



CITY OF CHARLOTTESVILLE
Operating & Capital Improvement

BUDGET

ADOPTED | FISCAL YEAR 2018/2019



City of Charlottesville
Virginia

*To Be One Community
Filled With Opportunity*

Office of Budget and Performance Management

www.charlottesville.org/budget
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charlottesville
Virginia**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Charlottesville, Virginia for its Annual Budget for the fiscal year beginning July 01, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

CITY OF CHARLOTTESVILLE'S ORGANIZATIONAL VALUES



VISION

To be one community filled with opportunity.

MISSION

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



GOAL 1: An Inclusive Community of Self-sufficient Residents

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



GOAL 2: A Healthy and Safe City

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



GOAL 3: A Beautiful and Sustainable Natural and Built Environment

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



GOAL 4: A Strong, Creative and Diversified Economy

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



GOAL 5: A Well-managed and Responsive Organization

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



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CITY OF CHARLOTTESVILLE

To be one community filled with opportunity

Office of the City Manager
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July 1, 2018

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

Dear Mayor and Council:

I am pleased to deliver to you the City Council Adopted Budget for FY 2018-2019. The total General Fund Budget of **\$179,725,535** represents a **4.70%** increase over FY 2018.

2017 was a difficult and challenging year for our city. As this community continues to recover from the events of last summer, we must prepare for the future, which despite the problems we face, remains bright. Many positive economic indicators point to continued growth in Charlottesville. Within the ten square miles of the City, there are now 39,572 jobs. This is the highest number ever recorded for Charlottesville and represents a 9% increase during the last decade. The unemployment rate remains one of the lowest in the state of Virginia, near 3.0%. The City's hotel occupancy is 73%, seven points above the national rate of 66%. The retail vacancy rate continues to drop, falling to 1.11% in January of 2018, down from 2.44% in July of 2017. In addition, several major construction projects were completed in 2017 including the Hillsdale Drive Extension, Three Notch'd Brewery, the Brooks Family YMCA, and more on the way including The Draftsman Hotel, Fairfield Inn & Suites, The 550 on Water St. and C&O Row. Finally, 2017 saw the highest level of commercial construction at over \$88 million.

This encouraging news does not diminish the fact that our community is one that is still healing from the pain of last summer's events. We believe the FY 2019 Budget puts in place new programs and initiatives that will assist in our recovery. In addition, there is a concerted effort by City Council to increase our community engagement efforts and move forward together.

At their annual retreat in January, City Council identified five Strategic Plan Priorities that they asked staff to consider first when preparing this budget: *Affordable Housing, Race and Equity, Workforce Development, Economic Development* and *Safety and Security*. This message and the budget document highlights where we have allocated new funding resources to those high profile areas and where the budget touches all Strategic Plan goals when it comes to existing programs and initiatives.

This budget continues a very strong commitment to the City Schools, providing \$2.7 million in new operating funding to our growing system; and, through our Capital Improvement Program (CIP), continues funding \$1.0 million a year in an unallocated fund that the schools can use for

strategic capital improvement initiatives of their choice, in addition to over \$1.5 million for general capital improvement dollars and HVAC replacement funds a year.

This budget continues to provide substantial investment in the services that our residents, our businesses and our visitors have come to expect from the City of Charlottesville, but still makes some reasonable choices and changes in service levels as we continue to look at efficiencies.

Revenue Projections

The FY 19 Budget keeps the City's Real Estate Tax rate at 95 cents per 100 dollars of assessed value. There are no other tax or fee changes as part of this budget. The major revenue changes for the City's budget are described in detail below:

- CY 18 Real Estate assessments are growing at a modest pace, with residential properties growing an average of 6.7% and commercial by 2.6%. Information on assessments can be found under the City Assessor link at www.charlottesville.org. Revenue is projected to increase \$3.7 million in FY 19.
- Transient Occupancy (Lodging) revenue continues to grow and is expected to increase by \$130,000 in FY 19. As more hotels come on line in the next year, we expect this revenue source to remain strong.
- Personal Property Tax revenue is projected to increase by \$169,200 due mainly to increased motor vehicle stock in the City and an overall increase in the value of vehicles.
- Meals Tax and Sales & Use Tax Revenues are projected to decrease by a total of \$397,709, some of this being the result the events of last summer, of which we are starting rebound, but also because of retail development projects in the County. Staff continues to keep an eye on these revenue trends because while FY 18 may have trended down from FY 17, these revenues are still tracking higher than FY 16.
- Business Licenses Taxes revenue is increasing by \$102,535.
- City/County Revenue Sharing is decreasing by \$159,125.
- In FY 18, City Council established a fee schedule for Emergency Medical Services vehicle transport services and appropriated the necessary funds to establish such a program. FY 19 is the first full year of this program, and it is expected to generate \$1.4 million in revenue.

Major Expenditure Priorities and Drivers

The FY 2019 Budget takes steps that preserves high quality City services, adds to or enhances the services the City is already providing, all the while considering long-term sustainability and efficiencies. There is also strong alignment with the City's FY 2018 -2020 Strategic Plan as evidenced by the Goal icons seen throughout the budget document.

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment



Goal 4: A Strong, Creative and Diversified Economy



Goal 5: A Well-managed and Responsive Organization

At their annual retreat on January 19, 2018, City Council identified five priority areas: *Affordable Housing, Race and Equity, Workforce Development, Economic Development, and Safety and Security*. The highlighted new expenditures that fall under these priorities are listed first.

Strategic Plan Priority Areas

Affordable Housing

- \$3.4 million is budgeted in the CIP for the Charlottesville Affordable Housing Fund, keeping the commitment to double the fund from FY 17 levels, totaling \$17.0 million in the 5-year plan.
- \$500,000 is budgeted each year in the 5-year CIP for Public Housing Redevelopment, keeping the commitment to increase this fund from \$250,000 when it was first implemented in FY 18.
- \$179,500 in additional funding is budgeted for the Charlottesville Housing Affordability Program (CHAP) that will increase maximum house values eligible for relief from \$365,000 to \$375,000. In addition, the grant amounts are being increased in FY 19 to the following:

<u>Income</u>	<u>Grant Amount</u>
\$0 - \$20,000	\$1,000
\$20,001 - \$35,000	\$750
\$35,001 - \$50,000	\$500

In previous years, homeowners were required to be fully paid by the December 5th billing. Starting with this year's program, homeowners will only need to be in an active payment plan as determined by the City Treasurer.

Race and Equity

- \$500,000 is included in the City Council Strategic Initiatives Fund for the African American Heritage Center at the Jefferson School. This will be year two of a two year funding commitment made by City Council that started in FY 18.
- \$38,000 is budgeted for the Office of Human Rights to convert an existing Community Outreach position to full-time status, in order to increase engagement with the community.

Workforce Development and Economic Development

- \$106,400 is budgeted for the Residents on the Job Program, managed by the Charlottesville Redevelopment and Housing Authority (CRHA). This program supports low-income residents in apprenticeships to rehabilitate 23 public housing units and train residents for jobs in the construction field.
- An \$89,000 increase is budgeted in the General Fund transfer to the Human Services Fund to increase student stipends for the Community Attention Youth Internship Program (CAYIP) from \$5/hour to \$8/hour, in addition to supporting a capacity increase from 120 to up to 150 youth.
- \$72,000 is budgeted for a new Minority Business Development Coordinator position. Primary responsibilities include coordinating a minority and women owned business program, providing outreach and technical assistance to emerging businesses and developing training and workshops related to minority business development. This position will work closely with the Minority Business Procurement Coordinator (added in FY 18) to present a robust Minority Business Program for the city.

Safety and Security

- \$94,000 in new funding is included in the Capital Improvement Programs for Downtown Pedestrian Intersection Lighting, addressing concerns of Downtown Mall business owners that the current lighting is inadequate.
- In FY 18, City Council established a fee schedule for Emergency Medical Services vehicle transport services and appropriated the necessary funds to establish such a program. FY 19 is the first full year of this program, and is budgeted at approximately \$1.05 million. Revenue for this program is budgeted at \$1.4 million. This initiative aligns with several recommendations in the City's Efficiency Study: ensure an adopted EMS service level standard is met and to partner with the Charlottesville Albemarle Rescue Squad on medical calls.

Other Budget Areas

City Schools

- Continues a strong commitment to the schools, providing \$2.7 million in new operational funding as well as significant investments in their capital program including HVAC replacement and \$1.0 million a year for the schools' strategic capital initiatives.

City Council

- \$100,000 in the City Council Strategic Initiatives Fund will be used to fund a pilot Participatory Budgeting initiative.
- \$225,000 will be used to fund two new positions and two reclassifications for the following staff:
 - Reclassify the Clerk of Council to a Chief of Staff position to serve as lead aide on implementing Council projects, and reclassify the Administrative Assistant position to Regular full-time. The position reports to the Chief of Staff and will administer Boards & Commissions and provide general administrative support.
 - New position - Council Research & Policy Analyst to provide research and policy analysis for City Council members.
 - New position - Council Outreach Coordinator to provide coordination and support for Council-driven community relations and outreach initiatives, community engagement, media relations, and communications for Council members.

City Department Additions / Service Enhancements

- \$122,000 is budgeted for an Assistant City Attorney to provide support for the legal representation of City departments, commissions and elected officials.
- \$116,000 is budgeted for the Parks and Recreation Department to hire two FTEs to support the new skate park, which will open mid-year.
- \$50,000 is budgeted in the Parks and Recreation Department for proactive tree maintenance and management at City parks, schools, and public rights of way.
- In order to respond to the highest priorities of the Neighborhood Development Services supplemental Efficiency Study conducted by Novak Consulting, \$100,000 has been set aside to fund a support, planning, or engineering position in the department.
- Beginning in FY 19, Information Technology (IT) Operations will be part of the General Fund to help create operational efficiencies and to recognize that IT has

become a core function in how the City does business and more strategic in that it's not only about keeping our current technology functioning, but visioning future needs and implementing these initiatives. The cost of this transition is being offset by the removal of Information Technology Fees (\$1.7 million) from the General Fund departments and the collection of revenues generated from user fees charged out to Non General Fund departments and received from outside agencies, such as the Library and Regional Jail (over \$874,000). This also addresses a recommendation in the City's Efficiency Study to adjust the existing cost allocation model to more equitably distribute IT services costs among departments.

Other Budget Changes and Efficiencies

- Currently Washington Park Pool and Onesty Family Aquatic Center have different opening/closing hours. It would be more efficient operationally, and less confusing for patrons, to have the same hours of operation for each outdoor facility. This proposal will have both pools operating hours from 11am – 7pm all season, which begins Memorial Day weekend and ends on Labor Day. This will create savings of approximately \$28,000. Additionally, the delayed weekday opening at Onesty Family Aquatic Center will allow additional time for two classes, which can yield additional revenue.
- The Public Works Department is providing savings of \$282,000 by eliminating funding for vacant positions of four Maintenance Worker III positions and one Auto Service Mechanic III. The department will take the next year to better align staffing and operational needs in this area and will find efficiencies needed to see if these changes could be made permanently.
- Charlottesville Area Transit will change service on Route 9 (YMCA) from 17 hours per day Monday through Saturday to 13 hours per day (7:00 AM to 8:00 PM) due to general lack of ridership on this portion of the route, which was added in FY 18 to help accommodate the new Brooks Family YMCA. Sunday service will remain the same. Ridership dropped over 29% for the five-month period of August – December 2017, with individual monthly decreases between 22.5% and 40%. The YMCA stop does not register in the top ten stops on this route. This will result in a savings of approximately \$63,000.

Outside and Nonprofit Agencies/Initiatives

- Includes \$50,000 as a reserve intended to support arts and culture planning and coordination.
- The City funds several contractual/partnership agencies including the regional jail, juvenile detention center, the library system, the emergency communications center, and paratransit services for the region. The increase in FY 19 for the City to support these agencies is approximately \$266,000.

Compensation and Benefits

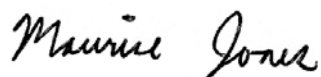
- Provides a 3% cost of living adjustment (COLA) increase starting July 1, 2018, which is necessary in order to remain competitive in the region and reduces the cost of providing additional compression adjustments because of increasing the living wage in FY 18.
- Includes funding of \$160,000 for compression adjustments needed because of the increase in the living wage that was implemented in FY 18.
- The living wage in FY 19 will increase to \$14.40 at a cost of approximately \$115,000, the first year of a two-year plan to raise the living wage to \$15.00 per hour.
- Funds a projected 3.5% increase in per employee health care fund expenses, to cover the costs for medical claims, administration, and reinsurance. The cost to the General Fund for the increase is approximately \$270,000. Employees will see no increase in premiums in FY 19.
- Fully funds the City's Actuarial Retirement Contribution for the Retirement Fund, which is budgeted at \$10.4 million in FY 19.

Interagency Transfers

- The General Fund transfer to the Debt Service fund is increasing by \$592,788, and the General Fund contribution to the CIP is increasing by \$209,602, based on the FY 19 capital improvement program, in addition to programming \$2.2 million from the CIP Contingency Fund to help cash fund many of the capital projects.
- A transfer of \$149,000 from the General Fund to the Golf Fund is included to subsidize a projected shortfall in golf course revenues, resulting from a nationwide trend of decreasing golf rounds played.

We believe this budget supports the important services and organizations that align with our Strategic Plan priorities and contributes to the City's mission to "provide services that promote equity and an excellent quality of life in our community."

Sincerely,



Maurice Jones
City Manager

FY 2019 Operating Revenue Changes
(Adopted Budget FY 2018 to Adopted Budget FY 2019)

Local Taxes

Real Estate Tax	\$3,740,685
Transient Occupancy (Lodging) Tax	130,000
Personal Property Tax (Local Portion)	169,200
Tax on Bank Stock	225,000
Short Term Rental	28,000
Meals Tax	(161,100)
Sales and Use Tax	(236,609)
Cigarette Tax	(75,000)
Virginia Communications Sales and Use Tax	(30,000)

Licenses and Permits

Business, Professional, Occupational License Fee	\$102,535
Building and Other Permits	25,000

Intergovernmental Revenue

State Highway Assistance	\$100,090
School Resource Officers	12,747
EMS Revenue Recovery	1,440,000
Fire Revenue (CARS)	(130,000)
Fire Department Operations - University of Virginia Agreement	15,271
Misc. Intergovernmental Revenue	23,638

Charges for Services

Internal City Services (IT fees from Non General Funds)	\$865,696
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Parks and Recreation Income

Adult Softball Fees	13,275
(Increase of \$90 per Spring team from \$540 to \$630 per team and an increase of \$75 per Fall team from \$425 per team to \$500 per team)	
Youth Basketball Fee	5,200
(Increase of \$10 for City Residents from \$20 per youth to \$30 per youth and \$15 for non-residents from \$30 per youth to \$45 per youth)	
Washington Park Indoor Facility Rentals	15,000
Other Parks and Recreation Revenue	(122,757)
PILOT: Utilities Funds	378,436
Waste Disposal Fees	100,000
Court Revenue	50,000

Misc. Revenue

Interest Earned	\$110,000
Other Miscellaneous Revenue	143,000

Previous Fiscal Year Carryover Funds

Arts Coordination Funding	\$114,000
Assistant City Manager Position Vacancy Savings	100,000
Blue Ridge Regional Jail Debt Service Reimbursement	586,259
City Council Strategic Initiative Funds	206,400

Transfers from Other Funds

Human Services Fund	\$250,000
Landfill Reserve Fund	250,000
Enterprise Parking Fund*	(223,475)

City/County Revenue Sharing

Operating Budget Portion	(\$368,727)
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Net Operating Revenue Changes **\$7,851,764****FY 2018 Designated Revenue Changes**

(Adopted Budget FY 2018 to Adopted Budget FY 2019)

City/County Revenue Sharing: Transfer to Capital Improvement Program	\$209,602
Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	47,317
Meals Tax Revenue: Transfer to Debt Service	(40,275)

Net Designated Revenue Changes **\$216,644****Total General Fund Revenue Changes** **\$8,068,408**

** Parking Revenues and Expenses have been managed as part of the Parking Enterprise Fund since FY18. Revenues are recorded as part of the Parking fund and transferred back to the General Fund minus the amount necessary to cover Parking related expenses. Revenues being recorded in the Parking Enterprise fund include - Parking Garage Revenue, Parking Meter Receipts, Parking Fines, Parking Garage Maintenance revenue (Market Street Parking Garage), and Zone Parking Permits. These changes result in \$1,944,000 in total FY 19 revenue that was previously recorded in the General Fund now being recorded in the Parking Fund.*

FY 2019 Operating Expenditure Changes

(Adopted Budget FY 2018 to Adopted Budget FY 2019)

City Schools	
City Contribution to Schools	\$2,667,598
City Council Strategic Initiatives Fund	
Jefferson School African American Heritage Center -	50,000
Total budget for FY 19 is \$500,000	
Residents on the Job (CRHA)	106,400
Other	(175,000)
Compensation and Benefits	
Health Care	\$269,813
3.0% COLA Increase as of July 1, 2018	1,400,000
Living Wage compression adjustments	160,000
Living Wage rate change to \$14.40/hour	114,884
Citywide turnover, reclassifications, and position/benefit changes (net)	(317,996)
Employee Compensation and Training Reductions	
Citywide Attrition	(500,000)
Corporate Training	(35,000)
Other Compensation and Training	(50,000)
Department Expenses	
Organizational Changes	
Information Technology Department move to the General Fund	\$2,881,027
Cost Increases	
Maintenance Supplies and Construction Materials -	115,757
Public Works, Parks and Recreation	
Utilities - Public Works, Parks and Recreation	146,061
Safety Supplies and Medical Care - Fire Department	62,096
Rent - Parks and Recreation, Police Department	12,531
Program Enhancements	
Education and Training -	149,351
Police Department, Fire Department, NDS, Public Works	
Marketing and Community Engagement - NDS, Police Department	38,300
Proactive Tree Maint & and Mgmt at Parks, Schools, Public ROWs -	50,000
Parks and Recreation	
Deer Management Contract - City Manager's Office	50,000
Charlottesville Housing Affordability Program (CHAP)	179,500
Other Rent and Tax Relief	30,000
EMS Cost Recovery Program - Fire Department	723,049

Reclassified and New Positions (Mid-year FY 18)

Police Corporal Rank addition	40,000
Deputy Sheriff (+1.0 FTE)	59,096
Buyer II - Procurement (+1.0 FTE)	75,982
EMS Services - Fire Fighters (+3.0 FTEs)	256,006
EMS Services - Billing Specialist (+1.0 FTE)	70,000
Business Tax Auditor Reclassification to Regular status - Commissioner of the Revenue (+1.0 FTE)	16,260

Reclassified and New Positions (FY 19 Budget)

City Council Positions and Reclassifications (+3.0 FTEs)	224,694
Minority Business Development Coordinator - Office of Economic Development (+1.0 FTE)	72,482
Skate Park Operations - Parks and Recreation Department (+2.0 FTEs)	116,357
Assistant City Attorney (+1.0 FTE)	121,800
Human Rights Outreach Specialist Reclassification (+0.5 FTE)	38,458
NDS Efficiency Study Position, to be determined (+1.0 FTE)	100,000

Budget Changes and Efficiencies

One-time Savings in Position Vacancies:

Public Service Administration - Maintenance Worker III	(54,862)
Public Service Traffic - Maintenance Worker III	(50,347)
Public Service Streets and Sidewalks - Maintenance Worker III	(55,267)
Public Service Streets and Sidewalks - Maintenance Worker III	(69,455)
Fleet Maintenance - Auto Mechanic III (fixed fees to GF departments)	(51,811)

Align hours at Washington Park and Onesty Pools (11AM - 7PM)	(28,365)
CAT - Changes in Route 9 (YMCA) service hours to 7AM - 8PM on Monday through Saturday	(63,038)

Department Reductions

Fixed Fees to Departments:

Fuel Savings	(9,793)
Risk Management Savings	(48,819)
Information Technology Fees savings to General Fund Departments	(1,732,273)
Other Fixed Fees	(3,314)

Other Departmental Increases and Decreases (net)	59,823
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Contributions to Nonprofit and Outside Agencies	
Charlottesville-Albemarle Regional Jail	\$45,091
Blue Ridge Juvenile Detention Center	(191,818)
Jefferson Madison Regional Library	123,524
JAUNT	246,559
Region Ten - Mental Health & Wellness Coalition	20,000
Thomas Jefferson Health Department	16,350
Foothills	15,827
Thomas Jefferson Area Coalition for the Homeless (TJACH)	27,709
Lighthouse Studio	30,000
Bridge Ministry	(34,800)
Local Food Hub	22,750
Georgia's Healing House	25,000
Piedmont Family YMCA	40,000
Other agencies (net)	45,068

Interagency Transfers	
Transfer to Charlottesville Albemarle Convention and Visitors Bureau	\$122,507
Transfer to Department of Social Services	(200,000)
Transfer to Department of Human Services - Increased capacity and stipends for CAYIP	89,632
Transfer to Childrens Services Act	(112,302)
Transfer to Charlottesville Area Transit	(217,065)
Transfer to Debt Service	592,788
Transfer to Meadowcreek Golf Course	16,198
Transfer to CIP - Contingency	(203,239)

Other	
Non-Departmental	\$20,000
Participatory Budgeting Pilot	100,000

Net Operating Expenditure Changes	\$7,851,764
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FY 2019 Designated Expenditure Changes

(Adopted Budget FY 2018 to Adopted Budget FY 2019)

City/County Revenue Sharing: Transfer to Capital Improvement Program	209,602
Contracted Services with City Schools (Building Maintenance and Pupil Transportation)	47,317
Meals Tax Revenue: Transfer to Debt Service	(40,275)

Net Designated Expenditure Changes	\$216,644
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Total General Fund Expenditure Changes	\$ 8,068,408
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**City Council Amendments to the
FY 2019 Proposed General Fund Budget**

Manager's Recommended FY 19 Revenue Estimates	\$ 179,342,119
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Amendments to FY 19 Revenue Estimates

Decrease Revenues

Previous Fiscal Year Carryover Funds

Council Strategic Initiatives (Arts Coordination)	(79,000)
---	----------

Increase Revenues

Taxes

Sales Tax	302,391
Meals Tax	22,900
Tax on Bank Stock	25,000

Previous Fiscal Year Carryover Funds

Council Strategic Initiatives (Residents on the Job)	106,400
--	---------

Designated Revenues

Meals Tax: Transfer to Debt Service Fund	5,725
--	-------

Total Revenue Amendments	\$ 383,416
---------------------------------	-------------------

Total Amended FY 19 General Fund Revenue Estimates	\$ 179,725,535
---	-----------------------

Manager's Recommended FY 19 Expenditures	\$ 179,342,119
---	-----------------------

Amendments to FY 19 Expenditures

Decrease Expenditures

City Departments

Public Works Streets and Sidewalks - Professional Services	(58,042)
--	----------

Outside and Nonprofit Agencies

Arts Coordination and Planning	(200,000)
--------------------------------	-----------

Non Departmental

Citywide Reserve	(127,195)
------------------	-----------

City Council Strategic Initiatives

Participatory Budgeting (moved to separate cost center)	(100,000)
---	-----------

Increase Expenditures

City Council Strategic Initiatives

Residents on the Job Program Reserve	106,400
--------------------------------------	---------

Employee Compensation & Benefits

Living Wage Increase from \$13.79 to \$14.40	114,884
--	---------

City Departments

Public Works Facilities Maintenance: Utility Increases (Electric)	50,000
---	--------

Public Works Street Lighting: Utility Increases (Electric)	36,300
--	--------

Parks and Recreation: Utility Increases (Electric)	13,700
--	--------

Non Departmental

Participatory Budgeting	100,000
-------------------------	---------

Contributions to Housing Programs

Homeowners Tax Relief Program (CHAP)	109,500
--------------------------------------	---------

General Fund Transfer to Human Services

CAYIP Stipend Increase	43,300
------------------------	--------

CAYIP Capacity Increase - 120 to 150 city youth	45,915
---	--------

Increase Expenditures (Cont.)**Outside and Nonprofit Agencies**

Public Defender's Office	517
JAUNT	63,662
Sin Barreras - Without Barriers	11,000
Foothills - Child Victim's Health Access Care	15,000
TJACH - SOAR	25,000
On Our Own - WRAP	10,000
Local Food Hub - Fresh Farmacy	22,750
Georgia's Healing House	25,000
Light House Studios - Vinegar Hill Theatre	30,000
Piedmont Family YMCA Child Care	40,000

Designated Expenditures

Meals Tax: Transfer to Debt Service Fund	5,725
--	-------

Total Expenditure Amendments	\$ 383,416
-------------------------------------	-------------------

Total Amended FY 19 General Fund Expenditures	\$ 179,725,535
--	-----------------------

City Council Amendments to the
FY 2019 Proposed Capital Improvement Program Budget

Manager's Recommended FY 19 Expenditures	\$ 23,401,942
---	----------------------

Amendments to FY 19 Expenditures***Increase Expenditures***

Meadowcreek Valley Trail Railroad Tunnel (Design)	50,000
---	--------

Decrease Expenditures

City Wide IT Strategic Infrastructure	(50,000)
---------------------------------------	----------

Total Expenditure Amendments	\$ -
-------------------------------------	-------------

Total Amended FY 19 Transit Fund Expenditures	\$ 23,401,942
--	----------------------

City Council Amendments to the FY 2019 Proposed Human Services Fund Budget

Manager's Recommended FY 19 Revenue Estimates	\$ 5,500,163
--	---------------------

Amendments to FY 19 Revenue Estimates

Increase Revenues

Transfer from General Fund	89,215
----------------------------	--------

Total Revenue Amendments	\$ 89,215
---------------------------------	------------------

Total Amended FY 19 Human Services Fund Revenue Estimates	\$ 5,589,378
--	---------------------

Manager's Recommended FY 19 Expenditures	\$ 5,500,163
---	---------------------

Amendments to FY 19 Expenditures

Increase Expenditures

CAYIP Stipend Increase	43,300
------------------------	--------

CAYIP Capacity Increase (from 120 to City 150 Youth)	45,915
--	--------

Total Expenditure Amendments	\$ 89,215
-------------------------------------	------------------

Total Amended FY 19 Human Services Fund Expenditures	\$ 5,589,378
---	---------------------

City Council Amendments to the FY 2019 Proposed Water Fund Budget

Manager's Recommended FY 19 Revenue Estimates	\$ 16,560,194
--	----------------------

Amendments to FY 19 Revenue Estimates

Increase Revenues

Water Sales Revenue	20,562
---------------------	--------

Total Revenue Amendments	\$ 20,562
---------------------------------	------------------

Total Amended FY 19 Water Fund Revenue Estimates	\$ 16,580,756
---	----------------------

Manager's Recommended FY 19 Expenditures	\$ 16,262,718
---	----------------------

Amendments to FY 19 Expenditures

Decrease Expenditures

Water Assistance Program	(5,000)
Toilet Rebates	(40,000)
Rain Barrels	(500)
Attrition Savings	(40,000)

Increase Expenditures

Water PILOT	106,062
-------------	---------

Total Expenditure Amendments	\$ 20,562
-------------------------------------	------------------

Total Amended FY 19 Water Fund Expenditures	\$ 16,283,280
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City Council Amendments to the FY 2019 Proposed Wastewater Fund Budget

Manager's Recommended FY 19 Revenue Estimates	\$ 16,665,187
--	----------------------

Amendments to FY 19 Revenue Estimates

Decrease Revenues

Sewer Sales Revenue	(42,980)
---------------------	----------

Total Revenue Amendments	\$ (42,980)
---------------------------------	--------------------

Total Amended FY 19 Wastewater Fund Revenue Estimates	\$ 16,622,207
--	----------------------

Manager's Recommended FY 19 Expenditures	\$ 16,365,251
---	----------------------

Amendments to FY 19 Expenditures

Decrease Expenditures

Wastewater Assistance Program	(5,000)
Attrition Savings	(40,000)

Increase Expenditures

Wastewater PILOT	2,020
------------------	-------

Total Expenditure Amendments	\$ (42,980)
-------------------------------------	--------------------

Total Amended FY 19 Wastewater Fund Expenditures	\$ 16,322,271
---	----------------------

City Council Amendments to the
FY 2019 Proposed Gas Fund Budget

Manager's Recommended FY 19 Revenue Estimates	\$	26,864,323
--	-----------	-------------------

Amendments to FY 19 Revenue Estimates

Decrease Revenues

Gas Sales	(134,545)
-----------	-----------

Total Revenue Amendments	\$	(134,545)
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Total Amended FY 19 Gas Fund Revenue Estimates	\$	26,729,778
---	-----------	-------------------

Manager's Recommended FY 19 Expenditures	\$	27,589,603
---	-----------	-------------------

Amendments to FY 19 Expenditures

Decrease Expenditures

Gas Vehicle Replacement	(214,900)
Gas Assistance Program	(120,000)
Gas Incentives Program	(20,000)
Attrition Savings	(50,000)

Increase Expenditures

Gas PILOT	270,354
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Total Expenditure Amendments	\$	(134,546)
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Total Amended FY 19 Gas Fund Expenditures	\$	27,455,057
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Acknowledgments

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

City Manager	Maurice Jones
Assistant City Managers	Leslie M. Beauregard, Mike Murphy
Sr. Budget and Management Analysts	Ryan Davidson, Maya Kumazawa
City Manager's Office	Terry Bentley, Teresa Pollak
Charlottesville Albemarle Convention and Visitors Bureau	Kurt Burkhart, Kathy O'Leary
Circuit Court	Llezelle Dugger, Kelly Shepherd
City Attorney	Lisa Robertson, Barbara Ronan
City Sheriff	Sheriff James Brown, Kara Thomas
Clerk of Council/City Council	Paige Rice
Commissioner of the Revenue	Todd Divers
Communications Office	Brian Wheeler, Joe Rice
Economic Development	Chris Engel
Finance Department	Chris Cullinan, Sharon O'Hare, Jeffrey Davis, Krisy Hammill, Gail Hassmer, Teresa Kirkdoffer, Charles Philippin, Jennifer Stieffenhofer
Fire Department	Chief Andrew Baxter, Emily Pelliccia
General District Court	Mary Trimble
General Registrar	Rosanna Bencoach
Human Resources	Galloway Beck
Human Services	Kaki Dimock
Information Technology	Karen Parker
Juvenile & Domestic Relations Court/ Court Services Unit	Martha Carroll, Jodie Shelley, Tammy Gallimore
Leadteam Budget Review Team	Leslie Beauregard, Galloway Beck, Chris Cullinan, Mike Murphy, Paul Oberdorfer
Magistrate's Office	Avnel Coates
Neighborhood Development Services	Alex Ikefuna, Missy Creasy, Sharon Patterson
Social Services	Diane Kuknyo, Laura Morris, Stacie Asbury
Parks and Recreation	Brian Daly, Doug Ehman, Vic Garber, Brian Ray, Rion Summers
Police Department	Thomas McKean, Gary Pleasants, David Shifflett
Public Works	Paul Oberdorfer, Jim McClung, Mike Mollica, Kristel Riddervold
Transit	John Jones
Treasurer	Jason Vandever, Chad Thorne
Utilities	Lauren Hildebrand, Mary Kay Kotelec

Charlottesville City Council

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

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



Mayor Nikuyah Walker



Vice Mayor Heather Hill



Councilor Wes Bellamy



Councilor Kathy Galvin



Councilor Mike Signer

Introduction to the Budget

This **Fiscal Year 2018-2019** budget for the City of Charlottesville is presented in a user-friendly style that easily explains the City's fund structure and budget allocations. An introductory section is followed by sections detailing budget highlights, revenues and expenditures, expenditures for Management, Citywide (Non Departmental Activities, Debt Service, Fund Balance Target Adjustment, Employee Compensation and Training), Internal Services, Financial Services, Healthy Families and Community, Infrastructure and Transportation, Public Safety and Justice, School Operations, the Capital Improvement Program, and Other Non General Funds.

In addition to these broad categories, an index is provided for quick and easy reference. We hope this document is easy to read, interpret, and use in understanding the City's budget for Fiscal Year 2018-2019. Our goal is to provide a straightforward document that provides the citizens of Charlottesville with a clear explanation of how their tax dollars are helping to support a variety of quality services and programs important to our city.

Contact Information

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The Purpose of Budgeting

Budgeting has several major purposes. First and foremost, budgeting is a formal way to convert the City's long-range plans and policies into services and programs for the citizens of the City of Charlottesville. The budget also details these services and programs in terms of costs. The City's budget informs the City Council and the public of the City government's plans for the coming fiscal year (July 1, 2018 - June 30, 2019), and provides the Council with the opportunity to review and decide the level of services to be provided to our citizens.

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

The City's Fund Structure

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

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

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

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

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

Internal Service Funds are governmental funds that consist of the operating and minor capital budgets of the Communication systems and Fleet Management 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 703 vehicles and pieces of equipment.
- **Facilities Repair Fund** – Provides funding to preserve the City's investment in non-school facilities.
- **Retirement Fund** – This is a trust (fiduciary) fund supported by contributions paid by the City, based on actuarial calculations, that provides City employees with a pension to supplement social security benefits upon retirement.
- **Risk Management Fund** – Provides accounting for the City's risk management program.
- **Debt Service Fund** – Provides necessary funds to retire the City's general government outstanding bond indebtedness and related costs.
- **Health Care Fund** – The Health Care Fund is the funding source for the City's health related benefits provided to participants in the City's health care programs.

The Basis of Budgeting

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

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

The Budget Process

Capital Improvement Program (CIP) Development

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

Operating Budget – Expenditure and Revenue Development

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

From late October to mid-January, departmental budget requests and agency budget requests are submitted to the Office of Budget and Performance Management and reviewed individually with each department by the **Leadteam Budget Review Team (LBRT)**. The LBRT consists of department heads who meet with individual departments, review budget proposals, new program requests and budget reduction scenarios. The team then makes recommendations on balancing the budget and long term financial strategies to the City Manager.

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

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

Budget and Fund Appropriation

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

Legal Budgeting Requirements

City Code Sec. 11-1

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

City Code Sec. 11-2

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

FY 2019 Budget Calendar

July 24, 2017	FY 2019 - 2023 Capital Improvement Program Preliminary Submission Packets Distributed
August 14, 2017	Capital Improvement Program Preliminary Requests Due
August 30, 2017	Preliminary Submission Review Meeting with City Manager and Assistant City Managers
October 2, 2017	Open FY 2019 Budget Submissions platform to City Departments
October 11, 2017	Capital Improvement Program Final Request Forms Due
October 26, 2017	Non-Profit Agency Funding Applications Due
October 30, 2017	Close FY 2019 Budget Submissions platform to City Departments
December 7, 2017	Council Budget Worksession
December 8, 2017	FY 2019 – 2023 Capital Improvement Program Planning Commission Work Session
December 2017 – February 2018	Finalize City Manager's FY 2019 Proposed Budget
January 9, 2018	FY 2019 – 2023 Capital Improvement Program Planning Commission Public Hearing
January 19, 2018	Council Budget Retreat
February 1, 2018	Council Budget Worksession
March 5, 2018	Proposed City Operating and Capital Budget and Schools Adopted Budget Formally Presented to City Council
March 7, 2018	Council Budget Worksession
March 15, 2018	Council Budget Worksession
March 19, 2018	Tax Rate Public Hearing/Public Hearing on Proposed Budget
March 28, 2018	Community Budget Forum
March 29, 2018	Council Budget Worksession
April 2, 2018	Second Public Hearing on Budget and First Reading
April 10, 2018	Second Reading and Council Adoption of Budget

Budget Guidelines (As Adopted By City Council)

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

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

2025 Vision Areas

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

Strategic Plan Goals

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

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

Long Term Financial Policies

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

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

STRATEGIC PLAN FY 2018 – 2020

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

Goal 1: An Inclusive Community of Self-sufficient Residents



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

Goal 2: A Healthy and Safe City



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

Goal 3: A Beautiful and Sustainable Natural and Built Environment



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

Goal 4: A Strong, Creative and Diversified Economy



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

Goal 5: A Well-managed and Responsive Organization



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

The FY 2019 Adopted Budget illustrates the alignment between the allocation of resources and the strategic plan priorities set by City Council, goals and objectives. This is done for both new funding initiatives and existing ones that are in place and ongoing. Throughout the document, icons indicate alignment between strategic plan goals and departments/programs.

Major Highlights of the Budget

General Fund Revenues

The FY 19 Budget keeps the City's Real Estate Tax rate at 95 cents per 100 dollars of assessed value. There are no other tax or fee changes as part of this budget. The major revenue changes for the City's budget are described in detail below:

- CY 18 Real Estate assessments are growing at a modest pace, with residential properties growing an average of 6.7% and commercial by 2.6%. Information on assessments can be found under the City Assessor link at www.charlottesville.org. Revenue is projected to increase \$3.7 million in FY 19.
- Transient Occupancy (Lodging) revenue continues to grow and is expected to increase by \$130,000 in FY 19. As more hotels come on line in the next year, we expect this revenue source to remain strong.
- Personal Property Tax revenue is projected to increase by \$169,200 due mainly to increased motor vehicle stock in the City and an overall increase in the value of vehicles.
- Meals Tax and Sales & Use Tax Revenues are projected to decrease by a total of \$397,709, some of this being the result the events of last summer, of which we are starting rebound, but also because of retail development projects in the County. Staff continues to keep an eye on these revenue trends because while FY 18 may have trended down from FY 17, these revenues are still tracking higher than FY 16.
- Business Licenses Taxes revenue is increasing by \$102,535.
- City/County Revenue Sharing is decreasing by \$159,125.
- In FY 18, City Council established a fee schedule for Emergency Medical Services vehicle transport services and appropriated the necessary funds to establish such a program. FY 19 is the first full year of this program, and it is expected to generate \$1.4 million in revenue.
- In Parks and Recreation, there are several user fee changes in a couple of areas:
 - For adult softball, registration fees will increase \$90, from \$540 to \$630 per team for the spring, and in the fall, fees will increase \$75, or from \$425 to \$500 per team.
 - The youth basketball fee for City residents will increase by \$10, from \$20 to \$30 per youth, and \$15 for non-residents, from \$30 to \$45 per youth.
 - This budget includes charging rental fees for Washington Park Recreational Center on weekends only: \$250 fee for the center and \$80 to rent only the shelter. It is the City's only indoor/outdoor shelter, so it is a unique space that the public and community can use in a way it has not been used in the past. This will generate approximately \$15,000 in additional revenue.

General Fund Expenditure Highlights and Alignment to the Strategic Plan Priorities

At their annual retreat on January 19, 2018, City Council identified five priority areas: *Affordable Housing, Race and Equity, Workforce Development, Economic Development, and Safety and Security*. The new expenditures that fall under these priorities are listed first.

Strategic Plan Priority Areas



Affordable Housing

- \$3.4 million is budgeted in the CIP for the Charlottesville Affordable Housing Fund, keeping the commitment to double the fund from FY 17 levels, totaling \$17.0 million in the 5-year plan.
- \$500,000 is budgeted each year in the 5-year CIP for Public Housing Redevelopment, keeping the commitment to increase this fund from \$250,000 when it was first implemented in FY 18.
- \$179,500 in additional funding is budgeted for the Charlottesville Housing Affordability Program (CHAP) that will increase maximum house values eligible for relief from \$365,000 to \$375,000. In addition, the grant amounts are being increased in FY 19 to the following:

<u>Income</u>	<u>Grant Amount</u>
\$0 - \$20,000	\$1,000
\$20,001 - \$35,000	\$750
\$35,001 - \$50,000	\$500

In previous years, homeowners were required to be fully paid by the December 5th billing. Starting with this year's program, homeowners will only need to be in an active payment plan as determined by the City Treasurer.



Race and Equity

- \$500,000 is included in the City Council Strategic Initiatives Fund for the African American Heritage Center at the Jefferson School. This will be year two of a two year funding commitment made by City Council that started in FY 18.
- \$38,000 is budgeted for the Office of Human Rights to convert an existing Community Outreach position to full-time status, in order to increase engagement with the community.



Workforce Development and Economic Development

- \$106,400 is budgeted for the Residents on the Job Program, managed by the Charlottesville Redevelopment and Housing Authority (CRHA). This program supports low-income residents in apprenticeships to rehabilitate 23 public housing units and train residents for jobs in the construction field.
- An \$89,000 increase is budgeted in the General Fund transfer to the Human Services Fund to increase student stipends for the Community Attention Youth Internship Program (CAYIP) from \$5/hour to \$8/hour, in addition to supporting a capacity increase from 120 to up to 150 youth.
- \$72,000 is budgeted for a new Minority Business Development Coordinator position. Primary responsibilities include coordinating a minority and women owned business program, providing outreach and technical assistance to emerging businesses and developing training and workshops related to minority business development. This position will work closely with the Minority Business Procurement Coordinator (added in FY 18) to present a robust Minority Business Program for the city.



Safety and Security

- \$94,000 in new funding is included in the Capital Improvement Programs for Downtown Pedestrian Intersection Lighting, addressing concerns of Downtown Mall business owners that the current lighting is inadequate.
- In FY 18, City Council established a fee schedule for Emergency Medical Services vehicle transport services and appropriated the necessary funds to establish such a program. FY 19 is the first full year of this program, and is budgeted at approximately \$1.05 million. Revenue for this program is budgeted at \$1.4 million. This initiative aligns with several recommendations in the City's Efficiency Study: ensure an adopted EMS service level standard is met and to partner with the Charlottesville Albemarle Rescue Squad on medical calls.

Other Budget Areas



City Schools

- Continues a strong commitment to the schools, providing \$2.7 million in new operational funding as well as significant investments in their capital program including HVAC replacement and \$1.0 million a year for the schools' strategic capital initiatives.



City Council

- \$100,000 in the City Council Strategic Initiatives Fund will be used to fund a pilot Participatory Budgeting initiative.
- \$225,000 will be used to fund two new positions and two reclassifications for the following staff:
 - Reclassify the Clerk of Council to a Chief of Staff position to serve as lead aide on implementing Council projects, and reclassify the Administrative Assistant position to Regular full-time. The position reports to the Chief of Staff and will administer Boards & Commissions and provide general administrative support.
 - New position - Council Research & Policy Analyst to provide research and policy analysis for City Council members.
 - New position - Council Outreach Coordinator to provide coordination and support for Council-driven community relations and outreach initiatives, community engagement, media relations, and communications for Council members.

City Department Additions / Service Enhancements



- \$122,000 is budgeted for an Assistant City Attorney to provide support for the legal representation of City departments, commissions and elected officials.
- \$116,000 is budgeted for the Parks and Recreation Department to hire two FTEs to support the new skate park, which will open mid-year.
- \$50,000 is budgeted in the Parks and Recreation Department for proactive tree maintenance and management at City parks, schools, and public rights of way.
- In order to respond to the highest priorities of the Neighborhood Development Services supplemental Efficiency Study conducted by Novak Consulting, \$100,000 has been set aside to fund a support, planning, or engineering position in the department.



- Beginning in FY 19, Information Technology (IT) Operations will be part of the General Fund to help create operational efficiencies and to recognize that IT has become a core function in how the City does business and more strategic in that it's not only about keeping our current technology functioning, but visioning future needs and implementing these initiatives. The cost of this transition is being offset by the removal of Information Technology Fees (\$1.7 million) from the General Fund departments and the collection of revenues generated from user fees charged out to Non General Fund departments and received from outside agencies, such as the Library and Regional Jail (over \$874,000). This also addresses a recommendation in the City's Efficiency Study to adjust the existing cost allocation model to more equitably distribute IT services costs among departments.

Other Budget Changes and Efficiencies

- Currently Washington Park Pool and Onesty Family Aquatic Center have different opening/closing hours. It would be more efficient operationally, and less confusing for patrons, to have the same hours of operation for each outdoor facility. This proposal will have both pools operating hours from 11am – 7pm all season, which begins Memorial Day weekend and ends on Labor Day. This will create savings of approximately \$28,000. Additionally, the delayed weekday opening at Onesty Family Aquatic Center will allow additional time for two classes, which can yield additional revenue.
- The Public Works Department is providing savings of \$282,000 by eliminating funding for vacant positions of four Maintenance Worker III positions and one Auto Service Mechanic III. The department will take the next year to better align staffing and operational needs in this area and will find efficiencies needed to see if these changes could be made permanently.
- Charlottesville Area Transit will change service on Route 9 (YMCA) from 17 hours per day Monday through Saturday to 13 hours per day (7:00 AM to 8:00 PM) due to general lack of ridership on this portion of the route, which was added in FY 18 to help accommodate the new Brooks Family YMCA. Sunday service will remain the same. Ridership dropped over 29% for the five-month period of August – December 2017, with individual monthly decreases between 22.5% and 40%. The YMCA stop does not register in the top ten stops on this route. This will result in a savings of approximately \$63,000.

Outside and Nonprofit Agencies/Initiatives

- Includes \$50,000 as a reserve intended to support arts and culture planning and coordination.
- The City funds several contractual/partnership agencies including the regional jail, juvenile detention center, the library system, the emergency communications center, and paratransit services for the region. The increase in FY 19 for the City to support these agencies is approximately \$266,000.

Compensation and Benefits

- Provides a 3% cost of living adjustment (COLA) increase starting July 1, 2018, which is necessary in order to remain competitive in the region and reduces the cost of providing additional compression adjustments because of increasing the living wage in FY 18.
- Includes funding of \$160,000 for compression adjustments needed because of the increase in the living wage that was implemented in FY 18.
- The living wage in FY 19 will increase to \$14.40 at a cost of approximately \$115,000, the first year of a two-year plan to raise the living wage to \$15.00 per hour.
- Funds a projected 3.5% increase in per employee health care fund expenses, to cover the

costs for medical claims, administration, and reinsurance. The cost to the General Fund for the increase is approximately \$270,000. Employees will see no increase in premiums in FY 19.

- Fully funds the City's Actuarial Retirement Contribution for the Retirement Fund, which is budgeted at \$10.4 million in FY 19.

Interagency Transfers

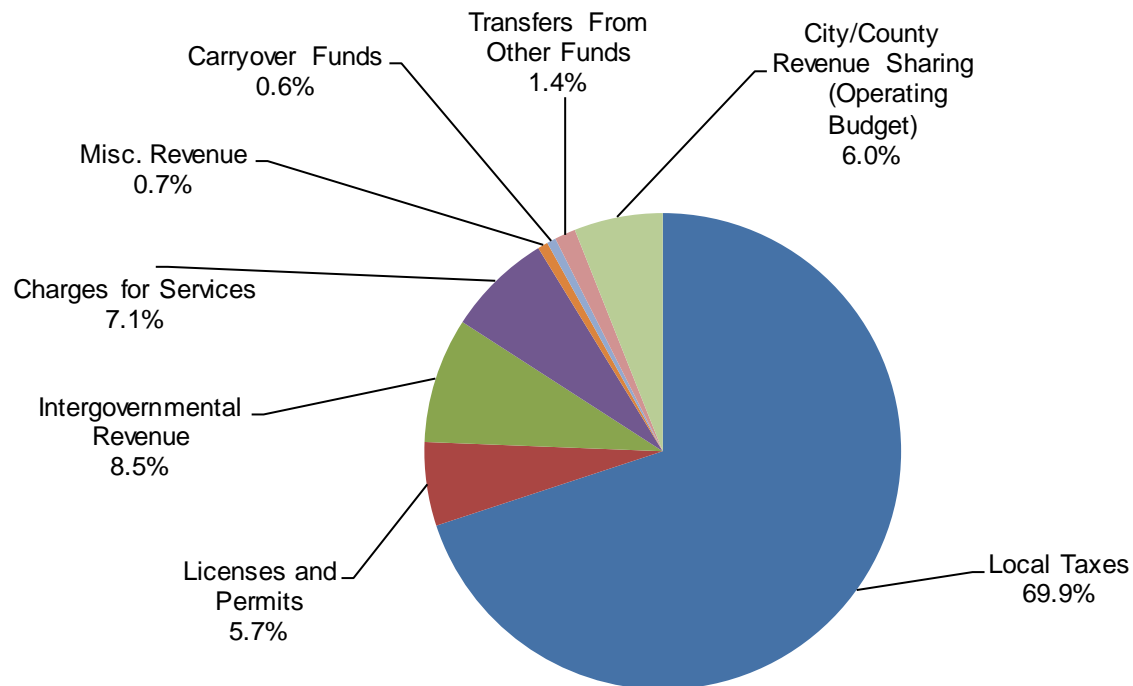
- The General Fund transfer to the Debt Service fund is increasing by \$592,788, and the General Fund contribution to the CIP is increasing by \$209,602, based on the FY 19 capital improvement program, in addition to programming \$2.2 million from the CIP Contingency Fund to help cash fund many of the capital projects.
- A transfer of \$149,000 from the General Fund to the Golf Fund is included to subsidize a projected shortfall in golf course revenues, resulting from a nationwide trend of decreasing golf rounds played.



General Fund Revenue Summary

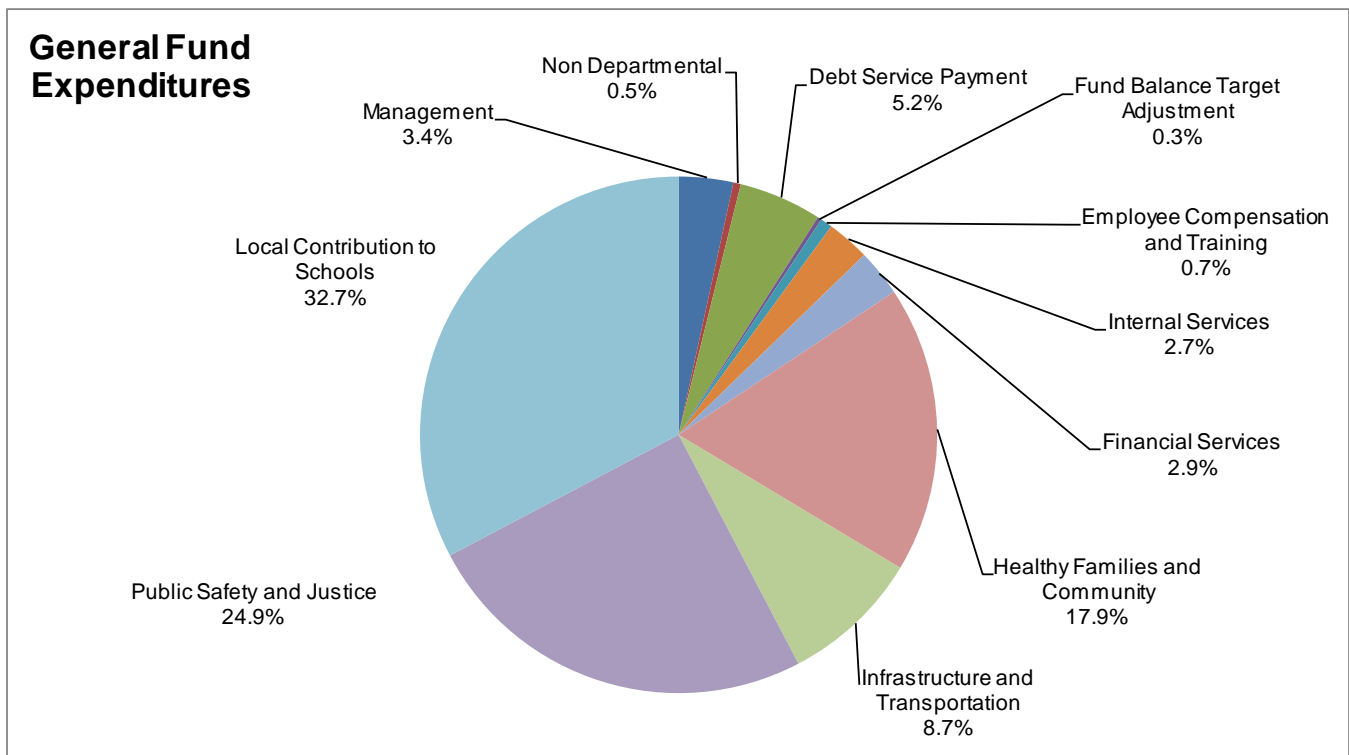
	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
General Fund Revenue						
Local Taxes	\$99,169,850	\$106,575,490	\$111,582,691	\$115,372,867	\$3,790,176	3.4%
Licenses and Permits	8,888,996	10,272,626	9,237,965	9,365,500	127,535	1.4%
Intergovernmental Revenue	12,396,191	12,538,836	12,567,695	14,029,441	1,461,746	11.6%
Charges for Services	11,942,886	11,763,565	10,460,121	11,764,971	1,304,850	12.5%
Parking Fines	479,397	396,721	0	0	0	
Misc. Revenue	1,087,095	1,291,284	890,000	1,143,000	253,000	28.4%
Carryover Funds	0	0	0	1,006,659	1,006,659	
Transfers From Other Funds	825,000	0	2,073,475	2,350,000	276,525	13.3%
City/County Revenue Sharing (Operating Budget)	10,908,668	10,491,920	10,290,321	9,921,594	(368,727)	(3.6%)
TOTAL OPERATING BUDGET	\$145,698,083	\$153,330,442	\$157,102,268	\$164,954,032	\$7,851,764	5.0%

General Fund Revenues



General Fund Expenditure Summary

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
General Fund Expenditures						
Management	\$3,889,966	\$4,358,838	\$5,044,252	\$5,619,852	\$575,600	11.4%
Non Departmental	870,164	1,011,891	846,654	763,415	(83,239)	(9.8%)
Debt Service Payment	7,137,578	7,450,497	7,968,000	8,560,788	592,788	7.4%
Fund Balance Target Adjustment	0	0	413,148	413,148	0	0.0%
Employee Compensation and Training	1,007,787	272,220	2,826,822	1,224,884	(1,601,938)	(56.7%)
Internal Services	1,356,806	1,465,277	1,516,437	4,436,259	2,919,822	192.5%
Financial Services	4,354,359	4,589,383	4,899,787	4,828,113	(71,674)	(1.5%)
Healthy Families and Community	25,321,414	26,243,149	28,428,514	29,601,810	1,173,296	4.1%
Infrastructure and Transportation	12,964,641	13,877,877	14,332,863	14,381,520	48,657	0.3%
Public Safety and Justice	35,431,615	38,008,287	39,495,187	41,126,041	1,630,854	4.1%
Local Contribution to Schools	47,342,848	49,330,604	51,330,604	53,998,202	2,667,598	5.2%
TOTAL OPERATING BUDGET	\$139,677,179	\$146,608,024	\$157,102,268	\$164,954,032	\$7,851,764	5.0%



Explanation of FY 2019 Revenues

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

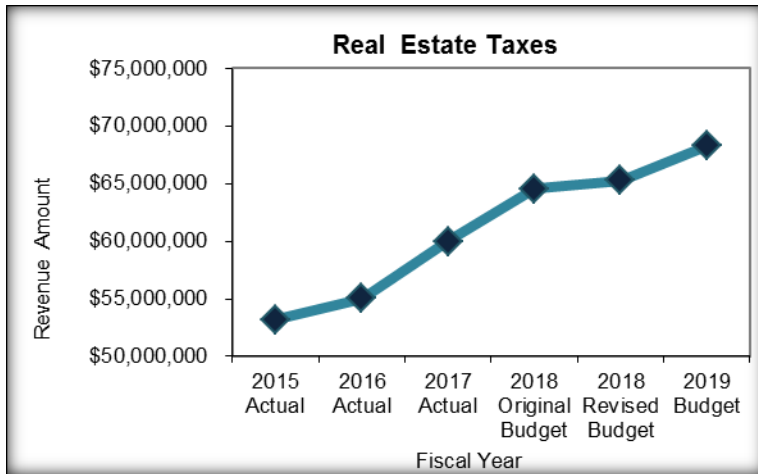
- Informed/Expert Judgment (e.g. the advice of a department head)
- Deterministic Techniques (e.g. formulaic revenues)
- Time Series Techniques (e.g. moving averages and predictive statistics)
- Estimates from the Commonwealth of Virginia (e.g. transfer payments)
- Long Term Forecasting (e.g. looking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

In practice, most revenue projections combine two or more of these techniques. Generally, the amount of revenue available to the City depends on current and future economic activity. Below is a listing of the major revenue sources (individually approximately 1% or more of the total City revenue) for the City of Charlottesville, which make up 87.0% of the total General Fund revenue collected by the City of Charlottesville.

Revenue Source	FY 2019 Projection	% of General Fund Total Revenues
Real Estate Taxes	\$68,267,343	38.0%
City/County Revenue Sharing	15,696,360	8.7%
Meals Tax	11,817,375	6.6%
Sales & Use Taxes	11,663,391	6.5%
Personal Property Taxes	8,629,200	4.8%
State Assistance	7,802,195	4.3%
Business & Professional Licenses	7,400,000	4.1%
Payment in Lieu of Taxes: Utilities	5,776,201	3.2%
Transient Occupancy Tax	5,100,000	2.8%
Utility Services Consumer Tax	4,699,842	2.6%
PPTRA	3,498,256	1.9%
Virginia Communications Sales & Use Tax	3,000,000	1.7%
Recreation Income	1,765,246	1.0%
Public Service Corporation Taxes	1,350,000	0.8%
TOTAL	\$156,465,409	87.1%

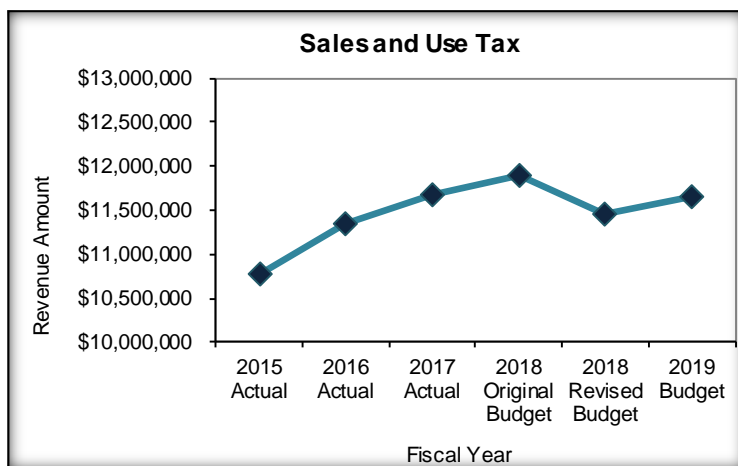
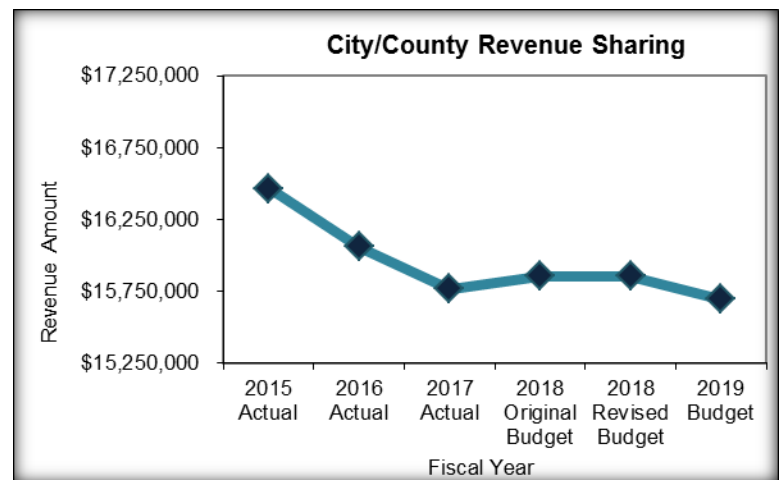
In the following section, a graph has been presented for each of the major revenues listed in the above chart. This provides a graphical representation of the trend data that was used when the revenue projections were made for FY 19. The data in the graphs represents the amount of actual revenue collected for FY 15 – FY 17, along with the originally budgeted amounts and revised revenue estimates for FY 18, all of which were important factors in projecting the revenues for FY 19.

Major Local Revenue – Descriptions and Trend Data

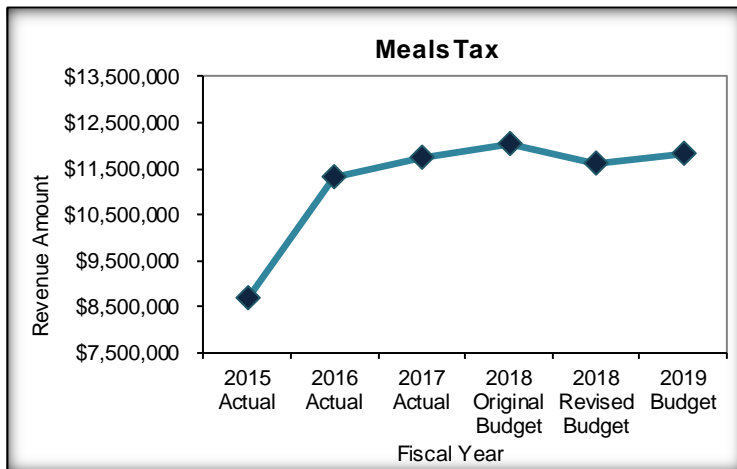


Real Estate Taxes are the largest source of revenue for the City. They are *ad valorem* taxes based on the assessed value of real property owned by businesses, individuals, and corporations. They are assessed at 100% valuation, with tax rates being applied per \$100 of assessed value. **The adopted tax rate for FY 19 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 16 when estimating the FY 19 payment. The majority of this revenue is dedicated to projects and operations that benefit City and County residents alike, including replacement of transit infrastructure and transportation improvements, enhancements to parks and recreation facilities and programs, public safety enhancements, and road and infrastructure maintenance.

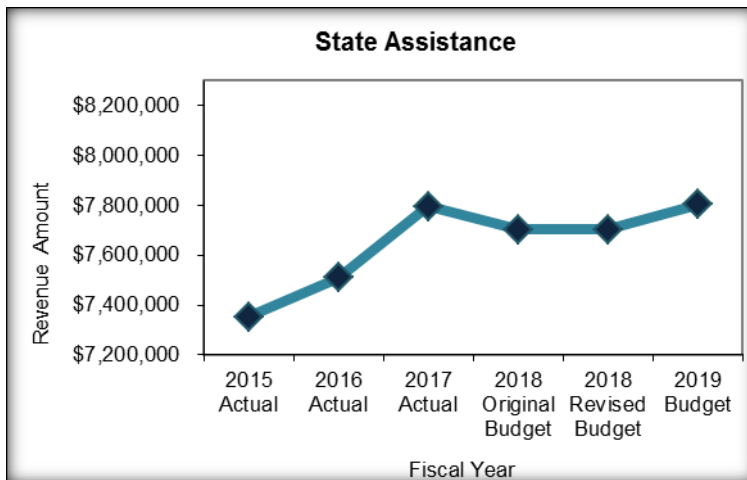
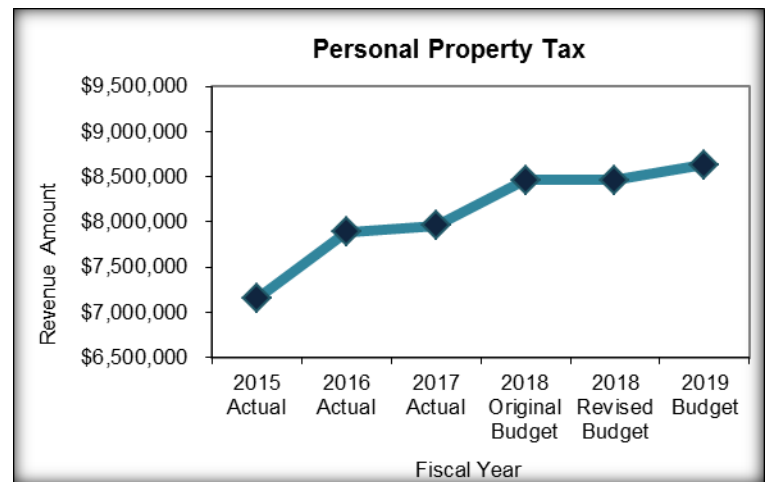


Sales and Use Taxes are revenues received by the City from 1-cent of the 5.3-cent State sales tax generated within the City. Starting July 1, 2013, an additional .3% was collected that is dedicated to statewide transportation projects. This was approved by the General Assembly during their 2013 session. Growth in this revenue has been positive the past few years however, FY 18 projections have been revised to show a 3.8% decrease from the original budget projections due to a variety of factors. Staff continues to keep an eye on this revenue trend because while FY 18 may have trended down from FY 17, these revenues are still tracking higher than FY 16. **The Sales Tax rate is 5.3% for general sales purchases and 2.5% for non-prepared foods (implemented July 1, 2005).**

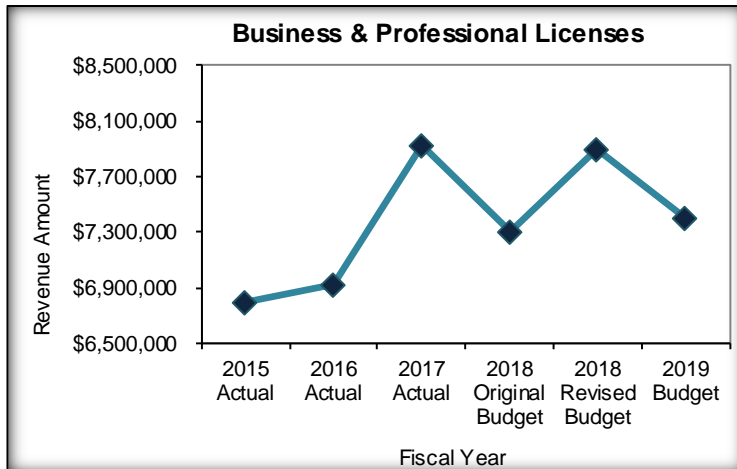


Meals Tax is assessed on the sales price of prepared food and beverages sold in the City. 1-cent of the tax rate is dedicated to the Debt Service Fund to pay off the future debt of bond issuances used to pay for capital projects. The remaining is dedicated to the General Fund. Between FY 11 and FY 17, this tax has shown consistent growth. In FY 16, the City's Meals Tax rate, increased from 4% to 5%, resulting in a larger than average increase in Meals Tax revenue. FY18 revised budget projections are showing a 3.5% decrease from the original budget projections, but are starting to rebound, and Meals Tax revenues are still tracking higher than FY 16. **The adopted rate will remain at 5% in FY 19.**

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 19 Personal Property Tax revenue is projected to increase by 2.0% from the FY 18 original budget amount. This projected increase is due mainly to a higher number of new vehicle purchase and increase in the overall value of vehicles registered in the City. **The adopted tax rate for FY 19 is unchanged at \$4.20 per \$100 of assessed value.**

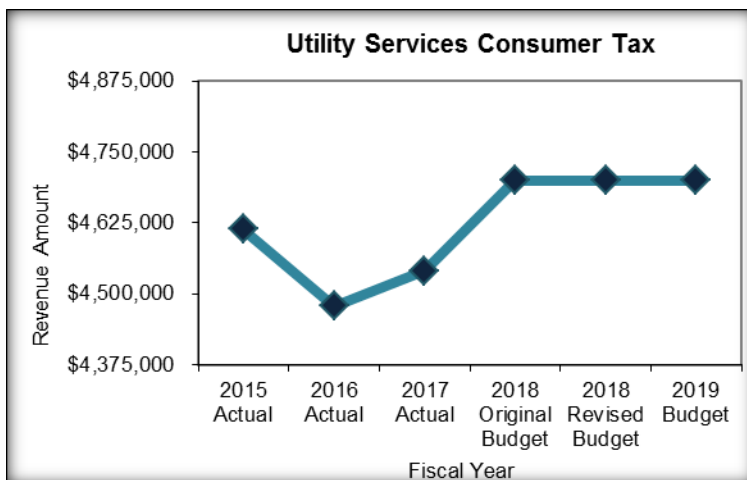
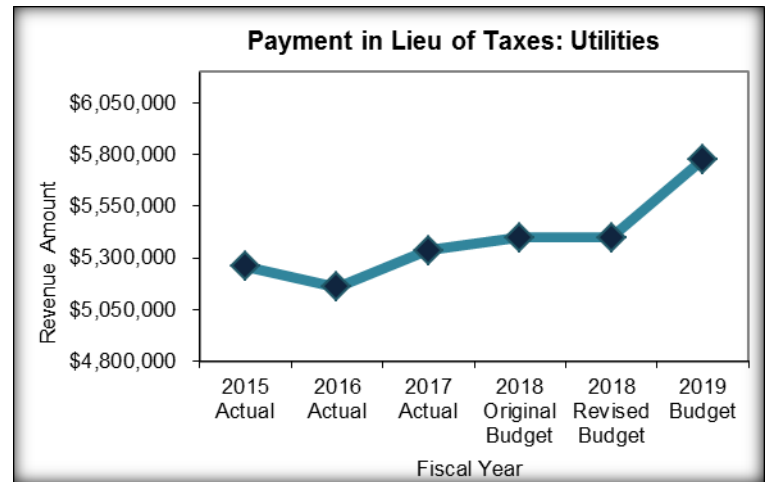


State Assistance consists of four major revenue items: **Constitutional Officer Reimbursement**, which is determined by the State Compensation Board on an annual basis for the elected official offices, including the Treasurer, Commissioner of Revenue, Sheriff, Clerk of the Circuit Court, and Commonwealth's Attorney; **State Highway Assistance** is highway maintenance funds received from the State based on a formula which includes road type, lane miles, and rate of payment per lane mile; **State Aid for Police Protection**, where the amount of revenue received by the localities is based upon a proportional formula that uses the adjusted crime rate index for the locality as its base; and **State Flex Cuts (Local Aid to Commonwealth)** where localities can decide to reduce individual revenue items from the State, or reimburse the State in one lump sum. This was reinstated for FY 15 but has been discontinued since FY 16.

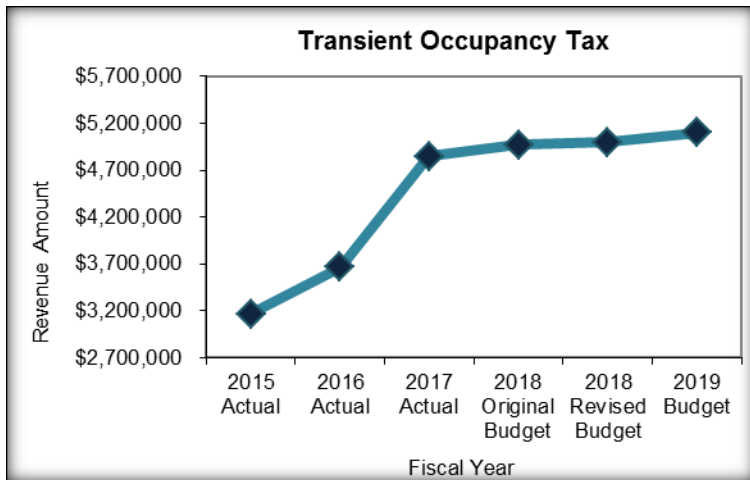


Licenses and Permits are a category of revenues collected from permits and privilege fees required by the City. The largest of these sources is the **Business and Professional Licenses**, which is a local license fees on the privilege of doing business within the City. These fees are based on the gross receipts of the business applying for the license. Business and Professional Licenses are estimated to bring in \$7.4 million in FY 19, which represents a 1.4% increase from the FY 18 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 19, this revenue item is estimated to generate approximately \$5.77 million in revenue, a 7.0% increase from the FY 18 original budgeted figure.

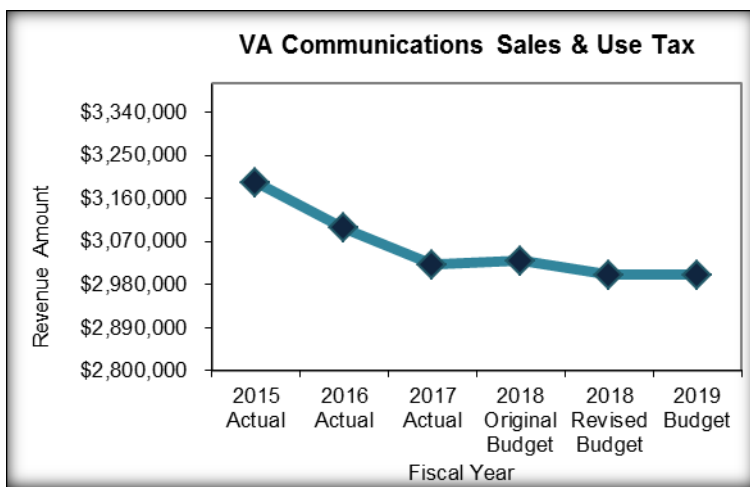
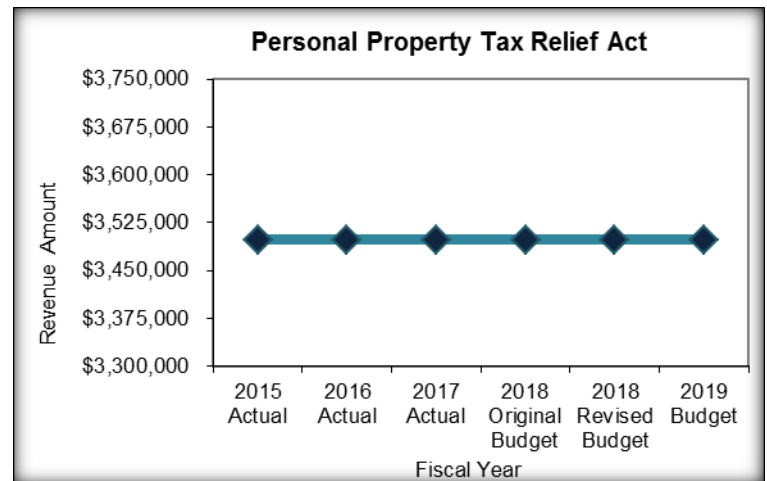


The **Utility Services Consumer Tax** is collected on the sale of goods and services from the following utility services: electric service, gas service, and water service. Beginning in January 2007, Telephone and Cable taxes previously recorded under Utility Taxes were rolled into a new revenue stream called the Virginia Communications Sales and Use Tax. For FY 19, revenue from these taxes is projected to remain level from the FY18 estimates due mainly to mild weather.

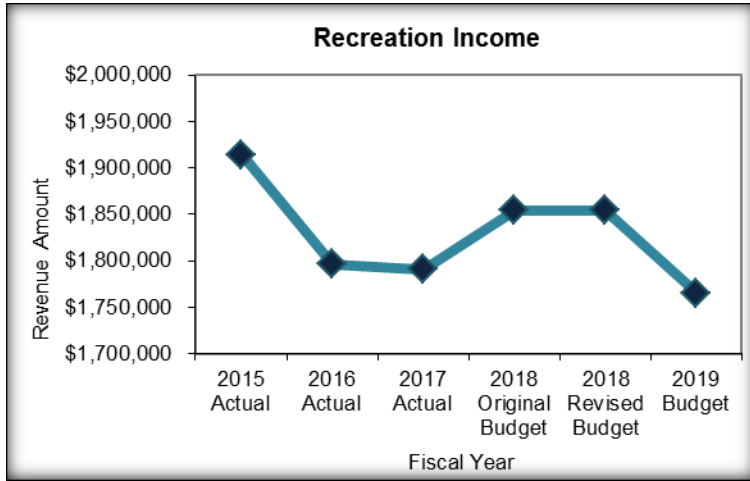


Transient Occupancy Tax, often called the lodging tax, consists of taxes assessed on the use of rooms in hotels, motels, and boarding houses. The actual revenue collected in FY 17 was an increase of over \$1.18 million (32.3%) from the prior fiscal year. This is due to several factors: 1) In the Adopted FY 17 Budget, City Council adopted an increase in the tax rate from 6% to 7%; 2) Several new hotels have open in the City since the original revenue projections; 3) The estimated room occupancy rates, and average daily room rates for the City continue to increase. For FY 19, this strong performance is expected to continue and the Transient Room tax is projected to see a 2.6% increase from the FY 18 original budget projections. **The adopted tax rate will remain at 7% in FY 19.**

PPTRA is the State reimbursement to the localities for those vehicles that qualify for reduced personal property tax rates under the Personal Property Tax Relief Act. SB 5005 establishes what amounts to a fixed, annual block grant to localities, the proceeds of which must be used to provide relief to the owners of qualifying vehicles. The state's obligation to localities is capped, and localities determine how relief will be distributed.

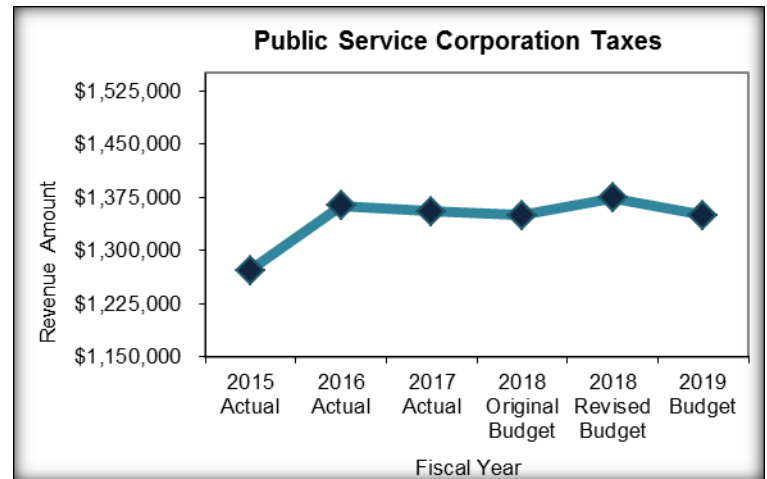


Effective January 2007, the consumer tax on telephone service, the E-911 service tax, the tax on Cable service, and the Cable Franchise fee were rolled into one revenue stream called the **Virginia Communications Sales & Use Tax**. The tax is levied in the amount of 5% of the sales price of each communications service. This is a State administered local tax and the City is reimbursed on a monthly basis. This tax continues to see a steady decline over the past several years and is projected to decrease again in FY19 by approximately 1%. The increase in cell phone usage and internet entertainment providers for television services as opposed to traditional land line phone service and cable television service can explain this steady decline.



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

Public Service Corporation Taxes are levied on the real estate and tangible property owned by railroads, utilities, pipelines, and other businesses required to register with the State Corporation Commission. The decrease in FY 17 budgeted amount for these revenues was due to adjustments made to the depreciation method for computer equipment, furniture and office equipment, and central office equipment which decreased the assessments over the prior year. The FY 19 budgeted amount for these revenues are expected to remain level from the FY 18 original budget.



Adopted Tax and Fee Rates (Including Legal Caps)

	Adopted Fiscal Year 2018-2019	Adopted Fiscal Year 2017-2018
Real Estate Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
	<i>58.1-3321 - no cap, but effective tax rate increases must be publicly advertised 30 days prior to hearing.</i>	
Personal Property Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
	<i>No cap; 58.1-3008- authorizes different rates for different classes</i>	
	<i>58.1-3524- Beginning Tax Year 2006, PPTRA requires reduced rates on qualifying vehicles, applied to value < \$20,000</i>	
Machinery and Tools Tax	\$4.20/\$100 Assessed Value	\$4.20/\$100 Assessed Value
	<i>No cap; 58.1-3008- authorizes different rates for different classes</i>	
Mobile Home Tax	\$0.95/\$100 Assessed Value	\$0.95/\$100 Assessed Value
	<i>58.1-3522 - assess in line w/real estate tax; 58.1-3280 - assess @ fair market value</i>	
Sales Tax - General ⁽¹⁾	5.3%	5.3%
	<i>58.1-605 (B)- Cap: rate may not exceed 1% (included in the 5.3% cap)</i>	
Sales Tax - Food (Excludes prepared food) ⁽²⁾	2.5%	2.5%
	<i>58.1-611.1 - Cap: rate may not exceed 1% (included in the 2.5% cap)</i>	
Restaurant/Meals Tax	5.0%	5.0%
	<i>58.1-3840 (no cap for City)</i>	
Transient Occupancy (Lodging) Tax	7.0%	7.0%
	<i>58.1-3840 (no cap for City)</i>	
Cigarette Tax	\$.55 per pack	\$.55 per pack
	<i>58.1-3830 (no cap for City)</i>	
E-911 Fee ⁽³⁾	\$.75/phone line	\$.75/phone line
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Cable Franchise Fee ⁽³⁾	5%	5%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
	<i>15.2-2108.1:1: no new or renewed cable franchise entered after 1/1/2007 may include a franchise fee (see 2006 House Bill 568)</i>	
PEG Fee (Cable)	\$.35/month	\$.35/month
Utility Services Consumer Tax (Gas, Water, Electric)	10%	10%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Utility Services Consumer Tax (Telephone and Cable)		
⁽³⁾	5%	5%
	<i>Collected by State as part of Communications Sales and Use tax</i>	
Refuse Collection		
	<i>15.2-928-No Cap</i>	
Trash Sticker Fee	12 Gallon - \$1.05 each 31 Gallon - \$2.10 each	12 Gallon - \$1.05 each 31 Gallon - \$2.10 each
Trash Decal Fees ⁽⁴⁾		
32 Gallon Can	\$94.50 Annually	\$94.50 Annually
45 Gallon Can	\$125.00 Annually	\$125.00 Annually
64 Gallon Can	\$189.00 Annually	\$189.00 Annually
96 Gallon Can	\$283.50 Annually	\$283.50 Annually
Large Item Pickup Fee	\$35 for first occurrence; \$50 for second occurrence; \$100 for third and subsequent occurrences	\$35 for first occurrence; \$50 for second occurrence; \$100 for third and subsequent occurrences
Motor Vehicle License Fee	Up to 4,000 lbs. - \$28.49 4,000 - 6,500 lbs. - \$33.49 Over 6,500 lbs. - \$33.49 Motorcycles - \$8.49	Up to 4,000 lbs. - \$28.49 4,000 - 6,500 lbs. - \$33.49 Over 6,500 lbs. - \$33.49 Motorcycles - \$8.49
	<i>46.2-752(A) - Cap: may not exceed amount of state license fee</i>	
Courthouse Maintenance Fee	\$2.00 per court case	\$2.00 per court case
	<i>17.1-281 - Cap: \$2.00</i>	
Courtroom Security Fee	\$10.00 per conviction	\$10.00 per conviction
	<i>53.1-120 - Cap: \$10.00</i>	

(1) Of this 5.3% collected by the State, 1% is returned to the locality to support public education and .3% was approved during the 2013 General Assembly session to be dedicated to transportation projects.

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

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

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

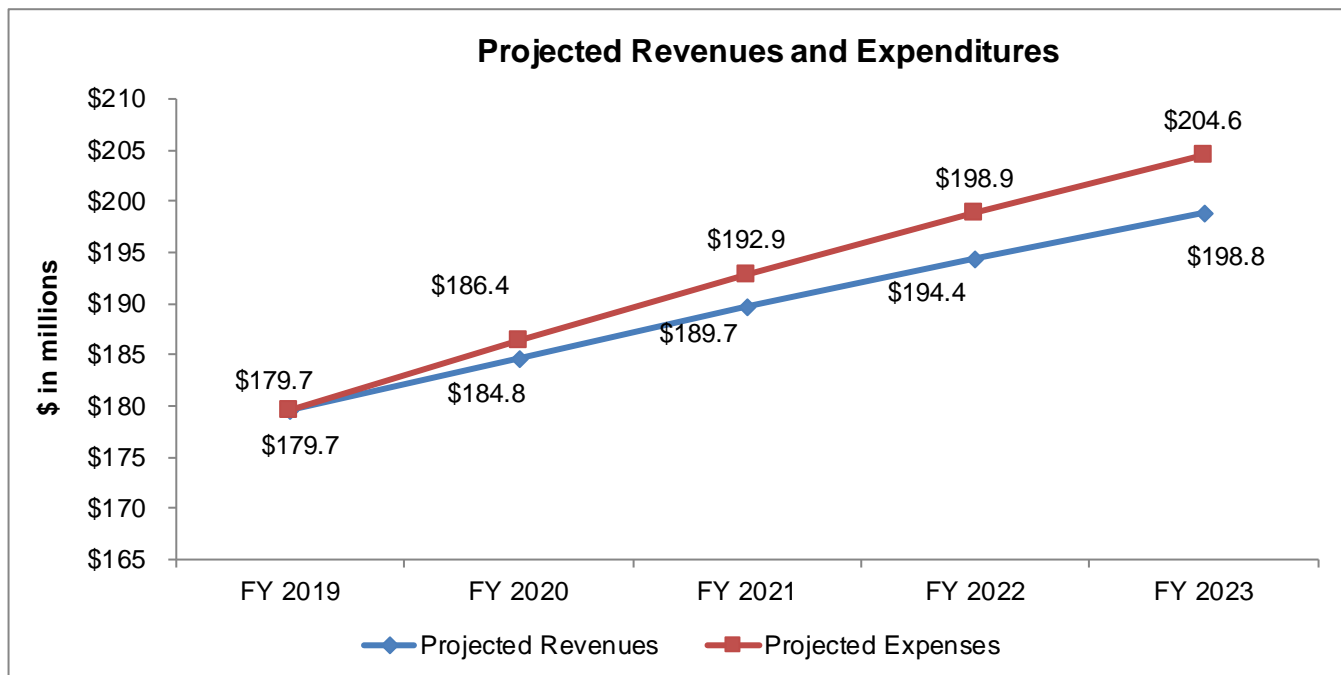
Long Term Revenue and Expenditure Planning and Forecasts

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

FY 19 is showing revenue and expenditure growth in the General Fund, partly due to the Information Technology Department moving to the General Fund from an Internal Services Fund, as well as a new EMS revenue recovery strategy. Real Estate Taxes are the largest revenue driver, contributing a \$3.7 million increase due to new construction and general assessment increases. Other major revenue sources are showing small changes and are expected to grow at modest rates over the next few years.

FY 19 is the second year with an increased debt limit to support the City's capital needs. In future years, City Council will again need to carefully address revenue policies such as tax rates and debt limits, coupled with adjustments in capital spending. Operating departments will need to continue finding efficiencies and reduce departmental costs or find additional sources of revenue, with adjustments in fees for instance, in order to mitigate the forecasted gap each year.

The chart below illustrates projected revenues and expenditures from FY 19 to FY 23 in the General Fund.



Major Revenue Sources

	<u>FY 2019</u> <u>Budget</u>	<u>FY 2020</u> <u>Projected</u>	<u>FY 2021</u> <u>Projected</u>	<u>FY 2022</u> <u>Projected</u>	<u>FY 2023</u> <u>Projected</u>
Real Estate Tax	\$ 68,267,343	\$ 71,680,710	\$ 74,906,342	\$ 77,902,596	\$ 80,629,187
% change	5.8%	5.0%	4.5%	4.0%	3.5%
City County Revenue Sharing	\$ 15,696,360	\$ 16,010,287	\$ 16,330,493	\$ 16,657,102	\$ 16,990,244
% change	-1.0%	2.0%	2.0%	2.0%	2.0%
Meals Tax	\$ 11,817,375	\$ 12,053,723	\$ 12,294,797	\$ 12,540,693	\$ 12,791,507
% change	-1.7%	2.0%	2.0%	2.0%	2.0%
Sales and Use Tax	\$ 11,663,391	\$ 11,780,025	\$ 11,897,825	\$ 12,016,803	\$ 12,136,971
% change	-2.0%	1.0%	1.0%	1.0%	1.0%
Personal Property Tax	\$ 8,629,200	\$ 8,801,784	\$ 8,977,820	\$ 9,157,376	\$ 9,340,524
% change	2.0%	2.0%	2.0%	2.0%	2.0%
Business Licenses	\$ 7,400,000	\$ 7,548,000	\$ 7,698,960	\$ 7,852,939	\$ 8,009,998
% change	1.4%	2.0%	2.0%	2.0%	2.0%
Transient Occupancy Tax	\$ 5,100,000	\$ 5,202,000	\$ 5,306,040	\$ 5,412,161	\$ 5,520,404
% change	2.6%	2.0%	2.0%	2.0%	2.0%
Utility Tax	\$ 4,699,842	\$ 4,793,839	\$ 4,889,716	\$ 4,987,510	\$ 5,087,260
% change	0.0%	2.0%	2.0%	2.0%	2.0%
Other Revenues	\$ 46,452,024	\$ 46,916,545	\$ 47,385,710	\$ 47,859,567	\$ 48,338,163
	10.8%	1.0%	1.0%	1.0%	1.0%
Total Revenues	\$ 179,725,535	\$ 184,786,912	\$ 189,687,702	\$ 194,386,748	\$ 198,844,258
% change	4.7%	2.8%	2.7%	2.5%	2.3%

Major Expenditure Sources

	<u>FY 2019</u> <u>Budget</u>	<u>FY 2020</u> <u>Projected</u>	<u>FY 2021</u> <u>Projected</u>	<u>FY 2022</u> <u>Projected</u>	<u>FY 2023</u> <u>Projected</u>
Local Contribution to Schools	\$ 53,998,202	\$ 55,432,582	\$ 56,793,250	\$ 58,063,574	\$ 59,227,469
% change	5.2%	2.7%	2.5%	2.2%	2.0%
Employee Salaries and Benefits* +	\$ 54,512,970	\$ 56,966,054	\$ 59,244,696	\$ 61,318,260	\$ 63,157,808
% change	7.1%	4.5%	4.0%	3.5%	3.0%
Health Care +	\$ 5,725,143	\$ 6,583,914	\$ 7,439,823	\$ 8,258,204	\$ 9,084,024
% change	8.4%	15.0%	13.0%	11.0%	10.0%
Outside and Nonprofit Agency Funding	\$ 15,954,723	\$ 16,273,817	\$ 16,599,294	\$ 16,931,280	\$ 17,269,905
% change	2.0%	2.0%	2.0%	2.0%	2.0%
Transfer to Debt Service	\$ 10,924,263	\$ 11,642,116	\$ 12,365,929	\$ 13,089,980	\$ 13,814,272
% change	5.3%	6.6%	6.2%	5.9%	5.9%
Transfer to Capital Improvement Program	\$ 5,374,766	\$ 5,624,766	\$ 5,874,766	\$ 6,124,766	\$ 6,374,766
% change	4.1%	4.7%	4.4%	4.3%	4.1%
Fund Balance Target Adjustment	\$ 413,148	\$ 575,000	\$ 800,000	\$ 800,000	\$ 800,000
% change	0.0%	39.2%	39.1%	0.0%	0.0%
Other Expenditures	\$ 32,822,320	\$ 33,314,655	\$ 33,814,375	\$ 34,321,590	\$ 34,836,414
	-13.6%	1.5%	1.5%	1.5%	1.5%
Total Expenditures	\$ 179,725,535	\$ 186,412,905	\$ 192,932,132	\$ 198,907,654	\$ 204,564,659
% change	4.7%	3.7%	3.5%	3.1%	2.8%

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

+ FY 2019 includes costs for moving the Department of Information Technology from an Internal Services Fund to the General Fund.

FY 2019 - 2023 Revenue Projections

These revenue sources comprise approximately 74% of the General Fund budget in FY 19:

Real Estate Tax: Real Estate assessments have increased in each of the last five assessment cycles, and are anticipated to increase approximately 5.8% for FY 19. Staff anticipates this rate of increase to be moderate in the future.

City/County Revenue Sharing: In FY 19 this will decrease by approximately \$159,000 over FY 18, which is reflective of City real estate assessments growing at a faster rate than County real estate assessments. Future projections show a slight increase, due to the total value of assessments increasing the County.

Meals Tax: Staff is tracking the meals tax revenue by month, and FY 18 revenues are down 2.74% through the first six months of the fiscal year, largely because of increased competition from the urban ring and the events of the summer of 2017. For FY 19, staff is projecting a 1.68% decline in revenue when compared to the adopted FY 18 budget.

Sales and Use Tax: FY 18 has been a difficult year for forecasting sales and use tax revenue. Through the first ten months of FY 18, sales and use tax revenue is down 2.14%. Staff believes this is largely driven by competition from development in the urban ring of surrounding Albemarle County, as well as the events of the summer of 2017. FY 18 projections have been adjusted downward accordingly. Retail development remains strong in the City, and for FY 19, staff is predicting flat to 1.86% growth (when compared to FY 18 revised revenues), and continuing to grow at 1% in the long term.

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

Business License Tax: Business License Taxes continue to perform well in FY 18, and a 1.41% increase is projected for FY 19. This also accounts for recent license changes benefitting small businesses that will reduce revenue by approximately \$90,000. Future years show a 2% growth due to continued economic growth in the City.

Transient Occupancy Tax: The lodging tax revenue is showing real growth before accounting for possible revenues as new hotels come online in the next year. For the first six months of FY 18, real revenue growth is 3.56% after accounting for last year's rate increase, although lodging tax revenue has been more volatile in FY 18 than in prior years. Current projections account for a 2.6% increase in FY 19, with future years showing a 2% growth.

Utility Tax: The revenue source, which includes utility taxes collected from City's gas and water operations and consumer utility tax for electric services, is trending to remain flat in FY 19. This is driven most notably by weather and therefore, mild weather means the City collects less revenue.

FY 2019 - FY 2023 Expenditure Projections

These expenditure categories comprise approximately 82% of the General Fund budget in FY 19:

Local Contribution to Schools: The Budget Guidelines state that the schools receive a target amount that equates to 40% of new real estate and personal property tax revenue. The FY 19 Budget includes an amount larger than the target to meet the increasing needs of the Schools. For future years, this figure reflects the local contribution based only on the Budget Guideline.

Employee Salaries and Benefits: This is the total budget for employee salaries and benefits (which includes retirement, FICA, and life insurance). The figure also includes any cost of living increase provided, which is determined each budget year. In FY 19, this figure includes moving the IT Department from an Internal Services Fund to the General Fund. In future years, this figure is expected to be higher than general cost of living increases due to continuing adjustments being made for compression, position reclassifications, and the addition of new positions.

Health Care: This is the total budget for the General Fund contribution to the City's Health Care Fund. Historically, this increase has been in the range of 9% - 15%, and is predicted to continue growing due to the rising cost of health care and general uncertainty regarding national health care policies.

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

Transfer to Debt Service: These are funds required to pay off the City's long term debt and is based on the 5 year Capital Improvement Program balanced with the City's debt service policy. The estimate for FY 19 reflects the required transfer from the General Fund to fund the capital budget and corresponding debt that the City currently plans to issue.

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

Fund Balance Target Adjustment: This pool of funds provides the City with a cushion at the end of a fiscal year to help us achieve the fund balance policy of 17%. The FY 19 budgeted figure is what would be required to ensure we meet the policy and is projected to increase in future years as the budget increases.



General Fund Revenues

	FY 2016-2017 Actual	FY 2017-2018 Budget	FY 2018-2019 Budget	Increase/ (Decrease)	% Change
LOCAL TAXES					
Real Estate Taxes	\$59,970,801	\$64,526,658	\$68,267,343	\$3,740,685	5.8%
Personal Property Tax	7,958,875	8,460,000	8,629,200	169,200	2.0%
Public Service Corporation Tax	1,355,658	1,350,000	1,350,000	0	0.0%
Penalty/Interest on Delinquent Taxes	454,466	350,000	350,000	0	0.0%
Utility Services Consumer Tax	4,540,179	4,699,842	4,699,842	0	0.0%
Virginia Communications Sales and Use Tax	3,022,277	3,030,000	3,000,000	(30,000)	(1.0%)
Franchise Taxes (See <i>VA Communications Sales and Use Tax</i>)	3,500	0	0	0	N/A
Tax on Bank Stock	1,226,609	975,000	1,200,000	225,000	23.1%
Tax on Wills & Deeds	904,353	550,000	550,000	0	0.0%
Sales & Use Tax	11,673,107	11,900,000	11,663,391	(236,609)	(2.0%)
Rolling Stock Tax	18,870	21,000	21,000	0	0.0%
Transient Occupancy (Lodging) Tax	4,846,549	4,970,000	5,100,000	130,000	2.6%
Meals Tax	9,397,318	9,615,000	9,453,900	(161,100)	(1.7%)
Short-Term Rental Tax	58,031	32,000	60,000	28,000	87.5%
Cigarette Tax	748,878	800,000	725,000	(75,000)	(9.4%)
Recordation Tax Receipts	277,327	203,191	203,191	0	0.0%
Vehicle Daily Rental Tax	118,692	100,000	100,000	0	0.0%
Taxes Subtotal	\$106,575,490	\$111,582,691	\$115,372,867	\$3,790,176	3.4%
LICENSES AND PERMITS					
Business & Professional Licenses	\$7,918,093	\$7,297,465	\$7,400,000	\$102,535	1.4%
Vehicle Licenses	897,011	915,000	915,000	0	0.0%
Dog Licenses	11,736	15,000	15,000	0	0.0%
Electrical, Heating and Mechanical Permits	253,681	250,000	250,000	0	0.0%
Building and Plumbing Permits	706,989	400,000	400,000	0	0.0%
Temporary Parking Permits (NDS)	151,350	75,000	75,000	0	0.0%
Site Plans	67,646	75,000	75,000	0	0.0%
Mall Vending Permits	122,404	100,000	125,000	25,000	25.0%
Other Permits	143,716	110,500	110,500	0	0.0%
Licenses and Permits Subtotal	\$10,272,626	\$9,237,965	\$9,365,500	\$127,535	1.4%
INTERGOVERNMENTAL REVENUE					
<i>Revenue from State Agencies</i>					
PPTRA Revenue (State Personal Property Tax)	\$3,498,256	\$3,498,256	\$3,498,256	\$0	0.0%
State Highway Assistance	4,064,280	4,003,606	4,103,696	100,090	2.5%
Reimbursement/Constitutional Offices	1,547,177	1,634,635	1,634,635	0	0.0%
State Aid for Police Protection	2,077,468	2,012,664	2,012,664	0	0.0%
Trailer Title	3,101	1,200	1,200	0	0.0%
Other State Assistance: Misc Rev	104,105	50,000	50,000	0	0.0%
<i>Revenue from Other Intergovernmental Sources</i>					
Jefferson Area Drug Enforcement (JADE)	96,000	96,000	0	(96,000)	(100.0%)
School Resource Officers (City Schools)	271,651	288,484	301,231	12,747	4.4%
Regional Library Administrative Fee	102,500	104,300	109,952	5,652	5.4%
Crisis Intervention Team Revenue	0	0	97,668	97,668	N/A
Fire Department Operations (Albemarle County)	190,233	190,000	191,850	1,850	1.0%
Juvenile & Domestic Relations Court Operations (Albemarle County)	58,245	56,156	56,160	4	0.0%
Juvenile & Domestic Relations Court Building Maint. (Albemarle County)	66,250	66,000	68,508	2,508	3.8%
Magistrate's Office (Albemarle County)	4,050	4,150	4,150	0	0.0%
Payments In Lieu Of Taxes (Housing Authority)	0	33,828	33,828	0	0.0%
Fire Department (CARS)	65,000	130,000	0	(130,000)	(100.0%)
Fire Department - EMS Cost Recovery Revenue	0	0	1,440,000	1,440,000	N/A
Fire Department Ops (UVA)	290,872	305,416	320,687	15,271	5.0%
Service Charge (UVA)	42,321	38,000	46,000	8,000	21.1%
Property Maintenance (UVA)	57,327	55,000	58,956	3,956	7.2%
Intergovernmental Revenue Subtotal	\$12,538,836	\$12,567,695	\$14,029,441	\$1,461,746	11.6%
CHARGES FOR SERVICE					
Property Transfer Fees	\$1,226	\$1,000	\$1,000	\$0	0.0%
Zoning Appeal Fees	500	1,100	1,100	0	0.0%
Court Revenue (Circ/Genl Dist Cts)	618,489	450,000	500,000	50,000	11.1%
Circuit Court - Online Land Records Subscription Revenue	47,379	30,000	30,000	0	0.0%
Parking Meter Receipts*	104,352	0	0	0	N/A
Parking Garage Revenue*	948,751	0	0	0	N/A
Internal City Services	1,010,916	1,075,728	1,941,424	865,696	80.5%
Utility Cut Permits	184,191	185,000	185,000	0	0.0%
Recreation Income	1,790,793	1,854,528	1,765,246	(89,282)	(4.8%)
Reimbursable Overtime	227,574	265,000	265,000	0	0.0%
Zone Parking Permit Fees*	36,745	0	0	0	N/A
Payment in Lieu of Taxes: Utilities	5,335,967	5,397,765	5,776,201	378,436	7.0%
Indirect Cost Recovery	126,568	125,000	125,000	0	0.0%
Waste Disposal Fees	1,104,932	950,000	1,050,000	100,000	10.5%
Other Charges and Fees for Services	225,182	125,000	125,000	0	0.0%
Charges for Service Subtotal	\$11,763,565	\$10,460,121	\$11,764,971	\$1,304,850	12.5%

	FY 2016-2017 Actual	FY 2017-2018 Budget	FY 2018-2019 Budget	Increase/ (Decrease)	% Change
PARKING FINES					
Parking Fines*	\$396,721	\$0	\$0	\$0	N/A
Fines Subtotal	\$396,721	\$0	\$0	\$0	N/A
MISCELLANEOUS REVENUE					
Interest Earned	\$376,797	\$405,000	\$515,000	\$110,000	27.2%
Rent	212,365	182,000	175,000	(7,000)	(3.8%)
Jessup/Levy/7th Street Properties Revenue	83,526	60,000	60,000	0	0.0%
Refund of Prior Years' Expenditures	113,052	30,000	30,000	0	0.0%
Parking Garage Maintenance*	37,500	0	0	0	N/A
Other Miscellaneous Revenue	468,044	213,000	363,000	150,000	70.4%
Miscellaneous Revenue Subtotal	\$1,291,284	\$890,000	\$1,143,000	\$253,000	28.4%
CARRYOVER FUNDS (PREVIOUS FISCAL YEAR)					
Arts Coordination and Planning Savings	\$0	\$0	\$114,000	\$114,000	N/A
Assistant City Manager Position Vacancy Savings	0	0	100,000	100,000	N/A
Blue Ridge Regional Jail Debt Service Reimbursement	0	0	586,259	586,259	N/A
Council Strategic Initiatives Fund	0	0	206,400	206,400	N/A
Carryover Funds Subtotal	\$0	\$0	\$1,006,659	\$1,006,659	N/A
TRANSFERS FROM OTHER FUNDS					
Risk Management Fund	\$0	\$350,000	\$350,000	\$0	0.0%
Landfill Reserve Fund	0	0	250,000	250,000	N/A
Human Services Fund	0	0	250,000	250,000	N/A
Parking Enterprise Fund*	0	1,723,475	1,500,000	(223,475)	(13.0%)
Transfers from Other Funds Subtotal	\$0	\$2,073,475	\$2,350,000	\$276,525	13.3%
CITY/COUNTY REVENUE SHARING: OPERATING BUDGET	\$10,491,920	\$10,290,321	\$9,921,594	(\$368,727)	(3.6%)
OPERATING BUDGET TOTAL	\$153,330,442	\$157,102,268	\$164,954,032	\$7,851,764	5.0%
DESIGNATED REVENUE					
Contractual Services: Pupil Transportation	\$2,694,065	\$2,902,777	\$2,956,210	\$53,433	1.8%
Contractual Services: School Building Maintenance	3,689,435	3,683,168	3,677,052	(6,116)	(0.2%)
City/County Revenue Sharing: Transfer to Capital Improvement Program Fund	4,875,164	5,165,164	5,374,766	209,602	4.1%
City/County Revenue Sharing: Transfer to Facilities Repair Fund	400,000	400,000	400,000	0	0.0%
Meals Tax Revenue: Transfer to Debt Service Fund	2,349,330	2,403,750	2,363,475	(40,275)	(1.7%)
DESIGNATED REVENUE TOTAL	14,007,994	14,554,859	14,771,503	\$216,644	1.5%
TOTAL CITY BUDGET	\$167,338,436	\$171,657,127	\$179,725,535	\$8,068,408	4.7%

CITY SCHOOLS BUDGET

	FY 2016-2017 Actual	FY 2017-2018 Budget*	FY 2018-2019 Budget	Increase/ (Decrease)	% Change
SCHOOL OPERATIONS (SCHOOL GENERAL FUND)					
Local Contribution	\$46,831,020	\$48,858,135	\$51,533,776	\$2,675,641	5.5%
State Funds	14,943,235	16,197,089	16,280,948	83,859	0.5%
Federal Funds	12,409	24,000	24,000	0	0.0%
Fund Balance	0	267,851	625,996	358,145	133.7%
Misc. Revenue	1,223,823	1,213,910	1,194,046	(19,864)	(1.6%)
TOTAL SCHOOL OPERATIONS BUDGET	\$63,010,487	\$66,560,985	\$69,658,766	\$3,097,781	4.7%

*FY 2017-2018 Revised Budget

* Parking revenues are now recorded as part of the Parking Enterprise Fund beginning with the FY 2018 budget resulting in a decrease in General Fund parking related revenue items. These funds will be transferred back to the General Fund, minus the amount necessary to cover parking related expenses, which is included in the **\$1,500,000** transfer to the General Fund from the Parking Enterprise Fund. Detailed information on the Parking Enterprise Fund can be found in the Other Funds section (budget and narrative shown on **pg. M-7**).

Non General Funds Revenues

	FY 2016-2017 Actual	FY 2017-2018 Budget	FY 2018-2019 Budget	Increase/ (Decrease)	% Change
GOLF COURSE FUND					
Sales and Concessions	\$44,872	\$52,300	\$50,500	(\$1,800)	(3.4%)
Greens Fees, Lessons, Etc.	462,922	435,200	483,132	47,932	11.0%
Cart Rentals	211,255	209,000	213,500	4,500	2.2%
Annual Memberships, Passes	50,835	38,000	60,000	22,000	57.9%
Misc. Revenue	12,140	6,940	6,940	0	0.0%
Transfer from General Fund	115,784	134,312	149,204	14,892	11.1%
GOLF COURSE FUND REVENUE TOTAL	\$897,808	\$875,752	\$963,276	\$87,524	10.0%
DEPARTMENT OF SOCIAL SERVICES FUND					
Intergovernmental Revenue	\$9,116,087	\$9,654,326	\$9,722,791	\$68,465	0.7%
Misc. Revenue	14,558	978,995	1,327,956	348,961	35.6%
Transfer from General Fund	3,502,777	3,502,777	3,302,777	(200,000)	(5.7%)
DEPARTMENT OF SOCIAL SERVICES FUND REVENUE	\$12,633,422	\$14,136,098	\$14,353,524	\$217,426	1.5%
HUMAN SERVICES FUND					
Intergovernmental Revenue	\$489,563	\$464,120	\$424,000	(\$40,120)	(8.6%)
Welfare Revenue	4,308,975	4,273,677	4,405,976	132,299	3.1%
Misc. Revenue	85,583	220,750	97,372	(123,378)	(55.9%)
Transfer from General Fund	572,538	572,398	662,030	89,632	15.7%
HUMAN SERVICES FUND REVENUE SUBTOTAL	\$5,456,659	\$5,530,945	\$5,589,378	\$58,433	1.1%
WATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Water Sales Revenue	\$10,004,575	\$10,577,739	\$11,599,327	\$1,021,588	9.7%
Water Connection Fees	125,000	125,000	125,000	0	0.0%
Other Fees	150,000	93,000	150,000	57,000	61.3%
Bond Proceeds	0	2,250,000	5,250,000	3,000,000	133.3%
Transfer from Other Funds	1,775,000	1,800,000	1,800,000	0	0.0%
WATER FUND REVENUE TOTAL	\$12,054,575	\$14,845,739	\$18,924,327	\$4,078,588	27.5%
WASTEWATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Wastewater Sales Revenue	\$13,501,900	\$14,039,497	\$15,020,187	\$980,690	7.0%
Other Fees	20,000	30,000	20,000	(10,000)	(33.3%)
Bond Proceeds	0	2,250,000	2,000,000	(250,000)	(11.1%)
Transfer from Other Funds	2,985,000	3,000,000	3,000,000	0	0.0%
WASTEWATER REVENUE TOTAL	\$16,506,900	\$19,319,497	\$20,040,187	\$720,690	3.7%
GAS (OPERATIONAL AND DEBT SERVICE FUNDS)					
Gas Sales Revenue	\$21,901,397	\$22,312,864	\$27,866,897	\$5,554,033	24.9%
Other Fees	325,000	325,000	325,000	0	0.0%
Misc. Revenue	0	3,335,000	0	(3,335,000)	(100.0%)
Transfer from Other Funds	400,000	300,000	300,000	0	0.0%
GAS REVENUE TOTAL	\$22,626,397	\$26,272,864	\$28,491,897	\$2,219,033	8.4%

	FY 2016-2017 Actual	FY 2017-2018 Budget	FY 2018-2019 Budget	Increase/ (Decrease)	% Change
STORMWATER (OPERATIONAL AND DEBT SERVICE FUNDS)					
Stormwater Fee Revenue	\$1,950,200	\$1,969,502	\$1,982,720	\$13,218	0.7%
Bond Proceeds	930,000	1,750,000	1,750,000	0	0.0%
Transfer from Other Funds	55,880	129,683	129,683	0	0.0%
STORMWATER REVENUE TOTAL	\$2,936,080	\$3,849,185	\$3,862,403	\$13,218	0.3%
TRANSIT FUND					
Intergovernmental Revenue (Transit Operations)	\$4,090,258	\$4,269,831	\$4,643,439	\$373,608	8.7%
Intergovernmental Revenue (Transit Bus Replacement)	362,658	433,968	110,400	(323,568)	(74.6%)
Transfer from Capital Improvement Program (Local Match)	11,613	103,082	4,600	(98,482)	(95.5%)
Charges for Services	935,535	982,782	759,198	(223,584)	(22.8%)
Misc. Revenue	21,349	39,882	43,382	3,500	8.8%
Transfer from General Fund (Transit Operations)	2,268,830	2,846,102	2,441,965	(404,137)	(14.2%)
TRANSIT FUND REVENUE TOTAL	\$7,690,243	\$8,675,647	\$8,002,984	(\$672,663)	(7.8%)
FLEET MANAGEMENT FUND					
Charges for Services	\$1,052,000	\$1,052,816	\$1,053,517	\$701	0.1%
FLEET MANAGEMENT FUND REVENUE TOTAL	\$1,052,000	\$1,052,816	\$1,053,517	\$701	0.1%
INFORMATION TECHNOLOGY FUND					
Charges for Services - IT Operations	\$2,639,897	\$2,805,575	\$0	(\$2,805,575)	(100.0%)
Charges for Services - GIS Operations	64,155	64,155	0	(64,155)	(100.0%)
Infrastructure Replacement Pool	225,000	267,500	267,500	0	0.0%
Transfer from Gas Fund (City Link Operations)	1,000,000	1,000,000	1,000,000	0	0.0%
Transfer from Non General Funds (City Link Operations)	200,000	200,000	200,000	0	0.0%
INFORMATION TECHNOLOGY FUND REVENUE TOTAL	\$4,129,052	\$4,337,230	\$1,467,500	(\$2,869,730)	(66.2%)
WAREHOUSE FUND					
Charges for Services	\$168,390	\$162,389	\$166,389	\$4,000	2.5%
WAREHOUSE FUND REVENUE TOTAL	\$168,390	\$162,389	\$166,389	\$4,000	2.5%
CHARLOTTESVILLE ALBEMARLE CONVENTION & VISITORS BUREAU FUND					
Intergovernmental Revenue	\$776,378	\$841,946	\$839,004	(\$2,942)	(0.3%)
Charges for Services	2,000	2,000	2,000	0	0.0%
Transfer from General Fund	791,577	916,039	1,038,546	122,507	13.4%
CONVENTION & VISITORS BUREAU FUND REVENUE TOTAL	\$1,569,955	\$1,759,985	\$1,879,550	\$119,565	6.8%

	FY 2016-2017 Actual	FY 2017-2018 Budget*	FY 2018-2019 Budget	Increase/ (Decrease)	% Change
CITY SCHOOLS BUDGET					
SCHOOL OPERATIONS (NON GENERAL FUNDS)					
Local Contribution	\$2,499,584	\$2,472,469	\$2,464,426	(\$8,043)	(0.3%)
State Revenue	4,835,080	5,479,423	4,975,316	(504,107)	(9.2%)
Federal Revenue	5,104,278	4,960,402	4,872,199	(88,203)	(1.8%)
Misc. Revenue	2,193,088	2,172,335	2,091,979	(80,356)	(3.7%)
SCHOOL OPERATIONS (NON GENERAL FUND) REVENUE TOTAL	\$14,632,030	\$15,084,629	\$14,403,920	(\$680,709)	(4.5%)

*FY 2017-2018 Revised Budget

Expenditures (All Funds)

	FY2016-2017 General Fund Actual	FY2017-2018 General Fund Budget	FY2018-2019 General Fund Budget	FY2016-2017 Other Funds Actual	FY2017-2018 Other Funds Budget	FY2018-2019 Other Funds Budget
MANAGEMENT						
Council Strategic Initiatives	\$42,876	\$155,000	\$0	\$0	\$0	\$0
GED Program	0	20,000	0	0	0	0
Jefferson School Heritage Center	0	450,000	500,000	0	0	0
Residents on the Job (CRHA)	0	0	106,400	0	0	0
City Council/Clerk of Council	307,214	304,927	574,520	0	0	0
Office of the City Manager: Administration, Redevelopment Manager, Communications, Economic Development	2,255,918	2,417,600	2,655,057	0	0	0
Office of the City Attorney	912,557	908,388	1,021,509	0	0	0
Office of the General Registrar	648,341	584,410	560,232	0	0	0
Organizational Memberships & Workforce Development Agencies	191,932	203,927	202,134	0	0	0
MANAGEMENT SUBTOTAL	\$4,358,838	\$5,044,252	\$5,619,852	\$0	\$0	\$0
NON-DEPARTMENTAL						
Non-Departmental Activities	\$1,011,891	\$846,654	\$763,415	\$0	\$0	\$0
NON-DEPARTMENTAL SUBTOTAL	\$1,011,891	\$846,654	\$763,415	\$0	\$0	\$0
DEBT SERVICE PAYMENT						
General Fund Contribution	\$7,100,497	\$7,618,000	\$8,210,788	\$0	\$0	\$0
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	0	0	0
DEBT SERVICE PAYMENT SUBTOTAL	\$7,450,497	\$7,968,000	\$8,560,788	\$0	\$0	\$0
FUND BALANCE TARGET ADJUSTMENT						
Fund Balance Target Adjustment	\$0	\$413,148	\$413,148	\$0	\$0	\$0
FUND BALANCE TARGET ADJUSTMENT SUBTOTAL	\$0	\$413,148	\$413,148	\$0	\$0	\$0
EMPLOYEE COMPENSATION AND TRAINING						
Compensation and Benefits (3% salary increase July 1, 2018)	\$0	\$870,000	\$1,400,000	\$0	\$0	\$0
Citywide Attrition Savings	0	(250,000)	(750,000)	0	0	0
Living Wage Adjustments	0	510,000	274,884	0	0	0
Market Study Salary Adjustments	0	578,000	0	0	0	0
Salary Equity Adjustments	0	733,822	0	0	0	0
Unemployment Compensation	30,940	50,000	50,000	0	0	0
Corporate Training Fund	22,779	35,000	0	0	0	0
Miscellaneous Expenses	218,501	300,000	250,000	0	0	0
EMPLOYEE COMPENSATION AND TRAINING SUBTOTAL	\$272,220	\$2,826,822	\$1,224,884	\$0	\$0	\$0
INTERNAL SERVICES						
Finance Department: Procurement, Risk Management, Warehouse	\$360,445	\$369,037	\$345,052	\$3,921,359	\$3,507,280	\$3,407,140
Human Resources Department	951,833	1,147,400	1,210,180	0	0	0
Information Technology Department	153,000	0	2,881,027	3,319,326	4,337,230	1,467,500
INTERNAL SERVICES SUBTOTAL	\$1,465,277	\$1,516,437	\$4,436,259	\$7,240,685	\$7,844,510	\$4,874,640
FINANCIAL SERVICES						
Office of the Commissioner of Revenue	\$1,268,712	\$1,316,033	\$1,320,872	\$0	\$0	\$0
Finance Department: Administration/City Assessor/ Utility Billing Office	2,080,118	2,254,818	2,193,980	1,073,766	1,674,113	1,714,859
Office of the City Treasurer	1,240,553	1,328,936	1,313,261	0	0	0
FINANCIAL SERVICES SUBTOTAL	\$4,589,383	\$4,899,787	\$4,828,113	\$1,073,766	\$1,674,113	\$1,714,859

	FY2016-2017 General Fund Actual	FY2017-2018 General Fund Budget	FY2018-2019 General Fund Budget	FY2016-2017 Other Funds Budget	FY2017-2018 Other Funds Budget	FY2018-2019 Other Funds Budget
HEALTHY FAMILIES AND COMMUNITY						
Charlottesville Albemarle Convention & Visitors Bureau	\$791,577	\$916,039	\$1,038,546	\$744,982	\$843,946	\$841,004
Children's Services Act	1,717,274	1,917,024	1,804,722	6,182,550	6,322,432	6,434,734
Community Events and Festivals	63,530	72,518	73,000	0	0	0
Contributions to Children, Youth, and Family Programs	3,417,061	3,589,314	3,757,812	0	0	0
Contributions to Education and the Arts	1,907,133	2,088,119	2,230,837	0	0	0
Department of Social Services	3,286,355	3,502,777	3,302,777	9,238,560	10,633,321	11,050,747
Housing Programs and Tax Relief	1,235,089	1,301,362	1,516,513	0	0	0
Department of Human Services	572,538	572,398	662,030	4,764,649	4,958,547	4,927,348
Neighborhood Development Services	3,423,379	3,873,475	3,847,635	0	0	0
Office of Human Rights	165,159	215,789	249,976	0	0	0
Parks and Recreation Department	9,548,271	10,246,693	10,968,758	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	115,784	133,006	149,204	723,818	741,440	814,072
HEALTHY FAMILIES AND COMMUNITY SUBTOTAL	\$26,243,149	\$28,428,514	\$29,601,810	\$21,654,559	\$23,499,686	\$24,067,905
INFRASTRUCTURE AND TRANSPORTATION						
Public Works Department: Administration, Facilities Development, Facilities Maintenance, Environmental	\$3,098,743	\$2,813,337	\$3,089,898	\$468,046	\$560,415	\$554,868
Public Works Department: Public Service, Fleet Maintenance	7,527,293	7,671,570	7,477,210	1,906,202	1,036,997	1,056,942
Charlottesville Area Transit and JAUNT Paratransit Services	3,251,841	3,847,956	3,814,412	6,569,864	5,819,587	5,565,619
Public Utilities Department: Gas, Water, Wastewater	0	0	0	57,005,287	58,744,954	64,870,230
Public Utilities Department: Stormwater	0	0	0	1,571,138	3,673,279	3,751,995
INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL	\$13,877,877	\$14,332,863	\$14,381,520	\$67,520,537	\$69,835,232	\$75,799,654
PUBLIC SAFETY AND JUSTICE						
Office of the City Sheriff	\$1,109,416	\$1,170,908	\$1,290,426	\$0	\$0	\$0
Office of the Commonwealth Attorney	928,064	1,177,668	1,197,559	0	0	0
Contributions to Programs Supporting Public Safety and Justice	7,882,844	8,280,966	8,148,493	0	0	0
Courts and Other Support Services	1,008,762	1,196,086	1,209,252	0	0	0
Fire Department	10,533,845	11,043,501	12,413,475	0	0	0
Police Department	16,545,357	16,626,058	16,866,836	0	0	0
PUBLIC SAFETY AND JUSTICE SUBTOTAL	\$38,008,287	\$39,495,187	\$41,126,041	\$0	\$0	\$0
LOCAL CONTRIBUTION TO SCHOOLS						
Local Contribution to Schools	\$49,330,604	\$51,330,604	\$53,998,202	\$0	\$0	\$0
SCHOOLS SUBTOTAL	\$49,330,604	\$51,330,604	\$53,998,202	\$0	\$0	\$0
TOTAL CITY OPERATIONS	\$146,608,024	\$157,102,268	\$164,954,032	\$97,489,547	\$102,853,541	\$106,457,058
DESIGNATED EXPENDITURES						
Contractual Services: Pupil Transportation	\$2,536,269	\$2,902,777	\$2,956,210	\$0	\$0	\$0
Contractual Services: School Building Maintenance	3,749,909	3,683,168	3,677,052	0	0	0
Transfer to Capital Improvements Program Fund	8,797,215	5,165,164	5,374,766	0	0	0
Transfer to Facilities Repair Fund	400,000	400,000	400,000	0	0	0
Transfer to Debt Service Fund (Meals Tax Portion)	2,366,832	2,403,750	2,363,475	0	0	0
Transfer to Miscellaneous Funds	25,766	0	0	0	0	0
DESIGNATED EXPENDITURES TOTAL	\$17,875,991	\$14,554,859	\$14,771,503	\$0	\$0	\$0
TOTAL CITY BUDGET	\$164,484,016	\$171,657,127	\$179,725,535	\$97,489,547	\$102,853,541	\$106,457,058
CITY SCHOOLS BUDGET						
	FY2016-2017 General Fund Actual	FY2017-2018 General Fund Budget*	FY2018-2019 General Fund Budget	FY2016-2017 Other Funds Actual	FY2017-2018 Other Funds Budget*	FY2018-2019 Other Funds Budget
SCHOOL OPERATIONS						
School Operations	\$63,010,487	\$66,560,985	\$69,658,766	\$14,632,030	\$15,084,629	\$14,403,920
TOTAL SCHOOL OPERATIONS BUDGET	\$63,010,487	\$66,560,985	\$69,658,766	\$14,632,030	\$15,084,629	\$14,403,920

*FY 2017-2018 Revised Budget

Management



City Council Strategic Initiatives

City Council/Clerk of Council

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

Office of the City Attorney

Office of the General Registrar

Organizational Memberships and
Workforce Development Agencies

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

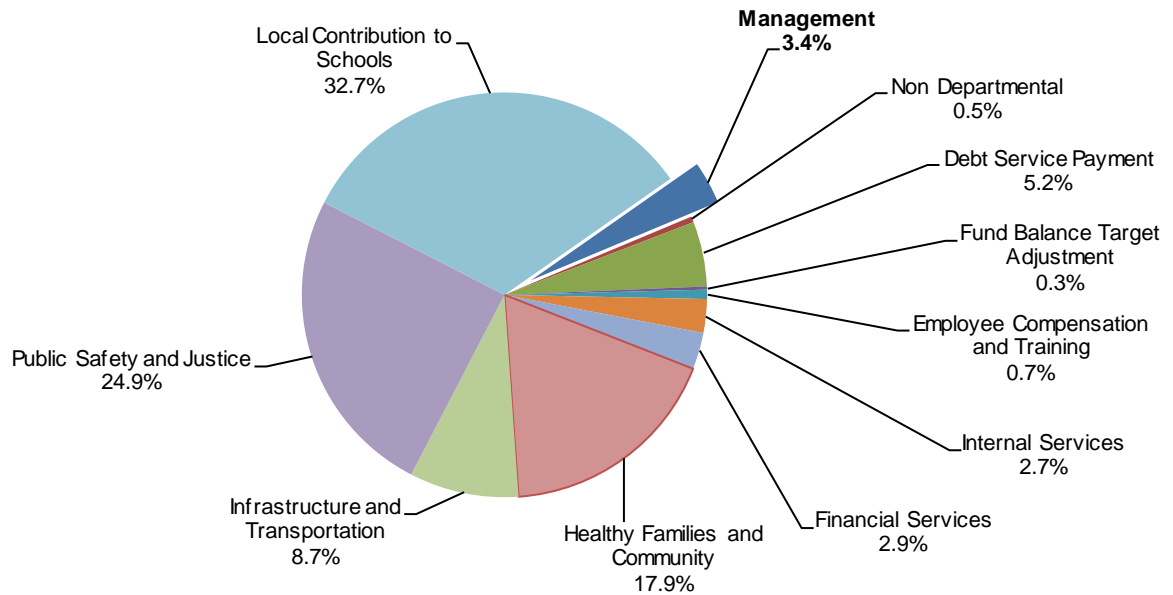


Goal 4: A Strong, Creative and Diversified Economy

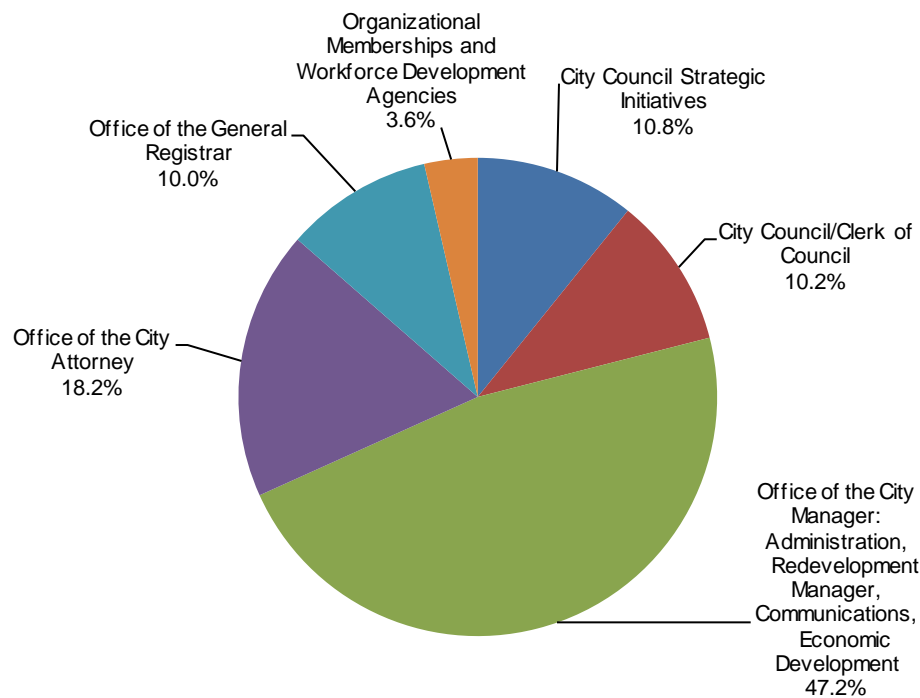


Goal 5: A Well-managed and Responsive Organization

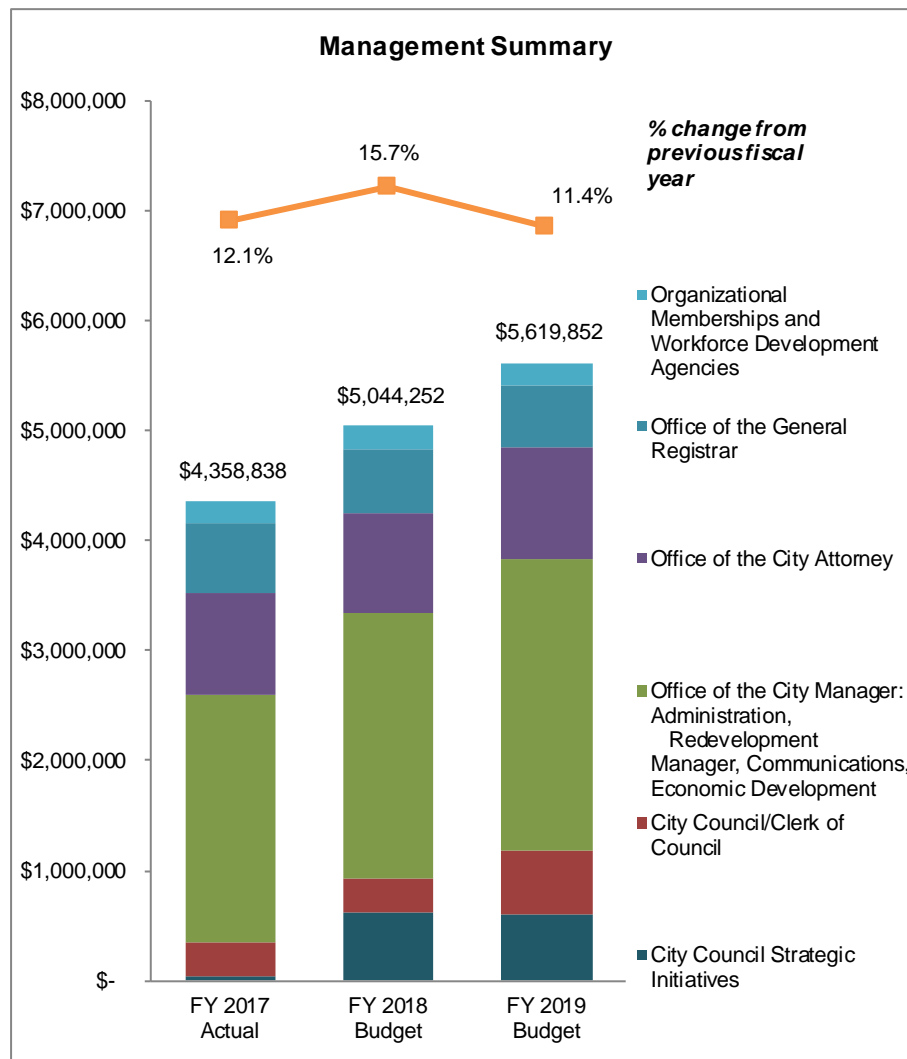
Management % of General Fund Operating Budget



Management Overview General Fund



Management Summary	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
MANAGEMENT						
City Council Strategic Initiatives	\$42,876	\$155,000	\$0	\$0	\$0	\$0
GED Program	0	20,000	0	0	0	0
Jefferson School Heritage Center	0	450,000	500,000	0	0	0
Residents on the Job (CRHA)	0	0	106,400	0	0	0
City Council/Clerk of Council	307,214	304,927	574,520	0	0	0
Office of the City Manager: Administration, Redevelopment Manager, Communications, Economic Development	2,255,918	2,417,600	2,655,057	0	0	0
Office of the City Attorney	912,557	908,388	1,021,509	0	0	0
Office of the General Registrar	648,341	584,410	560,232	0	0	0
Organizational Memberships and Workforce Development Agencies	191,932	203,927	202,134	0	0	0
MANAGEMENT SUBTOTAL	\$4,358,838	\$5,044,252	\$5,619,852	\$0	\$0	\$0



City Council Strategic Initiatives

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

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
City Council Strategic Initiatives	\$23,065	\$9,446	\$42,876	\$155,000	\$0	(\$155,000)	-100.0%
GED Program	0	0	0	20,000	0	(20,000)	-100.0%
Jefferson School Heritage Center	0	0	0	450,000	500,000	50,000	11.1%
Residents on the Job (CRHA)	0	0	0	0	106,400	106,400	NA
General Fund Total	\$23,065	\$9,446	\$42,876	\$625,000	\$606,400	(\$18,600)	-3.0%

This budget includes \$500,000 to fund the second year of a two-year commitment to the African American Heritage Center at the Jefferson School. In addition, \$106,400 in new funding is included for the Residents on the Job Program, sponsored by the Charlottesville Redevelopment and Housing Authority (CRHA), to support public housing resident apprentices to rehabilitate public housing units and train residents for jobs in the construction field.

City Council Strategic Goals



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment



Goal 4: A Strong, Creative and Diversified Economy



Goal 5: A Well-managed and Responsive Organization



City Council/Clerk of Council

Strategic Plan Alignment

City Council/Clerk of Council FY 19 Budget - \$574,520



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

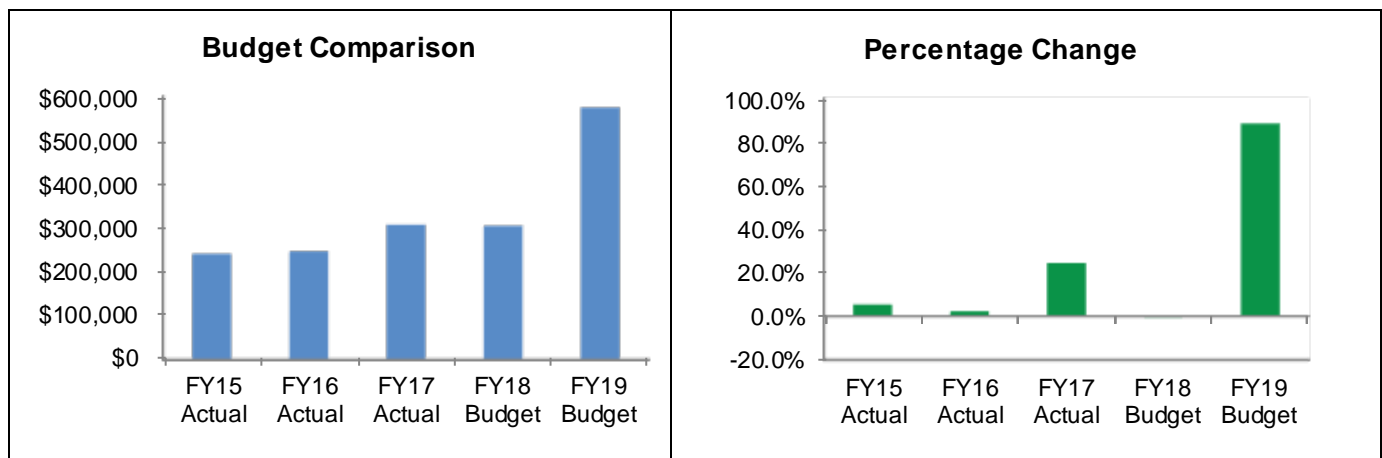
The Department of the Council Chief of Staff/Clerk of Council serves as staff to the City Council, maintains official Council records, serves as a liaison between Council and the public, notifies citizens of Council meetings and action, and coordinates Council meetings and appointments to boards and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

City Council/Clerk of Council

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$186,084	\$195,162	\$226,804	\$239,946	\$515,930	\$275,984	115.0%
Other Expenditures	<u>55,383</u>	<u>51,813</u>	<u>80,410</u>	<u>64,981</u>	<u>58,590</u>	<u>(\$6,391)</u>	<u>-9.8%</u>
General Fund Total	\$241,467	\$246,975	\$307,214	\$304,927	\$574,520	\$269,593	88.4%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	1.0	1.0	1.0	1.0	4.0	3.0



Explanation of FY 19 Changes

Salaries and Benefits

- 2% salary increase provided in FY 18.
- Increase in health care.
- Increase in City Council salaries approved by City Council in 2017.
- In FY 19, two new positions are included: Council Research & Policy Analyst and Council Outreach Coordinator.
- In addition, two existing positions are reclassified to Chief of Staff / Clerk of Council and Administrative Assistant to Chief of Staff (converted to Regular full time status).

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs.

Office of the City Manager

Administration – Redevelopment Manager - Communications – Economic Development

**Strategic Plan
Alignment**

Administration

FY 19 Budget - \$1,278,232



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

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

Redevelopment Manager

FY 19 Budget - \$155,602



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

Communications

FY 19 Budget - \$446,939



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

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

Office of the City Manager

Administration – Redevelopment Manager - Communications – Economic Development

**Strategic Plan
Alignment**

Economic Development

FY 19 Budget - \$586,445



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

Economic Development - Downtown Job Center

FY 19 Budget - \$187,839



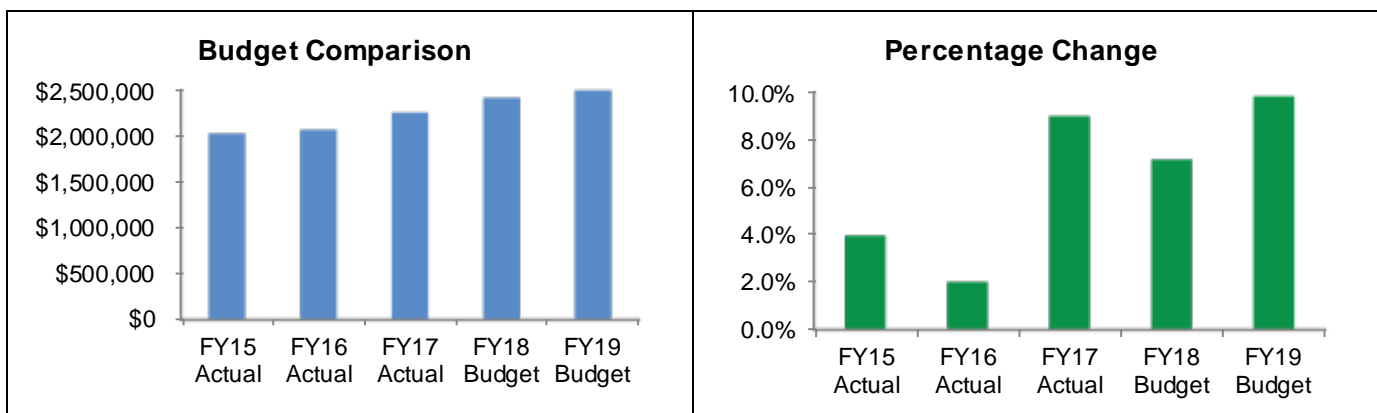
The establishment of the Downtown Job Center has strengthened the City's partnership with the Virginia Workforce Center – Charlottesville and the workforce services providers collocated at the Job Center, while ensuring that City residents have access to training opportunities and resources that will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

Office of the City Manager

Administration – Redevelopment Manager - Communications - Economic Development

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,773,439	\$1,846,596	\$2,001,816	\$2,145,394	\$2,396,078	\$250,684	11.7%
Other Expenditures	<u>255,319</u>	<u>223,199</u>	<u>254,102</u>	<u>272,206</u>	<u>258,979</u>	<u>(13,227)</u>	<u>-4.9%</u>
General Fund Total	\$2,028,758	\$2,069,795	\$2,255,918	\$2,417,600	\$2,655,057	\$237,457	9.8%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	14.5	15.0	17.0	18.5	19.5	1.0
Non General Fund FTEs	0.0	0.0	1.0	1.0	1.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 2% salary increase given in FY 18.
- Increase in health care.
- An Assistant City Manager position, approved as a community engagement position in the FY 18 Adopted Budget and funded as part of Neighborhood Development Services, is reclassified instead as an Assistant City Manager. The funds and FTE are now reflected in the City Manager's Office budget.
- \$72,000 is budgeted for a new Minority Business Development Coordinator. Primary responsibilities include coordinating a minority and women owned business program, providing outreach and technical assistance to emerging businesses and developing training and workshops related to minority business development. This position will work closely with the Minority Business Procurement Coordinator (added in FY 18) to present a robust Minority Business Program for the city.

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs.
- As a result of an action by City Council in 2017 and in response to numerous and sustained complaints about hazardous driving conditions, health concerns stemming from Lyme disease, landscapes being impacted by an overabundant deer population, and the health of the local herd, FY 19 includes \$50,000 for a contract with a wildlife management specialist to manage the City's deer population during certain times of the year.

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

Office of the City Manager / Administration, Communications

Goal 5: A Well-managed and Responsive Organization

5.1 Integrate effective business practices and strong fiscal policies

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
% of Proficient and Outstanding rating scores for the Government Finance Officers Association (GFOA) Budget Presentation Award	99%	93%	98%	100%	100%

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
% of Citizen Budget Survey respondents who feel city services are worth tax dollars spent*	-	58%	57%	55%	45%

5.4 Foster effective community engagement

	2013	2014	2015	2016	2017
# of press releases sent out ensuring that residents and citizens have important and timely information	140	170	190	181	126

# of website Hits	1,118,469	1,187,147	1,093,994	1,096,290	1,455,955
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Meetings streamed, broadcast & archived (Council, Planning, BAR, CRHA)	66	59	60	58	61
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*In FY 2017, the feedback tool was changed.

Office of the City Manager / Economic Development**Goal 1: An Inclusive Community of Self-sufficient Residents***1.2 Prepare residents for the workforce*

	2013	2014	2015	2016	2017
# of employers participating in City sponsored Spring job fair (in October, there is a career conference in place of the job fair, with fewer participating employers)	73	68	100	100	102

# of attendees at City sponsored job fairs	1,100	1,500	1,000	1,000	800
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	FY2015	FY2016	FY2017
# of visitors to Downtown Job Center ^(a)	1,614	2,231	1,440

# of City residents visiting the Downtown Job Center ^(a)	769	927	504
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Goal 4: A Strong, Creative and Diversified Economy*4.2 Attract and cultivate a variety of new businesses*

	2013	2014	2015	2016	2017
Change in value of commercial property	8.10%	3.67%	6.01%	31.38%	3.82%

Commercial real estate ratio as compared to residential real estate	37.0%	39.0%	39.0%	45.0%	43.0%
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# of commercial building permits	581	482	509	492	574
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\$ value of commercial building permits (in millions)	\$66.66	\$51.37	\$87.94	\$73.08	\$88.66
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4.3 Grow and retain viable businesses

	FY2013	FY2014	FY2015	FY2016	FY2017
# of business visitations	87	81	71	64	97

	2013	2014	2015	2016	2017
% of commercial vacancies (citywide)	3.3%	3.3%	4.7%	3.3%	2.1%

(a) Opened in 2Q FY 2015.



Office of the City Attorney

**Strategic Plan
Alignment**

Office of the City Attorney
FY 19 Budget - \$1,021,509



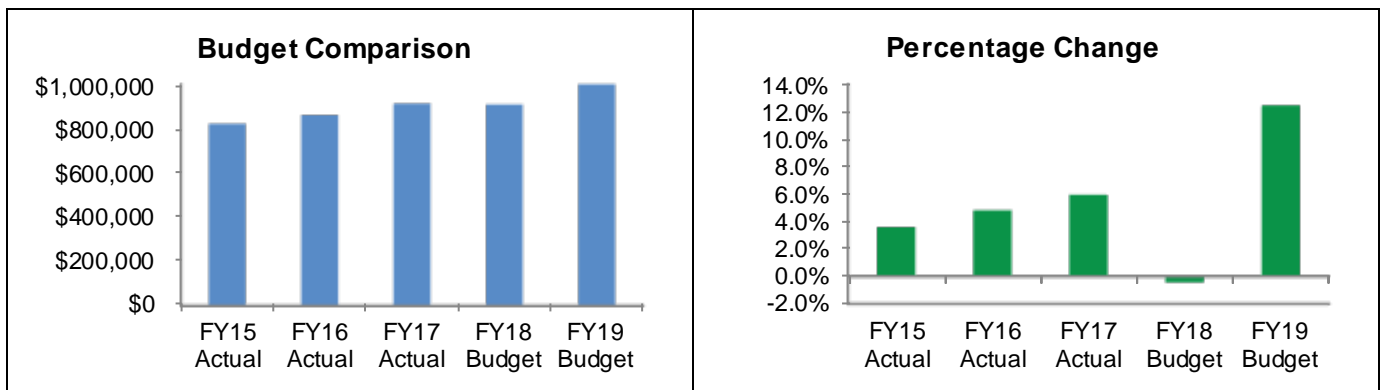
The City Attorney's Office is staffed with five attorneys and two paralegal positions. Formal and informal opinions, reports, ordinances, resolutions, and City contracts are drafted, reviewed, and negotiated by this office. Zoning, procurement, insurance, and Freedom of Information Act (FOIA) matters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

Office of the City Attorney

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$749,452	\$781,003	\$834,123	\$836,766	\$971,634	\$134,868	16.1%
Other Expenditures	<u>72,376</u>	<u>80,364</u>	<u>78,434</u>	<u>71,622</u>	<u>49,875</u>	<u>(21,747)</u>	<u>-30.4%</u>
General Fund Total	\$821,828	\$861,367	\$912,557	\$908,388	\$1,021,509	\$113,121	12.5%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	6.0	6.0	6.0	6.0	7.0	1.0



Explanation of FY 19 Changes

Salaries and Benefits

- 2% salary increase provided in FY 18.
- Increase in health care.
- In FY 19, a new Assistant City Attorney is added to address the increasing demands for legal services by City departments and FOIA requests from the public.

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs.

Office of the General Registrar

**Strategic Plan
Alignment**

Office of the General Registrar
FY 19 Budget - \$560,232



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

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

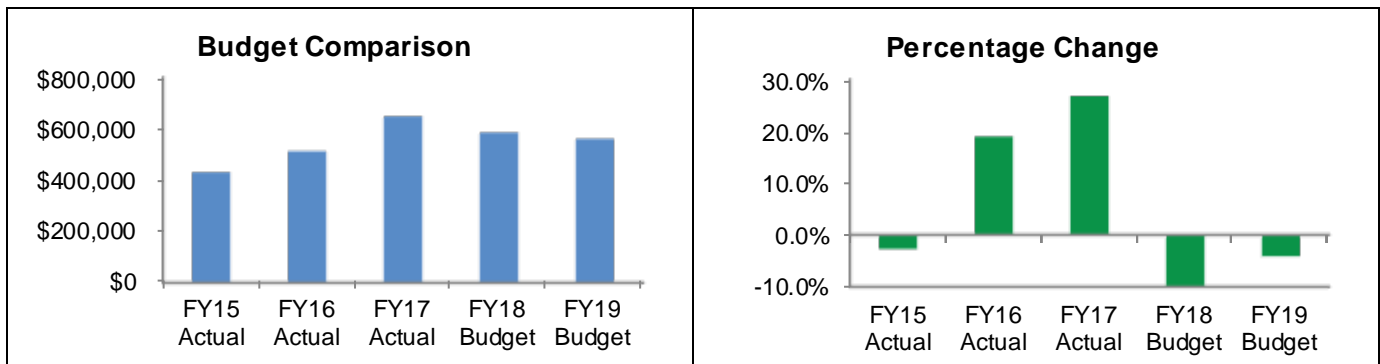
Officer of Election appointments, assignments and management; polling place recommendations and management, selection of voting equipment, management of ballots and certification of election results are conducted by the Charlottesville Electoral Board, for which this office provides all administrative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

Office of the General Registrar

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$308,135	\$386,060	\$492,531	\$415,670	\$432,148	\$16,478	4.0%
Other Expenditures	121,965	125,439	155,810	168,740	128,084	(40,656)	-24.1%
General Fund Total	\$430,100	\$511,500	\$648,341	\$584,410	\$560,232	(\$24,178)	-4.1%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	3.0	3.0	3.0	3.0	3.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 2% salary increase provided in FY 18.
- Increase in health care.
- The staffing level for precinct Officers of Election (temporary salaries) reflects record high city turnout in recent elections.

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs.
- FY 19 budget includes November 2018 general election for members of U.S. Senate and Congress, State Constitutional amendments; June 2019 primary (if called) for state legislative and City Council seats.

Organizational Memberships & Workforce Development Agencies

Alliance for Innovation

FY 19 Budget - \$2,550

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

Center for Nonprofit Excellence

FY 19 Budget - \$600

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

Central Virginia Partnership for Economic Development*

FY 19 Budget - \$24,535

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

Central Virginia Small Business Development Center*

FY 19 Budget - \$12,000

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

Charlottesville Regional Chamber of Commerce

FY 19 Budget - \$1,605

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

Community Investment Collaborative (CIC)**

FY 19 Budget - \$26,265

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

National League of Cities

FY 19 Budget - \$5,000

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

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

***Reviewed by the Agency Budget Review Team*

Organizational Memberships & Workforce Development Agencies

Piedmont Workforce Network*

FY 19 Budget - \$7,361

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

Rivanna Conservation Alliance*

FY 19 Budget - \$11,000

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

Thomas Jefferson Planning District Commission (TJPDC)*

*FY 19 Budget - \$61,229**

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

Thomas Jefferson Soil and Water Conservation District*

FY 19 Budget - \$12,669

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

Virginia First Cities Coalition

FY 19 Budget - \$18,000

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

Virginia Institute of Government

FY 19 Budget - \$2,500

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

Virginia Municipal League

FY 19 Budget - \$16,820

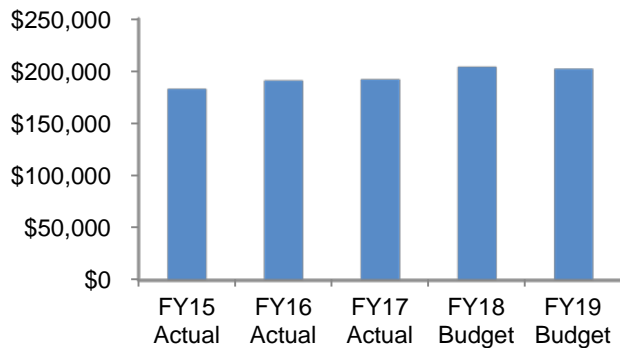
The Virginia Municipal League is an advocate for Virginia towns and cities. It represents the City’s interests before the General Assembly and provides legal, technical, and management information.

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

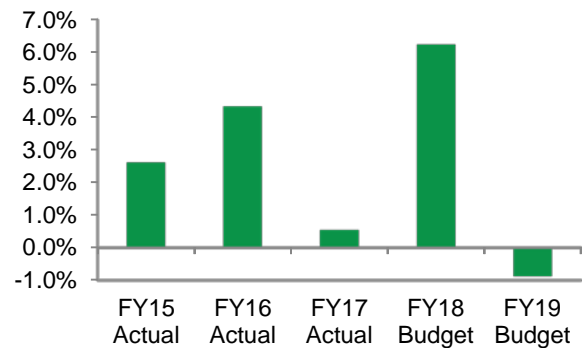
Organizational Memberships & Workforce Development Agencies *Funding Summary*

Funding Summary	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase/ (Decrease)	% Change
Alliance for Innovation	\$2,550	\$2,550	\$2,550	\$2,550	\$2,550	0	0.0%
Center for Nonprofit Excellence	600	600	600	600	600	0	0.0%
Central Virginia Partnership for Economic Development	18,658	23,311	23,891	24,105	24,535	430	1.8%
Central Virginia Small Business Development Center	12,000	12,000	12,000	12,000	12,000	0	0.0%
Chamber of Commerce	1,500	1,500	1,545	1,600	1,605	5	0.3%
Community Investment Collaborative	25,000	25,500	25,500	25,500	26,265	765	3.0%
National League of Cities	3,813	3,813	3,813	5,000	5,000	0	0.0%
Piedmont Workforce Network	6,521	6,993	6,993	7,232	7,361	129	1.8%
Rivanna Conservation Alliance	10,000	10,000	10,000	11,000	11,000	0	0.0%
RCA - Laboratory Testing Equipment (one-time)	0	0	0	4,000	0	(4,000)	(100.0%)
Thomas Jefferson Planning District Commission	54,728	56,771	56,771	60,351	61,229	878	1.5%
Thomas Jefferson Soil & Water Conservation District	12,300	12,300	12,300	12,669	12,669	0	0.0%
Virginia First Cities Coalition	17,194	17,194	17,194	18,000	18,000	0	0.0%
Virginia Institute of Government	2,500	2,500	2,500	2,500	2,500	0	0.0%
Virginia Municipal League	<u>15,569</u>	<u>15,852</u>	<u>16,275</u>	<u>16,820</u>	<u>16,820</u>	<u>0</u>	<u>0.0%</u>
General Fund Total Contributions	\$182,933	\$190,884	\$191,932	\$203,927	\$202,134	(\$1,793)	(0.9%)

Budget Comparison



Percentage Change



Citywide



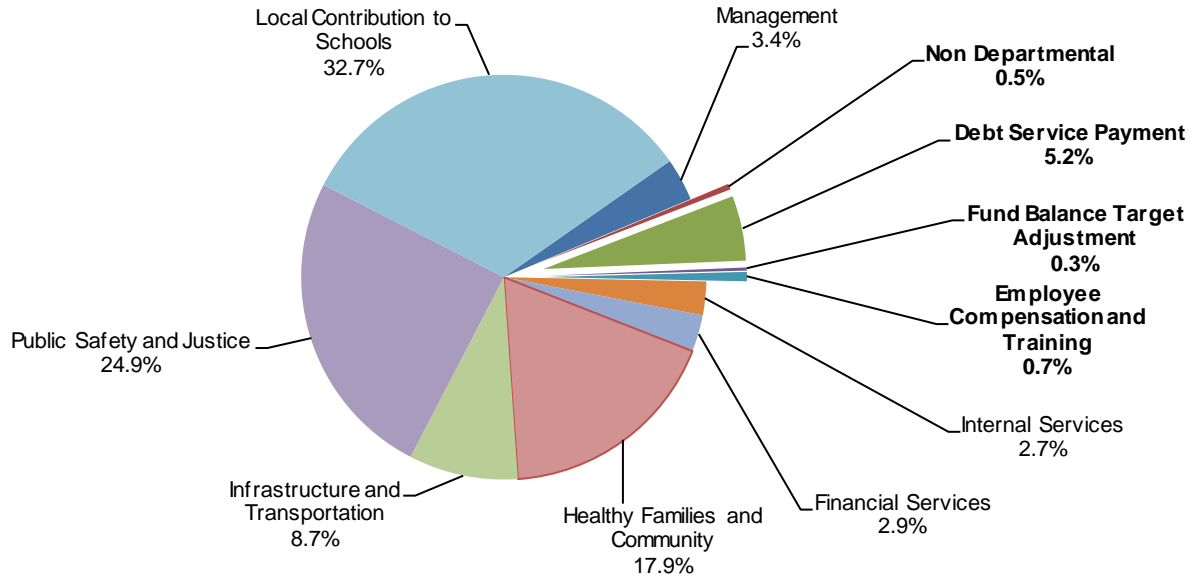
Non Departmental

Debt Service Payment

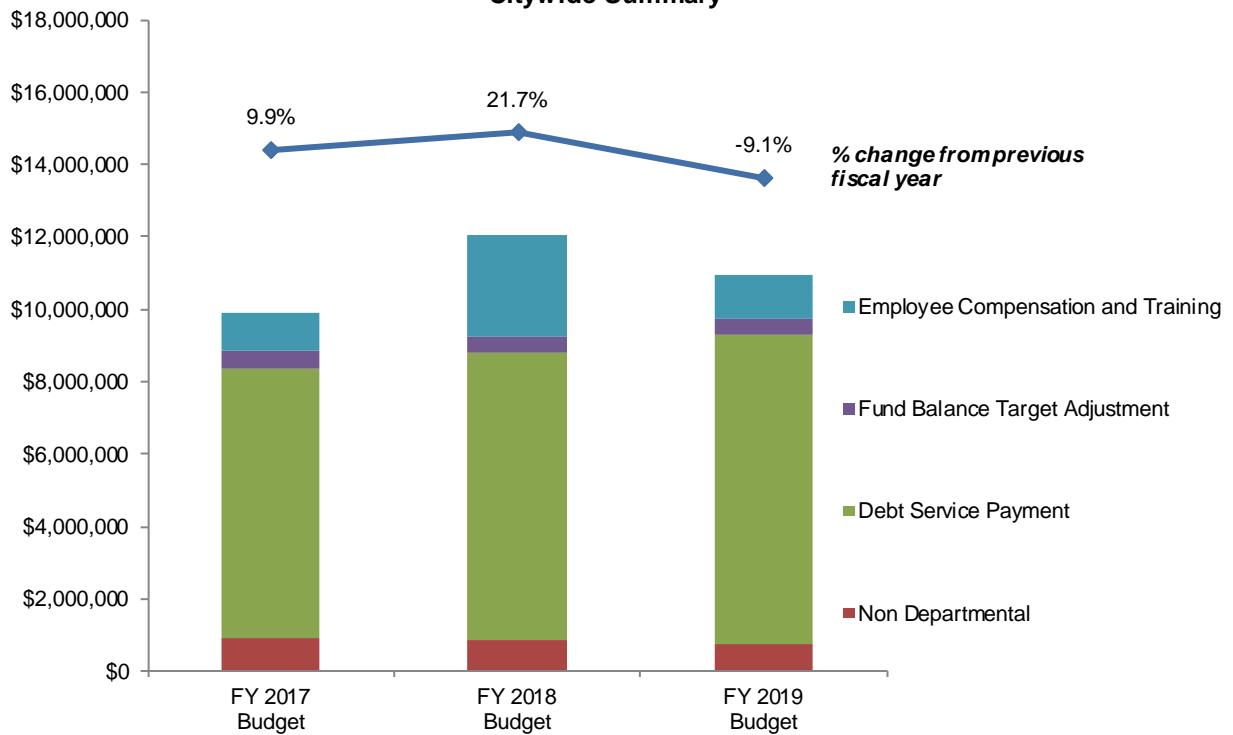
Fund Balance Target Adjustment

Employee Compensation and Training

Citywide % of General Fund Operating Budget



Citywide Summary





Non Departmental

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

Citizen Engagement Opportunities

FY 19 Budget - \$15,000

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

Innovation Fund

FY 19 Budget - \$20,000

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

Participatory Budgeting Pilot

FY 19 Budget - \$100,000

Participatory budgeting is a decision-making process for residents to decide how to allocate a portion of the City's budget. These funds will be used for a pilot program in FY 19.

Reserve / Performance Agreement Payments to Waterhouse and CFA

FY 19 Budget - \$400,000

In 2010 and 2011, the City and the Economic Development Authority entered into two performance agreements with local developers for the purpose of inducing significant capital investment and job creation in the City. Once the agreement criteria have been met, the City and the Authority will grant an amount equal to 50% of the real estate tax increment created by the investment to the developer for a period of time. FY 19 reflects the fifth year of grant payments.

Sister City Committee

FY 19 Budget - \$15,000

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

Strategic Planning/P3: Plan, Perform, Perfect

FY 19 Budget - \$105,000

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

Virginia Juvenile Community Crime Control Act (VJCCCA)

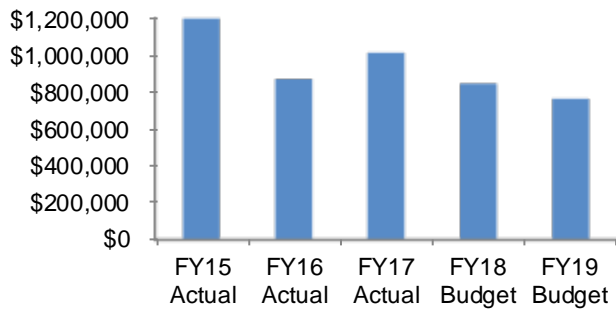
FY 19 Budget - \$108,415

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.

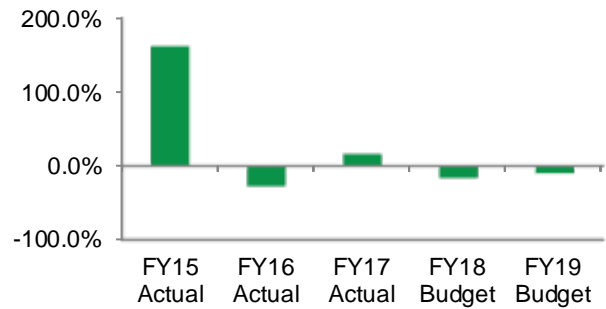
Non Departmental Funding Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Citizen Engagement Opportunities	\$0	\$6,624	\$14,244	\$15,000	\$15,000	\$0	0.0%
City of Promise Grant (Local Match)	39,155	0	0	0	0	0	NA
Community Dialogue on Race	34	34	15	0	0	0	NA
Innovation Fund	0	0	0	20,000	20,000	0	0.0%
Ivy Landfill Contribution	323,123	290,206	237,515	0	0	0	NA
Participatory Budgeting Pilot	0	0	0	0	100,000	100,000	NA
Reserve / Performance Agreement Payments	657,948	355,498	565,620	400,000	400,000	0	0.0%
Sister City Committee	10,303	5,668	22,309	15,000	15,000	0	0.0%
Strategic Planning - P3: Plan, Perform, Perfect	56,687	54,222	60,627	85,000	105,000	20,000	23.5%
Virginia Juvenile Community Crime Control Act (Local Match)	108,415	108,415	108,415	108,415	108,415	0	0.0%
Transfer to CIP Contingency	0	0	0	203,239	0	(203,239)	-100.0%
Transfer to Miscellaneous Funds	<u>2,182</u>	<u>49,498</u>	<u>3,145</u>	<u>0</u>	<u>0</u>	<u>0</u>	NA
General Fund Total	\$1,197,846	\$870,164	\$1,011,891	\$846,654	\$763,415	(\$83,239)	-9.8%

Budget Comparison



Percentage Change



Explanation of FY 19 Changes

Strategic Planning has been increased to fund OpenGov, the Office of Budget and Performance Management's budget software that was implemented with the FY 19 budget, was a recommendation of the City's Efficiency Study to better respond to department needs regarding budget development and to create efficiencies in the Budget Office. The National Citizen Survey will also be conducted in fall of 2018. Funding for a Participatory Budgeting Pilot has also been added, a Council priority that will involve the public in a decision-making process for a portion of the City's budget.

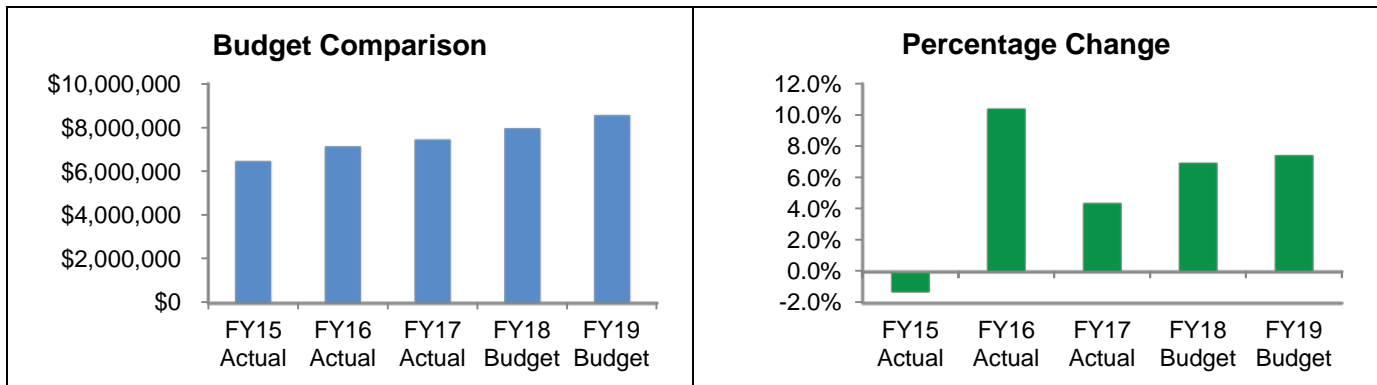
Debt Service Payment

The Debt Service Payment comprises 5.2% of the General Fund Operating Budget.

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

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
General Fund Contribution	\$6,115,000	\$6,787,578	\$7,100,497	\$7,618,000	\$8,210,788	\$592,788	7.8%
General Fund Contribution - Fire Apparatus	350,000	350,000	350,000	350,000	350,000	0	0.0%
General Fund Contribution - County Fire Service Fee	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>NA</u>
General Fund Total	\$6,465,000	\$7,137,578	\$7,450,497	\$7,968,000	\$8,560,788	\$592,788	7.4%

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

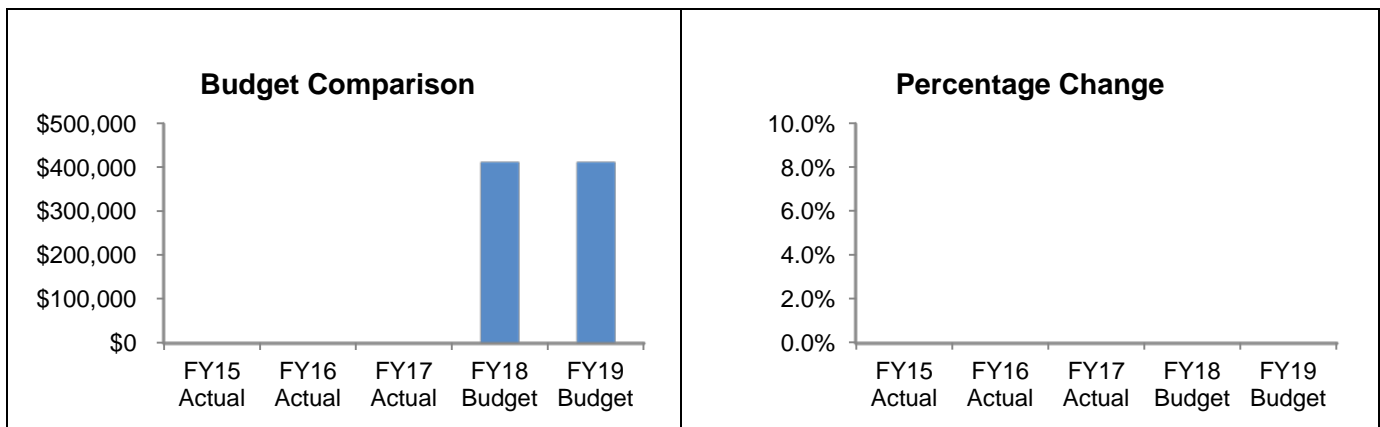


Fund Balance Target Adjustment

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

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

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Fund Balance Target Adjustment	\$0	\$0	\$0	\$413,148	\$413,148	\$0	0.0%
General Fund Total	\$0	\$0	\$0	\$413,148	\$413,148	\$0	0.0%



Employee Compensation and Training

Employee Compensation and Training expenditures comprise 0.7% of the General Fund Operating Budget. They are citywide appropriations and may be allocated to individual departments throughout the fiscal year.

3% COLA Salary Increase

FY 19 Budget - \$1,400,000

This reflects a 3% cost of living adjustment for all eligible employees starting on July 1, 2018.

Citywide Attrition Savings

FY 19 Budget Savings - (\$750,000)

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

Living Wage Adjustments

FY 19 Budget - \$274,884

As a result of the Living Wage increases and changes made in FY 18, the remaining outstanding compression adjustments for eligible employees will be made in FY 19 at a cost of \$160,000. In addition, the Living Wage rate will increase to \$14.40/hour in FY 19 from \$13.79/hour in FY 18. Funding of \$114,884 is included to address wage increases and compression adjustments for the change.

Unemployment Compensation

FY 19 Budget - \$50,000

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

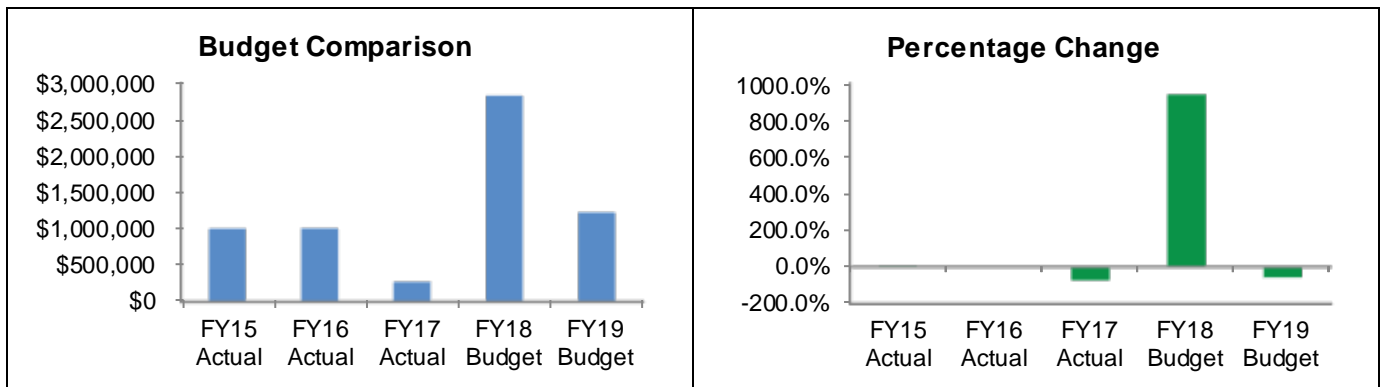
Misc. Expenses

FY 19 Budget - \$250,000

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

Employee Compensation and Training Funding Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Compensation and Benefits							
(3% salary increase July 1, 2018)	\$0	\$0	\$0	\$870,000	\$1,400,000	\$530,000	60.9%
Contribution to Retirement Fund	700,000	700,000	0	0	0	0	NA
CityWide Attrition Savings	0	0	0	(250,000)	(750,000)	(500,000)	200.0%
Living Wage Adjustments	0	0	0	510,000	274,884	(235,116)	-46.1%
Market Study Salary Adjustments	0	0	0	578,000	0	(578,000)	-100.0%
Salary Equity Adjustments	0	0	0	733,822	0	(733,822)	-100.0%
Unemployment Compensation	41,756	13,499	30,940	50,000	50,000	0	0.0%
Corporate Training Fund	21,803	21,725	22,779	35,000	0	(35,000)	-100.0%
Miscellaneous Expenses	241,725	272,563	218,501	300,000	250,000	(50,000)	-16.7%
General Fund Total	\$1,005,284	\$1,007,787	\$272,220	\$2,826,822	\$1,224,884	(\$1,601,938)	-56.7%





Internal Services



Finance Department:
Procurement
Risk Management
Warehouse

Human Resources

Information Technology

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

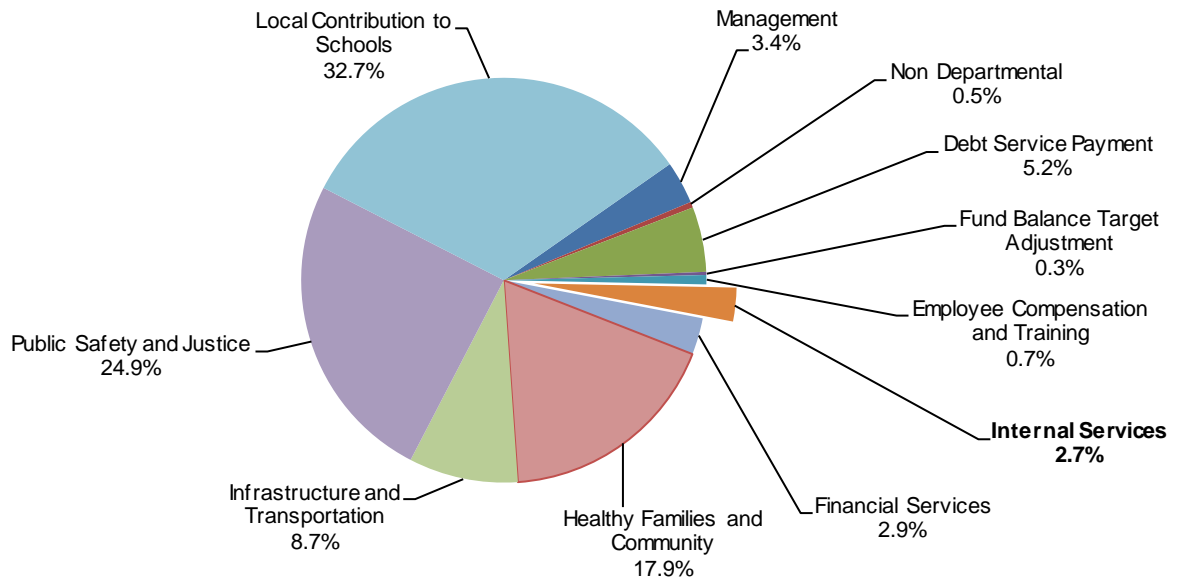


Goal 4: A Strong, Creative and Diversified Economy

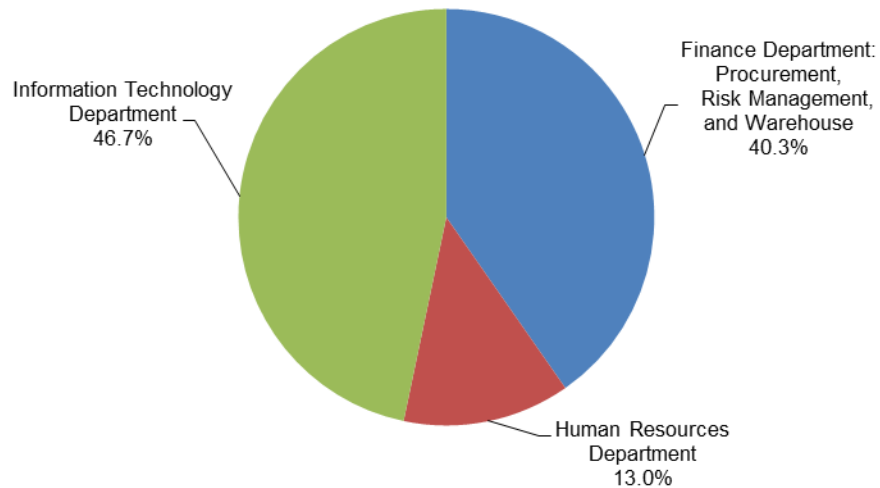


Goal 5: A Well-managed and Responsive Organization

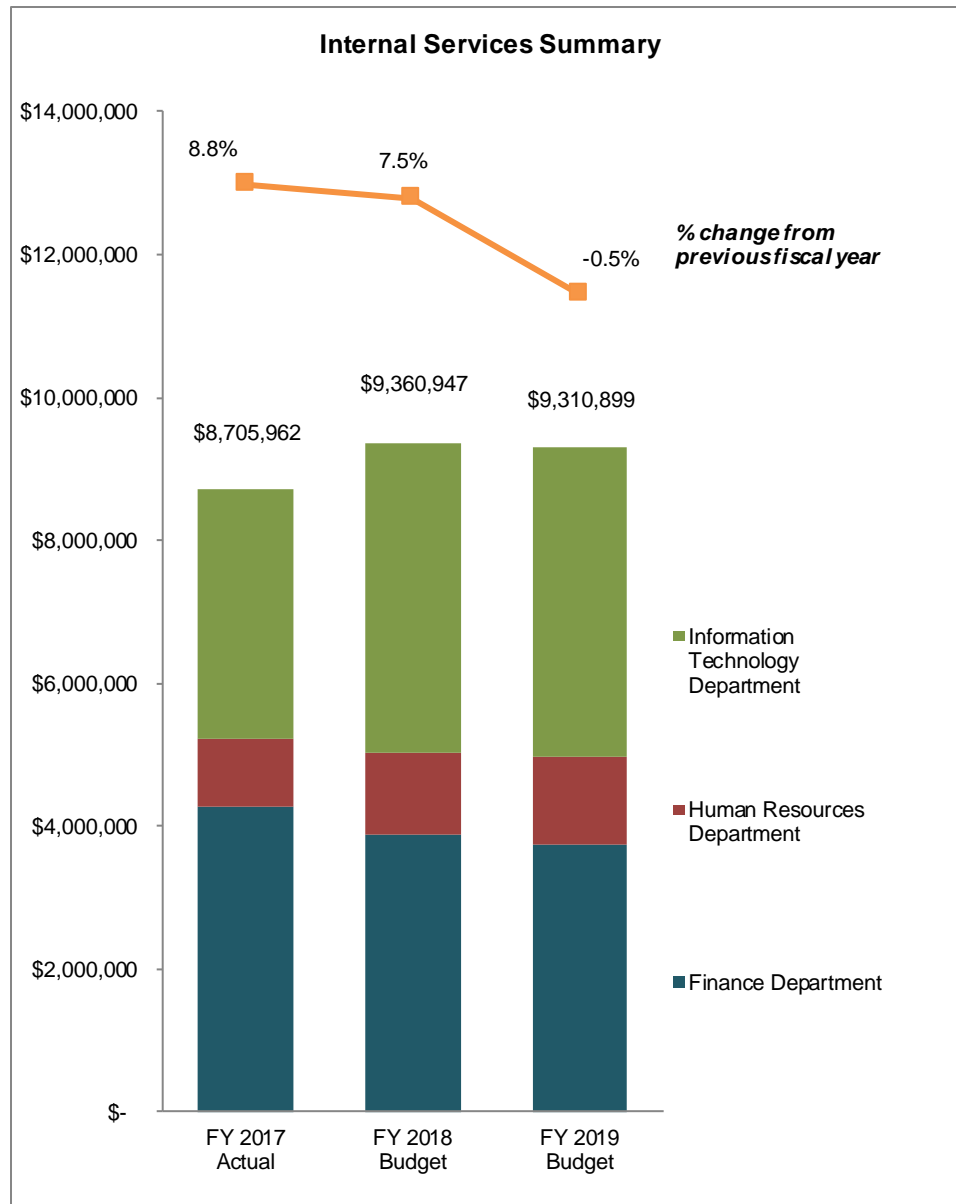
Internal Services % of General Fund Operating Budget



Internal Services Overview General Fund & Other Funds



Internal Services Summary	FY2017 General Fund Actual	FY2018 General Fund Budget	FY2019 General Fund Budget	FY2017 Other Funds Actual	FY2018 Other Funds Budget	FY2019 Other Funds Budget
INTERNAL SERVICES						
Finance Department: Procurement, Risk Management, and Warehouse	\$360,445	\$369,037	\$345,052	\$3,921,359	\$3,507,280	\$3,407,140
Human Resources Department	951,833	1,147,400	1,210,180	0	0	0
Information Technology Department	153,000	0	2,881,027	3,319,326	4,337,230	1,467,500
INTERNAL SERVICES SUBTOTAL	\$1,465,277	\$1,516,437	\$4,436,259	\$7,240,685	\$7,844,510	\$4,874,640



Finance Department

Procurement – Risk Management – Warehouse

**Strategic Plan
Alignment**

Procurement

FY 19 Budget - \$345,052



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

Risk Management

FY 19 Budget - \$3,246,413



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

Warehouse Operations

FY 19 Budget - \$160,727

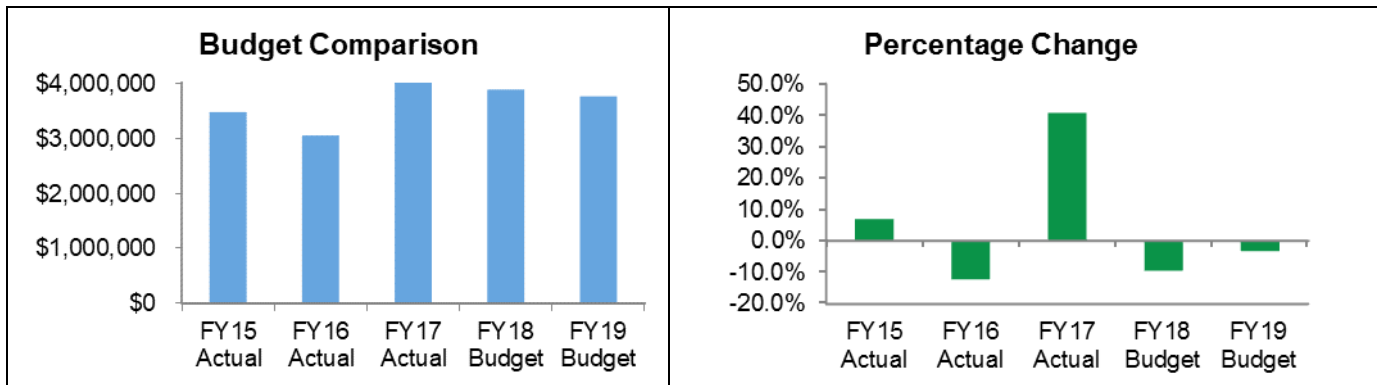


The Warehouse operates the Central Warehouse which includes: 1.) a central shipping and receiving point for City agencies, 2.) disposition of surplus property for the City and library, 3.) short term storage for City departments, and 4.) inventory management including material requirements planning and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

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

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$553,245	\$558,135	\$572,909	\$613,927	\$717,151	\$103,224	16.8%
Other Expenditures	2,589,172	2,161,422	3,708,895	2,912,390	2,685,041	(227,349)	-7.8%
Transfer to Other Funds	<u>325,000</u>	<u>325,000</u>	<u>0</u>	<u>350,000</u>	<u>350,000</u>	<u>0</u>	<u>0.0%</u>
Total	\$3,467,416	\$3,044,557	\$4,281,804	\$3,876,317	\$3,752,192	(\$124,125)	-3.2%
General Fund Total	\$357,946	\$347,682	\$360,445	\$369,037	\$345,052	(\$23,985)	-6.5%
Non General Fund Total	<u>3,109,470</u>	<u>2,696,875</u>	<u>3,921,359</u>	<u>3,507,280</u>	<u>3,407,140</u>	<u>(100,140)</u>	<u>-2.9%</u>
Total	\$3,467,416	\$3,044,557	\$4,281,804	\$3,876,317	\$3,752,192	(\$124,125)	-3.2%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	3.5	3.5	3.5	4.0	4.0	0.0
Non General Fund FTEs	2.5	2.5	2.5	4.0	4.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- Increase due to a 2% cost of living adjustments budgeted in FY 18 for the General Fund, and 3% cost of living adjustment budgeted in FY 19 for the Risk Management and Warehouse Funds. The FY 19 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (*pg. E-8*).
- Increase in health care.
- A Buyer II position was approved by Council and added in FY 18 after the budget was adopted. The salary and benefits for this position and the FTE are now reflected in the Procurement and Risk Management cost centers. The efficiency study recommended adding a Buyer II position and redistributing the central buyer workloads, including tasks such as a broader and more comprehensive procurement training program across the City. This position will enable the central buyers to advance the DBE Program and implement the other efficiency study recommendations.

Other Expenditures

- Decrease due to the removal of Information Technology fees from Procurement. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Increases due to increased insurance premiums related to Line of Duty Act (LODA) payments.
- Decreases in insurance premiums related to changes in the Transit general liability insurance coverage.

Human Resources

**Strategic Plan
Alignment****Human Resources***FY 19 Budget - \$1,210,180*

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

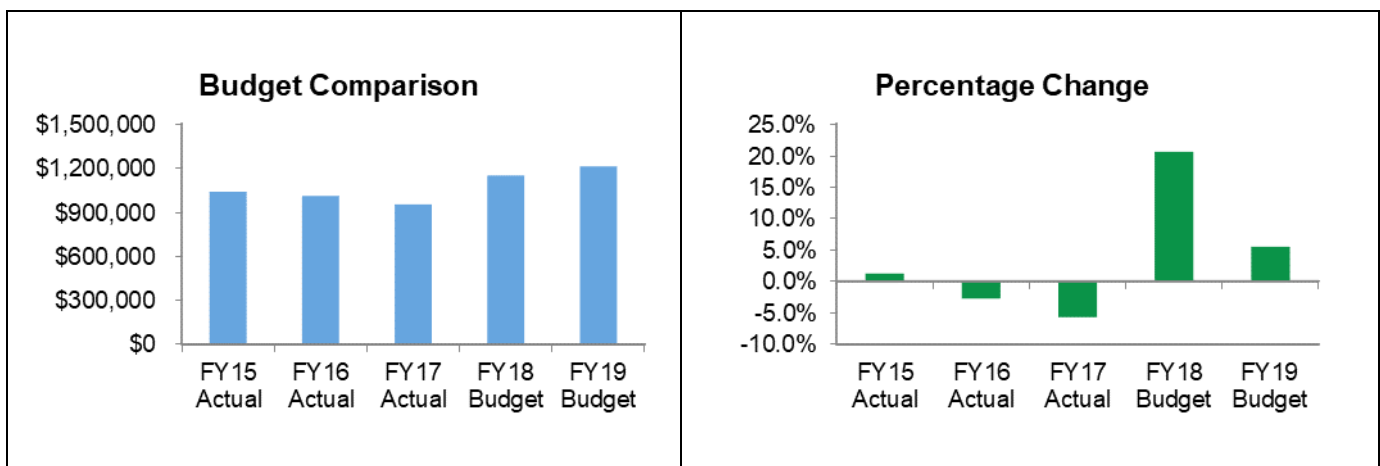
- 1.) Provide excellent customer service.
- 2.) Help ensure employees receive training required to perform their jobs.
- 3.) Offer a competitive total rewards compensation and benefits package.
- 4.) Provide a strong foundation for a "Great Place to Work"
- 5.) Effectively communicate the HR functions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

Human Resources

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$784,769	\$781,266	\$732,216	\$891,358	\$965,800	\$74,442	8.4%
Other Expenditures	<u>252,725</u>	<u>227,858</u>	<u>219,617</u>	<u>256,042</u>	<u>244,380</u>	<u>(11,662)</u>	<u>-4.6%</u>
General Fund Total	\$1,037,495	\$1,009,124	\$951,833	\$1,147,400	\$1,210,180	\$62,780	5.5%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	8.0	8.0	8.0	8.0	8.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 2% salary increase and other salary adjustments provided in FY 18.
- Increase in health care costs.

Other Expenses

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs and phone fees.
- Increases in education and training and registration fees.

Information Technology

**Strategic Plan
Alignment**

Information Technology Administration

FY 19 Budget - \$2,881,027



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

City Link (SAP) Operations

FY 19 Budget - \$1,200,000



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

Infrastructure Replacement

FY 19 Budget - \$267,500

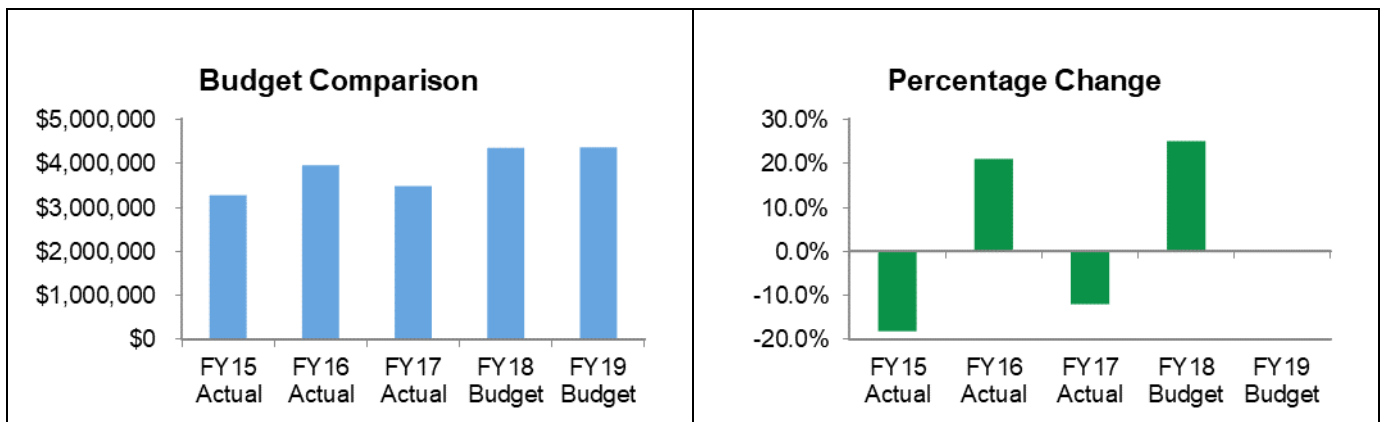


This includes funds for the replacements of citywide technology infrastructure and systems. This budget is offset by contributions made by each City department into the account.

Information Technology Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,724,903	\$1,920,652	\$2,053,484	\$2,271,025	\$2,272,972	\$1,947	0.1%
Other Expenditures	1,289,831	1,716,885	1,757,000	1,699,894	1,602,618	(97,276)	-5.7%
Technology Capital Investments	<u>250,811</u>	<u>309,815</u>	<u>318,568</u>	<u>366,311</u>	<u>472,937</u>	<u>106,626</u>	<u>29.1%</u>
Total	\$ 3,265,545	\$ 3,947,352	\$ 4,129,052	\$ 4,337,230	\$ 4,348,527	\$ 11,297	0.3%
General Fund Total	0	0	153,000	0	2,881,027	2,881,027	NA
Non General Fund Total	<u>3,265,545</u>	<u>3,947,352</u>	<u>3,319,326</u>	<u>4,337,230</u>	<u>1,467,500</u>	<u>(2,869,730)</u>	<u>-66.2%</u>
Total	\$3,265,545	\$3,947,352	\$3,472,326	\$4,337,230	\$4,348,527	\$11,297	0.3%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	0.0	0.0	0.0	0.0	18.0	18.0
Non General Fund FTEs	19.0	19.0	19.0	20.0	2.0	(18.0)



Explanation of FY 19 Changes

Salaries and Benefits

- Increase due to a 2% cost of living adjustments budgeted in FY 18 for the General Fund, and 3% cost of living adjustment budgeted in FY 19 for the Non General Fund portion of IT. The FY 19 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).
- Increase in health care.

Other Expenditures

- Decrease in professional services costs for SAP consultants.
- Technology Capital Investments reflects an increase in the capital funds for SAP server replacement and potential enhancements.

Beginning in FY 19 Information Technology (IT) Operations will be part of the General Fund. This will help create operational efficiencies and recognizes that IT is a core strategic function in how the City does business in that it is about not only keeping our current technology functioning, but also visioning future needs and implementing these initiatives in collaboration with city departments. The cost of this transition is being offset by the removal of Information Technology Fees from the General Fund Departments and the collection of revenues generated from user fees charged out to Non General Fund departments and received from outside agencies, such as the Library and Regional Jail.



Financial Services



Commissioner of the Revenue

Finance Department:
Administration
City Assessor
Utility Billing Office

Treasurer

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

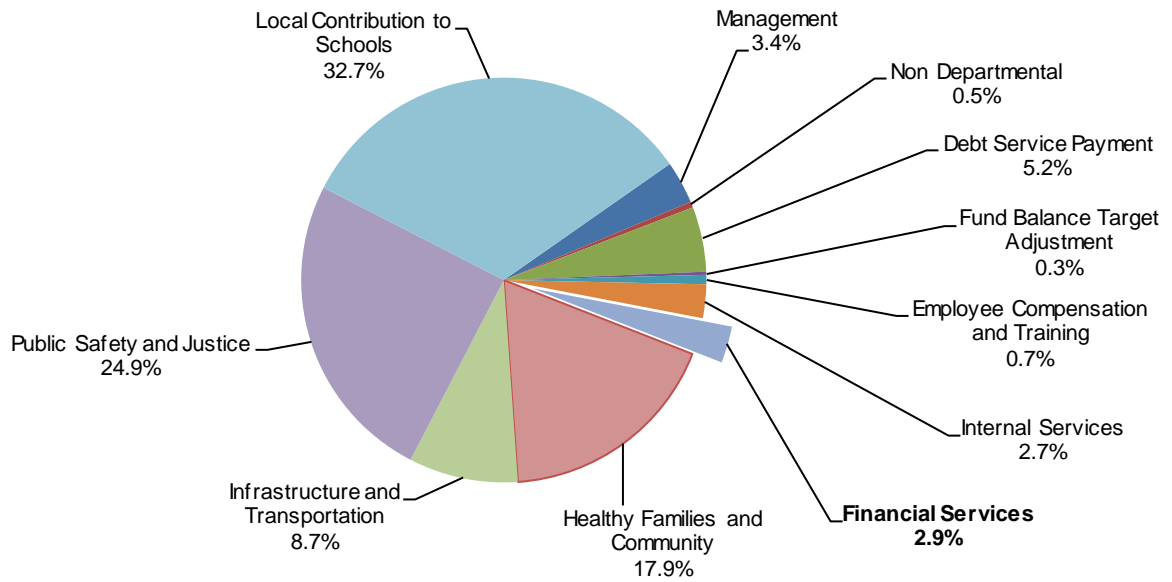


Goal 4: A Strong, Creative and Diversified Economy

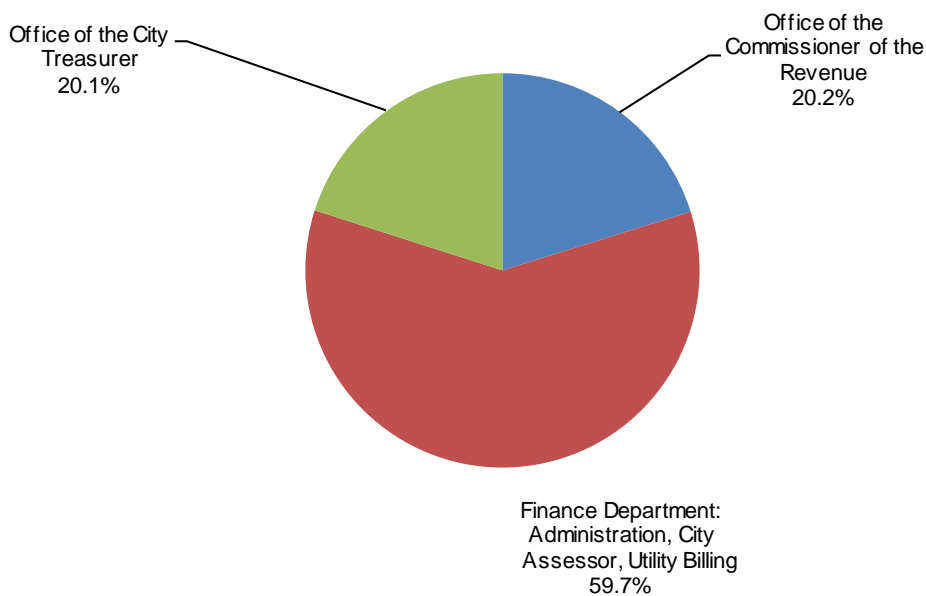


Goal 5: A Well-managed and Responsive Organization

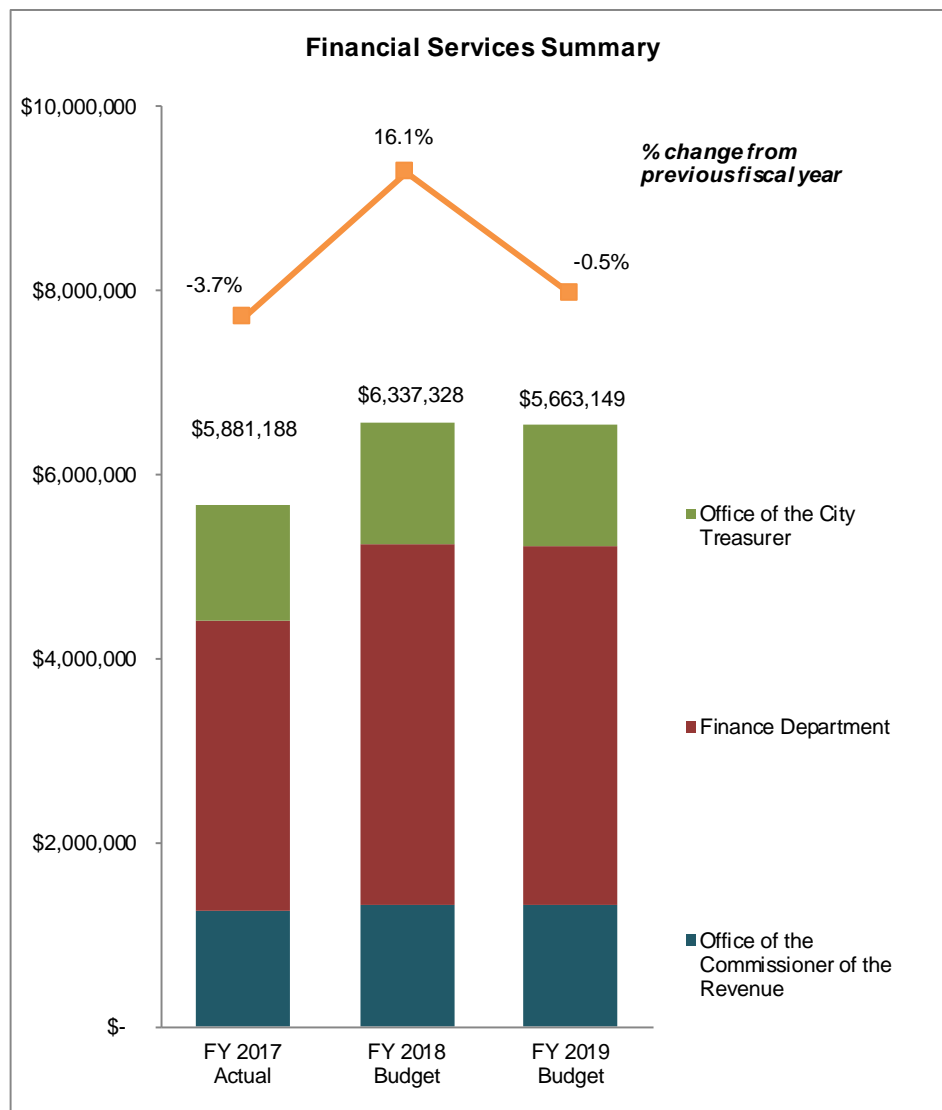
Financial Services % of General Fund Operating Budget



Financial Services Overview General Fund & Other Funds



Financial Services Summary	FY2017 General Fund Actual	FY2018 General Fund Budget	FY2019 General Fund Budget	FY2017 Other Funds Actual	FY2018 Other Funds Budget	FY2019 Other Funds Budget
FINANCIAL SERVICES						
Office of the Commissioner of the Revenue	\$1,268,712	\$1,316,033	\$1,320,872	\$0	\$0	\$0
Finance Department: Administration, City Assessor, Utility Billing	2,080,118	2,254,818	2,193,980	1,073,766	1,674,113	1,714,859
Office of the City Treasurer	1,240,553	1,328,936	1,313,261	0	0	0
FINANCIAL SERVICES SUBTOTAL	\$4,589,383	\$4,899,787	\$4,828,113	\$1,073,766	\$1,674,113	\$1,714,859



Office of the Commissioner of the Revenue

**Strategic Plan
Alignment**

Commissioner of the Revenue

FY 19 Budget - \$1,320,872



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

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

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

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

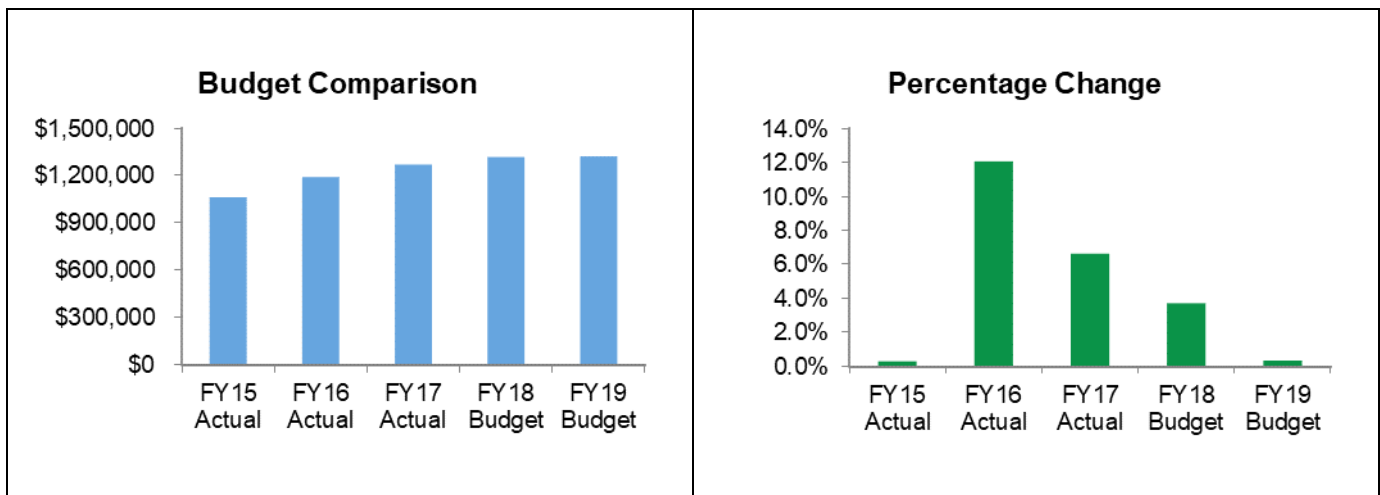
- **Real Estate Tax Relief for the Elderly and Disabled** - grants that reduce the amount of real estate taxes dues for homeowners who are age 65 years of age or older or permanently and totally disabled and whose income and assets fall below the threshold for the year.
- **Rental Relief for the Elderly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

Office of the Commissioner of the Revenue

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$875,683	\$945,563	\$1,026,822	\$1,074,816	\$1,129,872	\$55,056	5.1%
Other Expenditures	186,079	244,188	241,890	241,217	191,000	(50,217)	-20.8%
General Fund Total	\$1,061,762	\$1,189,751	\$1,268,712	\$1,316,033	\$1,320,872	\$4,839	0.4%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	13.0	13.0	13.0	14.0	14.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 2% salary increase given in FY 18.
- Increase in health care.
- In FY 18, a Business Tax Auditor position was converted from a long-term temporary employee to a regular full time employee.

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs and phone fees.

Office of the Commissioner of the Revenue

Strategic Plan Performance Measures

Office of the Commissioner of Revenue

Goal 1: An Inclusive Community of Self-sufficient Residents

1.4 Enhance the financial health of residents

	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017
# of recipients of tax and rent relief programs and housing affordability grant program					
Real estate tax relief	464	431	406	396	380
Rental relief	302	343	353	369	367
Housing Affordability Grant Program	901	832	825	774	708

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

Real estate tax relief	\$561,468	\$502,165	\$491,413	\$474,840	\$494,208
Rental relief	\$194,994	\$182,363	\$176,565	\$211,928	\$222,385
Housing Affordability Grant Program	\$398,775	\$364,950	\$364,575	\$340,650	\$311,250

Goal 5: A Well-managed and Responsive Organization

5.1 Integrate effective business practices and strong fiscal policies

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
\$(in millions) amount of revenue collected by the Commissioner of Revenue	\$48.62	\$49.67	\$51.05	\$54.96	\$58.74
% of personal property tax that is uncollected	3.1%	3.3%	3.5%	3.4%	3.4%
	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017
% of personal property tax exonerations	7.8%	8.8%	7.4%	6.5%	3.0%



Finance Department

Administration – City Assessor – Utility Billing Office

**Strategic Plan
Alignment**

Administration

FY 19 Budget - \$1,370,911



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

City Assessor

FY 19 Budget - \$823,069



The City Assessor's Office is responsible for assessing over 15,450 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 19 Budget - \$1,714,859



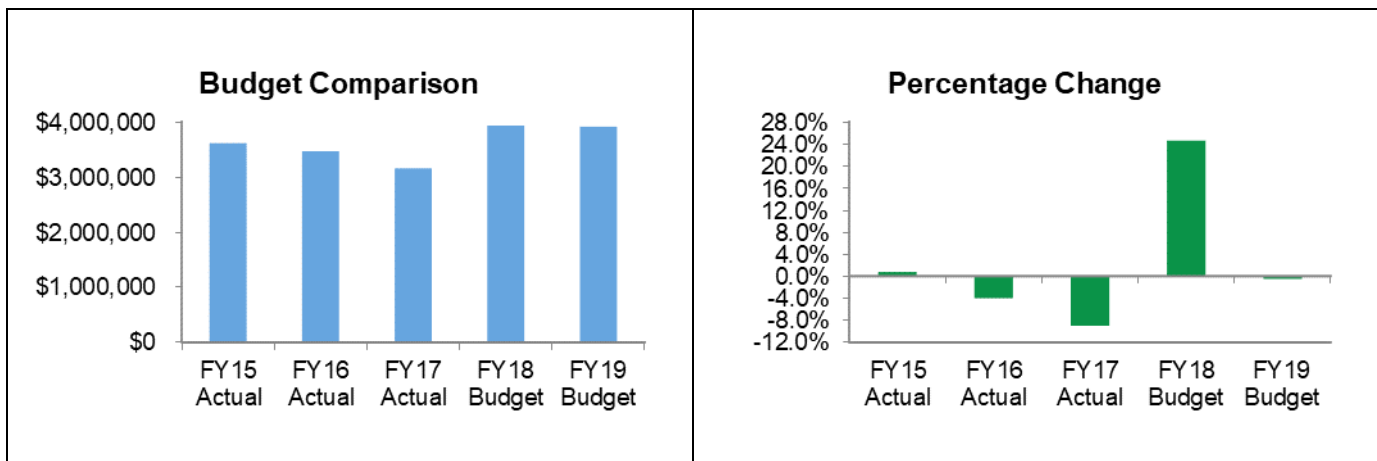
The Utility Billing Office (UBO) is responsible for maintaining and billing over \$44 million in utility accounts each year for gas, water and sewer service and sending over 24,000 invoices monthly. They also handle requests to stop and start services, answer customer inquiries concerning their accounts,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

UBO also administers the Gas Assistance Program, which assisted 141 customers in FY 2017 and received assistance from 338 private contributors to the program. UBO works with the State of Virginia fuel assistance program to ensure that approximately 188 customers receive assistance. In FY 2012, UBO began to manage water and wastewater assistance programs, providing financial support to those who qualify and have difficulty with their water and wastewater bills. In addition, UBO administers the rebate programs for toilets, water heaters, thermostats, and rain barrels. In FY 2017, they processed 372 rebates and provided assistance to 311 customer accounts.

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

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,731,447	\$2,581,641	\$2,718,287	\$2,981,482	\$3,029,710	\$48,228	1.6%
Other Expenditures	877,895	883,242	435,597	947,449	879,129	(68,320)	-7.2%
Total	\$3,609,342	\$3,464,883	\$3,153,884	\$3,928,931	\$3,908,839	(\$20,092)	-0.5%
General Fund Total	\$2,095,561	\$1,938,055	\$2,080,118	\$2,254,818	\$2,193,980	(\$60,838)	-2.7%
Non General Fund Total	1,513,781	1,526,829	1,073,766	1,674,113	1,714,859	40,746	2.4%
Total	\$3,609,342	\$3,464,883	\$3,153,884	\$3,928,931	\$3,908,839	(\$20,092)	-0.5%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	20.0	20.0	20.0	20.0	20.0	0.0
Non General Fund FTEs	14.0	14.0	14.0	14.0	14.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- Increase due to a 2% cost of living adjustments budgeted in FY 18 for the General Fund, and 3% cost of living adjustment budgeted in FY 19 for the Utility Billing Office, which is part of the Gas Fund. The FY 19 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).
- Increase in health care.

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs, fuel, and fleet maintenance.
- Increase in dues, subscriptions, and credit card fees the City pays when citizens pay for their utility bills via credit card.

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

Finance Department					
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Ratio of debt to General Fund expenditures (%)	6.52	6.89	6.27	6.25	6.54
Real estate assessment to sales ratio (%)	95.97%	95.32%	94.63%	-	-
Real estate coefficient of dispersion (%)	13.12%	14.46%	14.35%	-	-
Real estate assessment price related differential (%)	1.01%	1.04%	1.02%	-	-
City received favorable "unqualified" opinion from external auditors	Yes	Yes	Yes	Yes	Yes
City received Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes



Office of the City Treasurer

**Strategic Plan
Alignment****Treasurer****FY 19 Budget - \$1,313,261**

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

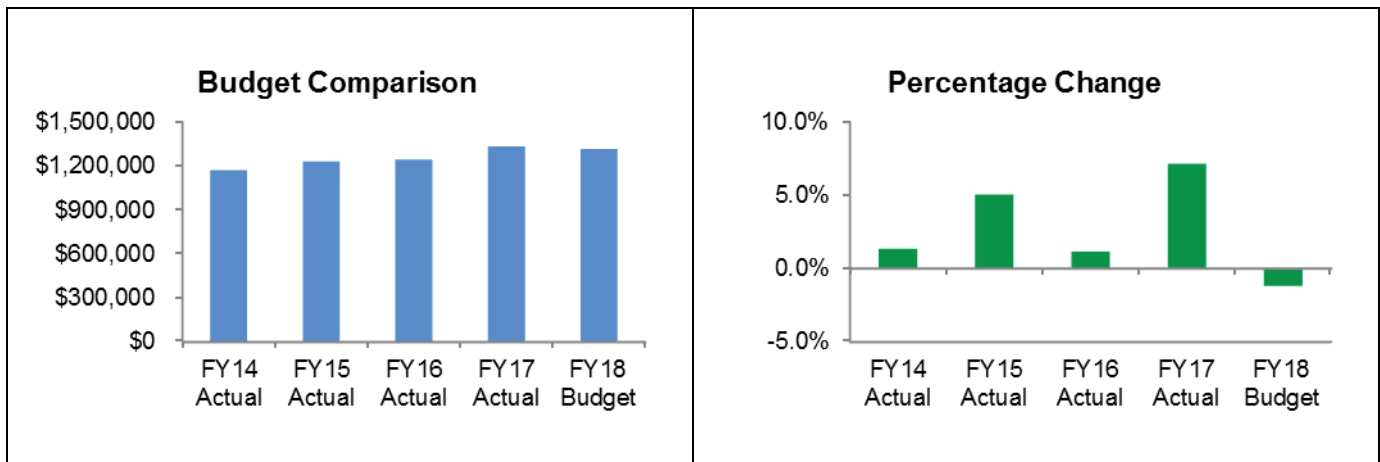
The Treasurer's Office is responsible for the administration and court process of parking tickets and the zone permit parking system, including the upkeep and maintenance of its computer systems. The Treasurer invests all City reserve operational funds, bond funds, and school funds to obtain the highest yield with minimal risk. The Treasurer's Office ensures the safekeeping of City revenues by balancing all cash received on a daily basis and reconciling all bank accounts on a monthly basis. The Treasurer also serves as the fiscal agent for the City Schools and the Charlottesville Albemarle Technical Education Center (CATEC). The Treasurer acts as the custodian for the City Retirement Fund, oversees fund managers, makes payments for the Fund's expenses, and provides monthly reports to the Retirement Commission. The City receives reimbursement for a portion of the Treasurer's budget from the Commonwealth of Virginia's Compensation Board.

Office of the City Treasurer

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$861,464	\$862,267	\$883,381	\$961,145	\$997,875	\$36,730	3.8%
Other Expenditures	306,336	364,285	357,172	367,791	315,386	(52,405)	-14.2%
General Fund Total	\$1,167,800	\$1,226,553	\$1,240,553	\$1,328,936	\$1,313,261	(\$15,675)	-1.2%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	13.0	13.0	13.0	13.5	13.5	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 2% salary increase granted during FY 18.
- Increase in health care costs.

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs and phone fees.

Office of the City Treasurer

Strategic Plan Performance Measures

Office of the City Treasurer					
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
% of City investments in compliance with investment policy	100%	100%	100%	100%	100%
Real estate and personal property collection rate	98.9%	98.9%	98.6%	98.7%	98.6%
Parking ticket collection rate*	127%	117%	117%	110%	111%
	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17
% of transactions accurately processed	99.36%	99.95%	99.54%	-	-
# of days to reconcile City bank account	1	1	1	1	1
<i>5.2 Recruit and cultivate a high quality and diverse workforce</i>					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
# of Treasurer's office employees holding statewide certification	10	10	9	9	10
<i>5.3 Provide responsive customer service</i>					
	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17
% of incoming phone calls answered within 30 seconds	79.35%	84.88%	92.06%	89.85%	87.73%

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

Healthy Families and Community



Charlottesville Albemarle Convention & Visitors Bureau

Children's Services Act

Community Events and Festivals

Contributions to Children, Youth and Family Oriented Programs

Contributions to Education and the Arts

Department of Social Services

Housing Programs and Tax Relief

Department of Human Services

Neighborhood Development Services

Office of Human Rights

Parks and Recreation Department

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

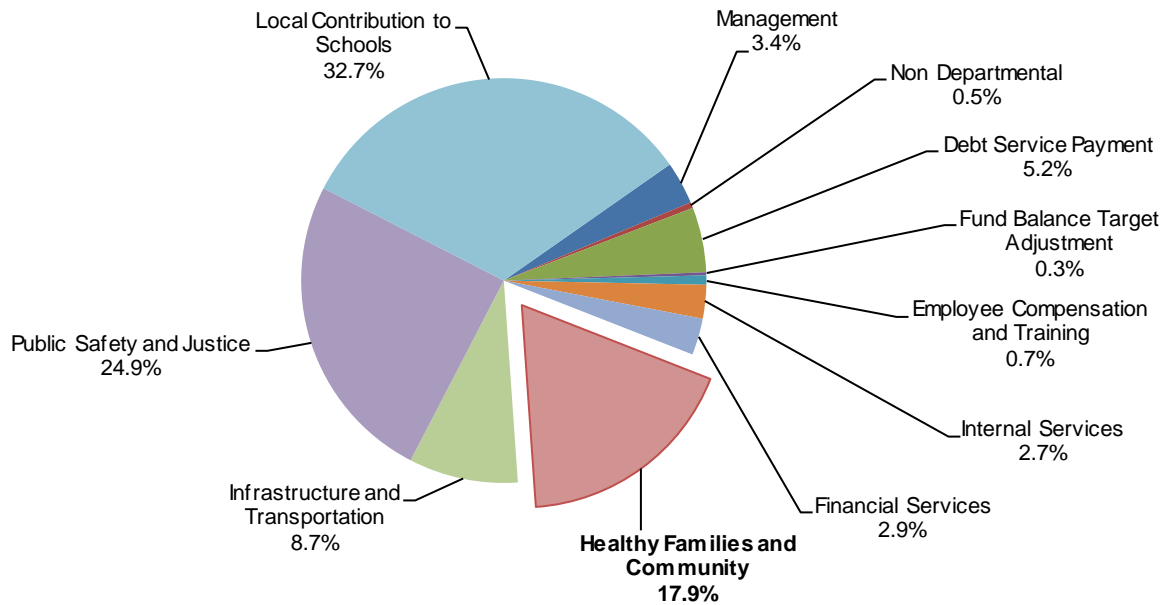


Goal 4: A Strong, Creative and Diversified Economy

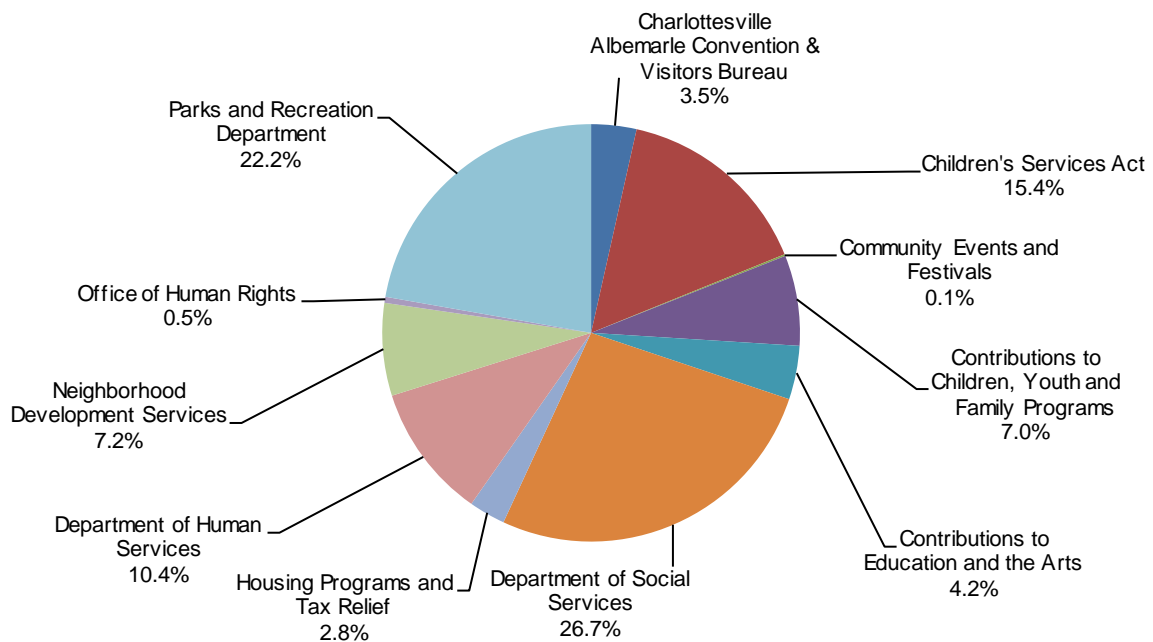


Goal 5: A Well-managed and Responsive Organization

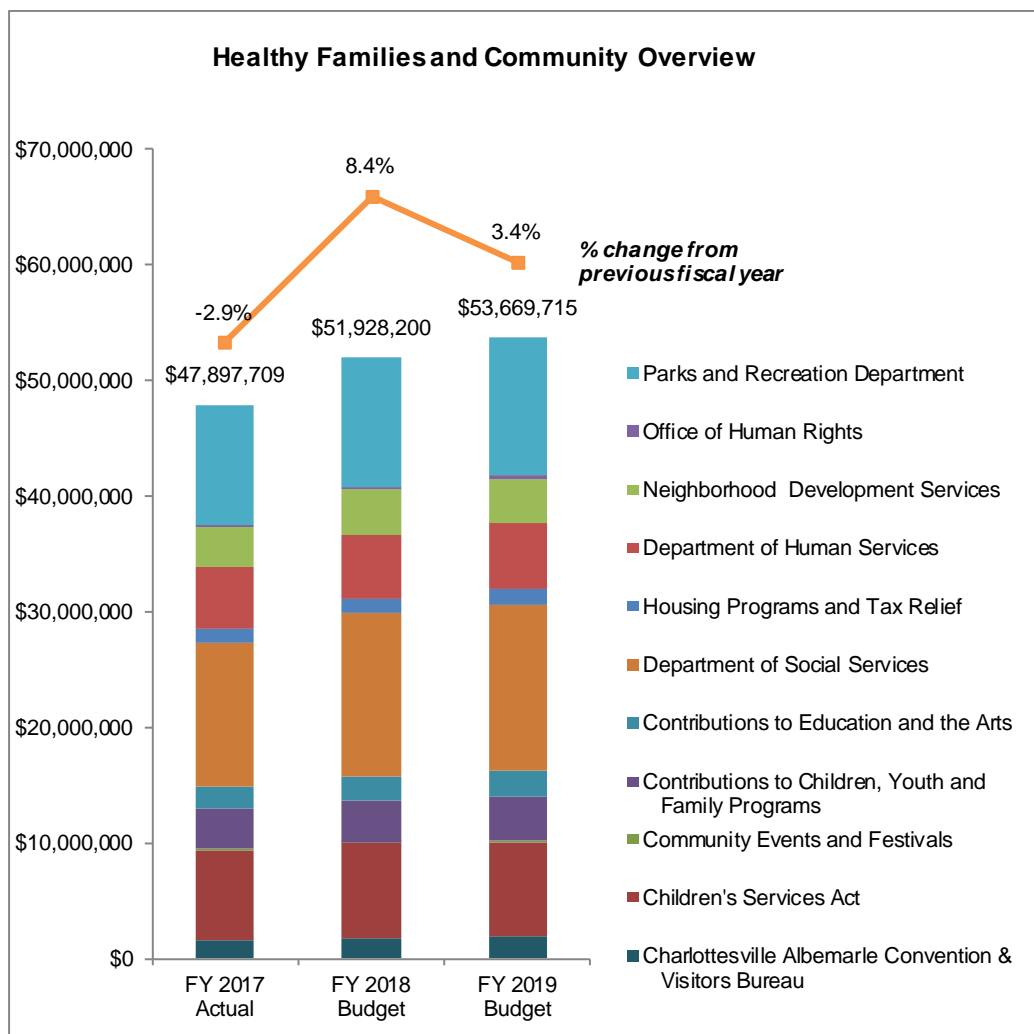
Healthy Families and Community % of General Fund Operating Budget



Healthy Families and Community Overview General Fund & Other Funds



Healthy Families and Community Summary	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
HEALTHY FAMILIES AND COMMUNITY						
Charlottesville Albemarle Convention & Visitors Bureau	\$791,577	\$916,039	\$1,038,546	\$744,982	\$843,946	\$841,004
Children's Services Act	1,717,274	1,917,024	1,804,722	6,182,550	6,322,432	6,434,734
Community Events and Festivals	63,530	72,518	73,000	0	0	0
Contributions to Children, Youth and Family Programs	3,417,061	3,589,314	3,757,812	0	0	0
Contributions to Education and the Arts	1,907,133	2,088,119	2,230,837	0	0	0
Department of Social Services	3,286,355	3,502,777	3,302,777	9,238,560	10,633,321	11,050,747
Housing Programs and Tax Relief	1,235,089	1,301,362	1,516,513	0	0	0
Department of Human Services	572,538	572,398	662,030	4,764,649	4,958,547	4,927,348
Neighborhood Development Services	3,423,379	3,873,475	3,847,635	0	0	0
Office of Human Rights	165,159	215,789	249,976	0	0	0
Parks and Recreation Department	9,548,271	10,246,693	10,968,758	0	0	0
Parks and Recreation Department: Meadowcreek Golf Course	115,784	133,006	149,204	723,818	741,440	814,072
HEALTHY FAMILIES AND COMMUNITY SUBTOTAL	\$26,243,149	\$28,428,514	\$29,601,810	\$21,654,559	\$23,499,686	\$24,067,905



Charlottesville Albemarle Convention & Visitors Bureau

**Strategic Plan
Alignment**

Charlottesville Albemarle Convention & Visitors Bureau

FY 19 Budget - \$1,879,550



The Charlottesville Albemarle Convention & Visitors Bureau (CACVB) is a regional destination marketing organization funded by the City and County. The CACVB was established to promote the City of Charlottesville and Albemarle County to out-of-area visitors. The mission of the CACVB is to enhance the economic prosperity of the City and County by promoting, selling and marketing the City of Charlottesville and County of Albemarle, as a destination, in pursuit of the meetings and tourism markets.

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

Beginning in FY 2019, the Charlottesville area will have 3 Signature Events, adding the Heritage Harvest Festival at Monticello to the lineup that includes the Virginia Film Festival and the Virginia Festival of the Book. To attain the status of “Signature Event,” the event must be a non-profit and have an operating history of ten (10) consecutive years with increasing attendance, community support and be culturally diverse.

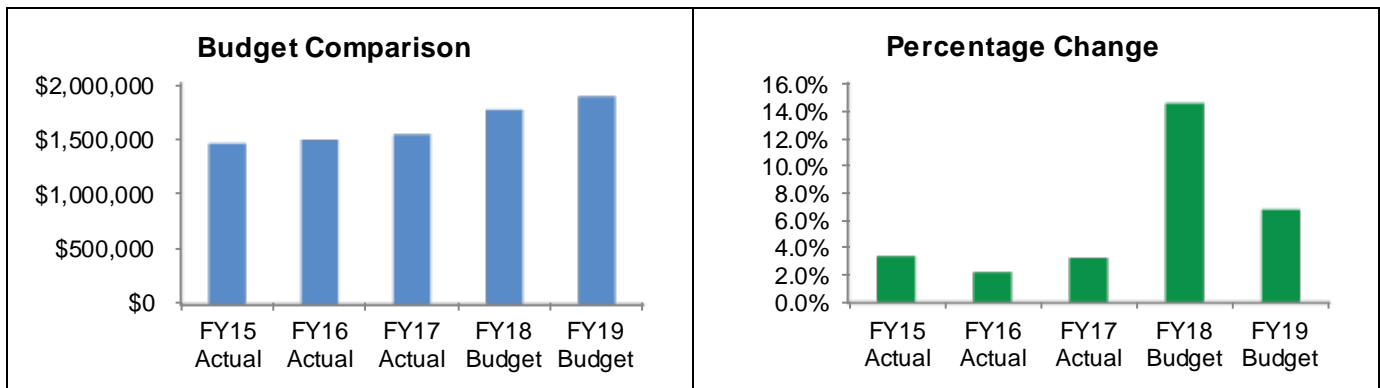
The Tourism Marketing Sponsorship Grant Program provides two tiers of funding for new and veteran applicants seeking funding to support marketing efforts of their event and/or activity. For FY19, the maximum amounts available under Tier 1 is \$5,000 and Tier 2, \$10,000. Tier One is for first time applicants or small scale, community focused events, operating on a small budget with little or no established history. Tier 2 is for events with 2 or more years and when the applicant has either received prior funding from the CACVB for the event.

Per an agreement with the County and City the CACVB receives a contribution from each equal to 30% of actual revenues collected of the first 5% of the Transient Occupancy Tax rate. The CACVB reports annually a Return on Investment (ROI) to both the County and City and in FY 2017, the ROI was 9.75:1, which exceeded the goal of 7:1 that is established in the agreement. ROI is calculated following the conclusion of each fiscal year.

Charlottesville Albemarle Convention & Visitors Bureau

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$626,542	\$617,082	\$653,739	\$732,386	\$764,662	\$32,276	4.4%
Other Expenditures	<u>828,956</u>	<u>870,828</u>	<u>882,820</u>	<u>1,027,599</u>	<u>1,114,888</u>	<u>\$87,289</u>	<u>8.5%</u>
Total	\$1,455,497	\$1,487,909	\$1,536,559	\$1,759,985	\$1,879,550	\$119,565	6.8%
General Fund Total	\$733,091	\$733,307	\$791,577	\$916,039	\$1,038,546	\$122,507	13.4%
Non General Fund Total	<u>722,406</u>	<u>754,602</u>	<u>744,982</u>	<u>843,946</u>	<u>841,004</u>	<u>(2,942)</u>	<u>-0.3%</u>
Total	\$1,455,497	\$1,487,909	\$1,536,559	\$1,759,985	\$1,879,550	\$119,565	6.8%



Events and Festival Funding	FY 19 Budget
Heritage Harvest Fest. at Monticello	\$15,000
Virginia Film Festival	15,000
Virginia Festival of the Book	15,000
Others, to be determined	100,000
Total	\$145,000

Explanation of FY 19 Changes

Salaries and Benefits

- 3% salary increase budgeted for FY 19.
- Increase in health care.

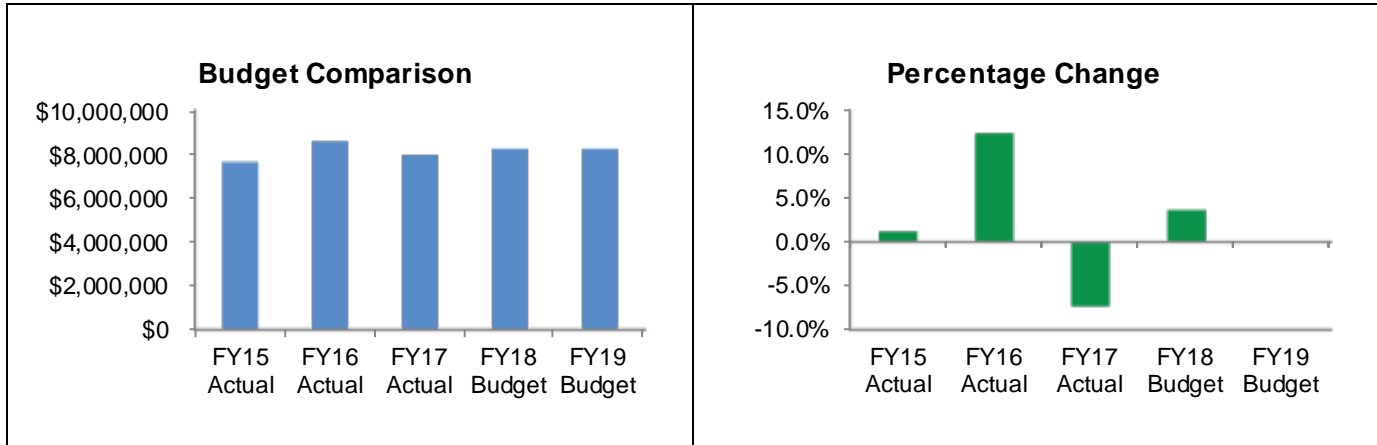
Other Expenditures

- Monticello Heritage Harvest Festival became a Signature Event in 2018, joining the Virginia Film Festival and Virginia Festival of the Book. Total allotted in FY19 is \$45,000.
- Sponsorship & Grants, which covers festivals & cultural events, has a total of \$100,000 available in FY 19.
- The summary of direct support to area festivals and tourism related agencies that spend marketing dollars directed to attract visitors to the area is \$145,000 in FY 19.



Children's Services Act

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
General Fund Total	\$1,858,987	\$1,679,913	\$1,717,274	\$1,917,024	\$1,804,722	(\$112,302)	-5.9%
Non General Fund Total	5,778,896	6,902,098	6,182,550	6,322,432	6,434,734	112,302	1.8%
Total	\$7,637,883	\$8,582,011	\$7,899,824	\$8,239,456	\$8,239,456	(\$0)	0.0%



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

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

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

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

The Non General Fund portion of this budget represents the State funded portion of CSA, \$5,880,740 and the City School's portion, \$553,994.

Community Events and Festivals

Art in Place*FY 19 Budget - \$27,500*

A nonprofit organization, under the sponsorship of the City, which establishes sites of public art around Charlottesville to make art accessible to the general public.

City Supported Events*FY 19 Budget - \$10,000*

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

Charlottesville Festival of Cultures***FY 19 Budget - \$3,750*

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

Virginia Film Festival***FY 19 Budget - \$15,200*

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

Virginia Festival of the Book***FY 19 Budget - \$16,550*

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

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

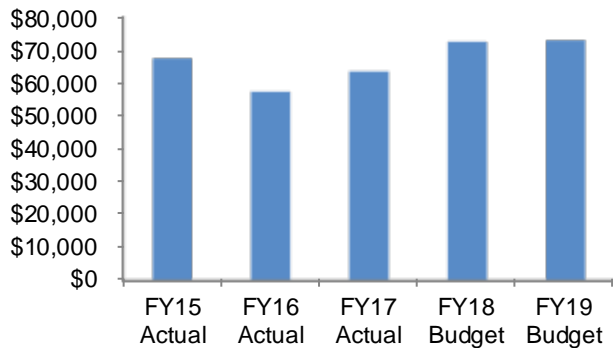
***Reviewed by the Agency Budget Review Team*

Community Events and Festivals

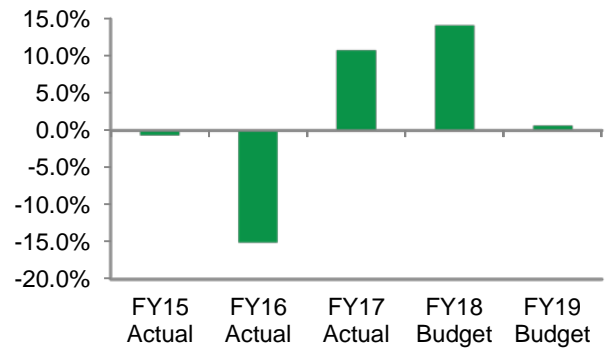
Funding Summary

Agency	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase/ (Decrease)	% Change
Art in Place	\$0	\$0	\$0	\$27,500	\$27,500	\$0	0.0%
City Supported Events	4,505	5,661	12,567	10,000	10,000	0	0.0%
Dogwood Festival (Indirect Support)	10,353	0	0	0	0	0	NA
Festival of Cultures	0	3,750	3,750	3,750	3,750	0	0.0%
First Night Virginia	2,375	2,375	2,375	0	0	0	NA
Fourth of July Festival (Indirect Support)	3,475	0	3,038	0	0	0	NA
LOOK3 Festival of the Photograph	11,000	11,000	11,000	0	0	0	NA
Tom Tom Founders Festival	5,000	3,750	0	0	0	0	NA
Virginia Film Festival	15,200	15,200	15,200	15,200	15,200	0	0.0%
Virginia Festival of the Book	<u>15,600</u>	<u>15,600</u>	<u>15,600</u>	<u>16,068</u>	<u>16,550</u>	<u>482</u>	<u>3.0%</u>
General Fund Total Contributions	\$67,508	\$57,336	\$63,530	\$72,518	\$73,000	\$482	0.7%

Budget Comparison



Percentage Change



Contributions to Children, Youth and Family Oriented Programs

Big Brothers/Big Sisters**

FY 19 Budget - \$20,000

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

Boys and Girls Club**

FY 19 Budget - \$57,358

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

The BridgeLine**

FY 19 Budget - \$28,706

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

Charlottesville Abundant Life Ministries**

FY 19 Budget - \$28,634

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

Charlottesville-Albemarle Health Department*

FY 19 Budget - \$561,334

Services for protecting and promoting the health of the public.

Charlottesville Free Clinic**

FY 19 Budget - \$114,940

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

City Schoolyard Garden**

FY 19 Budget - \$19,200

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

Computers 4 Kids**

FY 19 Budget - \$19,443

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

Emergency Assistance Program Support**

FY 19 Budget - \$84,516

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

Foothills Child Advocacy Center**

FY 19 Budget - \$43,405

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

Georgia's Healing House**

FY 19 Budget - \$25,000

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

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

***Reviewed by the Agency Budget Review Team*

Contributions to Children, Youth and Family Oriented Programs

Home Visiting Collaborative**

FY 19 Budget - \$405,716

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

Jefferson Area Board for the Aging (JABA)*

FY 19 Budget - \$319,192

Planning and coordination of services for the elderly.

Local Food Hub**

FY 19 Budget - \$22,750

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

Monticello Area Community Action Agency (MACAA)**

FY 19 Budget - \$91,170

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

On Our Own**

FY 19 Budget - \$24,560

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

Public Housing Association of Residents (PHAR)**

FY 19 Budget - \$45,550

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

Piedmont Family YMCA**

FY 19 Budget - \$40,000

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

Ready Kids**

FY 19 Budget - \$82,607

Program encourages the positive growth and development of children.

Region Ten Community Services Board (CSB)*

FY 19 Budget - \$1,180,092

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

Sexual Assault Resource Agency (SARA)**

FY 19 Budget - \$23,113

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

Shelter for Help in Emergency (SHE)**

FY 19 Budget - \$116,812

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

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

***Reviewed by the Agency Budget Review Team*

Contributions to Children, Youth and Family Oriented Programs

Sin Barreras**

FY 19 Budget - \$11,000

Sin Barreras desires to ease the stress and anxiety experienced by members of our immigrant communities and to help them learn of the services available to them.

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

FY 19 Budget - \$118,015

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

United Way – Thomas Jefferson Area Child Care Scholarships*

FY 19 Budget - \$203,806

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

Virginia Cooperative Extension Service*

FY 19 Budget - \$49,961

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

Women's Initiative**

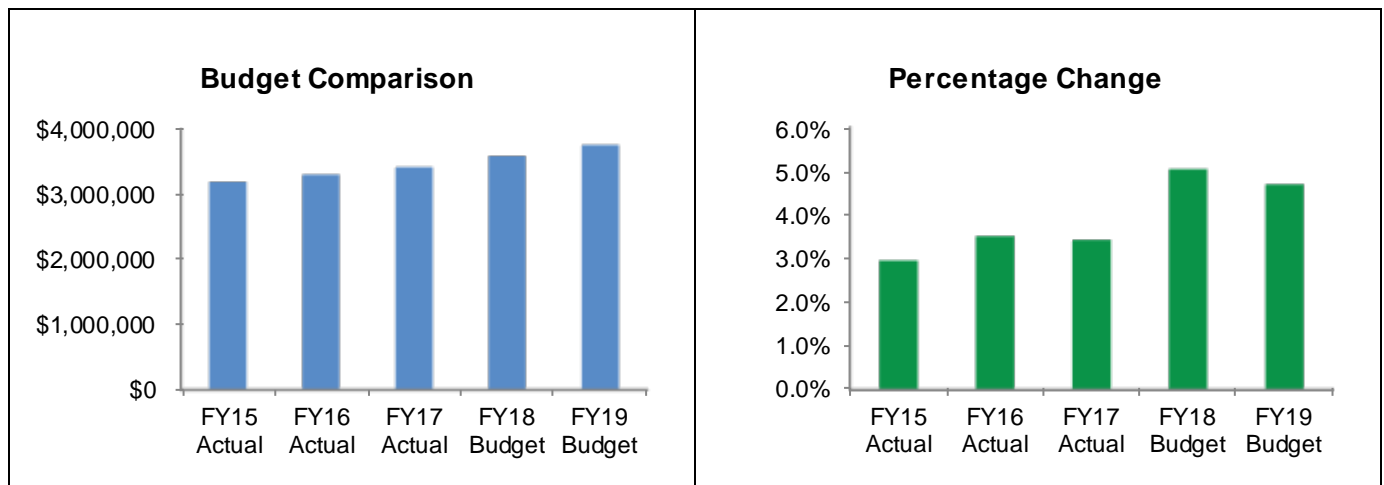
FY 19 Budget - \$21,642

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

*Reviewed by the Office of Budget and Performance Management

**Reviewed by the Agency Budget Review Team

Funding Summary



Contributions to Children, Youth and Family Oriented Programs

Funding Summary

Agency	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase/ (Decrease)	% Change
Big Brothers/Big Sisters	\$20,000	\$30,000	\$20,000	\$20,000	\$20,000	\$0	0.0%
Boys and Girls Club	54,065	54,065	54,065	55,687	57,358	1,671	3.0%
The BridgeLine	12,250	12,495	27,495	27,870	28,706	836	3.0%
The Bridge Ministry	0	0	0	34,800	0	(34,800)	(100.0%)
Charlottesville Abundant Life Ministries	34,259	34,259	34,259	32,853	28,634	(4,219)	(12.8%)
Charlottesville-Albemarle Health Department	441,132	481,184	528,158	544,994	561,344	16,350	3.0%
Charlottesville Free Clinic	114,600	114,940	114,940	114,940	114,940	0	0.0%
City Schoolyard Garden	0	0	19,200	19,200	19,200	0	0.0%
Computers 4 Kids	18,327	18,327	18,327	18,877	19,443	566	3.0%
Emergency Assistance Program Support	84,516	84,516	84,516	84,516	84,516	0	0.0%
Foothills Child Advocacy Center	26,250	26,775	29,213	27,578	43,405	15,827	57.4%
Georgia's Healing House	0	0	0	0	25,000	25,000	NA
Home Visiting Collaborative	382,426	382,426	382,426	393,899	405,716	11,817	3.0%
Jefferson Area Board for Aging	319,192	319,192	319,192	319,192	319,192	0	0.0%
Local Food Hub	0	0	0	0	22,750	22,750	NA
Madison House	8,374	0	0	0	0	0	NA
Monticello Area Community Action Agency	83,435	90,185	80,060	96,560	91,170	(5,390)	(5.6%)
Music Resource Center	0	0	14,209	0	0	0	NA
On Our Own	0	14,560	14,560	14,560	24,560	10,000	68.7%
PHAR	25,000	25,000	25,000	44,800	45,550	750	1.7%
Piedmont Family YMCA	0	0	0	0	40,000	40,000	NA
Ready Kids	77,865	65,582	77,865	80,201	82,607	2,406	3.0%
Region Ten Comprehensive Services	1,001,865	1,001,865	1,001,865	1,001,865	1,001,865	0	0.0%
Region Ten - Mohr Center	82,661	82,661	82,661	0	0	0	NA
Region Ten - Women's Treatment Center	0	0	0	75,000	75,000	0	0.0%
Region Ten - Permanent Supportive Housing Program	0	0	0	83,227	83,227	0	0.0%
Region Ten - Mental Health and Wellness Coalition	0	0	0	0	20,000	20,000	NA
Sexual Assault Resource Agency	22,000	22,440	22,440	22,440	23,113	673	3.0%
Shelter for Help in Emergency	110,327	112,534	112,534	113,410	116,812	3,402	3.0%
Sin Barreras	0	0	0	0	11,000	11,000	NA
Thomas Jefferson Area Coalition for Homeless	33,170	93,366	90,146	90,306	118,015	27,709	30.7%
Thrive	9,484	0	0	0	0	0	NA
United Way - Thomas Jefferson Area	173,130	173,130	202,479	202,778	203,086	308	0.2%
Virginia Cooperative Extension Service	37,396	43,881	41,051	48,749	49,961	1,212	2.5%
Women's Initiative	<u>20,000</u>	<u>20,400</u>	<u>20,400</u>	<u>21,012</u>	<u>21,642</u>	<u>630</u>	<u>3.0%</u>
General Fund Total Contributions	\$3,191,724	\$3,303,783	\$3,417,061	\$3,589,314	\$3,757,812	\$168,498	4.7%

Contributions to Education and the Arts

Arts Coordination and Planning FY 19 Budget - \$50,000

At the joint City Council and Board of Supervisors meeting in September 2017, area arts representatives made a presentation requesting \$250,000 annually for three years (total of \$750,000) to support an Arts and Culture Initiative. The Adopted Budget includes \$50,000 as a reserve intended to support arts and culture initiatives and should be in alignment with the County's support of such an initiative.

Charlottesville Opera** FY 19 Budget - \$2,432

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

City Center for Contemporary Arts* FY 19 Budget - \$41,502

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

Historic Preservation Task Force FY 19 Budget - \$5,000

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

Jefferson-Madison Regional Library* FY 19 Budget - \$1,941,399

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

Jefferson School African American Heritage Center** FY 19 Budget - \$30,000

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

Lighthouse Studio** FY 19 Budget - \$38,321

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

Literacy Volunteers of America Charlottesville/Albemarle** FY 19 Budget - \$40,930

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

McGuffey Art Center FY 19 Budget - \$23,613

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

New City Arts** FY 19 Budget - \$18,000

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

Paramount Theater** FY 19 Budget - \$20,470

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

Piedmont Virginia Community College* FY 19 Budget - \$11,126

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

Virginia Discovery Museum** FY 19 Budget - \$5,794

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

WNRN** FY 19 Budget - \$2,250

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

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

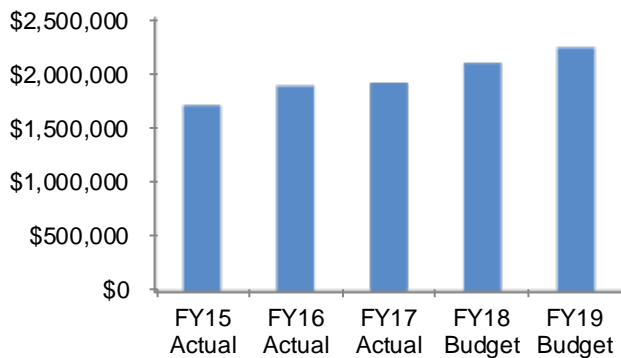
***Reviewed by the Agency Budget Review Team*

Contributions to Education and the Arts

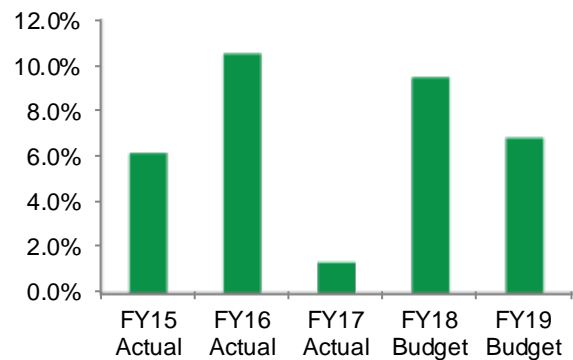
Funding Summary

Agency	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase/ (Decrease)	% Change
African American Teaching Fellows	\$3,938	\$3,938	\$0	\$3,938	\$0	(\$3,938)	(100.0%)
Arts Coordination and Planning	0	0	0	57,000	50,000	(7,000)	(12.3%)
Charlottesville Opera	3,242	3,242	3,242	3,242	2,432	(810)	(25.0%)
City Center for Contemporary Arts	34,934	34,934	35,361	40,898	41,502	604	1.5%
Historic Preservation Task Force	2,375	5,843	3,139	5,000	5,000	0	0.0%
Jefferson Madison Regional Library	1,458,354	1,607,789	1,730,600	1,817,875	1,941,399	123,524	6.8%
Jefferson African American School Heritage Center	30,000	30,000	30,000	30,000	30,000	0	0.0%
Lighthouse Studio	0	0	8,321	8,321	38,321	30,000	360.5%
Literacy Volunteers of America	37,853	38,610	38,610	39,768	40,930	1,162	2.9%
McGuffey Art Center	24,516	19,244	19,507	25,231	23,613	(1,618)	(6.4%)
Municipal Band	55,000	55,000	0	0	0	0	NA
New City Arts	0	0	0	18,000	18,000	0	0.0%
The Paramount Theater	19,295	19,295	19,295	19,874	20,470	596	3.0%
Piedmont Council for the Arts	22,562	45,000	0	0	0	0	NA
Piedmont Virginia Community College	10,130	10,961	11,183	11,097	11,126	29	0.3%
Virginia Discovery Museum	0	7,500	5,625	5,625	5,794	169	3.0%
WNRN	0	0	2,250	2,250	2,250	0	0.0%
General Fund Total Contributions	\$1,702,199	\$1,881,356	\$1,907,133	\$2,088,119	\$2,230,837	\$142,718	6.8%

Budget Comparison



Percentage Change



Department of Social Services

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

DSS is comprised of three Divisions:

Strategic Plan Alignment

Administration Division

FY 19 Budget - \$1,078,345



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

Benefits Division

FY 19 Budget - \$4,324,857



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

Family Services Division

FY 19 Budget - \$8,950,322



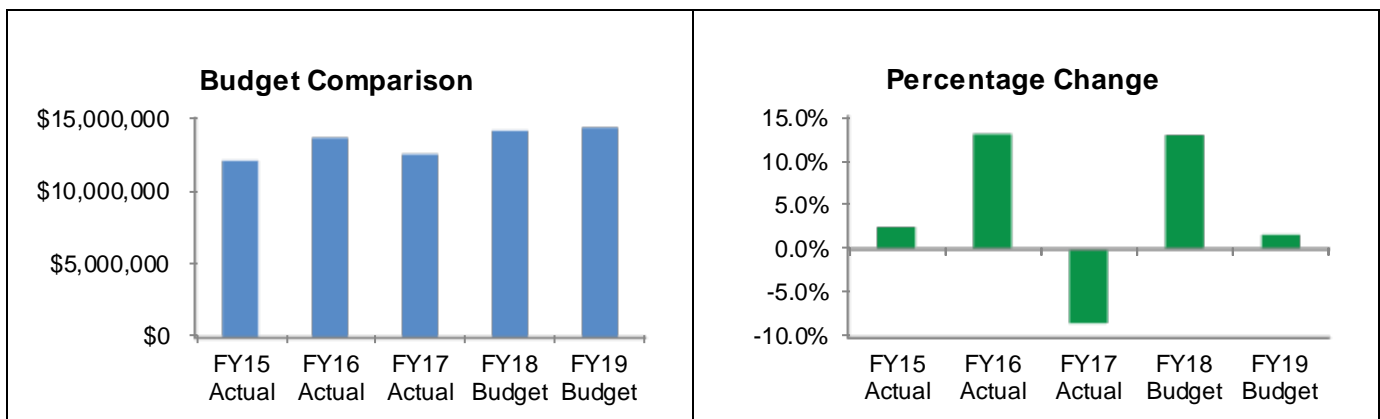
The Family Services Division promotes and supports the development of healthy families and protects children and adults from abuse and neglect. Programs include Adoption, Adult Protective Services (APS), Adult Services, Child Protective Services (CPS), Family Services, School-Based Family Support Program,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

Department of Social Services

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$6,963,003	\$7,495,681	\$7,260,269	\$7,952,390	\$8,352,293	\$399,903	5.0%
Other Expenditures	5,133,373	6,171,000	5,264,646	6,183,708	6,001,231	(182,477)	-3.0%
Total	\$12,096,376	\$13,666,681	\$12,524,915	\$14,136,098	\$14,353,524	\$217,426	1.5%
General Fund total	\$3,214,736	\$3,059,627	\$3,286,355	\$3,502,777	\$3,302,777	(\$200,000)	-5.7%
Non General Fund Total	8,881,640	10,607,054	9,238,560	10,633,321	11,050,747	417,426	3.9%
Total	\$12,096,376	\$13,666,681	\$12,524,915	\$14,136,098	\$14,353,524	\$217,426	1.5%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
Non General Fund FTE	100.0	102.3	102.5	104.5	104.5	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 3% salary increase budgeted for FY 19.
- Increase in health care.
- During FY 18, two positions were added in the Family Services Division, a new position in Child Protective Services and a long-term Temporary position was converted to Permanent status in Foster Care.

Other Expenditures

- Net decreases in client purchase service costs due to the Adoptions through Collaborative Partnerships and Child Care Quality Initiative grants ending in FY 18.

Department of Social Services

Strategic Plan Performance Measures

Department of Social Services

Goal 1: An Inclusive Community of Self-sufficient Residents

1.2 Prepare residents for the workforce

	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16*
% of Temporary Assistance for Needy Families (TANF) clients participating in Virginia Initiative for Employment not Welfare (VIEW) program*	53.2%	47.7%	45.9%	55.6%	46.6%
% of VIEW clients who are employed*	54.2%	58.3%	58.4%	60.8%	65.1%
% of employed VIEW clients who retain their jobs for three months*	71.9%	71.1%	73.8%	77.3%	76.8%

Goal 2: A Healthy and Safe City

2.2 Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization

	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17
% of child abuse/neglect reports in which investigations are initiated within time required by priority rating	95.5%	94.8%	93.8%	95.2%	94.2%	93.7%
% of substantiated child abuse/neglect victims that did not have another substantiated report within 6 months	99.4%	98.6%	100.0%	95.5%	95.9%	95.5%

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

	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17
% of applications for Supplemental Nutrition Assistance Program (Food Stamps) that are completed within the federal timeliness standard.	85.4%	99.4%	98.6%	98.1%	98.0%	95.8%
% of foster children that receive monthly contacts	96.8%	97.0%	97.6%	98.1%	99.1%	99.7%
% of children exiting foster care to adoption that were finalized within 24 months of entering foster care	0.0%	0.0%	0.0%	0.0%	20.0%	18.8%
% of foster children placed in kinship (family) care	18.6%	26.8%	32.3%	31.1%	39.1%	43.2%
Of all children exiting foster care to reunification, the % who re-entered foster care within 12 months of reunification	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%

*Due to a data system change at the Virginia Department of Social Services, current information for VIEW measures are unavailable.



Housing Programs and Tax Relief

Strategic Plan Alignment

Albemarle Housing Improvement Program (AHIP)**

FY 19 Budget - \$99,050



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

Charlottesville Housing Affordability Tax Grant Program

FY 19 Budget - \$569,500



Charlottesville Housing Affordability Program provides a grant in aid of taxes owed for the taxable year to any qualified natural person who owns and occupies property in the city and meets other eligibility requirements. Beginning in FY 19, amount of each grant is \$1,000 for taxpayers with household income of \$0- \$20,000; \$750 for taxpayers with household income of \$20,001-\$35,000; and \$500 for taxpayers with household income of \$35,001-\$50,000. Assessed value of real estate owned may not exceed \$375,000. The grant is applied to the real estate tax bill due on December 5th.

Piedmont Housing Alliance (PHA)**

FY 19 Budget - \$94,963



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

Rent/Tax Relief for the Elderly and Disabled

FY 19 Budget - \$733,000



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

Real Estate Tax Relief program provides real estate tax relief for qualified property owners who are sixty-five (65) years of age or who are permanently and totally disabled. Gross combined income of claimant and all relatives living in dwelling must not exceed \$50,000, and net combined financial worth of claimant and spouse as of December 31st of the year preceding tax year must not exceed \$125,000.

Stormwater Fee Assistance Program

FY 19 Budget - \$20,000



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

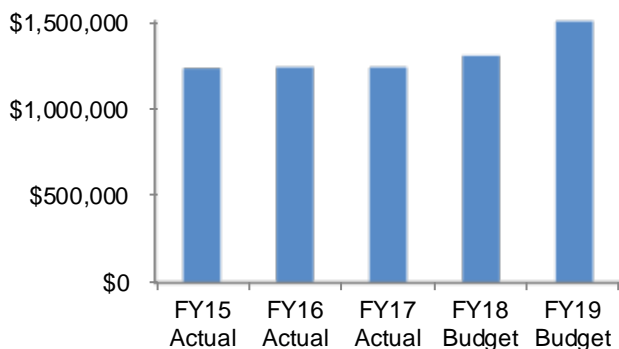
***Reviewed by the Agency Budget Review Team*

Housing Programs and Tax Relief

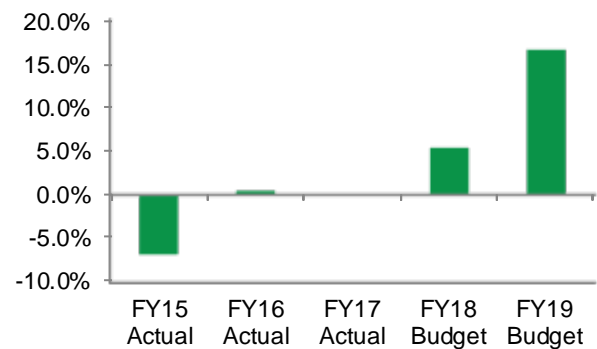
Funding Summary

Funding Summary	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase/ (Decrease)	% Change
Albemarle Housing Improvement Program	\$93,364	\$93,364	\$93,364	\$96,165	\$99,050	\$2,885	3.0%
Charlottesville Housing Affordability Tax Grant Program	358,079	370,392	339,739	390,000	569,500	179,500	46.0%
Piedmont Housing Alliance	92,078	92,197	92,197	92,197	94,963	2,766	3.0%
Rent Relief for the Disabled	166,565	158,909	195,267	180,000	195,000	15,000	8.3%
Rent Relief for the Elderly	17,072	23,904	18,172	18,000	18,000	0	0.0%
Tax Relief for the Disabled	96,519	104,328	115,355	105,000	120,000	15,000	14.3%
Tax Relief for the Elderly	396,876	372,468	361,024	405,000	400,000	(5,000)	(1.2%)
Stormwater Fee Assistance Program	<u>9,081</u>	<u>19,718</u>	<u>19,970</u>	<u>15,000</u>	<u>20,000</u>	<u>5,000</u>	<u>33.3%</u>
General Fund Total	\$1,229,635	\$1,235,281	\$1,235,089	\$1,301,362	\$1,516,513	\$215,151	16.5%

Budget Comparison



Percentage Change



Explanation of FY 19 Changes

The increases to some of the tax grant and tax relief programs represent changes in the grant amounts and income levels for the Charlottesville Housing Affordability Program, budgeting for previous year's actuals and projecting what the City may expect to pay out for these programs.

Beginning in FY 19, amount of each grant is \$1,000 for taxpayers with household income of \$0- \$20,000; \$750 for taxpayers with household income of \$20,001-\$35,000; and \$500 for taxpayers with household income of \$35,001-\$50,000. Assessed value of real estate owned may not exceed \$375,000. In previous years, homeowners were required to be fully paid by the December 5th billing. Going forward, homeowners will only need to be in an active payment plan as determined by the City Treasurer.

Housing Programs and Tax Relief

Strategic Plan Performance Measures

Housing Programs

Goal 1: An Inclusive Community of Self-sufficient Residents

1.4 Enhance the financial health of residents

	2013	2014	2015	2016	2017
# of recipients of tax and rent relief programs and housing affordability grant program					
Real estate tax relief	464	431	406	396	380
Rental relief	302	343	353	369	367
Housing Affordability Grant Program	901	832	825	774	708
\$ amount of rent and tax relief and affordability grants disbursed					
Real estate tax relief	\$561,468	\$502,165	\$491,413	\$474,840	\$494,208
Rental relief	\$194,994	\$182,363	\$176,565	\$211,928	\$222,385
Housing Affordability Grant Program	\$398,775	\$364,950	\$364,575	\$340,650	\$311,250



Department of Human Services

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

Strategic Plan Alignment

Community Attention Foster Families (CAFF)

FY 19 Budget - \$3,859,328



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 19 Budget - \$897,594



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

The Community Supervision Program

FY 19 Budget - \$279,154



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

Summer Community Attention Youth Internship Program (CAYIP)

FY 19 Budget - \$210,941



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

City of Charlottesville Youth Council

FY 19 Budget - \$8,000



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

Department of Human Services

Coming Home to Work

FY 19 Budget - \$65,000



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

City of Promise

FY 19 Budget - \$89,107



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

Family Self Sufficiency

FY 19 Budget - \$88,434



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

Youth Opportunity Coordinator

FY 19 Budget - \$91,820



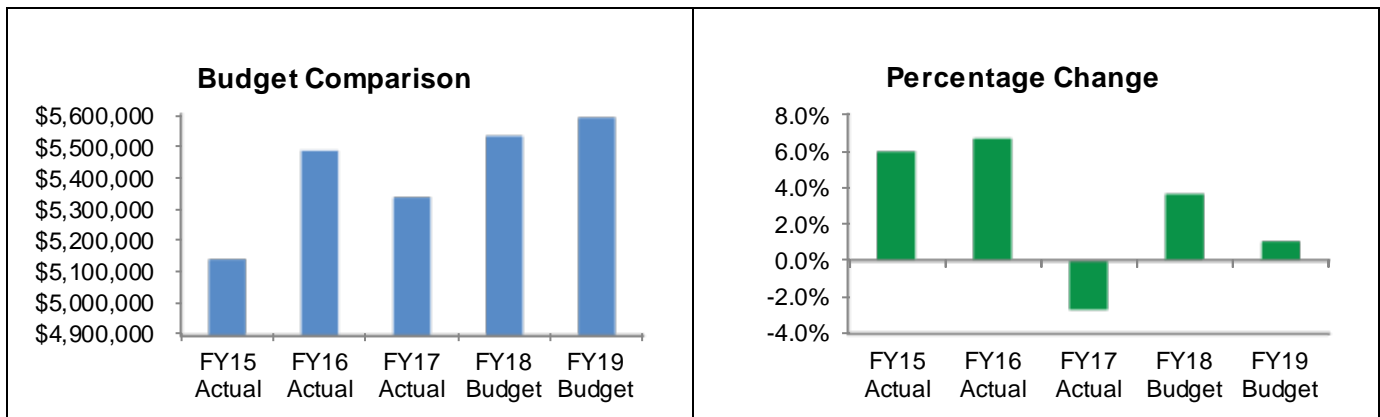
This specialized position coordinates a community initiative to identify and direct children, youth, and young adults toward targeted services that seek to address the achievement gap. The position will also serve as a liaison to internal and external City agencies, City Schools, special interest groups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

Department of Human Services

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,764,243	\$3,247,888	\$2,996,227	\$3,133,670	\$3,163,745	\$30,075	1.0%
Other Expenditures	<u>2,377,294</u>	<u>2,236,422</u>	<u>2,340,960</u>	<u>2,397,275</u>	<u>2,425,633</u>	<u>28,358</u>	<u>1.2%</u>
Total	\$5,141,537	\$5,484,310	\$5,337,187	\$5,530,945	\$5,589,378	\$58,433	1.1%
General Fund Total	\$528,391	\$604,275	\$572,538	\$572,398	\$662,030	\$89,632	15.7%
Non General Fund Total	<u>4,613,146</u>	<u>4,880,035</u>	<u>4,764,649</u>	<u>4,958,547</u>	<u>4,927,348</u>	<u>(31,199)</u>	<u>-0.6%</u>
Total	\$5,141,537	\$5,484,310	\$5,337,187	\$5,530,945	\$5,589,378	\$58,433	1.1%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
Non General Fund FTEs	35.3	35.5	35.5	36.5	36.5	0.0



Explanation of FY 19 Changes

Salaries and Benefits:

- 3% salary increase budgeted for FY 19.
- Increase in health care.
- A Youth Opportunity Coordinator position was added to the department mid-year in FY 18, which City Council approved funding for in the FY 18 Adopted Budget.

Other Expenditures:

- In FY 19, new funding is budgeted to increase student stipends for the Community Attention Youth Internship Program (CAYIP) from \$5/hour to \$8/hour, in addition to supporting a capacity increase from 120 to 150 youth.
- Mental Health and Wellness Coalition has moved fiscal agency and funding responsibilities to Region Ten.

Department of Human Services

Strategic Plan Performance Measures

Department of Human Services					
Goal 1: An Inclusive Community of Self-sufficient Residents					
<i>1.1 Prepare students for academic and vocational success</i>					
	2013	2014	2015	2016	2017
% of Summer Youth Internship participants who complete the program	90%	95%	88%	90%	95%
# of Summer Youth Internship participants	155	147	153	148	115
# of Summer Youth Internship host agencies	90	81	87	84	67
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Check and Connect Program Student Attendance	50%	29%	NA	55%	34%
Goal 2: A Healthy and Safe City					
<i>2.3 Improve community health and safety outcomes by connecting residents with effective resources</i>					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
% of Community Attention Foster Family children transition to home, independent living or permanent foster care	66%	73%	75%	100%	98%
% of participants who transition to post placement in a less restrictive environment	94%	91%	89%	94%	90%
% of participants with assigned community service hours complete them within prescribed time frame	88%	81%	90%	71%	88%
% of participants who avoid any new adjudication charges while in the program	97%	97%	90%	89%	84%
% of participants who avoid any new adjudication charges one year after discharge	77%	80%	74%	83%	-
% of foster care families receiving annual training	100%	100%	100%	100%	100%
% of kinship families screened and approved within 60 days of being identified by the local Department of Social Services	100%	100%	100%	100%	100%
# of new families approved for placement annually	30	30	40	46	41
Therapeutic Homes for Residential Youth Facility meets 100% of Life, Health and Safety Standards as defined by Department of Juvenile Justice	100%	100%	100%	100%	100%
% of children admitted to residential programs who stay longer than 30 days	100%	93%	100%	100%	100%

Neighborhood Development Services

**Strategic Plan
Alignment**

Neighborhood Development Services

FY 19 Budget - \$3,847,635



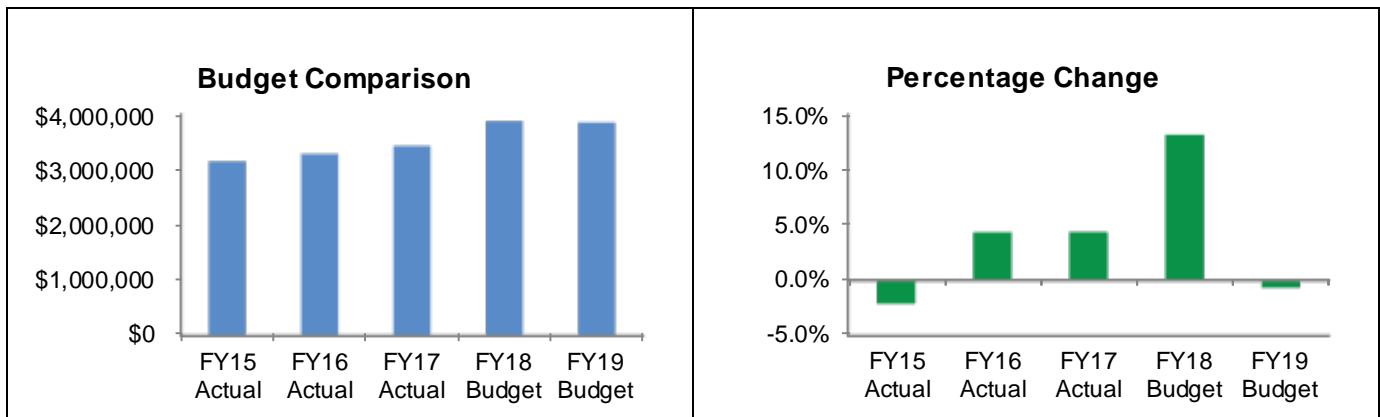
Neighborhood Development Services' functional areas include planning, zoning enforcement, housing code enforcement, engineering, surveying, GIS and mapping, building permits and inspections, bridge inspections, transportation planning, traffic engineering, traffic calming, stormwater design, sidewalk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

Neighborhood Development Services

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,700,001	\$2,836,308	\$2,977,762	\$3,401,028	\$3,471,148	\$70,120	2.1%
Other Expenditures	<u>443,748</u>	<u>444,033</u>	<u>445,618</u>	<u>472,447</u>	<u>376,487</u>	<u>(95,960)</u>	<u>-20.3%</u>
General Fund Total	\$3,143,748	\$3,280,341	\$3,423,379	\$3,873,475	\$3,847,635	(\$25,840)	-0.7%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	34.0	35.5	36.5	37.0	38.0	1.0
Other Funded FTEs	3.0	2.0	1.0	1.0	1.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits:

- 2% salary increase provided in FY 18.
- Increase in health care.
- Includes new funds for an additional support, planning, or engineering position as recommended by the NDS Efficiency Study.
- An Assistant City Manager position, approved as a community engagement position in the FY 18 Adopted Budget and funded as part of Neighborhood Development Services, is reclassified instead as an Assistant City Manager. The funds and FTE are now reflected in the City Manager's Office budget.

Other Expenditures:

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management, fuel, and fleet maintenance fixed costs.
- Increase due to a focus on education and training for employees and increased advertising.

Neighborhood Development Services

Strategic Plan Performance Measures

Neighborhood Development Services					
Goal 1: An Inclusive Community of Self-sufficient Residents					
<i>1.3 Increase affordable housing options</i>					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
# of supported affordable housing units created per year	63	35	36	51	31
Goal 2: A Healthy and Safe City					
<i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>					
	Q2 FY 17	Q3 FY 17	Q4 FY 17	Q1 FY 18	Q2 FY 18
# of traffic calming requests studied by staff	0	2	2	0	0
Goal 3: A Beautiful and Sustainable Natural and Built Environment					
<i>3.1 Engage in robust and context sensitive urban planning and implementation</i>					
	Q2 FY 17	Q3 FY 17	Q4 FY 17	Q1 FY 18	Q2 FY 18
# of Board of Architecture Review (BAR) cases	21	19	31	33	26
# of Entrance Corridor Review Board (ERB) cases	3	2	0	0	2
# of BAR/ERB administrative reviews	10	10	14	8	14
<i>3.2 Provide reliable and high quality infrastructure</i>					
	Q2 FY 17	Q3 FY 17	Q4 FY 17	Q1 FY 18	Q2 FY 18
# of permits issued	477	557	605	507	545
# of rezoning/Special Use Permit applications submitted	0	0	5	3	4
# of site plans submitted	7	8	22	26	14
# of building permit inspections	1,393	1,326	1,579	1,672	1,505
# of building plans reviewed	211	293	223	247	268
	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017
Linear feet of new sidewalk constructed	9,500	8,605	9,671	10,686	14,097

Neighborhood Development Services

Strategic Plan Performance Measures

<i>3.4 Be responsible stewards of natural resources</i>					
	Q2 FY 17	Q3 FY 17	Q4 FY 17	Q1 FY 18	Q2 FY 18
# of property maintenance inspections conducted (includes citations related to trash, weeds, housing and vehicles)	313	628	565	341	266
Goal 5: A Well-managed and Responsive Organization					
<i>5.1 Integrate effective business practices and strong fiscal policies</i>					
	Q2 FY 17	Q3 FY 17	Q4 FY 17	Q1 FY 18	Q2 FY 18
Total value (\$) of construction permits issued in millions	\$38.5	\$48.9	\$29.8	\$18.8	\$22.9
\$ amount of fees collected for all permits in thousands	\$182	\$221	\$141	\$74	\$149

Office of Human Rights

**Strategic Plan
Alignment**

Office of Human Rights

FY 19 Budget - \$249,976



The Office of Human Rights (OHR) functions are:

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

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

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

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

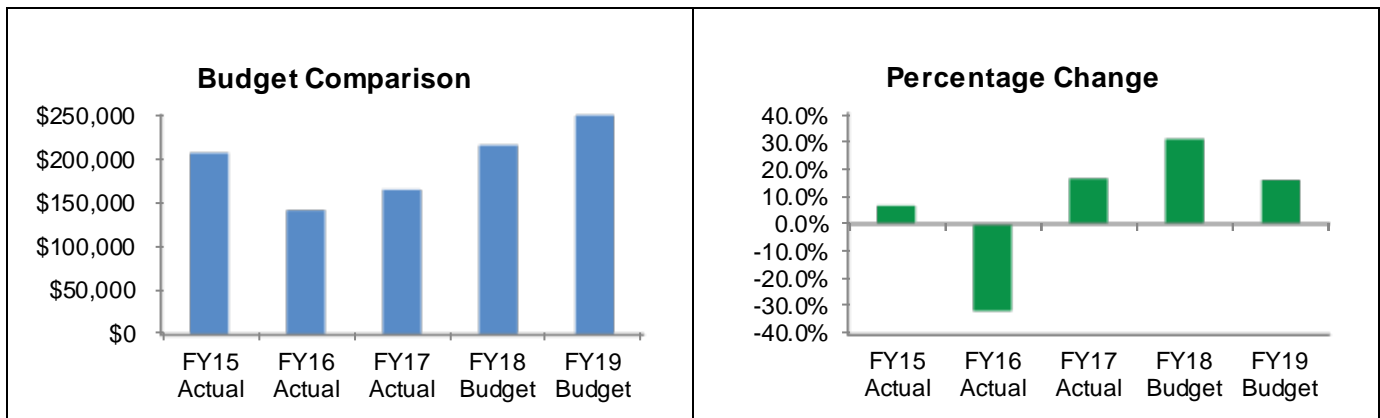
OHR is engaged in a wide variety of outreach efforts aimed at educating the public about the Office, the Commission, and the Human Rights Ordinance. Other outreach activities included partnering with public and private groups -- including direct service agencies and the faith community -- and sponsoring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

Office of Human Rights

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$177,881	\$103,815	\$123,002	\$151,958	\$183,082	\$31,124	20.5%
Other Expenditures	<u>28,911</u>	<u>38,065</u>	<u>42,157</u>	<u>63,831</u>	<u>66,894</u>	<u>3,063</u>	<u>4.8%</u>
General Fund Total	\$206,793	\$141,880	\$165,159	\$215,789	\$249,976	\$34,187	15.8%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	2.0	2.0	1.5	1.5	2.0	0.5



Explanation of FY 19 Changes

Salaries and Benefits:

- 2% salary increase provided in FY 18.
- Increase in health care.
- In FY 19, the Community Outreach Specialist's position will be converted from half-time to full-time status.

Other Expenditures:

- Increase due to an increase in general office costs, advertising and marketing, and employee development.
- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs.

Parks and Recreation Department

Strategic Plan Alignment

Administration

FY 19 Budget - \$989,796

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



Athletics

FY 19 Budget - \$264,487

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



Aquatics

FY 19 Budget - \$2,199,666

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



Therapeutics and Seniors

FY 19 Budget - \$369,455

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



Centers and Playgrounds

FY 19 Budget - \$2,084,414

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



Parks Maintenance/City-County Parks Contribution

FY 19 Budget - \$4,234,351

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



Youth Programs*FY 19 Budget - \$640,719*

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

City Market*FY 19 Budget - \$185,870*

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

Meadowcreek Golf Course*FY 19 Budget - \$963,276*

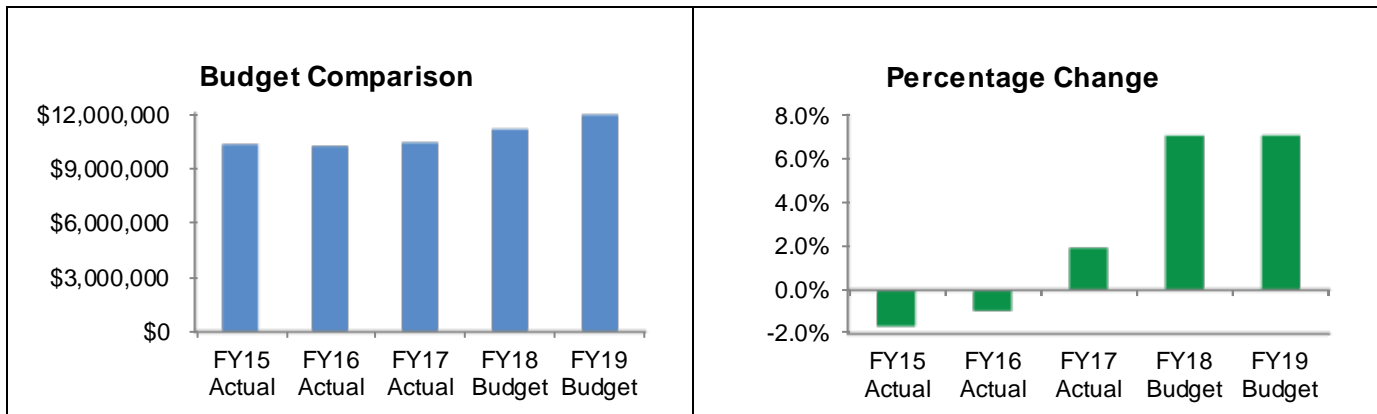
Funds the management, operations and maintenance of all services and maintenance at Meadowcreek Golf Course at Pen Park through an enterprise fund.

Parks and Recreation Department

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$6,633,560	\$6,657,982	\$6,898,885	\$7,537,223	\$8,260,477	\$723,254	9.6%
Other Expenditures	<u>3,655,326</u>	<u>3,532,843</u>	<u>3,488,988</u>	<u>3,583,916</u>	<u>3,671,557</u>	<u>87,641</u>	<u>2.4%</u>
Total	\$10,288,886	\$10,190,825	\$10,387,873	\$11,121,139	\$11,932,034	\$810,895	7.3%
General Fund Total	\$9,423,738	\$9,344,316	\$9,664,055	\$10,379,699	\$11,117,962	\$738,263	7.1%
Non General Fund Total	<u>865,148</u>	<u>846,509</u>	<u>723,818</u>	<u>741,440</u>	<u>814,072</u>	<u>72,632</u>	<u>9.8%</u>
Total	\$10,288,886	\$10,190,825	\$10,387,873	\$11,121,139	\$11,932,034	\$810,895	7.3%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	65.5	66.5	66.5	67.5	69.5	2.0
Non General Fund FTEs	4.0	4.0	4.0	4.0	4.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits:

- Increase due to a 2% cost of living adjustments budgeted in FY 18 for the General Fund, and 3% cost of living adjustment budgeted in FY 19 for the Golf Course Fund. The FY 19 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).
- Increase in health care.
- Temporary salaries increased by \$460,000 primarily due to Living Wage increases implemented in FY 18.
- The FY 19 budget includes 2 FTEs that will be added to manage and maintain the new skatepark. New funding is included for half of a year due to the mid-year skatepark completion date.

Other Expenditures:

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management, fuel, and fleet maintenance fixed costs.
- The FY 19 budget aligns the hours at Onesty Family Aquatic Center and Washington Park Pool, a savings of \$28,365.
- Increase primarily due to increases in rent and utilities, as well as costs associated with repairs and maintenance of new and existing facilities and infrastructure.
- In addition, \$50,000 is included for dedicated funding for proactive tree maintenance and management at parks, school grounds, public property and rights of way.

Parks and Recreation Department

Strategic Plan Performance Measures

Parks and Recreation Department

Goal 2: A Healthy and Safe City

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

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

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.1 Engage in robust and context sensitive urban planning and implementation

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

3.2 Provide reliable and high quality infrastructure

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

3.4 Be responsible stewards of natural resources

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

Goal 4: A Strong, Creative and Diversified Economy

4.2 Attract and cultivate a variety of new businesses

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



Infrastructure and Transportation



Department of Public Works:

Administration
Facilities Development
Facilities Maintenance
Environmental Sustainability
Public Service
Fleet Maintenance

Charlottesville Area Transit/
JAUNT Paratransit Services

Public Utilities Department:

Gas
Water
Wastewater
Stormwater

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

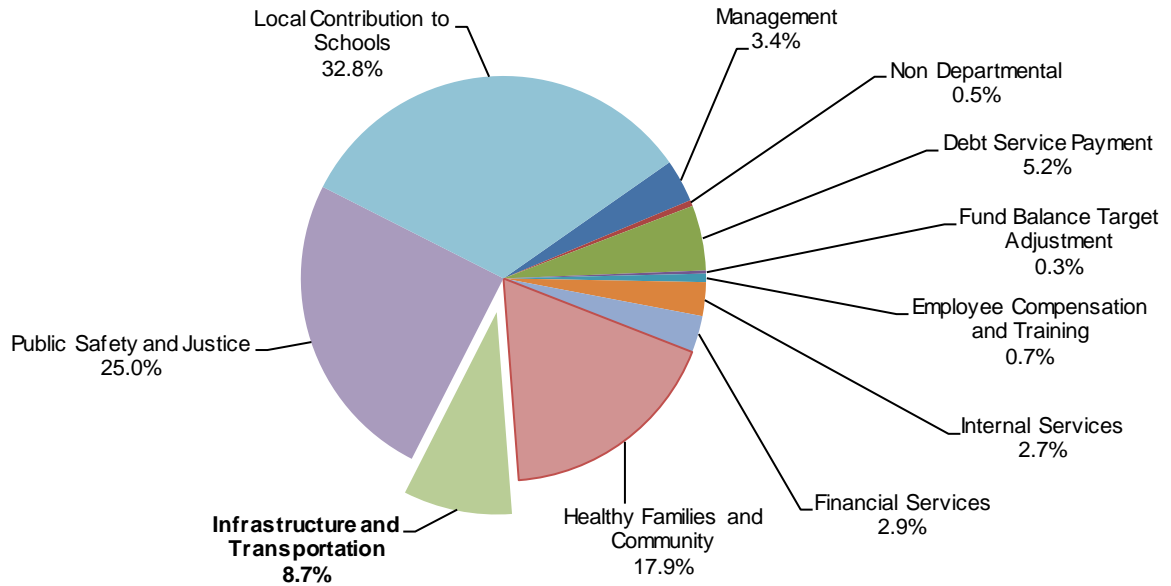


Goal 4: A Strong, Creative and Diversified Economy

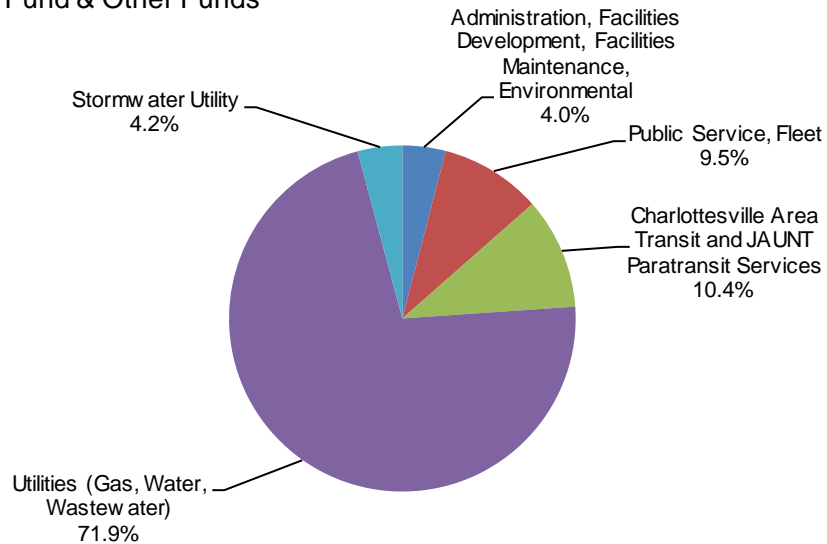


Goal 5: A Well-managed and Responsive Organization

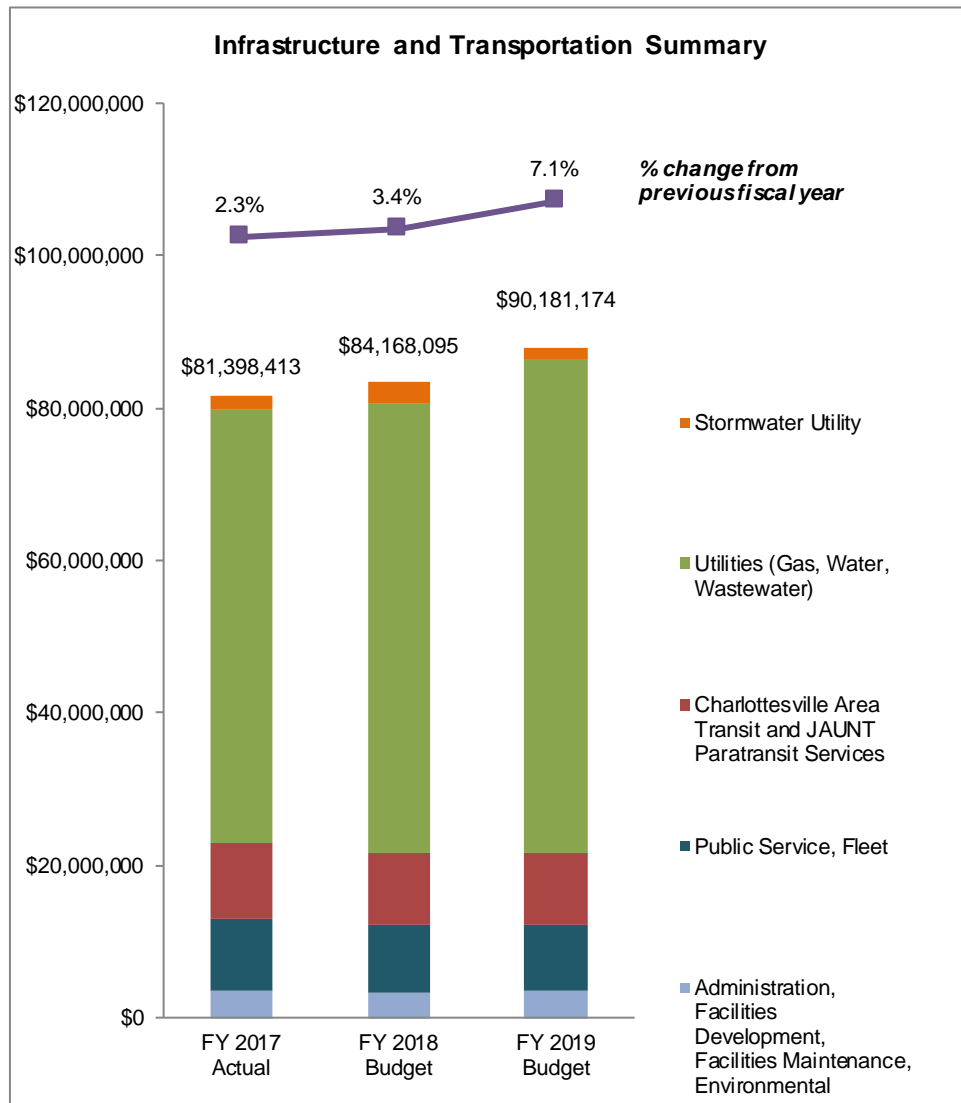
Infrastructure and Transportation % of General Fund Operating Budget



Infrastructure and Transportation Overview General Fund & Other Funds



Infrastructure and Transportation Summary	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	General Fund Actual	General Fund Budget	General Fund Budget	Other Funds Actual	Other Funds Budget	Other Funds Budget
INFRASTRUCTURE AND TRANSPORTATION						
Public Works: Administration, Facilities Development, Facilities Maintenance, Environmental	\$3,098,743	\$2,813,337	\$3,089,898	\$468,046	\$560,415	\$554,868
Public Works: Public Service, Fleet	7,527,293	7,671,570	7,477,210	1,906,202	1,036,997	1,056,942
Charlottesville Area Transit and JAUNT Paratransit Services	3,251,841	3,847,956	3,814,412	6,569,864	5,819,587	5,565,619
Public Utilities: Gas, Water, Wastewater	0	0	0	57,005,287	58,744,954	64,870,230
Public Utilities: Stormwater	0	0	0	1,571,138	3,673,279	3,751,995
INFRASTRUCTURE AND TRANSPORTATION SUBTOTAL	\$13,877,877	\$14,332,863	\$14,381,520	\$67,520,537	\$69,835,232	\$75,799,654



Department of Public Works

Administration - Facilities Development - Facilities Maintenance - Environmental

Strategic Plan Alignment

Administration

FY 19 Budget - \$402,026



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

Facilities Development

FY 19 Budget - \$697,967



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

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

Facilities Maintenance

FY 19 Budget - \$1,989,905



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

Environmental Sustainability

FY 19 Budget - \$554,868



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

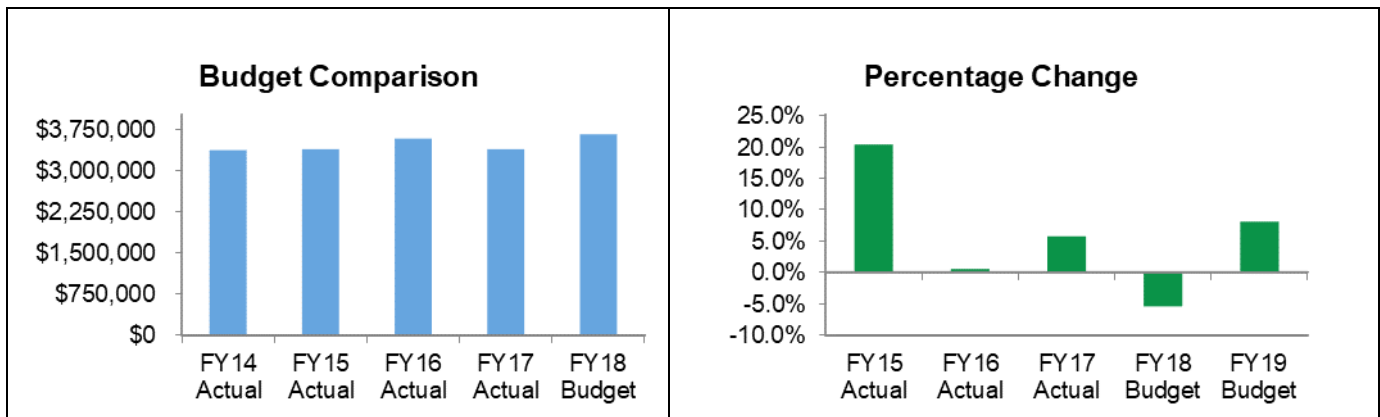
Department of Public Works

Administration - Facilities Development - Facilities Maintenance - Environmental

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$1,723,048	\$1,891,945	\$2,089,716	\$2,099,918	\$2,332,826	\$232,908	11.1%
Other Expenditures	1,633,988	1,482,239	1,477,073	1,273,834	1,311,940	38,106	3.0%
Total	\$3,357,036	\$3,374,184	\$3,566,789	\$3,373,752	\$3,644,766	\$271,014	8.0%
General Fund Total	\$2,355,889	\$2,885,350	\$3,098,743	\$2,813,337	\$3,089,898	\$276,561	9.8%
Non General Fund Total	1,001,147	488,834	468,046	560,415	554,868	(5,547)	-1%
Total	\$3,357,036	\$3,374,184	\$3,566,789	\$3,373,752	\$3,644,766	\$271,014	8.0%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	12.2	20.9	20.9	22.9	22.9	0.0
Non General Fund FTEs	7.5	4.0	4.0	4.0	4.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- Increase due to a 2% cost of living adjustments budgeted in FY 18 for the General Fund, and 3% cost of living adjustment budgeted in FY 19 for Non General Funds. The FY 19 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (pg. E-8).
- Increase due to a departmental reorganization that took place mid-year in FY 18 that moved two FTEs from Public Service to Administration. The FY 19 budget reflects that move.
- Increase in health care.

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management, fuel, vehicle maintenance and phone fees fixed costs.
- Increases in utility costs and education and training.

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

Department of Public Works

Administration - Facilities Development - Facilities Maintenance

Strategic Plan Performance Measures

Facilities Development

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.2 Provide reliable and high quality infrastructure

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
% of projects initiated within 12 months of funding authorization	100	78	86	100	100
% of capital projects completed on schedule	83	67	71	89	100
% of capital projects completed within projected budget	100	100	100	100	100

3.4 Be responsible stewards of natural resources

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

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

Department of Public Works

Administration - Facilities Development - Facilities Maintenance

Strategic Plan Performance Measures

Facilities Maintenance

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.2 Provide reliable and high quality infrastructure

	CY 2009	CY 2010	CY 2011	CY 2014	CY 2015
% of customers Somewhat Satisfied and Very Satisfied with custodial services	59%	72%	64%	64%	66%
% of customers Somewhat Satisfied and Very Satisfied with maintenance and HVAC services	73%	80%	73%	83%	77%

3.4 Be responsible stewards of natural resources

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Site Energy Intensity (1,000 BTU's per sq. ft. of building space) by building type					
Recreation	168.60	143.90	174.30	124.30	132.90
Shop/Warehouse	85.90	96.40	90.80	60.50	58.80
Fire Stations	80.20	58.30	59.50	56.40	49.70
Courts	56.70	55.00	53.00	47.80	48.40
Schools	47.50	50.90	50.50	49.20	51.00
Office Buildings	64.30	63.20	62.00	59.30	55.50

Carbon Footprint: Tons of CO2 per building type

Recreation	1,583	1,887	1,887	1,664	1,673
Shop/Warehouse	356	378	363	287	276
Fire Stations	154	433	435	424	386
Courts	415	406	387	362	374
Schools	4,769	5,171	5,219	5,073	5,408
Office Buildings	2,081	2,038	2,023	1,977	1,920

Department of Public Works Environmental Strategic Plan Performance Measures

Environmental					
Goal 3: A Beautiful and Sustainable Natural and Built Environment					
<i>3.4 Be responsible stewards of natural resources</i>					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Solar energy production					
Solar PV capacity		225	505	742	906
Solar PV permits		18	61	94	128
Stormwater quality / Water resources improvements projects	4	2	1	3	3
Average monthly residential water usage (CF)	454	460	437	427	422
# of alternative stormwater structures located in parks	16	17	28	28	28
Stream clean-up events	4	6	4	11	9
Stream clean-up volunteers	151	100	68	140	105
	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017
City gas consumption (million CF)	2,126	2,086	1,772	1,190	1,168
City water consumption (million CF)	250	247	240	240	231



Department of Public Works

Public Service – Fleet Maintenance

Public Service

Strategic Plan
Alignment

Administration

FY 19 Budget - \$405,792



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 19 Budget - \$4,300,058



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

Stormwater Maintenance

FY 19 Budget - \$338,681



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

Traffic Operations

FY 19 Budget - \$760,872



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

Refuse/Large Item Pickup

FY 19 Budget - \$1,671,807



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

Fleet Management

Strategic Plan
Alignment

Fleet Management Operations

FY 19 Budget - \$1,056,942



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

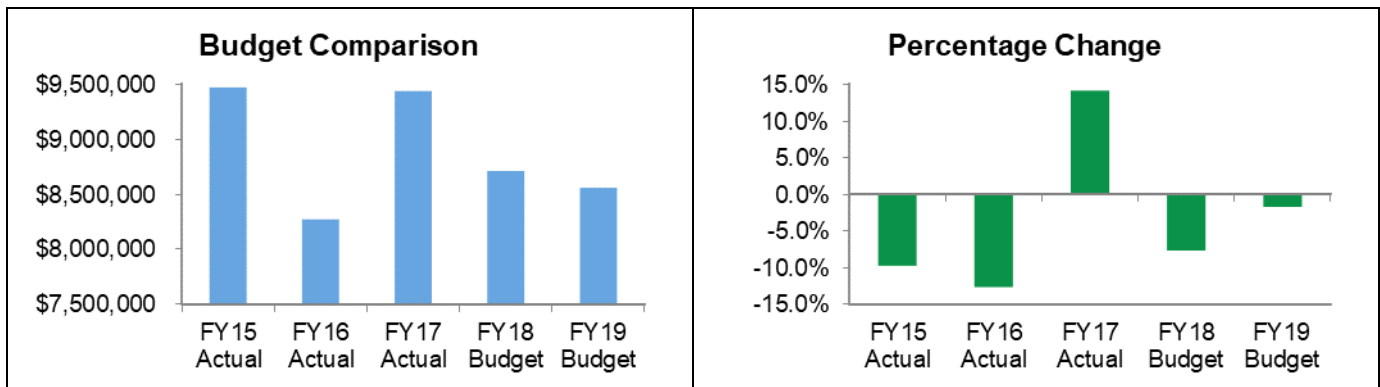
Department of Public Works

Public Service – Fleet Maintenance

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$4,192,060	\$4,166,967	\$4,017,702	\$4,415,428	\$4,162,080	(\$253,348)	-5.7%
Other Expenditures	<u>5,275,131</u>	<u>4,102,919</u>	<u>5,415,793</u>	<u>4,293,139</u>	<u>4,372,072</u>	<u>78,933</u>	<u>1.8%</u>
Total	\$9,467,191	\$8,269,886	\$9,433,495	\$8,708,567	\$8,534,152	(\$174,415)	-2.0%
General Fund Total	\$7,131,943	\$7,270,428	\$7,527,293	\$7,671,570	\$7,477,210	(\$194,360)	-2.5%
Non General Fund Total	<u>2,335,249</u>	<u>999,458</u>	<u>1,906,202</u>	<u>1,036,997</u>	<u>1,056,942</u>	<u>19,945</u>	<u>1.9%</u>
Total	\$9,467,191	\$8,269,886	\$9,433,495	\$8,708,567	\$8,534,152	(\$174,415)	-2.0%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	51.0	51.0	51.0	49.0	49.0	0.0
Non General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- Increase due to a 2% cost of living adjustments budgeted in FY 18 for the General Fund, and 3% cost of living adjustment budgeted in FY 19 for the Fleet Fund. The FY 19 cost of living adjustments for the General Fund are budgeted separately in Employee Compensation and Training (**pg. E-8**).
- Increases in health care.
- Decrease due to a departmental reorganization that took place mid-year in FY 18 that moved two FTEs from Public Service to Administration. The FY 19 budget reflects that move.
- Decrease due to providing savings through the elimination of funding for several vacant positions - four Maintenance Worker III positions and one Auto Service Mechanic III. The department will take the next year to better align staffing and operational needs in this area and will find efficiencies needed to see if these changes can be made long term.

Other Expenditures

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management, fuel, vehicle maintenance and phone fees fixed costs.
- Increases in professional services and education and training.

Charlottesville Area Transit - JAUNT Paratransit Services

Strategic Plan
Alignment

Charlottesville Area Transit (CAT) Operations

FY 19 Budget - \$7,887,984



Charlottesville Area Transit (CAT) provides public transportation services to the greater Charlottesville area. The City of Charlottesville works in partnership with Albemarle County and the University of Virginia to fund these services. Under a pre-paid arrangement with the University of Virginia, UVA IDs are accepted as fare on all buses. CAT also operates the Free Trolley, connecting the University and Downtown, and staffs the Downtown Transit Station, offering information to area travelers, restrooms, and a comfortable place between bus trips. In FY 19, the City's contribution to CAT is \$2,412,111. In addition to local funds and passenger fares, CAT operating expenses are covered by Federal and State grants. The Transit division also contracts with the Charlottesville City Schools for Pupil Transportation (budget and narrative shown on pg. K-4).

Charlottesville Area Transit Bus Replacement

FY 19 Budget - \$115,000



Bus and bus-related purchases, such as passenger shelters and benches at bus stops, are funded by a City contribution in the Capital Improvement Program (CIP) to secure Federal and State grants. The City's share in FY 19 is \$4,600. In FY 19, the federal share of capital purchases is projected to be 80%, the state share 16%, and the City share 4%.

JAUNT Paratransit Services

FY 19 Budget - \$1,377,047*



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

The increase in the FY 19 contribution to JAUNT is due to reduced State funding; changes due to service trends; expected loss of agency service; and salary and benefit adjustments. JAUNT has additionally requested funding to increase driver wages. In taking into account the equity of current pay rates of City drivers at Charlottesville Area Transit and Pupil Transportation, the City is not funding the request at this time.

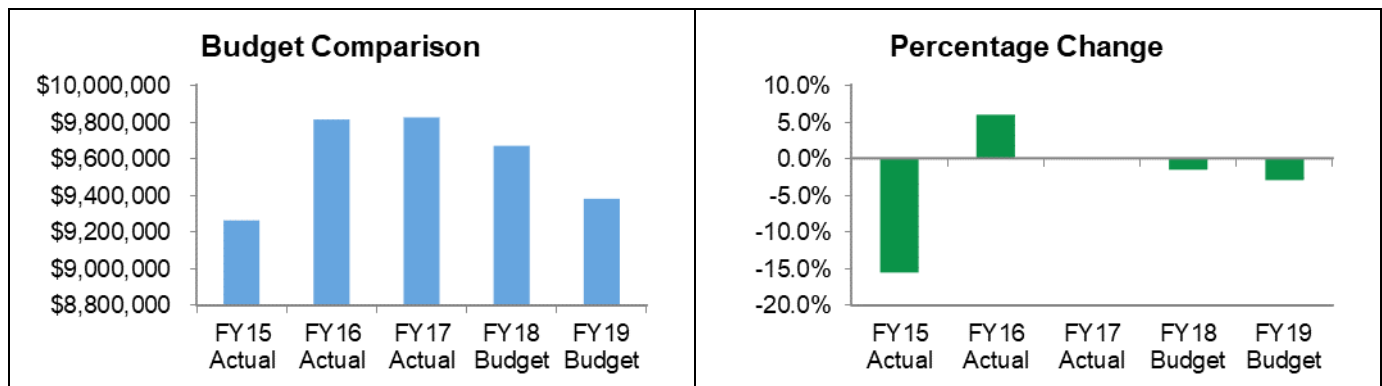
*Reviewed by the Office of Budget and Performance Management

Charlottesville Area Transit - JAUNT Paratransit Services

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
CAT Salaries and Benefits	\$5,139,616	\$4,968,997	\$5,396,682	\$5,881,672	\$5,878,363	(\$3,309)	-0.1%
CAT Other Expenditures	2,049,041	2,248,344	2,025,018	2,118,333	2,009,621	(\$108,712)	-5.1%
Transit Bus Replacement	1,272,216	1,657,273	1,325,997	537,050	115,000	(\$422,050)	-78.6%
JAUNT Paratransit Services	<u>800,922</u>	<u>936,279</u>	<u>1,074,008</u>	<u>1,130,488</u>	<u>1,377,047</u>	<u>\$246,559</u>	<u>21.8%</u>
Total	\$9,261,796	\$9,810,893	\$9,821,705	\$9,667,543	\$9,380,031	(\$287,512)	-3.0%
General Fund Total	\$2,425,294	\$2,808,863	\$3,251,841	\$3,847,956	\$3,814,412	(\$33,544)	-0.9%
Non General Fund Total	<u>6,836,502</u>	<u>7,002,030</u>	<u>6,569,864</u>	<u>5,819,587</u>	<u>5,565,619</u>	<u>(\$253,968)</u>	<u>-4.4%</u>
Total	\$9,261,796	\$9,810,893	\$9,821,705	\$9,667,543	\$9,380,031	(\$287,512)	-3.0%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
Non General Fund FTEs	68.0	68.0	69.0	72.0	72.0	3.0



Explanation of FY 19 Changes

Salaries and Benefits

- 3% salary increase.
- Increases in health care.
- Reduction in salaries and benefits due to a reduction in the hours of Route 9 that serves the YMCA. Due to general lack of ridership on this portion of the route, which was added in FY 18 to help accommodate the YMCA, Charlottesville Area Transit plans to reduce service on Route 9 (YMCA) from 17 hours per day Monday through Saturday to 13 hours per day Monday through Saturday: 7:00 AM to 8:00 PM; Sunday service will remain the same. Ridership dropped over 29% for the five month period of August – December in 2016 and 2017, with individual monthly decreases between 22.5% and 40%.

Other Expenditures

- Decreases in insurance premiums related to changes in the Transit general liability insurance coverage
- Decrease in fuel and phone fees fixed costs.

Charlottesville Area Transit - JAUNT Paratransit Services

Strategic Plan Performance Measures

Charlottesville Area Transit

Goal 3: A Beautiful and Sustainable Natural and Built Environment

3.3 Provide a variety of transportation and mobility options

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

3.4 Be responsible stewards of natural resources

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



Public Utilities Department

Gas – Water – Wastewater

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

Strategic Plan Alignment

Gas Operations

FY 19 Budget - \$26,777,619



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

Wastewater Operations

FY 19 Budget - \$16,958,228



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

Water Operations

FY 19 Budget - \$16,574,047



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

Utilities Debt Service

FY 19 Budget - \$4,560,336



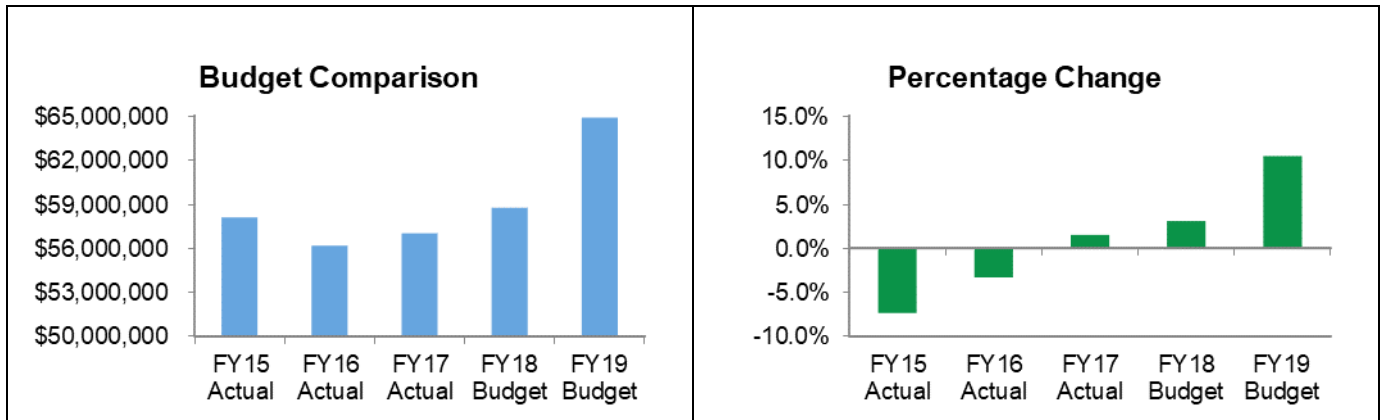
Reflects payments to Debt Service to pay down borrowed funds dedicated to make major improvements to Water and Wastewater infrastructure.

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

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$5,459,700	\$6,296,163	\$5,366,074	\$6,776,096	\$6,917,045	\$140,949	2.1%
Other Expenditures	45,132,241	41,056,776	40,868,709	40,921,471	44,189,389	3,267,918	8.0%
Capital Projects	5,558,995	3,620,124	5,999,919	6,436,019	9,203,460	2,767,441	43.0%
Debt Service	<u>1,937,578</u>	<u>5,190,095</u>	<u>4,770,585</u>	<u>4,611,368</u>	<u>4,560,336</u>	<u>(51,032)</u>	<u>-1.1%</u>

Non General Fund Total	\$58,088,514	\$56,163,158	\$57,005,287	\$58,744,954	\$64,870,230	\$6,125,276	10.4%
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Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
Non General Fund FTEs	89.0	89.0	89.0	89.0	89.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 3% salary increase.
- Increases in health care.

Other Expenditures

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

Capital Projects

- Increases to Gas fund capital projects and Water fund capital projects.
- Decrease to Wastewater fund capital projects.

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

The utility rates for our customers indicated in the Utility Rate Study are reviewed and approved by Council in May and June of each year. At that time the utility operations budget, including any new programmatic requests, and the utility capital improvement program budget are reviewed and may be amended. All amendments resulting from the rate study review by Council are reflected in the FY 19 Adopted Budget.

Public Utilities Department

Stormwater

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

Strategic Plan Alignment

Stormwater Operations

FY 19 Budget - \$655,042



The Stormwater Utility is responsible for implementation of various programs covered by the City's Municipal Separate Stormwater Sewer System (MS4) permit, the illicit discharge program, and implementing the WRPP. This includes administration and operations, infrastructure rehabilitation, water resources master planning, and stormwater retrofit planning, design, and implementation.

Stormwater Capital Projects

FY 19 Budget - \$2,970,000



The Stormwater Utility Capital Budget includes \$1,220,000 for replacement, repair, or rehabilitation of aging stormwater pipe infrastructure, \$300,000 for the design and permitting of pollutant reduction and drainage improvement capital projects, \$600,000 for construction of major drainage improvements, \$800,000 for construction of stormwater retrofits, and \$50,000 for the Neighborhood Drainage Improvements project run by Neighborhood Development Services. This funding supplements the Capital funding for this project that is budgeted in the FY 2019 – 2023 CIP (**pg. L-7**).

Stormwater Debt Service

FY 19 Budget - \$129,683



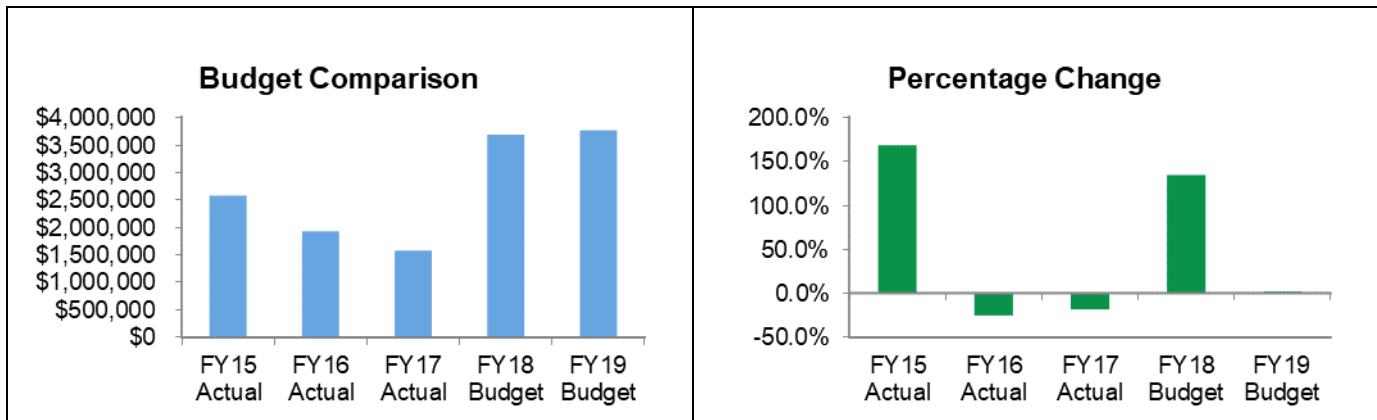
Reflects payments to the Stormwater Debt Service, which is used to pay down borrowed funds dedicated to make major improvements to Stormwater infrastructure.

Public Utilities Department Stormwater *Funding and Staffing Summary*

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$291,047	\$314,429	\$319,937	\$328,706	\$344,503	\$15,797	4.8%
Other Expenditures	1,252,453	303,325	150,150	318,754	318,453	(301)	-0.1%
Capital Projects	1,016,826	1,290,000	1,032,224	2,970,000	2,970,000	0	0.0%
Debt Service	<u>9,217</u>	<u>14,000</u>	<u>68,827</u>	<u>55,819</u>	<u>119,039</u>	<u>63,220</u>	<u>113.3%</u>

Non General Fund Total	\$2,569,543	\$1,921,754	\$1,571,138	\$3,673,279	\$3,751,995	\$78,716	2.1%
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Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
Non General Fund FTEs	4.0	4.0	4.0	4.0	4.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 3% salary increase.
- Increases in health care.

Other Expenditures

- Decrease in fuel and phone fees fixed costs.



Public Safety and Justice



City Sheriff

Commonwealth's Attorney

Contributions to Programs Promoting Public Safety and Justice

Courts and Other Support Services

Fire Department

Police Department

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment

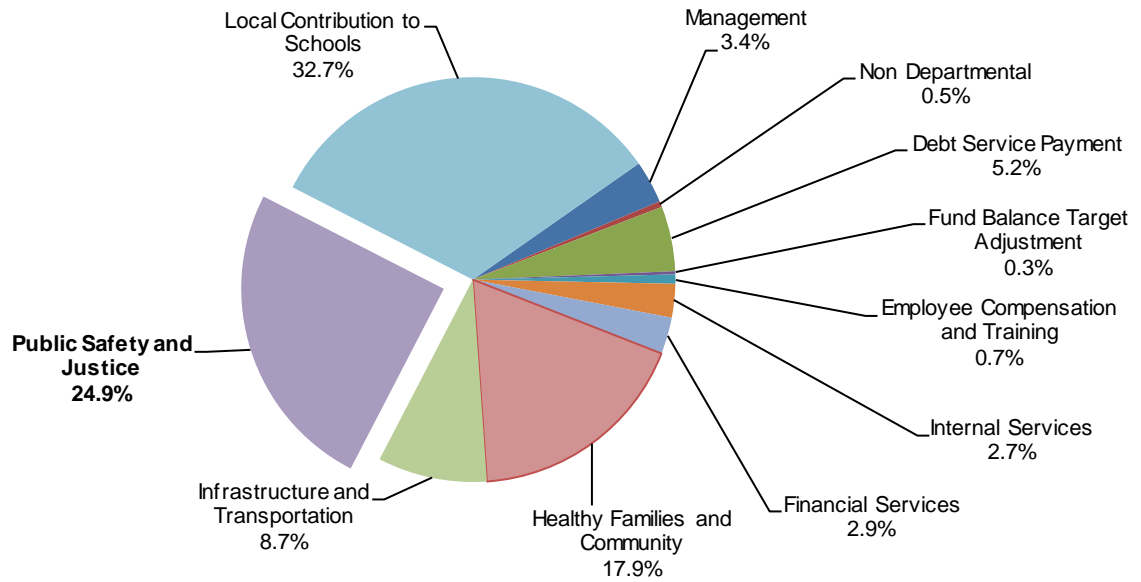


Goal 4: A Strong, Creative and Diversified Economy

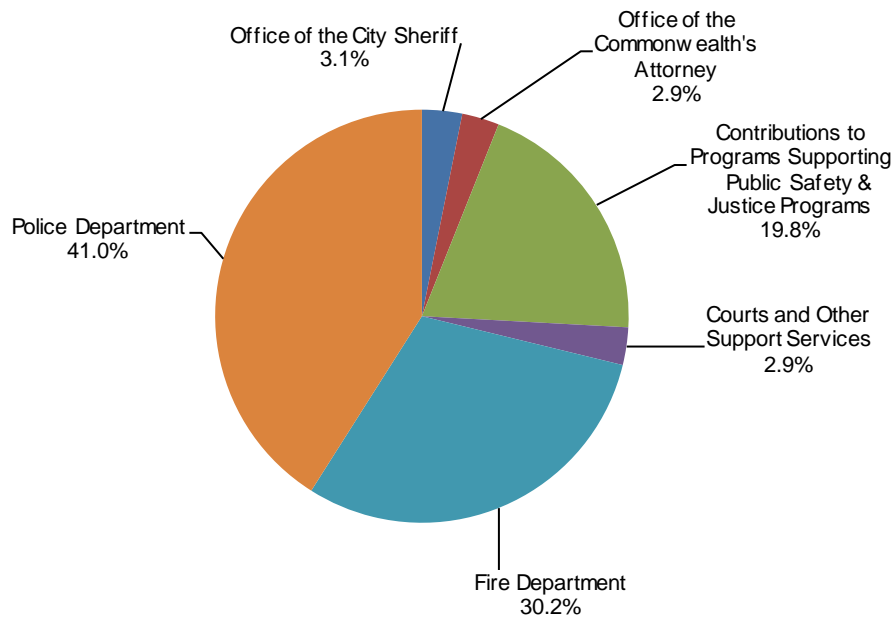


Goal 5: A Well-managed and Responsive Organization

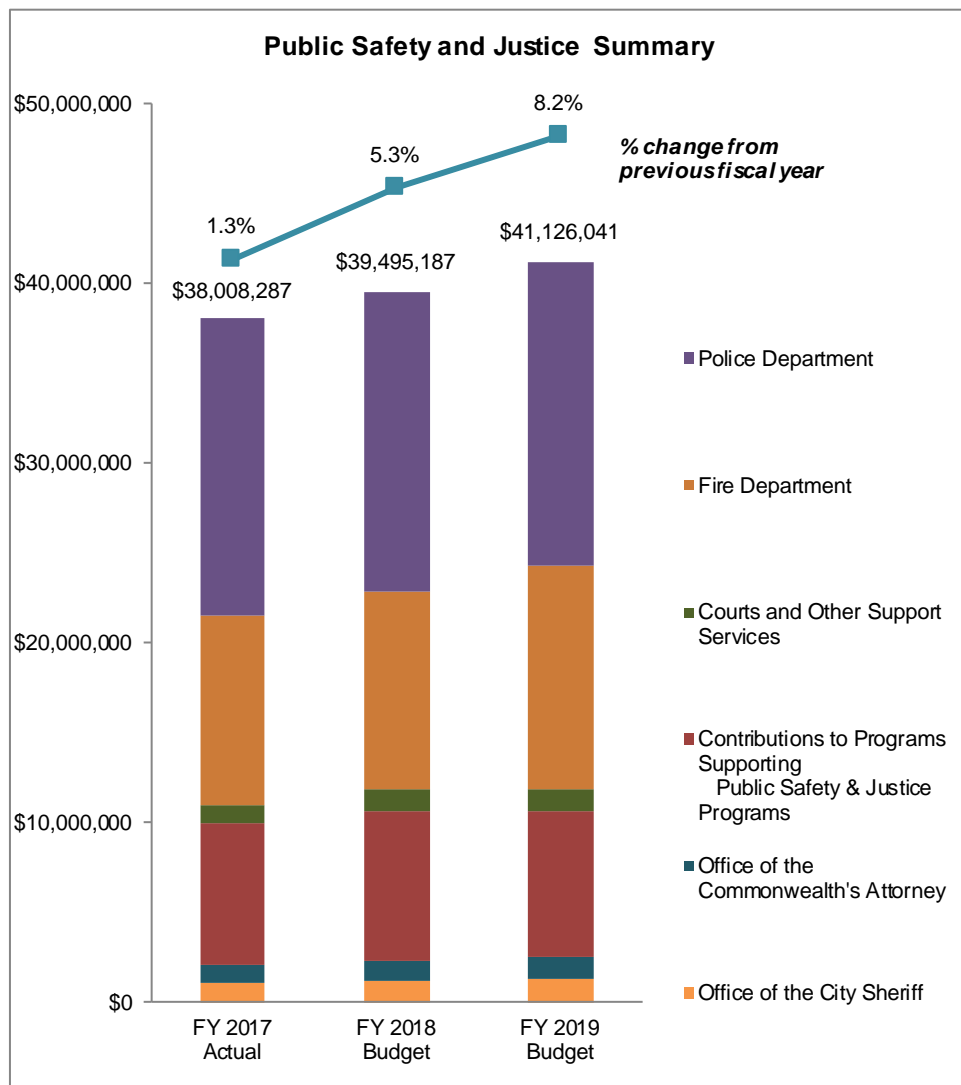
Public Safety and Justice % of General Fund Operating Budget



Public Safety and Justice Overview General Fund



Public Safety and Justice Summary	FY2017 General Fund Actual	FY2018 General Fund Budget	FY2019 General Fund Budget	FY2017 Other Funds Actual	FY2018 Other Funds Budget	FY2019 Other Funds Budget
PUBLIC SAFETY AND JUSTICE						
Office of the City Sheriff	\$1,109,416	\$1,170,908	\$1,290,426	\$0	\$0	\$0
Office of the Commonwealth's Attorney	928,064	1,177,668	1,197,559	0	0	0
Contributions to Programs Supporting Public Safety & Justice Programs	7,882,844	8,280,966	8,148,493	0	0	0
Courts and Other Support Services	1,008,762	1,196,086	1,209,252	0	0	0
Fire Department	10,533,845	11,043,501	12,413,475	0	0	0
Police Department	16,545,357	16,626,058	16,866,836	0	0	0
PUBLIC SAFETY AND JUSTICE SUBTOTAL	\$38,008,287	\$39,495,187	\$41,126,041	\$0	\$0	\$0



Office of the City Sheriff

Strategic Plan Alignment

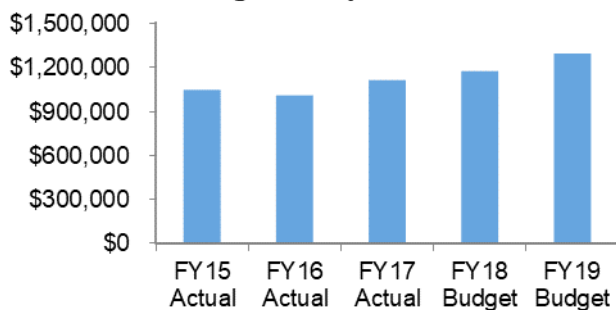


The Sheriff's Office is responsible for providing security at the Circuit Court and General District Court to all employees, jurors, witnesses, inmates, and visitors. The office must comply with mandates stated in the Virginia State Code for court security, civil process, transportation of prisoners (which includes the extradition of prisoners from other jurisdictions throughout the United States) and transportation of mental patients pursuant to governor's warrants and court orders from the civil/chancery side of the courts' docket. Additionally, the office summons both grand and petit jurors, responds to questions, and manages court schedules. Although they are not assigned to handle Criminal and Traffic matters as there is a Police Department in the jurisdiction, they assist the Police Department as needed, and have full authority to arrest and enforce Criminal and Traffic violations. A portion of the City Sheriff's Office budget is reimbursed by the Commonwealth of Virginia Compensation Board.

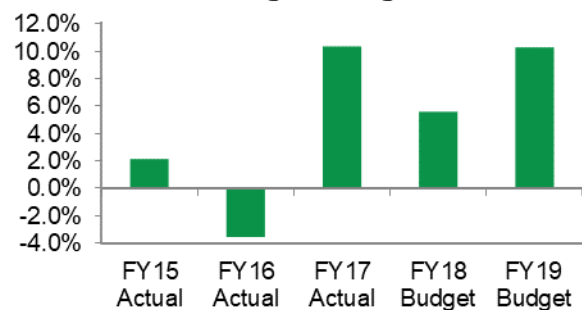
Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$869,936	\$849,075	\$936,375	\$990,335	\$1,143,175	\$152,840	15.4%
Other Expenditures	<u>173,045</u>	<u>156,973</u>	<u>173,040</u>	<u>180,573</u>	<u>147,251</u>	<u>(33,322)</u>	<u>-18.5%</u>
General Fund Total	\$1,042,980	\$1,006,048	\$1,109,416	\$1,170,908	\$1,290,426	\$119,518	10.2%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	11.0	11.0	11.0	12.0	12.0	0.0

Budget Comparison



Percentage Change



Explanation of FY 19 Changes

Salaries and Benefits:

- 2% salary increase granted in FY 18
- Increase in health care.
- Increase due to addition of a Deputy Sheriff in FY 18 for increased courthouse security.

Other Expenditures:

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs and phone fees.

Office of the Commonwealth's Attorney

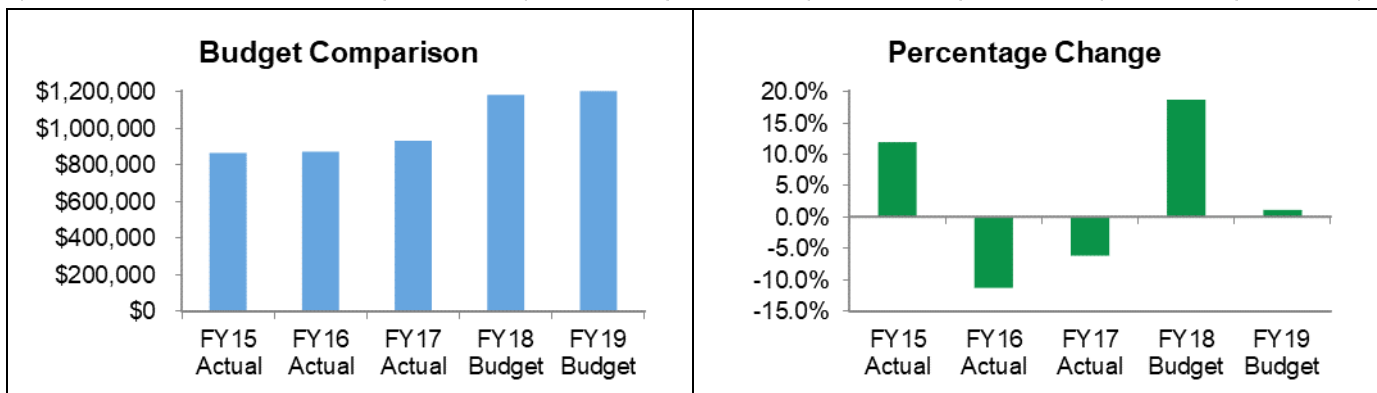
Strategic Plan Alignment



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

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$770,101	\$776,995	\$827,332	\$1,019,415	\$1,114,980	\$95,565	9.4%
Other Expenditures	<u>91,415</u>	<u>91,792</u>	<u>100,731</u>	<u>158,253</u>	<u>82,579</u>	<u>(75,674)</u>	<u>-47.8%</u>
General Fund Total	\$861,516	\$868,786	\$928,064	\$1,177,668	\$1,197,559	\$19,891	1.7%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	10.0	10.0	10.0	10.0	10.0	0.0
Grant Funded FTEs	3.5	3.5	3.5	3.5	3.5	0.0



Explanation of FY 19 Changes

Salaries and Benefits:

- 2% salary increase granted in FY 18.
- Increase in health care.

Other Expenditures:

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs and phone fees.

Contributions to Programs Promoting Public Safety and Justice

Albemarle-Charlottesville Regional Jail *

FY 19 Budget - \$5,030,787

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

Blue Ridge Juvenile Detention *

FY 19 Budget - \$892,045

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

911/Emergency Communications Center (ECC) *

FY 19 Budget - \$1,585,328

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

Legal Aid Justice Center **

FY 19 Budget - \$70,630

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

Offender Aid and Restoration **

FY 19 Budget - \$242,403

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

Piedmont Court Appointed Special Advocates (CASA) **

FY 19 Budget - \$10,000

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

Public Defender's Office *

FY 19 Budget - \$53,261

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

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

FY 19 Budget - \$264,039

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

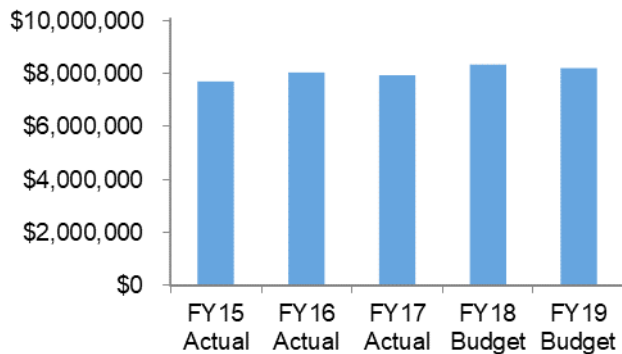
* Reviewed by the Office of Budget and Performance Management

** Reviewed by the Agency Budget Review Team

Contributions to Programs Promoting Public Safety and Justice Funding Summary

Agency	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase/ (Decrease)	% Change
Albemarle-Charlottesville Regional Jail	\$4,384,340	\$4,624,432	\$4,708,969	\$4,985,696	\$5,030,787	\$45,091	0.9%
Blue Ridge Juvenile Detention	965,990	1,013,644	1,035,193	1,083,863	892,045	(\$191,818)	(17.7%)
Emergency Communications Center	1,697,772	1,751,653	1,533,737	1,586,942	1,585,328	(\$1,614)	(0.1%)
Legal Aid Justice Center	70,630	70,630	70,630	70,630	70,630	\$0	0.0%
Offender Aid and Restoration	239,444	233,310	232,649	235,343	242,403	\$7,060	3.0%
Piedmont Court Appointed Special Advocates	9,818	9,818	9,818	10,000	10,000	\$0	0.0%
Public Defender's Office	44,544	45,107	43,730	51,710	53,261	\$1,551	3.0%
Society for the Prevention of Cruelty to Animals	<u>236,118</u>	<u>241,063</u>	<u>248,119</u>	<u>256,782</u>	<u>264,039</u>	<u>7,257</u>	<u>2.8%</u>
General Fund Total Contributions	\$7,648,656	\$7,989,657	\$7,882,844	\$8,280,966	\$8,148,493	(\$132,473)	(1.6%)

Budget Comparison



Percentage Change



Courts and Other Support Services

Strategic Plan Alignment



General District Court

FY 19 Budget - \$21,208

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

Circuit Court

FY 19 Budget - \$829,697



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

Juvenile and Domestic Relations Court

FY 19 Budget - \$340,227



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

Court Services Unit (CSU)

FY 19 Budget - \$9,820



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

Office of the Magistrate

FY 19 Budget - \$8,300



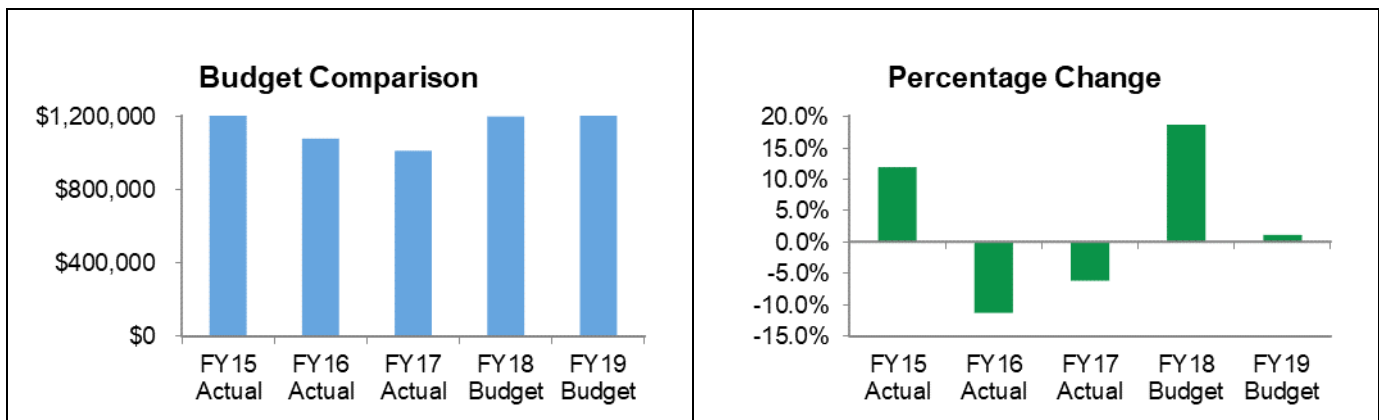
The Office of the Magistrate is usually a person's first contact with the judicial process. This office issues arrest warrants and determines admittance to bail or commitment to detention of accused parties. The Magistrate also serves as conservator of the peace. Costs are shared with Albemarle County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

Courts and Other Support Services

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$709,344	\$694,052	\$699,951	\$736,524	\$774,621	\$38,097	5.2%
Other Expenditures	<u>502,144</u>	<u>380,957</u>	<u>308,811</u>	<u>459,562</u>	<u>434,631</u>	<u>(24,931)</u>	<u>-5.4%</u>
General Fund Total	\$1,211,488	\$1,075,010	\$1,008,762	\$1,196,086	\$1,209,252	\$13,166	1.1%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	11.0	11.0	11.0	11.0	11.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits:

- 2% salary increase granted in FY 18
- Increase in health care and retirement costs

Other Expenditures:

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management fixed costs and phone fees.

Fire Department

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

**Strategic Plan
Alignment**

Administration

FY 19 Budget - \$771,870



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

Operations

FY 19 Budget - \$9,188,083



The Operations division of the Fire Department consists of 75 officers and firefighters who are directly responsible for responding to all types of emergencies in the City, University of Virginia and designated areas of the County. There are formal fire agreements in place with UVA, Albemarle County and the Charlottesville-Albemarle Rescue Squad that cover some of the costs associated with serving areas beyond the City's limits.

Community Risk Reduction

FY 19 Budget - \$526,885



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

Training, Health, & Safety

FY 19 Budget - \$423,356



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

Resources

FY 19 Budget - \$359,083



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

Planning

FY 19 Budget - \$263,295



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

Emergency Medical Services*FY 19 Budget - \$858,661*

In FY 18, City Council established a fee schedule for Emergency Medical Services vehicle transport services and appropriated the necessary funds to establish such a program for FY 18. FY 19 is the first full year of this program, and is budgeted at approximately **\$1.05 million**. In addition to the funds in the EMS cost center there is also approximately \$200,000 in personnel costs in the Fire Operations cost center that are related to the provision of EMS services by the City. There is corresponding revenue for this program. This section is also responsible for administering EMS training and maintaining the EMS training records and licensure for the Department, and managing the infection control portion of the health and safety program.

Volunteer Fire Department*FY 19 Budget - \$22,242*

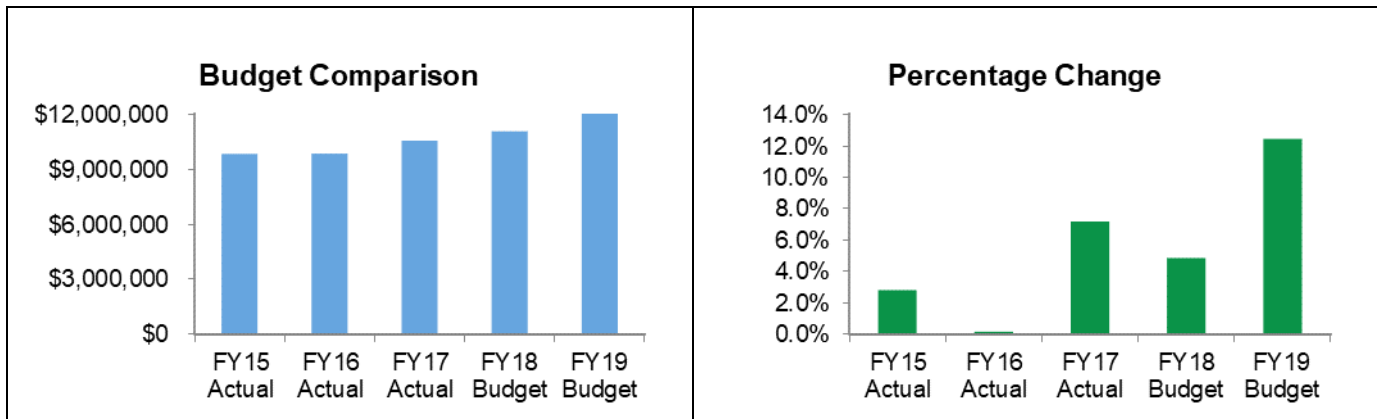
Formed in 1885, the Charlottesville Volunteer Fire Company responds to emergency incidents alongside the members of the Fire Department. They operate one vehicle of their own, and provide support resources or back-up during emergencies. Additionally the volunteers participate in community outreach activities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

Fire Department

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$8,095,976	\$8,133,759	\$8,941,608	\$9,013,902	\$9,918,212	\$904,310	10.0%
Other Expenditures	<u>1,716,926</u>	<u>1,695,881</u>	<u>1,592,236</u>	<u>2,029,599</u>	<u>2,495,263</u>	<u>465,664</u>	<u>22.9%</u>
General Fund Total	\$9,812,902	\$9,829,640	\$10,533,845	\$11,043,501	\$12,413,475	\$1,369,974	12.4%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	91.0	91.0	91.0	95.0	95.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits:

- 2% salary increase granted in FY 18
- Increase in health care.
- Increase due to Public Safety Market Rate adjustments granted in FY18.
- Increase due to the addition of 4 FTE's in FY18. Three Firefighter/Medics and one EMS Billing Specialist related to the implementation and expansion of the new EMS services approved by Council.

Other Expenditures:

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in fixed costs for risk management and phone fees.
- Increases due to the costs related to the first full year of the EMS program – medical supplies, education and training, and a contribution to Charlottesville-Albemarle Rescue Squad for transport services.

In FY 18, City Council established a fee schedule for Emergency Medical Services vehicle transport services and appropriated the necessary funds to establish such a program for FY 18. FY 19 is the first full year of this program, and is budgeted at approximately **\$1.05 million**. There is corresponding revenue for this program.

Fire Department

Strategic Plan Performance Measures

Fire Department						
Goal 2: A Healthy and Safe City						
<i>2.4 Reduce the occurrence of crime, traffic violations and accidents in the community</i>						
	2012	2013	2014	2015	2016	2017
City fatality rate per 10,000 population (over 5 year average)	0.04	0.04	0.00	0.00	0.00	-
Fire-caused city civilian injury rate per 1,000 city population per year.	0.09	0.09	0.06	0.06	0.13	-
# of fire incidents occurring in the city per 1,000 population per year	3.94	4.56	3.45	3.22	3.87	4.95
Direct fire loss per \$10,000 assessed value of protected property	\$1.79	\$4.01	\$0.99	\$0.68	\$1.25	\$3.87
City fire loss per capita	\$24.73	\$54.36	\$13.92	\$9.54	\$18.10	\$70.08
# of structure fires per 1,000 population per year	1.59	2.25	1.79	1.46	0.71	2.52
% of fire incidents with 1st unit arrival on scene within 6 minutes 20 seconds or less from time of dispatch	75%	81%	77%	84%	84%	87%
% of EMS incidents with 1st Unit arrival on scene within 6 minutes or less from the time of dispatch	78%	79%	76%	77%	77%	47%
Firefighter injury rate per incident	0.010	0.01	0.010	0.00	0.01	0.02
Firefighter death rate per incident	0.00	0.00	0.00	0.00	0.00	0.00

Police Department

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

Strategic Plan Alignment

Police Administration

FY 19 Budget - \$2,148,047



The Administration Division oversees all Police Department operations. The Professional Standards Unit is led by a Lieutenant who serves as the Internal Affairs Investigator and is responsible for the recording, registering, and investigation of alleged or suspected misconduct within the Department. In addition, an Accreditation and Policy Manager and a Crime Analyst are responsible for utilizing a set of systematic, analytical processes to provide timely and pertinent information to executive staff and the public. The division also oversees financial planning, management of expense and capital budgets, procurement of goods and services, maintenance of facilities, payment of bills, payroll processing, oversight of contracts, and management of grants.

Police Field Operations

FY 19 Budget - \$7,680,440



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

Police Support Services

FY 19 Budget - \$4,136,793



The Support Services Division consists of the following Units:

- The School Resource Unit is charged with maintaining a close liaison with the youth, parents, and schools of the City of Charlottesville.
- The Crime Prevention Unit embraces the community policing philosophies of promoting partnerships within the community and using problem oriented policing strategies in a proactive approach to address quality of life and crime issues.
- The Traffic Unit responsibilities include the investigation of fatal traffic accidents; conducting follow-up hit and run investigations; review accident reports; maintaining traffic accident statistics; conducting selective enforcement activities; developing traffic safety programs.
- The Logistical Support Unit responsibilities include inspection of all department firearms and vehicles; service and repair of all department firearms and vehicles.
- The Staff Development Unit responsibilities include analyzing training issues; recruitment; attending job fairs to assist in recruitment; applicant screening; hiring; overseeing completion of mandatory retraining of all sworn and non-sworn personnel at approved training sites.
- Information Management Unit responsibilities of this unit include providing the public reception function for the Department; maintaining records of warrants, accidents, crime, arrests, and other incidents.

Police Investigations*FY 19 Budget - \$2,795,107*

The Criminal Investigations Division is made up of the Investigations Bureau, Forensics Unit, Civilian Tactical Crime Analyst, and members of State Police Drug Task Force. The Bureau's responsibilities include investigating major crimes, property crimes, and financial crimes, crimes against children, taking statements from offenders after arrest, preparing and presenting cases to the Commonwealth Attorney's Office, testifying regularly in a court of law, assisting victims by coordinating help through the Charlottesville City Victim/Witness program. The Investigations Bureau is an integral part of the police department and works diligently alongside all the divisions of the department as necessary for generating the best police service possible.

Crisis Intervention Team (CIT) Programs*FY 19 Budget - \$106,449*

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

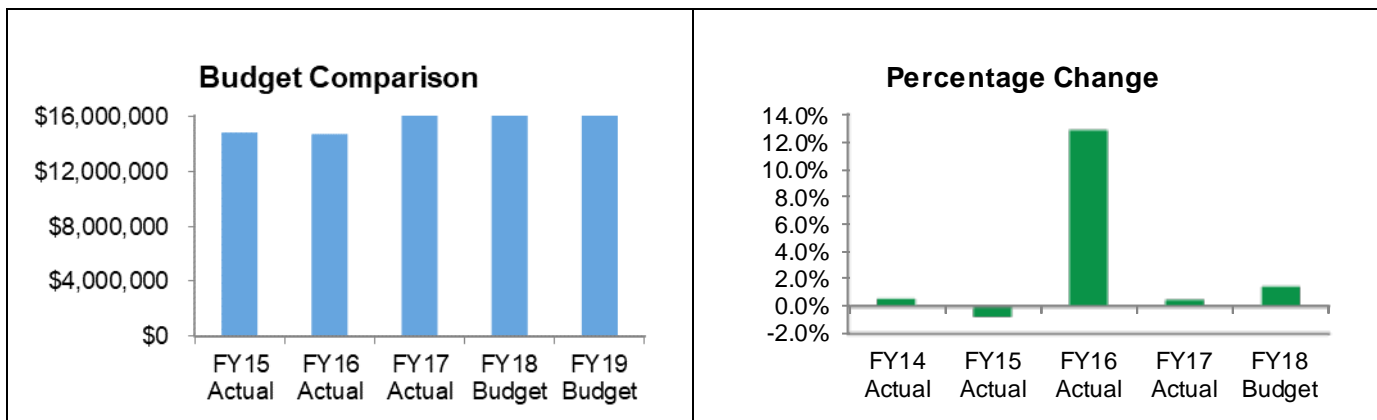
The taskforce overseeing this program includes a diverse group of people within our community (police chiefs, jail administrative staff, mental health treatment/advocates/consumers, commonwealth and defense attorneys, and medical professionals).

Police Department

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$11,703,734	\$11,687,428	\$13,105,491	\$13,622,189	\$14,417,833	\$795,644	5.8%
Other Expenditures	<u>3,073,921</u>	<u>2,975,046</u>	<u>3,439,866</u>	<u>3,003,869</u>	<u>2,449,003</u>	<u>(554,866)</u>	<u>-18.5%</u>
General Fund Total	\$14,777,655	\$14,662,473	\$16,545,357	\$16,626,058	\$16,866,836	\$240,778	1.4%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
General Fund FTEs	154.0	154.0	156.0	157.0	157.0	0.0



Explanation of FY 19 Changes

Salaries and Benefits:

- 2% salary increase granted in FY 18.
- Increase in health care.
- In addition, FY 19 includes department-wide increases in equity salary adjustments made in FY 18.
- FY 19 also includes the move of the Crisis Intervention Team (CIT) Programs into the General Fund, presently in the Grants Fund. Offsetting revenues are also moved to the General Fund.

Other Expenditures:

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management, fuel, and fleet maintenance fixed costs.

Police Department

Strategic Plan Performance Measures

Police Department

Goal 2: A Healthy and Safe City

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

	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017
# of Problem Solving Projects*	0	0	1	0	1
# of reported violent crimes	56	54	43	44	37

Goal 5: A Well-managed and Responsive Organization

5.4 Foster effective community engagement

	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017
# of community relations initiatives	7	21	15	6	0
# of police department tours	1	1	1	1	1
# of crime prevention/general education programs	4	7	4	1	-
# of hours spent interacting with students in public schools	4,160	4,160	4,160	4,160	4,160
# of bike and foot patrol hours	2,872	2,872	2,872	2,872	2,872
# of hits on website	6,022	7,864	4,943	-	25,160
	CY 2013	CY 2-14	CY 2015	CY 2016	CY 2017
# of citizens in completing the Police Academy	16	15	15	13	-

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



School Operations



Local Contribution to Schools

Pupil Transportation

School Building Maintenance

City Strategic Goals Key:



Goal 1: An Inclusive Community of Self-sufficient Residents



Goal 2: A Healthy and Safe City



Goal 3: A Beautiful and Sustainable Natural and Built Environment



Goal 4: A Strong, Creative and Diversified Economy



Goal 5: A Well-managed and Responsive Organization

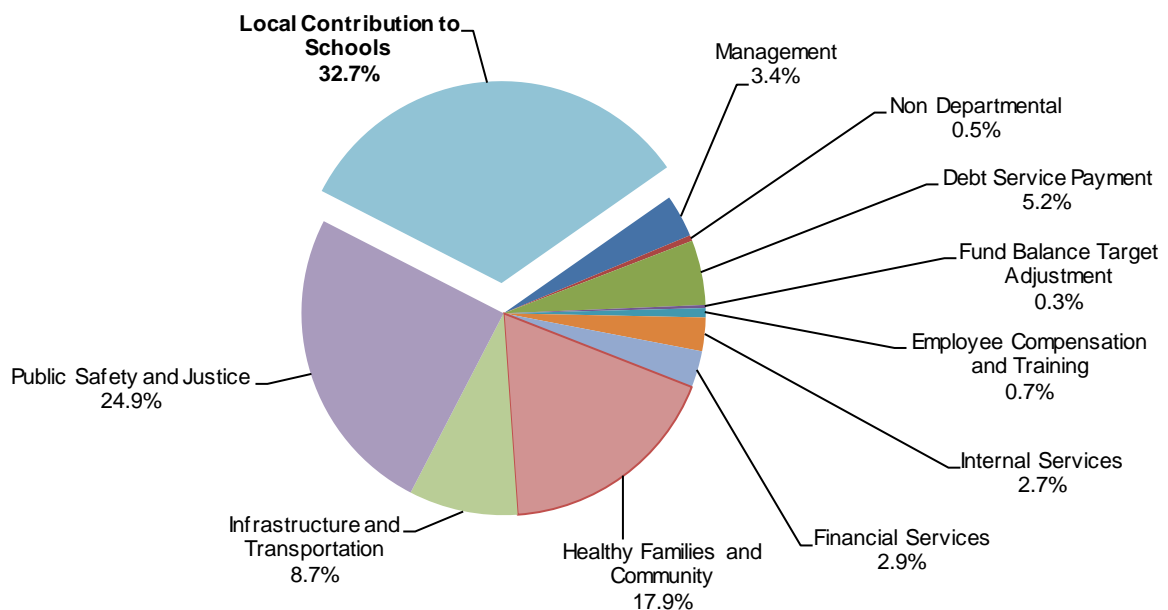
Charlottesville City School Operations

High quality education is provided for 4,225 students (2017-2018 school year) in Pre-K through 12 in six elementary schools, one upper elementary school, one middle school, and one high school under the direction of the Charlottesville School Board. Education programs for adults are also offered through evening classes at Charlottesville High School, the Adult Basic Education Learning Center, and the Charlottesville-Albemarle Technical Education Center. Specialty services for high schools students are also offered through the Lugo-McGinnes Academy.

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

Approximately **13.72%** of the City's debt service payment from the general fund is for school projects. There is **\$2.91 million** in the FY 19 Capital Improvement Program dedicated to schools capital projects (**pg. L-5**).

Local Contribution to Schools % of General Fund Operating Budget

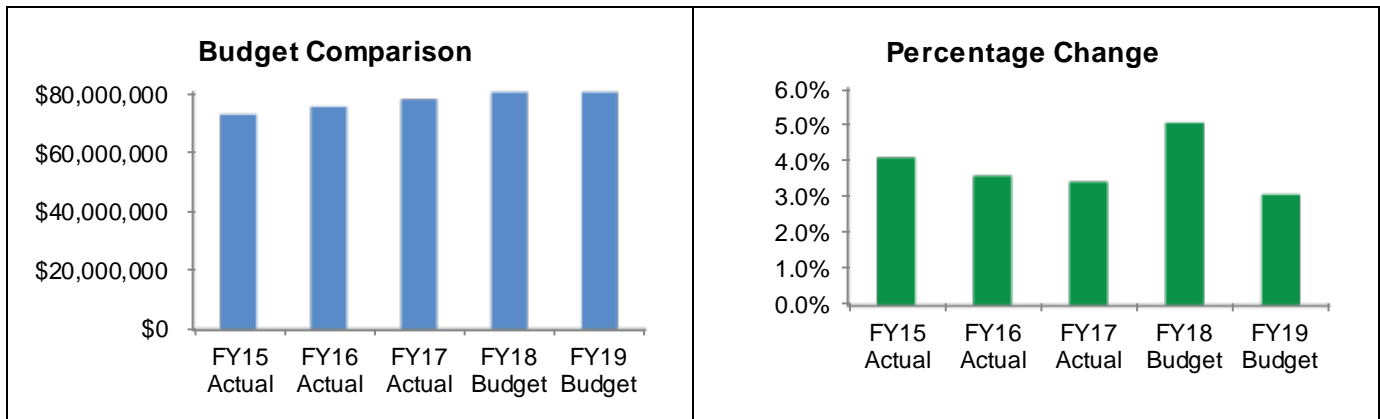


Charlottesville City School Operations

Funding Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget*	FY 2019 Budget	Increase/ (Decrease)	% Change
Local Contribution	\$45,632,399	\$47,342,848	\$49,330,604	\$51,330,604	\$53,998,202	\$2,667,598	5.2%
State Funds	18,780,326	19,554,071	19,778,315	21,676,512	21,256,264	(420,248)	-1.9%
Federal Funds	4,906,774	4,892,158	5,116,687	4,984,402	4,896,199	(88,203)	-1.8%
Fund Balance	0	0	0	267,851	625,996	358,145	133.7%
Other	<u>3,159,569</u>	<u>3,288,474</u>	<u>3,416,911</u>	<u>3,386,245</u>	<u>3,286,025</u>	<u>(100,220)</u>	<u>-3.0%</u>
Total	\$72,479,068	\$75,077,551	\$77,642,517	\$81,645,614	\$84,062,686	\$2,417,072	3.0%
Schools General Fund Total	\$58,963,027	\$60,718,027	\$63,010,487	\$66,560,985	\$69,658,766	\$3,097,781	4.7%
Schools Non General Fund Total	<u>13,516,041</u>	<u>14,359,523</u>	<u>14,632,030</u>	<u>15,084,629</u>	<u>14,403,920</u>	<u>(680,709)</u>	<u>-4.5%</u>
Total	\$72,479,068	\$75,077,551	\$77,642,517	\$81,645,614	\$84,062,686	\$2,417,072	3.0%

*FY 2018 Revised Budget



The Charlottesville City School Board produces a separate comprehensive line item budget and budget document. For more detailed information on the Charlottesville City Schools FY 2018-2019 Budget please visit their website at: <http://charlottesvilleschools.org/home/about-ccs/budget/>.

City/School Contracted Services

**Strategic Plan
Alignment****Pupil Transportation***FY 19 Budget - \$2,956,210*

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

School Building Maintenance, Energy Management, HVAC Services*FY 19 Budget - \$3,677,052*

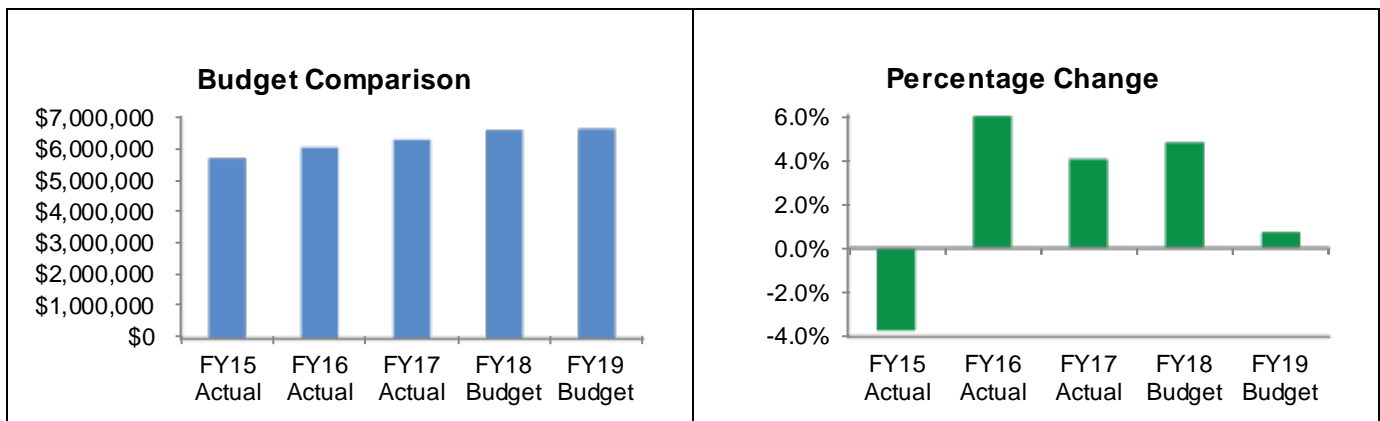
Via an agreement first executed 1997, Facilities Maintenance, a Public Works division, provides routine repair and preventive maintenance services to ten Charlottesville Public School campuses and the Central Administration building. Those services include electrical, mechanical, plumbing, carpentry,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

City/School Contracted Services

Funding and Staffing Summary

Funding Summary	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Budget	Increase/ (Decrease)	% Change
Salaries and Benefits	\$2,804,050	\$2,955,382	\$2,908,743	\$3,471,102	\$3,499,358	\$28,256	0.8%
Other Expenditures	2,900,148	3,088,094	3,377,435	3,114,843	3,133,904	19,061	0.6%
General Fund Total	\$5,704,198	\$6,043,476	\$6,286,178	\$6,585,945	\$6,633,262	\$47,317	0.7%

Staffing Summary (Full Time Equivalents)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Increase/ (Decrease)
Pupil Transportation	28.5	28.5	28.5	29.0	29.0	0.0
School Building Maintenance	18.3	19.3	19.3	19.3	19.3	0.0



Explanation of FY 19 Changes

Salaries and Benefits

- 2% salary increase provided in FY 18.
- Increase in health care costs.

Other Expenses

- Decrease due to the removal of Information Technology fees. The Department of Information Technology will be moved to the General Fund from an Internal Services Fund in FY 19.
- Decrease in risk management, fuel, vehicle maintenance, and phone fixed costs.
- Increases in utility costs.
- Increases in professional and contractual services for increased energy management efforts.

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



Capital Improvement Program Fund

Capital Improvement Program (CIP) Overview

The Capital Improvement Program provides funding for streets, public buildings (both governmental and school facilities), land, and other capital assets. Capital improvement projects are projects, which generally have a life of 5 years, or more, cost more than \$50,000, and are non-operational in nature. City Council, in its Adopted Budget Guidelines, has set a policy to allocate an amount no less than 3% of the General Fund budget for capital improvements.

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

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

CIP Process and Timeline

The City's CIP process is designed to coordinate and align capital projects with City priorities and strategies. Beginning in October 2013, City Council, department heads and City staff, with help from outside consultants, worked to bring together the City's strategic activities into one comprehensive three-year Strategic Plan that can be implemented and integrated into the City's operations, culture and various processes that speak to how funding is allocated and to where. The ongoing Strategic Planning effort, and the need to link initial capital investments with their operational impacts, have led to a CIP process that is efficient, integrated with the City's Strategic Planning efforts, and captures the true life cycle cost of the projects – including not only initial construction costs but also operational and replacement costs.

The City's 5-year capital improvement process begins in June of each year, when City departments start planning their requests for the upcoming five-year capital plan. The Preliminary CIP request forms are received in July by the Office of Budget and Performance Management, which organizes and prepares the submissions for review, and forwards the requests to the City Manager.

CIP Process and Timeline (cont.)

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

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

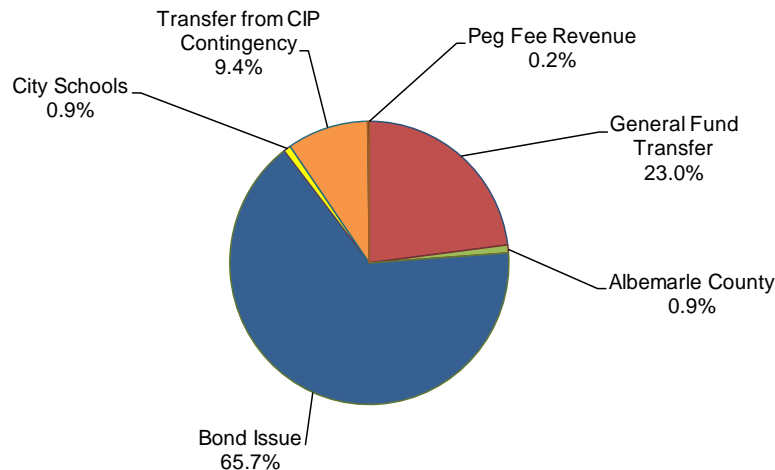
The revised five-year CIP, along with the proposed Planning Commission recommendations, are forwarded to the City Manager and City Council for inclusion in the Annual Budget. In March of each year, the Proposed CIP is formally presented to City Council as part of the overall Proposed City Operating and Capital Budget. By April 15th, the first year of the CIP is adopted along with the operating budget.

FY 2019 Capital Improvement Program Revenues and Expenditures

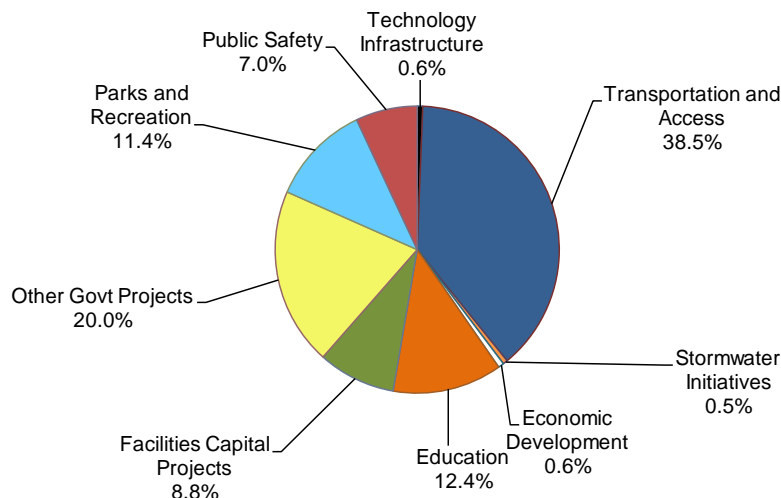
The **FY 19 - 23** Capital Improvement Program recommends the use of approximately **\$70.52 million** in long-term debt to finance a portion of the **\$113.24 million** multi-year program. The balance will be funded through transfers of funds from the General Fund, the revenue sharing agreement with Albemarle County, transfer from the CIP Contingency fund, and contributions from Albemarle County and the Charlottesville City Schools.

The Capital Improvement Program for **FY 19** contains bondable projects totaling **\$15.37 million**, along with non-bondable projects totaling **\$8.02 million**, for a total capital improvement program budget equaling **\$23.40 million**.

FY 2019 Capital Budget Revenues



FY 2019 Capital Budget Expenditures



Capital Improvement Program Alignment to the Strategic Plan

At the beginning of the FY 19 budget development process, City Council identified five priority areas: **Affordable Housing, Race and Equity, Workforce Development, Economic Development, and Safety and Security**. The highlighted expenditures that fall under these priorities are listed first.

Strategic Plan Priority Areas



Affordable Housing

In FY 19, the funding for the **Charlottesville Affordable Housing Fund** will increase by \$900,000, to a total of \$3.4 million. This is the second year of a commitment to double the amount that was budgeted in that fund prior to FY 18, based on City Council's commitment to building more affordable housing in the City.

Public Housing Redevelopment is to receive \$500,000 in the FY 19 CIP to begin to set aside funding for the future redevelopment of the City's public housing sites.



Economic Development

The FY 19 Adopted CIP contains funding of \$150,000 for the **Economic Development Strategic Initiatives**. The strategic initiative funds are critical to the economic development efforts of the City. These efforts include marketing, business retention, small business support, incubator support, sponsorship of job fairs and workforce development. These funds are also used to assist in the long term strategic improvements, to grow and expand the tax base, as well as allowing the City to respond quickly to take advantage of a variety of strategic opportunities.



Safety and Security

\$1.29 million is allocated in FY 19 to fund **Fire Replacement Apparatus**. This is the replacement of a Fire Department pumper truck and expanded to include the addition of ambulances. With an expanded role in EMS service delivery, the City will need to phase in the acquisition of ambulances over the next three years. The purchase of one ambulance is included in the FY 19 amount and the cost includes the necessary tools and materials needed to equip the truck and place it in service.

The **Downtown Pedestrian Intersection Lighting** project is for funding to install pedestrian lighting at 15 intersections that were identified in an earlier joint study conducted by the City and UVA, and is allocated \$94,000 in FY 19.

Other Strategic Plan Areas



Prepare students for academic and vocational success

Continues a strong commitment to the schools, providing \$2.91 million in capital funding for school facility improvements, including \$1.0 million in funding the **Charlottesville City Schools Priority Improvement projects**.



Engage in robust and context sensitive urban planning and implementation

\$3.25 million is allocated in FY 19, to fund a significant urban design and streetscape improvement project for **West Main Street Corridor Improvements** that could include changes to the street profile, green infrastructure, trees and street furniture.

As part of the FY 19 Adopted CIP, **Small Area Plans** will receive \$50,000. The Comprehensive Plan Update identified several specific areas of the city where planning and design issues or investment opportunities may warrant additional study through the development of specific small area plans in the coming years.



Provide reliable and high quality infrastructure

SIA Immediate Implementation will receive \$250,000 in the FY 19 CIP. This funding is intended to facilitate completion of projects outlined in the Strategic Investment Area Plan completed in December 2013.

The FY 19 CIP allocates \$1.3 million in funding to go towards **Undergrounding Utilities**. The State has recently awarded the City successful applications for 4 major Smart Scale transportation projects, totaling over \$38,000,000 in state and federal funds. These Smart Scale streetscape projects will include the Downtown Mall area, the Strategic Investment Area, Main Street, Emmet Street, Barracks Road, Fontaine Avenue, and High Street. The CIP funds will allow the city the opportunity to accomplish its Strategic goals for these areas by removing pedestrian obstructions from the new walkways, and improve the scenic viewsheds along major street corridors.



Provide a variety of transportation and mobility options

Includes an additional \$200,000 for the **Bicycle Infrastructure** project. The funds will be used to implement recommendations from the Bicycle and Pedestrian Master Plan. In addition, included in the adopted budget are two projects related to building the pedestrian network, **New Sidewalks** (\$380,000) and **Trail and Greenway Development** (\$100,000), which both received increases in funding over what was provided in previous years. The New Sidewalk project attempts to remedy the gaps throughout the sidewalk infrastructure of the City. The Trail and Greenway Development project funds the acquisition, development and construction of trails and greenways throughout the City.

Description of Capital Projects

Bondable Projects

Education

In FY 19, the City of Charlottesville allocates \$2.61 million to the City schools for various capital improvements including Buford building envelope restoration and auditorium improvements; Clark restroom renovations; Walker auditorium improvements; and Interior Painting - System wide; and a transfer of \$110,000 to the schools small cap program. This funding also provides for the schools HVAC replacement plan, as well as new funding of \$1.0 million for Charlottesville City Schools priority improvement projects.

Facilities Capital Projects

Facilities Capital Projects is allocated \$2.06 million for improvements and repairs to various City owned facilities. These include: C.A.T.E.C. parking lot milling and paving; Restroom and A.D.A. renovations at the Central Library; Police Department interior renovations; Preston-Morris Building window and exterior door replacement; and any other repairs deemed necessary in order to preserve the City's. This funding also provides for the City facility HVAC replacement plan and the City solar PV program projects, and the replacement of the fuel tanks at the City Yard and Avon Street Fueling Station.

Public Safety and Justice

In FY 19 Public Safety and Justice is allocated \$1.64 million for the replacement of the Police Department portable radio system and funding for replacement Fire Apparatus including the replacement of a pumper truck and the purchase of a new ambulance to support the City's EMS system.

Transportation and Access

For FY 19, a total of \$7.14 million is allocated to Transportation and Access projects which include: \$1,577,838 for street milling and paving; \$380,000 for the design and construction of new sidewalks; \$3,250,000 for the West Main Improvements project; \$250,000 SIA Immediate Implementation; \$50,000 Small Area Plan; \$240,000 for ADA Pedestrian Signal upgrades; \$94,000 for Downtown pedestrian lighting; and \$1,300,000 to go towards the undergrounding of utilities.

Parks and Recreation

Parks and Recreation is allocated \$1.91 million in FY 19. The Tonsler Park Master Plan implementation allocated \$750,000 for the design and construction of a new fieldhouse at the park. \$150,000 is allocated for the renovation of Washington Park basketball courts; \$295,000 for major renovations to the Pen Park Tennis Courts as well as \$720,088 for joint City/County projects at Darden Towe Park and Ivy Creek Natural Area.

Non-Bondable Projects

Education

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

Economic Development

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

Transportation and Access

Transportation and Access funding includes \$4,600 in grant match funds for replacement of transit buses and related purchases; \$424,360 for sidewalk repair (including ADA ramp upgrades on streets scheduled to be paved); \$150,000 for citywide traffic engineering improvements; \$50,000 for both neighborhood transportation improvements and the cultural landscape study; \$200,000 for bicycle infrastructure; \$97,850 for the intelligent transportation system; \$121,137 for State bridge and highway inspections; \$212,180 for minor bridge repairs; \$250,000 for the replacement of the Neighborhood Development Services permit tracking system; and \$150,000 for ADA improvements to sidewalks and curbs throughout the City. Total funding for this area is \$1.86 million.

Parks and Recreation

The Parks and Recreation Department is allocated an additional \$754,073 for non-bondable projects which include: \$109,073 for improvements to City and School playgrounds; \$100,000 for trails and greenway development; \$50,000 for urban tree preservation and planting; \$100,000 for Downtown Mall Tree Preservation Planning; \$95,000 for the future acquisition of parkland within the City of Charlottesville; \$50,000 to refurbish park restrooms; \$50,000 for the design work related to the Meadowcreek Valley Trail railroad tunnel; and \$200,000 for the Parks and Recreation Lump Sum.

Stormwater Initiatives

Stormwater Initiatives is allocated an additional \$125,000 for neighborhood drainage projects in which the City offers drainage improvements to private property owners on a cost-share basis to improve drainage problems along the public right of way boundaries.

Technology Infrastructure

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

Other General Government Commitments

The Charlottesville Affordable Housing Fund is allocated \$3.39 million in FY 19 CIP based on City Council's commitment to building more affordable housing in the City. The mission of the Charlottesville Affordable Housing Fund is to meet the housing challenges facing our residents by dedicating, consolidating, and expanding financial support for the preservation and production of affordable housing in our community.

Funding for \$125,000 is allocated for the Home Energy Conservation Grant Program, which provides savings on utilities, enables low-income families to be able to afford energy saving measures, and reduces the usage of nonrenewable energy.

Funding is also provided for Public Housing Redevelopment (\$500,000); the City's portion of the estimated site work costs for the PVCC Advanced Technology Center (\$64,324); and the City's contribution to the Senior Center at Belvedere (\$600,000).

FY 2019-2023 Capital Improvement Program

	<u>Adopted FY19</u>	<u>Projected FY20</u>	<u>Projected FY21</u>	<u>Projected FY22</u>	<u>Projected FY23</u>	<u>5 Year Total</u>
Revenues						
Transfer from General Fund	5,374,766	7,824,766	8,074,766	8,324,766	8,574,766	38,173,830
Transfer from CIP Contingency	2,200,000	0	0	0	0	2,200,000
Contribution from Albemarle County (CATEC)	75,000	75,000	500,000	90,000	62,500	802,500
Contribution from Albemarle County (Central and Gordon Ave. Library)	137,500	175,000	0	0	0	312,500
Contribution from Schools (Small Cap Program)	200,000	200,000	200,000	200,000	200,000	1,000,000
PEG Fee Revenue	47,500	47,500	47,500	47,500	47,500	237,500
CY 2019 Bond Issue	15,367,176	0	0	0	0	15,367,176
CY 2020 Bond Issue	0	19,785,031	0	0	0	19,785,031
CY 2021 Bond Issue	0	0	19,734,603	0	0	19,734,603
CY 2022 Bond Issue	0	0	0	10,457,582	0	10,457,582
CY 2023 Bond Issue	0	0	0	0	5,178,174	5,178,174
TOTAL AVAILABLE REVENUES	\$23,401,942	\$28,107,297	\$28,556,869	\$19,119,848	\$14,062,940	\$113,248,896
Expenditures						
BONDABLE PROJECTS						
EDUCATION	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
Project						
Lump Sum to Schools (City Contribution)	1,109,162	1,142,437	1,176,710	1,212,011	1,248,371	5,888,691
City Schools HVAC Replacement	503,928	519,046	534,617	550,656	567,176	2,675,423
CCS Priority Improvement Projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
SUBTOTAL	\$2,613,090	\$2,661,483	\$2,711,327	\$2,762,667	\$2,815,547	\$13,564,114
FACILITIES CAPITAL PROJECTS	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
Project						
Lump Sum to Facilities Capital Projects	1,045,491	1,045,491	1,545,491	1,045,491	1,045,491	5,727,455
City Facility HVAC Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
City and Schools Solar PV Program	100,000	100,000	100,000	100,000	100,000	500,000
4th Street Yard Fuel Tank Replacement	200,000	0	0	0	0	581,500
Avon Street Filling Station Replacement	520,000	0	0	0	0	520,000
SUBTOTAL	2,065,491	\$1,345,491	\$1,845,491	\$1,345,491	\$1,345,491	\$7,947,455
PUBLIC SAFETY AND JUSTICE	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
Project						
General District Court	0	3,181,014	3,181,014	0	0	6,362,028
Police Portable Radio Replacement	342,621	0	0	0	0	342,621
Police Entry Canopy and Lobby Renovation - Design	0	57,000	0	0	0	57,000
Replacement Fire Apparatus	1,298,586	684,904	1,471,973	0	0	3,455,463
Bypass Fire Station	0	3,700,000	0	0	0	3,700,000
SUBTOTAL	\$1,641,207	\$7,622,918	\$4,652,987	\$0	\$0	\$13,917,112
TRANSPORTATION AND ACCESS	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
Project						
Undergrounding Utilities	1,300,000	1,700,000	1,430,000	0	0	4,430,000
New Sidewalks	380,000	380,000	380,000	380,000	380,000	1,900,000
West Main Improvements	3,250,000	4,000,000	3,000,000	0	0	10,250,000
SIA Immediate Implementation	250,000	250,000	250,000	250,000	250,000	1,250,000
Small Area Plans	50,000	50,000	50,000	50,000	50,000	250,000
Street Milling and Paving	1,577,838	1,625,173	1,673,928	1,724,146	1,775,870	8,376,955
Parking Structure	0	0	4,875,000	5,125,000	0	10,000,000
ADA Pedestrian Signal Upgrades	240,000	240,000	240,000	240,000	240,000	1,200,000
Downtown Pedestrian Intersection Lighting	94,000	94,000	0	0	0	188,000
SUBTOTAL	\$7,141,838	\$8,339,173	\$11,898,928	\$7,769,146	\$2,695,870	\$37,844,955

PARKS AND RECREATION	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
<u>Project</u>						
Tonsler Park Master Plan Implementation	750,000	0	0	0	0	750,000
Pen Park Tennis Court Renovations	295,000	0	0	0	0	295,000
City/County Joint Parks - Darden Towe	427,988	0	193,370	0	0	621,358
City/County Joint Parks - Ivy Creek	292,100	20,000	0	0	0	312,100
Washington Park Basketball Court Renovations	150,000	0	0	0	0	150,000
SUBTOTAL	\$1,915,088	\$20,000	\$193,370	\$0	\$0	\$2,128,458
TOTAL BONDABLE PROJECTS	\$15,376,714	\$19,989,065	\$21,302,103	\$11,877,304	\$6,856,908	\$75,402,094
NONBONDABLE PROJECTS						
EDUCATION	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
<u>Project</u>						
School Small Capital Improvements Program	300,000	300,000	300,000	300,000	300,000	1,500,000
SUBTOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
ECONOMIC DEVELOPMENT	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
<u>Project</u>						
Economic Development Strategic Initiatives	150,000	150,000	150,000	150,000	150,000	750,000
SUBTOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
TRANSPORTATION & ACCESS	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
<u>Project</u>						
Sidewalk Repair	424,360	437,091	450,204	463,710	477,621	2,252,986
State Bridge and Highway Inspections	121,137	121,137	121,137	121,137	121,137	605,685
Minor Bridge Repairs	212,180	218,545	225,101	231,854	238,810	1,126,490
CAT Transit Bus Replacement Match	4,600	122,800	112,960	119,120	50,040	409,520
Intelligent Transportation System	97,850	100,786	103,810	106,924	110,132	519,502
City Wide Traffic Engineering Improvements	150,000	150,000	150,000	150,000	150,000	750,000
Neighborhood Transportation Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Citywide ADA Improvements - Sidewalks and Curbs	150,000	150,000	150,000	150,000	150,000	750,000
Bicycle Infrastructure	200,000	200,000	200,000	200,000	200,000	1,000,000
NDS Permit Tracking Software Replacement	250,000	0	0	0	0	250,000
Cultural Landscape Study	50,000	0	0	0	0	50,000
Right of Way Appurtenance	150,000	154,500	159,135	163,909	168,826	796,370
SUBTOTAL	\$1,860,127	\$1,704,859	\$1,722,347	\$1,756,654	\$1,716,566	\$8,760,553
PARKS & RECREATION	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
<u>Project</u>						
Parks and Recreation Lump Sum Account	200,000	200,000	200,000	200,000	200,000	1,000,000
Parks and Schools Playground Renovations	109,073	112,345	115,715	119,186	122,762	579,081
Trails and Greenway Development	100,000	100,000	100,000	100,000	100,000	500,000
Downtown Mall Tree Preservation Planning	100,000	0	0	0	0	100,000
Urban Tree Preservation and Planting	50,000	50,000	75,000	75,000	75,000	325,000
Parkland Acquisition	95,000	95,000	95,000	95,000	95,000	475,000
Refurbish Parks Restrooms	50,000	50,000	50,000	0	0	150,000
Riverview Park Restroom	0	245,000	0	0	0	245,000
Meadowcreek Valley Trail Railroad Tunnel - Design	50,000	0	0	0	0	50,000
SUBTOTAL	\$754,073	\$852,345	\$635,715	\$589,186	\$592,762	\$3,424,081
STORMWATER INITIATIVES	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
<u>Project</u>						
Neighborhood Drainage Projects	125,000	125,000	125,000	125,000	125,000	625,000
SUBTOTAL	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
TECHNOLOGY INFRASTRUCTURE	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
<u>Project</u>						
Communications Technology Account/Public Access	47,500	47,500	47,500	47,500	47,500	237,500
City Wide IT Strategic Infrastructure	100,000	250,000	250,000	250,000	250,000	1,100,000
SUBTOTAL	\$147,500	\$297,500	\$297,500	\$297,500	\$297,500	\$1,337,500
OTHER GOVERNMENTAL PROJECTS	Adopted FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	5 Year Total
<u>Project</u>						
Charlottesville Affordable Housing Fund	3,399,204	3,399,204	3,399,204	3,399,204	3,399,204	16,996,020
Public Housing Redevelopment	500,000	500,000	500,000	500,000	500,000	2,500,000
Home Energy Conservation Grant Program	125,000	125,000	125,000	125,000	125,000	625,000
Senior Center at Belvedere	600,000	600,000	0	0	0	1,200,000
PVCC Advanced Technology Center	64,324	64,324	0	0	0	128,648
SUBTOTAL	\$4,688,528	\$4,688,528	\$4,024,204	\$4,024,204	\$4,024,204	\$21,449,668
TOTAL NONBONDABLE PROJECTS	\$8,025,228	\$8,118,232	\$7,254,766	\$7,242,544	\$7,206,032	\$37,846,802
TOTAL PROJECT EXPENDITURES	\$23,401,942	\$28,107,297	\$28,556,869	\$19,119,848	\$14,062,940	\$113,248,896

Operational Impacts

The current financial realities have seen the City, in recent fiscal years, looking to streamline overall City operations. In many cases this means asking departments to maintain the same level of service, or provide an increased level of service, with the same amount of, or in some cases, fewer resources, placing a greater strain on the City departments. In order to alleviate some of this strain, when it is decided that an asset will be constructed or purchased, that decision should include an allocation of the resources (both people and funding) necessary to sustain the operations and maintenance of the investment. The operational impacts of the projects in the FY 2019 – 2023 CIP are discussed below.

Operational Impacts FY 2019-2023 CIP

Public Works - Facilities Development

Project	Operational Impact FY19	Operational Impact FY20	Operational Impact FY21	Operational Impact FY22	Operational Impact FY23	5 Year Total	Operational Impacts
City Schools HVAC Replacement	-	-	-	-	-	-	- Utility use reductions can be assumed for most projects, but that will vary. The fact that utility rates will inevitably rise typically offsets the energy use reductions, making the operational impacts of the projects budget neutral.
City Facility HVAC Replacement	-	-	-	-	-	-	- Utility use reductions can be assumed for most projects, but that will vary. The fact that utility rates will inevitably rise, will result in offsetting the energy use reduction making the operational impacts of the project budget neutral.
City Solar PV Program	(144,590)	(154,590)	(164,590)	(174,590)	(184,590)	(822,950)	Cumulative savings achieved through reduced utility cost through utilization of solar energy.
4th Street Yard Fuel Tank Replacement	-	26,317	27,107	27,920	28,757	110,101	Increases in utilities and routine maintenance.
Avon Stree Filling Station Replcement	-	26,317	27,107	27,920	28,757	110,101	Increases in utilities and routine maintenance.
General District Court	-	-	-	37,118	152,925	190,043	Exact amount of operational impacts are unknown at this time. Until such time as a design concept is agreed upon and finalized, and a cost sharing agreement negotiated, this estimate – based on design alternatives currently under discussion – should be considered provisional. Operational cost increases in utilities, maintenance, and custodial services are anticipated in all design scenarios. FY 22 amount assumes 3 months of operations.

Public Safety

Project	Operational Impact FY19	Operational Impact FY20	Operational Impact FY21	Operational Impact FY22	Operational Impact FY23	5 Year Total	Operational Impacts
Police Portable Radio Replacement	-	-	-	57,103	57,103	114,206	Represents the cost to place these radios on an equipment replacement schedule as opposed to CIP funding in future.
Replacement Fire Apparatus	-	-	-	-	-	-	- Exact estimates are not know at this time however approximately \$70,000 was spent this year in repairs beyond routine maintenance. Delaying replacement increases the likelihood of extended downtime due to breakdowns, increased repair costs, and an increased risk of breakdown during critical operations.
Bypass Fire Station	0	0	31,096	32,273	33,499	96,869	Exact amount of operational impacts are unknown at this time. Costs represent estimates based on proposed square footage until such time as a design concept is fianlized. Operational cost increases in utilities, maintenance, and custodial services are anticipated in all design scenarios.

Neighborhood Development Services

<u>Project</u>	<u>Operational Impact FY19</u>	<u>Operational Impact FY20</u>	<u>Operational Impact FY21</u>	<u>Operational Impact FY22</u>	<u>Operational Impact FY23</u>	<u>5 Year Total</u>	<u>Operational Impacts</u>
New Sidewalks	21,882	22,538	23,215	23,911	24,628	116,174	Increased maintenance and lifecycle replacement costs, approximately \$40 per linear foot of new sidewalk constructed. It is estimated that it would be 10 years before maintenance is necessary on a newly constructed sidewalk, and this will vary based on location, weather, damage, proximity to trees, initial construction, etc. Operational estimates are based upon additional sidewalks previously constructed.
West Main Improvements	-	-	450,455	224,780	229,823	905,058	Based on current phasing in the proposed CIP operational costs are anticipated to begin in FY 21. Costs include maintenance efforts from Parks and Rec. and Public Works. Maintenance of area would require 3 new FTE's once completed. Does not include additional cost for other areas such as an increased public safety presence.
SIA Immediate Implementation	-	-	-	-	-	-	Depending upon which projects are selected there could be an operational impact but until the exact projects to be completed are selected by Council, potential operational increases/savings will not be known.
Small Area Plans	58,260	59,425	60,614	61,826	63,062	303,187	In the Comprehensive Plan twelve areas are recommended for Small Area Plans. Until the exact area to be examined is identified and plans are completed, the full operational increases/savings will not be known. Operational expenses shown here represent estimated additional staff time required for plan completion.
NDS Permit Tracking Software	-	-	50,000	50,000	50,000	150,000	Operational cost represents the software licensing and maintenance.
Neighborhood Drainage	13,122	13,516	13,921	14,339	14,769	69,667	Operational cost include maintenance of new drainage structures.

Public Works - Transit

<u>Project</u>	<u>Operational Impact FY19</u>	<u>Operational Impact FY20</u>	<u>Operational Impact FY21</u>	<u>Operational Impact FY22</u>	<u>Operational Impact FY23</u>	<u>5 Year Total</u>	<u>Operational Impacts</u>
Transit Bus Replacement Match	-	-	-	-	-	-	Will be some minor maintenance savings once the buses are delivered (normally 18 months from when they are ordered), but savings amount depends upon the maintenance record of the buses being removed from fleet.

Parks and Recreation

<u>Project</u>	<u>Operational Impact FY19</u>	<u>Operational Impact FY20</u>	<u>Operational Impact FY21</u>	<u>Operational Impact FY22</u>	<u>Operational Impact FY23</u>	<u>5 Year Total</u>	<u>Operational Impacts</u>
Tonsler Park Master Plan Implementation	-	115,481	330,779	317,353	326,873	1,090,486	Is estimated to require 2 additional FTE's by FY 21 as well as additional supplies, increased utilities costs, and other operational resources in order to properly maintain the renovated park.
Parks and Recreation Lump Sum Account	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(10,618)	Decreased utility costs resulting from facility modernization.
Trails and Greenway Development	21,076	23,300	25,539	27,793	30,062	127,770	Increase in seasonal maintenance costs - both supplies and temporary employees - associated with improved trail system.
Urban Tree Preservation and Planting	-	-	20,388	20,806	21,232	62,425	Increase in seasonal maintenance costs - both supplies and temporary employees - required to maintain newly planted trees. In addition to these costs there was \$50,000 added to the Parks Maintenance budget in FY19 to keep up with increased maintenance demands of our mature trees throughout the City.
Parkland Acquisition	5,000	5,150	5,305	5,464	5,628	26,546	Estimated maintenance costs for potential parkland acquisition.
TOTAL PROJECTED OPERATIONAL EXPENDITURES ALL PROJECTS	(27,250)	135,394	898,813	751,829	880,278	2,639,064	



Other Non General Funds



Communications System Fund

Debt Service Fund

Equipment Replacement Fund

Facilities Repair Fund

Health Care Fund

Parking Enterprise Fund

Retirement Fund

Risk Management Fund

Communications System Fund

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

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

Fund Detail	FY 16 - 17 Actual	FY 17 - 18 Budget	FY 18 - 19 Budget
Beginning Fund Balance	\$183,450	\$185,910	\$185,910
Revenues			
Phone Fees	220,875	220,337	203,331
Postage Revenue	74,628	78,200	77,500
Total Revenues	\$295,503	\$298,537	\$280,831
Expenditures			
Salaries	51,333	53,837	74,952
Telephone Services	130,538	131,500	87,517
Service Contracts	43,262	42,500	48,362
Postage Expenditures	66,115	70,000	70,000
Other Expenditures	1,795	700	-
Total Expenditures	\$293,043	\$298,537	\$280,831
Net Gain/(Loss)	2,460	-	-
Ending Fund Balance	\$185,910	\$185,910	\$185,910

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, 2017) is indicated by four key financial indicators: net bonded debt of \$76,218,419, a ratio of debt to assessed value of 1.13%, net bonded debt per capita of \$1,553, and a ratio of Debt Service to total General Fund expenditures of 6.54%. All of these indicators of the City's debt position are very positive and consequently the City has received the highest bond rating (AAA) from the two major rating agencies, Moody's and Standard & Poor's. Both Moody's and Standard & Poor's confirmed this AAA bond rating in May 2017. 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 2017, the legal debt limit was \$674,023,460. The City's current general obligation indebtedness is \$132,121,039, which includes debt being repaid by the City's utility funds. The City also has a financial policy of Debt service as a percentage of the general fund total expenditure budget has a ceiling of 10%, with a target of 9% (**pg. A-9**).

Fund Detail	FY16-17 Actual	FY17-18 Budget*	FY18-19 Budget		
Beginning Fund Balance	\$11,962,480	\$11,880,013	\$11,752,934		
Revenues					
General Fund Transfer	\$7,468,000	\$7,968,000	\$8,560,788		
CIDA-SNL Loan					
Meals Tax Revenue	2,349,330	2,403,750	2,357,750		
Fire Department Transfer					
Interest	38,238				
2010 BABs Rebate	165,032	168,328	158,446		
Refunding Proceeds					
Total Revenues	\$10,020,599	\$10,540,078	\$11,076,984		
Expenditures	FY16-17 Total	FY17-18 Total	FY18-19 Total	FY18-19 Principal	FY18-19 Interest
Bonds-					
Series - 2006	\$ 637,500	\$ -	\$ -		
Series - 2008	995,938	764,063	0		
Series - 2009	948,186	921,240	885,733	849,200	36,533
Series - 2010	838,300	821,379	802,461	499,150	303,311
Series - 2011	873,300	841,550	554,800	380,000	174,800
Series - 2012	2,244,627	2,195,465	2,757,083	2,202,100	554,983
Series - 2013	438,200	428,400	417,200	280,000	137,200
Series - 2014	813,061	788,338	757,078	600,135	156,943
Series - 2015	1,474,222	2,049,955	1,924,832	1,148,559	776,273
Series - 2016	688,705	747,241	737,468	382,860	354,608
Series - 2017	16,251	959,526.00	959,119	765,159	193,959
Series - 2018	-	-	1,794,960	1,055,859	739,101
Subtotal	\$ 9,968,289.73	\$10,517,157	\$11,590,733	8,163,022	3,427,711
Literary Loans-					
Burnley-Moran - 2400002	\$ 10,884	\$ -	\$ -		
Subtotal	\$10,884	\$0	\$ -	\$0	\$0
Refunding Expenditures	\$0	\$0	\$0	\$0	\$0
Administrative Costs - 2021001000	123,892	150,000	150,000		0
Subtotal	\$123,892	\$150,000	\$150,000	\$0	\$0
Total Expenditures	\$10,103,066	\$10,667,157	\$11,740,733		
Net Gain/(Loss)	(82,467)	(127,079)	(663,749)		
Ending Fund Balance	\$11,880,013	\$11,752,934	\$11,089,185		

* Revised FY 2018 Budget

Equipment Replacement Fund

The City's fleet consists of 703 vehicles and pieces of equipment. The Equipment Replacement Fund is targeted at reducing the operating costs of the City's fleet through preventive maintenance programs, selection of fuel-efficient and alternatively fueled vehicles, and a scheduled replacement program. It has three major objectives:

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

Fund Detail	FY 16-17 Actual	FY 17-18 Budget*	FY 18-19 Budget
Beginning Fund Balance	\$ 2,399,588	\$ 1,772,373	\$ 1,794,861
Revenues			
Transfer from General Fund	1,217,190	1,317,786	1,323,786
Total Revenues	\$ 1,217,190	\$ 1,317,786	\$ 1,323,786
Expenditures			
Vehicle/Equipment Replacement	1,844,405	1,295,298	1,320,985
Total Expenditures	\$ 1,844,405	\$ 1,295,298	\$ 1,320,985
Net Gain/(Loss)	(627,215)	22,488	2,801
Ending Fund Balance	\$ 1,772,373	\$ 1,794,861	\$ 1,797,662

*Revised 2018 Budget

Note: All of the vehicles and pieces of equipment that are to be recommended for replacement during FY 19 have been determined to be beyond their useful life in accordance with the City of Charlottesville and national replacement standards. These funds will be transferred from the General Fund into the Equipment Replacement Fund and are reflected in the revenues shown above. Small vehicles (priced under \$50,000) scheduled to be replaced include pickup trucks and sedans. Large vehicles and equipment, \$50,000 and over, scheduled to be replaced include several dump trucks.

Facilities Repair Fund

The Facilities Repair Fund, an internal service fund, provides funding to preserve the City's investment of numerous non-school facilities, which have annual maintenance requirements. A schedule of non-routine preventive maintenance/repair and minor facility rehabilitation maintains an acceptable level of facility condition, and reduces the need for future, more expensive repair or replacement. This annual funding is based upon information obtained from facility assessments and analyses of the estimated useful life of facility components. The repair of the taxpayers' investment in the City's facilities remains the best defense against the enormous cost of total construction/renovation of the City's very valuable public facilities.

Fund Detail	FY 16-17 Actual	FY 17-18 Budget*	FY 18-19 Budget
Beginning Fund Balance	\$ 884,165	\$ 833,668	\$ 633,695
<u>Revenues</u>			
Transfer from General Fund	400,000	400,000	400,000
Health Department Rent Revenue	105,670	251,655	251,655
Other Misc. Revenue	98,038	-	-
Total Revenues	\$ 603,708	\$ 651,655	\$ 651,655
<u>Expenditures</u>			
City Facilities/Buildings (incl. Parks and Recreation)	598,530	599,973	335,000
Health Department Building	55,675	251,655	251,655
Total Expenditures	\$ 654,205	\$ 851,628	\$ 586,655
Net Gain/(Loss)	(50,497)	(199,973)	65,000
Ending Fund Balance	\$ 833,668	\$ 633,695	\$ 698,695

*Revised 2018 Budget

Note: Several projects are planned for City facilities including concrete and exterior building repairs, electrical work, masonry, safety, ADA improvements, and other interior and exterior finish replacement projects.

For Parks and Recreation, major planned projects include various repairs and improvements to building interior finishes, and electrical upgrades.

Health Care Fund

The Health Care Fund is the funding source for the City's health-related benefits provided to participants in the City's health care programs. The City self-insures its medical and dental insurance plans, meaning that the City is responsible for paying all claims and expenses generated by the program's participants. Each year an actuarial analysis is conducted to determine the expected revenue requirements for the next fiscal year. The analysis evaluates prior year claims, participation levels, and any proposed plan design changes, to determine the required level of funding to cover claims costs. The Fund also pays for the associated Wellness Initiatives, which are an integral part of the City's medical cost containment strategy.

Fund Details	FY 16-17 Actual	FY 17-18 Budget*	FY 18-19 Budget
Beginning Fund Balance	\$ 3,882,233	\$ 4,250,950	\$ 4,499,746
Revenues			
Department contributions (including JMRL)	8,009,759	9,379,699	9,822,993
Employee/Retiree contributions	4,006,510	4,067,518	4,135,170
Retirement fund contribution	3,284,749	3,610,801	3,779,644
Employee and retiree payments for Physical Fitness Clubs	220,931	229,275	230,000
Wellness Fund Coventry Health	-	10,000	10,000
Flexible Spending and HRA Account Forfeitures	42,085	15,000	15,000
Refund of Prior Year Expenditures	874,310	20,182	-
Total Revenues	\$ 16,438,344	\$ 17,332,475	\$ 17,992,807
Expenditures			
Medical Expenses			
Self-insurance medical claims and administrative costs	12,996,273	13,815,945	14,700,000
Insurance premiums - Medicare Supplement	1,394,143	1,500,000	1,600,000
Affordable Care Act contributions and excise tax	57,053	4,577	5,000
HMO - Health reimbursement account	197,225	190,000	190,000
Dental claims and administrative costs	738,648	800,726	810,000
Total Medical and Dental expenses	\$ 15,383,342	\$ 16,311,248	\$ 17,305,000
Other Expenses			
Temporary Staffing	20,903	25,000	25,000
City payments for Fitness Program	367,767	410,000	410,000
Contribution to Retirement Fund for Senior Mgmt	-	-	-
Employee Assistance Program	23,425	25,000	25,000
Health care consultants	54,986	55,000	60,000
Wellness Initiatives	27,297	35,000	35,000
Flu Shots	(7,348)	10,000	10,000
Medical insurance opt-out payment	25,857	30,000	25,000
Line of Duty (LOD) insurance premium	-	-	-
Flexible spending payment & COBRA administration	25,424	27,000	30,000
Human resource staff	114,695	120,032	110,000
City Link Recurring Cost	32,700	34,820	35,780
Telephone charges	579	579	579
Total Other Expenditures	\$ 686,286	\$ 772,431	\$ 766,359
Total Expenditures	\$ 16,069,627	\$ 17,083,679	\$ 18,071,359
Net Gain/(Loss)	368,717	248,796	(78,552)
Ending Fund Balance	\$ 4,250,950	\$ 4,499,746	\$ 4,421,194

* Revised FY 2018 Budget

Parking Enterprise Fund

In FY 17 City Council approved the creation of a parking function and allocated initial startup funding for the effort. FY 19 represents the second full fiscal year of this budget, which covers the costs, associated with the Parking Manager position, as well as costs associated with City-owned parking facilities. The Parking Manager provides the day-to-day focus needed to move the parking action plan forward.

Parking related revenues that were originally budgeted in the General Fund are recorded as part of the Parking Fund and transferred back to the General Fund, with a goal of eventually eliminating the transfer to the General Fund and becoming a stand-alone enterprise.

Fund Details	FY 16-17 Actual	FY 17-18 Budget *	FY 18-19 Budget
Beginning Fund Balance	\$ -	\$ 432,075	\$ 580,971
<u>Revenues</u>			
General Parking Revenues	-		
Parking Permits	-	35,000	35,000
Parking Meters	-	20,000	1,500
Parking Fines	-	450,000	450,000
Market Street Parking Garage	-	1,262,279	1,195,500
Market Street Parking Leasing	-	262,676	262,676
701 E. Market Street	-	94,320	94,320
411 E. High Street	-	14,520	14,520
Water Street Parking Garage	-	615,000	550,000
Total revenues	\$ -	\$ 2,753,795	\$ 2,603,516
<u>Expenditures</u>			
Market Street Parking Garage	-	632,727	675,000
Market Street Parking Leasing	-	124,696	25,000
701 E. Market Street	-	-	7,500
411 E. High Street	-	-	5,000
Water Street Parking Garage	-	-	-
Parking Administration			
Salaries and Benefits	-	112,356	100,992
Other Expenses	-	11,645	12,934
Transfers			
Transfer to General Fund	-	1,723,475	1,500,000
Total expenditures	\$ -	\$ 2,604,899	\$ 2,326,426
Net Gain/(Loss)	-	148,896	277,090
Ending Fund Balance	\$ -	\$ 580,971	\$ 858,061

*Revised FY2018 Budget

Retirement Fund

The Charlottesville Supplemental Retirement Fund, and the Post-Retirement Benefits Fund, together constitute the Pension Plan, which is designed to provide City employees with a valuable pension to supplement social security benefits upon retirement. Regular employees may enroll in the plan, but are not vested until they have completed five years of service. The City also offers new employees a choice to opt into a Defined Contribution plan rather than the City's Defined Benefit Pension Plan. The Pension Plan is a trust (fiduciary) fund supported by contributions paid by the City and plan members. Employee contributions are categorized as follows:

- Beginning July 1, 2018, employees hired before July 1, 2012 (Plan 1 Employees) are required to contribute 2% of their salary. Previously, these employees were required to contribute 1% of their salary.
- Employees hired between July 1, 2012 and July 1, 2017, (Plan 2 Employees) are required to contribute 3% of their salary.
- Employees hired after July 1, 2017 (Plan 3 Employees) are required to contribute 5% of their salary.

The City's rate of contribution into the fund for FY 19 is 32.56% for general government and 47.82% for public safety employees' salaries.

A commission as specified by the City Code administers the Charlottesville Pension Plan. Representatives include a City Councilor, City employees and retirees, and citizen representatives.

Fund Details	FY 16-17 Actual	FY 17-18 Budget	FY 18-19 Budget
Beginning Fund Balance	\$ 122,505,012	\$ 136,318,740	\$ 144,789,062
<u>Revenues</u>			
Investment Income	2,346,036	2,000,000	2,120,000
Net (decrease) increase in fair value of investments	14,935,063	7,668,500	8,880,000
Contributions from City	11,691,311	14,450,000	15,132,167
Contributions from retirees for health care benefits	1,397,892	2,101,200	2,371,200
Contribution for Senior Management OPEB benefits	-	295,000	302,832
Total Revenues	\$ 30,370,302	\$ 26,514,700	\$ 28,806,199
<u>Expenditures</u>			
Retirement distributions	10,981,411	12,141,022	12,539,546
Refund of employee contributions	47,824	41,900	75,000
Life Insurance claims paid to benefit retirees	110,500	200,000	200,000
Human Resource shared expenses	105,042	109,836	119,582
Legal Fees	25,749	26,000	23,000
Investment Counsel Fees	685,180	750,000	800,000
Actuarial Study and Services	46,631	56,960	51,960
Health care costs (Employer and Retirees)	4,353,042	4,500,000	5,200,000
Disability insurance cost (LTD)	121,339	125,000	115,000
Life insurance cost	31,926	40,000	80,000
Employer FICA for life insurance tax benefit	4,713	4,700	5,000
City Link Recurring Costs	35,180	36,960	37,800
Miscellaneous	8,038	12,000	8,200
Total Expenditures	\$ 16,556,573	\$ 18,044,378	\$ 19,255,088
 Net Gain/(Loss)	 13,813,728	 8,470,322	 9,551,111
Ending Fund Balance	\$ 136,318,740	\$ 144,789,062	\$ 154,340,173

Risk Management Fund

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

1. Protect the City of Charlottesville, to the extent possible, by eliminating or reducing conditions that could result in financial loss.
2. Preserve the City's assets and public service capabilities from loss, destruction, or depletion.
3. Minimize the total long-term cost to the City of all activities related to the identification, prevention, and control of accidental losses and their consequences.
4. Maintain procedures to identify, analyze, and predict exposures to financial loss, and employ proven risk management techniques to minimize and provide funding for losses.
5. Maintain a comprehensive risk financing program to review liability and risk transfer opportunities and determine the feasibility of self-insurance in lieu of the purchase of traditional insurance coverage.

<u>Fund Detail</u>	<u>FY 16 - 17</u> <u>Actual</u>	<u>FY 17 - 18</u> <u>Budget</u>	<u>FY 18 - 19</u> <u>Budget</u>
Beginning Fund Balance	\$ 3,875,458	\$ 3,373,013	\$ 2,669,037
<u>Revenues</u>			
Charges for services	2,464,967	2,644,697	2,762,300
Total Revenues	\$ 2,464,967	\$ 2,644,697	\$ 2,762,300
<u>Expenditures</u>			
Insurance premium cost	1,109,346	1,288,251	1,050,818
Workers compensation claim payments and reserves	1,610,990	1,394,910	1,400,000
Administrative costs	247,075	315,512	445,595
Total Expenditures	\$ 2,967,412	\$ 2,998,673	\$ 2,896,413
Transfer to General Fund	-	350,000	350,000
Net Gain/(Loss)	(502,445)	(703,976)	(484,113)
ENDING UNRESERVED FUND BALANCE	\$ 3,373,013	\$ 2,669,037	\$ 2,184,924

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



City Profile

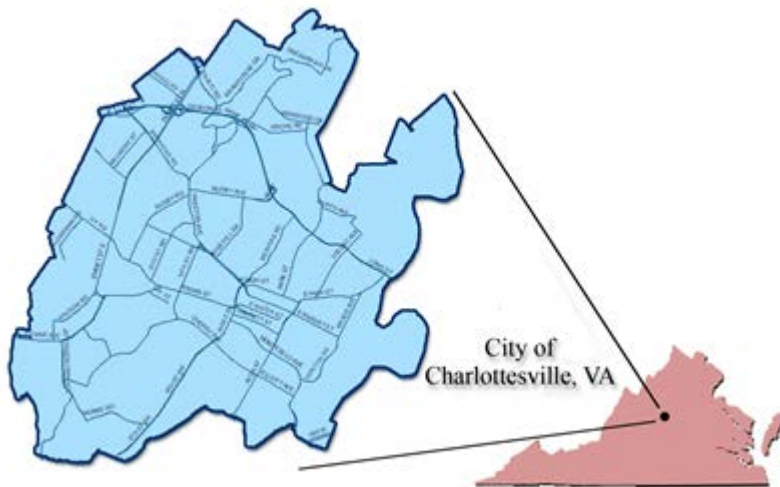


Background

The City of Charlottesville is nestled at the foothills of the Blue Ridge Mountains in Central Virginia and encompasses 10.4 square miles with a population of 49,132 (2017 est.)¹. Its rich history began with the town's establishment in 1762, and it was named for Queen Charlotte, wife of King George III of England. Charlottesville was incorporated as a city in 1888.

Centrally located just 120 miles from the nation's capital, Washington, D.C., and 70 miles from the state capital, Richmond, Charlottesville and surrounding Albemarle County is an area rich with culture and deeply rooted in history, having been the home of three Presidents. However, Charlottesville may best be known as the home of Thomas Jefferson and his mountaintop estate Monticello, as well as the University of Virginia, founded by Jefferson in 1825 and consistently ranked one of the top public universities in the nation. Both Monticello and the University of Virginia are listed on the World Heritage Foundation list of prized cultural or natural assets, making them two of the area's top attractions. The City has earned a reputation as being one of the most livable places in the country.

Photo by Bob Mical



¹ Weldon Cooper Center for Public Service July 1, 2017 Estimate – www.demographics.coopercenter.org

City Profile



City Government

The City operates under a Council-Manager form of government with legislative powers vested in a five-member Council. City Council members are elected at-large for four-year, staggered terms, with the Mayor and Vice-Mayor being elected from within the Council for two-year terms. Administrative and executive duties are performed by the Council-appointed City Manager. The City Manager is the Chief Executive Officer for the City, responsible for implementing the policies and directives of the City Council throughout the various City departments and agencies, and is charged with recommending, implementing, and monitoring policies and procedures that maintain the well-being of the City. There are approximately 976 City full-time equivalent employees.

Business and Economy

With its small-town charm and historical setting, Charlottesville attracts new businesses each year. Charlottesville provides a strategic location for major employers, including the largest employer, the University of Virginia, where there are approximately 16,000 University employees, 12,000 hospital employees, and 22,391 students. The area also boasts a thriving wine touring and tasting business. Over 30 local vineyards make up the state's largest collection, with several wineries winning national recognition since the time Jefferson earned the title "Father of American Wine." Tourism also plays an important role in the City's economy, with much of the tourism based on the area's rich historical legacy. Approximately two million travelers visit the area each year to see its historic sites and the spectacular scenery of Central Virginia. All of this has resulted in the City's low unemployment rate, 3.1% in 2017 as compared to 3.8% in Virginia and 4.1% in the nation.

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

Top Ten Employers in the City of Charlottesville:

- 1) University of Virginia Medical Center
- 2) City of Charlottesville
- 3) UVA Health Services Foundation
- 4) Charlottesville City School Board
- 5) Sevicelink Management Company
- 6) Assoc for Investment Management - CFA Institute
- 7) Lakeland Tours - Worldstrides
- 8) Capital IQ - S&P Global Intelligence
- 9) Morrison Crothall Support
- 10) Rmc Events



Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter 2017.

City Profile



Date of Incorporation	1888
Form of Government	Council-Manager
Current Population Estimate (2017)	49,132
Land Area (square miles)	10.4
Population Density (population/square mile)	4,724
Unemployment Rate (2017)	3.1%
Total Real Estate Assessed Values (2018)	\$7,090,589,224
Taxable Sales (2017)	\$971,359,090
Median Household Income (2012-2016 Census)	\$50,727
Number of Households (2012-2016 Census)	17,980
Building Permits (2017)	2,214
City School Students (2017-2018 school year)	4,225
Miles of Streets (2017)	159
Acres of Park Land (2017)	906
Linear Feet of Trails (2017)	121,945
Number of Public Libraries (includes Historical Society)	3
Number of Registered Voters (February 2018)	32,029
Public Utilities (2017, number of customers)	
Gas	20,465
Water	14,756
Sewer	14,626
Bond Rating (General Obligation Bonds)	Moody's Investor Services Aaa Standard & Poor's Corporation AAA
Staffing (Full Time Equivalents):	
City	976
Schools	767

Sources:

City of Charlottesville, City of Charlottesville Comprehensive Annual Financial Report for the fiscal year ending June 30, 2017; US Department of Commerce, Census Bureau; Weldon C. Cooper Center for Public Service; University of Virginia; Virginia Employment Commission

City Awards

What People Are Saying . . .

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



- 20 Best Small Cities in the U.S. (Most Literate) - National Geographic Travel 2018
- National Geographic Happiest Places (#3) - Dan Buettner and Dan Witters of Gallup 2017
- #2 Best Small Town Main Street in America - Country Living 2017
- No. 3 Best Small Town in the South - Southern Living 2017
- #2 Most Exciting City in Virginia - gogobot 2015
- 12 Cutest Small Towns in America - Huffington Post 2015
- Top 10 Best Places to Retire - Livability.com 2015
- Most Exciting Place in Virginia (#1) - Movoto Real Estate
- America's Favorite Mountain Towns (#9) - Travel + Leisure Magazine 2014
- Best College Town in America (#1) - Traveler's Today 2014
- America's Smartest City - Luminosity.com 2013, 2012
- Most Romantic Cities (#4) - Livability.com 2013
- One of "America's Best Intergenerational Communities" - Met Life & Generations United 2012
- Small Community City for Overall Well-Being - Gallup 2012

Best Place to Live

- #5 Best Place to Live – Livability 2017, 2018
- 15 Best Places to Live in the U.S. (#3) - NY Post 2016
- 50 Best College Towns (#7) - College Rank 2016
- 10 hippest Mid-Sized Cities in America - gogobot 2016
- Top 100 Places to Live (#26) - Livability.com 2013
- #1 City to Live in the Country - Yahoo Real Estate/Sperling's Best Places - 2011

Best Place to Visit

- 17 Places You Must Visit in 2017 - Expedia 2017
- America's Favorite Towns - Travel + Leisure 2017
- The Best Road Trips from 10 Major US Cities - Business Insider 2017
- Most Charming Southern Vacations You Need to Experience - Trip Advisor 2017
- Five Great Places to Visit in 2016 - Off Metro NY
- 8 Southern Cities for Your Bucket List - Visit South 2015
- 22 Best Small Town Family Weekend Destinations - Vacationidea.com 2015
- Top 5 Destinations Every American Should Visit - Orbitz Worldwide 2014

Healthiest City Awards

- Community Well-Being (#5) - Gallup-Health Index 2016
- Healthiest Small Town in the U.S. - Health Line 2016
- America's Healthiest Small Cities (#6) - Daily Finance 2014
- Most Walkable City in Virginia - Walk Score - 2011

Business/Economic Awards

- Top 50 Best Cities for Entrepreneurs (#4) - Entrepreneur Magazine & Livability.com 2016
- Virginia Economic Developer's Association Community Economic Development Award - 2016
- #4 Best Small City for Working Women - Nerdwallet.com 2013
- #30 Best City for Job Growth - New Geography 2012
- #14 Best Performing Small Market in US - Milken Institute 2011

Green City Awards

- U.S. Environmental Protection Agency (EPA) WaterSense Partner of the Year award - 2016, 2015
- Virginia Municipal League Green Government Challenge: Platinum - 2014, 2013, 2012, 2011, 2009; Gold – 2010; 1st Place (Population 15,001-90,000) – 2008
- Bicycle Friendly Community, Silver Level - League of American Bicyclists 2012

Food and Drink Recognitions

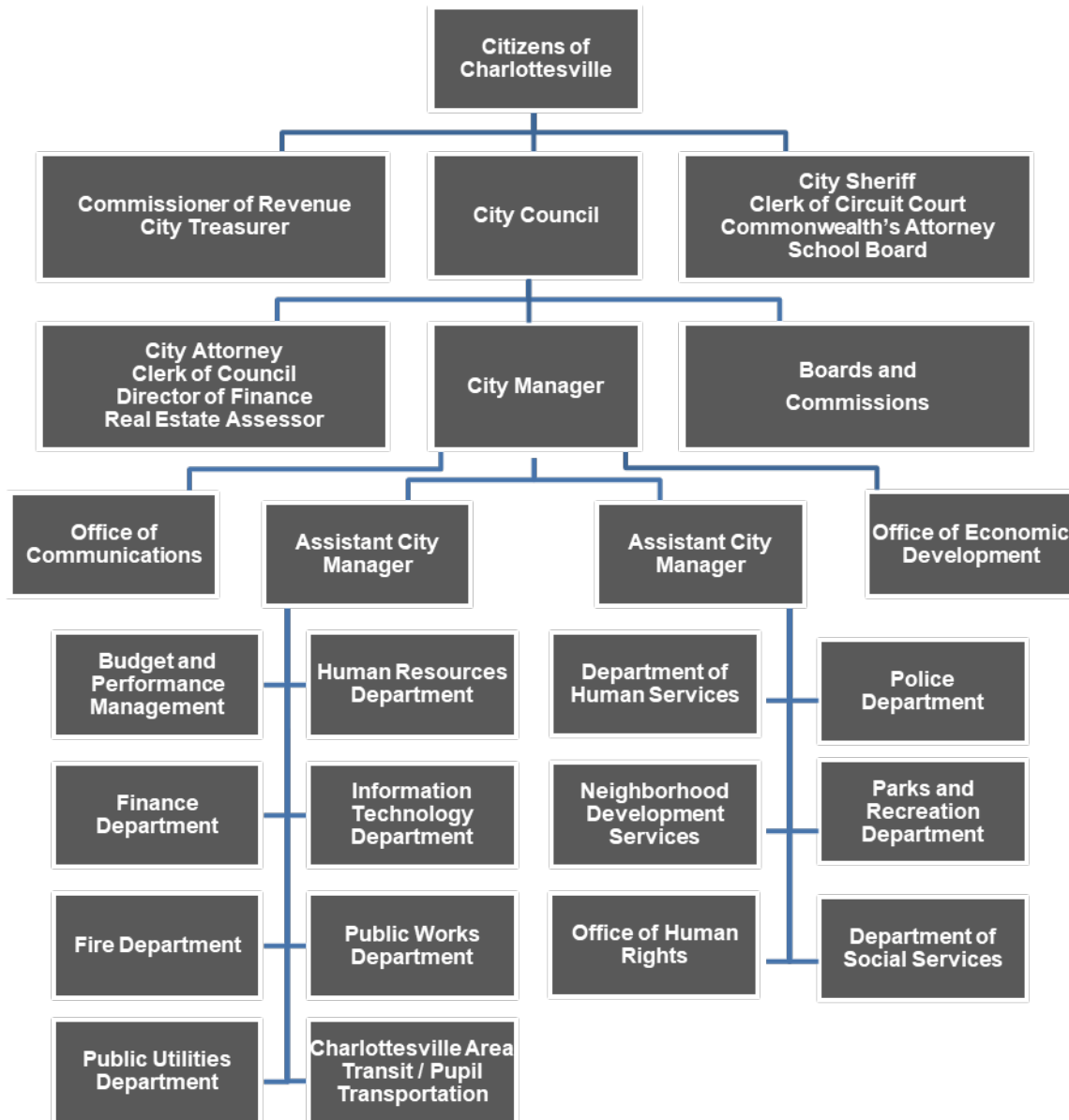
- The 7 U.S. Wine Regions Giving Napa a Serious Run for Its Money - Architectural Digest 2017
- One of America's Best Small Cities for Foodies - Travelocity 2016
- #7 Best College Town in America for Food and Drink - Thrillist 2015
- Top 5 New American Foodie Cities - Wine Enthusiast Magazine 2014
- #14 Cities with Most Restaurants per Capita - Huffington Post 2013
- Tastiest Towns in the South (#5) - Southern Living Magazine April 2012
- Top Beer City (#8) - Livability.com 2012
- "Locavore" Capital of the World - Forbes Magazine - 2011

Special Recognitions

- The Top Small Towns For Taking in the Fall Foliage - MSN 2017
- Digital Government Achievement Award, Driving Digital Government, Local Government - 2016
- Alliance for Innovation Outstanding Achievement in Local Government Innovation Award - 2016
- Charlottesville Society for Human Resource Management Hoo-Ray Human Resource Excellence Award - 2016
- International City/County Management Association Strategic Leadership & Governance Award - 2016
- Governor's Technology Award for IT as Efficiency Driver – Government to Citizen 2015
- 10 U.S. Towns with Incredible Christmas Celebrations - Huffington Post/Fodors 2015
- USA's 12 Best Places for Book Lovers -The Culture Trip
- Top Ten Book-Loving Cities (#4) - Livability.com 2013



City of Charlottesville Organizational Chart



Citywide Staffing (Full Time Equivalents)

<u>Department/Cost Center</u>	<u>FY 16-17*</u>	<u>FY 17-18*</u>	<u>FY 18-19</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of FY 18-19 Changes</u>
Management						
City Council/Clerk of Council	1.00	1.00	4.00	3.00	0.00	Two new positions are included to address Research & Development/Policy, and Community Engagement/Media Relations. In addition, a part-time Long Term Temporary position is reclassified and converted to full-time Regular status (Administrative Assistant to Chief of Staff).
Office of the City Manager: Administration, Redevelopment Manager, Communications	11.00	12.00	12.00	0.00	0.00	
Office of the City Manager: Economic Development	6.00	6.50	7.50	1.00	0.00	Minority Business Development Coordinator position is added.
Office of the City Manager: Parking Enterprise Fund	1.00	1.00	1.00	0.00	0.00	
Office of the City Attorney	6.00	6.00	7.00	1.00	0.00	Assistant City Attorney position is added.
Office of the General Registrar	3.00	3.00	3.00	0.00	0.00	
Total	28.00	29.50	34.50	5.00	0.00	
Internal Services						
Finance Department: Procurement, Risk Management, Warehouse	6.00	8.00	8.00	0.00	0.00	
Human Resources Department	8.00	8.00	8.00	0.00	0.00	
Information Technology Department	19.00	20.00	20.00	0.00	0.00	
Total	33.00	36.00	36.00	0.00	0.00	
Financial Services						
Office of the Commissioner of Revenue	13.00	14.00	14.00	0.00	0.00	
Finance Department: Management, City Assessor, Utility Billing	34.00	34.00	34.00	0.00	0.00	
Office of the City Treasurer	13.00	13.50	13.50	0.00	0.00	
Total	60.00	61.50	61.50	0.00	0.00	
Healthy Families & Community						
Department of Social Services	102.50	104.50	104.50	0.00	0.00	
Department of Human Services	35.50	36.50	36.50	0.00	0.00	
Neighborhood Development Services	37.50	38.00	39.00	1.00	0.00	A new position is added as a result of the NDS Efficiency Study.
Office of Human Rights	1.50	1.50	2.00	0.50	0.00	A half-time Community Outreach position is converted to full-time.
Parks and Recreation Department: Parks Maintenance	39.00	40.00	40.00	0.00	0.00	
Parks and Recreation Department: Recreation and Programs	27.50	27.50	29.50	2.00	0.00	Two positions are added to manage and maintain the new Skate Park.
Parks and Recreation Department: Meadowcreek Golf Course	4.00	4.00	4.00	0.00	0.00	
Total	247.50	252.00	255.50	3.50	0.00	

<u>Department/Cost Center</u>	<u>FY 16-17*</u>	<u>FY 17-18*</u>	<u>FY 18-19</u>	<u>General Fund Change</u>	<u>Non General Funds Change</u>	<u>Explanation of Changes</u>
Infrastructure & Transportation						
Public Works Department: Administration, Facilities Development, Building Maintenance, HVAC, Environmental	24.86	26.86	26.86	0.00	0.00	
Public Works Department: School Building Maintenance	19.28	19.28	19.28	0.00	0.00	
Public Works Department: Fleet Management	11.00	11.00	11.00	0.00	0.00	
Public Works Department: Public Service	51.00	49.00	49.00	0.00	0.00	
Charlottesville Area Transit	69.00	72.00	72.00	0.00	0.00	
Pupil Transportation	28.50	29.00	29.00	0.00	0.00	
Utilities Department: Gas, Water, Wastewater	89.00	89.00	89.00	0.00	0.00	
Utilities Department: Stormwater	4.00	4.00	4.00	0.00	0.00	
Total	296.64	300.14	300.14	0.00	0.00	
Public Safety & Justice						
Office of the City Sheriff	11.00	12.00	12.00	0.00	0.00	
Office of the Commonwealth's Attorney	13.50	13.50	13.50	0.00	0.00	
Courts and Other Support Services	11.00	11.00	11.00	0.00	0.00	
Fire Department	91.00	95.00	95.00	0.00	0.00	
Police Department	156.00	157.00	157.00	0.00	0.00	
Total	282.50	288.50	288.50	0.00	0.00	
Citywide Total	947.64	967.64	976.14	8.50	0.00	

* Revised from the **FY 2017 and FY 2018 Council Adopted Budget** as a result of changes made during the fiscal year.

Note: Full Time Equivalent (FTE) refers to the number of hours an employee works. For example, a regular FTE works 40 hours per week and is counted as one FTE. A part time employee that works only 20 hours per week is counted as .5 FTE. The position totals in this budget only include **full or part time regular positions**, and NOT temporary or seasonal employees due to the turnover rate of those categories, and the fact that the numbers of these employees can vary greatly in any given year. These numbers also do not include Long Term Temporary employees who receive only partial benefits through the City.

Operational Department/City Fund Matrix

The following matrix illustrates the alignment between the City's operational departments and the City's major operational funds.

		City of Charlottesville Major Funds										
		General Fund	Social Services Fund	Human Services Fund	Info. Tech. Fund	Golf Fund	Transit Fund	Risk Mgmt Fund	Ware-house Fund	Utilities Funds	Fleet Fund	CACVB Fund
City of Charlottesville Operational Departments	CITY COUNCIL/CLERK OF COUNCIL	•										
	OFFICE OF THE CITY MANAGER	•										
	OFFICE OF THE CITY ATTORNEY	•										
	OFFICE OF THE GENERAL REGISTRAR	•										
	FINANCE DEPARTMENT	•						•	•	•		
	HUMAN RESOURCES DEPARTMENT	•										
	INFORMATION TECHNOLOGY DEPARTMENT	•			•							
	OFFICE OF THE COMMISSIONER OF REVENUE	•										
	OFFICE OF THE CITY TREASURER	•										
	DEPARTMENT OF SOCIAL SERVICES		•									
	DEPARTMENT OF HUMAN SERVICES			•								
	NEIGHBORHOOD DEVELOPMENT SERVICES	•										
	OFFICE OF HUMAN RIGHTS	•										
	PARKS AND RECREATION DEPARTMENT	•				•						
	PUBLIC WORKS DEPARTMENT: ADMINISTRATION/FACILITIES DEVELOPMENT/FACILITIES MANAGEMENT	•										
	PUBLIC WORKS DEPARTMENT: PUBLIC SERVICE/FLEET	•									•	
	CHARLOTTESVILLE AREA TRANSIT						•					
	UTILITIES DEPARTMENT: GAS/WATER/WASTEWATER/STORMWATER	•								•		
	OFFICE OF THE CITY SHERIFF	•										
	OFFICE OF THE COMMONWEALTH ATTORNEY	•										
	COURTS AND OTHER SUPPORT SERVICES	•										
	FIRE DEPARTMENT	•										
	POLICE DEPARTMENT	•										
	SCHOOL OPERATIONS: PUPIL TRANSPORTATION & SCHOOL BUILDING MAINTENANCE	•										
	CHARLOTTESVILLE/ALBEMARLE CONVENTION AND VISITORS BUREAU (CACVB)											•

Citywide Fund Balances

	General Fund	Capital Projects Fund	Debt Service Fund	Social Services Fund	Other Governmental Funds	Total
REVENUES						
Taxes	\$ 116,721,600	\$ -	\$ -	\$ -	\$ -	\$ 116,721,600
Fees and permits	2,575,469	-	-	-	-	2,575,469
Intergovernmental	28,958,987	9,007,850	165,032	9,218,806	14,573,733	61,924,408
Charges for services	6,463,814	-	-	530	5,653,326	12,117,670
Fines	481,032	-	-	-	-	481,032
Investment earnings	351,524	-	38,238	-	1,591	391,353
Miscellaneous	822,258	1,366,314	-	14,027	195,979	2,398,578
Total revenues	156,374,684	10,374,164	203,270	9,233,363	20,424,629	196,610,110
EXPENDITURES						
Current:						
General government	16,316,234	1,316,665	-	-	475,075	18,107,974
Public safety	34,654,927	33,489	-	-	392,747	35,081,163
Community service	7,114,600	2,056,527	-	-	8,086,404	17,257,531
Health and welfare	5,187,892	-	-	12,481,599	14,677,435	32,346,926
Parks, recreation and culture	11,402,588	403,789	-	-	106,379	11,912,756
Education	48,723,827	1,661,452	-	-	-	50,385,279
Conservation and development	5,485,760	3,497,818	-	-	636,957	9,620,535
Other activities	289,665	-	-	-	-	289,665
Debt service:						
Retirement of principal	-	-	7,146,882	-	-	7,146,882
Interest	-	-	2,832,293	-	-	2,832,293
Miscellaneous	-	-	123,892	-	-	123,892
Capital outlay	1,960,893	17,117,901	-	38,119	678,372	19,795,285
Total expenditures	131,136,386	26,087,641	10,103,067	12,519,718	25,053,369	204,900,181
Revenues over (under) expenditures	25,238,298	(15,713,477)	(9,899,797)	(3,286,355)	(4,628,740)	(8,290,071)
OTHER FINANCING SOURCES (USES)						
Transfers in (note 7)	5,370,050	9,054,857	9,817,330	3,286,355	4,858,024	32,386,616
Transfers out (note 7)	(26,888,879)	(239,314)	-	-	(38,525)	(27,166,718)
Issuance of debt (note 9)	-	11,140,000	-	-	-	11,140,000
Premium on issuance of debt (note 9)	-	1,076,892	-	-	-	1,076,892
Total other financing sources (uses)	(21,518,829)	21,032,435	9,817,330	3,286,355	4,819,499	17,436,790
Net change in fund balance	3,719,469	5,318,958	(82,467)	-	190,759	9,146,719
FUND BALANCE - JULY 1, 2016 restated	44,249,247	11,634,915	11,962,480	119,698	2,337,331	70,303,671
FUND BALANCE - JUNE 30, 2017	\$ 47,968,716	\$ 16,953,873	\$ 11,880,013	\$ 119,698	\$ 2,528,090	\$ 79,450,390

Virginia State law requires that all local operating budgets be presented as balanced. Therefore there will be no projected change in the fund balances for Fiscal Years 2017 and 2018, which would use budgeted figures instead of actual figures.

Explanation of Changes:

The Capital Projects Fund balance experienced an increase of 49.4%. The City of Charlottesville budgets for, and accumulates, funding for some of the larger projects over multiple fiscal years. Some of these projects were delayed, resulting in an increase to the overall fund balance amount.

The Other Governmental Funds, which includes the Transit, CDBG, Human Services, CSA, and Grants funds, experienced an 8.2% increase.



Glossary

Adopted Budget	The budget as formally approved by the City Council for the upcoming fiscal year.
Ad Valorem Tax	A direct tax calculated according to value of property. Ad valorem tax is normally the one substantial tax that may be raised or lowered by a local governing body without the sanction of superior levels of government (although statutory restrictions such as tax rate limitations may exist on the exercise of this right).
Appropriation	Legal authorization of funds approved by City Council for budget revenues and expenditures.
Assessed Value	Dollar value assigned to property, as determined by an Assessor, for the purposes of assessing taxes.
Balanced Budget	When a government's total revenues (money that it receives from taxes, fees, intergovernmental sources, etc.) equals its total expenditures (spending) in a fiscal year. The State Code of Virginia requires that all local governments adopt balanced budgets.
Bond	Fixed income investment in which an investor loans money to a municipality which borrows the funds for a defined period of time at a variable or fixed interest rate.
Budget	Plan of financial operation for the City. Includes estimated income (revenues) and expenses (expenditures) matched with various municipal services.
Capital Improvement Program (CIP)	A plan for future capital expenditures which identifies each capital project, its anticipated start and completion, and the cost per year.
Capital Expenditure	Larger expenditures which generally have a useful life of 5 years or more and cost more than \$50,000.
Commitment Item	A budgetary account representing a specific object of expenditure. The 400000 account codes represent the revenue commitment items and the 500000 account codes represent the expenditure commitment items. Examples include commitment item 510010 – Full-time Salaries, commitment item 520010 – Office Supplies, and commitment item 520901 – Computer Software.
Debt Service	Payment of principal and interest related to the City's long-term borrowing, according to a predetermined payment schedule.
Designated Expenditures	Expenditures that support specific General Fund operations of the City rather than supporting the general operations of the City. Examples include Pupil Transportation, School Building Maintenance, and Capital Projects.

Designated Revenue	Revenues that support specific General Fund operations of the City rather than supporting the general operations of the City. Examples include Pupil Transportation, School Building Maintenance, and Capital Projects.
Enterprise Fund	A separate fund used to account for operations that are financed and operated in a manner similar to private business enterprises where it is the intent that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. For the City of Charlottesville, the water, sewer, gas and golf course funds comprise the enterprise funds.
Expenditures	The cost of goods delivered or services rendered by the City.
Fiscal Year (FY)	A twelve-month period during which the annual operating budget applies. In the City of Charlottesville, the fiscal year is July 1 through June 30.
Full-Accrual	The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded as earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.
Full Time Equivalent (FTE)	A means to determine the number of employees in the organization as measured by number of hours worked – 1 FTE = 40 hours per week, 0.5 FTE = 20 hours per week, etc.
Fund	An accounting term to describe the City's major financial accounts: general fund, utilities, and capital improvements fund.
Fund Balance	The accumulated revenues and other financing sources over expenditures and other uses.
Fund Balance Target Adjustment	An account created to help ensure that the City continues to meet the following financial policy: the City will maintain an unappropriated fund balance in the General Fund equal to 12% of the City's operating budget.
General Fund	A fund used to account for all revenue and expenditures applicable to general operations of City departments and other agencies, not properly accounted for in another fund.
Governmental Fund	Funds that are used to account for activities primarily supported by taxes, grants and similar revenue sources.
Intergovernmental Revenue	Revenue collected by one government and distributed in the form of grants, shared revenues, or payments in lieu of taxes.
Internal Service Fund	Funds which account for those activities supplied by one department to another on a cost-reimbursement basis. Fleet Maintenance, Risk Management and Information Technology are internal service funds.

Major Fund	A Fund in which the total assets, liabilities, revenues, or expenditures of the individual governmental or enterprise fund are at least 10 percent of the total for all funds of that category (governmental funds) or type (enterprise funds).
Modified Accrual	The governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are measurable and available.
Non-major Fund	A Fund in which the total assets, liabilities, revenues, or expenditures of the individual governmental or enterprise fund are less than 10 percent of the total for all funds of that category (governmental funds) or type (enterprise funds).
Operating Budget	A financial plan that represents proposed expenditures for a given period and estimates of revenue to finance them. Excludes expenditures for capital assets, such as capital improvements, equipment replacement, and facility repair.
Other Expenses	A category of recurring expenses other than salaries and capital equipment costs that are required for a department to function. Examples include office supplies, data processing charges, education and training, and contractual services.
Salaries and Benefits Expenses	A category of expenditures consisting primarily of the salaries, wages, and fringe benefits of employees.
Strategic Plan	An organizations' process for defining its direction and making decisions on allocating its resources to pursue a strategy.
Proposed Budget	The budget formally submitted by the City Manager to the City Council for its consideration.
Revenue	The yield from various sources of income, such as taxes and permits, that the City collects and receives into the treasury for public use.
Revenue Sharing	The process by which one unit of government levies revenue and shares it with another unit of government. In this case, Albemarle County shares some of its revenue with the City of Charlottesville.
Transfers to Other Funds	An allocation of appropriations used to reimburse a fund for expenses it incurred on behalf of the transferring fund or to record the transfer of revenue from one fund to assist in funding the operation of another. In the recipient fund, a matching amount is reflected in estimated revenues under the title of "Transfer From Other Funds".
Working Capital	Measure of an organization's short-term financial health, calculated as current assets minus current liabilities.

Acronyms

ADA	Americans with Disabilities Act – is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.
CACVB	Charlottesville Albemarle Convention and Visitors Bureau – a regional destination marketing organization funded by the City and the County.
CAFR	Comprehensive Annual Financial Report – includes the City's Financial Statements as of the date stated on the report.
CAT	Charlottesville Area Transit – provides fixed-route bus service Monday through Saturday from 6:00 a.m. to midnight throughout Charlottesville, and Sundays from 7:45 a.m. to 5:30 p.m.
CATEC	Charlottesville Albemarle Technical Education Center – is a jointly owned and operated facility of Charlottesville City and Albemarle County that provides technical education to high school students and adults.
CHS	Charlottesville High School – is the high school operated by the City of Charlottesville School System.
CIP	Capital Improvement Program - A plan for future capital expenditures which identifies each capital project, its anticipated start and completion, and the cost per year.
GAAP	Generally Accepted Accounting Principles – is the standard framework of guidelines for financial accounting. It includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.
GFOA	Government Finance Officers Association – is a professional organization that enhances and promotes the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.
GIS	Geographic Information System - a computer information system that integrates, stores, edits, analyzes, shares and displays geographic information for informing decision making.
HVAC	Heat Ventilation and Air Conditioning – for the City of Charlottesville the HVAC operation, a division of Public Works, provides, maintains, and repairs all heating, ventilation and air conditioning systems and equipment for City operated/owned facilities.
IT	Information Technology – refers to computer and telecommunications systems.

PEG	Public, Educational, or Governmental Use fees – are fees paid to the locality by the cable company to provide funding for television production equipment and services for the local public access, educational access, and the government television stations to produce their own shows and televise them to a mass audience.
PPTRA	Personal Property Tax Relief Act – The Personal Property Tax Relief Act of 1998 provides tax relief for passenger cars, motorcycles, and pickup or panel trucks having a registered gross weight of less than 7,501 pounds, owned by an individual and used less than 50% for business purposes. PPTRA revenue is received by the City from the State.
UVA	University of Virginia – is a public university that was founded by Thomas Jefferson in 1819.
VDOT	Virginia Department of Transportation – State agency responsible for building, maintaining, and operating the State's roads, bridges, and tunnels.



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