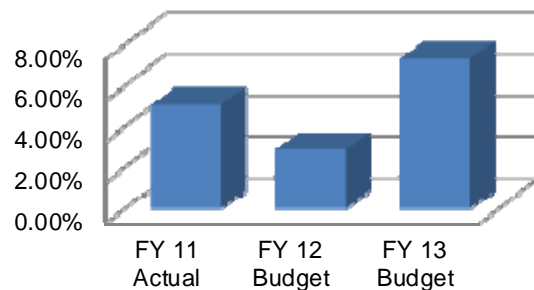
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
General Fund FTEs	29.0	29.0	29.0	0.0
Other Funded FTEs	4.0	4.0	4.0	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA granted in FY 12, and a 12.5% increase in the City's health care costs. Funds also reflect the addition of two long term temporary employees in FY 12: a Section 3 Coordinator and a Bike/Pedestrian Coordinator. The Section 3 Coordinator's salary and benefits are reimbursed by Charlottesville Housing Fund in the Capital Improvements Program. Other Expenditures was decreased in order to help support funding for the Bike/Pedestrian Coordinator's position.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Parks and Recreation Meadowcreek and McIntire Golf Courses

### Mission

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

#### **Administration FY 13 Budget - \$885,571**

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

#### **Athletics FY 13 Budget – \$324,818**

Program offerings include basketball, softball, volleyball and baseball for both youth and adults.

#### **Aquatics FY 13 Budget –\$1,954,158**

Funds operations and management of three (3) outdoor pools, one (1) indoor pool and three (3) spraygrounds.

#### **Youth Programs FY 13 Budget – \$689,525**

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

#### **The First Tee of Charlottesville FY 13 Budget - \$142,904**

The First Tee of Charlottesville's mission is to impact the lives of youth by making available educational programs that promote character development and life-enhancing values through the game of golf, and providing golf facilities with practice and playing opportunities.

#### **Therapeutics and Seniors FY 13 Budget - \$346,125**

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.

#### **Centers and Playgrounds FY 13 Budget – \$1,166,173**

Centers funds the operation of the community centers and playgrounds at Tonsler, Carver and Washington Parks, the Key Recreation Center downtown, Housing Authority locations at South First Street, Friendship Court, Westhaven, Blue Ridge Commons and the McIntire Skate Park. This also includes lease payments to be made to the Jefferson School Partnership starting in FY 13.

#### **Special Programs FY 13 Budget - \$109,491**

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

#### **City Market FY 13 Budget - \$107,307**

City Market offers fresh produce, herbs, plants, grass fed meats, crafts, and baked goods from local vendors every Saturday from 7:00 a.m. until 13:00 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, the Market at Pen Park and the Holiday Market.

#### **Parks Maintenance/Darden Towe Park FY 13 Budget - \$3,654,708**

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

#### **Meadowcreek and McIntire Golf Courses FY 13 Budget - \$983,705**

Provides the administration and coordination of all services and maintenance at the 18 hole Meadowcreek Golf Course at Pen Park and the 9 hole McIntire Golf Course.

## Parks and Recreation Meadowcreek and McIntire Golf Courses

### Funding and Staffing Summary

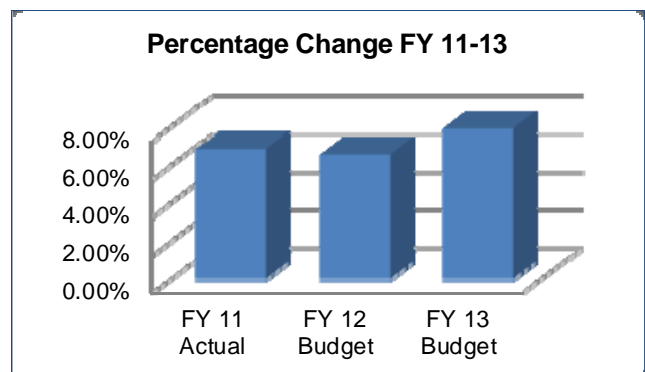
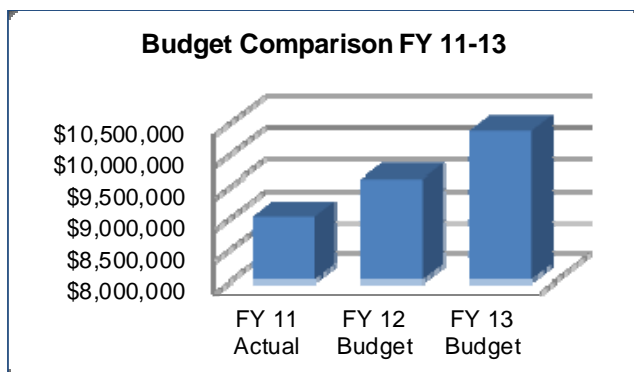
<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$5,858,756	\$6,239,766	\$6,785,596	\$545,830	8.75%
Other Expenditures	<u>3,155,495</u>	<u>3,366,289</u>	<u>3,578,889</u>	<u>212,600</u>	<u>6.32%</u>
<b>Total</b>	<b>\$9,014,252</b>	<b>\$9,606,055</b>	<b>\$10,364,485</b>	<b>\$758,430</b>	<b>7.90%</b>
General Fund Total	\$7,931,831	\$8,627,810	\$9,380,780	\$752,970	8.73%
Non General Fund Total	<u>1,082,421</u>	<u>978,245</u>	<u>983,705</u>	<u>5,460</u>	<u>0.56%</u>
<b>Total</b>	<b>\$9,014,252</b>	<b>\$9,606,055</b>	<b>\$10,364,485</b>	<b>\$758,430</b>	<b>7.90%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTE</b>	63.75	65.75	66.75	<b>1.0</b>
<b>Non General Fund FTE</b>	8.00	7.00	7.00	<b>0.0</b>

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA granted in FY 12, and a 12.5% increase in the City's health care costs. The largest expenditure driver in FY 13 is the re-opening of the Carver Recreation Center at Jefferson School City Center. Expected to open fall 2012, this budget includes funds for new temporary and seasonal staff, and an additional FTE who will manage the center and all offered programming. It is expected that once Carver Recreation Center is operational, over \$200,000 in new revenue will be generated from expanded program and banquet hall fees.

Revenue for the General Fund portion of Parks and Recreation is generated from program fees and registrations, daily admissions and passes, concession sales, donations and grants.

The Meadowcreek and McIntire Golf Courses (Non General Fund) are fully self-supported by green fees, annual memberships, concession sales and cart rentals. Revenue details for this fund can be found on **pg. 27**.





# INFRASTRUCTURE & TRANSPORTATION





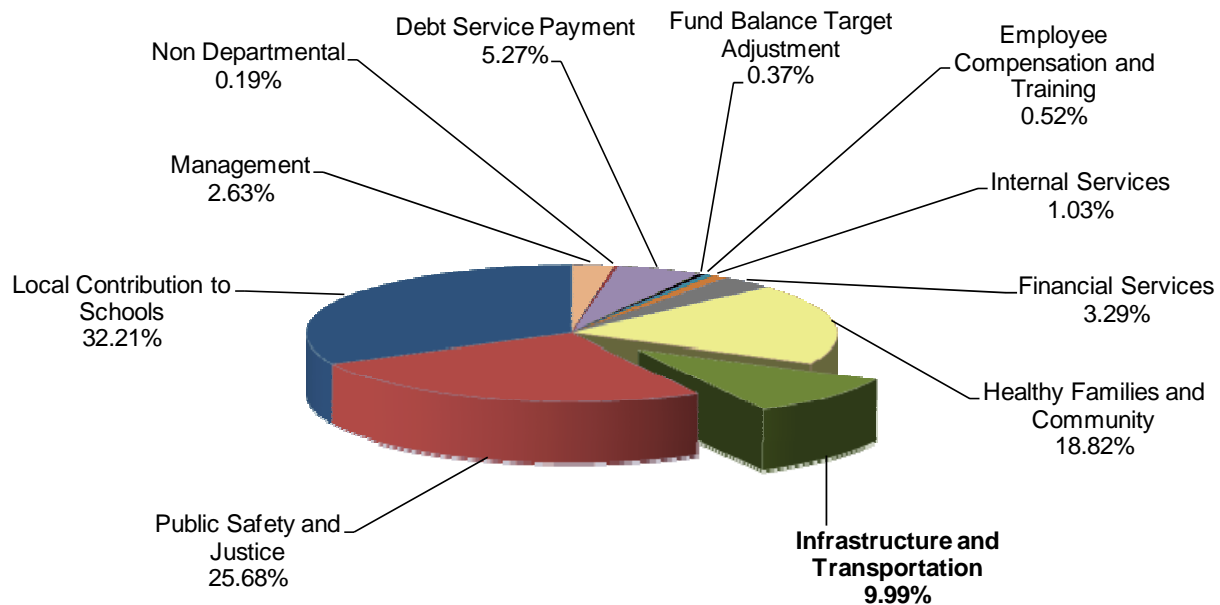


Infrastructure & Transportation Summary	FY2010-2011	FY2011-2012	FY2012-2013	FY2010-2011	FY2011-2012	FY2012-2013
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
<b>INFRASTRUCTURE AND TRANSPORTATION</b>						
Public Works: Administration/Facilities Development/ Facilities Maintenance/HVAC Services	\$2,402,339	\$2,342,659	\$2,368,400	\$478,701	\$508,829	\$555,709
Public Works: Public Service/Fleet	7,612,228	7,674,491	7,914,949	2,574,610	1,057,095	1,090,038
Public Works: CAT/Greyhound Station/JAUNT Paratransit Services	2,619,662	2,734,630	3,080,221	5,934,524	6,373,691	6,541,720
Public Works: Utilities (Gas, Water, Wastewater)	0	0	0	48,013,599	60,756,680	57,753,534
<b>INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL</b>	<b>\$12,634,229</b>	<b>\$12,751,780</b>	<b>\$13,363,570</b>	<b>\$57,001,433</b>	<b>\$68,696,295</b>	<b>\$65,941,001</b>

2012-13 General Fund Budget	\$13,363,570
2011-12 General Fund Budget	\$12,751,780
Increase/(Decrease)	\$611,790
Percentage Change	4.80%

## Infrastructure and Transportation

As a percentage of the FY 2013 operating budget



**Department of Public Works**  
**Administration - Facilities Development - Facilities**  
**Maintenance - HVAC Services**

**Mission**

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

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**Administration FY 13 Budget - \$294,343**

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

**Facilities Development**

*Building a Sustainable Charlottesville*

**Facilities Development FY 13 Budget - \$523,067**

Facilities Development is responsible for the efficient and cost-effective planning, design, and construction of projects related to the 40+ city-owned or -leased buildings and Public Schools. The on-going goal of Facilities Development is to employ effective management principles and practices, innovative technology, improved communications, teamwork, and fiscal responsibility.

**Facilities Maintenance**

*Your Workspace is Our Workspace*

**Facilities Maintenance FY 13 Budget - \$1,550,990**

Facilities Maintenance provides routine repair and preventive maintenance services to 39 buildings either owned or leased by the City. Custodial Services are also provided to 8 City-owned facilities. The goal of Facilities Maintenance is to provide clean, safe, and pleasing facilities for the enjoyment of Charlottesville's general citizenry and to protect the City's over \$167 million infrastructure investment.

**HVAC Services FY 13 Budget - \$555,709**

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

## Department of Public Works Administration - Facilities Development - Facilities Maintenance - HVAC Services

### Funding and Staffing Summary

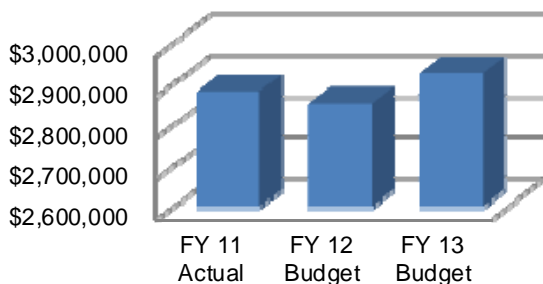
<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$1,378,016	\$1,462,349	\$1,506,347	\$43,998	3.01%
Other Expenditures	<u>1,503,024</u>	<u>1,389,139</u>	<u>1,417,762</u>	<u>28,623</u>	<u>2.06%</u>
<b>Total</b>	<b>\$2,881,040</b>	<b>\$2,851,488</b>	<b>\$2,924,109</b>	<b>\$72,621</b>	<b>2.55%</b>
General Fund Total	\$2,402,339	\$2,342,659	\$2,368,400	\$25,741	1.10%
Non General Fund Total	<u>478,701</u>	<u>508,829</u>	<u>555,709</u>	<u>46,880</u>	<u>9.21%</u>
<b>Total</b>	<b>\$2,881,040</b>	<b>\$2,851,488</b>	<b>\$2,924,109</b>	<b>\$72,621</b>	<b>2.55%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTEs</b>	13.50	12.19	12.19	<b>0.00</b>
<b>Non General Fund FTEs</b>	2.50	3.50	3.50	<b>0.00</b>

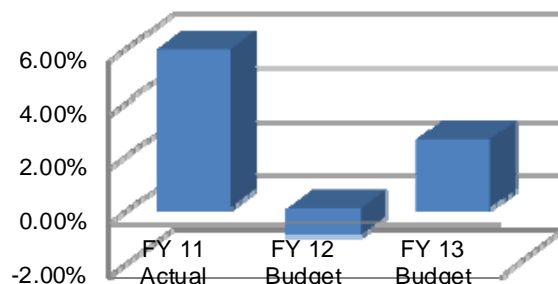
**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA increase given in FY 12, and a 12.5% increase in the City's health care costs. In the HVAC Fund, there is a 3% one-time bonus budgeted for FY 13. In Other Expenditures the City's custodial contract cost is expected to increase as is the cost of paying for utilities (gas, electric, etc.).

The HVAC Fund reflects costs required for the Fontaine Ave. Fire Station, which will be operational in spring 2013, and Carver Recreation Center, expected to re-open fall 2012.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



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## Department of Public Works

### Public Service – Fleet Maintenance

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#### Public Service

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

##### **Administration FY 13 Budget - \$505,659**

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 13 Budget - \$3,840,472**

Streets and Sidewalks is responsible for maintenance of the City's 156 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 13 Budget - \$487,367**

Stormwater Maintenance is responsible for maintenance of the stormwater infrastructure (119 miles).

##### **Traffic Operations FY 13 Budget - \$773,737**

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

##### **Refuse/Large Item Pickup FY 13 Budget - \$2,007,714**

Refuse Collection is responsible for administering and monitoring the City's contract with a private firm for collection of domestic refuse and recyclables. The City also provides a by-appointment-only large item pickup service for residents for a fee of \$25 per pickup.

##### **Ivy Landfill Remediation FY 13 Budget - \$300,000**

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

#### Fleet Management

*We Keep You Moving*

##### **Fleet Management Operations FY 13 Budget - \$978,221**

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

##### **Fuel and Wash Facility FY 13 Budget - \$111,817**

This funding provides for the management of the fuel system and the vehicle wash facility. Those departments that use the City wash facility support this operation through a fixed cost based on usage.

## Department of Public Works Public Service – Fleet Maintenance

### Funding and Staffing Summary

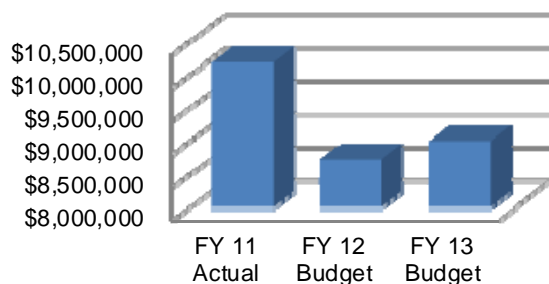
<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$4,009,370	\$4,073,258	\$4,224,466	\$151,208	3.71%
Operating Expenditures	5,738,093	4,408,328	4,480,521	72,193	1.64%
Ivy Landfill Remediation	<u>439,375</u>	<u>250,000</u>	<u>300,000</u>	<u>50,000</u>	<u>20.00%</u>
<b>Total</b>	<b>\$10,186,838</b>	<b>\$8,731,586</b>	<b>\$9,004,987</b>	<b>\$273,401</b>	<b>3.13%</b>
General Fund Total	\$7,612,228	\$7,674,491	\$7,914,949	\$240,458	3.13%
Non General Fund Total	<u>2,574,610</u>	<u>1,057,095</u>	<u>1,090,038</u>	<u>32,943</u>	<u>3.12%</u>
<b>Total</b>	<b>\$10,186,838</b>	<b>\$8,731,586</b>	<b>\$9,004,987</b>	<b>\$273,401</b>	<b>3.13%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTEs</b>	51.0	51.0	51.0	<b>0.0</b>
<b>Non General Fund FTEs</b>	12.0	12.0	12.0	<b>0.0</b>

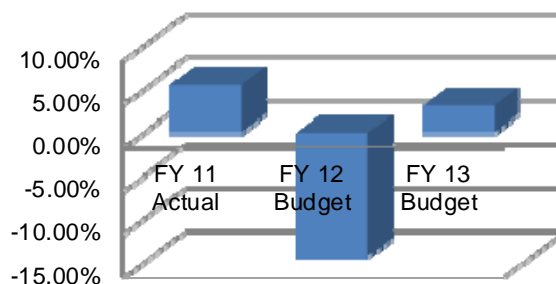
**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA granted in FY 12, and a 12.5% increase in the City's health care costs. In the Fleet Management Fund, a 3% one-time bonus is budgeted under Salaries and Benefits for FY 13. Other Expenditures is increasing due to increases in the cost of vehicle fuel and utilities (gas, electric, etc.).

The contribution for the Ivy Landfill Remediation is increasing by \$50,000. This is the result of revised estimates of the City's annual contribution towards the term funding obligation and remediation agreement.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



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## Department of Public Works

### Charlottesville Area Transit - Greyhound Station – JAUNT Paratransit Services

*Catch the CAT*

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#### **Charlottesville Area Transit (CAT) Operations FY 13 Budget - \$6,464,430**

The Transit Division of Public Works has three sections: Charlottesville Area Transit (CAT), Pupil Transportation (budget and narrative shown on pages 115 and 116), and Greyhound Station. The section with the most employees, 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 2013, the City's contribution to CAT is **\$2,124,536**. In addition to local funds and passenger fares, CAT operating expenses are covered by Federal and State grants.

#### **Charlottesville Area Transit Bus Replacement FY 13 Budget - \$2,112,970**

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 amount in FY 2013 is **\$338,075**. In FY 2013, the federal share of capital purchases is projected to be 80 percent, the City share 16 percent, and the state share 4 percent.

#### **Greyhound Station FY 13 Budget - \$151,779**

Greyhound Station serves eleven buses daily, seven days a week, with express service to Richmond and service to Atlanta, Dallas, New York City, and points in between. In FY 13, there is a **\$62,923** contribution from the General Fund to Greyhound Operations.

#### **JAUNT Paratransit Services FY 13 Budget - \$892,762**

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.

## Department of Public Works Charlottesville Area Transit - Greyhound Station – JAUNT Paratransit Services

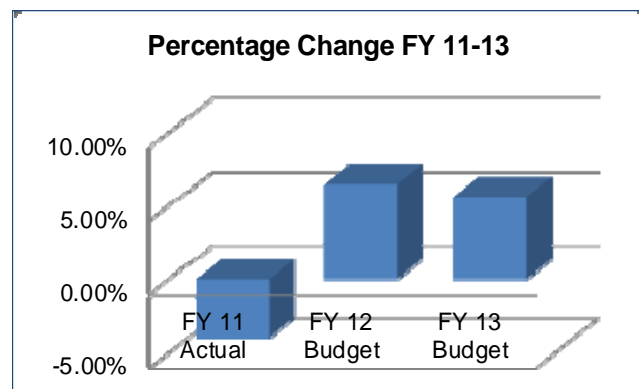
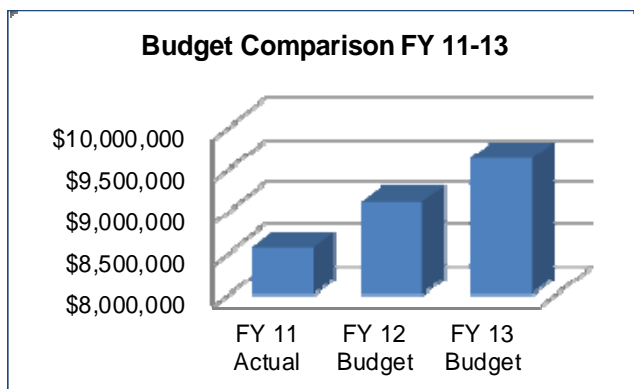
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
CAT Salaries and Benefits	\$4,068,411	\$4,088,658	\$4,158,031	69,373	1.70%
Greyhound Salaries and Benefits	97,898	113,168	110,691	(2,477)	-2.19%
CAT Other Expenditures	2,203,491	1,929,754	2,306,399	376,645	19.52%
Greyhound Other Expenditures	34,500	41,075	41,088	13	0.03%
Transit Bus Replacement	1,396,309	2,182,090	2,112,970	(69,120)	-3.17%
JAUNT Paratransit Services	<u>753,576</u>	<u>753,576</u>	<u>892,762</u>	<u>139,186</u>	<u>18.47%</u>
<b>Total</b>	<b>\$8,554,186</b>	<b>\$9,108,321</b>	<b>\$9,621,941</b>	<b>\$513,620</b>	<b>5.64%</b>
General Fund Total	\$2,619,662	\$2,734,630	\$3,080,221	\$345,591	12.64%
Non General Fund Total	<u>5,934,524</u>	<u>6,373,691</u>	<u>6,541,720</u>	<u>168,029</u>	<u>2.64%</u>
<b>Total</b>	<b>\$8,554,186</b>	<b>\$9,108,321</b>	<b>\$9,621,941</b>	<b>\$513,620</b>	<b>5.64%</b>

<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>Non General Fund FTEs</b>	78.00	77.50	77.50	<b>0.00</b>

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA granted in FY 12, and a 12.5% increase in the City's health care costs. In FY 13, a 3% bonus is budgeted under Salaries and Benefits as well. The major increases in Other Expenditures are fuel costs, which represents over \$260,000 of the increase, and custodial and landscaping contracts for the Avon St. CAT campus.

In terms of service enhancements, during FY 12, City Council approved expanding transit service to include additional holidays that had been transit holidays but will now receive a Sunday level of service. The Free Trolley and Route 7 will run the Sunday before Labor Day, Easter Sunday and the Sunday before Memorial Day. In FY 13, providing this level of service requires approximately \$25,000 in new funding between CAT and JAUNT, who will continue to provide services on these days as well.





## Department of Public Works - Utilities

### 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, stormwater systems, environmental 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. 66**. 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 13 Budget - \$24,841,500**

The Gas Distribution operation of the Public Utilities Division is a natural gas utility owned and operated by the City of Charlottesville. We have 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 close to 19,000 customers in the area.

#### **Wastewater Operations FY 13 Budget - \$16,567,148**

The City of Charlottesville has over 185 miles of gravity wastewater lines and over 5,000 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 13 Budget - \$12,060,242**

Charlottesville Water, the water distribution operations of the Public Utilities division of Public Works, 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. In addition, Charlottesville Water installs and maintains water service lines from the water main to the water meter. Currently there are approximately 900 fire hydrants, 2,800 valves, and 185 miles of water mains in service for the benefit of the residents of Charlottesville.

#### **Utilities Debt Service FY 13 Budget - \$4,284,644**

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

## Department of Public Works - Utilities Gas - Water - Wastewater

### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$5,264,066	\$6,229,301	\$6,446,815	\$217,514	3.49%
Other Expenditures	41,304,179	40,597,337	38,746,699	(1,850,638)	-4.56%
Capital Projects	489,052	10,008,376	8,275,376	(1,733,000)	-17.32%
Debt Service	<u>956,302</u>	<u>3,921,666</u>	<u>4,284,644</u>	<u>362,978</u>	<u>9.26%</u>
<b>Non General Fund Total</b>	<b>\$48,013,599</b>	<b>\$60,756,680</b>	<b>\$57,753,534</b>	<b>(\$3,003,146)</b>	<b>-4.94%</b>

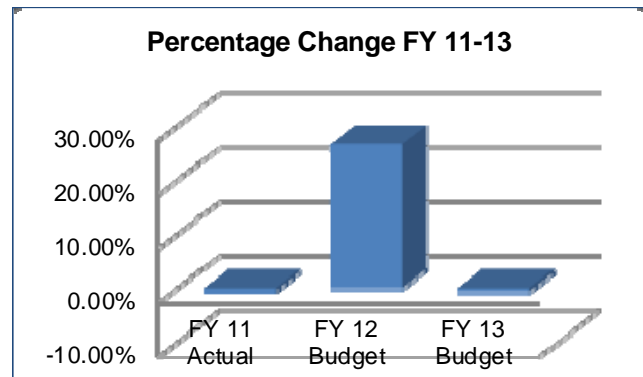
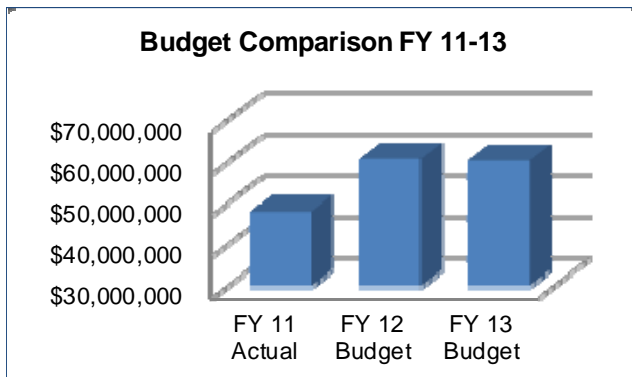
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>Non General Fund FTEs</b>	93.0	93.0	93.0	<b>0.0</b>

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA increase granted in FY 12 and a 12.5% increase in the City's health care costs. In addition, FY 13 includes funding for a 3% one-time bonus. The net decrease in Other Expenditures is due to decreases in the utility supply purchase costs for Gas and Water; and increases for payment in lieu of taxes for the Gas, Water, and Wastewater funds; increases in the transfer to the Utility Debt Service fund for both Water and Wastewater, which represents a \$550,000 increase; and increases in fuel and vehicle maintenance costs for all utility funds.

In the Water Utility Fund, there is a \$1,744,000 decrease for capital projects, to better reflect the amount spent on Water system replacement projects in FY 13.

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

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





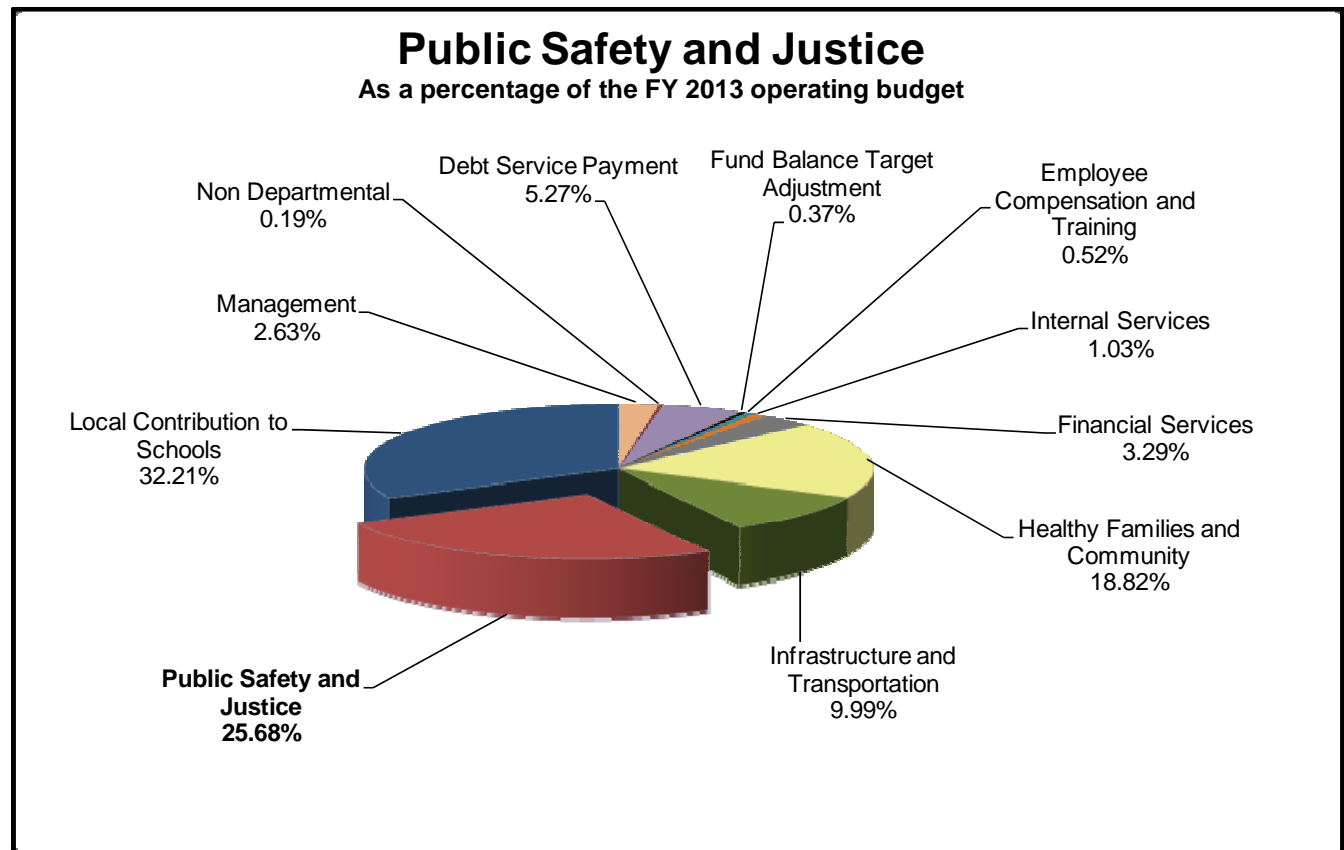
# PUBLIC SAFETY & JUSTICE





Public Safety and Justice Summary	FY2010-2011	FY2011-2012	FY2012-2013	FY2010-2011	FY2011-2012	FY2012-2013
	General Fund	General Fund	General Fund	Other Funds	Other Funds	Other Funds
	Actual	Budget	Budget	Actual	Budget	Budget
<b>PUBLIC SAFETY AND JUSTICE</b>						
City Sheriff	\$1,004,126	\$1,030,008	\$993,551	\$0	\$0	\$0
Commonwealth's Attorney	816,478	1,009,555	1,042,577	0	0	0
Contributions to Programs Supporting Public Safety & Justice Programs	6,811,586	7,669,838	7,709,644	0	0	0
Courts and Other Support Services	970,974	1,046,799	1,076,442	0	0	0
Fire Department	8,726,220	8,907,242	9,291,440	0	0	0
Police Department	14,070,036	13,660,685	14,245,231	0	0	0
<b>PUBLIC SAFETY AND JUSTICE SUBTOTAL</b>	<b>\$32,399,420</b>	<b>\$33,324,127</b>	<b>\$34,358,885</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

2012-13 General Fund Budget	\$34,358,885
2011-12 General Fund Budget	\$33,324,127
Increase/(Decrease)	\$1,034,758
Percentage Change	3.11%



## City Sheriff

### Mission

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

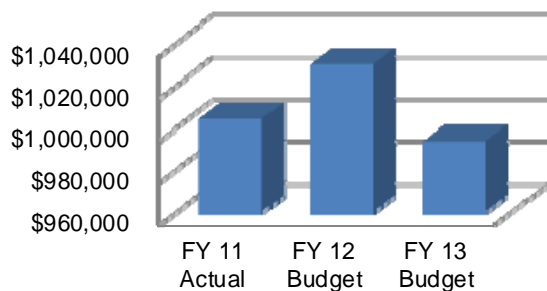
The Sheriff's Office is responsible for providing security at the Circuit Court and General District Court to all employees, jurors, witnesses, inmates, and visitors. The office must comply with mandates stated in the Virginia State Code for court security, civil process, and transportation of prisoners and patients pursuant to governor's warrants and court orders from the civil/chancery side of the courts' docket. Additionally, the office summons both grand and petit jurors, responds to questions, and manages their court schedule.

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$793,990	\$833,014	\$839,238	\$6,224	0.75%
Other Expenditures	210,136	196,994	154,313	(42,681)	-21.67%
<b>General Fund Total</b>	<b>\$1,004,126</b>	<b>\$1,030,008</b>	<b>\$993,551</b>	<b>(\$36,457)</b>	<b>-3.54%</b>

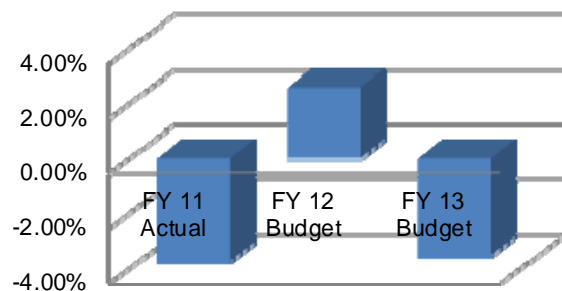
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTEs</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA granted in FY 12, and a 12.5% increase in the City's health care costs. The net reduction in Other Expenditures includes an additional \$35 per officer fee for the Central Shenandoah Criminal Justice Training Academy, and a reduction in the contribution to the Equipment Replacement Fund which resulted from analysis showing that scheduled replacements can be made with existing funds. Future budgets will be required to provide a contribution again, but possibly at a reduced level.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## 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.

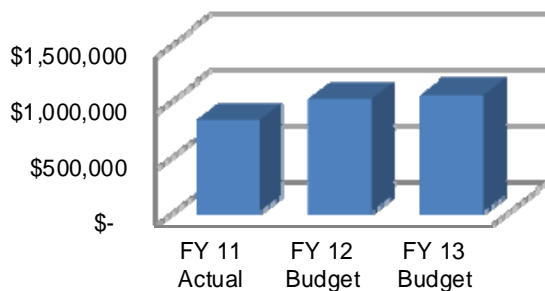
The grant funded positions support two grant programs administered through this office: **Victim-Witness Assistance Program** ensures that victims and witnesses of criminal offenses will receive fair and compassionate treatment throughout the judicial process; and **Domestic Violence Services** assists in the efficient delivery of services and access to court process for the victims of domestic violence in both Charlottesville and Albemarle County by helping in the preparation of domestic violence cases for prosecution and by facilitating victims in obtaining protective orders.

Funding Summary	FY 10-11 Actual	FY 11-12 Budget	FY 12-13 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$739,372	\$930,258	\$961,769	\$31,511	3.39%
Other Expenditures	77,106	79,297	80,808	1,511	1.91%
<b>General Fund Total</b>	<b>\$816,478</b>	<b>\$1,009,555</b>	<b>\$1,042,577</b>	<b>\$33,022</b>	<b>3.27%</b>

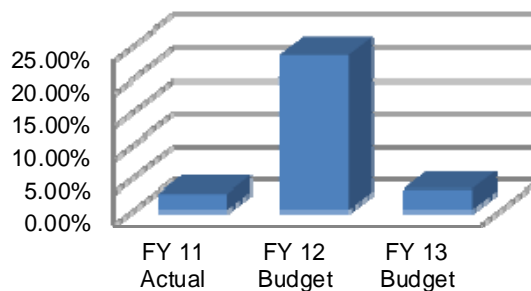
Staffing Summary (Full Time Equivalents)	FY 10-11	FY 11-12	FY 12-13	Increase/ (Decrease)
General Fund FTEs	10.0	10.0	10.0	0.0
Grant Funded FTEs	3.5	3.5	3.5	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**





## Contributions to Programs Promoting Public Safety and Justice

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**Piedmont Court Appointed Special Advocates (CASA) FY 13 Budget – \$9,818**

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.

**The Legal Aid Society FY 13 Budget – \$62,777**

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.

**Albemarle/Charlottesville/Nelson Regional Jail FY 13 Budget – \$4,454,367**

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 Home FY 13 Budget – \$925,000**

The BRJDH 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 13 Budget - \$1,783,231**

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 division and Charlottesville Area Transit.

**Offender Aid and Restoration FY 13 Budget – \$241,277**

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.

**Criminal Justice Planner/CIT Coordinator FY 13 Budget - \$8,843**

Criminal Justice Planning and CIT Coordination enables localities to work together to develop and implement an effective range of services for the purpose of promoting public safety. This position is housed under Offender Aid and Restoration.

**Charlottesville-Albemarle Society for the Prevention of Cruelty to Animals (SPCA) FY 13 Budget – \$224,331**

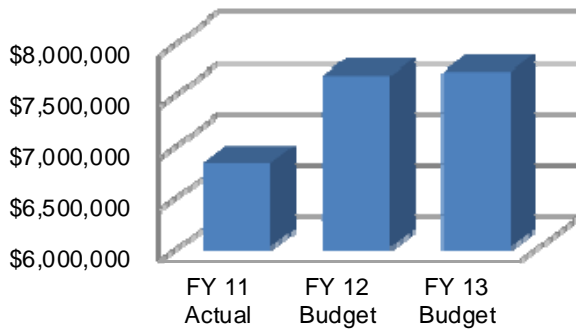
The SPCA serves as the City pound, provides care and shelter for stray animals, promotes animal welfare, facilitates adoptions and educates the public about animal care.

## Contributions to Programs Promoting Public Safety and Justice

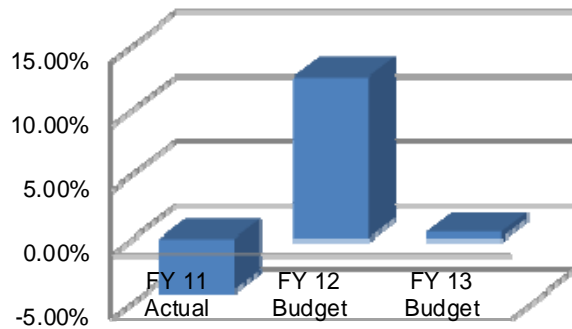
### Funding Summary

Agency	FY10-11 Actual	FY11-12 Budget	FY12-13 Budget	Increase/ (Decrease)	% Change
Piedmont Court Appointed Special Advocates	\$8,925	\$8,925	\$9,818	\$893	10.01%
Legal Aid Society	57,966	100,312	62,777	(37,535)	-37.42%
Regional Jail	4,017,783	4,415,884	4,454,367	38,483	0.87%
Blue Ridge Juvenile Detention	673,931	950,000	925,000	(25,000)	-2.63%
Emergency Communications Center	1,647,045	1,744,996	1,783,231	38,235	2.19%
Offender Aid and Restoration	229,788	229,788	241,277	11,489	5.00%
Criminal Justice Planner/CIT Coordinator	8,843	8,843	8,843	0	0.00%
Society for the Prevention of Cruelty to Animals	<u>167,305</u>	<u>211,090</u>	<u>224,331</u>	<u>13,241</u>	<u>6.27%</u>
<b>General Fund Total Contributions</b>	<b>\$6,811,586</b>	<b>\$7,669,838</b>	<b>\$7,709,644</b>	<b>\$39,806</b>	<b>0.52%</b>

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Courts and Other Support Services

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### **General District Court FY 13 Budget - \$28,815**

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

### **Circuit Court FY 13 Budget - \$786,525**

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.

### **Juvenile and Domestic Relations Court FY 13 Budget - \$243,077**

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 FY 13 Budget - \$9,275**

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 or case review, investigation of case background information, probation supervision, after-care supervision of juveniles recently released from state institutional care, and domestic care of juveniles being held in detention or shelter care homes. The CSU costs are shared with Albemarle County and are reflected as part of General Fund Revenue.

### **Office of the Magistrate FY 13 Budget - \$8,750**

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

## Courts and Other Support Services

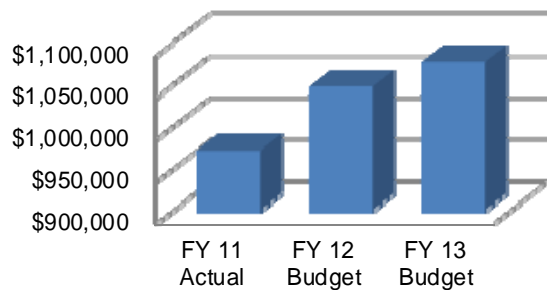
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$595,107	\$629,482	\$661,408	\$31,926	5.07%
Other Expenditures	<u>375,867</u>	<u>417,317</u>	<u>415,034</u>	<u>(2,283)</u>	<u>-0.55%</u>
<b>General Fund Total</b>	<b>\$970,974</b>	<b>\$1,046,799</b>	<b>\$1,076,442</b>	<b>\$29,643</b>	<b>2.83%</b>

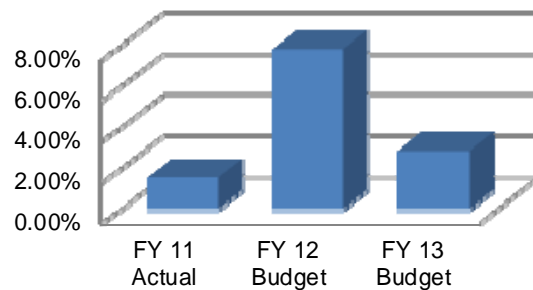
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTEs</b>	11.0	11.0	11.0	0.0

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Fire Department

### Mission

To protect our public by providing superior fire and emergency services focused on customer service, education, prevention, and preparedness

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#### **Administration FY 13 Budget - \$403,983**

The Administration division of the Fire Department is responsible for the development, coordination and oversight of the Department's mission.

#### **Fire Fighting FY 13 Budget - \$8,442,339**

The Fire Fighting division of the Fire Department consists of 83 officers and firefighters who are directly responsible for responding to emergencies in the City, University of Virginia, and Albemarle County. There are formal fire agreements in place with both the County and UVA that cover some of the costs associated with serving these areas beyond the City's limits. In FY 2011, the Firefighting division responded to over 6,100 incidents.

#### **Fire Prevention FY 13 Budget - \$219,266**

The Fire Prevention division is responsible for fire safety inspections, enforcement of the Fire Prevention Code, fire investigations, and public fire education. They also 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.

#### **Personnel Support FY 13 Budget - \$126,043**

The Personnel Support division provides fire and emergency medical training to members of the Fire Department. They also provide oversight of the Department's hazardous materials and special rescue teams, as well as specify and purchase the specialized equipment required for those activities.

#### **Department Maintenance FY 13 Budget - \$84,608**

The Maintenance division ensures that the Department's vehicles 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.

#### **Volunteer Fire Department FY 13 Budget - \$15,201**

Formed in 1885, the Charlottesville Volunteer Fire Company responds to fires and other emergencies alongside the members of the Fire Department. They operate one vehicle of their own, and have members who are capable of operating the Department's pumpers to provide additional resources or back-up during emergencies.

## Fire Department

### Funding and Staffing Summary

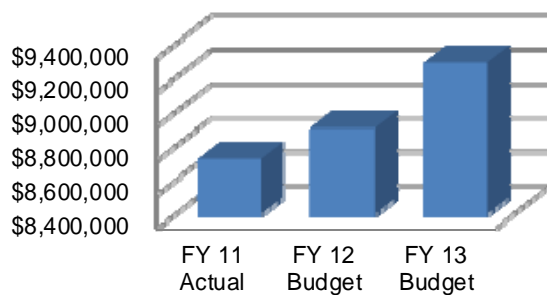
<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$7,351,325	\$7,635,411	\$7,910,594	\$275,183	3.60%
Other Expenditures	<u>1,374,895</u>	<u>1,271,831</u>	<u>1,380,846</u>	<u>109,015</u>	<u>8.57%</u>
<b>General Fund Total</b>	<b>\$8,726,220</b>	<b>\$8,907,242</b>	<b>\$9,291,440</b>	<b>\$384,198</b>	<b>4.31%</b>

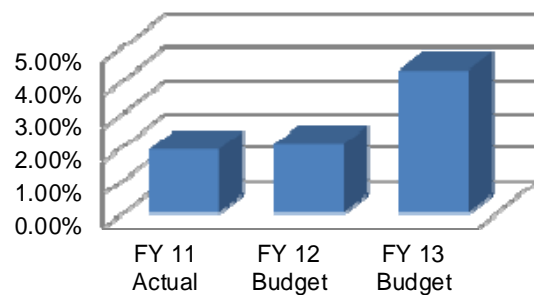
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTEs</b>	89.0	89.0	89.0	<b>0.0</b>

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs. Other Expenditures includes additional funds to support partial operations of the new Fontaine Ave. Fire Station, projected to be operational spring 2013.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## Police Department

### Mission

The mission of the Charlottesville Police Department is to serve, protect and improve the quality of life for those who visit, work and reside in our community

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### **Police Department Operations FY 13 Budget - \$14,167,231**

The Police Department is committed to providing the citizens of the City of Charlottesville with a modern and professional department, which protects life and property; preserves law and order; enforces criminal, traffic, and regulatory laws; and provides essential public safety services to our community. The Charlottesville Police Department is equally committed to the infusion of community policing throughout the community. The Police Department's philosophy of community policing requires common trust and embraces citizen partnerships. It focuses on arresting problems in neighborhoods, reducing crime and the fear of crime, solving on-going problems rather than treating the symptoms that plague communities, and improving the quality of life for our citizens. The Police Department provides comprehensive law enforcement and consists of a Patrol Bureau, General Investigations Bureau, Neighborhood Services Bureau, Administrative Services Bureau, Forensic Unit, Traffic Unit, as well as SWAT and Crisis Negotiation teams.

### **Jefferson Area Drug Enforcement Task Force FY 13 Budget - \$78,000**

This department is also responsible for the administration and operational control of the multi-jurisdictional Jefferson Area Drug Enforcement (JADE) task force. In cooperation with federal, state, and other local law enforcement agencies, the detectives and supervisors of JADE are effectively reducing the flow of drugs and guns into our community; 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: University of Virginia - \$18,000 and 3 positions; Albemarle County - \$24,000 and 4 positions; Virginia State Police - \$6,000 and 1 position; and the City of Charlottesville - \$30,000 and 6 positions.

## Police Department

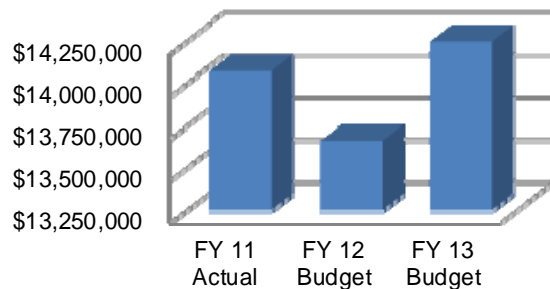
### Funding and Staffing Summary

<b>Funding Summary</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 12-13 Budget</b>	<b>Increase/ (Decrease)</b>	<b>% Change</b>
Salaries and Benefits	\$11,290,986	\$11,323,246	\$11,815,070	\$491,824	4.34%
Other Expenditures	<u>2,779,050</u>	<u>2,337,439</u>	<u>2,430,161</u>	<u>92,722</u>	<u>3.97%</u>
<b>General Fund Total</b>	<b>\$14,070,036</b>	<b>\$13,660,685</b>	<b>\$14,245,231</b>	<b>\$584,546</b>	<b>4.28%</b>

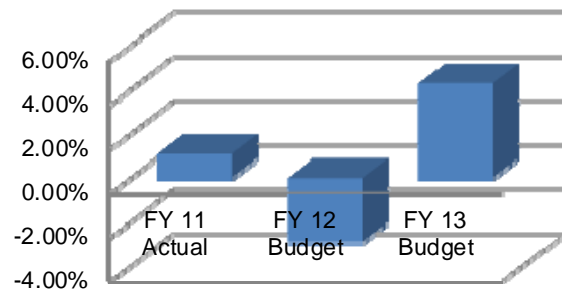
<b>Staffing Summary (Full Time Equivalents)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>Increase/ (Decrease)</b>
<b>General Fund FTEs</b>	146.00	146.00	146.00	<b>0.0</b>

**Explanation of Changes:** The change in Salaries and Benefits reflects the increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY 12, and a 12.5% increase in the City's health care costs. Other Expenditures includes an additional \$35 per officer fee for the Central Shenandoah Criminal Justice Training Academy and increases in cost of fuel.

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**







# SCHOOL OPERATIONS



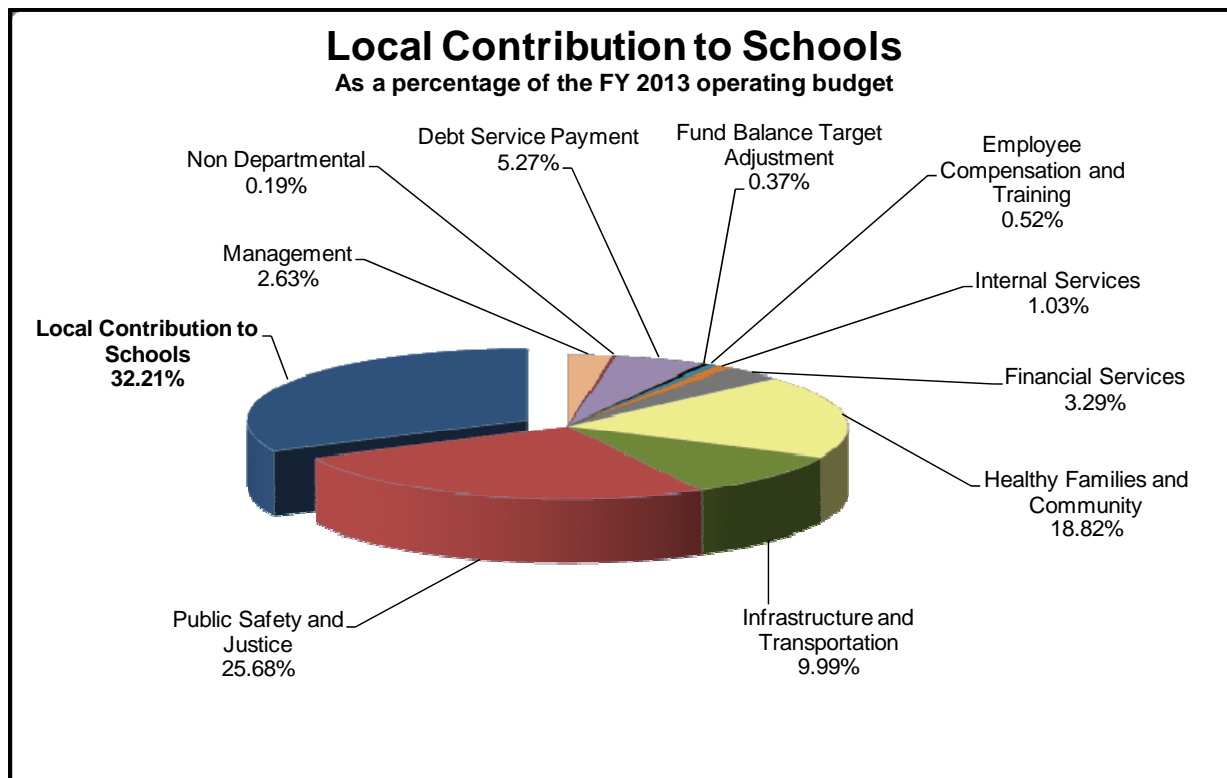


## Charlottesville City School Operations

High quality education is provided for approximately 3,894 students (actual enrollment for the 2011-2012 school year as of October 2011) in Pre-K through 12 in seven elementary schools, one middle school and one high school under the direction of the Charlottesville School Board. Education programs for adults are also offered through evening classes at Charlottesville High School, the Adult Basic Education Learning Center and the Charlottesville-Albemarle Technical Education Center.

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

Approximately **21.64%** of the City's debt service payment from the general fund is for school projects. There is **\$1.72 million** in the Adopted FY 2013 Capital Improvement Program dedicated to schools capital projects (*pg. 117*).

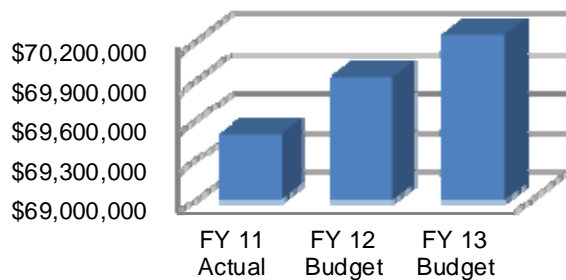


# Charlottesville City School Operations

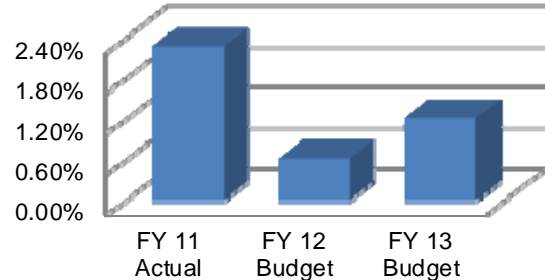
## Funding Summary

Funding Summary	FY 10-11 Actual	FY 11 - 12 Budget	FY 12-13 Budget	Increase/ (Decrease)	% Change
<b>Local Contribution</b>	<b>\$40,080,523</b>	<b>\$41,150,161</b>	<b>\$43,106,198</b>	<b>\$1,956,037</b>	<b>4.75%</b>
Local Contribution - Capital Budget Proceeds	0	0	1,498,000	1,498,000	100.00%
State Funds	18,243,245	18,182,678	16,584,976	(1,597,702)	-8.79%
Federal Funds	8,710,436	7,376,830	6,187,182	(1,189,648)	-16.13%
Misc. Funds	<u>2,461,760</u>	<u>3,261,949</u>	<u>3,400,444</u>	<u>138,495</u>	<u>4.25%</u>
<b>Total</b>	<b>\$69,495,964</b>	<b>69,971,618</b>	<b>70,776,800</b>	<b>\$805,182</b>	<b>1.15%</b>
Schools General Fund Total	\$53,684,570	54,748,253	56,575,833	1,827,580	3.34%
Schools Non General Fund Total	<u>15,811,394</u>	<u>15,223,365</u>	<u>14,200,967</u>	<u>(1,022,398)</u>	<u>-6.72%</u>
<b>Total</b>	<b>\$69,495,964</b>	<b>69,971,618</b>	<b>70,776,800</b>	<b>\$805,182</b>	<b>1.15%</b>

**Budget Comparison FY 11-13**



**Percentage Change FY 11-13**



## City/School Contracted Services

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### **School Building Maintenance/Energy Management/HVAC Services FY 13 Budget - \$3,342,071**

Via an agreement first executed 1997, Facilities Maintenance, a Public Works division, provides routine repair and preventive maintenance services to nine 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 Public Schools students and staff.

### **Pupil Transportation FY 13 Budget - \$2,392,261**

Pupil Transportation is a section of the Transit Division of Public Works. Pupil Transportation provides student transportation services to and from the City schools and several alternative education sites, activity transportation service, and field trip transportation service under contract to the Charlottesville City Schools. The Pupil Transportation fleet consists of forty 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.

## City/School Contracted Services

### Funding and Staffing Summary

Funding Summary	FY 10-11 Actual	FY 11 - 12 Budget	FY 12-13 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,396,390	\$2,472,728	\$2,700,586	\$227,858	9.21%
Other Expenditures	<u>3,372,630</u>	<u>3,127,202</u>	<u>3,033,746</u>	<u>(93,456)</u>	<u>-2.99%</u>
<b>General Fund Total</b>	<b>\$5,769,020</b>	<b>\$5,599,930</b>	<b>\$5,734,332</b>	<b>\$134,402</b>	<b>2.40%</b>

Staffing Summary (Full Time Equivalents)	FY 10-11	FY 11-12	FY 12-13	Increase/ (Decrease)
Pupil Transportation	28.50	27.50	27.50	0.0
School Building Maintenance	16.00	18.28	18.28	0.0

**Explanation of Changes:** The increase of **\$62,072** from FY 2012 to 2013 in **School Building Maintenance** cost centers reflects the following changes:

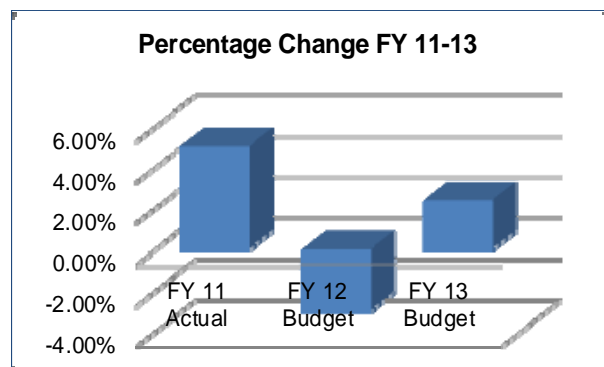
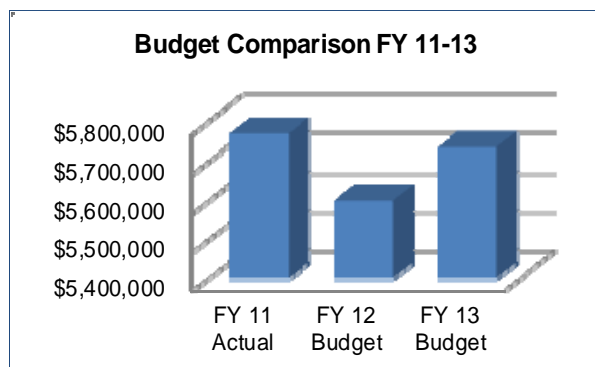
- The increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY12, and a 12.5% increase in the City's health care costs;
- Decrease in the contribution to the Equipment Replacement Fund. With current fund levels, recommended vehicle replacements for FY 13 can still occur.

The City's Schools pay 100% of this contract.

The increase of **\$72,330** from FY 2012 to FY 2013 in **Pupil Transportation** expenses can be attributed to the following:

- The increase in the City's retirement rate as required by the actuarial report, a 2% COLA given in FY12, and a 12.5% increase in the City's health care costs;
- A decrease in overtime costs.
- Increase in Fuel costs of \$74,100.

The portion of Pupil Transportation to be funded by Charlottesville City Schools is **\$2,177,761**. The remainder of Pupil Transportation expenses is funded with fees for services of **\$214,500** in projected revenue.



# CAPITAL IMPROVEMENT PROGRAM







## Capital Improvement Program Fund

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

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

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

The City's five-year capital improvement process begins in August each year, when City departments are asked to start planning their requests for the upcoming five-year capital plan. The CIP submissions are received by the Budget Office, which organizes and prepares the submissions for review. The CIP **Staff Ranking Committee** then meets several times to discuss and, if necessary, re-rank the requested projects based on various criteria adopted by the City Council and the Planning Commission. The CIP **Staff Ranking Committee** consists of staff members from Neighborhood Development Services, Public Works, Budget Office, Parks and Recreation, Public Safety, Department of Finance, one member from a non CIP-requesting department, which for this year's process was Community Attention, and one member from the Planning Commission.

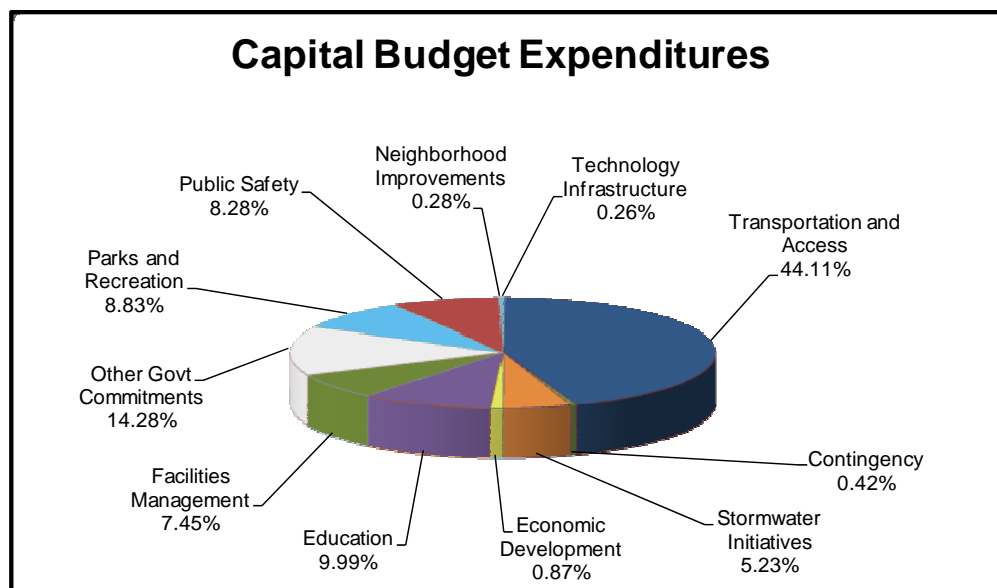
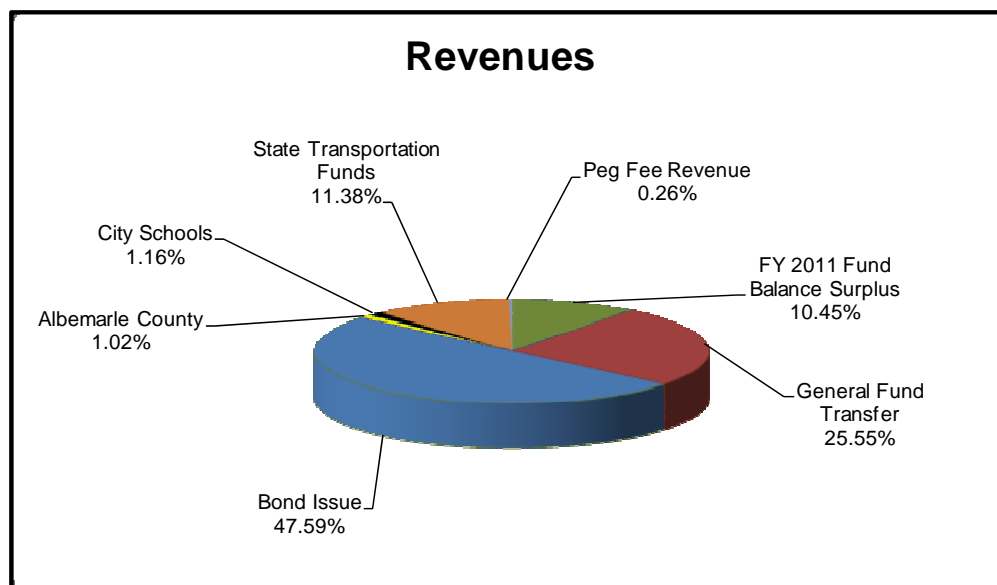
The CIP requests and the **Staff Ranking Committee** recommendations are then forwarded to the **Budget Development Committee**, which reviews all projects, along with their criteria scoring, and develops a recommendation that is fiscally sound and reflects the overall priorities and needs of the City. The CIP **Budget Development Committee** consists of the City Manager, the COO/CFO, the Finance Director, the Director of Budget and Performance Management, the Budget and Management Analyst and one member of the Planning Commission. The final proposal from the **Budget Development Committee** is then presented to the Planning Commission, who makes 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. The Proposed CIP is formally presented to City Council as part of the overall Proposed City Operating and Capital Budget.

## FY 2013 Capital Improvement Program Revenues and Expenditures

The **FY 2013-2017** Capital Improvement Program recommends the use of approximately **\$37.29 million** in long-term debt to finance a portion of the **\$65.08 million** multi-year program. The balance will be funded through transfers of funds from the General Fund, the revenue sharing agreement with Albemarle County, the usage of Fund Balance Surplus, and contributions from Albemarle County, the Commonwealth of Virginia, and the Charlottesville City Schools.

The Capital Improvement Program for **FY 2012-2013** contains projects totaling **\$17.15 million**, as well as a capital projects contingency account totaling **\$71,707**, for a total capital improvement program budget equaling **\$17.22 million**.



## Description of Capital Projects

### Bondable Projects

#### **Education**

In FY 2013, the City of Charlottesville allocates \$1.52 million to the City schools for various capital improvements including: CHS day-lighting phase I; Jackson Via building envelope restoration; CHS campus security lighting and paving phase II; system wide interior painting; and proposed transfer of \$110,000 to the schools small cap program. This funding also provides for the schools HVAC replacement plan.

#### **Facilities Capital Projects**

Facilities Capital Projects has been allocated \$1.28 million for improvements and repairs to various City owned facilities. These include Central Library restroom renovations and ADA upgrades; McGuffey Art Center elevator overhaul, McGuffey Art Center window restoration/replacement, and Wheeler Building exterior building envelope restoration. This funding also provides for the City Facility HVAC Replacement Plan project.

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

In FY 2013 Public Safety and Justice is allocated \$1,426,711. Of these funds, \$576,711 is to be used to cover the City's portion of the cost of the design and construction of a new Regional Police Firearms Range. The Regional Police Firearms Range project will be a joint project with Albemarle County and will be constructed on the site of the old Keene Landfill in Albemarle County. The remaining \$850,000 is allocated for the purchase of a replacement Fire Pumper Truck.

#### **Transportation and Access**

For FY 2013, a total of \$4.10 million is allocated to Transportation and Access projects which include: \$1,457,959 for street milling and paving; \$285,000 for the design and construction of new sidewalks; \$400,000 for the undergrounding of utilities; and a combined \$1.96 million to match State Revenue Sharing Grants for the Hillsdale Drive Connector and Belmont Bridge Replacement projects.

#### **Parks and Recreation**

Parks and Recreation, for FY 2013, is allocated \$1.12 million. The renovation of Rives Park is allocated \$750,000, and the renovation of Azalea Park is allocated \$375,000. The renovations to these parks include improvements to the playground equipment and athletic amenities, and the addition of restroom facilities to both parks.

### Non-Bondable Projects

#### **Education**

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

#### **Economic Development**

The Department of Economic Development is allocated \$150,000 for the purpose of carrying out economic development initiatives 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.

#### **Neighborhood Improvements**

\$47,500 has been allocated for the Neighborhood CIP Funds project. Funds will be used for various capital projects that are either solicited by neighborhoods or determined to be needed by City Council, and that are not otherwise covered by the traffic calming, sidewalk, or drainage capital programs.

**Transportation and Access**

Transportation and Access receives \$338,075 in grant match funds for CAT Transit bus replacement and bus related purchases; \$201,571 for sidewalk repair; \$95,000 for citywide traffic improvements; \$200,000 for bicycle infrastructure; \$95,000 for the intelligent transportation system; \$118,750 for State bridge and highway inspections; \$190,000 for minor bridge repairs; \$200,000 in City match funds for the JPA Bridge Replacement project; and \$95,000 for ADA improvements to sidewalks and curbs throughout the City. Total funding for this area is \$1.43 million.

**Parks and Recreation**

The Parks and Recreation Department is allocated an additional \$395,301 for non-bondable projects, which include: \$100,786 for improvements to City and School playgrounds; \$75,590 for trails and greenway development; \$48,925 for urban tree preservation and planting; \$25,000 for the Public Art Fund; \$50,000 for restoration of the City's historic Maplewood and Oakwood Cemeteries; and \$95,000 for the future acquisition of parkland within the City of Charlottesville.

**Stormwater Initiatives**

Stormwater Initiatives are allocated funds totaling \$901,250. These projects include \$166,250 for Neighborhood Drainage projects; \$135,000 for the replacement of the Stormwater CCTV camera system; and \$600,000 for Citywide Stormwater Initiatives to carry out major improvements to the City's stormwater infrastructure, 13 miles of which has been identified as being in need of immediate repair or replacement. This funding is to be reevaluated annually with the Capital Improvement Budget, with the long term goal to shift this to a self-supporting utility.

**Technology Infrastructure**

Allocated \$45,000, the Communications Technology Account/Public Access Television project will allow the City to continue upgrading and improving its cable network services and programming to the citizens of Charlottesville. This item is offset 100% by PEG Fees paid to the City.

**Other General Government Commitments**

Based upon the housing goals adopted by Council in February 2010, \$1.41 million of FY 2013 CIP funding has been earmarked for the Charlottesville Housing Fund, and \$650,000 of this allocation has been programmed to reimburse the CIP Contingency for the funds allocated by Council to the Charlottesville Redevelopment and Housing Authority during FY 2012, for the design work for the renovations to Crescent Halls and the Levy Avenue property development. City Council has also allocated \$100,000 of the remaining \$760,000 to be used as a one-time supplement for the FY 2012-2013 Charlottesville Redevelopment and Housing Authority operating budget.

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.

\$300,000 is allocated for the purchase of a new Tax Billing and Assessment System to be used by the City Treasurer and the Commissioner of the Revenue to improve efficiency, resulting in increased revenue collection.

\$625,000 is allocated for the City's share (second half of total \$1.25M commitment) of the new YMCA Pool to be constructed at McIntire Park.

## Operational Impacts

In the FY 2013 Capital Improvement Program (CIP), eleven projects were identified as significant non-routine capital expenditures. For the purposes of this analysis, significant non-routine capital expenditures are those projects which will cost more than \$250,000, are not routine maintenance, such as street and sidewalk reconstruction or facilities maintenance, and are not recurring projects. The operational impacts of these projects are discussed below.

<u>Project</u>	<u>FY13 CIP Cost</u>	<u>Operational Impacts</u>	<u>Operational Increases/Savings</u>
Regional Police Firearms Range	\$ 576,711	Per the agreement with Albemarle County, increased utility, maintenance and equipment costs, no increase in personnel costs.	No operational costs until construction is complete - estimated FY 2014. Per the operational agreement with Albemarle County, once complete the City will be responsible for approximately \$10,000 per year in operational expenses. The City currently pays \$2,000 for use of a local private range, so the net impact is an increase of \$8,000 per year.
New Sidewalks	\$ 285,000	Increase in overall annual sidewalk maintenance costs.	Approximately \$10 per square foot of new sidewalk constructed.
Belmont Bridge - State Revenue Sharing Match	\$ 1,460,904	Unknown - possible decrease in maintenance costs.	This project is currently in the design and scope phase. Until a final design is determined maintenance costs cannot be determined. However since this is the replacement of an existing and aging bridge it is anticipated that maintenance costs will decrease. Since FY 2007 the City has spent over \$213,000 on the maintenance of this bridge.
Hillsdale Drive Connector - State Revenue Sharing Match	\$ 500,000	Increased road maintenance cost upon completion of project.	No operational increases for FY 2013, but after the project is completed the City will incur additional sidewalk maintenance costs of approximately \$10 per square foot of new sidewalk that is constructed; and additional road maintenance costs (milling and paving, snow removal, drainage, etc.) of approximately \$26,000 per lane mile.
Rives Park Renovations	\$ 750,000	Maintenance costs and possible increase in utility costs.	Since this project represents the renovation of existing parkland maintenance will be handled using existing resources, resulting in no operational increases for the City. Newer playground equipment and picnic shelters could result in some maintenance savings over the existing equipment, and a new restroom facility could lead to increased utility costs (water, sewer and electric).

<b>Project</b>	<b>FY13 CIP Cost</b>	<b>Operational Impacts</b>	<b>Operational Increases/Savings</b>
Azalea Park Renovations	\$ 375,000	Maintenance costs and possible increase in utility costs.	Since this project represents the renovation of existing parkland, maintenance will be handled using existing resources, resulting in no operational increases for the City. Newer playground equipment and picnic shelters could result in some maintenance savings over the existing equipment, and a new restroom facility could lead to increased utility costs (water, sewer and electric).
Charlottesville Area Transit Bus Replacement	\$ 338,075	Decrease in maintenance costs.	Newer buses normally have lower maintenance costs associated with them than the buses they are replacing. Amount of savings will be dependent upon condition of bus being replaced.
Stormwater Initiatives	\$ 600,000	Increased maintenance supply cost; decreased maintenance costs.	Project is an increase in funding to existing operations. Increased supply costs will be covered by additional CIP funding.
YMCA Pool (City Share)	\$ 625,000	Decrease in maintenance costs or potential revenue generation.	The YMCA will be constructed on City land, which the YMCA will be responsible for maintaining, reducing City maintenance costs. There is the possibility that YMCA could contract with the City to perform grounds maintenance, resulting in potential revenue generation.
Tax Billing and Assessment System	\$ 300,000	Increase in revenue collections; licensing fees.	Accounting for a revenue stream of over \$75 million annually that would come through this system, an estimated increase in efficiency of 1-2% would yield \$75,000-\$150,000 in increased revenue per year. The licensing and maintenance fees for the new system are expected to be \$20,000 - \$30,000 per year above what the City currently pays.
Fire Replacement Apparatus	\$ 850,000	Decrease in maintenance costs; increased cost for additional equipment.	Funds will be to replace a XX year old Fire Pumper Truck. The initial outlay for all new and additional equipment required for the new truck is included as part of the capital budget. The new truck will require less maintenance than the truck it is replacing.

## FY 2013-2017 Capital Improvement Program

	<u>Adopted FY13</u>	<u>Projected FY14</u>	<u>Projected FY15</u>	<u>Projected FY16</u>	<u>Projected FY17</u>	<u>5 Year Total</u>
<b>Revenues</b>						
Transfer from General Fund	4,400,000	4,444,000	4,488,440	4,533,324	4,578,657	22,444,421
FY 2011 Fund Balance Surplus	1,800,000	0	0	0	0	1,800,000
Contribution from Albemarle County (CATEC)	0	0	114,500	0	0	114,500
Contribution from Albemarle County (Central Library)	175,000	75,000	0	0	0	250,000
Contribution from Schools (Small Cap Program)	200,000	200,000	200,000	200,000	200,000	1,000,000
State Transportation Funds (Belmont Bridge - Revenue Sharing Match)	1,460,904	0	0	0	0	1,460,904
State Transportation Funds (Hillsdale Drive Connector - Revenue Sharing Match)	500,000	0	0	0	0	500,000
PEG Fee Revenue	45,000	45,000	45,000	45,000	45,000	225,000
CY 2013 Bond Issue	8,643,210	0	0	0	0	8,643,210
CY 2014 Bond Issue	0	5,083,896	0	0	0	5,083,896
CY 2015 Bond Issue	0	0	6,228,025	0	0	6,228,025
CY 2016 Bond Issue	0	0	0	9,144,778	0	9,144,778
CY 2017 Bond Issue	0	0	0	0	8,194,998	8,194,998
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$17,224,114</b>	<b>\$9,847,896</b>	<b>\$11,075,965</b>	<b>\$13,923,102</b>	<b>\$13,018,655</b>	<b>\$65,089,732</b>
<b>Expenditures</b>						
<b>BONDABLE PROJECTS</b>						
<b>EDUCATION</b>	<b>Adopted FY13</b>	<b>Projected FY14</b>	<b>Projected FY15</b>	<b>Projected FY16</b>	<b>Projected FY17</b>	<b>5 Year Total</b>
Project						
Lump Sum to Schools (City Contribution)	1,045,491	1,045,491	1,045,491	1,045,491	1,045,491	5,227,455
City Schools HVAC Replacement	475,000	475,000	475,000	475,000	475,000	2,375,000
<b>SUBTOTAL</b>	<b>\$1,520,491</b>	<b>\$1,520,491</b>	<b>\$1,520,491</b>	<b>\$1,520,491</b>	<b>\$1,520,491</b>	<b>\$7,602,455</b>
<b>FACILITIES CAPITAL PROJECTS</b>	<b>Adopted FY13</b>	<b>Projected FY14</b>	<b>Projected FY15</b>	<b>Projected FY16</b>	<b>Projected FY17</b>	<b>5 Year Total</b>
Project						
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	237,500	237,500	200,000	200,000	200,000	1,075,000
<b>SUBTOTAL</b>	<b>\$1,282,991</b>	<b>\$1,282,991</b>	<b>\$1,245,491</b>	<b>\$1,245,491</b>	<b>\$1,245,491</b>	<b>\$6,302,455</b>
<b>PUBLIC SAFETY AND JUSTICE</b>	<b>Adopted FY13</b>	<b>Projected FY14</b>	<b>Projected FY15</b>	<b>Projected FY16</b>	<b>Projected FY17</b>	<b>5 Year Total</b>
Project						
Bypass Fire Station Renovation	0	0	0	2,150,000	2,000,000	4,150,000
Circuit Court Renovation	0	0	0	500,000	600,000	1,100,000
Regional Police Firearms Range	576,711	0	0	0	0	576,711
Fire Portable Radio Replacement	0	125,000	125,000	0	0	250,000
Fire Apparatus Replacement	850,000	0	0	0	0	850,000
800 MHz Radio System Upgrade (ECC)	0	0	1,238,902	1,238,902	1,238,902	3,716,706
<b>SUBTOTAL</b>	<b>\$1,426,711</b>	<b>\$125,000</b>	<b>\$1,363,902</b>	<b>\$3,888,902</b>	<b>\$3,838,902</b>	<b>\$10,643,417</b>
<b>TRANSPORTATION AND ACCESS</b>	<b>Adopted FY13</b>	<b>Projected FY14</b>	<b>Projected FY15</b>	<b>Projected FY16</b>	<b>Projected FY17</b>	<b>5 Year Total</b>
Project						
Undergrounding Utilities	400,000	95,000	95,000	95,000	95,000	780,000
New Sidewalks	285,000	285,000	285,000	285,000	285,000	1,425,000
West Main Streetscape	0	0	332,500	332,500	332,500	997,500
Street Milling and Paving	1,457,959	1,472,539	1,487,264	1,502,137	1,517,158	7,437,057
Belmont Bridge - State Revenue Sharing Match	1,460,904	0	0	0	0	1,460,904
Hillsdale Drive Connector - State Revenue Sharing Match	500,000	0	0	0	0	500,000
Martha Jefferson Neighborhood Streetscaping	0	300,000	300,000	0	0	600,000
<b>SUBTOTAL</b>	<b>\$4,103,863</b>	<b>\$2,152,539</b>	<b>\$2,499,764</b>	<b>\$2,214,637</b>	<b>\$2,229,658</b>	<b>\$13,200,461</b>
<b>PARKS AND RECREATION</b>	<b>Adopted FY13</b>	<b>Projected FY14</b>	<b>Projected FY15</b>	<b>Projected FY16</b>	<b>Projected FY17</b>	<b>5 Year Total</b>
Project						
Washington Park Rec Center Expansion	0	0	0	100,000	0	100,000
Rives Park Renovations	750,000	0	0	0	0	750,000
Azalea Park Renovations	375,000	375,000	0	0	0	750,000
McIntire Park - Master Plan Implementation	0	0	375,000	375,000	250,000	1,000,000
Lee Park Retaining Wall	0	240,000	0	0	0	240,000
Tonsler Park Master Plan	0	0	250,000	750,000	0	1,000,000
<b>SUBTOTAL</b>	<b>\$1,125,000</b>	<b>\$615,000</b>	<b>\$625,000</b>	<b>\$1,225,000</b>	<b>\$250,000</b>	<b>\$3,840,000</b>
<b>SUBTOTAL BONDABLE PROJECTS</b>	<b>\$9,459,056</b>	<b>\$5,696,021</b>	<b>\$7,254,648</b>	<b>\$10,094,521</b>	<b>\$9,084,542</b>	<b>\$41,588,788</b>
Bondable Contingency	43,545	28,480	36,273	50,473	45,423	204,194
<b>TOTAL BONDABLE EXPENDITURES</b>	<b>\$9,502,601</b>	<b>\$5,724,501</b>	<b>\$7,290,921</b>	<b>\$10,144,994</b>	<b>\$9,129,965</b>	<b>\$41,792,982</b>
<b>STATE AND FEDERAL FUNDED PROJECTS</b>						
<b>TRANSPORTATION AND ACCESS</b>	<b>Adopted FY13</b>	<b>Projected FY14</b>	<b>Projected FY15</b>	<b>Projected FY16</b>	<b>Projected FY17</b>	<b>5 Year Total</b>
Project						
Belmont Bridge Replacement	1,460,904	0	0	0	0	1,460,904
Hillsdale Drive Connector	500,000	0	0	0	0	500,000
<b>SUBTOTAL STATE AND FEDERAL PROJECTS</b>	<b>\$1,960,904</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,960,904</b>



**NONBONDABLE PROJECTS**

<b>EDUCATION</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
School Small Capital Improvements Program	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>SUBTOTAL</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,000,000</b>
<b>ECONOMIC DEVELOPMENT</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
Economic Development (Strategic) Initiatives	150,000	150,000	150,000	150,000	150,000	750,000
<b>SUBTOTAL</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$750,000</b>
<b>NEIGHBORHOOD IMPROVEMENTS</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
Neighborhood CIP Funds	47,500	47,500	47,500	47,500	47,500	237,500
<b>SUBTOTAL</b>	<b>\$47,500</b>	<b>\$47,500</b>	<b>\$47,500</b>	<b>\$47,500</b>	<b>\$47,500</b>	<b>\$237,500</b>
<b>TRANSPORTATION &amp; ACCESS</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
Sidewalk Repair	201,571	203,587	205,623	207,679	209,756	1,028,216
State Bridge and Highway Inspections	118,750	119,938	121,137	122,348	123,571	605,744
Minor Bridge Repairs	190,000	191,900	193,819	195,757	197,715	969,191
JPA Bridge - City Match	200,000	0	0	0	0	200,000
CAT Transit Bus Replacement Match	338,075	189,998	51,643	41,777	47,536	669,029
Intelligent Transportation System	95,000	95,000	95,000	95,000	95,000	475,000
City Wide Traffic Improvements	95,000	95,000	95,000	95,000	95,000	475,000
Citywide ADA Improvements - Sidewalks and Curbs	95,000	95,000	95,000	95,000	95,000	475,000
Bicycle Infrastructure	200,000	103,000	106,090	109,273	112,551	630,914
<b>SUBTOTAL</b>	<b>\$1,533,396</b>	<b>\$1,093,423</b>	<b>\$963,312</b>	<b>\$961,834</b>	<b>\$976,129</b>	<b>\$5,528,094</b>
<b>PARKS &amp; RECREATION</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
Parks and Schools Playground Renovations	100,786	101,794	102,812	103,840	104,878	514,110
Trails and Greenway Development	75,590	76,346	77,109	77,880	78,659	385,584
Urban Tree Preservation and Planting	48,925	49,414	49,908	50,407	50,911	249,565
Parkland Acquisition	95,000	95,000	95,000	95,000	95,000	475,000
Public Art Fund	25,000	25,000	25,000	25,000	25,000	125,000
Cemetery Restoration	50,000	0	50,000	0	50,000	150,000
<b>SUBTOTAL</b>	<b>\$395,301</b>	<b>\$347,554</b>	<b>\$399,829</b>	<b>\$352,127</b>	<b>\$404,448</b>	<b>\$1,899,259</b>
<b>STORMWATER INITIATIVES</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
Neighborhood Drainage Projects	166,250	166,250	166,250	166,250	166,250	831,250
Stormwater Initiatives	600,000	100,000	100,000	100,000	100,000	1,000,000
Stormwater CCTV Camera System	135,000	0	0	0	0	135,000
<b>SUBTOTAL</b>	<b>\$901,250</b>	<b>\$266,250</b>	<b>\$266,250</b>	<b>\$266,250</b>	<b>\$266,250</b>	<b>\$1,966,250</b>
<b>TECHNOLOGY INFRASTRUCTURE</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
Communications Technology Account/Public Access	45,000	45,000	45,000	45,000	45,000	225,000
<b>SUBTOTAL</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$225,000</b>
<b>OTHER GOVERNMENTAL COMMITMENTS</b>	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>5 Year</b>
<u>Project</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Total</u>
YMCA Pool (City Share)	625,000	0	0	0	0	625,000
Charlottesville Housing Fund	760,000	1,528,154	1,569,322	1,611,600	1,655,016	7,124,092
Charlottesville Housing Fund - CIP Contingency	650,000	0	0	0	0	650,000
Reimbursement						
Home Energy Conservation Grant Program	125,000	125,000	125,000	125,000	125,000	625,000
Tax Billing and Assessment System	300,000	300,000	0	0	0	600,000
<b>SUBTOTAL</b>	<b>\$2,460,000</b>	<b>\$1,953,154</b>	<b>\$1,694,322</b>	<b>\$1,736,600</b>	<b>\$1,780,016</b>	<b>\$9,624,092</b>
<b>SUBTOTAL NONBONDABLE PROJECTS</b>	<b>\$5,732,447</b>	<b>\$4,102,881</b>	<b>\$3,766,213</b>	<b>\$3,759,311</b>	<b>\$3,869,343</b>	<b>\$21,230,195</b>
Nonbondable Contingency	28,162	20,514	18,831	18,797	19,347	164,944
<b>TOTAL NONBONDABLE EXPENDITURES</b>	<b>\$5,760,609</b>	<b>\$4,123,395</b>	<b>\$3,785,044</b>	<b>\$3,778,108</b>	<b>\$3,888,690</b>	<b>\$21,335,846</b>
<b>TOTAL PROJECT EXPENDITURES</b>	<b>\$17,224,114</b>	<b>\$9,847,896</b>	<b>\$11,075,965</b>	<b>\$13,923,102</b>	<b>\$13,018,655</b>	<b>\$65,089,732</b>

# OTHER NON GENERAL FUNDS





## Equipment Replacement Fund

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

1. To objectively evaluate equipment purchases from an economic perspective (maintenance costs versus capitalization of new vehicles).
  2. To stabilize the fluctuations in the annual budget due to equipment and vehicle purchases.
  3. To function as a major component in the City's comprehensive fleet management program.
- This program includes an annual evaluation of the replacement needs of the City's fleet and annual budgeting of the funds necessary to accomplish this replacement.

<b><u>Fund Detail</u></b>	<b><u>FY 11-12 Budget</u></b>	<b><u>FY 12-13 Budget</u></b>
<b>Beginning Fund Balance</b>	<b>\$2,916,809</b>	<b>\$3,244,159</b>
<b><u>Revenues</u></b>		
Transfer from General Fund	1,121,500	1,004,420
Other Revenue and Sales	<u>26,000</u>	<u>0</u>
<b>Total Revenues</b>	<b>\$1,147,500</b>	<b>\$1,004,420</b>
<b><u>Expenditures</u></b>		
Vehicle/Equipment Replacement	653,455	823,519
Lease Payments for Police Vehicles	<u>166,695</u>	<u>166,695</u>
<b>Total Expenditures</b>	<b>\$ 820,150</b>	<b>\$ 990,214</b>
Net Gain/(Loss)	327,350	14,206
<b>Ending Fund Balance</b>	<b>\$3,244,159</b>	<b>\$3,258,365</b>

\* Revised FY 2012 Budget.

**Note:** All of the vehicles and pieces of equipment recommended for replacement during FY 2013 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, several hybrid sedans and vans. Large vehicles and equipment, \$50,000 and over, scheduled to be replaced include a dump truck, a claw truck and Pak-Mor garbage truck, a stake body truck and several school buses.

In addition, this budget includes lease payments for several Police vehicles that have been purchased through lease/purchase agreements.

## Facilities Repair Fund

The Facilities Repair Fund, an internal service fund, provides funding to preserve the City's investment of over \$96M in non-school facilities, which have annual maintenance requirements. A schedule of routine preventive maintenance/repair and minor facility rehabilitation maintains an acceptable level of facility condition and reduces the need for future, more expensive replacement. The budget proposes a plan of action to limit major expenses and inconveniences in the near future. This annual funding is based upon information obtained from facility assessments and analyses of the estimated useful life of facility components. The repair of the taxpayer's investment in the City's facilities remains the best defense against the enormous cost of total construction/renovation of the City's aging, but still very valuable, public facilities.

<u>Fund Detail</u>	<u>FY 11-12 Budget</u>	<u>FY 12-13 Budget</u>
<b>Beginning Fund Balance</b>	<b>\$955,381</b>	<b>\$350,196</b>
<b><u>Revenues</u></b>		
Transfer from General Fund	350,000	400,000
Other Revenue	<u>126,768</u>	<u>0</u>
<b>Total Revenues</b>	<b>\$476,768</b>	<b>\$400,000</b>
<b><u>Expenditures</u></b>		
City Facilities/Buildings	476,012	198,500
Parks and Recreation Facilities/Buildings	<u>605,941</u>	<u>267,000</u>
<b>Total Expenditures</b>	<b>\$1,081,953</b>	<b>\$465,500</b>
Net Gain/(Loss)	(605,185)	(65,500)
<b>Ending Fund Balance</b>	<b>\$350,196</b>	<b>\$284,696</b>

\* Revised FY 2012 Budget.

**Note:** Several projects are planned for City facilities, including fire safety upgrades, replacement of exterior lighting at CATEC, concrete flatwork replacement at City Hall Annex and Key Center, McGuffey Art Center roof maintenance and repairs to the Police Department basement.

For Parks and Recreation, planned projects include various repairs to interior buildings, painting, fences and parking lot work at all sites, basketball court rehab at CHS and rehab work at Jackson Park.

## Retirement Fund

The Charlottesville Supplemental Retirement Fund, or Pension Plan, is designed to provide City employees with a valuable pension to supplement social security benefits upon retirement. City employees who work at least twenty hours per week for a minimum of thirty-six weeks per year are enrolled in the plan, although they are not vested until they have completed five years of service. The City also offers new employees a choice to opt into a Defined Contribution plan rather than the City's pension plan.

The Retirement Fund is a trust (fiduciary) fund supported by contributions paid by the City. The City's rate of contribution into the fund for FY 2012-2013 is **31.81%** for general government and **41.57%** of public safety employees' salaries. Starting July 1, 2012, newly hired employees who choose the Pension Plan will be required to contribute 3% of their salary on top of the City's contribution.

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

<b>Fund Detail</b>	<b>FY 11-12 Budget*</b>	<b>FY 12-13 Budget</b>
<b>Beginning Fund Balance</b>	<b>\$87,974,850</b>	<b>\$88,930,563</b>
<b><u>Revenues</u></b>		
Investment Income	1,700,000	1,700,000
Contributions from all City funds	10,977,821	12,200,692
Contribution from plan members for future pension and OPEB benefits	95,000	25,560
Contributions from retirees for current health care benefits	600,000	670,000
Contribution for Senior Management OPEB benefits	49,586	50,578
<b>Total Revenues</b>	<b>\$ 13,422,407</b>	<b>\$ 14,646,830</b>
<b><u>Expenditures</u></b>		
Payments to Retirees	8,896,227	9,281,795
VRS transfer of vested retirement benefits	25,000	25,000
Return of plan member contribution & interest	-	3,834
Life Insurance payment to benefit retirees	125,000	125,000
Human Resource shared expenses	85,907	92,315
City Attorney Fees/Troutman Sanders	25,000	15,000
Investment Counsel Fees	425,000	425,000
Actuarial Study and Services	40,000	60,000
Health care costs (EE & ER)	2,616,000	2,938,000
Disability insurance cost (LTD)	125,000	125,000
Life insurance cost	62,000	62,000
City Link Recurring Costs	32,560	33,060
Miscellaneous	9,000	9,500
<b>Total Expenditures</b>	<b>\$12,466,694</b>	<b>\$13,195,504</b>
<b>Net Gain/(Loss)</b>	<b>955,713</b>	<b>1,451,326</b>
<b>Ending Fund Balance</b>	<b>\$88,930,563</b>	<b>\$90,381,889</b>

\* Revised FY 2012 Budget

## Risk Management Fund

The City maintains a Risk Management Fund, an internal service fund, to account for all insurance revenues and expenditures. Premium costs are allocated to the various operating funds and accounts and are distributed within each department/division budget under the "Insurance" and "Workers Compensation" line items. The Risk Management Fund has the following objectives:

1. Protect the City of Charlottesville, to the extent possible, by eliminating or reducing conditions that could result in financial loss.
2. Preserve the City's assets and public service capabilities from loss, destruction, or depletion.
3. Minimize the total long-term cost to the City of all activities related to the identification, prevention, and control of accidental losses and their consequences.
4. Maintain procedures to identify, analyze, and predict exposures to financial loss, and employ proven risk management techniques to minimize and provide funding for losses.
5. Establish an exposure-free work and service environment in which City personnel, as well as members of the public, can enjoy safety and security in the course of their daily pursuits.
6. Centralize and coordinate all costs associated with the City's risk management program.
7. Maintain a comprehensive risk financing program to review liability and risk transfer opportunities and determine the feasibility of self-insurance in lieu of the purchase of traditional insurance coverage.

<b>Fund Detail</b>	<b>FY11-12 Budget*</b>	<b>FY12-13 Budget</b>
<b>Beginning Fund Balance</b>	<b>\$1,634,788</b>	<b>\$1,683,797</b>
<b><u>Revenues</u></b>		
Charges for services	2,432,471	2,432,471
<b>Total Revenues</b>	<b>\$2,432,471</b>	<b>\$2,432,471</b>
<b><u>Expenditures</u></b>		
Insurance premium cost	1,045,924	1,075,815
Workers compensation claim payments and reserves	1,094,910	1,094,910
Administrative costs	242,628	247,206
<b>Total Expenditures</b>	<b>\$2,383,462</b>	<b>\$2,417,931</b>
Transfer to General Fund	-	250,000
Net Gain/Loss	49,009	(235,460)
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>\$1,683,797</b>	<b>\$1,448,337</b>

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

\* Revised FY 2012 Budget

## Debt Service Fund

The City's Debt Service Fund provides the funds necessary to retire the City's general government outstanding bonded indebtedness. General obligation bonds are used to pay the cost of various public improvements.

The City's current level of bonded indebtedness (at June 30, 2011) is indicated by four key financial indicators: net bonded debt of \$66,493,923, a ratio of debt to assessed value of 1.26%, net bonded debt per capita of \$1,529, and a ratio of Debt Service to total General Fund expenditures of 6.97%. All of these indicators of the City's debt position are very positive and consequently the City has received the highest bond rating (AAA) from the two major rating agencies, Moody's and Standard & Poors. Both Moody's and Standard & Poors confirmed this AAA bond rating in May 2011. 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 2011, the legal debt limit was \$528,285,910. The City's current general obligation indebtedness is \$104,947,348, which includes debt being repaid by the City's utility funds.

The City also has a financial policy of maintaining a debt service to general fund operating expenditure ratio of 8% or less, as adopted by Council with the Long Term Financial Policies (*pg. 12*).

<u>Fund Detail</u>	<u>FY11-12 Budget*</u>	<u>FY12-13 Budget</u>		
<b>Beginning Fund Balance</b>	<b>\$ 9,508,177</b>	<b>\$11,253,743</b>		
<b><u>Revenues</u></b>				
General Fund Transfer	6,250,000	6,600,000		
Meals Tax Revenue	1,831,250	1,925,125		
Fire Department Transfer	20,000	20,000		
Police Department Transfer - ERF	166,700	166,700		
County Fire Service Fees	450,000	450,000		
City Link Loan - Transfer from City Link	408,495	408,495		
Year-End GF Surplus Transfer	2,000,000	-		
2010 BABs Rebate	185,173	185,173		
<b>Total revenues</b>	<b>\$11,311,618</b>	<b>\$ 9,755,493</b>		
<b><u>Expenditures</u></b>			<b>FY12-13</b>	<b>FY12-13</b>
<b>Bonds-</b>	<b><u>Total</u></b>	<b><u>Total</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>
2000	-	-	-	-
2001	-	-	-	-
Series 2003 - 2400009	989,306	945,456	785,000	160,456
Series 2004 - 2400010	1,716,358	1,671,567	1,170,000	501,567
Series 2006 - 2400025	1,012,500	987,500	625,000	362,500
Series 2008 - 2400036	1,730,653	1,671,756	1,265,000	406,756
Series 2009 - 2400040	1,376,574	1,341,495	862,700	478,795
Series 2010 - 2400046	909,937	889,971	499,150	390,821
Series 2011 - 2400051	987,087	966,750	645,000	321,750
Series 2012	-	1,403,055	779,475	623,580
<b>Subtotal</b>	<b>\$ 8,722,415</b>	<b>\$ 9,877,550</b>	<b>\$6,631,325</b>	<b>\$1,910,074</b>
Literary Loans-				
Greenbrier - 2400000	8,280	-	-	-
Johnson - 2400001	12,070	11,587	9,656	1,931
Burnley-Moran - 2400002	13,471	12,953	10,362	2,591
<b>Subtotal</b>	<b>\$ 33,821</b>	<b>\$ 24,540</b>	<b>\$ 20,018</b>	<b>\$ 4,522</b>
CityLink Loan from Utilities - 2400026	408,495	408,495	396,575	11,906
Fire Truck (2007) - 2400046	100,026	-	-	-
Fire Brush Truck (2007) - 2000059	34,596	-	-	-
Police Cars - 2010 - 2400045	88,820	88,820	86,524	2,293
Fire Truck (2009)	-	-	-	-
Fire Truck (2010)	-	-	-	-
Police Cars - 2011 - 2400050	77,879	77,879	76,032	1,848
Administrative Costs - 2021001000	100,000	100,000	100,000	-
<b>Subtotal</b>	<b>\$ 809,816</b>	<b>\$ 675,194</b>	<b>\$ 659,131</b>	<b>\$ 16,046</b>
<b>Total Expenditures</b>	<b>\$ 9,566,052</b>	<b>\$10,577,284</b>		
Net Gain/(Loss)	1,745,566	(821,791)		
<b>Ending Fund Balance</b>	<b>\$11,253,743</b>	<b>\$10,431,952</b>		

\* Revised FY 2012 Budget



## Health Care Fund

The Health Care Fund is the funding source for the City's health-related benefits provided to participants in the City's health care programs. The City self-insures its medical and dental insurance plans, 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.

<b>Fund Details</b>	<b>FY11-12 Budget*</b>	<b>FY12-13 Budget</b>
<b>Revenues</b>		
Department contributions (including JMRL)	\$ 5,709,356	\$ 6,423,026
Employee/Retiree HC payroll deductions	2,726,881	3,067,741
Retirement fund contribution	2,016,000	2,268,000
Agencies and individuals	1,344,317	1,512,357
Employee and retiree payments for Physical Fitness Clubs	215,000	215,000
Early Retiree Reinsurance Program (ERRP)	263,874	-
Flexible Spending and HRA Account Forfeitures	21,251	15,000
<b>Total revenues</b>	<b>12,296,679</b>	<b>13,501,123</b>
<b>Expenditures</b>		
<b>Medical expenses</b>		
Southern Health self-insurance medical claims	9,623,128	10,684,350
Insurance premiums over age 65	999,000	1,098,900
HMO - Health reimbursement	88,200	92,610
Delta Dental	775,000	782,750
<b>Total Medical and Dental expenses</b>	<b>11,485,328</b>	<b>12,658,610</b>
<b>Other expenses</b>		
Temporary Staffing	35,000	35,000
City payments for Fitness Program	365,000	365,000
Contribution to Retirement Fund for Senior Mgmt	49,586	52,065
Employee Assistance Program	13,200	17,600
Health care consultants	50,000	50,000
Health screening	25,000	45,000
Flu shots	20,000	20,000
On-site nurse program	7,500	6,000
Wellness Initiatives	15,000	15,000
Medical insurance opt-out payment	37,000	37,000
Line of Duty (LOD) insurance premium	43,000	45,150
Flexible spending payment & COBRA administration	25,000	25,000
Human resource staff	91,642	97,205
City Link Recurring Cost	30,320	32,080
Telephone charges	413	413
<b>Total other expenditures</b>	<b>807,661</b>	<b>842,513</b>
<b>Total expenditures</b>	<b>12,292,989</b>	<b>13,501,123</b>
Operating income (loss)	3,690	-
<b>Beginning Fund Balance</b>	<b>\$ 3,561,278</b>	<b>\$ 3,564,968</b>
<b>Ending Fund Balance</b>	<b>\$ 3,564,968</b>	<b>\$ 3,564,968</b>

\* Revised FY2012 Budget

## Communications System Fund

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

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

<u>Fund Detail</u>	<u>FY11 - 12 Budget</u>	<u>FY12 - 13 Budget</u>
<b>Beginning Fund Balance</b>	<b>\$59,460</b>	<b>\$59,460</b>
<b><u>Revenues</u></b>		
Phone Fees	272,348	303,073
Postage Revenue	<u>84,900</u>	<u>84,900</u>
<b>Total Revenues</b>	<b>\$357,248</b>	<b>\$387,973</b>
<b><u>Expenditures</u></b>		
Salaries	42,952	44,510
Telephone Services	169,499	238,605
Service Contracts	63,579	17,759
Postage Expenditures	66,667	71,476
Other Expenditures	<u>14,551</u>	<u>15,623</u>
<b>Total Expenditures</b>	<b>\$357,248</b>	<b>\$387,973</b>
Net Gain/(Loss)	0	0
<b>Ending Fund Balance</b>	<b>\$59,460</b>	<b>\$59,460</b>



# SUPPLEMENTAL INFORMATION





## City Profile

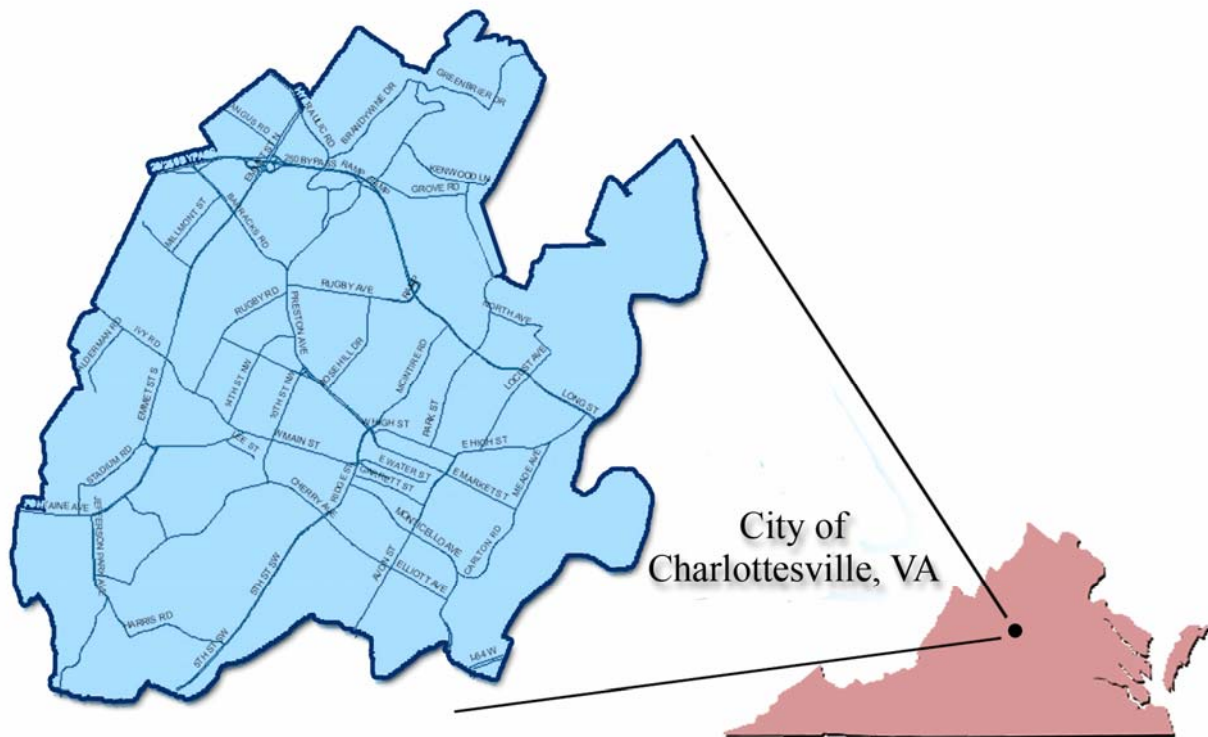
### "A World Class City"

#### Background

The City of Charlottesville is nestled at the foothills of the Blue Ridge Mountains in western Central Virginia and encompasses 10.4 square miles with a population of 43,475. 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.

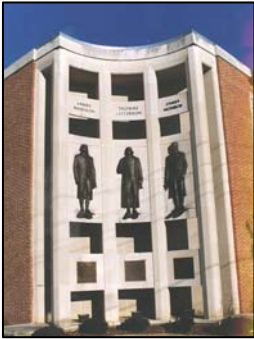


Centrally located in the foothills of the Blue Ridge Mountains just 120 miles from the nation's capital, Washington, D.C., and 70 miles from the state capital, Richmond, Charlottesville and surrounding Albemarle County is an area rich with culture and deeply rooted in history, having been the home of 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. In 2004 the City was given the distinction by **Cities Ranked and Rated** as the **Best Place to Live in America**, and Charlottesville has consistently been listed among **Money** and **Fortune** Magazines' Best Places to Live and Best Places to Retire.



## City Profile

### *"A World Class City"*



### City Government

The City operates under the 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 and is responsible for implementing the policies and directives of the City Council throughout the various City departments and agencies, and is also charged with recommending, implementing, and monitoring policies and procedures that maintain the well-being of the City. There are approximately 923 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 many major high-tech employers, including the largest employer, the University of Virginia, where there are approximately 12,000 University employees, 7,000 hospital employees, and 21,100 students. Other major employers in the area include Albemarle County, the Federal Government, Martha Jefferson Hospital, State Farm Insurance, and Northrup Grumman-Sperry Marine. The area also boasts a thriving wine touring and tasting business. The nearly 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 areas 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 nation, averaging around 6% for 2011.

### Top Ten Employers in the Charlottesville Area:<sup>1</sup>

- |                                 |                                   |
|---------------------------------|-----------------------------------|
| 1) University of Virginia       | 2) UVA Medical Center             |
| 3) County of Albemarle          | 4) Martha Jefferson Hospital      |
| 5) City of Charlottesville      | 6) UVA Health Services Foundation |
| 7) State Farm Insurance         | 8) Charlottesville City Schools   |
| 9) Northrop Grumman Corporation | 10) U.S. Department of Defense    |

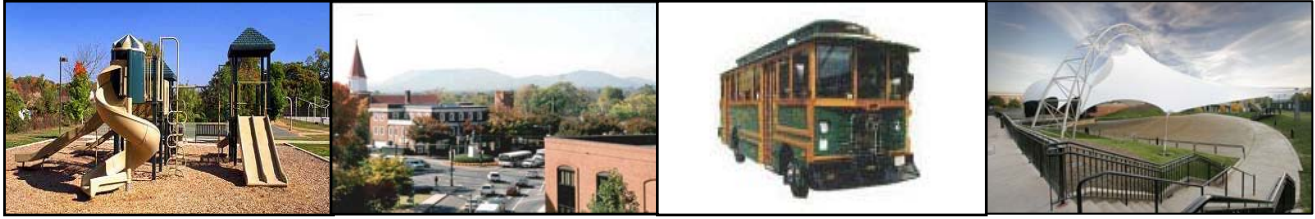


<sup>1</sup>Includes City of Charlottesville and the counties of Albemarle, Fluvanna, Greene, Louisa and Nelson.

**Source:** Virginia Employment Commission - Labor Market Statistics, 3<sup>rd</sup> Quarter 2011

## City Profile

*“A World Class City”*



Date of Incorporation	1888
Form of Government	Council-Manager
Current Population Estimate (2010 Census)	43,475
Land Area (square miles)	10.4
Population Density (population/square mile)	4,180
Unemployment Rate (March 2011)	5.6%
Total Real Estate Property Values (2011)	\$5,418,322,626
Taxable Sales (2011)	\$822,681,141
Median Household Income (2010 Census)	\$42,240
Building Permits (2011)	1,479
City School Students (2011-12 School Year)	3,894
Miles of Streets	156
Number of Acres of Parks and Playgrounds	987
Number of Libraries	3
Number of Traffic Lights	72
Number of Streetlights	5,985
Public Utilities (number of customers)	
Gas	18,699
Water	14,395
Sewer	14,243
Number of Registered Voters	28,630
Bond Rating (General Obligation Bonds)	Moody's Investor Services Aaa Standard & Poor's Corporation AAA
Staffing (Full Time Equivalents):	
City	923
Schools	784

**Sources:**

City of Charlottesville Comprehensive Annual Financial Report for the fiscal year ending June 30, 2011; Virginia Employment Commission - Labor Market Statistics; Weldon C. Cooper Center for Public Service; University of Virginia.



## City Awards



### ***What People Are Saying...***

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

#### **Best Place to Live**

- 4th Best Place to Live in the Country (*Kiplinger's Magazine*, 2009)
- Dream Town That Has it All: Best Town to Live (*Outside Magazine*, 2006, 2008)
- Best Places to Relocate (*Relocate America*, 2006)
- Best Place to Live in America (*Frommer's Cities Ranked and Rated*, 2004)
- 100 Best Places to Live (*Money Magazine*, 2004)
- #7 out of 50 Top Ten Places in the Country to Raise a Family (*Readers Digest*)
- #6 Best Places to Live in the Country (Arts and Entertainment Television)

#### **Healthiest City Awards**

- #2 Metro Area for Overall Well-Being (*Gallup*, 2012)
- Healthiest Place to Live (*Men's Journal Magazine*, 2010)
- Top 10 Healthiest Places to Retire (AARP, 2008)
- #2 Healthiest Place to Live in America (Kiplinger's Personal Finance)
- #3 Healthiest Small City to Live in America (*Men's Journal*)

#### **Best Place to Retire**

- Top Place to Retire (*Kiplinger's Magazine*, 2010)
- #1 City for Retirement (Kiplinger.com, 2010)
- #2 Best Place to Retire (*Black Enterprise Magazine*, 2008)
- #1 Best Retirement City for Golfers (*Golf Digest*)

#### **Business/Economic Awards**

- #14 Best Performing Small Market in US (*Milken Institute* 2011)
- #11 Best Town to Find a Job (*Forbes Magazine*, 2009)

- #9 Best Small Market for Business (*Forbes Magazine*, 2008)
- #18 Best City for Living and Launching a Business (*Forbes* and *Money Magazines*, 2008)
- Best Workplace for Commuters (US Department of Transportation, 2006)
- #1 Really Cool Small Southern Market (*Southern Business and Development Magazine*, 2005)

**Technological Awards**

- Top Ten Digital City #4 (Center for Digital Government, 2009)
- Best City Website (City County Communications and Marketing Association, Savvy Award 2006)

**Green City Awards**

- Governor's Environmental Excellence Award, Gold and Flag Award in the Environmental Program (Commonwealth of Virginia, 2008)
- Environmental Excellence Award "Outstanding Achievement for Pollution Prevention, Local Government" (Businesses for the Bay, 2007)
- Outstanding Achievement for Pollution Prevention (Chesapeake Bay Stewardship Awards, 2007)
- Top Five Green Cities (*Blue Ridge Magazine*, 2006)
- City Parks and Recreation Department accepted Tree City USA

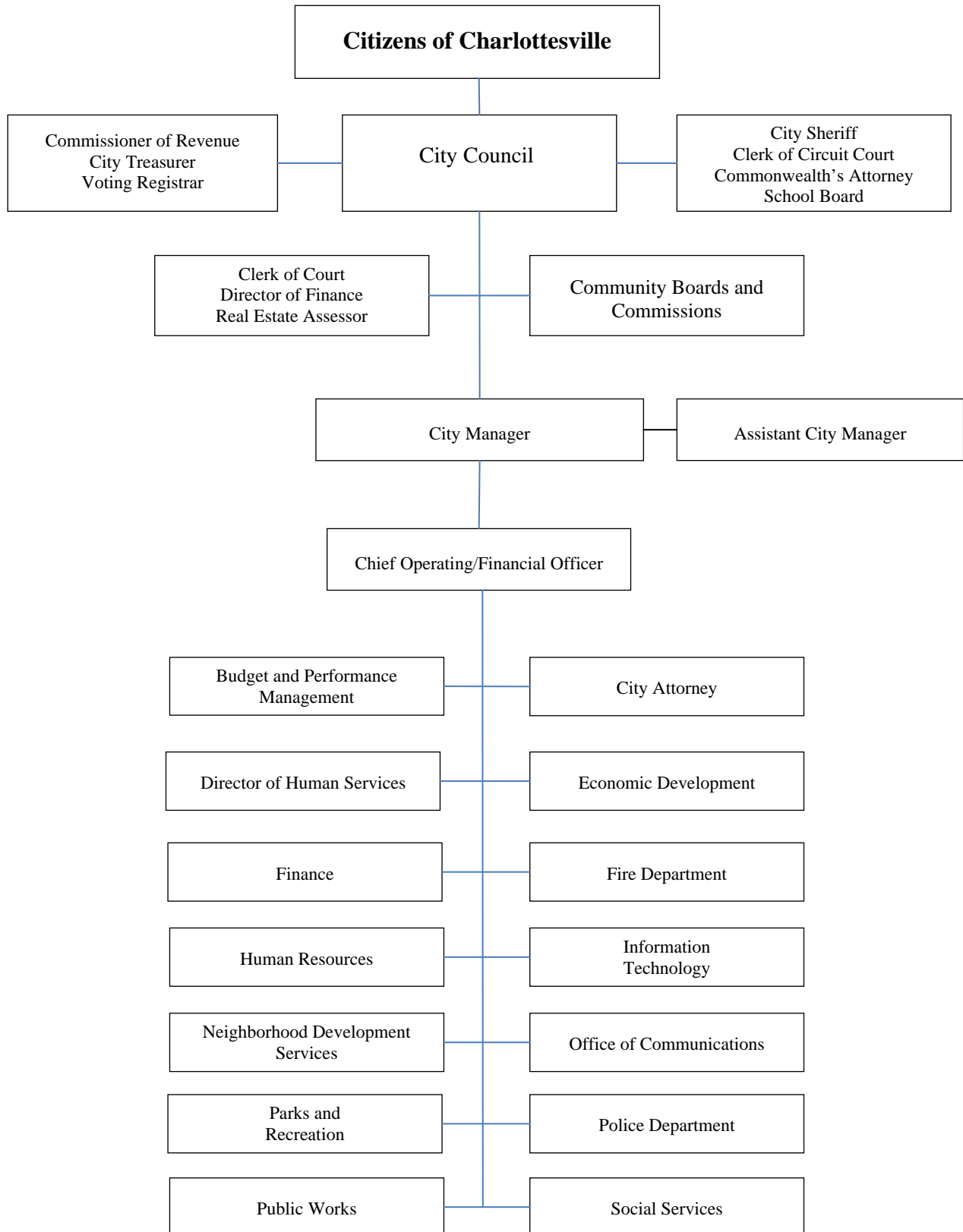
**Special Recognition's**

- Distinctive Destination (National Trust for Historic Preservation, 2007)
- Top "Brainiest" Metropolitan Areas (*The Atlantic*, 2010)
- Best College Football Towns (Associate Press Readers, 2010)
- Bicycle Friendly Community, Bronze Level (League of American Bicyclists, 2008)
- Best Trail Running (*Outside Magazine*, 2006)
- Charlottesville Region "The Best New Place to Drink Wine" "Ten Perfect Weekend Escapes" (*Life Magazine*)
- #1 Best Tennis Town (*Tennis Magazine*)
- #2 Most Alive Places to Live (*Modern Maturity Magazine*)

## **FY 2013 Budget Calendar**

August 15, 2011 .....	FY 2013 – 2017 Capital Improvement Program Submission Packets Distributed
September 19, 2011.....	Capital Improvement Program Requests Due
October 17, 2011 .....	FY 2013 Budget Submission Guidelines and Instructions Distributed to City Departments
October 18, 2011 .....	Non-Profit Agency Funding Applications Due
November 11, 2011.....	FY 2013 Budget Submissions Due from City Departments
November 22, 2011.....	FY 2013 – 2017 Capital Improvement Program Planning Commission Work Session
December 13, 2011.....	FY 2013 – 2017 Capital Improvement Program Planning Commission Public Hearing
December 2011 – February 2012 .....	Finalize City Manager's FY 2013 Proposed Budget
January 5, 2012 .....	Financial Forecast/Budget Guidelines Presented to City Council
March 5, 2012 .....	Proposed City and School Operating and Capital Budget Formally Presented to City Council
March 12, 2012 .....	Council Budget Work Session
March 19, 2012 .....	First Public Hearing on Proposed Budget
March 21, 2012 .....	Community Budget Forum
March 22, 2012 .....	Council Budget Work Session
March 29, 2012 .....	Council Budget Work Session
April 2, 2012 .....	Second Public Hearing and First Reading of Budget
April 3, 2012 .....	Council Budget Work Session
April 10, 2012 .....	Second Reading and Council Adoption of Budget

## City Organizational Chart



## City Wide Staffing (Full Time Equivalent)

<u>Department/Cost Center</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of Changes</u>
<b>Management</b>						
Mayor/Council	1.00	1.00	1.00	0.00	0.00	
City Manager's Office/Administration and Office of Communications	8.00	8.00	8.00	0.00	0.00	
Office of Economic Development	4.00	5.00	5.00	0.00	0.00	In FY 12, Economic Development added an Economic Development Specialist when a new Director was hired. Since the Director position had been held by the CCO/CFO, it was necessary to create a new position in order for the department to remain fully staffed. The salary and benefits for the Economic Development Specialist is offset by a transfer of CEDA revenue into the General Fund.
City Attorney	6.00	6.00	6.00	0.00	0.00	
Voting Registrar	3.00	3.00	3.00	0.00	0.00	
<b>Total</b>	<b>22.00</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Internal Services</b>						
Finance Department: Purchasing/Risk Management/Warehouse	6.00	6.00	6.00	0.00	0.00	
Human Resources	8.00	8.00	8.00	0.00	0.00	
Information Technology	18.00	19.00	19.00	0.00	0.00	In FY 12, IT added a Tech Support Specialist, justified by the increased demand for Helpdesk services and the amount of computer replacements done each year. Adding a new employee has provided stability, better and more consistent service to departments. This was done by reorganizing within the department and without additional funding required.
<b>Total</b>	<b>32.00</b>	<b>33.00</b>	<b>33.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Financial Services</b>						
Commissioner of Revenue	13.00	13.00	13.00	0.00	0.00	
Finance Department: Management/Real Estate Assessment/Utility Billing Office	34.00	34.00	34.00	0.00	0.00	
Treasurer	13.00	13.00	13.00	0.00	0.00	
<b>Total</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Healthy Families &amp; Community</b>						
Community Attention	34.25	34.25	34.25	0.00	0.00	
Department of Social Services	99.85	100.85	100.85	0.00	0.00	In FY 12, an Assistant Director of Social Services position was created, which was partially offset by the elimination of a vacant, half time administrative support position. In addition, an Eligibility Worker that was part time was made into a full time position. These positions are not supported by the General Fund.
Neighborhood Development Services	32.00	32.00	32.00	0.00	0.00	
CDBG/HOME Grant Coordinator (Grant Funded)	1.00	1.00	1.00	0.00	0.00	
Parks and Recreation: Parks Maintenance	37.00	37.00	37.00	0.00	0.00	

<u>Department/Cost Center</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</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>	
Parks and Recreation: Recreation and Programs	26.75	28.75	29.75	1.00	0.00	In FY 12, a second vacant Market Master was converted into a position with additional hours given the success of the market and increase staffing requirements to manage the market. In FY 13 a new position, <b>Recreation Center Manager</b> , will be created to manage the new Carver Recreation Center and it's programming at Jefferson School City Center, which is expected to be open fall of 2012.
Parks and Recreation: Golf Fund	8.00	7.00	7.00	0.00	0.00	
<b>Total</b>	<b>238.85</b>	<b>240.85</b>	<b>241.85</b>	<b>1.00</b>	<b>0.00</b>	
<b>Infrastructure/Transportation</b>						
Public Works: Administration, Facilities Development	16.00	15.69	15.69	0.00	0.00	In FY 12, a vacant Custodian II position was reclassified into a Workload Specialist. This resulted in a decrease of 1 FTE in the General Fund and an increase of 1 FTE in the HVAC Fund. The .31 decrease in hours is the result of one position that was paid 100% by the City and is now paid 50/50 by the City and Schools which better reflects the proportion of their time spent on City v. School building work and projects.
Public Works: School Building Maintenance	16.00	18.28	18.28	0.00	0.00	In FY 12, a position that was paid for entirely by the City was converted to a position split between the City and Schools, a more accurate reflection of the position's time spent on City v. School work and projects. In addition, 2 FTE's were added to the City's personnel as a result of retirements at the schools, as per the contract agreement with the City Schools. The schools pay 100% for this contract.
Public Works: Fleet Management	12.00	12.00	12.00	0.00	0.00	
Public Works: Public Service	51.00	51.00	51.00	0.00	0.00	
Public Works: CAT/Greyhound Station	78.00	77.50	77.50	0.00	0.00	
Public Works: Pupil Transportation	28.50	27.50	27.50	0.00	0.00	
Public Works: Utilities	93.00	93.00	93.00	0.00	0.00	
<b>Total</b>	<b>294.50</b>	<b>294.97</b>	<b>294.97</b>	<b>0.00</b>	<b>0.00</b>	
<b>Public Safety &amp; Justice</b>						
City Sheriff	11.00	11.00	11.00	0.00	0.00	
Commonwealth's Attorney	13.50	13.50	13.50	0.00	0.00	
Courts and Other Support Service	11.00	11.00	11.00	0.00	0.00	
Fire Department	89.00	89.00	89.00	0.00	0.00	
Police Department	146.00	146.00	146.00	0.00	0.00	
<b>Total</b>	<b>270.50</b>	<b>270.50</b>	<b>270.50</b>	<b>0.00</b>	<b>0.00</b>	
<b>City-Wide Total</b>	<b>917.85</b>	<b>922.32</b>	<b>923.32</b>	<b>1.00</b>	<b>0.00</b>	

**Note:** Full Time Equivalent (FTE) refers to the number of hours an employee works. For example, a regular FTE works 40 hours per week and is counted as one FTE. A part time employee that works only 20 hours per week is counted as .5 FTE. The position totals in this budget only include **full or part time regular positions**, and NOT temporary or seasonal employees due to the turnover rate of those categories, and the fact that the numbers of these employees can vary greatly in any given year. The exception is CTS/Greyhound who regularly employs temporary and relief drivers and whose numbers remain steady during the year.



# GLOSSARY







## Glossary

Adopted Budget	The budget as formally approved by City Council for the upcoming fiscal year.
Ad Valorem Tax	A direct tax calculated according to value of property. Ad valorem tax is normally the one substantial tax that may be raised or lowered by a local governing body without the sanction of superior levels of government (although statutory restrictions such as tax rate limitations may exist on the exercise of this right).
Appropriation	Legal authorization of funds approved by City Council for budget revenues and expenditures.
Assessed Value	Dollar value assigned to property, as determined by an Assessor, for the purposes of assessing taxes.
Balanced Budget	When a government's total revenues (money that it receives from taxes, fess, intergovernmental sources, etc.) equals its total expenditures (spending) in a fiscal year. The State Code of Virginia requires that all local governments adopt balanced budgets.
Budget	Plan of financial operation for the City. Includes estimated income (revenues) and expenses (expenditures) matched with various municipal services.
Capital Improvement Program (CIP)	A plan for future capital expenditures which identifies each capital project, its anticipated start and completion, and the cost per year.
Capital Expenditure	Larger expenditures which generally have a useful life of 5 years or more and cost more than \$50,000.
Commitment Item	A budgetary account representing a specific object of expenditure. The 400000 account codes represent the revenue commitment items and the 500000 account codes represent the expenditure commitment items. Examples include commitment item 510010 – Full-time salaries, commitment item 520010 – Office Supplies, and commitment item 520901 – Computer Software.
Debt Service	Payment of principal and interest related to the City's long-term borrowing, according to a predetermined payment schedule.
Enterprise Fund	A separate fund used to account for operations that are financed and operated in a manner similar to private business enterprises where it is the intent that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. For the City of Charlottesville, the water, sewer, gas and golf course funds comprise the enterprise funds.
Expenditures	The cost of goods delivered or services rendered by the City.

Fiscal Year (FY)	A twelve-month period during which the annual operating budget applies. In the City of Charlottesville, the fiscal year is July 1 through June 30.
Full Time Equivalent (FTE)	A means to determine the number of employees in the organization as measured by number of hours worked – 1 FTE = 40 hours per week, 0.5 FTE = 20 hours per week, etc.
Fund	An accounting term to describe the City's major financial accounts: general fund, utilities, and capital improvements fund.
Fund Balance	The accumulated revenues and other financing sources over expenditures and other uses.
Fund Balance Target	An account created to help ensure that the City continues to meet the Adjustment following financial policy: the City will maintain an unappropriated fund balance in the General Fund equal to 12% of the City's operating budget.
General Fund	A fund used to account for all revenue and expenditures applicable to general operations of City departments and other agencies, not properly accounted for in another fund.
Intergovernmental Revenue	Revenue collected by one government and distributed in the form of grants, shared revenues, or payments in lieu of taxes.
Internal Service Fund	Funds which account for those activities supplied by one department to another on a cost-reimbursement basis. Fleet Maintenance, Risk Management and Information Technology are internal service funds.
Modified Accrual	Governmental accounting method where revenue is recognized when it becomes available and measurable and expenditures are typically recognized in the period in which the liability is incurred, with some exceptions. Most governmental funds follow the modified accrual method.
Operating Budget	A financial plan that represents proposed expenditures for a given period and estimates of revenue to finance them. Excludes expenditures for capital assets, such as capital improvements, equipment replacement, and facility repair.
Other Expenses	A category of recurring expenses other than salaries and capital equipment costs that are required for a department to function. Examples include office supplies, data processing charges, education and training, and contractual services.
Salaries and Benefits Expenses	A category of expenditures consisting primarily of the salaries, wages, and fringe benefits of the employees.
Proposed Budget	The budget formally submitted by the City Manager to the City Council for its consideration.

Revenue	The yield from various sources of income, such as taxes and permits, that the City collects and receives into the treasury for public use.
Revenue Sharing	The process by which one unit of government levies revenue and shares it with another unit of government. In this case, Albemarle County shares some of its revenue with the City of Charlottesville.
Transfers to Other Funds	An allocation of appropriations used to reimburse a fund for expenses it incurred on behalf of the transferring fund or to record the transfer of revenue from one fund to assist in funding the operation of another. In the recipient fund, a matching amount is reflected in estimated revenues under the title of "Transfer From Other Funds".
User-Fee	Payment of a fee for direct receipt of a public service by the party benefiting from the service.

## Acronyms

ABAP	Advanced Business Application Programming – a programming language used by developers to develop the SAP platform. It is used by the City to enhance SAP applications for the city Link computer system.
ADA	Americans with Disabilities Act – is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.
BPOL	Business, Professional, and Occupational Licenses – Businesses, professions, trades, and occupations are assessed a license tax based on gross receipts for the prior year. All businesses located in the City of Charlottesville are required to obtain a business license.
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.
EGTS	Enhanced Governmental Tax System – the Personal Property and Real Estate tax system used by the Commissioner of Revenue and Treasurer's Offices to assess personal property and to bill both personal property and real estate taxes.
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.
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.
PHAR	Public Housing Association of Residents – a local nonprofit organization whose mission is to empower low-income residents to protect and improve our own communities through collective action.
PPTRA	Personal Property Tax Relief Act – The Personal Property Tax Relief Act of 1998 provides tax relief for passenger cars, motorcycles, and pickup or panel trucks having a registered gross weight of less than 7,501 pounds, owned by an individual and used less than 50% for business purposes. PPTRA revenue is received by the City from the State.
UVA	University of Virginia – is a public university, located mainly within the City limits, that was founded by Thomas Jefferson in 1819.
VDOT	Virginia Department of Transportation – State agency responsible for building, maintaining, and operating the State's roads, bridges, and tunnels.
VJCCCA	Virginia Juvenile Community Crime Control Act – passed by the Virginia General Assembly to establish a community-based system of progressive intensive sanctions and services that correspond to the severity of offense and treatment needs. The purpose of the VJCCCA is to deter crime by providing immediate, effective punishment that emphasizes accountability of the juvenile offender for his actions as well as reduces the pattern of repeat offending.



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