

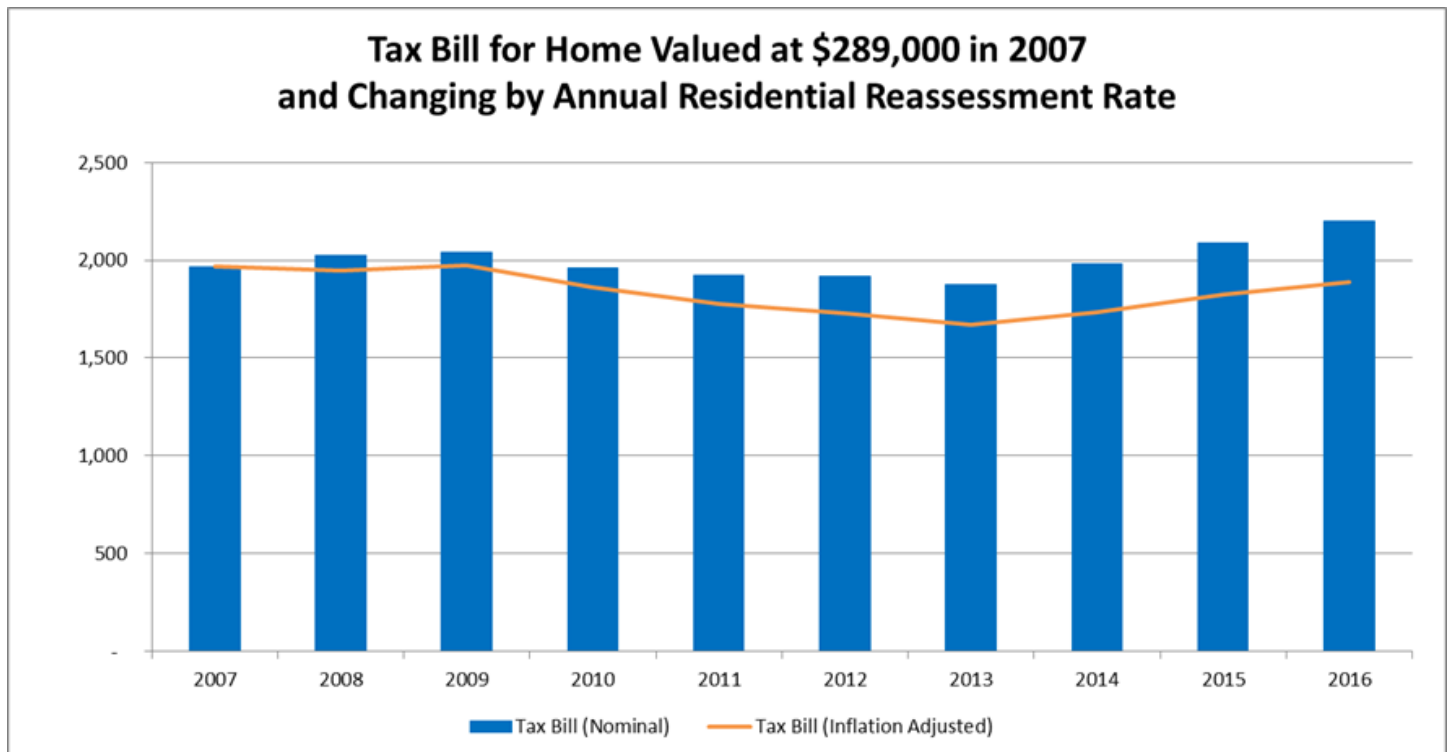
**Board Request: Provide how the State’s sale tax prediction impacts the County and provide why the sales tax projection is anticipated to increase in FY 17. (Note: Also share this information during the presentations at the high schools.)**

Finance staff monitors actual revenues on a monthly basis. This monitoring informs projections for year-end actual results for all general fund revenues, including sales tax, as well as provides a basis for projecting revenues for the upcoming budget development. Based on the year-end revenues for FY 15 and the current year estimates, this year (FY 16) the County expects to receive \$14,824,416 in sales tax revenues. This would be an increase of \$379,000 or a 2.6 % increase over the amount of sales tax revenues included in the Adopted FY 16 Budget of 14,445,502. FY 15 actual sales tax revenue was \$14,405,992.

For FY 17, sales tax revenues is projected to total \$15.3 million. This is a 5.8% increase over the amount of sales tax revenues included in the FY 16 Adopted Budget and an increase of 3.1% over the actual amount expected to be received by the end of the current fiscal year. While the Finance staff keeps the state’s projections in mind, the revenue projections take into account local historic trends, business activity, and new development-related information. For example, the FY 17 projections include the expectation of an additional major retailer opening in a new development project under construction in the County, south of the City of Charlottesville.

**Board Request: Provide the information on the tax bill impact slide that displays the information when adjusted for inflation.**

See following chart:



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Included below is an accompanying table that provides additional details associated with the Tax bill chart when adjusted by inflation.

Calendar Year	Residential Reassessment Rate	Home Value	Tax Rate	Tax Bill (Nominal)	CPI-U	Tax Bill (Inflation Adjusted)
2007		289,284	0.68	1,967	207.342	1,967
2008	-1.50%	284,945	0.71	2,023	215.303	1,948
2009	-3.49%	275,000	0.742	2,041	214.537	1,972
2010	-3.96%	264,110	0.742	1,960	218.056	1,863
2011	-1.72%	259,567	0.742	1,926	224.939	1,775
2012	-3.05%	251,651	0.762	1,918	229.594	1,732
2013	-2.66%	244,957	0.766	1,876	232.957	1,670
2014	1.23%	247,981	0.799	1,981	236.736	1,735
2015	2.84%	255,015	0.819	2,089	237.017	1,827
2016	2.26%	260,779	0.844	2,201	241.283	1,891

Notes:

- Per the methodology included in the chart:
  - A tax rate of 87.7 cents in 2016 would generate a tax bill of \$1,965 in 2007 dollars.
  - A tax rate of 87.8 cents in 2016 would generate a tax bill of \$1,968 in 2007 dollars.
  -

**Board Request: Provide more information regarding the increasing reassessments for the Jack Jouett and Rio Districts.**

According to the Assistant County Assessor, Jack Jouett and Rio are both small districts (in land area) and include the highest density of properties in the urban ring. These districts also include a high percentage of subdivisions which represents the highest density of properties. The larger increases in value were associated with parcels located closest to the city and for those parcels with higher density. With the exception of “multi-family” classified properties which increased by 5.02%, “single family urban” properties had the highest increase at 2.82%. In addition, the majority, if not all, of the apartment properties are located in the urban ring. Also, a large amount of commercial development is located along 29 North, and this concentration has an impact on values in these districts, especially in regards to the Rio District. Commercial properties increased on average by 2.02%

The properties with 20+ acres are more likely to be located in other districts and their re-assessments on average, remained basically unchanged.

**Board Request: Were the positions added for the Commonwealth’s Attorney in FY 15 funded with state revenue?**

At the January 7, 2015 Board of Supervisors meeting, the Board approved the addition of two positions (an Assistant Commonwealth Attorney and a Legal Services Assistant) in the Commonwealth’s Attorney’s Office (CAO). These positions were budgeted to begin in March 2015 and are funded entirely with local revenue. Currently, the State provides funding for 9 of the 11.5 positions within the CAO.

**Board Request: Explain the increase in the Recommended Budget for the Juvenile Courts.**

The County’s share of the Juvenile and Domestic Relations Court is increasing \$10,149 or 8.7%. This increase is due primarily to increases in salaries and benefits, including a 2% salary increase, 4.15% increase in retirement benefits, and a 15% increase in health insurance. Operating expenses are decreasing slightly.

**Board Request: Provide information regarding the cost of adding one Police Officer in FY17.**

To clarify information shared in the work session:

Ongoing Cost	\$87,025
One-time Cost (FY17 only)	\$69,470
Total	\$156,495

**Board Request: Provide the Emergency Communications Center (ECC) calls by type. Additionally, if available, please provide data about calls related to senior citizens.**

The below table summarizes the ECC’s call data for calendar years 2014 and 2015 for each regional partner by Police and Fire & Rescue calls. The ECC does not collect data on whether a call is related to a senior citizen or not.

Partner	Call Type	CY2014	CY2015	CY15-CY14 Change	CY15-CY14 %
<b>Albemarle</b>	Police	51,964	59,738	7,774	15.0%
	Fire & Rescue	12,868	13,524	656	5.1%
	Albemarle Total	64,832	73,262	8,430	13.0%
<b>Charlottesville</b>	Police	45,836	41,894	-3,942	-8.6%
	Fire & Rescue	8,671	9,299	628	7.2%
	Charlottesville Total	54,507	51,193	-3,314	-6.1%
<b>University of Virginia</b>	Police	18,850	23,499	4,649	24.7%
	UVA Total	18,850	23,499	4,649	24.7%
<b>Grand Total</b>		<b>138,189</b>	<b>147,954</b>	<b>9,765</b>	<b>7.1%</b>

**Board Requests for information regarding the Fire Rescue Services Fund:**

**a. Provide additional information regarding the increase in the FY 17 budget for the Fire Rescue Department's Capital Outlay increase related to equipment for replacement vehicles.**

The Capital Outlay category of the Fire Rescue Department's is increasing \$82,204 or 60.6% compared to the FY16 Adopted Budget, primarily due to equipment associated with vehicles that are scheduled for replacement (table on [pg 121](#), explanation on [pg 122](#)). One (1) Fire Rescue Department vehicle is being replaced in FY16. Four (4) Fire Rescue Department vehicles are recommended for replacement in FY17 based on an evaluation of general government vehicles' age, mileage, condition, and maintenance record.

The vehicles themselves will be purchased through the Vehicle Replacement Fund ([pg 199](#)). Any extra vehicle equipment related to replacement vehicles is purchased in department operating budgets. Extra vehicle equipment for Fire Rescue includes emergency lights and sirens, a radio, a console (to install siren control and radio), an automated external defibrillator, and a rear console for equipment storage. This equipment is reused to the extent possible, but much of it is in need of replacement at the end of the vehicle's lifecycle.

**b. Provide additional information on the unfunded volunteer fire rescue stations requests, including grounds maintenance.**

A summary of FY17 Recommended volunteer fire rescue funding which includes what is included in the FY 17 Recommended budget as well as the unfunded requests is available on [pg 122](#) and is included below as a reference.

The Volunteer Fire Rescue category of the Fund, which includes contributions to the ten (10) volunteer fire and rescue stations' operating budgets, is increasing by \$17,225 or 1.0%:

- Charlottesville Albemarle Rescue Squad (CARS) is level funded based on the percentage of calls in the County and City of Charlottesville. CARS' unfunded request of \$15,865 is for the portion of request attributable to services provided in the City.
- Western Albemarle Rescue Squad's (WARS) operating request is funded pursuant to the Memorandum of Understanding with WARS and an additional \$13,500 is provided through the Fire Rescue Department's Training Division budget for training volunteers at WARS. WARS' request for \$200,000 in one-time costs is unfunded.
- The remaining 8 stations are provided no more than a 2.0% increase for operating expenses. Unfunded requests include \$230,599 for one-time costs requested by four stations; \$153,256 for operating requests above the 2.0% operating increase provided for six stations; and \$37,365 for items not included in the volunteer funding policy requested by five stations.

To elaborate more on the unfunded requests listed in the above bullets:

- \$430,599 for one-time costs requested by five stations: These costs, which are mostly large building maintenance related requests, include a station alerting system, parking lot repairs and paving, bay floor refinishing, painting, generator upgrade, water rescue equipment, the replacement of bay doors, water damage repair, automated external defibrillator replacement, commercial ice maker replacement, a turnout gear dryer and constructing training space. The FY16 Adopted Capital budget included for the first time a Facility Condition Assessment for volunteer stations. A Facility Condition Assessment is a process used to assess and plan for major maintenance/replacement needs at facilities, such as County Office Buildings and parks. This assessment has not yet been completed.

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- \$153,256 for operating requests above the 2.0% operating increase provided for six stations: The largest categories where funding requests exceeded the 2.0% increase are \$100,364 for vehicle repair and maintenance and \$30,227 for building maintenance. Additionally, there are \$7,601 in pager/radio repair requests that exceeded the 2.0% increase; however, as noted on page 122, the Recommended Budget does provide \$40,000 for systemwide pager replacement in the Fire Rescue Department budget. The remaining \$15,064 in unfunded operating requests is split across the utilities, firefighting, emergency medical services, and uniforms categories.
- \$37,365 for items not included in the volunteer funding policy requested by five stations: This represents requests for grounds maintenance and/or janitorial services, which are currently not included in the volunteer funding policy. This policy was approved by the Board of Supervisors in February 2006, and revised September 2010. Stations are requested by the Office of Management and Budget to provide these requests so that in the event that policy changes, there is basis for the initial budget impact.

#### **c. Provide additional information about the Prevention Division-related fees.**

The FY17 Recommended Budget includes \$109,000 in permits and fees related to the operation of the Prevention Division. This amount is a \$12,412 or 13% increase from the FY16 Adopted Budget and reflects the fee schedule most recently updated and approved by the Board of Supervisors effective May 15, 2015. This amount is 20% of the FY17 Recommended Prevention Division Budget. The Prevention Division receives fees for the following activities: permits for a variety of activities (including open burns, fireworks displays, and tents); facility inspections and re-inspections; required fire inspections for social service license; review of site plans and special use permits; and requests for fire code variance/modification.

#### **d. Provide additional information on inspections in Augusta County in comparison to those in Albemarle County.**

Augusta County has not adopted the Virginia Statewide Fire Prevention Code and therefore does not provide fire prevention inspection services. The Augusta County Fire Rescue Department has 4 personnel certified as fire inspectors, but they only provide courtesy inspections as there is no enabling legislation at the local level for their authority to provide an official inspection as outlined in State Cod. Augusta County does not recover the costs to provide courtesy inspections.

In Augusta County, all businesses and schools required to have an inspection by State Code are inspected by Virginia State Inspectors. Adoption of the code, hiring a prevention officer, and beginning a permit/fee program to offset costs has been a budget request of Augusta County Fire Rescue since 2000.

Albemarle County adopted the Virginia Statewide Fire Prevention Code some time ago, possibly in the late 1980's but certainly by 1993. The County charges a fee to offset the costs associated with our prevention programs. Inspections are one aspect of Fire Prevention addressed by the State Code and conducted by our personnel assigned to Fire Prevention. In addition, these personnel handle fire investigations, hazardous materials permits, burn permits, burn complaints, hazardous materials/environmental crime investigations, plans review, juvenile fire setter programs, smoke alarm installations, the car seat safety program, and other community risk reduction/community outreach programs.

**Board Request: Explain the increase in Juvenile courts.**

The County’s share of the Juvenile and domestic Relations Court is increasing \$10,149 or 8.7%. This increase is due primarily to increases in salaries and benefits, including a 2% salary increase, 4.15% increase in retirement, and a 15% increase in health insurance. (They participate in the City’s health care program.) Their operating expenses are decreasing slightly.

**Board Request: Provide additional information regarding the impact of funding the design for the CIP Woodbrook Elementary School Addition/Modernization project.**

The chart below provides information as to the impact of funding the Woodbrook project *design only*. In this model, the design would be funded primarily by borrowed proceeds. The chart shows the cumulative impact to the CIP over the five year period to support the debt service for the borrowing.

We will also provide information as to the impact to the CIP if the County funded both the design and the construction of the Woodbrook project.

<b>Woodbrook ES Addition-Modernization</b>					
<b>Design</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>
CIP					
Borrowed Proceeds	\$ 1,018,921	\$ -	\$ -	\$ -	\$ -
Equity	\$ 65,038	\$ -	\$ -	\$ -	\$ -
Total Project	\$ 1,083,959	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ (79,897)	\$ (79,897)	\$ (79,897)
Cummulative Impact to CIP Balance	\$ (65,038)	\$ (65,038)	\$ (144,935)	\$ (224,832)	\$ (304,729)
CIP Fund Balance	\$ 2,008,779	\$ 2,403,202	\$ 685,129	\$ 2,177,195	\$ 1,076,177

**Board Request: Provide the background reports regarding the CIP-related annual maintenance program industry recommendations.**

Please see the files attached to this e-mail entitled:

- FY17\_Work\_Session\_Follow-Up-Copy\_of\_General\_Govt\_Maintenance\_Benchmarking
- FY17\_Work\_Session\_Follow-Up-Copy\_of\_School\_Div\_Maintenance\_Benchmarks

**Board Request: Please provide the CIP Oversight Committee Recommendation for background information**

Please see the attached file entitled: FY17\_Work\_Session\_Follow-Up-Copy\_of\_FY17OC\_MEMO\_to\_CE

**Board Request: Related to the CIP Transportation Revenue Sharing Program, provide information as to whether FY 16 was the first time the County hadn’t budgeted funds to participate in the matching program.**

No, FY 16 was not the first time the County did not budget funds for the Transportation Revenue Sharing program. The program received no additional funding in FY 10 and FY 11. Beginning in FY 12, the level of funding was based on available revenues, and funding was either included in the Adopted budget or by amendment, pursuant to the Board’s direction. The project received an average of \$1.4M in additional funding per fiscal year during the period of FY 12 thru FY 15.

**Board Request: Please provide additional information about West Street Center**

The West Street Center (WSC) is a proposed residential substance abuse treatment center for women, parenting women and young children. This program would be designed so that families can be kept intact as women work towards recovery in a safe therapeutic residential program. According to the application for funding, a partial year of operational costs in the first year would total \$270,998. The request for funding from Albemarle County for FY 17 is for \$37,500. The budget included in the application lists requested funding from the City at \$37,500 and from other localities at \$25,000. Additional details regarding the funding request is included in the attached funding application submitted by the Region Ten Community Services board.

It is staff's understanding that a site plan has not yet been submitted to construct the facility and that the City of Charlottesville's Recommended FY 17 budget does not include funding for the Center at this time.

Region Ten Community Services Board's request for funding is attached to this e-mail for additional information.

**Additional information on Legal Aid Justice Center's Request:**

The Legal Aid Justice Center currently requests funding through the City/County Agency Budget Review Team (ABRT) process. Their application requests funding for three existing programs and one new program:

- *Civil Advocacy Program* – focuses on multitude of issues - housing, health and mental health services, consumer protection, and public benefits
- *Health Law Initiative* – special focuses on legal (health-related) needs of low-income and elderly community members
- *JustChildren* – represents at-risk kids and organizes parents to be effective youth advocates
- *New Request for Initial Funding: The Immigrant Youth Project (IYP)* — funding would help young refugees who have recently fled violence in Central America attain permanent legal status.

According to ABRT report, Legal Aid Justice Center's total projected budget for FY 17 is \$4.5M. They requested a total of \$68,375 from the County and \$108,288 from the City for FY 17 to support the four programs listed above. Based on ABRT's recommendation, the County's FY 17 Recommended Budget includes \$11,700 for the Legal Aid Justice Center, which is a \$27,000 decrease from the amount included in the current budget.

According to the ABRT Report, the ABRT recommended funding at the "solid" level for the Health Law Initiative, however, the ABRT did not recommend funding for the Civil Law program, or the newly requested JustChildren program based on their scoring system. The Immigrant Youth Program is a new program funding request in FY 17, and is not recommended for funding by the ABRT.

Please see page 33 of the ABRT February 2016 Report provided in your binder for further details.

**Board Request: Provide information regarding the following salary increase scenarios for General Government and the School Division:**

**a) What is the impact if all General Government and School Division staff salaries were not increased in FY 17?**

- Financial impact:
  - General Government –The gross cost of offering a 2% salary increase in FY 17 for General Government staff is \$960,000.
  - School Division - The cost of offering a 2% salary increase for all School Division employees, including teachers and classified employees, is \$2.4M. The cost of offering a 2% salary increase for just the School Division classified staff is \$774,000. The cost of FY17 partial year salary compression funding is \$271,000.
  
- Other impact considerations:
  - Compensation would fail to keep up with our adopted market
  - If market moves, as expected, The County would need to consider a larger increase in FY 18 to catch up.
  - Would likely escalate a pre-existing salary compression issue which affects our ability to attract high quality applicants
  - May impact employee turnover
  - Selected 2% salary increases for certain groups (teachers, for example) would create internal inequities and impact employee morale

**b) What is the impact if all General Government and School Division administrators' salaries were frozen for FY 17?**

- Financial impact:
  - General Government - could reduce the budget by \$44,000 by eliminating salary increases for members of the Leadership Council (membership includes Department Heads and County Executive leadership staff). This number includes salaries and the associated benefits.
  - School Division - The cost for offering a 2% increase in salaries for employees that are the equivalent to those who serve on the General Government's Leadership Council is approximately \$103,700. This includes the salary increase of \$86,400 and the associated benefits of \$17,300.
  
- Other impact considerations:
  - There is no clear pre-defined "administrator" designation. There are supervisors in the organization at many different pay grades.
  - If a specific salary level would be used as a determination of whether a raise was provided or not, this would include many different positions in the organization.
  - Our salaries for higher-level positions are generally in line with those in our adopted market. These positions are typically filled utilizing a national search process, so keeping salaries at market is important.
  - Would likely escalate pre-existing salary compression issues.
  - For some, depending on their choice of health care coverage, there would be health premium increases with no offsetting salary increase resulting in a decrease in take home pay.



**c) What is the impact of delaying the 2% salary increase six months for local government, for schools, for both?**

- Financial impact:
  - General Government – the half year costs for General Government would be \$480,000.
  - School Division – The half year costs for School Division salaries would be approximately \$1.2M.
- Other impact considerations:
  - There was a significant administrative burden to implement the 3 month delay in FY16 and the same would be true for an FY17 delay.
    - Notably, 10 and 11 month school employees required individual manual calculations
  - For some, depending on their choice of health care coverage, there would be an added impact of employee health premium increases with a delayed compensation increase.

**Board Request: Does staff have data available for other counties that would be comparable to the data included in the chart that displays the County’s General Government Position Trends per 1,000 in population? (see chart in the FY 17 Recommended Budget on page 82)**

OMB staff completed a benchmark analysis of this information for FY 15. The range for the counties of Hanover, James City County, Roanoke, Spotsylvania, and Stafford in FY 15 ranged from a low of 5.5 per 1,000 for Stafford and to a high of 10.3 per 1,000 for James City County. This benchmark comparison is problematic, however, due to the different ways jurisdictions classify their positions. For example, Stafford County’s calculation did not include 119 Parks & Recreation positions that they assume to be temporary. Part-time and full-time positions were also treated differently by different jurisdictions in their position counts which affects their total position counts.

**Board Request: Please provide information on the public outreach that is conducted for Tax Relief for the Elderly and Disabled.**

Annually, the Finance Department mails applications for Tax Relief to those property owners who received tax relief during the previous tax year. They also send applications to the Department of Social Services, the Senior Center, and to the JMRL Library which distributes the information to their branches. Board members have also shared their application at their public meetings. This year, the Finance Department intend to make applications available at the upcoming budget public hearings and community meetings on the budget. The application is also available on the County’s website.

<http://www.albemarle.org/departments.aspx?department=finance&relpage=3265>

FY 17 Budget Work Session Follow Up 03

**Board Request: Provide a list of the unfunded General Government requests for new positions in FY 17 (ranked by departments)**

See chart below:

Department	Dept Priority	Submittal	FY 17 Net Cost	Number of Positions (FTE)
<b>Commonwealth Attorney</b>	<b>1</b>	Assistant Commonwealth Attorney & Legal Services Assistant	158,299	2.00
<b>Commonwealth Attorney Total</b>			<b>158,299</b>	<b>2.00</b>
<b>Community Development</b>	<b>1</b>	Planner	73,417	1.00
	<b>2</b>	Records and Imaging Technician	65,671	1.00
	<b>3</b>	Building/Zoning Violation Clean-Up	50,000	0.00
	<b>4</b>	Master Plan Support	82,220	1.00
	<b>5</b>	Bonds Management Engineer	108,178	1.00
	<b>6</b>	Historic Resources Planner	82,220	1.00
	<b>7</b>	Rural Area Support	82,220	1.00
	<b>8</b>	Zoning Area Recodification	199,727	2.00
<b>Community Development Total</b>			<b>743,653</b>	<b>8.00</b>
<b>County Attorney's Office</b>	<b>1</b>	Assistant County Attorney	143,618	1.00
<b>County Attorney's Office Total</b>			<b>143,618</b>	<b>1.00</b>
<b>Economic Development</b>	<b>1</b>	Upgrade Office Associate IV Position - Convert to Full Time	36,863	0.50
<b>Economic Development Total</b>			<b>36,863</b>	<b>0.50</b>
<b>Facilities and Environmental Services</b>	<b>1</b>	Custodian	66,258	1.00
	not rated by dept.	Sustainable Materials Management Coordinator	78,912	1.00
<b>Facilities and Environmental Services Total</b>			<b>145,170</b>	<b>2.00</b>
<b>Finance</b>	<b>1</b>	Senior Accountants	134,935	2.00
	<b>2</b>	Contract Specialist	59,821	1.00
<b>Finance Total</b>			<b>194,756</b>	<b>3.00</b>
<b>Fire Rescue</b>	<b>1</b>	Pantops Ambulance Staffing - Partial Year	123,229	1.25
	<b>2</b>	Fleet Maintenance Supervisor	154,088	1.00
	<b>3</b>	Assistant Fire Marshall	112,550	1.00
	<b>4</b>	Daytime Battalion Chiefs	193,783	1.00
	<b>5</b>	Emergency Medical Services (EMS) Instructor	143,141	1.00
	<b>6</b>	Volunteer Office Associates	71,754	1.50
<b>Fire Rescue Total</b>			<b>798,545</b>	<b>6.75</b>
<b>Human Resources</b>	<b>1</b>	Human Resources Specialist II	15,788	1.00
	<b>2</b>	Diversity and Inclusion Generalist	56,296	1.00
	<b>3</b>	Total Compensation Statement Benefits Software	25,000	0.00
<b>Human Resources Total</b>			<b>97,083</b>	<b>2.00</b>
<b>Information Technology</b>	<b>1</b>	Office Associate IV/Help Desk Analyst	57,226	1.00
	<b>2</b>	Systems Analyst - Human Services	81,448	1.00
	not rated by dept.	Enterprise Records Manager	93,080	1.00
<b>Information Technology Total</b>			<b>231,754</b>	<b>3.00</b>
<b>Parks and Recreation</b>	<b>1</b>	Assistant Director	90,936	1.00
<b>Parks and Recreation Total</b>			<b>90,936</b>	<b>1.00</b>
<b>Police</b>	<b>1</b>	Police Officers - Squad Based	156,495	1.00
	<b>2</b>	Detective - Organized Crime	138,570	1.00
	<b>3</b>	Problem Oriented Policing (POP) Officers	314,755	2.00
	<b>4</b>	Civilian Records Clerk	52,544	1.00
	<b>5</b>	Civilian Animal Control Supervisor	138,263	1.00
	<b>6</b>	Body Worn Camera Program	246,631	2.00
	<b>7</b>	Civilian Training Coordinator	79,559	1.00
<b>Police Total</b>			<b>1,126,817</b>	<b>9.00</b>
<b>Social Services</b>	<b>1</b>	Language Assistance Coordinator	55,840	1.00
	<b>2</b>	Adult Benefits, Social Services Specialist I	36,759	1.00
	<b>3</b>	Foster Care Adoption Services Specialist	56,045	1.00
	<b>4</b>	Adult Benefits Eligibility Worker	47,263	1.00
	<b>5</b>	Service Intake Unit	114,057	2.00
	<b>6</b>	Adult Family Services Specialist	23,709	0.50
	<b>7</b>	Bright Stars Classroom	115,233	3.00
<b>Social Services Total</b>			<b>448,906</b>	<b>9.50</b>
<b>Grand Total</b>			<b>4,216,400</b>	<b>47.75</b>

**Board Request:** Confirm whether the transfer to CIP for FY 16 would have been \$5K without to the additional dedicated portion of a penny increase on the real estate tax rate in that year.

Yes, per the [FY 16 Recommended Budget CIP Chapter page 226](#), the net transfer to CIP for FY 16, prior to the additional dedicated portion of a penny increase on the real estate tax rate that year, was projected to be \$5K.

**Board Request:** Please provide what the transfer to CIP would have looked like, historically, without additional dedicated revenue.

Below is a five-year summary which displays the Adopted Budget General Fund Transfer to Debt and CIP, the amount of the tax rate increase that was dedicated to the CIP, and what the General Fund Transfer to CIP would have been without the additional dedicated revenues.

	FY 12	FY 13	FY 14	FY 15	FY 16
Adopted General Fund Transfer					
Debt	\$ 16,865,275	\$ 15,461,301	\$ 16,381,885	\$ 18,508,218	\$ 18,497,589
CIP	\$ 811,582	\$ 3,047,383	\$ 2,620,175	\$ 1,680,497	\$ 1,471,155
Total General Transfer to Debt/CIP	\$ 17,676,857	\$ 18,508,684	\$ 19,002,060	\$ 20,188,715	\$ 19,968,744
Tax Rate Increase Dedicated to CIP	\$ -	\$ 720,000	\$ -	\$ -	\$ 1,367,325
General Fund Transfer to CIP Without the Dedicated Revenue	\$ 811,582	\$ 2,327,383	\$ 2,620,175	\$ 1,680,497	\$ 103,830

**Board Request:** What would the financial and operational impact be of reducing the Engine at Station 15 (Engine 151) and Rescue 8 (Medic 8) to daylight only shifts (M-F 6am – 6pm) and replacing employees during this time period with volunteers?

Staff has completed an initial analysis of the impact, financially and operationally, that this decision would have on Fire Rescue services. This is a preliminary analysis directly addressing the question posed. Full analysis of the impact of such a decision, alternatives, and a significant discussion with volunteer chiefs and members would need to occur prior to implementing any drastic cuts to the Fire Rescue System.

To ensure there would be enough coverage for weekends and evenings, based on their experience, the Fire/Rescue Department estimates that this would require the recruitment of 80 additional volunteers *over and above* the current volunteer recruitment and retention efforts. Meeting this target would be unlikely. If it were to be achieved, there could be a potential savings of \$624,000 per year. In the first year that this number of volunteers are recruited and stabilized, the savings is estimated to be approximately \$170,000 due to the impact of startup costs for training, recruitment and turnout gear for volunteers.

If there were to be a reduction in the number of personnel and the recruitment of those 80 volunteers *over and above the current volunteer efforts* is not successful, there is estimated to be a net cost increase of \$10,000. Any cost savings from reduced personnel will be more than offset by increased costs for the City of Charlottesville Fire Contract, increased support for the Charlottesville Albemarle Rescue Squad (CARS), and lost EMS Cost Recovery revenue. This will also adversely impact response times, the assurance of advanced life support services are provided, and home insurance rates as discussed in the following analysis.

See additional details below:

Costs of Current Model

Eliminating night and weekend career shifts for Engine 151 and Medic 8 could result in the elimination of 9 FTEs – 4 Captains and 5 firefighters. Any other budget reductions would be negligible as all equipment and other operating costs would still be needed for daylight shifts and to support the volunteers providing the night & weekend service.

Volunteer Recruitment – Challenges and Costs

Given the challenges to recruiting volunteers that all fire & EMS departments are experiencing, it is unlikely that Albemarle County Fire Rescue (ACFR) would be able to recruit and retain enough volunteers to fully staff Engine 151 and Medic 8 nights and weekends. From January 2012 – December 2015, ACFR and volunteer agencies have recruited an average of 95 new volunteers per year. The system loses 90-100 volunteers every year due to turnover, so these new volunteers only allow the agencies to maintain a static number of overall volunteers (about 450 for the system.) Further, recruitment efforts for this cause would adversely impact the surrounding volunteer organizations by competing for the same volunteer human resources they rely on to fill their ranks. Recent recruitment efforts have centered on the idea that all volunteerism is local – in order to achieve these numbers, the County would have to deviate from this philosophy.

In order to continue to provide the night and weekend service at both stations without career staff, ACFR would need to recruit, outfit, and train an additional 80 volunteers. Assuming this goal is achievable, such an aggressive campaign is estimated to take at least 5 years and the new volunteers would require significant funds (estimated at \$453,540) to recruit, outfit, and train the volunteers.

Volunteer Startup Costs	
PPE and Uniforms Costs, new volunteer - \$3,638 (each)	\$291,040
Marketing	\$20,000

Paramedic class (\$4,750 each, 30 volunteers)	\$142,500
<b>Total</b>	<b>\$453,540</b>

Additionally, in order to maintain a cadre of medics available to staff the engine and medic, ACFR would need to send an average of 7 volunteers per year to paramedic class. Estimated annual costs are as follows:

Annual Volunteer Costs	
Paramedic class (\$4,750 each, 7 volunteers)	\$33,250
PPE and Uniforms Costs, annual maintenance	\$29,100
LODA (\$70, per volunteer, 80 volunteer)	\$5,600
Health Services (physicals - \$375 per volunteer)	\$30,000
<b>Total</b>	<b>\$97,950</b>

Operational Impact to Fire System and Residents

Though recruiting and training 80 new volunteer positions would be unlikely, there would be an operational impact in the meantime if the 9 positions were eliminated in the first year. The level of service in the respective first due areas for each station and throughout the County would be impacted. The service currently provided nights and weekends by both stations would need to be provided in some way by other existing resources until the volunteers are recruited, trained, and released at various levels (Firefighters, EMS providers, Drivers, and Officers). The impact this would have on the entire system is as follows:

Medic 8 serves the northern corridor (the most populated area of the County) and is the busiest ALS ambulance in our Fire Rescue system, responding to about 2,500 calls for service annually.

If Medic 8 were only staffed Monday – Friday from 6 am – 6pm:

- About 1,400 calls for service would shift to other agencies - mainly to the Charlottesville Albemarle Rescue Squad which recently requested staffing assistance from the City because of a volunteer shortage. The system cannot absorb 1,400 calls; doing so would result in the queuing of emergency calls and an increase in response times throughout the County as units move out of their first due areas to cover calls in neighboring districts.
- Response times to Neighborhoods 1 and 2 and the rural areas would be estimated to increase by about 2:00 minutes and there is no assurance that advanced life support services would be provided by volunteer agencies.
- Because the majority of transports no longer covered by Medic 8 would be done by a non-billing agency, the County will forgo about \$263,700 in annual revenue from EMS Cost Recovery. This estimate is based on a revenue of \$293/transport for approximately 900 billable transports per year.

The Ivy station (Station 15) was opened to sustain the basic level of fire rescue services in the development area west of the City (i.e. – Neighborhood 6), to address service needs in Ivy (the most densely populated rural area), and to position County resources to establish a long term mutual aid agreement between the City and County. The Ivy Engine (Engine 151) currently runs approximately 900 calls a year, 450 of which occur on nights and weekends.

If Engine 151 were only staffed Monday – Friday from 6 am – 6pm:

- Response times to Neighborhood 6 and the rural areas would be estimated to increase by about 4:00 minutes or more and there is no assurance that advanced life support services will be provided by City Fire.
- The County’s new ISO rating of 3 would likely increase which would impact all County residents. About 750 homes in the Ivy area would be impacted more significantly than homes throughout the County as they would no longer have a fire engine within 5 miles of their homes during night and weekend hours. Some Ivy residents may have their homeowner’s insurance canceled.

- About 450 calls for service would be estimated to shift to the City. Under the current City/County Fire Service Agreement, the estimated cost to provide this lower level of service is about \$378,750 annually and would be in addition to the \$190,000 that is currently budgeted for FY17.