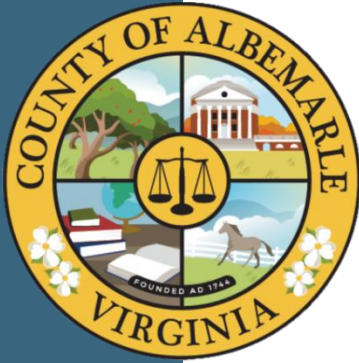


Five-Year Financial Plan



Timeline

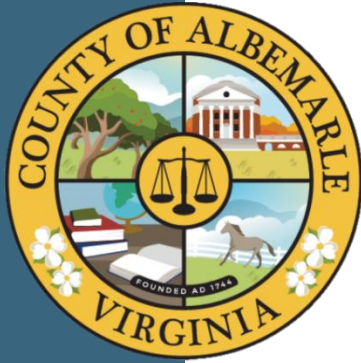
- Oct 4 Economic Outlook Report presented by Dr. Sheryl Bailey
- Nov 1 County Transit Analysis: Phase 1
- Nov 15 [Five-Year Financial Plan work session](#)
- Dec 6 Five-Year Financial Plan work session, with School Board
- Dec 13 Five-Year Financial Plan work session



Desired Outcomes

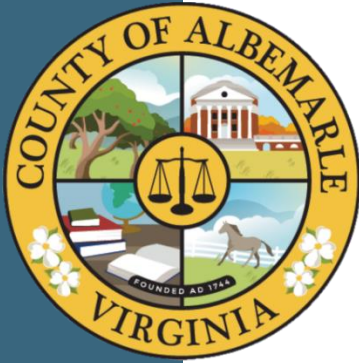
Inform the Board of Supervisors on long-range planning assumptions and the proposed plan's alignment with Strategic Priorities

Board of Supervisors provide initial feedback to financial plan



Agenda

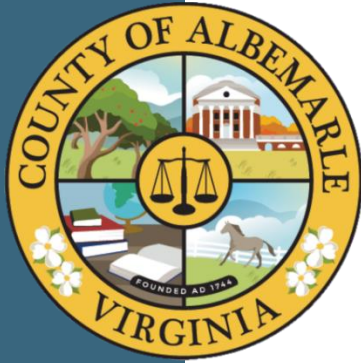
1. Review of revenue and expenditure assumptions and alignment with Strategic Plan
2. Scenarios for Consideration
3. Board discussion



Questions for Discussion

Responses to plan and assumptions:

- What does the plan do well?
- What did you expect to see, but didn't?
- What areas require additional information?



Introduction: Long-range Financial Planning

Part of County's adopted Financial Management Policies

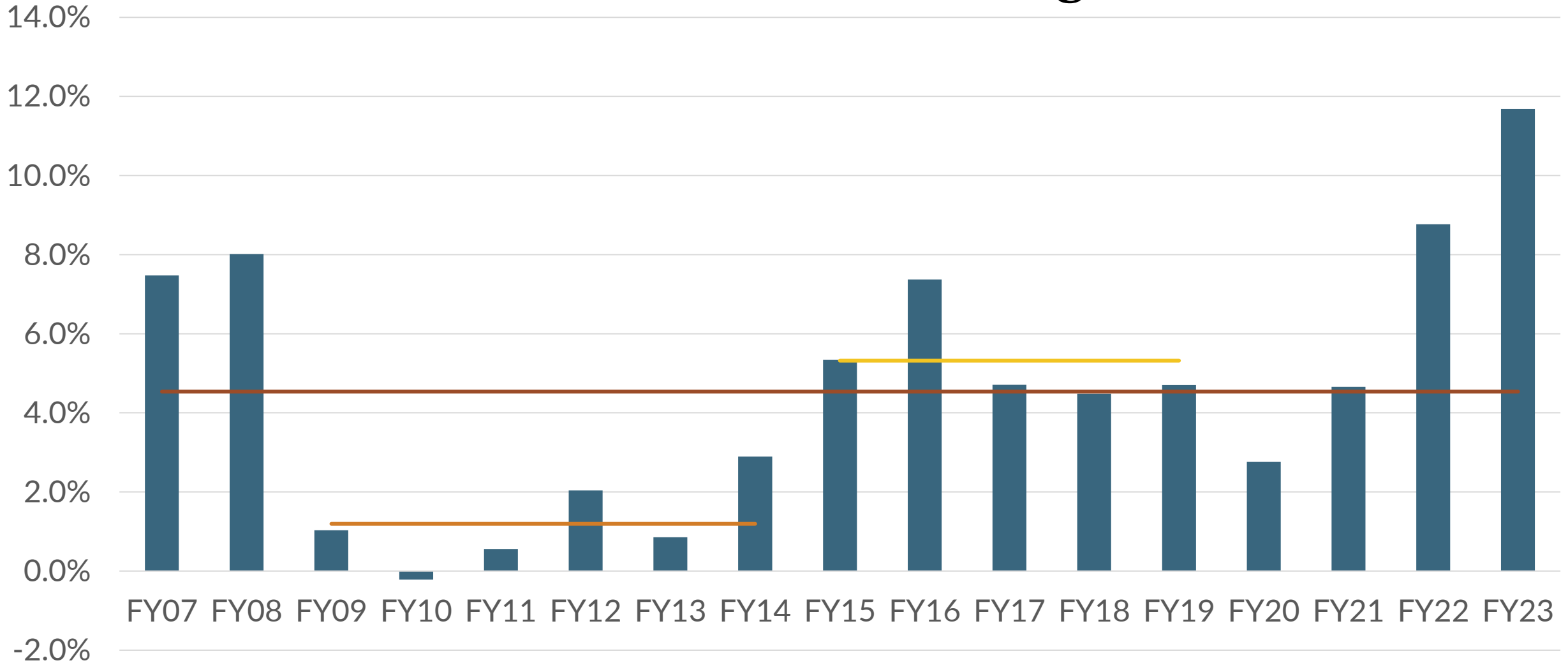
Consideration for:

- Impacts of both the operating and capital budgets
- Long-term strategy or policy discussions to shape the future

Framework for annual budget development processes

Assumptions based on best information available *as of today*

General Fund Revenue Growth Changes, FY 07 – 23

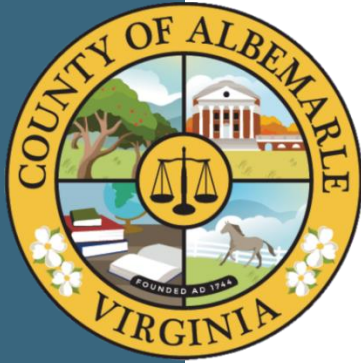


■ Year-to-Year % Change

— Average - All years

— Average - Great Recession & Initial Recovery

— Average - Post Initial Recovery to Pandemic

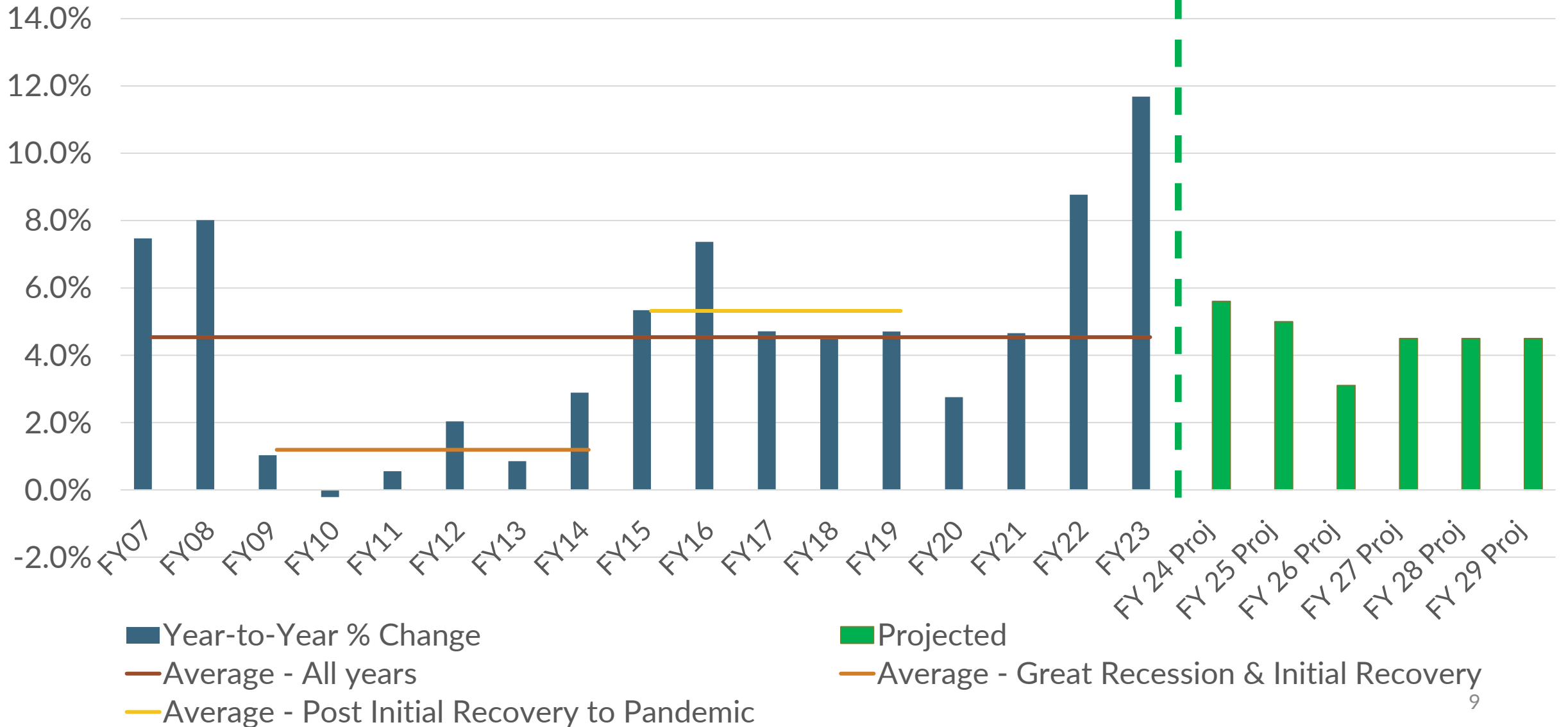


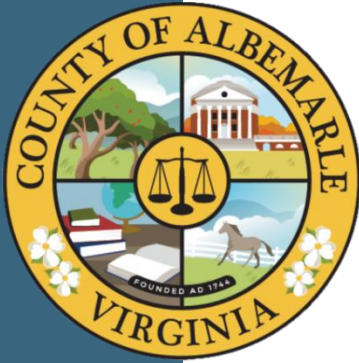
Recap: Oct 4 Economic Outlook Report

- Albemarle's Economy
 - Strong, generally follows state & national trends
- National economy
 - Cooling compared to rebound from the pandemic recession
 - Indicators continue to be mixed
- *"...prudent for Albemarle County to likewise anticipate a continued economic cooling given its history of generally following state and national economic trends..."*

General Fund Revenue Growth Changes, FY 07 - 23

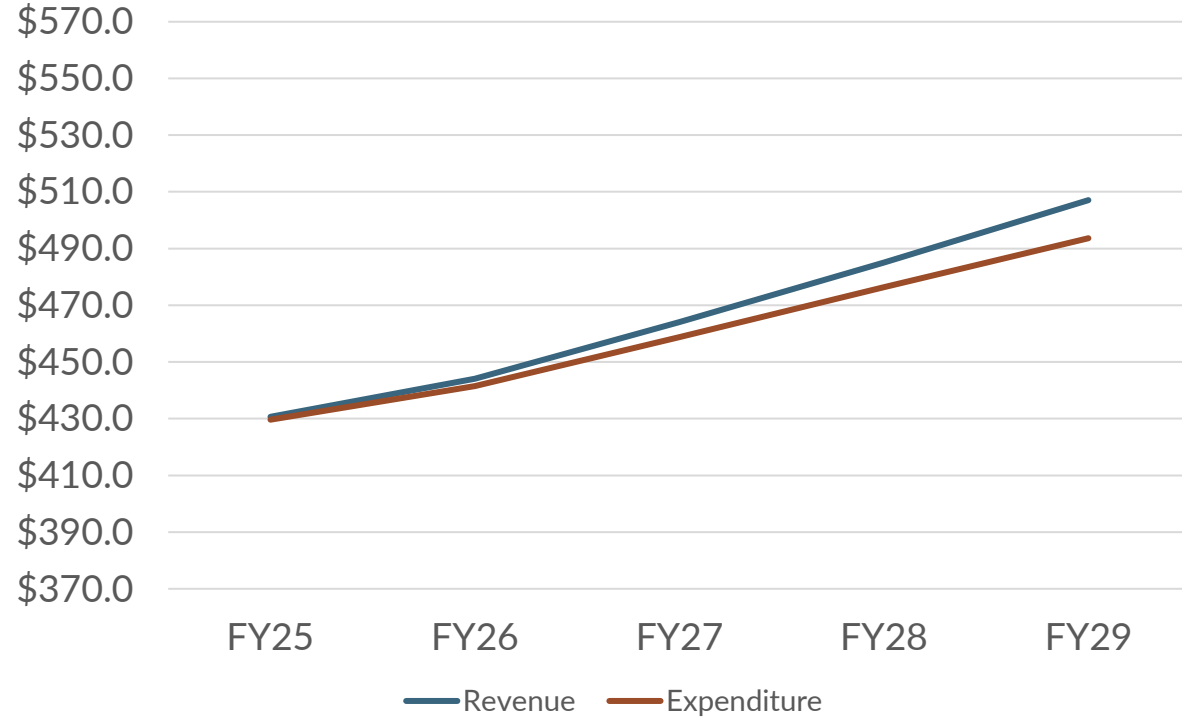
+ FY 24-29 Projection





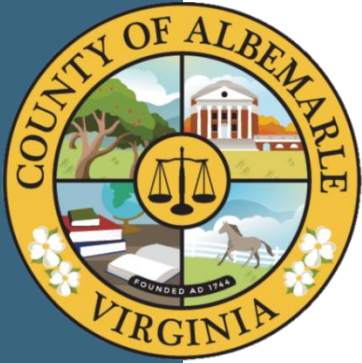
Five-Year Revenues & Expenditures

Includes only mandates & obligations



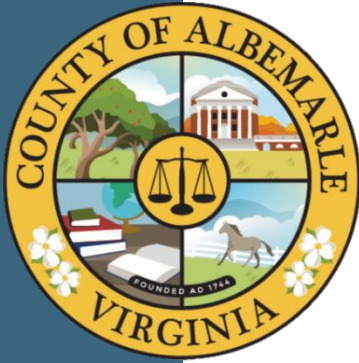
Provides funding to Capital & Debt and School operations based on allocation of local tax revenue formula

Percentage Gap	0.2%	0.6%	1.2%	1.8%	2.7%
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Expenditure Assumptions



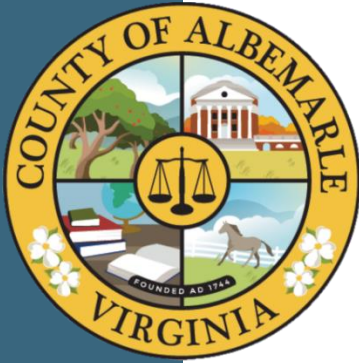


Goal 6: Workforce & Customer Service

Implement a total compensation structure that makes us highly competitive compared to other employers.

Implement a comprehensive staff development and wellness program to retain highly qualified staff.

- Continuation of classification and compensation study implementation
 - *Market changes*
 - *Recruitment realities*
 - *State action*

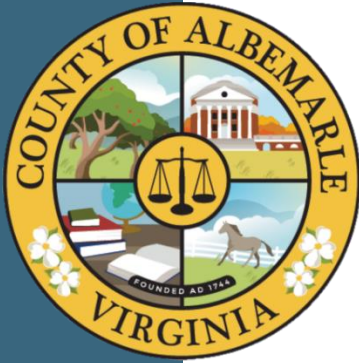


Goal 6: Workforce & Customer Service

Implement a total compensation structure that makes us highly competitive compared to other employers.

Implement a comprehensive staff development and wellness program to retain highly qualified staff.

- Continued
 - Market Based Compensation Strategies
 - New positions in each year for core services (e.g. positions/services that can't easily be re-engineered)
 - Health Care increases
 - Employee Health Clinic



Goal 6: Workforce & Customer Service

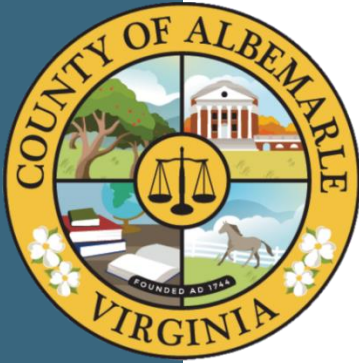
Modernize business processes and technology to transform customer service demands.

- Current and new operating funding for Core Systems Modernization

Implement office space planning and strategies with a focus on improved customer service, efficiency, and employee wellness.

Recent New Funding

- County Office Building space utilization programming and space renovations



Goal 1: Safety & Well-Being

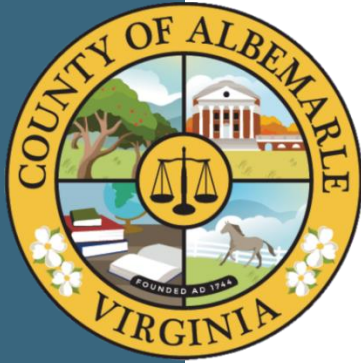
Support community safety through highly responsive services.

Recent New Operational Funding

- Community Response Team (HARTS Team)

New Funding (*FY25-29 Five Year Plan*)

- ACRJ Renovation
- Blight Remediation
- Court Facilities Addition/Renovation



Goal 1: Safety & Well-Being

Enhance and develop human services initiatives to assist community in accessing existing resources.

Recent New Operational Funding

- Emergency Assistance
- Human Services Positions

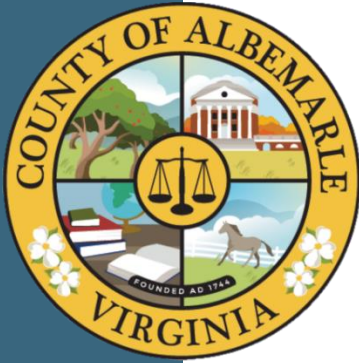
New Funding (*FY25-29 Five Year Plan*)

- ABRT Human Service Priority Areas

Develop County wide public safety long range plan to include emergency preparedness and response

New Funding (*FY25-29 Five Year Plan*)

- FEMA SAFER Grants
- Fire Rescue Long-Range Planning



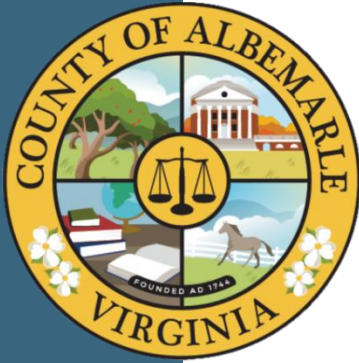
Goal 2: Resilient, Equitable & Engaged Community

Develop tools for integrating climate action and equity into programs and services.

Implement the Climate Action Plan.

- Recent New Operational Funding
 - Climate Action Plan implementation

Related: Northern Convenience Center & Baler Facility Operational Funding



Goal 2: Resilient, Equitable & Engaged Community

Foster community partnerships and engagement around county priorities.

Implement stream health initiatives.

- Recent New Operational Funding
 - Stream Health: Contractual support

Identify and mitigate community risk while building, sustaining, and validating the community's capability to respond to and recover from disasters and other natural threats.



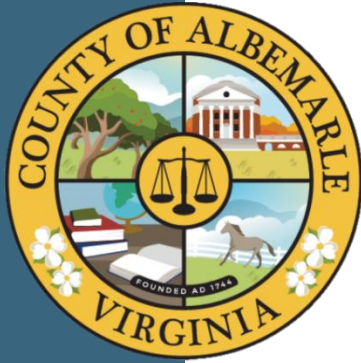
Goal 3: Infrastructure & Placemaking

Deploy county-wide communications through Broadband programming

- Recent New Operational Funding
 - Broadband initiatives

Ensure that long range water and wastewater plans are in alignment with our development goals by partnering with Rivanna Water Sewer Authority and the Albemarle County Service Authority.

- Additional RWSA and ACSA information available online



Goal 3: Infrastructure & Placemaking

Determine the level and extent of services necessary to create a public works department for enhanced maintenance of public rights of way and other infrastructure of public use.

Recent New Operational Funding

- Street Sweeper operations
- Entrance Corridor/Right of Way Programming

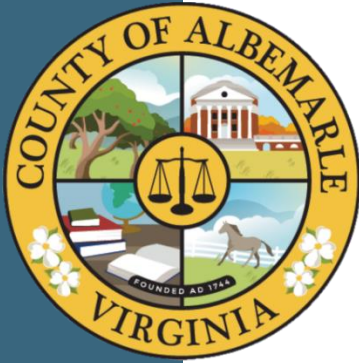
Implement long-range plans to embrace multimodal connectivity

Recent New Funding

- Transportation Leveraging Program Funding

New Funding (FY25-29 Five Year Plan)

- Transit impacts of existing service and micro-transit



Goal 4: Quality of Life

Develop AC44 Comprehensive Plan updates and Zoning modernization.

Recent New Operational Funding

- Continued Development of AC44 Comprehensive Plan

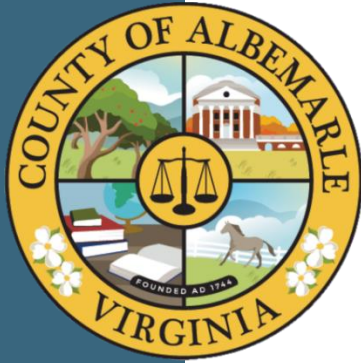
Update Project Enable to include County's role in Economic Development.

Recent New Funding

- Economic Development Fund
- Rivanna Futures

New Funding (*FY25-29 Five Year Plan*)

- Ongoing funds for Economic Development Fund



Goal 4: Quality of Life

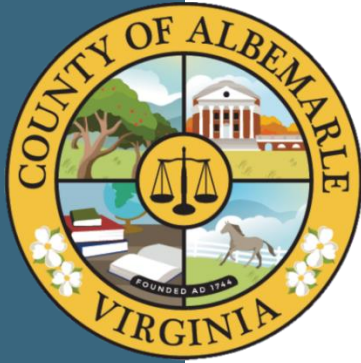
Implement Housing Albemarle.

Recent New Operational Funding

- Housing Fund and ARPA and programs funded from it since April 2022
- New Housing Positions

New Funding (*FY25-29 Five Year Plan*)

- Ongoing funds for Housing Fund



Goal 4: Quality of Life

Integrate parks planning with multi-modal transportation planning across the County.

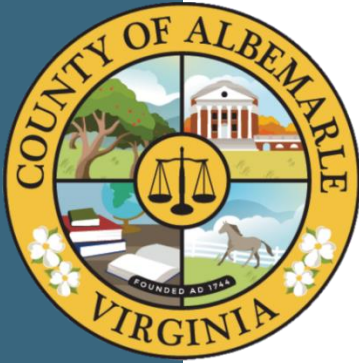
Enhance overall access to parks and recreational opportunities with an emphasis on urban neighborhoods.

Recent New Operational Funding

- Eastern Maintenance Crew

New Funding (FY25-29 Five Year Plan)

- Biscuit Run
- Rivanna Village
- Athletic Fields



Goal 5: Education & Learning

Collaborate and provide support for the Albemarle County Public Schools Strategic Plan.

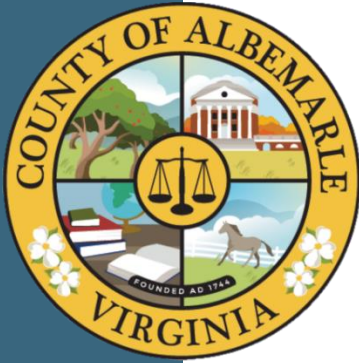
Foster partnerships with CATEC, PVCC and UVA to advance our workforce pipeline, economic development, and affordable housing goals.

Provides funding to School operations based on allocation of local tax revenue formula

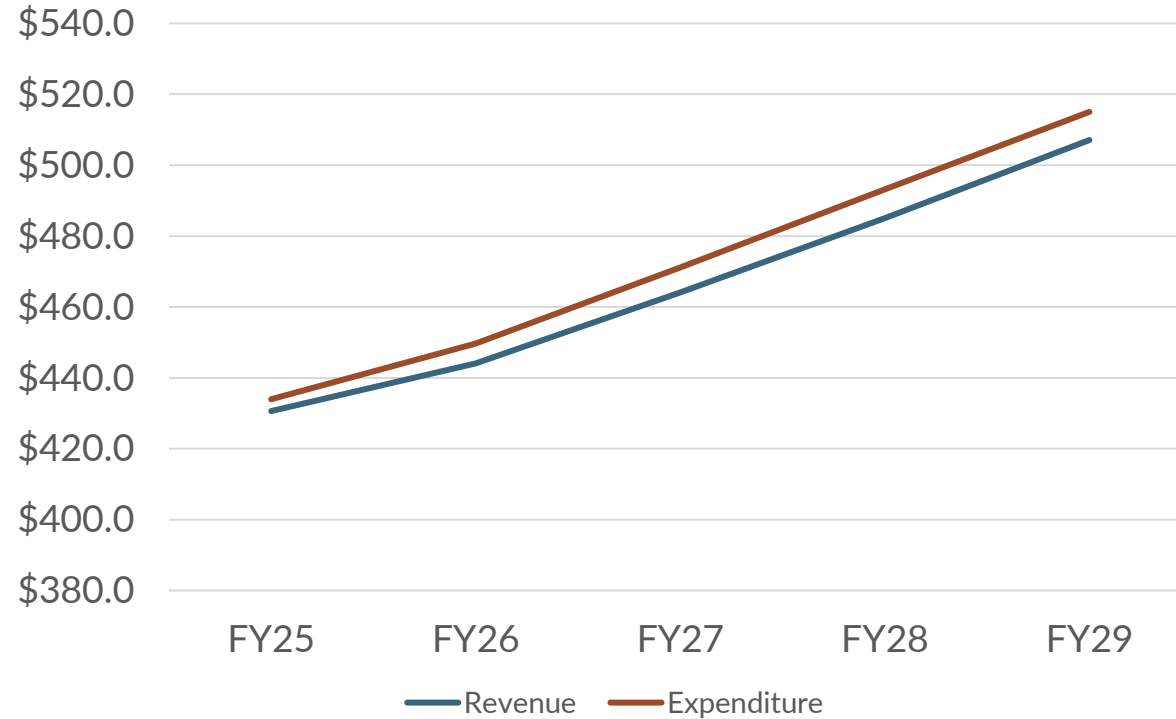
Included in the Adopted FY 24-28 CIP for Public Schools:

- High School Capacity Project
- Two Elementary Schools
- School Renovations

December 6 meeting with School Board



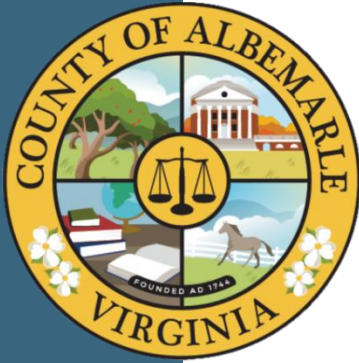
Five-Year Revenues & Expenditures



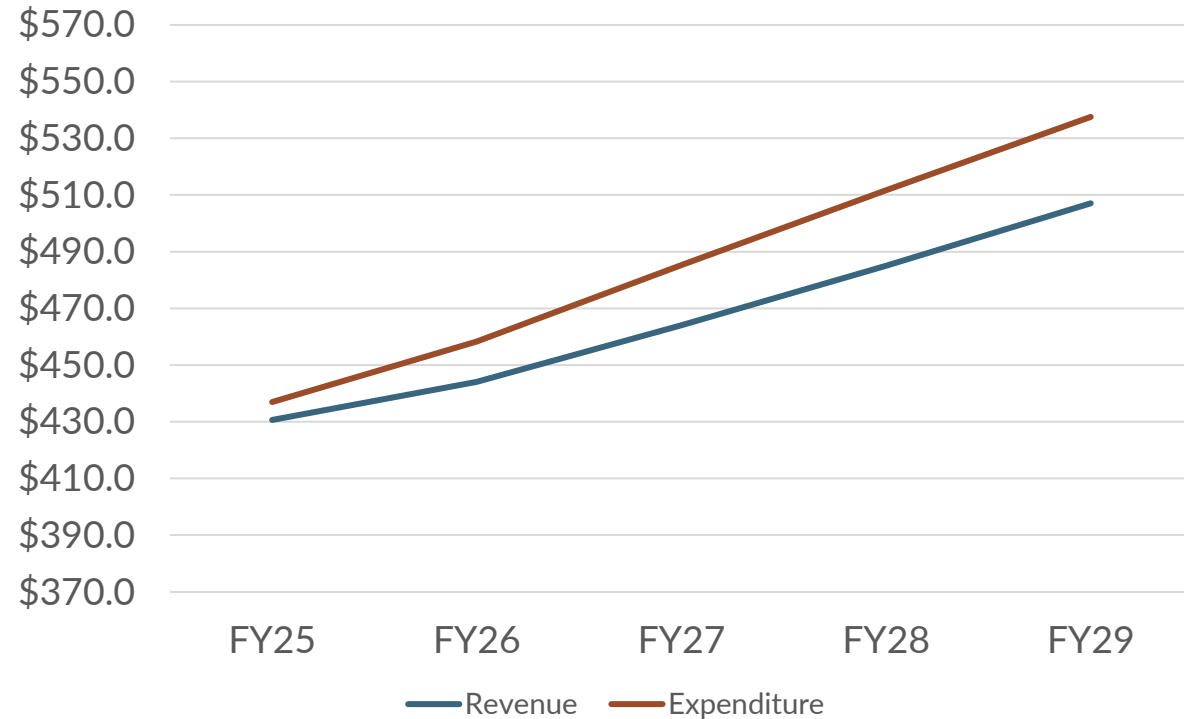
Includes:

- Mandates and obligations
- Board supported Strategic Plan alignment
- Inflationary based compensation strategies
- Position growth below per capita ratio

Percentage Gap	(0.8%)	(1.3%)	(1.5%)	(1.7%)	(1.6%)
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Five-Year Revenues & Expenditures



Includes:

- Market based compensation strategies
- Fire/Rescue long range planning
- Maintaining FTE per capita ratio

Percentage Gap	(1.5%)	(3.2%)	(4.6%)	(5.5%)	(6.0%)
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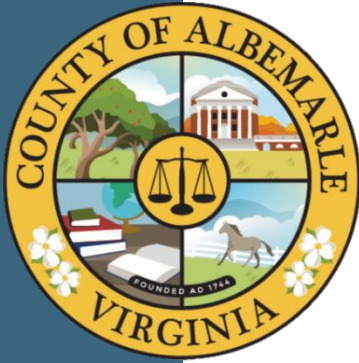


Next Steps

Dec 6 – Joint Meeting with School Board
CIP

Dec 13 – Continued County Government
Tax Relief for the Elderly and Disabled
Workforce Stabilization

- Market based compensation strategies
- Fire/Rescue long range planning



Questions for Discussion

Responses to plan and assumptions:

- What does the plan do well?
- What did you expect to see, but didn't?
- What areas require additional information?