

To Be One Community Filled with Opportunity: FY 2016 Adopted Budget-in-Brief

ADOPTED



CITY OF CHARLOTTESVILLE, VIRGINIA

OPERATING AND CAPITAL IMPROVEMENT BUDGET

Fiscal Year 2015/16

STRATEGIC PLAN ORGANIZATIONAL VALUES

LEADERSHIP

EXCELLENCE

CREATIVITY

TRUST

RESPECT

OFFICE OF BUDGET AND PERFORMANCE MANAGEMENT
WWW.CHARLOTTESVILLE.ORG/BUDGET

www.charlottesville.org/budget

Major Budget Highlights

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Total General Fund Budget

\$156,391,435

3.75% increase over FY 15

Total Capital Program

\$15,870,887

Local Contribution to Schools

\$47,342,848

3.60% increase over FY 15

Increase in Meals Tax Rate

From 4% to 5% to pay for schools, public safety and capital infrastructure needs

Generates \$2,142,000 in new revenue

Real Estate Tax Rate

Remains at \$.95 per \$100 assessed value

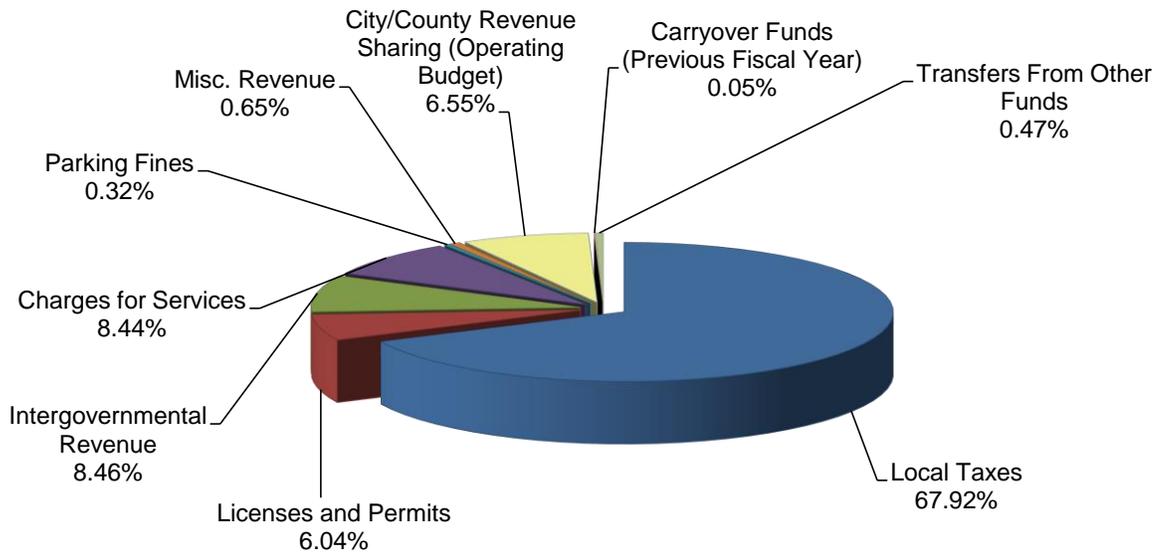
Highlights of the FY 2016 Adopted Budget

- ❖ This budget fully funds the City's Actuarial Retirement Contribution for the retirement fund and funds a projected 3% increase in the health care premium costs.
- ❖ Provides a 2% cost of living increase starting July 1, 2015, which is necessary in order to remain competitive in the region, at a cost of over \$824,000.
- ❖ Increases Parks and Recreation by \$120,667 to cover the cost of two months of landscape and turf maintenance at the recently opened McIntire Interchange and the City's portion of the John W. Warner Parkway, including areas north of Melbourne Rd. (adds one new Gardener); and continues the After School Meals Program once current grant funds expire at the end of FY 2015.
- ❖ Provides the first seven months of the City's share of the new firearms range operational cost, a total of \$44,898.
- ❖ Funds a new long term temporary Business Tax Auditor in the Commissioner of Revenue's Office to support expanded business delinquency collections, discovery, and enhanced auditing of existing accounts in the amount of \$53,673. After two years, this position's outcomes will be reviewed and possibly made regular full time depending on the results.
- ❖ Funds \$35,000 for a new long term temporary Preservation Planner position in Neighborhood Development Services to better address current needs as well as continue implementation of community preservation goals.
- ❖ The General Fund transfer to the Debt Service fund is increasing by \$553,000 based on the adopted capital improvement program.

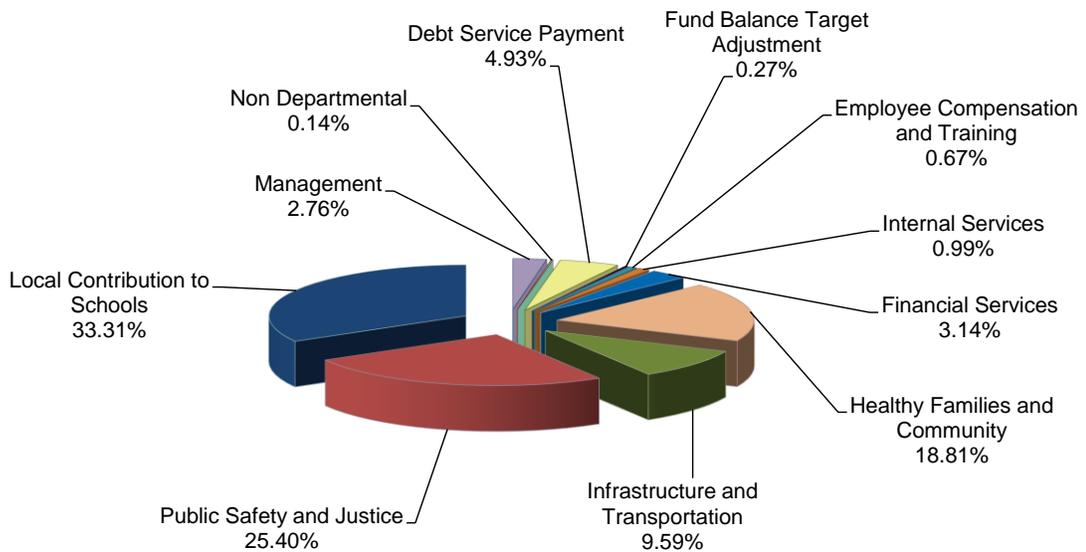
Budget Reductions and Savings

- ❖ City departments identified over \$268,000 in budget reductions.
- ❖ The City will suspend for one year new payments into the City's computer replacement fund, a savings of \$74,000.
- ❖ When the City renegotiated the residential recycling program contract, resulting in savings of over \$162,000.
- ❖ Estimates citywide vacancy savings in the amount of \$250,000.

General Fund Revenues (% of Operating Budget)



General Fund Expenditures (% of Operating Budget)



Charlottesville Strategic Plan

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VISION

To be one community
filled with opportunity

MISSION

To provide services and
facilities that promote
an excellent quality of
life for everyone in our
community

VALUES

Leadership
Trust
Creativity
Respect
Excellence

Strategic Plan and the Budget

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

As the next logical step, in June 2014, City Council adopted a formal **three year (FY 15 – 17) strategic plan** after many months of hard work from numerous City staff, department heads and feedback from City Council throughout the entire process. The strategic plan incorporated over 60 city reports and documents into a citywide vision, mission, five organizational values, five citywide goals, 3 to 5 objectives under each goal, and over 60 strategic initiatives which represent the action items of the plan. The strategic plan is now being implemented using teams of city staff and guidance from City Council.

The next phases include finalizing initiative reports which report on progress of the strategic plan, creating a reporting mechanism (ClearPoint and others) that includes updates and performance measures, intermediate and outcomes, and aligning department scorecards with the strategic plan.

The FY 2016 Proposed Budget starts to illustrate the alignment between the allocation of resources and the strategic plan goals, objectives and initiatives. 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. A key at the bottom of each functional area's first page informs the reader on how to interpret these icons as to which goal they represent.

This Budget In Brief document starts to illustrate the results aspect of how funds are being spent with the goals of the strategic plan. The next several pages highlight each goal and objective and where results are being demonstrated.

For more information on the City's Strategic Plan,
visit www.charlottesville.org/strategicplan

Strategic Plan Goal 1

Enhance the Self-Sufficiency of Our Residents



Results (2014):

Promote education and training

- 89% four year graduation rate
- 86% of kindergarteners ready to read
- 164 youth completed Community Attention Youth Internship
- 12 Growing Opportunity (GO) Driver training program graduates and 11 now employed by Charlottesville Area Transit

Reduce employment barriers

- 385 GO Ride Bus Passes Distributed
- 60 jobs obtained by those receiving GO Ride bus passes
- 8 people completed PluggedInVA
- 7 of 11 who completed VIEW training are employed

Increase affordable housing options

- 140 homeless people obtained permanent and/or positive housing
- 61 new affordable housing units

Improve college/ career readiness of students

- 65% of 2012 CHS graduates enrolled in college
- 89% of career and technical education students passed credentialing tests

Our Partners:

- ❖ 25% of Literacy Volunteers students advance one level
- ❖ 86% of mortgage ready PHA clients received down payment assistance
- ❖ 100% of AHIP clients remained housed
- ❖ Program participants attend college (City of Promise-86%; CALM STRIVE-83%; MACAA Project Discovery-83%; Computers4Kids-78%)

New Budget Initiative:

1.5 Improve college/career readiness of students

Identify and implement strategies to promote cradle to college supports for children

The FY 2016 Adopted Budget fully supports the City of Promise Director's position which for four years, was supported through grant funds. Those grants will expire at the end of FY 2015 and the City's funding for this position will be shown in the General Fund transfer to the Human Services fund where this program is housed. The City of Promise is an 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.

Objectives



1.1 Promote education and training

1.2 Reduce employment barriers

1.3 Increase affordable housing options

1.4 Enhance financial health

1.5 Improve college/ career readiness of students

City Departments: City Manager's Office, Economic Development, Human Services, Neighborhood Development Services, Social Services, Commissioner of Revenue; **External Partners:** TJACH, City of Promise, Piedmont Housing Alliance, Computers4Kids, Big Brother/Big Sisters, Boys and Girls Club, MACAA, AHIP, Literacy Volunteers, Housing Authority, Charlottesville City Schools



Strategic Plan Goal 2

Be a Safe, Equitable, Thriving and Beautiful Community

Results (2014):

Provide an effective and equitable public safety system

- 96% of residents feel safe in their neighborhoods
- 96% of residents rate fire services favorably

Consider health in all policies and programs

- City employees #1 in Move to Health participation
- 84% of residents favorably rated health and wellness opportunities

Provide reliable and high quality infrastructure

- 63% of residents favorably rate the overall built environment
- 75% of residents favorably rate public places

Ensure families and individuals are safe and stable

- 72% of children in foster care are discharged from foster care to permanent homes

Provide natural and historic resources stewardship

- 86% of residents favorably rate overall natural environment
- 85% of residents favorably rate air quality
- Fry's Springs historic designation approved by the state

Our Partners:

- ❖ 98-99% of child victims at Piedmont CASA and Foothills Child Advocacy Center did not have further maltreatment after one year
- ❖ 100% of SARA mental health clients had reduced trauma symptoms

New Budget Initiatives:

2.1: Provide an effective and equitable public safety system Address the needs of the growing community by increasing the number of City Police Officers. The FY 2016 Adopted Budget includes \$481K to continue funding eight new Police Officers that were approved during FY 15 as "over hires" in order to ensure that positions were filled while new officers completed their academy service and necessary training. Since that request, a proposal has been made to keep these new officers permanent, which this budget proposes, and to phase in additional police officers in future years.

Fill the gap left in rescue squad services provided to the City of Charlottesville
In 2015 the City of Charlottesville and the Charlottesville-Albemarle Requests Squad (CARS) entered into an agreement that includes the funding by CARS of two EMS Medic positions at a cost of \$130,000.

Objectives
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2.1 Provide an effective and equitable public safety system

2.2 Consider health in all policies and programs

2.3 Provide reliable and high quality infrastructure

2.4 Ensure families and individuals are safe and stable

2.5 Provide natural and historic resources stewardship

2.6 Engage in robust and context sensitive urban planning

City Departments: City Managers Office, Social Services, Human Resources, Human Services, Neighborhood Development Services, Public Works, Parks and Recreation, Police, Fire; **External Partners:** Health Department, Boys and Girls Clubs, Building Bridges, Charlottesville Free Clinic, Ready Kids Counseling, Albemarle Housing Improvement Program, Home Visiting Collaborative, Foothills Child Advocacy Center Legal Aid, Piedmont CASA, Ready Kids, Shelter for Help in Emergency, SARA

Strategic Plan Goal 3

Have a Strong, Diversified Economy

Results (2014):

Develop a quality workforce

- 12 individuals completed GO Driver; 11 completed Ladies of Success; 8 completed PluggedInVA
- 800 visitors to Downtown Job Center
- 385 GO Ride Bus Passes Distributed
- 41% of residents favorably rate employment opportunities
- 82% of City of Charlottesville employees rate the City as a favorable place to work (2012 survey)

Attract and cultivate a variety of new businesses

- 7.5% increase in businesses
- 4 new employers enrolled in Virginia Jobs Investment Match, which will produce 339 new jobs

Grow and retain viable businesses

- 17% increase in business visitations
- 29 businesses served through Advancing Charlottesville Entrepreneurs (ACE) Program in 2014
- 10 business workshops with over 500 attendees in 2014

Promote diverse cultural tourism

- 1,559 tourism media stories resulting from media releases & journalist visits
- 28 group events (conventions, etc.) hosted locally
- 84% of residents favorably rate cultural/arts, music activities

Our Partners:

- ❖ 14 new microbusinesses owned entrepreneurs-Community Investment Collaborative
- ❖ The Central Virginia Partnership for Economic Development (CVPED) identified 2 new businesses
- ❖ 10 expanded sustained microbusinesses owned by entrepreneurs-Community Investment Collaborative (CIC)
- ❖ 48% increase in student participation; 100% teacher satisfaction- Ash Lawn Opera
- ❖ \$757,006 in direct sales; 25,000 attendees- Look 3 Festival of the Photograph
- ❖ \$245,000 direct sales; 6,000 attendees- First Night Virginia
- ❖ 25% of attendees from out of state- Virginia Book Festival
- ❖ \$1,400,000 local revenues; 5,950 non-local attendees- Virginia Film Festival



Objectives



3.1 Develop a quality workforce

3.2 Attract and cultivate a variety of new businesses

3.3 Grow and retain viable businesses

3.4 Promote diverse cultural tourism

City Departments: Economic Development, Neighborhood Development Services; **External Partners:** CVPED, CIC, Ash Lawn Opera, Look3 Festival of Photograph, First Night Virginia, Virginia Book Festival, Virginia Film Festival, Small Business Development Center, Coming Home to Work, Jefferson Madison Regional Library, Charlottesville-Albemarle Convention and Visitor's Bureau



Strategic Plan Goal 4

Be a Well-Managed and Successful Organization

Results (2014):

Align resources with City's strategic plan

- FY16 Budget process and documents reflect and align with strategic goals and initiatives
- Outside and nonprofit agency applicants for City funding aligned requests with strategic plan
- City departments are aligning strategic areas within their department and linking back to the strategic plan

Maintain strong fiscal policies

- The City maintains its AAA bond rating
- 65% of residents favorably rate the City's overall economic health
- 62% of residents favorably rate value of services for taxes paid

Recruit and cultivate quality employees

- 2012 employee survey completed with 44% return rate
- 76% of residents favorably rate customer service by City employees

Continue strategic management efforts

- 77% of residents favorably rate services provided by the City
- 60% of residents favorably rate the City's overall direction
- Overall resident satisfaction with the City remains at the same high level in 2014 as in 2012

Objectives



4.1 Align resources with City's strategic plan

4.2 Maintain strong fiscal policies

4.3 Recruit and cultivate quality employees

4.4 Continue strategic management efforts

City Departments: City Council, City Manager's Office, Office of Management and Budget, Finance Department, Human Resources, All Other City Departments



Strategic Plan Goal 5

Foster Strong Connections

Results (2014)

Respect and nourish diversity:

- 48% of residents favorably rate the City’s “treating all residents fairly”
- 61% of residents favorably rate the City’s “openness and acceptance”

Build collaborative partnerships

- 800 visitors to Downtown Job Center
- 12 Growing Opportunity (GO) Driver training program graduates and 11 now employed by Charlottesville Area Transit
- 70 employers and 1,500 job seekers attended the 2014 Charlottesville Community Job Fair, which is sponsored by 10 community agencies/organizations

Promote community engagement

- 84% of residents favorably rate the City’s availability of cultural, arts and music activities
- 85% of residents favorably rate the City’s opportunities to volunteer
- 66% of residents favorably rate the City’s welcoming citizen involvement
- 65% of residents attended a City-sponsored event
- 22% residents attended a local public meeting

Our Partners

- ❖ 10 black youth matched with mentors through Young Lions initiative
- ❖ 91% of children served by the Home Visiting Collaborative were developing typically for their age
- ❖ 140 of people served by the Thomas Jefferson Area Coalition for the Homeless were housed.

New Budget Initiative:

5.3: Promote community engagement

Evaluate community engagement tools and development recommendations for improving effectiveness

Included in the adopted budget is \$15,000 allocated towards the City’s engagement opportunities, such as Our Town Meetings, engagement work sessions and others as the City’s overall strategy is finalized and implemented.

Objectives
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5.1 Respect and nourish diversity

5.2 Build collaborative partnerships

5.3 Promote community engagement

City Departments: City Manager’s Office, Economic Development, Human Services, Office of Human Rights, Charlottesville Albemarle Convention and Visitor’s Bureau, Office of Communications; **External Partners:** TJACH, City of Promise, Home Visiting Collaborative, Virginia Film Festival, Festival of the Book, Paramount Theater, Housing Authority, Charlottesville City Schools, Jefferson Madison Regional Library

FY 2016 Capital Improvement Program Highlights

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Revenue

- ❖ \$4,750,000 General Fund contribution
- ❖ \$47,500 in PEG Fee revenue
- ❖ \$147,500 contribution from Albemarle County for shared projects
- ❖ \$200,000 contribution from the City Schools for the small cap program
- ❖ \$10,725,887 in CY 2016 bonds

...for total FY 2016 Revenue of **\$15.87 million**

Expenditures

- ❖ \$1,720,491 for City School Facilities
- ❖ \$1,345,491 for City Facilities
- ❖ \$3,854,692 for Transportation and Access
- ❖ \$3,149,921 for Parks and Recreation
- ❖ \$3,483,470 for Public Safety and Justice
- ❖ \$150,000 for Economic Development Strategic Initiatives
- ❖ \$125,000 for Neighborhood and Citywide Stormwater Initiatives
- ❖ \$47,500 for Technology Infrastructure
- ❖ \$1,569,322 for the Charlottesville Affordable Housing Fund
- ❖ \$425,000 for Other Governmental Commitments

...for total FY 2016 Expenditures of **\$15.87 million**

Over \$2.9M in capital projects directly align with a Strategic Plan initiative.



FY 2016 Capital Budget Expenditures

