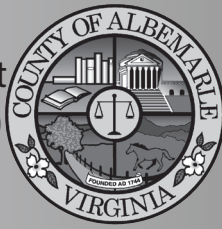


Adopted Budget
FY 2020



ALBEMARLE

INVESTING IN 21ST CENTURY INFRASTRUCTURE
TO FURTHER OUR VISION

TABLE OF CONTENTS

Acknowledgements	iv
Budget Message	1
Budget Overview	4
Strategic Plan	7
Community Profile	11
Organization Chart	15
Budget Process and Policies	17
Fund Structure	20
Basis of Budgeting & Accounting	21
Financial Management Policies	23
Budget Calendar	28
Budget Summary	29
Total County Revenues & Expenditures	30
General Fund Revenues & Expenditures	32
School Fund Revenues & Expenditures	34
Capital Budget Revenues & Expenditures	36
Consolidated Fund Statement	38
Comparative Expenditures	39
Consumer Price Index Trends	40
Five-Year Fiscal Plan	41
General Fund Revenues	45
Revenue Overview	46
Local Revenues	47
State Revenues	54
Federal Revenues	56
Transfers	57
Use of General Fund Fund Balance	58
Other Fund Revenues	59
General Fund Expenditures	61
Expenditures by Type	65
Cultural Agency Review Process	66
Agency Budget Review Team Process	67
General Government Position Summary	68
Summary of General Government Position Changes	69
Position Trends	70
Administration Functional Area	71
Board of Supervisors	73
Executive Leadership	75
Department of Human Resources	78
County Attorney	80
Department of Finance	82
Department of Information Technology	85
Department of Voter Registration and Elections	88
CONTINUED ON NEXT PAGE	

TABLE OF CONTENTS CONTINUED

Judicial Functional Area	91
Clerk of the Circuit Court	93
Commonwealth's Attorney	95
Office of the Sheriff	97
Courts	99
Judicial Contributions	101
Public Safety Functional Area	103
Police Department	105
Fire Rescue Services	108
Inspections & Building Codes	113
Public Safety Contributions	115
Public Works Functional Area	117
Facilities and Environmental Services	119
Facilities Planning and Construction Division	123
Rivanna Solid Waste Authority	125
Health and Welfare Functional Area	127
Department of Social Services	129
Bright Stars Program	134
Children's Services Act Program	136
Health and Welfare Contributions	137
Parks, Recreation, & Culture Functional Area	143
Parks and Recreation Department	145
Darden Towe Park	148
Jefferson Madison Regional Library	149
Recreation and Cultural Agency Contributions	150
Community Development Functional Area	153
Community Development Department	155
Economic Development Services	159
Transit Agency Contributions	162
Other Community Development Agency Contributions	164
Non-Departmental	167
Revenue Sharing	168
Transfers	171
Other Uses of Funds	177
Unbudgeted Fund Balances and Reserves	179
Other Funds	181
Computer Maintenance and Replacement Fund	183
Albemarle Broadband Authority Fund	183
Commonwealth Attorney Commission Fund	184
Victim-Witness Grant	185
Problem Oriented Policing Grant	185
Regional Firearms Training Center - Operations	186
Regional Firearms Training Center - Capital	186
Fire Rescue Services Fund (Discontinued)	187
Criminal Justice Grant	187
Water Resources Fund	188
Courthouse Maintenance Fund	189
Old Crozet School Fund	189
Vehicle Replacement Fund	190

CONTINUED ON NEXT PAGE

TABLE OF CONTENTS CONTINUED

Other Funds Continued	
Martha Jefferson Health Grant	191
Housing Assistance Fund	191
General Fund School Reserve Fund	192
Charlottesville Albemarle Convention and Visitors Bureau (CACVB) Fund	193
Tourism Fund	193
Proffer Funds	194
Economic Development Authority	195
Economic Development Fund	196
Housing Fund	197
Education	199
Capital Improvement Program	201
Capital Budget	203
Capital Improvement Plan	204
CIP Expenditure Summary	205
CIP Revenues	207
CIP Expenditures	209
Financial Policies for the CIP and Associated Debt Service	210
Revenue Summary of Funding CIP and Associated Debt Service	211
Asset Maintenance and Replacement	212
Multi-Year Net Operating Impacts	213
Multi-Year CIP Project Summaries	214
Process for Preparing Capital Improvement Program	232
Proffer Attachments	239
Debt Management	241
Debt Service Funds	243
Long-Term Debt Obligations	246
Amortization Schedule	248
Glossary	253

ACKNOWLEDGEMENTS

As with many of the programs of the County of Albemarle, the development of the budget is a team effort. The County Executive's Office and Office of Management and Budget develops the budget with the assistance of many other individuals. This acknowledgement identifies those key individuals who shared in the development of this budget; many others who assisted are not individually identified.

Albemarle County Regional Jail (ACRJ)	Col. Martin Kumer; Jeffrey A. Brill; Steve Carter; Lt. Cheryl Sandridge, Todd Rowland
Blue Ridge Juvenile Detention Center (BRJDC)	Jodi L. Dillow; Cathy Roessler
Board of Supervisors	Travis O. Morris; Claudette Borgersen
Circuit Court	Denise M. Hodges
Clerk to the Circuit Court	The Honorable Jon R. Zug
Commonwealth's Attorney	The Honorable Robert N. Tracci
Community Development	Mark B. Graham; Amelia G. McCulley; Andrew Gast-Bray; David B. Benish; Frank Pohl; Ana D. Kilmer; Kenneth C. "Tex" Weaver, Ron White
County Attorney	Greg Kamptner; Marsha A. Davis
Economic Development Office	Roger Johnson; Johnathan Newberry
Executive Leadership	Jeff B. Richardson; Doug C. Walker; Trevor Henry; Sirena M. Goode; Louise J. Wyatt; Emily Kilroy; Cheryl Skeen; Siri Russell; Kristy Shifflett; Pete Shipman; Madeline Curott
Emergency Communications Center	Barry Neulen; Jill N. Preddy; Crystal Fitzgerald; Gerald Smith; Gabe Elias
Facilities and Environmental Services	Lance Stewart; Michael Freitas; Gregory M. Harper; Blake Abplanalp; Andy Lowe; Gerald Shatz; Charlie Herndon; Daniel Fowley; James Butler; Dahris Garcia
Finance Department	Bill Letteri; Steven A. Allshouse; Lisa L. Breeden; Valoree Smith; Rocio Lamb; Peter J. Lynch; Allison McNally
Fire Rescue Department	Chief Dan Eggleston; John P. Oprandy; David Puckett; Howard Lagomarsino; M. Scott Lambert; Alyssa Mezzoni; Fire and EMS Board
General District Court	Crystal Byers
Human Resources	Lorna E. Gerome; Kimberly P. Branham
Information Technology	Michael J. Culp; David J. Burnett; Jonathan W. Wells; Michele E. Carter
Office of Management & Budget	Lori S. Allshouse; Laura F. Vinzant; R. Andrew Bowman; Tia Mitchell; Holly Bittle; Heather H. Taylor
Parks & Recreation	Robert W. Crickenberger; Amy E. Smith; Tonia Y. Patton; Timothy L. Hughes; Matthew H. Smith
Police	Chief Ron Lantz; Major Greg Jenkins; Nicole Marshall; Chad Felts

ACKNOWLEDGEMENTS

(CONTINUED)

Registrar	Richard J. Washburne; Clarice B. Schermerhorn; Lauren E. Eddy
Sheriff	The Honorable J. E. "Chip" Harding; Chan Bryant
Social Services	Phyllis C. Savides; Kevin J. Wasilewski; Velida Tyree; Tammy Critzer



Budget Message

• • • • • • • • • • • •



BUDGET MESSAGE

Investments in 21st Century Infrastructure to Further our Vision

The Honorable Members of the Board of Supervisors
County of Albemarle
401 McIntire Road
Charlottesville, Virginia 22902

Dear Honorable Members of the Board of Supervisors of Albemarle County:

I am pleased to present to you and the citizens of Albemarle County the Adopted Fiscal Year 2020 Budget. Albemarle County has an ambitious vision statement that is both grounded in history and aspirational. It is anchored by an exceptional public education system and a thriving economy, and rooted in protecting our environment, which provides the backdrop of our community. Albemarle 2020 aims to further our vision, by making investments in 21st century infrastructure – not the gray pipes and smokestacks of the 20th century, but the system of resources needed to support our community in the days ahead – broadband, bike paths, modern learning environments, and an entrepreneurial ecosystem. This budget also supports the Board's policy decisions of 2019 and makes investments in our foundation – government service – to support our organization's core so that we can deliver 21st century services aligned with our community's needs.

The FY 2020 combined capital and operating budget totals \$457,022,621. This budget is balanced on a real property tax rate of \$0.854 per \$100 assessed value, an increase of \$0.015 over Calendar Year 2018's¹(CY 18) tax rate. The increase will be dedicated to the capital program. In 2016, the voters of Albemarle County voted overwhelmingly to approve a bond referendum to fund the expansion of Woodbrook Elementary School and the modernization and security enhancement of schools throughout our exceptional public school system, for a total estimated cost of \$35 million. At the time, it was expected that a tax rate increase may be needed beginning in CY 17 to pay the debt service, equity and operating costs associated with the referendum. Due to higher-than-expected local revenue growth in 2017 and 2018, that tax rate increase was able to be deferred. This year, despite continued strength of local revenues, the real property tax rate is increasing to both assist with supporting the costs associated with the 2016 bond referendum, and to position the County to advance the Capital Improvement Program.

Commitment to Long-Range Planning

The Board of Supervisors adopted the FY 20 – 22 Strategic Plan, which will begin implementation alongside this budget. The Board's strategic plan guides the County's work plans and resource allocations. The nine priority areas for FY 20 – 22, listed below, have guided the development of this budget.

- Climate Action Planning
- Outdoor Recreational Parks and Amenities
- Economic Development Program
- School Space Needs
- Infrastructure Planning
- Aging Urban Neighborhood Revitalization
- Court Complex Expansion/Upgrade
- Rio29 Area Redevelopment
- Broadband Expansion

¹ For real estate tax purposes, the tax rate applies to a calendar year (January to December). The County's Fiscal Year is from July 1 – June 30.

The County's dedication to long range financial planning implemented in coordination with the School Division has been a valuable tool for taking a long-term look at the County's revenue and expenditure picture and in providing a helpful framework for decision making on major financial issues. It is bolstered by the County's financial management practices, demonstrated by the County's AAA bond rating by the three leading bond rating agencies, Fitch, Moody's, and S&P. Long range financial planning in advance of this budget identified that the cumulative resources needed to address community and Board aspirations, growing citizen expectations, and service obligations created by population growth are outpacing revenue growth.

With the continued acknowledgment of economic uncertainty at the state, national, and international levels by proposing responsible strategies that helped buffer the County from potential economic turbulence, we set a financial course for Albemarle County to advance strategic priorities, maximize transformation, sustain a quality organization, make strategic investments and, as always, meet our mandates and obligations.

The FY 20 Adopted Budget is the culmination of these strategic and financial planning processes. The decision framework for this budget was informed by the Board's adopted FY 20 - 22 Strategic Plan and reflects our priority-driven budgeting efforts. Additionally, direction from the Board of Supervisors on the Capital Improvement Program are addressed in this budget. This budget simultaneously acknowledges our strong local economy and the growing needs of our capital program to achieve the vision that our community has for our shared future.

Fiscal Drivers

FY 20 is anticipated to continue strong growth in local revenues. In FY 20, Albemarle County is projected to see increases in real estate (+\$11.5 million, an increase of 7.5% over the prior year) due to rising assessments, new construction, and the impact of the increase in the real estate tax rate; in local personal property (+\$2.0 million, an increase of 7.4%); in business-driven sources (+\$0.71 million, an increase of 4.9%); and in consumer-driven sources (+\$1.30 million, an increase of 4.8%). In addition, Albemarle County will see savings or stabilization in three key areas – the Children's Services Act, which will decrease by 15.9%, due to investments in the Department of Social Services; the County's health care fund, which has stabilized due to enhanced fund management; and a decrease in the Revenue Sharing payment to the City of Charlottesville, by 9.5%, per the formula.

Guiding Framework

This budget is grounded in Albemarle County's vision and directs resources to reinforce the foundation of the organization – government service. Below is a breakdown of how these goal areas are supported in the budget.

Exceptional Education

The pursuit of education and learning is a cornerstone of our community and Albemarle County values and supports education in its many varied forms. This budget emphasizes our commitment to providing learning and training opportunities for people of all ages and backgrounds and delivers the support that our quality K-12 system needs to position itself to meet the needs of all of its students, in a 21st century learning environment. This budget supports the operational needs articulated by the School Division and provides capital support for the second High School Center and school maintenance and modernization projects.

Thriving Economy

A thriving economy is built on partnerships – local, state, federal, and public/private. Albemarle County has made strategic investments of both time and dollars in partnerships this year that have supported access to broadband in underserved rural areas, spurred revitalization in an aging industrial center, and facilitated local employers to grow their company and their workforce, here in Albemarle. This budget supports our thriving economy by continuing to support partnerships and by investing in the infrastructure that creates a vibrant community – affordable housing, equity, broadband, transportation alternatives, planning, and public works.

Protected & Accessible Environment

Albemarle County has organized the pattern of development to protect the natural environment. This budget provides funding to enhance access to new and existing natural areas, as well as supporting more global environmental priorities, including continuing our efforts in climate action planning and solid waste management.

Quality Government Service

This budget prioritizes investments in public safety and welfare. It invests in ensuring our business processes are optimized for the 21st century – including integrating the project management discipline into complex projects, providing robust workforce training, enhancing leadership depth, centralizing technology procurement and deployment, and maintaining a competitive position in our employment market.

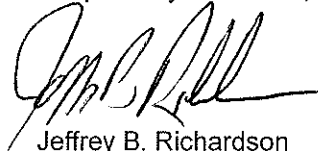
In addition, this budget provides support to the broader community with funding for partner agencies that support public safety, education, health and welfare, and cultural offerings. Partners include the Rivanna Solid Waste Authority, Regional Transit Partnership, Jefferson-Madison Regional Library, and our regional Emergency Communications Center. This budget recognizes that, through cooperative partnership, we achieve common goals that benefit the entire community.

In Closing

Albemarle County's vision is an ambitious one – exceptional education, thriving economy, protected and accessible environment – all of which are emblematic of what helps Albemarle County enjoy national acclaim as a top community in which to live. Education is critically important to advance in life. This budget prioritizes public education, and also shares our limited financial resources in a balanced way to support our local economy, enhance our environment, and continue to invest in County operations as a foundational piece of our continued success. We cannot afford to ignore any of these areas – they're all interconnected. One cannot be elevated without the others.

I want to thank the dedicated and hard working County staff for putting in countless hours to help create this budget, which will make progress in all of your Strategic Plan goal areas. I also want to thank the Board of Supervisors for modeling a level of commitment to the citizens of Albemarle County that is frankly inspiring to watch, as you each serve your districts, while committing your time and talent to represent the citizens you serve.

Respectfully submitted,



Jeffrey B. Richardson
County Executive

FY 20 ADOPTED BUDGET OVERVIEW:

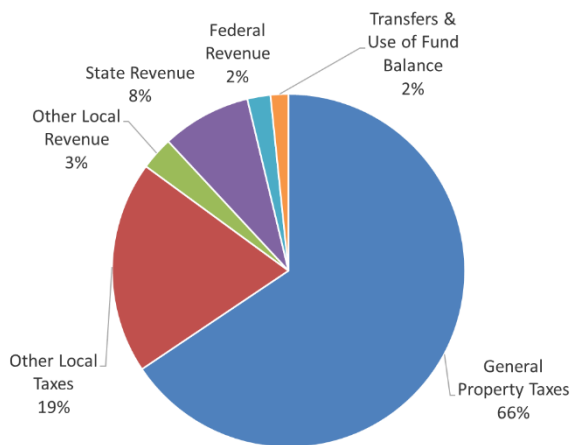
Total (All Funds) Summary:

The County's Total (All Funds) Adopted Fiscal Year 2020 combined operating and capital budget totals \$457,022,621. The Total Budget is balanced on a tax rate of 85.4 cents per \$100 of assessed value, which includes an increase of 1.5 cents over the calendar year 2018 rate that is dedicated to the capital program. The Total Budget is mostly comprised of three major funds: the General Fund Budget, the School Division Budget, and the Capital Budget. It also includes special revenue funds, the debt service fund, and other funds.

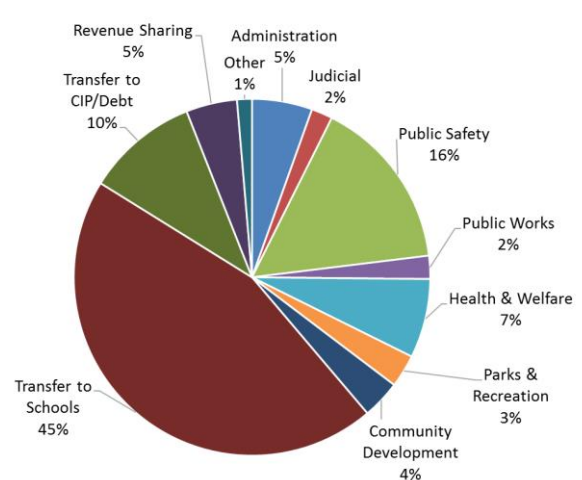
A Closer Look at the General Fund:

The General Fund Budget is where the majority of County revenues, including local tax revenues, are received.

FY 20 General Fund Revenues
\$306,786,687



FY 20 General Fund Expenditures
\$306,786,687

**General Fund Revenues:**

The overall increase in General Fund revenues is \$15.1 million, or 5.2%, when compared to the FY 19 Adopted General Fund Budget. This net change is due to the following:

- Property tax revenues, which include taxes such as real estate and personal property, are anticipated to *increase* by \$13.5 million or 7.2%. This is primarily due to an \$11.5 million, or 7.5% increase in real estate tax revenues;
- Other local tax revenues, including sales and food and beverage taxes, are projected to increase \$1.2 million, or 2.1%;
- State revenues are projected to increase by \$0.6 million, or 2.3%;
- Federal revenues are projected to increase by \$0.5 million, or 7.5%;
- Use of Fund Balance is projected to decrease by \$0.8 million, or 31.6%.

General Fund Expenditures:

General Fund expenditures are a net increase of \$15.1 million, or 5.2%. General Fund expenditures include the local transfer to the School Division, local transfers for Capital and Debt expenses, general government operations, and the revenue sharing payment to the City of Charlottesville.

The spending priorities included in the General Fund and Capital budgets are guided by the established FY 20 budget development goals as follows. Additional information on the School Board's Budget is provided in a separate document published by the School Division.

Exceptional Education

This budget represents an increase in local dollars to support the School Division. The local transfer from the General Fund to School operations increases \$6.9 million, or 5.2% from last year's approved budget. The local transfer from the General Fund to the School Division's debt service increases \$1.8 million over last year's approved budget. In addition, each year, the General Government provides an estimated \$2 million in in-kind support to the School Division. The School Board's Adopted Budget totals \$195.5 million.

Funding is also included for the following capital projects:

- High School Center #2 (formerly Center #1) starting in FY 20 - \$30.2 million (\$4.9 million for Design and Land Acquisition was approved in FY 19)
- Provides funding in FY 20 for the Western Albemarle High School ADA Improvements and Softball Field Restroom Facility - \$529,000

Thriving Economy

- Support for economic development projects – additional \$3.2 million in FY 19
- Support for the Economic Development Strategic Plan - \$176,530
- Increased support for transit agencies, including new support for the Regional Transit Partnership and a JAUNT Crozet route - \$184,883
- Planning and conceptual design: Northtown Trail segments and Old Lynchburg Road and Tabor Street sidewalks
- Provides \$2.0 million in the Capital budget for the Transportation Leveraging Program in FY 20
- Support for broadband access – additional \$800,000 in FY 19
- Support for affordable housing initiatives – additional \$700,000 in FY 19
- Establishment of the Office of Equity and Inclusion – \$56,970
- Continuing planning efforts such as Rio29 Form-Based Code, area master planning, and an additional \$30,000 for the Charlotte Humphris Park master plan

Protected & Accessible Environment

Outdoor Recreational Parks and Amenities

- Construction in FY 20
 - Darden Towe Athletic Field Improvements - \$2.9 million, including the City of Charlottesville's share
- Planning and conceptual design in FY 20
 - Biscuit Run Park, Phase 1A - \$2.2 million
 - Rivanna Reservoir boat launch - \$1.2 million
 - Buck Island Creek Park - \$706,710
- Begin implementation of Community Recreation Needs Assessment recommendations - \$166,916

Environmental Protection

- Continued funding to support climate action planning
- Operating and capital funding to support the Rivanna Solid Waste Authority - \$362,160 operating increase
- Support for the Albemarle Conservation Assistance Program (Community Development Department), a bridge year for Water Resources in the capital budget, and park water testing - \$275,571
- Provides \$500,000 in the Capital budget for the Acquisition of Conservation Easements (ACE) program in FY 20.

Quality Government Service

Support Existing Workforce and Service Delivery

- Market salary adjustment of 2.3% for employees and 0.7% pay-for-performance pool (general government portion) - \$1.65 million
- Increased support for Business Process Optimization efforts such as project management, data architecture and reporting, and workforce training - \$278,323
- Support for financial, data, grants management, and performance functions - \$427,612

Public Safety and Welfare

- Full-year implementation of the Public Safety Pay Plan - \$0.9 million
- Staffing for the Clerk of the Circuit Court, Police Department, and Sheriff - \$506,728
- Increased support for the Emergency Communications Center (ECC) - \$482,399
- Increased staffing for the Department of Social Services - \$257,644
- Increased support for volunteer fire and rescue stations - \$243,934
- County Office Building (COB) McIntire ambassador and security - \$125,000
- Zoning Compliance staffing - \$85,362



Strategic Plan

• • • • • • • • • • • •

PRIORITIZED FY20-22 STRATEGIC PLAN

The County's strategic planning is guided by a vision, mission and values that serve as the foundation for specific goals and objectives.

VISION

Albemarle County envisions a community with...

- Abundant natural, historic, and scenic resources
 - Healthy ecosystems
 - Active and vibrant development areas
 - A physical environment that supports healthy lifestyles
 - A thriving economy, and
 - Exceptional educational opportunity
- ...for present and future generations.

MISSION

To enhance the well-being and quality of life for all citizens through the provision of the highest level of public service consistent with the prudent use of public funds.

CORE VALUES

• Integrity

We value our customers and co-workers by always providing honest and fair treatment.

• Innovation

We embrace creativity and positive change.

• Stewardship

We honor our role as stewards of the public trust by managing our natural, human and financial resources respectfully and responsibly.

• Learning

We encourage and support lifelong learning and personal and professional growth

Strategic planning is used to set priorities and focus energy and resources to move organizations towards their vision. Albemarle County has used strategic planning for many years to inform policy development and financial decision-making and achieve the community desires and values articulated in the County's Comprehensive Plan.

As the County structured the FY20-22 Strategic Plan, it sought to keep the intent of previous priorities advancing from planning to implementation, while retiring accomplishments achieved, and addressing new initiatives. The Board of Supervisors prioritized the current plan in the fall of 2018 as illustrated below.

JULY / AUGUST

County staff proposes adjusted language and milestones and suggests additional initiatives based on Board interest and community needs.

SEPTEMBER

Board of Supervisors holds work session to prioritize proposed initiatives.

OCTOBER

Board of Supervisors reviews draft strategic plan

NOVEMBER

Board of Supervisors adopts strategic plan



PRIORITIZED FY20-22 STRATEGIC PLAN

1

CLIMATE ACTION PLANNING

Develop/implement phase one of the Climate Action plan to include high level goals & strategies focused around climate protection & resiliency to locally address climate change. Through budget process, develop recommendations for near-term implementation plans following adoption of the phase one climate action plan.

2

CONTINUE TO EXPAND & PROMOTE THE COUNTY'S OUTDOOR RECREATIONAL PARKS & AMENITIES

Complete rezoning for Biscuit Run Park & provide access to trails & greenways.

Implement quality of life projects identified by the Parks & Recreation needs assessment.

3

DEVELOP AN ECONOMIC DEVELOPMENT PROGRAM

The Economic Development program, ENABLE, will implement strategies that create an economy driven by business, industry, & institutions in a way that complements growth management reliant upon cross-functional internal teams & external partnerships.

4

SCHOOL SPACE NEEDS

Establish & implement strategic direction including appropriate public engagement, for school space needs (e.g., preschool, school capacity, modernization of facilities).

5

INFRASTRUCTURE PLANNING

Determine desired levels of service for water resource protection programs based on drainage infrastructure video assessment & pilot watershed restoration program development; & recommend continuing resource requirements to fully implement those programs at varying service levels.

PRIORITIZED FY20-22 STRATEGIC PLAN

6

REVITALIZE AGING URBAN NEIGHBORHOODS

Implement improvement actions developed from neighborhood inventory data to address neighborhood level needs.

Apply the county's Transportation Project Prioritization Process to plan, identify funding, & implement bicycle, pedestrian, & transit infrastructure improvements within & serving our Aging Urban Neighborhoods.

Continue the partnership with Habitat for Humanity using the Team Approach with a focus on quality community & non-displacement & until the completion of the build out for Phase 1 of Southwood.

7

EXPAND & UPGRADE THE GENERAL DISTRICT COURT & CIRCUIT COURT

With established location decision & completed design, start the construction phase by Dec 2020 to expand the General District Court.

8

REDEVELOP RIO/ROUTE 29 INTERSECTION AREA

Present draft ordinance to implement Rio29 vision & encourage by-right implementation of desired urban land use form by Dec 2019.

Leverage existing & planned public investment to enhance place making in Rio/Route 29 by Jan 2021.

EDO will develop processes, policies, &/or resources to attract private capital to fulfill the small area plan vision by June 2022.

9

EXPAND BROADBAND

Establish & implement strategic direction to expand broadband affordable access to underserved, rural communities.

Strategic Plan Implementation – A County Wide Effort

All County departments contribute to the implementation of our FY 20-22 Strategic Plan. The following matrix provides an overview of the long-term strategic goals on which each department is focusing.

Long-term Strategic Plan Goals	Citizen Engagement	Infrastructure	Development Areas	Economic Prosperity	Educational Opportunities	Natural Resources	Operational Capacity	Rural Areas
Department								
Community Development	x	x	X	x		x	x	x
County Attorney		x	X			x	x	x
Economic Development			X	X			x	x
Executive Leadership	x	x	X	x	x	x	x	x
Facilities and Environmental Services Development	x	x	X			x	x	x
Finance		x		X			x	
Fire Rescue	x	x	X		x	x	x	x
Housing	x	x	X	X			x	x
Human Resources		x		X	x		x	
Information Technology	x	x			x		x	
Parks & Recreation	x	x	X		X	x	x	x
Police	x	x	X	X	x		x	x
Social Services	x	x		X	x		x	

COMMUNITY PROFILE

Overview

Albemarle County is located in central Virginia, 110 miles southwest of Washington, D.C. and 70 miles west of the state capital in Richmond. At the center of the County is the ten-square mile City of Charlottesville. Albemarle County's urban areas include the development area around Charlottesville, the Town of Scottsville, and Crozet. Albemarle County is located within the Charlottesville Metropolitan Statistical Area, which includes Albemarle County, Fluvanna County, Greene County, and the City of Charlottesville.

The County of Albemarle was formed from the County of Goochland in 1744 by an act of the Virginia General Assembly. The County is named for William Anne Keppel, the Second Earl of Albemarle, who was at that time the Governor-General of Virginia. Scottsville was the original County seat until 1761 when the County Government was moved to Charlottesville. The original land area included today's counties of Amherst, Buckingham, Fluvanna, Nelson, and portions of Appomattox and Campbell Counties. The present boundaries of the County were established in 1777. The development of the County and its 726 square miles is such that although it contains a large urban area, it also has a considerable amount of agricultural, commercial and industrial land.

The County adopted the County Executive form of government and organization in 1933. Under this form of government, the County is governed by a popularly elected six-member Board of Supervisors representing each of the County's magisterial districts. A County Executive, appointed by the Board of Supervisors, serves as the County's chief executive officer. The County Executive is responsible for implementing policies set by the Board of Supervisors, and for directing, coordinating, and supervising the daily activities of County government. A seven-member School Board elected by County voters oversees school issues. A Superintendent of Schools is appointed by the School Board and is responsible for providing leadership and oversight of Albemarle's Public Schools. The County contains the independent Town of Scottsville, which is governed by an elected six-member town council.

The County provides a full range of governmental services. Major programs include administration, judicial, public safety, public works, human development, parks and recreation, education, and community development. The County also serves as fiscal agent for several City/County jointly governed entities that include the Charlottesville/UVA/Albemarle County Emergency Communications Center and Darden Towe Memorial Park. The County serves as fiscal agent for the Albemarle-Charlottesville Regional Jail Authority and the Blue Ridge Juvenile Detention Commission.

Public Schools

Albemarle County Public Schools include 15 elementary, 6 middle, and 4 high schools. In addition, the County and the City of Charlottesville jointly operate the Charlottesville-Albemarle Technical Education Center (CATEC), which provides vocational education for local students. Albemarle County also partners with other jurisdictions to operate Ivy Creek School, which provides alternative K-12 education for individuals with special learning needs.

Over the past ten years, the number of enrolled students in Albemarle County's public schools has risen 11.1 percent from 12,531 in 2008 to 13,927 in 2018. In the past five years, the school system has experienced a 5.0 percent increase in the number of students. In school year 2018-2019, twenty-four schools were fully accredited, and one was accredited with warning. The dropout rate increased for 2016/17 to 0.91 percent compared with a 0.53 percent rate for school year 2015/16.

Higher Education

The County is also home to three institutions of higher learning, the University of Virginia (UVA); Piedmont Virginia Community College (PVCC); and American National University (ANU).

Founded in 1819 by Thomas Jefferson, the University of Virginia is situated on 188 acres and has a current student enrollment of over 22,300. In 2018 (for the 2019 edition), the U.S. News and World Report ranked the University as the nation's 3rd best public university and 25th best among all national universities. The University is comprised of the Schools of Architecture, Business, Commerce, Continuing and Professional Studies, Engineering and Applied Science, Law, Leadership and Public Policy, Medicine, Nursing, and Education; and the College of Arts and Sciences.

Piedmont Virginia Community College (PVCC) is a nonresidential two-year institution of higher education. PVCC offers Associates Degrees as well as transfer opportunities to a four-year college or university to complete a Bachelor's Degree. Piedmont Virginia Community College has guaranteed admission agreements with most colleges and universities in Virginia. PVCC is accredited by the Southern Association of Colleges and Schools Commission on Colleges. Since establishment in 1972, an estimated 213,000 students have attended credit and noncredit classes. Currently there have been over 12,000 associates degrees and certificates awarded. PVCC also offers extensive workforce training programs for local employees.

American National University opened its Charlottesville campus in 1979 and continues to build on its reputation among Central Virginia employers for its skilled graduates. ANU offers many Diploma Programs, as well as Associates, Bachelor's and Master's Degrees in medical, business, and technology fields including Medical Health Services Management and Cybersecurity. American National University is accredited by the Accrediting Council for Independent Colleges and Schools (ACICS).

Travel and Tourism

The County and immediate areas contain numerous cultural and recreational facilities and historic sites. The travel and tourism industry contribute significantly to the local economy, generating over \$377 million in revenues in 2017 and over 3,300 jobs in the County.

Albemarle has a wealth of historic resources, including prehistoric archaeological sites, Monticello, Highland, and the University of Virginia. Four sites are National Historic Landmarks, and Monticello and the University of Virginia's "Academical Village" are on the World Heritage list.

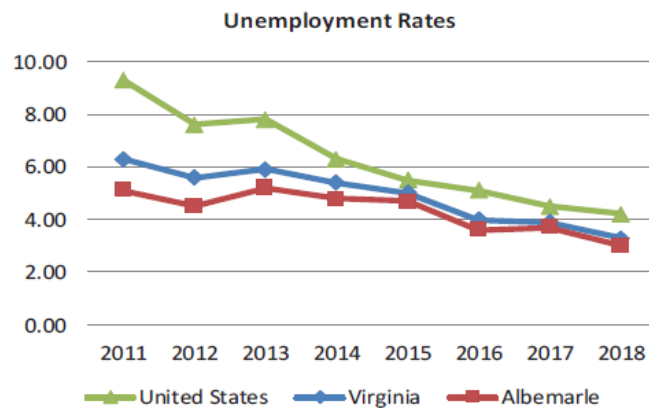
President Jefferson's home, Monticello, is located within the County and attracts over 500,000 visitors annually. In addition to Monticello, the County's historical heritage includes President James Monroe's home, Highland; Dr. Thomas Walker's 1765 Plantation, Castle Hill; the birth site of George Rogers Clark; Patrick Henry's family tavern, and Michie Tavern. Other area attractions include Skyline Drive, Blue Ridge Parkway, and Shenandoah National Park, all located in the western part of the County.

The County is serviced by the Charlottesville-Albemarle Airport (CHO), a non-hub, commercial service airport offering over 50 daily non-stop flights to and from Charlotte, Philadelphia, New York/LaGuardia, Washington/Dulles, Atlanta, and Chicago. CHO includes a 60,000 sq. ft. terminal facility with amenities including on-site rental cars, ground transportation, and food service. General aviation facilities include an executive terminal offering a full-service fixed base operation, flight school, and aircraft charter firms.

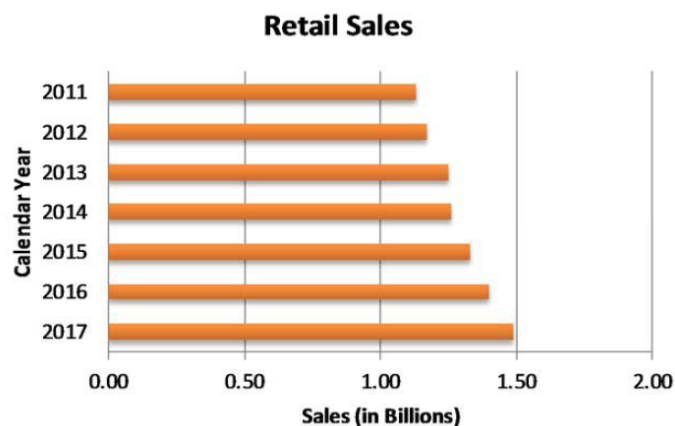
Economic Condition and Outlook

Albemarle County's rich historical heritage plays a part in the area's economic growth. Its location, rural character, urban conveniences, strong educational system and superior quality of life combine to make Albemarle an attractive, vital community. The predominant economic sectors are education, service, manufacturing, tourism, and retail trade. Among the largest employers are the University of Virginia, County of Albemarle, Sentara Healthcare, State Farm Mutual Insurance, and the United States Department of Defense.

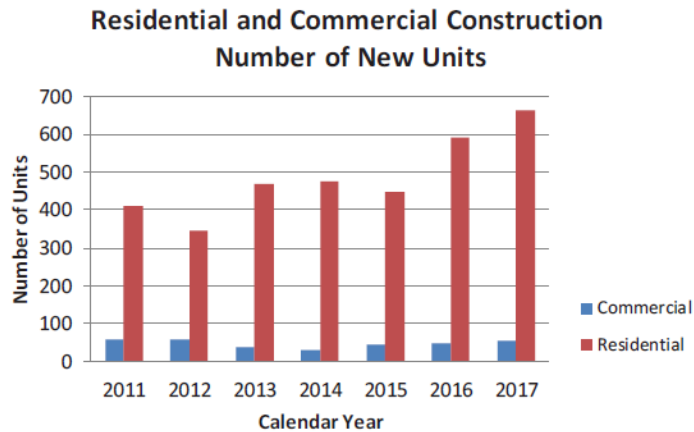
According to the Virginia Employment Commission, as of June 2018, unemployment for Albemarle County was at 3.0 percent. The area continues to have one of the lower unemployment rates and was ranked 22nd lowest in the Commonwealth (tied with Augusta, Botetourt, Culpepper, Floyd, Louisa, and Rappahannock Counties, and Charlottesville and Winchester cities). For the same period, Virginia's unemployment rate was 3.3 percent and ranked twelfth lowest in the nation. The national unemployment Rate was 4.2 percent.



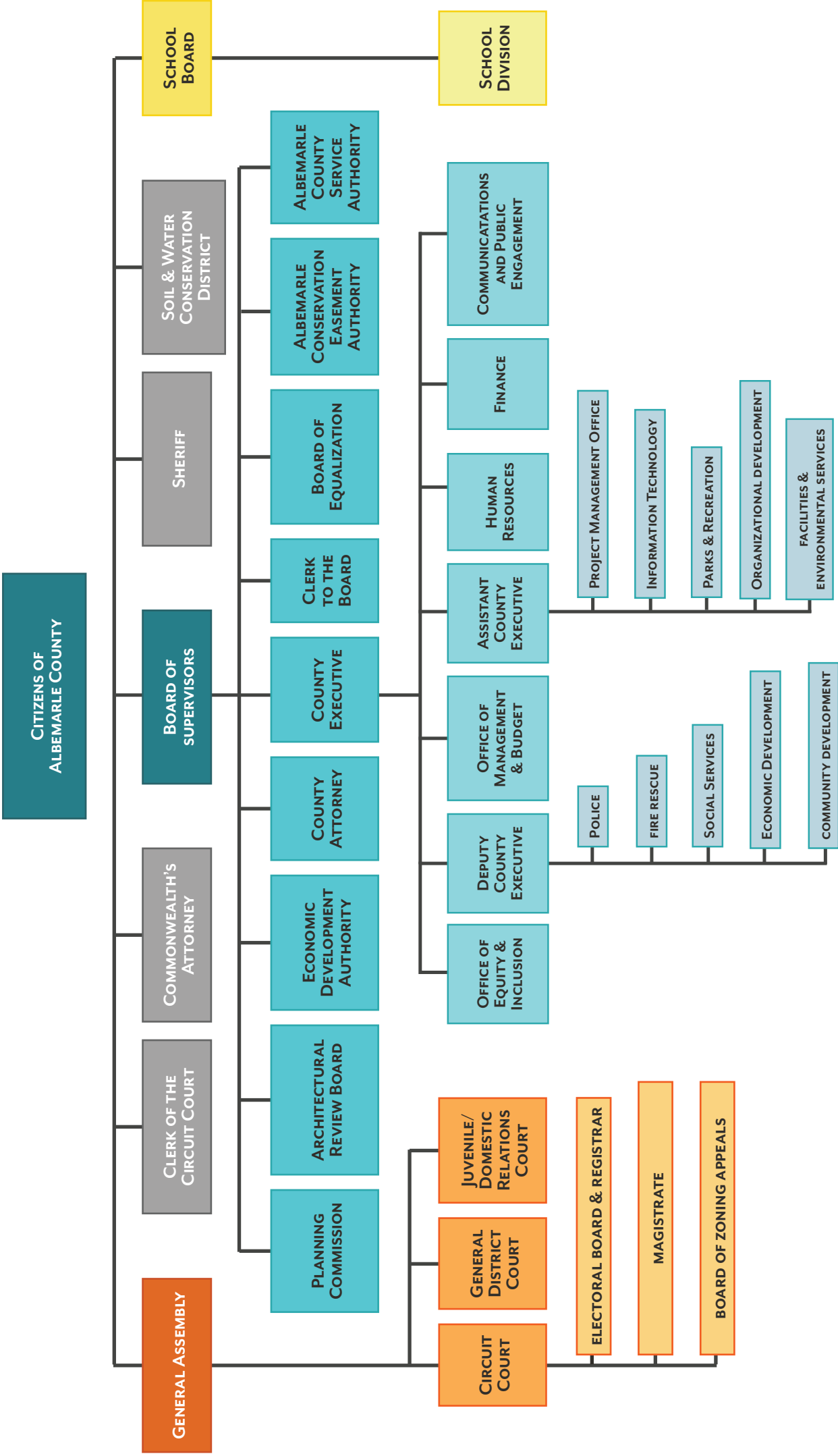
Retail sales in the County increased in 2018 for the eighth consecutive year. As of December 31, 2017, the increase was 6.4%, with \$1.49 billion compared to \$1.40 billion in 2016. Retail sales figures for the first and second quarters of 2018 increased 4.6%, with \$753 million being reported compared to \$720 million in the first and second quarters of 2017.



The number of building permits issued for new residential construction increased from 592 in 2016 to 664 in 2017. The value of this construction was \$209,766,246. The number of new commercial permits increased from 48 in 2016 to 53 in 2017, with a total value of \$21,115,201.



As of June 2018, the median sales price of homes in the County of Albemarle was \$380,000. The median sales price of homes in the City of Charlottesville during the same period was \$321,000. This is a 2.2 percent and 3.2 percent increase respectively from the previous year.





Budget Process & Policies

• • • • • • • • • • • •

THE BUDGET PROCESS & POLICIES

PURPOSE OF BUDGETING

The primary purpose of budgeting is to formally convert Albemarle County's long-range plans and policies into current year services and programs. The budget provides detailed financial information on the costs of services and the expected revenues for the upcoming fiscal year. It provides a framework for setting priorities for services in the upcoming years to meet the needs and requirements of our citizens. The budget process also provides a forum for reviewing progress made in the current year and the levels of service provided by local government.

PUBLISHED BUDGET DOCUMENTS

Each year, the County of Albemarle publishes a variety of documents that detail the financial and operational plans for the upcoming fiscal year. Following is a brief description of each of the documents:

- The ***Superintendent's Funding Request*** is the original request from the school system. This was presented to the School Board on January 17, 2019. This document includes the School Fund and School Special Revenue Funds budgets.
- The ***School Board's Funding Request*** is developed by the School Board after a series of work sessions and a public hearing. The School Board's budget was approved on February 5, 2019 and will be forwarded to the Board of Supervisors.
- The ***County Executive's Recommended Budget*** contains summary information on the Total County Budget, which includes the General Fund, Special Revenue Funds, School Fund, School Special Revenue Funds, Capital Funds, and Debt Service Funds. This document provides detailed information on the General Fund, General Government Special Revenue Funds, and Debt Service Funds. Detailed information on the School Fund, School Special Revenue Funds, and Capital Funds are found in other documents as noted in this section. The County Executive's Recommended Budget was presented to the Board of Supervisors on February 15, 2019.
- The ***Board of Supervisors' Adopted Budget*** is developed by the Board of Supervisors after a series of work sessions and public hearings. This document reflects any changes made by the Board of Supervisors to the County Executive's Recommended Budget and was adopted on April 16, 2019.
- The ***School Board's Adopted Budget*** is the final approved budget for the School Division.

STATE REQUIREMENTS

Requirements for Budget Adoption

The Commonwealth of Virginia requires all localities to meet certain budget guidelines, as outlined in Sections 15.2-2500 to 15.2-2513 of the Code of Virginia (1950), as amended. According to these guidelines, all localities within Virginia must have a fiscal year beginning on July 1 and ending on June 30 and must approve a balanced budget. A balanced budget is one in which the available revenues and appropriated fund balances equal estimated expenditures for a fiscal year. The School Board must approve the School Budget by May 1 or within 15 days of receiving estimates of state funding, whichever occurs later. The Board of Supervisors must approve the operating budget and set the tax rate by July 1 of each year. The adoption of the tax rate requires the Board to hold a public hearing and to advertise this hearing no less than 30 days in advance if the reassessment would result in an increase of one percent or more in the total real property tax levied compared to the prior year's tax levies. The official appropriation of funds takes place prior to July 1 of each year.

Requirements for Budget Amendment

The process by which the operating budget may be amended is governed by Section 15.2-2507 of the State Code. The budget may be amended to increase the aggregate amount to be appropriated during the current fiscal year, as shown in the currently adopted budget. Any amendment which exceeds one percent of the total revenue shown in the currently adopted budget must be accomplished by publishing a notice of a meeting and public hearing in a newspaper having general circulation in the County at least seven days prior to the meeting date. The notice shall state the County's intent to amend the budget and include a brief synopsis of the proposed budget amendment. The Board of County Supervisors may adopt the amendment at the advertised meeting, after first providing a public hearing during the meeting on the proposed amendment. Amendments of less than one percent of the total revenue also must be approved by the Board of Supervisors, although no public hearing is required. Appropriations lapse at the end of each fiscal year (June 30) for all funds.

Requirements for Financial Records

The County's financial records are audited each year by a firm of independent certified public accountants in accordance with the Government Accounting Standards Board. The single audit is required under the provisions of the Single Audit Act of 1984 and the U.S. Office of Management and Budget Circular A-133, Audits of State and Local Governments. Copies of the annual financial audit are available upon request from the Department of Finance.

PUBLIC PARTICIPATION

Each year, the County develops a schedule of events that describes the dates of public and Board participation in the budget process. The Board is asked to approve the schedule of the budget process in order to establish firm dates for meetings and provide the public with as much notice as possible. A copy of the budget calendar is included in this budget document as well as on the County website. Budget information of interest to the public can be found on the County website, www.albemarle.org. The Office of Management and Budget can be contacted by calling (434) 872-4516 from 8:00 am – 5:00 pm Monday to Friday.

BUDGET CALENDAR

The County's budget schedule begins in the fall with initial data gathering for the updates to the Two-Year Fiscal Plan, in context of the County's longer-term Five-Year Financial Planning process. In October, the preliminary projection of revenues and general expenditure assumptions are utilized to update the County's Five-Year Financial Plan/Two-Year Fiscal Plan which is reviewed by the Board of Supervisors in November and December. The Board's direction provided to staff during this time period provides guidance for the annual budget development process.

Also, during this time period, general government departments submit baseline budget analyses and requests to the Office of Management and Budget (OMB). In November, OMB staff meets with departments to clarify any questions on their baseline budget submissions.

From November through December, staff reviews department and agency requests, develops budget-related inquiries, and updates revenues. Using guidance achieved from the Five-Year Financial Plan and the results of discussions with department staff, the OMB staff develop specific recommendations for a balanced budget. By early February, the County Executive makes decisions on the budget recommendations and staff prepares the County Executive's recommended budget document. This budget was presented to the Board of Supervisors on February 15 and a public hearing on the County Executive's recommendation was held on February 19.

After the public hearing, the Board holds work sessions to conduct a detailed review of each area of the budget and to propose specific changes to the County Executive's recommended budget. After budget changes are agreed upon for the Board of Supervisors' Proposed budget, a public hearing on the Proposed budget and a public hearing on the tax rate is held. The Board set the tax levy for the calendar year on April 16, 2019 and adopted the operating and capital budgets. The budget is legally enacted through passage of a Resolution of Appropriation prior to July 1, 2019 (the beginning of FY 20).

Once the budget is appropriated, it becomes the legal basis for spending funds to accomplish the programs of each department of the County during the fiscal year. No department or agency may spend in excess of the appropriated amounts. Financial and programmatic monitoring of departmental activities occurs throughout the year to ensure conformity with the adopted budget. The Director of Finance is authorized to transfer amounts between compensation and other operating expenses groups and between divisions within a department. Transfers between expenditure accounts in different departments or funds must be approved by the Board of Supervisors or as described in the Resolution of Appropriation. Procedures governing amendments to the adopted operating budget are described on the previous page.

MAJOR CATEGORIES OF EXPENDITURES

The General Government budget is divided into seven major functional areas: Administration; Judicial; Public Safety; Public Works; Health and Welfare; Parks, Recreation and Culture; and Community Development.

The **Administration** functional area provides for County policy direction and management through the County Executive's Office and the Board of Supervisors; information technology and technology support through the Information Technology Department; legal advice from the County Attorney; personnel and organizational development functions from Human Resources; real estate assessment, payroll, tax assessment/collection, accounting, purchasing, and budgeting for the County from the Finance Department; and voter registration by the Department of Voter Registration and Elections.

The **Judicial** area includes all court-related services ranging from the serving of warrants to prosecution of crimes, as well as court operations. Funding is provided to support each of the local courts including the Circuit Court, the General District Court, and the Juvenile and Domestic Relations District Court. The Clerk of the Court, the Commonwealth's Attorney, and the Sheriff are also funded in this functional area.

Public Safety includes all police services such as patrol, investigations, and animal control through the County Police Department; fire rescue services such as emergency fire rescue services provided by the County Department of Fire Rescue and the volunteer fire companies and rescue squads; building inspections division of Community Development; Emergency Communications (E-911), the Juvenile Detention Home, the Regional Jail, and funding for other local public safety-related agencies, such as the Society for the Prevention of Cruelty to Animals (SPCA).

Public Works includes the Facilities and Environmental Services (FES) Department which provides maintenance of County buildings, custodial services, operation of the copy center, support of the solid waste and recycling program, and storm water management. In addition, the FES Department includes a Project Management Division, which oversees all County capital projects.

The **Health and Welfare** functional area includes the Department of Social Services, the Health District which provides local public health services, the Region Ten Community Services Board, and funding for many local human service agencies. The services provided include oversight and implementation of state and federal social programs, the provision of mental health services, outreach services, transportation services, services for the elderly, and funding for other local social benefits.

The **Parks, Recreation and Cultural** functional area includes the Parks and Recreation Department, the regional library, and funding for various local cultural and recreational agencies. The services provided include County park operations and maintenance, summer swimming programs, community centers, teen programs, athletic programs, and resources for local agencies such as the Charlottesville Albemarle Convention and Visitors Bureau, and the Virginia Film Festival.

The final functional area is **Community Development** which includes the following programs: Community Development Administration, Planning, E-911/Planning, and Zoning and Engineering. In addition, VPI Extension Service, Thomas Jefferson Soil and Water Conservation District, and community agencies such as the Charlottesville Area Transit (CAT) and Albemarle Housing Improvement Program (AHIP) fall under this functional area.

FUND STRUCTURE

The budget of the County is organized on the basis of fund classifications, each of which is considered to be a separate accounting and reporting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts which comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses.

There are three major types of funds:

1. GOVERNMENTAL FUND TYPES

Governmental funds account for the expendable financial resources, other than those accounted for in Proprietary and Fiduciary Funds. Governmental funds utilize the modified accrual basis of accounting where the measurement focus is on financial position and changes in financial position, rather than upon net income determination. The individual Governmental Funds are:

- The **General Fund** accounts for all revenues and expenditures applicable to the general operations of the County that are not accounted for in other funds. The General Fund is the main operating account of the County and therefore, the largest of the governmental funds. This fund include most traditional local government programs such as police, libraries, parks, human services, etc. The General Fund also includes transfer payments to the School, County debt service, and capital improvement funds.
- The **School Fund** reflects revenues and expenditures related to the operation of the County's school system. The primary sources of revenue, exclusive of transfers from the General Fund, are basic aid payments from the Commonwealth and educational program grants. Major expenditures include instructional costs and transportation.
- **Other School Funds** are separate funds that are used for limited expenditures due to legal or regulatory provisions. These funds require minimal transfers from the General Fund and are primarily funded by federal and state categorical funds, fees, and grants. Examples of these funds are the Food Services Fund and the Community Education Fund.
- **Special Revenue Funds** are used to account for the proceeds of specific revenue sources (other than those dedicated to the General Fund) that are legally restricted to expenditures for specific purposes. Special Revenue Funds include state/federal grant funds, Children's Services Act, and the Tourism Fund.
- The **Debt Service Fund** accounts for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related charges. Debt service expenditures are funded by transfers from the General Fund and other sources.
- The **Capital Improvement Funds** account for financial resources used for the acquisition, construction or maintenance of capital facilities and consist of the General Government Capital Improvement Fund, the School Division Capital Improvement Fund, and the Storm Water Management Fund. Funding for capital projects is derived from various sources such as borrowed funds, transfers from the General Fund, School Fund, Tourism Fund, and other federal, state, and local revenues.

2. FIDUCIARY FUNDS (TRUST AND AGENCY FUNDS)

These funds account for assets held by the County in a trustee or custodial capacity on behalf of others. Fiduciary Funds include non-expendable trust funds, such as the McIntire Trust Fund, held by the government under the terms of a formal trust agreement; and agency funds, such as the HUD Family Self-Sufficiency Fund, which are used to account for assets that the County holds for others in an agency (custodial) capacity. These funds are reported in the Comprehensive Annual Financial Report (CAFR) but are not included in the budget document.

3. PROPRIETARY FUNDS

Proprietary Funds account for operations that are financed in a manner similar to private business enterprises. The Proprietary Funds utilize the accrual basis of accounting where the measurement focus is upon determination of net income, financial position, and changes in financial position. Proprietary Funds consist of Internal Service Funds.

WHICH FUNDS ARE INCLUDED IN THIS BUDGET DOCUMENT?

The County's operating budget document primarily addresses budgets for general government operations and of the General Fund, along with a summary of the debt service and capital improvement funds. The operating budget document includes several special revenue funds and other funds that receive transfers from the operating budget, including the Tourism Fund, the Bright Stars Fund, and the Children's Services Act (CSA) Fund. The County's Five-Year Capital Improvement Program (CIP) and Capital Needs Assessment are also included in the document. An itemized and complete financial balance sheet for the County as well as a comprehensive statement of revenue disbursements, liabilities, reserves, and surplus or deficit of all funds subject to appropriation are contained in the CAFR, published separately by the Department of Finance. Other special revenue funds, internal service funds, and trust and agency funds are summarized in the County's annual financial report.

The Budget for School Division Operations and School Self-Sustaining Funds details are not included in this document since the School Division produces its own budget document which describes these programs. Copies of the School Budget document are available from the County Superintendent of Schools and the information is also available online on the County's website, albemarle.org.

BASIS OF BUDGETING & ACCOUNTING

Budgets for all funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) applicable to governmental units.

Governmental Funds utilize the modified accrual basis of accounting and budgeting, under which revenues and related assets are recorded when measurable and available to finance operations during the year; expenditures, other than compensated absences and interest on long-term debt, are recorded as the related fund liabilities are incurred.

Accordingly, real and personal property taxes are recorded as revenues and receivables when billed, net of allowances for uncollectable amounts. Taxes collected during the year and taxes due on June 30, collected within 45 days after that date, are recognized as revenue. (Property taxes not collected within 45 days after year-end are reflected as deferred revenues). Sales and utility taxes, which are collected by the State or utilities and subsequently remitted to the County, are recognized as revenues and receivables upon collection by the State or utility, which is generally 30 to 60 days preceding receipt by the County. Licenses, permits, fines, and rents are recorded as revenues when received. Intergovernmental revenues, consisting primarily of federal, state, and other grants for the purpose of funding specific expenditures, are recognized when earned or at the time of the specific expenditure. Revenues from general purpose grants, such as entitlement programs, are recognized in the period to which the grant applies.

Compensated absences are recorded as a general long-term obligation when incurred and recorded as an expenditure of the appropriate fund when paid. Interest on general long-term debt is recognized when due except for the amount due on July 1, which is accrued.

FUNCTIONAL AREA/FUND RELATIONSHIP

	Administration	Judicial	Public Safety	Public Works	Education	Health & Welfare	Parks, Recreation, & Culture	Community Development	Non-Departmental
General Fund	X	X	X	X		X	X	X	X
School Fund					X				
Other School Funds					X				
Other Gen. Govt. Funds									
Computer Maintenance & Replacement Fund	X								
Albemarle Broadband Authority	X								
Commonwealth Atty. Commission Fund		X							
Victim-Witness Grant			X						
Regional Firearms Training Center - Operations			X						
Regional Firearms Training Center - Capital			X						
Criminal Justice Grant			X						
Water Resources Fund				X					
Project Management Fund				X					
Courthouse Maintenance Fund		X		X					
Old Crozet School Fund				X					
Vehicle Replacement Fund	X	X	X	X		X	X	X	
Bright Stars						X			
Children's Services Act						X			
MJ Health Grant						X			
Housing Assistance						X			
General Fund School					X				
Towe Park							X		
Tourism Fund							X		
Proffer Funds								X	
Economic Development Authority								X	
Economic Development Fund								X	
Housing Fund								X	
Debt Service Funds									X
Capital Improvement Funds	X	X	X	X	X	X	X	X	

FINANCIAL MANAGEMENT POLICIES

STATEMENT OF PURPOSE

The County of Albemarle has a responsibility to its citizens to account for public funds, to manage its finances wisely, and to allocate its resources efficiently and effectively in order to provide the services desired by the public. The primary objective of establishing Financial Management Policies is to provide a framework wherein sound financial decisions may be made for the long-term betterment and stability of Albemarle County. These financial policies also provide guidelines and goals to guide the short- and long-term financial practices of Albemarle County.

POLICY GOALS

A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. An effective fiscal policy should:

- Insulate the County from fiscal crises;
- Enhance the County's ability to obtain short-term and long-term financial credit by helping to achieve the highest credit rating and bond rating possible;
- Promote long-term financial stability by establishing clear and consistent guidelines;
- Provide the total financial picture of the County rather than concentrating on single issue areas;
- Provide a link between long-range financial planning and current operations; and
- Provide a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

OPERATING BUDGET POLICIES

The annual budget will be prepared consistent with guidelines established by the Government Finance Officers Association (GFOA) and in accordance with the principles of priority-based budgeting.

The budget must be structured so that the Board and the public can understand the relationship between revenues, expenditures and the achievement of service objectives.

The goal of the County is to fund all recurring expenditures with recurring revenues and to use non-recurring revenues for non-recurring expenses.

The County will maintain an updated fiscal impact model to assess the impact of new development on the future costs of associated County services.

The County will develop and annually update a two (2) year balanced Fiscal Plan and a long range (five-year) Financial Plan. The Financial Plan will include a review of revenue trends and expenditures from the preceding three (3) years, projections of revenues and expenditures, as well as future costs and the financing of capital improvements and other projects that are included in the capital budget.

When revenue shortfalls are anticipated in a fiscal year, spending during that fiscal year must be reduced sufficiently to offset the projected revenue shortfalls.

The County will prepare the capital improvement budget in conjunction with the development of the operating budget in order to assure that the estimated costs and future impact of a capital project on the operating budget will be considered prior to its inclusion in the CIP.

The County shares 60% of the increase or decrease in available shared local tax revenues with the School Board. Available shared local tax revenues are additional or reduced tax revenues that can be used for County and School Division operations after subtracting any increases and adding any decreases in debt service, capital improvement program funding, City of Charlottesville revenue sharing, tax relief for the elderly and disabled, tax refunds and any shared reserves for contingencies. This guideline may be reviewed annually.

The operating budget preparation process is conducted to allow decisions to be made regarding anticipated resource levels and expenditure requirements for the levels and types of services to be provided in the upcoming fiscal year. The following budget procedures will ensure the orderly and equitable appropriation of those resources:

The General Government operating budget requests are initiated at the department level within target guidelines set by the County Executive. Priorities of resource allocation of divisions within a department are managed at the department level. In formulating budget requests, priority will be given to maintaining the current level of services. New services will be funded through the identification of new resources or the reallocation of existing resources.

Proposed program expansions above existing service levels must be submitted as a budget initiative requiring detailed justification. Every proposed program expansion will be scrutinized based on its relationship to the health, safety and welfare of the community, among other factors, and will include analysis of long-term fiscal impacts.

Proposed new programs must also be submitted as budget initiatives requiring detailed justification. New programs will be evaluated on the same basis as program expansions, to include analysis of long-term fiscal impacts.

Performance measurement and productivity indicators will be integrated into the budget process as appropriate.

The General Government operating budget is approved and appropriated by the County Board of Supervisors at the department level. Total expenditures cannot exceed total appropriations of any department within the General Fund. Changes to the approved operating budget during the fiscal year can be accomplished in any of the following ways:

Transfers between divisions and non-salary line-item expenditures within General Government departments are approved by the heads of the departments.

Transfers between expenditure accounts in different departments are approved by the Board of Supervisors or, if specifically delegated by the Board of Supervisors, by the County Executive

Encumbered funds for active operational purchase orders will be carried forward into the next fiscal year subject to the approval of the Board of Supervisors.

The Board of Supervisors appropriates School Division funding in accordance with Virginia Code § 22.1-115.

The Board of Supervisors will adopt the operating budget no later than April 30 and will appropriate the budget no later than the first Board meeting in June.

FINANCIAL REPORTING POLICY

The County will provide the Board of Supervisors with quarterly General Fund and School Fund financial reports to include budget-to-actual comparisons, with explanations of General Fund variances that are equal to or greater than 2% and \$200,000 in each major revenue and expenditure category; quarterly reports on investments held; quarterly revised General Fund revenue projections reports, quarterly reports of transfers authorized by the County Executive; and a quarterly economic indicators report. The audited Comprehensive Annual Financial Report (CAFR) will be provided to the Board of Supervisors annually before December 31.

CAPITAL BUDGET POLICIES

The County will approve a multi-year capital budget in accordance with an approved Capital Improvements Program. All unspent and unencumbered appropriations allocated for capital projects shall be re-appropriated for completion of the projects. Upon completion of a capital project, the County Executive is authorized to close out the project and transfer any unencumbered unexpended residual funds to the Capital Improvement Fund fund balance.

The Board of Supervisors will accept recommendations from the Planning Commission for the five-year Capital Improvements Program that are consistent with identified needs in the adopted Comprehensive Plan and Capital Facilities Plan.

The County will coordinate the development of the capital budget with the development of the operating budget so that future operating costs, including annual debt service associated with new capital projects, will be projected and included in operating budget forecasts.

Emphasis will continue to be placed upon a viable level of “pay-as-you-go” capital construction to fulfill needs in a Board-approved Capital Improvements Program.

The County believes in funding a significant portion of capital improvements on a cash basis. The County’s goal is that the budgeted net transfer to Capital after debt service would be 3% of General Fund Revenues.

Financing plans for the five-year capital program will be developed based upon a five-year forecast of revenues and expenditures.

The County maintains a capital facilities inventory and estimates remaining useful life and replacement costs.

Upon completion of any capital project, remaining appropriated funds in that project will be returned to the unassigned capital project fund. Any transfer of remaining funds from one project to another must be approved by the Board of Supervisors, or if authorized by the Board of Supervisors, by the County Executive.

The County collaborates with the School Board regarding the development and coordination of the County's Capital Improvement Program. Collaboration includes the following: a) planning for required capital improvements; b) debt ratio targets; and c) debt issuance schedules.

ASSET MAINTENANCE, REPLACEMENT, AND ENHANCEMENT POLICIES

The County will maintain a system for maintenance, replacement, and enhancement of the County's and School Division's physical plant. This system will protect the County's capital investment and minimize future maintenance and replacement costs:

- The operating budget will provide for minor and preventive maintenance;
- Within the Capital Improvement Program, the County will maintain a capital plant and equipment maintenance/replacement schedule, which will provide a five-year estimate of the funds necessary to provide for the structural, site, major mechanical/electrical rehabilitation or replacement of the County's and School Division's plant requiring a total expenditure of \$20,000 or more per project with a useful life of five years or more;
- The County intends to maintain a proper ratio of equity to loan funding, as recommended by the County's Financial Advisor, for the maintenance/repair and replacement capital improvements that are financed. The County's desire is to fund the majority of capital maintenance expenses that have an estimated useful life of less than seven years with current revenue.

REVENUE POLICIES

Re-assessment of real property will be made every year and will be performed in accordance with Generally Accepted Appraisal Practices and guidelines established by the International Association of Assessing Officers (IAAO).

The County will maintain sound appraisal procedures to keep property values current. The County's goal is to achieve an annual assessment to sales ratio of at least 95% under current real estate market conditions, when the January 1st assessment is compared to sales in the succeeding calendar year.

The County will maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any one revenue year.

The County will project its annual revenues and generate its five year forecasts by using an objective, analytical process that is consistent with Government Finance Officers Association (GFOA) best practices.

The County will monitor all taxes to insure that they are equitably administered and that collections are timely and accurate.

The County will follow an aggressive policy of collecting tax revenues. The annual level of uncollected current property taxes should not exceed 4%, unless caused by conditions beyond the County's control.

To the extent possible, the County shall attempt to decrease its dependency on real estate taxes to finance the County's operating budget.

The County will, where possible, institute user fees and charges for specialized County programs and services based on benefits and/or privileges granted by the County or based on the cost of a particular service. Rates will be established to recover operational as well as capital or debt service costs.

The County will regularly (at least every three (3) years) review user fee charges and related expenditures to determine if pre-established recovery goals are being met.

The County will identify all inter-governmental aid funding possibilities. However, before applying for or accepting either state or federal funding, the County will assess the merits of the program as if it were to be funded with local dollars. No grant will be accepted that will incur management and reporting costs greater than the grant.

Local tax dollars will not be used to make up for losses of inter-governmental aid without first reviewing the program and its merits as a budgetary increment.

The County will attempt to recover all allowable costs – direct and indirect – associated with the administration and implementation of programs funded through inter-governmental aid. In the case of state and federally mandated programs, the County will attempt to obtain full funding for the service from the governmental entity requiring that the service be provided.

INVESTMENT POLICIES

The County will invest County revenue in accordance with the Finance Department Investment Policy to maximize the rate of return while maintaining a low level of risk. The County will invest in conformance with the Virginia Security for Public Deposits Act and all other applicable laws and regulations.

The County will conduct an analysis of cash flow needs at least on an annual basis. Disbursements, collections, and deposits of all funds will be scheduled to insure maximum cash availability and investment potential.

The Director of Finance shall maintain a system of internal controls for investments, which shall be documented in writing and subject to review by the County's independent auditor.

Contractual consolidated banking services will be reviewed regularly and procured in accordance with the Virginia Public Procurement Act.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

The County will establish and maintain a high standard of accounting practices in conformance with the Uniform Financial Reporting Manual of Virginia and Generally Accepted Accounting Principles (GAAP) for governmental entities as promulgated by the Governmental Accounting Standards Board.

Regular quarterly financial statements and annual financial reports will present a summary of financial activity by governmental funds.

An independent firm of certified public accountants will perform an annual financial and compliance audit according to generally accepted auditing standards; Government Auditing Standards issued by the Comptroller General of the United States; and Specifications for Audit of Counties, Cities and Towns issued by the Auditor of Public Accounts of the Commonwealth of Virginia. The County will maintain an audit committee comprised of the County Executive, or designee, the Superintendent of Schools, or designee, the Director of Finance, two Board of Supervisors members and one School Board member. The committee's responsibility will be to review the financial statements and results of the independent audit and to communicate those results to the Board of Supervisors.

The County will annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting.

DEBT POLICIES

The County will not fund current operations from the proceeds of borrowed funds.

The County will manage its financial resources in a way that prevents borrowing to meet working capital needs.

The County will confine long-term borrowing and capital leases to capital improvements or projects that cannot be financed by current revenues.

To the extent feasible, any year that the debt service payment falls below its current level, those savings will be used to finance one-time capital needs.

The County's debt offering documents will provide full and complete public disclosure of financial condition and operating results and other pertinent credit information in compliance with municipal finance industry standards for similar issues.

Recognizing the importance of underlying debt to its overall financial condition, the County will set target debt ratios, which will be calculated annually and included in the annual review of fiscal trends:

- Net debt as a percentage of the estimated market value of taxable property should not exceed 2%; and
- The ratio of debt service expenditures to General Fund and School Fund revenues should not exceed 10%

The County intends to maintain a 10 year payout ratio at or above 60% at the end of each adopted five-year CIP for tax-supported debt and lease payments. When the County finances capital improvements or other projects through bonds or capital leases, it will repay the debt within a period not to exceed the expected useful life of the projects.

The County will not entertain the use of derivatives as a method of financing debt unless and until such time as the Board of Supervisors adopts a specific derivatives-related policy.

FUND BALANCE OR RESERVE POLICIES

The fund balance is built over years from savings to provide the County with working capital to enable it to finance unforeseen emergencies without borrowing.

The County will maintain a fund balance for cash liquidity purposes that will provide sufficient cash flow to minimize the possibility of short-term tax anticipation borrowing.

The County does not intend, as a common practice, to use General Fund equity (unassigned fund balance) to finance current operations. If circumstances require the use of the unassigned fund balance that causes the balance to fall to a point below the 10% target level, the County will develop a plan during the annual budget adoption process to replenish the unrestricted fund balance to the 10% target level over a period of not more than three (3) years.

At the close of each fiscal year, the unassigned General Fund fund balance, plus the committed fund balance available for fiscal cash liquidity purposes, should be equal to no less than 10% of the County's total operating revenues, which includes the General Fund plus the School Fund.

In addition to maintaining the 10% target level as described above, at the close of each fiscal year, a target amount equal to 1% of the County's General Fund revenues shall be reserved as an unassigned Budget Stabilization Reserve. The Budget Stabilization Reserve may be used from time to time as necessary to meet unanticipated one-time emergencies and unanticipated expenditures required to pay operating costs necessary to maintain the quality or level of current services or to smooth/offset revenue fluctuations occurring within a fiscal year.

The County should contribute to Capital Reserve periodically to provide flexibility in meeting debt service and capital requirements and to mitigate tax rate increases related to future capital projects.

The Board of Supervisors may appropriate funds in excess of the unassigned 10% General Fund fund balance policy level and the 1% Budget Stabilization Reserve to the capital improvement program in support of "pay-as-you-go" funding; or for other one-time uses.

At the close of each fiscal year before the County's audit is complete, all non-appropriated School Operating Fund fund balance will be transferred into the General Fund-School Reserve Fund. The Board of Supervisors will maintain in the General Fund-School Reserve Fund an amount not greater than 2% of the current year's School Division adopted operating budget. These funds will be available for School Division purposes subject to appropriation by the Board of Supervisors. The Board of Supervisors will transfer any funds in excess of that 2% to the CIP on an annual basis unless otherwise determined by the Board of Supervisors.

The County will also establish targeted fund balances for other County funds, such as the Health Care Fund and the Children's Services Act Fund (CSA), to meet cash flow needs and to address unexpected expenditure or revenue shortfalls.

GRANTS POLICIES

The County shall seek to obtain grants that are consistent with County priorities. The County will review and update the Grants Administrative Policy on a regular basis, and departments shall follow the procedures contained therein.

Policies Adopted: October 5, 1994 Amended: October 11, 2000; August 1, 2012; March 13, 2013; September 6, 2017, November 1, 2017



FISCAL YEAR 2020

September 2018

- 7 BOS Work Session – Strategic Plan Update
- 27 BOS/School Joint CIP Planning Work Session

October 2018

- 3 Strategic Plan Update Discussion

November 2018

- 5 BOS/School Board Joint Work Session – Compensation and Benefits; Long Range Financial Planning; P3s and PPEAs

December 2018

- 5 BOS Work Session – Long Range Financial Planning
- 12 BOS Work Session – Long Range Financial Planning Guidance

January 2019

- 17 School Superintendent presents School Division's FY 20 Budget Request to School Board

February 2019

- 5 School Board adopts School Budget Request
- 15 County Executive's Presentation to the Board – Recommended Budget
- 19 Public Hearing on County Executive's Recommended Budget
- 21 BOS Budget Work Session #1 – Expenditure overview including capital, schools operating, and general govt. operating, Revenue overview
- 26 BOS Budget Work Session #2
- 28 BOS Budget Work Session #3 – Revenue Update

March 2019

- 4 BOS Budget Work Session #4 – Finalize Tax Rate for Advertisement/Approval of Board's Proposed Budget
- 6 Regular BOS meeting
- 26 BOS Work Session #5 (If Needed)
- 28 BOS Work Session #6 (If Needed)

April 2019

- 1-5 Spring Break
- 3 Regular BOS meeting
- 9 Public Hearing on the CY 19 tax rate and Board's Proposed Budget
- 12 Holiday
- 16 BOS sets tax rate and adopts budget
- 17 Regular BOS meeting
- 25 School Board adopts School Budget

May 2019

- 1 BOS Approves Appropriation Resolution

Public engagement opportunities occur throughout Budget Development Process. To meet operational requirements, BOS must set the CY 19 tax rate by April 16.

Budget Summary

• • • • • • • • • • • •

BUDGET SUMMARY

This section of the budget provides summary information about all funds included in the County's Total Budget. These funds were adopted by the Board on April 16, 2019:

- General Fund
- Other Funds (General Government)
- School Fund
- Special Revenue Funds (School Division)
- Capital Projects Funds
- Debt Service Funds

Details for the funds can be found on the following pages:

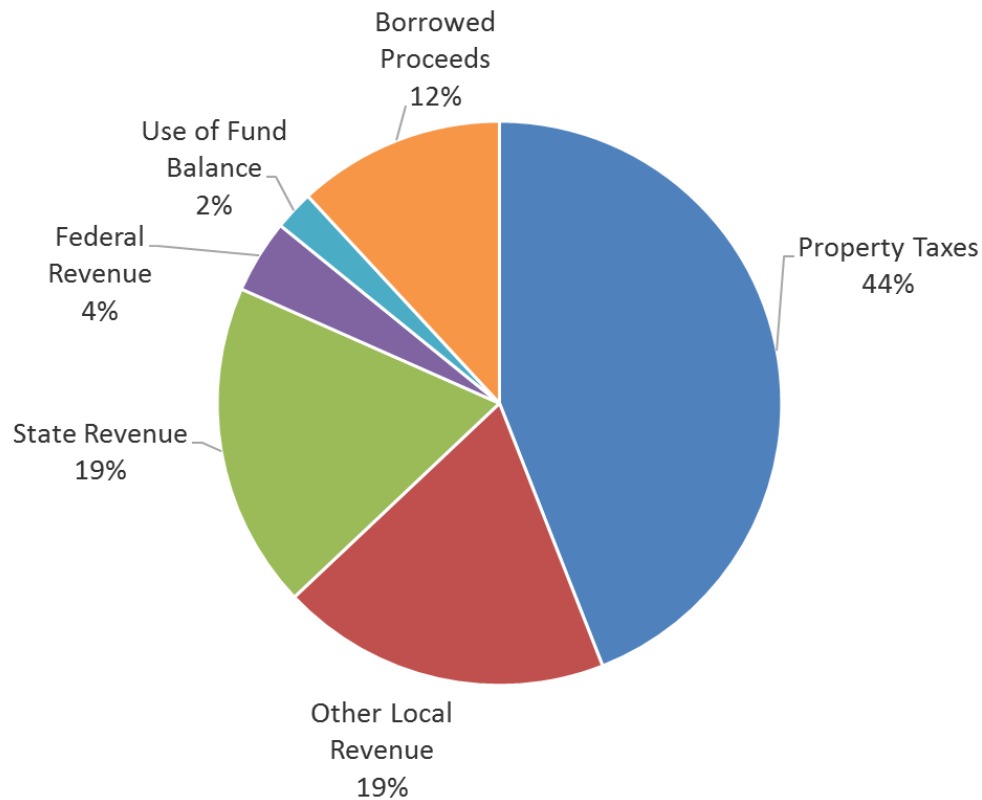
- General Fund, pages 45-180;
- Other Funds, pages 181-198;
- School Fund, pages 199; Additional information on the School Fund and School Special Revenue Funds are contained in separate documents published by the School Division;
- Capital Improvement Program, pages 201-240; and
- Debt Service Funds, pages 241-252.

In addition, this section includes the comparative financial information and selected financial trends that add to the overall understanding of the context in which this budget was brought forward.

From FY 16 to FY 18, Fire Rescue system operating expenses and related revenues were accounted for separately from the General Fund in a Fire Rescue Services Fund. At the July 12, 2017 Board of Supervisors Meeting, the Board provided direction to discontinue the Fire Rescue Services Fund and move the Fire Rescue Services budgets back into the General Fund. For comparison purposes, FY 18 figures in this chapter have been revised to reflect those revenues and expenditures as part of the General Fund.

TOTAL COUNTY REVENUES

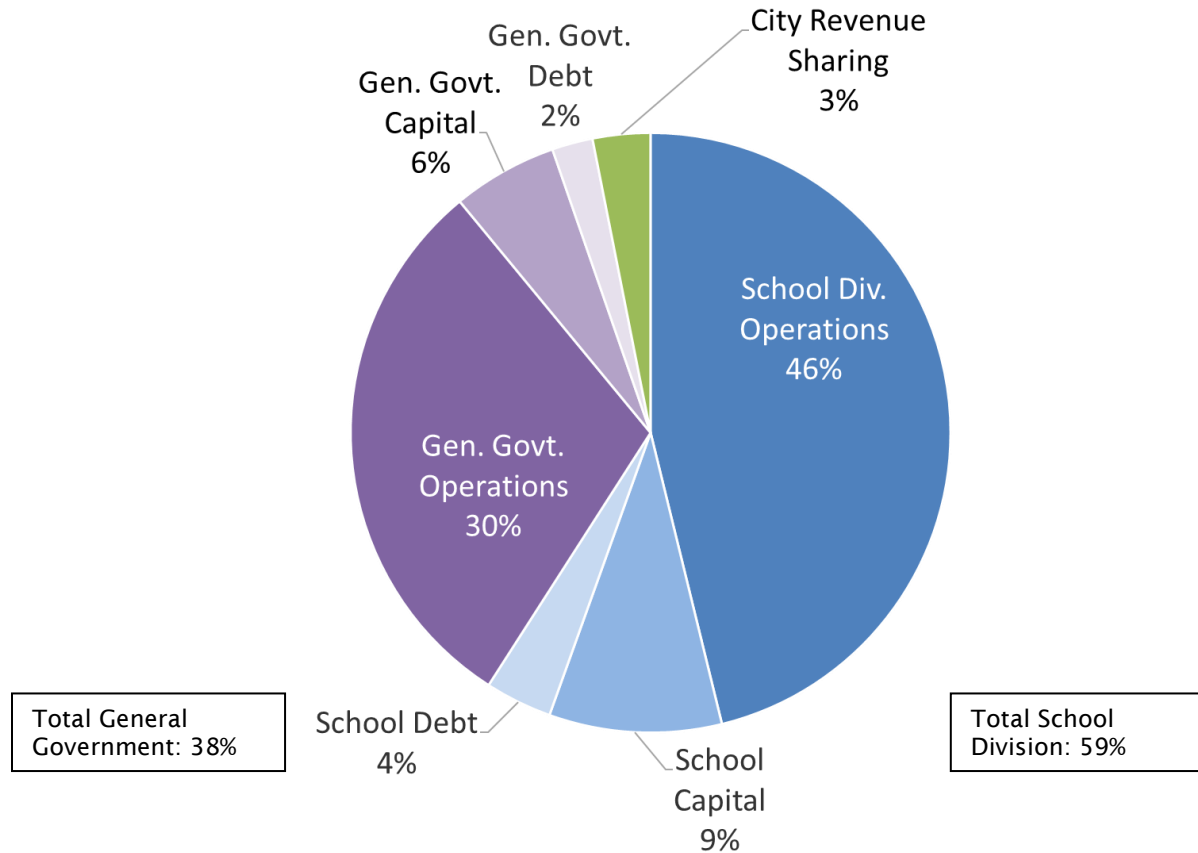
FY 20 Adopted Revenues
\$457,022,621



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 PROPOSED	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Property Taxes	\$183,727,785	\$187,725,214	\$192,466,574	\$201,202,709	\$201,202,709	\$201,202,709	\$201,202,709	\$13,477,495	7.2%
Other Local Revenue	81,271,693	82,958,820	89,170,326	86,376,035	86,360,058	86,360,058	86,564,571	\$3,605,751	4.3%
State Revenue	82,387,172	83,158,941	94,131,289	85,395,332	85,395,332	85,420,482	85,181,793	\$2,022,852	2.4%
Federal Revenue	19,508,528	18,114,630	19,160,945	19,276,008	19,276,008	19,302,808	19,304,956	\$1,190,326	6.6%
Use of Fund Balance	0	14,388,243	54,293,951	10,367,470	10,367,471	10,367,471	10,526,859	(\$3,861,384)	-26.8%
Borrowed Proceeds	0	45,671,666	40,875,326	54,241,733	54,241,733	54,241,733	54,241,733	\$8,570,067	18.8%
TOTAL, ALL FUNDS	\$366,895,178	\$432,017,514	\$490,098,411	\$456,859,287	\$456,843,311	\$456,895,261	\$457,022,621	\$25,005,107	5.8%

TOTAL COUNTY EXPENDITURES

FY 20 Adopted Expenditures
\$457,022,621



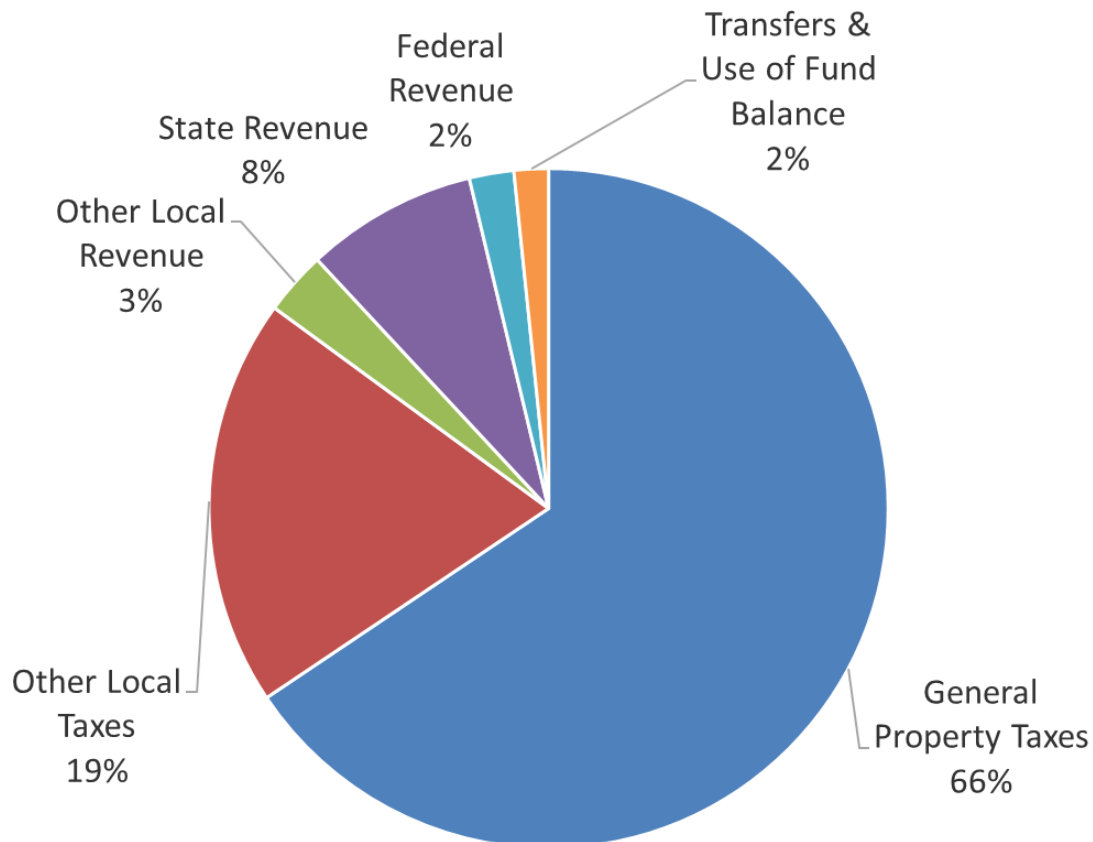
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
General Govt Operations	\$98,554,813	\$109,441,609	\$110,225,200	\$123,419,334	\$115,935,757	\$116,037,707	\$6,596,098	6.0%
Other Gen Govt Funds	17,965,676	21,742,402	32,644,429	20,880,440	20,829,691	20,779,691	(\$962,711)	-4.4%
General Govt Debt Service	8,192,725	9,213,164	9,213,164	10,060,730	10,060,730	10,060,730	\$847,566	9.2%
Subtotal, Gen Govt	124,713,213	140,397,175	152,082,793	154,360,504	146,826,178	146,878,128	\$6,480,953	4.6%
School Div Operations	170,704,158	182,213,801	182,213,801	191,435,091	191,008,517	191,156,254	\$8,942,453	4.9%
School Special Revenue	16,002,707	19,434,297	19,434,297	19,948,312	19,948,312	19,927,935	\$493,638	2.5%
School Debt Service	16,097,312	14,809,591	14,809,591	16,482,124	16,482,124	16,482,124	\$1,672,533	11.3%
Subtotal, Schools	202,804,177	216,457,689	216,457,689	227,865,527	227,438,953	227,566,313	\$11,108,624	5.1%
SUBTOTAL - OPERATING	\$327,517,390	\$356,854,864	\$368,540,482	\$382,226,031	\$374,265,131	\$374,444,441	\$17,589,577	4.9%
General Government Capital	17,223,572	14,050,308	56,125,315	25,899,573	25,899,573	25,899,573	\$11,849,265	84.3%
School Division Capital	28,606,705	45,415,982	42,056,751	42,479,000	42,479,000	42,479,000	(\$2,936,982)	-6.5%
SUBTOTAL - CAPITAL	\$45,830,277	\$59,466,290	\$98,182,066	\$68,378,573	\$68,378,573	\$68,378,573	\$8,912,283	15.0%
Revenue Sharing	15,855,485	15,696,360	15,696,360	14,199,607	14,199,607	14,199,607	(\$1,496,753)	-9.5%
TOTAL - ALL FUNDS	\$389,203,152	\$432,017,514	\$482,418,908	\$464,804,211	\$456,843,311	\$457,022,621	\$25,005,107	5.8%

NOTES:

- Totals are net of transfers.
- FY 19 projections for Capital Projects include balances that are expected to be carried forward to complete projects in future years.

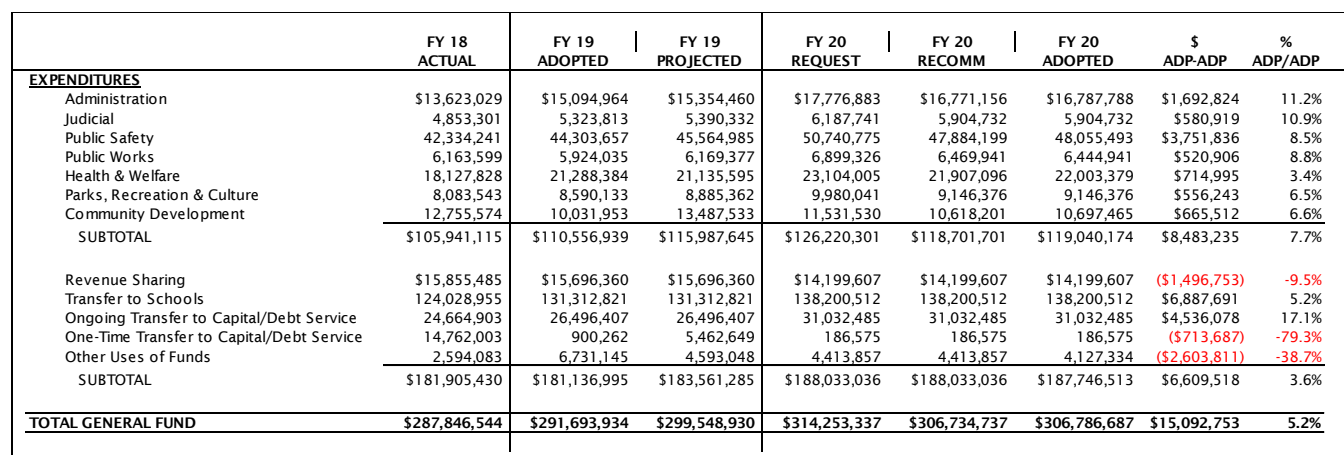
GENERAL FUND REVENUES

FY 20 Adopted Revenues
\$306,786,687



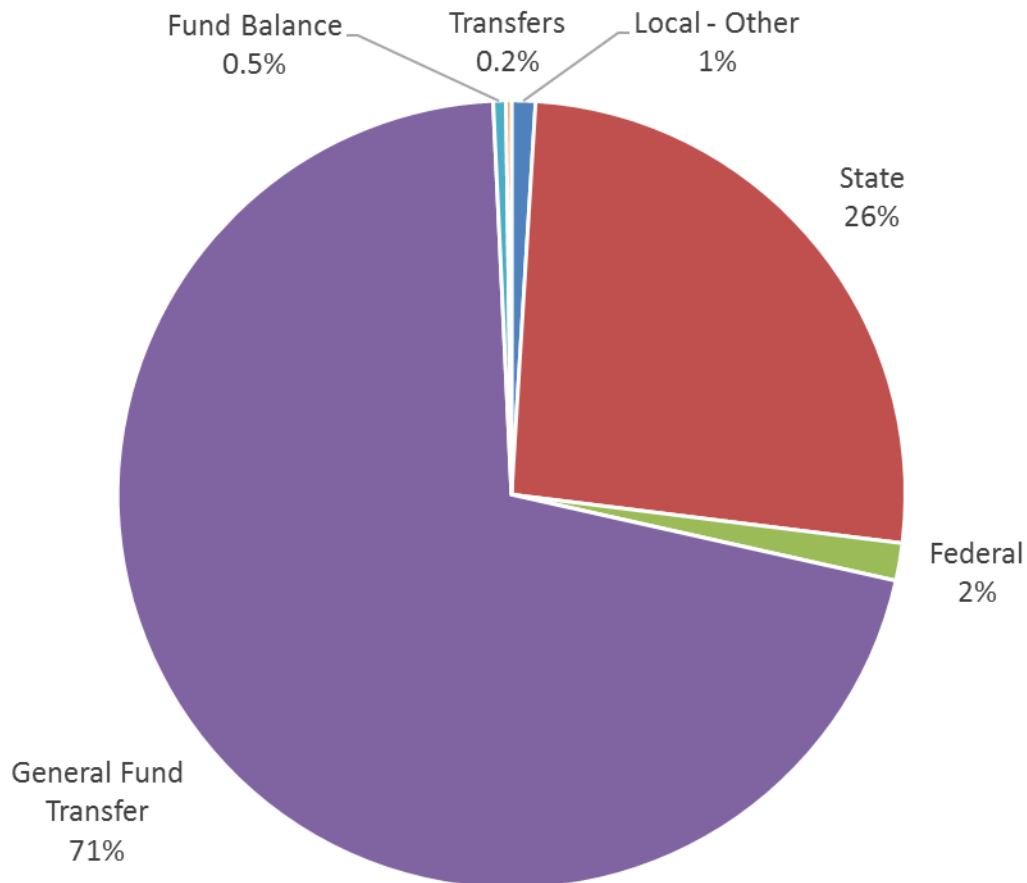
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
REVENUES								
Local Revenue								
Gen. Property Taxes	\$183,727,785	\$187,725,214	\$192,466,574	\$201,202,709	\$201,202,709	\$201,202,709	\$13,477,495	7.2%
Other Local Taxes	56,324,159	58,432,129	58,493,571	59,659,490	59,659,490	59,659,490	\$1,227,361	2.1%
Other Local Revenue	10,115,321	8,717,237	9,303,891	9,276,538	9,276,538	9,276,538	\$559,301	6.4%
SUBTOTAL	\$250,167,265	\$254,874,580	\$260,264,036	\$270,138,737	\$270,138,737	\$270,138,737	\$15,264,157	6.0%
State Revenue	23,836,806	24,532,350	24,807,023	25,067,322	25,067,322	25,092,472	\$560,122	2.3%
Federal Revenue	6,607,585	6,050,598	6,250,935	6,505,383	6,505,383	6,505,383	\$454,785	7.5%
Transfers	3,450,622	3,865,990	4,206,543	3,402,262	3,402,262	3,429,062	(\$436,928)	-11.3%
Use of Fund Balance	0	2,370,416	10,855,188	1,621,033	1,621,033	1,621,033	(\$749,383)	-31.6%
SUBTOTAL	\$33,895,013	\$36,819,354	\$46,119,688	\$36,596,000	\$36,596,000	\$36,647,950	(\$171,404)	-0.5%
TOTAL GENERAL FUND	\$284,062,278	\$291,693,934	\$306,383,724	\$306,734,737	\$306,734,737	\$306,786,687	\$15,092,753	5.2%

FY 20 Adopted Expenditures
\$306,786,687



SCHOOL FUND REVENUES

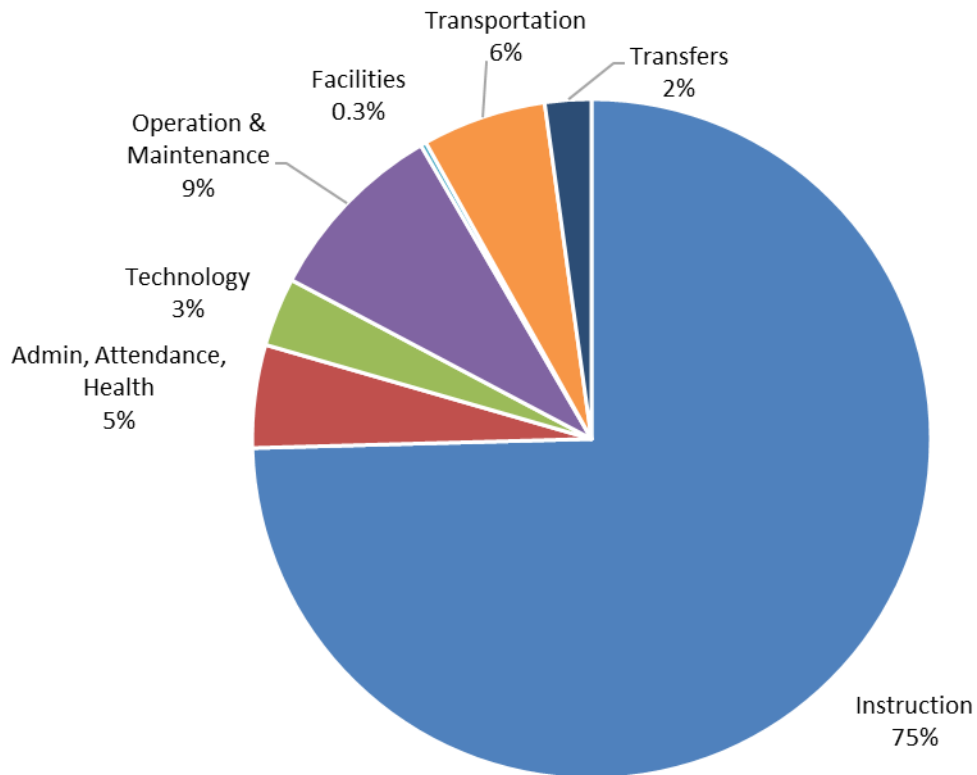
FY 20 Adopted Revenues
\$195,478,605



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 ANTICIPATED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
SCHOOL FUNDS								
Local - Other	\$1,918,042	\$2,774,990	\$2,774,990	\$1,911,354	\$1,911,354	\$2,115,867	(\$659,123)	-23.8%
State	49,375,075	48,263,009	48,263,009	50,767,269	50,767,269	50,528,580	\$2,265,571	4.7%
Federal	3,024,150	2,997,473	2,997,473	2,999,523	2,999,523	2,999,523	\$2,050	0.1%
General Fund Transfer	124,028,955	131,312,821	131,312,821	138,200,512	138,200,512	138,200,512	\$6,887,691	5.2%
Fund Balance	0	1,024,735	1,024,735	1,024,735	1,024,735	1,184,123	\$159,388	15.6%
Transfers	400,000	427,475	427,475	427,475	427,475	450,000	\$22,525	5.3%
TOTAL SCHOOL FUNDS	\$178,746,222	\$186,800,503	\$186,800,503	\$195,330,868	\$195,330,868	\$195,478,605	\$8,678,102	4.6%

SCHOOL FUND EXPENDITURES

FY 20 Adopted Expenditures \$195,478,605



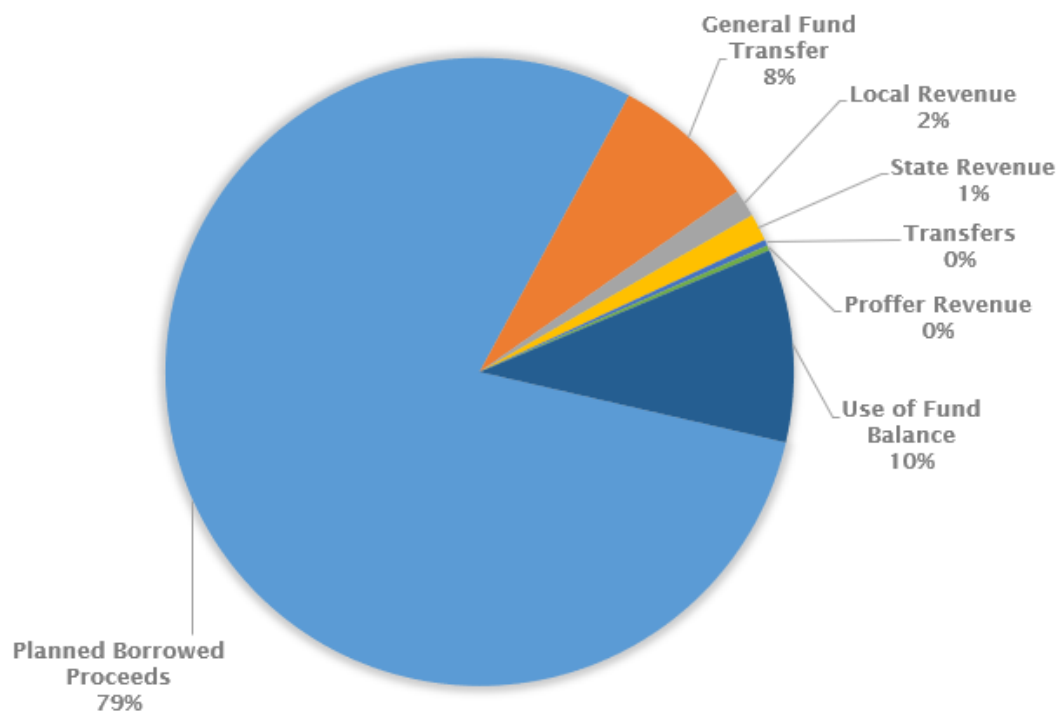
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 REVISED	FY 20 REQUEST	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
SCHOOL FUNDS							
Instruction	\$131,734,543	\$140,696,844	\$140,696,844	\$146,327,253	\$145,774,509	\$5,077,665	3.6%
Admin, Attendance, Health	7,831,086	8,766,834	8,766,834	9,406,902	9,575,211	\$808,377	9.2%
Technology	4,186,464	4,296,870	4,296,870	6,384,630	6,392,146	\$2,095,276	48.8%
Building Services	15,900,115	17,013,492	17,013,492	17,271,860	17,330,348	\$316,856	1.9%
Facilities	584,231	532,043	532,043	529,642	529,642	(\$2,401)	-0.5%
Transportation	10,467,718	10,907,718	10,907,718	11,554,398	11,554,398	\$646,680	5.9%
Transfers	6,873,998	4,586,702	4,586,702	4,282,757	4,322,351	(\$264,351)	-5.8%
TOTAL SCHOOL FUNDS	\$177,578,155	\$186,800,503	\$186,800,503	\$195,757,442	\$195,478,605	\$8,678,102	4.6%

CAPITAL BUDGET REVENUES

FY 20 Adopted Revenues

\$68,428,244

Net of Transfers



Capital Budget Recommended Revenues

(net of transfers)

FY 20

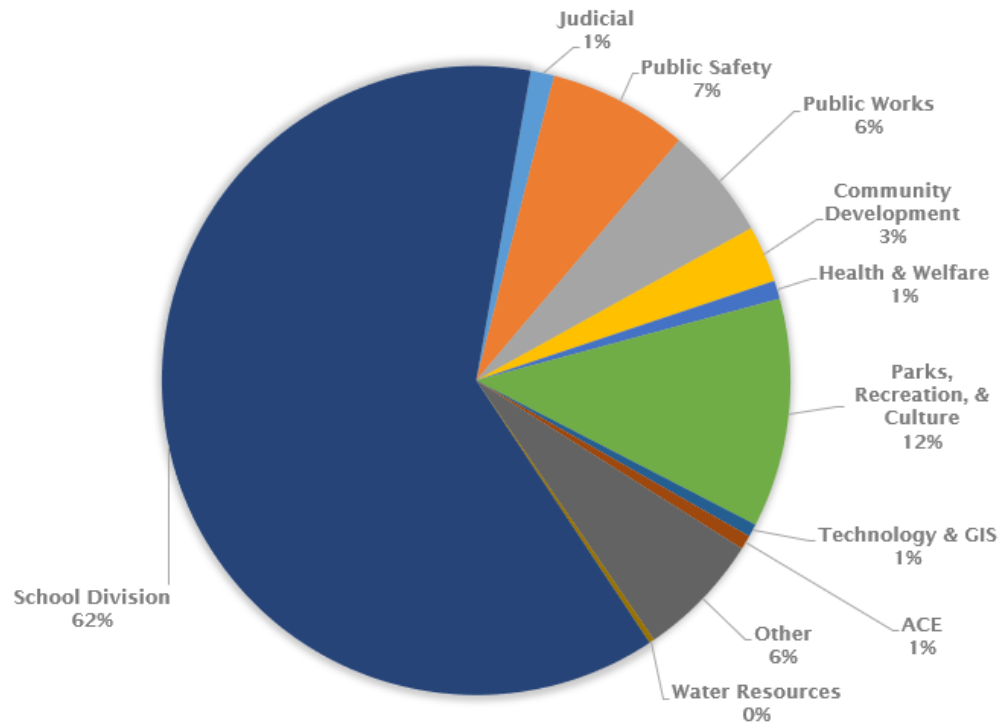
Planned Borrowed Proceeds	\$ 54,241,733
General Fund Transfer	\$ 5,066,311
Local Revenue	\$ 963,750
State Revenue	\$ 960,000
Transfers	\$ 216,748
Proffer Revenue	\$ 180,757
Use of Fund Balance	\$ 6,798,945
Total CIP Revenues	\$ 68,428,244

CAPITAL BUDGET EXPENDITURES

FY 20 Adopted Expenditures

\$68,428,244

Net of Transfers



Capital Budget Recommended Expenditures

(net of transfers)

FY 20

Judicial	\$ 831,300
Public Safety	\$ 4,916,397
Public Works	\$ 3,953,119
Community Development	\$ 2,000,000
Health & Welfare	\$ 640,000
Parks, Recreation, & Culture	\$ 8,054,211
Technology & GIS	\$ 453,937
ACE	\$ 500,000
Other	\$ 4,413,705
Water Resources	\$ 186,575
School Division	\$ 42,479,000
Total CIP Expenditures	\$ 68,428,244

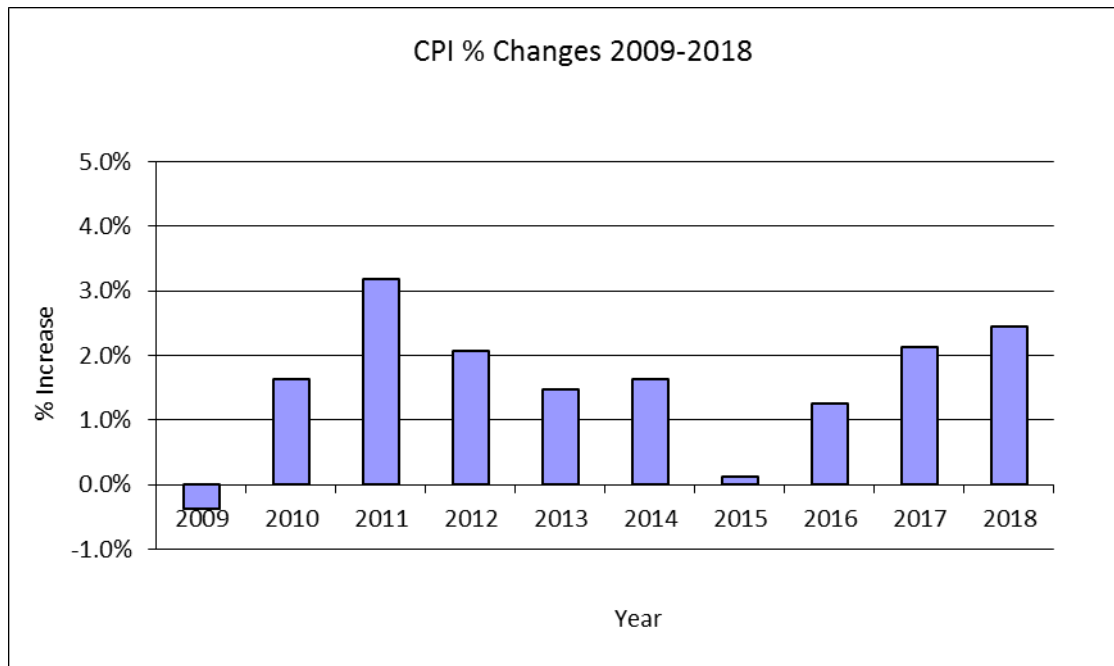
CONSOLIDATED FUND STATEMENT

	General Fund	Capital Improvement Funds	Debt Service Funds	Special Revenue Funds	School Operating Fund	Education Special Revenue Funds	Total - All Funds
Projected Available Beginning Fund Balances - 07/01/2019	\$ 39,213,113	\$ 17,388,673	\$ -	\$ 4,443,972	\$ -	\$ 5,926,731	\$ 66,972,488
Revenue:							
Property Taxes	\$ 201,202,709	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 201,202,709
Other Local Taxes	59,659,490	-	-	1,798,830	-	-	61,458,320
Permits & Fees	2,119,376	-	-	162,145	-	26,985	2,308,506
Fines & Forfeitures	457,282	-	-	-	-	-	457,282
Use of Money & Property	2,180,890	10,000	-	99,411	581,597	535,738	3,407,636
Charges for Services	3,860,060	-	-	2,237,603	288,000	6,135,006	12,520,669
Miscellaneous	236,424	-	-	2,000	467,832	3,628,929	4,335,185
Recovered Costs	397,506	953,750	-	44,160	225,757	455,800	2,076,973
Revenue from the Commonwealth	25,092,472	960,000	267,214	6,713,796	50,528,580	1,619,731	85,181,793
Revenue from the Federal Govt.	6,505,383	-	78,880	3,547,545	2,999,523	6,173,625	19,304,956
Loan Proceeds	-	54,241,733	-	-	-	-	54,241,733
Other Funding Sources	-	-	-	-	-	-	-
TOTAL REVENUE	\$ 301,711,592	\$ 56,165,483	\$ 346,094	\$ 14,605,490	\$ 55,091,289	\$ 18,575,814	\$ 446,495,762
Transfers from Other Funds	\$ 3,454,062	\$ 5,463,816	\$ 26,196,760	\$ 9,492,062	140,387,316	\$ 1,652,121	\$ 186,646,137
TOTAL CURRENT REVENUE AND TRANSFERS	\$ 305,165,654	\$ 61,629,299	\$ 26,542,854	\$ 24,097,552	\$ 195,478,605	\$ 20,227,935	\$ 633,141,899
TOTAL AVAILABLE RESOURCES	\$ 344,378,767	\$ 79,017,972	\$ 26,542,854	\$ 28,541,524	\$ 195,478,605	\$ 26,154,666	\$ 700,114,387
Expenditures:							
Administration	\$ 16,110,221	\$ 453,937	\$ -	\$ 502,759	\$ -	\$ -	\$ 17,066,917
Judicial	5,755,723	831,300	-	-	-	-	6,587,023
Public Safety	46,765,170	4,916,397	-	1,211,544	-	-	52,893,111
Public Works	6,363,265	4,139,694	-	1,576,554	-	-	12,079,513
Health and Welfare	19,042,168	640,000	-	14,299,440	-	-	33,981,608
Education	24,008	42,479,000	-	-	191,156,254	19,927,935	253,587,197
Parks/Recreation/Culture	8,879,900	8,054,211	-	2,277,422	-	-	19,211,533
Community Development	10,627,023	2,500,000	-	911,972	-	-	14,038,995
Revenue Sharing	14,199,607	-	-	-	-	-	14,199,607
Contingencies and Refunds	2,470,229	4,364,034	-	-	-	-	6,834,263
Debt Service	-	-	26,542,854	-	-	-	26,542,854
TOTAL EXPENDITURES	\$ 130,237,314	\$ 68,378,573	\$ 26,542,854	\$ 20,779,691	\$ 191,156,254	\$ 19,927,935	\$ 457,022,621
Transfers to Other Funds	\$ 176,549,373	\$ 49,671	\$ -	\$ 5,274,741	\$ 4,322,351	\$ 450,000	\$ 186,646,136
TOTAL CURRENT EXPENDITURES AND TRANSFERS	\$ 306,786,687	\$ 68,428,244	\$ 26,542,854	\$ 26,054,432	\$ 195,478,605	\$ 20,377,935	\$ 643,668,757
PROJECTED FUND BALANCES -06/30/2020	\$ 37,592,080	\$ 10,589,728	\$ -	\$ 2,487,092	\$ -	\$ 5,776,731	\$ 56,445,630
TOTAL FUND COMMITMENTS AND FUND BALANCES	\$ 344,378,767	\$ 79,017,972	\$ 26,542,854	\$ 28,541,524	\$ 195,478,605	\$ 26,154,666	\$ 700,114,387
Net Change in Fund Balances:	\$ (1,621,033)	\$ (6,798,945)	\$ -	\$ (1,956,880)	\$ -	\$ (150,000)	\$ (10,526,858)
Designated for Operations (one-time)	\$ 1,620,133	\$ -	\$ -	\$ 1,956,880	\$ -	\$ 150,000	\$ 3,727,013
Designatd for Operations (recurring)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ -	\$ 6,798,945	\$ -	\$ -	\$ -	\$ -	\$ 6,798,945
* Expenditure listed in functional areas do not include transfers that are budgeted within department operations. For the purpose of this chart, these expenditures are contained in "Transfer to Other Funds"							

COMPARATIVE EXPENDITURES

COMPARATIVE PER CAPITA EXPENDITURES FY 18									
Locality	General Admin.	Judicial Admin.	Public Safety	Public Works	Health & Welfare	Education	Parks, Rec., & Culture	Community Development	Total Expenditures
Fairfax	133.23	51.62	658.39	216.31	538.67	2,420.48	121.43	406.14	5,198,337,185
Prince William	88.86	41.86	636.11	91.79	225.31	2,270.21	116.99	127.61	1,640,993,000
Loudoun	154.17	37.45	480.73	91.04	247.78	2,865.85	141.12	97.09	1,629,905,106
Arlington	203.23	78.49	935.08	396.59	786.00	2,293.61	281.41	206.63	1,238,651,914
Henrico	154.67	43.77	598.45	226.67	255.03	1,617.15	114.87	105.95	1,010,994,950
Chesterfield	101.96	56.77	556.49	62.00	258.34	1,783.36	59.08	60.59	999,179,432
Stafford	95.33	54.04	452.86	53.07	206.44	1,986.83	96.86	32.52	433,884,783
Spotsylvania	95.48	59.01	458.21	62.57	267.35	1,948.93	60.83	61.08	396,419,011
Hanover	102.66	60.99	672.15	144.95	229.93	1,844.41	66.09	42.71	336,557,845
Albemarle*	106.46	52.57	418.16	46.04	380.07	1,726.10	78.48	131.96	330,821,849
Roanoke	142.00	53.41	566.50	185.13	274.65	1,659.47	130.65	58.50	287,796,410
Frederick	84.14	41.44	491.84	123.38	193.96	1,970.53	75.72	63.67	261,294,221
Fauquier	153.98	94.80	564.25	255.17	323.91	2,069.72	99.68	88.66	252,219,802
Rockingham	60.16	46.64	382.31	177.83	285.28	1,824.68	30.14	59.68	231,247,325
York	155.65	52.05	517.45	150.98	198.92	2,020.27	79.35	131.00	227,727,499
James City	98.70	86.29	439.24	112.15	216.66	1,699.92	149.22	129.20	219,038,157
Augusta	81.05	31.79	388.87	50.80	327.81	1,517.17	38.53	24.68	184,584,664
Bedford	57.79	46.87	287.98	114.56	253.70	1,364.83	46.46	73.00	174,692,175
Montgomery	76.51	31.86	205.70	59.04	242.55	1,106.81	36.34	1.89	173,915,475
Pittsylvania	62.99	30.12	276.87	48.88	389.32	1,463.44	29.29	53.44	146,360,034
Charlottesville	306.18	82.49	891.46	231.62	1,085.57	1,561.71	276.00	210.06	228,222,669
Average (top 20 & Charlottesville)	119.77	54.02	518.05	138.12	342.25	1,857.88	101.36	103.15	
All Counties	116.37	56.67	519.95	142.05	370.68	1,958.43	91.21	151.71	
Source: Commonwealth of Virginia, Auditor of Public Accounts. <i>Comparative Report of Local Government Revenues & Expenditures for the Fiscal Year Ended June 30, 2018</i> , http://www.apa.virginia.gov/APA_Reports/LG_ComparativeReports.aspx .									
* The amount listed in Community Development excludes \$131.85 per capita paid to the City of Charlottesville under the revenue sharing agreement.									

CONSUMER PRICE INDEX TRENDS



Source: Bureau of Labor Statistics, *Historical Consumer Price Index for All Urban Consumers (CPI-U): U.S. city average, all items, by month*. <https://www.bls.gov/cpi/tables/supplemental-files/home.htm>

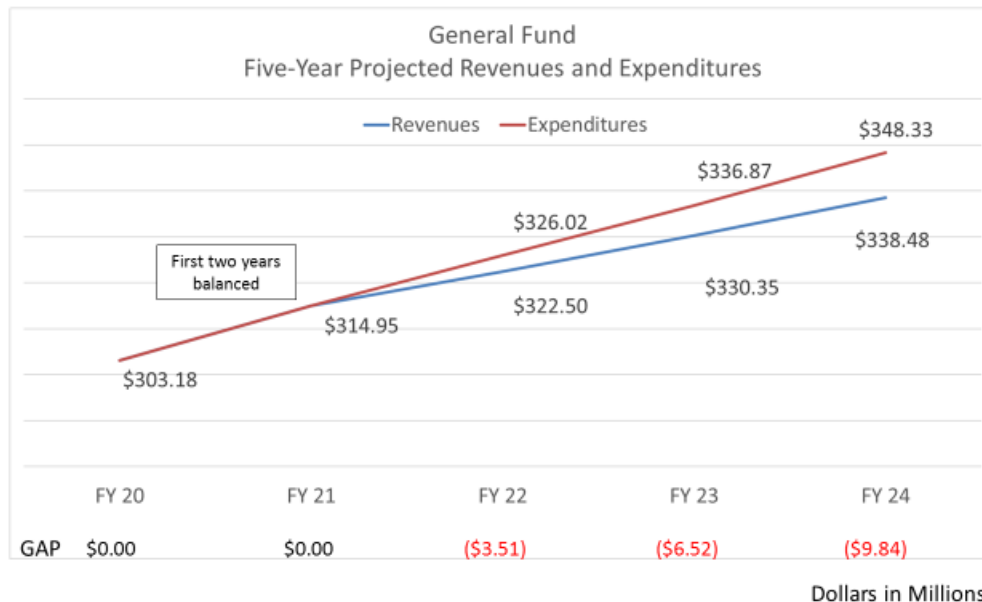
The Consumer Price Index (CPI) is a statistical description of price levels, provided by the U.S. Department of Labor, which is used as a measure of inflation, or changes in prices of various goods. The most commonly used index is the Consumer Price Index for Urban Consumers (CPI-U), which is an index of prices of various consumer goods. The County uses the average annual (national) CPI-U to measure inflationary increases from one year to the next. The -0.4% change in average annual inflation from 2008 to 2009 is the only negative rate since 1955. In 2018, the inflation rate was 2.4%.

FIVE-YEAR FINANCIAL PLAN

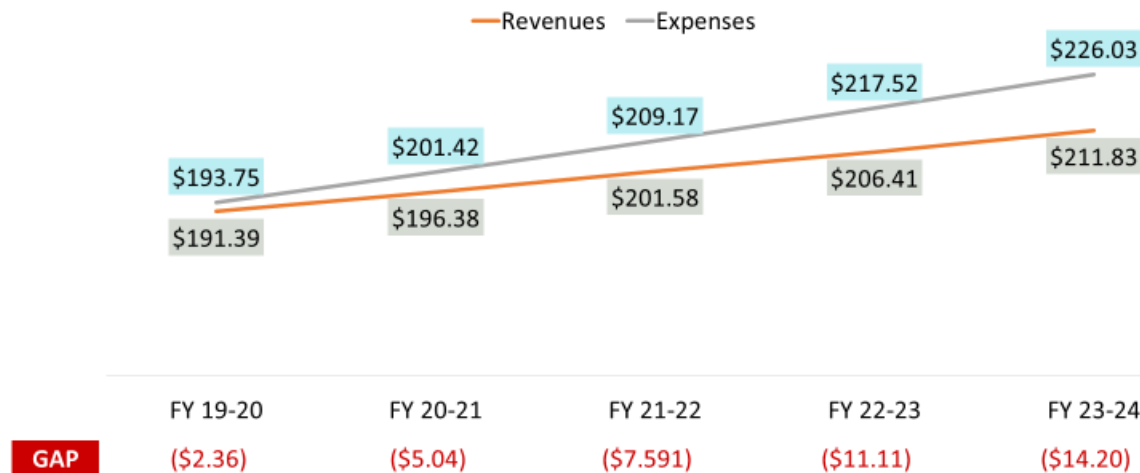
Long range financial planning in Albemarle County brings together three major components of the County budget: the School Division, General Government, and the Capital Improvement Program. It is a critical process for the County's AAA bond ratings and creates the framework for the annual budget development process. The Five-Year Financial Plan process has been a valuable tool for taking a long term look at the County's revenue and expenditure picture. The County further believes it is beneficial to focus on balancing the first two years of the plan. Expanding beyond the Annual Budget to include a balanced Two-Year Fiscal Plan has provided a helpful framework for decision making on major financial issues. This planning effort serves to guide the development of the annual budget.

The County's long-range financial planning indicates that the cumulative impacts of community and Board aspirations along with growing citizen expectations and service obligations created by population growth may outpace available resources.

General Fund Five-Year Financial Plan Summary



School Divisions' Five Year Financial Forecast



The FY 20 – 21 Balanced Two-Year Fiscal Plan focused on advancing the strategic plan while positioning the County to successfully support its high quality services and community.

The decision framework was informed by the Board's adopted strategic objectives and reflects the County's work in priority-driven budgeting. The plan also reflects the positive impacts of stronger revenues than were projected this time last year and the strategic use of one-time money to advance priorities and avoid creating future obligations.

The following information is a summary of the Albemarle County Two-Year Fiscal Plan, reviewed by the Board of Supervisors in November and December of 2018.

TWO-YEAR FISCAL PLAN SUMMARY

The County's FY 20 – 21 Balanced Two-Year Fiscal Plan was shaped by priority driven budgeting with a clear focus on strategic priorities that were developed by the Board of Supervisors in the Fall of 2018. The plan focused on the need to maintain the levels of service our community expects while recognizing that strategic priorities currently in development will move to implementation in the near future and that there are new issues on the horizon that are not part of current services or the current strategic plan.

As the Plan was developed, staff was careful to balance across two areas of focus:

Services

- Provide funding for Schools by formula guidelines
- Meet obligations
- Maintain our market position in competitive job market
- Focus on optimizing business processes
- Support efforts of the newly created *Office of Equity and Inclusion*
- Support existing services and agency partners
- Begin facility planning and improve building security at the County Office Building – McIntire

Community

- Build and open new parks
- Advance establishment of an inter-connected bike and pedestrian network
- Provide additional capacity for the School Division
- Provide funding for economic development
- Provide additional equity funding for the Capital Improvement Program (CIP)
- Provide additional funding for affordable housing
- Provide additional funding to support broadband expansion

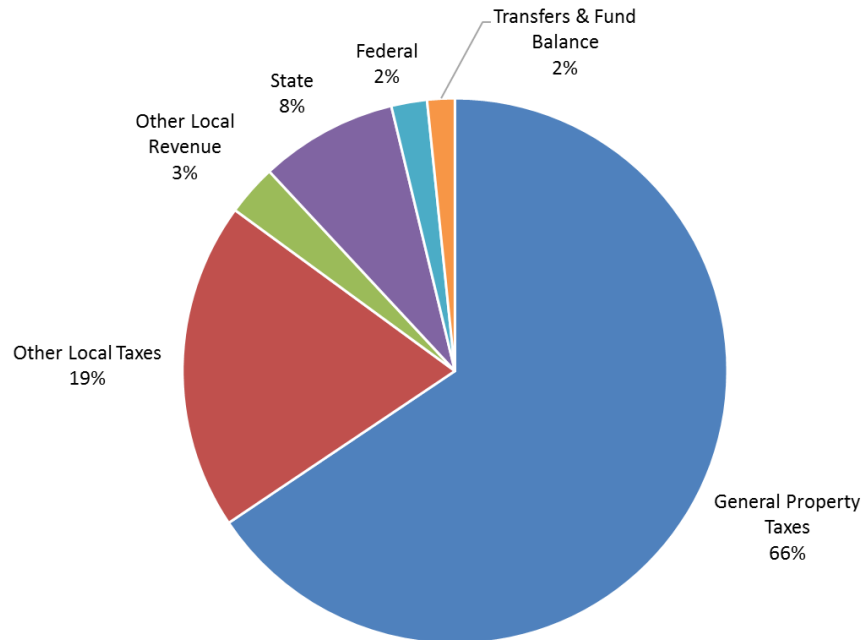


Revenues

• • • • • • • • • • • •

GENERAL FUND REVENUES

FY 20 Adopted
General Fund Revenues
\$306,786,687

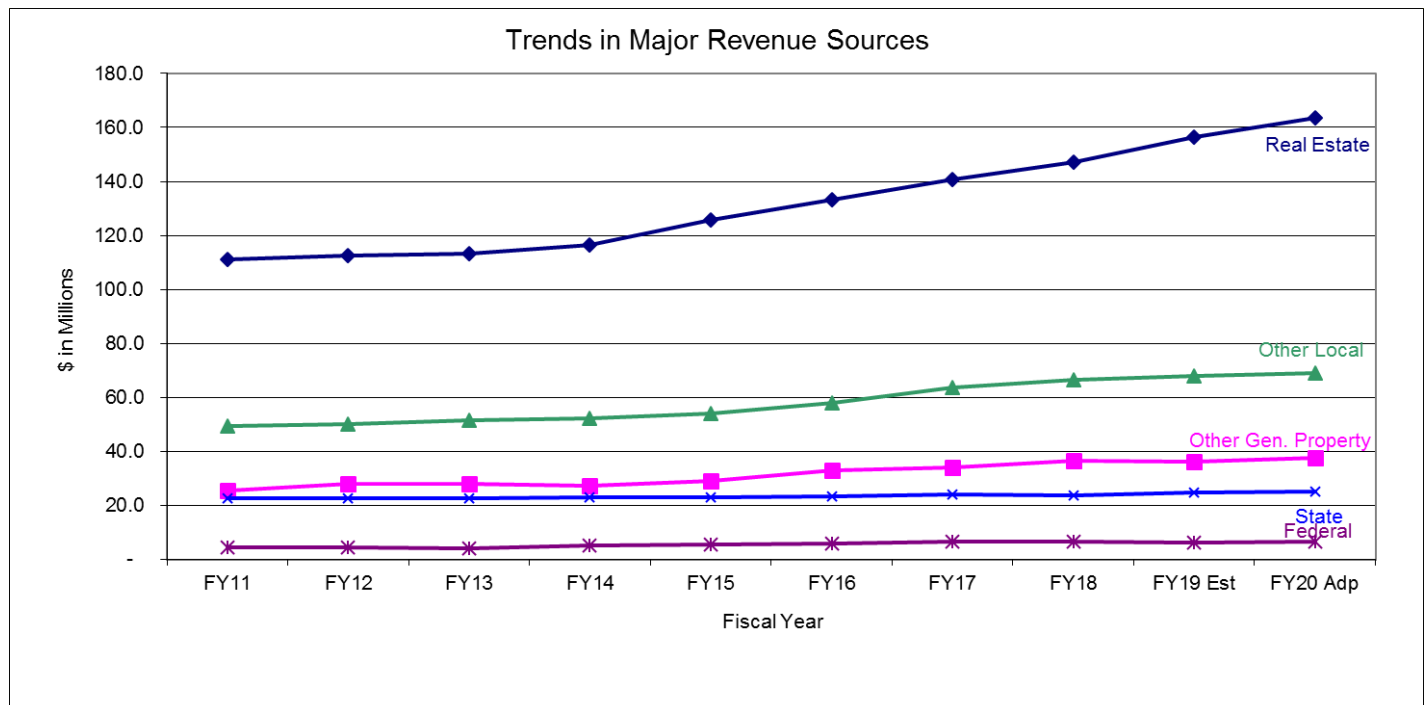


	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
General Property Taxes	\$183,727,785	\$187,725,214	\$192,466,574	\$201,202,709	\$201,202,709	\$201,202,709	\$13,477,495	7.2%
Other Local Taxes	56,324,159	58,432,129	58,493,571	59,659,490	59,659,490	59,659,490	\$1,227,361	2.1%
Permits And Fees	3,093,425	2,171,669	2,606,426	2,119,376	2,119,376	2,119,376	-\$52,293	-2.4%
Fines And Forfeitures	487,221	436,736	580,805	457,282	457,282	457,282	\$20,546	4.7%
Use Of Money And Property	1,666,925	1,783,579	2,302,000	2,180,890	2,180,890	2,180,890	\$397,311	22.3%
Charges For Services	3,830,466	3,873,167	3,561,833	3,885,060	3,885,060	3,885,060	\$11,893	0.3%
Miscellaneous	86,369	73,227	107,577	197,800	197,800	197,800	\$124,573	170.1%
Payments In Lieu Of Taxes	38,630	40,338	38,666	38,624	38,624	38,624	-\$1,714	-4.2%
Recovered Costs	912,285	338,521	106,584	397,506	397,506	397,506	\$58,985	17.4%
LOCAL REVENUES	\$250,167,265	\$254,874,580	\$260,264,036	\$270,138,737	\$270,138,737	\$270,138,737	\$15,264,157	6.0%
Payments In Lieu Of Taxes-State	154,816	158,470	156,853	161,000	161,000	\$161,000	\$2,530	1.6%
Non-Categorical Aid-State	15,708,304	15,802,620	15,988,876	15,900,449	15,900,449	15,900,449	\$97,829	0.6%
Shared Expenses-State	2,167,658	2,288,298	2,355,512	2,253,932	2,253,932	2,253,932	-\$34,366	-1.5%
Categorical Aid-State	5,806,028	6,282,962	6,305,782	6,751,941	6,751,941	6,777,091	\$494,129	7.9%
Subtotal, State	\$23,836,806	\$24,532,350	\$24,807,023	\$25,067,322	\$25,067,322	\$25,092,472	\$560,122	2.3%
Payments In Lieu Of Taxes-Federal	39,088	39,870	39,906	40,704	40,704	40,704	\$834	2.1%
Categorical Aid-Federal	6,568,497	6,010,728	6,211,029	6,464,679	6,464,679	6,464,679	\$453,951	7.6%
Subtotal, Federal	\$6,607,585	\$6,050,598	\$6,250,935	\$6,505,383	\$6,505,383	\$6,505,383	\$454,785	7.5%
TOTAL REVENUES	\$280,611,655	\$285,457,528	\$291,321,994	\$301,711,442	\$301,711,442	\$301,736,592	\$16,279,064	5.7%
Transfers	3,450,622	3,865,990	4,206,543	3,402,262	3,402,262	3,429,062	-\$436,928	-11.3%
REVENUES and TRANSFERS	\$284,062,278	\$289,323,518	\$295,528,537	\$305,113,704	\$305,113,704	\$305,165,654	\$15,842,136	5.5%
Use of Fund Balance	0	2,370,416	10,855,188	1,621,033	1,621,033	1,621,033	-\$749,383	-31.6%
TOTAL REVS, TRANSFERS, FUND BAL:	\$284,062,278	\$291,693,934	\$306,383,724	\$306,734,737	\$306,734,737	\$306,786,687	\$15,092,753	5.2%

REVENUE OVERVIEW

Overall, General Fund revenues, transfers, and use of fund balance are projected to increase \$15.1 million (5.2%) over FY 19 Adopted Budget levels. General property taxes continue to represent the largest source of General Fund revenues (66%) and are expected to increase \$13.5 million in FY 20, representing 89% of the growth in total General Fund revenues. General property taxes include real and personal property taxes, machinery and tool tax, and public service tax. General property taxes also include revenues from delinquent taxes, penalties, interest, and fees. Additional details regarding general property taxes as well as other County revenues are included in the following pages.

The chart below presents trend data for the County's major General Fund revenue sources for the period of FY 11 – FY 20. Since FY 11, real estate tax receipts grew 47% representing a compounded annual growth rate (CAGR) of 4.4%. Between FY 11 and FY 20, all other sources of revenue, when combined, increased by 3.4% CAGR.



From FY 16 to FY 18, Fire Rescue system operating expenses and related revenues were accounted for separately from the General Fund in a Fire Rescue Services Fund. At the July 12, 2017 Board of Supervisors Meeting, the Board provided direction to discontinue the Fire Rescue Services Fund and move the Fire Rescue Services budgets back into the General Fund. For comparison purposes, FY 18 figures in this chapter have been revised to reflect those revenues as part of the General Fund.

LOCAL REVENUES

General Property Taxes

As previously noted, the largest source of local revenues for Albemarle County consists of general property taxes. General property taxes are *ad valorem* taxes based on the assessed value of real and personal property owned by businesses, individuals, and public service corporations. Both real and personal property are assessed at 100% valuation with tax rates applied per \$100 of assessed value. General property taxes consist of real estate, public service, personal property, mobile home, and machinery and tools taxes.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
CURRENT:								
Real Estate	\$147,268,521	\$152,059,319	\$156,248,066	\$163,518,809	\$163,518,809	\$163,518,809	\$11,459,490	7.5%
Public Service	3,406,891	3,533,225	4,065,230	4,431,817	4,431,817	4,431,817	\$898,592	25.4%
Local Personal Property	28,049,836	27,183,769	28,546,820	29,182,398	29,182,398	29,182,398	\$1,998,629	7.4%
Machinery & Tools	676,757	675,836	687,315	710,003	710,003	710,003	\$34,167	5.1%
Mobile Homes	70,774	68,989	61,713	61,637	61,637	61,637	(\$7,352)	-10.7%
Subtotal Current	\$179,472,780	\$183,521,138	\$189,609,145	\$197,904,664	\$197,904,664	\$197,904,664	\$14,383,526	7.8%
PER PENNY: CURRENT:								
Real Estate, avg tax rate	0.839	0.839	0.839	0.854	0.854	0.854	0.015	1.8%
Real Estate, per penny	1,796,736	1,855,322	1,911,502	1,967,357	1,967,357	1,967,357	\$112,035	6.0%
Personal Property, inc PPTR, avg tax rate	4.28	4.28	4.28	4.28	4.28	4.28	0.00	0.0%
Personal Property, inc PPTR, per penny	102,073	100,047	103,259	104,797	104,797	104,797	\$4,750	4.7%
NON-CURRENT:								
Delinquent Taxes	\$1,891,827	\$1,942,413	\$1,745,434	\$1,682,716	\$1,682,716	\$1,682,716	(\$259,697)	-13.4%
Penalties	1,273,298	1,143,942	605,604	1,040,435	1,040,435	1,040,435	(\$103,507)	-9.0%
Interest & Fees	1,089,880	1,117,721	506,391	574,894	574,894	574,894	(\$542,827)	-48.6%
Subtotal Non-Current	\$4,255,005	\$4,204,076	\$2,857,429	\$3,298,045	\$3,298,045	\$3,298,045	(\$906,031)	-21.6%
TOTAL	\$183,727,785	\$187,725,214	\$192,466,574	\$201,202,709	\$201,202,709	\$201,202,709	\$13,477,495	7.2%

In FY 20, general property taxes are projected to total \$201.2 million, an *increase* of \$13.5 million or 7.2% over the FY 19 Adopted Budget, and comprise 65.6% of General Fund revenues, transfers, and use of fund balance.

10-Year Real Estate Tax Rate	
2010	\$0.742
2011	\$0.742
2012	\$0.762
2013	\$0.766
2014	\$0.799
2015	\$0.819
2016	\$0.839
2017	\$0.839
2018	\$0.839
2019	\$0.854

Real Estate Property Tax is the largest source of revenue for the County and is expected to generate \$163.5 million, or 53.3% of General Fund revenues in FY 20. This represents an \$11.5 million or 7.5% *increase* over the FY 19 budget and is calculated based on the real estate tax rate of \$0.854 per \$100 of assessed value. This tax rate includes real estate taxes that are dedicated to the water resources mandate. The increase in real property tax revenue reflects changes in tax rate, reassessment values, new construction and parcels, and land use rates.

The FY 20 Budget takes into account the overall 4.0% increase in the County's Calendar Year (CY) 2019 reassessments over CY 2018, as well as anticipated new construction and parcels, land use rates, and Board of Equalization (BOE) adjustments. Staff projects that CY 2020 reassessments will increase by 2.5% over CY 2019. This increase reflects actual and anticipated modest growth in the local real estate market. Each penny on the real estate tax rate yields \$1.9 million in estimated collectable real estate tax revenues based on a real estate tax rate of \$0.854 per \$100 of assessed value. Real estate property taxes are paid in two installments due June 5 and December 5.

Public Service tax is levied on the real estate and tangible personal property owned by railroads, utilities, pipelines, and other businesses required to register with the State Corporation Commission. Public Service Corporation assessments are prepared by the Virginia Department of Taxation (TAX) and the State Corporation Commission and are based on the percentage of the statewide total of capitalized equipment located in the County of Albemarle. The public service ratio calculated by TAX varies directly with the statewide sales ratio. The budget is based on a tax rate of \$0.854 per \$100 of assessed value. For FY 20, the Public Service tax is projected to total \$4.4 million, a 25.4% *increase* over FY 19. This jump in revenue reflects an unexpectedly large increase in 2018 in the assessed value of the property owned by companies that have equipment in Albemarle County; the average multiyear historical performance of this revenue stream; and the proposed increase in the tax rate. Each penny on this tax rate is expected to yield \$51,895 in public service tax revenues for FY 20.

Personal Property tax is levied on vehicles and other tangible non-real estate property owned by individuals, businesses, trusts, and taxable non-profit organizations. Qualified vehicles are eligible for a *pro rata* share of Personal Property Tax Relief (PPTR) which consists of a fixed \$14.9 million payment from the State. Combined personal property tax and PPTR payments are projected to *increase* \$2.0 million or 4.7% over the FY 19 budget. Personal property taxes, less PPTR, collected from taxpayers are projected to *increase* 7.4%. The percent collected from taxpayers can vary significantly from the combined collection rate due to the fixed nature of PPTR payments. The locally collected rate is a better indicator of economic conditions than is the combined rate. The increase in this revenue stream reflects stronger-than-expected performance in FY 19, as well as projected ongoing strength in the County's economy in FY 20. The current tax rate is \$4.28 per \$100 of assessed value. Each penny on the personal property tax rate, including PPTR payments, yields \$103,138 in collectible tax revenues. Personal property taxes are generally paid in two installments due on June 5 and December 5.

Mobile Home taxes are levied on manufactured homes not classified as real estate that are owned by individuals and businesses. Mobile homes are assessed as tangible personal property yet taxed at the real estate tax rate of \$0.854 per \$100 of assessed value. Revenues derived from Mobile home taxes are projected to total \$61,637 or a 10.7% *decrease* from the FY 19 budget. Each penny on this tax rate yields \$722 in collectable tax revenue for FY 20.

Machinery and Tools tax is levied on equipment needed in the manufacturing process. Machinery and Tools tax revenues are projected to *increase* \$34,167 or 5.1% compared to the FY 19 budget. This result takes into account the actual amount of revenue received, as well as projected depreciation on existing machinery and tools, and an expected increase in the level of manufacturing activity in Albemarle County between FY 19 and FY 20. Each penny on this tax rate yields \$1,659 in collectable tax revenue for FY 20. The current tax rate is \$4.28 per \$100 of assessed value.

Delinquent Taxes, Penalties, Interest and Fees are projected to *decrease* by 21.6% from the FY 19 Adopted level. This substantial drop reflects the fact that the FY 19 Adopted level was based, in part, on the performance of the revenue stream in FY 18. The collected level of Delinquent Taxes, Penalties, Interest and Fees in FY 18, however, was inflated by a single, large roll-back tax payment made to the County in that fiscal year. The artificially high FY 18 value, in other words, had a significant upward impact on the FY 19 adopted level. The forecasted figure for FY 20, in contrast, is consistent with the currently-projected FY 19 value, as well as pre-FY 18 historical levels of Delinquent Taxes, Penalties, Interest and Fees.

Revenue Estimating

The total estimated fair market value of taxable real estate on January 1, 2019 was \$19.083 billion, net of land use deferral. The following table displays total real property assessed values, net of land use deferral, for the 2019 *calendar year* and the prior ten years, broken out by property type:

Albemarle County Taxable Real Property Assessed Values (\$) : 2009-2019

Calendar Year	Residential (a)	Multifamily (b)	Commercial & Industrial (c)	Agricultural (d)	Total
2009	11,149,504,000	497,068,700	2,400,584,700	1,583,370,800	15,630,528,200
2010	10,781,176,900	504,617,500	2,491,664,600	1,485,950,300	15,263,409,300
2011	10,702,226,400	473,660,600	2,484,864,600	1,456,599,100	15,117,350,700
2012	10,196,226,791	535,895,487	2,350,454,185	1,766,512,438	14,849,088,901
2013	10,100,995,800	648,963,300	2,420,901,600	1,668,508,700	14,839,369,400
2014	10,263,540,900	661,282,200	2,554,614,700	1,797,019,800	15,276,457,600
2015	10,663,453,400	687,000,300	2,638,287,800	1,809,792,900	15,798,534,400
2016	11,205,011,000	711,920,000	2,737,682,700	1,810,674,500	16,465,288,200
2017	11,728,931,150	748,082,600	2,751,326,200	1,776,863,618	17,005,203,568
2018	12,073,846,100	754,273,500	2,790,355,500	1,781,722,500	17,400,197,600
2019	13,175,060,754	883,438,474	2,959,615,970	2,064,788,800	19,082,903,998

Notes: All categories are *net* of land use deferral. Data does not include real property that is subject to Public Service Tax. 2019 values are as of January 1, 2019 and (a) Includes State Class 1+2; (b) Includes State Class 3; (c) Includes State Class 4; and (d) Includes State Class 5+6. The figures for 2016 and later might not be directly comparable to pre-2016 numbers, due to the County's adoption of a new real estate reporting package.

Source: 2019 data comes from the Albemarle County Assessor's Office, February 4, 2019. Prior year data came from the Albemarle County Assessor's Office in January of the relevant year.

Other Local Taxes

Other Local Taxes include items such as sales taxes, utility taxes, business taxes, motor vehicle licenses, recordation taxes, and prepared food and beverage taxes. These taxes are projected to generate \$59.7 million in revenues for FY 20, a \$1.2 million or 2.1% *increase* over the FY 19 Adopted budget. Combined, these funds represent 19.4% of General Fund revenues, transfers, and use of fund balance. Other Local Taxes are excise taxes classified as:

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Penalty & Interest	\$226,950	\$250,535	\$238,560	\$208,269	\$208,269	\$208,269	(\$42,266)	-16.9%
Sales Tax	16,858,642	17,658,307	16,952,550	18,227,322	18,227,322	18,227,322	\$569,015	3.2%
Consumer Utility Tax	8,503,279	8,318,918	8,213,633	8,480,963	8,480,963	8,480,963	\$162,045	1.9%
Utility Consumption Tax	338,796	329,792	339,269	335,417	335,417	335,417	\$5,625	1.7%
Business License	13,099,389	13,213,768	13,099,389	13,809,597	13,809,597	13,809,597	\$595,829	4.5%
Short Term Rental	131,756	158,820	131,791	161,996	161,996	161,996	\$3,176	2.0%
Vehicle Registration	3,925,015	4,545,219	4,837,606	3,991,724	3,991,724	3,991,724	(\$553,495)	-12.2%
Bank Franchise	1,105,452	1,141,693	1,141,693	1,250,968	1,250,968	1,250,968	\$109,275	9.6%
Clerk Fees	2,416,977	2,539,039	3,733,320	2,190,342	2,190,342	2,190,342	(\$348,697)	-13.7%
Transient Occupancy	1,137,618	1,198,589	1,092,312	1,199,220	1,199,220	1,199,220	\$631	0.1%
Food & Beverage Tax	8,580,284	9,077,449	8,713,448	9,803,672	9,803,672	9,803,672	\$726,223	8.0%
TOTAL	\$56,324,159	\$58,432,129	\$58,493,571	\$59,659,490	\$59,659,490	\$59,659,490	\$1,227,361	2.1%

Penalties and Interest collected on Other Local Taxes are projected to be \$208,269 in FY 20, representing a 16.9% *decrease* from the FY 19 budget. This projected performance reflects worse-than-expected performance in estimated FY 19 collections.

Sales and Use taxes are revenues received by the County from 1.0 cent of the 5.0 cent state sales tax generated within the County. In FY 20, sales tax revenue is projected to total \$18.2 million, a 3.2% *increase* over the FY 19

budget. This projected sales tax revenue is based on the generally robust conditions in the County's labor market as well as expected continuing strength in overall business conditions.

Consumer Utility taxes are taxes collected by utility companies on residential, industrial, and commercial users of telephone, gas, and electric services. This tax is levied by the Commonwealth at 5% of taxable use with a \$4 monthly cap on residential service and is allocated to local jurisdictions based on prorated FY 06 receipts. Taxation of gas and electrical service is based on usage. These taxes are projected to total \$8.5 million, a 1.9% *increase* over the FY 19 budget. The relatively flat expected growth reflects an ongoing shift in consumer behavior away from landline telephones to other forms of communication, such as FaceTime and Skype, that are not subject to taxation. This situation in recent years has had a negative impact on the telecommunications portion (roughly 52%) of Consumer Utility taxes. Additionally, staff thinks that, as consumers increasingly switch to energy-saving devices such as LED's and energy-efficient appliances, this change likely will lead to stagnation in Consumer Utility tax revenue and Utility Consumption tax revenue (see below).

Utility Consumption taxes are taxes levied by the state separately on electricity consumption. A distribution from this revenue stream is made by the state to the County via payment from electricity providers. The Utility Consumption Tax was initiated by the Commonwealth on January 1, 2001 and replaced three other state taxes: (1) State Gross Receipts Tax; (2) a regulatory tax imposed by the State Corporation Commission; and (3) the Local Utility License Tax. The projected FY 20 Utility Consumption Tax revenue is \$335,417 or 1.7% above the FY 19 adopted amount.

Business, Professional and Occupational License (BPOL) fees are revenues collected from businesses, professions, and occupations for the privilege of operating within the County. The fee to be paid by each business is calculated by multiplying the applicable rate by a business's gross receipts from the previous calendar year. BPOL fees are projected to total \$13.8 million, a 4.5% *increase* compared to the FY 19 budget. This expected growth reflects the observed overall strength of the County's economy in Calendar Year 2018 and year-to-date in Calendar Year 2019.

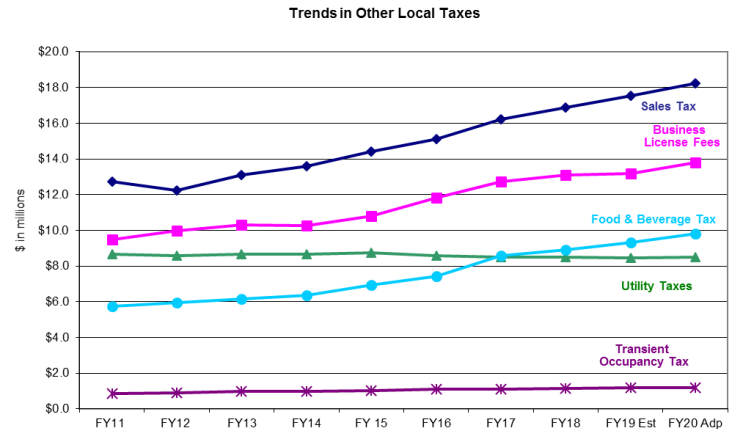
Short Term Rental is a tax paid on any rental equipment in lieu of personal property tax. This item is projected to total \$161,996 in FY 20, a 2.0% *increase* over FY 19. This projected FY 20 performance is consistent with the expected level of actual revenue in FY 19 and an assumed growth rate of 2% in the next fiscal year.

Motor Vehicle Registrations are registration fees collected from vehicle owners for garaging vehicles in the County and operating vehicles on County highways. Motor vehicle registrations are projected to total \$4.0 million, a 12.2% *decrease* from the FY 19 budget. This result reflects an overly-optimistic budgeted amount for FY 19; the FY 20 projected level is in line with recent historical performance. In FY 17 there was a change in the registration fee from \$38.50 per vehicle to \$40.75 per vehicle. The additional revenues as a result of this increased fee are provided to the CIP in support of the Transportation Revenue Sharing Program.

Bank Franchise Tax is collected from banks doing business in the County. The tax is based on equity capital allocated by branch deposits, as reported by the banks, and is paid directly to the County. This tax is estimated to generate \$1.3 million, a 9.6% *increase* over the FY 19 budget.

Clerk Fees. The recordation tax is levied on the recording of deeds, deeds of trust, mortgages, leases, contracts and agreements admitted to public record by the Clerk of the Circuit Court and remitted to the County. Overall, the fees collected by the Clerk are estimated to be \$2.2 million in FY 20, a 13.7% *decrease* from the FY 19 budget, but consistent with projected FY 19 collections.

Transient Occupancy Taxes (TOT) are assessed on the use of rooms in hotels, motels, boarding houses, and travel campgrounds. The authority to levy these taxes varies greatly across jurisdictions. Counties, through general law, have been limited to a maximum tax rate of 2.0%. The 1996 General Assembly granted Albemarle County (along with several other counties) special enabling legislation to levy a transient occupancy rate up to a maximum of 5.0%. However, the additional revenues generated from the incremental 3.0% may only be used for tourism or travel-related projects that increase tourism. The FY 20 projection reflects only the 2.0% transient tax revenues that can be used for



general purposes. The 3.0% transient tax required to be used for tourism is directly deposited into the Tourism Fund. Additional details can be found in the "Other Funds" chapter of this document. The projected General Fund portion of these revenues is estimated at \$1.2 million, a 0.1% *increase* over the FY 19 budget. The FY 20 projected amount is reasonably consistent with the expected FY 19 level of revenue, based on year-to-date data.

Food and Beverage Taxes are taxes assessed at 4.0% of the sales price of prepared food and beverages sold in the County. The Albemarle County food and beverage tax was passed by a county-wide referendum in 1997 and became effective January 1, 1998. Revenue from food and beverage taxes is projected to be \$9.8 million, an 8.0% or \$0.7 million *increase* over the FY 19 budget. This rise reflects anticipated robust growth in the County's food service industry.

Permits and Fees

Permits and fees are revenues collected from permits and privilege fees required by the County. The revenue from permits and fees is intended to offset the cost of processing applications for land use, zoning adjustments, code inspections, and other services provided by the County after a permit is obtained. The majority of permits are development-related. Inspection-related fees are projected to generate \$1.1 million in revenue, which partially offsets the costs of the County's building code and inspections program. The total revenue from permits, fees and licenses is projected to be \$2.1 million, a 2.4% *decrease* from the FY 19 budget. These revenues represent 0.7% of General Fund revenues, transfers, and use of fund balance. The forecasted decrease in FY 20 reflects a more normalized pace of new development. The rapid growth in new development that the County has experienced in the past few years appears to have resulted from pent-up demand that accumulated during the Great Recession. Staff thinks that recently added commercial and residential development has satisfied much of this pent-up demand and, consequently, the pace of new development activity should be lower in FY 20 than in recent years.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Inspection-related fees	\$1,795,635	\$1,319,000	\$1,599,892	\$1,080,675	\$1,080,675	\$1,080,675	(\$238,325)	-18.1%
Other development fees	1,047,916	638,038	823,509	826,140	826,140	826,140	\$188,102	29.5%
Animal License	31,756	37,970	16,974	9,863	9,863	9,863	(\$28,107)	-74.0%
Land Use	25,228	2,500	2,406	27,000	27,000	27,000	\$24,500	980.0%
Fire Rescue Services	157,364	142,000	126,296	142,500	142,500	142,500	\$500	0.4%
Courts	34,851	31,711	30,256	32,718	32,718	32,718	\$1,007	3.2%
Other Permits and Fees	675	450	7,093	480	480	480	\$30	100.0%
TOTAL	\$3,093,425	\$2,171,669	\$2,606,426	\$2,119,376	\$2,119,376	\$2,119,376	(\$52,293)	-2.4%

Fines and Forfeitures

Fines and Forfeitures are revenues collected by the County for court and parking fines as a result of violations of County ordinances and regulations. Fines are projected to total \$457,282 in FY 20, a 4.7% *increase* over the FY 19 budget, and represent 0.1% of General Fund revenues, transfers, and use of fund balance.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Fines And Forfeitures	\$487,221	\$436,736	\$580,805	\$457,282	\$457,282	\$457,282	\$20,546	4.7%
TOTAL	\$487,221	\$436,736	\$580,805	\$457,282	\$457,282	\$457,282	\$20,546	4.7%

Revenue from the Use of Money and Property

Revenue from the use of money and property is earned by the County from the investment of funds, the sale of surplus property, and the rental of County facilities. Overall, revenues are expected to *increase* \$397,311, or 22.3%, over the FY 19 budget. This category represents 0.7% of the General Fund revenues, transfers, and use of fund balance. The increase in interest income reflects in part the County's recent strategy of investing a portion of its cash holdings in higher interest rate investments, e.g., U.S. agency debt, rather than keeping that part of its cash holdings in lower interest rate bank accounts. The increase also reflects the rise in interest rates that has taken place during the course of the past year, as well as an expectation that rates could continue to rise in CY 20. The projected FY 20 revenue from the Sale of County Surplus reflects the anticipated sales levels, based on current and expected inventories in the coming year.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Interest	\$587,620	\$579,896	\$1,074,102	\$1,036,973	\$1,036,973	\$1,036,973	\$457,077	78.8%
Sale of Surplus	32,347	58,882	56,476	15,000	15,000	15,000	(\$43,882)	-74.5%
Rent	1,046,958	1,144,801	1,171,422	1,128,917	1,128,917	1,128,917	(\$15,884)	-1.4%
TOTAL	\$1,666,925	\$1,783,579	\$2,302,000	\$2,180,890	\$2,180,890	\$2,180,890	\$397,311	22.3%

Charges for Services

Charges for Services are revenues generated by the services performed by County personnel. The estimated FY 20 revenue is \$3.9 million, a 0.3% *increase* over the FY 19 budget, and represents 1.3% of General Fund revenues, transfers, and use of fund balance.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Fees of Clerk	\$137,697	\$113,779	\$0	\$117,396	\$117,396	\$117,396	\$3,617	3.2%
Police & Sheriff	614,130	752,128	562,299	727,155	727,155	727,155	(\$24,973)	-3.3%
Administration Fees	341,667	354,264	352,606	413,764	413,764	413,764	\$59,500	16.8%
Parks & Recreation	312,151	324,000	282,543	345,000	345,000	345,000	\$21,000	6.5%
EMS Cost Recovery	2,242,041	2,122,075	2,164,270	2,074,000	2,074,000	2,074,000	(\$48,075)	-2.3%
Service & Sales	60,980	79,942	81,252	82,008	82,008	82,008	\$2,066	2.6%
Court Fees	121,800	126,979	118,863	125,737	125,737	125,737	(\$1,242)	-1.0%
TOTAL	\$3,830,466	\$3,873,167	\$3,561,833	\$3,885,060	\$3,885,060	\$3,885,060	\$11,893	0.3%

Fees of the Clerk are revenues collected by the Clerk of the Circuit Court for state functions and returned to the State. The State keeps two-thirds of the revenues and returns one-third to the locality after deducting the amount needed to operate the Clerk of the Circuit Court's Office. Fees provided to the County are expected to total \$117,396 or a 3.2% *increase* over the FY 19 budget.

Police Department and Sheriff's Department Service Fees are revenues collected by the County when uniformed law enforcement officers are hired for security purposes at private events or other functions. Service fees are balanced by reimbursable overtime expenses in the Police Department and Sheriff's budgets. These fees are expected to total \$727,155, a 3.3% *decrease* from the FY 19 budget.

Administration Fees are collected for operational and construction-related services rendered to the Jail, Juvenile Detention Center, Emergency Communications Center, Darden Towe Park, the Firearms Training Center, and the Charlottesville Albemarle Convention and Visitors Bureau (CACVB). Fee income is expected to total \$413,764, a 16.8% *increase* over the FY 19 budget.

Parks & Recreation Fees are earned from the operation of the County parks and community centers as well as various recreation programs. Parks & Recreation fee income is expected to total \$345,000, a 6.5% *increase* over the FY 19 budget.

EMS Cost Recovery is a program to obtain reimbursement for costs associated with transporting patients to hospitals by ambulance. Medicaid, Medicare, and most other private insurance policies provide reimbursement for this service. It is projected that EMS Cost Recovery will generate \$2.1 million in revenue in FY 20, a *decrease* of 2.3% from the FY 19 budget.

Service and Sales include revenues from the sale of publications, maps, and information reports generated by County personnel. Revenues are projected to total \$82,008, a 2.6% *increase* over the FY 19 budget.

Court Fees are miscellaneous court-related fees for items including court security fees, conviction fees, and fingerprinting. Revenues are projected to total \$125,737, a 1.0% *decrease* from the FY 19 budget.

Miscellaneous

Miscellaneous revenue are funds collected by the County that are not classified in any other category. Miscellaneous revenues are volatile from year to year and are expected to total \$197,800, a 170.1% *increase* over the FY 19 budget. This increase is due primarily to anticipated revenue generated through the Purchase Card program.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Miscellaneous	\$86,369	\$73,227	\$107,577	\$197,800	\$197,800	\$197,800	\$124,573	170.1%
TOTAL	\$86,369	\$73,227	\$107,577	\$197,800	\$197,800	\$197,800	\$124,573	170.1%

Payments in Lieu of Taxes - Local

The payments in lieu of taxes category represents funds received from tax-exempt organizations not subject to property taxes. Revenues are estimated at \$38,624, or a 4.2% *decrease* from the FY 19 budget.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Payments in lieu of taxes	\$38,630	\$40,338	\$38,666	\$38,624	\$38,624	\$38,624	(\$1,714)	-4.2%
TOTAL	\$38,630	\$40,338	\$38,666	\$38,624	\$38,624	\$38,624	(\$1,714)	-4.2%

Recovered Costs

Recovered costs are reimbursements from other governmental entities or insurance companies for costs incurred by the County on its behalf. Recovered costs are projected to total \$397,506 for FY 20, a 17.4% *increase* over the FY 19 budget.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Recovered costs	\$912,285	\$338,521	\$106,584	\$397,506	\$397,506	\$397,506	\$58,985	17.4%
TOTAL	\$912,285	\$338,521	\$106,584	\$397,506	\$397,506	\$397,506	\$58,985	17.4%

STATE REVENUES

Payments in Lieu of Taxes - State

Payments in lieu of taxes are payments received from the State for service charges incurred by the University of Virginia in lieu of property taxes. The contribution for FY 20 is estimated to be \$161,000 or a 1.6% *increase* over the FY 19 budget.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Payments In Lieu Of Taxes-State	\$154,816	\$158,470	\$156,853	\$161,000	\$161,000	\$161,000	\$2,530	1.6%
TOTAL	\$154,816	\$158,470	\$156,853	\$161,000	\$161,000	\$161,000	\$2,530	1.6%

Non-Categorical Aid – State

State non-categorical aid revenues are those revenues raised by the State and shared with the County. The use of such revenues is at the discretion of the County. Ratios, rate, and distribution formulas are subject to change each year by the General Assembly. Overall, non-categorical revenues are projected to total \$15.9 million, a \$97,829 *increase* over the FY 19 budget. Non-categorical State aid represents 5.2% of total General Fund Revenues, transfers, and use of fund balance.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Motor Vehicle Rental Tax	\$609,713	\$698,519	\$851,190	\$800,000	\$800,000	\$800,000	\$101,481	14.5%
Rolling Stock Tax	98,049	101,453	126,257	105,214	105,214	105,214	\$3,761	3.7%
Motor Vehicle Carrier Tax	5,404	7,766	146	7,882	7,882	7,882	\$116	1.5%
PPTR	14,960,670	14,960,670	14,960,670	14,960,670	14,960,670	14,960,670	\$0	0.0%
SPCA Sterilization Fund	2,508	2,852	3,395	2,852	2,852	2,852	\$0	0.0%
Mobile Home titling	31,961	31,360	47,218	23,831	23,831	23,831	(\$7,529)	-24.0%
TOTAL	\$15,708,304	\$15,802,620	\$15,988,876	\$15,900,449	\$15,900,449	\$15,900,449	\$97,829	0.6%

Shared Expenses – State

State shared expenses represent the State's share of activities that are considered to be a shared state/local responsibility. This revenue funds Constitutional Officers and is determined by the Compensation Board on an annual basis. State funding for this category is projected to *decrease* \$34,366, or 1.5%, from the FY 19 budget. State shared expenses represent 0.7% of Total General Fund Revenues, transfers, and use of fund balance.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Commonwealth's Attorney	\$601,688	\$569,871	\$600,063	\$633,349	\$633,349	\$633,349	\$63,478	11.1%
Clerk of Circuit Court	405,348	477,682	584,292	451,004	451,004	451,004	(\$26,678)	-5.6%
Sheriff	660,244	725,182	662,753	666,771	666,771	666,771	(\$58,411)	-8.1%
Registrar	53,752	61,217	61,217	55,000	55,000	55,000	(\$6,217)	-10.2%
Director of Finance	446,626	454,346	447,187	447,808	447,808	447,808	(\$6,538)	-1.4%
TOTAL	\$2,167,658	\$2,288,298	\$2,355,512	\$2,253,932	\$2,253,932	\$2,253,932	(\$34,366)	-1.5%

Categorical Aid – State

State categorical aid includes revenues received from and designated by the Commonwealth for a specific use by the County. Categorical aid revenues include items such as social services revenues, HB 599 police funds, recordation fees, and specific purpose grants. Some revenues are received on a reimbursable basis and are principally provided through the Department of Social Services. Overall, Categorical Aid revenues are projected to total \$6.8 million, a \$494,129 or 7.9% *increase* over the FY 19 budget.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Social Services	\$2,396,933	\$3,068,833	\$2,855,324	\$3,222,860	\$3,222,860	\$3,248,010	\$179,177	5.8%
Recordation Tax	679,961	591,475	385,244	640,000	640,000	640,000	\$48,525	8.2%
Law Enforcement	2,073,276	2,073,276	2,393,844	2,233,838	2,233,838	2,233,838	\$160,562	7.7%
EMS & Fire Service	420,422	405,000	498,727	416,000	416,000	416,000	\$11,000	2.7%
Misc. State Revenue	112,961	0	18,270	49,000	49,000	49,000	\$49,000	
Medicaid Reimbursement	122,474	144,378	154,373	190,243	190,243	190,243	\$45,865	31.8%
TOTAL	\$5,806,028	\$6,282,962	\$6,305,782	\$6,751,941	\$6,751,941	\$6,777,091	\$494,129	7.9%

FEDERAL REVENUES

Payments in Lieu of Taxes – Federal

The Federal Government historically has made voluntary payments in lieu of taxes to the County for tax-exempt park lands located within the County. Revenue in this stream, however, depends on the willingness of the Federal Government to continue making such payments.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Payments In Lieu Of Taxes-Fed.	\$39,088	\$39,870	\$39,906	\$40,704	\$40,704	\$40,704	\$834	2.1%
TOTAL	\$39,088	\$39,870	\$39,906	\$40,704	\$40,704	\$40,704	\$834	2.1%

Categorical Aid - Federal

Federal categorical aid includes revenues received from and designated by the Federal Government for a specific use by the County. Such revenues usually are received on a reimbursable basis. Major categories reflect federal reimbursements for social services programs. Overall, federal categorical aid is projected to total \$6.5 million, a 7.6% increase of \$453,951.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Social Services	\$6,130,271	\$5,572,916	\$5,786,171	\$5,893,950	\$5,893,950	\$5,893,950	\$321,034	5.8%
Grants	23,769	4,678	25,894	0	0	0	(\$4,678)	-100.0%
Medicaid Reimbursement	414,456	433,134	398,964	570,729	570,729	570,729	\$137,595	31.8%
TOTAL	\$6,568,497	\$6,010,728	\$6,211,029	\$6,464,679	\$6,464,679	\$6,464,679	\$453,951	7.6%

TRANSFERS

Transfers are made into the General Fund to offset General Fund eligible expenses to administer or conduct programs, which are funded by dedicated special revenues or grant funds. This category is projected to total \$3.4 million, an 11.3% *decrease* from the FY 19 budget. Each of these transfers are made from other appropriated funds and are described below:

- Housing Choice Voucher – This transfer from the Housing Assistance Fund supports the administration of the Housing Choice Voucher program.
- School Resource Officer – This transfer from the School Operating Fund reimburses General Government for half of the cost of officers in the schools.
- Purchase Card Administration – This transfer from the School Operating fund reimburses General Government for half the cost of the Program Administrator of the Purchase Card Program.
- Tourism – This transfer of transient occupancy tax revenue from the Tourism Fund supports tourism-related expenditures in the General Fund.
- Water Resources – Real Estate tax revenue dedicated to Water Resources is transferred to the General Fund to support Water Resources operational expenses.
- Commonwealth's Attorney – The transfer in from the Commonwealth's Attorney Commission Fund supports a part-time attorney position in the Commonwealth's Attorney's Office.
- Fire Rescue Services Fund – This transfer from the Fire Rescue Services Fund supports a contingency for major unanticipated fleet maintenance and repairs. . No further activity is anticipated in this discontinued fund.
- Stormwater Capital Improvement Program – This transfer from the Stormwater Capital Fund is to reimburse the General Fund for expenditures related to the Lickinghole Basin project.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Housing Choice Voucher	\$306,199	\$250,000	\$300,000	\$300,000	\$300,000	\$326,800	\$76,800	30.7%
School Resource Officer	221,306	222,022	222,022	240,365	240,365	240,365	\$18,343	8.3%
Purchase Card Administration	22,356	0	0	39,594	39,594	39,594	\$39,594	
Tourism	1,871,883	1,715,199	1,715,199	1,798,830	1,798,830	1,798,830	\$83,631	4.9%
Water Resources	822,040	1,037,584	1,037,584	963,473	963,473	963,473	(\$74,111)	-7.1%
Commonwealth's Attorney	60,000	60,000	60,000	60,000	60,000	60,000	\$0	0.0%
Fire Rescue Services Fund	0	125,000	351,145	0	0	0	(\$125,000)	-100.0%
Stormwater CIP	0	456,185	456,185	0	0	0	(\$456,185)	-100.0%
Other Transfers	146,838	0	64,408	0	0	0	\$0	
TOTAL	\$3,450,622	\$3,865,990	\$4,206,543	\$3,402,262	\$3,402,262	\$3,429,062	(\$436,928)	-11.3%

USE OF GENERAL FUND FUND BALANCE

Fund balance reflects the use of County savings in prior years for one-time expenditures or emergency needs. The projected use of these funds in the operating budget totals \$1.6 million in FY 20.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 PROJECTED	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Fund Balance	\$0	\$2,370,416	\$10,855,188	\$1,621,033	\$1,621,033	\$1,621,033	(\$749,383)	-31.6%
TOTAL	\$0	\$2,370,416	\$10,855,188	\$1,621,033	\$1,621,033	\$1,621,033	(\$749,383)	-31.6%

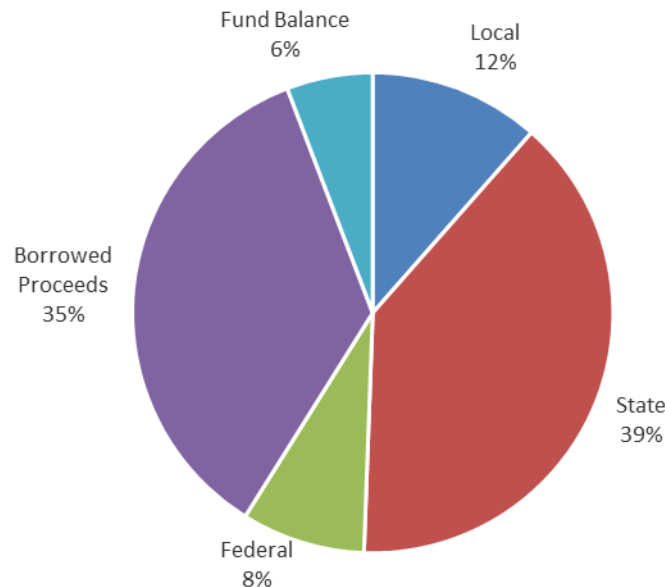
The following list details the items included for funding with General Fund fund balance in FY 20:

Department Capital Outlay and One-Time Costs	\$337,264
Reserve for Contingencies	237,152
Business Process Optimization Reserve	250,000
Water Resources Bridge Year Funding	186,575
Resource Plan One-Time Costs	155,042
CIP and Grants One-Time Support	150,000
Strategic Plan Priority Support	145,000
Innovation Fund	100,000
Replenish Grants Matching Fund	60,000
TOTAL	\$1,621,033

OTHER FUND REVENUES

General Fund revenues (less transfers) make up 66% of total County revenues. The remaining 34% is generated in the School Fund, Capital Fund, Debt Service Fund, and School and General Government Special Revenue Funds. The largest source from these funds is the Commonwealth of Virginia.

**FY 20 Adopted Revenue
Other Funds
\$153,689,995**



Local Revenues total \$17.7 million. The largest revenue source within this category is local revenue for school division Special Revenue Funds, which generates \$10.8 million. This supports programs such as the Child Nutrition Program, the Extended Day Enrichment Program, the Community Based Instruction Program, and the Emotional Disabilities Program. Other large revenue sources are transient occupancy tax (\$1.8 million) and School Operating Fund local revenue (\$1.6 million).

State Revenues total \$60.1 million. Of this amount, \$50.5 million, or 84%, supports the School Operating Fund. The other large revenue sources are funding for the Children's Services Act (\$5.4 million), the education technology grant (\$0.7 million), and public safety grants (\$0.7 million).

Federal Revenues total \$12.8 million. The single largest revenue source within this category is Section 8 housing funding (\$3.4 million). The other large revenue sources include funding for special education (\$3.0 million), the Federal Food and Nutrition program (\$3.0 million), and Title I (\$2.0 million).

Borrowed Funds total \$54.2 million and provide funding for those projects in the capital budget not funded with pay-as-you-go dollars. The projects funded through borrowed funds in FY 20 are detailed in the Capital Improvement Program chapter of this document.

Use of Fund Balance totals \$8.9 million. Of this amount, \$6.8 million is in capital funds.

Details of the School Fund and School Special Revenue Fund revenues can be found in the school division's budget document. Details of the Capital Fund, Debt Service Fund, and Special Revenue Fund revenues can be found in the appropriate chapters of this document.

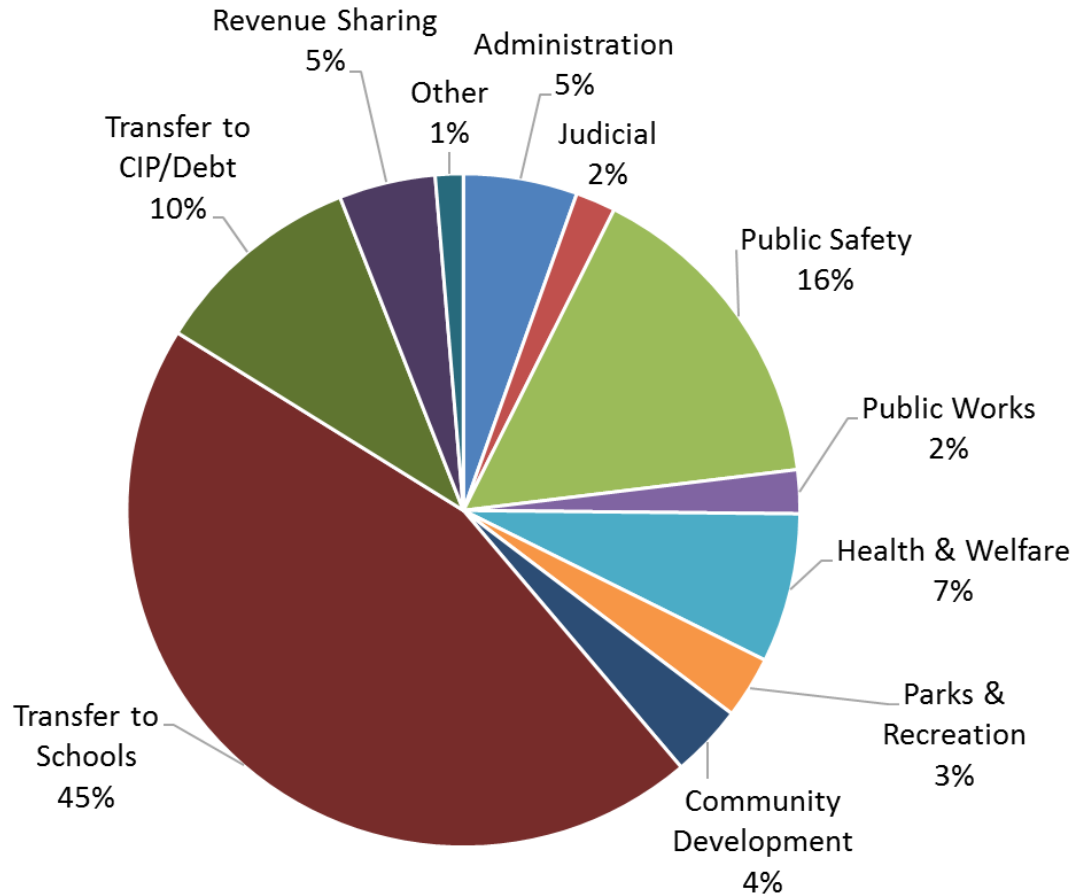


General Government Expenditures

• • • • • • • • • • • •

GENERAL FUND EXPENDITURES

FY 20 Adopted Expenditures General Fund \$306,786,687



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Administration	\$13,623,029	\$15,094,964	\$15,354,460	\$17,776,883	\$16,771,156	\$16,787,788	\$1,692,824	11.2%
Judicial	4,853,301	5,323,813	5,390,332	6,187,741	5,904,732	5,904,732	\$580,919	10.9%
Public Safety	42,334,241	44,303,657	45,564,985	50,740,775	47,884,199	48,055,493	\$3,751,836	8.5%
Public Works	6,163,599	5,924,035	6,169,377	6,899,326	6,469,941	6,444,941	\$520,906	8.8%
Health & Welfare	18,127,828	21,288,384	21,135,595	23,104,005	21,907,096	22,003,379	\$714,995	3.4%
Parks, Recreation & Culture	8,083,543	8,590,133	8,885,362	9,980,041	9,146,376	9,146,376	\$556,243	6.5%
Community Development	12,755,574	10,031,953	13,487,533	11,531,530	10,618,201	10,697,465	\$665,512	6.6%
SUBTOTAL	\$105,941,115	\$110,556,939	\$115,987,645	\$126,220,301	\$118,701,701	\$119,040,174	\$8,483,235	7.7%
Revenue Sharing	\$15,855,485	\$15,696,360	\$15,696,360	\$14,199,607	\$14,199,607	\$14,199,607	(\$1,496,753)	-9.5%
Transfer to Schools	124,028,955	131,312,821	131,312,821	138,200,512	138,200,512	138,200,512	\$6,887,691	5.2%
Ongoing Transfer to Capital/Debt Service	24,664,903	26,496,407	26,496,407	31,032,485	31,032,485	31,032,485	\$4,536,078	17.1%
One-Time Transfer to Capital/Debt Service	14,762,003	900,262	5,462,649	186,575	186,575	186,575	(\$713,687)	-79.3%
Other Uses of Funds	2,594,083	6,731,145	4,593,048	4,413,857	4,413,857	4,127,334	(\$2,603,811)	-38.7%
SUBTOTAL	\$181,905,430	\$181,136,995	\$183,561,285	\$188,033,036	\$188,033,036	\$187,746,513	\$6,609,518	3.6%
TOTAL GENERAL FUND	\$287,846,544	\$291,693,934	\$299,548,930	\$314,253,337	\$306,734,737	\$306,786,687	\$15,092,753	5.2%

GENERAL FUND EXPENDITURES

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	FY 20 ADP - FY 19 ADP \$ CHANGE	% CHANGE
ADMINISTRATION								
Board of Supervisors	\$644,578	\$699,182	\$649,174	\$739,814	\$739,814	\$756,446	\$57,264	8.2%
Executive Leadership	1,893,387	2,220,810	2,679,040	3,141,966	2,935,663	2,935,663	\$714,853	32.2%
Human Resources	771,759	875,181	807,572	955,255	935,698	935,698	\$60,517	6.9%
County Attorney	1,139,196	1,199,448	1,088,952	1,131,087	1,131,087	1,131,087	(\$68,361)	-5.7%
Finance Department	5,522,948	5,944,952	5,829,385	7,018,417	6,356,666	6,356,666	\$411,714	6.9%
Information Technology	3,017,430	3,490,537	3,567,926	3,919,822	3,863,315	3,863,315	\$372,778	10.7%
Voter Registration & Elections	633,732	664,854	732,412	870,522	808,913	808,913	\$144,059	21.7%
Total	\$13,623,029	\$15,094,964	\$15,354,460	\$17,776,883	\$16,771,156	\$16,787,788	\$1,692,824	11.2%
JUDICIAL								
Clerk of the Circuit Court	\$905,231	\$929,825	\$937,688	\$1,005,028	\$1,005,028	\$1,005,028	\$75,203	8.1%
Commonwealth Attorney	1,202,551	1,384,180	1,385,131	1,443,293	1,443,293	1,443,293	\$59,113	4.3%
Sheriff	2,414,259	2,654,434	2,712,872	3,379,390	3,096,381	3,096,381	\$441,947	16.6%
Circuit Court	97,889	106,349	105,616	107,958	107,958	107,958	\$1,609	1.5%
General District Court	30,215	39,900	39,900	40,800	40,800	40,800	\$900	2.3%
Magistrate	3,818	4,150	4,150	4,250	4,250	4,250	\$100	2.4%
Juvenile Court	122,156	124,668	124,668	124,305	124,305	124,305	(\$363)	-0.3%
Public Defender Office	77,183	80,307	80,307	82,717	82,717	82,717	\$2,410	3.0%
Total	\$4,853,301	\$5,323,813	\$5,390,332	\$6,187,741	\$5,904,732	\$5,904,732	\$580,919	10.9%
PUBLIC SAFETY								
Police Department	\$17,904,856	\$18,760,618	\$19,535,421	\$21,141,520	\$20,216,072	\$20,387,366	\$1,626,748	8.7%
System-Wide Fire Rescue Services	15,245,756	16,130,015	16,646,623	19,512,375	17,587,590	17,587,590	\$1,457,575	9.0%
Inspections	1,440,479	1,502,753	1,471,077	1,496,964	1,496,964	1,496,964	(\$5,789)	-0.4%
Emergency Communications Center	2,449,530	2,473,584	2,474,634	2,955,983	2,955,983	2,955,983	\$482,399	19.5%
Albemarle Charlottesville Regional Jail	3,861,878	3,979,272	3,979,272	4,198,490	4,198,490	4,198,490	\$219,218	5.5%
Community Attention	40,000	30,874	30,874	0	0	0	(\$30,874)	-100.0%
Blue Ridge Juvenile Detention Center	568,805	512,387	512,387	489,484	489,484	489,484	(\$22,903)	-4.5%
Foothills Child Advocacy Center	31,297	43,486	43,486	51,134	44,791	44,791	\$1,305	3.0%
Offender Aid Restoration	154,402	159,034	159,034	163,805	163,805	163,805	\$4,771	3.0%
OAR Therapeutic Docket Program	0	55,000	55,000	55,000	55,000	55,000	\$0	0.0%
SPCA Shelter Contribution	585,006	604,403	604,946	623,789	623,789	623,789	\$19,386	3.2%
VJCCCA	52,231	52,231	52,231	52,231	52,231	52,231	\$0	0.0%
Total	\$42,334,241	\$44,303,657	\$45,564,985	\$50,740,775	\$47,884,199	\$48,055,493	\$3,751,836	8.5%
PUBLIC WORKS								
Facilities and Environmental Services	\$5,589,864	\$5,085,456	\$5,040,254	\$5,698,587	\$5,269,202	\$5,244,202	\$158,746	3.1%
RSWA Contribution	573,735	838,579	1,129,123	1,200,739	1,200,739	1,200,739	\$362,160	43.2%
Total	\$6,163,599	\$5,924,035	\$6,169,377	\$6,899,326	\$6,469,941	\$6,444,941	\$520,906	8.8%
HEALTH AND WELFARE								
Social Services	\$12,908,243	\$14,170,160	\$13,986,271	\$15,769,376	\$14,932,467	\$15,078,750	\$908,590	6.4%
Transfer to Bright Stars	861,977	999,959	999,959	992,711	992,711	992,711	(\$7,248)	-0.7%
Transfer to CSA	542,469	2,194,720	2,194,720	1,896,529	1,896,529	1,846,529	(\$348,191)	-15.9%
ARC of the Piedmont	0	0	0	50,000	0	0	\$0	
Boys & Girls Club	45,000	55,000	55,000	68,750	56,650	56,650	\$1,650	3.0%
The Bridge Line	15,000	15,450	15,450	19,313	15,914	15,914	\$464	3.0%
The Bridge Ministry	0	0	0	50,000	0	0	\$0	
Central Virginia Health Services	0	0	0	15,000	0	0	\$0	
C'ville-Albemarle Health Department	703,784	731,396	731,396	753,338	753,338	753,338	\$21,942	3.0%
Charlottesville Free Clinic	116,699	116,699	116,699	116,699	116,699	116,699	\$0	0.0%
Computers4Kids	13,379	13,780	13,780	17,225	14,193	14,193	\$413	3.0%
Creciendo Juntos	0	0	0	2,500	0	0	\$0	
Contribution to ABRT	18,300	18,900	0	0	0	0	(\$18,900)	-100.0%
The Front Porch	0	0	0	25,000	0	0	\$0	
Georgia's Healing House	0	0	0	25,000	24,560	24,560	\$24,560	
International Rescue Committee	0	0	0	20,000	0	0	\$0	
Jefferson Area Board for Aging (JABA)	427,985	377,985	377,985	377,985	377,985	377,985	\$0	0.0%
Jefferson Area CHIP	301,500	310,545	310,545	326,072	319,861	319,861	\$9,316	3.0%
Legal Aid Justice Center	38,700	38,700	38,700	48,375	39,435	39,435	\$735	1.9%
Light House Studio	0	0	0	20,000	16,642	16,642	\$16,642	
Literacy Volunteers	25,287	26,046	26,046	30,827	26,827	26,827	\$781	3.0%

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	FY 20 ADP - FY 19 ADP \$ CHANGE	% CHANGE
HEALTH AND WELFARE (CONT.)								
MACAA	58,525	44,500	44,500	52,500	44,500	44,500	\$0	0.0%
Meals on Wheels	0	0	0	9,000	0	0	\$0	
On Our Own	0	0	0	20,000	13,179	13,179	\$13,179	
Partner for Mental Health	0	0	0	30,000	0	0	\$0	
Piedmont CASA	9,270	9,500	9,500	9,500	9,500	9,500	\$0	0.0%
Piedmont Va. Community College	24,934	24,255	24,255	24,008	24,008	24,008	(\$247)	-1.0%
ReadyKids	68,291	70,340	70,340	87,925	72,450	72,450	\$2,110	3.0%
Region Ten	723,260	738,260	738,260	751,760	738,260	738,260	\$0	0.0%
Region Ten: Treatment Center	0	75,000	75,000	75,000	75,000	75,000	\$0	0.0%
Sexual Assault Resource Agency (SARA)	20,600	21,218	21,218	21,855	21,855	21,855	\$637	3.0%
Shelter for Help in Emergency (SHE)	88,079	90,721	90,721	95,257	93,443	93,443	\$2,722	3.0%
Sin Barreras - Without Barriers	0	0	0	13,400	0	0	\$0	
Tax Relief for the Elderly/Disabled	965,041	950,000	1,000,000	1,020,000	1,020,000	1,020,000	\$70,000	7.4%
TJ Area Coalition for the Homeless	20,405	20,852	20,852	59,100	22,259	22,259	\$1,407	6.7%
United Way Self-Sufficiency Program	12,600	12,978	12,978	14,000	12,978	12,978	\$0	0.0%
United Way Childcare Scholarship Program	104,500	147,000	147,000	161,000	161,000	161,000	\$14,000	9.5%
Women's Initiative	14,000	14,420	14,420	15,000	14,853	14,853	\$433	3.0%
YMCA Childcare at Jefferson School City Center	0	0	0	20,000	0	0	\$0	
Total	\$18,127,828	\$21,288,384	\$21,135,595	\$23,104,005	\$21,907,096	\$22,003,379	\$714,995	3.4%
PARKS & RECREATION/CULTURE								
Parks & Recreation Department	\$2,598,934	\$2,878,322	\$3,137,071	\$4,011,780	\$3,334,188	\$3,334,188	\$455,866	15.8%
Darden Towe Memorial Park	180,386	194,380	221,860	237,552	202,529	202,529	\$8,149	4.2%
African Amer. Cultural Fest./Chihamba	2,700	3,000	4,500	3,000	3,000	3,000	\$0	0.0%
Arts and Culture Initiative Contingency	0	50,000	50,000	0	0	0	(\$50,000)	-100.0%
Charlottesville Ballet	0	0	0	20,000	0	0	\$0	
Charlottesville Opera	3,800	3,800	5,800	0	0	0	(\$3,800)	-100.0%
C'ville/Albemarle Conv. Visitors Bureau	841,946	839,004	839,004	853,213	853,213	853,213	\$14,209	1.7%
Jefferson Madison Regional Library	4,422,777	4,583,927	4,583,927	4,705,746	4,705,746	4,705,746	\$121,819	2.7%
Jeff. School African Amer. Heritage Center	0	0	0	10,000	10,000	10,000	\$10,000	
Hamner Theater	0	0	0	75,000	0	0	\$0	
Municipal Band	8,000	8,000	8,000	8,000	8,000	8,000	\$0	0.0%
Paramount Theater	2,500	2,500	6,500	10,000	2,500	2,500	\$0	0.0%
PVCC Festival of Cultures	0	0	0	5,000	0	0	\$0	
Rivanna Conservation Alliance - Flow Festival	0	4,700	4,700	5,000	4,700	4,700	\$0	0.0%
Virginia Festival of the Book	10,000	10,000	10,000	11,000	10,000	10,000	\$0	0.0%
Virginia Film Festival	10,000	10,000	10,000	10,000	10,000	10,000	\$0	0.0%
Virginia Discovery Museum	2,500	2,500	4,000	10,000	2,500	2,500	\$0	0.0%
WNRN	0	0	0	4,750	0	0	\$0	
Total	\$8,083,543	\$8,590,133	\$8,885,362	\$9,980,041	\$9,146,376	\$9,146,376	\$556,243	6.5%
COMMUNITY DEVELOPMENT								
Community Development	\$5,092,313	\$5,541,049	\$5,758,620	\$6,435,956	\$5,772,668	\$5,772,668	\$231,619	4.2%
Office of Economic Development	248,319	367,910	405,904	649,965	570,328	570,328	\$202,418	55.0%
Transfer to Economic Development Fund	3,369,000	0	3,200,000	0	0	0	\$0	
Economic Development Agencies								
Central Va Partnership for Economic Development	52,525	52,856	52,856	53,848	53,848	53,848	\$992	1.9%
Cent. Va Small Business Development Center	12,000	12,000	12,000	24,000	24,000	24,000	\$12,000	100.0%
Virginia Career Works – Piedmont Region	15,758	15,857	15,857	16,155	16,155	16,155	\$298	1.9%
Transit Agencies								
Charlottesville Area Transit	1,135,821	1,178,382	1,178,382	1,043,199	1,043,199	1,043,199	(\$135,183)	-11.5%
JAUNT	1,560,707	1,937,049	1,937,049	2,314,316	2,152,851	2,232,115	\$295,066	15.2%
Regional Transit Partnership	0	0	0	25,000	25,000	25,000	\$25,000	
Other Community Development Agencies								
AHIP	400,000	412,000	412,000	412,000	412,000	412,000	\$0	0.0%
Habitat for Humanity of Greater Charlottesville	400,000	0	0	0	0	0	\$0	
Piedmont Housing Alliance	34,716	35,757	35,757	69,696	60,757	60,757	\$25,000	69.9%
Rivanna Conservation Alliance - Streamwatch	20,000	15,000	15,000	15,000	15,000	15,000	\$0	0.0%
TJ Planning District Commission	128,533	129,209	129,209	131,262	131,262	131,262	\$2,053	1.6%
TJ Soil & Water Conservation	89,162	116,006	115,995	117,409	117,409	117,409	\$1,403	1.2%
VPI Extension Service	196,721	218,878	218,904	223,724	223,724	223,724	\$4,846	2.2%
Total	\$12,755,574	\$10,031,953	\$13,487,533	\$11,531,530	\$10,618,201	\$10,697,465	\$665,512	6.6%
SUBTOTAL, DEPARTMENTAL	105,941,115	110,556,939	115,987,645	126,220,301	118,701,701	119,040,174	\$8,483,235	7.7%

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	FY 20 ADP - FY 19 ADP \$ CHANGE	% CHANGE
NON-DEPARTMENTAL								
City/County Revenue Sharing	\$15,855,485	\$15,696,360	\$15,696,360	\$14,199,607	\$14,199,607	\$14,199,607	(\$1,496,753)	-9.5%
Transfer to School Operations	\$124,028,955	\$131,312,821	\$131,312,821	\$138,200,512	\$138,200,512	\$138,200,512	\$6,887,691	5.2%
Transfers to Capital and Debt								
Transfer to School Debt Service	\$15,701,015	\$14,363,448	\$14,363,448	\$16,136,030	\$16,136,030	\$16,136,030	\$1,772,582	12.3%
Transfer to Gen Govt Debt Service	7,267,625	8,998,635	8,998,635	9,830,145	9,830,145	9,830,145	\$831,510	9.2%
Transfer to School CIP	0	0	0	0	0	0	\$0	
Transfer to General Govt. CIP	993,013	3,134,324	3,134,324	5,066,310	5,066,310	5,066,310	\$1,931,986	61.6%
Transfer to Fire Rescue Services Fund - CIP/Debt	703,251	0	0	0	0	0	\$0	
Transfer to CIP - one-time	14,377,448	444,077	5,006,464	0	0	0	(\$444,077)	-100.0%
Total	\$39,042,351	\$26,940,484	\$31,502,871	\$31,032,485	\$31,032,485	\$31,032,485	\$4,092,001	15.2%
Other Transfers								
Transfer to Water Resources Fund	1,230,689	1,289,120	1,289,120	1,377,205	1,377,205	1,377,205	\$88,085	6.8%
Transfer to Broadband Authority	200,000	0	800,000	0	0	0	\$0	
Transfer to Economic Development Authority	0	0	0	280,000	280,000	280,000	\$280,000	
Transfer to Housing Fund	0	600,000	1,300,000	0	0	0	(\$600,000)	-100.0%
Transfer to Other Funds	396,753	456,185	458,388	186,575	186,575	186,575	(\$269,610)	-59.1%
Total	1,827,442	2,345,305	3,847,508	1,843,780	1,843,780	1,377,205	(\$968,100)	-41.3%
Other Non-Departmental								
Refunds	\$545,530	\$141,000	\$82,000	\$120,000	\$120,000	\$120,000	(\$21,000)	-14.9%
BOS Strategic Priority Support	0	145,000	145,000	145,000	145,000	145,000	\$0	0.0%
Bond Referendum Resources Contingency	0	50,000	0	0	0	0	(\$50,000)	-100.0%
Transformational Initiatives	0	500,000	40,160	500,000	500,000	457,922	(\$42,078)	-8.4%
Grants Matching Fund	0	60,000	30,000	60,000	60,000	60,000	\$0	0.0%
Innovation Fund	0	300,000	128,020	100,000	100,000	100,000	(\$200,000)	-66.7%
Salary Reserve	0	1,150,000	0	300,000	300,000	300,000	(\$850,000)	-73.9%
Pay-for-Performance Pool	0	290,000	0	370,000	370,000	370,000	\$80,000	27.6%
Early Retirement	606,478	619,000	619,000	559,500	559,500	559,500	(\$59,500)	-9.6%
Health Stabilization Reserve	0	741,132	0	0	0	0	(\$741,132)	-100.0%
Training Pool	(812)	65,000	18,400	65,000	65,000	65,000	\$0	0.0%
Reserve for Contingencies	0	780,893	139,145	537,152	537,152	292,707	(\$488,186)	-62.5%
Total	\$1,151,196	\$4,842,025	\$1,201,725	\$2,756,652	\$2,756,652	\$2,470,129	(\$2,371,896)	-49.0%
SUBTOTAL, NON-DEPARTMENTAL	\$181,905,430	\$181,136,995	\$183,561,285	\$188,033,036	\$188,033,036	\$187,746,513	\$6,609,518	3.6%
TOTAL GENERAL FUND EXPENDITURES	\$287,846,544	\$291,693,934	\$299,548,930	\$314,253,337	\$306,734,737	\$306,786,687	\$15,092,753	5.2%

Note: From FY 16 to FY 18, Fire Rescue system operating expenses and related revenues were accounted for separately from the General Fund in a Fire Rescue Services Fund. At the July 12, 2017 Board of Supervisors Meeting, the Board provided direction to discontinue the Fire Rescue Services Fund and move the Fire Rescue Services budgets back into the General Fund. For comparison purposes, FY 18 figures in this chapter have been revised to reflect those expenditures as part of the General Fund.

EXPENDITURES BY TYPE

	FY 18 Actual	FY 19 Adopted	FY 19 Projected	FY 20 Request	FY 20 Recomm	FY 20 Adopted	FY 20 Adopt - FY 19 Adopt \$ Change	% Change
County Departments								
Salaries	\$42,879,109	\$46,903,955	\$46,392,571	\$49,144,964	\$49,093,964	\$50,015,155	\$3,111,200	6.6%
Benefits	15,134,106	17,521,680	16,430,876	17,787,035	17,786,194	18,138,787	\$617,107	3.5%
Operations	13,007,410	14,442,577	15,463,852	15,380,688	15,033,188	15,712,704	\$1,270,127	8.8%
DSS Direct Assistance	3,273,317	3,982,100	3,579,310	4,101,950	4,101,950	4,101,950	\$119,850	3.0%
Capital Outlay	2,017,948	2,009,452	2,788,969	2,306,181	2,276,991	2,544,532	\$535,080	26.6%
Department - Other	3,271,232	4,482,731	5,878,832	11,214,085	5,349,638	3,388,006	(\$1,094,725)	-24.4%
Tr to Water Resources	1,230,689	1,289,120	1,289,120	1,377,205	1,377,205	1,377,205	\$88,085	6.8%
Subtotal, County Departments	80,813,811	90,631,615	91,823,530	101,312,108	95,019,130	95,278,339	\$4,646,724	5.1%
Other								
Agencies & Joint Operations	22,731,970	23,615,647	23,875,882	26,445,145	25,219,523	25,298,787	\$1,683,140	7.1%
Revenue Sharing	15,855,485	15,696,360	15,696,360	14,199,607	14,199,607	14,199,607	(\$1,496,753)	-9.5%
School Transfer	124,028,955	131,312,821	131,312,821	138,200,512	138,200,512	138,200,512	\$6,887,691	5.2%
Ongoing Transfer to Capital/Debt Service	24,664,903	26,496,407	26,496,407	31,032,485	31,032,485	31,032,485	\$4,536,078	17.1%
One-Time Transfer to Capital	14,762,003	900,262	5,462,649	186,575	186,575	186,575	(\$713,687)	-79.3%
Other	4,989,417	3,040,822	4,881,281	2,876,905	2,876,905	2,590,382	(\$450,440)	-14.8%
Subtotal, Other	207,032,733	201,062,319	207,725,400	212,941,229	211,715,607	211,508,348	\$10,446,029	5.2%
Total General Fund Disbursements	\$287,846,544	\$291,693,934	\$299,548,930	\$314,253,337	\$306,734,737	\$306,786,687	\$15,092,753	5.2%

Overall, budgeted expenditures are increasing \$15.1 million or 5.2% over the FY 19 Adopted budget. County general government departments, defined as those departments and offices under the direct authority of the Board of Supervisors, *increase* \$4.6 million or 5.1%, over FY 19.

The **Salaries** category includes all regular salaries, overtime, and temporary wages for Albemarle County general government personnel. In FY 20, salaries make up 16.3% of all General Fund budgeted expenditures and 52.5% of County general government department expenditures. The 6.6% increase in salaries is due primarily to an overall 2.3% market *increase* for FY 20 salaries effective July 1, 2019, a 0.7% pay-for-performance pool, the full-year impact of the Public Safety Pay Scale that was implemented in January 2019, newly approved positions, and the impact of increasing budgeted salary savings from 1.5% to 2.0% of salaries.

The **Benefits** category includes benefits for all full- and part-time employees, including social security, retirement, health and dental insurance, life insurance, and worker's compensation. In FY 20, benefits make up 5.9% of all General Fund budgeted expenditures and 19.0% of all department expenditures. In FY 20, overall benefit costs *increase* 3.5%. This is due primarily to the impact of an overall *increase* in health insurance rates of 5.4% effective January 1, 2019, which was partially offset by the Health Care Stabilization Reserve established in the FY 19 Adopted budget.

The **Operations** category includes a wide range of operating costs in support of general government programs and services. Examples of expenditures in this category include maintenance contracts, printing and binding, utilities, leases and rent, office supplies, and vehicle operation and maintenance. Department operations make up 5.1% of all General Fund budgeted expenditures and 16.5% of all department expenditures. General government department operations *increase* \$1.3 million or 8.8% over FY 19. Specific changes are discussed in individual department sections.

The **Department of Social Services (DSS) Direct Assistance** category includes direct assistance payments made to families and individuals for certain services. All assistance payments are either partially or fully funded by state/federal resources. DSS Direct Assistance payments make up 1.3% of all General Fund budgeted expenditures and 4.3% of all department expenditures. This category is *increasing* \$0.1 million or 3.0% over FY 19. More information is included in the Health and Welfare chapter.

The **Capital Outlay** category includes expenditures for tangible items of a substantial value (more than \$100), such as computers and furniture. Capital outlay makes up 0.8% of total expenditures and 2.7% of County general government department expenditures. This category is *increasing* \$0.5 million or 26.6% in FY 19. Specific changes are discussed in individual department sections.

The **Department - Other** category consists of Resource Plan requests, reserves, and transfers from department budgets to Other Funds, including the Children Services Act (CSA), Bright Stars, and Economic Development funds. This category makes up 1.1% of all General Fund budgeted expenditures and 3.6% of all department expenditures. The \$1.1 million, 24.4% *net decrease* is due primarily to decreased transfers to the Housing Fund and CSA Fund when compared with the FY 19 Adopted budget.

The **Transfer to Water Resources** makes up 0.4% of all General Fund budgeted expenditures and 1.4% of all department expenditures. This transfer was established in FY 15 to meet water resource mandates such as Total Maximum Daily Load (TMDL) and Virginia Stormwater Management Program (VSMP). It is equivalent to 0.7 cents per \$100 assessed valuation on the real estate tax rate.

The **Agencies and Joint Operations** category consists of payments to outside agencies that are not under the direct supervision of the Board of Supervisors. In FY 20, these contributions make up 8.2% of all General Fund budgeted expenditures. Overall, agency and joint operation contributions *increase* by 7.1% or \$1.7 million. Specific changes are discussed in functional area chapters.

The **Revenue Sharing** payment to the City of Charlottesville makes up 4.6% of all General Fund budgeted expenditures and is *decreasing* \$1.5 million or 9.5% from the FY 19 Adopted budget.

The **School Transfer** makes up 45.0% of all General Fund budgeted expenditures and is *increasing* 5.2% or \$6.9 million over the FY 19 Adopted budget.

The **Ongoing Transfer to Capital/Debt Service** makes up 10.1% of all General Fund budgeted expenditures and is *increasing* 17.1% or \$4.5 million over the FY 19 Adopted budget.

The **One-Time Transfer to Capital** makes up 0.1% of all General Fund budgeted expenditures and is *decreasing* 79.3% or \$0.7 million from the FY 19 Adopted budget.

The **Other** category includes the Tax Relief for the Elderly & Disabled, reserves, and refunds. This category makes up 0.8% of all General Fund budgeted expenditures and is *decreasing* 14.8% or \$0.5 million from the FY 19 Adopted budget.

Please see narratives throughout the budget document for greater detail on changes in each of these categories.

CULTURAL AGENCY REVIEW PROCESS

As directed by the Board of Supervisors at its September 2, 2015 meeting, FY 20 funding for Recreation and Cultural Agencies is based on a review coordinated by County staff using criteria relevant to cultural agencies and not the City/County Agency Budget Review Team (ABRT) process. For additional information on these agencies, please see the Parks, Recreation, and Culture chapter of this document.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	FY 20 ADP - FY 19 ADP \$ CHANGE	% CHANGE
African Amer. Cultural Fest./Chihamba	2,700	3,000	4,500	3,000	3,000	3,000	\$0	0.0%
Charlottesville Ballet	0	0	0	20,000	0	0	\$0	
Charlottesville Opera	3,800	3,800	5,800	0	0	0	(\$3,800)	-100.0%
Jeff. School African Amer. Heritage Center	0	0	0	10,000	10,000	10,000	\$10,000	
Hamner Theater	0	0	0	75,000	0	0	\$0	
Municipal Band	8,000	8,000	8,000	8,000	8,000	8,000	\$0	0.0%
Paramount Theater	2,500	2,500	6,500	10,000	2,500	2,500	\$0	0.0%
PVCC Festival of Cultures	0	0	0	5,000	0	0	\$0	
Rivanna Conservation Alliance - Flow Festival	0	4,700	4,700	5,000	4,700	4,700	\$0	0.0%
Virginia Festival of the Book	10,000	10,000	10,000	11,000	10,000	10,000	\$0	0.0%
Virginia Film Festival	10,000	10,000	10,000	10,000	10,000	10,000	\$0	0.0%
Virginia Discovery Museum	2,500	2,500	4,000	10,000	2,500	2,500	\$0	0.0%
WNRN	0	0	0	4,750	0	0	\$0	
TOTAL	\$39,500	\$44,500	\$53,500	\$171,750	\$50,700	\$50,700	\$6,200	13.9%
TOTAL GENERAL FUND EXPENDITURES	\$39,500	\$44,500	\$53,500	\$171,750	\$50,700	\$50,700	\$6,200	13.9%

AGENCY BUDGET REVIEW TEAM (ABRT) PROCESS

Unlike previous years, the FY 20 the ABRT process was a County-only process pursuant to the Board of Supervisors' discussion on September 5, 2018. This process was co-managed by the Office of Management and Budget and the Department of Social Services. The FY 20 ABRT team was comprised of volunteer citizens and County staff members and used a streamlined process evaluating requests made by human services and other community agencies that are generally non-contractual or not based on another funding agreement. The application for funding is based on an outcome measurement model which requests information from agencies and programs about the concrete and measurable impact they are making in the communities they serve. Funding recommendations in FY 20 are based on the ABRT's rating for these agencies with exception of agencies that had an exemplary ratings over the past two years. County staff reviewed those agencies' outcomes, FY 20 projections, and the agency's strategies to determine whether or not there were any significant changes over the prior year's application and determined whether or not these outcomes were met. Additional information on these agencies is available in their respective functional area chapters.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 ESTIMATE	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	FY 20 ADP - FY 19 ADP \$ CHANGE	% CHANGE
PUBLIC SAFETY								
Foothills Child Advocacy Center	31,297	43,486	43,486	51,134	44,791	44,791	\$1,305	3.0%
Offender Aid Restoration	154,402	159,034	159,034	163,805	163,805	163,805	\$4,771	3.0%
HEALTH AND WELFARE								
ARC of the Piedmont	0	0	0	50,000	0	0		
Boys & Girls Club	45,000	55,000	55,000	68,750	56,650	56,650	\$1,650	3.0%
The Bridge Line	15,000	15,450	15,450	19,313	15,914	15,914	\$464	3.0%
The Bridge Ministry	0	0	0	50,000	0	0	\$0	
Central Virginia Health Services	0	0	0	15,000	0	0	\$0	
Charlottesville Free Clinic	116,699	116,699	116,699	116,699	116,699	116,699	\$0	0.0%
Computers4Kids	13,379	13,780	13,780	17,225	14,193	14,193	\$413	3.0%
Creciendo Juntos	0	0	0	2,500	0	0	\$0	
The Front Porch	0	0	0	25,000	0	0	\$0	
Georgia's Healing House	0	0	0	25,000	24,560	24,560	\$24,560	
International Rescue Committee	0	0	0	20,000	0	0	\$0	
Jefferson Area CHIP	301,500	310,545	310,545	326,072	319,861	319,861	\$9,316	3.0%
Legal Aid Justice Center	38,700	38,700	38,700	48,375	39,435	39,435	\$735	1.9%
Light House Studio	0	0	0	20,000	16,642	16,642	\$16,642	
Literacy Volunteers	25,287	26,046	26,046	30,827	26,827	26,827	\$781	3.0%
MACAA	58,525	44,500	44,500	52,500	44,500	44,500	\$0	0.0%
Meals on Wheels	0	0	0	9,000	0	0	\$0	
On Our Own	0	0	0	20,000	13,179	13,179	\$13,179	
Partner for Mental Health	0	0	0	30,000	0	0	\$0	
Piedmont CASA	9,270	9,500	9,500	9,500	9,500	9,500	\$0	0.0%
ReadyKids	68,291	70,340	70,340	87,925	72,450	72,450	\$2,110	3.0%
Sexual Assault Resource Agency (SARA)	20,600	21,218	21,218	21,855	21,855	21,855	\$637	3.0%
Shelter for Help in Emergency (SHE)	88,079	90,721	90,721	95,257	93,443	93,443	\$2,722	3.0%
Sin Barreras - Without Barriers	0	0	0	13,400	0	0	\$0	
TJ Area Coalition for the Homeless	20,405	20,852	20,852	59,100	22,259	22,259	\$1,407	6.7%
United Way Self-Sufficiency Program	12,600	12,978	12,978	14,000	12,978	12,978	\$0	0.0%
Women's Initiative	14,000	14,420	14,420	15,000	14,853	14,853	\$433	3.0%
YMCA Childcare at Jefferson School City Center	0	0	0	20,000	0	0	\$0	
COMMUNITY DEVELOPMENT								
AHIP	400,000	412,000	412,000	412,000	412,000	412,000	\$0	0.0%
Piedmont Housing Alliance	34,716	35,757	35,757	69,696	60,757	60,757	\$25,000	69.9%
TOTAL	1,467,750	1,511,026	1,511,026	1,978,933	1,617,151	1,617,151	106,125	7.0%

GENERAL GOVERNMENT POSITION SUMMARY

	FY 10 ¹	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	Adopted FY 19	Revised FY 19	Request FY 20	Recomm FY 20	Adopt FY 20	Chg from Adopted
Administration															
Board of Supervisors	2.00	2.00	2.00	2.00	2.00	2.00	2.50	2.50	2.50	2.50	2.75	2.75	2.75	3.00	0.50
Executive Leadership	14.00	10.50	10.50	11.50	12.00	12.25	14.25	14.79	15.29	18.29	19.79	21.79	20.79	20.79	2.50
Human Resources ²	3.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	2.50	2.50	2.50	3.00	3.00	3.00	0.50
County Attorney	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	9.00	9.00	9.00	9.00	9.00	9.00	0.00
Finance	50.80	49.80	49.80	52.80	53.30	54.80	55.80	55.80	58.80	60.80	60.80	69.80	63.80	63.80	3.00
Information Technology	23.00	21.00	20.00	20.00	21.00	21.00	22.00	22.00	21.50	23.00	23.00	25.00	24.00	24.00	1.00
Board of Elections/Registrar	5.60	5.60	4.50	4.50	4.50	4.80	4.80	4.80	4.80	4.80	4.80	5.80	4.80	4.80	0.00
Administration Total	106.40	98.90	96.80	99.80	101.80	103.85	108.35	108.89	114.39	120.89	122.64	137.14	128.14	128.39	8.00
Judicial															
Circuit Court	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Clerk of Circuit Court	10.00	10.00	10.00	10.50	11.00	11.00	11.00	11.50	11.50	11.50	11.50	12.50	12.50	12.50	1.00
Sheriff	23.00	23.00	23.00	23.00	23.00	23.00	23.00	23.00	23.00	25.00	25.00	28.00	26.00	26.00	1.00
Commonwealth Attorney	9.00	9.00	9.00	9.50	9.50	11.50	11.50	11.50	12.50	12.50	12.50	12.50	12.50	12.50	0.00
Judicial Total	43.00	43.00	43.00	44.00	44.50	46.50	46.50	47.00	48.00	50.00	50.00	54.00	52.00	52.00	2.00
Public Safety															
Police	151.50	147.50	147.50	147.50	151.50	156.50	163.50	163.50	166.50	169.50	169.50	178.00	172.00	173.00	3.50
Victim-Witness Grant Fund	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Crime Analysis Grant Fund	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Problem Oriented Policing Grant Fund	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	(1.00)
Fire Rescue Services	80.00	80.00	80.00	89.00	96.00	98.60	109.00	109.00	113.00	119.50	119.50	132.50	119.50	119.50	0.00
FEMA Grant Fund	0.00	0.00	0.00	4.50	9.00	8.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Safety Total	233.50	229.50	229.50	243.00	259.50	266.50	276.50	276.50	282.50	292.00	292.00	312.50	293.50	294.50	2.50
Public Works															
Facilities and Environmental Services	30.70	21.60	22.35	22.21	22.00	23.00	26.25	26.25	27.25	27.25	28.25	33.25	28.25	28.25	1.00
FES - Facilities Planning & Construction	10.00	10.00	9.00	9.00	9.00	9.00	8.50	8.50	9.00	9.00	9.00	13.00	11.50	11.50	2.50
Public Works Total	40.70	31.60	31.35	31.21	31.00	32.00	34.75	34.75	36.25	36.25	37.25	46.25	39.75	39.75	3.50
Health & Welfare															
Social Services	109.20	108.20	108.20	108.70	112.30	115.05	120.15	122.15	126.65	129.25	135.25	148.25	136.25	138.25	9.00
Bright Stars	18.50	18.50	18.30	18.30	18.70	18.70	21.10	21.10	21.10	23.50	23.50	23.50	23.50	23.50	0.00
Health & Welfare Total	127.70	126.70	126.50	127.00	131.00	133.75	141.25	143.25	147.75	152.75	158.75	171.75	159.75	161.75	9.00
Parks, Recreation & Culture															
Parks & Recreation Department	19.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.75	17.75	19.75	29.75	21.75	21.75	4.00
Towle Park Fund	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Parks, Recreation & Culture Total	22.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.75	20.75	22.75	32.75	24.75	24.75	4.00
Community Development															
Community Development Department	85.00	61.00	60.00	59.00	59.00	64.50	67.50	69.50	72.50	75.50	76.50	85.50	77.50	77.50	2.00
Economic Development	0.00	0.00	0.00	0.00	0.00	2.50	2.50	2.50	3.00	3.00	3.00	4.00	3.00	3.00	0.00
TJ Soil & Water Conservation	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Community Development Total	86.00	62.00	61.00	60.00	60.00	68.00	71.00	73.00	76.50	79.50	80.50	90.50	81.50	81.50	2.00
TOTAL POSITIONS	659.30	611.70	608.15	625.01	647.80	670.60	698.35	703.39	726.14	752.14	763.89	844.89	779.39	782.64	31.00
Total Annual Change	4.50	-47.60	-3.55	16.86	22.79	22.80	27.75	5.04	22.75	26.00	37.75	92.75	27.25	30.50	
% Annual Change	0.7%	-7.2%	-0.6%	2.8%	3.6%	3.5%	4.1%	0.7%	3.2%	3.6%	5.2%	12.3%	3.6%	4.1%	
Population³	97,694	99,010	100,780	101,575	102,731	103,707	105,051	105,715	107,697	108,639	108,639	110,486	110,486	110,486	
Positions/1,000 POPULATION	6.75	6.18	6.03	6.15	6.31	6.47	6.65	6.65	6.74	6.92	7.03	7.65	7.05	7.08	

¹This represents the total number of authorized positions in FY 09 and FY 10. In the FY 09 Adopted Budget, 13 positions were unfunded. In the FY 10 Adopted Budget 27.5 positions were unfunded. In FY 11, most of the unfunded positions were eliminated.

²This includes employees dedicated solely to local government. In addition, HR has 21.54 employees who are classified in the School Division. These employees spend approximately 25% of their time performing human resource services for local government.

³Population figures are taken from the Weldon Cooper Center for Public Service website, Demographics Research Group page (<https://demographics.coopercenter.org/Virginia-population-estimates/>) Intercensal Estimates for Virginia, January 30, 2019. The population projection for FY 20 assumes a 1.7% growth rate.

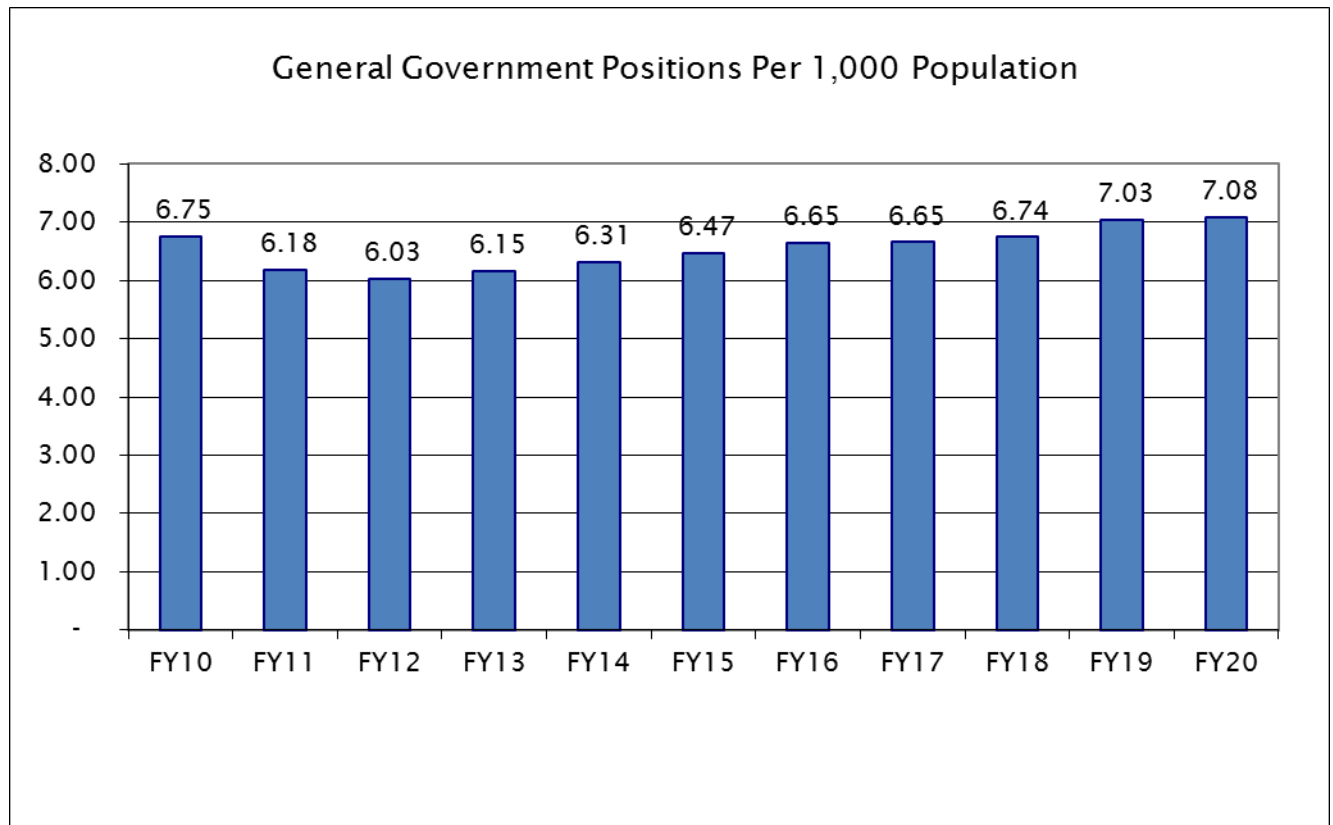
The chart includes full and part-time permanent positions. Temporary and seasonal part-time positions are not included.

SUMMARY OF GENERAL GOVERNMENT POSITION CHANGES

FY 19 Adopted Positions			752.14
FY 19	Board of Supervisors (BOS) Executive Leadership	Office Associate (convert 0.5 to 0.75 FTE)	0.25
		Executive Assistant (convert 0.5 to 1.0 FTE)	0.50
		Public Information Officer	1.00
	Police	Public Information Officer	(1.00)
		Police Officer (overhire – approved for 3 years)	1.00
	Facilities and Environmental Services (FES)	Project Coordinator	1.00
	Dept. of Social Services (DSS) Parks & Recreation	Medicaid Expansion positions	6.00
		Trail Crew Technician	1.00
		Recreation Programs Supervisor	1.00
	Community Development	Housing Planner	1.00
Subtotal, FY 19 Changes			11.75
FY 19 Revised Positions			763.89
FY 20 Recommended	Executive Leadership Human Resources Finance	Performance and Policy Analyst	1.00
		Technical Trainer (convert 0.5 to 1.0 FTE)	0.50
		Land Use Administrator	1.00
	Information Technology Clerk of the Circuit Court Sheriff Police	P-Card Program Administrator	1.00
		Tax Accountant	1.00
		Data Warehouse/Business Intelligence Manager	1.00
		Deputy Clerk	1.00
		Sheriff's Deputy (convert deputies from 0.5 to 1.0 FTE)	1.00
	FES	Police Officer	1.00
		FOIA position	0.50
		Sr. Project Manager (temporary to permanent)	1.50
	DSS	Quality Control Coordinator (temporary to permanent)	1.00
		Assistant Director	1.00
	Parks & Recreation	Facilities Maintenance Supervisor	1.00
		Park & Greenbelt Planner	1.00
	Community Development	Deputy Director	1.00
		Zoning Compliance position	1.00
		Chief of Housing	(1.00)
	Subtotal, FY 20 Recommended		
FY 20 Recommended General Government Positions			779.39
FY 20 Adopted	BOS	Office Associate (convert 0.75 to 1.0 FTE)	0.25
	Police	Police Officer	1.00
	DSS	Housing Generalist	1.00
		Fraud Investigator	1.00
Subtotal, FY 20 Adopted			3.25
FY 20 Adopted General Government Positions			782.64

POSITION TRENDS

A key indicator of a local government's efficiency is the ratio of its employee base to total population. In Albemarle, the number of general government positions per 1,000 population for FY 20 is approximately 7.08.

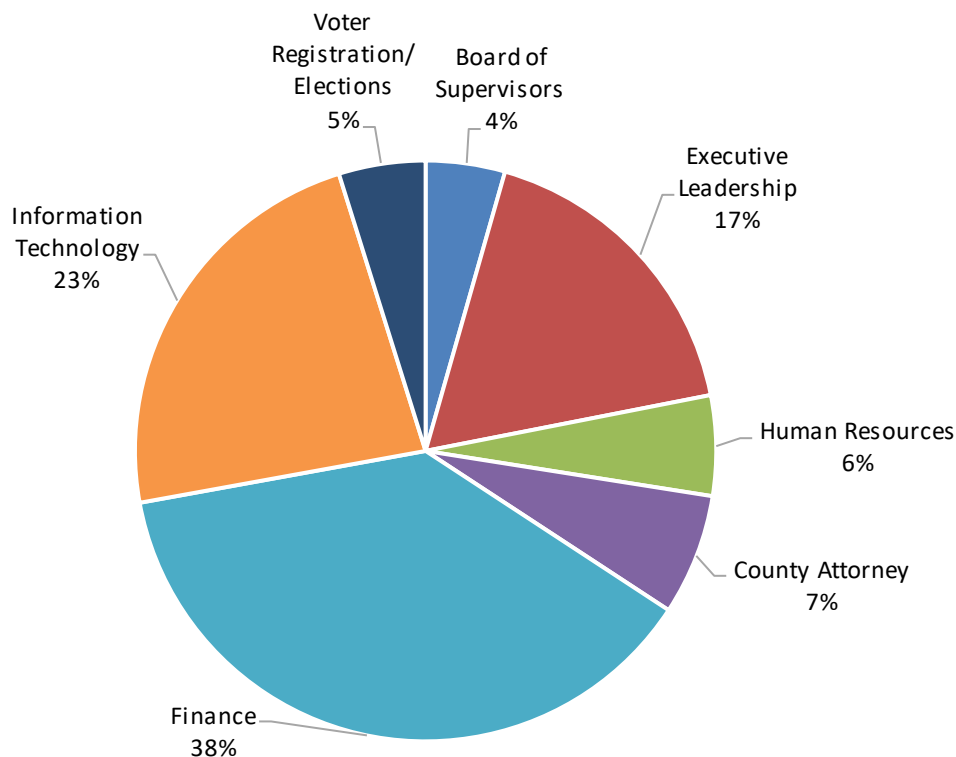


Administration

• • • • • • • • • • • • • •

ADMINISTRATION

FY 20 Adopted Administration Budget \$16,787,788



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Board of Supervisors	\$644,578	\$699,182	\$649,174	\$739,814	\$739,814	\$756,446	\$57,264	8.2%
Executive Leadership	1,893,387	2,220,810	2,679,040	3,141,966	2,935,663	2,935,663	\$714,853	32.2%
Human Resources	771,759	875,181	807,572	955,255	935,698	935,698	\$60,517	6.9%
County Attorney	1,139,196	1,199,448	1,088,952	1,131,087	1,131,087	1,131,087	(\$68,361)	-5.7%
Finance	5,522,948	5,944,952	5,829,385	7,018,417	6,356,666	6,356,666	\$411,714	6.9%
Information Technology	3,017,430	3,490,537	3,567,926	3,919,822	3,863,315	3,863,315	\$372,778	10.7%
Voter Registration/ Elections	633,732	664,854	732,412	870,522	808,913	808,913	\$144,059	21.7%
TOTAL ADMINISTRATION	\$13,623,029	\$15,094,964	\$15,354,460	\$17,776,883	\$16,771,156	\$16,787,788	\$1,692,824	11.2%



OFFICE OF THE BOARD OF SUPERVISORS

MISSION

The mission of the Clerk of the Board is to maintain neutral consistency in support of the Board of Supervisors by providing an avenue of open government through the access of official public records past and present.

DESCRIPTION

The Board of Supervisors sets policy and oversees the County Executive regarding the County's operations/programs, levies taxes, appropriates funds, makes land use decisions, implements the Comprehensive Plan, and appoints members of Boards and Commissions, except for School Board members, who are elected by the voters.

GOALS

Information about the Board of Supervisors' goals, objectives, and timetable is included in the Strategic Plan section of this document.

The goal of the Clerk of the Board is to provide essential support to the Board of Supervisors through meeting management, constituent support, and preservation and management of records.

FINANCIAL DATA

BOARD OF SUPERVISORS								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$236,761	\$232,154	\$237,132	\$242,564	\$242,564	\$256,291	\$24,137	10.4%
BENEFITS	65,903	64,163	67,685	72,086	72,086	74,991	\$10,828	16.9%
OPERATING	338,147	401,865	343,358	424,164	424,164	424,164	\$22,299	5.5%
CAPITAL OUTLAY	3,767	1,000	1,000	1,000	1,000	1,000	\$0	0.0%
EXPENDITURE TOTAL	\$644,578	\$699,182	\$649,174	\$739,814	\$739,814	\$756,446	\$57,264	8.2%
REVENUE								
LOCAL NON-TAX	\$6,050	\$1,642	\$7,145	\$7,000	\$7,000	\$7,000	\$5,358	326.3%
NET COST	\$638,528	\$697,540	\$642,029	\$732,814	\$732,814	\$749,446	\$51,906	7.4%
POSITIONS	2.50	2.50	2.75	2.75	2.75	3.00	0.5	20.0%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected: Includes an appropriation to increase the 0.5 FTE Office Associate position to 0.75 FTE.

FY 20 Recommended Budget: The Board of Supervisors' budget *increases* by \$40,632 or 5.8% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve can be found in the Non-Departmental chapter of this document.
- Continues funding to increase the 0.5 FTE Office Associate position to 0.75 FTE that was approved during FY 19.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- *Increase* of \$22,299 or 5.5% in operating costs due primarily to the following:
 - \$13,255 *increase* for the cost of the annual audit.
 - \$6,000 *increase* in security services to provide two police officers at each Board meeting.

FY 20 Adopted Budget: The Board of Supervisors' budget *increases* by \$57,264 or 8.2% and reflects the following change to the Recommended Budget:

- Increases the 0.75 Office Associate position to 1.0 FTE and reclassifies the position in conjunction with the County's Human Resources Department.

Description	FY 19 Adopted	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Board of Supervisors' Office (3.0 positions): The Clerk to the Board of Supervisors is responsible for the administration of services of the Board of Supervisors, including agenda preparation, minutes preparation, appointments to Boards and Commissions, and public notice advertising. The Clerk serves as Records Manager for the County of Albemarle. This funding also provides for Board of Supervisors' salaries and compensation, mileage reimbursement, and attendance at regional and state-sponsored professional development/networking.	\$699,182	\$739,814	\$756,446	\$57,264	8.2%
TOTAL, BOARD OF SUPERVISORS	\$699,182	\$739,814	\$756,446	\$57,264	8.2%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

EXECUTIVE LEADERSHIP

MISSION

Ensure a responsive and effective government.

DESCRIPTION

Executive Leadership is responsible for the following functions:

- Guiding and directing the operations of the County government.
- Directing the County's community relations, public engagement, and communications efforts.
- Implementing Strategic Plan, technology, and other critical organizational initiatives.
- Ensuring equity in service delivery, decision making, and community engagement.
- Developing annual operating and capital budgets and long-range financial plans.

Additional information about this Department's leadership role and direct ties to the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this document.

GOALS

- **Promoting** the community's future through meaningful connection of the Albemarle County Strategic Plan Priorities to the organization's resource capacity, including the budget and financial plans, through storytelling and authentic engagement with our community.
- **Enhancing** the governing body's effectiveness by making local government work for the good of the residents in the community, with a focus on the community's economic vitality, quality of life, and responsiveness to community needs.
- **Leading** organization wide customer interaction to where we provide every customer with an experience that is professional, empathetic, and responsive.
- **Encouraging** leadership at all levels aligned with the organization's Leadership Philosophy, Core Values, and Business Operating Principles.
- **Cultivating** partnerships, through identification of broad community objectives, which would greatly improve and/or sustain our community's quality of life, emphasizing equity, while building community trust in local government and the services we provide.

FINANCIAL DATA

EXECUTIVE LEADERSHIP								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$1,230,260	\$1,547,331	\$1,621,022	\$1,802,707	\$1,802,707	\$1,827,585	\$280,254	18.1%
BENEFITS	351,670	467,833	454,802	581,360	581,360	590,982	\$123,149	26.3%
OPERATING	298,153	193,621	588,231	251,644	251,644	501,644	\$308,023	159.1%
CAPITAL OUTLAY	13,305	12,025	14,985	12,452	12,452	15,452	\$3,427	28.5%
RESOURCE PLANS	0	0	0	493,803	287,500	0	\$0	
EXPENDITURE TOTAL	\$1,893,387	\$2,220,810	\$2,679,040	\$3,141,966	\$2,935,663	\$2,935,663	\$714,853	32.2%
NET COST	\$1,893,387	\$2,220,810	\$2,679,040	\$3,141,966	\$2,935,663	\$2,935,663	\$714,853	32.2%
POSITIONS	15.29	18.29	19.79	21.79	20.79	20.79	2.5	13.7%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected: Includes the following adjustments:

- Reallocation of a Public Information Officer position from the Police Department (1.0 FTE).
- Appropriation of \$27,686 to increase a part-time administrative position to full-time (0.5 FTE).
- Establishment of the Office of Equity and Inclusion (OEI), including the reallocation of the Performance Analyst position from the Office of Management and Budget (OMB) to OEI.
- \$90,911 for expenditures re-appropriated from FY 18 to FY 19.
- \$255,880 from the Transformational Initiatives Reserve in support of Business Process Optimization (BPO) efforts, including business process support and mapping, technical training and configuration support,

contracted project managers for Biscuit Run, and hardware and software for Project Management Office (PMO) staff.

- Appropriation of \$50,000 from the Reserve for Contingencies for the Community Remembrance Project.
- \$18,900 to hire a facilitator to manage the County's FY 20 Agency Budget Review Team (ABRT) process. This funding was reallocated from an existing budget.

FY 20 Recommended Budget: Executive Leadership is a new category of funding to include the County Executive's Office, Communications and Public Engagement (CAPE), Project Management Office (PMO), the Office of Equity and Inclusion (OEI), and the Office of Management and Budget (OMB). The Executive Leadership budget *increases* by \$714,853 or 32.2% and reflects the following:

- Overall, the Salaries and Benefits categories increase \$368,903 and include the following:
 - Continued funding for the Public Information Officer (1.0 FTE) and Executive Assistant (0.5 FTE) positions added during FY 19.
 - Impact of departmental reclassifications.
 - 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve can be found in the Non-Departmental chapter of this document.
 - \$17,700 *increase* in temporary wages to support anticipated workload in the newly created OEI and PMO.
 - 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Overall *increase* of \$58,023 or 30.0% in operating costs due primarily to the following:
 - \$33,970 *increase* in general operating costs to support the establishment of the Office of Equity and Inclusion (OEI), including \$20,000 for cultural and historic initiatives (e.g. historic street markers).
 - \$30,000 *increase* to support the ABRT review process. This was budgeted in Health and Welfare Contributions in FY 19.
 - \$22,350 *increase* in training costs to provide increased technical and professional development for staff.
 - \$8,600 *increase* for software licenses for current Communications and Public Engagement staff.
 - \$7,000 *increase* for organizational training, photo/video services, partnership opportunities, etc.
 - \$60,000 *decrease* for the Citizen Survey, which is conducted every other year.
- Funded Resource Plans include \$250,000 in contract support for PMO to manage implementation of Strategic Plan initiatives, technology solutions, and Business Process Optimization efforts. Additionally, funds \$37,500 in OMB for a Performance and Policy Analyst to begin in January 2020.
- Unfunded Resource Plan requests include integrated enterprise audio-visual (AV) service, visual communications templates, and a Citizen Reporting app.

FY 20 Adopted Budget: Funding for PMO contract support and the Performance and Policy Analyst, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
County Executive (6.0 positions): The County Executive is the Chief Executive Officer of Albemarle County, appointed by and accountable to the Board of Supervisors, and is responsible for implementing the policies of the Board. The County Executive's Office directs and guides the day-to-day operations of the County government and supervises all County departments, agencies, and offices that are under the direct authority of the Board of Supervisors.	\$1,088,465	\$1,055,290	\$1,055,290	(\$33,175)	-3.0%
Communications and Public Engagement (4.0 positions): Directs the County's community relations, public engagement, tourism, and communications/marketing functions. Specific responsibilities include managing county initiatives to achieve the goals and objectives outlined by the strategic plan related to communication, public engagement and partnerships that support and encourage community vitality. Manages citizen participation in county government activities and supports community partnerships to ensure meaningful public engagement in planning and policy development. Directs media relations program and county internal and external websites.	326,859	431,725	431,725	\$104,866	32.1%
Project Management Office (2.0 positions) – The Project Management Office (PMO) defines and maintains standards for project management (PM) within the County of Albemarle, specifically on strategic plan initiatives, technology and other critical organizational projects. Responsibilities include managing the overall PM system and framework in the county to include planning, resourcing (including contracted PM's and departmental PM's), training and execution of identified projects and initiatives to achieve specific strategic and organizational goals and objectives.	186,662	512,750	512,750	\$326,088	174.7%
Office of Equity and Inclusion (2.0 positions): The mission of the Office of Equity and Inclusion (OEI) is to achieve equity in service delivery, decision making, and community engagement. OEI works to both equip and inspire County departments and policy-makers to facilitate and maintain a community that is welcoming, inclusive, and accessible to everyone.	0	268,976	268,976	\$268,976	
Office of Management & Budget (6.79 positions): Develops the annual operating and capital budgets, five-year Financial Plan, policy analysis, Capital Improvement Program, Performance Management and Grants Management systems.	618,824	666,922	666,922	\$48,098	7.8%
TOTAL, COUNTY EXECUTIVE	\$2,220,810	\$2,935,663	\$2,935,663	\$714,853	32.2%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

DEPARTMENT OF HUMAN RESOURCES

MISSION

The mission of the Department of Human Resources is to work as strategic partners supporting organizational goals and helping employees with all phases of their Albemarle County careers. Our values are to treat everyone with dignity, empathy and respect; take a purposeful, thoughtful approach to our work; and to provide clear, consistent communication.

DESCRIPTION

The Human Resources (HR) Department provides human resources support for the entire School Division and all Local Government departments. The department strives to help employees with all phases of their Albemarle County careers. HR is focused on providing a high level of customer service and partnering with our employees to obtain a deep understanding of needs. HR's work includes the following areas:

- Employee Recruitment, Selection, and Retention
- Classification and Compensation
- Administration of Benefits and Leave
- Employee Relations
- Employee Recognition and Rewards
- Performance Management
- Workplace Safety and Wellness
- Teacher Licensure and Certification
- Learning and Development
- Diversity and Inclusion

GOALS

- Align Human Resources as a strategic partner with customers.
- Attract, hire, retain and develop the best possible talent.
- Improve HR-related processes, policies, and procedures.

Additional information about this Department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this document.

FINANCIAL DATA

HUMAN RESOURCES								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$131,518	\$137,963	\$121,610	\$157,982	\$157,982	\$181,655	\$43,692	31.7%
BENEFITS	57,404	92,309	47,738	72,283	72,283	81,610	(\$10,699)	-11.6%
OPERATING	60,160	100,744	94,059	110,812	110,812	119,752	\$19,008	18.9%
CAPITAL OUTLAY	9,758	0	0	0	0	0	\$0	
TR TO SCHOOLS	512,919	544,165	544,165	552,681	552,681	552,681	\$8,516	1.6%
RESOURCE PLANS	0	0	0	61,497	41,940	0	\$0	
EXPENDITURE TOTAL	\$771,759	\$875,181	\$807,572	\$955,255	\$935,698	\$935,698	\$60,517	6.9%
REVENUE								
LOCAL NON-TAX	\$23,847	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	0.0%
NET COST	\$747,912	\$850,181	\$782,572	\$930,255	\$910,698	\$910,698	\$60,517	7.1%
POSITIONS*	2.5	2.5	2.5	3.0	3.0	3.0	0.5	20.0%

* For FY 20 Human Resources has a total of 21.54 FTEs who are classified as employees of the School Division. These employees spend approximately 25% of their time performing human resource services for local government. The 3.0 FTEs classified as General Government employees bring the HR total FTE count to 24.54.

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The Human Resources budget *increases* by \$60,517 or 6.9% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual

performance review process. Details about this reserve can be found in the Non-Departmental chapter of this document.

- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- *Increase* of \$10,068 or 10.0% in operating expenses due primarily to funding for cross-departmental employee recognitions.
- *Increase* in the transfer to the School Division for Human Resources of \$8,516 or 1.6% based primarily on School Division salary and benefit changes.
- Funded resource plan requests include \$8,940 for the general government portion of new and replacement automatic external defibrillators (AEDs) and \$33,000 to convert a part-time Technical Trainer position to full-time. This position will provide technical training across the organization in support of Business Process Optimization efforts.
- Unfunded request totaling \$19,557 for the General Government share of an HR Specialist.

FY 20 Adopted Budget: Funding for the AEDs and converting a part-time Technical Trainer position to full-time, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, and Operating categories in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Recruitment, Selection, and Retention - Advertising vacancies; interviewing, testing, and selection of applicants; completing pre-employment requirements; processing employment changes; exit interviews. Classification and Compensation - Creating/revising job descriptions; departmental and individual classification reviews; market research; forecasting salary increases; administration of County compensation policies. Administering Benefits and Leave - Selection of benefits providers; administration of benefit programs; administration of family medical leave, leaves of absence, disability, and military leave; coordinating retirement programs; counseling employees on benefits, leave, and retirement issues. Employee Relations - Conduct incident investigations, disciplinary procedures, grievances, and mediation. Workplace Safety and Wellness - Ensure compliance with Federal, State, and County safety regulations; provide training on workplace safety; administration of worker's compensation; development and expansion of employee wellness program; employee assistance program; overseeing OSHA compliance. Diversity and Inclusion (1.0 position): Recruit and retain a diverse workforce; train, coach, mentor and sustain an atmosphere of diversity and inclusion within the workforce. Training and Development (2.0 position): Competency based management programs linking competencies to selection, training and development, performance management, and promotions; Training programs to meet the training needs of the organization and ensure continued professional development and technical training of employees.	\$875,181	\$935,698	\$935,698	\$60,517	6.9%
TOTAL, HUMAN RESOURCES	\$875,181	\$935,698	\$935,698	\$60,517	6.9%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

COUNTY ATTORNEY

MISSION

To deliver quality legal services and ethical counsel to the Albemarle County Government.

DESCRIPTION

The County Attorney's Office provides legal counsel and advice in all civil matters to the Board of Supervisors and all other boards, commissions, and committees appointed by the Board of Supervisors, as well as County officials and the Emergency Communications Center. The Office provides services in areas such as land use and zoning, taxation and finance, law enforcement, social services, contracts, real estate, employment, legislation and litigation. The Office drafts ordinances and resolutions to implement policy decisions of the Board of Supervisors, prepares legislative proposals, represents the County in litigation, and enforces compliance with the Water Protection Ordinance, the Zoning Ordinance, and other County regulations.

GOALS

- To support the Board of Supervisors and all County Departments in their efforts to achieve the County's Mission and to realize the County's Strategic Plan goals.
- To provide excellent service.
- To provide proactive education and training and to avoid unnecessary litigation and legal conflicts.

Additional information about this Department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this Document.

FINANCIAL DATA

COUNTY ATTORNEY								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$838,623	\$879,912	\$801,090	\$817,735	\$817,735	\$817,735	(\$62,177)	-7.1%
BENEFITS	241,521	259,680	225,157	235,746	235,746	235,746	(\$23,934)	-9.2%
OPERATING	51,967	58,356	61,205	55,356	55,356	75,356	\$17,000	29.1%
CAPITAL OUTLAY	7,085	1,500	1,500	2,250	2,250	2,250	\$750	50.0%
RESOURCE PLANS	0	0	0	20,000	20,000	0	\$0	
EXPENDITURE TOTAL	\$1,139,196	\$1,199,448	\$1,088,952	\$1,131,087	\$1,131,087	\$1,131,087	(\$68,361)	-5.7%
NET COST	\$1,139,196	\$1,199,448	\$1,088,952	\$1,131,087	\$1,131,087	\$1,131,087	(\$68,361)	-5.7%
POSITIONS	9.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected: Includes an appropriation of \$4,390 to increase training and the impact of voluntary reduced hours for one current employee.

FY 20 Recommended Budget: The County Attorney's budget *decreases* by \$68,361 or 5.7%, and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- \$8,000 *increase* in part-time wages for Summer law clerk to support County projects.
- Continues to reflect the impact of voluntary reduced hours for one current employee.
- *Decrease* of \$3,000 or 5.1% in operating expenses due to removal of one-time training that took place in FY 19.
- The Resource Plans category includes \$20,000 for enhanced County Code services, where publishing and maintaining the Albemarle County Code will be contracted to a vendor to maintain an up-to-date code, improve the data accuracy of searches, and reduce search times.

FY 20 Adopted Budget: Funding for the enhanced County Code services, previously noted in the Resource Plans category, has been reallocated to the Operating category in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
County Attorney's Office (9.0 positions): Provides legal advice, assistance, and services to the Board of Supervisors, Planning Commission, and all other County boards, departments, agencies, officials, and employees. This includes representing or defending the County in all matters of litigation; updating County policies; and maintaining in-house the County Code.	\$1,199,448	\$1,131,087	\$1,131,087	(\$68,361)	-5.7%
TOTAL, COUNTY ATTORNEY	\$1,199,448	\$1,131,087	\$1,131,087	(\$68,361)	-5.7%

DEPARTMENT OF FINANCE

MISSION

To be responsible for management of the County's finances guided by the fiscal policies adopted by the Board of Supervisors while promoting excellence, quality, and efficiency of operations by enhancing the ability of our employees to serve our internal and external customers in an outstanding manner.

DESCRIPTION

The Department of Finance is responsible for the County's overall financial management including: financial reporting, assessment and collection of all local revenues, cash management, debt management, risk management, and financial systems management functions. Finance provides services to the public and to local government entities, including Albemarle County Joint Entities, and Public Schools. Services provided include: payroll; compensation and benefits management; accounts payable; accounts receivable; procurement; capital financing; general accounting, quarterly and annual financial reporting; economic vitality monitoring and reporting; and, revenue forecasting for County budgeting purposes.

GOALS

- Enforce fiscal policies that ensure a financially strong and effective County government, thus maintaining our AAA rating.
- Deliver cost-effective and high-quality services to external and internal customers.
- Develop employee training plans that support staff development and succession planning, and encourage membership in professional organizations.
- Increased leveraging of online capabilities for improved internal and external customer service.
- Ensure that best practices are followed to safeguard the County's assets.
- Foster an environment of continuous improvement and prudent innovative changes.
- Continuous collaboration and presence between the Finance Department employees and their partnering departments and schools.

Additional information about this Department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this document.

FINANCIAL DATA

DEPARTMENT OF FINANCE								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$3,434,673	\$3,674,320	\$3,610,583	\$3,717,672	\$3,706,672	\$3,861,507	\$187,187	5.1%
BENEFITS	1,137,084	1,287,724	1,199,454	1,321,679	1,320,838	1,381,482	\$93,758	7.3%
OPERATING	860,052	960,702	968,488	1,128,999	913,999	1,070,064	\$109,362	11.4%
CAPITAL OUTLAY	91,139	22,206	50,860	25,045	25,045	43,613	\$21,407	96.4%
RESOURCE PLANS	0	0	0	825,022	390,112	0	\$0	
EXPENDITURE TOTAL	\$5,522,948	\$5,944,952	\$5,829,385	\$7,018,417	\$6,356,666	\$6,356,666	\$411,714	6.9%
REVENUE								
LOCAL NON-TAX	\$354,224	\$361,457	\$361,557	\$420,967	\$420,967	\$420,967	\$59,510	16.5%
STATE	446,626	454,346	439,028	447,808	447,808	447,808	(\$6,538)	-1.4%
REVENUE TOTAL	\$800,850	\$815,803	\$800,585	\$868,775	\$868,775	\$868,775	\$52,972	6.5%
NET COST	\$4,722,098	\$5,129,149	\$5,028,800	\$6,149,642	\$5,487,891	\$5,487,891	\$358,742	7.0%
POSITIONS	58.8	60.8	60.8	69.8	63.8	63.8	3.0	4.9%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected: Includes \$98,375 for expenditures re-appropriated from FY 18 to FY 19 and appropriation of \$50,000 in support of financial management of capital projects.

FY 20 Recommended Budget: The Finance Department budget *increases* by \$411,714, or 6.9%, and reflects the following:

- Overall, the Salaries and Benefits categories increase \$65,466 and include the following:
 - 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall “pay for performance reserve” is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
 - \$30,684 *increase* in temporary wages, primarily in the Revenue Administration and Real Estate divisions to support department workload.
 - 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Operating expenditures are *decreasing* \$46,703 or 4.9%, and include the following:
 - \$23,120 *increase* in funding for training, primarily in the Revenue Administration division. A portion of this increase will be dedicated to customer service training for the entire division.
 - \$12,360 *increase* in temporary help in the Financial Management and Real Estate divisions.
 - \$12,000 *increase* for ongoing maintenance payments for the Real Estate Vision system upgrade.
 - \$10,000 *increase* for enhanced lockbox services. New services will include the ability to accept credit cards through the mail, accepting payments for business taxes and animal licenses, and certified mail services for certain correspondence mailed by the lockbox on behalf of the County.
 - \$105,150 *decrease* in contract services for technology-related projects that are under additional organizational review.
 - \$37,000 *decrease* in PCI Payment Portal maintenance payments reallocated to the Department of Information Technology.
- Funded resource plan requests total \$390,112 and include the following:
 - \$100,000 temporary increase in funding to support purchasing related to CIP
 - \$50,000 temporary increase in funding for grants management support and establishment of financial grant and compliance system.
 - One Program Administrator position to manage the Purchase Card (p-card) program and support contract administration and buying. This position is jointly funded with the School Division by revenue generated by the p-card program.
 - One Land Use Administrator position to provide revalidation of properties in land use on a consistent basis. It is anticipated that this position will generate \$200,000 in additional Real Estate revenue.
 - One Tax Accountant position to support workload in the Revenue Administration Division. It is anticipated that this position will generate \$200,000 in delinquent food and beverage taxes and new business tangible personal property taxes.
- Unfunded resource plan requests include a Special Projects Analyst, an additional Tax Accountant, a Data and Forecasting Analyst, two Real Estate Appraisers, and a Real Estate Technician. Other unfunded requests include contract services for new projects, funding to revamp and enhance communications to customers, and temporary wages to implement a Finance Certification Program for County employees.
- *Increase* of \$52,972 or 6.5% in related revenues, primarily due to increases in administrative fees.

FY 20 Adopted Budget: Funding for the resource plan requests detailed above, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration (7.0 positions): The Administration Division provides oversight of County financial operations to ensure that all divisions carry out their duties in an efficient and courteous manner while serving the citizens of the County as a public fiduciary safeguarding the County's assets. Division personnel included in the Administration Division are those in Economic Analysis and Forecasting, Financial Systems and Business Operations, and Risk Management. Responsibilities include preparing revenue projections for annual and five-year financial planning, quarterly economic indicators, leadership over the County's risk management program, providing functional expertise to the review of system-related processes that support the County's business operations, as well as debt issuance and capital finance planning.	\$927,513	\$831,046	\$831,046	(\$96,467)	-10.4%

Description	FY 19 Adopted	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Revenue Administration (21.0 positions): The Revenue Administration Division consists of the Assessments and Collections offices. This Division is responsible for assessing and collecting current and delinquent local taxes, fines, fees, and all other County revenue (individual and business), other than Real Estate assessments. This Division is also responsible for assessing and auditing business taxes, including business licenses, business personal property, fiduciary taxes, and excise taxes. The Revenue Administration Division also manages the Real Estate Tax Relief for the Elderly and/or Totally Disabled program.	1,774,087	1,867,210	1,867,210	\$93,123	5.2%
Financial Management (19.8 positions): The Financial Management Division includes the Accounting, Payroll, Purchasing, and Treasury Management offices that support local government, schools, and some regional agencies for which the County serves as fiscal agent. Among this Division's responsibilities are maintaining the integrity of the general ledger, processing accounts payable, producing accurate financial reports, and administering all employee compensation for general government. The Financial Management Division also issues invitation for Bids and Requests for Proposals (RFP) for the acquisition of goods and services, as well as maintaining records for the proper disposition of surplus vehicles, equipment, and supplies. Additionally, this Division is responsible for monitoring the County's cash flow, managing investments and cash, all activities related to banking and P-cards, as well as preparation of the Comprehensive Annual Financial Report (CAFR).	1,627,803	1,908,610	1,908,610	\$280,807	17.3%
Real Estate (16.0 positions): The Real Estate Assessor's Division is responsible for the annual valuation of all real property located within Albemarle County. This Division is also responsible for making changes to land records from new deeds, wills and plats received from the Clerk's Office including the record of ownership, legal description, acreage, and class code. Other functions of the Real Estate Division include interpreting and administering all laws pertaining to real estate assessments, producing supplemental assessments for all new construction in the County, responding to inquiries concerning assessment and valuation procedures, defending assessed values before the Board of Equalization and managing the Land Use Valuation and Disabled Veterans programs.	1,615,549	1,749,800	1,749,800	\$134,251	8.3%
TOTAL, FINANCE	\$5,944,952	\$6,356,666	\$6,356,666	\$411,714	6.9%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

DEPARTMENT OF INFORMATION TECHNOLOGY

MISSION

Consistent with the County's strategic goals and the priorities of the Board of Supervisors, the Department of Information Technology (IT) will use strategic planning, innovative technology, and teamwork to deliver government telecommunications and convenient access to information for County staff, the business community, and citizens.

DESCRIPTION

Provide technologies which offer quick and reliable access to information and communications services. These technologies enhance County government staffs' decision-making, ability to communicate with internal and external contacts, and the performance of routine tasks. The IT department conducted significant restructuring in FY19 in response to the Technology Use assessment and Business Process Optimization recommendations developed during Calendar year 2018. The Department restructured into groups that focus on business content areas and give each group technical ownership over the systems that relate to it. The new structure adds the Enterprise Resource Planning (ERP) Group, Knowledge Management and Communications Group, IT Consulting Services (ITCS) Group, Public Safety & Human Services Group and proposes adding the Data Architecture and Reporting Group in FY20. The new grouping will optimize the department's ability to support County operations now and into the future.

GOALS

- Support Request Response Time Goal – Complete all support requests within 4 hours of receipt.
- Telephone Systems Uptime Goal – Maintain 95% uptime for County telephone systems in eleven buildings.
- Network/Major Systems Uptime Goal – Maintain 99% uptime for all County networks (LAN, WAN, and wireless.)

Additional information about this Department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this document.

FINANCIAL DATA

INFORMATION TECHNOLOGY								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$1,609,601	\$1,743,429	\$1,763,280	\$1,876,891	\$1,876,891	\$1,949,419	\$205,990	11.8%
BENEFITS	515,182	563,327	558,561	606,287	606,287	630,652	\$67,325	12.0%
OPERATING	729,200	1,158,781	1,162,492	1,252,026	1,252,026	1,264,844	\$106,063	9.2%
CAPITAL OUTLAY	163,446	25,000	83,593	14,500	14,500	18,400	(\$6,600)	-26.4%
RESOURCE PLANS	0	0	0	170,118	113,611	0	\$0	
EXPENDITURE TOTAL	\$3,017,430	\$3,490,537	\$3,567,926	\$3,919,822	\$3,863,315	\$3,863,315	\$372,778	10.7%
REVENUE								
TRANSFER IN	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	
NET COST	\$2,967,430	\$3,490,537	\$3,567,926	\$3,919,822	\$3,863,315	\$3,863,315	\$372,778	10.7%
POSITIONS	21.5	23.0	23.0	25.0	24.0	24.0	1.0	4.3%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected: Includes \$97,625 for expenditures re-appropriated from FY 18 to FY 19, and funding from the Transformational Initiatives Reserve of \$50,000 to conduct an assessment of the County Systems Data Architecture as part of the Technology Use Assessment and in advance of forming the Data Architecture and Reporting Group and \$30,000 for phone alerting software that will be used for County Office Buildings emergency alerting.

FY 20 Recommended Budget: The Information Technology budget *increases* by \$372,778 or 10.7% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.

- \$50,620 *increase* in temporary and overtime wages to support department administrative and Help Desk functions.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- \$93,245 or 8.0% *increase* in operating expenses due primarily to the following:
 - \$114,500 *increase* in software maintenance expenses due to anticipated increases in vendor prices and new required costs associated with PCI Payment Portal maintenance reallocated from the Finance Department.
 - \$32,800 *decrease* in Wide Area Network (WAN) costs to reflect prior year actual expenditures
- Funded resource plan request totaling \$113,611 for a Data Warehouse and Business Intelligence Manager position. This position will oversee and standardize the County's data management and analysis and is the final step of re-organization to ensure focus on creating enterprise reporting structures and integration between systems in the County. This new position is intended to lead the new Data Architecture and Reporting group.
- Unfunded requests of \$56,507 for an Office/Help Desk Associate.

FY 20 Adopted Budget: Funding for the Data Warehouse and Business Intelligence Manager position, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration (1.0 positions): Administration staff is responsible for the overall management of the department including support of the County's strategic plan, technology research and planning, budget preparation, financial management, purchasing, and tasks related to personnel management. Systems (7.0 positions): Systems Development provides custom application programming to support and/or supplement County owned COTT's software. Systems Engineering provides planning, deployment, maintenance of enterprise infrastructure including (LAN, WAN, Internet, Intranet, Servers, Cloud Services, Security (including Cybersecurity) and backup for all systems. Applications (5.0 positions): Applications is responsible for help desk services, training, hardware and software installation and support services for the desktop, mobile devices and phones, and analytical support for user application software packages. A key function for this program is to provide a liaison between Information Technology and the user departments. Public Safety & Human Services (5.0 positions): Public Safety & Human Services is responsible for training, hardware and software installation and support services for the desktop, mobile devices and phones, and analytical support for Public Safety & Human Services application software packages. ERP (4.0 positions): The Enterprise Resource Planning group provides a liaison between Information Technology and the organization-wide ERP systems. These include the systems which support the Budget Office, Human Resources Department, Payroll, and the Finance Department. Knowledge Management & Communications (2.0 positions): The Knowledge Management and Communications group provides support for enterprise-wide solutions and architecture. This includes working with departments on internal communication technologies, records management, and partnering with the Department of Communications and Public Engagement for citizen centric digital services.	\$3,490,537	\$3,863,315	\$3,863,315	\$372,778	10.7%
TOTAL, INFORMATION TECHNOLOGY	\$3,490,537	\$3,863,315	\$3,863,315	\$372,778	10.7%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

DEPARTMENT OF VOTER REGISTRATION AND ELECTIONS

MISSION

The mission of the Albemarle County Department of Voter Registration and Elections is to provide the citizens of Albemarle County with timely and accessible services designed to maintain accurate voter registration records and ensure the administration of free, fair, and transparent elections, in accordance with the law.

DESCRIPTION

The department provides the means for eligible citizens to register to vote in Albemarle County; provides information to the general public regarding elections and voting; maintains a dual filing system for over 75,000 registered voters in Albemarle County; administers all Federal, State, and local elections held in Albemarle County; provides information and assistance to candidates for elected office and to elected officials; and provides for the internal administration of the department, including staff training, personnel management, short and long-range planning, budget preparation, and general operations management.

GOALS

- Continue to maintain fair and efficient voter registration opportunities for County residents.
- Continue to assist Electoral Board in administering fair and smooth elections in the County.
- Continue to assist local candidates with candidate qualification and disclosure procedures.

FINANCIAL DATA

VOTER REGISTRATION AND BOARD OF ELECTIONS								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$298,716	\$286,832	\$325,629	\$315,001	\$315,001	\$315,001	\$28,169	9.8%
BENEFITS	94,490	95,692	100,826	100,642	100,642	100,642	\$4,950	5.2%
OPERATING	240,526	282,330	289,672	342,470	342,470	342,470	\$60,140	21.3%
CAPITAL OUTLAY	0	0	16,285	50,800	50,800	50,800	\$50,800	
RESOURCE PLANS	0	0	0	61,609	0	0	\$0	
EXPENDITURE TOTAL	\$633,732	\$664,854	\$732,412	\$870,522	\$808,913	\$808,913	\$144,059	21.7%
REVENUE								
LOCAL NON-TAX	\$200	\$0	\$0	\$0	\$0	\$0	\$0	
STATE	53,752	61,217	55,000	55,000	55,000	55,000	(\$6,217)	-10.2%
REVENUE TOTAL	\$53,952	\$61,217	\$55,000	\$55,000	\$55,000	\$55,000	(\$6,217)	-10.2%
NET COST	\$579,780	\$603,637	\$677,412	\$815,522	\$753,913	\$753,913	\$150,276	24.9%
POSITIONS	4.8	4.8	4.8	5.8	4.8	4.8	0.0	0.0%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected:

- Includes \$59,340 for expenditures re-appropriated from FY 18 to FY 19.

FY 20 Recommended Budget: The Department of Voter Registration and Elections' budget *increases* by \$144,059 or 21.7% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- *Increase* in salary expenditures by \$6,000 for overtime and \$5,000 for temporary wages to address an anticipated high voter turnout for November 2019 elections.
- *Increase* of \$60,140 or 21.3% in operating expenditures due primarily to election costs of election officials, voting machine costs for the November 2019 general election, and primary election costs in FY 20.

- Increase of \$50,800 in capital outlay for voting scanning machines, pollbook software and scanner wands to move voters through the voting process more quickly.
- Unfunded Resource Plans total \$61,609 for an Assistant Elections Manager position.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 19 Adopted	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
(4.8 positions) Administration and Management: The purpose of this program is to manage the daily functions of a County Department, including basic administrative functions, staff training, FOIA, budget management, contract development, and equipment acquisitions. Candidate Services: This program is responsible for providing direct services to candidates for office and elected officials, and provides candidate information to interested parties. The program audits and reviews all campaign expenditure documents, assesses and collects fines, and cooperates with the Commonwealth's Attorney in matters of enforcement. Data Management: This program maintains the dual filing system for registered voters in Albemarle County and all other records of the department. Election Administration: This program is responsible for the oversight of all aspects of the administration of federal, state, municipal, and local elections held in Albemarle County or any of its subdivisions. Voter Education Services: The purpose of this program is to provide informational services to the voters of Albemarle County in accordance with all applicable local, state, and federal legal requirements. Voter Registration Services: The voter registration services program is responsible for the provision of voter registration to eligible citizens.	\$664,854	\$808,913	\$808,913	\$144,059	21.7%
TOTAL, REGISTRATION AND ELECTIONS	\$664,854	\$808,913	\$808,913	\$144,059	21.7%

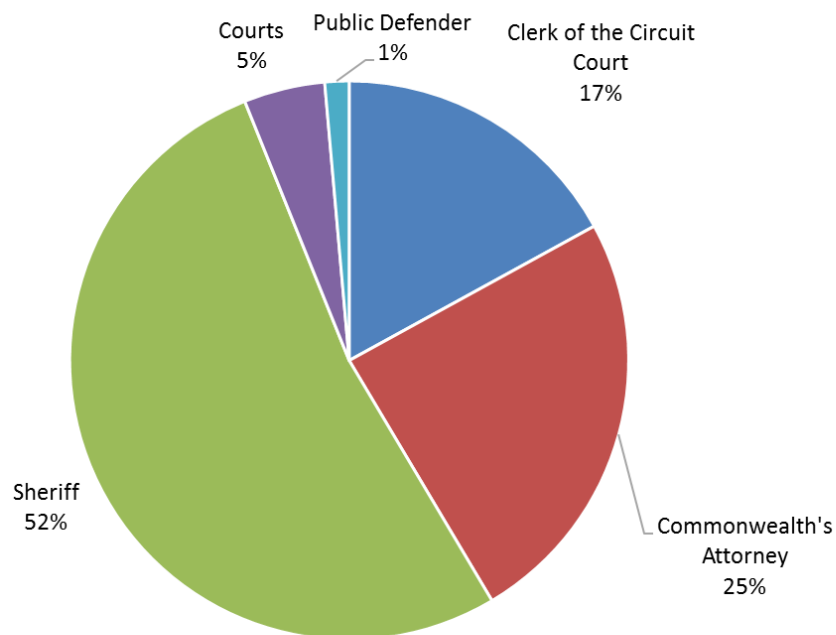


Judicial

• • • • • • • • • • • •

JUDICIAL

FY 20 Adopted
Judicial Budget
\$5,904,732



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Clerk of the Circuit Court	\$905,231	\$929,825	\$937,688	\$1,005,028	\$1,005,028	\$1,005,028	\$75,203	8.1%
Commonwealth's Attorney	1,202,551	1,384,180	1,385,131	1,443,293	1,443,293	1,443,293	\$59,113	4.3%
Sheriff	2,414,259	2,654,434	2,712,872	3,379,390	3,096,381	3,096,381	\$441,947	16.6%
Courts	254,078	275,067	274,334	277,313	277,313	277,313	\$2,246	0.8%
Public Defender	77,183	80,307	80,307	82,717	82,717	82,717	\$2,410	3.0%
TOTAL JUDICIAL	\$4,853,301	\$5,323,813	\$5,390,332	\$6,187,741	\$5,904,732	\$5,904,732	\$580,919	10.9%



CLERK OF THE CIRCUIT COURT

MISSION

The mission of the Clerk of the Circuit Court is to carry out a comprehensive list of statutorily mandated duties as well as to carry out duties imposed by the Rules of the Supreme Court of Virginia as it relates to service to the Court. This office will provide expedient, efficient service to the public, attorneys at law, judges, and other agencies of the Commonwealth of Virginia and the County of Albemarle. In addition, the Clerk of the Circuit Court's office will continue the preservation of public records and provide effective access to the court system through the use of technology.

DESCRIPTION

The Clerk of the Circuit Court is a Virginia constitutional officer elected to an eight-year term by the voters of Albemarle County. The Clerk handles administrative and financial matters for the Circuit Court and has authority to conduct the individual duties that are enumerated by statute, including but not limited to the recording of deeds, the probating of wills, the administration of estates, the appointment of guardians and conservators, and the issuance of marriage licenses and concealed firearm permits. The Clerk is also the custodian of the court records, deeds, and other important documents of the court system.

GOALS

- To further modernization through the use of digital information technology tools that will enable both on-premises and remote users access to public information.
- To move forward with the Court Imaging System through the technology now available through the Supreme Court of Virginia.
- To develop solutions to records storage such that the space issues facing the Clerk's Office can be either reduced or eliminated.

FINANCIAL DATA

CLERK OF CIRCUIT COURT								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$545,175	\$549,942	\$562,940	\$563,948	\$563,948	\$595,117	\$45,175	8.2%
BENEFITS	202,415	206,863	206,843	205,084	205,084	220,656	\$13,793	6.7%
OPERATING	147,899	166,520	165,505	175,567	175,567	177,945	\$11,425	6.9%
CAPITAL OUTLAY	9,742	6,500	2,400	6,800	6,800	11,310	\$4,810	74.0%
RESOURCE PLANS	0	0	0	53,629	53,629	0	\$0	
EXPENDITURE TOTAL	\$905,231	\$929,825	\$937,688	\$1,005,028	\$1,005,028	\$1,005,028	\$75,203	8.1%
REVENUE								
LOCAL	\$140,322	\$116,196	\$119,292	\$120,254	\$120,254	\$120,254	\$4,058	3.5%
STATE	496,736	477,682	400,417	491,004	491,004	491,004	\$13,322	2.8%
REVENUE TOTAL	\$637,058	\$593,878	\$519,709	\$611,258	\$611,258	\$611,258	\$17,380	2.9%
NET COST	\$268,173	\$335,947	\$417,979	\$393,770	\$393,770	\$393,770	\$57,823	17.2%
POSITIONS	11.5	11.5	11.5	12.5	12.5	12.5	1.0	8.7%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected Budget: Includes \$48,070 for expenditures re-appropriated From FY 18 to FY 19.

FY 20 Recommended Budget: The Clerk of the Circuit Court's budget *increases* by \$75,203 or 8.1% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.

- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- \$9,047 or 5.4% net increase in operating costs primarily due to Record Books expenses which are funded by Technology Trust Fund (TTF) \$1 Funds.
- \$300 or 4.6% net *increase* in capital outlay due to the purchase of various office equipment.
- The Resource Plan category includes \$53,629 for a Deputy Clerk II position to address workload issues in the Office of the Clerk of the Circuit Court.
- *Increase* of \$17,380 or 2.9% in related revenues primarily due to an anticipated increase in funding from the State Compensation Board.

FY 20 Adopted Budget: Funding for the Deputy Clerk II position, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Clerk of the Circuit Court (12.5 positions):	\$929,825	\$1,005,028	\$1,005,028	\$75,203	8.1%
Court Services Program: This program consists of the criminal section and the law and chancery section in which there are four full time deputies, two in each section. Deputies assist the judge in the courtroom in both Criminal and Civil actions and conduct other duties related to cases in accordance with state law.					
Tax Records and Probate Program: This program properly indexes deeds for items such as real property, issues marriage licenses, probates wills, docket judgments, and files financing statements and business partnership certificates, in accordance with applicable laws.					
TOTAL, CLERK OF THE CIRCUIT COURT	\$929,825	\$1,005,028	\$1,005,028	\$75,203	8.1%

COMMONWEALTH'S ATTORNEY

MISSION

The Albemarle County Commonwealth's Attorney's Office (CAO) is dedicated to pursuing justice and protecting the rights and safety of our citizens and residents. As part of that mission, the CAO works to enhance public safety and welfare through the vigorous enforcement of criminal laws in a fair, ethical, and just manner. In order to accomplish this mission, the Commonwealth's Attorney and Assistant Commonwealth's Attorneys maintain a proactive role in the community by working with our law enforcement partners and community members to identify, divert, and prevent crime while prosecuting matters with integrity, judgment, and fairness.

DESCRIPTION

The Albemarle Commonwealth's Attorney is a Virginia constitutional officer elected to a four-year term by the voters of Albemarle County. The Commonwealth's Attorney represents the Commonwealth of Virginia as its attorney in the following matters:

- Albemarle County Juvenile and Domestic Relations District Court: juvenile criminal dockets, domestic dockets, and juvenile traffic dockets, motions/hearings, and bond matters.
- Albemarle County General District Court: criminal misdemeanor dockets, traffic dockets, preliminary hearing dockets, bad check dockets, motions/hearings and bond matters.
- Albemarle County Circuit Court: All criminal matters.

GOALS

- Prosecute the criminal laws of the Commonwealth of Virginia and County of Albemarle ethically, professionally, and fairly.
- Work closely with law enforcement and other departments within the judicial, law enforcement, and safety areas.
- Promote public confidence in the fair administration of justice by enforcing the law in a consistent manner that promotes the interests of justice.
- Work with the Sheriff's Department on a daily basis and strive to improve the level of services offered to the County and to the Courts by utilizing a best practice assessment daily as issues arise. Have an attorney on call and available at all hours to consult and advise law enforcement on incoming matters.
- Represent the Commonwealth as its attorney for Albemarle County for the following (but not limited to): determining extradition matters, coordinating Court schedules, communicating regarding transportation of inmates from other facilities, conducting special grand juries, preparing indictments for and advising the regular grand jury, reviewing individual cases for entry into Drug Court, conflict of interest notification and opinions, and education and outreach to the general public. Work with the Schools of Albemarle County to educate the administration, instructors and students regarding matters relating to community safety, law enforcement and interaction with the judicial system.

FINANCIAL DATA

COMMONWEALTH'S ATTORNEY								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$877,879	\$1,007,145	\$992,036	\$1,034,625	\$1,034,625	\$1,034,625	\$27,480	2.7%
BENEFITS	265,464	309,240	311,100	327,157	327,157	327,157	\$17,917	5.8%
OPERATING	54,944	63,195	73,895	76,911	76,911	76,911	\$13,716	21.7%
CAPITAL OUTLAY	4,263	4,600	8,100	4,600	4,600	4,600	\$0	0.0%
EXPENDITURE TOTAL	\$1,202,551	\$1,384,180	\$1,385,131	\$1,443,293	\$1,443,293	\$1,443,293	\$59,113	4.3%
REVENUE								
LOCAL	\$4,550	\$11,800	\$11,800	\$11,800	\$11,800	\$11,800	\$0	0.0%
STATE	601,688	569,871	569,871	633,349	633,349	633,349	\$63,478	11.1%
TRANSFERS	60,000	60,000	60,000	60,000	60,000	60,000	\$0	0.0%
REVENUE TOTAL	\$666,239	\$641,671	\$641,671	\$705,149	\$705,149	\$705,149	\$63,478	9.9%
NET COST	\$536,312	\$742,509	\$743,460	\$738,144	\$738,144	\$738,144	(\$4,365)	-0.6%
POSITIONS	12.5	12.5	12.5	12.5	12.5	12.5	0.0	0.0%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected Budget: Includes a re-appropriation of \$50,814 of unused Compensation Board funds received in FY 18 for a vacant Commonwealth Assistant Attorney position, which has since been filled.

FY 20 Recommended Budget: The Commonwealth's Attorney budget *increases* by \$59,113 or 4.3% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- \$13,716 or 21.7% *increase* in operating expenses primarily due to the following:
 - \$7,680 *increase* in professional legal services for subscription to a case law database.
 - \$2,480 *increase* in fees for case management system due to increased annual hosting fee.
 - \$2,000 *increase* in out-of-state witness travel expenses based on increased number of witnesses from out-of-state coming in to testify at various trials.
- \$63,478 or 9.9% *increase* in related revenue due to anticipated increased State funding.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Criminal Case Prosecution and Legal Services (12.5 positions): The Commonwealth's Attorney's Office is responsible for prosecution for the Commonwealth of Virginia and the County of Albemarle and assists County police, UVA police, State police, federal law enforcement agencies, and other law enforcement agencies on legal issues when requested. The office also provides outreach and information to the general public regarding criminal justice issues.	\$1,384,180	\$1,443,293	\$1,443,293	\$59,113	4.3%
TOTAL, COMMONWEALTH'S ATTORNEY	\$1,384,180	\$1,443,293	\$1,443,293	\$59,113	4.3%

OFFICE OF THE SHERIFF

MISSION

It is the mission of the Albemarle County Sheriff's Office to provide customer-friendly, exemplary law enforcement in the most cost effective manner as possible.

DESCRIPTION

The Sheriff is a Virginia constitutional officer elected to a four-year term by the voters of Albemarle County. The Sheriff's Office is responsible for processing and serving civil and criminal court authorized documents, for providing courtroom security to the Circuit Court, General District Court, and the Juvenile and Domestic Relations Court, and transporting prisoners from the local jail, as well as non-local prisoners located across the Commonwealth of Virginia. This Office is also responsible for extraditing prisoners across the United States who have pending charges in Albemarle County and transportation of persons committed to a mental facility with the issuance of a Temporary Detention Order (TDO) across the Commonwealth of Virginia. The Sheriff's Office performs selective enforcement activities on the highways of Albemarle County to keep the highways safer for all citizens. The Sheriff's Office is responsible for all search and rescue missions in Albemarle County.

GOALS

- Ensure core functions (court security, prisoner and mental patient transports, and civil process) are performed in the most cost efficient and productive manner.
- Ensure staffing levels are met to maintain the safety and security of the judges, court staff, and the public.
- Ensure the use of volunteers is maximized to support initiatives beyond basic mandatory functions.
- Identify ways the office can provide additional desired service to the community and work in concert with the Albemarle County Police Department to avoid service duplication.

FINANCIAL DATA

OFFICE OF THE SHERIFF								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$1,528,302	\$1,665,922	\$1,719,385	\$1,910,989	\$1,910,989	\$1,969,252	\$303,330	18.2%
BENEFITS	440,415	506,545	512,131	565,149	565,149	587,845	\$81,300	16.0%
OPERATING	280,378	314,206	313,620	331,294	331,294	331,294	\$17,088	5.4%
CAPITAL OUTLAY	152,730	154,209	154,185	196,454	196,454	196,454	\$42,245	27.4%
OTHER	12,435	13,552	13,552	11,536	11,536	11,536	(\$2,016)	-14.9%
RESOURCE PLANS	0	0	0	363,968	80,959	0	\$0	
EXPENDITURE TOTAL	\$2,414,259	\$2,654,434	\$2,712,872	\$3,379,390	\$3,096,381	\$3,096,381	\$441,947	16.6%
REVENUE								
LOCAL	\$635,957	\$678,876	\$604,892	\$717,213	\$717,213	\$717,213	\$38,337	5.6%
STATE	660,244	725,182	906,400	666,771	666,771	666,771	(\$58,411)	-8.1%
FEDERAL	22,895	0	23,000	0	0	0	\$0	
TRANSFERS	240	0	600	0	0	0	\$0	
REVENUE TOTAL	\$1,319,336	\$1,404,058	\$1,534,892	\$1,383,984	\$1,383,984	\$1,383,984	(\$20,074)	-1.4%
NET COST	\$1,094,923	\$1,250,376	\$1,177,980	\$1,995,406	\$1,712,397	\$1,712,397	\$462,021	37.0%
POSITIONS	23.0	25.0	25.0	28.0	26.0	26.0	1.0	4.0%

OVERVIEW/CHANGES**FY 19 Projected:**

- Includes the impact of the public safety pay plan that was approved by the Board of Supervisors in September 2018 and implemented in January 2019. In the approved FY 19 Budget, these expenditures were captured in a non-departmental reserve that was then distributed to specific departments based on the results of the public safety pay plan.
- Includes \$8,526 for expenditures re-appropriated from FY 18 to FY 19.

FY 20 Recommended Budget: The Office of the Sheriff's budget *increases* by \$441,947 or 16.6% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Salaries and related benefits include the impact of the public safety pay plan that was approved by the Board of Supervisors in September 2018 and implemented in January 2019. In the approved FY 19 Budget, these expenditures were captured in a non-departmental reserve that was then distributed to specific departments based on the results of the public safety pay plan.
- \$15,000 increase in overtime for two Deputies to teach a volunteer Reserve Academy.
- \$17,088 or 5.4% net *increase* in operating costs primarily due to the following:
 - \$24,000 *increase* for costs associated with vehicle and equipment repairs based on current expenditure trends.
 - \$5,440 *increase* in telecommunications for Smartphones for the Deputies to enable their use of the Kronos Time Management System.
 - \$12,000 *decrease* from FY19 one-time expenses to outfit two new deputies.
- \$42,245 or 27.4% net *increase* in capital outlay due primarily to the following:
 - \$26,240 *increase* for the replacement of portable radios for the Deputies.
 - \$7,955 *increase* for vehicle equipment for two vehicles that will be replaced.
 - \$7,750 *increase* for purchasing rifles for 12 Deputies. This is the final year of the three year rifle purchase plan.
- The Resource Plan category includes \$80,959 for two part-time Sheriff Deputy positions becoming full-time positions (1.0 FTE increase) to address workload issues in the Office of the Sheriff.
- Unfunded requests include funding for one Sergeant position and one additional Sheriff's Deputy position.

FY 20 Adopted Budget: Funding for the part-time Sheriff Deputy positions, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Court Services and Security (26.0 positions): The Albemarle County Sheriff's Office provides for the safety and security of five courtrooms and three courthouses, serves over 36,000 civil processes per year, and transports mental patients and prisoners as a result of court orders. Juvenile Court expenditures are offset by a reimbursement from the City of Charlottesville for their share of security provided by the Albemarle County Sheriff's Office. The County's share of security costs is budgeted in the Sheriff's Office budget.	\$2,396,074	\$2,838,021	\$2,838,021	\$441,947	18.4%
Reimbursable Overtime: This budget item pays for Deputy Sheriffs that provide security services to local, private firms during off-duty hours. These expenditures are offset by revenues paid to the County by the private firms that contract for this service.	258,360	258,360	258,360	\$0	0.0%
TOTAL, OFFICE OF THE SHERIFF	\$2,654,434	\$3,096,381	\$3,096,381	\$441,947	16.6%

COURTS

MISSION

The essential mission of the Courts is to fairly and effectively adjudicate legal cases involving matters of criminal, civil, and domestic relations, the laws of the Commonwealth of Virginia, and the laws of the County of Albemarle.

DESCRIPTION

Albemarle County is part of the Sixteenth Judicial District of Virginia and is served by a Circuit Court, General District Court, Juvenile and Domestic Relations Court, and Magistrate's Office.

FINANCIAL DATA

COURTS								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
CIRCUIT COURT	\$97,889	\$106,349	\$105,616	\$107,958	\$107,958	\$107,958	\$1,609	1.5%
GENERAL DIST. COURT	30,215	39,900	39,900	40,800	40,800	40,800	\$900	2.3%
MAGISTRATE	3,818	4,150	4,150	4,250	4,250	4,250	\$100	2.4%
JUVENILE COURT	122,156	124,668	124,668	124,305	124,305	124,305	(\$363)	-0.3%
EXPENDITURE TOTAL	\$254,078	\$275,067	\$274,334	\$277,313	\$277,313	\$277,313	\$2,246	0.8%
NET COST	\$254,078	\$275,067	\$274,334	\$277,313	\$277,313	\$277,313	\$2,246	0.8%
POSITIONS	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0%

OVERVIEW/CHANGES

FY 20 Recommended Budget: Overall, funding to the various Courts *increases* \$2,246 or 0.8% and reflects the following:

Circuit Court:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.

General District Court:

- The General District Court budget *increases* \$900 or 2.3% based primarily on historical actual expenditures.

Magistrate:

- The Magistrate budget *increases* \$100 or 2.4% reflecting changes associated with the County's share of operations expenses.

Juvenile Court:

- The City of Charlottesville is the fiscal agent for the Juvenile and Domestic Relations (J&DR) Court. The County's contribution *decreases* \$363 or 0.3% reflecting changes associated with the County's share of operations and building maintenance expenses.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Circuit Court (1.0 position): The Circuit Court is the court of record for Albemarle County, the trial court with the broadest powers, and the only Court that conducts jury trials. The Circuit Court hears felony criminal cases and handles all civil cases with claims of more than \$15,000. The Circuit Court also handles family matters and cases appealed from the General District Court and the Juvenile Domestic Relations District Court. The County pays the cost of a Legal Assistant to the Circuit Court, who manages the entire Circuit Court docket.	\$106,349	\$107,958	\$107,958	\$1,609	1.5%
General District Court: The General District Court hears minor misdemeanor criminal cases, conducts preliminary hearings for the more serious criminal felony cases, and handles most traffic violation cases. The Court also decides zoning, hunting, and fishing license matters. The General District Court Clerk's Office assists the judge in conducting judicial functions and has responsibility for all administrative and resource management functions of the Court.	34,900	34,800	34,800	(\$100)	-0.3%
Magistrate's Office: The Magistrate is appointed and supervised by the Judge of the Circuit Court and serves as the initial contact between citizens and the criminal justice system. The duties of the Magistrate include the issuance of arrest and search warrants, subpoenas, civil warrants, summons, and temporary mental detention orders. The Magistrate also determines bail as well as commitments to and releases from jail. The Magistrate's Office serves both the City of Charlottesville and the County of Albemarle.	4,150	4,250	4,250	\$100	2.4%
Juvenile & Domestic Relations (J & DR) Court: The City of Charlottesville and Albemarle County share a single J & DR Court facility and pay supplementary support costs for the Court. The J & DR District Court hears all matters involving juveniles. In addition, the Court handles legal matters involving the family such as custody, support, visitation, family abuse cases, and criminal cases where the defendant and alleged victim are family or household members. Associated with the J & DR District Court is a Court Services Unit, which serves the Court and facilitates the rehabilitation or treatment of those who come before the Court.	124,668	124,305	124,305	(\$363)	-0.3%
TOTAL, COURTS	\$270,067	\$271,313	\$271,313	\$1,246	0.5%

JUDICIAL CONTRIBUTIONS

The Public Defender's Office is part of the Virginia Indigent Defense Commission, a state agency. Attorneys in the office are appointed by the Albemarle and Charlottesville courts to represent all indigent criminal defendants charged with jailable offenses.

FINANCIAL DATA

JUDICIAL CONTRIBUTION								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ REC-ADP	% REC/ADP
EXPENDITURES								
PUBLIC DEFENDER	\$77,183	\$80,307	\$80,307	\$82,717	\$82,717	\$82,717	\$2,410	3.0%
EXPENDITURE TOTAL	\$77,183	\$80,307	\$80,307	\$82,717	\$82,717	\$82,717	\$2,410	3.0%
NET COST	\$77,183	\$80,307	\$80,307	\$82,717	\$82,717	\$82,717	\$2,410	3.0%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The budget increases \$2,410 or 3.0% and is based on the same overall salary increase provided to local government employees.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

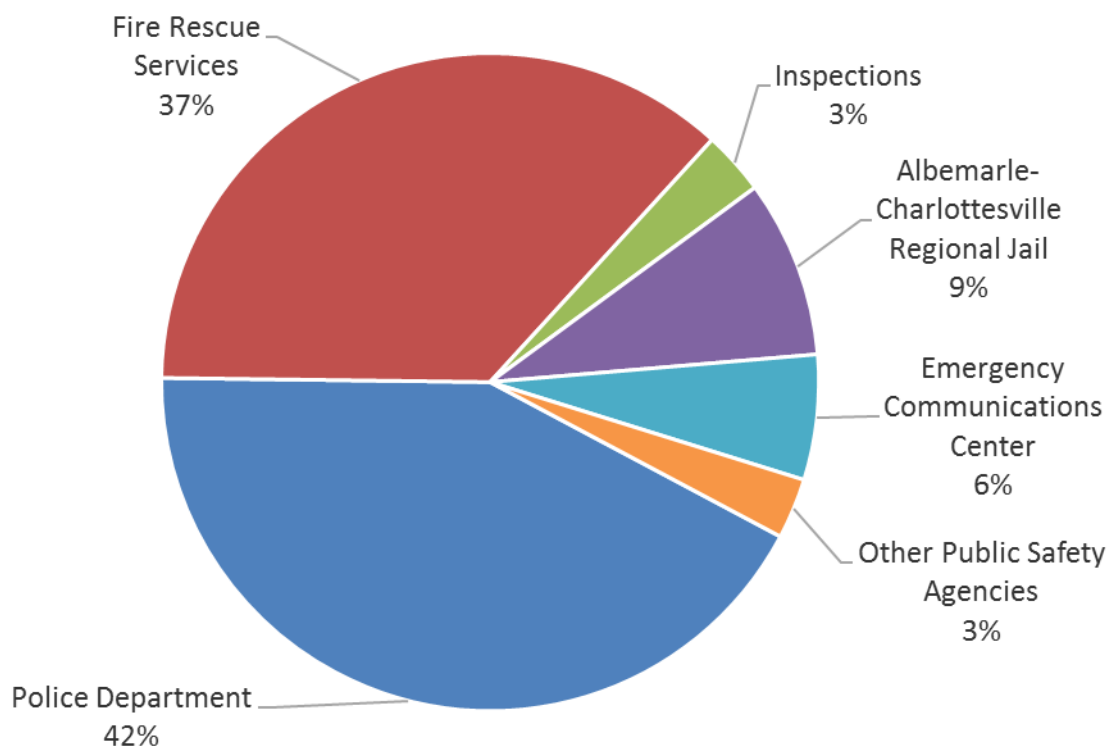


Public Safety

• • • • • • • • • • • •

PUBLIC SAFETY

FY 20 Adopted
Public Safety Budget
\$48,055,493



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP/ADP	% ADP/ADP
Police Department	\$17,904,856	\$18,760,618	\$19,535,421	\$21,141,520	\$20,216,072	\$20,387,366	\$1,626,748	8.7%
Fire Rescue Services	15,245,756	16,130,015	16,646,623	19,512,375	17,587,590	17,587,590	\$1,457,575	9.0%
Inspections	1,440,479	1,502,753	1,471,077	1,496,964	1,496,964	1,496,964	(\$5,789)	-0.4%
Albemarle-Charlottesville Regional Jail	3,861,878	3,979,272	3,979,272	4,198,490	4,198,490	4,198,490	\$219,218	5.5%
Emergency Communications Center	2,449,530	2,473,584	2,474,634	2,955,983	2,955,983	2,955,983	\$482,399	19.5%
Other Public Safety Agencies	1,431,741	1,457,415	1,457,958	1,435,443	1,429,100	1,429,100	(\$28,315)	-1.9%
TOTAL PUBLIC SAFETY	\$42,334,241	\$44,303,657	\$45,564,985	\$50,740,775	\$47,884,199	\$48,055,493	\$3,751,836	8.5%



POLICE DEPARTMENT

MISSION

The mission of the Albemarle County Police Department is to provide for the safety and security of our many diverse citizens and communities while protecting individual rights and delivering quality services.

DESCRIPTION

Albemarle County is the fifth largest county in the Commonwealth of Virginia containing 726 square miles of land and 6 square miles of water. The Albemarle County Police Department was created in 1983 to assume primary responsibility for law enforcement.

GOALS

- Reduce the number of traffic and fatal crashes.
- Reduce the number of residential and commercial burglaries.
- Reduce the number of crimes against people.
- Improve Priority 1 response times (priority 1 calls include, but are not limited to murder, rape, aggravated assault, vehicle accidents with personal injury, shots fired, officers needing assistance and calls involving weapons).

Additional information about this department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this document.

FINANCIAL DATA

POLICE DEPARTMENT								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$10,699,407	\$10,845,811	\$11,328,339	\$11,742,845	\$11,742,845	\$11,864,183	\$1,018,372	9.4%
BENEFITS	3,662,275	3,906,125	3,911,326	4,231,160	4,231,160	4,279,790	\$373,665	9.6%
OPERATING	2,415,346	2,529,020	2,663,674	2,563,569	2,563,569	2,608,527	\$79,507	3.1%
CAPITAL OUTLAY	956,516	1,223,542	1,375,963	1,354,481	1,354,481	1,511,695	\$288,153	23.6%
TRANSFERS TO OTHER FUNDS	171,312	256,120	256,120	123,171	123,171	123,171	(\$132,949)	-51.9%
RESOURCE PLANS	0	0	0	1,126,294	200,846	0	\$0	
EXPENDITURE TOTAL	\$17,904,856	\$18,760,618	\$19,535,421	\$21,141,520	\$20,216,072	\$20,387,366	\$1,626,748	8.7%
REVENUE								
LOCAL NON-TAX	888,358	\$941,870	\$787,413	\$908,773	\$908,773	\$908,773	(\$33,097)	-3.5%
STATE	2,073,276	2,073,276	2,149,988	2,233,838	2,233,838	2,233,838	\$160,562	7.7%
TRANSFER FROM SCHOOLS	221,306	222,022	222,022	240,365	240,365	240,365	\$18,343	8.3%
REVENUE TOTAL	\$3,182,940	\$3,237,168	\$3,159,423	\$3,382,976	\$3,382,976	\$3,382,976	\$145,808	4.5%
NET COST	\$14,721,915	\$15,523,450	\$16,375,998	\$17,758,544	\$16,833,096	\$17,004,390	\$1,480,940	9.5%
POSITIONS	166.5	169.5	169.5	178.0	172.0	173.0	3.5	2.1%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected:

- Includes the impact of the public safety pay plan that was approved by the Board of Supervisors in September 2018 and implemented in January 2019. In the approved FY 19 Budget, these expenditures were captured in a non-departmental reserve that was then distributed to specific departments based on the results of the public safety pay plan.
- Includes \$482,926 for expenditures re-appropriated from FY 18 to FY 19 and \$36,500 provided from the Transformational Initiatives reserve to support technology systems for the department.
- One over-hired full-time police officer position and a Public Information Officer position moved to the County Executive Office (no total budget impact).

FY 20 Recommended Budget: The Police Department's budget *increases* by \$1,455,454 or 7.8%, and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Salaries and related benefits include the impact of the public safety pay plan that was approved by the Board of Supervisors in September 2018 and implemented in January 2019. In the approved FY 19 Budget, these expenditures were captured in a non-departmental reserve that was then distributed to specific departments based on the results of the public safety pay plan.
- *Increase* of \$34,975 for Problem Oriented Policing (POP) Sergeant which is no longer a grant funded position beginning in FY20. The position was 25% grant funded in FY 19.
- *Decrease* of \$20,000 in reimbursable overtime based on recent expenditure trends. There is a corresponding revenue decrease related to reimbursable overtime.
- *Increase* of \$34,549 or 1.4% in Operating expenditures, primarily due to:
 - \$56,986 *increase* for training to provide increased technical and professional development.
 - \$35,000 *increase* for additional maintenance to emergency equipment due to increased labor costs to remove and install vehicle equipment.
 - A \$57,437 net *decrease* in all other operating costs such as fuel, uniforms, contract equipment maintenance, insurance deductibles, and supplies based on anticipated expenditure rates and trends.
- *Increase* of \$130,939 or 10.7% in Capital Outlay costs, primarily due to:
 - \$106,123 *increase* in the contribution to the Vehicle Replacement Fund due to increased fleet costs.
 - \$95,477 *increase* in new equipment such as pistols, equipment for vests, helmets, etc., and vehicle equipment.
 - \$36,679 *increase* in Capital Outlay based on the age, lifecycle and inventory of equipment.
 - \$107,340 *decrease* for one-time FY 19 costs for equipment and motor vehicles for two new police officer positions.
- *Decrease* of \$132,949 or 51.9% in Transfers to Other Funds category, which includes the local costs for the following programs (please see the Other Funds chapter of this document for more information on these programs):
 - *Decrease* of \$104,925 for the Problem Oriented Policing (POP) Grant Fund that was awarded in FY 16. This grant will end in FY 19, and costs for FY 20 are now reflected in salaries and benefits.
 - *Decrease* of \$25,050 for the Regional Firearms Training Center Fund, primarily due to better-known operating costs for the facility that opened near the end of FY 16.
 - *Decrease* of \$2,974 for the local cost for the Victim Witness Grant Fund, which is an ongoing grant.
- The Resource Plans category includes \$200,846 for a part-time Public Safety Freedom of Information Act (FOIA) Specialist position (0.5 FTE) and the ongoing and one-time costs for one additional Police Officer position.
- Unfunded requests total \$925,448 and include police officer positions (3.0 FTE); a Logistics Officer position; a part-time Civilian Accreditation Assistant position (0.5 FTE), a School Resource Officer position; and a part-time Procurement Clerk position (0.5 FTE).
- A net *increase* of \$145,808 or 4.5% in related revenues, primarily due to projected State revenues.

FY 20 Adopted Budget: The Police Department's budget *increases* by \$1,626,748 or 8.7%, and reflects the following changes to the recommended budget:

- Funding for the part-time Public Safety FOIA Specialist position and the Police Officer position, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.
- \$171,294 *increase* for the ongoing and one-time costs for one additional Police Officer position.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Police Services (173.0 positions): Police Services include two Patrol Districts, Investigation Division, Community Support Division, Special Operations Division, Administrative Division, and Support Division. The department operates on a 24-hour, 365-day per year basis.</p> <p>Patrol Districts – Two Patrol Districts provide year-round, 24-hour police services. Officers assigned to these districts are responsible for answering calls for service, preliminary investigations of incidents, traffic enforcement, accident investigation, problem-solving, attending Town Hall/Community meetings, and maintaining order in the community.</p> <p>Investigation Division - Provides follow-up investigations for all complex and serious cases and manages criminal intelligence information. Also responsible for controlling property and evidence and providing counseling and support assistance to victims and witnesses of crime through the Victim/Witness Office. This division also provides personnel and supervision for the Jefferson Area Drug Enforcement (JADE) unit (operating cooperatively between the County, the City of Charlottesville, the University of Virginia and the Virginia State Police).</p> <p>Community Support Division - Works with community groups to identify problems and take corrective measures through collaborative problem-solving. The officers provide community-focused attention to citizen problems and concerns and can be utilized to address specialized enforcement and investigative needs including criminal investigations, school resource officers, fugitive warrant service, quality of life issues, and animal control issues.</p> <p>Special Operations Division - Responsible for specialized traffic enforcement, maintaining and deploying rapid response teams for handling unusual occurrences and conducting dedicated law enforcement actions.</p> <p>Administrative Division - Responsible for the recruitment and hiring of new personnel and training and professional development of current personnel.</p> <p>Support Division – Responsible for planning and research, State accreditation, fiscal management, and records management and automation.</p>	\$18,308,488	\$19,785,472	\$19,956,766	\$1,648,278	9.0%
<p>Police Reimbursable Overtime: This budget item covers pay to police officers who provide security services to local, private organizations during their off-duty hours. Expenditures are offset by revenues paid to the County by the organizations who contract for the service.</p>	452,130	430,600	430,600	(\$21,530)	-4.8%
TOTAL, POLICE DEPARTMENT	\$18,760,618	\$20,216,072	\$20,387,366	\$1,626,748	8.7%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

FIRE RESCUE SERVICES

DESCRIPTION

Emergency services in Albemarle County are provided by a combination system consisting of volunteer and career personnel working cooperatively and collaboratively together to provide fire, rescue, and emergency medical services to the community while at the same time partnering with other local and regional emergency services organizations.

The system consists of:

- Two County stations staffed full-time by career personnel,
- The Ivy station staffed full-time by a combination of career and volunteer personnel,
- An ambulance at the Pantops station staffed by a combination of career and volunteer personnel,
- An ambulance at the Berkmar substation staffed full-time by career personnel,
- Seven volunteer fire companies, four of which have career staffing Monday – Friday during the day, with volunteer staffing nights and weekends,
- Three volunteer rescue squads, one of which has career staffing Monday – Friday during the day, with volunteer staffing nights and weekends,

The system is an equal opportunity, progressive organization whose goal is to provide the highest quality service within the constraints of its funding and personnel resources.

GOALS

- Improve relations among system partners.
- Establish and implement consistent and accurate data collection and analysis systems to drive performance.
- Establish and begin to implement common standards across the system.
- Ensure methods are in place for community risk reduction.
- Improve methods to recruit, develop and retain both volunteer and career staff.

Additional Information about Fire Rescue service's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this Document.

FINANCIAL DATA

FIRE RESCUE SERVICES*								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
FIRE RESCUE DEPARTMENT								
SALARIES	\$7,193,603	\$7,736,356	\$8,043,560	\$8,606,384	\$8,566,384	\$8,566,384	\$830,028	10.7%
BENEFITS	2,738,765	3,123,826	3,059,337	3,384,235	3,384,235	3,384,235	260,409	8.3%
OPERATING	1,870,568	1,841,622	2,052,123	1,940,045	1,857,545	1,857,545	15,923	0.9%
CAPITAL OUTLAY	130,710	65,745	130,952	87,726	87,726	87,726	21,981	33.4%
RESOURCE PLANS	0	0	0	1,234,460	0	0	0	
FIRE RESCUE DEPARTMENT TOTAL	\$11,933,646	\$12,767,549	\$13,285,973	\$15,252,850	\$13,895,890	\$13,895,890	\$1,128,341	8.8%
VOLUNTEER FIRE RESCUE								
Charlottesville Albemarle Rescue Squad	\$126,206	\$116,300	\$116,300	\$438,125	\$116,300	\$116,300	0	0.0%
Crozet Volunteer Fire Department	152,721	172,133	172,133	194,789	194,789	194,789	22,656	13.2%
Earlsville Volunteer Fire Company	174,176	148,874	148,874	246,645	178,145	178,145	29,271	19.7%
East Rivanna Volunteer Fire Company	177,546	158,862	158,862	202,713	202,713	202,713	43,851	27.6%
North Garden Volunteer Fire Company	97,347	120,031	120,031	318,178	140,678	140,678	20,647	17.2%
Scottsville Volunteer Fire Department	158,768	149,108	149,108	168,085	168,085	168,085	18,977	12.7%
Scottsville Volunteer Rescue Squad	136,804	156,478	156,478	187,669	187,669	187,669	31,191	19.9%
Seminole Trail Volunteer Fire Department	265,725	238,769	238,769	278,012	278,012	278,012	39,243	16.4%
Stony Point Volunteer Fire Company	124,369	137,258	137,258	152,234	152,234	152,234	14,976	10.9%
Western Albemarle Rescue Squad (WARS)	278,049	258,083	258,083	279,103	279,103	279,103	21,020	8.1%
Contingency: WARS Memo. of Understanding	0	25,808	25,808	27,910	27,910	27,910	2,102	8.1%
VOLUNTEER FIRE RESCUE TOTAL	\$1,691,711	\$1,681,704	\$1,681,704	\$2,493,463	\$1,925,638	\$1,925,638	\$243,934	14.5%
SYSTEM-WIDE FLEET MANAGEMENT								
SALARIES & BENEFITS	\$99,767	\$105,792	\$99,187	\$107,719	\$107,719	\$107,719	\$1,927	1.8%
OPERATING	1,156,916	1,057,825	1,169,050	1,150,933	1,150,933	1,150,933	93,108	8.8%
CAPITAL OUTLAY	74,218	62,467	101,491	68,367	68,367	68,367	5,900	9.4%
FLEET REPAIR & MAINTENANCE CONTINGENCY	0	125,000	0	125,000	125,000	125,000	0	0.0%
SYSTEM-WIDE FLEET MANAGEMENT TOTAL	\$1,330,901	\$1,351,084	\$1,369,728	\$1,452,019	\$1,452,019	\$1,452,019	\$100,935	7.5%
OTHER FIRE RESCUE								
CITY FIRE CONTRACT	\$191,850	\$215,749	\$194,465	\$199,290	\$199,290	\$199,290	(\$16,459)	-7.6%
FOREST FIRE EXTINCTION	23,929	23,929	24,753	24,753	24,753	24,753	824	3.4%
VOLUNTEER FIRE RESCUE TAX CREDIT	73,719	90,000	90,000	90,000	90,000	90,000	0	0.0%
OTHER FIRE RESCUE TOTAL	\$289,498	\$329,678	\$309,218	\$314,043	\$314,043	\$314,043	(\$15,635)	-4.7%
TOTAL EXPENDITURES	\$15,245,756	\$16,130,015	\$16,646,623	\$19,512,375	\$17,587,590	\$17,587,590	\$1,457,575	9.0%
REVENUES								
Local: Permits, Fees, and Other	\$230,263	\$147,500	\$150,500	\$151,000	\$151,000	\$151,000	\$3,500	2.4%
Local: EMS Cost Recovery	2,242,041	2,122,075	2,122,075	2,074,000	2,074,000	2,074,000	-48,075	-2.3%
State	420,422	405,000	405,000	416,000	416,000	416,000	11,000	2.7%
TOTAL REVENUES	\$2,892,726	\$2,674,575	\$2,677,575	\$2,641,000	\$2,641,000	\$2,641,000	(\$33,575)	-1.3%
NET COST	\$12,353,030	\$13,455,440	\$13,969,048	\$16,871,375	\$14,946,590	\$14,946,590	\$1,491,150	11.1%
POSITIONS (FTE)	113.0	119.5	119.5	132.5	119.5	119.5	0.0	0.0%

*From FY 16 to FY 18, Fire Rescue system operating expenses and related revenues were accounted for separately from the General Fund in a Fire Rescue Services Fund. At the July 12, 2017 Board of Supervisors meeting, the Board provided direction to discontinue the Fire Rescue Services Fund and move the Fire Rescue Services budgets back into the General Fund. For comparison purposes, FY 18 figures in the chapter have been revised to reflect those budgets and expenses as part of the General Fund.

OVERVIEW/NOTABLE CHANGES

FY 19 Projected:

- Includes the impact of the public safety pay plan that was approved by the Board of Supervisors in September 2018 and implemented in January 2019. In the approved FY 19 Budget, these expenditures were captured in a non-departmental reserve that was then distributed to specific departments based on the results of the public safety pay plan.
- Includes \$166,644 for expenditures re-appropriated from FY 18 to FY 19; \$59,500 appropriated to support one-time costs related to a full recruit school later in 2019; and \$50,000 from the Innovation Fund for a training tower to support systemwide training and physical agility testing.

FY 20 Recommended Budget: The Fire Rescue Services budget *increases* \$1,457,575 or 9.0%, and reflects the following:

Fire Rescue Department *increase* of \$1,128,341 or 8.8%:

- 2.3% increase for salaries effective July 1, 2019. An additional 0.7% overall “pay for performance reserve” is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- Salaries and related benefits include the impact of the public safety pay plan that was approved by the Board of Supervisors in September 2018 and implemented in January 2019. In the approved FY 19 Budget, these expenditures were captured in a non-departmental reserve that was then distributed to specific departments based on the results of the public safety pay plan.
- *Increase* of \$130,086 to increase stipends for Advanced Life Support certifications based on a Department of Human Resources market analysis implemented in January 2019.
- 5.4% increase in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- *Increase* of \$15,923 or 0.9% in Operating costs, primarily due to:
 - \$71,806 *increase* in systemwide health services due to a significant increase in contract rates and increased usage of these services by both staff and volunteers.
 - \$23,750 *increase* to provide temporary wages for support for administrative functions such as the hiring and promotional processes, light duty and workers compensation management, and supporting policy development.
 - \$65,000 *decrease* in contractual training instructor expenses, which are being reallocated to the Salaries category where these costs will now be budgeted and reported.
- *Increase* of \$21,981 or 33.4% in Capital Outlay based on the age, lifecycle and inventory of equipment.
- Unfunded requests total \$1,356,960 and include a paramedic and recruit school (6.0 FTE); staffing for a second ambulance at Station 8, which serves the Seminole Trail/Berkmar area (4.0 FTE); an EMS Instructor position, development of a volunteer Length of Service Award Program (LOSAP); Prevention Division position to support Community Risk Reduction and Paramedicine Planning; Public Safety Assistant position; a Health Insurance Portability and Accountability Act (HIPAA) risk analysis; increased advertising; increased overtime to support the Prevention Division; and technology-related projects that are under additional organizational review.

Volunteer Fire Rescue, *increase* \$243,934 or 14.5%.

- This category includes contributions to volunteer fire and rescue stations’ operating budgets for expenses such as building utilities and maintenance, communications, fire and emergency medical service supplies, meals, administrative expenses, training, and uniforms. This category also includes one-time costs which, per the policy, are considered for funding separately from the annual operating contribution and considered on a case-by-case basis.
- Charlottesville Albemarle Rescue Squad (CARS) is level funded. The unfunded requested amount of \$321,825 is attributable to services provided to the City of Charlottesville.
- For the other nine stations, operating expenses *increase* \$218,611 or 13.2% primarily due to providing a \$172,856 increase for annual operating building maintenance expenditures utilizing a new methodology, where station contributions for these costs are based on a per square foot rate comparable with County government facilities. There are no unfunded operating requests.
- One-time costs for those nine stations increase \$23,221 or 26.2%. Unfunded requests include \$246,000 requested by two stations for one-time costs that are pending Fire and Emergency Medical Services (FEMS) Board and Board of Supervisors policy discussions about the County’s role in capital funding of building related costs or that are not consistent with system-wide practices or policies.

System-wide Fleet Management, *increase* of \$100,935 or 7.5%:

- *Increase* of \$93,108 or 8.8% in Operating expenditures primarily due to fuel based on anticipated consumption and rates; vehicle repair and maintenance costs based on projected expenditures; and insurance costs based on anticipated rates.

Other Fire Rescue category of Fund, *decrease* of \$15,635 or 4.7%:

- *Decrease* of \$16,459 or 7.6% in the City Fire Contract based on the projected number of net calls into the County.
- *Increase* of \$824 or 3.4% in Forest Fire Extinction. This amount is determined by the Virginia Department of Forestry using a per acre rate for forested acres in the County.

Revenues related to Fire Rescue Services, *decrease* \$33,575 or 1.3%,

- This is primarily due to a *decrease* of \$48,075 or 2.3% in EMS Cost Recovery revenues based on an analysis of trends and projections.

FY 20 Adopted: There are no changes made to the recommended budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Fire Rescue Department					
Administration (6.0 positions): The Fire Rescue Administration Division provides guidance, technical assistance, budget oversight, and emergency service management to several divisions of the Department. Administration is responsible for planning the future of the County's growing Fire and EMS system.	\$807,331	\$898,266	\$898,266	\$90,935	11.3%
Training/Education (5.0 positions): This division increases the training level of emergency responders throughout the County, provides a training academy, plans and implements an annual regional training school, and assists volunteers with implementing an aggressive, in-house training curriculum.	848,792	937,894	937,894	\$89,102	10.5%
Prevention/Code Enforcement (5.0 positions): The Fire Prevention Division develops and implements programs aimed at the prevention of fire and life safety emergencies within the County. Programs are also developed to take an analytical approach to problem-solving as well as "targeting" fire prevention. This approach involves a proactive target hazard inspection program, permit process, building construction plan review, public education and fire investigation. The investigation section also includes an environmental compliance component. The division places an emphasis on compiling data that is gathered from performing duties. This information is passed along to all other divisions as well as to the public. The Fire Prevention Division acts as a contact point for all fire and life safety information and guidance as well as information on local, state and federal laws and ordinances pertaining to fire.	602,515	707,070	707,070	\$104,555	17.4%
Fire/Rescue Operations (100.0 positions, including 4.0 over-hires): This division provides staffing to the Monticello, Hollymead and Ivy Fire stations, EMS service in the Pantops area and daytime support for five volunteer stations. Firefighter/ALS personnel respond to fire, rescue, and emergency medical calls throughout the County. Firefighters assist with maintaining station equipment, performing mapping functions, pre-fire planning activities for businesses, educational programs, and representing the department on regional committees.	9,786,165	10,559,745	10,559,745	\$773,580	7.9%
Volunteer Services (1.5 position): This division develops and provides programs and services in support of the volunteer fire departments and rescue squads of the coordinated fire and rescue system for the purpose of ensuring the health of the volunteer system.	563,720	620,307	620,307	\$56,587	10.0%
EMS Cost Recovery (1.0 position): This program obtains reimbursement for the costs of emergency medical services associated with transporting a patient to the hospital by ambulance. This funding is for the operating costs to administer this program.	159,026	172,608	172,608	\$13,582	8.5%
TOTAL, FIRE RESCUE DEPARTMENT	\$12,767,549	\$13,895,890	\$13,895,890	\$1,128,341	8.8%

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Volunteer Fire Rescue Services: The County provides a budget allocation to each volunteer fire and rescue station to offset their annual operating costs based on the adopted volunteer funding policy.	\$1,681,704	\$1,925,638	\$1,925,638	\$243,934	14.5%
System-wide Fleet Management (1.0 position): This includes a system-wide fleet management position that coordinates essential preventative maintenance, repairs, and contractual services to ensure stewardship of the County's fleet. This category includes all fleet related expenses, such as vehicle repair and maintenance, fuel, and insurance.	\$1,351,084	\$1,452,019	\$1,452,019	\$100,935	7.5%
Other Fire Rescue Services					
City of Charlottesville Fire Department Fire Contract: Albemarle County contracts with the City of Charlottesville Fire Department to provide supplemental fire service to the County in the urban area surrounding the City.	215,749	199,290	199,290	(\$16,459)	-7.6%
Forest Fire Extinguishment: Based on the State Code, Albemarle County reimburses the State for forest fire prevention, detection, and suppression services provided by the State Forester.	23,929	24,753	24,753	\$824	3.4%
Volunteer Fire Rescue Tax Credit: The County has established a volunteer fire rescue personal property tax credit that may be applied toward any vehicle owned by an eligible fire rescue volunteer.	90,000	90,000	90,000	\$0	0.0%
TOTAL, OTHER FIRE RESCUE SERVICES	\$329,678	\$314,043	\$314,043	(\$15,635)	-4.7%
TOTAL, FIRE RESCUE SERVICES	\$16,130,015	\$17,587,590	\$17,587,590	\$1,457,575	9.0%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

INSPECTIONS & BUILDING CODES

DESCRIPTION AND MISSION

The Inspections and Building Codes program exists to assist the public in complying with the building codes and land-use regulations which were adopted to protect the public health, safety, and welfare, and to provide excellent customer service in a timely manner.

This program falls under the direction of the Community Development Department. Goals for this program are included in the Community Development Department chapter of this document. The Department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this Document.

The Inspections and Building Codes program includes four elements: building inspections, erosion and sediment control inspections, water resource inspections, and road inspections.

FINANCIAL DATA

INSPECTIONS & BUILDING CODES								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$975,549	\$1,010,313	\$1,006,580	\$997,517	\$997,517	\$997,517	(\$12,796)	-1.3%
BENEFITS	360,586	395,185	378,080	402,103	402,103	402,103	\$6,918	1.8%
OPERATING	43,595	60,632	49,794	57,885	57,885	57,885	(\$2,747)	-4.5%
CAPITAL OUTLAY	60,750	36,623	36,623	39,459	39,459	39,459	\$2,836	7.7%
EXPENDITURE TOTAL	\$1,440,479	\$1,502,753	\$1,471,077	\$1,496,964	\$1,496,964	\$1,496,964	(\$5,789)	-0.4%
REVENUE								
LOCAL NON-TAX	\$1,838,980	\$1,330,000	\$1,901,961	\$1,114,637	\$1,114,637	\$1,114,637	(\$215,363)	-16.2%
NET COST	(\$398,501)	\$172,753	(\$430,884)	\$382,327	\$382,327	\$382,327	\$209,574	121.3%
POSITIONS	18.0	18.0	18.0	18.0	18.0	18.0	0.0	0.0%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The Inspections & Building Codes budget *decreases* by \$5,789 or 0.4% and reflects the following:

- 2.3% increase for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% increase in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- *Decrease* of \$2,747 or 4.5% in Operating costs, primarily due to trends and rates for fleet related expenses.
- *Increase* of \$2,836 or 7.7% in Capital Outlay expenses for the department's contribution to the Vehicle Replacement Fund based on fleet replacement costs.
- *Decrease* of \$215,363 or 16.2% in related revenues, primarily based on the amount of development activity anticipated in the County.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Inspections (18.0 positions): This program is responsible for ensuring that all new building construction is performed in accordance with the State Building Code. Services provided include permitting, plan review and field inspections for all commercial and residential building construction to verify compliance with the Virginia uniform Statewide Building Code.	\$1,502,753	\$1,496,964	\$1,496,964	(\$5,789)	-0.4%
TOTAL, INSPECTIONS AND BUILDING CODES	\$1,502,753	\$1,496,964	\$1,496,964	(\$5,789)	-0.4%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

PUBLIC SAFETY CONTRIBUTIONS

FINANCIAL DATA

PUBLIC SAFETY CONTRIBUTIONS								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Albemarle-Charlottesville Regional Jail	\$3,861,878	\$3,979,272	\$3,979,272	\$4,198,490	\$4,198,490	\$4,198,490	\$219,218	5.5%
Blue Ridge Juvenile Detention Center	568,805	512,387	512,387	489,484	489,484	489,484	(\$22,903)	-4.5%
Cville Albemarle SPCA	585,006	604,403	604,946	623,789	623,789	623,789	\$19,386	3.2%
Community Attention	40,000	30,874	30,874	0	0	0	(\$30,874)	-100.0%
Emergency Communications Center	2,449,530	2,473,584	2,474,634	2,955,983	2,955,983	2,955,983	\$482,399	19.5%
Foothills Child Advocacy Center	31,297	43,486	43,486	51,134	44,791	44,791	\$1,305	3.0%
Offender Aid and Restoration (OAR)	154,402	159,034	159,034	163,805	163,805	163,805	\$4,771	3.0%
OAR Therapeutic Docket Reserve	0	55,000	55,000	55,000	55,000	55,000	\$0	0.0%
VJCCCA*	52,231	52,231	52,231	52,231	52,231	52,231	\$0	0.0%
TOTAL PUBLIC SAFETY CONTRIBUTIONS	\$7,743,149	\$7,910,271	\$7,911,864	\$8,589,916	\$8,583,573	\$8,583,573	\$673,302	8.5%
REVENUE								
STATE - SPCA STERILIZATION FUND	\$2,508	\$2,852	\$2,852	\$2,852	\$2,852	\$2,852	\$0	0.0%
NET COST	\$7,740,641	\$7,907,419	\$7,909,012	\$8,587,064	\$8,580,721	\$8,580,721	\$673,302	8.5%

*Virginia Juvenile Community Crime Control Act

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: Public Safety Contributions *increase* \$673,302 or 8.5%, and reflect the following changes:

- The contributions to the following agencies are based on the County's share of costs per each entity's regional agreement:
 - Albemarle Charlottesville Regional Jail (ACRJ) *increases* \$219,218 or 5.5%. This includes a 1.5% *increase* in the County's total share of ACRJ costs based on the regional funding formula.
 - Blue Ridge Juvenile Detention Center (BRJDC) *decreases* \$22,903 or 4.5%. This includes a 2.1% *decrease* in the County's total share of BRJDC costs based on the regional funding formula.
 - Emergency Communications Center *increases* \$482,399 or 19.5%. This includes a 3.2% *increase* in the County's share of ECC costs based on the regional funding formula and the County's total share of costs such as the impact of the public safety pay plan implemented January 2019, 3.25 additional positions (a Deputy Director, night Operations Manager, Training Supervisor and increasing a custodian to full-time), and increases in maintenance contracts and equipment.
- The Charlottesville Albemarle Society for the Prevention of Cruelty to Animals (CA-SPCA) contribution is *increasing* \$19,386 or 3.2% based on the contract approved by the Board of Supervisors in 2009. This contribution also includes \$2,852 to support the CA-SPCA's spay and neuter efforts, which is offset by related state revenue.
- The Community Attention is not requesting FY 20 funding.
- Contributions to Foothills Child Advocacy Center and Offender Aid and Restoration (OAR) are based on the County Agency Budget Review Team (ABRT) process. A summary of the ABRT process can be found in this document's Health and Welfare Contributions chapter.

FY 20 Adopted Budget: There are no changes to the Recommended Budget.

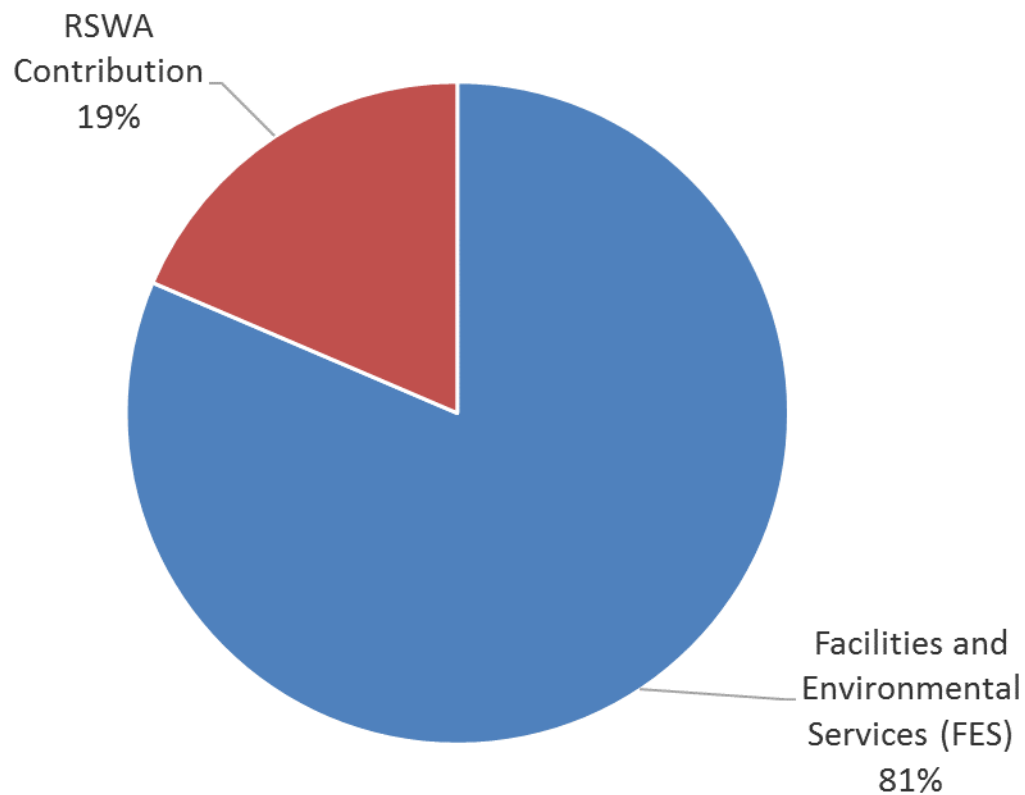
Description	FY 19 Adopted	FY 20 Request	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Albemarle Charlottesville Regional Jail (ACRJ): The ACRJ provides jail services to Albemarle County, Nelson County, and the City of Charlottesville on a contractual basis.	\$3,979,272	\$4,198,490	\$4,198,490	\$4,198,490	\$219,218	5.5%
Blue Ridge Juvenile Detention Center (BRJDC): The Blue Ridge Juvenile Detention Center is a 40-bed regional facility serving the City of Charlottesville, Albemarle, Fluvanna, Greene, and Culpeper Counties. This facility provides temporary care and supervision of juvenile offenders detained or sentenced by order of the Courts for these localities.	512,387	489,484	489,484	489,484	(\$22,903)	-4.5%
Charlottesville-Albemarle Society for the Prevention of Cruelty to Animals (CA-SPCA): The CA-SPCA provides shelter for stray animals, promotes animal welfare, and educates the public on the proper care and handling of all animals. The County contracts with the CA-SPCA to provide a County animal shelter, which is a mandated County function. Recommended funding is based on the established funding formula between Albemarle County and the SPCA. The County also anticipates receiving state revenue for animal sterilization that is also included in the SPCA's amounts.	604,403	623,789	623,789	623,789	\$19,386	3.2%
Community Attention: Managed by the City of Charlottesville, Community Attention's Community Based Services provide youth programs in individual and group settings providing service learning, life skills, youth internships, case management, assessment, diversion, and electronic monitoring.	30,874	0	0	0	(\$30,874)	-100.0%
Emergency Communications Center (ECC): The ECC provides emergency communications for the County, the City of Charlottesville, and the University of Virginia. The ECC receives all 9-1-1 calls in the area and serves as a central dispatch for the three local police departments, three rescue squads, and fire calls.	2,473,584	2,955,983	2,955,983	2,955,983	\$482,399	19.5%
Foothills Child Advocacy Center: Foothills is a non-profit, accredited agency designed to reduce the trauma and advance the recovery of child maltreatment victims.	43,486	51,134	44,791	44,791	\$1,305	3.0%
Offender Aid & Restoration (OAR): OAR provides services to offenders in the Charlottesville/Albemarle area and in some of the outlying counties in Planning District 10. The agency's primary effort is aimed at rehabilitating and integrating offenders and ex-offenders into the community. OAR provides pre-trial services, local probation services, a citizen volunteer program, transitional/employment services, and the Charlottesville/Albemarle Drug Court.	159,034	163,805	163,805	163,805	\$4,771	3.0%
OAR Therapeutic Docket: OAR requested funding from both the City of Charlottesville and Albemarle County to continue Therapeutic Docket Funding.	55,000	55,000	55,000	55,000	\$0	
VJCCCA: Virginia Juvenile Community Crime Control Act (VJCCCA) funds support for youth development, prevention and intervention services. This grant match funding is provided to the City of Charlottesville.	52,231	52,231	52,231	52,231	\$0	0.0%
TOTAL, PUBLIC SAFETY AGENCY CONTRIBUTIONS	\$7,910,271	\$8,589,916	\$8,583,573	\$8,583,573	\$673,302	8.5%

Public Works

• • • • • • • • • • • •

PUBLIC WORKS

**FY 20 Adopted
Public Works Budget
\$6,444,941**



PUBLIC WORKS - GENERAL FUND ONLY								
EXPENDITURES	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Facilities and Environmental Services (FES)	\$5,589,864	\$5,085,456	\$5,040,254	\$5,698,587	\$5,269,202	\$5,244,202	\$158,746	3.1%
Rivanna Solid Waste Authority	573,735	838,579	1,129,123	1,200,739	1,200,739	1,200,739	\$362,160	43.2%
TOTAL, PUBLIC WORKS	\$6,163,599	\$5,924,035	\$6,169,377	\$6,899,326	\$6,469,941	\$6,444,941	\$520,906	8.8%



FACILITIES AND ENVIRONMENTAL SERVICES

MISSION

To provide exceptional services to support Albemarle County in its effort to advance good government initiatives. Through leadership, innovation, focus, and teamwork, Facilities and Environmental Services (FES) is dedicated to being a quality-first organization in support of the taxpayers, the Board of Supervisors' Strategic Plan, our internal customers, the environment and our employees.

DESCRIPTION

The FES Department was formed in February 2016 by combining the General Services Department and the Office of Facilities Development. Combining two departments allows for greater effectiveness in the delivery of services and aligns the organization to meet future urbanization needs. The FES department includes four divisions: Administration, Public Works, Facilities Planning and Construction (FP&C), and Environmental Services.

FES is primarily responsible for 1) maintaining and improving the physical assets of the County (such as its buildings, grounds, Keene landfill, and other infrastructure); 2) managing our operations to ensure environmental compliance, promote pollution prevention, and minimize waste; 3) overseeing the planning, design, and construction of major capital improvements undertaken on behalf of the County; and 4) in coordination with the Department of Community Development, protecting the water resources and other natural resources of the County through various programs, including capital projects. Other department services include providing copy services, mail services, maintaining security systems, fleet management, and street sign maintenance.

The FP&C Division operates within the capital budget. The budget and description for this division is displayed separately.

GOALS

- Strive to support and implement capital and operational goals and objectives of the Strategic Plan.
- Realize the County's commitment to environmental protection through impactful and cost-effective strategies and programs
- Continually and proactively evaluate the operation and maintenance services for the County's facilities and grounds to meet existing and future needs.

Additional information about this Department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning section of this document.

FINANCIAL DATA

DEPARTMENT OF FACILITIES AND ENVIRONMENTAL SERVICES - GENERAL FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$1,392,975	\$1,417,886	\$1,274,877	\$1,483,561	\$1,483,561	\$1,483,561	\$65,675	4.6%
BENEFITS	492,238	541,772	482,025	559,540	559,540	559,540	\$17,768	3.3%
OPERATING	2,128,899	2,854,645	2,819,002	2,963,505	2,963,505	3,088,505	\$233,860	8.2%
FES FP&C, GENERAL FUND PORTION	235,452	195,623	195,623	0	0	0	(\$195,623)	-100.0%
CAPITAL OUTLAY	36,835	75,530	268,727	141,786	112,596	112,596	\$37,066	49.1%
NIFI	1,303,465	0	0	0	0	0	\$0	
RESOURCE PLANS	0	0	0	550,195	150,000	0	\$0	
EXPENDITURE TOTAL	\$5,589,864	\$5,085,456	\$5,040,254	\$5,698,587	\$5,269,202	\$5,244,202	\$158,746	3.1%
REVENUE								
LOCAL NON-TAX	\$111,114	\$86,699	\$123,128	\$170,585	\$170,585	\$170,585	\$83,886	96.8%
FEDERAL	0	4,678	0	0	0	0	(\$4,678)	
TRANSFER-WATER RESOURCES FUND*	554,122	609,195	609,195	547,816	547,816	547,816	(\$61,379)	-10.1%
REVENUE	\$665,236	\$700,572	\$732,323	\$718,401	\$718,401	\$718,401	\$17,829	2.5%
NET COST	\$4,924,628	\$4,384,884	\$4,307,931	\$4,980,186	\$4,550,801	\$4,525,801	\$140,917	3.2%
POSITIONS (Permanent Positions Only)	27.25	27.25	28.25	33.25	28.25	28.25	1.0	3.7%

*The transfer from the Water Resources Fund is based on the actual expenditures.

Facilities Planning and Construction Division

The Facilities Planning and Construction (FP&C) Division is a part of Facilities and Environmental Services Department and is summarized in the Public Works chapter, though the funding is part of the capital budget. The chart below provides the costs and personnel for the entire Department of Facilities and Environmental Services including the FP&C Division.

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
FACILITIES AND ENVIRONMENTAL SERVICES	\$5,354,412	\$4,889,833	\$4,844,631	\$5,698,587	\$5,269,202	\$5,244,202	\$354,369	7.2%
FACILITIES PLANNING AND CONSTRUCTION	1,158,616	1,271,109	1,179,754	1,431,082	1,345,635	1,345,635	\$74,526	5.9%
TOTAL	\$6,513,027	\$6,160,942	\$6,024,385	\$7,129,669	\$6,614,837	\$6,589,837	\$428,895	7.0%
POSITIONS (Permanent Positions Only)	36.25	36.25	37.25	46.25	39.75	39.75	3.5	9.7%

OVERVIEW/NOTABLE CHANGES (Excluding FP&C Division)

FY 19 Projected: Includes the following:

- An appropriation of \$94,757 for a position in support of the department's contract management efforts for services such as enhanced mowing, landscaping, and street sweeping services in the development areas. This position also supports the department's workload with added facilities and brings the staffing per square foot of facilities more in line with benchmark standards.
- \$85,000 from the Innovation Fund to pilot a program to improve air quality and reduce energy consumption at the County Office Building (COB) 5th Street.
- Re-appropriations of \$46,000 to install a solar array at the Crozet Library, and \$15,000 to complete the Wildflower Meadow project to be installed in the vicinity of Charlottesville Albemarle Technical Education Center (CATEC).
- An appropriation of \$150,000 to conduct a facilities master plan.

FY 20 Recommended Budget: The FES recommended budget *increases* by \$183,746 or 3.6% and includes the following changes:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- Continues funding for the additional position approved in FY 19.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Increase* of \$108,860 or 3.8% in Operating expenditures primarily due to:
 - \$115,783 *increase* in building and equipment maintenance contracts. This covers expenses for preventative maintenance on building equipment and control systems and contracted custodial services at the various County-owned facilities.
 - \$48,027 net *increase* for landscaping maintenance and median mowing contracts. This does not impact the level of service.
 - \$11,703 *increase* in building insurance costs.
 - \$47,420 *decrease* in utility costs.
 - \$40,126 *decrease* in Water Resources division operating expenses. Recommended funding will maintain current levels of service and reflects prior year actual costs and the availability of infrastructure maintenance funding in the capital budget.
 - \$13,122 *decrease* in Keene Landfill contract based on prior year actual costs.
 - A \$34,015 net *increase* in all other operating costs such as fuel and supplies, primarily in the Public Works Division, based on expenditure rates and trends.
- Decrease* of \$195,623 in the General Fund portion of project management costs. This funding is now included in the transfer to the General Government Capital Fund.
- Increase* of \$37,066 or 49.1% in Capital Outlay costs, primarily due to the purchase of new cubicles for staff in the Public Works Division, replacement equipment, and vehicle replacement costs.
- Increase of \$150,000 for operational customer service and security enhancements at County Office Building (COB) McIntire. The primary public entrance to the building will be staffed by security professionals provided with sufficient customer service training to greet visitors, answer questions regarding County services and provide directions to appropriate offices.
- Unfunded Requests total \$429,385 and include a Building Attendant position, Maintenance Mechanic position, Grounds Maintenance Worker position, and a new mower with snow blade.

- A net increase of \$17,829 or 2.5% in related revenues, primarily due to anticipated increases in rental revenue of County-owned properties.

FY 20 Adopted Budget: The FES recommended budget *increases* by \$158,746 or 3.1% and includes the following change to the Recommended Budget:

- Funding for operational customer service and security enhancements, previously noted in the Resource Plans category, has been reduced from \$150,000 to \$125,000 and reallocated to the operating expenditure category in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration Division (3.0 positions): This division is responsible for the following: <u>FES Administrative Functions:</u> Time and attendance, payroll, room reservations, work orders, customer service, procurement, contract preparation and oversight and budgeting.	\$456,408	\$614,723	\$589,723	\$133,315	29.2%
Public Works Division (18.25 positions): This division is responsible for the following: <u>Building Maintenance Services:</u> Provides for building maintenance for over 500,000 square feet of facilities. Facilities include the County Office Building - McIntire Road, County Office Building - 5th Street, Court Square Facility, Old Jail/Jailor's house, Fire Stations 11, 12, 15, and 16, the Crozet, Scottsville, and Northside Libraries, the County warehouse, Old Crozet School, the Old Crozet train depot, and the Yancey School Community Center. This division also manages the maintenance of the County's pool car fleet and is the property manager for the Regional Firearms Training Facility. <u>Custodial Services:</u> Ensures the cleanliness and sanitation of over 400,000 square feet of facilities. Facilities include the County Office Building - McIntire Road, County Office Building - 5th Street, the Crozet, Scottsville, and Northside Libraries, the Court Square Facility, and the Yancey School Community Center. The Custodial Services program also provides for specific support services as requested, such as moving furniture, conference room set-ups, disposing of recyclable material, opening and closing the building for after-hours meetings, and assuring that the buildings are secure after business hours. <u>Copy Center:</u> Provides printing, copying, booklet-making, binding, folding, and collating services for the County departments and schools. Copy Center personnel also operate a stockroom for office supplies. In addition, the Copy Center is responsible for Mail Room operations to include processing USPS mail and inter-office correspondence. <u>Grounds Maintenance:</u> Responsible for over 329 acres of property. Provides storm water facility maintenance, roadside mowing, sidewalk vegetation control, and improvement of the aesthetic conditions of entrance corridors and other urban areas. In addition, this division provides maintenance to the exterior of the County office buildings on McIntire Road and Fifth Street, the County courthouse buildings, Fire Stations 11, 12, 15 and 16, the Crozet, Scottsville, and Northside Libraries, the old Crozet Elementary School, the old Crozet Train Depot, and the Yancey School Community Center. Additionally, maintains the E911 road name signs and Watch for Children signs. <u>Utilities:</u> This includes electrical, heating, emergency generator fuel, and water and sewer services for the County Office Building at McIntire, the County Office Building at 5th Street, and the Court Square Facilities, the Crozet, Scottsville, and Northside Libraries, and the County warehouse.	\$3,390,293	\$3,709,511	\$3,709,511	\$319,218	9.4%

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Environmental Services Division (7.0 Positions): This division is responsible for the following: <u>Climate Action:</u> Developing and implementing a community-wide plan to reduce greenhouse gas (GHG) emissions and adapt to climate change. This initiative involves developing and implementing a climate action plan (CAP), which includes defining a GHG reduction target, identifying strategies and actions by which the community can meet the reduction target, tracking emission reductions over time, and revising the plan, as needed. <u>Solid Waste and Recycling:</u> Implementing various initiatives related to solid waste and supporting the Solid Waste Alternatives Advisory Committee (SWAAC). Initiatives include implementing a recycling program for County office buildings, providing oversight and maintenance at the closed Keene Sanitary Landfill facility, and supporting the RSWA in offering Bulky Waste Collection Days. <u>Environmental Compliance:</u> Overseeing the a program to maintain compliance with state and federal regulations and to continue to improve the County's Environmental Management System (EMS). In addition, this program includes implementing Pollution Prevention (P2) programs such as energy management, safer chemical, and on-going staff training programs. This program maintains active participation in the federal Energy Star program and continues to research and apply best environmental management practices. <u>Water Resources:</u> Implementing various initiatives to protect water resources from pollution and to invest in drainage infrastructure. These initiatives are not related to regulating land development, a function of the Community Development Department. The County is required by State mandate to reduce the amount of pollution in urban stormwater runoff by developing and administering a Municipal Separate Storm Sewer System (MS4) Program Plan. As part of the Plan, the County must also participate in the cleanup of impaired waters – both local (Rivanna River) and regional (Chesapeake Bay) – through capital projects and other means. The County invests in infrastructure by assessing and repairing pipes and other parts of conveyance infrastructure and by operating six State-regulated dams.	\$1,043,132	\$944,968	\$944,968	(\$98,164)	-9.4%
Other: This is the General Government's expenditures for project management services which funds the internal service fund of the Project Management Division.	\$195,623	\$0	\$0	(\$195,623)	-100.0%
TOTAL, FACILITIES AND ENVIRONMENTAL SERVICES	\$5,085,456	\$5,269,202	\$5,244,202	\$158,746	3.1%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

FACILITIES PLANNING AND CONSTRUCTION DIVISION

(Part of General Government Capital Fund)

MISSION

The primary mission of the Facilities Planning and Construction (FP&C) Division is to responsibly support and implement the County's Capital Improvement Program (CIP), which includes managing the planning, design and construction of its facilities. FP&C falls under the direction of the Department of Facilities and Environmental Services.

DESCRIPTION

FP&C provides project management expertise in support of the County's strategic and comprehensive plans. The FP&C team is primarily involved in managing the planning, design and construction of all major capital improvements undertaken on behalf of the County, including general government facilities, libraries, parks, fire stations, schools, stormwater and transportation projects.

GOALS

- To leverage the County's capital funds by maintaining, constructing or renovating facilities that are both aesthetically pleasing and practical and serve the administrative, educational, recreational and service needs of our employees and citizens.
- To employ industry best practices in execution of all capital projects.
- To continually and proactively communicate to CIP Project Stakeholders.
- To maintain a divisional environment of Learning and Innovation.
- To maintain the respect and trust of project customers, community and construction industry.

Additional Information about this Division's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this Document.

FINANCIAL DATA

FACILITIES PLANNING AND CONSTRUCTION								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$744,332	\$809,048	\$761,012	\$856,980	\$856,980	\$856,980	\$47,932	5.9%
BENEFITS	249,017	276,130	258,018	296,667	296,667	296,667	20,537	7.4%
OPERATING	157,473	179,016	136,221	182,373	182,373	182,373	3,357	1.9%
CAPITAL OUTLAY	7,793	6,915	24,503	9,615	9,615	9,615	2,700	39.0%
RESOURCE PLANS	0	0	0	85,447	0	0	0	
EXPENDITURE TOTAL	\$1,158,616	\$1,271,109	\$1,179,754	\$1,431,082	\$1,345,635	\$1,345,635	\$74,526	5.9%
NET COST	\$1,158,616	\$1,271,109	\$1,179,754	\$1,431,082	\$1,345,635	\$1,345,635	\$74,526	0.0%
POSITIONS (Permanent Positions Only)	9.0	9.0	9.0	13.0	11.5	11.5	2.5	27.8%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The FP&C Division's recommended budget *increases* by \$74,526 or 5.9% and includes the following changes:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- Recommends the conversion of 2.5 non-permanent project manager positions to 2.5 FTE positions. This conversion enhances the division's ability to support an increasingly aggressive capital program by improving the quality of applicants for vacant positions and aiding employee retention.
- The recommended budget also includes a slight increase in overall labor costs due to resource reallocation measures taken in FY 19. Two administrative support positions previously housed in the FP&C budget were moved to the FES Administration budget in the General Fund. Two positions (Vacant Senior Planning & Project Manager and Office Administrator IV) in the FES Administration budget will be filled as an FP&C project manager positions, to support that division's sustained growth of workload.

- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the FP&C Division.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Facilities Planning and Construction: (11.5 positions): Responsible for the management and implementation of the County's Capital Improvement Program. This includes oversight of the design and construction of all government and school facilities and structures. In addition, this office is responsible for reviewing all cost estimates for construction-related projects in the Capital Improvement Program.	\$1,271,109	\$1,345,635	\$1,345,635	\$74,526	5.9%
TOTAL, FACILITIES DEVELOPMENT	\$1,271,109	\$1,345,635	\$1,345,635	\$74,526	5.9%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

RIVANNA SOLID WASTE AUTHORITY

DESCRIPTION

The Rivanna Solid Waste Authority (RSWA) provides recycling, solid waste, and household hazardous waste disposal services to City of Charlottesville and County of Albemarle residents. RSWA is jointly funded by the City and the County. The contribution to the RSWA is for operations that are not self-supporting.

FINANCIAL DATA

PUBLIC WORKS CONTRIBUTION								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
RSWA Contribution	\$573,735	\$838,579	\$1,129,123	\$1,200,739	\$1,200,739	\$1,200,739	\$362,160	43.2%
EXPENDITURE TOTAL	\$573,735	\$838,579	\$1,129,123	\$1,200,739	\$1,200,739	\$1,200,739	\$362,160	43.2%
NET COST	\$573,735	\$838,579	\$1,129,123	\$1,200,739	\$1,200,739	\$1,200,739	\$362,160	43.2%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected: The RSWA contribution is estimated to increase by \$290,544 for the County's share of operating costs due to the following adjustments:

- \$67,772 for FY 18 costs identified as part of the RSWA audit. This was primarily due to increased hours of operation at the McIntire Recycling Center, maintenance on the electrical systems, and paving related to utility work at the center.
- \$45,000 to complete a Master Plan for a recycling center at the Ivy Material Utilization Center.
- \$177,772 in estimated operational costs above the originally adopted FY 19 budget.

FY 20 Recommended Budget: The RSWA contribution is expected to increase by a projected \$362,160 or 43.2%, based on initial estimates by RSWA. Cost drivers for this significant increase include:

- Recent fiscal year budgets were supported in part by use of RSWA cash reserves (\$390k in FY19), which have been diminished as a result and are no longer available to offset the City's and County's contribution.
- Full-year CIP operating impacts for the new transfer station,
- Projected additional operating costs associated with the opening of a Recycling Convenience Center at the Ivy MUC (Spring, 2020).
- Decreased recycling net revenue due to the loss of markets (predominately China). Recyclable materials which cannot be sold must be landfilled, at a direct cost to RSWA.
- Rising asset depreciation costs.
- Capital costs associated with on-going environmental remediation of the closed Ivy Landfill are included in the Capital Improvements Program.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the RSWA Contribution.

Any variance between budgeted and actual FY 20 expenditures will be "trued up" in FY 21 and may require reimbursement by RSWA or additional support by Albemarle County.

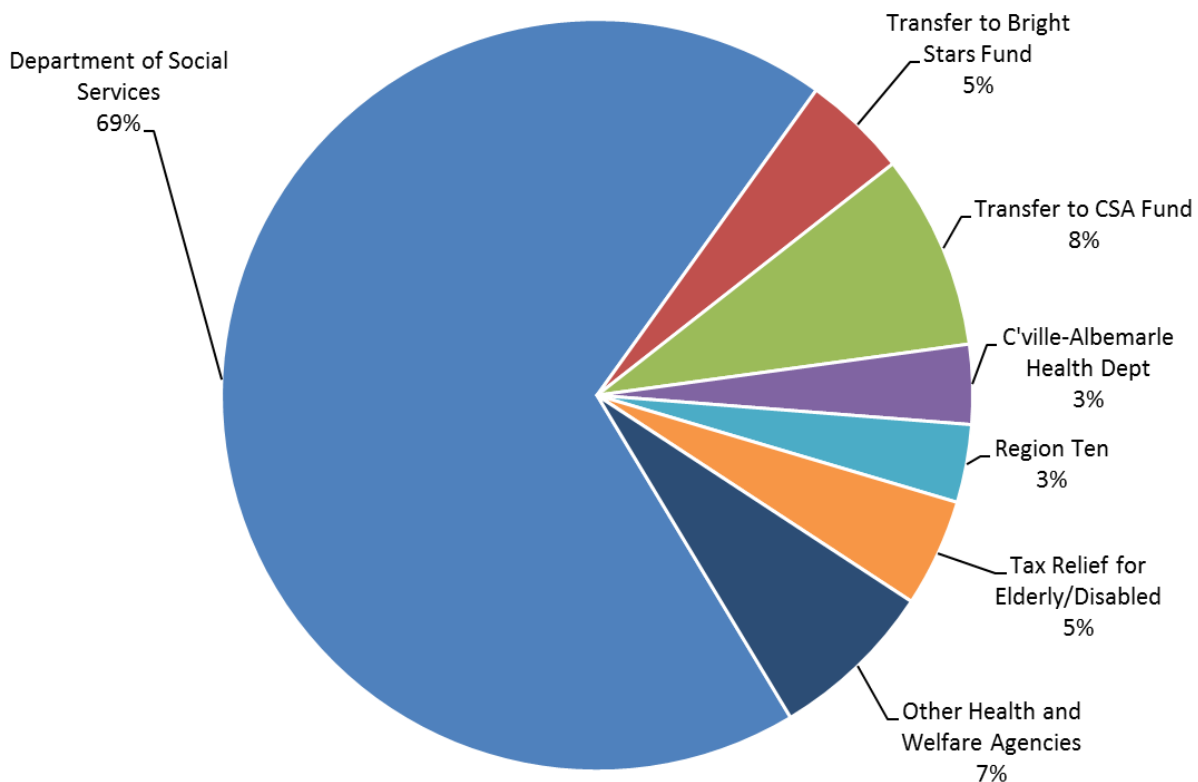


Health & Welfare

• • • • • • • • • • • •

HEALTH AND WELFARE

FY 20 Adopted
Health and Welfare Budget
\$22,003,379



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Department of Social Services	\$12,908,243	\$14,170,160	\$13,986,271	\$15,769,376	\$14,932,467	\$15,078,750	\$908,590	6.4%
Transfer to Bright Stars Fund	861,977	999,959	999,959	992,711	992,711	992,711	(7,248)	-0.7%
Transfer to CSA Fund	542,469	2,194,720	2,194,720	1,896,529	1,896,529	1,846,529	(348,191)	-15.9%
C'ville-Albemarle Health Dept	703,784	731,396	731,396	753,338	753,338	753,338	21,942	3.0%
Region Ten	723,260	738,260	738,260	751,760	738,260	738,260	0	0.0%
Tax Relief for Elderly/Disabled	965,041	950,000	1,000,000	1,020,000	1,020,000	1,020,000	70,000	7.4%
Other Health and Welfare Agencies	1,423,054	1,503,889	1,484,989	1,920,291	1,573,791	1,573,791	69,902	4.6%
Total, Health and Welfare	\$18,127,828	\$21,288,384	\$21,135,595	\$23,104,005	\$21,907,096	\$22,003,379	\$714,995	3.4%



DEPARTMENT OF SOCIAL SERVICES

(General Fund)

MISSION

To ensure services reach those in need, the vision of the Department of Social Services (DSS) calls for the department to work to ensure that individuals and families in Albemarle County are able to meet their full potential and plan for their future. To realize this vision, the mission of DSS is to provide services that promote self-sufficiency and support individual and family well-being. This mission is set within the context of the department's core values: Hope, Respect, Opportunity, and Self-Determination. As an agent of this public service, DSS seeks to catalyze change in the community to move towards the opportunity of a quality life for all.

DESCRIPTION

Services provided by this department to the residents of Albemarle County fall within two broad program areas: Casework Delivery and Eligibility Determination. The areas are further expanded into four distinct program areas: 1) Protective and Support Services, 2) Education, Prevention and Early Intervention Programs, 3) Employment and Child Care Services, and 4) DSS Benefit Programs, including the management of the Housing Assistance Fund. Further, the department provides key support services in the broad categories of organizational leadership, finance management, human resources management, information management, facilities management and partnership building.

GOALS

Strategic Goal 1: Ensure a quality customer experience for the external customer by continuous focus on process improvement.

Key Objectives:

- Develop a system to regularly identify core processes and continuously improve them.
- Define the core products and services of the organization.
- Invigorate methods for seeking, collecting, and analyzing customer inputs, feedback, complaints, etc. including a method to segment the customer data and use for continuous improvement based on customer expectations.
Listening methods vary for different customers, customer groups or market segments.
The department seeks actionable feedback from customers on the quality of services, customer support and transactions.
- Expand the methods by which current and potential customers access services (e.g., expand use of technology, expand place-based services to other locations, language access, etc.).
- Department utilizes a complaint management system to assure that customer complaints are addressed and resolved effectively and promptly.
- Market the core products and services to customers and educate them on how to access these services.

Strategic Goal 2: Ensure staff has the knowledge, skills, and competencies required to deliver quality service and to enhance the external customer's experience.

Key Objectives:

- Staff understand and support the Vision of the Department and of the County.
- Staff know the parts of the Department's action plans that will affect them and their work, and how they can contribute.
- Identify and enhance the knowledge, skills and competencies required to provide quality customer service.
- Provide customer service coaching and training.
- Identify and enhance task related (job specific) skills and competencies needed by staff and provide ongoing coaching and training.
- Create and enhance training methods, such as an on line training that staff can access at any time to improve skills.
- Review staff performance with regard to internal and external customer satisfaction regularly.
- Evaluate staff development opportunities through mechanisms such as surveying supervisors about improvements to staff performance.
- Evaluate and provide feedback on all systems that staff work with to ensure maximum efficiency and effectiveness with regard to use of time and financial resources.

Strategic Goal 3: Ensure the **internal customer** has the necessary tools, encouragement, recognition and support to carry out the challenging work of the department.

Key Objectives:

- Research reasons for ongoing stress and overwork and develop strategies to address.
- Expand opportunities for staff to communicate with management (i.e. administration and supervisors).
- Review system of rewards and recognition and develop plan for expansion.
- Explore methods for staff advancement.
- Research best practices in staff retention and develop plan.

Additional Information about this department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this Document.

FINANCIAL DATA

DEPARTMENT OF SOCIAL SERVICES								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$6,722,363	\$7,015,313	\$7,128,812	\$7,337,718	\$7,337,718	\$7,507,847	\$492,534	7.0%
BENEFITS	2,287,191	2,504,930	2,473,422	2,698,133	2,698,133	2,762,198	\$257,268	10.3%
OPERATING	548,079	599,239	576,408	618,181	618,181	628,101	\$28,862	4.8%
DIRECT ASSISTANCE	3,273,317	3,982,100	3,579,310	4,101,950	4,101,950	4,101,950	\$119,850	3.0%
CAPITAL OUTLAY	77,293	68,578	228,319	65,124	65,124	78,654	\$10,076	14.7%
RESOURCE PLANS	0	0	0	948,270	111,361	0	\$0	
EXPENDITURE TOTAL	\$12,908,243	\$14,170,160	\$13,986,271	\$15,769,376	\$14,932,467	\$15,078,750	\$908,590	6.4%
REVENUES								
LOCAL NON-TAX	\$122,930	\$116,414	\$115,413	\$108,378	\$108,378	107,378	(\$9,036)	-7.8%
STATE	2,519,407	3,213,211	3,014,382	3,377,468	3,377,468	3,377,468	\$164,257	5.1%
FEDERAL	6,544,728	6,006,050	6,496,406	6,464,679	6,464,679	6,525,464	\$519,414	8.6%
TRANSFERS	328,555	250,000	300,000	339,594	339,594	366,394	\$116,394	
REVENUE TOTAL	\$9,515,620	\$9,585,675	\$9,926,201	\$10,290,119	\$10,290,119	\$10,376,704	\$791,029	8.3%
NET COST	\$3,392,623	\$4,584,485	\$4,060,069	\$5,479,257	\$4,642,348	\$4,702,046	\$117,561	2.6%
POSITIONS	126.7	129.3	135.3	148.3	136.3	138.3	9.0	7.0%

Note: This total does not include transfers to CSA or Bright Stars.

Note: During FY 18, the Office of Housing was reorganized and combined with the Community Development Department and Department of Social Services (DSS). For comparison purposes, the FY 18 figures in the above table have been revised to include costs previously budgeted in the Office of Housing that are now budgeted in DSS.

OVERVIEW/NOTABLE CHANGES

FY 19 Projected:

- Includes \$404,149 for six additional positions and related operating and one-time costs to handle Medicaid expansion. Three positions are housed at the Department of Social Services and three positions are housed at the University of Virginia Hospital Medicaid Unit. The positions were approved by the Board of Supervisors at its August 1, 2018 meeting. These positions are fully funded by federal and state revenue in FY 19.
- Includes \$117,521 for expenditures re-appropriated from FY 18 to FY 19.
- Includes \$2,880 of Innovation Funding for trauma counseling for Child Protective Services workers.

FY 20 Recommended Budget: The DSS' budget *increases* by \$762,307 or 5.4% and reflects the following changes:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Continues funding for six aforementioned positions approved in FY 19 for Medicaid expansion. These positions will be funded 84.5% by federal and state revenue and 15.5% local revenue beginning in FY 20.
- Net *increase* of \$18,942 or 3.2% in operating expenses, primarily due to the GO Workforce Training Program that will be managed by the Department of Social Services Career Center. The GO Program prepares individuals for careers with area businesses.

- Direct Assistance expenditures are *increasing* \$119,850 or 3.0% and includes a variety of program costs that are mostly reimbursed by state and federal revenues. The *increase* is primarily due to:
 - \$40,000 *increase* in adoption-related expenditures that are fully funded by state and federal revenue.
 - \$37,000 *increase* in the Employment-Other Services (VIEW) program-related expenditures that are 84.5% funded by state and federal revenue.
 - \$25,000 *increase* in Auxiliary Disabled program-related expenditures that are 80% funded by state and federal revenue.
 - \$18,000 *increase* in Safe and Stable Families program-related expenditures that are 84.5% funded by state and federal revenue.
 - \$13,000 *increase* in Fostering Futures program-related expenditures to foster care prevention that are fully funded by state and federal revenue.
 - \$10,000 *increase* in Purchased Services-Adult Protective Services program-related expenditures that are 84.5% funded by state and federal revenue.
 - \$10,000 *increase* in Child Welfare Substance Abuse & Support Service program-related expenditures that are 84.5% funded by state and federal revenue.
 - \$35,000 *decrease* in Auxiliary Aged program-related expenditures that are 80% funded by state and federal revenue.
- A *decrease* of \$3,454 or 5.0% in capital outlay expenses, primarily due to the replacement of less office furniture.
- The Resource Plans category includes \$111,361 for an Assistant Director position. With the recent retirement of one of the Deputy Directors, it is the intention of the DSS Director to re-organize agency leadership such that there is one Deputy Director with broader agency-wide responsibilities and two Assistant Directors with oversight of the two primary functional areas of ACDSS – Benefits and Services.
- Unfunded requests include a total of \$836,909 for a Fraud Investigator position, Senior Housing Specialist position, Child Welfare Case Aid position, Adult Benefits Worker positions (2.0 FTE), DSS Specialist positions (3.0 FTE), Bright Stars Family Coordinator position, Language Assistance Coordinator position, Family Support Worker position, and an Eligibility Supervisor position.
- Overall revenues are *increasing* \$704,444 or 7.3%. Many of the department's revenues are budgeted reimbursements that are based on either projected program expenditures, federal and state approved formulas, allocations based upon approved locality plans, or federal and state fiscal year allocations.

FY 20 Adopted Budget: The DSS' budget *increases* by \$908,590 or 6.4%, and reflects the following changes to the recommended budget:

- Funding for the Assistant Director position, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.
- \$146,283 *increase* for a Housing Generalist position and a Fraud Investigator position. These positions include combined offsetting revenue totaling \$51,950.

Description	FY 19 Adopt	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Social Services - Administration Departmental Management (18.0 positions): This division maintains the department's financial, personnel, and overall departmental programs and services including personnel management, expenditure monitoring, budgeting, records management, policy development, research, grant applications, program evaluation, community liaison work, and general oversight of the department's mandates. Benefit Programs (41.3 positions): The objective of Benefit Programs is to provide medical, financial, and nutrition assistance to qualified citizens of Albemarle County. This program delivers the following services: <u>SNAP (Supplemental Nutrition Assistance Program)</u> - designed to help supplement food budgets of low income households in order to provide nutritionally adequate diets. This program will only pay for food items and food garden seeds, excluding such items as paper products, soap, pet food, and alcohol. <u>Medicaid</u> - funding for payment to providers of a broad range of medical services to eligible individuals. <u>Family Access to Medical Insurance Security (FAMIS)</u> - Virginia's health insurance program for children of eligible families.	\$8,012,158	\$8,452,551	\$8,531,050	\$518,892	6.5%

Description	FY 19 Adopt	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p><u>TANF - Temporary Assistance to Needy Families</u> - financial assistance to persons with children who are deprived of parental support due to death, divorce, disability, absence or income.</p> <p><u>Energy Assistance</u> - provides supplemental heating or cooling assistance to eligible households. This program can also assist with the repair or replacement of the primary heat source.</p> <p>Service Programs (46.5 positions): This division provides services directly, or via purchase of services, to the community and citizens of Albemarle County. Service Programs include:</p> <p><u>Adult Protective Services</u> - the identification, receipt, and investigation of complaints and reports of adult abuse, neglect and exploitation for incapacitated persons eighteen years of age and over and persons sixty years of age and over.</p> <p><u>Adult Services</u> - enables adults to remain in the least restrictive setting while maximizing self-sufficiency, to prevent abuse, neglect, and exploitation, and to delay and/or reduce inappropriate institutionalization and/or to assist, when necessary, with appropriate placement. Assists adults in functioning independently by establishing and/or strengthening appropriate family and social support systems.</p> <p><u>Child Protective Services</u> - provides identification, assessment, and service provision to abused, neglected or exploited children in an effort to protect children, preserve families, whenever possible, and prevent further maltreatment.</p> <p><u>Prevention and Support Services</u> - provides to individuals and families with services to prevent family violence, child neglect, family breakdown, including removal of the child, and other crises and to strengthen the capacity of the family to function independently.</p> <p><u>Child Care Assistance</u> - provides assistance with childcare to low-income parents who are working and/or attending school.</p> <p><u>Employment Services</u> - promotes economic independence by providing employment, education, and training opportunities. Supportive services such as childcare and transportation are offered to aide in the foundations to build self-sufficiency. Virginia Initiative for Work Not Welfare (VIEW).</p> <p><u>Albemarle County Career Center</u> - is a certified affiliate of the "One Stop" System and provides state of the art technology access for job searches and local, state and national employment information.</p>					
<p>Social Services - Direct Assistance: Social Services make direct assistance payments for certain services. Assistance payments are mostly funded by state or federal resources.</p> <p><u>General Relief</u> - financial assistance which provides monthly payments for children unable to reside with their family.</p> <p><u>Auxiliary Grants: Aged and Disabled</u> - financial assistance to low income aged, blind or disabled persons living in assisted living facilities.</p> <p><u>Refugee Resettlement</u> - medical and/or financial assistance to individuals/families admitted as Refugees under Section 207 of the Immigration and Nationality Act. Aid is limited to eight months.</p>	3,982,100	4,101,950	4,101,950	\$119,850	3.0%

Description	FY 19 Adopt	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p><u>Aid to Families with Dependent Children-Foster Care</u> - financial assistance to children in foster care who would be eligible for TANF if they were with their family. Payments for room and board, clothing, child care and transportation are made to foster parents or facilities where the child is located.</p> <p><u>Foster Care and Adoption</u> - provides services on behalf of children in need of temporary care who can no longer remain in their own homes and are in the agency's custody; provides services to a foster family, birth family and/or adopting family; provides services to child's family while working to return the child home; assists child in becoming a member of a new family unit through adoption.</p>					
Family Support (15.5 positions): Partnership between Albemarle County Public Schools and the Department of Social Services that provides prevention and intervention services to support children's growth and development, strengthen families, and promote school success through home, school, and community collaboration and also includes support to the Bright Stars program.	1,201,108	1,220,962	1,220,962	\$19,854	1.7%
Medicaid - UVA (11.0 positions): In conjunction with the State Medical Assistance Program, the State Department of Social Services, and the University of Virginia Medical Center, this program provides Medicaid benefits to medically indigent hospital patients and indigent clients treated in specified outpatient clinics at UVA.	577,512	755,707	755,707	\$178,195	30.9%
Housing Choice Voucher Program (6.0 positions): The Housing Choice Voucher Program provides rental assistance, on behalf of eligible and qualified families, to private sector landlords. Funding to support the assistance payments comes from the U.S. Department of Housing and Urban Development (HUD). This program also provides housing counseling and support for clients as they work toward obtaining their self-sufficiency goals.	397,282	401,297	469,081	\$71,799	18.1%
TOTAL, SOCIAL SERVICES	\$14,170,160	\$14,932,467	\$15,078,750	\$908,590	6.4%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

BRIGHT STARS PROGRAM

(Special Revenue Fund)

MISSION

The mission of the Bright Stars program is to increase the opportunities to learn for our children and their families by promoting family involvement and addressing risk factors that affect school performance.

DESCRIPTION

As of the FY 19 Adopted budget, there are eleven preschool classrooms currently serving 191 children enrolled in the Bright Stars Program in the following county schools: Agnor-Hurt (two classrooms: one classroom is VPI funded and one classroom is VPI funded with supportive braided funding from ECSE and Title I), Cale, Greer and Woodbrook (each with two VPI funded classrooms), Red Hill (one VPI funded classroom supported with Title I funding) and Scottsville and Stone-Robinson (each with one VPI funded classroom). In addition, the program has collaborated with the Early Education Task Force to place 13 children in private preschools, The International School of Charlottesville and the Jefferson Area Board of Aging (JABA) Shining Stars Preschool. Children are accepted into the Bright Stars Program based on selection criteria of individual and family risk factors that may negatively impact school success.

Funding is provided by the Virginia Preschool Initiative (VPI) grant administered by the Virginia Department of Education. The State identifies \$6,326 as the per child cost for preschool and allocates the state share based on Albemarle's composite index. The Bright Stars budget is based on a composite index for Albemarle of 0.5000 as currently capped by the state; therefore, Albemarle must provide a 50% local match in order to draw down the state funds, 25% of which can be matched with in-kind dollars. The actual FY 20 composite index for this program will not be determined by the state until after the County's FY 20 budget is adopted. In the event that the composite index is uncapped, which would require an increase in local funding, the additional local share would be recommended to be provided from a County reserve. Any adjustment in the composite index would then be planned for as part of future budget processes.

Local government funding for the program is provided through a budget transfer from the Department of Social Services budget to the Bright Stars Fund. Albemarle County Schools provide in-kind support, such as maintenance, utilities, and transportation. The Department of Social Services also provides in-kind support, such as support for overall management of the program including hiring and supervision of the family support workers. The Department of Social Services' Family Support program operates in conjunction with the Bright Stars program and is administered by the Albemarle County Department of Social Services. This program's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning section of this document.

FINANCIAL DATA

BRIGHT STARS FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Salaries	\$929,764	\$1,045,455	\$1,045,455	\$1,052,696	\$1,052,696	\$1,052,696	\$7,241	0.7%
Benefits	386,065	443,894	443,894	455,884	455,884	455,884	\$11,990	2.7%
Operating	84,085	94,445	94,445	94,590	94,590	94,590	\$145	0.2%
Capital Outlay	181	21,290	21,290	0	0	0	(\$21,290)	-100.0%
EXPENDITURE TOTAL	\$1,400,094	\$1,605,084	\$1,605,084	\$1,603,170	\$1,603,170	\$1,603,170	(\$1,914)	-0.1%
REVENUES								
Va. Preschool Initiative (State) & Federal	\$539,000	\$594,125	\$594,125	\$610,459	\$610,459	\$610,459	\$16,334	2.7%
Transfer from General Fund	861,977	999,959	999,959	992,711	992,711	992,711	(\$7,248)	-0.7%
Use of Bright Stars Fund Balance	0	11,000	11,000	0	0	0	(\$11,000)	-100.0%
REVENUE TOTAL	\$1,400,977	\$1,605,084	\$1,605,084	\$1,603,170	\$1,603,170	\$1,603,170	(\$1,914)	-0.1%
POSITIONS	21.1	23.5	23.5	23.5	23.5	23.5	0.0	0.0%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The Bright Stars Fund budget *decreases* by \$1,914 or 0.1% and reflects the following changes:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall “pay for performance reserve” is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Three experienced teachers have left the program and their positions have been filled at lower salary amounts.
- \$21,290 *decrease* in capital outlay due to not needing startup costs for a new classroom. FY 19 included startup costs for the second Woodbrook classroom.
- Revenues from the Virginia Preschool Initiative (state) and federal for this fund *increase* \$16,334 or 2.7%, which is attributable to the increase in the State’s per child funding by \$100 (from \$6,125 to \$6,326 with 50% composite index applied).

FY 20 Adopted Budget: There are no changes made to the recommended budget.

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County’s KPI information, including the County’s most recent citizen survey results, please visit the County’s performance management page on the website at www.albemarle.org/performance.

CHILDREN'S SERVICES ACT PROGRAM

(Special Revenue Fund)

DESCRIPTION

The mission of the Children's Services Act (CSA) program is to deliver a system of services and funding that is child-centered, family-focused, and community-based in serving troubled and at-risk children and families. Cooperative and comprehensive planning, interagency collaboration, and ongoing evaluation of services are conducted to ensure a cost-effective and efficient provision of services. The process of identifying needs, developing and delivering services for those children and youth who have or are at risk of developing behavioral or emotional problems is improved by the broad involvement of community groups and interested citizens. This program is funded from both local and state revenues. The current overall match ratio for these services ranges from 43.74% to 77.26% in state funding and 22.74% to 56.26% in local funding depending on the service provided.

FINANCIAL DATA

CSA FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Mandated Services	\$8,864,589	\$11,487,639	\$11,487,639	\$9,498,892	\$9,498,892	\$9,448,892	(\$2,038,747)	-17.7%
Non-Mandated Services	14,480	121,312	121,312	121,312	121,312	121,312	\$0	0.0%
EXPENDITURE TOTAL	\$8,879,069	\$11,608,951	\$11,608,951	\$9,620,204	\$9,620,204	\$9,570,204	(\$2,038,747)	-17.6%
REVENUES								
State	\$4,183,491	\$6,377,882	\$6,377,882	\$5,373,675	\$5,373,675	\$5,373,675	(\$1,004,207)	-15.7%
Federal	64,150	0	0	0	0	0	\$0	
School Fund Transfer	1,965,624	2,200,000	2,200,000	2,350,000	2,350,000	2,350,000	\$150,000	6.8%
General Fund Transfer	542,469	2,194,720	2,194,720	1,896,529	1,896,529	1,846,529	(\$348,191)	-15.9%
Use of CSA Fund Balance	0	836,349	836,349	0	0	0	(\$836,349)	-100.0%
REVENUE TOTAL	\$6,755,734	\$11,608,951	\$11,608,951	\$9,620,204	\$9,620,204	\$9,570,204	(\$2,038,747)	-17.6%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The CSA Fund budget *decreases* by \$1,988,747 or 17.1% and reflects the following changes:

- *Decrease* of \$1,988,747 or 17.3% in mandated services based on recent service trends.
- Overall corresponding *decrease* of \$1,988,747 or 17.1% in revenues, primarily due to:
 - \$1,004,207 or 15.7% *decrease* in State funding based on recent service trends.
 - \$836,349 *decrease* in the planned use of CSA Fund fund balance. The CSA Fund maintains a fund balance because expenses can vary significantly based on the number of children and families served in a given fiscal year as well as the types of services provided, and reimbursement match amounts provided by the state.
 - \$298,191 or 13.6% *decrease* in projected local government expenditures due to a decreased caseload as well as an increased use of community-based care choices that increased the State's reimbursement rate. This includes efforts such as the initiation of the Finding Families program, which coordinates and leads family finding efforts to prevent youth from entering foster care and decreases costs through prevention.

FY 20 Adopted Budget: The CSA Fund budget *decreases* by \$2,038,747 or 17.6% and reflects a *decrease* of \$50,000 in mandated services from the recommended budget.

HEALTH AND WELFARE CONTRIBUTIONS

(General Fund)

FINANCIAL DATA

HEALTH AND WELFARE CONTRIBUTIONS								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
ARC of the Piedmont	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	
Boys & Girls Club	\$45,000	\$55,000	\$55,000	\$68,750	\$56,650	\$56,650	\$1,650	3.0%
Bridge Line	\$15,000	\$15,450	\$15,450	\$19,313	\$15,914	\$15,914	\$464	3.0%
Bridge Ministry	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	
C'ville-Albemarle Health Department	\$703,784	\$731,396	\$731,396	\$753,338	\$753,338	\$753,338	\$21,942	3.0%
Charlottesville Free Clinic	\$116,699	\$116,699	\$116,699	\$116,699	\$116,699	\$116,699	\$0	0.0%
Central Virginia Health Services	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	
Computers4Kids	\$13,379	\$13,780	\$13,780	\$17,225	\$14,193	\$14,193	\$413	3.0%
Contribution to ABRT	\$18,300	\$18,900	\$0	\$0	\$0	\$0	(\$18,900)	-100.0%
Creciendo Juntos	\$0	\$0	\$0	\$2,500	\$0	\$0	\$0	
Front Porch Charlottesville	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	
Georgia's Healing House	\$0	\$0	\$0	\$25,000	\$24,560	\$24,560	\$24,560	
International Rescue Committee	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	
Jefferson Area Board for Aging (JABA)	\$427,985	\$377,985	\$377,985	\$377,985	\$377,985	\$377,985	\$0	0.0%
Jefferson Area CHIP	\$301,500	\$310,545	\$310,545	\$326,072	\$319,861	\$319,861	\$9,316	3.0%
Legal Aid Justice Center	\$38,700	\$38,700	\$38,700	\$48,375	\$39,435	\$39,435	\$735	1.9%
Light House Studio	\$0	\$0	\$0	\$20,000	\$16,642	\$16,642	\$16,642	
Literacy Volunteers	\$25,287	\$26,046	\$26,046	\$30,827	\$26,827	\$26,827	\$781	3.0%
MACAA	\$58,525	\$44,500	\$44,500	\$52,500	\$44,500	\$44,500	\$0	0.0%
Meals on Wheels	\$0	\$0	\$0	\$9,000	\$0	\$0	\$0	
On Our Own	\$0	\$0	\$0	\$20,000	\$13,179	\$13,179	\$13,179	
Partner for Mental Health	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	
Piedmont CASA	\$9,270	\$9,500	\$9,500	\$9,500	\$9,500	\$9,500	\$0	0.0%
Piedmont Virginia Community College	\$24,934	\$24,255	\$24,255	\$24,008	\$24,008	\$24,008	(\$247)	-1.0%
ReadyKids	\$68,291	\$70,340	\$70,340	\$87,925	\$72,450	\$72,450	\$2,110	3.0%
Region Ten	\$723,260	\$738,260	\$738,260	\$751,760	\$738,260	\$738,260	\$0	0.0%
Region Ten Treatment Center	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$0	0.0%
Sexual Assault Resource Agency	\$20,600	\$21,218	\$21,218	\$21,855	\$21,855	\$21,855	\$637	3.0%
Shelter for Help in Emergency	\$88,079	\$90,721	\$90,721	\$95,257	\$93,443	\$93,443	\$2,722	3.0%
Sin Barreras - Without Barriers	\$0	\$0	\$0	\$13,400	\$0	\$0	\$0	
Tax Relief for the Elderly/Disabled	\$965,041	\$950,000	\$1,000,000	\$1,020,000	\$1,020,000	\$1,020,000	\$70,000	7.4%
TJ Area Coalition for the Homeless	\$20,405	\$20,852	\$20,852	\$59,100	\$22,259	\$22,259	\$1,407	6.7%
United Way Self-Sufficiency Program	\$12,600	\$12,978	\$12,978	\$14,000	\$12,978	\$12,978	\$0	0.0%
United Way Childcare Scholarship Prog.	\$104,500	\$147,000	\$147,000	\$161,000	\$161,000	\$161,000	\$14,000	9.5%
Women's Initiative	\$14,000	\$14,420	\$14,420	\$15,000	\$14,853	\$14,853	\$433	3.0%
YMCA Childcare at Jeff. School City Center	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	
EXPENDITURE TOTAL	\$3,815,139	\$3,923,545	\$3,954,645	\$4,445,389	\$4,085,389	\$4,085,389	\$161,844	4.1%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected Budget:

- Provided \$57,534 of the Region Ten Treatment Center funding based on the Center being open for approximately three quarters of FY 19. The Center opened in September 2018.
- *Increase* of \$50,000 in Tax Relief for the Elderly/Disabled based upon expenditure trends for this program
- A *reduction* of \$18,900 in the contribution to the City as the result of a change in the County's ABRT review process that occurred in September 2018 as the result of the City choosing to conduct a comprehensive review of the ABRT process. This funding was transferred to OMB to accommodate the change in the FY 20 process. The County's FY 20 ABRT application process was co-managed by the County's Office of Management and Budget (OMB) and the Department of Social Services (DSS).

FY 20 Recommended Budget: Overall, Health and Welfare contributions *increase* \$161,844 or 4.1%:

- Charlottesville-Albemarle Health Department *increases* \$21,942 or 3.0% primarily due to the County's share of the Health Department's increased personnel costs.
- JABA's existing programs are level funded, as requested.
- Piedmont Virginia Community College's *decrease* of \$247 or 1.0% is based on the County's percentage of enrollment.

- Region Ten's existing programs are level funded. Unfunded requests include \$8,500 for additional funding for the Healthy Transitions program and \$5,000 for the Wellness Coalition program.
- Region Ten's Women's Treatment Center opened in September 2018 and is recommended for full funding.
- Tax Relief for the Elderly/Disabled *increases* \$70,000 or 7.4% based upon expenditure trends for this program.
- The United Way Childcare Scholarship Program *increases* \$14,000 or 9.5% to provide funding towards addressing the waitlist of families requiring child care assistance.
- All other recommendations are based on the County's Agency Budget Review Team (ABRT) process which include a total increase of \$106,125 for the following:
 - An *increase* of \$25,797 for currently funded programs rated as "exemplary";
 - An *increase* of \$80,328 to fund five new programs based on their "exemplary" ratings which is comprised of the following programs:

Georgia's Healing House	\$24,560
Light House Studio Community Programs	\$16,642
On Our Own of Charlottesville, Peer Resource & Recovery Center	\$13,179
Piedmont Housing Alliance, Affordable Housing Management & Dev. (<i>Found in the Community Development Chapter</i>)	\$25,000
TJACH/PACEM - Shelter Operations plus, Guest Advocacy/Secure Seniors Program	\$947

- Agencies that were funded in FY 19 and rated "solid" were recommended for level funding in FY 20.
- There were no agencies funded in FY 19 rated lower than "solid."

FY 20 Adopted Budget: There were no changes to the Recommended Budget.

SUMMARY OF AGENCY BUDGET REVIEW TEAM (ABRT) PROCESS

Unlike previous years, the FY 20 ABRT process was a County-only process pursuant to the Board of Supervisors' discussion on September 5, 2018. This process was co-managed by the Office of Management and Budget and the Department of Social Services. The FY 20 ABRT team was comprised of citizens and County staff members and used a streamlined process evaluating requests made by human services and other community agencies that are generally non-contractual or not based on another funding agreement. The application for funding is based on an outcome measurement model which requests information from agencies and programs about the concrete and measurable impact they are making in the communities they serve. Funding recommendations in FY 20 are based on the ABRT's rating for these agencies with exception of agencies that had an exemplary rating over the past two years. County staff reviewed those agencies' outcomes, FY 20 projections, and the agency's strategies to determine whether or not there were any significant changes over the prior year's application and determined whether or not these outcomes were met.

HEALTH AND WELFARE CONTRIBUTIONS

Description	FY 19 Adopted	FY 20 Requested	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<i>*Agencies reviewed by the City/County Agency Budget Review Team (ABRT)</i>						
* ARC of the Piedmont: Provides in-home, sponsored and group home residential services for individuals with intellectual and developmental disabilities to acquire, retain or refine the skills necessary to successfully live in the community.	\$0	\$50,000	\$0	\$0	\$0	
* Boys & Girls Club: The Boys & Girls Club mission is to inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible, and caring citizens.	\$55,000	\$68,750	\$56,650	\$56,650	\$1,650	3.0%
* The Bridge Line: The Bridge Line Place is a community-based vocational program serving residents of Charlottesville who have brain trauma injuries and the Thomas Jefferson Health District including Albemarle County, utilizing the Clubhouse model. The Bridge Line Place allows its members to learn valuable work and social skills to achieve vocational and independent living goals.	\$15,450	\$19,313	\$15,914	\$15,914	\$464	3.0%
* The Bridge Ministry: The Bridge Ministry works in Central Virginia to transform the lives of troubled men and their families by providing mentoring, vocational skills, education, and relationships they need to bridge the gap from addiction to productive community and family life. They accomplish this through a 12 month residential program in Buckingham County and a 6 month program in Charlottesville at their Intern House.	\$0	\$50,000	\$0	\$0	\$0	
Charlottesville-Albemarle Health Department: The Health Department provides comprehensive medical, clinical, and environmental protection services to the residents of the City of Charlottesville, and Albemarle, Greene, Nelson, Louisa, and Fluvanna Counties. Health services include: Environmental Health, Community Health Promotion, Clinical Services, and Growing Healthy Families.	\$731,396	\$753,338	\$753,338	\$753,338	\$21,942	3.0%
* Charlottesville Free Clinic: The Charlottesville Free Clinic provides free medical care, dental care, and free prescription drugs to people who are working but do not have health insurance and do not qualify for free care elsewhere.	\$116,699	\$116,699	\$116,699	\$116,699	\$0	0.0%
* Central Virginia Health Services: This program would offer integrated behavioral health services in Esmont, Va. in the offices of Southern Albemarle Family Practice. A full-time licensed clinical social worker would offer mental health care services and counseling on-site, in collaboration with medical providers.	\$0	\$15,000	\$0	\$0	\$0	
* Computers4Kids: Computers4Kids strives to improve low-income youth computer and learning skills through caring mentorship, structured training, a vibrant learning environment, and access to a computer and Internet services at home.	\$13,780	\$17,225	\$14,193	\$14,193	\$413	3.0%
Contribution to ABRT: Provides funding to the City of Charlottesville to coordinate the Agency Budget Review Team (ABRT) process.	\$18,900	\$0	\$0	\$0	(\$18,900)	-100.0%
* Creciendo Juntos: Its Latinx Leadership Initiative facilitates training, personal development, and the provision of a safe and supportive space to put more Latinx community members in leadership roles to increase better their representation in the community.	\$0	\$2,500	\$0	\$0	\$0	
* Front Porch Charlottesville: The Roots and Wings program provides free music education opportunities for children and families who could not otherwise afford them through tuition scholarships for lessons, outreach music classes for underserved youth, and free events at The Front Porch.	\$0	\$25,000	\$0	\$0	\$0	
* Georgia's Healing House: Georgia's Healing House provides a safe and structured therapeutic living environment to assist women recovering from substance addiction. The 12-bed home offers women support, mentoring and transitional services toward becoming productive and independent members of our community. Staff help connect women to community resources. Women are required to work and participate in a 12-step program.	\$0	\$25,000	\$24,560	\$24,560	\$24,560	
* International Rescue Committee (IRC): The IRC seeks to continue its Career Advancement Program services to assist refugees and other eligible immigrants to achieve their full career potential through career navigation support, advanced job readiness skills training, networking and mentorship, and workforce education, professional licensure and certification.	\$0	\$20,000	\$0	\$0	\$0	

Description	FY 19 Adopted	FY 20 Requested	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<i>*Agencies reviewed by the City/County Agency Budget Review Team (ABRT)</i>						
Jefferson Area Board for Aging (JABA): JABA provides planning, advocacy, and service coordination for people over 60 in Planning District Ten. In addition, it provides direct services to seniors, including congregate and home delivered meals, home safety, adult day care, volunteer and work opportunities, outreach, legal services, health screening, counseling and training, an Ombudsman for nursing home concerns, and support groups.	\$377,985	\$377,985	\$377,985	\$377,985	\$0	0.0%
* Jefferson Area Children's Health Improvement Program (CHIP): Jefferson Area CHIP provides nursing and family support services to low-income children, ages 0-6, and pregnant women to support nurturing homes and healthy kids, including supporting success by encouraging teen parents to continue their education, receive prenatal care, delay pregnancies, and raise a healthy child.	\$310,545	\$326,072	\$319,861	\$319,861	\$9,316	3.0%
* Legal Aid Justice Center: Legal Aid offers full representation in traditional poverty law areas, including housing, health, mental health services, consumer protection, employment, unemployment, and public benefits.	\$38,700	\$48,375	\$39,435	\$39,435	\$735	1.9%
* Light House Studio: Light House Studio provides hands-on, mentored film workshops to Charlottesville and Albemarle students. They are a nonprofit filmmaking center providing youth development by helping students expand their vision and show their work. They believe in the importance of collaboration and community, the creativity of young minds, and the lasting benefits of arts education.	\$0	\$20,000	\$16,642	\$16,642	\$16,642	
* Literacy Volunteers: Literacy Volunteers increases adult literacy by using trained volunteers to work with individuals one-on-one or in small groups. The program is aimed at adults reading below a sixth grade level.	\$26,046	\$30,827	\$26,827	\$26,827	\$781	3.0%
* Monticello Area Community Action Agency (MACAA): MACAA's mission is to improve the lives of people with low income by helping them become self-reliant, thereby enhancing the economic vitality and well-being of our community.	\$44,500	\$52,500	\$44,500	\$44,500	\$0	0.0%
* Meals on Wheels: Delivers hot, nutritious, medically appropriate meals to County residents living at or below the Federal poverty line, who are home bound, living alone and unable to prepare a hot meal. The meal delivery includes a wellness check, social contact and a window to the outside world.	\$0	\$9,000	\$0	\$0	\$0	
* On Our Own: On Our Own provides mutual support, self-help, advocacy, education, information, and referral services to individuals who have experienced significant problems in their lives due to a mental illness and who acknowledge this, and to advocate for positive changes within the traditional mental health system.	\$0	\$20,000	\$13,179	\$13,179	\$13,179	
* Partner for Mental Health: Assists people with mental illness achieve stability by acting as unbiased brokers of services, and advocating for timely and respectful service across the mental health care, physical health care, social services, and criminal justice systems.	\$0	\$30,000	\$0	\$0	\$0	
* Piedmont Court Appointed Special Advocates (CASA): CASA is a non-profit organization that trains and supervises volunteers to serve as court appointed special advocates for abused and neglected children. Its mission is to advocate for the best interests of these children, promoting and supporting safe, permanent and nurturing homes for child victims.	\$9,500	\$9,500	\$9,500	\$9,500	\$0	0.0%
Piedmont Virginia Community College (PVCC): PVCC is a nonresidential, two-year, public institution of higher education whose service areas include the City of Charlottesville and Counties of Albemarle, Fluvanna, Greene, Louisa, Nelson, and Buckingham. The college provides opportunities for individuals to pursue post-secondary educational, career, and personal goals.	\$24,255	\$24,008	\$24,008	\$24,008	(\$247)	-1.0%
* ReadyKids: ReadyKids provides programs which encourage healthy child development and positive family relationships through support and enrichment services, parent education, family therapy and brief-term shelter care.	\$70,340	\$87,925	\$72,450	\$72,450	\$2,110	3.0%

Description	FY 19 Adopted	FY 20 Requested	FY 20 Recomm	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
*Agencies reviewed by the City/County Agency Budget Review Team (ABRT)						
Region Ten: Region Ten is an agency of local government responsible for providing mental health, mental retardation, and alcohol and drug abuse services to citizens in Planning District Ten. Services include infant development, pre-screening, case management, group counseling, outpatient services, job training, forensic evaluations, crisis intervention, and supported living arrangements.	\$738,260	\$751,760	\$738,260	\$738,260	\$0	0.0%
Region Ten Women's Treatment Center: The Women's Treatment Center (WTC) is a proposed residential substance abuse treatment center for women, parenting women and young children. The WTC will ensure parenting women will have a safe, therapeutic residential program allowing women to keep their family intact while working toward recovery.	\$75,000	\$75,000	\$75,000	\$75,000	\$0	0.0%
* Sexual Assault Resource Agency (SARA): SARA provides crisis intervention and ongoing support to victims of sexual assault, preventative peer education for adolescents, child assault prevention programs, and special outreach programs.	\$21,218	\$21,855	\$21,855	\$21,855	\$637	3.0%
* Shelter for Help in Emergency (SHE): SHE provides temporary emergency shelter for victims of domestic violence, as well as 24-hour hotline, counseling, information and referral services, case management services, court advocacy, and free legal workshops. Additional services include a children's program, agency training, and community education.	\$90,721	\$95,257	\$93,443	\$93,443	\$2,722	3.0%
* Sin Barreras - Without Barriers: Sin Barreras is a small Charlottesville-based non-profit that focuses on outreach to the immigrant (primarily Hispanic) community, connecting individuals to services.	\$0	\$13,400	\$0	\$0	\$0	
Tax Relief for the Elderly and Disabled: Provides real estate and mobile home tax exemption for taxpayers who qualify under age, financial, or medical guidelines.	\$950,000	\$1,020,000	\$1,020,000	\$1,020,000	\$70,000	7.4%
* Thomas Jefferson Area Coalition for the Homeless (TJACH): TJACH works to reduce homelessness by initiating creative solutions and coordinating regional resources and services.	\$20,852	\$59,100	\$22,259	\$22,259	\$1,407	6.7%
* United Way: The Self-Sufficiency Program promotes financial stability for low income residents through free tax assistance, information and referral, and free medication assistance for uninsured persons.	\$12,978	\$14,000	\$12,978	\$12,978	\$0	0.0%
United Way: The Child Care Scholarship Program provides partial financial assistance for low income working families to help pay the cost of quality child care.	\$147,000	\$161,000	\$161,000	\$161,000	\$14,000	9.5%
* Women's Initiative: The mission of The Women's Initiative is to provide effective counseling services, social support and education to empower women to transform challenging life situations into opportunities for renewed well-being and personal growth.	\$14,420	\$15,000	\$14,853	\$14,853	\$433	3.0%
* YMCA Childcare at the Jefferson School Center: This program provides full-day, year-round, licensed child care 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.	\$0	\$20,000	\$0	\$0	\$0	
TOTAL, HEALTH AND WELFARE CONTRIBUTIONS	\$3,923,545	\$4,445,389	\$4,085,389	\$4,085,389	\$161,844	4.1%

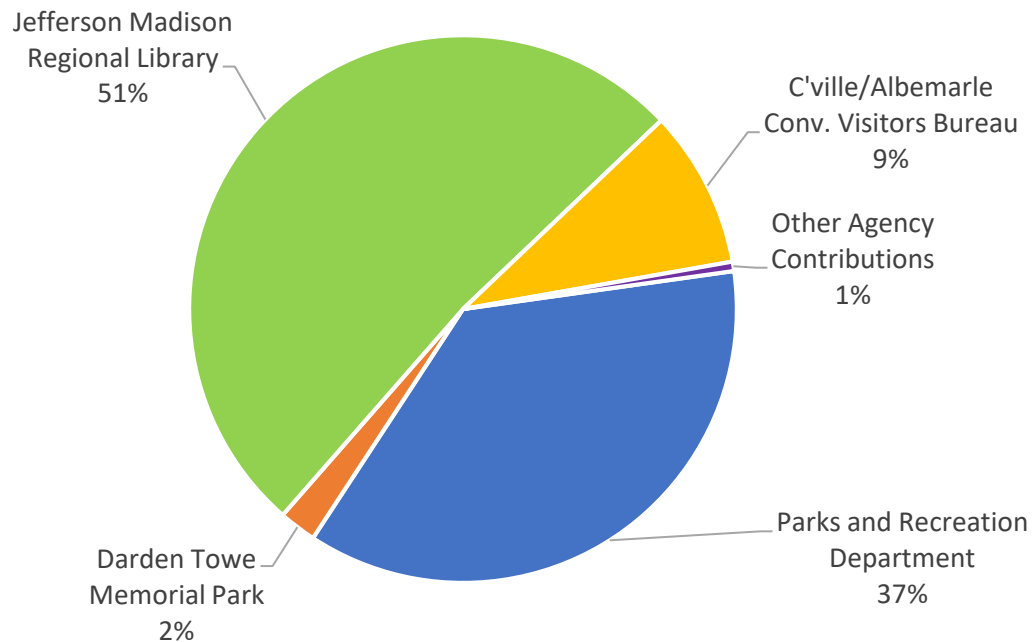


Parks & Recreation

• • • • • • • • • • • •

PARKS, RECREATION, AND CULTURE

FY 20 Adopted
Parks, Recreation & Culture Budget
\$9,146,376



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
Parks and Recreation Department	\$2,598,934	\$2,878,322	\$3,137,071	\$4,011,780	\$3,334,188	\$3,334,188	\$455,866	15.8%
Darden Towe Memorial Park	180,386	194,380	221,860	237,552	202,529	202,529	\$8,149	4.2%
Jefferson Madison Regional Library	4,422,777	4,583,927	4,583,927	4,705,746	4,705,746	4,705,746	\$121,819	2.7%
C'ville/Albemarle Conv. Visitors Bureau	841,946	839,004	839,004	853,213	853,213	853,213	\$14,209	1.7%
Other Agency Contributions	39,500	94,500	103,500	171,750	50,700	50,700	(\$43,800)	-46.3%
TOTAL	\$8,083,543	\$8,590,133	\$8,885,362	\$9,980,041	\$9,146,376	\$9,146,376	\$556,243	6.5%



PARKS AND RECREATION DEPARTMENT

MISSION

In partnership with our residents, the mission of the Parks and Recreation Department is to preserve, protect, maintain and enhance its natural resources, public parkland, open spaces, trails and recreation facilities for current and future generations in a safe and secure environment.

DESCRIPTION

Parks and Recreation provides comprehensive programs, facilities and services which respond to changing needs within our community that enhance the overall quality of life and general well-being of citizens and visitors.

GOALS

- Continually and proactively maintain existing service and maintenance quality levels;
- To preserve, protect and maintain the County's natural resources;
- Incrementally increase cost recovery on all fee-based activities;
- Ensure excellent internal and external customer service;
- Continue to seek opportunities to reduce expenditures while maintaining service levels; and
- Emphasize volunteer recruitment by seeking community support and partnerships to increase the total number of volunteer service hours in the maintenance and development of its recreational trail and greenway/blueway system in order to reduce expenditures while maintaining service levels.

Additional information about this Department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this Document.

FINANCIAL DATA

PARKS & RECREATION DEPARTMENT								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$1,398,341	\$1,557,645	\$1,595,271	\$1,680,793	\$1,680,793	\$1,783,072	\$225,427	14.5%
BENEFITS	375,374	413,915	418,385	450,393	450,393	492,310	\$78,395	18.9%
OPERATING	680,401	709,585	826,018	876,508	826,508	839,709	\$130,124	18.3%
CAPITAL OUTLAY	144,818	163,177	223,177	175,578	175,578	219,097	\$55,920	34.3%
RESOURCE PLANS	0	34,000	74,221	828,508	200,916	0	(\$34,000)	-100.0%
EXPENDITURE TOTAL	\$2,598,934	\$2,878,322	\$3,137,071	\$4,011,780	\$3,334,188	\$3,334,188	\$455,866	15.8%
REVENUE								
LOCAL FEES	\$327,873	\$338,758	\$325,168	\$360,004	\$360,004	\$360,004	\$21,246	6.3%
TRANSFER FROM TOURISM FUND	1,079,599	853,195	853,195	922,617	922,617	922,617	\$69,422	8.1%
REVENUE TOTAL	\$1,407,472	\$1,191,953	\$1,178,363	\$1,282,621	\$1,282,621	\$1,282,621	\$90,668	7.6%
NET COST	\$1,191,462	\$1,686,369	\$1,958,708	\$2,729,159	\$2,051,567	\$2,051,567	\$365,198	21.7%
POSITIONS	17.8	17.8	19.8	29.8	21.8	21.8	4.0	22.5%
(permanent positions only)								

OVERVIEW/ NOTABLE CHANGES

FY 19 Projected:

- Includes \$144,600 for expenditures re-appropriated from FY 18 to FY 19, appropriations of \$51,459 for a Trail Crew Technician position, and \$40,000 for monitoring and treating Chris Greene Lake for toxic algae blooms. An additional position for a Recreation Program Supervisor was added to the budget after the FY 19 budget was approved, but before the beginning of the FY 19 fiscal year.

FY 20 Recommended Budget for the Parks and Recreation Department *increases* \$455,866 or 15.8% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall “pay for performance reserve” is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Continues funding for two aforementioned positions approved in FY 19.
- *Increase* of \$116,923 or 16.5% in Operating costs primarily due to:
 - \$49,646 *increase* for lake testing and monitoring for algae blooms.
 - \$30,000 *increase* in contract services for a master plan for Charlotte Humphris Park.
 - \$11,000 *increase* for advertising of parks and athletics & classes based on Recreation Needs Assessment recommendation.
 - \$9,000 *increase* for one complete volleyball system. One system will be replaced and installed each year for the next six years.
 - \$5,000 *increase* for repairs for Community Center heating systems and related utilities.
 - \$3,000 *increase* for Porta Johns due to increased activities and events.
- *Increase* of \$12,401 or 7.6% in Capital Outlay expenditures, primarily due to:
 - \$21,000 *increase* for new machinery which includes a Ditch Witch Brush Cutter & Dump Trailer.
 - \$13,500 *decrease* in replacement machinery needed in FY 20 per replacement schedule.
- The Resource Plans category includes an increase of \$166,916 for 2.0 FTEs based on the Community Recreation Needs Assessment recommendations - Facilities Maintenance Supervisor position and Park & Greenbelt Planner position.
- Unfunded requests total \$677,592 for 4.0 additional FTEs based on the Community Recreation Needs Assessment recommendations; 4.0 FTEs and associated operating and equipment costs for parks that are not planned to open in FY 20 based on the Capital Improvement Plan; and a master plan for the Milton boat launch.
- *Increase* of \$90,668 or 7.6% in related revenues primarily due to an anticipated increase in transient occupancy tax revenues transferred from the Tourism Fund and an increase in local fees.

FY 20 Adopted Budget: Funding for the Facilities Maintenance Supervisor position and Park & Greenbelt Planner position, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration (3.0 positions): This program provides coordination, resources, and support for all other department programs. This includes overseeing the maintenance of over 3,300 acres of parkland, 50 miles of greenway and recreational trails, 44 athletic fields, the programming of recreational activities, and the construction of several capital projects each year.	\$381,156	\$623,154	\$429,124	47,968	12.6%
Athletics and Classes (1.0 position): This program provides organized athletic programs for adults and youth, and partners with other organizations to provide a wide range of organized athletic programs and classes for area residents. This division also serves as a liaison with the various youth and adult athletic organizations and provides field maintenance and scheduling.	233,755	258,456	258,456	24,701	10.6%
Community Centers (0.75 position): This program currently operates community centers at Greenwood, Scottsville, and the Meadows in Crozet. These community centers provide space for community activities such as public skating, senior programs, public meetings, athletic programs, classes, and benefit dances.	100,400	133,601	133,601	33,201	33.1%
Maintenance (16.0 positions): The Maintenance program provides maintenance and support for all County parks, greenway/recreational trails, athletic fields, school playgrounds, and recreation programs. Areas maintained include: Preddy Creek, Byrom, Walnut Creek, Chris Greene, Mint Springs, Beaver Creek, Dorrier Park, Totier Creek, Ivy Creek Natural Area, Crozet Park, Charlotte Humphris Park, Simpson Park, Greenwood, Meadows, and Scottsville Community Centers, and the Milton, Hatton, Warren, and Scottsville boat launches.	1,558,046	1,703,926	1,897,956	339,910	21.8%

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Special Activities: This program provides special activities and events for County residents, coordinates therapeutic programs and supports the McIntire Skate Park with the City of Charlottesville, and in cooperation with the School Division, operates a 4-week summer program at 12 sites throughout the County. This division also coordinates several annual events with other groups and agencies.	216,290	218,405	218,405	2,115	1.0%
Summer Swim Program: This program provides lifeguard supervision and swimming instruction for the beaches at Chris Greene, Mint Springs, and Walnut Creek and provides other park management duties during summer months.	209,173	224,194	224,194	15,021	7.2%
Teen Programs (1.0 position): The Teen Programs, in cooperation with the School Division, operate programs for County middle school students in tennis, basketball, volleyball, and track.	179,502	172,452	172,452	(7,050)	-3.9%
TOTAL, PARKS AND RECREATION DEPARTMENT	\$2,878,322	\$3,334,188	\$3,334,188	455,866	15.8%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

DARDEN TOWE PARK FUND

MISSION

In partnership with our residents, the mission of the Parks and Recreation Department is to preserve, protect, maintain and enhance its natural resources, public parkland, open spaces, trails and recreation facilities for current and future generations in a safe and secure environment.

DESCRIPTION

The Albemarle County Parks and Recreation Department is responsible for the operation of Darden Towe Memorial Park, a 113-acre, multi-use recreational facility. Darden Towe Park has the largest and most heavily used athletic fields in the City and the County. The expenses of operating the park are shared by the City (31.3%) and the County (68.7%) based on the regional agreement and most recent population data available at the time of developing the Recommended Budget. The actual funding shares will be based upon the updated population report from the Weldon Cooper Center for Public Service.

FINANCIAL DATA

DARDEN TOWE PARK FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$102,204	\$117,631	\$117,631	\$126,120	\$126,120	\$126,120	\$8,489	7.2%
BENEFITS	47,312	51,429	51,429	53,824	53,824	53,824	\$2,395	4.7%
OPERATING	93,272	110,734	150,734	159,344	108,344	108,344	(\$2,390)	-2.2%
CAPITAL OUTLAY	36,460	26,000	26,000	30,000	30,000	30,000	\$4,000	15.4%
EXPENDITURE TOTAL	\$279,248	\$305,794	\$345,794	\$369,288	\$318,288	\$318,288	\$12,494	4.1%
REVENUES								
NON-COUNTY SHARE								
CITY PORTION	82,797	88,684	101,204	108,372	92,395	92,395	\$3,711	4.2%
RECREATION FEES	12,869	13,610	13,610	14,244	14,244	14,244	\$634	4.7%
OTHER LOCAL	9,274	9,120	9,120	9,120	9,120	9,120	\$0	0.0%
NON-COUNTY SHARE TOTAL	\$104,940	\$111,414	\$123,934	\$131,736	\$115,759	\$115,759	\$4,345	3.9%
COUNTY SHARE	\$180,386	\$194,380	\$221,860	\$237,552	\$202,529	\$202,529	\$8,149	4.2%
TOTAL REVENUES	\$285,326	\$305,794	\$345,794	\$369,288	\$318,288	\$318,288	\$12,494	4.1%
POSITIONS	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0%

Note: The County serves as the fiscal agent for the Darden Towe Park Fund and maintains separate accounts for this activity. Only the County's share, shown above, is reflected in the General Fund.

OVERVIEW/ NOTABLE CHANGES

FY 19 Projected: Includes \$40,000 for expenditures re-appropriated from FY 18 to FY 19.

FY 20 Recommended Budget: The Darden Towe Park Fund budget *increases* \$12,494 or 4.1%, and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Additional increases to salaries and benefits include \$1,751 for temporary wages.
- *Increase* of \$4,000 or 15.4% in Capital Outlay based on the age, lifecycle and inventory of equipment.
- Unfunded requests total \$50,000 for a master plan. This funding may be considered through the BOS Strategic Priority Support Reserve. For more information on this Reserve please see the Non-Departmental section of this document.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

JEFFERSON MADISON REGIONAL LIBRARY

DESCRIPTION

The Jefferson Madison Regional Library (JMRL) provides public library services to the residents of the City of Charlottesville and the counties of Albemarle, Greene, Louisa, and Nelson.

FINANCIAL DATA

Jefferson Madison Regional Library								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Jefferson Madison Regional Library	\$4,422,777	\$4,583,927	\$4,583,927	\$4,705,746	\$4,705,746	\$4,705,746	\$121,819	2.7%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The contribution to Jefferson Madison Regional Library (JMRL) *increases* \$121,819 or 2.7% and includes funding for the following:

- \$90,948 *increase* for the County's share of existing library system costs per the regional JMRL agreement. This amount includes the County's share of the second year of implementing a salary compression remedy, which JMRL is phasing in over three years. Salary compression is when there is only a small difference in pay between employees in the same job, regardless of their skills or experience.
- \$22,990 *increase* for a part-time position at the Crozet Library based on increased usage of that library (e.g. circulation, visitors, and programs).
- \$7,881 net *increase* for a part-time position at the Scottsville Library to ensure adequate staff coverage and support programs. The total cost of this position is \$18,798; JMRL is requesting to repurpose personnel savings and substitute wages to fund most of the cost of this change.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

RECREATION AND CULTURAL AGENCY CONTRIBUTIONS

FINANCIAL DATA

AGENCY CONTRIBUTIONS								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
RECREATION AND CULTURAL AGENCIES								
African Amer. Cultural Fest. / Chihamba	\$2,700	\$3,000	\$4,500	\$3,000	\$3,000	\$3,000	\$0	0.0%
Arts and Culture Initiative Contingency	\$0	\$50,000	\$50,000	\$0	\$0	\$0	(\$50,000)	-100.0%
C'ville/Albemarle Conv. Visitors Bureau	\$841,946	\$839,004	\$839,004	\$853,213	\$853,213	\$853,213	\$14,209	1.7%
Charlottesville Ballet	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	
Charlottesville Opera	\$3,800	\$3,800	\$5,800	\$0	\$0	\$0	(\$3,800)	-100.0%
Hamner Theater	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	
Jefferson School African American Heritage Cntr	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	
Municipal Band	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$0	0.0%
Paramount Theater	\$2,500	\$2,500	\$6,500	\$10,000	\$2,500	\$2,500	\$0	0.0%
Piedmont Va. Comm. College - Festival of Cultures	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	
Rivanna Conservation Alliance - FLOW Festival	\$0	\$4,700	\$4,700	\$5,000	\$4,700	\$4,700	\$0	0.0%
Virginia Discovery Museum	\$2,500	\$2,500	\$4,000	\$10,000	\$2,500	\$2,500	\$0	0.0%
Virginia Festival of the Book	\$10,000	\$10,000	\$10,000	\$11,000	\$10,000	\$10,000	\$0	0.0%
Virginia Film Festival	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0.0%
WNRN Radio	\$0	\$0	\$0	\$4,750	\$0	\$0	\$0	
TOTAL AGENCY CONTRIBUTIONS	\$881,446	\$933,504	\$942,504	\$1,024,963	\$903,913	\$903,913	(\$29,591)	-3.2%
REVENUE								
TRANSFER FROM TOURISM FUND	869,646	862,004	862,004	876,213	876,213	876,213	\$14,209	1.6%
REVENUE TOTAL	\$869,646	\$862,004	\$862,004	\$876,213	\$876,213	\$876,213	\$14,209	1.6%
NET COST	\$11,800	\$71,500	\$80,500	\$148,750	\$27,700	\$27,700	(\$43,800)	-61.3%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected:

- The following agencies received additional contributions from a Virginia Commission of the Arts grants mid-year.
 - African American Cultural Festival / Chihamba \$1,500
 - Charlottesville Opera \$2,000
 - Paramount Theater \$4,000
 - Virginia Discovery Museum \$1,500

FY 20 Recommended Budget: Overall, Recreation and Cultural Agency contributions *decrease* by \$29,591 or 3.2% and reflect the following changes:

- The FY 19 Adopted Budget included \$50,000 for an Arts and Culture Initiative Contingency as a reserve intended to support arts and culture initiatives that are one-time costs and will support the County's strategic and economic development goals. The FY 20 Recommended Budget does not include this reserve.
- The Charlottesville Albemarle Convention and Visitors Bureau (CACVB) contribution *increases* \$14,209 or 1.7%. This amount is determined by an agreement between the County and City of Charlottesville in which funding for the CACVB is based on a percentage of received transient occupancy tax revenues.
- The remaining agencies' funding requests were reviewed by the County's Cultural and Festival Agency Review Team. The team recommends continued funding for the agencies that received funding from the County in the FY 19 Adopted budget except for the following:
 - The Charlottesville Opera did not submit a request for FY 20, hence it was not funded.
 - Inclusion of \$10,000 for the Jefferson School African American Heritage Center to support its education program with a salary for an Education Curator position to manage its local African American history educational activities for youth and adults as well as the expansion of additional initiatives with the County that honor the area's historic African American heritage.

FY 20 Adopted Budget: There were no changes to the Recommended Budget.

Agency	FY 19 Adopted	FY 20 Request	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
<i>* Funding offset by Tourism Fund revenues</i>						
*African American Cultural Arts Festival (Chihamba): Chihamba is a non-profit community organization dedicated to providing a better understanding of African Cultures through music and dance. Chihamba hosts the Annual African American Cultural Arts Festival at Washington Park. The Festival is a 3 - 4 day event involving entertainment, education, and/or presentations.	\$3,000	\$3,000	\$3,000	\$3,000	\$0	0.0%
Arts and Culture Initiative Contingency: This reserve was included in the FY 19 Adopted Budget and was intended to support arts and culture initiatives that are one-time costs and will support the County's strategic and economic development goals.	\$50,000	\$0	\$0	\$0	(\$50,000)	-100.0%
*Charlottesville-Albemarle Convention and Visitors Bureau: The Visitor's Bureau was established to promote Charlottesville and Albemarle County to out-of-town visitors. It has two main programs: a marketing office to promote local attractions and services, and a visitor's center to assist visitors with travel services. Funding for the Visitor's Bureau is based on 30% of the prior year's transient occupancy tax receipts.	839,004	853,213	853,213	853,213	\$14,209	1.7%
Charlottesville Ballet: This is a professional ballet company, dance academy, and outreach program (Chance To Dance). It provides free performances to underserved communities; the academy provides dance education to all students, regardless of resources or ability; and the outreach program provides free dance classes and select lifetime scholarships to at-risk youth.	0	20,000	0	0	\$0	
Charlottesville Opera: Formerly held at Ash Lawn-Highland and now at the Paramount Theater, the Charlottesville Opera (formerly the Ash Lawn Opera) hosts a Summer Opera Festival and other musical and dramatic presentations. It also sponsors several educational programs for area children.	3,800	0	0	0	(\$3,800)	-100.0%
Hamner Theater The goal of the Hamner Theater is to produce original and established theater works, provide educational opportunities for the community including play readings, improv, classes and small workshop productions as well as supporting the Virginia Playwrights and Screenwriters Initiative (VPSI). Prior to moving to its current studio at Crozet Arts, it was based at the Rockfish Valley Community Center.	0	75,000	0	0	\$0	
Jefferson School African American Heritage Center: Located in the Jefferson School City Center, The Jefferson School African American Heritage Center's mission is to honor and preserve the rich heritage and legacy of the African-American community of Charlottesville-Albemarle, Virginia and to promote a greater appreciation for, and understanding of, the contributions of African Americans and peoples of the diaspora locally, nationally and globally.	0	10,000	10,000	10,000	\$10,000	
Municipal Band of Charlottesville: The Municipal Band represents and serves members of the Charlottesville-Albemarle community. Its goal is to contribute to the cultural enjoyment and education of area residents by providing free concerts to the public.	8,000	8,000	8,000	8,000	\$0	0.0%
Paramount Theater: The Paramount Theater serves approximately 13,000 students annually through live educational performances, each coupled with SOL objectives, classroom enrichment activities and study guides.	2,500	10,000	2,500	2,500	\$0	0.0%
Piedmont Virginia Community College (PVCC) Educational Foundation PVCC's annual Festival of Cultures is a free event held at Washington Park to celebrate cultural diversity engaging citizens, including both native residents and resettled immigrants and refugees. It supports the Albemarle County Public School families who represent more than 70 different countries and languages. This one-day event includes cultural exhibits, performances, food, vendors and local service agencies.	0	5,000	0	0	\$0	
Rivanna Conservation Alliance - FLOW Festival: This annual Rivanna River Arts Festival is a celebration of the Rivanna and of the inspiration it provides to all who experience its banks. FLOW is a one-day festival with numerous events showcasing the creative merging of multi-disciplinary cultural experiences and eco-tourism.	4,700	5,000	4,700	4,700	\$0	0.0%
Virginia Discovery Museum (VDM): VDM provides exhibits, programs, and community events that are accessible to all families during the first years of life that are essential to future learning.	2,500	10,000	2,500	2,500	\$0	0.0%
*Virginia Festival of the Book: The mission of the Virginia Festival of the Book is to bring together writers and readers and to promote and celebrate books, reading, literacy, and literary culture.	10,000	11,000	10,000	10,000	\$0	0.0%
*Virginia Film Festival: The Virginia Film Festival is an annual festival that celebrates film and the way it impacts and reflects American and Virginian culture.	10,000	10,000	10,000	10,000	\$0	0.0%
WNRN Radio: WNRN's mission is to strengthen communities through arts, music, and education with its 80,000 weekly listeners in Central Virginia and over 150,000 additional listeners per week via online streaming and mobile apps.	0	4,750	0	0	\$0	
TOTAL	\$933,504	\$1,024,963	\$903,913	\$903,913	(\$29,591)	-3.2%

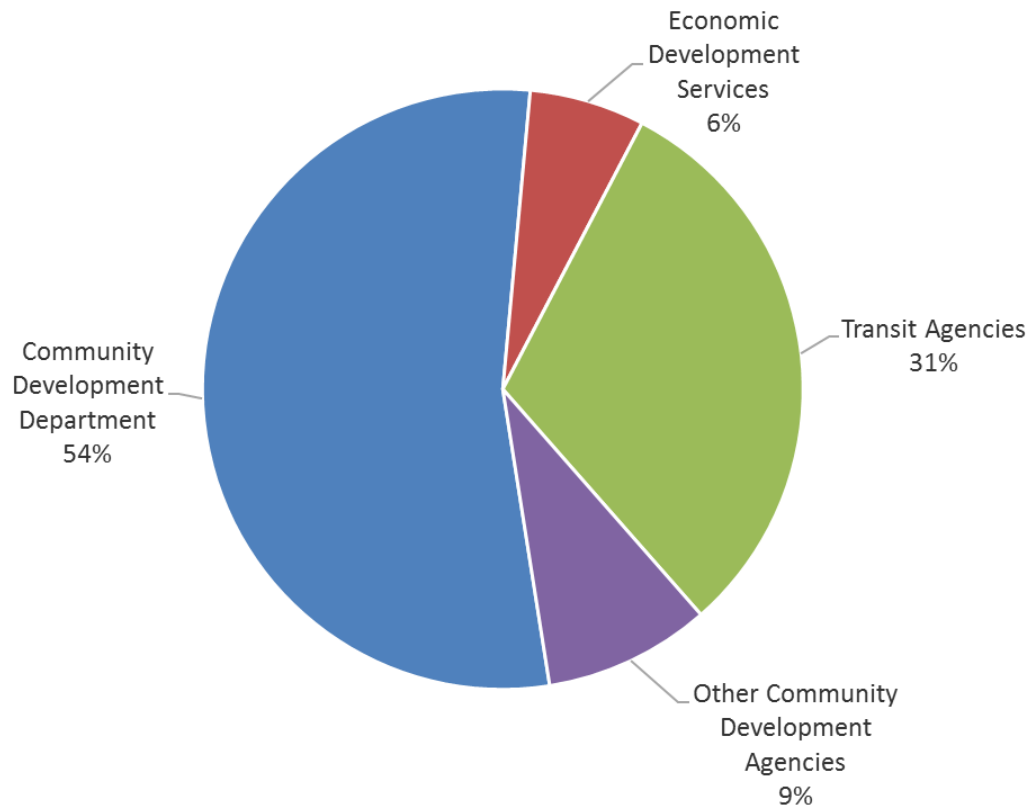


Community Development

• • • • • • • • • • • •

COMMUNITY DEVELOPMENT

FY 20 Adopted
Community Development Budget
\$10,697,465



	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Community Development Department	\$5,092,313	\$5,541,049	\$5,758,620	\$6,435,956	\$5,772,668	\$5,772,668	\$231,619	4.2%
Economic Development Services	3,697,602	448,623	3,686,617	743,968	664,331	664,331	\$215,708	48.1%
Transit Agencies	2,696,528	3,115,431	3,115,431	3,382,515	3,221,050	3,300,314	\$184,883	5.9%
Other Community Development Agencies	1,269,131	926,850	926,865	969,091	960,152	960,152	\$33,302	3.6%
TOTAL	\$12,755,574	\$10,031,953	\$13,487,533	\$11,531,530	\$10,618,201	\$10,697,465	\$665,512	6.6%



COMMUNITY DEVELOPMENT DEPARTMENT

MISSION

The mission of Community Development is to advance Albemarle County's recognition as a leader in providing an exceptional quality of life, creating a sustainable community, and protecting natural resources.

DESCRIPTION

Community Development is the County's steward for natural resources and the built environment. As that steward, Community Development will:

- Develop County ordinances and policies that support the County's vision;
- Communicate with the entire community on the development and administration of ordinances and policies;
- Enforce County ordinances and policies in a fair and consistent manner; and
- Improve the expertise of staff through ongoing professional development.

GOALS

Community Development will ensure ordinances are fairly and consistently enforced by:

- Providing detailed guidance on applications and processes to the community; and
- Improving consistency and compliance through the establishment of standard operating procedures and assuring those procedures are used.

Community Development will promote "open government" by:

- Accurately documenting and sharing our work with the community in a timely manner; and
- Assisting the entire community in understanding ordinances and policies through publications, using a variety of media and community outreach.

Community Development will assist in the development of policies by:

- Having the decision-makers endorse our work program and processes when starting new initiatives;
- Ensuring the community understands the processes and schedule;
- Assuring the viewpoints of the affected community are part of policy considerations; and
- Applying our full professional knowledge and expertise to policy initiatives.

Community Development will continuously improve the expertise of our staff by:

- Assuring that training and professional development opportunities are available to improve the expertise and quality of service for all staff;
- Communicating with our peer organizations to ensure that Community Development is always seeking better ways of doing work and sharing our expertise; and
- Providing a positive work environment that encourages staff to bring forward ideas and changes that will improve the Department.

Additional information about this Department's support of the County's Strategic Plan goals and objectives is included in the Strategic Planning Section of this document.

FINANCIAL DATA

COMMUNITY DEVELOPMENT DEPARTMENT								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$3,537,368	\$3,833,567	\$3,920,733	\$3,815,742	\$3,815,742	\$3,964,114	\$130,547	3.4%
BENEFITS	1,173,993	1,324,313	1,309,094	1,305,087	1,305,087	1,357,937	\$33,624	2.5%
OPERATING	302,055	298,747	440,312	313,744	313,744	349,980	\$51,233	17.1%
CAPITAL OUTLAY	78,897	84,422	88,481	55,807	55,807	79,107	(\$5,315)	-6.3%
CONTINGENCY	0	0	0	21,530	21,530	21,530	\$21,530	
RESOURCE PLANS	0	0	0	924,046	260,758	0	\$0	
EXPENDITURE TOTAL	\$5,092,313	\$5,541,049	\$5,758,620	\$6,435,956	\$5,772,668	\$5,772,668	\$231,619	4.2%
REVENUE								
LOCAL NON-TAX	\$980,765	\$601,198	\$866,101	\$788,866	\$788,866	\$788,866	\$187,668	31.2%
TRANSFER FROM WATER RESOURCES FUND	158,756	297,384	297,384	283,249	283,249	283,249	(\$14,135)	-4.8%
REVENUE TOTAL	\$1,139,521	\$898,582	\$1,163,485	\$1,072,115	\$1,072,115	\$1,072,115	\$173,533	19.3%
NET COST	\$3,952,792	\$4,642,468	\$4,595,135	\$5,363,841	\$4,700,553	\$4,700,553	\$58,086	1.3%
POSITIONS	54.5	57.5	58.5	67.5	59.5	59.5	2.0	3.5%

Note: During FY 18, the Office of Housing was reorganized and combined with the Community Development Department (CDD) and Department of Social Services. For comparison purposes, the FY 18 figures in the above table have been revised to include costs previously budgeted in the Office of Housing that are now budgeted in CDD.

The Inspections Division is organizationally a part of Community Development; however, because of reporting requirements, it is included in the Public Safety functional area. The chart below combines the costs and personnel for the entire Community Development Department. See the Public Safety chapter for details of the Inspections budget.

COMMUNITY DEVELOPMENT DEPARTMENT (including Inspections Division)								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
COMMUNITY DEVELOPMENT	\$5,092,313	\$5,541,049	\$5,758,620	\$6,435,956	\$5,772,668	\$5,772,668	\$231,619	4.2%
INSPECTIONS	1,440,479	1,502,753	1,471,077	1,496,964	1,496,964	1,496,964	(\$5,789)	-0.4%
EXPENDITURE TOTAL	\$6,532,792	\$7,043,802	\$7,229,697	\$7,932,920	\$7,269,632	\$7,269,632	\$225,830	3.2%
POSITIONS	72.5	75.5	76.5	85.5	77.5	77.5	2.0	2.6%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected:

- Includes \$76,074 for a Housing Planner position in order to provide for training and succession planning before the Chief of Housing's retirement in July 2019 and an appropriation of \$146,407 for expenditures re-appropriated from FY 18 to FY 19.

FY 20 Recommended Budget: The Community Development Department budget *increases* \$231,619 or 4.2% and reflects the following:

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- Overall, salaries and related benefits are decreasing from the FY 19 Adopted Budget in total due to the retirement of several experienced personnel, whose positions have been filled at lower salaries and related benefits. This includes the Chief of Housing position, which is eliminated in FY 20 and replaced by the Housing Planner position approved mid-year in FY 19.
- Increase* of \$14,997 or 5.0% in Operating expenditures, primarily due to legal services for the Board of Zoning Appeals, and increases in expenditures based on analysis of rates and trends such as telecommunications, fuel, and automotive insurance.
- Decrease* of \$28,615 or 33.9% in capital outlay expenditures, primarily due to the age, lifecycle, and inventory of equipment anticipated for replacement.
- Includes \$21,530 in contingency to provide for part-time temporary wages to assist with outreach and permitting if the Board of Supervisors approves changes to transient lodging regulations. If no changes are made, this funding can be reallocated mid-year to the Reserve for Contingencies (Non-Departmental chapter of this document).
- The Resource Plans category includes full year costs of \$143,396 for a Deputy Director position, \$85,362 for a Zoning Compliance Officer position, and \$32,000 to support water quality and stream health in the County by

supplementing the Virginia Conservation Assistance Program that is administered by the Thomas Jefferson Soil and Water Conservation District.

- Unfunded requests include \$663,288 for a Geographic Information Systems Programmer position, a Senior Planner position, a Permit Technician position, Bonds Management Engineer position, a Development Tracking System Technician position, and three Zoning Compliance and Enforcement positions.
- *Increase* of \$173,533 or 19.3% in related revenues, primarily based on the amount of development activity anticipated in the County.

FY 20 Adopted Budget: Funding for the Deputy Director position, the Zoning Compliance Officer position, and funding to support water quality and stream health, previously noted in the Resource Plans category, has been reallocated to the Salaries, Benefits, Operating, and Capital Outlay categories in the Financial Data table for the FY 20 Adopted Budget.

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Administration (5.0 positions): This includes the department director, deputy director, assistant to the director, management analyst, and housing planner. Beyond administration of the department's budget, this includes bonds management, performance management, special projects (as annually established by the department's work program), departmental policy and procedures, and housing.</p> <p>Information Services (10.0 positions): This program provides services such as reception, application intake and permit processing, records management, general support services GIS, and data management. This division works closely with the other Community Development divisions to ensure department processes, policies, and procedures are current, coordinated, and effective for both staff and the general public.</p> <p>Engineering (6.0 positions) This division includes the County Engineer, engineer plan reviewers, and engineering inspectors. The program includes engineering reviews and inspections as required by the Wastewater and Water Systems Ordinance, Subdivision Ordinance, Water Protection Ordinance, and Zoning Ordinance, as well as advising the County and customers on other engineering related issues (e.g. dam safety).</p> <p>Planning (22.5 positions): This program manages the County's Comprehensive Planning Program and coordinates the County's development review process for both legislative and ministerial applications (e.g. site plans, subdivisions, rezonings, special use permits). Activities include site plan/subdivision plat review and evaluation, development and maintenance of the Comprehensive Plan and other planning activities in transportation, housing, public facilities and utilities, and resource protection. This program administers the Agricultural/Forestal District program and the Acquisition of Conservation Easement program, and provides support for the Architectural Review Board and the Historic Preservation Committee.</p>	\$5,541,049	\$5,772,668	\$5,772,668	\$231,619	4.2%

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Zoning (13.0 positions): The Zoning program is responsible for ensuring that activities relating to land use comply with the Albemarle County Zoning Ordinance and various sections of the Albemarle County Code. Responsibilities include administration of the Subdivision Ordinance and inspection, enforcement, and administration of the Zoning Ordinance.					
E911-Planning/Geographic Data Services (3.0 positions): This program is managed as part of Information Services, but budgeted as a separate program due to its dedicated funding source. This program provides mapping, graphics, demographic data and geographic information resources as required for the E911 system.					
TOTAL, COMMUNITY DEVELOPMENT DEPARTMENT	\$5,541,049	\$5,772,668	\$5,772,668	\$231,619	4.2%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

ECONOMIC DEVELOPMENT SERVICES

MISSION

To attract additional financial resources into the community through responsible economic development activities that enhance the County's competitive position and result in quality job creation and career employment opportunities, increased tax base, enhanced natural resources and community character, and an improved quality of life for all citizens.

DESCRIPTION

The work in the Economic Development Office (EDO) is guided by the Economic Development Strategic Plan, called Project ENABLE (Enable A Better Life Economically), approved by the Board of Supervisors in December 2018.

GOALS

Goal 1 – Strengthen existing business retention and/or expansion (BRE) to help existing businesses be successful

- Objective 1 – Lead the formalization of the existing BRE program

Goal 2 – Improve the business climate (Community Development Department and Finance Department are critical partners)

- Objective 1 – Improve efficiency by removing and reducing controllable barriers
- Objective 2 – Clarify and improve customer experience for starting and operating a business

Goal 3 – Lead the County's readiness to accommodate businesses (Community Development Department and Finance Department are critical partners)

- Objective 1 – Lead the growth of targeted industries, existing primary businesses, and emerging opportunities
- Objective 2 – Represent economic development interests in County and institutional partners' planning processes
- Objective 3 – Lead the creation and implementation of economic development incentives, programs, and policies
- Objective 4 – Support the integration of economic development analysis and fiscal impact in the development review process
- Objective 5 – Support a skilled and trained workforce (ACPS, ACDSS, Virginia Career Works – Piedmont Region, UVA, and PVCC are critical partners for this objective)
- Objective 6 – Lead and support agribusinesses

Goal 4 – Seek private investment to further the public good

- Objective 1 – Partner with others to develop projects that result in a public good or enhance natural resources
- Objective 2 – Support development projects that capitalize on our assets, inspiration, and potential to create unique and community-based public spaces
- Objective 3 – Lead the development of public-private partnerships that increase direct private investment

Goal 5 – Educate the community and enhance the visibility of economic development (Office of Communications and Public Engagement is a critical partner)

- Objective 1 – Build community awareness for ED initiatives
- Objective 2 – Identify, track and publish regular analytics that benchmark performance

Goal 6 – Lead external efforts to create strategic partnerships with economic development institutions (Finance Department is a critical partner)

- Objective 1 – Create partnerships to advance County's strategic and economic development goals
- Objective 2 – Lead the formalization of operating protocols with regional partners to further develop the entrepreneurial ecosystem
- Objective 3 – Strengthen effective working partnership with the Economic Development Authority

Goal 7 – Partner to expand efforts to build the County's tourism sector (Office of Communications and Public Engagement is a critical partner)

- Objective 1 – Partner with CACVB Executive Board and staff to support regional tourism priorities
- Objective 2 – Support existing and new tourism products in Albemarle County
- Objective 3 – Partner with others to leverage Virginia Tourism Corporation (VTC) resources

FINANCIAL DATA

ECONOMIC DEVELOPMENT SERVICES - GENERAL FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
ECONOMIC DEVELOPMENT OFFICE								
SALARIES	\$152,134	\$241,534	\$265,419	\$288,250	\$288,250	\$288,250	\$46,716	19.3%
BENEFITS	41,753	72,894	70,998	83,732	83,732	83,732	\$10,838	14.9%
OPERATING	51,755	51,154	67,159	194,394	194,394	194,394	\$143,240	280.0%
CAPITAL OUTLAY	2,677	2,328	2,328	3,952	3,952	3,952	\$1,624	69.8%
RESOURCE PLANS	0	0	0	79,637	0	0	\$0	
ECONOMIC DEVELOPMENT OFFICE TOTAL	\$248,319	\$367,910	\$405,904	\$649,965	\$570,328	\$570,328	\$202,418	55.0%
AGENCY CONTRIBUTIONS								
Central Va Small Partnership for Econ. Dev.	\$52,525	\$52,856	\$52,856	\$53,848	\$53,848	\$53,848	\$992	1.9%
Central Va Small Business Development Center	12,000	12,000	12,000	24,000	24,000	24,000	\$12,000	100.0%
Virginia Career Works – Piedmont Region	15,758	15,857	15,857	16,155	16,155	16,155	\$298	1.9%
AGENCY CONTRIBUTIONS TOTAL	\$80,283	\$80,713	\$80,713	\$94,003	\$94,003	\$94,003	\$13,290	16.5%
TRANSFER TO ECONOMIC DEVELOPMENT FUND	\$3,369,000	\$0	\$3,200,000	\$0	\$0	\$0	\$0	
TOTAL EXPENDITURES	3,697,602	448,623	3,686,617	743,968	664,331	664,331	\$215,708	48.1%
POSITIONS	3.0	3.0	3.0	4.0	3.0	3.0	0.0	0.0%

OVERVIEW/NOTABLE CHANGES

FY 19 Projected:

- **Transfer to the Economic Development Fund:** Pursuant to Board of Supervisors' discussions during the Five-Year Financial Plan process in December 2018, \$3,200,000 is recommended to be appropriated in FY 19 to transfer funding to the Economic Development Fund after the adoption of the FY 20 budget. For more information on the Economic Development Fund, please see the Other Funds chapter of this document.

FY 20 Recommended Budget: The Economic Development Services budget *increases* \$215,708 or 48.1% and reflects the following:

Economic Development Office

- 2.3% *increase* for salaries effective July 1, 2019. An additional 0.7% overall "pay for performance reserve" is included in the FY 20 budget. Funding will be distributed to departments based on the results of the annual performance review process. Details about this reserve are found in the Non-Departmental chapter of this document.
- 5.4% *increase* in the Employer contribution for health insurance costs and implementation of differentiated health insurance Employer contribution rates effective January 1, 2020.
- *Increase* of \$28,080 for part-time temporary wages to provide administrative support.
- *Increase* of \$143,240 in operating expenditures based on aligning the Office's budget with the Economic Development Strategic Plan approved by the Board of Supervisors in December 2018. Increases to support the specific goals and strategies of the plan include \$60,000 in professional services to support potential site readiness activities, \$44,700 to support community partnerships such as the Charlottesville Business Innovation Council and entrepreneur events, and \$29,600 in contract services for items such as rural agribusiness evaluation and Weldon Cooper Center analyses.
- Unfunded requests include \$79,637 for an Office Associate position and internship wages.

Agency Contributions

- Central Virginia Partnership for Economic Development *increases* by \$992 or 1.9% and is based on the County's share of costs using a \$0.50 per capita funding formula.
- Central Virginia Small Business Development Center (CVSBDC) *increases* by \$12,000 or 100.0% based on transitioning to a \$0.35 per capita funding formula to regionally provide the required match for funding through the U.S. Small Business Administration and to continue providing an equivalent level of services to businesses in the CVSBDC service area.
- Virginia Career Works – Piedmont Region *increases* by \$298 or 1.9% and is based on the County's share of costs using a \$0.15 per capita funding formula.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 19 Adopted	FY 20 Request	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Economic Development Office (3.0 positions): The mission of this Office is to attract additional financial resources into the community through responsible economic development activities that enhance the County's competitive position and result in quality job creation and career employment opportunities, increased tax base, enhanced natural resources and community character, and an improved quality of life for all citizens.	\$367,910	\$649,965	\$570,328	\$570,328	\$202,418	55.0%
ECONOMIC DEVELOPMENT AGENCY CONTRIBUTIONS						
Central Virginia Partnership for Economic Development (CVPED): The Central Virginia Partnership is a non-profit, public/private partnership serving the City of Charlottesville, Albemarle County and seven other counties, focused on creating new jobs and new capital investment in the region. Its mission is to expand investment in a strategic, responsible and sustainable manner to provide career ladder job opportunities to the region's resident workforce.	\$52,856	\$53,848	\$53,848	\$53,848	\$992	1.9%
Central Virginia Small Business Development Center (CVSBDC): The mission of the CVSBDC is to strengthen and grow Virginia's economy by providing assistance to existing and pre-venture small- and medium-sized businesses.	12,000	24,000	24,000	24,000	\$12,000	100.0%
Virginia Career Works – Piedmont Region: The goal of Virginia Career Works – Piedmont Region is to coordinate partner agency services under the Workforce Investment Act in the provision of a comprehensive workforce preparation and employment system designed to meet the needs of job seekers and local employers.	15,857	16,155	16,155	16,155	\$298	1.9%
TOTAL, ECONOMIC DEVELOPMENT AGENCY CONTRIBUTIONS	\$80,713	\$94,003	\$94,003	\$94,003	\$13,290	16.5%
Transfer to Economic Development Fund: The purpose of the Economic Development Fund is to match specific state grant opportunities, encourage economic investment in development areas to support neighborhood revitalization, and implement priority economic development initiatives. This fund was established in FY 18. For the full information of the Economic Development Fund, please see the Other Funds chapter of this document.	0	0	0	0	\$0	
TOTAL, ECONOMIC DEVELOPMENT SERVICES	\$448,623	\$743,968	\$664,331	\$664,331	\$215,708	48.1%

KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. For the County's KPI information, including the County's most recent citizen survey results, please visit the County's performance management page on the website at www.albemarle.org/performance.

TRANSIT AGENCY CONTRIBUTIONS

DESCRIPTION

Charlottesville Area Transit (CAT) provides bus service to the greater Charlottesville area. This includes the following general areas in Albemarle County: Georgetown Road and Commonwealth Drive, Route 29 North and Rio Road, Pantops, 5th Street Extended, and Piedmont Virginia Community College.

JAUNT, Inc. is a regional public transportation system providing service to the citizens of Albemarle, Fluvanna, Louisa, Nelson, Buckingham, and Amherst Counties, as well as Charlottesville. In Albemarle, JAUNT provides paratransit services and Albemarle's rural demand response and commuter services.

The Regional Transit Partnership (RTP) serves as an official advisory board, created by the City of Charlottesville, Albemarle County and JAUNT, in Partnership with the Virginia Department of Rail and Public Transportation to provide recommendations to decision-makers on transit-related matters. There are four main goals of the Partnership:

- Establishing Strong Communication:** The Partnership will provide a long-needed venue to exchange information and resolve transit-related matters.
- Ensuring Coordination between Transit Providers:** The Partnership will allow transit providers a venue to coordinate services, initiatives and administrative duties of their systems.
- Set the Regions Transit Goals and Vision:** The Partnership will allow local officials and transit staff to work together with other stakeholders to craft regional transit goals. The RTP will also provide, through MPO staff and updates of the Transit Development Plans (TDPs), opportunities for regional transit planning.
- Identify Opportunities:** The Partnership will assemble decision-makers and stakeholders to identify opportunities for improved transit services and administration, including evaluation of a Regional Transit Authority (RTA).

FINANCIAL DATA

TRANSIT AGENCY CONTRIBUTIONS								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Charlottesville Area Transit	\$1,135,821	\$1,178,382	\$1,178,382	\$1,043,199	\$1,043,199	1,043,199	(\$135,183)	-11.5%
JAUNT	1,560,707	1,937,049	1,937,049	2,314,316	2,152,851	2,232,115	\$295,066	15.2%
Regional Transit Partnership	0	0	0	25,000	25,000	25,000	\$25,000	
EXPENDITURE TOTAL	\$2,696,528	\$3,115,431	\$3,115,431	\$3,382,515	\$3,221,050	\$3,300,314	\$184,883	5.9%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: Overall, Transit Agency contributions *increase* \$105,619 or 3.4% and reflects:

- Charlottesville Area Transit (CAT) *decreases* \$135,183 or 11.5% for the County's share of existing services.
 - CAT's requested and recommended funding does not change the current level of service for CAT routes.
 - The FY 20 request was prepared based on a draft memorandum of understanding currently under review by the Regional Transit Partnership, which considers a new methodology for determining the County's share of CAT services. Under this new methodology, for the initial budget, CAT develops a net operating cost per hour based on all CAT operating expenses and related state, federal, local, and fare revenues. The County would be charged for each route based on the percentage of time the bus's service hours spends in the County compared to the City using data from CAT's computer aided dispatch system.
 - The County's share of CAT is impacted by changes in operating costs, such as City personnel rates and bus repairs, and an increase in anticipated state and federal revenue, the latter of which decreases the net operating cost per hour.
- JAUNT *increases* \$215,802 or 11.1% and includes:
 - Increase* of \$157,086 for the County's share of costs for existing JAUNT services, which includes the impact of increasing personnel and operating costs and decreasing Medicaid revenue.
 - Increase* of \$58,716 for the County's share of 2 of 3 requested additional positions (a Compliance Management, Road Supervisor, and Safety Supervisor positions). Actual funded positions are recommended to be determined by JAUNT.
 - Funding of \$29,358 is not included for the third requested position and \$132,107 is not included for a new requested route from Crozet to Charlottesville.
- The Regional Transit Partnership (RTP) *increases* \$25,000. This funding will provide staff support from the Thomas Jefferson Planning District Commission to increase the frequency of meetings from every-other-month to monthly, support additional committee meetings, and consultation and educational resources for the RTP.

FY 20 Adopted Budget: Overall, Transit Agency contributions *increase* \$184,883 or 5.9% and reflect the following change to the recommended budget:

- \$79,264 *increase* to fund the JAUNT Crozet Connex Route.

OTHER COMMUNITY DEVELOPMENT AGENCY CONTRIBUTIONS

FINANCIAL DATA

OTHER COMMUNITY DEVELOPMENT AGENCY CONTRIBUTIONS								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Albemarle Housing Improvement Program	\$400,000	\$412,000	\$412,000	\$412,000	\$412,000	\$412,000	\$0	0.0%
Habitat for Humanity of Greater Charlottesville	400,000	0	0	0	0	0	\$0	
Piedmont Housing Alliance	34,716	35,757	35,757	69,696	60,757	60,757	\$25,000	69.9%
Rivanna Conservation Alliance - Streamwatch	20,000	15,000	15,000	15,000	15,000	15,000	\$0	0.0%
TJ Planning District Commission	128,533	129,209	129,209	131,262	131,262	131,262	\$2,053	1.6%
TJ Soil & Water Conservation District	89,162	116,006	115,995	117,409	117,409	117,409	\$1,403	1.2%
Va Cooperative Extension Service	196,721	218,878	218,904	223,724	223,724	223,724	\$4,846	2.2%
EXPENDITURE TOTAL	\$1,269,131	\$926,850	\$926,865	\$969,091	\$960,152	\$960,152	\$33,302	3.6%
REVENUE								
LOCAL NON-TAX	\$20,368	\$20,641	\$20,641	\$20,641	\$20,641	\$20,641	\$0	0.0%
TRANSFER FROM WATER RESOURCES FUND	109,162	131,006	131,006	132,409	132,409	132,409	\$1,403	1.1%
REVENUE TOTAL	\$129,530	\$151,647	\$151,647	\$153,050	\$153,050	\$153,050	\$1,403	0.9%
NET COST	\$1,139,601	\$775,203	\$775,218	\$816,041	\$807,102	\$807,102	\$31,899	4.1%
POSITIONS*	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0%

*Position is at TJ Soil & Water Conservation District

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: Overall, Other Community Development Agency contributions *increase* \$33,302 or 3.6% and reflect the following changes:

- Recommendations for the Albemarle Housing Improvement Program and Piedmont Housing Alliance are based on the County Agency Budget Review Team (ABRT) process. A summary of the ABRT process can be found in this document's Health and Welfare Contributions chapter.
- Thomas Jefferson Planning District Commission (TJPDC) *increases* \$2,053 or 1.6% based on the County's share of existing programs. Requested funding of \$6,210 for the Rivanna River Basin Commission (RRBC) program is included in the Facilities and Environmental Services Department's Environmental Services Division, where staff are working with the RRBC to ensure that RRBC's program is directly tied to the County's strategic priorities.
- Thomas Jefferson Soil and Water Conservation District (TJSWCD) funding *increases* by \$1,403 or 1.2%, primarily due to a change in the personnel costs associated with a County-funded position.
- Virginia Cooperative Extension Service (VCE) *increases* \$4,846 or 2.2% for the County's share of services. VCE is reallocating existing funding from the Agriculture & Natural Resources program to the Consumer Horticulture and 4-H programs.

FY 20 Adopted Budget: There are no changes made to the recommended budget.

Agency	FY 19 Adopted	FY 20 Request	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Albemarle Housing Improvement Program (AHIP): AHIP is a private, non-profit housing and community development organization dedicated to helping low-income Albemarle County residents have the opportunity to live in safe, decent, and affordable housing.	\$412,000	\$412,000	\$412,000	\$412,000	\$0	0.0%
Piedmont Housing Alliance (PHA): PHA is dedicated to improving the lives of low- and moderate-income families and individuals in the region by creating housing and community development opportunities.	35,757	69,696	60,757	60,757	\$25,000	69.9%
Rivanna Conservation Alliance (RCA) - StreamWatch: The mission of the RCA is to protect the Rivanna River and its tributaries through community involvement, conservation, education, recreation, restoration, water-quality monitoring and reporting. StreamWatch is the Rivanna Watershed's local stream monitoring volunteer program.	15,000	15,000	15,000	15,000	\$0	0.0%
Thomas Jefferson Planning District Commission (TJPDC): The TJPDC serves as a planning and coordinating body for the localities of Planning District Ten. Its mission is to identify and analyze regional issues, and facilitate decision-making to resolve those issues, to serve as an information resource through the data and mapping center, and to develop local and regional plans or strategies that will strengthen local governments' ability to serve their citizens.	129,209	131,262	131,262	131,262	\$2,053	1.6%
Thomas Jefferson Soil and Water Conservation District (TJSWCD): The TJSWCD promotes soil and water conservation through technical expertise and education. It provides informational, financial, and planning assistance to farmers, provides County staff with technical assistance, and provides information to the community.	116,006	117,409	117,409	117,409	\$1,403	1.2%
Virginia Cooperative Extension Service (VCE): The VCE provides Albemarle County citizens with the educational resources and research available from Virginia Tech, Virginia State University, and the U.S. Department of Agriculture. Local staff provide educational programs on nutrition, food safety, production and marketing techniques for commercial agriculture, and horticultural information for homeowners. This total includes a portion of the City of Charlottesville's contribution, which is offset by corresponding revenue received.	218,878	223,724	223,724	223,724	\$4,846	2.2%
TOTAL, COMMUNITY DEVELOPMENT AGENCY CONTRIBUTIONS	\$926,850	\$969,091	\$960,152	\$960,152	\$33,302	3.6%

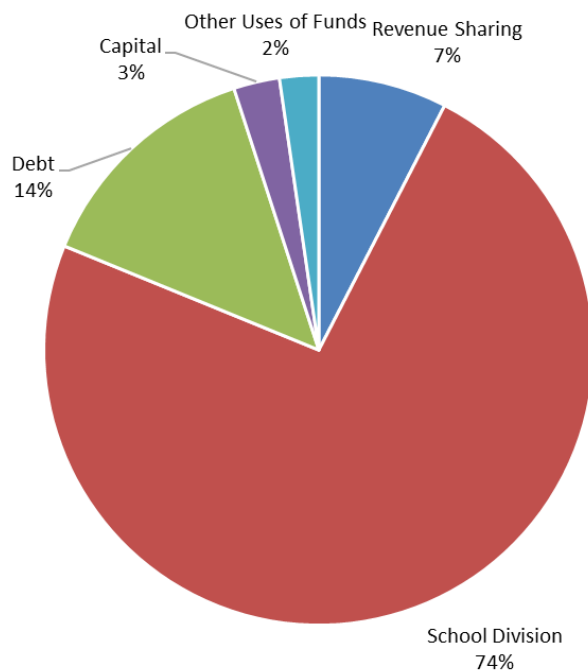


Non- Departmental

• • • • • • • • • • • •

NON-DEPARTMENTAL

FY 20 Adopted
Non-Departmental Budget
\$187,746,513



NONDEPARTMENTAL								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	FY 20 ADP - FY 19 ADP \$ Change	% Change
Revenue Sharing	\$15,855,485	\$15,696,360	\$15,696,360	\$14,199,607	\$14,199,607	\$14,199,607	(\$1,496,753)	-9.5%
Transfers								
School Transfer - Ongoing	124,028,955	131,312,821	131,312,821	138,200,512	138,200,512	138,200,512	\$6,887,691	5.2%
Transfer to Debt Service	23,671,890	23,362,083	23,362,083	25,966,175	25,966,175	25,966,175	\$2,604,092	11.1%
Transfer to Capital Projects	993,013	3,134,324	3,134,324	5,066,310	5,066,310	5,066,310	\$1,931,986	61.6%
Transfer to Capital Projects - One-Time	14,377,448	444,077	5,006,464	0	0	0	(\$444,077)	-100.0%
Other Transfers	1,827,442	2,345,305	3,847,508	1,843,780	1,843,780	1,843,780	(\$501,525)	-21.4%
Subtotal, Transfers	164,898,749	160,598,610	166,663,200	171,076,777	171,076,777	171,076,777	\$10,478,167	6.5%
Other Uses of Funds	1,151,196	4,842,025	1,201,725	2,756,652	2,756,652	2,470,129	(\$2,371,896)	-49.0%
EXPENDITURE TOTAL	\$181,905,430	\$181,136,995	\$183,561,285	\$188,033,036	\$188,033,036	\$187,746,513	\$6,609,518	3.6%

REVENUE SHARING

DESCRIPTION AND OVERVIEW

The Annexation and Revenue Sharing Agreement between the County of Albemarle and the City of Charlottesville dated February 17, 1982 was approved in a public referendum on May 18, 1982. The agreement obligates the County and the City to contribute portions of their respective real property tax bases and revenues to a Revenue and Economic Growth Sharing Fund annually. Distribution of the fund and the resulting net transfer of funds are to be made each January 31 while this agreement remains in effect.

Pursuant to the terms of this agreement, the City will not initiate annexation procedures against the County and a committee was created to study the desirability of combining the governments and the services currently provided. The agreement became effective on July 1, 1982 and remains in effect until:

- The County and City are consolidated into a single political subdivision; or
- The concept for independent cities presently existing in Virginia is altered by the State law in such a manner that real property in the City becomes part of the County's tax base; or
- The County and City mutually agree to cancel or change the agreement.

FINANCIAL DATA

Description	FY 19 Adopted	FY 20 Recommended	FY19 Adopted	Dollar Inc/(Dec)	Percent +/-
Revenue Sharing with the City of Charlottesville: In FY 20, the County is obligated to pay \$14,199,607 to the City of Charlottesville in fulfillment of the revenue sharing agreement provisions, a decrease of \$1,496,753 from the FY 19 payment. This payment is the amount calculated through the formula (including population, tax base, rate, and sales ratio) that was agreed upon when the agreement was signed.	\$15,696,360	\$14,199,607	\$14,199,607	(\$1,496,753)	-9.5%

REVENUE SHARING CALCULATION

Factors in Calculation	Albemarle	Charlottesville
Population (2017)	107,697	49,132
Real Estate Tax Base (2017)	18,590,144,318	6,740,234,600
Nominal Tax Rate (2017)	0.84	0.95
Assessment Ratio (est. 2017)	93.35	90.00
True Tax Rate*	0.7832	0.8550
Growth Sharing Contribution based on 0.37/\$100**	68,783,534	24,938,868

Step 1: Compute relative population indices for both jurisdictions by dividing each jurisdiction's population by the sum of the populations for both jurisdictions.

	Albemarle	Charlottesville	Total
Population	107,697	49,132	156,829
Population Index	0.6867	0.3133	1.0000

Step 2: Compute relative tax effort indices for both jurisdictions by dividing each jurisdiction's true real property tax rate by the sum of the true real property tax rates for both jurisdictions.

	Albemarle	Charlottesville	Total
True Tax Rate	0.7832	0.8550	1.6382
Relative Tax Effort Index	0.4781	0.5219	1.0000

Step 3: Compute a composite index for each jurisdiction by averaging the relative population index and the relative tax effort index for the respective jurisdiction.

	Albemarle	Charlottesville	Total
Combined Indices	1.1648	0.8352	2.0000
Composite Index	0.5824	0.4176	1.0000

Step 4: Multiply the composite index of each jurisdiction by the total contributions to determine each jurisdiction's share of the fund.

	Albemarle	Charlottesville	Total
Growth Sharing Fund Contributions	68,783,534	24,938,868	93,722,402
Composite Index	0.5824	0.4176	1.0000
Share of Fund	54,583,927	39,138,475	93,722,402

Step 5: Compute the net transfer by finding the difference between each jurisdiction's contribution and its share of the distribution.

	Albemarle	Charlottesville	Total
Growth Sharing Fund Contributions	68,783,534	24,938,868	93,722,402
Share of Fund	54,583,927	39,138,475	93,722,402
Net Transfer	(14,199,607)	14,199,607	

* The true tax rate takes is the nominal tax rate divided by the assessment ratio. When the assessment ratio = 100, the true tax rate is the same as the nominal tax rate.

** The agreement states that the "City and the County will each annually contribute to the revenue and economic growth sharing fund, from their respective real property revenues, thirty-seven cents for each one hundred dollars of value of locally assessed taxable real property, improved and unimproved, within their respective political boundaries."

HISTORY OF REVENUE SHARING

PAYMENTS MADE TO THE CITY

FISCAL YEAR	AMOUNT OF PAYMENT	DOLLAR CHANGE	PERCENT CHANGE
1982-83	\$1,293,552	N/A	N/A
1983-84	1,530,991	237,439	18.4%
1984-85	1,579,753	48,762	3.2%
1985-86	1,875,179	295,426	18.7%
1986-87	1,942,509	67,330	3.6%
1987-88	2,277,953	335,444	17.3%
1988-89	2,368,027	90,074	4.0%
1989-90	2,693,120	325,093	13.7%
1990-91	2,802,360	109,240	4.1%
1991-92	3,277,350	474,990	16.9%
1992-93	3,426,000	148,650	4.5%
1993-94	4,319,236	893,236	26.1%
1994-95	4,475,120	155,884	3.6%
1995-96	5,049,991	574,871	12.8%
1996-97	5,170,853	120,862	2.4%
1997-98	5,518,393	347,540	6.7%
1998-99	5,587,013	68,620	1.2%
1999-00	5,853,794	266,781	4.8%
2000-01	6,093,101	239,307	4.1%
2001-02	6,482,712	389,611	6.4%
2002-03	6,692,811	210,099	3.2%
2003-04	7,726,021	1,033,210	15.4%
2004-05	8,004,461	278,440	3.6%
2005-06	9,742,748	1,738,287	21.7%
2006-07	10,134,816	392,068	4.0%
2007-08	13,212,401	3,077,585	30.4%
2008-09	13,633,950	421,549	3.2%
2009-10	18,038,878	4,404,928	32.3%
2010-11	18,454,658	415,780	2.3%
2011-12	18,089,812	(364,846)	-2.0%
2012-13	17,520,948	(568,864)	-3.1%
2013-14	16,931,333	(589,615)	-3.4%
2014-15	16,466,981	(464,352)	-2.7%
2015-16	16,058,668	(408,313)	-2.5%
2016-17	15,767,084	(291,584)	-1.8%
2017-18	15,855,485	88,401	0.6%
2018-19	15,696,360	(159,125)	-1.0%
2019-20	14,199,607	(1,496,753)	-9.4%
TOTAL	\$311,644,422		

TRANSFERS

DESCRIPTION AND OVERVIEW

The transfer of funds from the General Fund to several other County Funds is made each year to pay for a variety of programs including the following:

- Public school operations
- School debt service and capital projects
- General government debt service and capital projects
- Stormwater management improvement projects
- Housing initiatives

SCHOOL TRANSFER

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
General Fund Transfer to School Fund - Recurring: Albemarle County's School Operations are financed from several sources of funding including local, state, and federal revenues and from local tax revenues. The local tax revenues are provided to the School Division by a transfer of funds from the County General Fund. The transfer provides approximately 71% of the money needed to operate the School Division each year, other than school special revenue funds.	\$131,312,821	\$138,200,512	\$138,200,512	\$6,887,691	5.2%
TOTAL, SCHOOL OPERATIONS	\$131,312,821	\$138,200,512	\$138,200,512	\$6,887,691	5.2%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The transfer to the School Division *increases* \$6,887,691 or 5.2% over the FY 19 Adopted Budget. This includes an increase per the funding formula and an additional \$50,304 for operating impacts associated with the Western Albemarle High School Environmental Studies Academy capital project.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the transfer to the School Division.

SCHOOL FUNDING FORMULA

County budget guidelines state, "The County shares 60% of the increase or decrease in available shared local tax revenues with the School Board. Available shared local tax revenues are additional or reduced tax revenues that can be used for County and School Division operations after subtracting any increases and adding any decreases in debt service, capital improvement program funding, City of Charlottesville revenue sharing, tax relief for the elderly and disabled, tax refunds, and any shared reserves for contingencies. This guideline may be reviewed annually."

60% of the increase or decrease in shared revenues is allocated to the School Division after certain transfers and expenditures are deducted.

- **Shared revenues** include general property taxes, sales tax, consumer utility taxes* (see #6 below), business license tax, vehicle registration, recordation tax, transient occupancy tax, food and beverage tax, and other local tax revenue sources. Though Personal Property Tax Relief (PPTR) is currently classified as State revenue, it is also included in the shared local tax revenue category since the 60/40 formula originated before the PPTR Act was enacted.
- **Deducted transfers/revenues** include 1) transfer to capital and debt service, 2) revenue sharing, 3) tax relief for the elderly and disabled, 4) tax refunds, 5) shared contingency reserves, 6) an estimated portion of telecommunications taxes dedicated for E-911 operations, which was previously collected and allocated separately by the state.

The calculation for the FY 20 transfer to the School Division has adjustments for a 1.5 cent tax rate increase dedicated to capital projects, Economic Development Authority performance agreements related to local tax refunds, and an adjustment approved in prior years associated with dedicated funding for Water Resources. Prior year adjustments for general government operations, school division operations, and the capital improvement program are incorporated into the base and are no longer part of the calculation.

County of Albemarle
Allocation of Local Tax Revenue
Between General Government, Capital/Debt Service & Schools

	Adopted FY 19	Adopted FY 20	\$ Change FY 20-FY 19
<u>Shared Revenue</u>			
General Property Taxes	187,725,214	198,258,348	10,533,134
Dedicated Tax Rate Increase	-	2,951,154	2,951,154
PPTR	14,960,670	14,960,670	-
Other Local Taxes	58,432,129	59,654,577	1,222,448
Increase in Shared Revenue	261,118,013	275,824,749	14,706,736
Adjustments per Formula			
Less: Revenue Sharing	(15,696,360)	(14,199,607)	1,496,753
Less: E911 Surcharge	(1,840,135)	(1,840,135)	-
Adjustments to Formula			
Less: Dedicated Water Resource Revenue	(1,289,120)	(1,377,205)	(88,085)
Less: Dedicated Tax Rate Increase - CIP	-	(2,900,850)	(2,900,850)
Less: Dedicated Tax Rate Increase - Referendum Proj Operating	-	(50,304)	(50,304)
Net Projected Local Taxes	242,292,398	255,456,648	13,164,250
<u>Less: Capital/Debt Service Allocation</u>			
Prior Year Base	26,496,407	26,496,407	-
Change based on formula	-	1,439,605	1,439,605
Total Capital Outlay & Debt Service*	26,496,407	27,936,012	1,439,605
<u>Committed New Non-Departmental Expenditures</u>			
Tax Relief for the Elderly & Handicapped	950,000	1,020,000	70,000
Refunds	141,000	120,000	(21,000)
Economic Development Authority Performance Agreements	-	280,000	280,000
Total Committed New Non-Departmental Exp.	1,091,000	1,420,000	329,000
NET REVENUE	214,704,991	226,100,636	11,395,645
<u>Recurring Transfer to School Division</u>			
Prior Year Base			131,312,821
Increase (60% of \$11,395,645)			6,837,387
Additional Dedicated to Schools			50,304
FY 20 Total Transfer to School Division			138,200,512

TRANSFER TO CAPITAL AND DEBT

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
General Fund Transfer to School Debt Service: In addition to the funds for School operational costs, a transfer from the General Fund to the School Debt Service Fund is made each year to make interest and principal payments on money borrowed by the County for construction and major renovations of school buildings and for other school capital projects.	\$14,363,448	\$16,136,030	\$16,136,030	\$1,772,582	12.3%
General Fund Transfer to General Government Debt Service: A transfer from the General Fund to the General Government Debt Service Fund is made each year to make interest and principal payments on funds borrowed by the County for capital projects that relate to General Government functions.	8,998,635	9,830,145	9,830,145	\$831,510	9.2%
SUBTOTAL, DEBT SERVICE	\$23,362,083	\$25,966,175	\$25,966,175	\$2,604,092	11.1%
General Fund Transfer to School Capital Improvement Fund: A transfer from the General Fund to the School Capital Improvement Fund is made for the portion of School capital projects which are funded on a "pay-as-you-go" basis.	0	\$0	0	\$0	
General Fund Transfer to General Government Capital Improvement Fund: A transfer from the General Fund to the General Government Capital Improvement Fund is made to fund General Government capital projects which are funded on a "pay-as-you-go" basis and to provide reserves for future project costs and increased debt service requirements.	3,134,324	5,066,310	5,066,310	\$1,931,986	61.6%
SUBTOTAL, ONGOING TRANSFER TO CAPITAL AND DEBT SERVICE	\$26,496,407	\$31,032,485	\$31,032,485	\$4,536,078	17.1%
One-Time Transfer to Capital Projects: One-time strategic investment of ongoing General Fund revenue to support capital projects.	444,077	0	0	(\$444,077)	-100.0%
TOTAL, TRANSFERS TO DEBT AND CAPITAL	\$26,940,484	\$31,032,485	\$31,032,485	\$4,092,001	15.2%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: Overall, the General Fund transfer to capital projects and debt service *increases* \$4.1 million or 15.2%, over the FY 19 Adopted budget.

- An *increase* of \$1,439,605 or 5.4% in the formula transfer to capital projects and debt service.
- An *increase* of \$2,900,850 dedicated to capital projects and debt service as part of the 1.5 cent tax rate increase.
- An *increase* of \$195,623 re-allocated from the General Fund to support the Facilities Planning and Construction (FP&C) Division of Facilities and Environmental Services, which is funded within the capital budget.
- A *decrease* of \$444,077 from the FY 19 one-time contribution to capital projects.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the transfers to capital and debt service funds.

Funding debt service obligations is the first priority of the General Fund Transfer to Debt and Capital. After the debt obligation is met, the balance is distributed to the Capital Improvement Program funds based on the cash needs associated with pay-as-you-go projects. The distribution takes into consideration the cash needs per project net of other available revenues and available fund balance.

The following guidelines are used for calculating the formula increase to CIP/Debt Service:

- Increase or decrease the base capital/debt service transfer by the same percentage increase or decrease as local tax revenue net of revenue sharing.
- Local Tax Revenue includes the following revenue sources: Real Estate Tax; Public Service Tax; Personal Property Tax; Machinery & Tools Tax; Mobile Homes Tax; Delinquent Tax Payments; Penalties, Interests, and Fees; Sales Tax; Utility Taxes; Business License Tax; Short Term Rental Tax; Vehicle Registration; Bank Franchise Tax; Recordation Tax; Transient Occupancy Tax; Food & Beverage Tax; and Audit Revenues.
- The base for the calculation can be changed by Board action.

The calculation for the Adopted FY 20 transfer to the Capital Projects and Debt Service is shown below.

County of Albemarle Allocation of New Local Tax Revenue From General Fund to CIP/Debt Service			
	Adopted FY 19	Adopted FY 20	% Change FY 20 / FY 19
Net Shared Revenue	\$242,292,398	\$255,456,648	5.4%
<u>Capital/Debt Service Allocation</u>			
Prior Year Base		\$26,496,407	
Change based on formula (Prior Year Base x 5.4%)		1,439,605	
Base Transfer by Formula	\$26,496,407	\$27,936,012	5.4%
<u>Formula Adjustments</u>			
Plus: Dedicated Tax Rate Increase		2,900,850	
Plus: Funding for FP&C*		195,623	
TOTAL Transfer		\$31,032,485	

*Note: This transfer from the General Fund for Facilities Planning & Construction (FP&C) is from the local government share and is not taken "off the top" as part of the calculation of the School Division transfer.

TRANSFER TO WATER RESOURCES CAPITAL FUND

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
Transfer to Water Resources Capital Fund: The purpose of the Stormwater Capital Fund is to support capital projects associated with the County's Water Resource Management program.	\$456,185	\$186,575	\$186,575	(\$269,610)	-59.1%
TOTAL, TRANSFER TO WATER RESOURCES CAPITAL FUND	\$456,185	\$186,575	\$186,575	(\$269,610)	-59.1%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: Funding of \$186,575 is provided from General Fund fund balance to fund a "bridge year" for Stormwater Capital Projects until an ongoing funding source is identified for the program.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the transfer to the Water Resources Capital Fund.

The FY 19 Adopted transfer is a transfer of fees collected as part of the Lickinghole Creek Basin program. Funds collected under the Lickinghole Creek Basin program are restricted funds which can only be used for defined projects within the drainage area. An appropriate use of these restricted funds is to reimburse the County's general fund for County general funds that were expended as part of the Lickinghole Project costs. The County has used General Fund resources to pay for the Lickinghole Creek Basin program improvements. The \$456,185 reflects the amount reimbursed to the County for prior qualifying expenditures.

TRANSFER TO WATER RESOURCES FUND

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
Transfer to Water Resources Fund: This transfer of 0.7 cents on the real estate tax rate to the Water Resources Fund is to support operating, capital, and debt service expenditures associated with meeting water resources mandates.	\$1,289,120	\$1,377,205	\$1,377,205	\$88,085	6.8%
TOTAL, TRANSFER TO WATER RESOURCES	\$1,289,120	\$1,377,205	\$1,377,205	\$88,085	6.8%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: The transfer to the Water Resources Fund *increases* \$88,085 or 6.8% based on the increased value of a penny on the Real Estate tax rate. For more information, see the Water Resources Fund in the "Other Funds" chapter.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the transfer to the Water Resources Fund.

TRANSFER TO HOUSING FUND

Description	FY 19 Adopted	FY 19 Projected	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
Transfer to Housing Fund: The purpose of the Housing Fund is to support housing initiatives that are one-time costs and that support the County's strategic and housing goals.	\$600,000	\$1,300,000	\$0	\$0	(\$600,000)	-100.0%
TOTAL, TRANSFER TO HOUSING FUND	\$600,000	\$1,300,000	\$0	\$0	(\$600,000)	-100.0%

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: There is currently no planned transfer to the Housing Fund in FY 20. Balances remaining in the fund at the end of FY 19 will be carried forward into FY 20. Pursuant to Board of Supervisors' discussions during the Five-Year Financial Plan process in December 2018, \$700,000 is recommended to be appropriated in FY 19 to transfer funding to the Housing Fund after the adoption of the FY 20 budget. Additional details can be found in the "Other Funds" chapter of this document.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the transfer to the Housing Fund.

TRANSFER TO BROADBAND AUTHORITY FUND

Description	FY 19 Adopted	FY 19 Projected	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
Transfer to Broadband Authority Fund: The purpose of the Broadband Authority Fund is to support broadband expansion efforts in the County.	\$0	\$800,000	\$0	\$0	\$0	
TOTAL, TRANSFER TO BROADBAND AUTHORITY FUND	\$0	\$800,000	\$0	\$0	\$0	

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: There is currently no planned transfer to the Broadband Authority Fund in FY 20. Balances remaining in the fund at the end of FY 19 will be carried forward into FY 20. Pursuant to Board of Supervisors' discussions during the Five-Year Financial Plan process in December 2018, \$800,000 is recommended to be appropriated in FY 19 to transfer funding to the Broadband Authority Fund after the adoption of the FY 20 budget. Additional details can be found in the "Other Funds" chapter of this document.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the transfer to the Broadband Fund.

TRANSFER TO ECONOMIC DEVELOPMENT AUTHORITY

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
Transfer to the Economic Development Authority (EDA) Fund: The EDA issues bonds to industry and development by inducing manufacturing, industrial, governmental, nonprofit, and commercial enterprises and institutions of higher education to locate in or remain in the County and to further the use of its agricultural products and natural resources.	\$0	\$280,000	\$280,000	\$280,000	
TOTAL, TRANSFER TO STORMWATER CAPITAL FUND	\$0	\$280,000	\$280,000	\$280,000	

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Budget: Includes \$280,000 planned to be transferred from the General Fund pursuant to performance agreements between a) the County, EDA, and Brookdale Partners LP; b) the County, EDA, and WillowTree Inc; and c) the County, EDA, Central Virginia Electric Cooperative, and Central Virginia Services, Inc. Additional details can be found in the "Other Funds" chapter of this document.

FY 20 Adopted Budget: There were no changes to the Recommended Budget for the transfer to the Economic Development Authority Fund.

OTHER USES OF FUNDS

DESCRIPTIONS AND FINANCIAL DATA

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
Refunds: An amount is appropriated each year to pay refunds owed by the County.	\$141,000	\$120,000	\$120,000	(\$21,000)	-14.9%
BOS Strategic Priority Support: This reserve was established as part of the FY 18 - FY 19 Two-Year Fiscal Plan to provide funding to support implementation of Strategic Plan initiatives that are one-time costs. In FY 19, funding was included to support neighborhood improvement efforts such as a Comprehensive Neighborhood Inventory, completion of Phase 2 of the Rivanna River Corridor study and the Pantops Master Plan study, and other strategic priorities. Proposed use of this funding in FY 20 is for Strategic Plan initiatives that could include projects such as Community Development studies (e.g. Phase 3 of the Rivanna River Corridor Study and master plans), parks master plans, and support costs for potential future transit routes.	145,000	145,000	145,000	\$0	0.0%
Transformational/Business Process Optimization Reserve: This reserve was established as part of the FY 18 - FY 19 Two-Year Fiscal Plan to provide funding for transformational initiatives. In FY 19 funding, was earmarked for CIP financial management related improvements, records management, technology needs assessment implementation, and other technology solutions. Proposed use of this funding in FY 20 is to implement business process improvements, which may include technology solutions, that are designed to improve customer experience and organizational performance (e.g. support for Kronos and Enterprise Resource Planning (ERP) systems, process mapping, and consulting services specific to Enterprise Architecture Council approved projects).	500,000	500,000	457,922	(\$42,078)	-8.4%
Grants Leveraging Reserve: This fund is used as a source for grant matches that arise throughout the year. It may also be used for one-time contractual support for grant management and administration. This fund is used when departments are unable to identify matching funds within their existing budgets.	60,000	60,000	60,000	\$0	0.0%
Innovation Fund: Funding is set aside for one-time organizational initiatives that reduce costs and/or improve customer service and productivity.	300,000	100,000	100,000	(\$200,000)	-66.7%
Salary & Benefits Reserve: This reserve provides funding for changes in departmental salaries and benefits, such as implementation of classification studies, succession management, leave payouts, changes in health insurance elections, and changes to long-term and short-term disability benefits. In FY 19, this reserve was used to implement the Public Safety Pay Plan in January 2019.	1,150,000	300,000	300,000	(\$850,000)	-73.9%

Description	FY 19 Adopted	FY 20 Recommended	FY 20 Adopted	Dollar Inc/(Dec)	Percent +/-
Pay for Performance Reserve: This reserve provides funding for salary increases resulting from performance reviews and is distributed to the various departments after actual salary calculations are performed. Historically, the performance reviews have resulted in an average increase of 0.7% above the market salary increase.	290,000	370,000	370,000	\$80,000	27.6%
Health Care Stabilization Reserve: On April 9, 2018, the County's Health Care Consultant provided an updated claim utilization review of the County's Medical Plan. The result of its review noted that total claims in the County's Health Care Fund decreased by 25.9% in CY 2017 when compared to CY 2016. These cost reductions in 2017 reduced the consultant's projections for the plan year beginning in October 2018. The consultant's recommendations were incorporated into the County's long-range health care fiscal planning model and result in savings to the County and School Division's FY 19 Budgets. The Board established a Health Care Stabilization Reserve with the General Government portion of the savings.	741,132	0	0	(\$741,132)	
Early Retirement Funding: These funds are set aside for current as well as projected Voluntary Early Retirement Incentive Program (VERIP) recipients.	619,000	559,500	559,500	(\$59,500)	-9.6%
Training Pool: Funding is set aside to address the Board's strategic direction to support an evolving workforce and increase training opportunities for employees.	65,000	65,000	65,000	\$0	0.0%
Bond Referendum Contingency: Contingency funds were set aside to assist with support costs associated with a potential bond referendum in November 2018. Based on the decision not to move forward with a bond referendum, these funds were re-allocated to the capital budget in FY 19.	50,000	0	0	(\$50,000)	
Reserve for Contingencies: Contingency funds are set aside to provide funds for unanticipated priority needs. Funding includes \$150,000 for unanticipated expenses that may require ongoing funding and \$142,707 for those expenses that may require one-time funding.	780,893	537,152	292,707	(\$488,186)	-62.5%
TOTAL, OTHER USES OF FUNDS	\$4,842,025	\$2,756,652	\$2,470,129	(\$2,371,896)	-49.0%

UNBUDGETED FUND BALANCES AND RESERVES

Unassigned Fund Balance

The County has a financial policy to set aside funding in a 10% unassigned fund balance. The County does not intend, as a common practice, to use General Fund equity (unassigned fund balance) to finance current operations. If circumstances require the use of the unassigned fund balance that causes the balance to fall to a point below the 10% target level, the County will develop a plan during the annual budget adoption process to replenish the unrestricted fund balance to the 10% target level over a period of not more than three (3) years.

At the close of each fiscal year, the unassigned General Fund fund balance, plus the committed fund balance available for fiscal cash liquidity purposes, should be equal to no less than 10% of the County's total operating revenues, which includes the General Fund plus the School Fund. In FY 20, this would require a minimum unassigned fund balance of \$34.8 million. In addition to the 10% fund balance reserve, funds are set aside for various policy uses (see calculation below). Funds in excess of the policy use of fund balance may be considered to supplement "pay as you go" capital expenditures or as additions to the fund balance. (Amended by the Board of Supervisors on August 1, 2012)

The audited General Fund fund balance as of June 30, 2018 is \$53.5 million. A total of \$51.9 million is required to meet the County's policy use of fund balance requirements and for uses currently appropriated in the FY 19 budget. Adopted FY 20 uses of General Fund fund balance are included in the chart on the following page.

AUDITED FUND BALANCE JUNE 30, 2017	\$ 56,305,118
Net Change in Fund Balance	\$ (2,811,494)
AUDITED GENERAL FUND FUND BALANCE JUNE 30, 2018	\$ 53,493,624

Policy Use of Fund Balance	
10% unassigned fund balance reserve	\$ 34,769,191
General Fund - School Reserve Fund	\$ 3,177,769
Unspendable Fund Balance (Inventory & Prepaids)	\$ 157,766
1% Stabilization Reserve	\$ 2,912,677
Subtotal, Policy Use of Fund Balance	\$ 41,017,403

Appropriated Use of Fund Balance	
FY 19 Adopted Use of Fund Balance	\$ 2,370,416
CIP Cash Equity	\$ 1,896,148
Economic Development Fund	\$ 3,200,000
Housing Fund	\$ 700,000
Broadband Authority	\$ 800,000
Other Appropriated Uses of Fund Balance (FY 19)	\$ 1,888,624
Subtotal, Appropriated Use of Fund Balance	\$ 10,855,188

Audited June 30, 2018 Fund Balance	\$ 53,493,624
Policy Use of Fund Balance	\$ (41,017,403)
Appropriated Use of Fund Balance	\$ (10,855,188)
Unobligated General Fund Fund Balance	\$ 1,621,033

The following chart projects sources and uses for General Fund fund balance in FY 20.

Proposed Uses of Unobligated General Fund Fund Balance		
Sources:		
Unobligated General Fund Fund Balance	\$	1,621,033
Proposed Uses:		
FY 20 Uses		
Grants Leveraging	\$	60,000
Innovation Fund	\$	100,000
CIP & Grants Support (purchasing, grants - Finance Dept)	\$	150,000
Business Process Optimization	\$	250,000
Reserve for Contingencies	\$	237,152
Water Resources Bridge Year	\$	186,575
One-Time Resource Plan Costs/Other One-Time Uses	\$	637,306
Subtotal, FY 20 Uses	\$	1,621,033
TOTAL PROPOSED USES	\$	1,621,033
Available Fund Balance (Total Sources - Total Proposed Uses)	\$	-

Other Funds

• • • • • • • • • • • •

OTHER FUNDS

This chapter includes the Other Funds that are to be included as part of the initial FY 20 appropriated budget. Throughout the year, additional Funds will be requested for appropriation as needed.

FUNDS DESCRIBED IN THIS SECTION

COMPUTER MAINTENANCE AND REPLACEMENT FUND	OLD CROZET SCHOOL FUND
ALBEMARLE BROADBAND AUTHORITY FUND	VEHICLE REPLACEMENT FUND
COMMONWEALTH'S ATTORNEY COMMISSION FUND	MARTHA JEFFERSON HEALTH GRANT
VICTIM-WITNESS GRANT	HOUSING ASSISTANCE FUND
PROBLEM ORIENTED POLICING (POP) GRANT	GENERAL FUND SCHOOL RESERVE FUND
REGIONAL FIREARMS TRAINING CENTER – OPERATIONS	TOURISM FUND
REGIONAL FIREARMS TRAINING CENTER – CAPITAL	CHARLOTTESVILLE ALBEMARLE CONVENTION AND VISITORS BUREAU FUND
FIRE RESCUE SERVICES FUND (DISCONTINUED)	PROFFER FUNDS
CRIMINAL JUSTICE GRANT	ECONOMIC DEVELOPMENT AUTHORITY
WATER RESOURCES FUND	ECONOMIC DEVELOPMENT FUND
COURTHOUSE MAINTENANCE FUND	HOUSING FUND

FUNDS DESCRIBED ELSEWHERE

PROJECT MANAGEMENT FUND – in Public Works Chapter

BRIGHT STARS FUND - in Health and Welfare Chapter

CHILDREN'S SERVICES ACT FUND - in Health and Welfare Chapter

DARDEN TOWE PARK FUND - in Parks, Recreation & Culture Chapter

Summary of Other Funds

EXPENDITURE SUMMARY

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Computer Maint. & Repl. Fund	\$325,078	\$451,641	\$451,641	\$502,759	\$502,759	\$502,759	\$51,118	11.3%
Albemarle Broadband Authority Fund	0	0	1,000,308	0	0	0	\$0	
Commonwealth's Atty. Commission Fund	119,764	60,000	60,000	60,000	60,000	60,000	\$0	0.0%
Victim-Witness Grant	132,590	173,241	175,875	172,901	172,901	172,901	(\$340)	-0.2%
POP Grant	133,696	139,900	139,900	0	0	0	(\$139,900)	-100.0%
Reg. Firearms Training Center - Operations	184,878	278,336	281,306	217,562	217,562	217,562	(\$60,774)	-21.8%
Reg. Firearms Training Center - Capital	0	90,000	90,000	90,000	90,000	90,000	\$0	0.0%
Fire Rescue Services Fund (Discontinued)	0	244,000	1,296,162	0	0	0	(\$244,000)	-100.0%
Criminal Justice Grant	1,024,863	731,081	1,502,162	731,081	731,081	731,081	\$0	0.0%
Water Resources Fund	1,265,193	1,500,916	1,849,707	1,377,205	1,377,205	1,377,205	(\$123,711)	-8.2%
Project Management Fund	1,158,616	1,271,109	1,271,109	0	0	0	(\$1,271,109)	-100.0%
Courthouse Maintenance Fund	29,001	29,581	29,581	30,173	30,173	30,173	\$592	2.0%
Old Crozet School Fund	77,913	80,400	80,400	88,225	88,225	88,225	\$7,825	9.7%
Vehicle Replacement Fund	896,731	1,168,014	1,168,014	1,305,182	1,305,182	1,305,182	\$137,168	11.7%
Bright Stars Fund	1,400,094	1,605,084	1,605,084	1,603,170	1,603,170	1,603,170	(\$1,914)	-0.1%
Children's Services Act Fund	8,879,069	11,608,951	11,608,951	9,620,204	9,620,204	9,570,204	(\$2,038,747)	-17.6%
MJ Health Grant	4,026	5,000	5,000	4,000	4,000	4,000	(\$1,000)	-20.0%
Housing Assistance Fund	3,353,781	3,420,000	3,420,000	3,422,066	3,422,066	3,448,866	\$28,866	0.8%
General Fund School Reserve Fund	74,530	1,024,735	1,024,735	1,024,735	1,024,735	1,184,123	\$159,388	15.6%
CACVB Fund*	0	0	1,879,550	1,959,134	1,959,134	1,959,134	\$1,959,134	
Darden Towle Park Fund	279,248	305,794	345,794	369,288	318,288	318,288	\$12,494	4.1%
Tourism Fund	1,871,883	1,715,199	1,965,199	1,798,830	1,798,830	1,798,830	\$83,631	4.9%
Proffer Funds	200,000	0	0	180,757	180,757	180,757	\$180,757	
Economic Development Authority	31,395	80,000	1,818,000	911,972	911,972	911,972	\$831,972	1040.0%
Economic Development Fund	413,517	0	6,155,483	500,000	500,000	500,000	\$500,000	
Housing Fund	0	600,000	1,300,000	0	0	0	(\$600,000)	-100.0%
TOTAL	\$21,855,866	\$26,582,982	\$40,523,962	\$25,969,244	\$25,918,244	\$26,054,432	(\$528,550)	-2.0%

*Charlottesville Albemarle Convention and Visitors Bureau

REVENUE SUMMARY

	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
Local Revenue	\$2,371,947	\$2,259,132	\$4,320,910	\$4,360,126	\$4,344,149	\$4,344,149	\$2,085,017	92.3%
State Revenue	5,721,006	7,701,011	8,897,750	6,713,796	6,713,796	6,713,796	(\$987,215)	-12.8%
Federal Revenue	3,639,961	3,553,744	3,555,720	3,520,745	3,520,745	3,547,545	(\$6,199)	-0.2%
Transfers	12,378,271	10,648,215	16,716,665	9,577,085	9,542,062	9,492,062	(\$1,156,153)	-10.9%
Use of Fund Balance	0	2,420,880	7,627,625	1,797,492	1,797,492	1,956,880	(\$464,000)	-19.2%
TOTAL	\$24,111,184	\$26,582,982	\$41,118,670	\$25,969,244	\$25,918,244	\$26,054,432	(\$528,550)	-2.0%

COMPUTER MAINTENANCE AND REPLACEMENT FUND

DESCRIPTION

The Computer Maintenance and Replacement Fund is used for the County's personal computer (PC) replacement timeline. Currently, the County has a five-year replacement strategy for desktop PCs, a four-year replacement strategy for laptops, and a three-year replacement strategy for mobility devices. In between replacements, PCs and laptops may require maintenance and this fund supports these maintenance efforts. Printer maintenance/replacement and devices to improve PC performance are also supported with this Fund. Additionally, the purchase of some software items that departments request, on an as needed basis, will be made from this Fund.

The Computer Maintenance and Replacement Fund is funded through contributions from general government department budgets based on the number of desktops, laptops, mobility devices, and printers within the department. Departments are also assessed a fee for desktop operating system software licensing, productivity software licensing, and cloud services costs, which are paid out of this fund.

COMPUTER MAINTENANCE AND REPLACEMENT FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$325,078	\$451,641	\$451,641	\$502,759	\$502,759	\$502,759	\$51,118	11.3%
REVENUES	\$311,678	\$451,641	\$451,641	\$502,759	\$502,759	\$502,759	\$51,118	11.3%

ALBEMARLE BROADBAND AUTHORITY FUND

DESCRIPTION

The Albemarle Broadband Authority (ABBA) was formed by the Board of Supervisors in August 2017. The goal of ABBA is to extend affordable broadband internet service access to every customer in Albemarle County. The County serves as the fiscal agent for ABBA.

There is currently no planned transfer to the Broadband Authority Fund in FY 20. Balances remaining in the fund at the end of FY 19 will be carried forward into FY 20. Pursuant to Board of Supervisors' discussions during the Five-Year Financial Plan process in December 2018, \$800,000 is recommended to be appropriated in FY 19 to transfer funding to the Broadband Authority Fund after the adoption of the FY 20 budget.

ALBEMARLE BROADBAND AUTHORITY FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$0	\$0	\$1,000,308	\$0	\$0	\$0	\$0	
REVENUES	\$200,308	\$0	\$1,000,308	\$0	\$0	\$0	\$0	

COMMONWEALTH'S ATTORNEY COMMISSION FUND

DESCRIPTION

In 2010, the Commonwealth's Attorney's Office (CAO) began collecting delinquent fines and fees due for criminal and traffic matters in the Circuit and General District Courts. This revenue is collected into the Commonwealth's Attorney Commission Fund. A portion of these revenues is transferred to the General Fund to support a part-time attorney position in the CAO.

FUND FINANCIAL DATA

COMMONWEALTH ATTORNEY COMMISSION FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
COMM. ATTY. COLLECTION FEES	\$59,764	\$0	\$0	\$0	\$0	\$0	\$0	
TRANSFER TO GENERAL FUND	60,000	60,000	60,000	60,000	60,000	60,000	\$0	0.0%
EXPENDITURE TOTAL	\$119,764	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$0	0.0%
REVENUES								
FINES AND FEES	\$103,990	\$0	\$0	\$0	\$0	\$0	\$0	
USE OF FUND BALANCE	0	60,000	60,000	60,000	60,000	60,000	\$0	0.0%
REVENUE TOTAL	\$103,990	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$0	0.0%

VICTIM WITNESS GRANT

DESCRIPTION

The Albemarle County Victim/Witness Assistance Program provides comprehensive information and direct services to crime victims and witnesses in accordance with the Crime Victim and Witness Rights Act and other applicable victims' rights laws. This Virginia Department of Criminal Justice Services Grant provides for a Victim-Witness Assistant Coordinator and a Victim/Witness Program Assistant.

In the FY 20 Recommended Budget there is a *decrease* of \$31,365 in operating expenses for part-time temporary help. This expense is now part of Salaries and Benefits because a part-time temporary employee has now been hired.

FUND FINANCIAL DATA

VICTIM WITNESS GRANT								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$95,352	\$95,057	\$97,691	\$112,606	\$112,606	\$112,606	\$17,549	18.5%
BENEFITS	36,330	37,269	37,269	50,745	50,745	50,745	\$13,476	36.2%
OPERATING	907	40,915	40,915	9,550	9,550	9,550	(\$31,365)	100.0%
EXPENDITURE TOTAL	\$132,590	\$173,241	\$175,875	\$172,901	\$172,901	\$172,901	(\$340)	-0.2%
REVENUES								
DCJS FUNDS	\$96,621	\$131,692	\$134,326	\$134,326	\$134,326	\$134,326	\$2,634	2.0%
TRANSFER FROM GENERAL FUND	12,379	41,549	41,549	38,575	38,575	38,575	(\$2,974)	-7.2%
REVENUE TOTAL	\$108,999	\$173,241	\$175,875	\$172,901	\$172,901	\$172,901	(\$340)	-0.2%
POSITIONS	2.0	2.0	2.0	2.0	2.0	2.0	0.0	0.0%

PROBLEM ORIENTED POLICING (POP) GRANT

DESCRIPTION

The Virginia Department of Criminal Justice Services Ed Byrne Memorial Justice Assistance Grant (JAG) was established to provide funding to local governments and state agencies to support critical funding in criminal justice system improvements. This grant requires the local match to increase each year with the goal at the end of the grant to be for a full time employee to be hired and associated costs to be absorbed in the department. FY 19 was the final year of partial grant funding for the salary, benefits and training for a Problem Oriented Policing (POP) Sergeant in the Police Department. In FY 20 this position and all related expenses are recommended to be continued in the Police Department budget.

FUND FINANCIAL DATA

PROBLEM ORIENTED POLICING (POP) GRANT								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$82,931	\$84,590	\$84,590	\$0	\$0	\$0	(\$84,590)	-100.0%
BENEFITS	45,772	\$47,891	\$47,891	0	0	0	(\$47,891)	-100.0%
OPERATING	4,993	\$0	\$0	0	0	0	\$0	
CAPITAL OUTLAY	0	\$7,419	\$7,419	0	0	0	(\$7,419)	-100.0%
EXPENDITURE TOTAL	133,696	\$139,900	\$139,900	\$0	\$0	\$0	(\$139,900)	-100.0%
REVENUES								
DCJS FUNDS	\$49,058	\$34,975	\$34,975	\$0	\$0	\$0	(\$34,975)	-100.0%
TRANSFER FROM GENERAL FUND	67,286	104,925	104,925	0	0	0	(\$104,925)	-100.0%
REVENUE TOTAL	\$116,344	\$139,900	\$139,900	\$0	\$0	\$0	(\$139,900)	-100.0%
POSITIONS	1.0	1.0	1.0	0.0	0.0	0.0	-1.0	-100.0%

REGIONAL FIREARMS TRAINING CENTER: OPERATIONS

DESCRIPTION

The Regional Firearms Training Center is a joint project between the County of Albemarle, City of Charlottesville, and University of Virginia (UVA). The Center provides training and education in the use of firearms to improve the safety and effectiveness of local law enforcement agencies. The facility includes a 50-yard qualification range and 50-yard tactical range, 16 shooting lanes, control platforms, a classroom, an office, bathrooms, and storage areas.

Funding shares are based on the agreement approved by the Board of Supervisors at its December 10, 2014 meeting, which allocates costs based on each partner's percentage of the total number of authorized full-time certified law enforcement officers, which for FY 20, is established as of January 1, 2019. FY 20 expenditures are decreasing to reflect actual costs at the facility.

FUND FINANCIAL DATA

REGIONAL FIREARMS TRAINING CENTER: OPERATIONS FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
OPERATING	\$184,878	\$278,336	\$281,306	\$217,562	\$217,562	\$217,562	(\$60,774)	-21.8%
EXPENDITURE TOTAL	\$184,878	\$278,336	\$281,306	\$217,562	\$217,562	\$217,562	(\$60,774)	-21.8%
REVENUES								
COUNTY OF ALBEMARLE*	\$104,083	\$123,198	\$123,198	\$96,132	\$96,132	\$96,132	(\$27,066)	-22.0%
CITY OF CHARLOTTESVILLE	89,497	104,186	104,186	78,142	78,142	78,142	(\$26,044)	-25.0%
UNIVERSITY OF VIRGINIA	44,417	50,952	50,952	43,288	43,288	43,288	(\$7,664)	-15.0%
REVENUE TOTAL	\$237,997	\$278,336	\$278,336	\$217,562	\$217,562	\$217,562	(\$60,774)	-21.8%

*Transfer from General Fund

REGIONAL FIREARMS TRAINING CENTER: CAPITAL

DESCRIPTION

This program is a Capital Reserve Fund for the Regional Firearms Training Center. The fund will be used for future capital improvements and capital maintenance to the facility. Pursuant to the regional agreement, annual funding is 1.5% of the building value and is contributed 44% by the County, 38% by the City, and 18% by the University of Virginia. Any funds not expended in a particular fiscal year will be carried forward to the following fiscal year. Expenditures are not anticipated until after FY 28.

FUND FINANCIAL DATA

REGIONAL FIREARMS TRAINING CENTER: CAPITAL FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
RESERVE	\$0	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$0	0.0%
EXPENDITURE TOTAL	\$0	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$0	0.0%
REVENUES								
COUNTY OF ALBEMARLE*	\$0	\$39,600	\$39,600	\$39,600	\$39,600	\$39,600	\$0	0.0%
CITY OF CHARLOTTESVILLE	0	34,200	34,200	34,200	34,200	34,200	\$0	0.0%
UNIVERSITY OF VIRGINIA	0	16,200	16,200	16,200	16,200	16,200	\$0	0.0%
REVENUE TOTAL	\$0	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$0	0.0%

*Transfer from Capital Improvement Fund

FIRE RESCUE SERVICES FUND (DISCONTINUED)

DESCRIPTION

From FY 16 to FY 18, Fire Rescue system operating expenses and related revenues were accounted for separately from the General Fund in a Fire Rescue Services Fund. At the July 12, 2017 Board of Supervisors meeting, the Board provided direction to discontinue the Fire Rescue Services Fund and move the Fire Rescue Services budgets back into the General Fund. For comparison purposes, FY 18 figures in the other chapters of this document have been revised to reflect those budgets and expenses as part of the General Fund. Because of this, the FY 18 figures in the below table appear as \$0.

The FY 19 Adopted Budget included \$244,000 in Fire Rescue Services Fund fund balance to support systemwide Fire Rescue expenditures in the General Fund and Capital Improvement Fund. The FY 19 Projected includes an additional \$1,295,918 to support systemwide Fire Rescue expenditures in the General Fund and Capital Improvement Fund appropriated by the Board of Supervisors on February 6, 2019. No further activity is anticipated in this discontinued fund.

FUND FINANCIAL DATA

FIRE RESCUE SERVICES FUND (DISCONTINUED)								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Transfer to General Fund	\$0	\$125,000	\$291,645	\$0	\$0	\$0	(\$125,000)	
Transfer to Capital Improvement Program	0	119,000	1,004,517	0	0	0	(\$119,000)	
EXPENDITURE TOTAL	\$0	\$244,000	\$1,296,162	\$0	\$0	\$0	(\$244,000)	
REVENUES								
Use of Fire Rescue Services Fund Balance	\$0	\$244,000	\$1,296,162	\$0	\$0	\$0	(\$244,000)	
REVENUE TOTAL	\$0	\$244,000	\$1,296,162	\$0	\$0	\$0	(\$244,000)	

CRIMINAL JUSTICE GRANT

DESCRIPTION

Criminal Justice Programs are funded through grants from the Department of Criminal Justice Services and are administered by Offender Aid and Restoration – Jefferson Area Community Corrections (OAR-JACC). These programs include services under the Pretrial Services Act and Comprehensive Community Corrections Act.

FUND FINANCIAL DATA

CRIMINAL JUSTICE GRANT								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$1,024,863	\$731,081	\$1,502,162	\$731,081	\$731,081	\$731,081	\$0	0.0%
REVENUES								
DCJS-COMMUNITY CORRECTION	\$974,360	\$696,081	\$1,392,162	\$696,081	\$696,081	\$696,081	\$0	0.0%
OTHER RECOVERED COSTS	50,503	35,000	110,000	35,000	35,000	35,000	\$0	0.0%
REVENUE TOTAL	\$1,024,863	\$731,081	\$1,502,162	\$731,081	\$731,081	\$731,081	\$0	0.0%

WATER RESOURCES FUND

DESCRIPTION

The Water Resources Fund was created as part of the FY 15 budget in response to state mandates that have significantly increased the scope and costs of County water resource programs. The Board of Supervisors adopted a Five-Year Financial Plan in December 2013 that included anticipated revenues and additional staffing resources for the County's water resources programs beginning in FY 15. The FY 20 Recommended Budget continues to utilize General Fund revenue as an interim funding solution to allow the County to fund its mandates while a community and Board preference for a more permanent dedicated funding solution is achieved.

FUND FINANCIAL DATA

WATER RESOURCES FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
TRANSFER TO GENERAL FUND	\$822,040	\$1,037,584	\$1,037,584	\$963,473	\$963,473	\$963,473	(\$74,111)	-7.1%
TRANSFER TO WATER RESOURCES CIP FUND	221,305	241,556	590,347	0	0	0	(\$241,556)	-100.0%
TRANSFER TO GENERAL GOV'T DEBT FUND	221,849	221,776	221,776	230,585	230,585	230,585	\$8,809	4.0%
RESERVE	0	0	0	183,147	183,147	183,147	\$183,147	
EXPENDITURE TOTAL	\$1,265,193	\$1,500,916	\$1,849,707	\$1,377,205	\$1,377,205	\$1,377,205	(\$123,711)	-8.2%
REVENUES								
TRANSFER FROM GENERAL FUND	\$1,230,689	\$1,289,120	\$1,289,120	\$1,377,205	\$1,377,205	\$1,377,205	\$88,085	6.8%
USE OF FUND BALANCE	\$0	\$211,796	\$560,587	\$0	\$0	\$0	(\$211,796)	-100.0%
REVENUE TOTAL	\$1,230,689	\$1,500,916	\$1,849,707	\$1,377,205	\$1,377,205	\$1,377,205	(\$123,711)	-8.2%

OVERVIEW/CHANGES

FY 20 Recommended Budget: The Water Resources Fund totals \$1,377,205 and includes the following:

- A \$963,473 transfer from the Water Resources Fund to the General Fund to support operating expenditures related to water resources including the Water Resources Program of the Facilities and Environmental Services Department, the Community Development Department, the Thomas Jefferson Soil and Water Conservation District, the Streamwatch program, the Rivanna River Basin Commission program, and the Albemarle Conservation Assistance program. Please see those sections in the Public Works and Community Development chapters of this document for additional information on those expenditures.
- In FY 20, Water Resources Management improvement projects in the Stormwater Capital Budget will be funded with currently appropriated funds and bridge year funding from the General Fund. Please see the Capital Improvements Program chapter in this document for additional information on those projects.
- A \$230,585 transfer from the Water Resources Fund to the General Government Debt Fund to support the principle and interest payments of capital projects funded.
- Revenues for this fund are provided by a transfer from the General Fund. This amount is based on a dedicated 0.7 cents per \$100 assessed value for the real estate property tax rate.
- Reserve funding of \$183,147 that can be used for unanticipated or future Water Resources expenses.

COURTHOUSE MAINTENANCE FUND

DESCRIPTION

The Clerk of the Court collects an assessed sum as part of the cost in (i) each civil action filed in the district or circuit court located within its boundaries and (ii) each criminal or traffic case in its district or circuit court in which the defendant is charged with a violation of any statute or ordinance. The fees collected are transferred to the Capital Improvements Fund (CIP) and used for the construction, renovation or maintenance of courthouse or jail and court-related facilities and to defray the cost of heating, cooling, electricity, and ordinary maintenance of those facilities.

FUND FINANCIAL DATA

COURTHOUSE MAINTENANCE FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
TRANSFER TO CIP	\$29,001	\$29,581	\$29,581	\$30,173	\$30,173	\$30,173	\$592	2.0%
REVENUES								
Courthouse Maintenance Fees	\$29,981	\$29,581	\$29,581	\$30,173	\$30,173	\$30,173	\$592	2.0%
REVENUE TOTAL	\$29,981	\$29,581	\$29,581	\$30,173	\$30,173	\$30,173	\$592	2.0%

OLD CROZET SCHOOL FUND

DESCRIPTION

The County leases space at the Old Crozet Elementary School. The rent revenue provides funding for the operating costs of this facility and supports required major capital replacements and repairs.

FUND FINANCIAL DATA

OLD CROZET SCHOOL FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPT	\$ ADP-ADP	% ADP/ADP
Operating Expenditures	\$77,913	\$80,400	\$80,400	\$88,225	\$88,225	\$88,225	\$7,825	9.7%
REVENUES								
Rent	\$75,049	\$80,400	\$80,400	\$88,225	\$88,225	\$88,225	\$7,825	9.7%

VEHICLE REPLACEMENT FUND

DESCRIPTION

The Vehicle Replacement Fund provides funding for general government fleet replacement needs with the exception of Fire Rescue apparatus and command vehicles and Police specialty vehicles, which are funded in the Capital Improvement Program. Long-term vehicle replacement needs are generally targeted for vehicles when they first reach either 120,000 miles or ten years of age; however, in a given year, vehicle replacement requests are considered and prioritized individually based on additional factors including vehicle condition and maintenance record.

The Vehicle Replacement Fund is primarily funded through contributions from general government department operating budgets based on anticipated fleet replacement costs and lifecycles. For example, a department with vehicles that average 10,000 miles a year (a ten year life cycle using the 120,000 miles or ten years of age standard) with a total fleet replacement cost of \$200,000 would contribute \$20,000 in FY 20 (\$200,000 / 10). The FY 20 Recommended Budget includes funding for 9 replacement vehicles and a reserve for future vehicle replacements.

FUND FINANCIAL DATA

VEHICLE REPLACEMENT FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
FINANCE-REAL ESTATE	\$21,001	\$22,025	\$22,025	\$0	\$0	\$0	(\$22,025)	-100.0%
SHERIFF	90,269	67,500	67,500	71,000	71,000	71,000	\$3,500	5.2%
POLICE	557,595	807,500	807,500	891,090	891,090	891,090	\$83,590	10.4%
FIRE RESCUE	91,214	0	0	0	0	0	\$0	
INSPECTIONS	73,244	0	0	0	0	0	\$0	
FACILITIES & ENVIRONMENTAL SERVICES	21,001	0	0	27,048	27,048	27,048	\$27,048	
SOCIAL SERVICES	0	47,180	47,180	66,309	66,309	66,309	\$19,129	40.5%
PARKS AND RECREATION	17,066	0	0	118,817	118,817	118,817	\$118,817	
COMMUNITY DEVELOPMENT	25,342	25,148	25,148	0	0	0	(\$25,148)	-100.0%
EMERGENCY REPLACEMENT CONTINGENCY	0	30,000	30,000	30,000	30,000	30,000	\$0	0.0%
RESERVE: FUTURE VEHICLE REPLACEMENTS	0	168,661	168,661	100,918	100,918	100,918	(\$67,743)	-40.2%
EXPENDITURE TOTAL	\$896,731	\$1,168,014	\$1,168,014	\$1,305,182	\$1,305,182	\$1,305,182	\$137,168	11.7%
REVENUES								
VEHICLE REPLACEMENT CONTRIBUTIONS	\$1,097,275	\$1,138,014	\$1,138,014	\$1,275,182	\$1,275,182	\$1,275,182	\$137,168	12.1%
OTHER REVENUES	8,870	0	0	0	0	0	\$0	
USE OF FUND BALANCE	0	30,000	30,000	30,000	30,000	30,000	\$0	0.0%
REVENUE TOTAL	\$1,106,145	\$1,168,014	\$1,168,014	\$1,305,182	\$1,305,182	\$1,305,182	\$137,168	11.7%

MARTHA JEFFERSON HEALTH GRANT

DESCRIPTION

The Martha Jefferson Hospital School Community Health Partnership Award provides “gifts to community partners for support of dental needs” for indigent and low-income children enrolled in early intervention programs. The grant, administered by the Department of Social Services, seeks to “advance early detection and treatment” of dental issues as part of its mission to improve community health.

FUND FINANCIAL DATA

MJ HEALTH GRANT								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$4,026	\$5,000	\$5,000	\$4,000	\$4,000	\$4,000	(\$1,000)	-20.0%
REVENUES								
MJ Health Grant	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$0	0.0%
Fund Balance	\$0	\$3,000	\$3,000	\$2,000	\$2,000	\$2,000	(\$1,000)	-33.3%
REVENUE TOTAL	\$2,000	\$5,000	\$5,000	\$4,000	\$4,000	\$4,000	(\$1,000)	-20.0%

HOUSING ASSISTANCE FUND

DESCRIPTION

Housing Assistance funding is provided by the U.S. Department of Housing and Urban Development (HUD) for the Housing Choice Voucher (HCV) Program. Funds are disbursed to landlords participating in HCV as rental subsidies for voucher holders and to some voucher holders to assist with utility costs. Funds also support the administration of the program.

FUND FINANCIAL DATA

HOUSING ASSISTANCE FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
HOUSING ASSISTANCE AND UTILITY REIMB.	\$3,047,582	\$3,170,000	\$3,170,000	\$3,122,066	\$3,122,066	\$3,122,066	(\$47,934)	-1.5%
TRANSFER TO GENERAL FUND	306,199	250,000	250,000	300,000	300,000	326,800	\$76,800	30.7%
EXPENDITURE TOTAL	\$3,353,781	\$3,420,000	\$3,420,000	\$3,422,066	\$3,422,066	\$3,448,866	\$2,066	0.1%
REVENUES								
HOUSING CHOICE VOUCHER PROGRAM	\$3,457,410	\$3,420,000	\$3,420,000	\$3,422,066	\$3,422,066	\$3,448,866	\$28,866	0.8%
REVENUE TOTAL	\$3,457,410	\$3,420,000	\$3,420,000	\$3,422,066	\$3,422,066	\$3,448,866	\$28,866	0.8%

GENERAL FUND SCHOOL RESERVE FUND

DESCRIPTION

Virginia State Code §22.1-100 states that “all sums derived from local funds unexpended in any year shall remain part of the funds of the governing body appropriating the funds for use the next year.” County Financial Policies state the following:

At the close of each fiscal year before the County’s audit is complete, all non-appropriated School Operating Fund fund balance will be transferred into the General Fund-School Reserve Fund. The Board of Supervisors will maintain in the General Fund-School Reserve Fund an amount not greater than 2% of the current year’s School Division adopted operating budget. These funds will be available for School Division purposes subject to appropriation by the Board of Supervisors. The Board of Supervisors will transfer any funds in excess of that 2% to the CIP on an annual basis unless otherwise determined by the Board of Supervisors.

The General Fund School Reserve Fund was established to hold the School Division fund balances up to 2% in reserve for future use by the School Division. In FY 20, the School Division is using \$1.2 million as part of their initial budget.

GENERAL FUND SCHOOL RESERVE FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$74,530	\$1,024,735	\$1,024,735	\$1,024,735	\$1,024,735	\$1,184,123	\$159,388	15.6%
USE OF FUND BALANCE	\$1,276,793	\$1,024,735	\$1,024,735	\$1,024,735	\$1,024,735	\$1,184,123	\$159,388	15.6%

CHARLOTTESVILLE ALBEMARLE CONVENTION AND VISITORS BUREAU (CACVB) FUND

The mission of the CACVB is to enhance the economic prosperity of the City and the 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 County serves as the fiscal agent for the CACVB effective January 1, 2019, pursuant to the agreement approved by the Board of Supervisors on June 13, 2018. The County's share for the CACVB is included in the Parks, Recreation, and Culture chapter of this document.

FUND FINANCIAL DATA

CHARLOTTESVILLE ALBEMARLE CONVENTION AND VISITORS BUREAU FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$0	\$0	\$1,879,550	\$1,959,134	\$1,959,134	\$1,959,134	\$1,959,134	
REVENUES								
City of Charlottesville	\$0	\$0	\$1,038,546	\$1,103,921	\$1,103,921	\$1,103,921	\$1,103,921	
County of Albemarle	0	0	839,004	853,213	853,213	853,213	\$853,213	
Other Local	0	0	2,000	2,000	2,000	2,000	\$2,000	
REVENUE TOTAL	\$0	\$0	\$1,879,550	\$1,959,134	\$1,959,134	\$1,959,134	\$1,959,134	

TOURISM FUND

DESCRIPTION

The Tourism Fund was established in FY 98 for the purpose of funding tourism-related programs from revenue derived primarily from an additional 3% rate in the County's transient occupancy (hotel/motel or lodging) tax. Virginia's counties, by general law, have been limited to levying a maximum transient occupancy tax rate of 2%. However, in 1996, the General Assembly enacted legislation that allowed Albemarle County and several other counties to levy a transient occupancy tax of up to a maximum rate of 5%. The legislation required that the additional revenue from the additional 3% rate be used only for projects and expenditures that promote tourism, travel, or businesses that generate tourism or travel in the locality.

The transfer from the Tourism Fund to the General Fund is made to offset the expenses of operating County tourism-related programs and activities, such as the Charlottesville Albemarle Convention and Visitors Bureau, arts and cultural community agencies, and maintenance costs for the Parks and Recreation Department. For additional information on those expenditures, please see the Parks, Recreation, and Culture chapter of this document.

The FY 19 Projected transfer from the Tourism Fund to the Capital Improvements Program (CIP) is re-appropriated from FY 18 for one-time support of the Acquisition of Conservation Easements (ACE) program.

FUND FINANCIAL DATA

TOURISM FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Transfer to General Fund	\$1,871,883	\$1,715,199	\$1,715,199	\$1,798,830	\$1,798,830	\$1,798,830	\$83,631	4.9%
Transfer to Capital Improvements Program (CIP)	0	0	250,000	0	0	0	\$0	
EXPENDITURE TOTAL	\$1,871,883	\$1,715,199	\$1,965,199	\$1,798,830	\$1,798,830	\$1,798,830	\$83,631	4.9%
REVENUES								
Local - Transient Occupancy Tax	\$1,706,427	\$1,715,199	\$1,753,625	\$1,798,830	\$1,798,830	\$1,798,830	\$83,631	4.9%
Use of Fund Balance	0	0	250,000	0	0	0	\$0	
REVENUE TOTAL	\$1,706,427	\$1,715,199	\$2,003,625	\$1,798,830	\$1,798,830	\$1,798,830	\$83,631	4.9%

PROFFER FUNDS

DESCRIPTION

Proffers are a voluntary offer by a landowner to perform an act, contribute money, or donate land in order to mitigate the impacts of new development that result from a rezoning, which is referred to as a Zoning Map Amendment ("ZMA"). Proffered cash revenue may be used for improvement projects that increase capacity. It must be used according to the terms set forth in the proffer agreement like area, within a certain timeframe, and/or on a certain project. For every proffer, there is a fund. The summary below is limited to the collection of Proffer funds that are to be included as part of the FY 20 appropriated budget. For more information about specific proffer activity, please see the Capital Improvement Program chapter.

FUND FINANCIAL DATA

PROFFER FUNDS							
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP % ADP/ADP
EXPENDITURES							
TRANSFER to School CIP	\$0	\$0	\$0	\$103,468	\$103,468	\$103,468	\$103,468
TRANSFER to General Govt. CIP	200,000	0	0	77,289	77,289	77,289	\$77,289
	\$200,000	\$0	\$0	\$180,757	\$180,757	\$180,757	\$180,757
REVENUES							
Use of Proffer Revenue Fund Balance	\$200,000	\$0	\$0	\$180,757	\$180,757	\$180,757	\$180,757

ECONOMIC DEVELOPMENT AUTHORITY

DESCRIPTION

The Economic Development Authority (EDA) issues bonds to promote industry and development by inducing manufacturing, industrial, governmental, nonprofit and commercial enterprises and institutions of higher education to locate in or remain in the County and to further the use of its agricultural products and natural resources. The County serves as the fiscal agent for the EDA.

FY 19 Projected includes \$400,000 re-appropriated from FY 18 and \$1,338,000 appropriated as a transfer from the Economic Development Fund for performance agreements between the a) County, EDA, and WillowTree Inc.; b) the County, EDA, and Woolen Mills LLC; and c) the County, EDA, and Perrone Robotics Inc.

FY 20 budget includes:

- \$131,972 in EDA fees for EDA expenditures.
- \$280,000 planned to be transferred from the General Fund pursuant to performance agreements between a) the County, EDA, and Brookdale Partners LP; b) the County, EDA, and WillowTree Inc; and c) the County, EDA, Central Virginia Electric Cooperative, and Central Virginia Services, Inc.
- \$500,000 planned to be transferred from the Economic Development Fund for a Commonwealth Development Opportunity Fund grant received in FY 19 pursuant to an agreement between the County, EDA, WillowTree Inc., and Virginia Economic Development Partnership Authority.

FUND FINANCIAL DATA

ECONOMIC DEVELOPMENT AUTHORITY								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$31,395	\$80,000	\$1,818,000	\$911,972	\$911,972	\$911,972	\$831,972	1040.0%
REVENUES								
Local	\$145,566	\$80,000	\$136,282	\$131,972	\$131,972	\$131,972	\$51,972	65.0%
Transfer from General Fund	0	0	0	280,000	280,000	280,000	\$280,000	
Transfer from Economic Development Fund	0	0	1,338,000	500,000	500,000	500,000	\$500,000	
Use of Fund Balance	0	0	400,000	0	0	0	\$0	
REVENUE TOTAL	\$145,566	\$80,000	\$1,874,282	\$911,972	\$911,972	\$911,972	\$831,972	1040.0%

ECONOMIC DEVELOPMENT FUND

DESCRIPTION

As part of the FY 18 budget process, the Board of Supervisors approved the creation of a separate Economic Development Fund that would match specific state grant opportunities, encourage economic investment in development areas, and implement priority economic development initiatives.

This fund includes an Economic Opportunities Fund, which was originally established by the Board in 2006 to match economic development grant programs at the state and federal level that help create jobs and expand capital investment in Albemarle County.

In addition, the Economic Development Fund includes funding for an Economic Development Investment Pool. This funding is to support future targeted economic development initiatives. The intention is that these resources will leverage/catalyze other possible investment and will provide an immediate and accessible pool of funds for implementing initiatives that will boost business opportunity and create an improved local economy.

FY 19 Projected includes:

- \$2,955,483 re-appropriated from FY 18.
- \$1,338,000 appropriated to transfer funding to the Economic Development Authority for performance agreements between the a) County, EDA, and WillowTree Inc.; b) the County, EDA, and Woolen Mills LLC; and c) the County, EDA, and Perrone Robotics Inc.
- \$73,512 in operating expenditures reallocated from the Economic Development Investment Pool.
- Pursuant to Board of Supervisors discussions during the Five-Year Financial Plan process in December 2018, an additional \$3,200,000 is recommended to be appropriated in FY 19 to the Economic Development Fund after the adoption of the FY 20 budget.
- Any balance remaining at the end of FY 19 will be recommended to be re-appropriated into FY 20.

FY 20 budget includes:

- \$500,000 planned to be transferred to the Economic Development Authority for a Commonwealth Development Opportunity Fund grant received in FY 19 pursuant to an agreement between the County, EDA, WillowTree Inc., and Virginia Economic Development Partnership Authority.

FUND FINANCIAL DATA

ECONOMIC DEVELOPMENT FUND							
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP % ADP/ADP
EXPENDITURES							
Economic Opportunities Fund	\$0	\$0	\$797,000	\$0	\$0	\$0	\$0
Economic Development Investment Pool	0	0	3,841,088	0	0	0	0
Operating	413,517	0	179,395	0	0	0	0
Transfer to Economic Development Authority	0	0	1,338,000	500,000	500,000	500,000	500,000
EXPENDITURE TOTAL	\$413,517	\$0	\$6,155,483	\$500,000	\$500,000	\$500,000	\$500,000
REVENUES							
State	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0
Transfer from General Fund	3,369,000	0	3,200,000	0	0	0	0
Use of Fund Balance	0	0	2,955,483	500,000	500,000	500,000	500,000
REVENUE TOTAL	\$3,369,000	\$0	\$6,655,483	\$500,000	\$500,000	\$500,000	\$500,000

HOUSING FUND

DESCRIPTION

The Housing Fund was created as part of the FY 19 Budget and included:

- \$275,000 for Habitat for Humanity of Greater Charlottesville to support Phase 1 of the Redevelopment of Southwood Mobile Home Park pursuant to the Board of Supervisors' action at its January 10, 2018 meeting.
 - In FY 18, \$400,000 was appropriated to Habitat for Humanity of Greater Charlottesville pursuant to the same agreement. This expense took place in the General Fund and is not shown in the below table, it is shown in the Community Development chapter of this document.
- \$325,000 in a Reserve, which is intended to support housing initiatives that are one-time costs and will support the County's strategic and housing goals.
 - Pursuant to the Board of Supervisors' action at its November 7, 2018 meeting, this reserve was allocated to support the acquisition and renovation of Park's Edge Apartments by the Piedmont Housing Alliance (PHA). This funding will be reserved in the Housing Fund for PHA pending a determination of need through the Virginia Housing Development Authority's underwriting of the project.

Pursuant to Board of Supervisors discussions during the Five-Year Financial Plan process in December 2018, an additional \$700,000 is recommended to be appropriated in FY 19 to the Housing Fund Reserve after the adoption of the FY 20 budget. This reserve is intended to support housing initiatives that are one-time costs and will support the County's strategic and housing goals.

FUND FINANCIAL DATA

HOUSING FUND								
	FY 18 ACTUAL	FY 19 ADOPTED	FY 19 PROJECTED	FY 20 REQUEST	FY 20 RECOMM	FY 20 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Habitat for Humanity of Greater Charlottesville	\$0	\$275,000	\$275,000	\$0	\$0	\$0	(\$275,000)	
Piedmont Housing Alliance	0	0	325,000	0	0	0	\$0	
Reserve	0	325,000	700,000	0	0	0	(\$325,000)	
EXPENDITURE TOTAL	\$0	\$600,000	\$1,300,000	\$0	\$0	\$0	(\$600,000)	
REVENUES								
Transfer from General Fund	\$0	\$600,000	\$1,300,000	\$0	\$0	\$0	(\$600,000)	
REVENUE TOTAL	\$0	\$600,000	\$1,300,000	\$0	\$0	\$0	(\$600,000)	



Education

• • • • • • • • • • • •

EDUCATION

For the Albemarle County Public School's FY 20 Adopted Budget and other School budget-related information, please visit the Albemarle County Public School's website at:

<http://www.k12albemarle.org/budget>



Capital Improvement Program

• • • • • • • • • • • •

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program represents a statement of the County of Albemarle's policy regarding long-range physical development for the next five-year and ten-year periods respectively. The Capital Improvement Program serves as a planning and implementation tool for the acquisition, development, construction, maintenance, and renovation of public facilities, infrastructure and capital equipment and supports School Division and General Government projects.

The Capital Improvement Program Includes the following:

- The **Capital Budget** is the first year of the approved five-year Capital Improvements Plan. A summary of this follows on the next page.
- The **Capital Improvement Plan** is the initial five-year period of the program. The CIP forecasts spending for all anticipated capital projects and is considered to be the link between the County's Comprehensive Plan and its fiscal planning process. The plan is based on the "physical needs" of the County as identified in the Community Facilities Plan (a section of the Comprehensive Plan) and is prioritized by the various review committees in accordance with the Board's guiding principles.
- The **Capital Needs Assessment (CNA)** is the second five-year period of the CIP, which helps identify County capital needs beyond the traditional five-year period. This assessment plan is scheduled to be updated every other year and helps form the basis of the five-year CIP as projects are brought forward. Projects included in the assessment period are not balanced to revenues, but are viewed as potential projects in a planning stage.

The process for preparing the Capital Improvement Program is outlined later in this chapter. This chapter is organized as follows:

- FY 20 Adopted Capital Budget Expenditures and Revenues,
- Capital Improvement Plan (CIP) FY 20 – 24 Expenditures and Revenues Summary,
- FY 20 – 24 CIP Expenditure Summary,
- CIP Revenues,
- CIP Expenditures,
- Financial Policies,
- Process for preparing the Capital Improvement Program, and
- Referenced attachments.

The Capital Improvement Program has a two-year cycle for the development and amendments, which was revised by the Board of Supervisors on September 9, 2015. The revision maintains a two-year planning cycle but only allows new project requests for the five-year CIP during Year 1 of development. This is Year 2, referred to as the Amendment Year, of the two-year cycle.

In the Amendment Year, only amendments are made to the currently Adopted CIP. Revenue projections and interest rate projections are updated and timing or cost adjustments for capital projects included in the currently adopted CIP are made. Additional projects can be considered for inclusion in the CIP if the projects include associated funding sources, such as those projects which are funded by grants. Finally, during an amendment year process, the Oversight Committee may consider FY 20 – FY 24 project request submissions that addresses an immediate, critical, safety, structural or operational concern. Only one project request was included to be funded based on this criteria. The project included is the:

- **Western Albemarle ADA Improvements and Softball Field Restroom Facility (New Project FY 20)** - This project will construct a standalone building that will house three bathrooms and a concession stand to be located near the girls' softball field at Western Albemarle High School. It will include all necessary utilities to support such a facility including a pump station. This portion of the project includes a realigned and graded road area for Americans with Disabilities Act (ADA) access. The project addresses miscellaneous ADA improvements needed elsewhere on campus including a ramp from the C wing to the bus loop and modifications to the stadium bleachers. The restroom facility construction is in response to ongoing complaints and identified inequities between the baseball and softball facilities. Various ADA improvements are required to ensure all students have equitable access to the experiences and opportunities. The project is planned to be completed during the 2019/20 School Year.

There are no additional operating impacts beyond what is currently planned.

OVERVIEW/NOTABLE CHANGES

FY 20 Recommended Capital Budget:

- Included Hedgerow Trail Park Project starting in FY 20.

FY 20 Adopted Capital Budget:

- Reflects the change from Hedgerow Trail Park Project to Biscuit Run Phase IA Project. This is a project change and is not an increase or decrease to the County budget. The scope for Biscuit Run Phase IA Project is included in the FY 20 – 24 Multi-Year CIP Project Summaries toward the end of this chapter.

Adopted FY 20 Capital Budget

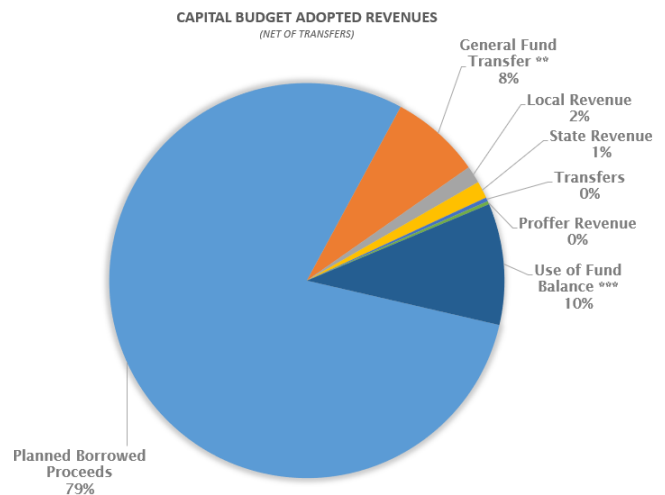
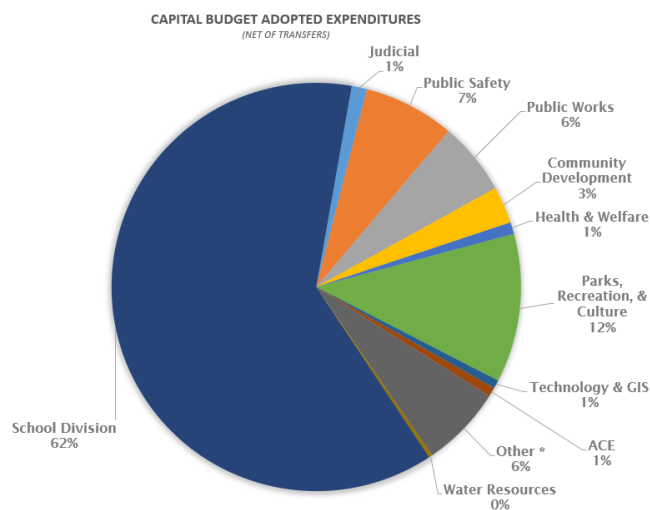
Capital Budget Adopted Expenditures (net of transfers)	FY 20
Judicial	\$ 831,300
Public Safety	\$ 4,916,397
Public Works	\$ 3,953,119
Community Development	\$ 2,000,000
Health & Welfare	\$ 640,000
Parks, Recreation, & Culture	\$ 8,054,211
Technology & GIS	\$ 453,937
ACE	\$ 500,000
Other *	\$ 4,413,705
Water Resources	\$ 186,575
School Division	\$ 42,479,000
Total CIP Expenditures	\$ 68,428,244

Capital Budget Adopted Revenues (net of transfers)	FY 20
Planned Borrowed Proceeds	\$ 54,241,733
General Fund Transfer **	\$ 5,066,311
Local Revenue	\$ 963,750
State Revenue	\$ 960,000
Transfers	\$ 216,748
Proffer Revenue	\$ 180,757
Use of Fund Balance ***	\$ 6,798,945
Total CIP Revenues	\$ 68,428,244

* Project Management Services, Advancing Strategic Priorities Reserve, and Cost of Issuance associated with Bond Issuances are included in the Other category.

** Assumes a tax rate increase in FY 20 to increase general fund transfer revenues.

*** Use of Fund Balance for the FY 20 Capital Budget refers to the use of CIP Funds' fund balances.



FY 20 - 24 Capital Improvement Plan (CIP)

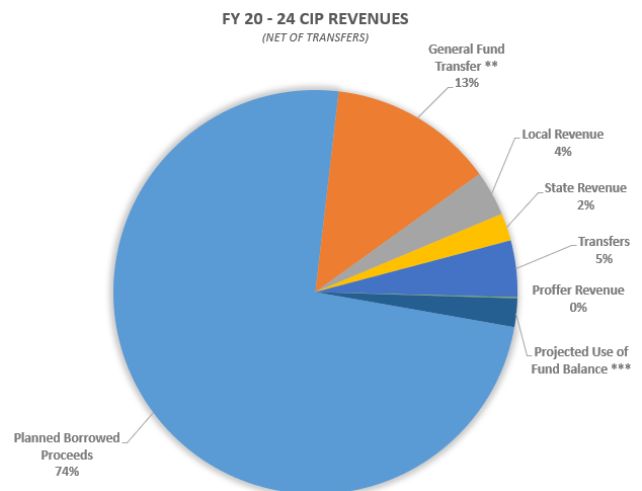
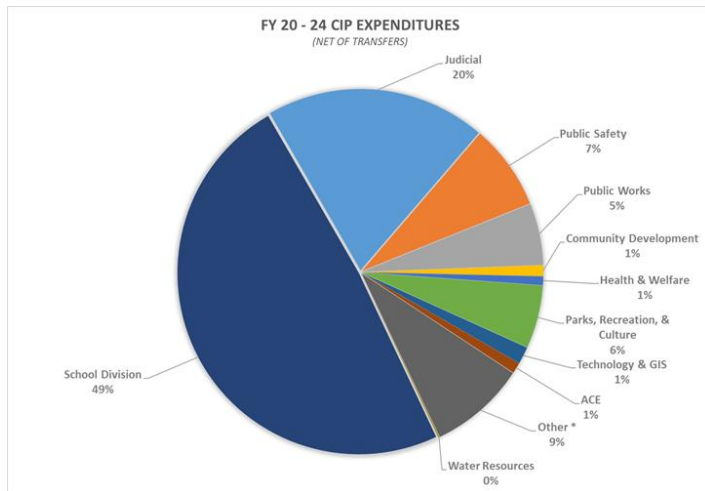
CIP Expenditures <i>(net of transfers)</i>	FY 20 - 24
Judicial	\$ 40,788,032
Public Safety	\$ 15,779,645
Public Works	\$ 11,397,880
Community Development	\$ 2,000,000
Health & Welfare	\$ 1,640,000
Parks, Recreation, & Culture	\$ 11,645,307
Technology & GIS	\$ 3,185,641
ACE	\$ 2,000,000
Other *	\$ 17,910,285
Water Resources	\$ 186,575
School Division	\$ 101,087,542
Total CIP Expenditures	\$ 207,620,907

CIP Revenues <i>(net of transfers)</i>	FY 20 - 24
Planned Borrowed Proceeds	\$ 161,125,685
General Fund Transfer **	\$ 28,772,527
Local Revenue	\$ 7,841,778
State Revenue	\$ 4,800,000
Transfers	\$ 9,860,936
Proffer Revenue	\$ 180,757
Projected Use of Fund Balance ***	\$ (4,960,776)
Total CIP Revenues	\$ 207,620,907

* Project Management Services, Advancing Strategic Priorities Reserve, and Cost of Issuance associated with Bond Issuances are included in the Other category.

** Assumes a tax rate increase in FY 20 to increase general fund transfer revenues.

*** In FY 20 - 24, this is a projected negative Use of Fund Balance due to an increase in dedicated funding for the CIP over the 5-year period and currently only includes funding assumptions for year 5 of the FY 20-24 CIP. Year 5 was not updated to include new projects during the Amendment Year process to allow for new requests. Use of Fund Balance for the FY 20 - 24 CIP refers to the use of CIP Funds' fund balances.



FY 20-24 CIP Expenditures Summary

(\$ Rounded to Nearest Dollar/net of transfers)

In addition to the new CIP Project for FY 20-24, there are prior year CIP Projects that are currently underway. As approved by the Board of Supervisors, the Multi-year CIP or the process of carrying-over CIP project balances from prior years was initially implemented in FY 14 and is continued in FY 20. Budgets appropriated to date are recorded for currently funded projects that have a defined start and stop (i.e. a construction project or specific technology replacement). Projects that are on-going (i.e. maintenance/replacement projects) are noted as "on-going." Projects that are on hold due to further review are noted as "on hold."

Multi-Year Project							
Project Expenditure by Functional Area	Appropriation	Capital Budget FY 20	FY 21	FY 22	FY 23	FY 24	Total FY 20 - 24
01 - Administration							
Time and Attendance System	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
01 - Administration Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
02 - Judicial							
Courts Facilities Addition/Renovation	Current FY 19	\$ 831,300	\$ -	\$ 25,904,227	\$ -	\$ 14,052,505	\$ 40,788,032
02 - Judicial Total		\$ 831,300	\$ -	\$ 25,904,227	\$ -	\$ 14,052,505	\$ 40,788,032
03 - Public Safety							
[Fire Rescue] Apparatus Replacement Program	On-Going	\$ 3,745,030	\$ -	\$ 1,972,556	\$ 1,691,611	\$ 2,474,662	\$ 9,883,859
[Fire Rescue] Mobile Burn Unit Replacement	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[Fire Rescue] Mobile Data Computers Replacement	On-Going	\$ 104,000	\$ 200,850	\$ -	\$ -	\$ -	\$ 304,850
[Fire Rescue] Station Alerting System Replacement	Current FY 19	\$ 653,000	\$ -	\$ -	\$ -	\$ -	\$ 653,000
[Fire Rescue] Volunteer Facilities Maintenance Program Pilot	On Hold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[Police] County 800Mhz Radio Replacements	On-Going	\$ 121,801	\$ 983,867	\$ 992,308	\$ 982,308	\$ -	\$ 3,080,284
[Police] Evidence Processing and Specialty Vehicle Storage Study	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[Police] Mobile Command Center Replacement	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[Police] Mobile Data Computers Replacement	On-Going	\$ 79,766	\$ 596,590	\$ 499,376	\$ 83,952	\$ -	\$ 1,259,684
[Police] Patrol Video Camera Replacement	On-Going	\$ 212,800	\$ 155,736	\$ 89,040	\$ 140,392	\$ -	\$ 597,968
[Police] Public Safety Robot	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[Police] Technology Upgrade	On-Going	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ECC Emergency Telephone System	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ECC Integrated Public Safety Technology Project	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ECC Regional 800 MHz Communication System	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pantops Public Safety Station	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rescue 8 Renovation	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[Police] Community Response Truck Replacement	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[Police] 5th Street Small Vehicle Storage	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
03 - Public Safety Total		\$ 4,916,397	\$ 1,937,043	\$ 3,553,280	\$ 2,898,263	\$ 2,474,662	\$ 15,779,645
04 - Public Works							
City-County Owned Facilities Maintenance/Replacement	On-Going	\$ 238,575	\$ 28,750	\$ -	\$ -	\$ -	\$ 267,325
COB McIntire Windows Replacement	Current FY 19	\$ 1,972,172	\$ -	\$ -	\$ -	\$ -	\$ 1,972,172
County-Owned Facilities Maintenance/Replacement	On-Going	\$ 1,221,098	\$ 1,587,144	\$ 948,381	\$ 1,569,885	\$ 1,108,970	\$ 6,435,478
Ivy Fire Station 15 Maintenance Obligation	On-Going	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Ivy Landfill Remediation	On-Going	\$ 322,233	\$ 331,900	\$ 341,567	\$ 361,000	\$ 371,000	\$ 1,727,700
Ivy Materials Utilization Center(MUC)	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ivy Recycling Convenience Center	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Keene Landfill	On-Going	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Moores Creek Septage Receiving	On-Going	\$ 109,441	\$ 109,441	\$ 109,441	\$ 109,441	\$ 109,441	\$ 547,205
NIFI - Albemarle Jouett Greer	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NIFI - Avon Street Extd. Study	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NIFI - Baker-Butler	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NIFI - Cale ES	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NIFI - Free Bridge	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NIFI - Greenbrier	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NIFI - Rivanna Greenway Stabilization	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NIFI - The Square	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NIFI - Contingency	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Firearms Training Center Capital Reserve - County Share	On-Going	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600	\$ 198,000
Roadway Landscaping Program	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
04 - Public Works Total		\$ 3,953,119	\$ 2,146,835	\$ 1,488,989	\$ 2,129,926	\$ 1,679,011	\$ 11,397,880
05 - Community Development							
Connector Road Study: Berkmar Drive Extd.	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County View Project	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pantops Master Plan	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Places 29 Small Area Study	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rivanna Master Plan	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalk Program Contingency	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalk, Ivy Road	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalk, Rio Rd - Avon St - Rt 250	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation Leveraging Program	Current FY 19	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Sidewalk, Commonwealth & Dominion Drive	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
05 - Community Development Total		\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000

06 - Health and Welfare								
PVCC Advanced Technology Center Sitework	Current FY 19	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000
Senior Center at Belvedere	Current FY 19	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,500,000
06 - Health and Welfare Total		\$ 640,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,640,000
07 - Parks, Recreation, & Culture								
Buck Island - QOL Project **	Current FY 19	\$ 706,710	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 706,710
City-County Owned Parks Maintenance/Replacement	On-Going	\$ 51,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,500
Cory Farm Greenway Connector	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Owned Parks Maintenance/Replacement	On-Going	\$ 959,402	\$ 613,236	\$ 273,797	\$ 713,565	\$ 1,624,571	\$ -	\$ 4,184,571
Crozet Park Maintenance/Replacement and Improvements	On-Going	\$ 16,841	\$ 206,927	\$ -	\$ 159,000	\$ -	\$ -	\$ 382,768
Darden Towle Park Athletic Field Improvements - QOL Project **	Current FY 19	\$ 2,907,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,907,000
Greenways/Blueways Program	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Biscuit Run - Phase 1A	Current FY 19	\$ 2,171,702	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,171,702
Moore's Creek Trail and Trailhead Park Project	Current FY 19	\$ 86,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 86,108
Parks Restroom Renovation/Modernization	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pilot Fundraising Parks Project	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rivanna Reservoir Boat Launch - QOL Project **	Current FY 19	\$ 1,154,948	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,154,948
07 - Parks, Recreation, & Culture Total		\$ 8,054,211	\$ 820,163	\$ 273,797	\$ 872,565	\$ 1,624,571	\$ -	\$ 11,645,307
08 - Libraries								
08 - Libraries Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
09 - Technology & GIS								
County Server Infrastructure Upgrade	On-Going	\$ 453,937	\$ 476,633	\$ 512,381	\$ 563,619	\$ 634,071	\$ -	\$ 2,640,641
GIS Project	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephony Solution Replacement	Current FY 19	\$ -	\$ 545,000	\$ -	\$ -	\$ -	\$ -	\$ 545,000
09 - Technology & GIS Total		\$ 453,937	\$ 1,021,633	\$ 512,381	\$ 563,619	\$ 634,071	\$ -	\$ 3,185,641
10 - Acquisition of Conservation Easements (ACE) Program								
ACE Program	On-Going	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 2,000,000
10 - ACE Total		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 2,000,000
11 - Other								
Advancing Strategic Priorities	Current FY 19	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Albemarle Bicycle/Pedestrian Quality of Life Projects**	Current FY 19	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000
Cost of Issuance	On-Going	\$ 1,063,501	\$ 619,205	\$ 598,194	\$ 339,628	\$ 538,737	\$ -	\$ 3,159,265
Project Management Services ***	On-Going	\$ 1,350,204	\$ 1,350,204	\$ 1,350,204	\$ 1,350,204	\$ 1,350,204	\$ -	\$ 6,751,020
11 - Other Total		\$ 4,413,705	\$ 7,969,409	\$ 1,948,398	\$ 1,689,832	\$ 1,888,941	\$ -	\$ 17,910,285
12 - Regional Public Safety Firearms Training Center*	Completed							
12 - Regional Public Safety Firearms Training Center Total*								
13 - Water Resources								
Chapel Hill Stream Restoration	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drainage Infrastructure Management Program	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hollymead Dam Spillway Improvement	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Large-Scale BMP Retrofits on Private Lands	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Quality Mandated TMDL Program - "Bridge Year"	Current FY 19	\$ 186,575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 186,575
Water Quality Non-Mandated TMDL Program	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13 - Water Resources Total		\$ 186,575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 186,575
14 - School Division								
Administrative Technology	On-Going	\$ 263,000	\$ 263,000	\$ 263,000	\$ 263,000	\$ 263,000	\$ -	\$ 1,315,000
CATEC Contingency	On-Going	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Future School Improvement Projects	Current FY 19	\$ -	\$ 11,500,000	\$ -	\$ -	\$ -	\$ -	\$ 11,500,000
High School Capacity & Improvements - AHS/WAHS Re-Design	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
High School Capacity Planning	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
High School Capacity and Improvements - Center 2 ****	Current FY 19	\$ 30,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,200,000
Instructional Technology	On-Going	\$ 575,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ -	\$ 2,875,000
Learning Space Modernization Referendum Project	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
School Bus Replacement Program	On-Going	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ -	\$ 6,000,000
School Maintenance/Replacement Program	On-Going	\$ 8,112,000	\$ 9,164,000	\$ 7,721,500	\$ 9,617,000	\$ 8,304,042	\$ -	\$ 42,918,542
School Security Improvements Program - Referendum	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scottsville E.S. Addition & Improvements - Design/Development	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scottsville E.S. Sitework Improvements	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Technology Grant	On-Going	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ -	\$ 3,500,000
Telecommunications Network Upgrade	On-Going	\$ 900,000	\$ 150,000	\$ 150,000	\$ 900,000	\$ 150,000	\$ -	\$ 2,250,000
WAHS ADA Improvements and Softball Field Restroom Facility	New FY 20	\$ 529,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 529,000
WAHS Science Labs Addition and Modernization	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Woodbrook Elementary School Addition/Renovation - Referendum	Current FY 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14 - School Division Total		\$ 42,479,000	\$ 23,552,000	\$ 10,609,500	\$ 13,255,000	\$ 11,192,042	\$ -	\$ 101,087,542
Grand Total (Net of transfers)		\$ 68,428,244	\$ 38,447,083	\$ 45,290,572	\$ 21,909,205	\$ 33,545,803	\$ -	\$ 207,620,907

* Functional Area 12 completed with the completion of the Regional Public Safety Firearms Training Center.

** Identifies a Parks and Recreation Quality of Life Project from FY 19 Discussions.

*** Supports operating costs associated with project management services provided by the Facilities Planning & Construction division (formerly Project Management Division) of the Department of Facilities & Environmental Services. This will be distributed by project at the end of the year based on the time worked per project.

**** Formerly called High School Capacity and Improvements - Center 1.

CIP Revenues

Various revenues supporting the FY 20-24 CIP totals \$207.6 million net of transfers between the three CIP funds which are divided into General Government, Schools and Water Resources for accounting purposes.

The majority of the revenues are dedicated towards a project or group of projects and are one-time in nature. A small portion of the revenues, such as those from the General Fund transfer, are considered on-going and for general use. The following summarizes the different sources of revenues, uses, and percentage that make up the overall CIP:

- Revenue sources dedicated to specific uses that are not on-going in nature make up approximately 81.6% of the CIP revenues and include: borrowed proceeds, City contributions for joint projects, proffers, and donations.
- Revenue sources with no restrictions for specific uses that are on-going are approximately 13.9% of the CIP revenues and include the General Fund Transfer and interest income.
 - The General Fund Transfer is the primary on-going revenue source that can be used for any project. In FY 20-24, the General Fund Transfer is increasing to begin restoring equity in projects and to work towards the County's goal of directing 3% of its annual General Fund Revenues, known as a "pay-as-you-go" or equity, toward capital.
 - It is important to note that the FY 20-24 CIP reflects an increase in revenues, which may require a real estate tax rate increase.
- Revenue sources with no restrictions for specific uses that are one-time in nature are approximately 4.6% of the CIP revenues and include: one-time General Fund Transfers and prior year General Fund fund balance. Unrestricted CIP fund balance may be transferred between CIP funds to maintain positive balances.
- Revenue sources requiring specific uses that are on-going in nature are approximately 2.4% of the CIP revenues and include: state grants, state categorical aid for school buses, and fees recovered for courthouse maintenance.

Equity Funding – "Pay-as-You-Go"

To support this more ambitious CIP, additional ongoing revenues would be needed to maintain a healthy debt to equity ratio and have adequate debt capacity in the out years. In addition, these additional revenues will help the County achieve its financial policy goal of using 3% of its annual General Fund Revenues ("pay-as-you-go") for projects by FY 24.

	Actual						Projected				
	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24
(\$ in millions)											
General Fund Revenue*	\$ 228.5	\$ 239.3	\$ 249.2	\$ 257.5	\$ 276.9	\$ 291.7	\$ 303.9	\$ 312.4	\$ 321.4	\$ 331.0	\$ 340.9
Net General Fund Transfer to CIP	\$ 2.6	\$ 1.7	\$ 1.6	\$ 1.6	\$ 3.1	\$ 2.8	\$ 5.1	\$ 8.8	\$ 3.1	\$ 6.4	\$ 5.4
% of annual GF Revenues	1.1%	0.7%	0.6%	0.6%	1.1%	1.0%	1.7%	2.8%	1.0%	1.9%	1.6%
County Goal "pay-as-you-go" for Projects - % of annual GF Revenues	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

*Assumes a tax rate increase in FY 20 and FY 21.

It is projected that an additional \$28.8 million would be needed in ongoing "pay-as-you-go" (equity) revenue to support General Government and School Division CIP projects for the time period of FY 20-24 CIP. To meet these needs real estate tax rate increases may be required.

The Water Resources capital program is estimated to require an additional revenue past the "bridge-year" that is set up for FY 20. Based on current revenue assumptions, the real estate tax rate may need to be increased to support the program in the future.

Debt Funding

Debt issuances are planned for 2019, 2021, and 2023 and may include the use of short-term borrowing which could consist of using either available County funds or a Line of Credit.

Additional Operating Impacts

The FY 20-24 CIP identifies operating impacts for the various projects. Operating Impacts may require additional operating resources over the next five years.

CIP Expenditures

The expenditures for the FY 20-24 CIP total \$207.6 million net of transfers between the CIP funds. The CIP includes funding for:

- All mandates, obligations, and maintenance/replacement projects
- New Capital Project Request:
 - Western Albemarle ADA Improvements and Softball Field Restroom Facility
- Continuation of current projects funded via the carry forward of funding from previous years
- Continuation of Capital Projects approved in FY 19 such as:
 - Advancing Strategic Priorities Reserve
 - Evidence Processing and Specialty Vehicle Storage Study
 - Ivy Recycling Convenience Center
 - Bike/Pedestrian and Parks & Recreation – Quality of Life Projects
 - Future School Improvement Projects
 - High School Capacity and Improvements – Center 2 (*previously called Center 1*)
 - Scottsville Elementary School Additions and Improvements – Design
 - High School Capacity and Improvements – Albemarle High School & Western Albemarle High School Re-Design
- Continuation of Capital Maintenance/Replacement Projects approved in FY 19 such as:
 - Community Response Truck Replacement
 - Drainage Infrastructure Maintenance/Repair Program
 - Regional Firearms Training Center Capital Reserve - County Share
 - Station Alerting System Replacement
- Projects requested in FY 18 that were funded in FY 19 using undesignated year-end funds:
 - 5th Street Small Vehicle Storage

Year 5 (FY 24) of the FY 20-24 CIP does not include new project requests due to the timing of the Amendment Year process. Currently Year 5 only includes the continuation of maintenance/replacement programs at the same funding amount as the Adopted FY 19-23 CIP.

Financial Policies for the CIP and Associated Debt Service

In developing its Capital Improvement Plan, the County adheres to a set of financial and debt management policies established by the Board of Supervisors and outlined in the Financial Management Policies section of this document. These policies help preserve the County's credit rating and establish the framework for the County's overall fiscal planning and management. Projects are carefully evaluated and prioritized to optimize the use of limited capital funds to meet operational and community needs.

CIP Funding Historical Information since 2010

Beginning in FY 09/10, the General Fund transfer to capital and debt was determined by applying the percentage change in local tax revenues net of revenue sharing (and revenue shortfall contingency if applicable) to the established base. In FY 11, to address the challenging financial circumstances facing the County, the Board approved the reduction of the equivalent of three cents of the real estate tax rate from the transfer calculation, of which the equivalent of two cents came from transportation, urban infrastructure, and the local portion of the Acquisition of Conservation Easement program. Beginning in FY 13, the adopted General Fund transfer to capital and debt include a half-cent dedication of the equalized tax rate. In FY 15, the standard General Fund transfer formula included the rental revenue received for the Northside Library/Storage facility.

The FY 16 CIP reflected a reduction in the General Fund transfer to shore up priority operations of General Government and School Division. The County Executive's Recommended CIP also reflected a revised General Fund transfer to support the costs related to the Fire Rescue Services Fund. The dedicated revenue to the Fire Rescue Services Fund began in FY 16 and was equivalent to the fire rescue capital projects at that time and the related debt service costs. The Adopted FY 16 CIP reflected an increase in the General Fund transfer associated with a portion of a dedicated penny on the real estate tax rate to the CIP in addition to dedicated revenue on the tax rate for Fire Rescue Services at an on-going fixed amount.

The FY 17 Adopted CIP began with FY 16 as the base and includes the addition of (a) \$250,000 per year from Motor Vehicle Licensing fees dedicated to leveraging the State's Transportation Leveraging Program and (b) increase by dedicated tax revenue equivalent to the value of a penny on the real estate tax rate.

In FY 19, the separate Fire Rescue Services Fund mentioned above was discontinued.

In FY 20, the adopted budget included an increase to the General Fund Transfer established base by approximately \$195,600 to support project management services in the CIP. These services are performed by the Facility Planning & Construction division of the Facilities and Environmental Services Department. This division has been formerly known as the Project Management Division.

Funding Capital Projects with Current Revenues

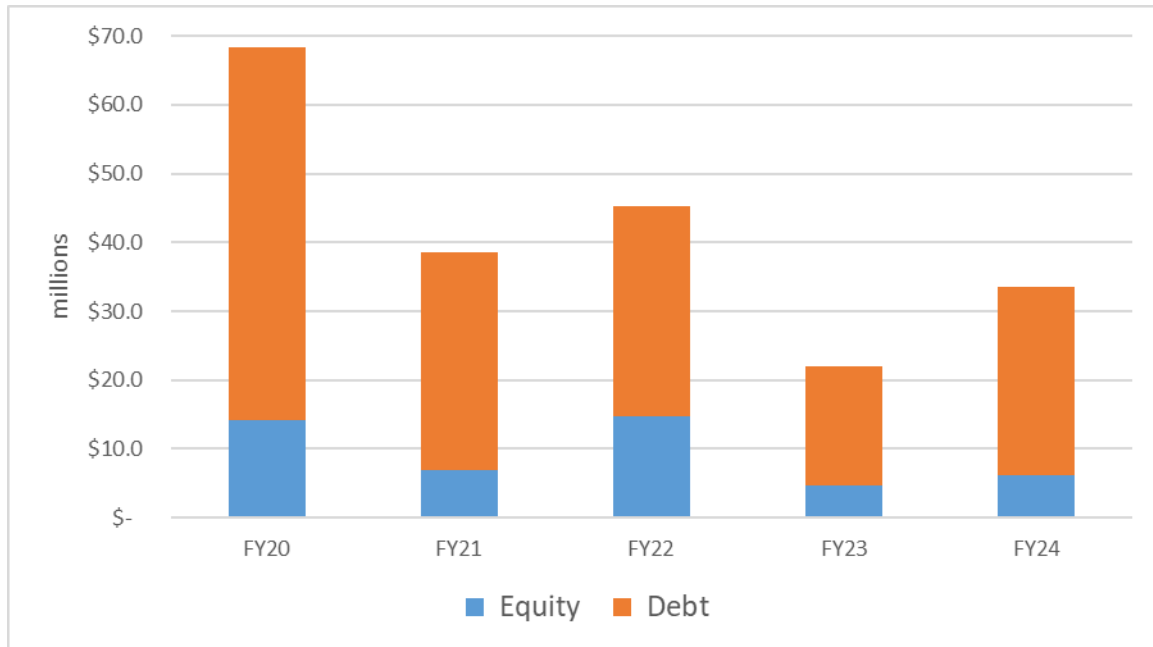
The financial policies state "... the County ... will ... increase incrementally the percentage of its capital improvement financed by current revenues. The County's goal will be to dedicate a minimum of 3% of the annual General Fund revenues allocated to the County's operating budget to the Capital Improvement Program."

The FY 20-24 CIP increases the "pay-as-you-go" portion of the General Fund Transfer to the CIP towards meeting this goal. In the first year of the CIP or FY 20, the County is transferring approximately 1.7%, or \$5.1 million, of the General Fund revenues to the Capital Program for "pay-as-you go" funding. By FY 24, the CIP allocates 1.6% of General Fund Revenues to "pay-as-you-go" funding for current projects. (More details can be found in the "CIP Revenues" section earlier in this chapter.)

Revenue Summary of Funding CIP and Associated Debt Service

The FY 20-24 CIP revenues primarily consist of borrowed funds for most school and general government projects. In FY 20-24 borrowed funds total \$161.1 million (77.6% of CIP revenues while 22.4% of the FY 20-24 CIP is recommended to be funded with equity funding.

The following chart compares the FY 20-24 CIP Debt to Equity funding sources.



Proffers

In accordance with Section 15.2-2303.2 (B) of the Code of Virginia, localities are required to include in their Capital Improvement Program the amount of all proffered cash payments received during the most recent fiscal year for which a report has been filed pursuant to Subsection E. Additionally, this Section requires that localities include in its annual capital budget the amount of cash proffers projected to be expended for capital improvement within the next year (details are available in the Other Funds Chapter on page 194.)

At the conclusion of this chapter is the Statement of Changes in Fiduciary Net Position for the Proffer Trust Fund from the FY 18 County of Albemarle's Comprehensive Annual Financial Report (CAFR) as well as a more detailed FY 18 Cash Proffer Summary Report.

Asset Maintenance and Replacement

The CIP also reflects the County's dedication to maintaining and enhancing its capital stock by providing funding for maintenance and repair projects in the General Government, School Division, and Water Resources capital improvement programs.

In the Adopted FY 20 Capital Budget, 31.6% of the capital expenditures are planned to support maintenance/replacement. This percentage will increase over the CIP's five-year period, resulting in 43.9% of CIP expenditures funding these types of projects over the five-year period.

The graph and chart below summarize each fiscal year's breakdown of Maintenance/Replacement Projects as a Percentage (%) of Total Expenditures (\$).

<i>(In \$millions)</i>						
CIP Projects	FY 20	FY 21	FY 22	FY 23	FY 24	FY 20-24 Total
Total CIP Expenditures	\$ 68.4	\$ 38.4	\$ 45.3	\$ 22.0	\$ 33.5	\$ 207.6
Maintenance/Replacement Projects	\$ 21.6	\$ 17.4	\$ 15.9	\$ 19.2	\$ 17.0	\$ 91.1
<i>% of Total CIP Expenditures</i>	<i>31.6%</i>	<i>45.3%</i>	<i>35.1%</i>	<i>87.3%</i>	<i>50.7%</i>	<i>43.9%</i>

Coordinating Capital Budget with Operating Budget

In alignment with the County's approved Financial Policies and Practices, the Capital Improvement Program continues to coordinate with the operating budget process. Additional operating budget impacts associated with CIP projects are estimated by the requesting department at the time the project is initially submitted for review. Impacts are broken down into personnel costs, facilities annual maintenance costs, operating expenses, and capital expenses. These impacts are reviewed and updated by the requesting department on the same cycle as the CIP project and are used in the calculation of the Five-Year Financial Plan. In the year a project is scheduled to be completed or implemented, those necessary associated operating costs are in the department's operating budget and any additional personnel associated with the project are provided within the Summary of Position Changes located in the Operating Budget. Charts showing potential additional operating budget impacts for the FY 20-24 CIP are shown on the next page.

FY 20-24 Multi-Year CIP Net Operating Impacts

(\$ Rounded to Nearest Dollar)

This table is referenced in the Financial Policies section to coordinate the Capital Budget with the Operating Budget.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 20-24
Judicial						
Court Facilities						
Addition/Renovation	\$ -	\$ -	\$ -	\$ -	\$ 209,556	\$ 209,556
Public Safety						
[Fire Rescue] Station Alerting System Repl.	\$ -	\$ 19,176	\$ -	\$ -	\$ -	\$ 19,176
Public Works						
COB McIntire Windows Replacement	\$ -	\$ (15,040)	\$ (15,330)	\$ (15,619)	\$ (15,931)	\$ (61,920)
Ivy Recycling Center	\$ 80,078	\$ 264,233	\$ 270,839	\$ 277,609	\$ 284,550	\$ 1,177,309
Parks, Recreation, & Culture						
Buck Island Project	\$ -	\$ -	\$ 148,813	\$ 86,781	\$ 90,252	\$ 325,846
Biscuit Run Phase IA	\$ -	\$ 18,632	\$ 19,233	\$ 19,835	\$ 20,436	\$ 78,136
Rivanna Reservoir Boat Launch	\$ -	\$ -	\$ 147,253	\$ 85,191	\$ 88,599	\$ 321,043
School Division						
High School Improvements and Capacity - Center 2	\$ -	\$ -	\$ 1,610,969	\$ 1,643,188	\$ 1,676,052	\$ 6,639,782
Western Albemarle High School Environmental Academy Phase II	\$ 50,304	\$ 50,304	\$ 50,304	\$ 50,304	\$ 50,304	\$ 251,520
Total	\$ 130,382	\$ 337,305	\$ 2,232,081	\$ 2,147,289	\$ 2,403,818	\$ 8,960,447

- * FY 20 operating budget impacts included in the chart for FY 20-24 are new or are an increase over what is currently planned in FY 19 and included for planning purposes. These are reflected in the Adopted FY 20 Operating Budgets.
- * Additional resources, such as a tax rate increase, are projected to be required in FY 21-24 to cover the operating impacts of the Quality of Life Projects and the High School Improvement and Capacity - Center 2 project. The quality of life projects include Buck Island Park, Biscuit Run Phase IA, and the Rivanna Reservoir Boat Launch.

FY 20-24 Multi-Year CIP Project Summaries

Projects summarized below either are currently funded, recommended for funding, or a combination of both.

Administration:

- **Time and Attendance System (Current Project):** This project is to implement a Time and Attendance System to address identified opportunities for payroll-related cost savings and gains in operational efficiencies by enabling the automation of employee timekeeping, systematizing many manual and paper-based processes, and ensuring compliance with Federal, State, and Local regulations like the Family and Medical Leave Act and the Fair Labor Standards Act through efficient access to accurate data. The project is estimated to result in actual payroll cost savings through reductions in controllable overtime, as well as reductions in leave liability, risk reductions, and operational efficiencies. The project is anticipated to be completed in quarter three of CY 19.

There are no additional operating impacts identified beyond what is currently planned.

Courts & Judicial:

- **Court Facilities Addition/Renovation (Current Project):** This project supports the County's commitment to expand its court facilities to meet existing and projected capacity and security shortfalls. The scope of this CIP request is updated based on the agreement with the City of Charlottesville, dated 12/17/18. The scope of work includes:
 - General District Court at Levy Site, to include both County of Albemarle and City of Charlottesville court functions. (4 courtrooms/chambers and 2 clerk's office) ~ 51,000 SF new addition;
 - Renovation of historical portion of Levy Opera House to accommodate the County of Albemarle Commonwealth's Attorney 8,850 SF;
 - Renovation of the current historic courthouse, currently housing both the County of Albemarle's Circuit Court and General District Court functions, outfitted to accommodate the Albemarle Circuit Court (2 courtrooms/chambers and clerk's office, including land records/archives), renovation and small addition totaling ~ 32,034 Square Feet

Project costs have been updated to reflect a late-2019 design start and mid-2021 construction start and adjusted for inflation beyond that timeframe based on the revised schedule.

The operating impacts reflected below are primarily for annual maintenance only.

Anticipated Operational Impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact					\$209,556
Full-Time Equivalent Positions					

Public Safety

- **Fire/Rescue Apparatus Replacement Program (On-Going):** This project plans for the on-going replacement of the Albemarle County Fire Rescue (ACFR) System's response apparatus as described by the adopted Fleet Plan for the fully funded and rotated replacement classifications. The fleet size totals 82 apparatus. The replacement criteria are detailed in the Fleet Plan Policy. The program includes a contingency to support the ACFR System's costs associated with the replacement of fleet that exceeds the estimates used for budget.

Funding for insurance, maintenance, fuel, and costs associated with unplanned, significant repairs that render the apparatus inoperable is included in the operating budget.

There are no additional operating impacts identified beyond what is currently planned.

- **Fire/Rescue Mobile Burn Unit Replacement (Current Project):** This unit will temporarily replace the current Burn Building Training facility while a permanent solution is identified and funded through the CIP. It is expected to be operational in the first quarter of 2020.

- **Fire/Rescue Mobile Data Computers Replacement (On-Going):** This project replaces the Fire Rescue Department's Mobile Data Computers that are currently used in Emergency Medical Services (EMS) units and certain Fire Marshall vehicles.

The primary use of the mobile computers is for electronic incident reporting, patient records, mandatory state data reporting and EMS billing. This electronic media produces more accurate and efficient flow of information for EMS billing and, by moving to electronic billing, our EMS cost recovery vendor fee is reduced, producing a savings to the County. Additionally, these computers help support Fire Rescue's daily operations with street mapping, occupancy inspection records and incident pre-planning information.

There are no additional operating impacts identified beyond what is currently planned.

- **Fire/Rescue Pantops Public Safety Station (Current Project):** This completed project was for the construction of an approximately 9,889 square foot Fire Rescue station and out building on land donated for its use at 656 Peter Jefferson Pkwy. The Station serves the Pantops Mountain Urban Area (Neighborhood 3) and indirectly the rest of the County.
- **Fire/Rescue Rescue 8 Renovation (Current Project):** This completed project was to (a) renovate approximately 2,730 square feet of the existing rescue squad building on Berkmar Dr.; (b) add approximately 300 square feet to enlarge the bays for current apparatus; and (c) replace the existing parking lot.
- **Fire/Rescue Station Alerting System Replacement (Current Project):** This project replaces existing fire and EMS station alerting systems with a single system that is integrated with the Emergency Communications Center. Currently fire and EMS stations have a variety of disparate station alerting systems, including audible pagers and agency administered mobile applications. Many lack the necessary integration with the Emergency Communication Center (ECC) to verify that notification was received and the redundancy to ensure responders are alerted when the primary system is down.

The planned station alerting systems advise fire and EMS personnel of an emergency, provide address information, type of call, other units due on the response, and other information pertinent to the emergency incident. The systems are also capable of turning off cooking appliances and opening bay doors to facilitate quick response. Following the procurement process, it is expected that systems will be operational in the summer of 2019.

Anticipated Operational Impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact		\$19,176			
Full-Time Equivalent Positions					

- **Fire/Rescue Volunteer Facilities Maintenance Program Pilot (Current Project):** This pilot project is on hold pending further review.
- **Police County 800Mhz Radio Replacements (On-Going):** This on-going replacement project plans for the replacement of 999 portable and mobile 800 MHz radio units and 16 base stations currently in use by the Police Department, Sheriff's Department and Fire/Rescue Department as well as volunteer fire and rescue companies. Replacement radios will be ordered at the beginning of each fiscal year in which funding is made available. Anticipated delivery is within 60 days after the order is placed and payment/implementation will be made upon receipt.

This on-going annual-phased plan replaces the radio inventory over a 6-year period. Once all radios and base stations are replaced over the 6-year period, they will continue to be replaced, however, they will be replaced on a 7-year cycle, based on purchase dates.

There are no additional operating impacts identified beyond what is currently planned.

- **Police Mobile Command Center Replacement (Current Project):** This project will replace the Police Department's Public Safety Mobile Command Center (MCC). The current MCC is a 2003 Mohawk 38' Fifth Wheel trailer with 10KW diesel generator, 3000W light tower and satellite phone and internet. Within the trailer are three functional areas: communications, conference and workstations. The new unit will add three computers and two multi-band radios to increase interoperability with surrounding agencies and upgrade technology to current standards. The trailer and other necessary equipment will be ordered and placed into operation in FY 20.

The MCC is pulled by the Community Response Truck. Because the two vehicles function together as one unit in the field, the Community Response Truck needs to be replaced at the same time as the MCC so that both vehicles and the installed technology are compatible.

This combined unit is necessary for emergencies, planned public service events, and communication coordination and facilitation. It is used at large scale or complex scenes involving a number of emergency service agencies, ensuring that all emergency service providers are able to communicate and work as a team. These situations may include natural disasters, missing person searches, traffic/DUI checkpoints, and dignitary visits. In order to make full use of the MCC and to provide the greatest benefit to the Albemarle County community, when it is not being utilized for emergency services, it is designed to be used to provide public education in the operation of public safety services and in the area of personal and community safety.

There are no additional operating impacts identified beyond what is currently planned.

- **Police Community Response Truck Replacement: (Current Project):** This project replaces the Police Department's truck used to haul the Public Safety Mobile Command Center (MCC). The current truck was purchased used and is past the end of its expected useful life. It has been unreliable and costly to maintain. (Please see the Police Mobile Command Center Replacement description above for more details.)
- **Police Evidence Processing and Specialty Vehicle Storage Study (Current Project):** The Albemarle County Police Department has exceeded its capacity to store and maintain vehicles. This funding is for a study of a secure, single story, 7,200 sq. ft. facility to include climate-controlled specialty vehicle storage, forensic vehicle processing area, general storage, and unisex bathrooms. In addition, the study would incorporate secure covered outdoor vehicle storage and parking area. This study will be complete in FY 19.
- **Police Fifth Street Small Vehicle Storage (Current Project):** This project provides improved vehicle storage for All Terrain Vehicles (ATV), tactical equipment and motorcycles at the 5th Street Extended County Office Building to keep equipment out of the weather. It will also include space for a single vehicle to allow the Evidence Specialist to process vehicles for evidence out of the weather as any extreme weather impacts the ability to process vehicles for evidence.

There are no additional operating impacts identified beyond what is currently planned.

- **Police Mobile Data Computers Replacement (On-Going):** The Police Department Mobile Data Computer Program replaces 151 computers and 150 radio amplifiers on an on-going basis. These devices provide sworn members of the department with ruggedized laptop computers and mobile data technology. The replacement schedule is based upon the following life expectancies: computers - five (5) years; amplifiers - three (3) years. Replacement computers will be ordered at the end of one fiscal year and the beginning of the next to ensure compatibility between all officers' computers and their desktop and vehicle docking stations. This greatly reduces the turnaround time of equipment repairs, electrical wiring issues related to installations, and interchangeability of all computers between primary and spare vehicles. Replacement radio amplifiers will be ordered at the beginning of each fiscal year in which funding is made available. Anticipated delivery is 60 days after the order is placed.

This is an on-going replacement program and there are no additional operating impacts identified beyond what is currently planned.

- **Police Patrol Video Cameras Replacement (On-Going):** The Police Department Video Camera program provides for the on-going replacement of 116 in-car video cameras over each five-year period. Replacement cameras will be ordered at the beginning of each fiscal year in which funding is made available. Anticipated delivery is 60 days after the order is placed.

This is an on-going replacement program and there no additional operating impacts identified beyond what is currently planned.

- **Public Safety Robot (Current Project):** This project, approved by the Board in May 2018, is for the purchase of a remote-controlled mechanical robot. The robot would be utilized in several first responder scenarios that would mitigate the risk of loss of life or serious injury to citizens and first responders. The robot would be capable of detecting explosives, dealing with hazardous materials, and providing a live video feed remotely to first responder personnel. The robot serves a cross discipline of public safety and first responders that would be trained on the operation of the robot. This purchase is estimated to be completed prior to the end of FY 19.
- **Police Technology Upgrade (On-Going):** This project primarily supports the Police Technology software (Mobile Data Computer Software) system implementation. It also supports emergency modem/docking station purchases and installations. This project is estimated to be complete in FY 20.

There are no additional operating impacts identified beyond what is currently planned.

- **ECC Emergency Telephone System (Current Project):** In 2000, the Regional Emergency Communications Center procured a new emergency 911 telephone system for the City, County and University. The system is used to answer emergency 911 calls for service from the public. The new system became operational in February of 2016. The last major piece of the overall project, the installation of the Text to 911 module, is now live and undergoing systems integration testing. The project is estimated to be fully complete in CY 19.

There are no additional operating impacts identified beyond what is currently planned.

- **ECC Integrated Public Safety Technology Project (Current Project):** This project – formerly known as the ECC CAD (Computer-Aided Dispatch) System – has been expanded to include multiple systems. This Project is a joint-effort led by the regional Emergency Communications Center (ECC) that will replace several outdated computer systems for all public safety agencies within the City, County and University.

The CAD and Fire/Police Mobile systems were brought online and became operational in June 2016. ImageTrend, which is the Fire/EMS records management system, is operational, as are the LERMS (Law Records), Corrections (Jail Records) and MFR (Mobile Field Reporting) modules. The project is anticipated to be fully complete during the summer of 2019.

There are no additional operating impacts identified beyond what is currently planned.

- **ECC Regional 800 MHz Communication System (“P25 Project”) (Current Project):** This project is for the replacement of major technology components and infrastructure of the existing 800 MHz radio system, to include: electronic components at all tower sites and the ECC facility, as well as new console equipment at the ECC and backup location. It also includes equipment such as new site generators, recording systems and UPS systems. The new 800 MHz P-25 radio system will include a new tower at Bucks Elbow Mountain as well as additional leased tower facilities. The project is scheduled to be operational at the end of calendar year 2021. Final system acceptance is contractually scheduled for April 2022.

Partners include Albemarle County, City of Charlottesville, University of Virginia, Regional Jail, Regional Airport, Albemarle County Service Authority, and Rivanna Water & Sewer Authority. As a regional system, costs will be shared proportional to use.

There are no additional operating impacts requested beyond what is currently planned.

Public Works

- **City-County Owned Facilities Maintenance/Replacement Program (On-Going):** This supports an on-going capital maintenance program, which includes interior and exterior maintenance and replacement projects of facilities co-owned by Albemarle County and the City of Charlottesville. This program includes facilities at Court Square (Jessup House, Wheeler Building, Preston Morris Building, Juvenile and Domestic Relations Court), Central Library, and Gordon Avenue Library. These projects are intended to maintain, repair, replace or otherwise add value to capital assets. The City of Charlottesville oversees the maintenance projects for all these facilities. The City is the fiscal agent for the facilities. For facility projects to be funded via the CIP in which the City is the fiscal agent, the County’s costs include the City’s administrative services fee, which varies from 2% to 5% based on the total project cost. Upcoming projects include: Central Library Interior Finishes (FY20) and Jessup House Building Restoration (FY 21).

There are no additional operating impacts identified beyond what is currently planned.

- **COB McIntire Window Replacement (Current Project):** This project will replace all 390 windows at the County Office Building McIntire. The existing windows were installed in 1979-1980. A thermal imaging assessment, conducted in January 2008, concluded that roughly 90% of the windows analyzed experienced heat loss. The current estimated annual energy loss due to excessive air infiltration is approximately \$24-36 (in 2015 dollars) per window per year. Due to the various sizes of the window openings, each window will need to be custom built. Because the building lies within one of the City of Charlottesville Architectural Control Districts, any change to the building will require a Certificate of Appropriateness from the City's Board of Architectural Review. Window design, architectural appearance, and energy rating are a factor in the cost per window. Due to the size and nature of the project, the estimated completion date is in CY 21.

There are expected cost savings from this project.

Anticipated Operational Impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact (<i>savings</i>)		(15,040)	(15,330)	(15,619)	(15,931)
Full-Time Equivalent Positions					

- **County-Owned Facilities Maintenance/Replacement (On-Going):** This is an on-going program to finance defined capital maintenance projects with the basic goals: extending the life of existing facilities and mechanical systems therein; keep deferred maintenance to a minimum; provide a pleasant environment for county employees and for those who conduct business with county departments. These projects are intended to maintain, replace, improve or otherwise add value to capital assets in accordance with acceptable management plans derived from nationally recognized processes. This program includes the two County office buildings, three County owned libraries, five fire and/or rescue stations, court facilities, old jail, jailer's house, the Sheriff's office within the J&DR Court, the Old Crozet School, the former Yancey Elementary School, and the old Crozet train depot. In Fiscal Year 2020, FES-Public Works Division will be responsible for the maintenance of 501,155 square feet of buildings with an estimated replacement value of \$ 142,379,987. Identified frequency and costs of cyclical maintenance projects are based on industry standards. Mechanical and other building envelop projects are identified in the most recent Facility Assessment.

There are no additional operating impacts identified beyond what is currently planned.

- **Ivy Fire Station 15 Maintenance Obligation (On-Going):** This project pays for the County's share (21.5%) of annual repairs and maintenance of the exterior of the Ivy Fire Station, as well as utility connections to the building and other common/shared features as required by the terms of the Deed of Sublease dated August 27, 2012. According to the terms of the lease, the County must fund a maintenance account with a balance of \$50,000. This project does not include maintenance specific to the subleased premises, which is the sole responsibility of the County and is included in the "County Owned Facilities Maintenance/Replacement" project.

There are no additional operating impacts identified beyond what is currently planned.

- **Ivy Landfill Remediation (On-Going):** Ivy Landfill Remediation is an on-going effort that is expected to require expenditures over a prolonged period. Funding represents the County's share of on-going environmental remediation at Ivy Materials Utilization Center (MUC), which is managed by the Rivanna Solid Waste Authority (RSWA). The County and City are jointly responsible for the RSWA. This work is required under State permit and the County's share of the cost is specified under a Joint City/County/UVA agreement on cost sharing for environmental expenses. The installation phase of this project was completed in FY 14, with on-going maintenance through 2031.

There are no additional operating impacts identified beyond what is currently planned.

- **Ivy Materials Utilization Center (MUC) (Current Project):** This completed project reflects the Board's approved option (November 2015) for addressing compliance issues and retaining the Ivy MUC's use as a transfer station. The approved option provided for the construction of an 11,800 square foot stand-alone top load transfer station. The new facility became operational in the fall of CY 18.

There are no additional operating impacts identified beyond what is currently planned.

- **Ivy Recycling Convenience Center (Current Project):** This project funds the construction of a recycling convenience center similar to the McIntire facility, to be located at the Ivy MUC. This facility will serve residents in the Western Albemarle region. Because many of the requirements are already present at the Ivy MUC (land, fencing, security, electricity, insurance, etc.), the cost of setting up a facility at Ivy is less than would be anticipated for a satellite recycling facility elsewhere in the County. The convenience center will be constructed and operated by the Rivanna Solid Waste Authority, with an estimated opening date in the spring of CY 20.

Anticipated Operational Impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact	\$80,078	\$264,233	\$270,839	\$277,609	\$284,550
Full-Time Equivalent Positions					

- **Keene Landfill (On-Going):** This contingency funding enables the County to be responsive to emergency environmental issues and/or repairs to the cap of the landfill.

There are no additional operating impacts identified beyond what is currently planned.

- **Moore's Creek Septage Receiving Station (On-Going):** This is the County's share of funding paid to Rivanna Water and Sewer Authority for annual debt service for the septage receiving station at the Moore's Creek Wastewater Treatment Plant, which is based on the Memorandum of Understanding (MOU) with Rivanna Water and Sewer Authority established in May 2010. This facility includes screening and degritting of septage received at Moore's Creek Wastewater Treatment Plant. The facility provides active odor control as the septage is processed and pumped into the treatment plant for further treatment and improves both nutrient removal and odor control issues.

There are no additional operating impacts identified beyond what is currently planned.

- **Neighborhood Improvements Funding Initiative (NIFI) – Alb-Jouett-Greer (Current Project):** The project encompasses three County public schools: Albemarle County High School, Jack Jouett Middle School, and Mary Carr Greer Elementary School. Due to the high volume of students who walk between schools or to and from nearby neighborhoods, the intent of the project is to provide pedestrians safer access throughout the area and between the schools. The scope of the project includes the addition of approximately 485 LF of 8' concrete sidewalk, 1,430 LF of 10' wide multi-use trail, and 100 LF of crosswalks to improve pedestrian connectivity throughout the school complex. Additionally, stormwater quantity and quality treatment will need to be addressed for the additional proposed impervious area. Completion is estimated to be reached in January of CY 20. NIFI and Transportation Leveraging Program are used to fund this project.

There are no additional operating impacts identified beyond what is currently planned.

- **NIFI – Avon Street Ext Study (Current Project):** A comprehensive evaluation study of the Avon Street Extended corridor is to include right-of-way determinations, land acquisition needs, conceptual landscaping plan, assessment of land uses, evaluation of wetland impacts, redevelopment potential of adjacent properties, design development cost estimates for road, bike, and pedestrian improvements, connectivity issues, transit potential, evaluation of a pedestrian bridge across I-64, and concept designs and graphics. This study is anticipated to be complete in the first half of CY 19.

There are no additional operating impacts identified beyond what is currently planned.

- **NIFI – Baker-Butler (Current Project):** The main goal of the Baker Butler Elementary School connectivity improvements is to increase internal and neighborhood connections to the school campus. The school is currently well connected, but there are several "missing links" to the sidewalk and trail system. This project will greatly increase the usability of the trail and sidewalk system for the surrounding neighborhoods, and community at large. Improvements included in this study are the addition of a walking track around the soccer fields, adding a paved walking path all the way around campus, and widening of parking adjacent to the soccer fields. This project is in the construction phase and completion is estimated for FY 19.

There are no additional operating impacts identified beyond what is currently planned.

- **NIFI – Cale Elementary School (Current Project):** The purpose of this project is to provide the students and other visitors of Paul H. Cale Elementary School with a safe opportunity to walk to school. The scope of this Safe Routes to School project will be limited to portions of the existing right of way of Avon Street Extended in front of the school and areas on the campus of Paul H. Cale Elementary School. The concept plan depicts a northern sidewalk connection to a planned Avon Street Extended sidewalk extension project and a southern sidewalk connection to the existing path on the western side of Avon Street Extended with a mid-block street crossing, and therefore measures including raised grassed medians and rectangular rapid flashing beacons (RRFB) will be used along with traffic signs. Completion is expected in FY 20. NIFI and Transportation Leveraging Program are used to fund this project.

There are no additional operating impacts identified beyond what is currently planned.

- **NIFI – Free Bridge (Current Project):** The main goal of the Old Mills Trail Connectivity project in the Free Bridge area is to improve visibility and connections to the existing trail system. Visibility improvements are needed both for vehicles passing by and trail users. For vehicles on the adjacent Route 250, trail improvements can serve as a gateway to and from the County. Constructed improvements should make more people aware of the river and trail system. For trail users, cyclists and pedestrians, improvements are needed to enhance access to the trail. Small improvements will also make trail users feel safer in this section of trail. Improvements included in this study are to improve gateway visibility for both vehicles traveling Free Bridge and trail users, add an entry space to the trail from the southern side of Free Bridge, add a wall to separate uses at the adjacent gas station, add a sidewalk connection to the trail on the northern side of Free Bridge, and add banners to the existing light poles on the bridge. This project is in the construction phase and completion is estimated in FY 19.

There are no additional operating impacts identified beyond what is currently planned.

- **NIFI – Greenbrier (Current Project):** This project will improve pedestrian safety by adding a crosswalk along the Rio Road corridor at the intersection of Rio Road and Greenbrier Drive. Project completion is estimated for CY 19.

There are no additional operating impacts identified beyond what is currently planned.

- **NIFI – Rivanna Greenway Stabilization (Current Project):** This project pertains to an approximately 1.6-mile section of the Rivanna Greenway and runs along the Rivanna River at the Glenmore Country Club. The scoping study identified two conveyance channels that are exhibiting vertical degradation that has the potential to undermine the existing trail. Both locations are influenced by back-water effects from the Rivanna River and are located within the 100-year floodplain or flood hazard zone. Based on the site investigation it appears that the primary cause of erosion is due to this back-water effect and the flow occurring as the river recedes.

This project is currently paused while an evaluation occurs to consider the impacts of significant additional erosion along the trail from recent storms potentially affecting the work in this area.

There are no additional operating impacts identified beyond what is currently planned.

- **NIFI – The Square (Current Project):** The site is located in downtown Crozet and focuses on an existing road with perpendicular parking known as The Square (State Route 1217). Although The Square also serves as an access road to the adjacent CSX parcel, the primary goal of the project is to improve the parking area and drainage infrastructure. The scope of the project includes the addition of approximately 29 parking spaces along The Square and approximately 600 LF of drainage improvements to tie into an existing system along Oak Street to the south of the site. The estimated completion date is in FY 22.

There are no additional operating impacts identified beyond what is currently planned.

- **NIFI Contingency (Current Project):** This provides contingency funds to support unforeseen project costs related to current Neighborhood Improvements Funding Initiative projects.

- **Regional Firearms Training Center Capital Reserve Program - County Share (On-Going):** This is the County's annual contribution to the Capital Reserve Fund for the facility, per a three-party operational agreement executed prior to construction of this facility. The County's share of the contribution is 44% of the annual obligation. The Fund will be used for future capital improvements/capital maintenance to the facility.

The Agreement further states that, on an annual basis, each party to the agreement (i.e., County, City, University) shall contribute in total, one and one-half percent (1.5%) of the building value to the Capital Reserve. The initial building value is equivalent to the cost to construct the facility, assumed to be \$6,000,000. Beginning with the fifth year after the completion of the facility, and continuing on each fifth-year anniversary thereafter, the building value will be indexed for inflation based on the methodology outlined in § V.A of the agreement. The ~6.6% increase projected to occur in FY 24 is based on the CPI indices for the past five years. The actual increase will be determined at the appropriate time.

No additional operating costs are anticipated.

- **Roadway Landscape Program (Current Project):** This is to maintain the entrance corridor roadway landscaping as required by the VDOT land use permit.

There are no additional operating impacts identified beyond what is currently planned.

Community Development:

- **Extended-Lewis and Clark Drive (Current Project):** This completed project consisted of the design of preliminary roadway plans and cost estimates to support the County's funding strategies for the construction of a continued extension of Berkmar Drive from Timberwood Boulevard to Airport Road and then from Airport Road to Lewis and Clark Drive. This project completes the local parallel road system from the Berkmar Drive/US29 intersection south of Rio Road to the Lewis and Clark Drive/US29 intersection at the north end of the University of Virginia Research Park.
- **County View Project (Current Project):** This project supports County View computer system updates as detailed in the County View Management Plan, including enhancements to the County View Web application to facilitate public access for viewing/processing applications on-line.

There are no additional operating impacts identified beyond what is currently planned.

- **Pantops Master Plan (Current Project):** This project is to continue implementation of the Pantops Master Plan, which was paused for an update of the Master Plan. Various projects identified to date include: priority crosswalk improvements (at Rte. 250/Rte. 20 and Rt. 250/Rolkin intersections); Old Mill Trail and other Greenway related improvements; Rt. 250/Rt. 20 intersection improvement design; other pedestrian crossings improvements at various locations; traffic calming/management improvements on connector roads South Pantops Boulevard and Fontana.

The Master Plan update, which is supported by operating funds, will concentrate on five critical focus areas: traffic and transportation; land use and potential development area boundary adjustments; parks, recreation, and greenway trails; economic development and redevelopment; and strategies for prioritizing and implementing projects in the Pantops area. Community outreach activities and public meetings were held throughout 2018 to solicit input on changes from the area residents, businesses, property owners, and other members of the community. The update will also include further refinement of maps, definitions, and strategies in the Pantops Master Plan to make it more consistent with the format of other County master plans. Adoption of the plan is targeted for the summer of 2019.

There are no additional operating impacts identified beyond what is currently planned.

- **Places 29 Small Area Study (Current Project)** As stipulated in the Places 29 master plan, this project was to develop a Small Area Plan for the Rio Road and Route 29 intersection area. During preparation of the plan and design of road improvements, business and property owners participated in the process to identify and eliminate or minimize possible impacts of the improvements. The plan was prepared in conjunction with the Virginia Department of Transportation (VDOT) and Thomas Jefferson Planning District Commission. This work incorporated VDOT project design and construction plans for Rt.29/Rio Road grade separated interchange and recommended as part of the Route 29 Solutions process. The Comprehensive Plan amendment is adopted. The Rio/29Transportation Plan component of this plan is being further refined to address the FY 20-22 Strategic Plan Priority to Leverage existing & planned public investment to enhance place making in Rio/Route 29 by Jan 2021. This transportation component is anticipated to be completed by Fall 2019.

There are no additional operating impacts identified beyond what is currently planned.

- **Rivanna Master Plan (Current Project):** This project is to begin implementation of the Rivanna Master Plan. These funds are to be used towards the Rivanna Greenway/Old Mill Trail design and/or construction in Pantops and eastward to Rivanna Village. These funds may also be used to fund emergency or unanticipated priority issues/capital projects that may arise during the fiscal year in the Village of Rivanna.
- **Sidewalk Program Contingency (Current Project):** This provides contingency funds to support unforeseen project costs related to current sidewalk projects or to support sidewalk projects/improvements that arise as a result of safety issues.
- **Sidewalk, Ivy Road: US Route 250 West (Current Project):** This project supports pedestrian safety by providing sidewalks along Ivy Road from the existing sidewalk at the Charlottesville City limits to Stillfried Lane with a potential future extension along the UVA property to the Route 29/250 Bypass interchange. The project includes crosswalks and pedestrian signals at the Old Ivy Road (railroad underpass) and Ivy Road intersection along with bike lane facilities, curb and gutter, storm drainage system improvements and consideration for possible street trees and pedestrian lighting. This project is partially funded by the Transportation Leveraging Program and Willow Glen proffer. Project completion is expected in FY 20.

There are no additional operating impacts identified beyond what is currently planned.

- **Sidewalks, Rio Road - Avon St - US Route 250 West (Current Project):** This project supports pedestrian safety by providing sidewalk and crosswalk improvements along Rio Road, Avon Street, and US Route 250 West (Rockfish Turnpike) Crozet. These three projects are under one VDOT Universal Project Code (UPC) and considered one project in the Transportation Leveraging Program. The Rio Road sidewalk improvement project will connect the Stonehenge residential neighborhood to the John Warner Parkway and Rio Road sidewalk system. The Avon Street walkway/crosswalks improvement project (phase 1) will provide a sidewalk on the east side from Swan Lake Drive to Mill Creek Drive and then to Cale Elementary School; and on the west side from Stoney Creek Drive to Arden Drive. The US Route 250 West-Crozet project will consist of the construction of sidewalks and crosswalks from Cory Farms to the Cloverlawn commercial area and Blue Ridge Shopping Center. This project is partially funded by Transportation Leveraging funds and Avinity and Avon proffers. Project completion expected in FY 20.

There are no additional operating impacts identified beyond what is currently planned.

- **Sidewalk, Commonwealth and Dominion Drive (Current Project):** This project supports pedestrian safety by providing for the design and construction of approximately 6,450 feet of sidewalk on Commonwealth Drive from Hydraulic Road to Peyton Drive (east side); Commonwealth Drive from Commonwealth Circle to Dominion Drive (both sides); and along Dominion Drive from Commonwealth Drive to US 29 (both sides). This project is funded by VDOT Revenue Sharing funds and the Transportation Leveraging program. Project completion is expected in CY 22.

There are no additional operating impacts identified beyond what is currently planned.

- **Transportation Leveraging Program (Current Project):** This program (formerly known as the Transportation Revenue Sharing Program) provides flexible and consistent funding to support high priority transportation projects and initiatives in the County. These are typically high cost projects requiring significant financial commitment to develop and implement. These projects are listed and prioritized in the County's Transportation Priority List which is updated and approved every other year by the Board of Supervisors. The high priority projects are initially identified through the Comprehensive Plan, Master Plans, the MPO's Long Range Transportation Plan, and other adopted plans, policies and recommendations.

Every other year the County may apply for funding through various State and Federal funding programs such as the Transportation Alternatives Program or Smart Scale, which are both competitive grant programs, or the VDOT Revenue Sharing Program, a less competitive source of funding for transportation improvements which awards a dollar-for-dollar match to a participating locality (up to \$10 million) for the construction, maintenance, or improvements to state roads.

There are no additional operating impacts identified beyond what is currently planned.

Health and Welfare

- **PVCC Advanced Technology Center Site Work (Current Project):** This project funds a proportional contribution based on the County's enrollment, to support the site work related to the construction of a new 45,000 square foot advanced technology center which will house credit and non-credit programs in advanced manufacturing (engineering technology and mechatronics), information system technology (cybersecurity, networking and programming) and viticulture and enology. Graduates of these programs will earn degrees, certificates and industry certifications that will prepare them for high-tech and high-demand jobs that will meet the needs of regional employers and advance the economic and workforce development goals of the Commonwealth. Site work for this project includes site preparation, excavation, utilities, sidewalks, access roadway, etc. The project is estimated to be completed in August 2022.

There are no additional operating impacts identified beyond what is currently planned.

- **Senior Center at Belvedere (Current Project):** The County received a one-time funding request from The Center of Belvedere to support the design and construction of a new Senior Center in the Belvedere neighborhood. The construction of the Senior Center at Belvedere, now known as "The Center at Belvedere", will replace the Senior Center located at 491 Hillsdale Drive (formally 1180 Pepsi Place.) Opened in 1991 through private philanthropy, the current facility is owned and operated by the private, independent 501(c)(3) nonprofit Senior Center, Incorporated. When the Master Plan is complete, the Center at Belvedere will have three times the indoor space of the current facility and nearly an acre of usable outdoor program and event space. The new Center will have the capacity to meet the needs of our expanding senior population, as well as dedicated functional space appropriate for multi-dimensional activities. The Center's design includes greater accessibility; a gymnasium with an elevated walking track, a fitness center, and group exercise spaces; a learning center with flexible-use, scalable classrooms for The Center and community partner programs; rehearsal, performance, and studio spaces for fine and performing arts; as well as an expanded volunteer center. The request is for construction costs associated with the first phase. The exact number of square feet built in the first phase will depend on the level of public investment in the project and the selection of programming partners.

The total estimated project cost for the Master Plan is \$23 million. The Center will seek the majority of the funding required from private philanthropists. The Senior Center has purchased the land. Phase One of construction began in December 2018 and is projected to be completed by June 2020. The Center does not plan to request funding from Albemarle County for current or future operations. Per an agreement dated December 29, 2017, the County will contribute a total of \$2,000,000 toward the project, contingent upon the Senior Center obtaining actual donations, formal pledges, and bank financing, when combined with the County's total contribution, to fund 75% of Phase One.

There are no additional operating impacts identified beyond what is currently planned.

Parks, Recreation, & Culture:

- **Buck Island Creek Park: (Current Project)** This is one of the four projects included in the Quality of Life Parks and Recreation funding that was approved by the Board of Supervisors in FY 19. This project provides funds to construct approximately 5 miles of multi-use trails, parking, access road, restrooms and boat ramp on this 122-acre property. There are currently only three public launch/landing sites along this segment of the Rivanna river, Darden Towe Park, Riverview Park and Milton. Buck Island would serve as the farthest downstream destination for trips. Design is estimated to occur from April 2020 to October 2020 and construction is estimated to begin in October 2020 and completed in June 2021.

Anticipated Operational Impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact			148,813	86,781	90,252
Full-Time Equivalent Positions			1.0		

- **City-County Owned Parks Maintenance/Replacement Project (On-Going Project):** This is an on-going maintenance program intended to maintain, repair, and replace projects for City-County park facilities used for community recreation. The County is the fiscal agent for these facilities and oversees the maintenance projects. The funding ratio for projects at Darden Towe is 68.54% County and 31.46% City, and at Ivy Creek Natural Area, the funding ratio is 50% County and 50% City.

There are no additional operating impacts identified beyond what is currently planned.

- **Cory Farm Greenway Connector (Current Project):** This project supports a bike/pedestrian trail connecting various Crozet neighborhoods to Crozet Park, downtown Crozet and Route 250 retail and businesses. The scope includes an easement acquisition, trail and bridge design/development, a pedestrian bridge, benches, a Kiosk and signage. This project is supported in part by the following proffers: Liberty Hall, Westhall 1.2, and Wickham Pond. This project is expected to be complete in FY 20, pending finalization of land easement.

There are no additional operating impacts identified beyond what is currently planned.

- **County-Owned Parks Maintenance/Replacement (On-Going):** This is an on-going facility interior and exterior maintenance and replacement program and grounds maintenance at County parks facilities and school facilities used for community recreation. A variety of minor and major projects are completed each year.

There are no additional operating impacts identified beyond what is currently planned.

- **Crozet Park Maintenance/Replacement and Improvements (On-Going):** This project provides funding for maintenance/replacement and facility improvements at Crozet Park to meet the increased recreation needs of the Crozet growth area as requested by the Crozet Park Board, based on a 2014 community needs assessment sponsored by Crozet Park. Crozet Park and the County entered into an operating agreement in 1997 whereas the entire park shall be used in perpetuity only for community recreation and other community related purposes. In exchange, the County assists in maintenance and facility/recreational improvements for the entire park.

There are no additional operating impacts identified beyond what is currently planned.

- **Darden Towe Park Athletic Field Improvements: (Current Project)** - This is one of the four projects included in the Quality of Life Parks and Recreation funding that was approved by the Board of Supervisors in FY 19. This project provides funds to replace 4 existing multi-use grass fields with Synthetic Turf and Lighting. Converting fields and adding lights is equivalent to adding 2 new athletic fields to current inventory. Lighting extends playing hours by 4 hours per field. This project is also receiving funding support from the City of Charlottesville. Design is estimated to occur from August 2019 to January 2020 and construction is estimated to begin in January 2020 and completed in August 2020.

There are no additional operating impacts identified beyond what is currently planned. This project has the potential to be a cost savings in operating due to the nature of the work. This cost savings is currently being evaluated as the project moves forward to further define the savings.

- **Greenways/Blueways (On-Going):** This represents on-going Park planning, acquisition, design, construction and maintenance projects in support of Albemarle County's Greenways/Blueways initiative. The program is supported by proffers.

There are no additional operating impacts identified beyond what is currently planned.

- **Biscuit Run Phase 1A: (New Project FY 20)** – This project provides funds to support a park entrance at Route 20 and Avon Street along with an asphalt access road of about 900 linear feet. The project will also include parking spaces, a vault toilet, and multi-use trails by County Staff and Volunteer groups. Design is estimated to occur in August 2019 – April 2020. Construction is estimated to begin in April 2020 and completed November 2020.

Anticipated Operational impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact		18,632	19,233	19,835	20,436
Full-Time Equivalent Positions					

- **Moore's Creek Trail and Trailhead Park (Current Project):** The County has partnered with the Thomas Jefferson Planning District Commission (TJPD) and City of Charlottesville to construct multi-use trails and trailhead park along Moore's Creek. A Transportation Alternatives Program (TAP) grant has been awarded and \$200,000 in proffer funds will be used for the required 20% match.

The remaining \$76,000 in proffer funds will be used to complete the trailhead parking and signage. These improvements were not grant eligible. This project will provide a park and ride site as well as a Creekside destination for picnics, exercise and nature viewing. Funding is planned in FY 20, with an intended facility opening in the spring/summer of 2021.

- **Parks Restroom Renovation/Modernization (Current Project):** This is a facility renovation-modernization for restrooms at County parks facilities. Remaining work includes Towe Park Tennis Court Restrooms and vault toilets at Chris Green Lake and Walnut Creek Park. This project is funded by various proffers. This project is anticipated to be completed in FY 20.

There are no additional operating impacts identified beyond what is currently planned.

- **Pilot Fundraising Parks Project (Current Project):** This is a pilot Crowd Funding park project. A Crowd Funding project is a form of alternative financing based upon raising monetary or in-kind contributions from a large number of people. This is a pilot program that will enable the County to collaborate with the community and/or businesses to fund a park project. Project funding is to provide County matching funds for the anticipated fundraising dollars. Currently, Parks and Recreation intends to utilize this pilot funding mechanism to support a river park/boat landing under the Berkmar Bridge, which would provide a significant opportunity to provide urban river access and create 17 miles of blueway trails in the County. The boat launch and trail park would be placed on the 20.4 acre property gifted by the Crockett Corporation located on the southwest corner of Route 29 and Rio Mills Road along the South Fork of the Rivanna River. The boat launch and trail park would be entitled: Brook Hill River Park" The fund-raising effort is expected to be completed in FY 20.

There are no additional operating impacts identified beyond what is currently planned.

- **Rivanna Reservoir Boat Launch: (Current Project)** This is one of the four projects included in the Quality of Life Parks and Recreation funding that was approved by the Board of Supervisors in FY 19. This project provides funds to construct boat ramp, parking, access road and restrooms. The 450 acre Rivanna Reservoir is one of the largest public lakes available for boating and fishing in the area. Design is estimated to occur from January 2020 to November 2020 and construction is estimated to be complete in CY 20.

Anticipated Operational Impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact			147,253	85,191	88,599
Full-Time Equivalent Positions			1.0		

Technology & GIS:

- **County Server Infrastructure Upgrade (On-going):** This is an on-going project to systematically replace General Government Server Infrastructure (which supports all County and School locations), including network servers, switches, routers, disk storage, application packages, computer and related hardware. This project may include the initial implementation of software to support, upgrade and secure the County's networking infrastructure. The County currently has 70+ Network servers, 100+ switches/routers/Wi-Fi appliances, 12 security appliances, 6 backup appliances, 15+ uninterruptible power supplies and other assorted networking equipment and software. The hardware/software supports approximately 15+ division-wide applications plus many in-house developed applications. Normal life expectancy of the equipment is 5-7 years.

There are no additional operating impacts identified beyond what is currently planned.

- **GIS Project (Current Project):** This project funds the priorities identified in the five-year Geographic Information System (GIS) implementation plan and schedule as recommended by the GIS Steering Committee. Specifically, this project includes the acquisition of 2018 Aerial Photography & Topography and Land Cover Mapping & Land Classification Modeling based on 2018 Data. The capturing of aerial photography is part of a statewide program that occurs every four years whereby the state captures aerial photography of our County at no cost to us. Higher resolution aerial photography in the County's urban areas and updated 4' contours countywide can be obtained through this contract for a fee. The imagery resolution for the urban areas is being upgraded jointly with Charlottesville, ACSA, and RWSA for the benefit of staff and the public. The first phase, deploying a new GIS-Web user interface, should be available to the public in the spring of 2019. This will include responsive design for mobile devices and faster load times for aerial imagery, as we are able to make use of modern web technology. Final delivery of all derivative products (topography and land cover/classification data) is expected during the summer of 2019 with remaining phases of the project expected to be completed during FY 20.

There are no additional operating impacts identified beyond what is currently planned.

- **Telephony Solution Replacement (Current Project):** This project funding supports the replacement of telephony solutions for the Albemarle County government. Telephony solutions include phone systems for voice calls, phone sets, voicemail, phone menus/trees, call accounting, call center, call conferencing and video conferencing. The County's facilities supported under the County telephony solution include COB-main, COB-5, Courthouse, Northside Library and Fire Stations 11, 12 and 15. One or more of these systems is expected to reach the end of its useful life and may require replacement or major upgrades.

There are no additional operating impacts identified beyond what is currently planned.

ACE:

- **ACE Program (On-Going):** This project supports the Acquisition of Conservation Easement (ACE) Program established by the Board of Supervisors to purchase desired easements.

There are no additional operating impacts identified beyond what is currently planned.

Other:

- **Advancing Strategic Priorities Reserve (Current Project):** This category serves as a reserve to support potential strategic plan priority projects or to provide funding for other emerging organizational needs.
- **Albemarle Bike/Pedestrian Quality of Life Projects (Current Project):** This funding will be utilized to support enhancements which have been identified in adopted plans and studies and reflect citizen desires identified through surveys and public input opportunities. These projects, which may also be supported by matching funds from VDOT, will advance establishment of complete/interconnected bike and pedestrian network, support transit use and economic development efforts.
- **Cost of Issuance (On-Going):** Cost of issuance are the costs associated with issuing borrowed proceeds to support the CIP program. These include bank counsel, financial advisement, and bond council.

- **Project Management Services (On-Going):** These services are provided by the Facilities and Environmental Services (FES) Department's Facilities Planning & Construction (FP&C) Division (Formerly Project Management Division). Prior to FY 20, these expenses have been allocated to each project based on the number of project management hours per project and managed in an internal service fund. Beginning in FY 20, the Internal Service Fund will be discontinued, and FP&C will be funded through the General Government Capital Improvement Program and then allocated to each project based on number of hours.

Water Resources:

- **Chapel Hill Stream Restoration (Current Project):** This project is a natural channel design restoration of approximately 1,200 linear feet of a degraded channel within Albemarle County. The existing channel currently has highly eroded and un-vegetated banks and poor habitat quality. This restoration is intended to stabilize the channel, reduce erosion and pollution, increase frequency of flow access to the floodplain, denitrify the stream, and improve stream aquatic health. This project will help support the County's efforts in meeting both local and Chesapeake Bay pollution reduction (TMDL) requirements under its MS4 permit. This project is supported by a Virginia Department of Environmental Quality (DEQ) Stormwater Local Assistance Fund (SLAF). This project is in the construction phase with expected completion in FY 19.

There are no additional operating impacts identified beyond what is currently planned.

- **Drainage Infrastructure Management Program (Current Project):** This program has been initiated to begin to address drainage infrastructure management needs identified as part of the stormwater planning work and highlighted by recent failures of infrastructure on private property. As envisioned, the program would eventually include the assessment, maintenance, and repair in the County's urban areas. Examples of drainage infrastructure includes pipes, manholes, inlets, culverts, channels, and other similar infrastructure designed to collect, convey, and control stormwater runoff.

Absent this program, there could be failures), flooding, and erosion – ranging in severity from minor to dramatic – affecting the greater public. The cost of rehabilitation or replacement of failed infrastructure likely would be significantly higher than maintenance.

- **Hollymead Dam Spillway Improvement (Current Project):** The purpose of this project is to prevent failure of the Hollymead Dam. A deficiency of the spillway and embankment was identified during a dam break analysis and inundation zone mapping exercise as required by the Department of Conservation and Recreation (DCR) permit. Completion is expected in FY 20.

There are no additional operating impacts identified beyond what is currently planned.

- **Large-Scale Best Management Practice (BMP) Retrofits on Private Lands (Current Project):** This project is to achieve cost-effective pollutant reductions by retrofitting privately owned and operated stormwater facilities. The project scope includes identifying and prioritizing potential retrofits, outreach to stormwater facility owners, and the design and construction of selected retrofits. This project will contribute toward the County meeting pollution reduction (TMDL) requirements under its MS4 permit. This project is supported by a federal grant from the National Fish and Wildlife Foundation as well as by a Virginia Department of Environmental Quality (DEQ) Stormwater Local Assistance Fund (SLAF). The project is expected to be complete in FY 19.

There are no additional operating impacts identified beyond what is currently planned.

- **Water Quality Mandated TMDL Program (Current Project/"Bridge Year Funding"):** This supports a succession of future capital projects necessary to meet new pollutant load reductions mandated by the Department of Environmental Quality (DEQ) as part of the clean-up plans for the Chesapeake Bay and local streams. While TMDL stands for Total Maximum Daily Load, it is essentially a clean-up plan for impaired waters within the County, primarily through the design and construction of capital projects.

While some specific projects have been proposed in the Action Plan, a developing list of projects will be altered and refined over the course of the 9 to 11-year TMDL planning horizon. The types of projects proposed will include: 1) stream restoration projects, such as the current project in the Chapel Hills neighborhood 2) enhancements to existing County-owned stormwater management facilities, such as a current project to improve the basin at the Rio Hill Center, or 3) enhancements or upgrades to privately-owned facilities. Several projects are being constructed during FY 19.

Ongoing maintenance will be required for all new projects. Enhancements to existing facilities will likely result in increased maintenance efforts.

- **Water Quality Non-Mandated TMDL Program (Current Project):** This program will execute a succession of future capital projects necessary to meet water restoration goals included in a water resource program plan. These improvements are related to the TMDLs – or cleanup plans for impaired waters. These projects are outside of or beyond requirements by the Virginia Department of Environmental Quality (DEQ) rather than being mandated by the DEQ.

School Division:

- **Administrative Technology (On-Going):** This project provides funding for the replacement of School Division's administrative technology equipment, including: desktop and laptop computers, portable productivity devices, servers, and associated networking equipment. All equipment is scheduled to be replaced every five years, which is the maximum replacement cycle. Approximately 121 computers are scheduled on a yearly basis for replacement at approximately \$1,000 each, and approximately 14 servers are scheduled for replacement each year at approximately \$10,000 each.

There are no additional operating impacts identified beyond what is currently planned.

- **CATEC Contingency: (On-Going):** This is for a future Charlottesville Albemarle Technical Education Center (CATEC) capital request (project or capital maintenance) that would not require ongoing funding for which there is no identified funding source. Funding supporting this has been received from VDOT as compensation for VDOT taking of a portion of the CATEC property.

There are no additional operating impacts identified beyond what is currently planned.

- **Future School Improvement Project(s) (Current Project):** The CIP includes \$11.5M in funding to be applied to a school improvement project or projects which will be determined at a future date.
- **High School Capacity and Improvements – Center 2 (Current Project):** This supports the completion of design through Design Development by Fall 2019, land acquisition and construction of Center 2, which was previously known as Center 1. As envisioned, Center 2 will consist of a 90,000 square foot, two-story building with parking on an estimated 12 acres of land (or purchase and renovation an existing building) for 600 students to be open for 2021/22 School Year. Per the facility planning study that was launched in the spring of 2017, this project would address the facility needs of all high schools in the county to address growth, capacity issues, equity and instructional adequacy. Expected completion of this Center 2 is the first Quarter of 2020.

Anticipated Operational Impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact		1,610,969	1,643,188	1,676,052	1,709,573
Full-Time Equivalent Positions		1.0			

- **High School Capacity and Improvements – Albemarle High School (AHS)/Western Albemarle High School (WAHS) Re-Design (Current Project):** This supports the completion of pre-planning and programming by May 2019 for re-design of Albemarle High School (AHS) and Western Albemarle High School (WAHS). This will include stakeholder engagement and master planning for a refined program and budget. Per the facility planning study that was launched in the spring of 2017, the pre-planning and programming would identify ways to address the facility needs of all high schools in the county to address growth, capacity issues, equity and instructional adequacy. This project is anticipated to be completed in August 2019 (FY 20).
- **High School Capacity (Current Project):** There is significant overcrowding at Albemarle High School. Under a 5-year lease agreement an 8-classroom modular unit will be installed this summer outside of the gym to mitigate some of the impact. A more long-term solution needs to be determined to address the current and projected deficits. The topic is complex and needs in-depth analysis. Real estate, economic modeling, and architectural expertise will all be required. The option of a new school will have to consider not only the implications of a new school but also what would be the best use of the vacated portion of AHS. This project funds the necessary planning studies to complete this analysis.

There are no additional operating impacts over and above what is currently planned.

- **Instructional Technology (On-Going):** This project provides funding for the replacement of School Division technology equipment used in classrooms, media centers, and computers which supports the School Division's Instructional Technology Plan. Instructional technology equipment includes laptop and desktop computers, portable productivity devices, networking hardware, multimedia and adaptive technologies, as well as a great multitude of other technological hardware. Depending on the equipment function, it is scheduled to be replaced every three to five years on a replacement cycle. At an estimated cost of \$1,000 per desktop computer and \$600 per student laptop, the School Division is able to replace approximately 1,000 computers per year.

There are no additional operating impacts identified beyond what is currently planned.

- **Learning Space Modernization (Referendum) (Current project):** This project funds improvements to instructional spaces at ALL schools including existing classrooms, libraries, and other elective and support areas consistent with School Board goals and priorities. Modifications will include furniture and renewal work such as updating finishes, casework, lighting and connections to adjacent spaces. The modifications should be comprehensive but can be broken down into the following key areas: classroom furniture upgrades, classroom modernization, media center modernization, cafeteria modernization, specialty classroom modernization, and daylighting. Funding is anticipated to be expended by Summer 2020.

There are no additional operating impacts identified beyond what is currently planned.

- **School Bus Replacement Program (On-Going):** This on-going program funds the replacement of school buses based on prescribed needs-based fleet size and replacement guidelines outlined in the School Board Policy. During each operating year, 12 school buses will be purchased to replace buses that are eligible for replacement based on the previously mentioned guidelines. The purchase of a bus also includes necessary equipment to support operating the vehicle in a manner that meets the needs of the students (add on equipment such as 2-way radios, wheelchair lifts, etc.). The School Division's school buses are of varying passenger capacities and with specialized equipment to meet special student needs. Cost estimate is an aggregate of the cost of average conventional buses (\$85 - 90K) and Special Needs buses (\$95 - 120K).

There are no additional operating impacts identified beyond what is currently planned.

- **School Maintenance/Replacement Program (On-Going):** The on-going program provides funding for major maintenance work that extends the useful life of school facilities by improving, exchanging or replacing building components that are at or near the end of their useful life. Such components include roofs; electrical; mechanical, and plumbing equipment; pavement rehabilitation; and flooring replacement. In addition, this program also funds energy conservation measures; asbestos abatement; kitchen equipment replacement; and playground equipment replacement.

Facilities include four high schools, five middle schools, fifteen elementary schools, two service facilities (Vehicle Maintenance Facility and Building Services), and the PREP/Ivy Creek School, totaling 2,317,116 building square feet on 631.59 acres of land.

There are no additional operating impacts identified beyond what is currently planned.

- **School Security Improvements (Current Project):** Albemarle County Public Schools created a School Security Audit Team to inspect and create a needs assessment to address any risks. School leadership has set the goal of a secure main entry as one that directs visitors to walk through the main office in order to enter the building during normal school hours. As a first step, in the fall of 2012, the School Security Audit Team evaluated the front entrances and graded them based on ease of surveillance. This controlled entrance arrangement was present at three schools when the evaluation was conducted. Since the onset of this project, 15 more school entrances meet these criteria. Due to the layout of the remaining buildings, small additions will be required to create the controlled entrance/office combination without interrupting main circulation paths within the school. This project is anticipated to be completed in FY 19. This project was initially supported by Lease Revenue Bonds and then by Referendum.

There are no additional operating impacts identified beyond what is currently planned.

- **Scottsville Elementary School Sitework Improvements (Current Project):** This completed project made site improvements to Scottsville Elementary parking area and is complete. The scope of project included: asphalt modifications to swap the parent drop-off and bus drop-off area for safer and more efficient site circulation, paving an existing temporary gravel lot to add 19 permanent spaces, and additional sidewalks for safe site circulation.

There are no additional operating impacts identified beyond what is currently planned.

- **Scottsville Elementary School Additions and Improvements Design (Current Project):** Funding supports Design Development of a classroom addition and gym by Fall 2019. The envisioned project will add 17,500 square feet to the building as well as make improvements to the existing building and site. The additions would include 4 additional classrooms, 2 smaller resource classrooms, 2 offices, a gang bathroom, and a full-size gym. Improvements to the existing building would include repurposing the current gym into instructional space and other modernizations and renovations throughout the building to improve space for both students and staff. Site improvements will include outdoor learning areas and a septic system replacement. The future project as currently envisioned would also include the removal of all trailers and modular classrooms. Lastly, the future project is envisioned to include new furnishings for both new and existing spaces and adhere to LEED principles and practices.
- **State Technology Grant (On-Going):** The County of Albemarle Public Schools participates in the Virginia Public School Authority (VPSA's) Technology Grant program. This grant, anticipated to be received annually, provides funds to supply computers, networking hardware, and related equipment for the administration of the state mandated Standards of Learning test, and when not being used for testing this equipment is used in general instructional. Funding levels are determined by a state formula. These state grant funds make this program budget neutral assuming there are no changes to the state budget.

Primarily this funds well-equipped computers, at an estimated \$1,000 each, for approximately 750 computers per year. A significant portion of machines is also used for instruction. Technologies must be maintained on a similar replacement cycle of 3 to 5 years.

There are no additional operating impacts identified beyond what is currently planned.

- **Telecommunications Network Upgrade (On-Going):** This project provides funding to maintain and upgrade the Albemarle County Public Schools network telecommunications infrastructure. The on-going maintenance and improvements program allow the Division to meet the expanding instructional and administrative data needs. This funding will allow for construction of a fiber backbone to support long-term instructional needs. Additionally, this funding provides for the on-going repair and maintenance of all core networking equipment.

There are no additional operating impacts identified beyond what is currently planned.

- WAHS ADA Improvements and Softball Field Restroom Facility (New Project FY 20):** This project will construct a standalone building that will house three bathrooms and a concession stand to be located near the girls' softball field at Western Albemarle High School. It will include all necessary utilities to support such a facility including a pump station. This portion of the project includes a realigned and graded road area for ADA access. The project addresses miscellaneous Americans with Disabilities Act (ADA) improvements needed elsewhere on campus including a ramp from the C wing to the bus loop and modifications to the stadium bleachers. The restroom facility is in response to ongoing complaints and identified inequities between the baseball and softball facilities. Various ADA improvements are required to ensure all students have equitable access to the experiences and opportunities. The project will be completed during the 2019/20 School Year.
- Western Albemarle High School Environmental Academy Phase II (Current Project):** This project adds four additional science labs and modernizes the schools existing labs. The addition will be about 10,000 s.f. and shall expand science facilities to accommodate increased student enrollment. Spaces shall include four labs, offices, a shared prep room with storage, and project spaces for independent, collaborative teaming. Spaces should also accommodate hydro / aqua activities and hydroponics. Seven of the existing science labs in the building will also be modernized and includes replacing casework, updating finishes and lighting, improving daylighting, adding additional power and replacing furniture. The project is anticipated to be complete for the 2019/20 school year.

Anticipated Operational Impact	FY 20	FY 21	FY 22	FY 23	FY 24
Net Fiscal Impact	50,304	50,304	50,304	50,304	50,304
Full-Time Equivalent Positions					

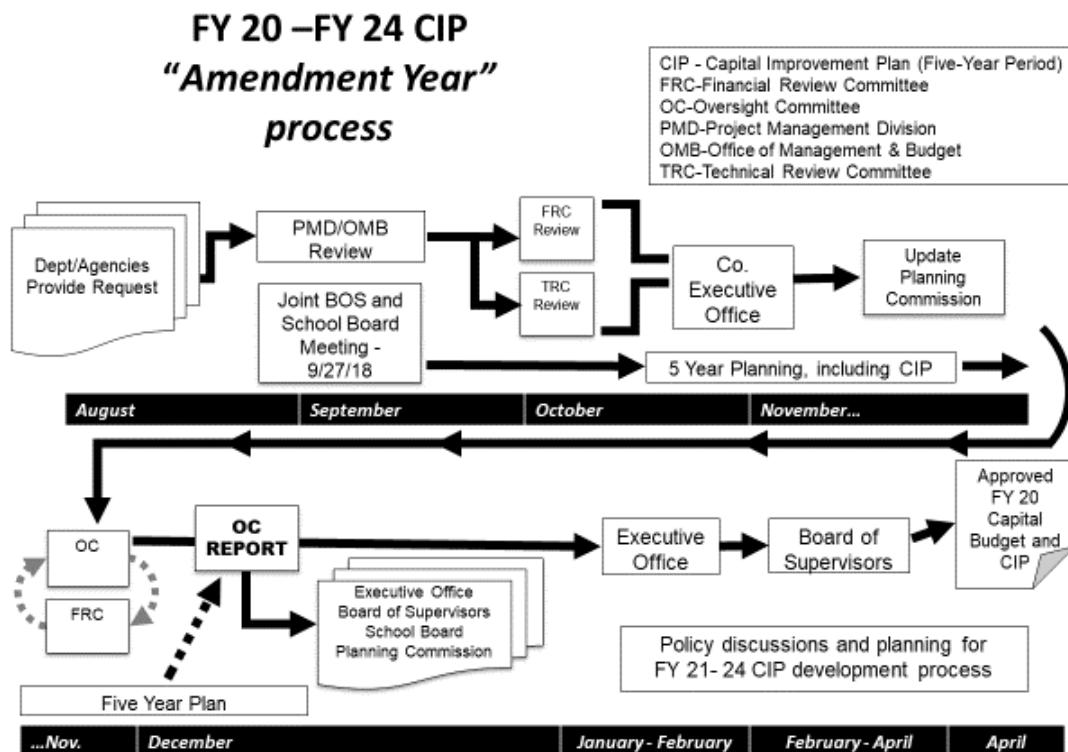
- Woodbrook Elementary School Addition/Renovation (Current Project):** This completed project added approximately 40,000 square feet to Woodbrook Elementary. This project increased the School's capacity to 600 students. The two-story addition included 16 classrooms, 2 dedicated SPED classrooms, 4 smaller resource classrooms, a maker space, professional development training space, a conference room, 2 faculty workrooms & toilets, offices, storage, and various support spaces. Smaller additions expanded the cafeteria and a new gym was constructed.

There are no additional operating impacts identified beyond what is currently planned.

Process for Preparing the Capital Improvement Program

The Capital Improvement Program has a two-year cycle for the development and amendments, which was revised by the Board of Supervisors on September 9, 2015. The revision maintains a two-year planning cycle but only allows new project requests for the five-year CIP during Year 1 of development. This is Year 2, referred to as the Amendment Year, of the two-year cycle.

In the amendment year, only amendments are made to the currently Adopted CIP. Revenue projections and interest rate projections are updated and timing or cost adjustments for capital projects included in the currently adopted CIP are made. Additional projects can be considered for inclusion in the CIP if the projects include associated funding sources, such as those projects which are funded by grants. Finally, during an amendment year process, the Oversight Committee may consider FY 20 – FY 24 project request submissions that addresses an immediate, critical, safety, structural or operational concern.



Next year, FY 21, will be considered a Development Year (Year 1) again of the two-year cycle. The process for next year is currently being reviewed to better align with the Strategic Priorities and Long-Range Planning goals set by the Board of Supervisors.

Benefits

A long-term Capital Improvement Program has many obvious benefits derived from its organized approach to planning projects. The program provides a systematic evaluation of all potential projects at the same time and serves to stabilize debt service payments and reduce borrowing costs through consolidated issuance. Benefits include:

- Economic development tool
- Eliminates the duplication of project requests and enables the County to take advantage of joint planning and shared County facilities;
- Assists in implementing the County's Comprehensive and Area Plans and related policies;
- Establishes a system of annual examination and prioritization of County needs;
- Focuses attention on community goals and objectives;
- Allows for proper programming and project design;
- Allows for the identification of appropriate project financing and construction schedules;
- Helps provide a framework for the equitable distribution of public improvements throughout the County;
- Provides a basis for formulation of bond issues, borrowing programs, or other revenue producing measures;
- Facilitates capital expenditure and revenue estimates and helps to avoid emergency financing methods;
- Encourages efficient government administration;
- Fosters a sound and stable financial program; and
- Bridges the gap between day-to-day operations of County government and the County's long-range development goals.

Guiding Principles

The following "guiding principles" facilitate identification, scope and priority of CIP projects:

- Maintain public safety as a key component of Albemarle's livability;
- Support the County's Strategic Plan;
- Provide and maintain education facilities and technologies that enhance teaching and learning;
- Support and enhance Albemarle County's overall quality of life and community desirability and livability, including projects that contribute to the arts, education, community events, outdoor recreation, historic and cultural heritage, and social opportunities;
- Improve and maintain critical County facilities to a 40-year useful life to improve functionality of buildings and to preserve assets;
- Provide well-located, safe and efficient facilities that offer quality customer service and increase employee productivity;
- Incorporate environmentally sensitive and energy-efficient systems into County facilities;
- Respond to technological innovations and incorporate technological rather than spatial solutions when appropriate;
- Pursue innovative arrangements for financing approaches including, but not limited to, public/private partnerships; ground lease of County properties in high value areas; leaseback and lease-purchase options, and intergovernmental cooperation;
- Assist departments in preserving and maintaining the County's investment in buildings, land, infrastructure, and equipment;
- Recommend projects based on a prioritized ranking system and the effective utilization of available outside funding sources (Federal, State, other) in addition to appropriate County funding levels;
- Pursue opportunities for collaboration between General Government and Schools: working together to advance opportunities for different generations to come together in any publicly financed facility; and
- Support working with our community non-profits (especially those receiving County funds) to seek opportunities to benefit ALL county residents by sharing spaces.

Resources

The Office of Management and Budget (OMB) determines the availability of Capital funds in accordance with the Board of Supervisors' established policies. Determining the availability of funds includes an analysis of future County debt capacity and projections of available funds. Funding the County's CIP ranges from direct County contributions, such as from the Reserve for future capital projects, proceeds from the sale of bonds, contributions from outside sources such as private developer contributions, or contributions from federal and state funds and grants. Following is a selected list of funding options for the CIP. Additional funding options exist and not every funding option is utilized in a particular CIP.

- **General Fund Transfer:** Funds received annually from the General Fund. The County's goal is to dedicate a minimum of 3% of the annual General Fund revenues to the CIP to be used as pay-as-you-go funding.
- **Use of Prior Year Undesignated General Fund monies:** It is the County's practice to recommend the appropriation of an amount of the prior-year undesignated General Fund monies to support the CIP, if available, after the prior year's General Fund is audited.
- **Water Resources Transfer:** Supports (a) a portion of the "pay-as-you-go" Stormwater projects and (b) the debt service associated with the Stormwater projects funded with loan proceeds. The revenue is collected in the General Fund and provided by transfer to the Water Resources Fund which then provides revenue by transfer to the Stormwater CIP and debt payment funds. The revenue amount is currently based on a dedicated 0.7 cents per \$100 assessed value of the real estate property tax rate.
- **General Obligation Bonds:** A bond sold by the County to investors to raise money.
- **Virginia Public School Authority (VPSA) School Financing Bonds:** VPSA provides financing to localities by using the proceeds of its bonds to purchase a "pool" of general obligation bonds from localities ("Local Issuers"). Each Local Issuer uses the proceeds to finance capital projects for public schools. Pooled bond sales are regularly scheduled in the Spring and Fall of each year. Pooled bonds are issued by the VPSA under its 1997 Resolution and secured by the payments on general obligation school bonds ("Local School Bonds") purchased by the Authority. In the event of a default of any Local School Bond, a "State Aid Intercept" provision provides for a diversion to the holder of its local school bonds of all funds appropriated and payable to the Local Issuer by the Commonwealth.
- **Economic Development Authority (EDA) Lease Revenue Bond:** Proceeds of the sale of revenue bonds; bonds that pledge the revenue-generating potential of a facility or utility system.

Note: The EDA is responsible for promoting and encouraging economic development in Albemarle County. The EDA was formerly known as the Industrial Development Authority (IDA). The Authority secures bond financing primarily for non-profit organizations with major capital projects.

- **Capital Reserve:** Funds reserved from County operating revenues for capital projects.
- **Local:** Funds and payments received from sources such as:
 - **Courthouse Maintenance Fund:** Clerk of the Court collects an assessed sum as part of the costs in (i) each civil action filed in the district or circuit courts located within its boundaries and (ii) each criminal or traffic case in its district or circuit court in which the defendant is charged with a violation of any statute or ordinance. The fees collected are used for the construction, renovation, or maintenance of courthouse, jail or court-related facilities and to defray increases in the costs of heating, cooling, electricity, and ordinary maintenance.
 - **Partnerships:** Shares of projects paid to the County for the designated amount. Examples include: (a) the County is the fiscal agent for the ECC Emergency Telephone System and will be reimbursed by the participating localities based on a percentage of usage and (b) the County is the fiscal agent for the firearms range project and has a partnership with the City of Charlottesville which will generate a reimbursement based on the agreement.
- **State:** Funds and payments received from the Commonwealth of Virginia.
- **Federal:** Funds and payments received from the federal government.

- **Cash Proffers:** Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development. As funds are collected over time, appropriations are used for specific capital facility needs.
- **Tourism:** Revenue derived primarily from an additional 3% rate in the County's transient occupancy (hotel/motel or lodging) tax. Albemarle County levies a transient occupancy tax of up to a maximum rate of 5%. Legislation requires the revenue from the additional 3% rate be used only for projects and expenditures that promote tourism, travel, or businesses that generate tourism or travel in the locality.

Capital Project Definitions

A submittal, or **capital project request**, is submitted by County Departments or agencies. During the first year of the current process, the development cycle, new project requests are accepted, and projects may transition from the CNA to the CIP. In addition, amendments may be applied to projects. As a general rule, any new capital project should be entered into the capital planning process by being initially programmed in the CNA time period (Years 6-10). A Capital Project Request package is required for each project during its initial consideration.

A **capital project** is a planned expense for a facility or physical item requiring a minimum expenditure of \$20,000, having a useful life span of 10 years or more (except for technology projects), and meeting one or more of the following definitions:

- Involves the acquisition or construction of any physical facility for the community;
- Involves the acquisition of land or an interest in land for the community;
- Involves the acquisition or construction of public utilities;
- Involves the ongoing acquisition of major equipment or physical systems, i.e., computer technology, radio systems, major specialized vehicles etc.;
- Involves modifications to facilities, including additions to existing facilities, which increases the square footage, useful life, or value of the facility; and/or
- Capital maintenance or replacement projects on existing facilities, as defined below.

A **capital maintenance or replacement project** is a non-recurring project to repair, maintain, or replace existing capital facilities for the purpose of protecting the County's investment in a facility and minimizing future maintenance and replacement costs. To be classified as a capital maintenance project, a project must have an interval between expenditures of at least 5 years. Individual maintenance projects may have a minimum value of less than \$20,000.

Since **information technology purchases** are durable products but typically have a useful life of only 3 to 5 years, these purchases can be planned in the CIP and if so, are generally funded in the Capital Budget on a "pay-as-you-go" basis from either current revenues, other non-borrowed sources of funding, such as state revenues (when available), or other local non-General Fund revenues.

A **mandated project** is submitted in response to a directive/law from a governing body (i.e. Local Govt., State Govt., or Federal Govt. mandate). An example of a project considered to be a "Mandate" is the Ivy Landfill Remediation, which the Technical Review Committee viewed in this category due to the City/County/University cost sharing for environmental expenses as required under the State permit.

An **obligation project** is submitted in response to contractual requirements for joint funded projects (e.g. City) or project submissions tied to contractual agreements (e.g. Lease agreement for Storage Facility.)

OMB and PMD Review

The Office of Management and Budget (OMB) staff compiles the submitted project requests and verifies the accuracy of the anticipated project operating costs. Then, the requests are extensively reviewed by the Project Management Division (PMD) of the Facilities and Environmental Services Department (FES) to verify the accuracy, adequacy and completeness of project descriptions, project cost, and funding requests.

The Capital Improvement Program review schedule provides for a four-week review period for any project in the CIP requiring construction. However, departments and agencies are encouraged to consult with PMD as early as possible in the capital planning cycle regarding the engineering requirements for new projects under consideration or being proposed for the capital plan, and for any revisions to existing projects. Consultation should continue throughout the CIP preparation and review process.

Financial Review and Financial Review Committee (FRC) – Current Process

The Office of Management and Budget and the Department of Finance staff served the role of the Financial Review Committee (FRC) for the FY 20 Amendment Year process.

The FRC is planned to be resumed for the FY 21-25 Development Year process. The FRC charge, responsibilities, and members are described below.

FRC Charge: The Capital Improvement Program (Capital Program) is the planning guide for County expenditures for major capital facilities and equipment and includes a five-year approved Capital Improvement Plan (CIP) balanced to revenues and a Capital Needs Assessment (CNA) to identify long-term capital needs beyond the five-year CIP. The Financial Review Committee (FRC) will assist the County in the Capital Program process by reviewing the Capital revenue and debt assumptions (current and project requests) to assure that they are accurate and have been well researched and documented. The FRC will review the base scenario for Technical Review Committee's ranked projects and together provide a recommended scenario. The FRC will review Oversight Committee's scenarios and final recommendation to assure that the five-year CIP is aligned with approved financial policies. The Capital Program Financial Review Committee will report its recommendations to the appropriate Committee, Board, or Staff.

Financial Review Committee Member Responsibilities:

- Review all current revenues for accuracy and appropriate timing including the use of on-going revenues and borrowed funds based on approved County financial policies;
- Review all project requests to clarify and/or identify revenues or offsets including the use of borrowed funds, for accuracy, and for appropriate timing based on approved County financial policies;
- Review current debt service schedule for accuracy and appropriate timing based on approved County financial policies;
- Ensure scenario(s) developed for the five-year CIP are aligned with approved financial policies and that the County's financial stability is maintained through the prudent use of its revenues
- Ensure scenario(s) developed for the five-year CNA are aligned with approved financial policies and that the County's financial stability is maintained through the prudent use of its revenues
- Together with the Technical Review Committee, develop a recommended CIP scenario (s) for the five-year CIP and the five-year CNA based on revenue projections approved by the Financial Review Committee;
- Forward recommendations to the requesting Committee, Board, or staff.

Financial Review Committee Members include an OMB representative (Facilitator), a Finance Department representative, a School Division representative, and the TRC Facilitator.

Technical Review Committee (TRC) – Current Process

The TRC ranks the projects based on established criteria. The ranking process allows projects to be added in a systematic, objective manner. Available revenues, the Board's Guiding Principles, and financial policies guide project inclusion in the Capital Improvement Program. The Technical Review Committee reports its recommendations to the Oversight Committee.

The FY 20 amendment year process only required the TRC to review one project request: Western Albemarle ADA Improvements and Softball Field Restroom Facility.

TRC Charge: The Capital Improvement Program (Capital Program) is the planning guide for County expenditures for major capital facilities and equipment and includes a five-year approved Capital Improvement Plan (CIP) balanced to revenues and a Capital Needs Assessment (CNA) to identify long-term capital needs beyond the five-year CIP. The Capital Program Technical Review Committee will assist the County in the Capital Program process by assuring that the technical aspects and costs of each of the requested projects have been well researched and documented. The team will also review, evaluate and document the need for each project and make recommendations for priority funding based on the established capital project evaluation criteria. The Capital Program Technical Review Committee will report their recommendations to the County Executive's Office and the Capital Program Oversight Committee.

Technical Review Committee Member Responsibilities:

- Review all project requests for clarity, accuracy and appropriate timing;
- Meet with project submitters to clarify requests and propose revisions, if needed;
- Rank requested projects based on established evaluation criteria;
- Review available revenues and debt service requirements for project requests based on approved County financial policies;
- Prioritize projects based on their ranking and available revenues;
- Together with the Financial Review Committee, develop a recommended CIP scenario (s) for the five-year CIP and the five-year CNA based on revenue projections approved by the Financial Review Committee;
- Forward the joint recommendation to the Capital Program Oversight Committee for their review.

Technical Review Committee Members:

Director of Facilities and Environmental Services (FES) Department, FES Department (Facilitator)
Director of Building Services, Albemarle County Schools
Executive Director of Fiscal Services, Albemarle County Schools
Chief of Planning, Department of Community Development
Chief of Public Works, FES Public Works Division
Public Safety Representative*
Senior Project Manager, FES Project Management Division
Budget Analyst, Office of Management and Budget

*The Public Safety representative is a two-year role alternating between Police and Fire Rescue; the appointee is designated by Chief of Police or Chief of Fire Rescue

Capital Improvement Program project evaluation criteria:

Project evaluation criteria have been established and are used by the committees to review and evaluate all capital projects and their cost estimates. All CIP projects are evaluated against various factors which the submitting department/agency is asked to address on each of the applicable CIP Forms, such as the Project Request Form, the basis of cost estimates provided on the Project Cost Summary Form, and the several project cost detail forms, all of which are fully described in the instructions.

Mandated, obligated, maintenance/replacements, and committed projects are considered to be the highest priorities.

It is the County's goal to ensure that non-discretionary maintenance and repair projects are funded before new projects are undertaken, which is why those are considered a higher priority than non-maintenance projects. As stated in the County's financial policies, the goal is to fund these projects as much as possible with current revenues, rather than through borrowed funds. Maintenance and repair projects are a non-recurring project to repair, maintain or replace existing capital facilities for the purpose of protecting the County's investment in a facility and minimizing future maintenance and replacement costs. These projects also involve the ongoing acquisition, replacement or upgrades of major equipment or physical systems, i.e. computer technology, radio systems, major specialized vehicles, etc. deemed critical to county infrastructure and to continued operations.

The County encourages projects which include contributions from outside resources arising from private donations, grants, public/private partnerships, joint undertakings and state and federal programs and incentives.

Beginning in FY 15, mandated and obligated projects, such as the Moore's Creek Septage Receiving Station and the Ivy Landfill Remediation are technically evaluated but not ranked.

All non-mandated/obligated projects submitted will be subject to ranking in the following areas of emphasis: Health and Safety, Education, Regulatory Compliance, Quality of Life, Infrastructure, Sustainability/Energy Efficiency, Economic/Community Development, Special Considerations, Impact on Operational Budget, and Timing/Location. While the areas of emphasis are similar, maintenance/replacement projects have a separate set of ranking criteria than other projects.

Oversight Committee – Current Process

The Oversight Committee reviews the Technical Review Committee's ranking recommendation and the joint Technical Review Committee and Financial Review Committee's Capital Program recommendation adjusting the projects as necessary. The Oversight Committee provides a recommended CIP and CNA to the County Executive.

Oversight Committee Charge: "The Capital Improvement Program (Capital Program) is the planning guide for County expenditures for major capital facilities and equipment and includes a five-year approved Capital Improvement Plan (CIP) balanced to revenues and a Capital Needs Assessment (CNA) to identify long-term capital needs beyond the five-year CIP. The Capital Program Oversight Committee will assist the County in the Capital Program process by reviewing and evaluating the recommended Capital Improvement Program brought forward by the Capital Program Technical Review Committee. The Committee will assure that the proposed Capital projects are aligned with County policies, established priorities, guiding principles and long-term vision, as defined in the County's Strategic Plan. The Committee will also assure that the recommended five-year CIP is aligned with approved financial policies and that the County's financial stability is maintained through the prudent use of its revenues. The Capital Program Oversight Committee will report its recommendations directly to the County Executive."

Oversight Committee Member Responsibilities:

- Review the recommended Capital Improvement Program presented by the Capital Program Technical Review Committee;
- Ensure that the proposed project ranking is properly and consistently applied;
- Propose modifications/improvements to the project ranking system;
- Ensure that all Capital projects carry out the County's long-range goals and objectives;
- Ensure that the recommended five-year CIP addresses County needs through the proper timing, prioritization and balance of local government and school division projects;
- Ensure that County revenues are used wisely to address the County's capital needs and that the recommended CIP conforms to approved financial policies, including the use of on-going revenues and borrowed funds;
- Propose revisions or adjustments to the five-year CIP proposed by the Capital Program Technical Review Committee, if needed;
- Recommend a five-year CIP with any documented revisions to the County Executive.

Oversight Committee Members include: 2 Members of the Board of Supervisors, 2 Members of the Albemarle County School Board, 1 Member of the Planning Commission, and 1 Citizen Representative.

County staff support includes: 2 Deputy County Executives, the School Division Assistant Superintendent, the School Division's Planning and Budget staff, OMB staff, the Director of Facilities and Environmental Services, and the Director of Management and Budget (Facilitator).

Recommended Capital Improvement Program

The County Executive's Recommended Capital Improvement Program is reviewed by the Board of Supervisors and the School Board. The Board of Supervisors will review the program again as recommended by the County Executive for its approval. The Board of Supervisors subsequently approves both the Capital Improvement Program and the annual Capital Budget for projects to be funded in the upcoming fiscal year during the annual budget review process.

Reference: FY 18 Statement of Changes in Fiduciary Net Position for the Proffer Trust Fund from County of Albemarle's Comprehensive Annual Financial Report (CAFR)

COUNTY OF ALBEMARLE, VIRGINIA

Exhibit 36

Combining Statement of Changes in Fiduciary Net Position

Private Purpose Trust Funds

Year Ended June 30, 2018

	McIntire Trust Fund	Juanise Dyer Trust Fund	Weinstein Trust Fund	Crozet Crossings Trust Fund	Synthetic Turf Field Fund	Proffer Trust Fund	Total
Additions							
Investment earnings (losses)	\$ 18,075	\$ 136	\$ 918	\$ 648	\$ 20,025	\$ 70,498	\$ 110,300
Proffers	-	-	-	-	-	1,054,861	1,054,861
Total additions	\$ 18,075	\$ 136	\$ 918	\$ 648	\$ 20,025	\$ 1,125,359	\$ 1,165,161
Deductions							
General	\$ 5,731	-	-	-	-	-	\$ 5,731
Contributions	-	-	-	-	-	1,570,944	1,570,944
Total deductions	\$ 5,731	-	-	-	-	\$ 1,570,944	\$ 1,576,675
Change in net position	\$ 12,344	\$ 136	\$ 918	\$ 648	\$ 20,025	\$ (445,585)	\$ (411,514)
Net position, beginning of year	292,064	12,539	84,356	59,592	118,069	6,421,508	6,988,128
Net position, end of year	\$ 304,408	\$ 12,675	\$ 85,274	\$ 60,240	\$ 138,094	\$ 5,975,923	\$ 6,576,614

Reference: FY 18 Proffer Fund Report

FY 18		Year Ending 6/30/2018 *		CASH PROFFERS			APPROPRIATED PROFFERS SUMMARY			NET CASH PROFFERS		
FUND #	PROFFER NAME	TOTAL PROFFERED REVENUE	TOTAL FUNDS RECEIVED	TOTAL INTEREST EARNINGS	TOTAL EXPENDITURES (Transfer to Projects)	CURRENT AVAILABLE FUNDS **	APPROPRIATED FUNDS	INTEREST EARNINGS	Projects/\$	REMAINING AVAILABLE FUNDS	REMAINING AVAILABLE INTEREST EARNINGS	NET CURRENT FUNDS
<i>Revised: 6/10/2019 by R. Ragsdale</i>												
ACTIVE												
8581	5th STREET AVON 3	\$258,950.00	\$276,032.44	\$2,907.58	(\$200,000.00)	\$78,940.02	\$0.00	\$0.00	Moore's Creek Trail & Trailhead Park	\$76,032.44	\$2,907.58	\$78,940.02
8582	5th STREET AVON 5	\$103,580.00	\$110,412.97	\$579.90	(\$110,412.00)	\$579.870	\$0.00	\$0.00	5th Street Bus Route	\$0.00	\$579.90	\$579.90
8547	ALBEMARLE PLACE-STONEFIELD	\$2,610,000.00	\$1,507,000.00	\$10,085.64	(\$1,204,632.87)	\$312,452.77	\$295,367.13	\$332.87	Hydraulic Road and Barracks Road Sidewalks	\$7,000.00	\$9,752.77	\$16,752.77
8548	AVINITY (CIP)	\$1,439,982.05	\$982,174.72	\$11,157.49	\$0.00	\$983,332.21	\$823,247.04	\$0.00	Rio Rd - Avon St - Rt 250 Sidewalks	\$158,927.68	\$11,157.49	\$170,085.17
8548	AVINITY (Affordable Housing)	\$313,500.00	\$198,000.00	\$11,051.53	\$0.00	\$209,051.53	\$0.00	\$0.00	Parks Restroom Renovations/Modernizations	\$198,000.00	\$11,051.53	\$209,051.53
8534	AVON PARK	\$59,000.00	\$59,000.00	\$7,140.60	\$0.00	\$66,140.60	\$59,000.00	\$5,596.33	Rio Rd - Avon St - Rt 250 Sidewalks	\$0.00	\$1,544.27	\$1,544.27
8536	BELVEDERE STATION	\$400,250.00	\$188,750.00	\$2,710.13	(\$90,875.63)	\$100,584.50	\$20,000.00	\$0.00	Parks Greenways/Blueways	\$78,634.03	\$1,950.47	\$80,584.50
8580	CASCADIA	\$405,000.00	\$313,000.00	\$2,662.52	(\$51,000.00)	\$294,662.52	\$0.00	\$0.00	Pantops Public Safety Station	\$292,000.00	\$2,662.52	\$294,662.52
8531	ECKERD PHARMACY	\$6,000.00	\$6,000.00	\$129.51	\$0.00	\$6,129.51	\$0.00	\$0.00	Parks Restroom Renovations/Modernizations	\$6,000.00	\$129.51	\$6,129.51
8578	ESTES PARK	\$1,186,729.98	\$1,216,914.92	\$12,261.40	(\$85,250.00)	\$1,143,926.32	\$417,903.30	\$0.00	Hydraulic & Barracks Rd Sidewalk	\$713,761.62	\$12,261.40	\$726,023.02
8578	ESTES PARK (Affordable Housing)	\$218,812.75	\$227,737.76	\$9,461.40	\$0.00	\$237,199.16	\$0.00	\$0.00	Predy Creek Park Phase II	\$227,737.76	\$9,461.40	\$237,199.16
8520	GLENMORE	\$893,000.00	\$752,000.00	\$130,063.79	(\$881,953.10)	\$110.69	\$0.00	\$0.00	Parks Restroom Renovations/Modernizations	\$0.00	\$110.69	\$110.69
8521	GLENMORE	\$569,000.00	\$343,800.00	\$58,996.82	(\$375,000.00)	\$27,796.82	\$0.00	\$0.00	Pantops Public Safety Station	\$15,100.00	\$12,696.82	\$27,796.82
8523	GRAYROCK	\$62,500.00	\$62,500.00	\$13,326.98	(\$75,826.96)	\$0.02	\$0.00	\$0.00	Parks Restroom Renovations/Modernizations	\$0.00	\$0.02	\$0.02
8577	GRAYROCK WEST	\$163,690.71	\$189,194.42	\$2,264.01	(\$104,305.72)	\$87,152.71	\$83,020.00	\$0.00	Parks Restroom Renovations/Modernizations	\$1,868.70	\$2,264.01	\$4,132.71
8577	GRAYROCK WEST (Affordable Housing)	\$28,650.00	\$13,100.00	\$0.00	\$0.00	\$19,100.00	\$0.00	\$0.00	Parks Restroom Renovations/Modernizations	\$19,100.00	\$0.00	\$19,100.00
8576	HADEN PLACE	\$82,500.00	\$79,400.00	\$997.76	(\$23,100.00)	\$7,297.76	\$37,133.00	\$0.00	Parks Greenways/Blueways	\$19,167.00	\$997.76	\$20,164.76
8527	HOLLYMEAD AREA C	\$210,000.00	\$209,999.75	\$6,948.43	(\$174,707.15)	\$42,241.03	\$40,476.00	\$0.00	Parks Restroom Renovations/Modernizations	\$0.00	\$1,456.03	\$1,456.03
8528	HOLLYMEAD AREA D	\$481,000.00	\$481,003.68	\$24,318.33	(\$504,853.37)	\$469.64	\$0.00	\$0.00	Hollymead/Powell Sidewalk	\$10.00	\$459.64	\$469.64
8545	HOLLYMEAD TOWN CENTER A1	\$609,000.00	\$109,000.00	\$2,136.61	(\$59,563.04)	\$51,573.57	\$0.00	\$0.00	Hollymead/Powell Sidewalk	\$49,677.27	\$1,896.30	\$51,573.57
8570	KENRIDGE	\$0.00	\$159,000.00	\$2,848.98	(\$120,000.00)	\$41,848.98	\$0.00	\$0.00	Hollymead Bus Route	\$39,000.00	\$2,848.98	\$41,848.98
8572	LEAKE (Glenmore) 3-CIP	\$2,133,708.45	\$423,562.31	\$3,641.72	(\$174,151.00)	\$253,053.03	\$0.00	\$0.00	Pantops Public Safety Station	\$249,411.31	\$3,641.72	\$253,053.03
8573	LEAKE (Glenmore) 4-Affordable Housing	\$324,720.00	\$61,992.00	\$1,151.94	\$0.00	\$63,143.94	\$0.00	\$0.00	Pantops Public Safety Station	\$61,992.00	\$1,151.94	\$63,143.94
8544	LIBERTY HALL	\$137,600.00	\$134,400.00	\$565.75	(\$128,256.47)	\$6,709.28	\$6,400.00	\$0.00	Cory Farm Greenway Connector project	\$0.00	\$277.06	\$277.06
8574	LIVINGOOD (CIP)	\$879,837.59	\$562,196.04	\$9,567.05	(\$483,555.09)	\$88,208.00	\$0.00	\$0.00	Pantops Public Safety Station	\$78,640.95	\$9,567.05	\$88,208.00
8574	LIVINGOOD (Affordable Housing)	\$114,595.00	\$71,672.23	\$284.80	\$0.00	\$71,957.03	\$0.00	\$0.00	Pantops Public Safety Station	\$71,672.23	\$284.80	\$71,957.03
8529	MH @ PETER JEFFERSON PLACE	\$346,250.00	\$419,144.85	\$19,780.59	(\$430,764.77)	\$8,160.67	\$0.00	\$0.00	Sidewalk, Crozet's Pantops/St Farm	\$0.00	\$8,160.67	\$8,160.67
8538	NORTH POINTE	\$460,000.00	\$400,000.00	\$28,927.52	(\$428,810.93)	\$116.59	\$0.00	\$0.00	Hollymead/Powell Sidewalk	\$0.00	\$116.59	\$116.59
8537	OLD TRAIL VILLAGE (Schools)	\$1,139,000.00	\$226,000.00	\$2,410.37	(\$83,975.43)	\$144,434.84	\$94,385.15	\$0.00	WAHS Environmental Science Academy Ph 2	\$47,655.86	\$2,393.93	\$50,049.79
8537	OLD TRAIL VILLAGE (Parks)	\$1,139,000.00	\$226,000.00	\$2,410.37	(\$83,975.43)	\$144,434.84	\$56,122.00	\$0.00	Parks Restroom Renovation/Modernization	\$145,878.00	\$556.08	\$146,434.08
8522	OUT OF BOUNDS	\$50,000.00	\$50,000.00	\$2,401.75	(\$50,000.00)	\$2,401.75	\$0.00	\$0.00	Western Park Master Plan	\$0.00	\$2,401.75	\$2,401.75
8546	POPLAR GLEN II	\$528,700.84	\$403,901.81	\$4,032.99	\$0.00	\$407,934.80	\$0.00	\$0.00		\$403,901.81	\$4,032.99	\$407,934.80
8546	POPLAR GLEN II	\$155,600.00	\$155,600.00	\$917.83	(\$172,809.00)	\$33,818.83	\$0.00	\$0.00		\$32,923.81	\$895.02	\$33,818.83
8583	RIVANA VILLAGE CIP PROFFER	\$1,020,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
8584	RIVANA VILLAGE AFFORDABLE HOUSING	\$87,000.00	\$87,000.00	\$0.00	\$0.00	\$87,000.00	\$0.00	\$0.00		\$87,000.00	\$0.00	\$87,000.00
8579	RIVERSIDE VILLAGE	\$265,981.09	\$30,000.00	\$573.97	\$0.00	\$30,573.97	\$0.00	\$0.00		\$30,000.00	\$573.97	\$30,573.97
8571	ST ANNES SP 2007-53	\$0.00	\$50,597.01	\$0.00	\$0.00	\$50,597.01	\$0.00	\$0.00		\$50,597.01	\$0.00	\$50,597.01
8533	STILLFRED LANE	\$78,000.00	\$78,000.00	\$6,358.46	(\$84,341.07)	\$17.59	\$0.00	\$0.00		\$0.00	\$17.59	\$17.59
8526	THE LOFTS AT MEADOWCREEK	\$72,000.00	\$52,000.00	\$804.82	\$0.00	\$52,804.82	\$0.00	\$0.00	Parks Greenways/Blueways	\$0.00	\$587.19	\$587.19
8525	UVA RESEARCH PARK	\$78,178.00	\$78,178.00	\$899.86	(\$79,617.72)	\$0.14	\$0.00	\$0.00	Hollymead/Powell Sidewalk	\$0.00	\$0.14	\$0.14
8535	WESTERN RIDGE	\$5,000.00	\$5,159.12	\$857.46	(\$6,016.58)	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
8541	WESTHALL (1.1)	\$90,000.00	\$91,000.00	\$3,864.22	(\$53,728.70)	\$41,135.32	\$0.00	\$0.00		\$40,000.00	\$1,135.32	\$41,135.32
8542	WESTHALL (1.2)	\$30,000.00	\$37,000.00	\$1,387.63	(\$17,896.30)	\$20,491.33	\$9,829.10	\$0.00	Cory Farm Greenway Connector project	\$10,170.90	\$461.72	\$10,632.62
8543	WESTHALL (3.3)	\$3,000.00	\$3,000.00	\$233.45	\$0.00	\$3,233.45	\$3,000.00	\$170.90	Cory Farm Greenway Connector project	\$0.00	\$62.55	\$62.55
8540	WICKHAM POND	\$345,161.67	\$310,622.90	\$5,142.19	(\$284,329.70)	\$31,435.97	\$30,538.17	\$0.00	Cory Farm Greenway Connector project	\$0.00	\$897.22	\$897.22
8549	WICKHAM POND II	\$405,000.00	\$204,451.62	\$1,961.29	(\$138,302.84)	\$68,110.07	\$53,096.00	\$0.00	Parks Restroom Renovations/Modernizations	\$13,052.78	\$1,961.29	\$15,014.07
8575	WILLOW GLEN	\$3,399,856.12	\$434,308.74	\$7,257.97	(\$54,129.19)	\$387,437.52	\$329,293.70	\$0.00	Hydraulic Road and Barracks Road Sidewalks	\$50,885.85	\$7,257.97	\$58,143.82
8575	WILLOW GLEN	\$3,399,856.12	\$434,308.74	\$7,257.97	(\$54,129.19)	\$387,437.52	\$329,293.70	\$0.00	Ivy Road (Rt. 250 West) Sidewalk	\$50,885.85	\$7,257.97	\$58,143.82
Total of Active Proffers							\$12,086,353.29	\$6,688.56		\$3,275,799.01	\$132,623.64	\$3,408,422.65

* This has been updated since the FY 20 Recommended Budget Document
 ** Current Available Funds do not include \$150,000 in account receivables for Fund 8545 - Hollymead Town Center A1 which are included in the FY 18 Comprehensive Annual Financial Report (CAFR).

Debt Management

• • • • • • • • • • • •

DEBT MANAGEMENT

Summary of Debt Levels and Projected Debt Service Requirements FY 20-24

The County is planning to fund the majority of its FY 20-24 CIP with borrowed proceeds. Budgeted borrowing in the 5-Year CIP window totals \$128.9M. There is also budgeted borrowing from FY 19, \$32.2M, that will be issued at a later date on a needed basis for a total of \$161.1M in budgeted borrowing. Expenditures may not coincide with the fiscal year in which a project is funded due to project timelines and cash flow requirements. General Obligation Bonds, if utilized to fund General Government projects, require voter approval by referendum.

The planned borrowing associated with the FY 20-24 CIP reflects the following for the issuance schedule, terms, and rates:

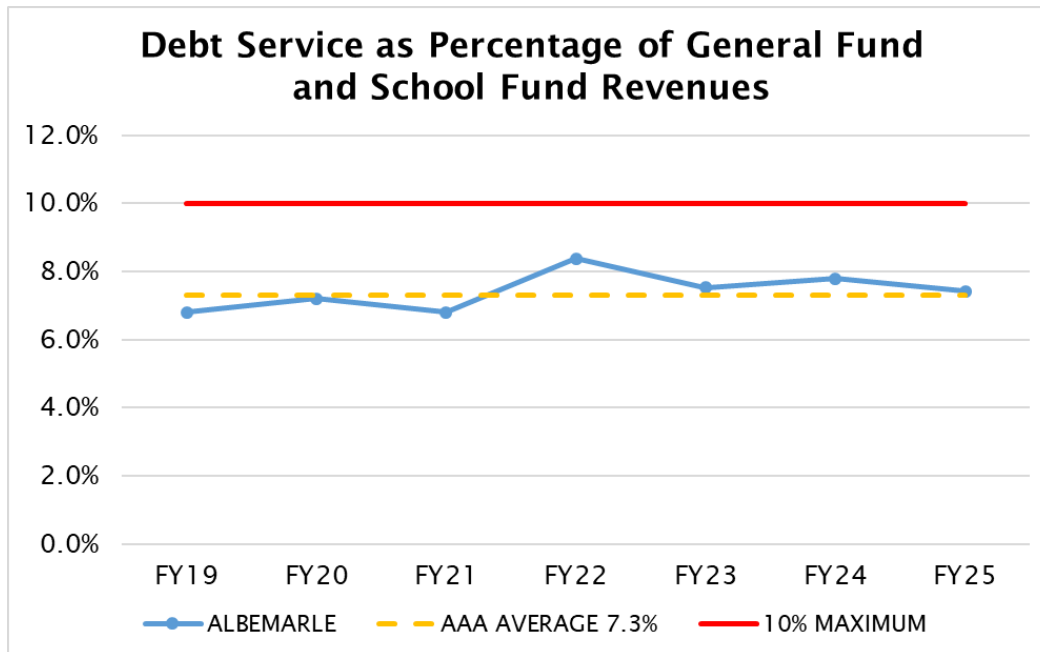
- Debt Service issuances are scheduled every other year or on an as-needed basis
- Capital expenditures are amortized on the basis of useful life equal to 7, 10, or 20 years
- Figures for Anticipated Borrowing include a 2% factor to cover the cost of bond issuance
- Debt Service interest rates for lease revenue bond issuance are estimated at 4.50% for FY 20 and at 5.50% for all future years

Existing & Estimated Debt Balances

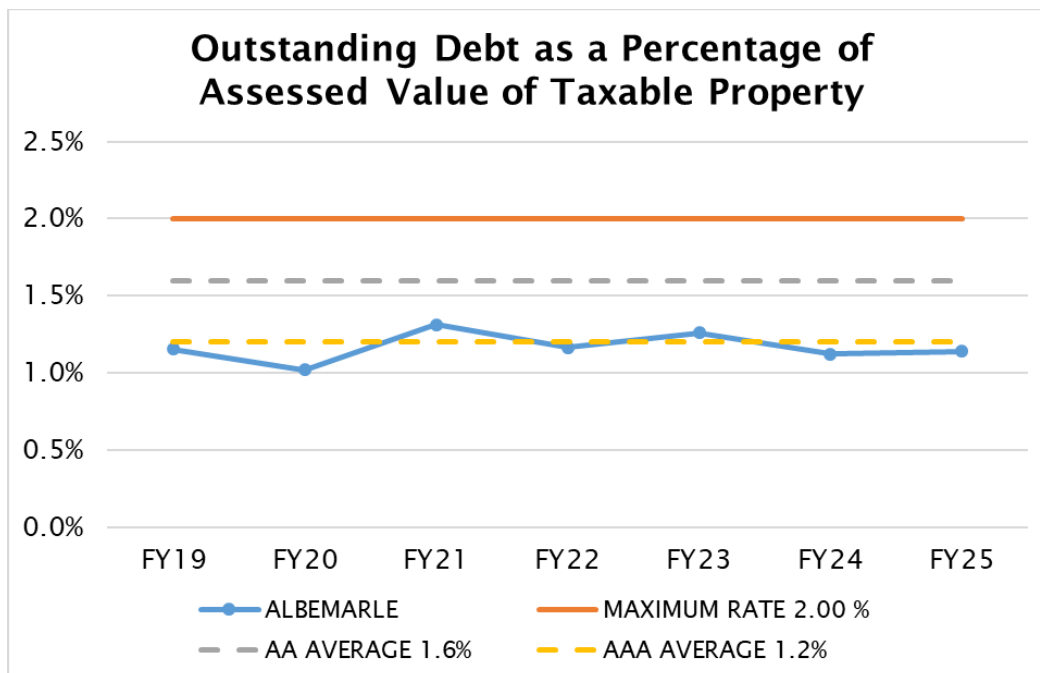
	FY 20	FY 21	FY 22	FY 23	FY 24
General Government					
Beginning Principal Balance	\$ 73,356,454	\$ 66,383,841	\$ 85,720,310	\$ 77,055,827	\$ 97,599,456
Anticipated Borrowing	\$ -	\$ 26,230,819	\$ -	\$ 28,481,003	\$ -
Total Debt	\$ 73,356,454	\$ 92,614,660	\$ 85,720,310	\$ 105,536,830	\$ 97,599,456
Retired Debt	\$ (6,972,613)	\$ (6,894,351)	\$ (8,664,483)	\$ (7,937,374)	\$ (8,001,597)
Debt Balance	\$ 66,383,841	\$ 85,720,309	\$ 77,055,827	\$ 97,599,456	\$ 89,597,859
School Division					
Beginning Principal Balance	\$ 139,470,906	\$ 128,334,242	\$ 171,976,635	\$ 157,912,350	\$ 164,207,168
Anticipated Borrowing	\$ -	\$ 54,778,662	\$ -	\$ 19,429,652	\$ -
Total Debt	\$ 139,470,906	\$ 183,112,904	\$ 171,976,635	\$ 177,342,002	\$ 164,207,168
Retired Debt	\$ (11,136,664)	\$ (11,136,270)	\$ (14,064,285)	\$ (13,134,834)	\$ (13,979,301)
Debt Balance	\$ 128,334,242	\$ 171,976,634	\$ 157,912,350	\$ 164,207,168	\$ 150,227,867
Total Debt Summary					
Beginning Principal Balance	\$ 212,827,360	\$ 194,718,083	\$ 257,696,945	\$ 234,968,177	\$ 261,806,624
Anticipated Borrowing	\$ -	\$ 81,009,481	\$ -	\$ 47,910,655	\$ -
Total Debt	\$ 212,827,360	\$ 275,727,564	\$ 257,696,945	\$ 282,878,832	\$ 261,806,624
Retired Debt	\$ (18,109,277)	\$ (18,030,621)	\$ (22,728,768)	\$ (21,072,208)	\$ (21,980,898)
Debt Balance	\$ 194,718,083	\$ 257,696,943	\$ 234,968,177	\$ 261,806,624	\$ 239,825,726

Debt Capacity FY 20-24

County Financial Policies recommend that long-term debt and associated debt service levels remain within certain target limits: 2% of the assessed value of taxable property and 10% of General Fund and School Fund revenues. Although the County proposes to add an additional \$128.9 million in debt over the next five years, the charts below illustrate that the County's proposed total debt service will remain below these target maximums. The County's debt ratios are also anticipated to remain within the norm of other Virginia localities with a AAA bond rating.



Source: AAA Average: Davenport & Company LLC 2018



Source: AA/AAA Averages: Davenport & Company LLC 2018

DEBT SERVICE FUNDS

DEBT SERVICE FUNDING REQUIREMENTS

Each year, the Operating Budget includes transfers from the General Fund to the General Government and School Debt Service funds for the amount of debt service needed to be paid during the fiscal year. Each of the Debt Service funds also receives additional revenues from other sources. A summary of the FY 18 Actual, FY 19 Adopted and Projected, and FY 20 Recommended and Adopted revenues, expenditures, and appropriations for the School Division Debt Service Fund and the General Government Debt Service Fund are shown below. Water Resources Debt Service is included in the General Government Debt Service Fund.

GENERAL GOVERNMENT DEBT SERVICE							
	FY18 Actual	FY19 Adopted	FY19 Projected	FY20 Recommended	FY 20 Adopted	\$ ADP-ADP	% ADP-ADP
Expenditures							
VRA Principal/Interest	\$ 49,898	\$ 48,567	\$ 48,567	\$ 48,567	\$ 48,567	\$ -	0%
EDA 2011 Principal and Interest	2,208,907	\$ 3,226,544	3,226,543	3,226,412	\$ 3,226,412	\$ (132)	0%
EDA 2013 Principal and Interest	2,227,306	\$ 2,231,806	2,231,806	2,227,806	\$ 2,227,806	\$ (4,000)	0%
EDA 2015 B Principal and Interest	2,869,383	\$ 2,862,007	2,861,997	2,866,066	\$ 2,866,066	\$ 4,059	0%
EDA 2017 Principal and Interest	829,040	\$ 826,900	826,900	829,341	\$ 829,341	\$ 2,441	0%
2019 Principal and Interest	-	\$ -	-	823,856	\$ 823,856	\$ 823,856	
Bond Services/Fees	8,190	17,340	42,850	38,682	\$ 38,682	\$ 21,342	123%
Total Expenditures	\$ 8,192,724	\$ 9,213,164	\$ 9,238,663	\$ 10,060,730	\$ 10,060,730	\$ 847,566	9%
Revenues							
Transfer							
General Fund Transfer	\$ 7,267,625	\$ 8,998,635	\$ 9,041,474	\$ 9,830,145	\$ 9,830,145	\$ 831,510	9%
Fire Rescue General Fund Transfer	\$ 703,250	\$ -	\$ -	\$ -	\$ -	\$ -	
General Government CIP Transfer	\$ -	\$ 17,340	\$ -	\$ -	\$ -	\$ -	0%
Water Resources Transfer	\$ 221,849	\$ 197,189	\$ 197,189	\$ 230,585	\$ 230,585	\$ 33,396	17%
Total Revenues	\$ 8,192,724	\$ 9,213,164	\$ 9,238,663	\$ 10,060,730	\$ 10,060,730	\$ 847,566	9%

SCHOOL DIVISION DEBT SERVICE FUND							
	FY18 Actual	FY19 Adopted	FY19 Projected	FY20 Recommended	FY 20 Adopted	\$ ADP-ADP	% ADP-ADP
Expenditures							
VPSA Principal and Interest	\$ 9,810,823	\$ 8,447,480	\$ 8,447,477	\$ 7,784,130	\$ 7,784,130	\$ (663,350)	-8%
EDA 2011 Principal and Interest	372,687	\$ 338,300	338,300	373,682	\$ 373,682	\$ 35,382	10%
EDA 2013 Principal and Interest	691,475	\$ 692,975	692,975	693,475	\$ 693,475	\$ 500	0%
EDA 2015 Principal and Interest	610,598	\$ 610,116	610,116	610,457	\$ 610,457	\$ 341	0%
EDA 2015 B Principal and Interest	1,141,179	\$ 1,139,305	1,139,305	1,140,497	\$ 1,140,497	\$ 1,192	0%
EDA 2017 Principal and Interest	1,080,165	\$ 1,076,784	1,076,784	1,078,839	\$ 1,078,839	\$ 2,055	0%
GO 2017 Principal and Interest	2,242,670	\$ 2,244,131	2,244,131	2,241,131	\$ 2,241,131	\$ (3,000)	0%
QSCB Principal and Interest	135,000	\$ 235,000	235,000	285,000	\$ 285,000	\$ 50,000	21%
2019 Principal and Interest	-	\$ -	-	2,274,913	\$ 2,274,913	\$ 2,274,913	N/A
Bond Services/Fees	12,715	25,500	25,501	-	-	(25,500)	-100%
Total Expenditures	\$ 16,097,312	\$ 14,809,591	\$ 14,809,589	\$ 16,482,124	\$ 16,482,124	\$ 1,672,533	11%
Revenues							
Local							
Rent-PREP*	\$ 121,056	\$ 115,254	\$ 115,254	\$ -	\$ -	\$ (115,254)	-100%
State							
VPSA Bond Rebate	195,851	226,507	226,507	267,214	267,214	40,707	18%
Federal							
QSCB Interest**	79,390	78,880	78,880	78,880	78,880	-	0%
Transfer							
General Fund Transfer	15,701,015	14,363,448	14,363,448	16,136,030	16,136,030	1,772,582	12%
General Gov't Capital Fund Transfer	-	25,502	25,500	-	-	(25,502)	
Total Revenues	\$ 16,097,312	\$ 14,809,591	\$ 14,809,589	\$ 16,482,124	\$ 16,482,124	\$ 1,672,533	11%

OVERVIEW/NOTABLE CHANGES

TOTAL DEBT SERVICE FUND							
	FY18 Actual	FY19 Adopted	FY19 Projected	FY20 Recommended	FY 20 Adopted	\$ ADP-ADP	% ADP-ADP
Expenditures							
School Division	\$ 16,097,312	\$ 14,809,591	\$ 14,809,589	\$ 16,482,124	\$ 16,482,124	\$ 1,672,533	11%
General Government*	8,192,724	9,213,164	9,238,663	10,060,730	10,060,730	847,566	9%
Total Expenditures	\$ 24,290,036	\$ 24,022,755	\$ 24,048,252	\$ 26,542,854	\$ 26,542,854	\$ 2,520,099	10.5%
Revenues							
Local	\$ 121,056	\$ 115,254	\$ 115,254	\$ -	\$ -	\$ (115,254)	-100%
State	195,851	226,507	226,507	267,214	267,214	40,707	18%
Federal	79,390	78,880	78,880	78,880	78,880	-	0%
Transfers							
General Fund	22,968,639	23,379,423	23,404,921	25,966,175	25,966,175	2,586,752	11%
Fire Rescue General Fund Transfer	703,250	-	-	-	-	-	-
Water Resources Transfer	221,849	197,189	197,189	230,585	230,585	33,396	17%
General Government CIP Transfer	-	-	-	-	-	-	-
General Gov't Capital Fund Transfer	-	25,502	25,500	-	-	(25,502)	-100%
Total Revenues	\$ 24,290,036	\$ 24,022,755	\$ 24,048,251	\$ 26,542,854	\$ 26,542,854	\$ 2,520,099	10.5%

*General Government Debt Service includes Water Resources Debt.

FY 20 Adopted Budget: The Debt Service budget increased by \$2.5M or 10.5% and reflects the following significant changes in comparison to the FY 19 Adopted budget:

Expenditures

- General Government
 - Increase of projected debt service for FY 20 of \$847,566
- School
 - Increase of projected debt service for FY 20 of \$1,672,533
 - Decrease of \$663,350 in Principal/Interest for the retirement of VPSA issuance and decreasing payments

Revenues

- General Government
 - Increase of \$831,510 transfer from the General Fund
- School
 - Decrease of \$115,524 from local PREP Rent per MOU with PREP and the Albemarle County School Board
 - Increase of \$1,772,582 transfer from the General Fund

DEBT MANAGEMENT AND POLICIES

Pursuant to the Constitution of Virginia and the Public Finance Act, the County is authorized to issue general obligation bonds secured by a pledge of its full faith and credit. To pay the interest and principal on such bonds, the governing body is authorized and required to levy on all taxable property within the County such *ad valorem* taxes as may be necessary. However, in Virginia, counties, unlike cities, are prohibited from issuing general obligation bonds unless the issuance of such bonds has been approved by public referendum or unless the bonds are issued to certain state authorities, such as the Virginia Public School Authority (VPSA), the Economic Development Authority (EDA), or a lease purchase. (The Economic Development Authority (EDA) is formerly the Industrial Development Authority (IDA).)

Debt Limit

There is no legal debt limit for counties in Virginia since the issuance of all county general obligation debt is subject to referendum.

Debt Service Policies

The Albemarle County Financial Management Policies, as approved and last amended by the Board of Supervisors November 1, 2017, include the following section on debt service policies:

The County will not fund current operations from the proceeds of borrowed funds.

The County will manage its financial resources in a way that prevents borrowing to meet working capital needs.

The County will confine long-term borrowing and capital leases to capital improvements or projects that cannot be financed by current revenues.

To the extent feasible, any year that the debt service payment falls below its current level, those savings will be used to finance one-time capital needs.

The County's debt offering documents will provide full and complete public disclosure of financial condition and operating results and other pertinent credit information in compliance with municipal finance industry standards for similar issues.

Recognizing the importance of underlying debt to its overall financial condition, the County will set target debt ratios, which will be calculated annually and included in the annual review of fiscal trends:

- Net debt as a percentage of the estimated market value of taxable property should not exceed 2%; and
- The ratio of debt service expenditures to General Fund and School Fund revenues should not exceed 10%

The County intends to maintain a 10-year payout ratio at or above 60% at the end of each adopted five-year CIP for tax-supported debt and lease payments. When the County finances capital improvements or other projects through bonds or capital leases, it will repay the debt within a period not to exceed the expected useful life of the projects.

The County will not entertain the use of derivatives as a method of financing debt unless and until such time as the Board of Supervisors adopts a specific derivatives-related policy.

LONG-TERM DEBT OBLIGATIONS

General Government Debt

At the end of FY 18, Albemarle County held \$70.2 million in outstanding long-term debt through the year 2037 for General Government projects.

A summary of General Government long-term obligations outstanding as of June 30, 2018 follows:

Issue	Issue Date	Retire Date	Interest Rate	Original Issue	Principal Installments	Balances as of 06/30/2018
Virginia Res. Auth.	6/23/2011	12/31/2021	2.73%	\$400,000	Various Annual	\$158,200
2011 EDA Lease	11/30/2011	06/01/2032	2.81%	\$29,688,864	Various Annual	\$17,510,339
2013 EDA Lease	11/14/2013	06/01/2033	3.35%	\$25,550,000	Various Annual	\$19,835,000
2015B EDA Lease	09/30/2015	06/01/2036	2.70%	\$26,139,343	Various Annual	\$22,716,478
2017 EDA Lease	03/09/2017	06/01/2037	2.85%	\$10,259,891	Various Annual	\$9,946,938
						\$70,166,955

General Government Debt includes water resources.

The next issuance is currently scheduled for calendar year 2019 and will be adjusted depending on the County's cash position.

School Debt

At the end of FY 18, Albemarle County held \$122.0 million in outstanding long-term debt through the year 2037 for School projects.

A summary of School-related general long-term obligations outstanding as of June 30, 2018 follows:

Issue	Issue Date	Retire Date	Interest Rate	Original Issue	Principal Installments	Balances as of 06/30/2018
1998 B Series	11/19/1998	07/15/2019	3.6% - 5.1%	\$7,245,000	Various Annual	\$360,000
1999 B Series	11/19/1999	07/15/2020	5.1% - 6.1%	\$2,835,000	Various Annual	\$280,000
2000 B Series	11/16/2000	07/15/2021	4.975% - 5.85%	\$2,605,000	Various Annual	\$390,000
2001 A Series	11/15/2001	07/15/2021	3.1% - 5.1%	\$20,330,000	Various Annual	\$4,060,000
2002 A Series	10/15/2002	07/15/2022	2.35% - 5.1%	\$8,365,000	Various Annual	\$2,075,000
2003 A Series	11/06/2003	07/15/2023	3.1% - 5.35%	\$6,760,000	Various Annual	\$2,010,000
2004 B Series	11/10/2004	07/15/2024	4.1% - 5.6%	\$8,950,000	Various Annual	\$3,115,000
2005 A Series	11/10/2005	07/15/2025	4.1% - 5.6%	\$7,380,000	Various Annual	\$2,940,000
2006 B Series	11/09/2006	07/15/2026	4.23% - 5.10%	\$15,020,000	Various Annual	\$6,750,000
2007 A Series	11/08/2007	07/15/2008	4.10% - 5.10%	\$11,325,000	Various Annual	\$5,650,000
2008 A Series	12/11/2008	07/15/2028	4.66%	\$28,045,000	Various Annual	\$15,400,000
2010 D Series	11/10/2010	07/15/2030	2.87%	\$7,670,000	Various Annual	\$4,975,000
2011 EDA Lease	11/30/2011	06/01/2032	2.81%	\$4,626,136	Various Annual	\$3,909,661
QSCB	12/01/2011	12/01/2030	0.00%	\$2,000,000	Various Annual	\$1,750,000
2013 EDA Lease	11/14/2013	06/01/2033	3.35%	\$8,720,000	Various Annual	\$7,090,000
2015 Series	04/28/2015	06/01/2035	2.35%	\$9,630,000	Various Annual	\$8,473,000
2015B EDA Lease	09/30/2015	06/01/2036	2.70%	\$12,740,657	Various Annual	\$11,518,522
2017 GO Series	03/08/2017	07/01/2037	2.85%	\$30,435,000	Various Annual	\$29,695,000
2017 EDA Lease	03/09/2017	06/01/2037	2.85%	\$11,980,109	Various Annual	\$11,528,063
						\$121,969,246

The next issuance is currently scheduled for calendar year 2019 and will be adjusted depending on the County's cash position.

Current Debt Service Amortization Schedule

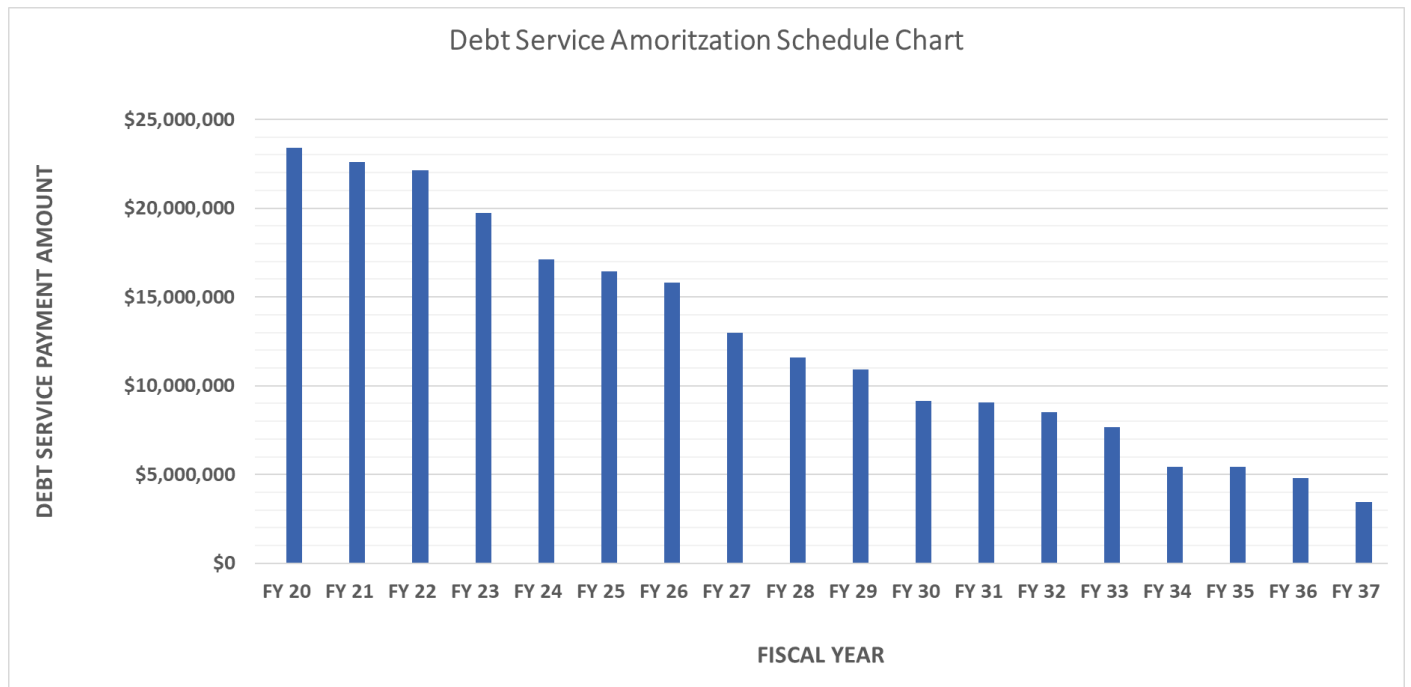
Description	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24
PRINCIPAL							
20,455,000 - 97B VPSA	1,020,000	-	-	-	-	-	-
7,245,000 - 98B VPSA - County-4,245,000	210,932	210,932	-	-	-	-	-
-98B VPSA - PREP - \$3M	149,069	149,069	-	-	-	-	-
2,835,000 - 99A VPSA	140,000	140,000	140,000	-	-	-	-
2,605,000 - 2000A VPSA	130,000	130,000	130,000	130,000	-	-	-
20,330,000 - 2001A VPSA	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000	-	-
8,365,000 - 2002A VPSA	415,000	415,000	415,000	415,000	415,000	415,000	-
6,760,000 - 2003A VPSA	335,000	335,000	335,000	335,000	335,000	335,000	335,000
\$8,950,000 - 2004A VPSA	445,000	445,000	445,000	445,000	445,000	445,000	445,000
\$7,380,000 - 2005A VPSA	370,000	370,000	370,000	370,000	370,000	365,000	365,000
\$15,463,000 - 2006A VPSA	750,000	750,000	750,000	750,000	750,000	750,000	750,000
\$11,930,000 - 2007A VPSA	565,000	565,000	565,000	565,000	565,000	565,000	565,000
\$28,045,000 - 2008A VPSA	1,405,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
7,670,000 - 2010A VPSA	385,000	385,000	385,000	385,000	385,000	385,000	385,000
EDA Series 2011, Schools Portion	201,233	176,908	221,135	229,980	243,248	254,305	267,573
QSCB	50,000	150,000	200,000	200,000	200,000	120,000	110,000
EDA Series 2013, Schools Portion	370,000	390,000	410,000	430,000	455,000	470,000	410,000
9,630,000 - 2015 EDA Revenue Bonds (Schools)	402,000	411,000	421,000	431,000	441,000	451,000	462,000
EDA Series 2015 B, Schools Portion	627,524	657,026	691,069	725,112	760,285	798,869	838,582
30,435,000 - 2017 GO Bonds (Schools)	740,000	1,060,000	1,110,000	1,145,000	1,205,000	1,265,000	1,325,000
22,240,000 - 2017 EDA Revenue Bonds (Schools)	452,045	587,796	619,240	650,958	680,247	716,156	754,217
EDA Series 2011, General Govt Portion	1,333,767	2,418,092	2,538,865	2,640,020	2,761,752	1,865,695	607,427
VRA FY11	42,937	44,204	45,509	46,852	22,465	-	-
EDA Series 2013, General Govt Portion	1,310,000	1,380,000	1,445,000	1,145,000	1,200,000	1,260,000	1,120,000
EDA Series 2015 B, General Govt Portion	1,751,544	1,831,766	1,927,401	2,023,036	2,122,541	2,228,590	1,988,508
EDA Series 2015 B, Water Resources Portion	5,932	6,208	6,530	6,852	7,174	7,542	7,909
22,240,000 - 2017 EDA Revenue Bonds (Local)	253,316	336,700	355,943	374,195	390,596	409,657	431,566
22,240,000 - 2017 EDA Revenue Bonds (Stormwater)	59,638	85,506	89,817	94,847	99,158	104,187	109,217
TOTAL PRINCIPAL	14,934,937	15,845,207	16,031,509	15,952,852	16,268,466	14,611,000	12,677,000
INTEREST							
20,455,000 - 97B VPSA	26,648	-	-	-	-	-	-
7,245,000 - 98B VPSA - County \$4,245,000	16,137	5,379	-	-	-	-	-
-98B VPSA - PREP \$3M	11,404	3,802	-	-	-	-	-
2,835,000 - 99A VPSA	21,350	12,810	4,270	-	-	-	-
2,605,000 - 2000A VPSA	23,205	16,575	9,945	3,315	-	-	-
20,330,000 - 2001A VPSA	212,643	160,878	109,113	67,498	25,883	-	-
8,365,000 - 2002A VPSA	112,258	91,093	69,928	49,800	30,192	10,064	-
6,760,000 - 2003A VPSA	109,797	92,293	76,045	59,798	42,713	25,628	8,543
\$8,905,000 - 2004A VPSA	155,194	132,499	109,804	89,334	70,811	51,175	30,705
\$7,380,000 - 2005A VPSA	154,813	135,943	117,073	98,203	79,333	60,590	42,888
\$15,463,000 - 2006A VPSA	317,344	285,188	252,563	219,938	186,375	152,625	119,344
\$11,930,000 - 2007A VPSA	298,320	269,505	240,690	211,875	183,060	156,364	129,668
\$28,045,000 - 2008A VPSA	845,728	774,200	701,050	626,150	551,250	476,350	401,450
7,670,000 - 2010A VPSA	170,984	157,317	143,649	129,982	118,239	106,497	94,754
EDA Series 2011, Schools Portion	171,454	161,393	152,547	141,491	129,992	117,829	105,114
QSCB	85,000	85,000	85,000	85,000	85,000	85,000	85,000
EDA Series 2013, Schools Portion	321,475	302,975	283,475	262,975	241,475	218,725	195,225
9,630,000 - 2015 EDA Revenue Bonds (Schools)	208,563	199,116	189,457	179,564	169,435	159,072	148,473
EDA Series 2015 B, Schools Portion	513,655	482,279	449,428	414,874	378,619	340,604	300,661
30,435,000 - 2017 GO Bonds (Schools)	1,502,670	1,184,131	1,131,131	1,097,831	1,040,581	980,331	917,081
22,240,000 - 2017 EDA Revenue Bonds (Schools)	628,120	488,988	459,599	428,637	396,089	362,076	326,269
EDA Series 2011, General Govt Portion	875,140	808,452	687,547	560,604	428,603	290,515	197,231
VRA FY11	5,223	4,042	2,826	1,575	306	-	-
EDA Series 2013, General Govt Portion	917,306	851,806	782,806	710,556	653,306	593,306	530,306
EDA Series 2015 B, General Govt Portion	1,105,248	1,017,671	926,082	829,712	728,561	622,433	511,004
EDA Series 2015 B, Water Resources Portion	6,659	6,363	6,052	5,726	5,383	5,024	4,647
22,240,000 - 2017 EDA Revenue Bonds (Local)	390,736	305,582	288,744	270,949	252,239	232,710	212,228
22,240,000 - 2017 EDA Revenue Bonds (Stormwater)	125,349	99,112	94,837	90,346	85,603	80,646	75,436
TOTAL INTEREST	9,332,423	8,134,391	7,373,662	6,635,733	5,883,048	5,127,565	4,436,028
TOTAL P & I	24,267,360	23,979,598	23,405,171	22,588,585	22,151,514	19,738,565	17,113,028

Current Debt Service Amortization Schedule (continued)**FY 25 – FY 31**

Description	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
PRINCIPAL							
20,455,000 - 97B VPSA	-	-	-	-	-	-	-
7,245,000 - 98B VPSA - County-4,245,000	-	-	-	-	-	-	-
-98B VPSA - PREP - \$3M	-	-	-	-	-	-	-
2,835,000 - 99A VPSA	-	-	-	-	-	-	-
2,605,000 - 2000A VPSA	-	-	-	-	-	-	-
20,330,000 - 2001A VPSA	-	-	-	-	-	-	-
8,365,000 - 2002A VPSA	-	-	-	-	-	-	-
6,760,000 - 2003A VPSA	-	-	-	-	-	-	-
\$8,950,000 - 2004A VPSA	445,000	-	-	-	-	-	-
\$7,380,000 - 2005A VPSA	365,000	365,000	-	-	-	-	-
\$15,463,000 - 2006A VPSA	750,000	750,000	750,000	-	-	-	-
\$11,930,000 - 2007A VPSA	565,000	565,000	565,000	565,000	-	-	-
\$28,045,000 - 2008A VPSA	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	-	-
7,670,000 - 2010A VPSA	385,000	380,000	380,000	380,000	380,000	380,000	380,000
EDA Series 2011, Schools Portion	276,418	285,264	296,320	305,166	318,434	331,702	344,970
QSCB	110,000	110,000	110,000	110,000	110,000	110,000	110,000
EDA Series 2013, Schools Portion	430,000	445,000	465,000	480,000	500,000	520,000	540,000
9,630,000 - 2015 EDA Revenue Bonds (Schools)	473,000	484,000	495,000	507,000	519,000	531,000	543,000
EDA Series 2015 B, Schools Portion	880,575	924,829	455,841	469,516	483,191	496,867	512,821
30,435,000 - 2017 GO Bonds (Schools)	1,395,000	1,465,000	1,535,000	1,530,000	1,610,000	1,690,000	1,740,000
22,240,000 - 2017 EDA Revenue Bonds (Schools)	719,439	755,621	791,802	449,043	470,888	485,452	500,015
EDA Series 2011, General Govt Portion	628,582	649,736	673,680	694,834	726,566	418,298	435,030
VRA FY11	-	-	-	-	-	-	-
EDA Series 2013, General Govt Portion	1,165,000	1,215,000	1,260,000	1,305,000	1,355,000	1,410,000	1,465,000
EDA Series 2015 B, General Govt Portion	2,086,101	2,191,433	534,962	551,011	567,060	583,109	601,832
EDA Series 2015 B, Water Resources Portion	8,323	8,737	9,197	9,473	9,749	10,025	10,347
22,240,000 - 2017 EDA Revenue Bonds (Local)	360,593	378,666	396,737	343,027	359,716	370,840	381,967
22,240,000 - 2017 EDA Revenue Bonds (Stormwater)	114,965	120,714	126,462	132,929	139,396	143,707	148,018
TOTAL PRINCIPAL	12,557,997	12,494,001	10,245,001	9,231,999	8,949,000	7,480,999	7,713,000
INTEREST							
20,455,000 - 97B VPSA	-	-	-	-	-	-	-
7,245,000 - 98B VPSA - County \$4,245,000	-	-	-	-	-	-	-
-98B VPSA - PREP \$3M	-	-	-	-	-	-	-
2,835,000 - 99A VPSA	-	-	-	-	-	-	-
2,605,000 - 2000A VPSA	-	-	-	-	-	-	-
20,330,000 - 2001A VPSA	-	-	-	-	-	-	-
8,365,000 - 2002A VPSA	-	-	-	-	-	-	-
6,760,000 - 2003A VPSA	-	-	-	-	-	-	-
\$8,905,000 - 2004A VPSA	10,235	-	-	-	-	-	-
\$7,380,000 - 2005A VPSA	25,642	8,395	-	-	-	-	-
\$15,463,000 - 2006A VPSA	85,782	51,750	17,250	-	-	-	-
\$11,930,000 - 2007A VPSA	100,853	72,038	43,223	14,408	-	-	-
\$28,045,000 - 2008A VPSA	326,550	251,650	178,500	107,100	35,700	-	-
7,670,000 - 2010A VPSA	83,012	71,108	58,805	46,265	33,488	20,235	6,745
EDA Series 2011, Schools Portion	96,752	87,423	77,083	66,341	54,134	41,397	28,129
QSCB	85,000	85,000	85,000	85,000	85,000	85,000	42,500
EDA Series 2013, Schools Portion	178,825	161,625	143,825	128,131	108,931	88,931	68,131
9,630,000 - 2015 EDA Revenue Bonds (Schools)	137,616	126,501	115,127	103,494	91,580	79,383	66,905
EDA Series 2015 B, Schools Portion	258,732	214,703	168,462	154,786	140,701	126,205	110,678
30,435,000 - 2017 GO Bonds (Schools)	850,831	781,081	707,831	631,081	554,581	474,081	423,381
22,240,000 - 2017 EDA Revenue Bonds (Schools)	288,558	252,586	214,805	175,215	152,763	138,636	124,072
EDA Series 2011, General Govt Portion	178,249	157,034	133,481	109,060	81,267	52,204	35,472
VRA FY11	-	-	-	-	-	-	-
EDA Series 2013, General Govt Portion	485,506	438,906	390,306	347,781	295,581	241,381	184,981
EDA Series 2015 B, General Govt Portion	411,579	307,274	197,702	181,653	165,123	148,111	129,889
EDA Series 2015 B, Water Resources Portion	4,252	3,836	3,399	3,123	2,839	2,546	2,233
22,240,000 - 2017 EDA Revenue Bonds (Local)	190,648	172,618	153,685	133,849	116,696	105,906	94,780
22,240,000 - 2017 EDA Revenue Bonds (Stormwater)	69,975	64,227	58,191	51,868	45,222	41,040	36,729
TOTAL INTEREST	3,868,597	3,307,754	2,746,674	2,339,156	1,963,606	1,645,057	1,354,625
TOTAL P & I	16,426,594	15,801,755	12,991,675	11,571,155	10,912,606	9,126,056	9,067,625

Current Debt Service Amortization Schedule (continued)
FY 32 – FY 37

Description	FY 32	FY 33	FY 34	FY 35	FY 36	FY 37	FY 19-37
PRINCIPAL							
20,455,000 - 97B VPSA	-	-	-	-	-	-	-
7,245,000 - 98B VPSA - County-4,245,000	-	-	-	-	-	-	210,932
-98B VPSA - PREP - \$3M	-	-	-	-	-	-	149,069
2,835,000 - 99A VPSA	-	-	-	-	-	-	280,000
2,605,000 - 2000A VPSA	-	-	-	-	-	-	390,000
20,330,000 - 2001A VPSA	-	-	-	-	-	-	4,060,000
8,365,000 - 2002A VPSA	-	-	-	-	-	-	2,075,000
6,760,000 - 2003A VPSA	-	-	-	-	-	-	2,010,000
\$8,950,000 - 2004A VPSA	-	-	-	-	-	-	3,115,000
\$7,380,000 - 2005A VPSA	-	-	-	-	-	-	2,940,000
\$15,463,000 - 2006A VPSA	-	-	-	-	-	-	6,750,000
\$11,930,000 - 2007A VPSA	-	-	-	-	-	-	5,650,000
\$28,045,000 - 2008A VPSA	-	-	-	-	-	-	15,400,000
7,670,000 - 2010A VPSA	-	-	-	-	-	-	4,975,000
EDA Series 2011, Schools Portion	358,238	-	-	-	-	-	3,909,660
QSCB	-	-	-	-	-	-	1,750,000
EDA Series 2013, Schools Portion	560,000	585,000	-	-	-	-	7,090,000
9,630,000 - 2015 EDA Revenue Bonds (Schools)	556,000	569,000	583,000	596,000	-	-	8,473,000
EDA Series 2015 B, Schools Portion	528,775	547,009	562,964	583,476	601,710	-	11,518,518
30,435,000 - 2017 GO Bonds (Schools)	1,790,000	1,845,000	1,900,000	1,965,000	2,025,000	2,095,000	29,695,000
22,240,000 - 2017 EDA Revenue Bonds (Schools)	514,579	531,570	548,561	565,551	582,542	604,387	11,528,064
EDA Series 2011, General Govt Portion	451,762	-	-	-	-	-	17,510,340
VRA FY11	-	-	-	-	-	-	159,030
EDA Series 2013, General Govt Portion	1,525,000	1,585,000	-	-	-	-	19,835,000
EDA Series 2015 B, General Govt Portion	620,556	641,954	660,678	684,751	706,150	-	22,551,438
EDA Series 2015 B, Water Resources Portion	10,669	11,036	11,358	11,772	12,140	-	165,040
22,240,000 - 2017 EDA Revenue Bonds (Local)	393,092	406,072	419,051	432,030	445,010	461,698	7,447,156
22,240,000 - 2017 EDA Revenue Bonds (Stormwater)	152,329	157,359	162,389	167,418	172,448	178,915	2,499,781
TOTAL PRINCIPAL	7,461,000	6,879,001	4,848,001	5,005,999	4,545,000	3,340,000	192,137,029
INTEREST							
20,455,000 - 97B VPSA	-	-	-	-	-	-	-
7,245,000 - 98B VPSA - County \$4,245,000	-	-	-	-	-	-	5,379
-98B VPSA - PREP \$3M	-	-	-	-	-	-	3,802
2,835,000 - 99A VPSA	-	-	-	-	-	-	17,080
2,605,000 - 2000A VPSA	-	-	-	-	-	-	29,835
20,330,000 - 2001A VPSA	-	-	-	-	-	-	363,372
8,365,000 - 2002A VPSA	-	-	-	-	-	-	251,077
6,760,000 - 2003A VPSA	-	-	-	-	-	-	305,020
\$8,905,000 - 2004A VPSA	-	-	-	-	-	-	494,563
\$7,380,000 - 2005A VPSA	-	-	-	-	-	-	568,067
\$15,463,000 - 2006A VPSA	-	-	-	-	-	-	1,370,815
\$11,930,000 - 2007A VPSA	-	-	-	-	-	-	1,421,684
\$28,045,000 - 2008A VPSA	-	-	-	-	-	-	4,429,950
7,670,000 - 2010A VPSA	-	-	-	-	-	-	1,070,096
EDA Series 2011, Schools Portion	14,330	-	-	-	-	-	1,273,955
QSCB	-	-	-	-	-	-	1,062,500
EDA Series 2013, Schools Portion	46,531	24,131	-	-	-	-	2,453,913
9,630,000 - 2015 EDA Revenue Bonds (Schools)	54,144	41,078	27,707	14,006	-	-	1,902,654
EDA Series 2015 B, Schools Portion	94,011	76,826	59,048	40,752	21,060	-	3,832,431
30,435,000 - 2017 GO Bonds (Schools)	371,181	317,481	262,131	200,381	136,519	70,706	12,132,356
22,240,000 - 2017 EDA Revenue Bonds (Schools)	109,072	93,635	77,023	59,195	40,814	21,154	4,209,186
EDA Series 2011, General Govt Portion	18,071	-	-	-	-	-	3,737,790
VRA FY11	-	-	-	-	-	-	8,749
EDA Series 2013, General Govt Portion	126,381	65,381	-	-	-	-	6,698,294
EDA Series 2015 B, General Govt Portion	110,329	90,161	69,298	47,826	24,715	-	6,519,122
EDA Series 2015 B, Water Resources Portion	1,897	1,550	1,191	822	425	-	61,308
22,240,000 - 2017 EDA Revenue Bonds (Local)	83,321	71,529	58,838	45,220	31,178	16,159	2,836,879
22,240,000 - 2017 EDA Revenue Bonds (Stormwater)	32,288	27,718	22,801	17,523	12,082	6,262	1,011,906
TOTAL INTEREST	1,061,557	809,491	578,037	425,725	266,793	114,281	58,071,783
TOTAL P & I	8,522,557	7,688,492	5,426,038	5,431,724	4,811,793	3,454,281	250,208,812



✚ This chart does not include debt service amounts for future debt issuances.



Glossary

• • • • • • • • • • • •

GLOSSARY

Accrual Basis of Accounting

A basis of accounting that recognizes transactions at the time they are incurred, rather than when cash is received or spent. In Albemarle, the basis of budgeting and accounting for all governmental funds is the modified accrual basis of accounting and budgeting, under which revenues and related assets are recorded when measurable and available, and expenditures, other than compensated absences and interest on long-term debt, are recorded as the related fund liabilities are incurred.

Ad Valorem Taxes

Commonly referred to as property taxes, these taxes are levied on both real and personal property according to the property's assessed valuation and the tax rate.

Adopted Budget

A plan of financial operations for the following year, approved by the County Board of Supervisors, highlighting major changes made to the County Executive's Recommended Budget. The adopted budget reflects approved tax rates and estimates of revenues, expenditures, and transfers.

Agency

A separate organizational unit of County government established to deliver services to citizens.

Appropriated Budget

In this document, the appropriated budget refers to the budget that was officially appropriated on July 1 of the fiscal year.

Appropriation

A legal authorization to make expenditures and to incur obligations for specific purposes granted by the County Board of Supervisors to a specified unit of County Government. An appropriation is limited in dollar amount and when it may be spent, usually expiring at the end of the fiscal year.

Assess

To place a value on property for tax purposes.

Assessed Valuation

The valuation set upon real estate taxes and certain personal property by the Assessor as a basis for levying property taxes, or the value of all taxable property within the boundaries of Albemarle County. In Albemarle, property is assessed at 100% of market value.

Assets

Resources owned or held by Albemarle County, which have a monetary value.

Authorized Positions

Employee positions which are authorized in the adopted budget, to be filled during the year.

Available Fund Balance

The funds remaining from the prior fiscal year that are available to appropriate and spend in the current fiscal year.

Auditor of Public Accounts

A State agency that oversees accounting, financial reporting and audit requirements for units of local government in the State of Virginia.

BPOL Tax

Business, Professional, and Occupational License is a license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County, and includes all phases of the business, profession, trade, or occupation, whether conducted in the County or not.

Balanced Budget

A balanced budget is one in which the available revenues and appropriated fund balances equal estimated expenditures for a fiscal year.

Baseline Operating Budget

The baseline operating budget of a department is the sum of all non-salary driven compensation (such as part-time, overtime, shift differential, etc.), operational expenditures, and replacement capital outlay.

Bond

A long-term IOU, or promise to pay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are used to finance capital projects. Virginia Public School Authority (VPSA) bonds, which finance school capital projects, are General Obligation Bonds, backed by the full faith, credit, and taxing power of the government.

Budget

A specific plan of operations for the fiscal year that states the expenditures required to meet that plan of operations, and identifies the revenue necessary to finance the plan. The annual County budget is established (adopted) by the County Board of Supervisors.

Budgetary Basis

The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP (Generally Accepted Accounting Principles), cash, or modified accrual.

Comprehensive Annual Financial Report (CAFR)

This is the County's annual financial report of its audited financial statements, which is prepared by the Department of Finance in accordance with generally accepted accounting and reporting principles as determined by the Governmental Accounting Standards Board (GASB), using the financial reporting model as prescribed by GASB 34.

Capital Improvement Program

The Capital Improvement Plan includes the Capital Improvement Plan (CIP) (the upcoming five-year time period) and the Capital Needs Assessment (CNA) (longer range including years six through ten). The Capital Improvement Program serves as a planning and implementation tool for the acquisition, development, construction, maintenance, and renovation of public facilities, infrastructure, and capital equipment of the County's long-range physical development needs for the next five-year and ten-year periods.

Capital Budget

The capital budget is the first year of the approved five-year Capital Improvements Plan (CIP).

Capital Improvements

Expenditures related to the acquisition, expansion, or rehabilitation of the government's physical plant or infrastructure.

Capital Improvements Plan (CIP)

A five-year plan for public facilities resulting in the construction or acquisition of fixed assets, primarily schools, but also parks, land, landfills, etc.

Capital Needs Assessment (CNA)

The second five-year period of the Capital Improvement Program, the Capital Needs Assessment, identifies capital needs beyond the traditional five-year period. This plan, which includes potential projects in a planning stage, is updated every other year and helps form the basis of the five-year CIP as projects are brought forward.

Capital Projects Funds

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities. These funds consist of the School Division Capital Improvements Fund, the General Government Capital Improvements Fund, and the Stormwater Control Fund.

Capital Outlay

Expenditures for items of a substantial value (more than \$100), such as microcomputers and vehicles.

Carry-over Funds

Unexpended funds available from the previous fiscal year that may be used in the current fiscal year.

Constant or Real Dollars

The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

Constitutional Officers

Elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. Albemarle County's Constitutional officers include the Clerk of the Circuit Court, the Commonwealth's Attorney, and the Sheriff. Although these officers and their staff are on the County payroll, the State Compensation Board reimburses the County for a portion of the salaries, benefits, and office expenses as approved by the Compensation Board.

Consumer Price Index (CPI)

A statistical description of price levels provided by the U.S. Department of Labor that is used as a measure of inflation or changes in prices of various goods. The most commonly used index is the Consumer Price Index for Urban Consumers (CPIU), which is an index of prices of various consumer goods. The County uses the average annual (national) CPIU to measure inflationary increases from one year to the next.

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contingent Funding

Funds/revenues that are undetermined at a given date and dependent upon decisions and/or certain conditions being met outside of agency or department control.

Contingent Liabilities

Items which may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending lawsuits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

County Executive's Recommended Budget

A plan of financial operations submitted by the County Executive to the Board of County Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental goals and objectives. In addition, sections are included to show major budgetary/financial policies and guidelines used in the County's fiscal management.

CSA

The Children's Services Act (for At-Risk Youth and Families) is the State law governing the funding and provision of services to youth and families who require foster care or special education services, or who are involved with the Juvenile and Domestic Relations Court.

Debt

An obligation resulting from borrowing money or purchasing goods and services.

Debt Service

The cost of paying principal and interest on borrowed money, according to a predetermined payment schedule.

Debt Service Fund

A fund established to account for the payment of general long-term debt, which includes principal and interest. The County has two debt service funds: the School Division Debt Service Fund and the General Government Debt Service Fund.

Department

An organizational unit of government that is functionally unique in its delivery of services (e.g., Police Department, Department of Social Services, etc.). A department may consist of one or more cost centers that are subdivisions that group related expenditures for accounting and budgetary purposes.

Distinguished Budget Presentation Awards Program

A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents. To receive the award, governments must have prepared a budget that meets program criteria as a document, an operations guide, a financial plan, and a communications device.

Employee (Fringe) Benefits

Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and Medicare (FICA), employee pensions (administered by the Virginia Retirement System), workers' compensation, and health, dental, and life insurance.

Encumbrance

A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds usually are reserved or encumbered once a contract obligation has been signed, but prior to the cash payment actually being dispersed.

Expenditure

The payment of cash on the transfer of property or services for the purpose of acquiring an asset or service, or for settling a loss.

FTE (Full-Time Equivalent)

See Full-Time Equivalent.

Fiduciary Funds (Trust and Agency Funds)

These funds account for assets held by the County in a trustee capacity or as an agent or custodian for individuals, private organizations, other governmental units, or other funds. These funds include Non-expendable Trust and Agency Funds, such as the McIntire Trust Fund.

Financial Management Policies

Financial policies adopted by the Board of County Supervisors in October 1994 and amended in March 2013, for the purpose of providing financial guidelines and goals that create a framework within which sound financial decisions may be made. These policies address the operating and capital budgets; asset maintenance, replacement, and enhancement; revenue; investment; accounting, auditing, and financial reporting; debt; and the use of fund balance or reserve.

Fiscal Year

A 12-month period designated as the operating year for accounting and budgetary purposes. The County's fiscal year runs from July 1st to June 30th.

Full-Time Equivalent (FTE)

A part-time position converted to the decimal equivalent of a full-time position based upon 2,080 hours worked per year (40 hours per week). For example, a part-time employee working 20 hours per week (1,040 hours per year) is the equivalent of 0.5 of a full-time employee, or 0.5 FTE. A full-time employee working 2,080 hours per year is 1.0 FTE.

Functional Area

A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., administration, public safety, community development, etc.).

Fund

A fiscal or accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations. Government funds include the Fire Rescue Services Fund, the General Fund, Special Revenue Funds, School Fund, Other School Funds (Self-Sustaining), Debt Service Fund, and the Capital Projects Funds.

Fund Balance

Fund Balance refers to the amount of money or other resources in a fund at a specific point in time. It is the excess of the assets of a fund over its liabilities, revenues, and carryovers. It usually refers to the year-end balance.

GAAP (Generally Accepted Accounting Principles)

The uniform minimum standards for financial accounting and recording encompassing the conventions, rules, and procedures that define Generally Accepted Accounting Principles. Budgets for all funds are adopted on a basis consistent with these principles.

GFOA

Government Finance Officers Association

General Fund

This fund is used to account for all revenues and expenditures applicable to the operations of the County, except those transactions accounted for in other funds. This accounts for most traditional local government programs such as police, libraries, parks, human services, etc. Revenues are derived primarily from property and other local taxes, state and federal distributions, licenses, permits, charges for services, and interest income.

Goal

A broad articulation of a better condition than the one that exists now; an end toward which effort is directed; a desired future state. Goals usually address long-term issues.

Governmental Funds

Governmental funds are those through which most governmental functions of the County are financed. Governmental funds utilize the modified accrual basis of accounting where the measurement focus is on financial position and changes in financial position, rather than on net income determination.

Grant

A contribution by another entity or by one governmental unit to another. The contribution is usually made in support of a specified function, such as health care, housing, crime prevention, etc.

HB 599

Reference to a prior Virginia House of Delegates session bill number that proposed state funding allocations to communities and localities with police departments.

Inter-fund Transfers

The movement of monies between funds of the same governmental entity.

Inter-governmental Revenue

Revenue from other governments, such as the State or Federal Government, in the form of grants, entitlements, shared revenue, or payments, in lieu of taxes.

Key Performance Indicators

Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Lapse Factor

This is anticipated savings from staff retirement and replacement, the lag between staff leaving and new staff being hired, and savings from deferred compensation benefits.

Liabilities

Obligations incurred in past or current transactions requiring present or future settlement.

Licenses/Permits

Licenses and permits are legal permission to engage in certain actions (a type of user's fee). Examples are building permits, and Business, Professional, and Occupational Licenses.

Line Item

An expenditure classification established to account and budget for approved appropriations.

Local Match

County funds or in-kind resources that are required to be expended simultaneously with state, federal, other locality or private sector funding, usually according to a minimum percentage or ratio.

Long-Term Debt

Debt with a maturity of more than one year after the date of issuance.

Modified Accrual Basis of Accounting

All government funds use the modified accrual basis of accounting under which revenues and related assets are recognized when measurable and available as current assets. Expenditures generally are recognized when the related goods and services are received and the liability is incurred.

Object Classification

A grouping of expenditures on the basis of goods or services purchased; for example, personal services, materials, supplies, equipment, etc.

Objective

Objectives represent incremental progress toward a goal. Objective statements should include either the word increase, decrease, or maintain. Objectives are measurable and time-specific, and can easily be annual.

Operating Expenditures

The cost for personnel, materials, and equipment required by a department in order to function.

Operating Revenue

Funds that the government receives as income to pay for ongoing operations, including such items as taxes, fees from services, intergovernmental revenues, and grant revenues. Operating revenues are used to pay for day-to-day services.

Ordinance

A bill, resolution, or other means by which appropriations are given legal effect. It is the method by which the appropriation of the annual budget is enacted into law by the Board of County Supervisors, per authority of state statutes.

“Pay-As-You-Go” Basis

A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowed funds.

Permits/Licenses

Licenses and permits are legal permission to engage in certain actions (a type of user’s fee). Examples are building permits, and Business, Professional and Occupational Licenses.

Personal Property

A category of property other than real estate, identified for purposes of taxation, which include personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers are not included.

Planning District 10

A regional grouping of cities and counties, which include the City of Charlottesville and the Counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson.

Proffers

Contributions of land, capital improvement and funding from developers to address the demand for community services created by new development.

Pro Rata Tax Rate

A tax rate that is assessed as a proportion according to an exactly calculable factor (as share or liability).

Property Tax Rate

The amount of tax stated in terms of a unit of the tax base expressed as dollars per \$100 of equalized assessed valuation.

Real Property

Real estate, including land and improvements (building, fencing, and paving) classified for purposes of assessment.

Reserve

An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year, or to earmark revenues for a specific future purpose.

Resolution of Appropriation

A legally binding document that delineates, by fund and department, all expenditures and revenues adopted by the Board of County Supervisors that are reflected in the adopted budget.

Resources

The total amount available for appropriation, including revenues, fund transfers, and beginning balances.

Revenue

Income generated by taxes, notes, bonds, investments, income, land rental, fees, user charges, and federal and state grants.

Revenue Sharing (City of Charlottesville/Albemarle County)

An agreement between the City of Charlottesville and the County – approved in a public referendum and effective since 1982 – wherein both contribute portions of their respective real property tax bases and revenues to a shared fund. The fund is distributed between the two annually based upon a set formula.

Revenue Sharing Program (Transportation)

A program sponsored by the Virginia Department of Transportation wherein localities can apply for state funding for transportation projects that must be matched by a local contribution.

Revised Budget

The revised budget represents the total budgeted expenditures and revenues for the fiscal year, including all re-appropriations.

School Fund

A governmental fund that reflects revenues and expenditures related to the operations of the County's school system. The primary sources of revenue, exclusive of transfers from the General Fund, are basic aid payments from the Commonwealth and educational program grants. Major expenditures include instructional costs, transportation, etc. Service for long-term debt is included in the General Fund, not the School Fund.

Self-Sustaining Funds

Self-sustaining funds are separate funds apart from the School Fund that are used for very limited expenditures due to legal or regulatory provisions, and whose operations are self-sustaining or self-supporting. These funds do not require any transfers from the General Fund, but are funded by federal and state categorical funds, fees, and grants. Examples of these funds are the Cafeteria Fund and the Community Education Fund.

Special Revenue Funds

These funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes. Special revenue funds include federal and state grant funds, the Vehicle Replacement Fund, and the Tourism Fund.

Supplemental Appropriations

Where requests with sufficient justification exist, special appropriations by the Board of County Supervisors may occur. Such appropriations reflect unanticipated emergency requirements subject to serious time constraints that a normal resource allocation mechanism cannot accommodate.

Tax Base

A part of the economy to which a tax is applied.

Taxes

Mandatory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

Tax Rate

The level of taxation stated in terms of either a dollar amount (i.e., \$0.766 per \$100 of assessed valuation) or a percentage of the value of the tax base (i.e., 5.0% sales tax).

Ten Percent Unassigned Fund Balance

The unassigned General Fund balance, plus the committed fund balance available for fiscal cash liquidity purposes, should be the equal to no less than 10% of the County's total operating revenues, which includes the General Fund plus the School Fund. Funds in excess of the required unassigned fund balance may be considered to supplement "pay-as-you-go" capital expenditures in additions to the fund balance.

Tipping Fees

The cost for use of the landfill; generally, this is levied on tonnage of solid waste.

Transfers

Budget transfers provide the opportunity to shift already budgeted funds to another area. Transfers may occur throughout the course of the fiscal year as needed for an agency's operation. The Director of Finance is authorized to transfer amounts between line items and between divisions within a department. Transfers between expenditure accounts in different departments are approved by the Board of Supervisors.

Trust and Agency Funds (Fiduciary Funds)

These funds account for assets held by the County in a trustee capacity or as an agent or custodian for individuals, private organization, other governmental units, or other funds. These funds include Non-expendable Trust and Agency Funds such as the McIntire Trust Fund, etc.

User's Fees/Licenses

User's fees are charges for services such as parks, public property, and parking fees. The fee assures that only the people using a service pay for that service. Licenses and permits are also forms of user fees.

