

ALBEMARLE COUNTY

*Strategic Investment &
Transformation that
Reshape Our Future
FY18*





What this Budget Supports



ACTION TO ACHIEVE . . .

Board Approved
Strategic Priorities



ACTION TO ACHIEVE . . .

Board Approved
Strategic Priorities

Transformation



ACTION TO ACHIEVE . . .

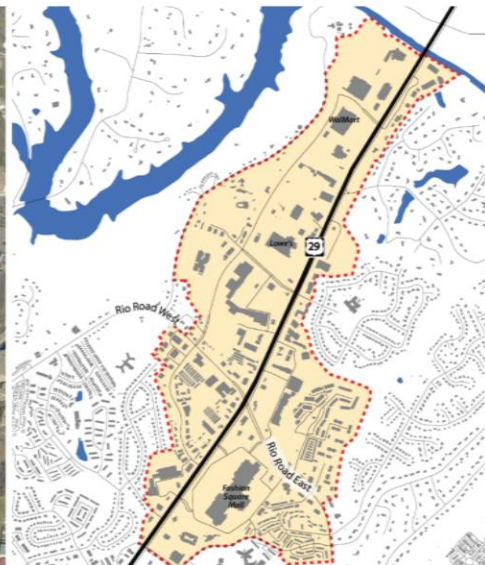
Board Approved
Strategic Priorities

Transformation

Quality Organization

ACTION TO ACHIEVE . . .

Board Approved
Strategic Priorities
Transformation
Quality Organization
Thoughtful
Investments in the
Future



ACTION TO ACHIEVE . . .

Board Approved
Strategic Priorities

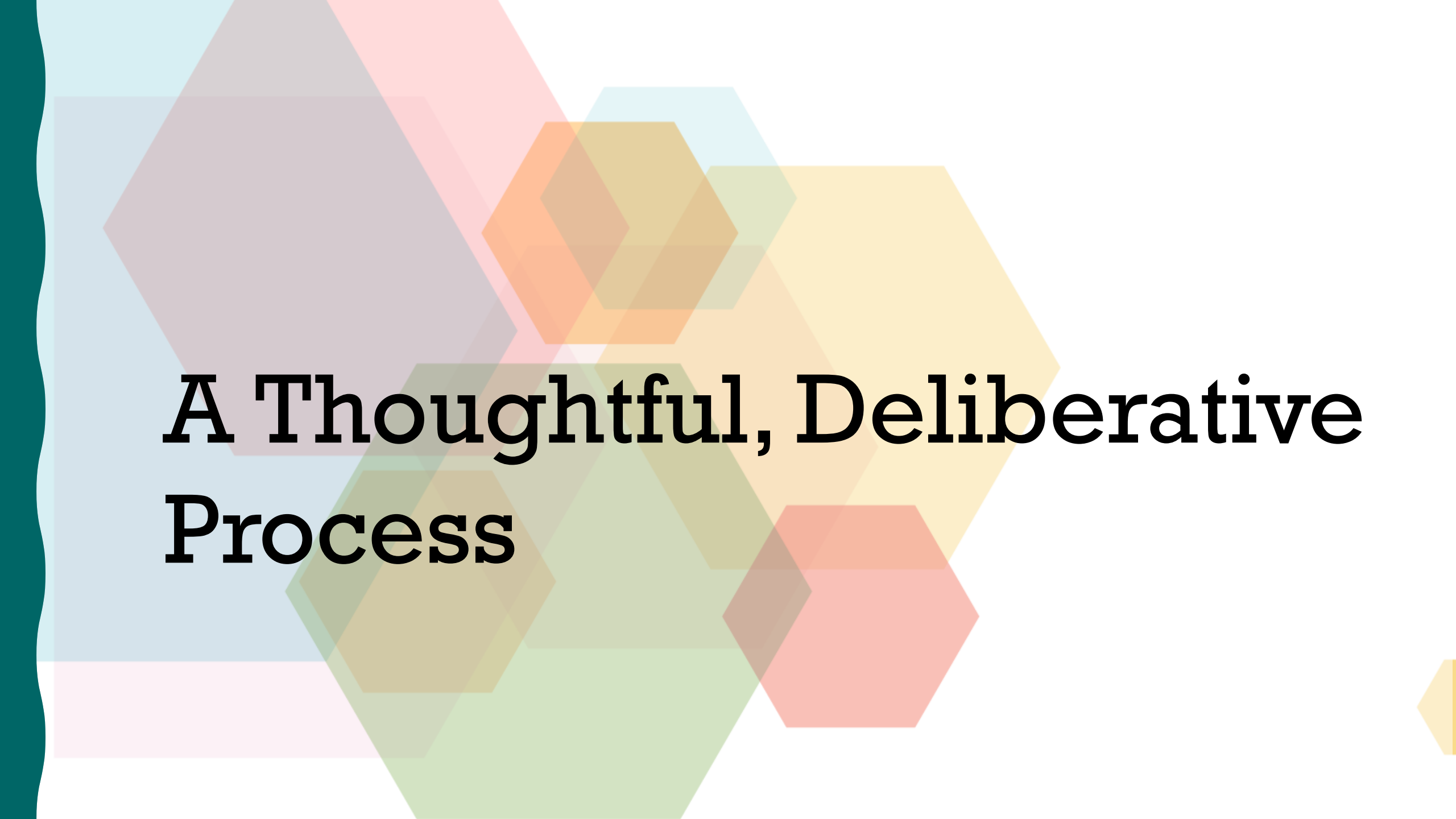
Transformation

Quality Organization

Thoughtful
Investments in the
Future

Mandates and
Obligations

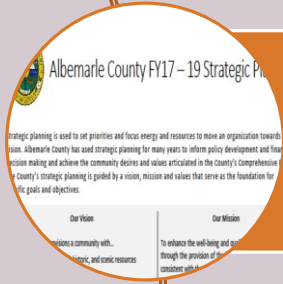




A Thoughtful, Deliberative Process



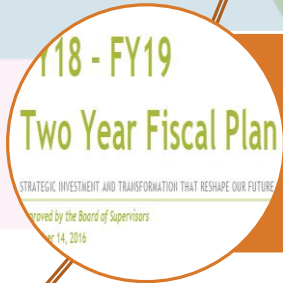
Adopted FY17 Budget - Set Direction for Sustainable Future



Strategic Plan – Priorities to Meet Community Needs



Priority Based Budgeting – Driving Resource Choices



Balanced Two Year Fiscal Plan in context of 5 Year Financial Plan— Guidance for Annual Budget

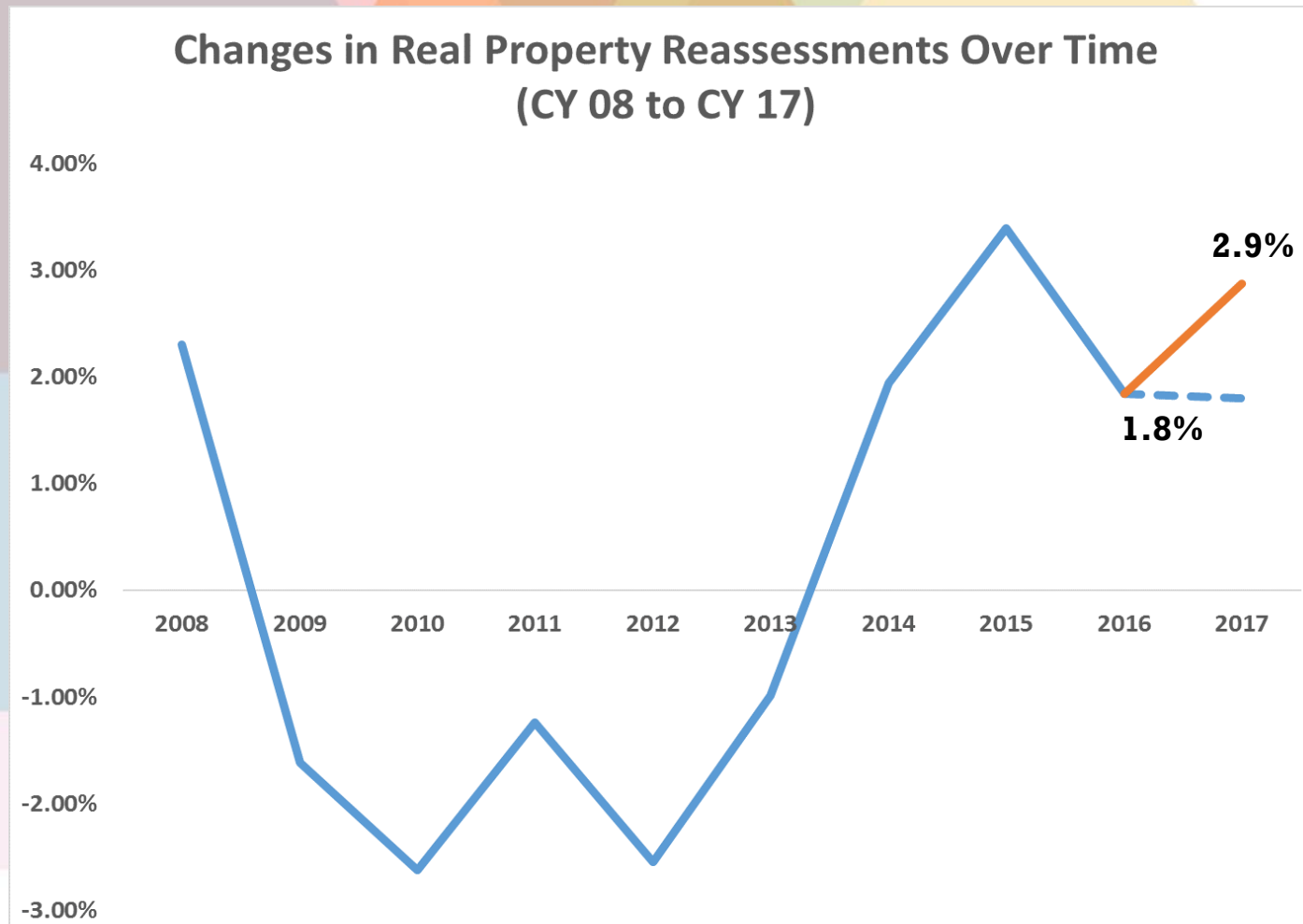


Guided by Our Two Year Fiscal Plan

TWO YEAR PLAN GUIDANCE

- No tax rate increase, delay CIP related tax increase
 - Enhance use of dedicated revenues for specific services
 - Strategic use of new revenue and one-time money
 - Maintain current service levels according to program and service inventory
 - Use existing funding formulas
-
- **Focus resources on three primary goal areas:**
 - Implement Board approved strategic priorities
 - Drive transformation that reduces cost and improves productivity
 - Support a quality organization

REVENUE PROJECTIONS INCREASED OVER THOSE INCLUDED IN THE 2 YEAR FISCAL PLAN



OTHER REVENUE SOURCES STRENGTHENED COMPARED TO THE FY17 BUDGET



**New
Construction/Land
Divisions**
\$3.3 million



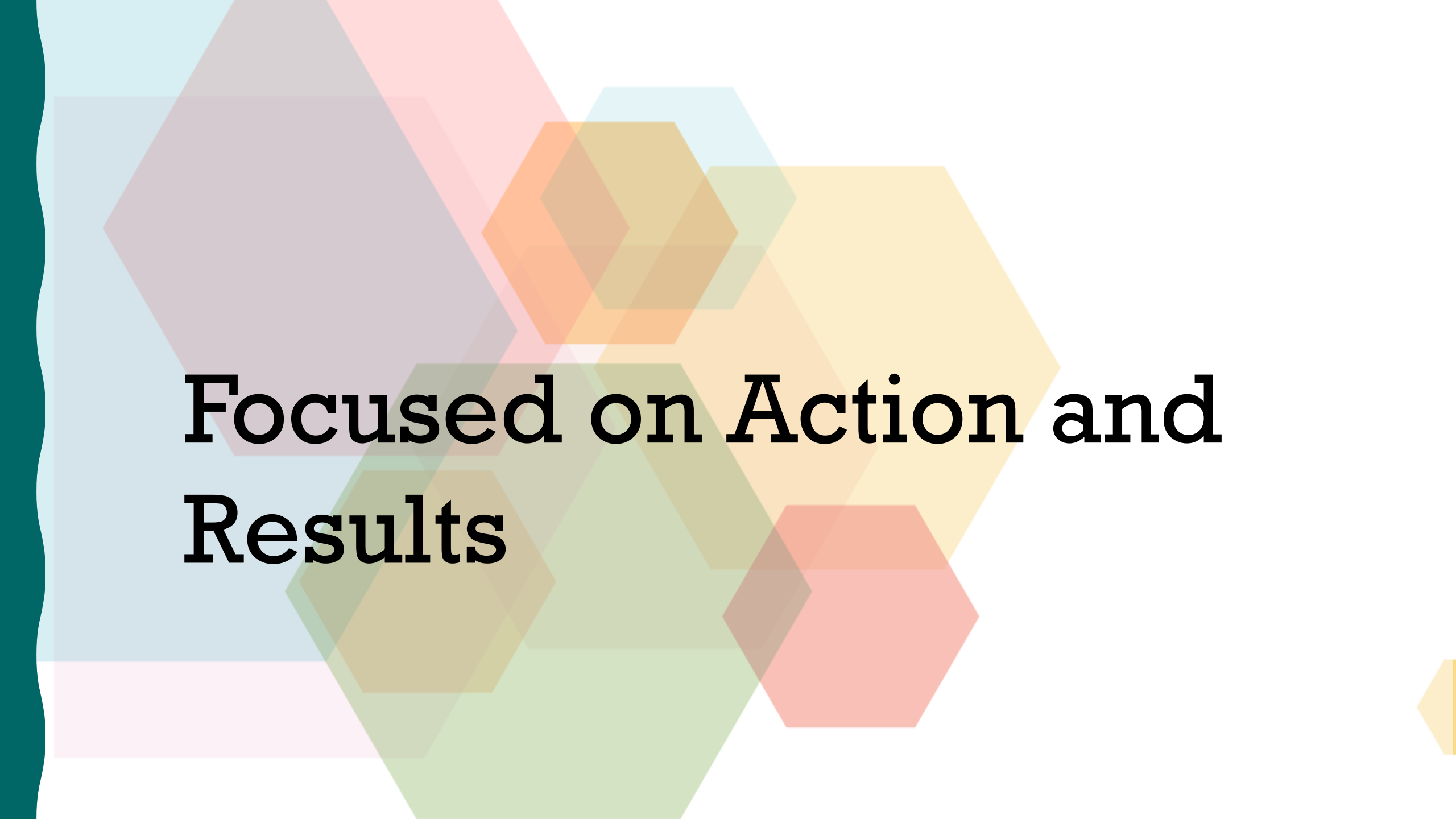
**Local Personal
Property**
\$3.3 million



**Consumer Driven
Activity**
\$2 million



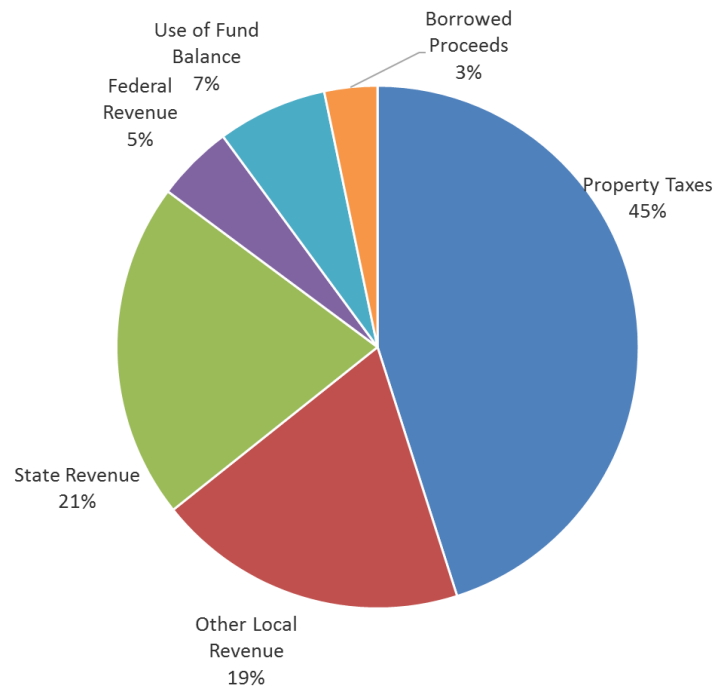
Public Service Tax
\$1 million



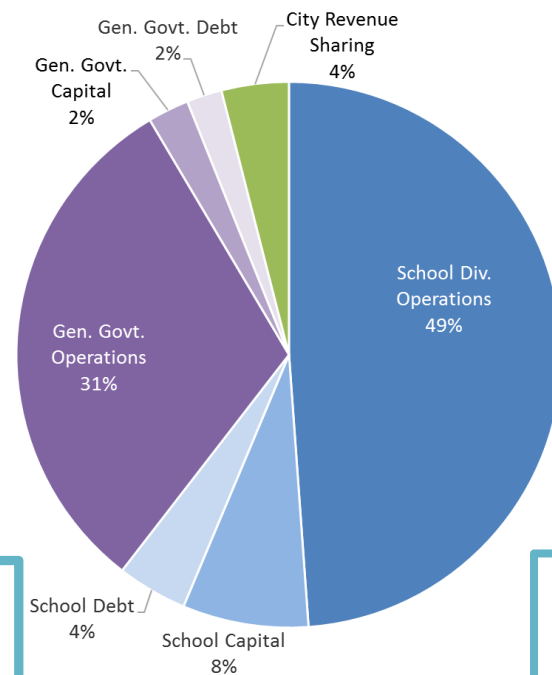
**Focused on Action and
Results**

RECOMMENDED TOTAL BUDGET

FY 18 Recommended Revenues \$397,362,930



FY 18 Recommended Expenditures \$397,362,930



**Total General
Government
35%**

**Total School
Division
61%**

Increase of 5.8% over FY 17 Adopted Budget

TOTAL BUDGET HIGHLIGHTS

➤ **Total combined operating and capital budget of \$397.4 million**

- 5.8% increase of \$21.9 million
 - 5.4% increase in combined operating expenditures
 - 12.4% increase in capital budget

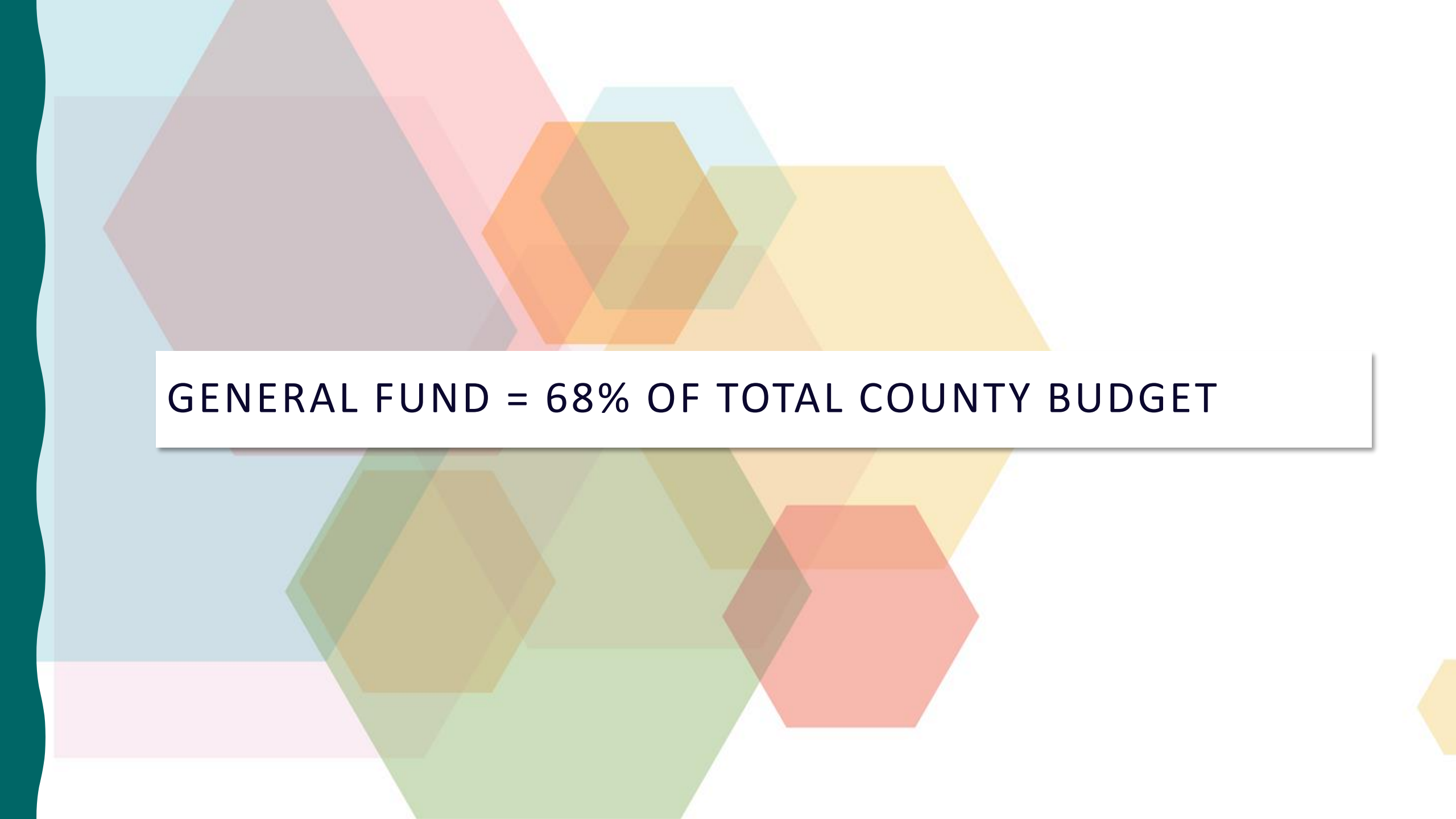
➤ **Revenues**

- Strengthened revenue growth overall – General Fund Revenues up 6.5%
- Moderate increase in real estate values (2.87%)
- Built on the current tax rate of 83.9 cents
- State revenues increase by 1.6% primarily for the school division and social services
- Federal revenues increase by 3.1% primarily for social services

TOTAL BUDGET EXPENDITURES

(IN MILLIONS)

	FY 17 ADOPTED	FY 18 RECOMM	\$ Change	% Change
General Government				
General Government Operations	\$81.79	\$86.73	\$4.94	6.0%
Other General Government Funds	35.02	36.40	1.37	3.9%
General Government Debt Service	8.14	8.31	0.17	2.1%
Subtotal, Gen Govt	124.95	131.43	6.48	5.2%
School Division				
School Division Operations	168.62	176.37	7.75	4.6%
School Special Revenue Funds	17.55	17.77	0.22	1.3%
School Debt Service	13.56	16.53	2.97	21.9%
Subtotal, Schools	199.72	210.67	10.95	5.5%
Operations Total	324.68	342.11	17.43	5.4%
Capital Projects	35.05	39.40	4.35	12.4%
Revenue Sharing	15.77	15.86	0.09	0.6%
All Funds Total	\$375.50	\$397.36	\$21.87	5.8%



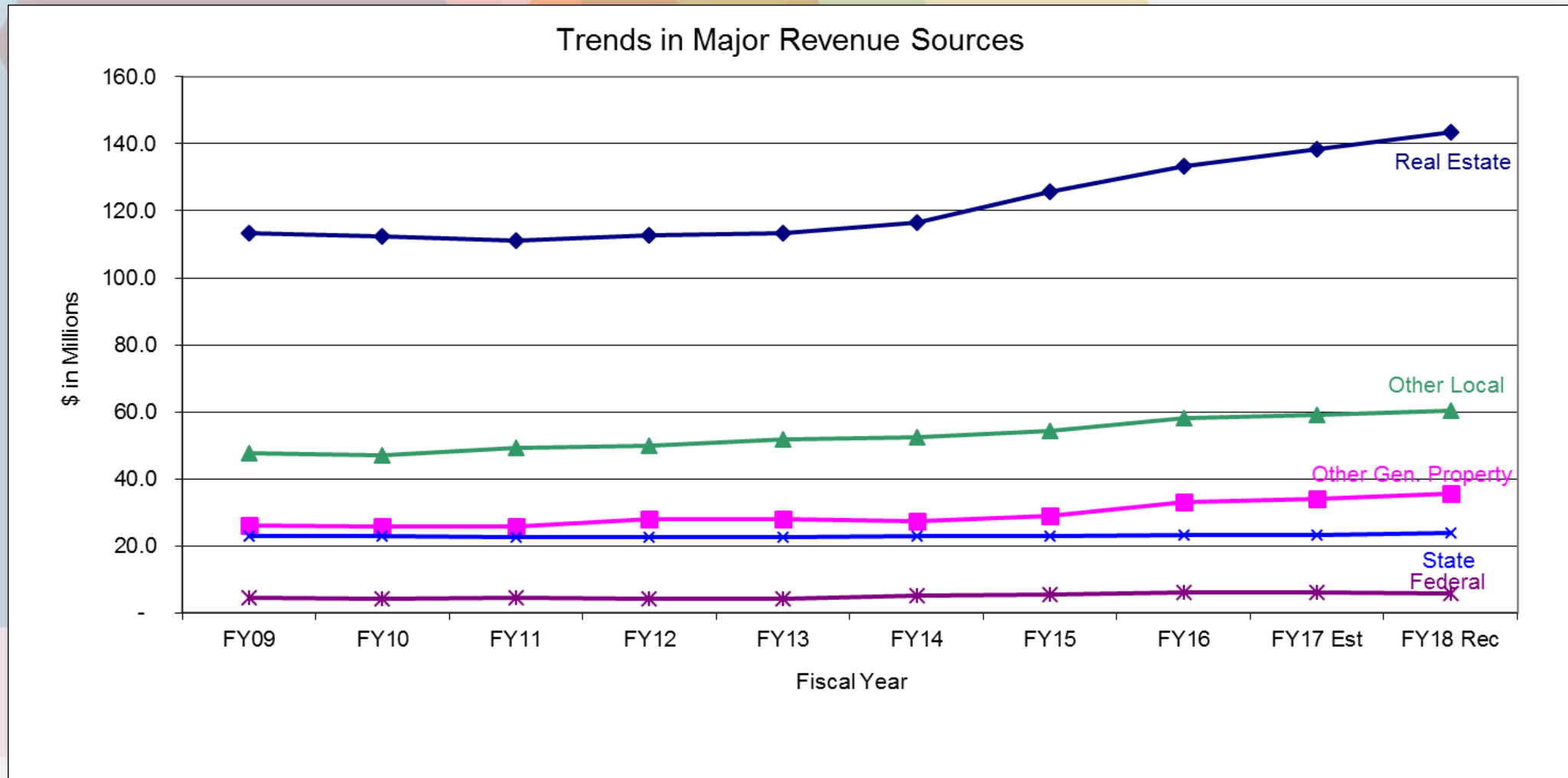
GENERAL FUND = 68% OF TOTAL COUNTY BUDGET

GENERAL FUND REVENUES

(\$ IN MILLIONS)

	FY 17 ADOPTED	FY 18 RECOMM	\$ Change	% Change
Local Revenue				
Gen. Property Taxes (incl. Real Estate, Personal Property, Public Service)	\$166.89	\$179.11	\$12.21	7.3%
Other Local Taxes	51.87	53.92	2.05	4.0%
Other Local Revenue	5.79	6.38	0.58	10.1%
Subtotal, Local	224.55	239.40	14.85	6.6%
State Revenue	23.24	23.88	0.65	2.8%
Federal Revenue	5.13	5.71	0.58	11.2%
Transfers	3.18	3.59	0.41	12.8%
Use of Fund Balance	1.32	1.60	0.28	21.6%
Subtotal, Other	32.87	34.78	1.92	5.8%
Total General Fund	\$257.42	\$274.19	\$16.77	6.5%

REVENUE CHANGES OVER TIME



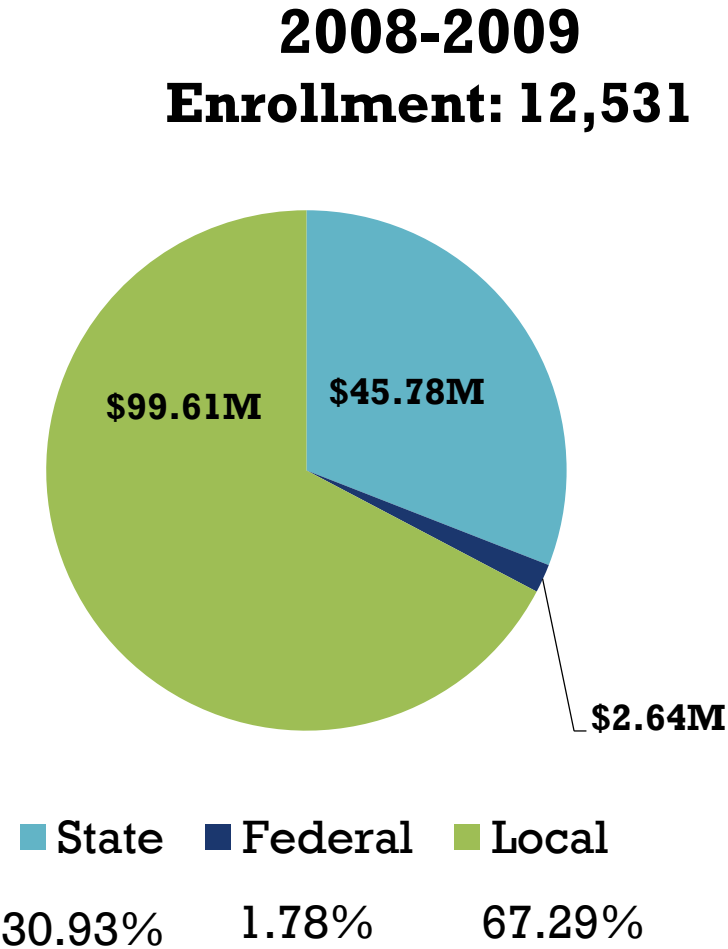
STATE REVENUE OUTLOOK

- State projected the State Budget faces a \$861 million shortfall for FY 16 and FY 17
- Governor believes State's outlook beginning to improve based on the direction of the economy

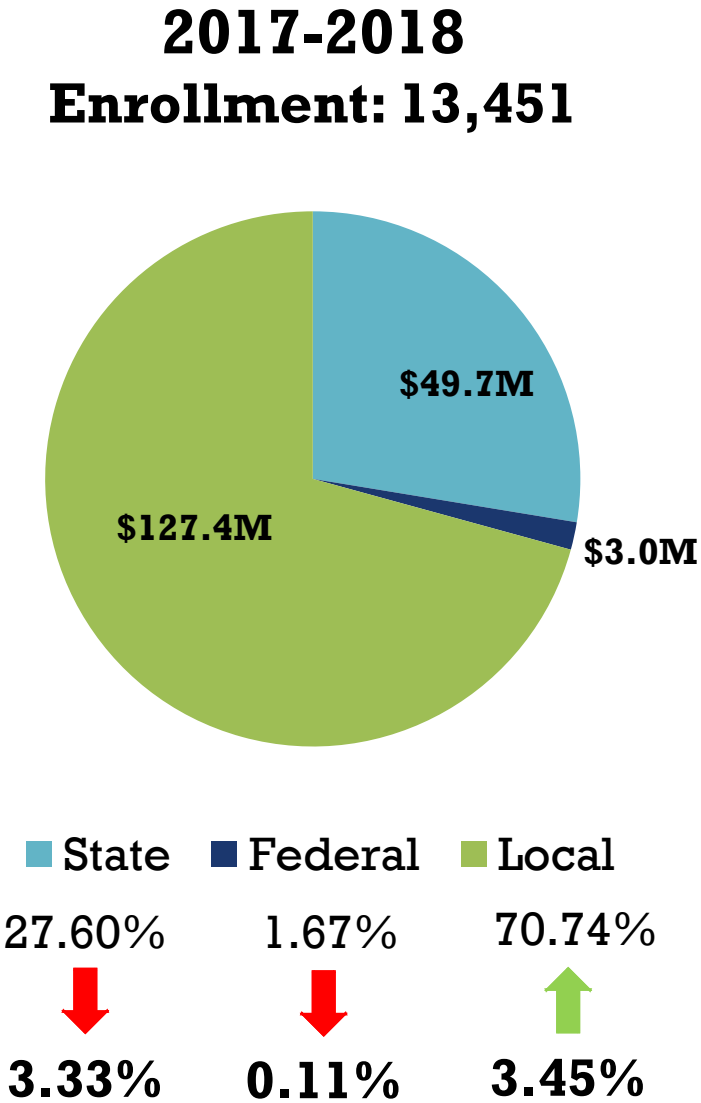
While unfunded State mandates have increased over the years, State revenue *as a % of General Fund Revenues* remains fairly stable since FY 09

	% of Budget FY 09	% of Budget FY 18
General Fund Budget	10%	9%

STATE SUPPORT FOR SCHOOL DIVISION DECREASING OVER TIME



+9 Years



GENERAL FUND EXPENDITURES

(\$ IN MILLIONS)

	FY 17 ADOPTED	FY 18 RECOMM	\$ Change	% Change
Administration	\$13.08	\$14.07	\$0.99	7.5%
Judicial	4.97	4.97	0.01	0.2%
Public Safety	38.11	39.81	1.70	4.5%
Public Works	4.94	5.28	0.34	6.9%
Health & Welfare	22.13	22.85	0.72	3.3%
Parks, Recreation & Culture	7.70	8.21	0.51	6.6%
Community Development	7.43	8.17	0.75	10.0%
Subtotal, Local	\$98.35	\$103.37	\$5.01	5.1%
Revenue Sharing	15.77	15.86	0.09	0.6%
Transfer to Schools	116.89	124.03	7.14	6.1%
Transfer to Capital/Debt Service	22.26	25.55	3.29	14.8%
Other Uses of Funds	4.15	5.39	1.24	29.8%
Subtotal, Other	\$159.07	\$170.82	\$11.75	7.4%
Total General Fund	\$257.42	\$274.19	\$16.77	6.5%

- Strategic plan implementation
- Urban redevelopment and revitalization
- Neighborhood Improvements Funding Initiative
- Economic development

STRATEGIC PRIORITIES

Implementation actions to insure timely completion and successful outcomes

1

- Pantops Master Plan/Rivanna River Corridor
- “Finding Families” Pilot Program for Social Services
- Agency support
 - Expanded hours at Northside Library
 - Boys and Girls Club at Southwood
 - Belvedere Senior Center
 - Women’s Treatment Center

STRATEGIC PRIORITIES

Implementation actions to insure timely completion and successful outcomes

1

- Records management
- Copy center conversion to imaging center
- Expanded innovation fund
- Diversity/Inclusion Generalist
- Fire Rescue System Fleet Consolidation
- Time and Attendance System

TRANSFORMATION

Maximizing cost savings, efficiencies and operational improvements

2

- 2% market adjustment
- Remedy to relieve entry level compression
- Health insurance
- Increase in training funds

QUALITY ORGANIZATION

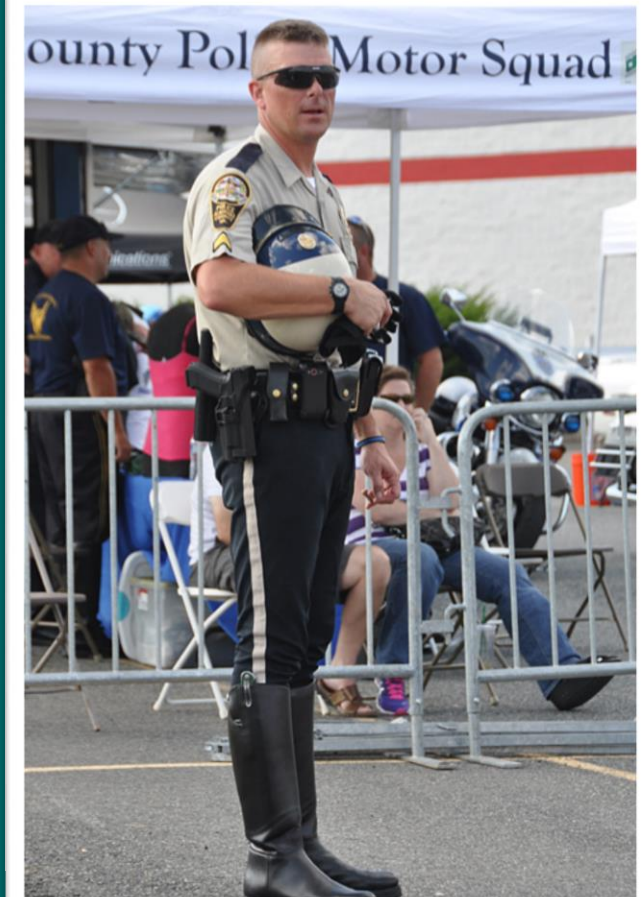
Promote agility and flexibility to manage workloads, meet evolving needs

3

Staffing Resources

- Funds Temporary and Contractual Resources
- Continues approved positions added during FY 17
- Makes adjustments to current positions
- Adds new positions

QUALITY ORGANIZATION

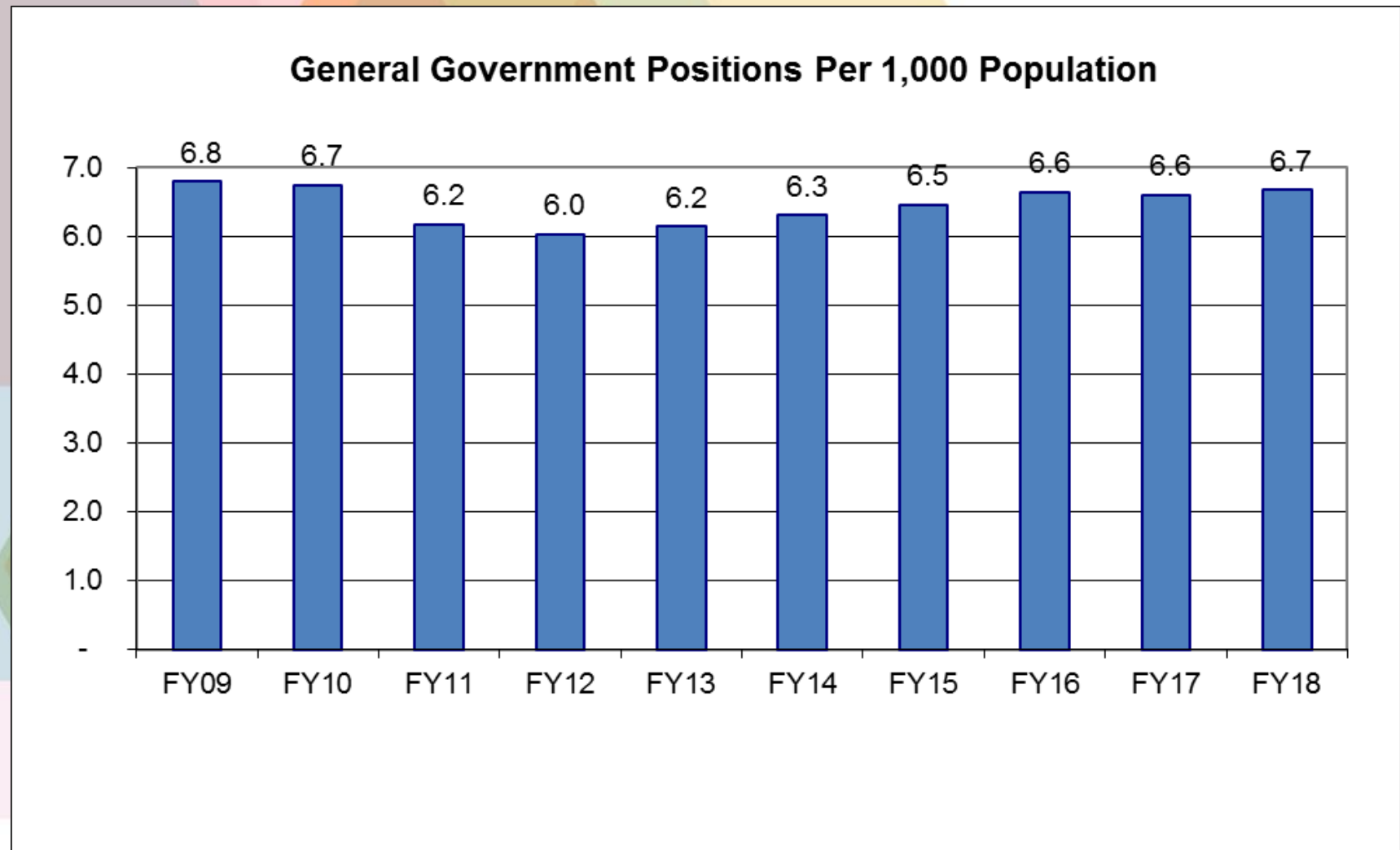


ORGANIZATIONAL TRANSFORMATION

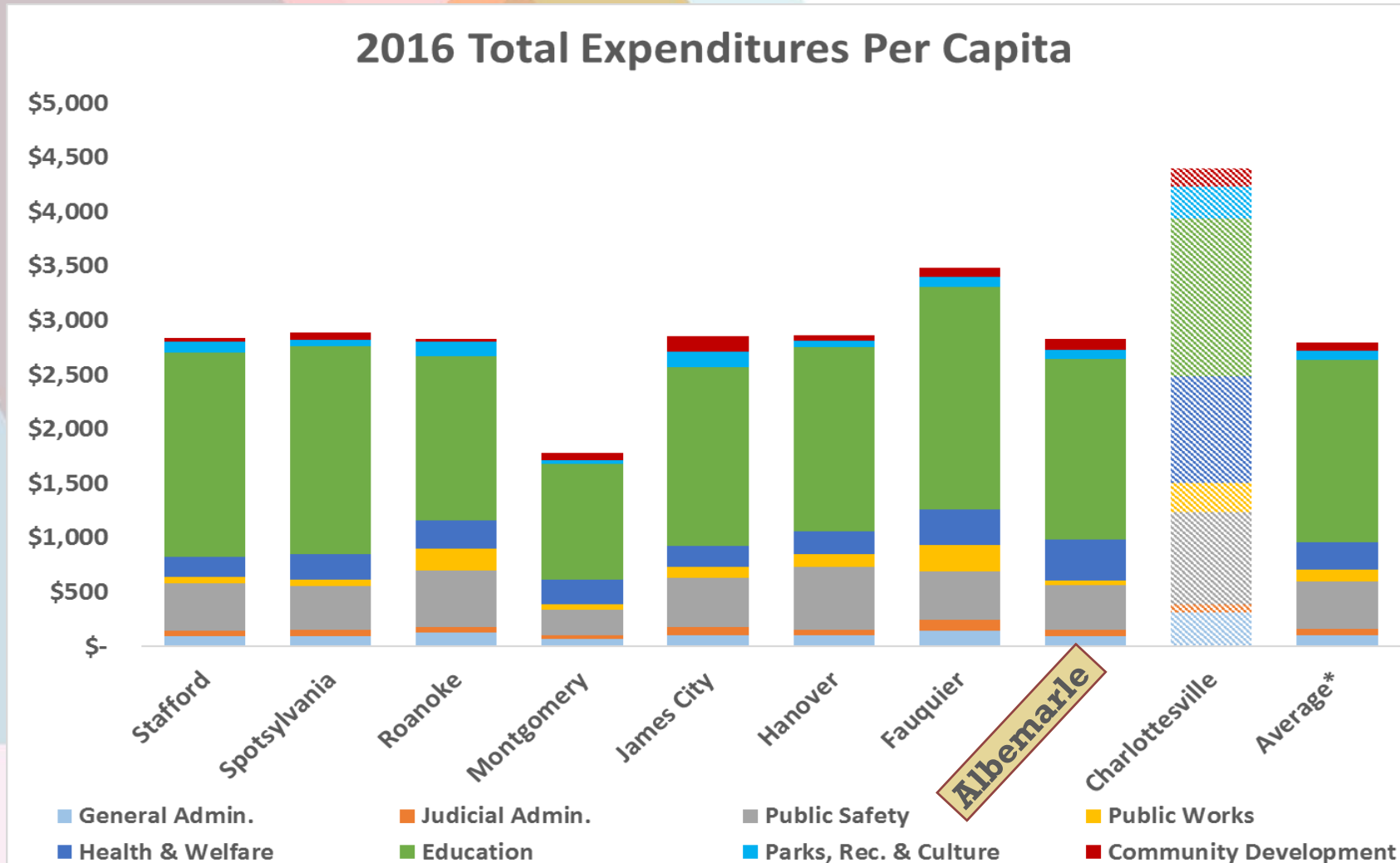
FY 09 – FY 18

Functional Area		Number of Staff in FY09	Recommended Number of Staff in FY18
Health & Welfare	↑	118	140
Public Safety	↑	233	283
Judicial	↑	44	47
Administration	↑	107	113
Public Works	↓	39	35
Parks, Recreation and Culture	↓	22	21
Community Development	↓	92	79

PER CAPITA STAFFING COMPARABLE TO FY 10 LEVEL



ALBEMARLE COUNTY COMPARABLE TO BENCHMARK JURISDICTIONS



Source: FY 16 Draft Comparative Report of Local Government Revenues and Expenditures-Virginia Auditor of Public Accounts, Commonwealth of Virginia

Technology

- GPS tracking for all school buses allows for 99.4% on-time arrival rate
- 2016 VACO Award: Using Advanced Technology for Public Safety at Foxfield Races

“Green” Initiatives

- Bikeshare Program
- School Division recycled 723 tons of materials in 2015
- Energy Audits

Paperless Communications

- Paperless Payroll
- Parent Portal App: 80% of parents using for bus stop and other info
- Community Development paperless review for submittals

Energy Savings

- School Division - first public school division in Virginia to install solar panels at 6 schools,
 - replacing 22% of power at the schools, and
 - saving taxpayers more than \$80,000 over the life of the project
- As of October 2016, County's 3 main facilities have decreased energy use by 23%

Purchasing Cards

- Total Rebate for FY 2016: \$140,830.25
- Rebate for FY 2015: \$75,000.00

- Neighborhood Improvement Funding Initiative
- Restore \$700,000 ongoing funding
- Add significant one time funds
- Increase transportation revenue sharing
- Defer previously identified tax rate increase for CIP
- ACE funding

STRATEGIC INVESTMENT

Invest funds to improve urban neighborhoods, bolster CIP, reduce future borrowing

4

- Transfer to Debt Service
- Transfer to Fire Fund – Operations
- Transfer to Fire Fund – Capital
- Transfer to Water Resources
- Revenue Sharing Payment to the City
- Transfer to School Division

MANDATES AND OBLIGATIONS

Meet the County's
current and future
commitments

5

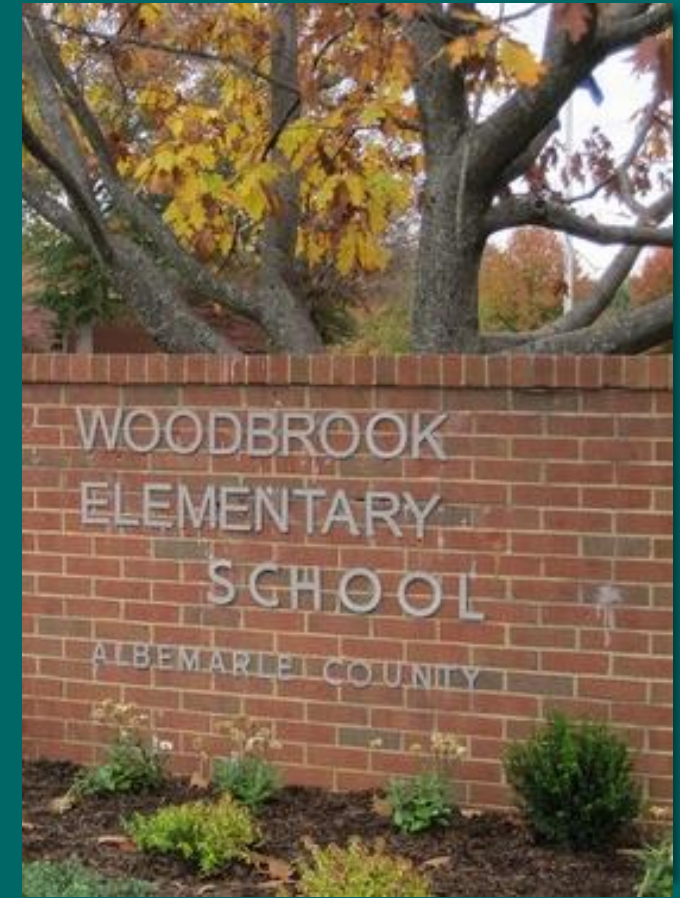
Strategic Investments

- 2016 General Obligation (GO) bond issued this spring to take advantage of currently lower interest rates
- Invests FY 16 Year End funding to support Capital program
- Increases amount of ongoing pay-as-you-go support for projects
- Decreases amount of debt in out years
- Defers projected tax rate increases in current CIP model

Highlights

- Supports Belvedere Senior Center
- Supports Piedmont Virginia Community College's site work for new building
- Increases investment in Transportation Revenue Sharing Program
- Undertakes School Improvements supported by Referendum
- Continues support for Schools and General Government's maintenance and replacement needs and current projects
- Adds ACE funding

A CLOSER LOOK AT THE CAPITAL PROGRAM



CHALLENGES

- Continued possibility of uncertain economy
- Staff capacity needs remain unmet
- Underfunded Capital program

SUMMARY – THIS BUDGET SUPPORTS ACTION TO . . .

- Implement the Board's strategic priorities
- Achieve transformation that promotes efficiency and productivity
- Sustain a responsive, flexible, high quality organization
- Invest resources into CIP to build the County's future
- Meet our mandates and obligations and maintain our program and service levels

ENGAGING THE PUBLIC

FEBRUARY 2017						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17★	18
19	20	21★	22	23★	24	25
26	27★	28				

- Recommended Budget Presented to Supervisors

- Public Hearing on Recommended Budget

- 1st Board Work Session
 - Overview, Gen. Govt.

- 2nd Board Work Session
 - Finish Gen. Govt.
 - School Division Budget

ENGAGING THE PUBLIC

MARCH 2017						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2★	3	4
5	6	7★	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28★	29	30★	31	

- 3rd Budget Work Session
– CIP

- 4th Board Work Session
– Finalize Tax Rate for
Advertisement

- Placeholders for future
work sessions, if needed

ENGAGING THE PUBLIC

APRIL 2017						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11★	12	13	14	15
16	17	18★	19	20	21	22

- Public Hearing on Board's Proposed Budget

- Board sets CY17 Tax Rate and Adopts Budget