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Commonwealth's Attorney	The Honorable Denise Lunsford; Stacey Trader
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Thomas Jefferson Health District	Dr. Lilian Peake; Tara Blackley; Dana Chadwell



BUDGET MESSAGE

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 Board of Supervisor's Adopted Fiscal Year 2012/2013 combined capital and operating budget totaling \$313,999,008. This budget is balanced on an equalized tax rate of 76.2¢, resulting in no tax increase for the average homeowner for the fourth year in a row.

Albemarle County continues to respond to the urgent challenge of managing our financial resources within serious constraints by focusing on core services and finding innovative solutions to reduce expenses and create long-term effectiveness, efficiency, and stability. This budget demonstrates our continued strong commitment to fiscal restraint and accountability. General government per capita staff levels in this budget are at the same level as they were in FY 00/01. The real estate tax burden has not increased for the average homeowner for the fourth year in a row and in fact was reduced for two of those four years. The total adopted FY 12/13 budget is less than our FY 08/09 budget despite growth in population and in mandates and obligations since that time. This budget follows established financial policies that assured reaffirmation of Albemarle's AAA bond rating within the last several months and created additional capacity for our capital program.

After several years of adjusting and restructuring to meet the new economic reality, our County is demonstrating its resiliency in positive ways despite the potential challenges we still face. While conditions are not yet completely stable, we see hopeful signs of recovery that compel us to think proactively and make choices that move the County forward after several years of holding the line in reaction to the economic downturn. This budget meets our obligations and stresses high performance governmental practices but also invests in the County's future in ways that we have not been able to do since the recession began. This investment is not in new programs or enhanced services but rather supports the future quality and availability of basic government services such as public safety which could begin to deteriorate without additional resources.

In looking to the future, the Board of Supervisors recently adopted a new vision statement and strategic priorities that guide funding decisions in this budget. The Board also directed that this budget be built on an equalized tax rate with one-half penny dedicated to the Capital program. This keeps taxes flat for the average homeowner in 2012 while also supporting positive steps forward.

It is important to understand how this modest investment in the future is possible while tax bills for the average homeowner will remain flat. The Board received preliminary revenue projections during the Five-Year Financial planning process last fall. While we are a long way from regaining revenue levels experienced prior to the recession, we are encouraged that several local revenue sources like sales tax, meals tax and lodging tax have improved beyond those preliminary projections. We are actively implementing a strengthened tax delinquency collections process that will yield additional revenues. The Board's decision to implement EMS collections across the County is a new source of revenue as well.

This budget relies on the concepts of progress and opportunity to use our resources wisely and effectively in building the future of Albemarle County.

We define progress as steady advancement in overcoming challenges and achieving our community's priorities. In the past year, our community's progress is evident in milestones like the opening of the new Martha Jefferson Hospital, groundbreaking for the Shops at Stonefield, completion of the Georgetown Road improvements and opening of the County's portion of the John W. Warner Parkway. Looking ahead, this budget advances us towards our strategic priorities by strengthening our core services of public safety and financial management, providing additional support to our capital program, providing more funds for schools and supporting our transforming workforce.

We define opportunity as finding new approaches that take advantage of possibilities for positive change. In 2011 we opened two new County parks thanks to volunteer support, recognized the success of the first 10 years of the ACE program thanks to local easement partners, opened the Monticello Artisans Trail to provide a new economic outlet for agribusinesses and leveraged \$100,000 in state economic development funds. Looking ahead, this budget relies on innovation and continuous improvement of our operations to aggressively pursue new revenue sources and establish partnerships that save money and improve service.

One Organization Committed To Excellence. One constant for Albemarle County local government is our strong focus on a business model of high performance that stresses excellence and supports operational sustainability over the long term. Our efforts to transform the organization reflect a fundamental shift in how we approach the business of providing local government services. This budget supports our evolution by investing new resources in core service areas while continuing to reduce expenditures and eliminate positions in areas defined as less critical. The budget reflects a revised approach to agency funding that prioritizes core services and follows Agency Budget Review Team guidance in supporting agencies that have demonstrated effective performance and provide critical community services.

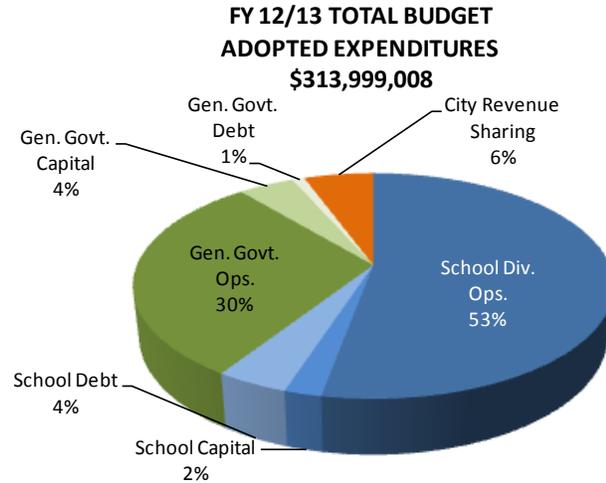
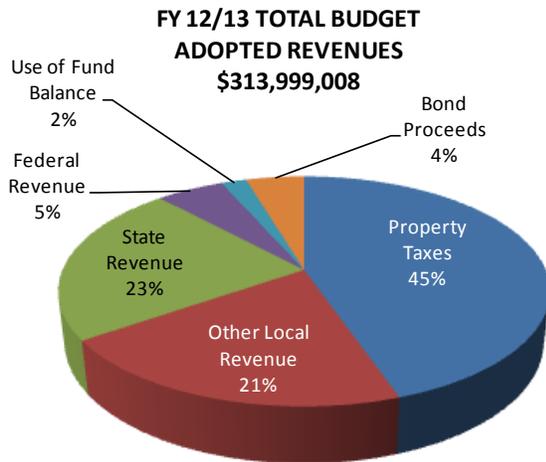
In preparing this budget staff relied on the following goals in making decisions and recommendations for your consideration regarding the coming fiscal year:

- *Fund obligations and commitments*
- *Support continued organizational transformation and sustainability*
- *Invest in strategic priorities and position the County for the future*

BUDGET OVERVIEW

ALL FUNDS SUMMARY

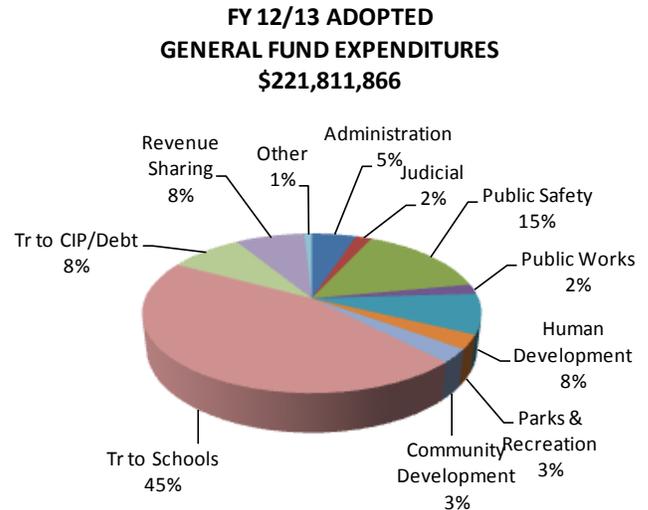
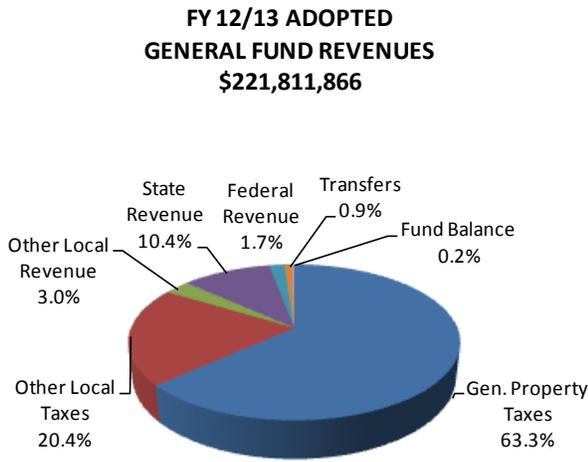
The County's Fiscal Year 12/13 adopted combined capital and operating budget totals \$313,999,008. *The total budget shown below includes the General Fund, Special Revenue Funds, School Fund, School Self-Sustaining Funds, Capital Funds and Debt Service Funds - additional details on these funds are provided in the budget document.*



- The budget is balanced on the equalized 76.2¢ tax rate with one half cent dedicated to Capital
- Revenue increase of \$9.6 million, or 3.2% when compared to FY 11/12 Adopted Budget
 - Property Taxes increase by \$3.8 million or 2.8% primarily due to new construction, increases in public service corporation and personal property taxes, and increased efforts to collect delinquent taxes
 - Other Local Revenue sources increase by \$3.8 million or 6.2% due to increases in sales tax, food and beverage taxes, fees and audit revenues, EMS cost recovery revenues, and contributions to the Capital Fund from partners for shared projects
 - State revenues are projected to increase by \$3.4 million or 4.9% primarily due to a \$3.2 million or 8.0% increase in State funding for the School Division
 - Federal revenues are projected to decrease by \$2.2 million or 11.7% primarily due to the State’s automation of Federal Department of Social Service Child Care funding and the termination of Federal ARRA “stimulus” funding for the School Division
- Expenditures:
 - General Government operations increase by \$3.3 million or 4.2%, primarily to meet the County’s core public safety needs
 - School Division operations budget increases by \$6.8 million or 4.9%.
 - The local transfer according to the 60/40 funding policy is an increase of \$2.9 million or 2.9%, over last year’s approved budget
 - The School Division Self-Sustaining budget decreases by 15% primarily due to the termination of Federal ARRA “stimulus” funds and the reduction of funding for school bus replacements
 - General Government Debt Service decreases by \$1.1 million or 27% primarily due to the restructuring of debt in FY 11/12
 - While the Capital Improvement Plan (CIP) continues to be primarily a maintenance-only program, the Adopted CIP includes equipment for the establishment of emergency medical services in the Pantops area, a Public Safety firing range, and the opening of Ivy Fire Station including staffing and apparatus, and the construction of the Crozet Library

GENERAL FUND SUMMARY

The General Fund Budget is where the majority of County revenues, including local tax revenues, are received and allocated to support all operations of the County including local government and schools.



GENERAL FUND BUDGET - REVENUE AND EXPENDITURE HIGHLIGHTS

Revenues: General Fund revenues increase by 2.9%, or \$6.2 million. While the County’s total “Taxable Assessed Values” base has declined 3% since 2011 and federal revenues have decreased by 17.3%, the equalization of the tax rate, combined with stabilization or increases in other local revenues, and an increased effort to collect delinquent taxes results in an improved financial picture when compared to the last several fiscal years. That stabilization is reflected in the adopted FY 12/13 budget when compared to the adopted FY 11/12 budget in the following ways:

- General property taxes overall increased by 2.8%
- Other Local taxes increased by 4.0%
- Other local revenues increased by 15.8%
- State revenues increased by 0.1%

Expenditures: General Fund expenditures increased by 2.9%, or \$6.2 million. As has been the case in the past, the largest increases in General Fund spending are focused on support for education and public safety expenditures. The spending priorities included in the adopted budget are highlighted below:

This budget funds obligations and commitments

- Meets our financial targets, including maintaining a 10% fund balance, to protect our AAA bond rating
- Transfers 60% of new local tax revenues to the School Division based on the approved funding formula, resulting in an additional \$2.9 million for school operations
- Provides \$1.2 million in increased funding for Virginia Retirement System (VRS). The vast majority of this increase is attributable to the State’s 25% increase to general government’s VRS rates
- Provides additional funding to meet contractual obligations for public safety agencies, including the Regional Jail, Emergency Communications Center, the Society for the Prevention of Cruelty to Animals (SPCA) and the Charlottesville Albemarle Convention and Visitor’s Bureau (CACVB).
- Funds the \$17.5 million revenue sharing payment to the City
- Provides \$200k to meet Line of Duty Act (LODA) obligation
- Provides \$250k in contingency funding to meet unexpected and/or emergency needs

This budget supports continued organizational transformation and sustainability

- Begins the process of accounting for capital project management services in an internal service fund
- Decreases general fund transfer to CSA in response to reduced service expenditures
- Budgets salary lapse for four positions across the organization
- Supports core public safety needs
 - Unfreezes 3.0 police officer positions
 - Increases training funding for Police Department
 - Includes increased funding for public safety personnel as a result of the FY 11/12 reclassification study
 - Provides funding for Police and Fire/Rescue recruitment initiatives
- Supports core financial administration needs
 - Supports expanded delinquency collections efforts
 - Provides for an additional business auditor position to assist with revenue collections. The cost of this position will be offset by increased revenues.
 - Provides for buyer and chief accountant positions to shore up the Finance Department as recommended by the County's audit and the Resource Management Study
- Restructures our agency funding approach to support core community services provided by high performing agencies
 - Expects that \$30,000 in funding previously provided by the County is anticipated to be obtained by the library directly through out-of-area-fees
 - Provides an additional \$69k per funding formula to the Charlottesville Albemarle Convention and Visitors Bureau (CACVB) and shifts funding responsibility for tourism-related festivals/agencies to the CACVB

This budget invests in strategic priorities and positions the County for the future

- Provides excellent educational opportunities to all Albemarle County residents
 - Provides a transfer of \$100.1 million to the School Division, a increase of \$2.9 million over the amount included in the FY 11/12 Adopted Budget
 - Provides new funding for school capital projects
- Provides community facilities that meet existing and future needs
 - Dedicates a half cent of the equalized tax rate to capital
 - Transfer to capital and debt increases by \$831k or 4.7% over FY 11/12 adopted budget
 - Funds Crozet Library and other maintenance items
- Encourages a diverse and vibrant economy
 - Funds membership in Chamber of Commerce and Thomas Jefferson Partnership for Economic Development and maintains current funding levels for Central Virginia Small Business Development Center and the Piedmont Workforce Network
 - Provides funding for the Economic Opportunity Fund
 - Maintains \$21,600 in Community and Business Partnerships for supporting economic development efforts
- Protects the County's natural, scenic and historic resources
 - Provides Chesapeake Bay TMDL study funding in the capital budget
- Ensures the Health and Safety of the Community
 - Provides for public safety firing range
 - Provides for EMS service at Pantops beginning in Fall 2012
 - Provides for opening of Ivy Fire Station, including staffing and apparatus, in July, 2013
- Promotes a valued and responsive County workforce that ensures excellent customer service
 - Provides a 1% raise for employees in FY 12/13
 - Covers 25% increase in VRS obligation
 - Establishes a performance pool of \$150,000
 - Increases training funds to support evolving workforce
 - No increase in employee's health care premium

SCHOOL DIVISION BUDGET OVERVIEW

The School Division's operating budget included in this budget totals \$151.2 million, which includes \$100.1 million in the local transfer to the School Division in accordance with the County's 60/40 funding policy, the use of \$2.8 million from the School Division's fund balance, \$1.6 million in other local funding, and transfers of \$875 thousand from other funds. The budget also includes \$43.0 million in anticipated funding from the state and \$2.9 million in anticipated federal funding. The local transfer according to the 60/40 funding policy is an increase of \$2.9 million or 2.9%, from last year's approved budget.

CAPITAL BUDGET OVERVIEW

Over the last several years the County's Capital Improvement Program has been severely impacted by the economic downturn. Our Capital Improvement Program budget process continues to reflect the magnitude of these impacts which has resulted in fundamental modifications to our goals and strategies and significant realignment of our operational structure and the Capital Improvement Program.

The Capital Improvement Program includes the FY 13-17 Capital Improvement Plan (CIP) and the FY 18 - 22 Capital Needs Assessment (CNA).

The CIP continues to be focused on maintaining our existing infrastructure while investing in only those efforts that allow us to accommodate core and necessary services without substantial increases in operational costs. Projects were carefully evaluated and prioritized to optimize the use of limited capital funds to meet the County's most critical operational and community needs. However, this CIP begins to look to the future by completing the Crozet Library, constructing a Public Safety Firing Range, and providing a fire engine to support the opening of the Ivy Fire Station.

The adopted budget for the Five-Year CIP totals \$80.4 million of which \$44.2 million is allocated for General Government projects, \$35.4 million for School Division projects, \$259 thousand for Stormwater projects, and \$587 thousand for the Board Project Contingency. It is important to note that \$54.4 million of the funding for the FY 13-17 CIP is anticipated to be provided by loan proceeds. A \$2.9 million unbudgeted project reserve remains available for pending submittals including School Division projects that have not been finalized for a total in available CIP funding of \$83.3 million. The balanced CIP includes a \$2 million reserve at the end of the five year period per the County's financial and debt management policy goals.

The adopted General Fund transfer to CIP and Debt for FY 12/13 totals \$18.5 million, which is an increase of \$832 thousand or 4.7% over last year's transfer.

The FY 18-22 Capital Needs Assessment (CNA) received \$213 Million in new project requests which are not funded. It is important to continue to recognize that with the very restricted funding available to the CIP, many quality of life investments for Albemarle County citizens are not currently being addressed. With the exception of those projects mentioned above, the balanced CIP does not include projects identified in the Comprehensive Plan or other planning documents that provide for stated levels of service for County residents and/or are extremely important investments in support of the County's growth management efforts.

FINANCIAL PLANNING AND ACCOUNTABILITY

The County's long term financial and strategic planning incorporates guidance from a variety of sources in development of the Five-Year Financial Plan. This Plan establishes a long term look at county priorities and financial realities and provides guidance for the development of the annual budget. Critical issues identified in the Five-Year Plan, including police staffing, construction and operation of the Ivy Fire Station, and an adequate level of facility maintenance to protect the County's existing investments, are incorporated in this budget. Other "watch list" items will be closely monitored as the year progresses.

This budget incorporates principles of zero-based budgeting by systematically reviewing, reprioritizing and shifting funding support from activities that no longer align properly with our objective to support core public safety and human service functions. The continued expenditure reductions and staff reallocations in this budget demonstrate how we have followed our customary practice - services have been assessed, evaluated and reprioritized as opposed to simply basing budgeting decisions on previous year's funding levels. As part of an ongoing process Supervisors examined two departmental budgets, Police and Parks and Recreation, in great detail last fall as a demonstration of how zero-based budgeting principles guide our processes.

Again this year the budget includes a comprehensive program and service inventory that describes and indicates funding required for all programs and services provided by local government. While the department budgets in this document are organized by cost center to be consistent with established accounting categories, the program and service inventory provides another perspective on how our funding is allocated to allow for complete transparency and accountability in our budgeting process.

It is important to note that this year's Five-Year Financial Plan process continued closer coordination and communication with the School Board and School Division staff. The Board of Supervisors and School Board committed to a more integrated process that allowed for earlier and more detailed discussions between the two boards, resulting in a Five-Year Plan that reflects a fuller range of financial considerations for local government and schools.

ORGANIZATIONAL EXCELLENCE AND CITIZEN ENGAGEMENT

Our focus on organizational excellence has not wavered despite the challenges of the past few years, and we have a strong record of objective measures from the past year that demonstrate our continued commitment:

- Standard & Poor's and Moody's both reaffirmed Albemarle County's '**AAA**' issuer credit rating, keeping Albemarle among an elite group of less than 90 counties nationwide to achieve and maintain the double AAA designation
- Albemarle County ranked **ninth in the nation** for Digital Government Services by NACO, placing us among the top ten for the ninth year in a row
- Albemarle County's Department of Social Services (ACDSS) received the Commonwealth's premier award for performance excellence, the prestigious U.S. **Senate Productivity and Quality Award** for Virginia (SPQA).
- Albemarle County received two awards during the **Governor's Technology Awards** ceremony - Albemarle's eProcurement and IT Intern Programs both garnered Honorable Mentions at the award ceremony.
- Albemarle County received a **gold level certification in the 2011 Go Green VA Challenge**, which is part of the Virginia Association of Counties (VACO) and the Virginia Municipal League's larger Go Green Virginia environmental initiative.

Our citizen surveys continue to tell us that meaningful public engagement is one of the community's most important priorities. Our partnership with citizens will be critical as we continue to transform our local government and to understand the evolving needs and expectations of county residents and businesses. This budget supports our commitment to government transparency and engagement:

- The County continues its active involvement with four appointed Community Advisory Councils in Crozet, Pantops, Places29 and the Village of Rivanna.
- Both the Local Government and the School Division have performance management websites that display a dashboard of select key performance metrics so citizens can track progress on important services.
- The County website continues to add new features and functionality, including an upgraded economic development site, that promote accessibility and convenience for our citizens and businesses.
- Live audiostreaming is now available for all Board of Supervisors meeting and work sessions.
- Our County Facebook page, Flickr site and Youtube channel provide access via social media.

OUR TRANSFORMING ORGANIZATION

This budget continues our organizational response to the evolving economic environment and the changing role of government service provision. We are focused on reducing our costs, repositioning our resources, and streamlining our operations to be as efficient as possible. We continually explore alternative sources of revenue generation and different ways of doing business such as privatizing services, and we rely on technology solutions to increase our productivity. Our partnerships with neighboring jurisdictions, our School Division and local stakeholders help us achieve common goals that benefit the entire community. Our decision making is guided by our value of stewardship which requires us to think of the needs of the future as we are making choices today. Finally, we work within the framework of organizational excellence which stresses high performance, measurable results, and providing outstanding value for our taxpayer's investment. We are emerging from the economic downturn as a flexible, responsive, forward-looking organization capable of meeting the challenges and seizing the opportunities of the future.

Respectfully submitted,

Thomas C. Foley,
County Executive

WE CONTINUE TO FOCUS ON FISCAL ACCOUNTABILITY AND ORGANIZATIONAL TRANSFORMATION

Highlights since the recession began (Comparison of FY 09 and FY 12 – Budget to Budget):

Fiscal Accountability

- Held taxes flat in FY10, reduced taxes in FY 11 and 12
- Reduced County budget by \$30 Million
- Reduced the volume of projects in the Five Year Capital Program by \$118 million
- Reduced local support to the school system by approximately \$ 4 Million or 4%
- Increased Revenue Sharing to the City by \$4.5 Million or 33%
- Scrutinized all available fund balances and reallocated to core services where possible
- Strengthened the County financial position by increasing essential reserves and fund balances, resulting in reaffirmation of Aaa bond rating by both rating agencies

Organizational Transformation

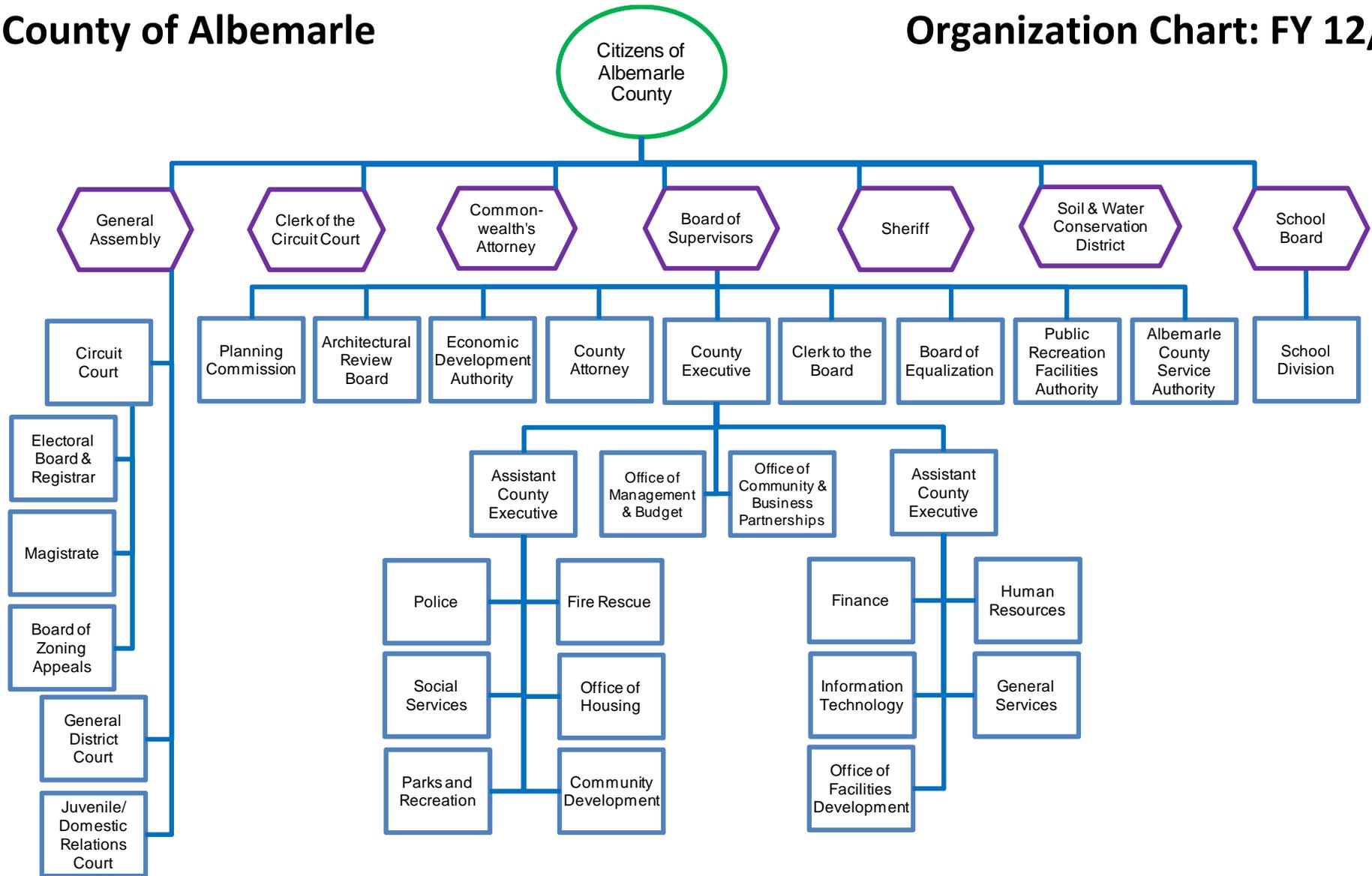
- Eliminated 66 positions permanently, reducing staff to the FY02 per capita level
- Repositioned 22 staff within organization to more core functions
- Utilized grants and other alternative revenue sources to offset revenue loss
- Privatized and restructured operations to reduce costs
- Reduced and eliminated services to reduce cost
- Increased use of volunteers and interns
- Enhanced use of technology to reduce cost

One Organization Committed to Excellence

- Standard & Poor's and Moody's both reaffirmed Albemarle County's '**AAA**' issuer credit rating, keeping Albemarle among an elite group of less than 90 counties nationwide to achieve and maintain the double AAA designation
- Albemarle County ranked **ninth in the nation** for Digital Government Services by NACO, placing us among the top ten for the ninth year in a row
- Albemarle County's Department of Social Services (ACDSS) received the Commonwealth's premier award for performance excellence, the prestigious U.S. **Senate Productivity and Quality Award** for Virginia (SPQA).
- Albemarle County received two awards during the **Governor's Technology Awards** ceremony - Albemarle's eProcurement and IT Intern Programs both garnered Honorable Mentions at the award ceremony.
- Albemarle County received a **gold level certification in the 2011 Go Green VA Challenge**, which is part of the Virginia Association of Counties (VACO) and the Virginia Municipal League's larger Go Green Virginia environmental initiative.

County of Albemarle

Organization Chart: FY 12/13



In addition to the above chart, the County jointly funds and/or operates many regional agencies and authorities in several functions including Public Safety (Emergency Communications Center, Regional Jail, Juvenile Detention Center, SPCA); Public Works (Rivanna Solid Waste Authority, Rivanna Water and Sewer Authority); Human Development (Commission on Children and Families, Jefferson Area Board for Aging, JAUNT, Health Department, Region Ten Community Services Board); Parks, Recreation and Culture (Convention and Visitor's Center, Regional Library); and Community Development (Albemarle Housing Improvement Program, Piedmont Housing Alliance, Charlottesville Area Transit, Thomas Jefferson Planning District Commission, Virginia Cooperative Extension).

STRATEGIC PLAN

The County's Strategic Plan

Albemarle County has an ongoing and active strategic planning process. In partnership with citizens and with leadership from the Board of Supervisors, the County's Strategic Plan establishes goals and timelines that respond to community priorities.

Over the years, Albemarle County has been engaged in a strategic planning process that guides the alignment of resources with customer needs and expectations so that we can respond effectively to the opportunities presented by our changing circumstances.

The Strategic Plan is reviewed annually and informs the County's budgeting process. Specific actions, programs, capital purchases, staffing requirements, and funding levels have been developed over the years in response to the needs identified in the Strategic Plan. Critical decisions regarding resource allocation during the budget process are evaluated for consistency with and support of the identified strategic priorities.

The Board provided direction and guidance for the development of a FY 12/13 – FY 16/17 Strategic Plan during a strategic planning session held on June 30, 2011. Based on the results of that session, the Board approved a Vision Statement, reaffirmed the County's mission and values, and approved goals for inclusion in the FY 12/13 – FY 16/17 Strategic Plan.

This Plan will continue to focus on setting broad community priorities and will also focus on the organization's internal high performance efforts based on feedback and direction provided by both the Board and staff.

In March, 2012, the Board approved the objectives for all seven Strategic Goals.

Timeline: The Strategic Plan has a five year time line. Teams of cross-department staff and County partners developed strategies and short-term actions plans (Dec 2014 time horizon) and are finalizing Strategic Plan Key Performance Measures (KPIs). The County's longer-term (three to five year) strategies will be developed next and will inform the development of the County's Five Year Financial Plan.

Implementation of the Strategic Plan will begin in July, and the Board of Supervisors and citizens will receive regular reporting on the progress of the Plan through a variety of methods:

- Twice a year updates, in July and January, to be presented at Board of Supervisors meetings.
- Regular updating of KPIs, that can be viewed at any time on the County's website at the following link: www.albemarle.org/performance.
- References in executive summaries that will connect Board agenda items to the Strategic Plan goal/objective they support.
- Annual Report to Citizens published in February of each year that gives a summary of annual progress.

Citizen Input is the Cornerstone

Over the years, the County's strategic planning efforts have been driven to a large extent by the data from citizen surveys. In 2002, 2004, 2006, and 2008, the University of Virginia's Weldon Cooper's Center for Survey Research conducted Albemarle County Citizen Surveys, that informed the County's strategic planning processes and provided key performance data for the plan. These statistically valid surveys were conducted by telephone. Many of the questions were customized, so the results were not often comparable with those other localities. Trend data, however, was established for many of the County's areas of strategic interest.

2011 Citizen Survey

In 2011, the County contracted with International City/County Management Association (ICMA) National Citizen Survey (NCS) to conduct a survey of residents' opinions about the characteristics of the community and services provided by Albemarle County. The NCS was developed by the National Research Center, Inc. in cooperation with the ICMA. The timing of this survey was such that the results would inform both the County's strategic and comprehensive planning processes.

As a more standardized approach than the County's previous efforts, the results can be compared with benchmark communities across the nation. Throughout the country, certain public services, such as public safety, tend to rank higher than other services, so having the

ability to compare the ranking of services between Albemarle County and benchmark communities provides additional and significant information for planning purposes.

Overall, the rating of County services compared favorably to the County’s benchmark communities. Of the 41 services in which comparables were available, 26 were above benchmark comparisons, 11 were similar to benchmarks and 4 were below. In addition, the majority of County residents, 57%, feel that the value of services for taxes paid was “Excellent” or “Good.” The response to this question was similar to that of the benchmark communities.

Characteristics of the County

Albemarle County residents’ most favorable ratings were:

- The County’s overall image or reputation
- The County’s overall appearance
- The County’s overall quality of its natural environment
- The County’s educational opportunities

The least favorable ratings were:

- Ease of bus travel
- Ease of rail travel
- Ease of bicycle travel
- Availability of affordable child care

Of the 31 community characteristics that were listed and ranked by residents, 19 were ranked above the national benchmarks, 3 were similar and 9 were below those in other benchmark localities.

Satisfaction with Services

Quality of Life in Albemarle County was rated “excellent” or “good” by 90% of the residents

Consistent with the results in the previous surveys, 96% of County residents ranked fire services and ambulance or emergency medical services as “excellent or good. Eighty-five percent ranked police services as “excellent or good.” Ninety percent ranked the public library system and the educational opportunities in the County as “excellent or good.”

91% ranked the Overall Image or Reputation of Albemarle County as “excellent or good”

Ninety percent of residents view Albemarle County as an “excellent or good” place to raise children and 81% ranked Albemarle County as an “excellent or good” place to retire. Eighty-eight percent ranked the overall quality of the natural environment as “excellent or good.”

Eighty-four percent of citizens ranked the services provided by Albemarle County government as “excellent or good.” This ranking is higher than the ranking for services provided by state government (48%) and federal government (39%).

Seventy-eight percent ranked the quality of business and service establishments as “excellent or good” and 71% ranked the County as an “excellent or good” place to work. These ranking were far above ranking of localities across the nation.

There were some areas that were ranked lower than the County’s peer localities. For example, availability of paths and walking trails, bicycle travel, and traffic flow on County roads were ranked lower than those of other benchmark localities.

The Role of the Board of Supervisors

The Board of Supervisors has formally engaged in the County’s strategic planning efforts since 2001. The County’s FY07–FY10 Strategic Plan, in which the Board directed staff to focus on enhancing the County’s quality of life, protecting its natural resources, managing growth, developing infrastructure, and creating a long-range, comprehensive funding strategy, formally ended on June 30, 2010. The Board then developed a more succinct two-year strategic action plan for FY 10/11 to FY 11/12 which focused staff and Board’s efforts on the County’s most immediate and critical needs during more difficult economic times.

To refocus the County as the recession ended and to move the County forward in many strategic areas, the Board provided direction for the development of a FY 12/13 – FY 16/17 Strategic Plan during its annual strategic planning session held on June 30, 2011. This plan was approved in March 2012 and will be underway July 2012.



VISION:

A thriving County, anchored by a strong economy and excellent education system, that honors its rural heritage, scenic beauty and natural and historic resources while fostering attractive and vibrant communities.

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.

VALUES:

Integrity
Innovation
Stewardship
Learning

FY13-17 Albemarle County Strategic Plan

- 1. Provide excellent educational opportunities to all Albemarle County residents**
 - a. Increase the availability and quality of pre-kindergarten learning opportunities and adult workforce development opportunities.
 - b. Improve coordination to support goals shared between the School Division's Strategic Plan for K-12 Education and the County's overall Strategic Plan.
- 2. Provide community facilities that meet existing and future needs**
 - a. Improve the evaluation practices and procedures used to assess the community's facility needs.
 - b. Increase the capacity of the Capital Program.
 - c. Identify and implement appropriate alternative construction project procurement methods (design/build, CM Agency, Job Order Contracting, PPEA, etc.) to reduce costs and improve project execution
- 3. Encourage a diverse and vibrant local economy**
 - a. Complete all objectives of last two years of the Economic Vitality Action Plan.
 - b. Establish fully functioning economic development program for the County.
 - c. Assess and implement appropriate incentive options to support economic development in the County.
- 4. Protect the County's parks and its natural, scenic and historic resources in accordance with the County's established growth management policies**
 - a. Work in conjunction with key stakeholders to protect the health of our local waterways and other critical natural resources.
 - b. Preserve and maintain the quality of the County's investment in its parks and its recreational trail and greenway/blueway system.
 - c. Maintain and preserve County-owned historic resources and facilities and work in conjunction with key stakeholders to enhance awareness of the rich historic assets of this region.
- 5. Ensure the health and safety of the community**
 - a. Work in conjunction with key community partners to establish multi-disciplinary teams to address specific public health and/or safety issues, emerging trends and or vulnerable groups.
 - b. Enhance the safety of the County by improving emergency response times and increasing prevention activities and services.
- 6. Promote individual responsibility and citizen ownership of community challenges**
 - a. Increase County's volunteer management capability
 - b. Increase opportunities for citizen self reliance and responsibility for addressing community issues
- 7. Promote a valued and responsive County workforce that ensures excellent customer service**
 - a. Demonstrate improvements to internal and external customer service.
 - b. Reinforce a culture of using cross departmental efforts to improve communications and teamwork for cost effective solutions.
 - c. Expand opportunities for training and professional development.
 - d. Assure staff is supported and recognized for excellence in service.

Strategic Plan Implementation - A County Wide Effort

All County departments contribute to the implementation of our FY 13- FY 17 Strategic Plan. The following matrix gives an overview of which strategic goals and objectives departments are focusing on. The Strategic Plan has a five year timeline. Strategies and detailed action plans for the time period of July 2012 to Spring 2015 have been developed for each objective. Longer-term Action plans will be under development during FY 12. Key Performance Indicators have been identified and are being finalized which will quantify each goal/objective.

Strategic Plan Goals	1. Excellence in Education		2. Provision of Community Facilities			3. Encourage Diverse/Vibrant Economy			4. Protect Natural Scenic and Historic Resources			5. Ensure Health and Safety		6. Promote Citizen Ownership of Community		7. Promote Valued County Workforce/Excellent Customer Service			
	1.a	1.b	2.a	2.b	2.c	3.a	3.b	3.c	4.a	4.b	4.c	5.a	5.b	6.a	6.b	7.a	7.b	7.c	7.d
Department																			
Community Development	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Clerk of the Court																X	X	X	X
Commonwealth's Attorney		X										X							
County Attorney		X		X	X	X		X	X			X		X	X	X	X	X	X
County Executive	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Facilities Development	X		X	X	X				X		X					X	X	X	X
Finance		X		X	X	X		X								X	X	X	X
Fire Rescue												X	X			X	X	X	X
General Services			X	X	X				X	X	X					X	X	X	X
Housing												X				X	X	X	X
Human Resources		X												X	X	X	X	X	X
Information Technology	X	X							X				X	X		X	X	X	X
OMB	X	X	X	X	X		X	X						X		X	X	X	X
Parks & Recreation		X							X	X	X					X	X	X	X
Police		X										X	X			X	X	X	X
Registrar		X																	
Sheriff																X	X	X	X
School System	X	X					X					X							
Social Services	X	X										X	X			X	X	X	X

THE BUDGET PROCESS & POLICIES

WHY DO WE BUDGET?

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. The budget process also provides a forum for reviewing progress made in the current year and the levels of service provided by local government and for setting priorities for services in the upcoming years to meet the needs and requirements of our citizens.

WHAT IS INCLUDED IN THE VARIOUS 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 19, 2012. This document includes the School Fund and School Self-Sustaining Funds budgets.
- The ***School Board's Proposed Budget*** 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 9, 2012 and was 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 Self-Sustaining 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 Self-Sustaining 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 24, 2012.
- ***Recommended Capital Improvement Program*** contains detailed information on proposed capital projects for both local government and schools. This document is presented to the Board with the County Executive's Recommended Budget.
- 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 11, 2012.
- The ***Adopted Capital Improvement Program (CIP)*** provides detailed information on approved capital projects and reflects any changes made by the Board of Supervisors to the Recommended Plan. The CIP was adopted on April 11, 2012.
- The ***School Board's Adopted Budget*** is the final approved budget for the School Division. The School Board is adopted this budget on May 10, 2012.

WHAT ARE THE STATE REQUIREMENTS?

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. Although these are the minimum state requirements, the County traditionally has adopted its budget by April 15 in order to establish teacher contracts and to set the property tax rates prior to the tax bill mailing date. For FY 12/13, the Board adopted the budget on April 11, 2012. The official appropriation of funds takes place prior to July 1 of each year.

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 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.

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.

WHEN ARE THE BUDGET DECISIONS MADE? HOW CAN I PARTICIPATE?

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 FY 12/13 budget calendar is included near the front of this budget document as well as on the County website. The Office of Management and Budget can be contacted during normal working hours by calling (434) 872-4516. Budget information of interest to the public can be found on the County website, www.albemarle.org.

WHAT IS THE BUDGET PROCESS?

The County's budget schedule began in September of 2011 with initial data gathering for the updates to the Five Year Financial Plan. In October, the preliminary projection of revenues and general expenditure assumptions are utilized to update the County's Five Year Financial Plan which is approved by the Board of Supervisors in December. The Five Year Financial Plan provides overall direction and 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 met with departments to clarify any questions on their baseline budget submissions.

From November through December, the OMB staff reviewed department and agency requests and developed budget-related inquires and revenues are updated. Using guidance achieved from the Five Year Financial Plan and the results of discussions with department staff, the OMB staff developed specific recommendations for a balanced FY 12/13 budget. By the end of January, the County Executive made his decisions on the budget recommendations and staff prepared the County Executive's recommended budget document for FY 12/13. This budget is scheduled to be presented to the Board of Supervisors on February 24, and a public hearing on the County Executive's recommendation was held on Feb 29.

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 all of the budget changes are agreed upon for the Board of Supervisor's Proposed budget, a public hearing on the proposed budget and the tax rate was held on March 28, 2012. The Board adopted the operating and capital budgets and set the tax levy for the coming year on April 11, 2012. The budget is legally enacted through passage of a Resolution of Appropriation prior to July 1, 2012 (the beginning of FY 12/13).

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. Procedures governing amendments to the adopted operating budget are described on the previous page.

WHAT ARE THE MAJOR CATEGORIES OF EXPENDITURES?

The General Government budget is divided into seven major functional areas: Administration; Judicial; Public Safety; Public Works; Human Development; 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 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; 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 General Services and Solid Waste/Recycling 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, this functional area includes the Office of Facilities Development, which oversees all County capital projects.

The **Human Development** 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, Piedmont Council of the Arts, the Virginia Discovery Museum, and the Literacy Volunteers program.

The final functional area is **Community Development** which includes the following programs: Community Development Administration, Planning, E-911/Planning, and Zoning and Current Development. In addition, the Office of Housing, VPI Extension Service, Thomas Jefferson Soil and Water Conservation District, and community agencies such as the Charlottesville Transit Service (CTS) 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 two 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, fire and rescue, 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 (Self-Sustaining)** are separate funds that are used for limited expenditures due to legal or regulatory provisions and are self-sustaining or self-supporting. 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, Comprehensive Services Act, and the Tourism Fund, etc.
- 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 or construction 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 this 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 Local 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 Comprehensive 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.

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	Human Development	Parks, Recreation, and Culture	Community Development	Non-Departmental
General Fund	X	X	X	X		X	X	X	X
School Fund					X				
Other School Funds					X				
Special Reveue Funds									
Comprehensive Services Act						X			
Bright Stars						X			
MJ Health Grant						X			
Towe Park							X		
Courthouse Maintenance Fund		X							
Tourism Fund							X		
Criminal Justice Programs			X						
Victim-Witness Grant			X						
Vehicle Replacement Fund	X	X	X	X		X	X	X	
Metro Planning Grant								X	
Housing Assistance								X	
Oak Hill Rehabilitation								X	
Energy Block Grant				X					
Old Crozet School				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 short-term and long-term financial credit ability 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).

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 only 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.

Utilizing the fiscal impact model, the County will develop and annually update a long range (3-5 year) financial forecasting system, which will include projections of revenues, expenditures, as well as future costs and 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 the fiscal year must be reduced sufficiently to offset current year 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 will develop and annually update a financial trend monitoring system which will examine fiscal trends from the preceding 5 years. Where possible, trend indicators will be developed and tracked for specific elements of the County's fiscal policy.

The County has established a Memorandum of Understanding with the School Board regarding the amount of annual General Fund support received each year, which is currently established at approximately 60% of all new available local tax revenues. Available revenues are revenues that can be used for County and School Division operations after any increases in debt service, capital improvement program funding, City of Charlottesville revenue sharing, and the Board reserve fund have been funded. This guideline will 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 insure the orderly and equitable appropriation of those resources:

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.

THE BUDGET PROCESS

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

Proposed new programs also must be submitted as budgetary increments 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 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 line-item expenditures within a Department are approved by the Director of Finance. Transfers between expenditure accounts in different departments are approved by the Board of Supervisors. Encumbered funds for active purchase orders will be carried forward into the next fiscal year with the approval of the Board of Supervisors.

The County will prepare quarterly budget reports, monthly financial statements, and annual financial reports. The Board of Supervisors will adopt the operating budget no later than April 30.

CAPITAL BUDGET POLICIES

The County will approve an annual capital budget in accordance with an approved Capital Improvements Program.

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 and will, therefore, increase incrementally the percentage of its capital improvements 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 Improvements Program.

Financing plans for the five-year capital program will be developed based upon a five-year forecast of revenues and expenditures coordinated by a capital improvements technical management team.

The County will begin to inventory capital facilities and estimate remaining useful life and replacement costs. Upon completion of any capital project, remaining appropriated funds in that project will be returned to the undesignated capital project fund. Any transfer of remaining funds from one project to another must be approved by the Board of Supervisors.

The County will develop a Memorandum of Understanding with the School Board regarding the development and coordination of the County's Capital Improvement Program, which will address the following areas: a) plan for required capital improvements; b) debt ratio targets; 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 to the County and School physical plant requiring a total expenditure of \$10,000 or more with a useful life of ten years or more;
- To provide for the adequate maintenance of the County's capital plant and equipment, the County intends to increase the percentage of maintenance/repair and replacement capital improvements financed with current revenues.

REVENUE POLICIES

Re-assessment of real property will be made every year.

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 estimate its annual revenues by an objective, analytical process.

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 programs and services in the County 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 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 to maximize the rate of return while maintaining a low level of risk.

The County will conduct an analysis of cash flow needs 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.

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 Principals (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 members of the Board of Supervisors 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.

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'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% (Amended October 4, 2000).

FUND BALANCE OR RESERVE POLICIES

The County does not intend, as a common practice, to use General Fund equity (undesignated fund balance) to finance current operations. 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 undesignated fund balance, plus the designation for fiscal cash liquidity purposes, at the close of each fiscal year should be equal to no less than 8% of the County's total operating budget, which includes the General Fund plus the School Fund (Amended October 4, 2000).

Funds in excess of the required undesignated fund balance may be considered to supplement "pay as you go" capital expenditures or as additions to the fund balance.

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 (Added October 4, 2000).

Approved by the Board of Supervisors October 5, 1994

Amendments approved by the Board of Supervisors October 4, 2000

Proposed amendments to these policies will be prepared for the Board of Supervisors' review and approval during FY 11/12.



FISCAL YEAR 2012-2013

OPERATING BUDGET CALENDAR

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August 2011	
5	CIP Project requests due to OMB
September 2011	
9	Operating budget manual and instructions sent to County departments
October 2011	
11-27	CIP Technical Review Team (TRT) meets
12	Joint Compensation Meeting with BOS & School Board
12	BOS Work Session - Local government departments' base budgets and future needs
14	Complete budget requests packet due to OMB
November 2011	
2	CIP project information to Oversight Committee
8	CIP Oversight Committee meeting #1
9	BOS Work Session - Five-Year Financial Plan - Gen Gov
10	BOS Work Session - Five-Year Financial Plan - Schools
11	Community agency submittals due to OMB
15	CIP Oversight Committee meeting #2
22	CIP Oversight Committee meeting #3
December 2011	
7	BOS Work Session - Five-Year Financial Plan
14	BOS Work Session - Approve Five-Year Financial Plan
14	Joint CIP meeting with BOS and School Board
February 2012	
24	County Executive's Recommended Budget presented
29	Public Hearing on County Executive's Recommended Budget
March 2012	
5	BOS Work Session - General Government
12	BOS Work Session- CIP
13	BOS Work Session- Schools
14	BOS Work Session (if necessary)
28	Public Hearing on Board's Proposed Budget
28	Public Hearing on the 2012 calendar year tax rate
April 2012	
4	BOS sets the 2012 calendar year tax rate
11	BOS adopts FY 12/13 budget

BUDGET SUMMARY

This section of the budget provides summary information about all funds included in the County's Total Budget. These funds were included in the budget adopted by the Board in April 2012:

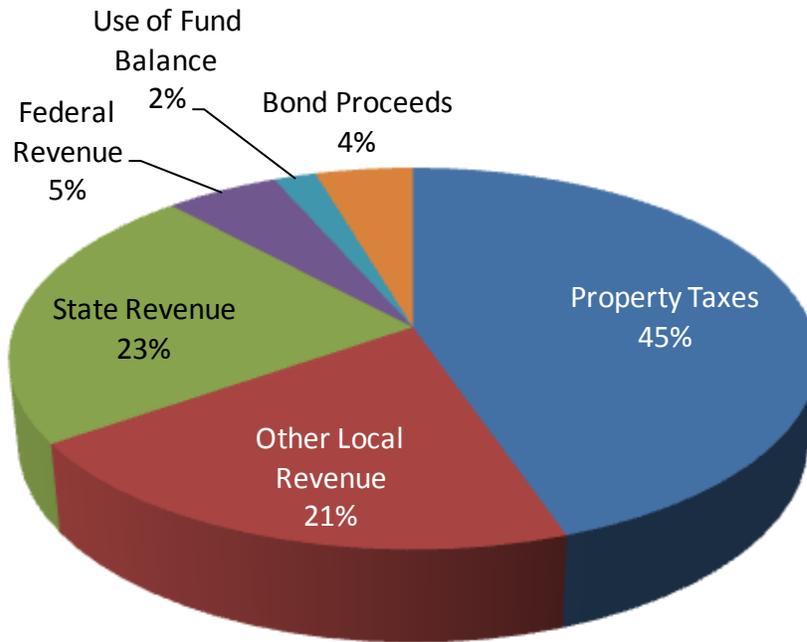
- General Fund
- Special Revenue Funds (General Government)
- School Fund
- Self-Sustaining Funds (School Division)
- Capital Projects Fund
- Debt Service Fund

Details for the funds can be found on the following pages: General Fund, pages 43-196; Special Revenue Funds, pages 225-243; Debt Service Fund, pages 225-232; and the Capital Improvement Program, pages 197-224. A detailed capital budget is published separately. Information on the School Fund and School Self-Sustaining Funds are contained in separate documents published by the School Division.

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 recommendation is being brought forward.

TOTAL COUNTY REVENUES

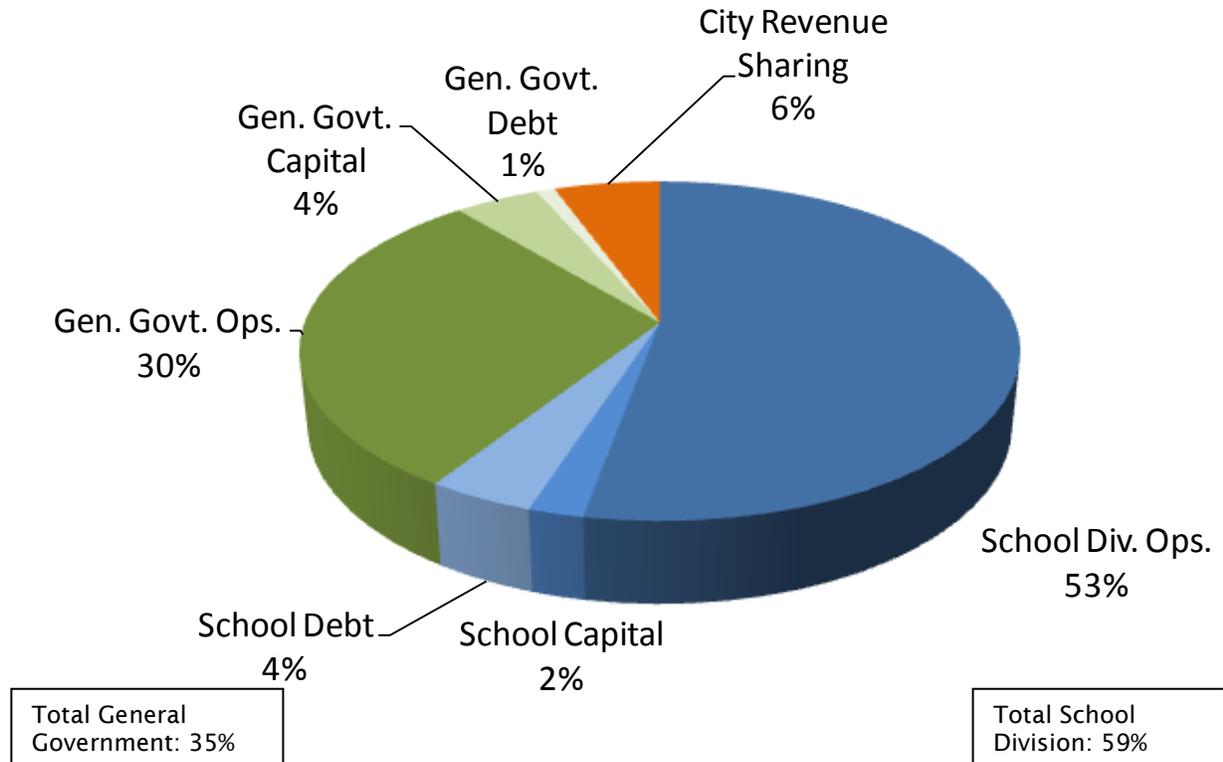
FY 12/13 TOTAL BUDGET ADOPTED REVENUES \$313,999,008



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Property Taxes	\$136,906,535	\$136,633,800	\$139,535,541	\$140,755,400	\$140,755,400	\$140,455,780	\$3,821,980	2.8%
Other Local Revenue	61,856,068	60,891,981	63,037,662	63,762,020	63,762,020	64,696,450	3,804,469	6.2%
State Revenue	68,936,524	68,117,281	68,728,695	70,827,030	70,827,030	71,479,461	3,362,180	4.9%
Federal Revenue	21,477,320	18,963,487	21,951,412	16,741,560	16,741,560	16,741,560	(2,221,927)	-11.7%
Use of Fund Balance	0	9,237,532	15,598,987	5,219,516	5,219,516	6,253,524	(2,984,008)	-32.3%
Bond Proceeds	9,320,354	10,549,920	23,899,643	14,372,233	14,372,233	14,372,233	3,822,313	36.2%
TOTAL, ALL FUNDS	\$298,496,801	\$304,394,001	\$332,751,941	\$311,677,759	\$311,677,759	\$313,999,008	\$9,605,007	3.2%

TOTAL COUNTY EXPENDITURES

**FY 12/13 TOTAL BUDGET
ADOPTED EXPENDITURES
\$313,999,008**



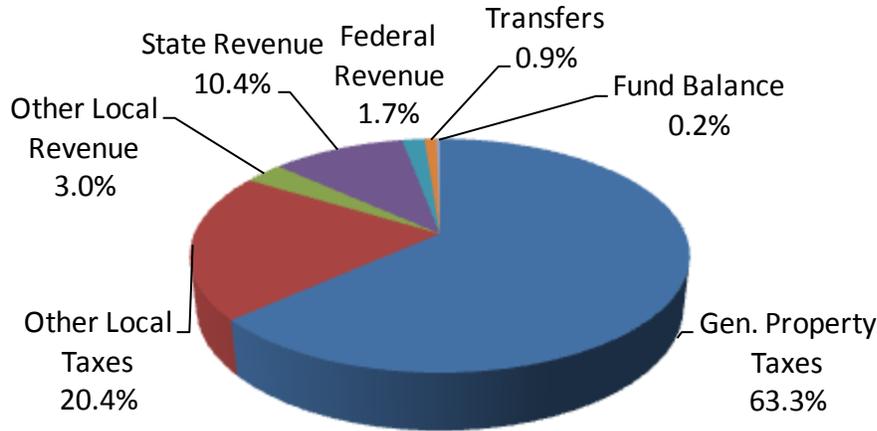
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
General Govt Operations	\$73,457,325	\$77,875,469	\$75,796,782	\$82,845,138	\$80,668,512	\$81,160,081	\$3,284,612	4.2%
Special Revenue Funds	13,241,549	12,552,125	15,450,407	12,822,470	12,466,100	12,466,100	(86,025)	-0.7%
General Govt Debt Service	2,916,192	4,192,225	4,192,225	3,058,891	3,058,891	3,058,891	(1,133,334)	-27.0%
Subtotal, Gen Govt	89,615,066	94,619,819	95,439,414	98,726,499	96,193,503	96,685,072	2,065,253	2.2%
School Div Operations	135,971,689	140,573,636	140,760,346	148,388,859	145,728,499	147,420,766	6,847,130	4.9%
School Self-Sustaining	21,375,609	20,145,906	22,077,608	17,126,478	17,126,478	18,643,330	(1,502,576)	-7.5%
School Debt Service	13,859,241	13,160,451	13,160,451	12,967,956	12,967,956	12,967,956	(192,495)	-1.5%
Subtotal, Schools	171,206,539	173,879,993	175,998,405	178,483,293	175,822,933	179,032,052	5,152,059	3.0%
SUBTOTAL - OPERATING	\$260,821,605	\$268,499,812	\$271,437,819	\$277,209,792	\$272,016,436	\$275,717,124	\$7,217,312	2.7%
Capital Projects	13,527,345	17,804,377	39,302,784	20,643,375	20,643,375	20,760,936	2,956,559	16.6%
Revenue Sharing	18,454,658	18,089,812	18,089,812	17,520,948	17,520,948	17,520,948	(568,864)	-3.1%
Reserve for Board Decision	0	0	0	0	1,497,000	0	0	
TOTAL - ALL FUNDS	\$292,803,607	\$304,394,001	\$328,830,415	\$315,374,115	\$311,677,759	\$313,999,008	\$9,605,007	3.2%

NOTES:

- Totals are net of transfers.
- FY 11/12 projections for Capital Projects includes balances that are expected to be carried forward to complete projects in future years.
- The FY 12/13 School Self-Sustaining Fund expenditures are anticipated to decrease \$1.5 million mainly due to decreases in Federal ARRA stimulus expenditures. For more details regarding the School Division's Self-Sustaining Fund expenditures, see Section D of the School Division's FY 12/13 budget.

GENERAL FUND REVENUES

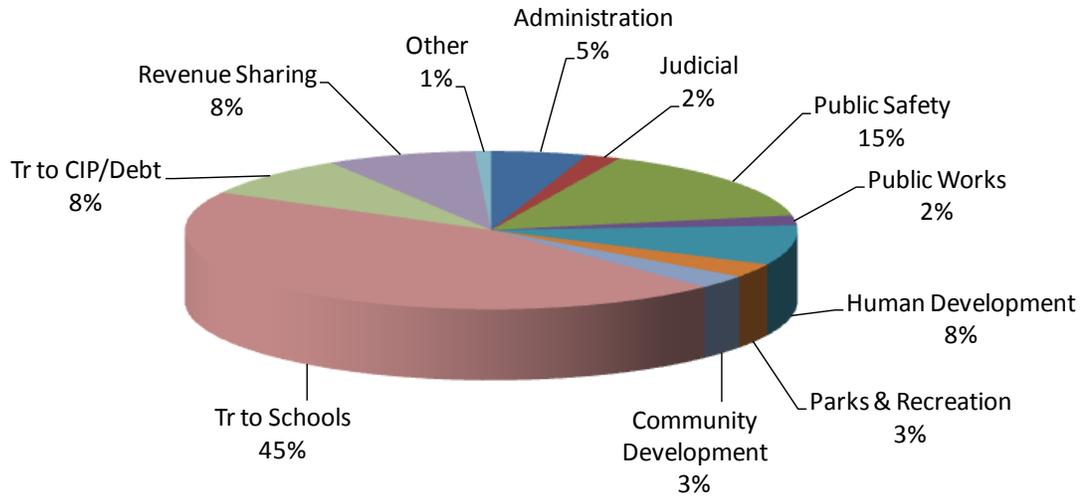
FY 12/13 ADOPTED
 GENERAL FUND REVENUES
\$221,811,866



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
REVENUES								
Local Revenue								
Gen. Property Taxes	\$136,906,535	\$136,633,800	\$139,535,541	\$140,755,400	\$140,755,400	\$140,455,780	\$3,821,980	2.8%
Other Local Taxes	44,105,916	43,497,250	43,550,100	45,215,800	45,215,800	45,215,800	1,718,550	4.0%
Other Local Revenue	6,042,776	5,771,566	6,383,189	6,686,252	6,686,252	6,686,252	914,686	15.8%
SUBTOTAL	\$187,055,228	\$185,902,616	\$189,468,830	\$192,657,452	\$192,657,452	\$192,357,832	\$6,455,216	3.5%
State Revenue	23,087,113	22,952,060	22,804,116	22,976,867	22,976,867	\$22,976,867	\$24,807	0.1%
Federal Revenue	4,595,858	4,673,507	4,257,793	3,864,910	3,864,910	3,864,910	(808,597)	-17.3%
Transfers	2,079,477	2,053,635	2,061,090	2,010,257	2,010,257	2,070,257	16,622	0.8%
Use of Fund Balance	0	0	0	542,000	542,000	542,000	542,000	
SUBTOTAL	\$29,762,449	\$29,679,202	\$29,122,999	\$29,394,034	\$29,394,034	\$29,454,034	(\$225,168)	-0.8%
TOTAL GENERAL FUND	\$216,817,676	\$215,581,818	\$218,591,829	\$222,051,486	\$222,051,486	\$221,811,866	\$6,230,048	2.9%

GENERAL FUND EXPENDITURES

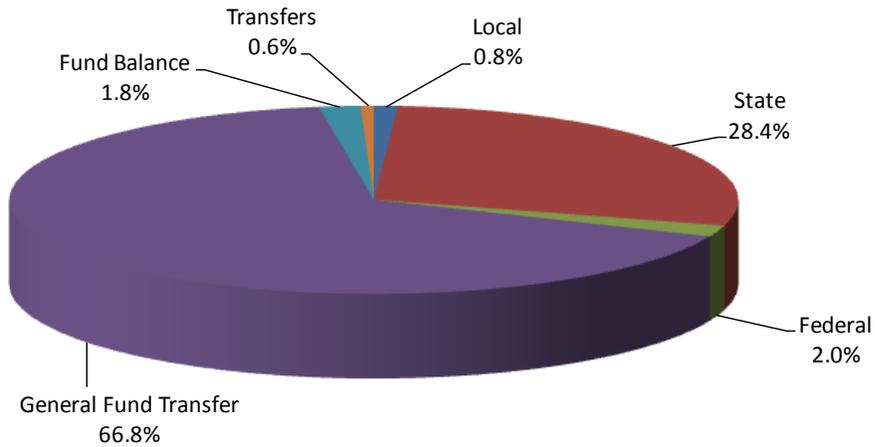
FY 12/13 ADOPTED GENERAL FUND EXPENDITURES \$221,811,866



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP/ADP	% ADP/ADP
EXPENDITURES								
Administration	\$9,913,655	\$10,555,155	\$10,287,416	\$11,238,637	\$11,238,637	\$11,238,637	\$683,482	6.5%
Judicial	3,779,403	3,851,355	3,802,441	4,090,141	3,981,921	4,041,921	190,566	4.9%
Public Safety	28,834,031	30,548,112	30,589,556	34,292,011	33,302,175	33,568,298	3,020,186	9.9%
Public Works	3,993,094	4,391,111	4,069,640	4,501,871	4,472,871	4,472,871	81,760	1.9%
Human Development	17,787,780	18,992,476	18,123,512	18,474,390	17,980,429	18,022,929	(969,547)	-5.1%
Parks & Recreation	6,174,304	6,236,933	6,211,599	6,479,155	6,224,425	6,298,483	61,550	1.0%
Community Development	6,093,101	6,017,952	5,998,887	6,365,542	6,089,663	6,117,155	99,203	1.6%
SUBTOTAL	\$76,575,369	\$80,593,094	\$79,083,051	\$85,441,747	\$83,290,121	\$83,760,294	\$3,167,200	3.9%
Revenue Sharing	\$18,454,658	\$18,089,812	\$18,089,812	\$17,520,948	\$17,520,948	\$17,520,948	(\$568,864)	-3.1%
Tr to Schools	96,057,504	97,245,582	97,245,582	99,458,048	99,458,048	100,106,298	2,860,716	2.9%
Tr to Capital & Debt Service	17,800,883	17,676,857	18,855,433	18,391,123	18,391,123	18,508,684	831,827	4.7%
Reserve for Board Decision	0	0	0	0	1,497,000	0	0	
Other Uses of Funds	739,632	1,976,473	1,406,172	1,919,246	1,894,246	1,915,642	(60,831)	-3.1%
SUBTOTAL	\$133,052,677	\$134,988,724	\$135,596,999	\$137,289,365	\$138,761,365	\$138,051,572	\$3,062,848	2.3%
TOTAL GENERAL FUND	\$209,628,046	\$215,581,818	\$214,680,050	\$222,731,112	\$222,051,486	\$221,811,866	\$6,230,048	2.9%

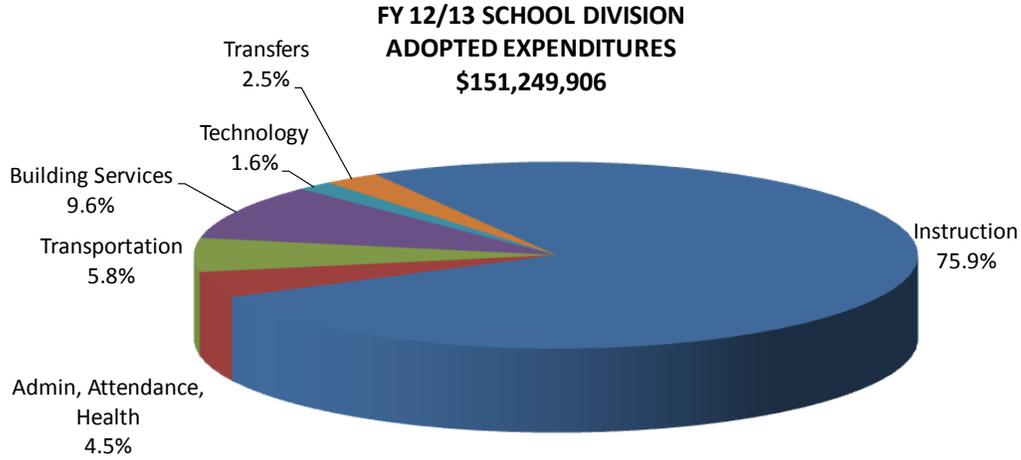
SCHOOL FUND REVENUES

**FY 12/13 SCHOOL DIVISION
ADOPTED REVENUES
\$151,249,906**



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
SCHOOL FUNDS								
Local	\$1,904,023	\$1,060,705	\$1,159,174	\$1,242,574	\$1,242,574	\$1,592,574	\$531,869	50.1%
State	39,862,875	39,756,487	39,793,987	42,298,549	42,298,549	42,950,045	3,193,558	8.0%
Federal	3,515,275	3,201,376	3,201,376	2,935,218	2,935,218	2,935,218	(266,158)	-8.3%
General Fund Transfer	96,057,504	97,245,582	97,245,582	99,458,048	99,458,048	100,106,298	2,860,716	2.9%
Fund Balance	0	2,827,034	3,069,774	1,800,000	1,800,000	2,790,771	(36,263)	-1.3%
Transfers	400,000	400,000	400,000	1,225,000	1,225,000	875,000	475,000	118.8%
TOTAL SCHOOL FUNDS	\$141,739,677	\$144,491,184	\$144,869,893	\$148,959,389	\$148,959,389	\$151,249,906	\$6,758,722	4.7%

SCHOOL FUND EXPENDITURES



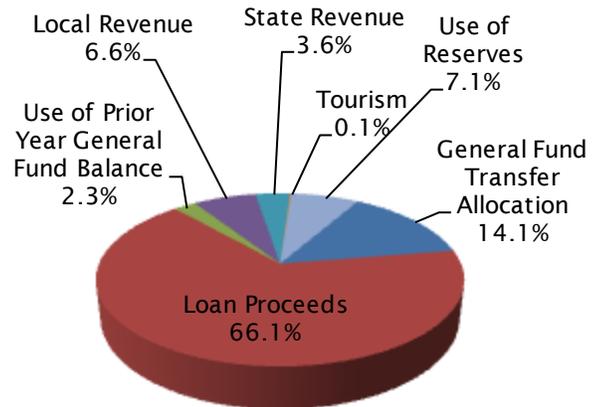
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 12/13 REQUEST	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
SCHOOL FUNDS						
Instruction	\$101,509,879	\$109,063,641	\$115,355,160	\$114,838,359	\$5,774,718	5.3%
Admin, Attendance, Health	9,092,972	6,564,048	6,916,192	6,795,284	231,236	3.5%
Transportation	8,914,797	8,608,670	8,908,388	8,840,769	232,099	2.7%
Building Services	13,966,437	14,090,021	14,607,006	14,515,422	425,401	3.0%
Technology	2,487,605	2,247,256	2,602,113	2,430,932	183,676	8.2%
Transfers	6,369,166	3,917,548	3,230,890	3,829,140	(88,408)	-2.3%
TOTAL SCHOOL FUNDS	\$142,340,856	\$144,491,184	\$151,619,749	\$151,249,906	\$6,758,722	4.7%

CAPITAL BUDGET SUMMARY

FY 2012/13 ADOPTED CAPITAL IMPROVEMENT BUDGET

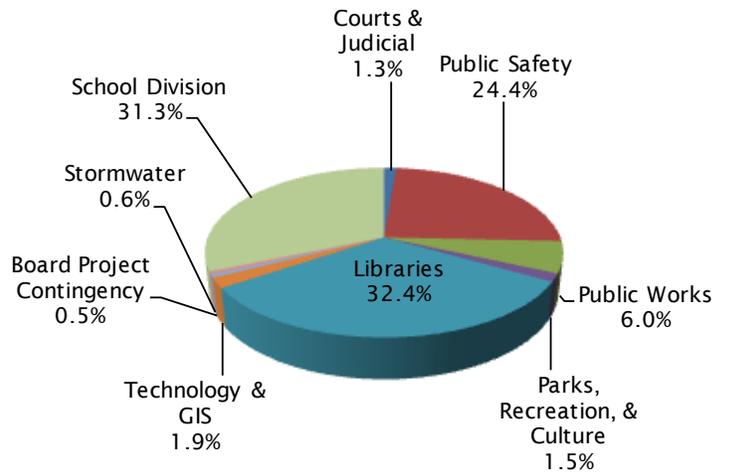
FY 2012/13 Revenues
\$21,624,481

CIP Revenues	FY 12/13
General Fund Transfer Allocation	\$ 3,047,393
Loan Proceeds	14,287,233
Use of Prior Year General Fund Balance	500,000
Local Revenue	1,430,213
State Revenue	786,000
Tourism	30,000
Use of Reserves	1,543,642
Total CIP Revenues	\$ 21,624,481



FY 2012/13 Expenditures
\$21,624,481

CIP Expenditures	FY 12/13
Courts & Judicial	\$ 279,544
Public Safety	5,279,052
Public Works	1,296,158
Parks, Recreation, & Culture	329,068
Libraries	7,001,724
Technology & GIS	417,782
Board Project Contingency	117,561
Stormwater	128,945
School Division	6,774,647
Total CIP Expenditures	\$ 21,624,481



CONSOLIDATED FUNDS SUMMARY

	General Fund	Capital Improvement Funds	Debt Service Funds	Special Revenue Funds	Education Funds	Education Self-Sustaining Funds	Total - All Funds
Projected Available Beginning Fund Balances - 07/01/2012	\$ 29,041,394	\$ 12,710,758	\$ 119,436	\$ 2,573,547	\$ 4,484,631	\$ 5,022,749	\$ 53,952,515
Revenue:							
Property Taxes	\$ 140,455,780						\$ 140,455,780
Other Local Taxes	45,215,800			1,320,000			46,535,800
Permits & Fees	1,645,100			42,870			1,687,970
Fines & Forfeitures	839,700						839,700
Use of Money & Property	460,126	12,000	197,367	76,832	351,500	527,516	1,625,341
Charges for Services	2,756,826			100,024	267,000	6,183,779	9,307,629
Miscellaneous	137,478			5,000	525,075	2,033,247	2,700,800
Recovered Costs	216,152	1,375,343	283,179	35,000	89,500		1,999,174
Revenue from the Commonwealth	22,976,867	786,000		4,180,088	42,950,045	586,497	71,479,497
Revenue from the Federal Govt.	3,864,910			3,069,519	2,935,218	6,871,913	16,741,560
Bond Proceeds	-	14,287,233					14,287,233
Other Funding Sources	-		85,000				85,000
TOTAL REVENUE	\$ 218,568,739	\$ 16,460,576	\$ 565,546	\$ 8,829,333	\$ 47,118,338	\$ 16,202,952	\$ 307,745,484
Transfers from Other Funds	\$ 2,701,127	\$ 3,120,253	\$ 15,461,301	\$ 4,939,891	\$ 101,340,797	\$ 2,601,342	\$ 130,164,711
TOTAL CURRENT REVENUE AND TRANSFERS	\$ 221,269,866	\$ 19,580,829	\$ 16,026,847	\$ 13,769,224	\$ 148,459,135	\$ 18,804,294	\$ 437,910,195
TOTAL AVAILABLE RESOURCES	\$ 250,311,260	\$ 32,291,587	\$ 16,146,283	\$ 16,342,771	\$ 152,943,766	\$ 23,827,043	\$ 491,862,710
Expenditures:							
Administration	\$ 10,799,308	\$ 405,000					\$ 11,204,308
Judicial	3,979,231	270,991		109,000			4,359,222
Public Safety	33,003,587	5,117,532		1,398,827			39,519,946
Public Works	4,455,921	1,321,397		84,358			5,861,676
Human Development	14,864,856	-		7,748,069			22,612,925
Education	-	6,421,958			147,420,766	18,643,330	172,486,054
Parks/Recreation/Culture	6,061,145	7,106,497		400,746			13,568,388
Community Development	6,108,235			2,710,100			8,818,335
Revenue Sharing	17,520,948						17,520,948
Contingencies and Refunds	1,887,798	117,561		15,000			2,020,359
Tourism Projects							-
Capital Projects							-
Debt Service			\$ 16,026,847				\$ 16,026,847
TOTAL EXPENDITURES	\$ 98,681,029	\$ 20,760,936	\$ 16,026,847	\$ 12,466,100	\$ 147,420,766	\$ 18,643,330	\$ 313,999,008
Transfers to Other Funds	\$ 123,130,837	\$ 863,545	\$ -	\$ 1,691,189	\$ 3,829,140	\$ 650,000	\$ 130,164,711
TOTAL CURRENT EXPENDITURES AND TRANSFERS	\$ 221,811,866	\$ 21,624,481	\$ 16,026,847	\$ 14,157,289	\$ 151,249,906	\$ 19,293,330	\$ 444,163,719
PROJECTED FUND BALANCES -06/30/2013	\$ 28,499,394	\$ 10,667,106	\$ 119,436	\$ 2,185,482	\$ 1,693,860	\$ 4,533,713	\$ 47,698,991
TOTAL FUND COMMITMENTS AND FUND BALANCES	\$ 250,311,260	\$ 32,291,587	\$ 16,146,283	\$ 16,342,771	\$ 152,943,766	\$ 23,827,043	\$ 491,862,710
Net Change in Fund Balances:	\$ (542,000)	\$ (2,043,652)	\$ -	\$ (388,065)	\$ (2,790,771)	\$ (489,036)	\$ (6,253,524)
Designated for Operations (one-time)	\$ 542,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 602,000
Designatd for Operations (recurring)	\$ -	\$ -	\$ -	\$ 328,065	\$ -	\$ -	\$ 328,065
Capital Projects	\$ -	\$ 2,043,652	\$ -	\$ -	\$ -	\$ -	\$ 2,043,652

* 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 REAL PROPERTY TAX RATES

Selected Counties (top 20 in population)	2011 Population	2011 Basic Tax Rate*
Loudoun**	324,337	1.30
Prince William**	414,531	1.204
Roanoke	92,687	1.09
Stafford	131,067	1.08
Fairfax**	1,096,023	1.07
Fauquier**	65,780	0.97
Chesterfield**	319,641	0.95
Arlington**	214,373	0.945
Henrico	310,742	0.87
Spotsylvania**	123,997	0.86
Hanover**	100,704	0.81
James City	68,874	0.77
Montgomery	94,996	0.75
Albemarle County	100,780	0.742
York**	65,973	0.658
Rockingham	77,297	0.60
Frederick**	79,156	0.545
Pittsylvania	62,986	0.52
Bedford	69,379	0.50
Augusta	73,792	0.48
Charlottesville	44,471	0.95

*Per \$100 of assessed value

**These localities also levy special service district taxes

Sources:

Tax Rates: *Virginia Local Tax Rates, 2011*, 30th Annual Edition, Weldon Cooper Center for Public Service. Table 2.1 Real Property Nominal Tax Rate, 2011.

Population: *July 1, 2011 Population Estimates for Virginia and its Counties and Cities*, Weldon Cooper Center for Public Service, Demographics & Workforce Group,
<http://www.coopercenter.org/demographics/population-estimates>, March 20, 2012.

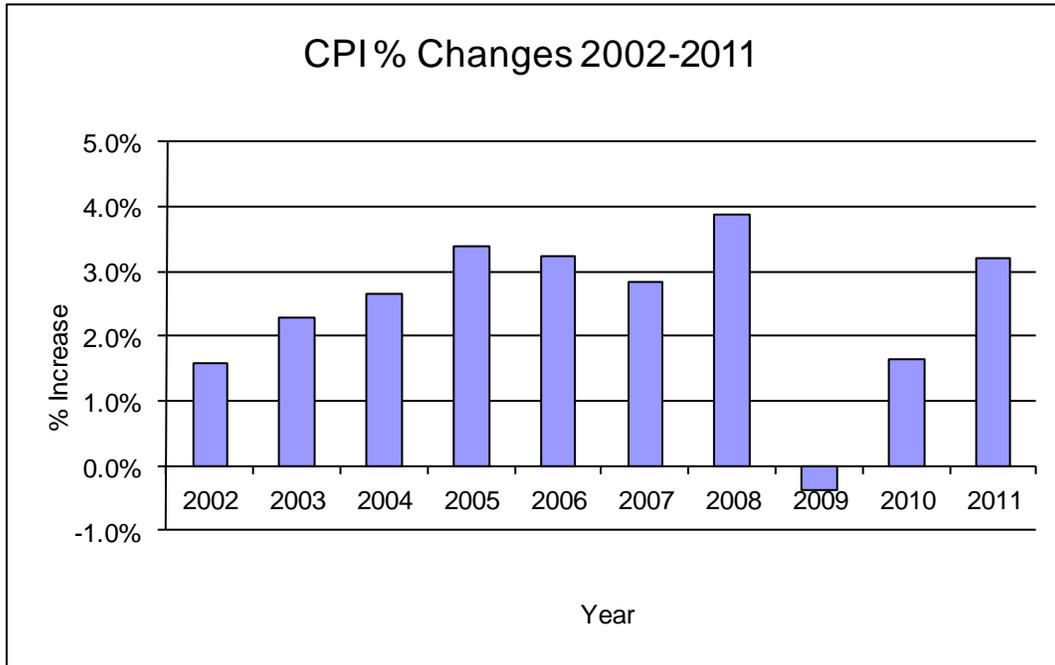
COMPARATIVE EXPENDITURES

COMPARATIVE PER CAPITA EXPENDITURES FY 10/11									
Locality	General Admin.	Judicial Admin.	Public Safety	Public Works	Health & Welfare	Education	Parks, Rec., & Culture	Community Development	Total Expenditures
Fairfax	133.63	45.60	524.31	161.69	490.98	1,994.42	103.30	341.81	4,105,947,614
Prince William	87.56	39.70	525.97	108.17	197.98	1,949.19	93.33	107.88	1,250,138,000
Chesterfield	94.65	47.58	501.28	54.43	219.53	1,571.81	62.73	44.38	821,073,865
Henrico	140.29	42.56	517.24	162.83	224.08	1,509.75	101.78	97.56	858,218,248
Loudoun	126.23	38.27	442.66	96.78	259.72	2,409.18	138.14	82.07	1,122,152,972
Arlington	188.09	67.23	849.20	345.89	726.53	1,814.44	260.41	153.67	914,689,970
Stafford	74.68	52.79	394.97	57.97	168.92	1,956.89	83.58	40.88	365,046,823
Spotsylvania	78.95	49.02	352.34	59.33	199.58	1,815.45	57.65	25.67	322,881,176
Hanover	85.12	42.84	507.94	69.49	241.41	1,649.91	65.90	48.01	270,691,110
Albemarle*	74.06	46.35	350.99	44.58	324.38	1,583.53	70.85	96.51	275,109,715
Roanoke	106.82	41.44	505.44	151.16	231.78	1,456.49	112.69	25.97	243,125,358
Montgomery	74.96	28.94	166.20	60.87	222.60	964.76	32.06	14.42	147,705,410
Rockingham	47.49	42.00	239.16	68.72	226.61	1,508.96	37.00	54.66	169,768,001
Frederick	74.47	43.56	320.41	116.97	149.46	1,668.49	67.76	29.89	193,492,048
Augusta	49.02	26.70	238.15	43.10	270.07	1,351.83	34.53	18.74	149,870,093
Bedford	46.62	41.62	213.60	90.65	234.99	1,227.13	53.19	73.81	136,090,007
Fauquier	167.99	71.33	376.32	196.55	282.82	1,934.95	74.65	85.73	208,018,992
York	116.30	53.95	503.45	177.56	205.50	1,840.80	78.03	127.98	203,171,999
Pittsylvania	31.38	24.62	207.32	50.55	305.01	1,232.55	16.31	113.66	125,829,858
James City	78.29	83.48	397.45	114.84	194.14	1,664.30	145.29	164.53	190,460,909
Charlottesville	225.16	75.13	814.50	328.30	1,058.44	1,664.26	264.70	132.94	198,394,814
Average (top 20 & Charlottesville)	100.08	47.84	426.14	121.93	306.41	1,655.67	93.04	89.56	
All Counties	117.66	52.31	476.52	178.20	345.86	1,587.93	100.71	128.40	

Source: Commonwealth of Virginia, Auditor of Public Accounts. *Comparative Report of Local Government Revenues & Expenditures for the Fiscal Year Ended June 30, 2011*, <http://www.apa.virginia.gov/ComparativeReport.cfm>.

* The amount listed in Community Development excludes \$186.46 per capita paid to the City of Charlottesville under the revenue sharing agreement.

CONSUMER PRICE INDEX TRENDS



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 2008 inflation rate of 3.9% was the highest rate since 1991. The -0.4% change in average annual inflation from 2008 to 2009 is the only negative rate since 1955. In 2011, the inflation rate was 3.2%.

SELECTED FINANCIAL TRENDS

	FY 03/04	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	Adopted FY 12/13
Budgeted Expenditures										
School & Local Government Operations	187,828,017	205,929,410	223,410,371	249,464,893	263,204,610	270,838,259	270,114,107	265,682,373	268,499,812	275,717,124
% Increase	4.5%	9.6%	8.5%	11.7%	5.5%	2.9%	-0.3%	-1.6%	1.1%	2.7%
Capital Budget	22,905,000	29,450,797	22,999,000	39,034,175	28,992,592	49,243,476	16,010,000	8,120,565	17,804,377	20,760,936
% Increase	3.2%	28.6%	-21.9%	69.7%	-25.7%	69.8%	-67.5%	-49.3%	119.3%	16.6%
Revenue Sharing	7,726,021	8,004,461	9,742,748	10,134,816	13,212,401	13,633,950	18,038,878	18,454,658	18,089,812	17,520,948
% Increase	15.4%	3.6%	21.7%	4.0%	30.4%	3.2%	32.3%	2.3%	-2.0%	-3.1%
Total County Expenditures	218,459,038	243,384,668	256,152,119	298,633,884	305,409,603	333,715,685	304,162,985	292,257,596	304,394,001	313,999,008
% Increase	4.7%	11.4%	5.2%	16.6%	2.3%	9.3%	-8.9%	-3.9%	4.2%	3.2%
School Expenditures as % of Total Expenditures (incl capital)	61%	60%	61%	59%	61%	63%	60%	61%	60%	59%
General Govt Expenditures as % of Total Expenditures (incl capital)	35%	36%	35%	37%	35%	33%	34%	33%	34%	35%
People										
Local Government Personnel ¹	530.95	552.95	569.95	619.80	627.80	629.30	608.30	578.60	581.35	595.31
Positions per 1,000 Population	5.98	6.10	6.24	6.78	6.67	6.53	6.23	5.85	5.77	5.80
Classified Employee Market Increase	3.80%	3.00%	4.40%	3.95%	4.00%	3.35%	0.00%	0.00%	1.00%	1.00%
VRS Rate - Employer Share	7.50%	11.00%	11.00%	12.96%	12.96%	13.54%	13.54%	15.14%	15.14%	13.99%
VRS Rate - Employee Share	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.00%
School Enrollment ²	12,251	12,356	12,438	12,446	12,491	12,531	12,742	12,914	12,800	12,963
% Increase	0.1%	0.9%	0.7%	0.1%	0.4%	0.3%	1.7%	1.3%	-0.9%	1.3%
Population ³	88,859	90,645	91,350	91,420	94,090	96,346	97,694	98,970	100,780	102,675
% Increase	1.9%	2.0%	0.8%	0.1%	2.9%	2.4%	1.4%	1.3%	1.8%	1.9%
Taxes										
Avg. Urban/Suburban Parcel Assessment	\$198,667	\$198,667	\$254,756	\$254,756	\$330,731	\$322,078	\$308,121	\$297,632	\$294,678	\$285,544
Real Estate Tax Rate	\$0.76	\$0.76	\$0.74	\$0.74	\$0.68	\$0.71	\$0.742	\$0.742	\$0.742	\$0.762
Tax on Average Parcel Assessment	\$1,510	\$1,510	\$1,885	\$1,885	\$2,249	\$2,287	\$2,286	\$2,208	\$2,187	\$2,176
Personal Property Tax Rate	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28

¹Personnel includes all funded positions. Frozen positions are not included.

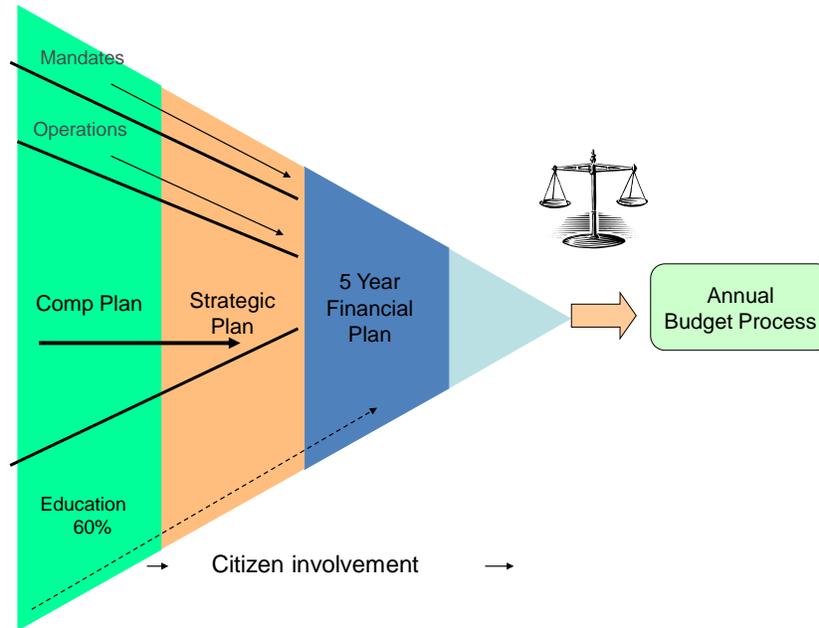
²September 30 Enrollment from FY 2012-2013 Superintendent's Funding Request

³Albemarle County population figures FY 03/04 through FY 05/06 and FY 07/08 through FY 10/12 are taken from the Weldon Cooper Center for Public Service VASTAT website, "Population Estimates" page (<http://www.coopercenter.org/demographics/population-estimates/>), 2 February 2012. The population figure for FY 06/07 is supplied by Qian Cai, Ph.D., Director of the Weldon Cooper Center's Demographics & Workforce unit, 5 February 2009. The population projections for FY 12/13 provided by Geographic Data Services, Albemarle County Department of Community Development, 2 February 2012.

FIVE-YEAR FINANCIAL PLAN

	Projected 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017
Local Revenues					
General Property Taxes	137,541,666	138,460,503	141,220,656	145,502,544	150,634,150
Other Local Taxes	44,898,850	45,969,500	47,179,550	48,539,275	49,604,525
Permits and Fees	1,624,550	1,639,150	1,654,150	1,674,850	1,687,650
Fines and Forfeitures	666,440	678,409	690,407	702,435	714,394
Use of Money/Property	488,500	507,375	522,325	537,625	542,825
Charges for Services	2,537,175	3,635,385	3,683,970	3,740,055	3,814,290
Miscellaneous	33,100	33,800	34,000	34,800	35,100
Payments in Lieu of Taxes	147,278	150,278	152,278	154,778	155,278
Donations	4,300	4,300	4,200	4,200	4,200
Recovered Costs	220,825	226,775	228,825	233,725	240,075
Subtotal Local Revenues	188,162,684	191,305,475	195,370,361	201,124,287	207,432,487
State Revenues					
Payments in Lieu of Taxes - State	127,000	128,000	130,000	133,000	136,800
Non-Categorical Aid - State	15,526,570	15,538,770	15,550,970	15,563,170	15,576,370
Shared Expenses - State	1,916,600	1,935,766	1,974,481	2,023,843	2,084,559
Categorical Aid - State	5,349,248	5,424,584	5,502,221	5,582,098	5,614,531
Subtotal State Revenues	22,919,418	23,027,120	23,157,672	23,302,111	23,412,260
Federal Revenues					
Payments in Lieu of Taxes - Fed	34,200	34,500	34,800	35,000	35,500
ARRA Stimulus					
Categorical Aid - Fed	3,968,609	4,042,718	4,120,450	4,201,061	4,290,131
Subtotal Federal Revenues	4,002,809	4,077,218	4,155,250	4,236,061	4,325,631
Subtotal Local State & Federal	215,084,911	218,409,813	222,683,283	228,662,459	235,170,378
Transfers					
Tr. - CIP & Storm Water	669,910	686,250	703,140	725,150	747,990
Other Transfers	2,033,195	2,075,895	2,125,395	2,177,195	2,225,195
Subtotal Transfers	2,703,105	2,762,145	2,828,535	2,902,345	2,973,185
Use of Fund Balance	167,000	167,000	167,000	0	0
Revenues	217,955,016	221,338,958	225,678,818	231,564,804	238,143,563
General Fund Expenditures					
General Local Government Admin.	11,079,747	11,343,432	11,615,818	11,957,474	12,311,580
Judicial	4,000,368	4,093,934	4,190,692	4,311,258	4,436,327
Public Safety	32,192,493	32,513,345	33,687,944	34,849,716	35,960,443
General Services/Public Works	4,523,276	4,633,058	4,746,290	4,878,179	5,014,549
Human Services	17,754,031	17,883,175	18,090,581	18,359,668	18,648,911
Parks & Recreation/Culture	6,131,594	6,276,437	6,339,139	6,408,002	6,477,836
Community Development	6,140,880	6,252,642	6,368,221	6,515,570	6,668,459
Subtotal, Departmental	81,822,390	82,996,023	85,038,686	87,279,866	89,518,105
Revenue Sharing	17,520,948	17,352,747	17,120,220	17,159,597	17,542,256
Capital/Debt Transfer	18,192,213	18,410,432	18,835,475	19,402,058	19,990,078
Transfer to Schools	98,379,102	99,518,579	101,760,501	104,756,710	107,866,729
Reserves/Other	1,872,925	2,022,376	2,038,446	2,168,269	2,471,825
Subtotal, Non-Departmental	136,132,188	137,371,133	139,771,643	143,286,634	147,503,888
Expenditures	217,954,578	220,367,156	224,810,329	230,566,500	237,021,993
Revenues over Expenditures	437	971,802	868,489	998,304	1,121,570

Five-Year Plan provides critical linkage - tying the County's Comprehensive Plan and Strategic Plan Goals to the County's budgeting processes



Five-Year Financial Plan Revenue Assumptions and Highlights

- Plan is built on the equalized tax rate of 76.5 cents in FY13. This tax rate is assumed in each year of the plan.
 - Maintains taxes for the average homeowner over the five years below the FY09 level, when the recession began
- Maximizes efforts to collect misdirected/delinquent tax revenues
- Begins preparing for state and federal revenue reductions
- Continues focus on alternative revenue sources
- Includes expansion of EMS cost recovery revenue

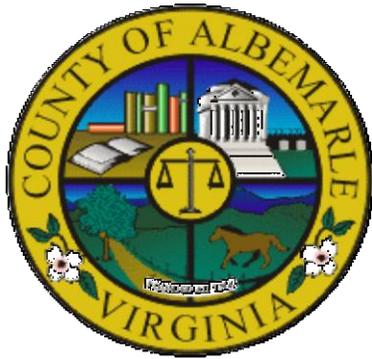
Five-Year Financial Plan Expenditure Assumptions and Highlights

- Addresses obligations and mandates for general government
- Continues efficiencies, restructuring, and repositioning for the future
- Eliminates 4 additional positions over the five-year period through attrition
- Increases reliance on grants, volunteers, and partnerships to fund operations
- Continues scrutiny of all available fund balances and reallocates to core services
- Addresses new financial targets to protect AAA bond rating
- Restructures or reduces funding approach for community agencies
 - Includes \$100k in reductions in funding for agencies to be allocated in accordance with the Board approved Agency Budget Review Team (ABRT) Steering Committee recommendations
 - Assumes funding for tourism and festival-related agencies will be considered within the County's established tourism allocation to the Charlottesville/Albemarle Convention and Visitor's Bureau
 - Anticipates that \$30k will be provided to the library system by "out of area" support. The County contribution would be reduced by the same amount.
 - Agency allocations would then be level-funded through FY17.
 - Charlottesville/Albemarle Commission on Children and Families (CCF)
 - \$25k savings in FY13
 - Operation funded by other means, such as grants, beginning in FY14
- Strategic Priority - Education
 - When compared to funding available at the current tax rate of 74.2 cents, this provides a total of \$7.2 million in additional revenue over the five years, which equates to approximately \$1.4 million in ongoing funding in FY13 that carries throughout the plan

- At this level of funding the school division's five-year plan as presented to the Board of Supervisors remains unbalanced in all years
- Strategic Priority – Capital Program
 - This plan dedicates ½ cent on the tax rate to capital projects
 - Provides additional \$5.4 million for capital projects over a five-year period
- Strategic Priority – Public Safety
 - Provides funding for Public Safety Reclassification
 - Unfreezes 3 police officer positions
 - Opens the Ivy Fire Station
 - Funds a new Public Safety Firing Range
 - Provides Emergency Medical Service (EMS) in the Pantops area
- Strategic Priority – Supporting Evolving Workforce
 - Provides salary increases in each year and sets aside one-time monies for a performance-based recognition pool
- Provides funding to build the Crozet Library in FY13 and to begin operating in FY14
- Provides approximately \$900k in ongoing funding beginning in FY14 for Watch List items:
 - School Division
 - VRS Rates
 - Capital Needs
 - Enrollment
 - Reductions in state and federal funding
 - General Government
 - Capital Needs
 - Chesapeake Bay Cleanup – TMDL Mandate
 - Devolution of Secondary Roads
 - Reductions in state and federal funding

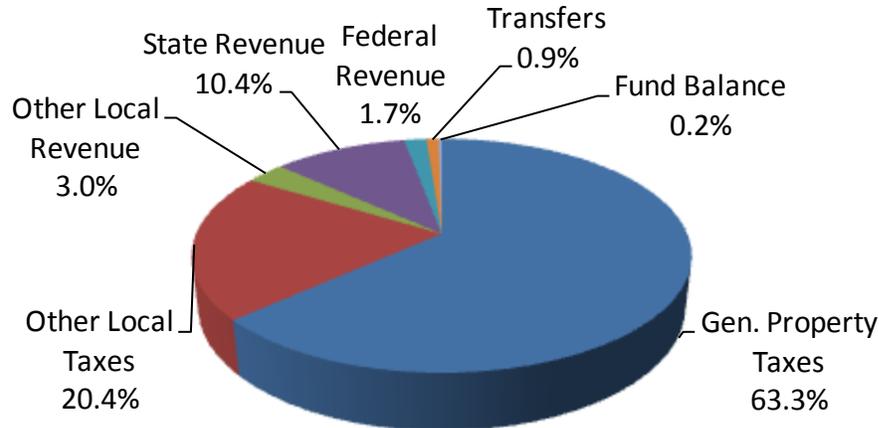
In addition to the highlights above, the following assumptions were used in developing the FY13-FY17 five-year plan.

Item	Assumption
Tax Rate	76.5¢ in each year
Reassessment Rates	2012 - (3.00%) 2013 - (1.50%) 2014 - 0.00% 2015 - 1.50% 2016 - 2.25% 2017 - 2.50%
New Construction	2012 - \$100M 2013 - \$125M 2014 - \$137M 2015 - \$150M 2016 - \$156M 2017 - \$162M
Salaries	FY13 - 1.0% market with \$167k set aside for performance-based recognition pool FY14 - 2.0% market with \$167k set aside for performance-based recognition pool FY15 - 2.0% market with \$167k set aside for performance-based recognition pool FY16-FY17 - 2.7% market/merit increase
Reclassifications	\$650K in FY13 - of this, \$550K is for the public safety reclassification \$75K in FY14 \$75K in FY15 \$75K in FY16 \$75K in FY17
Frozen Positions	- Unfreezes 2 police officers in FY15 and 1 police officer in FY16 - The 3 remaining frozen positions are - Assistant Registrar for Records Management, Manager of Zoning Enforcement, and the Computer Operations Supervisor
Business Auditor Position	Cost = \$80K in FY13 Revenue brought in = \$200K
Department Restructure	Savings: FY14 - \$100K FY15 - \$150K FY16-FY17 - \$200K
VRS	18.99% of salaries in all years of the plan
Health Insurance	FY13 - Reduce employer share by \$300 per employee FY14-FY17 - 8% annual increase in employer share
Dental Insurance	7% annual increase
City Fire Contract	\$871K in FY13 No funding in out years
Operations	- Prior year reductions continued - Allows for 2% annual inflationary increase - Adds \$50,000 for training
CSA	Decrease from \$2.5 to \$2.3 million in each year
Regional Jail	6.5% annual increase
BRJDC	2% annual increase
ECC	2% annual increase
Tax Relief for the Elderly/Disabled	Decrease by \$50k from \$1 million to \$950k
Operating Impact of Capital Projects	Adopted capital plan and includes operating impacts for Mobile Data Computers (beginning in FY13), Policing Firing Range (beginning in FY14), and ECC CAD and Emergency Telephone System (beginning in FY15). FY13 - \$130,000 FY14 - \$146,000 FY15 - \$254,938 FY16 - \$271,185 FY17 - \$271,185
Reserve for Contingencies	\$250k in each year
Fund Balance	Increased target to 10%

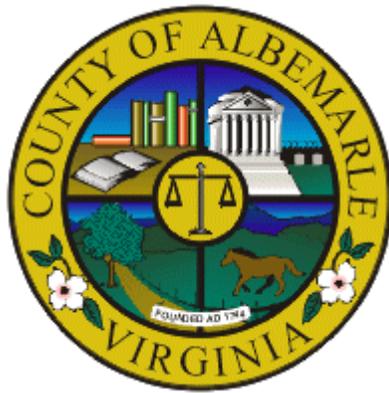


GENERAL FUND REVENUES

FY 12/13 ADOPTED GENERAL FUND REVENUES \$221,811,866



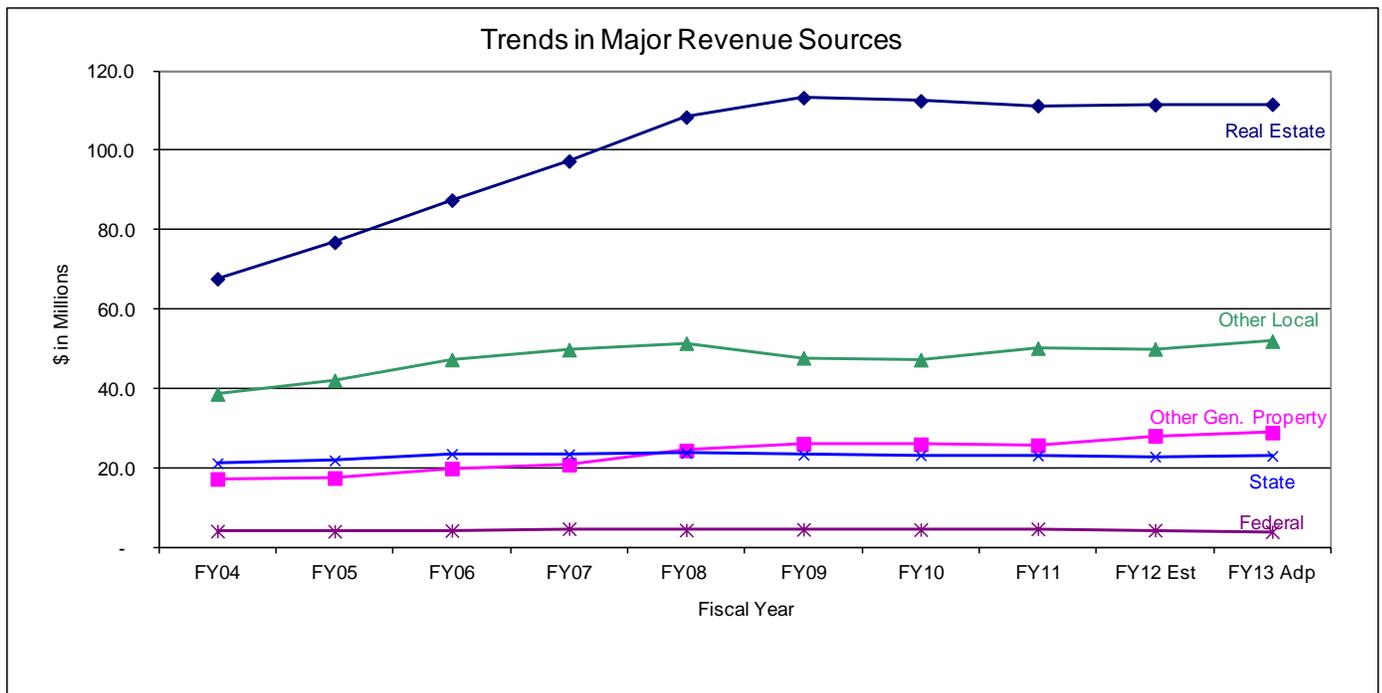
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
General Property Taxes	\$136,906,535	\$136,633,800	\$139,535,541	\$140,755,400	\$140,755,400	\$140,455,780	\$3,821,980	2.8%
Other Local Taxes	44,105,916	43,497,250	43,550,100	45,215,800	45,215,800	45,215,800	1,718,550	4.0%
Permits And Fees	1,687,480	1,516,350	1,692,550	1,645,100	1,645,100	1,645,100	128,750	8.5%
Fines And Forfeitures	622,358	578,600	908,100	839,700	839,700	839,700	261,100	45.1%
Use Of Money And Property	421,484	518,138	466,989	460,126	460,126	460,126	(58,012)	-11.2%
Charges For Services	2,754,714	2,753,750	2,905,666	3,348,371	3,348,371	3,348,371	594,621	21.6%
Miscellaneous	4,362	33,300	12,597	14,100	14,100	14,100	(19,200)	-57.7%
Payments In Lieu Of Taxes	117,051	145,278	116,598	116,978	116,978	116,978	(28,300)	-19.5%
Donations	8,198	3,900	6,900	4,800	4,800	4,800	900	23.1%
Recovered Costs	427,129	222,250	273,789	257,077	257,077	257,077	34,827	15.7%
LOCAL REVENUES	\$187,055,228	\$185,902,616	\$189,468,830	\$192,657,452	\$192,657,452	\$192,357,832	\$6,455,216	3.5%
Payments In Lieu Of Taxes-State	63,868	126,000	127,464	127,000	127,000	\$127,000	1,000	0.8%
Non-Categorical Aid-State	15,591,829	15,512,770	15,509,358	15,596,170	15,596,170	15,596,170	83,400	0.5%
Shared Expenses-State	1,904,191	1,938,172	1,813,915	1,934,398	1,934,398	1,934,398	(3,774)	-0.2%
Categorical Aid-State	5,527,225	5,375,118	5,353,379	5,319,299	5,319,299	5,319,299	(55,819)	-1.0%
Subtotal, State	\$23,087,113	\$22,952,060	\$22,804,116	\$22,976,867	\$22,976,867	\$22,976,867	\$24,807	0.1%
Payments In Lieu Of Taxes-Federal	35,335	34,000	35,627	34,200	34,200	34,200	200	0.6%
ARRA*	142,758	0	0	0	0	0	0	
Categorical Aid-Federal	4,417,765	4,639,507	4,222,166	3,830,710	3,830,710	3,830,710	(808,797)	-17.4%
Subtotal, Federal	\$4,595,858	\$4,673,507	\$4,257,793	\$3,864,910	\$3,864,910	\$3,864,910	(\$808,597)	-17.3%
STATE & FEDERAL REVENUES	\$27,682,971	\$27,625,567	\$27,061,909	\$26,841,777	\$26,841,777	\$26,841,777	(\$783,790)	-2.8%
TOTAL REVENUES	\$214,738,199	\$213,528,183	\$216,530,739	\$219,499,229	\$219,499,229	\$219,199,609	\$5,671,426	2.7%
Transfers	2,079,477	2,053,635	2,061,090	2,010,257	2,010,257	2,070,257	16,622	0.8%
REVENUES and TRANSFERS	\$216,817,676	\$215,581,818	\$218,591,829	\$221,509,486	\$221,509,486	\$221,269,866	\$5,688,048	2.6%
Fund Balance Appropriations:	0	0	0	542,000	542,000	542,000	542,000	
TOTAL REVS, TRANSFERS, FUND BAL:	\$216,817,676	\$215,581,818	\$218,591,829	\$222,051,486	\$222,051,486	\$221,811,866	\$6,230,048	2.9%



REVENUE OVERVIEW

Overall, General Fund Revenues are projected to increase \$6.2 million (3%) over FY 11/12 Adopted budget levels and \$3.2 million (1.4%) over revenue estimates for the current year. General Property taxes continue to represent the largest source of General Fund Revenues (63.3%) and are expected to increase \$3.8 million in FY 12/13, representing 61.9% 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 which are projected to increase \$3.2 million, or 118.4%, in FY 12/13. 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 03/04 – FY 12/13. Since FY 03/04, real estate tax receipts grew 65.0% representing a compounded annual growth rate (CAGR) of 5.7%. Since FY 08/09, real estate tax collections have decreased by a 0.4% CAGR. Other major sources of revenue remained relatively flat throughout this 10-year period. Between FY 03/04 and FY 12/13, all other sources of revenue, when combined, increased by 3.2% CAGR.



LOCAL REVENUES

As previously noted, the largest source of local revenue for Albemarle County consists of general property taxes and other local taxes.

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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
CURRENT:								
Real Estate	\$111,234,792	\$111,396,000	\$111,490,000	\$111,889,000	\$111,889,000	\$111,596,000	\$200,000	0.2%
Public Service	2,174,576	2,215,000	2,369,600	2,452,600	2,452,600	2,446,180	231,180	10.4%
Local Personal Property	19,072,838	19,628,000	20,100,000	19,820,000	19,820,000	19,820,000	192,000	1.0%
Machinery & Tools	524,088	620,000	632,000	605,000	605,000	605,000	(15,000)	-2.4%
Mobile Homes	61,235	63,000	64,000	65,200	65,200	65,000	2,000	3.2%
Subtotal Current	\$133,067,528	\$133,922,000	\$134,655,600	\$134,831,800	\$134,831,800	\$134,532,180	\$610,180	0.5%
PER PENNY: CURRENT:								
Real Estate, avg tax rate	0.742	0.742	0.742/0.764	0.764	0.764	0.762	0.020	2.7%
Real Estate, per penny	1,529,253	1,531,995	1,512,930	1,497,471	1,497,471	1,497,470	(34,525)	-2.3%
Personal Property, inc PPTR, avg tax rate	4.28	4.28	4.28	4.28	4.28	4.28	0.000	0.0%
Personal Property, inc PPTR, per penny	80,742	82,263	83,394	82,677	82,677	47,722	414	0.5%
NON-CURRENT:								
Delinquent Taxes	\$2,000,972	\$1,215,300	\$2,832,941	\$3,530,600	\$3,530,600	\$3,530,600	\$2,315,300	190.5%
Revalidation Rollbacks	153,009	0	110,000	0	0	0	0	
Revalidation Supplements	20,924	0	5,000	0	0	0	0	
Penalties	880,284	755,000	975,000	1,236,000	1,236,000	1,236,000	481,000	63.7%
Interest & Fees	783,818	741,500	957,000	1,157,000	1,157,000	1,157,000	415,500	56.0%
Subtotal Non-Current	\$3,839,007	\$2,711,800	\$4,879,941	\$5,923,600	\$5,923,600	\$5,923,600	\$3,211,800	118.4%
TOTAL	\$136,906,535	\$136,633,800	\$139,535,541	\$140,755,400	\$140,755,400	\$140,455,780	\$3,821,980	2.8%

In FY 12/13, General Property Taxes are projected to total \$140.5 million, an increase of \$3.8 million, or 2.8 %, over the FY 11/12 Adopted Budget, and comprise 63.3% of General Fund revenues, transfers, and use of fund balance. Personal Property Taxes are categorized as follows:

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 11/12 ADOPTED	\$ ADP-ADP	% ADP/ADP
Local Personal Property Tax	\$19,072,838	\$19,628,000	\$20,100,000	\$19,820,000	\$19,820,000	\$19,820,000	\$192,000	1.0%
State Personal Property Tax Relief (PPTR)	14,960,670	14,960,670	14,960,670	14,960,670	14,960,670	14,960,670	0	0.0%
Total Current Personal Property Tax	\$34,033,507	\$34,588,670	\$35,060,670	\$34,780,670	\$34,780,670	\$34,780,670	\$192,000	0.6%

Real Estate Property Tax is the largest source of revenue for the County and is expected to generate \$111.6 million, or 50.3% of General Fund revenues in FY 12/13. This represents a \$0.2 million, or 0.2%, increase over FY 11/12 and is calculated based on a real estate tax rate of \$0.762 per \$100 of assessed value. For the average homeowner, this will result in a real estate tax payment that is essentially flat. Each penny on the real estate tax rate yields \$1.5 million in estimated collectable real estate tax revenues. Real estate property taxes are paid in two installments due June 5 and December 5.

10-Year Real Estate Tax Rate History	
2003	\$0.760
2004	\$0.760
2005	\$0.740
2006	\$0.740
2007	\$0.680
2008	\$0.710
2009	\$0.742
2010	\$0.742
2011	\$0.742
2012	\$0.762

This budget is based on a decrease of 3.0% in the County's 2012 total taxable assessed values and a projected 2013 decrease of 1.5%. The 2012 decline shows changes in property values resulting from a softening of the real estate market being experienced locally as well as nationally.

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 is of \$0.762 per \$100 of

assessed value. For FY 12/13, the Public Service tax is projected to total \$2.4 million, a 10.4% increase over FY 11/12. Each penny on this tax rate is expected to yield \$32,102 in revenues for FY 12/13. The increase is due in part to a

better ability to identify taxable properties using GIS mapping capabilities. In the last year, increases have centered around taxes for fiber cable installation and railroads.

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 \$192,000, or 0.6%, over the FY 11/12 budget. Personal property taxes, less PPTR, collected from taxpayers are projected to increase 1.0%. The percent collected from taxpayers can vary significantly from the combined collection rate due to the fixed nature of PPTR payments. The combined rate is a better indicator of economic conditions. The current tax rate is \$4.28 per \$100 of assessed value. Each penny on the personal property tax rate, including PPTR payments, yields \$81,263 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 \$0.762 per \$100 of assessed value. Revenues derived from Mobile home taxes are projected to total \$65,000, a 3.2% increase over the FY 11/12 budget. Each penny on this tax rate yields \$879 in collectable tax revenue for FY 12/13.

Machinery and Tools tax is levied on equipment needed in the manufacturing process. Machinery and Tools tax revenues are projected to decrease \$15,000 from the FY 11/12 budget. This decrease is based on updated estimates for FY 11/12 and reflects continued caution in purchases by local businesses. Each penny on this tax rate yields \$1,414 in collectable tax revenue for FY 12/13. The current tax rate is \$4.28 per \$100 of assessed value.

Delinquent Taxes, Penalties, Interest and Fees are projected to increase \$3.2 million, or 118.4%, in FY 12/13. This increase is due to an increased emphasis on the collection of delinquent taxes.

Revenue Estimating

The total estimated fair market value of taxable real estate and public service property on January 1, 2011 was \$15.4 billion of taxable assessment net of land use deferral. The following table displays total real property assessed values, net of land use deferral, for the 2011 calendar year and prior ten years broken out by type of property:

Albemarle County Taxable Real Property Assessed Values: 2001-2011

Calendar Year	Residential	Multifamily	Commercial & Industrial	Agricultural *	Public Utilities	Total
2001	4,769,968,200	275,942,500	1,050,891,900	678,897,600	256,060,813	7,031,761,013
2002	4,979,602,800	277,068,800	1,093,298,100	732,885,500	231,603,670	7,314,458,870
2003	6,136,460,300	327,245,300	1,302,364,800	828,912,700	250,683,214	8,845,666,314
2004	6,404,387,200	357,488,600	1,343,841,100	900,512,000	218,500,000	9,224,728,900
2005	8,207,531,600	456,871,900	1,668,660,200	1,126,919,700	253,418,070	11,713,401,470
2006	8,602,518,900	427,317,800	1,707,760,400	1,232,522,100	256,385,922	12,226,505,122
2007	11,285,843,400	501,467,200	2,148,046,800	1,489,277,400	276,123,282	15,700,758,082
2008	11,446,584,300	455,876,100	2,368,262,600	1,538,524,600	260,993,434	16,070,241,034
2009	11,149,504,000	497,068,700	2,400,584,700	1,583,370,800	263,076,531	15,893,604,731
2010	10,781,176,900	504,617,500	2,491,664,600	1,485,950,300	282,377,195	15,545,786,495
2011	10,702,226,400	473,660,600	2,484,864,600	1,456,599,100	299,324,739	15,416,675,439

* Net Land Use Deferral

Other Local Taxes:

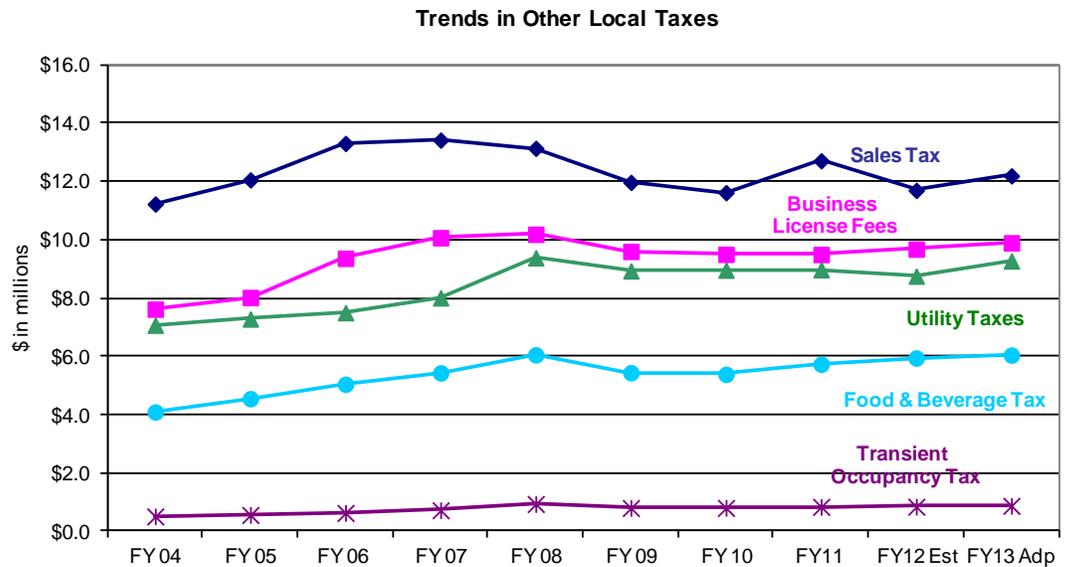
Other Local Taxes consist of sales taxes, utility taxes, business taxes, motor vehicle licenses, recordation taxes, and prepared food and beverage taxes. These taxes are projected to generate \$45.2 million in revenues for FY 12/13, a \$1.7 million, or 4.0% increase over the FY 11/12 budget. Combined, these funds represent 20.4% of General Fund revenues, transfers, and use of fund balance. Other Local Taxes are excise taxes classified as:

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Penalty & Interest	\$76,320	\$84,750	\$79,000	\$91,500	\$91,500	\$91,500	\$6,750	8.0%
Sales Tax	12,716,193	12,000,000	12,100,000	12,200,000	12,200,000	12,200,000	200,000	1.7%
Consumer Utility Tax	8,651,886	9,047,400	8,484,900	8,947,400	8,947,400	8,947,400	(100,000)	-1.1%
Utility Consumption Tax	325,735	333,700	351,200	333,500	333,500	333,500	(200)	-0.1%
Business License	9,501,513	9,613,100	9,702,500	9,902,400	9,902,400	9,902,400	289,300	3.0%
Short Term Rental	76,011	78,300	75,000	77,000	77,000	77,000	(1,300)	-1.7%
Vehicle Registration	3,538,789	3,475,000	3,600,000	3,675,000	3,675,000	3,675,000	200,000	5.8%
Bank Franchise	761,253	710,000	675,000	730,000	730,000	730,000	20,000	2.8%
Clerk Fees	1,875,580	1,680,000	1,657,500	1,904,000	1,904,000	1,904,000	224,000	13.3%
Transient Occupancy	845,159	875,000	875,000	880,000	880,000	880,000	5,000	0.6%
Food & Beverage Tax	5,737,476	5,400,000	5,950,000	6,050,000	6,050,000	6,050,000	650,000	12.0%
Audit Revenues	0	200,000	0	425,000	425,000	425,000	225,000	112.5%
TOTAL	\$44,105,916	\$43,497,250	\$43,550,100	\$45,215,800	\$45,215,800	\$45,215,800	\$1,718,550	4.0%

Penalties and Interest collected on other local taxes are projected to be \$91,500 in FY 12/13, representing an 8.0% increase over the FY 11/12 budget.

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. Local sales tax revenues declined since peaking at \$13.4 million in FY 06/07 due to unfavorable economic conditions and commercial development occurring in adjacent localities. In FY 12/13, sales tax revenues are projected to total \$12.2 million, a 1.7% increase over the FY 11/12 budget. As a result of investigative work completed by the business auditor, the County is now receiving sales tax revenues that were being allocated incorrectly to other localities in prior years. The FY 10/11 increase is a result of the one-time receipt of the corrected allocations.

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 allocated to local jurisdictions based on prorated FY 05/06 receipts. Taxation of gas and electrical service is based on usage. These taxes are projected to total \$8.9 million, a 1.1% decrease from the FY 11/12 budget.



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 \$9.9 million, a 3.0% increase over the FY 11/12 budget. This increase is based on actual collections in FY 10/11 and reflects a moderate economic recovery.

Short Term Rental is a tax paid on any rental equipment in lieu of personal property tax. This item is projected to total \$77,000 in FY 12/13, a \$1,300 decrease from FY 11/12. Though a decrease from what was budgeted in the previous year, the projected revenues are comparable to recent actual receipts.

Motor Vehicle Licenses are registration fees collected from vehicle owners for operating vehicles on County highways. Motor vehicle registrations are projected to total \$3.7 million, a 5.8% increase over FY 11/12.

Bank Franchise Tax is collected from banks doing business in the County. The tax is based on equity capital allocated by branch deposits. Real estate tax is paid directly to localities based on local assessment practices. This tax is estimated to generate \$0.7 million, a 2.8% increase over the FY 11/12 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 \$1.9 million in FY 12/13, a 13.3% increase over the FY 11/12 budget.

Transient Occupancy Taxes 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 12/13 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. The projected General Fund portion of these revenues is estimated at \$880,000, a 0.6% increase over the FY 11/12 budget.

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 \$6.1 million, a 12.0%, or \$650,000 increase over the FY 11/12 budget.

Audit Revenues are revenues generated by the business auditors. This item is projected to increase \$225,000, or 112.5%, over FY 11/12. The increase is due to an additional Business Auditor in the Finance Department.

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 million in revenue which offsets the costs of the County's building code and inspections program. The total revenue from permits, fees and licenses is projected to be \$1.6 million, an 8.5% increase of \$128,750 over the FY 11/12 budget. These revenues represent 0.7% of General Fund revenues, transfers, and use of fund balance.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Inspection related fees	\$993,184	\$910,000	\$1,017,200	\$1,018,000	\$1,018,000	\$1,018,000	\$108,000	11.9%
Other development fees	572,944	473,300	519,700	504,800	504,800	504,800	31,500	6.7%
Animal License	46,730	48,000	41,500	41,000	41,000	41,000	(7,000)	-14.6%
Land Use	3,125	10,000	45,500	5,000	5,000	5,000	(5,000)	-50.0%
Fire/Rescue	52,100	57,000	50,000	56,900	56,900	56,900	(100)	-0.2%
Courts	18,154	16,900	18,000	18,100	18,100	18,100	1,200	7.1%
Other Permits and Fees	1,243	1,150	650	1,300	1,300	1,300	150	100.0%
TOTAL	\$1,687,480	\$1,516,350	\$1,692,550	\$1,645,100	\$1,645,100	\$1,645,100	\$128,750	8.5%

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 \$839,700 in FY 12/13, a 45.1% increase of \$261,100 over the FY 11/12 budget, and represent 0.4% of General Fund revenues, transfers, and use of fund balance. The increase in projected revenues is based on the increase in actual receipts in FY 11/12.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Fines And Forfeitures	\$622,358	\$578,600	\$908,100	\$839,700	\$839,700	\$839,700	\$261,100	45.1%
TOTAL	\$622,358	\$578,600	\$908,100	\$839,700	\$839,700	\$839,700	\$261,100	45.1%

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 decrease \$58,012, or 11.2%, from the FY 11/12 budget. This category represents 0.2% of the General Fund revenues, transfers, and use of fund balance. The decrease in the projected amount of interest the County will receive in FY 12/13 is based on the revised FY 11/12 estimate.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Interest	\$71,436	\$120,000	\$50,629	\$70,629	\$70,629	\$70,629	(\$49,371)	-41.1%
Sale of Surplus	20,840	12,200	44,731	17,300	17,300	17,300	5,100	41.8%
Rent	329,208	385,938	371,629	372,197	372,197	372,197	(13,741)	-3.6%
TOTAL	\$421,484	\$518,138	\$466,989	\$460,126	\$460,126	\$460,126	(\$58,012)	-11.2%

Charges for Services

Charges for Services are revenues generated by the services performed by County personnel. The estimated FY 12/13 revenue is \$3.3 million, a 21.6% increase over the FY 11/12 budget, and represents 1.5% of General Fund revenues, transfers, and use of fund balance. There is a projected increase of \$568,800 in EMS Cost Recovery based on fee increases and an expansion of the EMS Cost Recovery program.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Fees of Clerk	\$48,778	\$161,200	\$161,200	\$112,500	\$112,500	\$112,500	(\$48,700)	-30.2%
Police & Sheriff	624,627	593,464	607,864	679,200	679,200	679,200	85,736	14.4%
Administration Fees	294,512	312,327	299,635	302,926	302,926	302,926	(9,401)	-3.0%
Parks & Recreation	316,085	338,100	325,500	337,500	337,500	337,500	(600)	-0.2%
EMS Cost Recovery	638,565	457,800	600,000	1,026,600	1,026,600	1,026,600	568,800	124.2%
Service & Sales	42,325	72,700	92,758	65,200	65,200	65,200	(7,500)	-10.3%
Project Management Fee	612,071	647,159	647,159	651,545	651,545	651,545	4,386	0.7%
Court Fees	177,752	171,000	171,550	172,900	172,900	172,900	1,900	1.1%
TOTAL	\$2,754,714	\$2,753,750	\$2,905,666	\$3,348,371	\$3,348,371	\$3,348,371	\$594,621	21.6%

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 \$112,500, a \$48,700 decrease from the FY 11/12 budget based on an anticipated reduction in re-financing activities.

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. Fee income is expected to total \$679,200, a 14.4% increase over the FY 11/12 budget.

Administration Fees are collected for operational and construction-related services rendered to the Jail, Juvenile Facility, and Emergency Communications Center. Fee income is expected to total \$302,926, a 3.0% decrease from the FY 11/12 budget.

Parks & Recreation Fees are earned from operation of the County parks and community centers as well as various recreation programs. Fee income is expected to total \$337,500, a 0.2% decrease from the FY 11/12 budget.

EMS Cost Recovery is a program to obtain reimbursement for costs associated with transporting a patient to a hospital by ambulance. Medicaid, Medicare, and most other private insurance policies provide reimbursement for this service. It is projected that EMS Cost Recovery will generate \$1,026,600 in revenue in FY 12/13, an increase of \$568,800. This increase is due to a combination of increased billing rates, staffing of a new EMS crew in Pantops, and a partial year of countywide implementation of the program.

Sales and Services include revenues from the sale of publications, maps, and information reports generated by County personnel. Revenues are projected to total \$65,200, a 10.3% decrease from the FY 11/12 budget.

Court Fees are miscellaneous fees collected on court convictions including court security fees and fingerprinting. Revenues are projected to total \$172,900, a 1.1% increase over the FY 11/12 budget.

Miscellaneous

Miscellaneous revenue are funds collected by the County that are not classified in any other category. Miscellaneous revenues are expected to total \$14,100, a 57.7% decrease from the FY 11/12 budget. This change is due to reduced Worker Compensation refund estimates based on claim experience.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Miscellaneous	\$4,362	\$33,300	\$12,597	\$14,100	\$14,100	\$14,100	(\$19,200)	-57.7%
TOTAL	\$4,362	\$33,300	\$12,597	\$14,100	\$14,100	\$14,100	(\$19,200)	-57.7%

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 \$116,978, a 19.5% decrease from the FY 11/12 budget due to revisions to the formulas calculating the fees.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Payments in lieu of taxes	\$117,051	\$145,278	\$116,598	\$116,978	\$116,978	\$116,978	(\$28,300)	-19.5%
TOTAL	\$117,051	\$145,278	\$116,598	\$116,978	\$116,978	\$116,978	(\$28,300)	-19.5%

Donations

The County is projecting to receive \$4,800 in donations for FY 12/13.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Donations	\$8,198	\$3,900	\$6,900	\$4,800	\$4,800	\$4,800	\$900	23.1%
TOTAL	\$8,198	\$3,900	\$6,900	\$4,800	\$4,800	\$4,800	\$900	23.1%

Recovered Costs

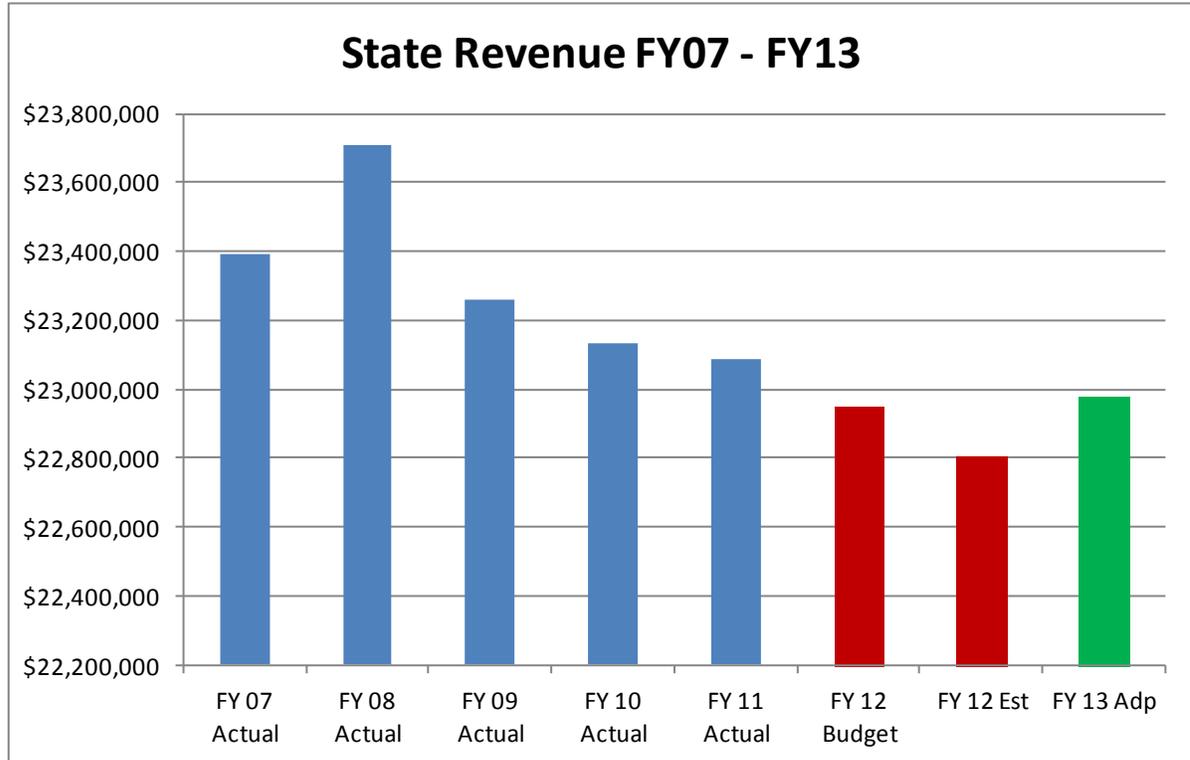
Recovered costs are reimbursements from other governmental entities or insurance companies for costs incurred by the County on their behalf. Recovered costs are projected to total \$257,077 for FY 12/13, a 15.7% increase over the FY 11/12 budget. This increase is due to the recovery of computer maintenance costs for school division computers that are maintained by the general government.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Recovered costs	\$427,129	\$222,250	\$273,789	\$257,077	\$257,077	\$257,077	\$34,827	15.7%
TOTAL	\$427,129	\$222,250	\$273,789	\$257,077	\$257,077	\$257,077	\$34,827	15.7%

STATE REVENUES

State Revenue Summary

Overall, the FY 12/13 State Revenue estimate is anticipated to increase \$24,807, or 0.1%, over the FY 11/12 Adopted Budget. Specifics for this change are noted below. As shown in the chart below, State revenues have decreased significantly since FY 08. The “actual” revenues received between FY 07 and FY 11 are displayed blue, FY 12 “budgeted” revenues and the FY 12 “projected” revenues are shown as red bars and the adopted FY 13 revenues are displayed in green for additional clarity. State Revenues represent 10.4% of Total General Fund revenues, transfers, and use of fund balance.



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 12/13 is estimated to be \$127,000, a 0.8% increase over the FY 11/12 budget.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Payments In Lieu Of Taxes-State	\$63,868	\$126,000	\$127,464	\$127,000	\$127,000	\$127,000	\$1,000	0.8%
TOTAL	\$63,868	\$126,000	\$127,464	\$127,000	\$127,000	\$127,000	\$1,000	0.8%

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 \$15.6 million, an \$83,400 increase over the FY 11/12 budget.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
In Lieu of Personal Property	\$596,070	\$506,200	\$518,900	\$595,600	\$595,600	\$595,600	\$89,400	17.7%
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	2,731	2,900	2,788	2,400	2,400	2,400	(500)	-17.2%
Mobile Home titling	32,358	43,000	27,000	37,500	37,500	37,500	(5,500)	-12.8%
TOTAL	\$15,591,829	\$15,512,770	\$15,509,358	\$15,596,170	\$15,596,170	\$15,596,170	\$83,400	0.5%

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 \$3,774, or 0.2%, from the FY 11/12 budget. State shared expenses represent 0.9% of Total General Fund Revenues, transfers, and use of fund balance.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Commonwealth Attorney	\$450,037	\$455,363	\$429,166	\$457,995	\$457,995	\$457,995	\$2,632	0.6%
Clerk of Circuit Court	373,859	378,880	357,065	381,018	381,018	381,018	2,138	0.6%
Sheriff	654,744	664,414	628,926	652,821	652,821	652,821	(11,593)	-1.7%
Registrar	45,102	47,044	47,000	47,500	47,500	47,500	456	1.0%
Director of Finance	380,449	392,471	351,758	395,064	395,064	395,064	2,593	0.7%
TOTAL	\$1,904,191	\$1,938,172	\$1,813,915	\$1,934,398	\$1,934,398	\$1,934,398	(\$3,774)	-0.2%

Note: The County anticipates the State may increase funding in this category due to the fact that the County has exceeded 100,000 in population based on Weldon Cooper’s provisional population projections. Above this threshold, constitutional officers receive a salary increase, which is reimbursable by the State. If this occurs, these changes will be incorporated into the final budget when revised amounts become available to the County.

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: social services revenues; housing improvement funds; HB 599 police funds; Emergency Medical Service (EMS) funds; Fire Service Program (FSP) Funds; recordation fees (distributed for transportation and/or education purposes); 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 \$5.3 million, a \$55,819 decrease from the FY 11/12 budget. The Law Enforcement category is solely HB 599 funding which is anticipated to increase \$165,085 to \$1,915,430 due to an estimated decrease in the State Aid to Localities Reduction which should increase locality funding.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Social Services	\$2,511,498	\$2,491,149	\$2,347,717	\$2,327,858	\$2,327,858	\$2,327,858	(\$163,291)	-6.6%
Recordation Tax	442,994	493,500	420,000	413,355	413,355	413,355	(80,145)	-16.2%
Law Enforcement	1,967,887	1,750,345	1,996,790	1,915,430	1,915,430	1,915,430	165,085	9.4%
EMS & Fire Service	331,160	333,100	315,884	340,000	340,000	340,000	6,900	2.1%
Misc. Grants	5,000	5,000	5,000	5,000	5,000	5,000	0	0.0%
Misc. State Revenue	41,557	10,000	20,000	20,000	20,000	20,000	10,000	100.0%
Medicaid Reimbursement	227,130	292,024	247,988	297,656	297,656	297,656	5,632	1.9%
TOTAL	\$5,527,225	\$5,375,118	\$5,353,379	\$5,319,299	\$5,319,299	\$5,319,299	(\$55,819)	-1.0%

FEDERAL REVENUES

Payments in Lieu of Taxes – Federal

The Federal Government makes payments in lieu of taxes to the County for tax-exempt park lands located within the County. The total payment is expected to be \$34,200 for FY 12/13.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Payments In Lieu Of Taxes-Fede	\$35,335	\$34,000	\$35,627	\$34,200	\$34,200	\$34,200	\$200	0.6%
TOTAL	\$35,335	\$34,000	\$35,627	\$34,200	\$34,200	\$34,200	\$200	0.6%

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, and grants for law enforcement programs. Overall, federal categorical aid is projected to total \$3.8 million, a 17.4% decrease of \$808,797.

The decrease in federal revenues for the Department of Social Services (DSS) is due to a change in an automation process for child care payments. In FY 12/13, payments for the County’s child care services will be made directly by the state, utilizing both federal and state funding. This category represents 1.7% of the General Fund revenues, transfers, and use of fund balance.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Social Services	\$4,160,530	\$4,366,005	\$3,914,871	\$3,550,394	\$3,550,394	\$3,550,394	(\$815,611)	-18.7%
Grants	43,825	0	73,753	0	0	0	0	
Medicaid Reimbursement	213,410	273,502	233,542	280,316	280,316	280,316	6,814	2.5%
TOTAL	\$4,417,765	\$4,639,507	\$4,222,166	\$3,830,710	\$3,830,710	\$3,830,710	(\$808,797)	-17.4%

TRANSFERS

Transfers are made to offset General Fund eligible expenses to administer or conduct programs, which are funded by dedicated special revenues or grant funds. The School Resource Officer and HUD family service coordinator programs are funded by grant monies transferred to the General Fund. Expenditures in the General Fund for the benefit of Tourism operations and the Housing Office's administrative costs for managing HUD Section 8 Housing Rental assistance funds are also offset by transfers. This category is projected to total \$2.1 million, a 0.8% increase over the FY 11/12 budget.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
SEC 8 Reimb	\$331,282	\$296,000	\$282,000	\$282,800	\$282,800	\$282,800	(\$13,200)	-4.5%
CIP - Storage Facility Lease	58,000	54,000	62,000	62,000	62,000	62,000	8,000	14.8%
School Resource Officer	136,979	140,000	140,000	140,000	140,000	140,000	0	0.0%
Family Support	188,338	188,500	188,500	188,338	188,338	188,338	(162)	-0.1%
Tourism	1,248,750	1,312,500	1,312,500	1,320,000	1,320,000	1,320,000	7,500	0.6%
Energy Grant	0	27,625	27,625	15,519	15,519	15,519	(12,106)	-43.8%
Housing Grants	0	33,510	33,510	0	0	0	(33,510)	-100.0%
Commonwealth Attorney	0	0	0	0	0	60,000	60,000	
Other Transfers	116,128	1,500	14,955	1,600	1,600	1,600	100	6.7%
TOTAL	\$2,079,477	\$2,053,635	\$2,061,090	\$2,010,257	\$2,010,257	\$2,070,257	\$16,622	0.8%

USE OF FUND BALANCE

Fund balance reflects the use of County savings in prior years for one-time expenditures or emergency needs. The use of \$542,000 in fund balance revenues in FY 12/13 reflects the projected use of reserve funds.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 ESTIMATE	FY 12/13 PROJECTED	FY 12/13 RECOMM	FY 11/12 ADOPTED	\$ ADP-ADP	% ADP/ADP
Fund Balance	\$0	\$0	\$0	\$542,000	\$542,000	\$542,000	\$542,000	
TOTAL	\$0	\$0	\$0	\$542,000	\$542,000	\$542,000	\$542,000	

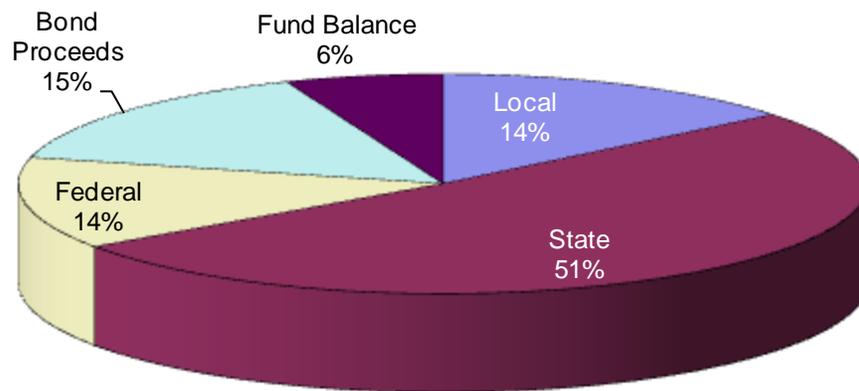
The following list details the items being funded with fund balance:

Economic Development Fund	\$250,000
Performance-Based Recognition Pool	150,000
One-Time Department Capital Outlay	125,000
Training Pool	17,000
	<u>\$542,000</u>

OTHER FUND REVENUES

General Fund revenues make up 70% of total County revenues. The remaining 30% is generated in the School Fund, School Self-Sustaining Fund, Capital Fund, Debt Service Fund, and Special Revenue Fund. The two largest sources from these funds are the State of Virginia and bond proceeds.

FY 12/13 Adopted Revenue Other Funds \$94,888,269



Local Revenues total \$13.4 million. The largest revenue source within this category is charges for services, which generates \$4.1 million. The other large revenue sources are school cafeteria sales (\$2.6 million), recovered costs for capital projects (\$1.4 million), use of money and property (\$1.2 million), and hotel/motel tax (\$1.3 million).

State Revenues total \$48.5 million. Of this amount, \$43.0 million, or 89%, supports the School Fund. The other large revenue sources are funding for the Comprehensive Service Act (\$3.2 million), education technology grant (\$0.8 million), and public safety grants (\$0.7 million).

Federal Revenues total \$12.9 million. The single largest revenue source within this category is Section 8 housing funding (\$3.0 million). The other large revenue sources include funding for special education (\$2.8 million), the Federal Lunch Program (\$2.1 million), and Title I (\$1.6 million).

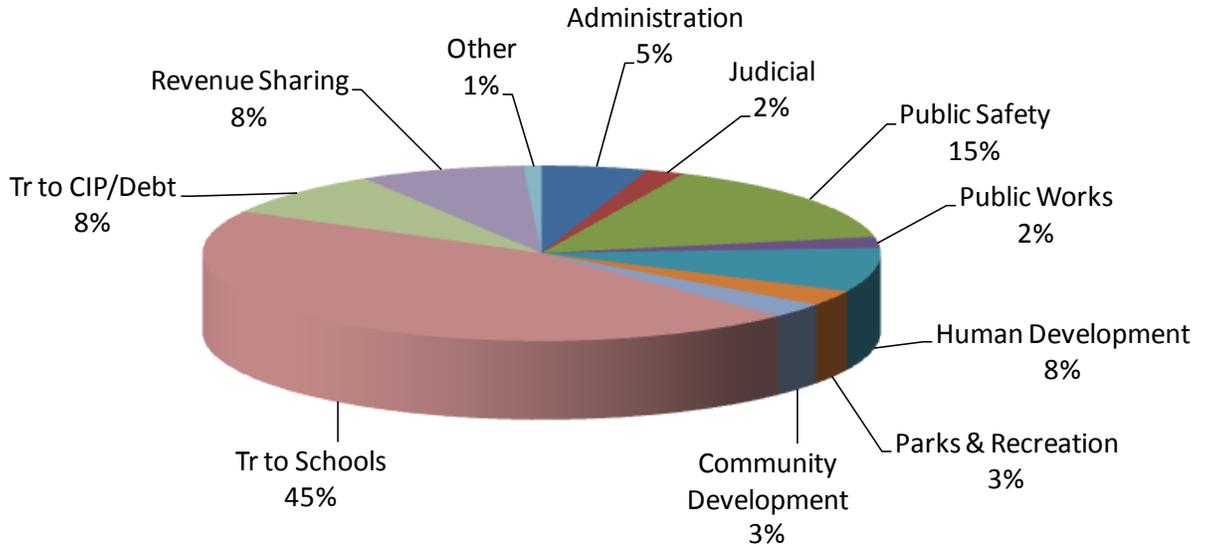
Bond Proceeds total \$14.3 million and provide funding for those projects in the capital budget not funded with pay-as-you-go dollars. The projects funded through bond proceeds in FY 12/13 are the Crozet Library, server infrastructure upgrades, ECC Emergency Telephone System, Fire/Rescue apparatus and equipment, firearms range, and police patrol video cameras.

Use of Fund Balance totals \$5.7 million. Of this amount, \$2.8 million is in the School Fund and \$2.0 million in the capital funds.

Details of the School Fund and School Self-Sustaining Fund revenues can be found in the school system’s budget document. Details of Capital Fund, Debt Service Fund, and Special Revenue Fund revenues can be found in the Capital Improvement Program Budget Manual.

GENERAL FUND EXPENDITURES

FY 12/13 ADOPTED GENERAL FUND EXPENDITURES \$221,811,866



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Administration	\$9,913,655	\$10,555,155	\$10,287,416	\$11,238,637	\$11,238,637	\$11,238,637	\$683,482	6.5%
Judicial	3,779,403	3,851,355	3,802,441	4,090,141	3,981,921	4,041,921	190,566	4.9%
Public Safety	28,834,031	30,548,112	30,589,556	34,292,011	33,302,175	33,568,298	3,020,186	9.9%
Public Works	3,993,094	4,391,111	4,069,640	4,501,871	4,472,871	4,472,871	81,760	1.9%
Human Development	17,787,780	18,992,476	18,123,512	18,474,390	17,980,429	18,022,929	(969,547)	-5.1%
Parks & Recreation	6,174,304	6,236,933	6,211,599	6,479,155	6,224,425	6,298,483	61,550	1.0%
Community Development	6,093,101	6,017,952	5,998,887	6,365,542	6,089,663	6,117,155	99,203	1.6%
SUBTOTAL	\$76,575,369	\$80,593,094	\$79,083,051	\$85,441,747	\$83,290,121	\$83,760,294	\$3,167,200	3.9%
Revenue Sharing	\$18,454,658	\$18,089,812	\$18,089,812	\$17,520,948	\$17,520,948	\$17,520,948	(\$568,864)	-3.1%
Tr to Schools	96,057,504	97,245,582	97,245,582	99,458,048	99,458,048	100,106,298	2,860,716	2.9%
Tr to Capital & Debt Service	17,800,883	17,676,857	18,855,433	18,391,123	18,391,123	18,508,684	831,827	4.7%
Reserve for Board Decision	0	0	0	0	1,497,000	0	0	
Other Uses of Funds	739,632	1,976,473	1,406,172	1,919,246	1,894,246	1,915,642	(60,831)	-3.1%
SUBTOTAL	\$133,052,677	\$134,988,724	\$135,596,999	\$137,289,365	\$138,761,365	\$138,051,572	\$3,062,848	2.3%
TOTAL GENERAL FUND	\$209,628,046	\$215,581,818	\$214,680,050	\$222,731,112	\$222,051,486	\$221,811,866	\$6,230,048	2.9%

GENERAL FUND EXPENDITURES

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	FY13 Adp - FY12 Adp \$ CHANGE	FY12 Adp % CHANGE	
GENERAL GOVERNMENT ADMINISTRATION									
Board of Supervisors	\$526,139	\$577,562	\$535,253	\$577,136	\$577,136	\$577,136	(\$426)	-0.1%	
County Executive	797,482	652,336	649,176	680,827	680,827	680,827	28,491	4.4%	
Community and Business Partnerships	254,384	308,659	311,129	320,087	320,087	320,087	11,428	3.7%	
Human Resources	664,032	662,770	660,928	685,514	685,514	685,514	22,744	3.4%	
County Attorney	899,906	911,527	897,027	954,313	954,313	954,313	42,786	4.7%	
Finance Department	3,920,858	4,117,239	4,152,156	4,570,221	4,570,221	4,570,221	452,982	11.0%	
Management & Budget	267,121	290,222	283,430	296,594	296,594	296,594	6,372	2.2%	
Information Technology	2,152,554	2,487,297	2,210,875	2,575,111	2,575,111	2,575,111	87,814	3.5%	
Voter Registration & Elections	431,179	547,543	587,442	578,834	578,834	578,834	31,291	5.7%	
Total	\$9,913,655	\$10,555,155	\$10,287,416	\$11,238,637	\$11,238,637	\$11,238,637	\$683,482	6.5%	
JUDICIAL									
Clerk of the Circuit Court	\$651,644	\$669,016	\$611,194	\$778,257	\$675,474	\$675,474	\$6,458	1.0%	
Commonwealth Attorney	900,091	910,408	906,071	945,855	945,857	1,005,857	95,449	10.5%	
Sheriff	1,946,789	2,013,438	1,994,743	2,099,390	2,099,390	2,099,390	85,952	4.3%	
Circuit Court	111,336	110,945	126,612	121,348	121,348	121,348	10,403	9.4%	
General District Court	21,360	23,894	40,167	29,394	23,955	23,955	61	0.3%	
Magistrate	3,315	4,425	4,425	4,375	4,375	4,375	(50)	-1.1%	
Juvenile Court	144,868	119,229	119,229	111,522	111,522	111,522	(7,707)	-6.5%	
Total	\$3,779,403	\$3,851,355	\$3,802,441	\$4,090,141	\$3,981,921	\$4,041,921	\$190,566	4.9%	
PUBLIC SAFETY									
Police Department	\$11,894,128	\$13,051,415	\$12,847,923	\$13,938,959	\$13,837,569	\$14,073,637	\$1,022,222	7.8%	
Fire/Rescue Department	6,763,032	6,807,669	6,974,800	8,160,828	8,160,828	8,160,828	1,353,159	19.9%	
Volunteer Fire/Rescue	1,653,041	1,776,787	1,871,849	2,674,495	1,839,092	1,839,092	62,305	3.5%	
TJEMS	19,066	19,257	19,257	19,834	0	19,257	0	0.0%	
Forest Fire Extinction	23,786	23,786	23,786	23,786	23,786	23,786	0	0.0%	
City Fire Contract	794,776	845,638	789,191	887,920	887,920	887,920	42,282	5.0%	
Inspections	991,227	1,060,583	1,050,598	1,094,667	1,094,667	1,094,667	34,084	3.2%	
Emergency Communications Center	1,982,766	2,066,831	2,066,831	2,197,797	2,197,797	2,197,797	130,966	6.3%	
Regional Jail	3,297,165	3,378,990	3,428,165	3,617,064	3,617,064	3,617,064	238,074	7.0%	
Community Attention Home	60,149	60,149	60,149	70,275	60,149	60,149	0	0.0%	
Fire/Rescue Tax Credit	61,213	59,500	59,500	65,000	65,000	65,000	5,500	9.2%	
Juvenile Detention Home	707,036	710,900	710,900	777,349	777,349	777,349	66,449	9.3%	
Foothills Child Advocacy Center	0	0	0	31,250	29,500	29,500	29,500	0	0.0%
Offender Aid Restoration	155,382	156,936	156,936	167,471	146,138	156,936	0	0.0%	
SPCA Shelter Contribution	379,031	477,440	477,440	513,085	513,085	513,085	35,645	7.5%	
VJCCCA	52,231	52,231	52,231	52,231	52,231	52,231	0	0.0%	
Total	\$28,834,031	\$30,548,112	\$30,589,556	\$34,292,011	\$33,302,175	\$33,568,298	\$3,020,186	9.9%	
PUBLIC WORKS									
General Services	\$2,944,280	\$3,174,503	\$2,958,870	\$3,268,976	\$3,239,976	\$3,239,976	\$65,473	2.1%	
RSWA Contribution	147,948	350,000	350,000	350,000	350,000	350,000	0	0.0%	
Facilities Development	900,867	866,608	760,771	882,895	882,895	882,895	16,287	1.9%	
Total	\$3,993,094	\$4,391,111	\$4,069,640	\$4,501,871	\$4,472,871	\$4,472,871	\$81,760	1.9%	
HUMAN SERVICES									
Social Services	\$10,751,339	\$11,397,968	\$10,479,894	\$10,520,809	\$10,444,419	\$10,444,419	(\$953,549)	-8.4%	
Health Department	551,444	551,444	551,444	561,771	561,771	561,771	10,327	1.9%	
Region Ten	569,531	575,226	575,226	644,648	602,148	644,648	69,422	12.1%	
AIDS/HIV Services Group	4,715	4,762	4,762	10,000	3,600	3,600	(1,162)	-24.4%	
African American Teaching Fellows	0	0	0	16,250	0	0	0	0.0%	
ARC Infant Development Program	8,880	8,969	8,969	11,211	8,500	8,500	(469)	-5.2%	
Big Brothers/Big Sisters	0	0	0	21,000	0	0	0	0.0%	
Boys & Girls Club	12,915	13,044	13,044	53,831	12,400	12,400	(644)	-4.9%	
BRMC - Latino Lay Health Promoter	5,173	5,225	5,225	10,000	3,900	3,900	(1,325)	-25.4%	
Charlottesville Free Clinic	111,198	112,310	112,310	118,000	113,000	113,000	690	0.6%	
Children, Youth & Family Services	94,604	95,550	86,660	116,725	73,500	73,500	(22,050)	-23.1%	
Commission on Children & Families	85,117	96,591	96,591	84,124	62,032	62,032	(34,559)	-35.8%	
Computers 4 Kids	14,729	14,876	14,876	18,595	13,100	13,100	(1,776)	-11.9%	
JABA	280,478	283,283	283,283	325,556	302,796	302,796	19,513	6.9%	
Jefferson Area CHIP	313,405	316,539	316,539	390,719	301,500	301,500	(15,039)	-4.8%	
Jeff. Area United Transit Network	866,902	922,025	980,025	1,014,976	1,014,976	1,014,976	92,951	10.1%	
Legal Aid Justice Center	36,569	36,935	36,935	54,828	36,200	36,200	(735)	-2.0%	
Madison House	10,266	10,369	10,369	10,890	9,900	9,900	(469)	-4.5%	
Music Resource Center	5,702	5,759	5,759	5,759	4,300	4,300	(1,459)	-25.3%	
PACEM	0	0	0	10,000	0	0	0	0.0%	
Piedmont CASA	8,836	8,924	8,924	11,600	9,000	9,000	76	0.9%	
Piedmont Va. Community College	22,301	22,524	22,524	22,750	22,750	22,750	226	1.0%	
Piedmont Workforce Network	13,805	13,943	13,943	13,805	13,800	13,800	(143)	-1.0%	
SARA	22,000	22,220	22,220	27,500	20,000	20,000	(2,220)	-10.0%	
SHE	\$87,995	\$88,875	\$88,875	\$123,250	\$84,500	\$84,500	(\$4,375)	-4.9%	
Tax Relief for the Elderly/Disabled	916,208	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%	
TJ Area Coalition for the Homeless	0	0	0	10,000	0	0	0	0.0%	
United Way	115,922	117,081	117,081	120,556	117,100	117,100	19	0.0%	
Bright Stars Transfer	727,746	757,287	757,287	770,237	770,237	770,237	12,950	1.7%	
Comprehensive Services Act Trans	2,150,000	2,510,747	2,510,747	2,375,000	2,375,000	2,375,000	(135,747)	-5.4%	
Total	\$17,787,780	\$18,992,476	\$18,123,512	\$18,474,390	\$17,980,429	\$18,022,929	(\$969,547)	-5.1%	

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	FY13 Adp - FY12 Adp \$ CHANGE	% CHANGE
PARKS & RECREATION/CULTURE								
Parks & Recreation Department	\$2,154,061	\$2,194,476	\$2,169,142	\$2,172,473	\$2,172,473	\$2,172,473	(\$22,003)	-1.0%
Darden Towe Memorial Park	136,958	152,262	152,262	193,698	193,698	193,698	41,436	27.2%
J-M Regional Library	3,173,138	3,220,283	3,220,283	3,360,145	3,190,283	3,258,054	37,771	1.2%
African American Festival	2,700	2,727	2,727	3,500	0	0	(2,727)	-100.0%
Ashlawn Highland Festival	9,148	9,239	9,239	7,507	3,800	3,800	(5,439)	-58.9%
Discovery Museum	11,030	11,115	11,115	9,952	5,000	5,000	(6,115)	-55.0%
Hatton Ferry	0	5,000	5,000	0	0	0	(5,000)	-100.0%
Heritage Repertory Theater	0	0	0	5,000	0	0	0	0.0%
Jeffersonian Thanksgiving Festival	0	0	0	5,000	0	0	0	0.0%
Literacy Volunteers	25,037	25,287	25,287	26,539	19,000	25,287	0	0.0%
Municipal Band	16,371	16,535	16,535	16,535	8,300	8,300	(8,235)	-49.8%
Piedmont Council of the Arts	11,585	11,676	11,676	14,595	5,000	5,000	(6,676)	-57.2%
Save the Fireworks	0	0	0	6,500	0	0	0	0.0%
Virginia Festival of the Book	10,764	10,872	10,872	10,872	0	0	(10,872)	-100.0%
Virginia Film Festival	14,742	14,889	14,889	15,000	0	0	(14,889)	-100.0%
Visitor's Bureau	603,852	557,604	557,604	626,871	626,871	626,871	69,267	12.4%
WHTJ Public TV	2,459	2,484	2,484	2,484	0	0	(2,484)	-100.0%
WVPT Public TV	2,459	2,484	2,484	2,484	0	0	(2,484)	-100.0%
Total	\$6,174,304	\$6,236,933	\$6,211,599	\$6,479,155	\$6,224,425	\$6,298,483	\$61,550	1.0%
COMMUNITY DEVELOPMENT								
Community Development	\$3,773,368	\$3,865,534	\$3,761,189	\$3,958,407	\$3,958,407	\$3,958,407	\$92,873	2.4%
Office of Housing	782,051	516,952	602,253	462,774	462,774	462,774	(54,178)	-10.5%
VPI Extension Service	113,874	203,859	203,859	206,264	168,819	196,311	(7,548)	-3.7%
Soil & Water Conservation	95,360	96,355	96,334	99,376	99,376	99,376	3,021	3.1%
AHIP	395,512	399,467	399,467	451,467	400,000	400,000	533	0.1%
Alliance for Community Choice in Transp.	6,175	6,237	6,237	0	0	0	(6,237)	-100.0%
Charlottesville Area Transit	648,004	648,004	648,004	722,555	722,555	722,555	74,551	11.5%
CVSBDC	7,800	7,878	7,878	9,450	7,880	7,880	2	0.0%
MACAA	114,500	115,645	115,645	176,689	106,000	106,000	(9,645)	-8.3%
Piedmont Housing Alliance	37,889	38,268	38,268	149,210	34,500	34,500	(3,768)	-9.8%
Planning District Commission	108,292	109,375	109,375	118,972	118,972	118,972	9,597	8.8%
Streamwatch	10,275	10,378	10,378	10,378	10,380	10,380	2	0.0%
Total	\$6,093,101	\$6,017,952	\$5,998,887	\$6,365,542	\$6,089,663	\$6,117,155	\$99,203	1.6%
SUBTOTAL, DEPARTMENTAL	76,575,369	80,593,094	79,083,051	85,441,747	83,290,121	83,760,294	3,167,200	3.9%
NON-DEPARTMENTAL								
City/County Revenue Sharing	\$18,454,658	\$18,089,812	\$18,089,812	\$17,520,948	\$17,520,948	\$17,520,948	(\$568,864)	-3.1%
Tr to School Operations	\$96,057,504	\$97,245,582	\$97,245,582	\$99,458,048	\$99,458,048	\$100,106,298	\$2,860,716	2.9%
Transfers to Capital and Debt								
Tr to School Debt Service	\$12,399,537	\$12,956,228	\$12,956,228	\$12,685,589	\$12,685,589	\$12,685,589	(\$270,639)	-2.1%
Tr to Gen Govt Debt Service	2,621,800	3,909,047	3,909,047	2,744,578	2,744,578	2,744,578	(1,164,469)	-29.8%
Tr to Stormwater Debt Service	0	0	0	31,134	31,134	31,134	31,134	31,134
Transfer to School CIP	1,559,148	88,779	678,067	1,216,527	1,216,527	1,245,068	1,156,289	1302.4%
Transfer to General Govt. CIP	959,148	134,081	723,369	1,660,968	1,660,968	1,748,760	1,614,679	1204.3%
Transfer to Stormwater CIP	261,250	104,500	104,500	52,327	52,327	53,555	(50,945)	-48.8%
Transfer to CIP - one-time	0	484,222	484,222	0	0	0	(484,222)	-100.0%
Total	\$17,800,883	\$17,676,857	\$18,855,433	\$18,391,123	\$18,391,123	\$18,508,684	\$831,827	4.7%
Other Non-Departmental								
Refunds	\$105,696	\$173,500	\$113,500	\$163,500	\$163,500	\$163,500	(\$10,000)	-5.8%
Economic Development Fund	0	25,000	25,000	250,000	250,000	250,000	225,000	900.0%
Grants Leveraging Fund	0	0	0	0	0	0	0	0.0%
Early Retirement	594,970	687,842	695,500	691,385	691,385	691,385	3,543	0.5%
Line of Duty Administration	0	0	0	78,460	78,460	78,460	78,460	78,460
Police and Fire Recruitment Initiatives	0	0	0	125,000	125,000	125,000	125,000	125,000
Add'l Transfer to Vehicle Replace. Fund	0	141,500	141,500	27,844	27,844	27,844	(113,656)	-80.3%
Transfer to Other Funds	15,451	0	158,672	0	0	0	0	0.0%
Performance-Based Recognition Pool	0	0	0	150,000	150,000	150,000	150,000	150,000
Training Pool	0	0	0	83,807	83,807	83,807	83,807	83,807
Reclassifications	0	225,000	0	99,250	74,250	74,250	(150,750)	-67.0%
Reserve for Board Decision	0	0	0	0	1,497,000	0	0	0.0%
Reserve for Contingencies	0	723,631	272,000	250,000	250,000	271,396	(452,235)	-62.5%
Reserve for Ivy Fire Station	0	0	0	0	0	0	0	0.0%
Total	\$716,117	\$1,976,473	\$1,406,172	\$1,919,246	\$3,391,246	\$1,915,642	(\$60,831)	-3.1%
SUBTOTAL, NON-DEPARTMENTAL	\$133,029,162	\$134,988,724	\$135,596,999	\$137,289,365	\$138,761,365	\$138,051,572	\$3,062,848	2.3%
TOTAL GENERAL FUND EXPENDITURES	\$209,604,532	\$215,581,818	\$214,680,050	\$222,731,112	\$222,051,486	\$221,811,866	\$6,230,048	2.9%

EXPENDITURES BY TYPE

FY 12/13 OPERATING BUDGET SUMMARY BY CATEGORY							
	FY 10/11 Actual	FY 11/12 Adopted	FY 11/12 Projected	FY 12/13 Request	FY 12/13 Recomm	FY 12/13 Adopted	FY13 Adp - FY12 Adp \$ Change % Change
County Departments							
Salaries	\$31,676,460	\$32,655,175	\$32,195,393	\$33,395,872	\$33,221,092	\$33,405,141	\$749,966 2.3%
Benefits	11,609,039	12,416,690	11,921,231	13,960,582	13,958,801	14,030,460	1,613,770 13.0%
Department Operations & Capital Outlay	11,631,897	12,497,801	12,037,815	12,236,204	12,103,204	12,143,564	(354,237) -2.8%
Department - Other	2,921,852	3,836,435	3,355,458	4,331,252	4,306,252	4,306,252	469,817 12.2%
Subtotal, County Departments	57,839,248	61,406,101	59,509,897	63,923,910	63,589,349	63,885,417	2,479,316 4.0%
Agencies & Joint Operations	18,329,884	19,158,049	19,326,868	21,684,797	19,842,732	20,016,837	858,788 4.5%
Revenue Sharing	18,454,658	18,089,812	18,089,812	17,520,948	17,520,948	17,520,948	(568,864) -3.1%
School Transfer	96,057,504	97,245,582	97,245,582	99,458,048	99,458,048	100,106,298	2,860,716 2.9%
Capital & Debt Transfer	17,800,883	17,676,857	18,855,433	18,391,123	18,391,123	18,508,684	831,827 4.7%
Other	1,122,354	2,005,417	1,652,458	1,752,286	3,249,286	1,773,682	(231,735) -11.6%
Subtotal, Other	151,765,283	154,175,717	155,170,153	158,807,202	158,462,137	157,926,449	3,750,732 2.4%
Total General Fund Disbursements	\$209,604,532	\$215,581,818	\$214,680,050	\$222,731,112	\$222,051,486	\$221,811,866	\$6,230,048 2.9%

Overall, expenditures are increasing \$6.2 million, or 2.9%, over the FY 11/12 budget. County general government departments, defined as those departments and offices under the direct authority of the Board of Supervisors, increase \$2.5 million or 4.0%, over FY 11/12.

The **Salaries** category includes all regular salaries, overtime, and part-time costs of Albemarle County general government personnel. In FY 12/13, salaries make up 15.1% of all General Fund disbursements and 52.3% of County general government department expenditures. The 2.3% increase in salaries is due to a 1% market increase, new or unfrozen positions in Finance, Police, Fire/Rescue, and Social Services, and increased overtime in Fire/Rescue. This is partially offset by budgeting the equivalent of four positions in lapse.

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 12/13, benefits make up 6.3% of all General Fund disbursements and 22.0% of all department expenditures. The 13.0% increase in benefits is due primarily to a 25% increase in the Virginia Retirement System (VRS) rate from 15.14% of salaries to 18.99% of salaries. In addition, the VRS group life insurance rate is increasing from 0.28% to 1.32% of salaries for a total increase of \$0.3 million over the FY 11/12 adopted budget. *See note below.

The **Department Operations and Capital Outlay** 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. Capital outlay includes expenditures for tangible items of a substantial value (more than \$100), such as computers and furniture and are a part of departments’ operating expenses. Department operations make up 5.5% of total expenditures and 19.0% of County department expenditures.

Overall, general government department operations and capital outlay decrease 2.8% from FY 11/12. The decrease is driven by a \$1.0 million reduction in Department of Social Services (DSS) expenditures due to the creation of a Child Care Automation System at the state level. As a result, funds for child care payments for low income families are moved from the County to the state for payment of these services.

Net of the decrease in DSS, department operations and capital outlay increase \$0.7 million, or 6.0%. This is due primarily to the addition of a training pool for general government employees, funding for police and fire/rescue recruitment initiatives, and operational increases within the Finance, Fire/Rescue, and Police departments. See departmental chapters for additional details.

**Note: On April 18, 2012, the General Assembly approved a variety of changes to reform the retirement plan administered by the Virginia Retirement System (VRS). The General Assembly adopted a bill which requires current employees of local governments and school divisions to pay a 5% employee contribution to VRS by no later than July 1, 2016 and for local governments and school divisions to provide employees with a salary increase to offset the cost of the employees’ VRS contribution.*

On May 9, 2012, the Board of Supervisors approved fully implementing this change in FY 13. This appropriation increases the salaries of local government employees by 5% and reduces the employer share of the VRS rate by 5% from 18.99% of employees’ salaries to 13.99%. Because this change occurred after the formal adoption of the budget, it is not incorporated in the charts throughout the document.

The **Department - Other** category consists of salary reserves, a reserve for primary elections, and transfers from department budgets to Special Revenue Funds. This category is increasing 12.2% over FY 11/12. The increase is due primarily to a full-year funding of the Public Safety reclassification.

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 12/13, these contributions make up 8.9% of all General Fund disbursements. Overall, agency contributions increase by 4.5%.

The **Revenue Sharing** payment to the City of Charlottesville makes up 7.9% of all General Fund disbursements and is decreasing 3.1% from FY 11/12.

The **School Transfer** makes up 44.8% of all General Fund disbursements and is increasing 2.9% over the FY 11/12 adopted budget.

The **Capital & Debt Transfer** makes up 8.3% of all General Fund disbursements and is increasing 4.7% over the FY 11/12 adopted budget. This is due in part to the dedication of one half cent of the tax rate dedicated to capital in FY 12/13.

The **Other** group includes the County's contract with the State for Forest Fire Extinguishment, the Fire/Rescue Tax Credit, Tax Relief for the Elderly & Disabled, reserves, and refunds.

GENERAL FUND POSITION SUMMARY

GENERAL FUND POSITIONS BY DEPARTMENT										Adopted	Revised	Request	Recomm	Adopted	Chg from	Frozen	Net Funded
	FY 03/04	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09*	FY 09/10*	FY 10/11		FY 11/12	FY 11/12	FY 12/13	FY 12/13	FY 12/13	Adopted	Positions	Positions
Board of Supervisors	2.50	2.50	2.50	2.50	2.50	2.50	2.00	2.00		2.00	2.00	2.00	2.00	2.00	0.00	0.00	2.00
County Executive	9.00	9.50	9.50	10.50	10.00	11.50	11.50	7.00		7.00	7.00	7.00	7.00	7.00	0.00	0.00	7.00
Human Resources**	1.00	1.00	1.00	3.00	3.00	3.00	3.00	2.00		2.00	2.00	2.00	2.00	2.00	0.00	0.00	2.00
County Attorney	6.00	6.00	6.00	7.00	8.00	8.00	8.00	8.00		8.00	8.00	8.00	8.00	8.00	0.00	0.00	8.00
Finance	50.00	51.00	51.00	51.00	51.00	50.00	50.80	49.80		49.80	49.80	52.80	52.80	52.80	3.00	0.00	52.80
Management & Budget	4.00	4.00	4.00	4.00	4.00	3.50	2.50	3.50		3.50	3.50	3.50	3.50	3.50	0.00	0.00	3.50
Information Technology	20.00	21.00	21.00	23.00	23.00	23.00	23.00	21.00		21.00	21.00	21.00	21.00	21.00	0.00	1.00	20.00
Board of Elections/Registrar	4.60	5.60	5.60	5.60	5.60	5.60	5.60	5.60		5.50	5.50	5.50	5.50	5.50	0.00	1.00	4.50
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	0.00	0.00	1.00
Clerk of Circuit Court	10.00	10.00	10.00	11.00	11.00	11.00	10.00	10.00		10.00	10.00	10.00	10.00	10.00	0.00	0.00	10.00
Sheriff	21.00	21.00	23.00	23.00	23.00	23.00	23.00	23.00		23.00	23.00	23.00	23.00	23.00	0.00	0.00	23.00
Commonwealth Attorney	8.00	8.00	8.00	9.00	9.00	9.00	9.00	9.00		9.00	9.00	9.00	9.00	9.00	0.00	0.00	9.00
Police	132.00	136.00	140.00	147.50	149.50	151.50	151.50	147.50		147.50	147.50	147.50	147.50	147.50	0.00	0.00	147.50
Fire/Rescue	41.00	49.00	53.00	75.00	80.00	80.00	80.00	80.00		80.00	80.00	88.00	88.00	88.00	8.00	0.00	88.00
General Services	27.75	27.75	34.75	30.50	30.50	30.50	30.70	21.60		22.35	22.35	22.06	22.06	22.06	(0.29)	0.00	22.06
Facilities Development	0.00	0.00	0.00	8.00	8.00	8.00	10.00	10.00		9.00	9.00	9.00	9.00	9.00	0.00	0.00	9.00
Social Services	87.10	90.60	91.60	97.20	97.20	98.20	104.20	103.20		103.20	103.20	103.95	103.95	103.95	0.75	0.00	103.95
Parks & Recreation	16.00	18.00	18.00	19.00	19.00	19.00	19.00	17.00		17.00	17.00	17.00	17.00	17.00	0.00	0.00	17.00
Community Development	80.00	81.00	81.00	83.00	84.00	84.00	83.00	59.00		59.00	59.00	59.00	59.00	59.00	0.00	1.00	58.00
Housing	9.00	9.00	8.00	8.00	7.00	7.00	7.00	7.00		6.50	7.00	6.00	6.00	6.00	(0.50)	0.00	6.00
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	0.00	0.00	1.00
TOTAL	530.95	552.95	569.95	619.80	627.30	630.30	635.80	588.20		587.35	587.85	598.31	598.31	598.31	10.96	3.00	595.31
GENERAL FUND ANNUAL INC.	6.00	22.00	17.00	49.85	7.50	3.00	5.50	-47.60		-0.85	-0.35	10.96	10.96	10.96			
% CHANGE	1.14%	4.14%	3.07%	8.75%	1.21%	0.48%	0.87%	-7.49%		-0.14%	-0.06%	1.87%	1.87%	1.87%			
Population***	88,859	90,645	91,350	92,693	94,090	96,346	97,694	98,970		100,780		102,675					
Positions/1,000 POPULATION	5.98	6.10	6.24	6.69	6.67	6.54	6.51	5.94		5.83	5.83	5.83	5.83	5.83			5.80
OTHER FUND PERSONNEL																	
Towle Park	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00		3.00	3.00	3.00	3.00	3.00	0.0		
Victim-Witness	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	0.0		
Bright Stars	14.40	14.40	14.40	17.80	18.50	19.50	18.50	18.50		18.30	18.30	18.30	18.30	18.30	0.0		
TOTAL	20.40	20.40	20.40	22.80	23.50	24.50	21.50	21.20		21.20	21.20	21.20	21.20	21.20	0.0		
TOTAL ANNUAL INCREASE	6.00	22.00	17.00	52.25	8.20	4.00	2.50	-49.90		-0.85	-0.65	10.66	10.96	10.96	10.96		

*This represents the total number of authorized positions in FY 08/09 and FY 09/10. In the FY 08/09 Adopted Budget, 13 positions were unfunded. In the FY 09/10 Adopted Budget 27.5 positions were unfunded. In FY 10/11, most of the unfunded positions were eliminated.

**This includes employees dedicated solely to local government. In addition, HR has 20.05 employees who are classified in the School Division. These employees spend approximately 25% of their time performing human resource services for local government.

***Albemarle County population figures FY 03/04 through FY 05/06 and FY 07/08 through FY 11/12 are taken from the Weldon Cooper Center for Public Service VASTAT website, "Population Estimates" page (<http://www.coopercenter.org/demographics/population-estimates>), 02 February 2012. The population figure for FY 06/07 is supplied by Qian Cai, Ph.D., Director of the Weldon Cooper Center's Demographics & Workforce unit, 5 February 2009. The population projections for FY 12/13 come from Geographic Data Services, Albemarle County Department of Community Development, 02 February 2012.

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

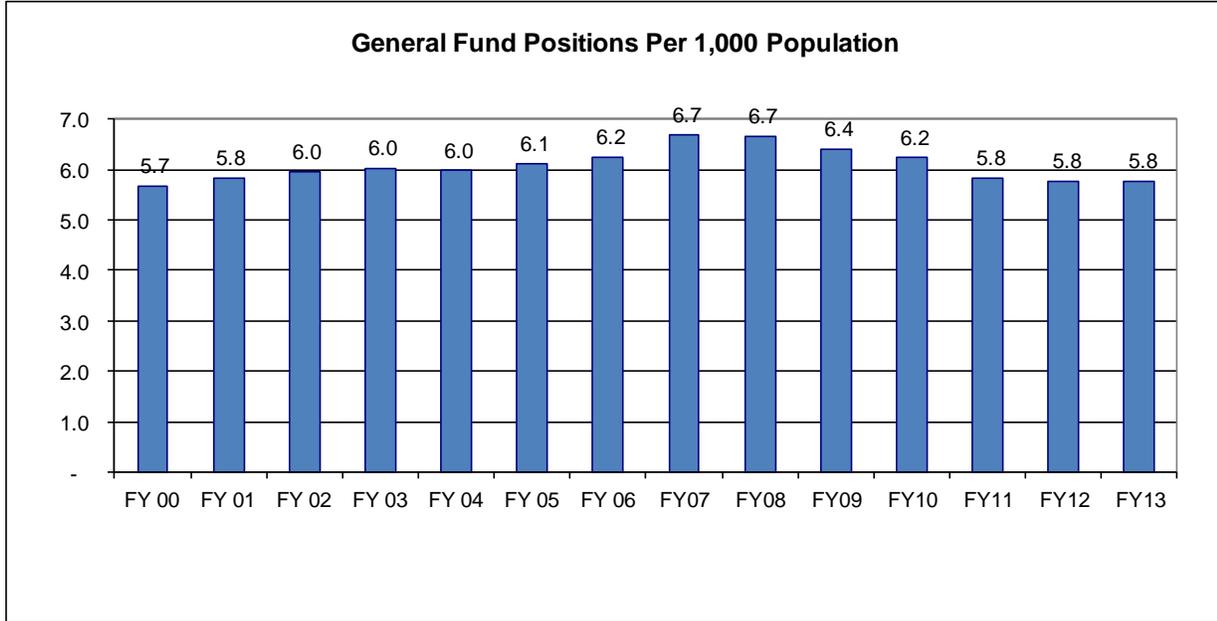
SUMMARY OF POSITION CHANGES

FY 11/12 Adopted Positions			587.35
FY 11/12 Changes	Housing	Housing Counselor (grant funded)	0.50
FY 11/12 Revised Positions			587.85
FY 12/13 Adopted	Finance	Business Auditor	1.00
		Purchasing Agent	1.00
		Chief Accountant (Payroll)	1.00
	Fire/Rescue	Firefighters - Pantops	2.00
		Fire Captain - Pantops	1.00
		Firefighters - Ivy Station (5 positions for ½ year)	2.50
		Fire Captains - Ivy Station (3 positions for ½ year)	1.50
		Firefighter - Additional Overhire	1.00
	General Services	Energy Program Coordinator (grant funding ends)	(0.29)
	Social Services	CSA Coordinator	0.75
	Housing	<u>Housing Counselor (grant funding ends)</u>	<u>(1.00)</u>
		Recommended FY 12/13	10.46
	FY 12/13 Adopted Positions - authorized		
FY 12/13 Frozen Positions*	Information Technology Voter Reg. & Elections	Computer Operations Supervisor	(1.0)
		Assistant Registrar	(1.0)
	Community Development	<u>Manager of Zoning Enforcement</u>	<u>(1.0)</u>
		Recommended FY 12/13	(3.0)
FY 12/13 Recommended Positions - funded			595.31

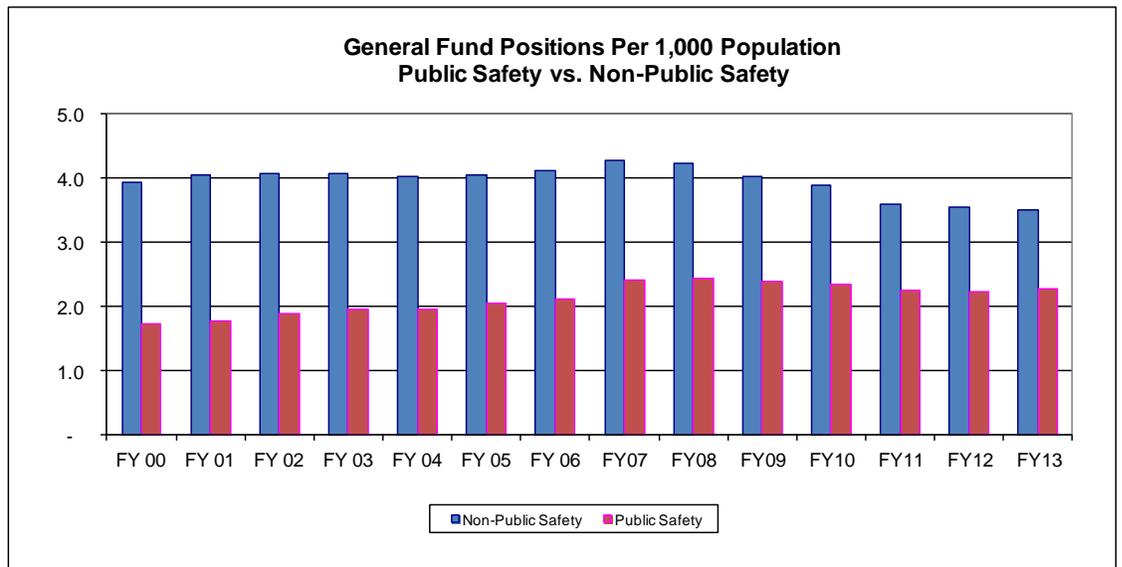
*These positions were frozen in prior years and remain frozen in FY 12/13.

POSITION TRENDS

A key indicator of a local government’s efficiency is the ratio of its employee base to total population. In the case of Albemarle, general government positions per 1,000 population for FY 12/13 is approximately 5.8. This ratio is lower than any year since FY 99/00.



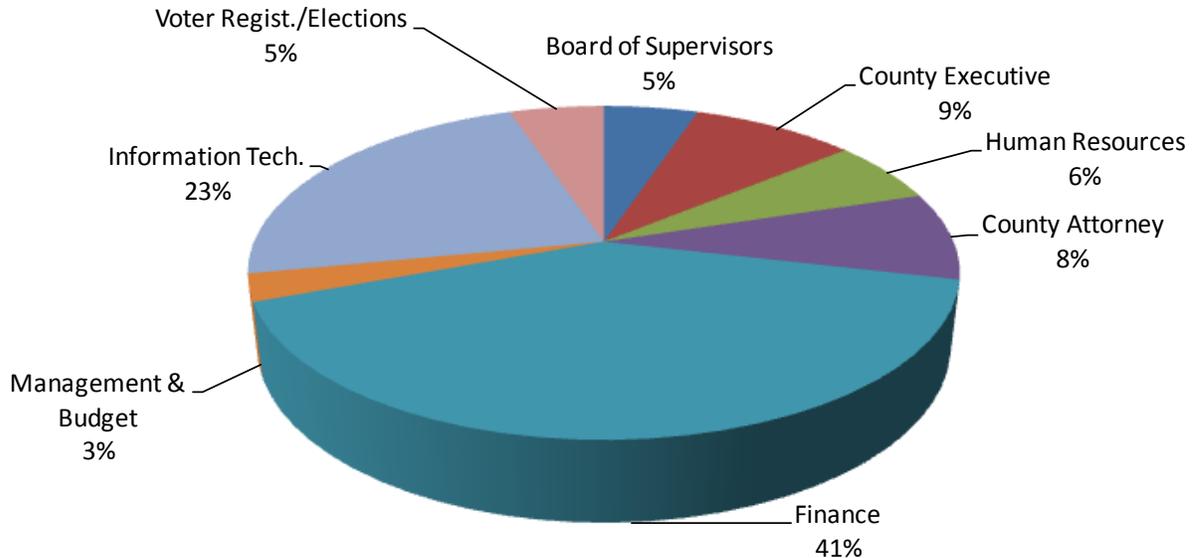
While the overall staffing level has decreased in recent years, and is currently below the FY 00/01 level, the County has invested in enhancing staffing in the area of Public Safety during this period. Between FY 99/00 and FY 12/13, a total of 92.0 new public safety positions have been approved by the Board of Supervisors. Approximately 75 percent of these new positions were created in order to enable the County to staff three (3) new fire stations and respond to requests from volunteer fire/rescue departments for the County to provide paid firefighting staff in their facilities during weekday hours. The remaining growth in public safety positions is attributable to the County seeking to staff its Police Department at 1.5 certified officers per 1,000 population; a standard approved by the Board and incorporated into the County’s Comprehensive Plan.



NOTE: The above charts include all funded positions. Frozen and eliminated positions have been removed.

ADMINISTRATION

FY 12/13 Adopted Administration Budget \$11,238,637



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Board of Supervisors	\$526,139	\$577,562	\$535,253	\$577,136	\$577,136	\$577,136	(\$426)	-0.1%
County Executive	1,051,867	960,995	960,305	1,000,914	1,000,914	1,000,914	39,919	4.2%
Human Resources	664,032	662,770	660,928	685,514	685,514	685,514	22,744	3.4%
County Attorney	899,906	911,527	897,027	954,313	954,313	954,313	42,786	4.7%
Finance	3,920,858	4,117,239	4,152,156	4,570,221	4,570,221	4,570,221	452,982	11.0%
Management & Budget	267,121	290,222	283,430	296,594	296,594	296,594	6,372	2.2%
Information Tech.	2,152,554	2,487,297	2,267,554	2,575,111	2,575,111	2,575,111	87,814	3.5%
Voter Regist./Elections	431,179	547,543	587,442	578,834	578,834	578,834	31,291	5.7%
TOTAL ADMINISTRATION	\$9,913,655	\$10,555,155	\$10,344,095	\$11,238,637	\$11,238,637	\$11,238,637	\$683,482	6.5%



BOARD OF SUPERVISORS

MISSION AND 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.

The mission of the Clerk of the Board is to preserve and protect the history of Albemarle County through the historical preservation of the records of the Board of County Supervisors in accordance with standards of the Virginia State Library and Archives. Through the use of advanced technology, the Clerk of the Board provides citizens with quick, easy, and accurate access to all records of the Board of Supervisors.

GOALS

The goal of the Clerk of the Board is to provide essential support to the Board of Supervisors so that they are able to carry out their mission and effectively respond to the needs of their constituency through:

- a) meeting management
- b) constituent support
- c) management of records

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

FINANCIAL DATA

BOARD OF SUPERVISORS								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$179,690	\$180,234	\$194,426	\$182,015	\$182,015	\$182,015	\$1,781	1.0%
BENEFITS	76,951	86,474	73,163	88,340	88,340	88,340	1,866	2.2%
OPERATING	269,307	310,854	267,664	306,781	306,781	306,781	(4,073)	-1.3%
EXPENDITURE TOTAL	\$526,139	\$577,562	\$535,253	\$577,136	\$577,136	\$577,136	(\$426)	-0.1%
REVENUE								
LOCAL	\$500	\$8,700	\$3,000	\$3,000	\$3,000	\$3,000	(\$5,700)	-65.5%
NET COST	\$525,639	\$568,862	\$532,253	\$574,136	\$574,136	\$574,136	\$5,274	0.9%
POSITIONS	2.0	2.0	2.0	2.0	2.0	2.0	0.0	0.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Board of Supervisors' budget decreases \$426, or 0.1%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- The \$4,073 decrease in operations is primarily due to decreases in costs associated with the audit and public official liability.
- Includes a total of \$51,755 in dues and memberships, including VML, VACO, TJPED, and the Chamber of Commerce.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

(BOARD OF SUPERVISORS CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration of the Board of Supervisors' Office (2.0 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, public notice advertising, and all record keeping for the Economic Development Authority. The Clerk serves as Records Manager for the County of Albemarle.	\$577,562	\$577,136	\$577,136	(\$426)	-0.1%
TOTAL, BOARD OF SUPERVISORS	\$577,562	\$577,136	\$577,136	(\$426)	-0.1%

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, please visit the County's performance management page on the website at www.albemarle.org/department.asp?department=perfmgt.

COUNTY EXECUTIVE

MISSION

The mission of the County Executive’s Office is to ensure a responsive and effective government.

DESCRIPTION

The County Executive is the Chief Executive Officer of Albemarle County, appointed by and accountable to the Board of Supervisors. The County Executive is responsible for implementing the policies of the Board and directing the day-to-day operations of County government.

GOALS

- Implement a comprehensive communications strategy to address changing internal and external demands for information and engagement.
- Increase staff development and capacity.
- Provide exceptional leadership to an evolving organization.

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.

FINANCIAL DATA

COUNTY EXECUTIVE								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$792,831	\$694,237	\$698,003	\$700,432	\$700,432	\$700,432	\$6,195	0.9%
BENEFITS	222,298	205,726	205,975	238,891	238,891	238,891	33,165	16.1%
OPERATING	33,261	60,032	56,327	60,591	60,591	60,591	559	0.9%
CAPITAL OUTLAY	3,476	1,000	0	1,000	1,000	1,000	0	0.0%
EXPENDITURE TOTAL	\$1,051,867	\$960,995	\$960,305	\$1,000,914	\$1,000,914	\$1,000,914	\$39,919	4.2%
NET COST	\$1,051,867	\$960,995	\$960,305	\$1,000,914	\$1,000,914	\$1,000,914	\$39,919	4.2%
POSITIONS	7.0	7.0	7.0	7.0	7.0	7.0	0.0	0.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The County Executive’s budget increases \$39,919, or 4.2%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- Continues funding of \$21,600 within the Office of Community and Business Partnerships for economic vitality materials and initiatives.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

(COUNTY EXECUTIVE CONTINUED)

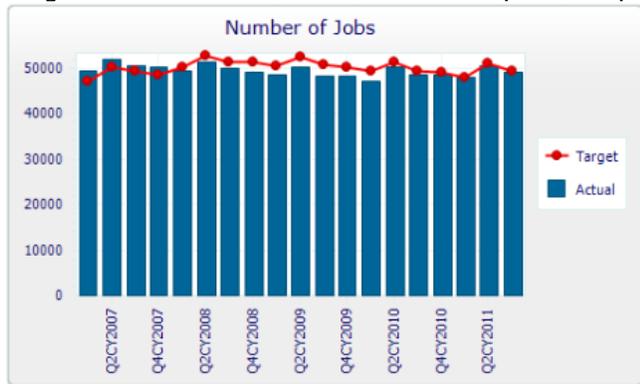
Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Executive Management (4.0 positions): The County Executive's Office directs and guides the day-to-day operations of the County government and supervises all County departments, agencies, and offices that are under the direct authority of the Board of Supervisors.	\$652,336	\$680,827	\$680,827	\$28,491	4.4%
Community and Business Partnerships (3.0 positions): This office directs the County's community relations, economic development, tourism, and public information functions. Specific responsibilities include managing county initiatives to achieve the goals and objectives outlined by the Economic Vitality Action Plan and maintaining strong working relationships with area businesses and economic development groups at local, state and federal levels. 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.	308,659	320,087	320,087	11,428	3.7%
TOTAL, COUNTY EXECUTIVE	\$960,995	\$1,000,914	\$1,000,914	\$39,919	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. Please find below a sample of the County's performance indicators influenced by this Department. For more KPI information, please visit the County's performance management page on the website at www.albemarle.org/department.asp?department=perfmgt.

Jobs in County

Target: Increase of 2% or more over same quarter of previous year.



DEPARTMENT OF HUMAN RESOURCES

MISSION

The mission of the Department of Human Resources is to be a premier customer service focused Human Resources Team dedicated to providing excellent human resources support to Albemarle County Public Schools and General Government.

DESCRIPTION

The Human Resources (HR) Department provides human resources support for the entire school division and all local government departments. HR provides services in seven key human resources functional areas to meet the current and emerging needs of County employees:

- Employee Recruitment, Selection, and Retention
- Classification and Compensation
- Administration of Benefits and Leave
- Employee Relations
- Workplace Safety and Wellness
- Teacher Licensure and Certification
- Organizational Development

GOALS

- Align Human Resources as a strategic partner with customers.
- Attract, staff, and retain the best possible talent.
- Improve HR-related processes, policies, and procedures.
- Provide excellent customer service.

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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$106,580	\$106,822	\$111,250	\$107,890	\$107,890	\$107,890	\$1,068	1.0%
BENEFITS	76,873	85,116	81,655	90,028	90,028	90,028	4,912	5.8%
OPERATING	47,438	49,597	46,788	53,097	53,097	53,097	3,500	7.1%
TR TO SCHOOLS	433,140	421,235	421,235	434,499	434,499	434,499	13,264	3.1%
EXPENDITURE TOTAL	\$664,032	\$662,770	\$660,928	\$685,514	\$685,514	\$685,514	\$22,744	3.4%
REVENUE								
LOCAL	6,212	31,200	31,200	30,200	30,200	30,200	(1,000)	-3.2%
NET COST	\$657,820	\$631,570	\$629,728	\$655,314	\$655,314	\$655,314	\$23,744	3.8%
POSITIONS*	2.0	2.0	2.0	2.0	2.0	2.0	0.0	0.0%

* For FY 12/13 Human Resources has a total of 20.05 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 2.0 positions in Organizational Development are in addition, bringing the HR total FTE count to 22.05.

OVERVIEW/CHANGES

FY 11/12 Projected:

- An increase of \$3,500 for countywide employee recognitions.

FY 12/13 Recommended Budget: The Human Resources’ budget increases \$22,744, or 3.4%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- Continues funding of \$3,500 for countywide employee recognitions.

(DEPARTMENT OF HUMAN RESOURCES CONTINUED)

- An increase in the transfer to schools for Human Resources of \$13,264, or 3.1%, based on the School Division’s request for FY 12/13. The increase is due primarily to increases in salaries and benefits.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

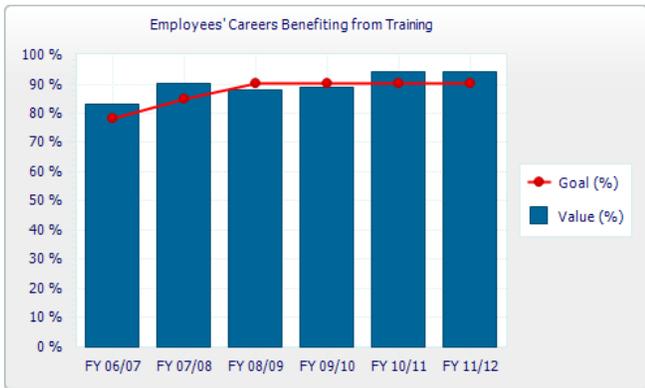
Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Recruitment, Selection, and Retention - Advertising vacancies; interviewing, testing, and selection of applicants; completing pre-employment requirements; processing employment changes; exit interviews.</p> <p>Classification and Compensation - Creating/revising job descriptions; departmental and individual classification reviews; market research; forecasting salary increases; administration of County compensation policies.</p> <p>Administering Benefits and Leave - Selection of benefits providers; administration of benefit programs; administration of FML, leaves of absence, disability, and military leave; coordinating retirement programs; counseling employees on benefits, leave, and retirement issues.</p> <p>Employee Relations - Conduct incident investigations, disciplinary procedures, grievances, and mediation.</p> <p>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.</p>	\$462,279	\$479,012	\$479,012	\$16,733	3.6%
<p>Organizational Development (2.0 positions): 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 of employees.</p>	200,491	206,502	206,502	6,011	3.0%
TOTAL, HUMAN RESOURCES	\$662,770	\$685,514	\$685,514	\$22,744	3.4%

(DEPARTMENT OF HUMAN RESOURCES CONTINUED)

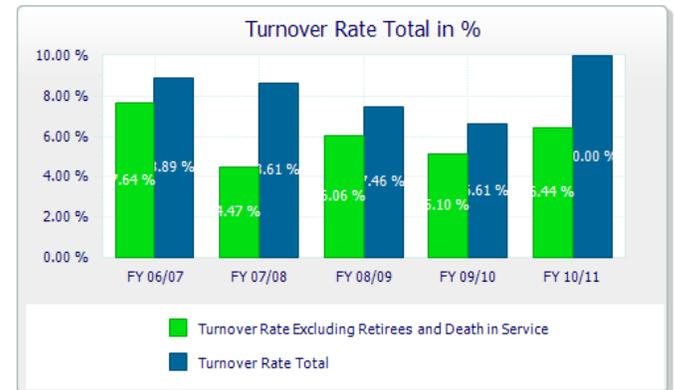
KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. Please find below examples of the department’s performance indicators included in the County’s performance system. For more KPI information, please visit our website at www.albemarle.org/departments.asp?department=perfmgt.

Employee Careers Benefited by Training



Turnover Rate Total



COUNTY ATTORNEY

MISSION

The mission of the County Attorney’s Office is to provide quality legal services and advice to the Albemarle County Government to: (1) assure compliance with all federal, state, and other legal mandates; (2) guarantee awareness of legal options and analysis of legal liabilities; (3) defend the County’s legal positions and interests; and (4) implement and enforce County policies, ordinances, and initiatives.

DESCRIPTION

The County Attorney's Office provides legal counsel and advice in all civil matters to the Board of Supervisors, the School Board, and all other boards, agencies, and officials of the County in such areas 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 and School Board in litigation, and prosecutes County Code violations. In addition, the office represents the Emergency Communications Center, the Regional Library, the Board of Zoning Appeals, the Economic Development Authority, and constitutional officers.

GOALS

- Support the Board of Supervisors, the County Executive’s office, and all other County Departments in their efforts to achieve the County’s Mission and to realize the County’s Strategic Plan goals.
- Provide exceptional customer service to internal and external clients.
- Provide proactive legal advice and training to avoid unnecessary litigation or 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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$661,817	\$666,562	\$653,900	\$676,511	\$676,511	\$676,511	\$9,949	1.5%
BENEFITS	205,349	209,635	206,189	242,222	242,222	242,222	32,587	15.5%
OPERATING	32,740	35,330	36,938	35,580	35,580	35,580	250	0.7%
EXPENDITURE TOTAL	\$899,906	\$911,527	\$897,027	\$954,313	\$954,313	\$954,313	\$42,786	4.7%
NET COST	\$899,906	\$911,527	\$897,027	\$954,313	\$954,313	\$954,313	\$42,786	4.7%
POSITIONS	8.0	8.0	8.0	8.0	8.0	8.0	0.0	0.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The County Attorney’s budget increases \$42,786, or 4.7%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

(COUNTY ATTORNEY CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
County Attorney's Office (8.0 positions): Provides legal advice, assistance, and services to the Board of Supervisors, School Board, Planning Commission, and all other County boards, departments, agencies, officials, and employees. This includes representing or defending the County in all matters of litigation; providing liability training and legal updates to staff; providing the in-house Code service of County Code; and reviewing and updating the County Code and County and School Board policy and procedures manuals.	\$911,527	\$954,313	\$954,313	\$42,786	4.7%
TOTAL, COUNTY ATTORNEY	\$911,527	\$954,313	\$954,313	\$42,786	4.7%

DEPARTMENT OF FINANCE

MISSION

To manage the County’s financial resources in the most efficient and effective manner possible and provide exceptional customer service to external and internal customers.

DESCRIPTION

The Department of Finance is responsible for the County’s financial operations including assessment and collection of real estate, personal property, and business taxes. Finance provides services to Local Government and Albemarle County Public Schools for accounts payable; procurement; capital financing and debt management; general accounting, financial reporting, and financial audit; economic vitality monitoring and reporting; revenue forecasting for County budgeting purposes; cash management; and for local government risk management including procurement of commercial insurance and accounts receivable.

GOALS

- Provide exceptional customer service to the citizens, vendors and employees of Albemarle County by:
 - Processing 97% of accounts payable invoices/checks timely and accurately.
 - Processing 100% of payroll checks on a timely basis.
 - Processing 97% of purchase orders within five working days.
- Ensure that funds owed the County are collected as effectively as possible by:
 - Collecting 96% of business personal property and professional licenses by stated deadlines.
 - Improving collection rate of current taxes to 97% and delinquent taxes to 99%.
- Assess real estate values as accurately as possible by:
 - Achieving an assessment/sales ratio of 97%.
 - Implementing new Computer Aided Mass Appraisal System for the tax year 2013 reassessment process.
 - Maintaining the County’s AAA bond ratings from Moody’s and S&P credit rating agencies.

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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES*								
SALARIES	\$2,549,604	\$2,704,943	\$2,667,373	\$2,890,638	\$2,890,638	\$2,890,638	\$185,695	6.9%
BENEFITS	877,505	969,648	913,549	1,144,578	1,144,578	1,144,578	174,930	18.0%
OPERATING	489,088	437,778	558,984	526,575	526,575	526,575	88,797	20.3%
CAPITAL OUTLAY	4,661	4,870	12,250	8,430	8,430	8,430	3,560	73.1%
EXPENDITURE TOTAL	\$3,920,858	\$4,117,239	\$4,152,156	\$4,570,221	\$4,570,221	\$4,570,221	\$452,982	11.0%
REVENUE								
LOCAL	\$303,356	\$321,866	\$321,866	\$311,455	\$311,455	\$311,455	(\$10,411)	-3.2%
STATE	380,449	392,471	341,223	395,064	395,064	395,064	2,593	0.7%
REVENUE TOTAL	\$683,805	\$714,337	\$663,089	\$706,519	\$706,519	\$706,519	(\$7,818)	-1.1%
NET COST	\$3,237,053	\$3,402,902	\$3,489,067	\$3,863,702	\$3,863,702	\$3,863,702	\$460,800	13.5%
POSITIONS	49.8	49.8	49.8	52.8	52.8	52.8	3.0	6.0%
Frozen Positions*	(1.0)	0.0	0.0	0.0	0.0	0.0		
NET FUNDED POSITIONS	48.8	49.8	49.8	52.8	52.8	52.8	3.0	6.0%

OVERVIEW/CHANGES

FY 11/12 Projected:

- Includes an increase of \$35,000 in operating expenses for assistance with the audit and review of policies and procedures. This is a one-time expense.
- Includes \$67,692 in expenditures related to increased collection of delinquent taxes.

FY 12/13 Recommended Budget: The Department of Finance’s budget increases \$452,982, or 11.0%, and reflects the following changes:

(DEPARTMENT OF FINANCE CONTINUED)

- A 1.0% market increase for FY 12/13 salaries.
- Provides funding for three additional positions based on recommendations in the Resource Utilization Study and the Auditor’s Management Letter:
 - 1.0 Auditor (Business Division)
 - 1.0 Purchasing Agent (Purchasing Division)
 - 1.0 Chief Accountant (Payroll Division)
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- An increase of \$13,000 for the GASB 45 Other Post Employment Benefits (OPEB) Study.
- An increase of \$31,000 in postal services, printing, and other purchased services to assist with increased collection efforts.
- First-time funding for potential litigation costs of \$25,000 based on actual expenditures in FY 09/10 and FY 10/11.
- Increase of \$10,800 in books and subscriptions due to an increase in the cost of N.A.D.A books and a real estate assessment tool subscription.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration (5.0 Positions): This program serves the citizens of the County as a public fiduciary safeguarding the County's assets. It oversees and ensures that all divisions carry out their duties in an efficient and courteous manner. This program also manages the County's property and liability insurance coverages.	\$497,837	\$535,235	\$535,235	\$37,398	7.5%
Revenue & Taxation (12.0 Positions): This division serves as the primary agent for the collection and deposit of all funds owed to the County, including the School Division. In addition, this division assesses all local taxes (except for real estate) and licenses, and provides tax-related information to the public.	1,025,128	1,093,659	1,093,659	68,531	6.7%
Accounting (7.0 Positions): Accounts payable disburses all County funds for General Government, the School Division, and joint activities. It maintains the County's voucher system, general ledger accounts, the County's portfolio, purchase order payment file, vendor files, and produces all Internal Revenue Service forms related to these files. The accounting program monitors all State Compensation Board accounts, and prepares documentation for the annual audit.	473,270	475,081	475,081	1,811	0.4%
Real Estate (14.0 positions): All real property located in Albemarle County is reassessed on an annual basis. This real property assessment program is responsible for the assessment of approximately 42,000 parcels of land covering 726 square miles, plus administration of the land use valuation program.	1,181,410	1,264,766	1,264,766	83,356	7.1%
Purchasing (4.0 Positions): This program purchases all supplies, equipment, and services required by all County Departments, the School Division, and associated agencies. This program facilitates the sale of surplus property owned by the County and School Division at public auction. This program also maintains the fixed asset inventory of all items purchased by the County or School Division with a value of \$5,000 or greater.	243,480	315,284	315,284	71,804	29.5%

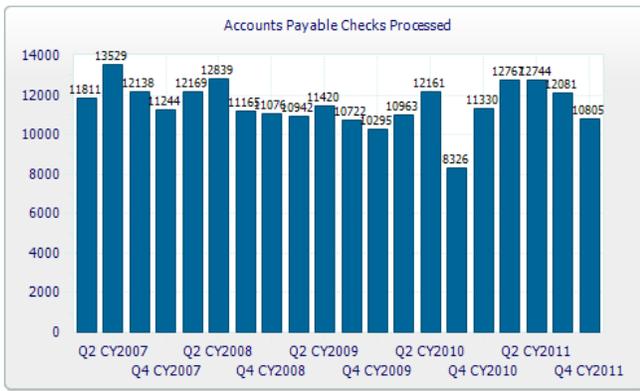
(DEPARTMENT OF FINANCE CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Business Division (7.0 positions): This Division is responsible for all business-related tax assessments as well as some revenue collection functions. The division assists taxpayers with starting new businesses and interpreting various state and local ordinances. The office interfaces with various state and local governmental units, as well as other businesses, on behalf of local taxpayers. This Division inspects and investigates business establishments to determine proper liability and classification while assuring compliance with state and local business license requirements and tax ordinances.	489,438	583,131	583,131	93,693	19.1%
Payroll (3.8 Positions): The payroll program administers all employee compensation for General Government, School Division, and several agencies for which the County serves as fiscal agent.	206,676	303,065	303,065	96,389	46.6%
TOTAL, FINANCE	\$4,117,239	\$4,570,221	\$4,570,221	\$452,982	11.0%

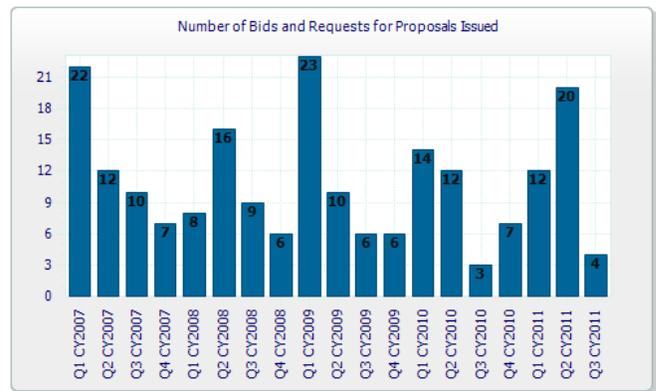
KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. Please find below examples of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/departments.asp?department=perfmgt.

Accounts Payable Checks Processed



Bids and RFPs Issued



Real Property Parcels



OFFICE OF MANAGEMENT & BUDGET

MISSION

To develop and maintain sustainable, structurally-balanced annual operating and capital budgets so the County can meet its long-range priorities and achieve its mission within available resources.

DESCRIPTION

The Office of Management and Budget (OMB) has three primary responsibilities:

- **Annual budgeting** – develops and implements the County’s operating and capital budgets, establishes budget policies, and monitors departmental and agency budgetary and program performance.
- **Long Range Planning** – prepares the five-year Financial Plan, five-year Capital Improvement Plan, and the long range Capital Needs Assessment.
- **Performance Management** – responsible for the development and management of the performance management system.

GOALS

- Develop and implement the County’s annual operating and capital budgets in the context of long-range financial and programmatic plans that link resource allocation to County priorities.
- Provide increased transparency in the budget process and documents.
- Provide accurate and timely budget information to all stakeholders to facilitate information sharing and decision making.

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

OFFICE OF MANAGEMENT & BUDGET								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES*								
SALARIES	\$196,660	\$207,800	\$206,800	\$209,857	\$209,857	\$209,857	\$2,057	1.0%
BENEFITS	62,201	70,005	65,833	74,002	74,002	74,002	3,997	5.7%
OPERATING	8,069	12,417	10,797	12,735	12,735	12,735	318	2.6%
CAPITAL OUTLAY	191	0	0	0	0	0	0	
EXPENDITURE TOTAL	\$267,121	\$290,222	\$283,430	\$296,594	\$296,594	\$296,594	\$6,372	2.2%
NET COST	\$267,121	\$290,222	\$283,430	\$296,594	\$296,594	\$296,594	\$6,372	2.2%
POSITIONS	3.5	3.5	3.5	3.5	3.5	3.5	0.0	0.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Office of Management and Budget’s budget increases \$6,372, or 2.2%, and reflects the following changes:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

(OFFICE OF MANAGEMENT & BUDGET CONTINUED)

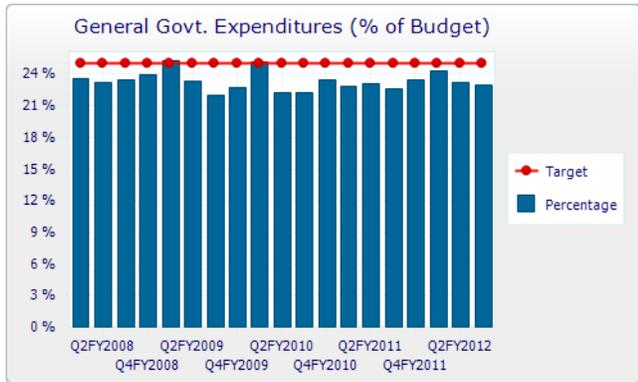
Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Office of Management & Budget (3.5 positions): The budget office develops the annual operating and capital budgets, five-year financial plan, Capital Improvement Program, and the Performance Management System.	\$290,222	\$296,594	\$296,594	\$6,372	2.2%
TOTAL, MANAGEMENT & BUDGET	\$290,222	\$296,594	\$296,594	\$6,372	2.2%

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. Please find below an example of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/department.asp?department=perfmgt.

Government Expenditures

Target: Keep Below 25% of the Budget



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 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.

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 all three buildings.
- Network/Mainframe Uptime Goal – Maintain 99% uptime for all County networks (mainframe, 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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$1,354,339	\$1,377,939	\$1,282,900	\$1,362,914	\$1,362,914	\$1,362,914	(\$15,025)	-1.1%
BENEFITS	454,015	463,816	431,302	519,631	519,631	519,631	55,815	12.0%
OPERATING	341,672	375,406	388,352	422,430	422,430	422,430	47,024	12.5%
CAPITAL OUTLAY	2,528	20,136	108,321	20,136	20,136	20,136	0	0.0%
AA OPERATING	0	250,000	0	250,000	250,000	250,000	0	0.0%
EXPENDITURE TOTAL	\$2,152,554	\$2,487,297	\$2,210,875	\$2,575,111	\$2,575,111	\$2,575,111	\$87,814	3.5%
NET COST	\$2,152,554	\$2,487,297	\$2,210,875	\$2,575,111	\$2,575,111	\$2,575,111	\$87,814	3.5%
POSITIONS	21.0	21.0	21.0	21.0	21.0	21.0	0.0	0.0%
Frozen Positions*	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)		
NET FUNDED POSITIONS	20.0	20.0	20.0	20.0	20.0	20.0	0.0	0.0%

*A Computer Operations Supervisor position is currently frozen, bringing the funded position total down to 20.0

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Department of Information Technology’s budget increases \$87,814, or 3.5%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- Increase of \$45,000 for CountyView software maintenance. This item was previously budgeted in Community Development.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

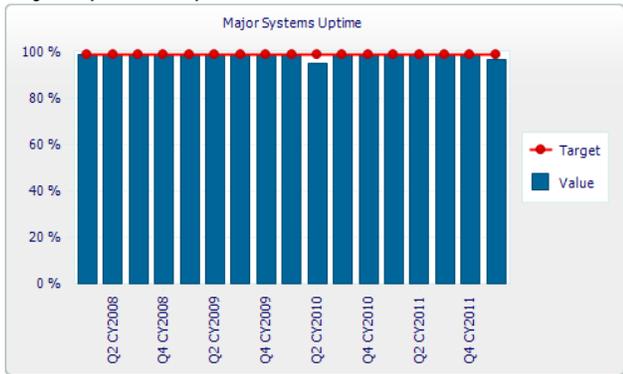
(INFORMATION TECHNOLOGY CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration (3.0 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.	\$511,113	\$541,151	\$580,022	\$68,909	13.5%
Systems (8.0 net funded positions): Systems staff provides administration, technical support, and custom programming for the mainframe, LAN, WAN, Internet and Intranet. In addition, this program provides centralized processing, off-site security and backup for mainframe and LAN applications.	819,353	824,798	597,795	(221,558)	-27.0%
Applications (9.0 positions): Applications is responsible for help desk services, hardware and software installation and support services for the desktop, 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.	906,831	959,162	1,147,294	240,463	26.5%
SUBTOTAL, IT OPERATIONS	2,237,297	2,325,111	2,325,111	87,814	3.9%
Access Albemarle Operating Impacts: The purpose of these funds is to provide a contingency fund to cover software maintenance payments while in transition between the County's Mainframe Computer system and the new Access Albemarle system. Until all applications are off the Mainframe system, this line item will be needed to cover the transitional cost of dual software maintenance expenses.	250,000	250,000	250,000	0	0.0%
TOTAL, INFORMATION TECHNOLOGY	\$2,487,297	\$2,575,111	\$2,575,111	\$87,814	3.5%

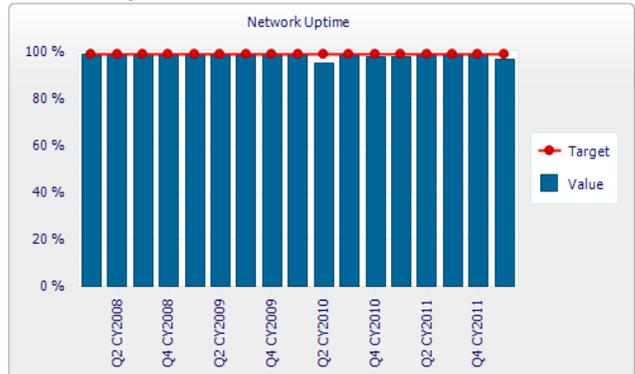
KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. Please find below examples of the department's performance indicators. For more KPI information, please visit our website at www.albemarle.org/department.asp?department=perfmgt.

Major Systems Uptime

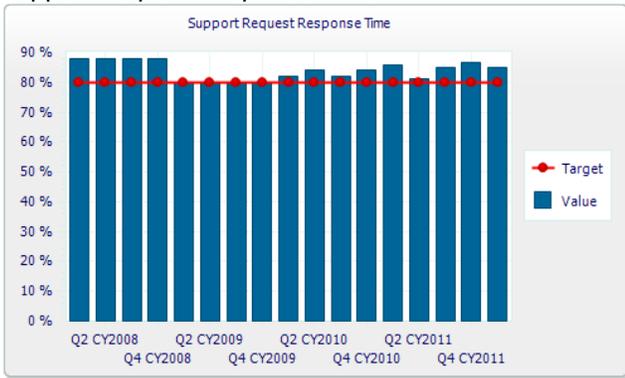


Network Uptime



(INFORMATION TECHNOLOGY CONTINUED)

Support Request Response Time



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 60,000 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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$224,535	\$223,700	\$237,525	\$245,049	\$245,049	\$245,049	\$21,349	9.5%
BENEFITS	72,914	76,682	80,366	91,066	91,066	91,066	14,384	18.8%
OPERATING	127,064	192,161	214,551	187,719	187,719	187,719	(4,442)	-2.3%
CAPITAL OUTLAY	6,666	0	0	0	0	0	0	
CONTINGENCY FUNDS	0	55,000	55,000	55,000	55,000	55,000	0	0.0%
EXPENDITURE TOTAL	\$431,179	\$547,543	\$587,442	\$578,834	\$578,834	\$578,834	\$31,291	5.7%
REVENUE								
LOCAL	\$353	\$0	\$0	\$100	\$100	\$100	\$100	
STATE	45,102	47,044	47,000	47,500	47,500	47,500	456	1.0%
REVENUE TOTAL	\$45,454	\$47,044	\$47,000	\$47,600	\$47,600	\$47,600	\$556	1.2%
NET COST	\$385,725	\$500,499	\$540,442	\$531,234	\$531,234	\$531,234	\$30,735	6.1%
POSITIONS	5.6	5.6	5.6	5.6	5.6	5.6	0.0	0.0%
Frozen Positions*	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)		
NET FUNDED POSITIONS	4.6	4.6	4.6	4.6	4.6	4.6	0.0	0.0%

*An Assistant Registrar for Records Management position is currently frozen, bringing the funded position total down to 4.6.

OVERVIEW/CHANGES

FY 11/12 Projected:

- Includes an appropriation of \$31,000 for election officers working the November 8, 2011 general election (\$5,000) and funding for five additional handicapped-accessible voting machines. These additional expenditures are necessitated by the 2011 redistricting, which created four split precincts in the County.

FY 12/13 Recommended Budget: The Department of Voter Registration and Elections' budget increases \$31,291, or 5.7%, and reflects the following:

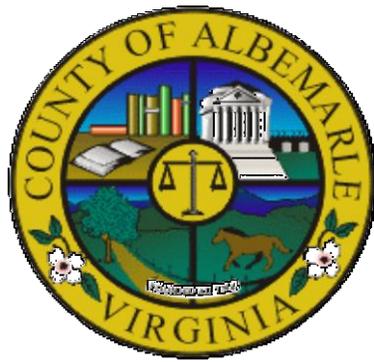
- A 1.0% market increase for FY 12/13 salaries.
- A \$12,000 increase in overtime wages and an \$8,000 part-time wages to assist with the November 2012 presidential general election.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.

(VOTER REGISTRATION AND ELECTIONS CONTINUED)

- A \$10,000 increase in funding for election officials based on the number of officials used during the November 2008 presidential election.
- A \$24,000 decrease in postal services due to one-time mailings in FY 11/12 necessitated by redistricting.

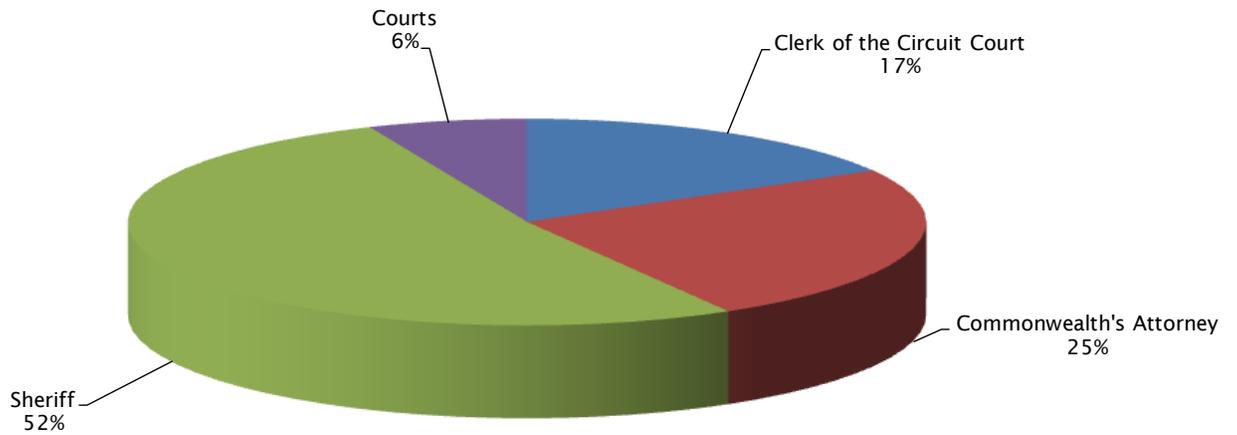
FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>(4.6 net funded positions)</p> <p>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.</p> <p>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.</p> <p>Data Management: This program maintains the dual filing system for over 60,000 registered voters in Albemarle County and all other records of the department.</p> <p>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.</p> <p>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.</p> <p>Voter Registration Services: The voter registration services program is responsible for the provision of voter registration to eligible citizens.</p>	\$547,543	\$578,834	\$578,834	\$31,291	5.7%
TOTAL, REGISTRATION AND ELECTIONS	\$547,543	\$578,834	\$578,834	\$31,291	5.7%



JUDICIAL

FY 12/13 Adopted Judicial Budget \$4,041,921



COST CENTER	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Clerk of the Circuit Court	\$651,644	\$669,016	\$615,730	\$778,257	\$675,474	\$675,474	\$6,458	1.0%
Commonwealth's Attorney	900,091	910,408	906,071	945,855	945,857	1,005,857	95,449	10.5%
Sheriff	1,946,789	2,013,438	1,994,743	2,099,390	2,099,390	2,099,390	85,952	4.3%
Courts	280,879	258,493	276,555	266,639	261,200	261,200	2,707	1.0%
TOTAL JUDICIAL	\$3,779,403	\$3,851,355	\$3,793,099	\$4,090,141	\$3,981,921	\$4,041,921	\$190,566	4.9%

CLERK OF THE CIRCUIT COURT

MISSION

The mission of the Clerk of the Circuit Court is to carry out a comprehensive list of statutory provisions that impose specific duties on the Clerk’s Office, as well as to carry out the duties imposed by the Rules of the Supreme Court of Virginia as it relates to the Court side of the office. This office will provide expedient, efficient service to the public, including but not limited to 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 provide effective access to the court system through the use of technology and continue the preservation of public records.

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 matters for the Circuit Court and also has authority to probate wills, grant administration of estates, and appoint guardians. The Clerk is the custodian of the court records, records deeds, and the issuance of marriage licenses.

GOALS

- To continue modernization through digital information technology tools enabling 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.

FINANCIAL DATA

CLERK OF CIRCUIT COURT								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$420,962	\$411,960	\$384,200	\$435,212	\$413,212	\$413,212	\$1,252	0.3%
BENEFITS	157,495	163,796	152,768	181,385	179,702	179,702	15,906	9.7%
OPERATING	70,000	90,260	60,762	111,660	82,560	82,560	(7,700)	-8.5%
CAPITAL OUTLAY	3,188	3,000	18,000	50,000	0	0	(3,000)	-100.0%
EXPENDITURE TOTAL	\$651,644	\$669,016	\$615,730	\$778,257	\$675,474	\$675,474	\$6,458	1.0%
REVENUE								
LOCAL	\$51,127	\$163,800	\$163,500	\$114,900	\$114,900	\$114,900	(\$48,900)	-29.9%
STATE	415,416	388,880	389,090	401,018	401,018	401,018	12,138	3.1%
REVENUE TOTAL	\$466,544	\$552,680	\$552,590	\$515,918	\$515,918	\$515,918	(\$36,762)	-6.7%
NET COST	\$185,101	\$116,336	\$63,140	\$262,339	\$159,556	\$159,556	\$43,220	37.2%
POSITIONS	10.0	10.0	10.0	10.0	10.0	10.0	0.0	0.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Clerk of the Circuit Court’s budget increases \$6,458, or 1.0%, and reflects the following:

- Budget built on a 1.0% market increase for FY 12/13 salaries. Actual salaries will be determined by the State.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- A decrease in a variety of operating line items to more closely reflect actual and projected expenditures.
- An increase of \$12,138 in state support for constitutional officers’ shared expenses, which contributes to a \$5,680 or 2.0% decrease in the net local cost.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

(CLERK OF THE CIRCUIT COURT CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Clerk of the Circuit Court (10.0 positions):</p> <p>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.</p> <p>Tax Records and Probate Program: This program properly indexes deeds for items such as real property, issues marriage licenses, probates wills, docket judgments, files financing statements and business partnership certificates, in accordance with applicable laws.</p>	\$669,016	\$675,474	\$675,474	\$6,458	1.0%
TOTAL, CLERK OF THE CIRCUIT COURT	\$669,016	\$675,474	\$675,474	\$6,458	1.0%

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 the citizens of Albemarle and its visitors. As part of that mission, the CAO works to enhance public safety and welfare through the vigorous enforcement of criminal laws in a fair, compassionate, ethical and just manner. The CAO believes that, in order to accomplish this mission, the office should maintain a pro-active role in the community by working to prevent crime in addition to its mandate to prosecute with integrity, equality and excellence.

DESCRIPTION

The 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 as follows:

- 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 matters.

GOALS

- Work closely with law enforcement and other Departments within the Judicial Function and Public Safety Areas.
- 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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$653,471	\$659,348	\$661,000	\$669,000	\$669,000	\$714,000	\$54,652	8.3%
BENEFITS	213,100	215,699	209,125	240,571	240,473	249,117	33,418	15.5%
OPERATING	32,281	34,386	34,696	35,309	35,409	37,209	2,823	8.2%
CAPITAL OUTLAY	1,238	975	1,250	975	975	5,531	4,556	0.0%
EXPENDITURE TOTAL	\$900,091	\$910,408	\$906,071	\$945,855	\$945,857	\$1,005,857	\$95,449	10.5%
REVENUE								
LOCAL	\$6,700	\$5,500	\$7,300	\$5,200	\$5,200	\$5,200	(\$300)	-5.5%
STATE	450,037	455,363	427,928	457,995	457,995	457,995	2,632	0.6%
TRANSFERS	0	0	0	0	0	60,000	60,000	
REVENUE TOTAL	\$456,737	\$460,863	\$435,228	\$463,195	\$463,195	\$523,195	\$62,332	13.5%
NET COST	\$443,354	\$449,545	\$470,843	\$482,660	\$482,662	\$482,662	\$33,117	7.4%
POSITIONS	9.0	9.0	9.0	9.0	9.0	9.5	0.5	5.6%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Commonwealth Attorney's budget increases \$35,449, or 3.9%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.

(COMMONWEALTH'S ATTORNEY CONTINUED)

- An increase of \$2,632 in state support for constitutional officers' shared expenses, which contributes to a \$33,117, or 7.4%, increase in the net local cost.

FY 12/13 Adopted Budget: During the budget work sessions, the Board of Supervisors approved funding for a part-time attorney.

Description	FY 11/12 Adopted	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Criminal Case Prosecution and Legal Services (9.0 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 division also provides outreach and information to the general public regarding criminal justice issues.	\$910,408	\$945,857	\$1,005,857	\$95,449	10.5%
TOTAL, COMMONWEALTH'S ATTORNEY	\$910,408	\$945,857	\$1,005,857	\$95,449	10.5%

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 for transporting prisoners and mental patients by court orders.

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 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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$1,275,619	\$1,303,336	\$1,296,220	\$1,300,818	\$1,300,818	\$1,300,818	(\$2,518)	-0.2%
BENEFITS	388,271	418,167	406,542	459,964	459,964	459,964	41,797	10.0%
OPERATING	224,431	205,415	209,352	220,768	220,768	220,768	15,353	7.5%
CAPITAL OUTLAY	52,028	79,880	80,309	77,340	77,340	77,340	(2,540)	-3.2%
OTHER	6,440	6,640	2,320	40,500	40,500	40,500	33,860	0.0%
EXPENDITURE TOTAL	\$1,946,789	\$2,013,438	\$1,994,743	\$2,099,390	\$2,099,390	\$2,099,390	\$85,952	4.3%
REVENUE								
LOCAL	\$565,539	\$541,764	\$536,464	\$565,800	\$565,800	\$565,800	\$24,036	4.4%
STATE	654,744	664,414	637,229	652,821	652,821	652,821	(11,593)	-1.7%
FEDERAL	8,452	0	22,552	0	0	0	0	
TRANSFERS	5,000	0	0	0	0	0	0	
REVENUE TOTAL	\$1,233,734	\$1,206,178	\$1,196,245	\$1,218,621	\$1,218,621	\$1,218,621	\$12,443	1.0%
NET COST	\$713,055	\$807,260	\$798,498	\$880,769	\$880,769	\$880,769	\$73,509	9.1%
POSITIONS	23.0	23.0	23.0	23.0	23.0	23.0	0.0	0.0%

OVERVIEW/CHANGES

FY 11/12 Projected:

- Includes an appropriation of \$22,552 in federal grant revenues for a part-time auxiliary deputy officer to assist with the administration and monitoring of Offender Aid and Restoration’s (OAR’s) Drug Court cases.

FY 12/13 Recommended Budget: The Sheriff’s budget increases by \$85,952, or 4.3%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A reduction in overtime of \$10,000 based on historical expenditures.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- A net increase of \$15,353 or 7.5% for operating costs including a \$12,460 increase in vehicle repair and maintenance costs based on historical expenditures and anticipated needs, a \$1,880 increase for training academy fees and a \$1,073 increase for auto insurance.
- The “Other” category includes an increase of \$33,860 for the recently completed public safety reclassification study. Once implemented, these costs will be distributed to the appropriate salary and benefit categories.

(OFFICE OF THE SHERIFF CONTINUED)

- An increase in local revenues of \$24,036 and a decrease of \$11,593 in state support for constitutional officers' shared expenses, which contributes to a \$73,509, or 9.1%, increase in the net local cost.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Court Services and Security (23.0 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.</p> <p>Juvenile Court expenditures are offset by a \$127,700 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.</p>	\$1,798,138	\$1,884,090	\$1,884,090	\$85,952	4.8%
<p>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.</p>	215,300	215,300	215,300	0	0.0%
TOTAL, OFFICE OF THE SHERIFF	\$2,013,438	\$2,099,390	\$2,099,390	\$85,952	4.3%

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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
CIRCUIT COURT	\$111,336	\$110,945	\$126,612	\$121,348	\$121,348	\$121,348	\$10,403	9.4%
GENERAL DIST. COURT	21,360	23,894	26,289	29,394	23,955	23,955	61	0.3%
MAGISTRATE	3,315	4,425	4,425	4,375	4,375	4,375	(50)	-1.1%
JUVENILE COURT	144,868	119,229	119,229	111,522	111,522	111,522	(7,707)	-6.5%
EXPENDITURE TOTAL	\$280,879	\$258,493	\$276,555	\$266,639	\$261,200	\$261,200	\$2,707	1.0%
NET COST	\$280,879	\$258,493	\$276,555	\$266,639	\$261,200	\$261,200	\$2,707	1.0%
POSITIONS	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: Overall, funding to the various Courts increases \$2,707, or 1.0%, and reflects the following:

Circuit Court:

- A 1.0% market increase for FY 12/13 salary.
- Increase of \$5,000 in overtime costs based on actual historical expenditures.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.

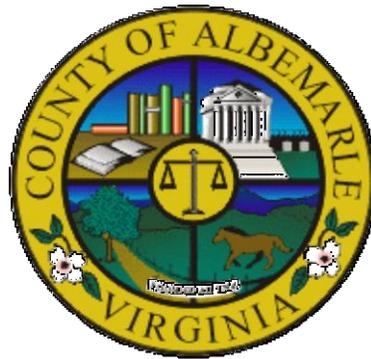
Juvenile Court

- The City of Charlottesville is the fiscal agent for the Juvenile and Domestic Relations (J&DR) Court. The County's contribution decreases \$7,707 reflecting the County's share of operations and building maintenance.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

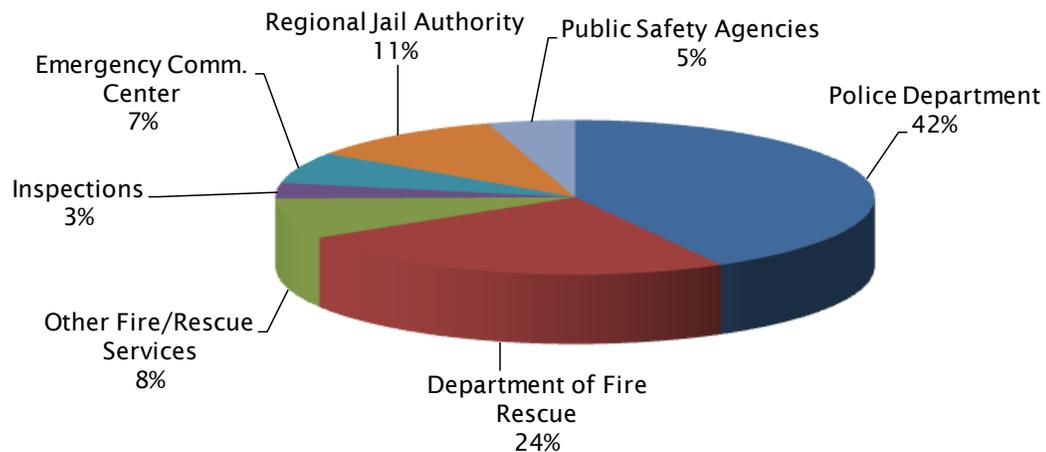
(COURTS CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>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.</p> <p>The County pays the cost of a Legal Assistant to the Circuit Court, who manages the entire Circuit Court docket.</p>	\$110,945	\$121,348	\$121,348	\$10,403	9.4%
<p>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.</p>	23,894	23,955	23,955	61	0.3%
<p>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 and the County.</p>	4,425	4,375	4,375	(50)	-1.1%
<p>Juvenile & Domestic Relations (J & DR) Court: The City of Charlottesville and Albemarle County share a single J & DR Court 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.</p> <p>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.</p>	119,229	111,522	111,522	(7,707)	-6.5%
TOTAL, COURTS	\$258,493	\$261,200	\$261,200	\$2,707	1.0%

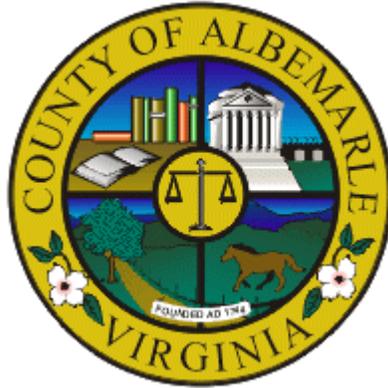


PUBLIC SAFETY

**FY 12/13 Adopted
Public Safety Budget
\$33,568,298**



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Police Department	\$11,894,128	\$13,051,415	\$12,847,923	\$13,938,959	\$13,837,569	\$14,073,637	\$1,022,222	7.8%
Department of Fire Rescue	6,763,032	6,807,669	6,974,800	8,160,828	8,160,828	8,160,828	\$1,353,159	19.9%
Other Fire/Rescue Services	2,551,883	2,724,968	2,763,583	3,671,035	2,815,798	2,835,055	\$110,087	4.0%
Inspections	991,227	1,060,583	1,050,598	1,094,667	1,094,667	1,094,667	\$34,084	3.2%
Emergency Comm. Center	1,982,766	2,066,831	2,066,831	2,197,797	2,197,797	2,197,797	\$130,966	6.3%
Regional Jail Authority	3,297,165	3,378,990	3,428,165	3,617,064	3,617,064	3,617,064	\$238,074	7.0%
Public Safety Agencies	1,353,829	1,457,656	1,457,656	1,611,661	1,578,452	1,589,250	\$131,594	9.0%
TOTAL PUBLIC SAFETY	\$28,834,031	\$30,548,112	\$30,589,556	\$34,292,011	\$33,302,175	\$33,568,298	\$3,020,186	9.9%



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. The Department's present authorized strength is 123 sworn officers, 20.5 civilian employees and four (4) animal control officers.

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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$7,476,871	\$8,024,832	\$7,831,100	\$8,087,267	\$8,010,877	\$8,148,502	\$123,670	1.5%
BENEFITS	2,637,630	2,870,403	2,756,840	3,172,155	3,172,155	3,231,748	361,345	12.6%
OPERATING	1,459,538	1,606,003	1,710,178	1,886,826	1,861,826	1,900,676	294,673	18.3%
CAPITAL OUTLAY	286,426	522,420	523,705	511,270	511,270	511,270	(11,150)	-2.1%
OTHER	33,662	27,757	26,100	281,441	281,441	281,441	253,684	913.9%
EXPENDITURE TOTAL	\$11,894,128	\$13,051,415	\$12,847,923	\$13,938,959	\$13,837,569	\$14,073,637	\$1,022,222	7.8%
REVENUE								
LOCAL	1,071,020	\$999,650	\$1,278,100	\$1,331,000	\$1,331,000	\$1,331,000	331,350	33.1%
STATE	1,967,887	1,750,345	1,996,790	1,915,430	1,915,430	1,915,430	165,085	9.4%
FEDERAL	0	0	0	0	0	0	0	0.0%
TRANSFER	136,979	140,000	140,000	140,000	140,000	140,000	0	0.0%
REVENUE TOTAL	\$3,175,886	\$2,889,995	\$3,414,890	\$3,386,430	\$3,386,430	\$3,386,430	\$496,435	17.2%
NET COST	\$8,718,242	\$10,161,420	\$9,433,033	\$10,552,529	\$10,451,139	\$10,687,207	\$525,787	5.2%
POSITIONS	147.5	147.5	147.5	147.5	147.5	147.5	0.0	0.0%
Frozen Positions*	(5.0)	(3.0)	(3.0)	(3.0)	(3.0)	0.0		
NET FUNDED POSITIONS	142.5	144.5	144.5	144.5	144.5	147.5	3.0	

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Police's budget increases by \$786,154, or 6.0%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- Continued reduction in salary and benefits for three (3.0) frozen Police Officer positions.
- A \$113,852 reduction for budgeting salary and related benefit lapse equivalent to two officer positions.
- An \$89,349 increase in reimbursable overtime costs, which will be offset with a corresponding increase in related revenue.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.

(POLICE DEPARTMENT CONTINUED)

- An increase of \$255,823 or 15.9% in operating costs primarily due to: 1) a \$69,000 increase for training in both supplement academy training and increased specialized certifications that have been deferred in recent years; 2) a \$51,000 increase in telecommunications for the addition of high speed wireless broadband technology to the department’s cellular data plan. These costs were originally planned as a purchase of equipment through the Capital Improvement Program (CIP), but as a purchased service, these costs are more appropriate for the operating budget; 3) a \$40,000 increase in the County’s share of funding for the Jefferson Area Drug Enforcement (JADE) Task Force; 4) a \$36,910 increase in vehicle fuel, maintenance and repair costs based on anticipated rate changes; and 5) a \$24,180 increase in maintenance costs for equipment and software based on historical expenditures and anticipated contract increases.
- The “Other” category includes an increase of \$252,010 for the recently completed public safety reclassification study. Once implemented, these costs will be distributed to the appropriate salary and benefit categories. The remainder of this category is the transfer to the Victim Witness Fund (see Other Funds chapter), which is increasing \$1,674 based on available grant revenues and the aforementioned increases in personnel rates.
- An increase of \$331,350 in local revenues due to increases in fines and reimbursable overtime revenues and an increase of \$165,085 in state categorical aid for support to law enforcement (599 funds). These changes contribute to a \$289,719, or 2.9%, increase in the Department’s net cost.

FY 12/13 Adopted Budget: The Board of Supervisors approved an additional \$236,068 to fund the salary, benefit and operating cost of three (3) previously frozen police officer positions.

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Police Services (142.5 positions): Police Services include three Patrol Divisions, Investigations Division, Community Policing Division, Administrative Services Division, and the Office of the Chief of Police. The department operates on a 24-hour, 365-day per year basis.</p> <p>Patrol Divisions - Three Patrol Divisions provide year-round, 24-hour police services. Officers assigned to these divisions are responsible for answering calls for service, preliminary investigations of incidents, traffic enforcement and accident investigation, problem solving, and maintaining order in the community.</p> <p>Investigations Division - The Investigations Division staff provides follow-up investigations for all complex and serious cases. This division also provides personnel and supervision for the Jefferson Area Drug Enforcement (JADE) unit (operating cooperatively between the County, the City of Charlottesville, and the University of Virginia), and management of criminal intelligence information and evidence control.</p> <p>Administrative Services Division and Office of the Chief of Police - This program is responsible for planning and research, fiscal management, records management, training and professional development, and information automation and management.</p> <p>Community Policing Division - The Community Policing Division officers work 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 traffic enforcement, criminal investigations, school resource officers, fugitive warrant service, and quality of life issues.</p>	\$12,710,164	\$13,643,037	\$932,873	7.3%

(POLICE DEPARTMENT CONTINUED)

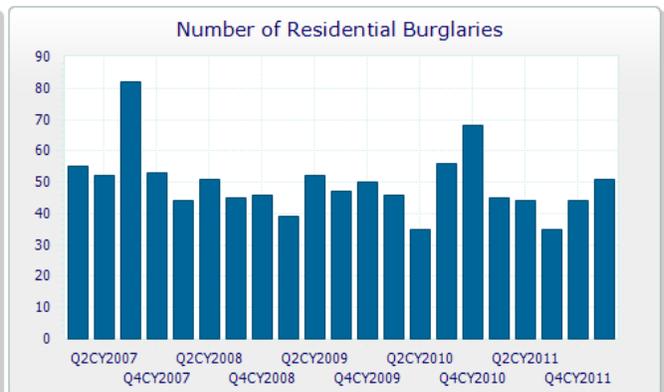
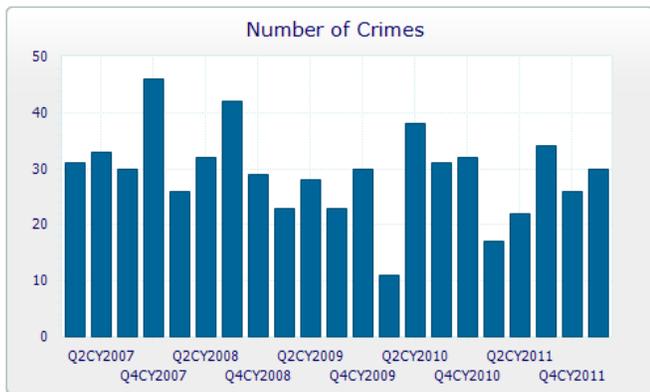
Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Community Services (1.0 positions): The Community Services program provides counseling and support assistance to victims and witnesses of crime in Albemarle County through the Victim/Witness Office. This program also provides for the establishment and overview of all departmental crime prevention and community relations initiatives. The Victim/Witness Office is staffed by a victim witness program coordinator. Additional grant funding also pays for a half-time victim/witness assistant coordinator and a victim/witness program assistant.</p> <p>Animal Control (4.0 positions): The Animal Control unit is responsible for enforcing all State and County animal laws. The four full-time animal control officers who staff this unit also work in cooperation with state game commission officers and assist with game animal problems in the County.</p>				
<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>	341,251	430,600	89,349	26.2%
TOTAL, POLICE DEPARTMENT	\$13,051,415	\$14,073,637	\$1,022,222	7.8%

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. Please find below examples of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/department.asp?department=perfmgt.

Crimes Against People
Residential Burglaries

Target: Crimes against persons can be reduced through intensive patrol, based on available manpower, and education. A goal of an additional 6% decrease will be extended through 2012.
Target: Decrease residential with increased community awareness combined with intensive patrol in the identified patrol areas.



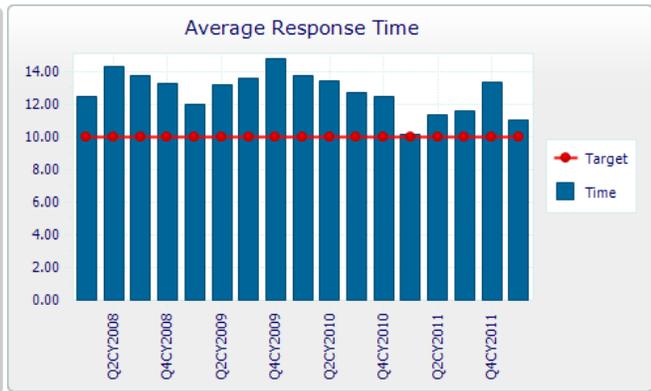
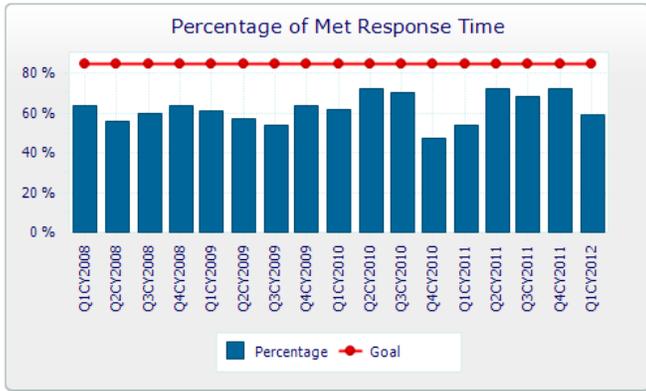
(POLICE DEPARTMENT CONTINUED)

Response Times in Development Areas

Target: Respond within 5 minutes 85% of the time

Response Times in Rural Areas

Target: Average response time of 10 minutes or less



DEPARTMENT OF FIRE AND RESCUE

MISSION

The Albemarle County Department of Fire and Rescue will provide the highest quality services to protect and preserve the lives, property, and environment of our community.

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, seven volunteer fire companies and three volunteer rescue squads. In addition, the County contracts with the City of Charlottesville to provide fire/rescue services primarily in the Pantops development area and Ivy. In FY 12/13, service will also include an additional station located in Ivy and EMS service in the Pantops area. 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

- Develop a unified combination emergency services system at the operations level.
- Deliver the highest quality fire and EMS programs and services possible with excellent customer service.
- Recruit, develop and retain quality volunteer & career personnel.
- Improve response times.

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

FIRE RESCUE DEPARTMENT								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$4,420,998	\$4,339,654	\$4,483,756	\$4,818,482	\$4,818,482	\$4,818,482	\$478,828	11.0%
BENEFITS	1,584,510	1,679,446	1,664,272	2,050,899	2,050,899	2,050,899	371,453	22.1%
OPERATING	724,551	750,349	769,610	909,751	909,751	909,751	159,402	21.2%
CAPITAL OUTLAY	32,974	38,220	57,162	75,816	75,816	75,816	37,596	98.4%
OTHER	0	0	0	305,880	305,880	305,880	305,880	
EXPENDITURE TOTAL	\$6,763,032	\$6,807,669	\$6,974,800	\$8,160,828	\$8,160,828	\$8,160,828	\$1,353,159	19.9%
REVENUE								
LOCAL	\$696,131	\$520,850	\$570,900	\$1,089,150	\$1,089,150	\$1,089,150	\$568,300	109.1%
NET COST	\$6,066,901	\$6,286,819	\$6,403,900	\$7,071,678	\$7,071,678	\$7,071,678	\$784,859	12.5%
POSITIONS (FTE)	80.0	80.0	80.0	88.0	88.0	88.0	8.0	10.0%

OVERVIEW/CHANGES

FY 11/12 Projected Budget:

- Includes supplemental appropriations of \$83,871 for the partial year impact of the implementation of the public safety reclassification study and \$90,000 for additional Operation Division overtime.

FY 12/13 Recommended Budget:

- Fire Rescue’s budget increases by \$1,353,159 or 19.9%, and reflects the following:
- A 1.0% market increase for FY 12/13 salaries.
- A \$67,000 increase in baseline overtime expenditures based on historical expenditures. The Operations Division has experienced a significant increase in its employee turnover rate in recent years that has resulted in increased overtime expenditures.
- Increases the authorized overhire from one to two firefighters (increase of 1.0 FTE) to assist the department with meeting minimum staffing standards and better manage overtime costs. This position’s cost will be funded through salary lapse from within the department and does not increase the budget.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.

(FIRE RESCUE CONTINUED)

- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- Provides \$276,217 for six months of funding for eight personnel (4.0 FTE in FY 12/13) and \$63,462 for related operations for the Ivy Fire Station.
- Provides \$206,205 for full year funding for three personnel (3.0 FTE in FY 12/13) and \$39,194 for related operations for EMS service in the Pantops area.
- The operating net increase of \$56,746 that it is not attributable to Ivy or Pantops service is due to: 1) a \$20,596 increase in the administrative fee for revenue collection from the EMS Cost Recovery program based on increased collections; 2) \$15,676 increase in utilities based on historical expenditures and anticipated rate increases; 3) increases of \$6,000 in medical supplies, \$5,091 in maintenance contracts for equipment and \$4,675 in health services based on historical expenditures and contract costs; and 4) \$2,970 increase in fuel based on consumption and rate changes.
- Provides \$75,816 in capital outlay expenditures including: 1) \$34,320 for the fuel surcharge used to fund replacement vehicles; 2) \$33,596 for replacement equipment for the Training, Prevention and Operations Divisions; and 3) \$7,900 for an upgrade to the software system the department utilizes in personnel scheduling.
- The "Other" category includes an increase of \$305,880 for the recently completed public safety reclassification study. Once implemented, these costs will be distributed to the appropriate salary and benefit categories.
- A \$568,300 increase in local revenues due to increase revenue associated with the EMS Cost Recovery program, for an overall \$784,859, or 12.5%, increase in the department's net cost.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
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 and improving the working relationship between volunteer fire and EMS personnel.	\$569,665	\$645,578	\$75,913	13.3%
Training/Education (3.0 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.	401,966	414,517	12,551	3.1%
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.	408,421	461,928	53,507	13.1%
Fire/Rescue Operations (74.0 positions): This division provides staffing to the Monticello, Hollymead and Ivy Fire stations, EMS service in the Pantops area and daytime support for six 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. The Operations Division includes an assistant Chief and an EMS Supervisor.	5,385,302	6,572,199	1,186,897	22.0%

(FIRE RESCUE CONTINUED)

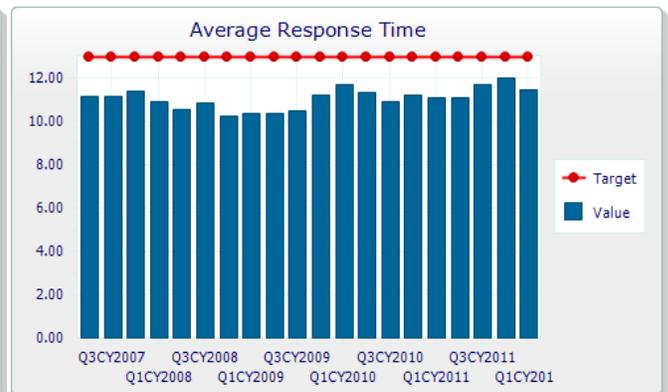
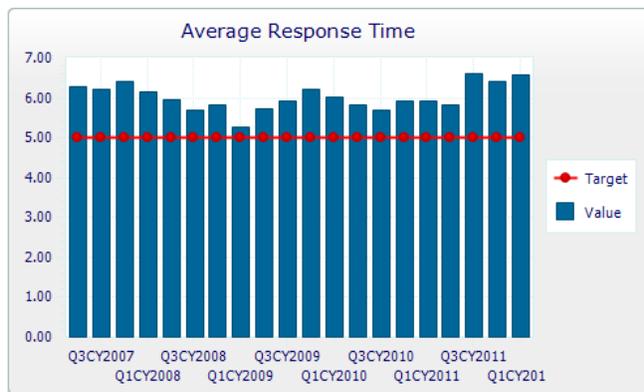
Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
EMS Cost Recovery: This program obtains reimbursement for the costs of emergency medical services associated with transporting a patient to the hospital by ambulance. This funding is for the operating costs to administer this program.	42,315	66,606	24,291	57.4%
TOTAL, FIRE RESCUE DEPARTMENT	\$6,807,669	\$8,160,828	\$1,353,159	19.9%

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. Please find below examples of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/department.asp?department=perfmgt.

Response Times in Development Areas
 Target: Average Response Time of 5 Minutes or less

Response Times in Rural Areas
 Target: Average Response Time of 13 Minutes or less



OTHER FIRE/RESCUE SERVICES

DESCRIPTION

The primary purpose of Other Fire/Rescue Services is to provide funding, support, and assistance to the Volunteer Fire Companies and Volunteer Rescue Squads that are a vital component of the combined volunteer/career fire/rescue system in the County. These agencies deliver services to protect the lives and property of Albemarle County citizens, workers, and visitors from fire, medical emergencies, and other dangerous calamities.

FINANCIAL DATA

OTHER FIRE/RESCUE SERVICES								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP/ADP	% ADP/ADP
EXPENDITURES								
VOLUNTEER FIRE/RESCUE	\$1,653,041	\$1,776,787	\$1,871,849	\$2,674,495	\$1,839,092	\$1,839,092	\$62,305	3.5%
TJ EMS*	19,066	19,257	19,257	19,834	0	19,257	0	0.0%
FIRE/RESCUE TAX CREDIT	61,213	59,500	59,500	65,000	65,000	65,000	5,500	9.2%
FOREST FIRE EXTINCTION	23,786	23,786	23,786	23,786	23,786	23,786	0	0.0%
CITY FIRE CONTRACT	794,776	845,638	789,191	887,920	887,920	887,920	42,282	5.0%
TOTAL CONTRIBUTIONS	<u>\$2,551,883</u>	<u>\$2,724,968</u>	<u>\$2,763,583</u>	<u>\$3,671,035</u>	<u>\$2,815,798</u>	<u>\$2,835,055</u>	<u>\$110,087</u>	<u>4.0%</u>
REVENUE								
STATE	\$241,548	\$232,600	\$242,000	\$246,000	\$246,000	\$246,000	\$13,400	5.8%
NET COST	<u>\$2,310,335</u>	<u>\$2,492,368</u>	<u>\$2,521,583</u>	<u>\$3,425,035</u>	<u>\$2,569,798</u>	<u>\$2,589,055</u>	<u>\$96,687</u>	<u>3.9%</u>

*Thomas Jefferson Emergency Medical Services Council

OVERVIEW/CHANGES

FY 11/12 Projected:

- Volunteer Fire Rescue includes \$97,134 in funding that was reappropriated from FY 10/11 for Volunteer Recruitment and Retention initiatives.
- The FY 11/12 City Fire Contract payment will be less than budgeted based on actual calls for service.

FY 12/13 Recommended Budget: Overall, funding for Other Fire/Rescue Services increase \$90,830, or 3.3%, due to the following changes:

- Funding for the ten (10) volunteer fire and rescue departments' operating budgets includes: 1) a decrease of \$30,000 in FY 11/12 funding for the one-time cost of installing mandated backflow prevention devices, and 2) an increase of 4.0% per department, with the exception of CARS, which increases \$12,028 or 6.9%, based on the costs and share of calls for service for County-funded personnel that serve both the County and City of Charlottesville.
- Changes to property, automobile, liability, accident/sickness insurance premiums, Line of Duty Act costs, computer maintenance and replacement costs, turnout gear and other operating supplies for volunteer companies increase in total \$34,682, or 8.0%.
- TJEMS' decrease of \$19,257 or 100% is based on the agency's scores from the Commission on Children and Families (CCF) Agency Budget Review Team (ABRT) process and a net \$100,000 reduction in total ABRT agency funding per the County's adopted Five-Year Financial Plan. A summary of the ABRT process can be found in this document's Human Development Agency Contributions chapter.
- Increase of \$5,500 or 9.2%, in the Volunteer Fire Rescue Tax Credit based on a trend of increased usage.
- Increase of \$42,282 or 5.0%, for the City Fire Contract per the agreement based on a 5.0% increase in the base annual payment.
- Increase of \$13,400 or 5.8% in state revenue from the Virginia Department of Fire Programs for aid to localities.

FY 12/13 Adopted Budget: The Board of Supervisors approved \$19,257 for TJEMS.

(OTHER FIRE RESCUE SERVICES CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Request	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Volunteer Fire/Rescue Services: The County provides a budget allocation to each volunteer fire and rescue department to offset their annual operating costs based on the adopted volunteer funding policy. In addition, the County also provides funding for the volunteer's property, liability, Line of Duty Act and accident/sickness insurance premiums, turnout gear, flares, and foam.	\$1,776,787	\$2,674,495	\$1,839,092	\$62,305	3.5%
Thomas Jefferson Emergency Medical Service (TJEMS): The TJEMS Council is an independent, non-profit agency responsible for the development and implementation of a comprehensive emergency medical services system for Planning District 10.	19,257	19,834	19,257	0	0.0%
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 active fire/rescue volunteer. An additional voucher is also issued to eligible volunteers to pay for the County vehicle license tax.	59,500	65,000	65,000	5,500	9.2%
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.	23,786	23,786	23,786	0	0.0%
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 County.	845,638	887,920	887,920	42,282	5.0%
TOTAL, OTHER FIRE/RESCUE SERVICES	\$2,724,968	\$3,671,035	\$2,835,055	\$110,087	4.0%

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. Fire Rescue Volunteers support the County's Fire Response time KPIs. For more KPI information, please visit our website at www.albemarle.org/department.asp?department=perfmgt.

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’s goals and 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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$693,087	\$722,875	\$717,908	\$725,250	\$725,250	\$725,250	\$2,375	0.3%
BENEFITS	242,946	259,176	254,050	288,625	288,625	288,625	29,449	11.4%
OPERATING	42,738	53,342	53,071	55,502	55,502	55,502	2,160	4.0%
CAPITAL OUTLAY	12,457	25,190	25,569	25,290	25,290	25,290	100	0.4%
EXPENDITURE TOTAL	\$991,227	\$1,060,583	\$1,050,598	\$1,094,667	\$1,094,667	\$1,094,667	\$34,084	3.2%
REVENUE								
LOCAL	\$1,002,674	\$935,600	\$1,005,800	\$1,029,700	\$1,029,700	\$1,029,700	\$94,100	10.1%
NET COST	(\$11,447)	\$124,983	\$44,798	\$64,967	\$64,967	\$64,967	(\$60,016)	-48.0%
POSITIONS	13.5	13.5	13.5	13.5	13.5	13.5	0.0	0.0%

OVERVIEW/CHANGES

FY 11/12 Projected Budget:

- A 7.5% net increase in local revenues is based on actual receipt of building permit fees.
- There are no other changes from the FY 11/12 Adopted Budget.

FY 12/13 Recommended Budget: The Inspections & Building Codes budget increases by \$34,084 or 3.2%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- An overall 10.1% increase in local revenue collection for building permit fees which is based on a combination of historical revenues and anticipated increases.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Inspections (13.5 funded 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.	\$1,060,583	\$1,094,667	\$34,084	3.2%
TOTAL, INSPECTIONS AND BUILDING CODES	\$1,060,583	\$1,094,667	\$34,084	3.2%

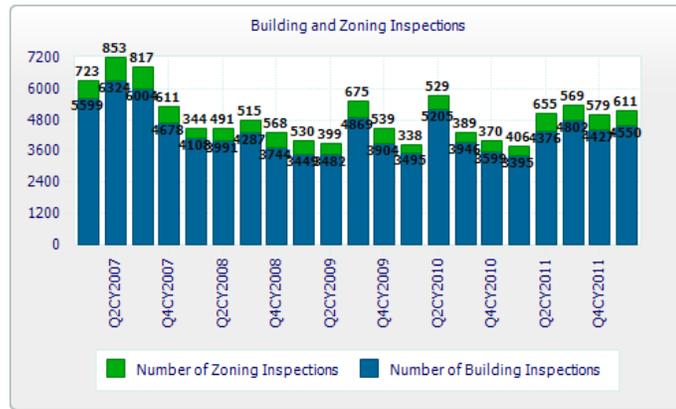
(INSPECTION AND BUILDING CODES CONTINUED)

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. Please find below an example of this program's performance indicators. For more KPI information, please visit our website at www.albemarle.org/department.asp?department=perfmgt.

Number of Building and Zoning Inspections

Target: An average of 10-12 building inspections/day/inspector is considered the maximum for assuring adequate time for inspections. With current staffing, this is considered equivalent to roughly 4,200 inspections per quarter.



PUBLIC SAFETY CONTRIBUTIONS

FINANCIAL DATA

PUBLIC SAFETY CONTRIBUTIONS								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
ECC	\$1,982,766	\$2,066,831	\$2,066,831	\$2,197,797	\$2,197,797	\$2,197,797	\$130,966	6.3%
Regional Jail	3,297,165	3,378,990	3,428,165	3,617,064	3,617,064	3,617,064	238,074	7.0%
Juvenile Detention Home	707,036	710,900	710,900	777,349	777,349	777,349	66,449	9.3%
SPCA	379,031	477,440	477,440	513,085	513,085	513,085	35,645	7.5%
Foothills Child Advocacy Center	0	0	0	31,250	29,500	29,500	29,500	
OAR	155,382	156,936	156,936	167,471	146,138	156,936	0	0.0%
VJCCCA	52,231	52,231	52,231	52,231	52,231	52,231	0	0.0%
Community Attention	60,149	60,149	60,149	70,275	60,149	60,149	0	0.0%
TOTAL PUBLIC SAFETY CONTRIBUTIONS	\$6,633,761	\$6,903,477	\$6,952,652	\$7,426,522	\$7,393,313	\$7,404,111	\$500,634	7.3%
REVENUE								
STATE - SPCA STERILIZATION FUND	\$2,731	\$2,900	\$2,400	\$2,400	\$2,400	\$2,400	(\$500)	-17.2%
FEDERAL	\$35,373	\$0	\$49,175	\$0	\$0	\$2,400	\$2,400	
REVENUE TOTAL	\$38,104	\$2,900	\$51,575	\$2,400	\$2,400	\$4,800	\$1,900	65.5%
NET COST	\$6,595,656	\$6,900,577	\$6,901,077	\$7,424,122	\$7,390,913	\$7,399,311	\$498,734	7.2%

OVERVIEW/CHANGES

FY 11/12 Projected:

- Includes an appropriation of \$49,175 in federal revenue for reimbursement from the State Criminal Alien Assistance Program (SCAAP). SCAAP reimburses localities for compensation expenses incurred by correctional officers supervising aliens in local and regional jail facilities.

FY 12/13 Recommended Budget: Public Safety Contributions increase \$489,836, or 7.1%, and reflect the following changes:

- Emergency Communications Center (ECC) contribution increases \$130,966 or 6.3%, and represents the County's share of the ECC's total budget. This increase is primarily due to increases in salary and benefits rates, maintenance contracts and leases for 800 MHz tower sites and a decrease in state funding from the Wireless E-911 Services Board.
- Regional Jail contribution increases \$238,074 or 7.0% and represents the County's share of the Jail's total budget. This increase is primarily due to increases in personnel rates.
- Juvenile Detention Center contribution increases \$66,449 or 9.3% and represents the County's share of the Juvenile Detention Center's budget. This increase is primarily due to changes in personnel rates and an increase in the County's share of costs based on usage.
- The SPCA contribution is increasing \$35,645 or 7.5%. This increase is based on the contract approved by the Board of Supervisors in 2009 that provides a contribution based on the County's population (most recent U.S. Census projection) multiplied by a per capita amount (\$5.16 in FY 12/13). This contribution also includes \$2,400 to support the SPCA's spay and neuter efforts, which is offset by related state revenue.
- Contributions to Foothills Child Advocacy Center and Offender Aid and Restoration (OAR) are based on the agency's scores from the Commission on Children and Families (CCF) Agency Budget Review Team (ABRT) process and a net \$100,000 reduction in total ABRT agency funding per the County's adopted Five-Year Financial Plan. A summary of the ABRT process can be found in this document's Human Development Agency Contributions chapter.
- Community Attention's existing operation is level funded. The requested increase is for a summer internship program for children not covered by Comprehensive Services Act (CSA) or Virginia Juvenile Community Crime Control Act (VJCCCA). This request funding is not recommended for funding.

FY 12/13 Adopted Budget: The Board of Supervisors approved an additional \$10,798 for Offender Aid and Restoration (OAR).

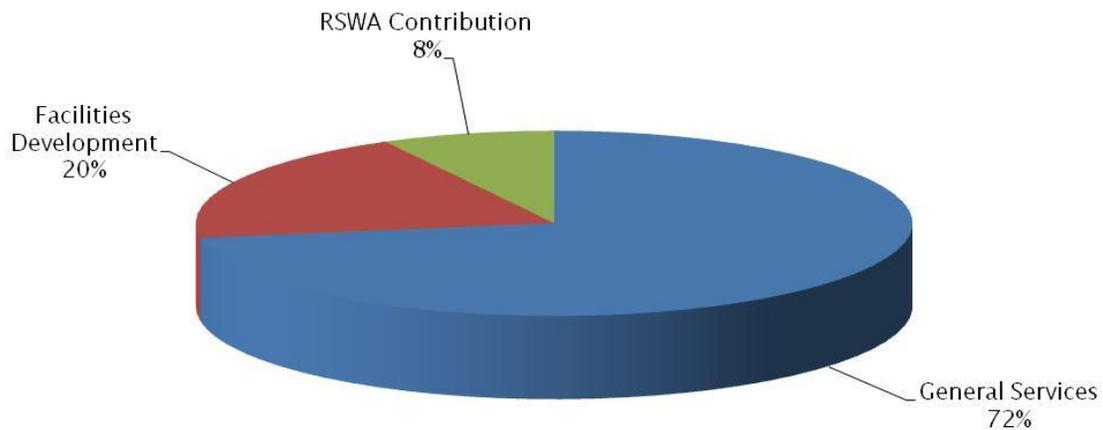
(PUBLIC SAFETY CONTRIBUTIONS CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Request	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
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.	\$2,066,831	\$2,197,797	\$2,197,797	\$130,966	6.3%
Albemarle Charlottesville Regional Jail (ACRJ): The ACRJ provides jail services to Albemarle County, Nelson County, and the City of Charlottesville on a contractual basis.	3,378,990	3,617,064	3,617,064	238,074	7.0%
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 for the temporary care and supervision of juvenile offenders detained or sentenced by order of the Courts for these localities.	710,900	777,349	777,349	66,449	9.3%
Charlottesville-Albemarle Society for the Prevention of Cruelty to Animals (SPCA): The 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 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 (\$5.16 per capita in FY 12/13). The County also anticipates receiving state revenue for animal sterilization that is also included in the SPCA's amounts.	477,440	513,085	513,085	35,645	7.5%
Foothills Child Advocacy Center: Foothills is a non-profit, accredited agency designed to reduce the trauma and advance the recovery of child maltreatment victims.	0	31,250	29,500	29,500	
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.	156,936	167,471	156,936	0	0.0%
Community Attention Home: Community Attention operates a 24-hour coed residential treatment home, specialized family group homes, and a community supervision program that provides outreach counseling services. All programs provide care and treatment to troubled youth, ages 12 to 18.	60,149	70,275	60,149	0	0.0%
VJCCCA: Virginia Juvenile Community Crime Control Act (VJCCCA) funds support youth development, prevention and intervention services.	52,231	52,231	52,231	0	0.0%
TOTAL, PUBLIC SAFETY AGENCY CONTRIBUTIONS	\$6,903,477	\$7,426,522	\$7,404,111	\$500,634	7.3%

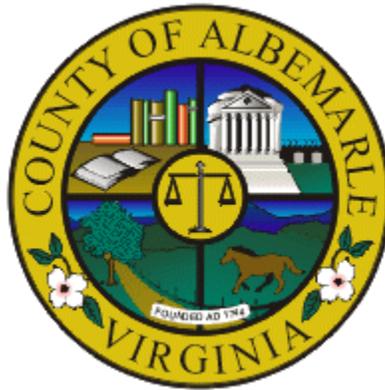


PUBLIC WORKS

FY 12/13 Adopted Public Works Budget \$4,472,871



DEPARTMENT	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
General Services	\$2,944,280	\$3,174,503	\$2,958,870	\$3,268,976	\$3,239,976	\$3,239,976	\$65,473	2.1%
Facilities Development	900,867	866,608	760,771	882,895	882,895	882,895	16,287	1.9%
RSWA Contribution	147,948	350,000	350,000	350,000	350,000	350,000	0	0.0%
TOTAL PUBLIC WORKS	\$3,993,095	\$4,391,111	\$4,069,640	\$4,501,871	\$4,472,871	\$4,472,871	\$81,760	1.9%



GENERAL SERVICES

MISSION

General Services' mission is to "be the stewards of the County's facilities and natural resources." To provide exceptional services to support Albemarle County in its effort to advance good government initiatives. Through leadership, innovation, focus, and teamwork, General Services is dedicated to being a quality-first organization in support of the taxpayers, the County's Strategic Plan, our internal customers, the environment and our employees.

DESCRIPTION

General Services provides building and grounds maintenance and repairs and oversees the operation of the mechanical systems at County owned and operated facilities; oversees the environmental compliance mandates and energy conservation program; oversees entrance corridor beautification; operates internal mail service and document reproduction; provides management of small renovation projects; monitors the stormwater systems throughout the County, repairing and improving the stormwater structures that impact water quality; ensures Americans with Disabilities Act (ADA) compliance; and operates a general use pool of fleet vehicles.

GOALS

- Maintain our commitment to the County's Environmental Management Policy, which includes environmental compliance, pollution prevention, and continual environmental improvement.
- In collaboration with other County divisions and external partners, continue to develop and implement cost effective programs to protect the County's water resources.
- Continually and proactively evaluate the operation and maintenance services for the County's facilities and grounds.
- Maintain strong administrative support for the divisions of General Services, which include Facility Maintenance, Water Resources and Environmental Management.

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

GENERAL SERVICES								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$939,107	\$980,033	\$927,053	\$960,622	\$960,622	\$960,622	(\$19,411)	-2.0%
BENEFITS	362,264	383,826	364,723	412,963	412,963	412,963	29,137	7.6%
OPERATING	1,619,529	1,790,834	1,643,617	1,871,831	1,842,831	1,842,831	51,997	2.9%
CAPITAL OUTLAY	23,380	19,810	23,477	23,560	23,560	23,560	3,750	18.9%
EXPENDITURE TOTAL	\$2,944,280	\$3,174,503	\$2,958,870	\$3,268,976	\$3,239,976	\$3,239,976	\$65,473	2.1%
REVENUE								
LOCAL	\$296,011	\$354,156	\$337,247	\$338,147	\$338,147	\$338,147	(\$16,009)	-4.5%
TRANSFERS	58,000	81,625	81,625	77,519	77,519	77,519	(4,106)	-5.0%
REVENUE	\$354,011	\$435,781	\$418,872	\$415,666	\$415,666	\$415,666	(\$20,115)	-4.6%
NET COST	\$2,590,268	\$2,738,722	\$2,539,998	\$2,853,310	\$2,824,310	\$2,824,310	\$85,588	3.1%
POSITIONS*	21.6	22.4	22.4	22.1	22.1	22.1	(0.3)	-1.3%
Frozen Positions**		0.0	0.0	0.0	0.0	0.0		
NET FUNDED POSITIONS	21.6	22.4	22.4	22.1	22.1	22.1	(0.3)	
* Includes Storm Water Management								

(GENERAL SERVICES CONTINUED)

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The General Services budget increases \$65,473 or 2.1% and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- Funds the Energy Program Coordinator position until its expiration in November 2012; this position is funded by the energy block grant, and per the grant terms, funding for this position shall not exceed 36 months.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- A net increase of \$56,997 or 3.2% in operating costs primarily due to 1) a \$37,000 increase for utility costs due to rate increases, 2) a \$9,000 increase for the expected completion of capital projects (stormwater projects and Ivy Fire Station), 3) a \$9,000 increase in Grounds Maintenance for implementation of the Federal Highway Safety Sign mandate and for tree removal and replacement at the McIntire County Office Building.
- A net decrease of \$16,009 or 4.5% in local revenues primarily due to a decrease in room rentals revenues
- A net decrease of \$4,106 or 5.0% in transfers due to 1) an increase of \$8,000 from the Capital budget for the storage lease; and 2) a decrease of \$12,000 in Energy Efficiency and Conservation Block Grant (EECBG) funding which is described in the Special Revenue section of this document.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration (5.8 positions): Responsible for management of the maintenance of County office buildings, custodial services, recycling program, E911 sign maintenance program, street lighting installation, stormwater facilities inspection program, internal mailing system, courier service, pool car fleet, conference room rentals, and operation of the copy center and stockroom.	\$582,223	\$577,674	(\$4,549)	-0.8%
Building Maintenance Services (4.0 positions): Provides for building maintenance for over 250,000 square feet of facilities. Facilities include the County Office Building - McIntire Road, County Office Building - 5th Street, Court Square Facility, and Old Crozet School. This department also manages the maintainancing of the County's pool car fleet.	601,699	585,925	(15,774)	-2.6%
Custodial Services (3.1 positions): Ensures the cleanliness and sanitation of over 250,000 square feet of facilities. Facilities include the County Office Building - McIntire Road, County Office Building - 5th Street and the Court Square Facility. The Custodial Services program provides for specific support services as requested, such as moving furniture, conference room set-ups, disposing of recyclable material, and opening and closing the building for after-hours meetings.	404,119	412,122	8,003	2.0%
Copy Center (3.0 positions): Provides printing, copying, booklet-making, binding, folding, and collating services to the County departments and schools. Copy Center personnel also operate a stockroom for office supplies and assists in mailroom operation. Copy Center staff also receive deliveries of large items at the rear loading dock.	151,034	156,773	5,739	3.8%

(GENERAL SERVICES CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Grounds Maintenance (3.0 positions): Responsible for storm water facility maintenance and minor repairs, roadside mowing, sidewalk vegetation control, and improving the aesthetic conditions of our entrance corridors and other urban areas. In addition, this program provides maintenance to the exterior of the County office buildings on McIntire Road and Fifth Street, the County courthouse buildings, and Monticello and Hollymead Fire Stations.	278,482	314,569	36,087	13.0%
Water Resources Management (2.0 positions): Provides plan review and field inspections to protect and conserve surface water and groundwater resources. In addition, staff ensures compliance with Article III of the Water Protection Ordinance, storm water management, watershed management, and water quality issues.	232,081	243,193	11,112	4.8%
Solid Waste and Recycling: Includes the Recycling and Solid Waste program which implements recycling initiatives in support of the Recycling Ordinance. Function also involves post-closure care activity at the closed Keene Sanitary Landfill facility, monitoring illegal dumping activities, and Bulky Waste Days.	125,810	122,800	(3,010)	-2.4%
Environmental Management: (1.2 position): Oversees the County's environmental program to prevent violations of state and federal regulations and to continue to improve our Environmental Management Systems. Function includes maintaining our active participation in the EnergyStar program and continuing to research and apply best environmental management practices.	116,310	107,330	(8,980)	-7.7%
Utilities: 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.	682,745	719,590	36,845	5.4%
TOTAL, GENERAL SERVICES	\$3,174,503	\$3,239,976	\$65,473	2.1%

(GENERAL SERVICES CONTINUED)

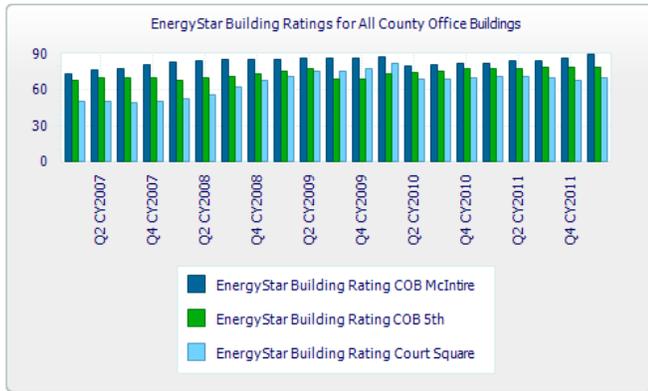
KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. Please find below examples of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/departments.asp?department=perfmgt.

EnergyStar Building Rating

Target: Maintain an Energy Star Rating of 75 or above for our three Office Buildings

Work Orders



FACILITIES DEVELOPMENT

MISSION

The primary mission of the Office of Facilities Development (OFD) is to manage and implement the County’s Capital Improvement program, to include oversight of the design and construction of all government, transportation, and school facilities and structures. OFD strives to provide courteous, professional and efficient services to our customers and achieve their basic goals of delivering high quality projects effectively, economically, and in a timely manner.

DESCRIPTION

The Office of Facilities Development provides construction expertise in support of the County strategic and comprehensive plans.

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.
- Improve communications to both internal and external customers.
- Employ industry best practices in execution of all capital projects.
- Maintain industry awareness and skills necessary to remain proficient in the Municipal development industry.

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

FACILITIES DEVELOPMENT								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$650,964	\$625,542	\$559,321	\$616,569	\$616,569	\$616,569	(\$8,973)	-1.4%
BENEFITS	218,389	220,183	182,220	245,760	245,760	245,760	25,577	11.6%
OPERATING	29,360	18,533	16,608	18,276	18,276	18,276	(257)	-1.4%
CAPITAL OUTLAY	2,154	2,350	2,622	2,290	2,290	2,290	(60)	-2.6%
EXPENDITURE TOTAL	\$900,867	\$866,608	\$760,771	\$882,895	\$882,895	\$882,895	\$16,287	1.9%
REVENUE								
PROJ. MGMT. FEE	612,071	647,159	647,159	651,545	651,545	651,545	\$4,386	0.7%
REVENUE	\$612,071	\$647,159	\$647,159	\$651,545	\$651,545	\$651,545	\$4,386	0.7%
NET COST	\$288,796	\$219,449	\$113,612	\$231,350	\$231,350	\$882,895	\$11,901	5.4%
POSITIONS	10.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0%
Frozen Positions*	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>		
NET FUNDED POSITIONS	10.0	9.0	9.0	9.0	9.0	9.0	0.0	

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Facilities Development budget increases \$16,287 or 1.9% and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- An increase of \$4,386, or 0.7%, in the transfer of revenue from the CIP, which supports 7.0 OFD positions, is due to the net increase of employee benefits and increase of VRS and Life insurance rates.

(FACILITIES DEVELOPMENT CONTINUED)

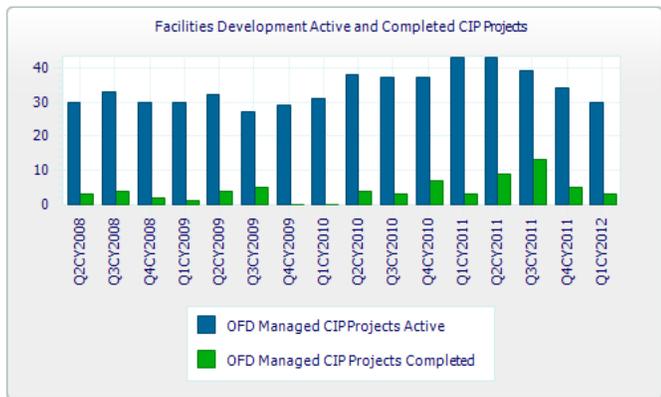
FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Facilities Development: (9.0 funded positions): The Office of Facilities Development is 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.	\$866,608	\$882,895	\$16,287	1.9%
TOTAL, FACILITIES DEVELOPMENT	\$866,608	\$882,895	\$16,287	1.9%

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. Please find below an example of the department's performance indicators. For more KPI information, please visit our website at www.albemarle.org/departments.asp?department=perfmgt.

OFD Managed CIP Projects: Active/Completed



PUBLIC WORKS CONTRIBUTIONS

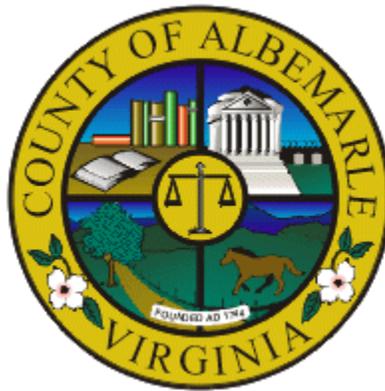
FINANCIAL DATA

PUBLIC WORKS CONTRIBUTION								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
RSWA	\$147,948	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$0	0.0%
EXPENDITURE TOTAL	\$147,948	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$0	0.0%
NET COST	\$147,948	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$0	0.0%

OVERVIEW/CHANGES

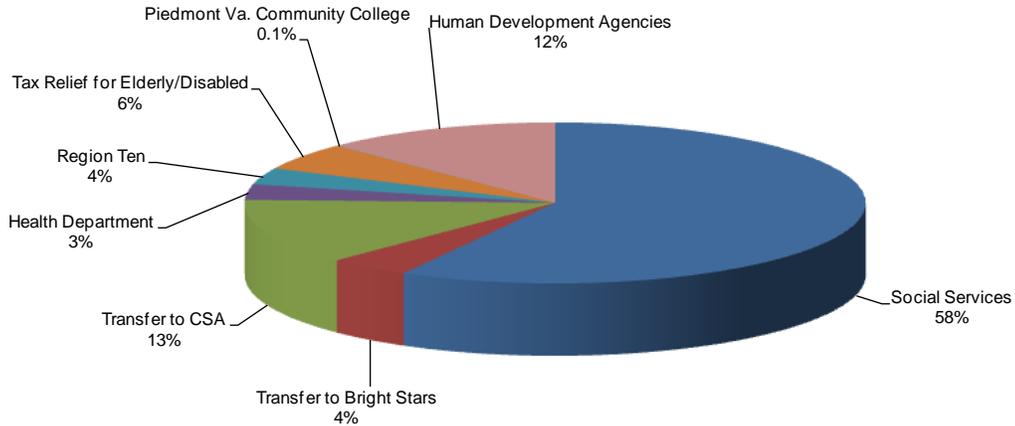
FY 12/13 Recommended Budget: There are no changes from the FY 11/12 Adopted Budget.

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Rivanna Solid Waste Authority (RSWA): The Rivanna Solid Waste Authority (RSWA) contribution is for an agreement with RSWA for operations that are not self-supporting. This includes funding for the McIntire Recycling Center and household hazardous waste disposal. The FY 12/13 recommended budget maintains the FY 11/12 adopted budget pending finalization of an agreement with RSWA for services in FY 12/13.	\$350,000	\$350,000	\$0	0.0%
TOTAL, PUBLIC WORKS AGENCY CONTRIBUTIONS	\$350,000	\$350,000	\$0	0.0%



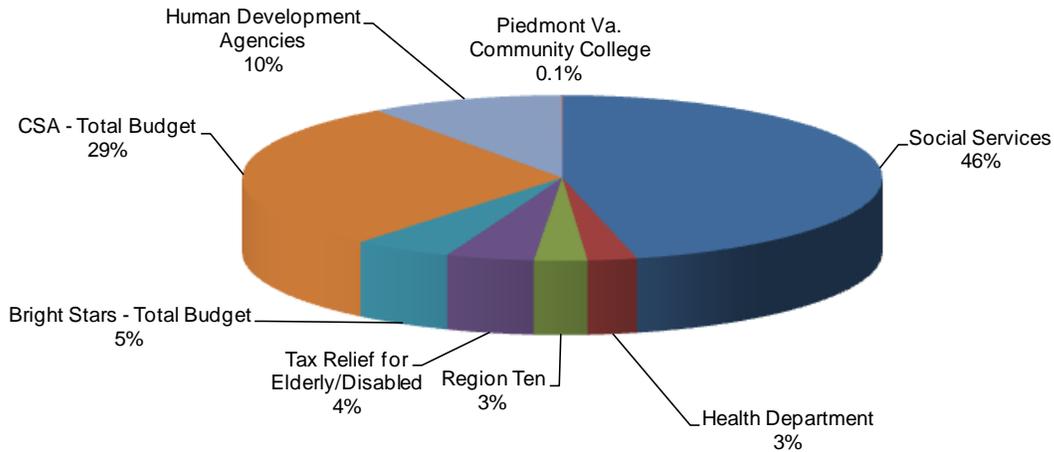
HUMAN DEVELOPMENT

FY 12/13 Recommended Human Development Budget - General Fund \$18,022,929



HUMAN DEVELOPMENT - GENERAL FUND ONLY								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Social Services	\$10,751,339	\$11,397,968	\$10,479,894	\$10,520,809	\$10,444,419	\$10,444,419	(\$953,549)	-8.4%
Transfer to Bright Stars	727,746	757,287	757,287	770,237	770,237	770,237	12,950	1.7%
Transfer to CSA	2,150,000	2,510,747	2,510,747	2,375,000	2,375,000	2,375,000	(135,747)	-5.4%
Subtotal, Social Services	\$13,629,085	\$14,666,002	\$13,747,928	\$13,666,046	\$13,589,656	\$13,589,656	(\$1,076,346)	-7.3%
CONTRIBUTIONS								
Health Department	551,444	551,444	551,444	561,771	561,771	561,771	10,327	1.9%
Region Ten	569,531	575,226	575,226	644,648	602,148	644,648	69,422	12.1%
Tax Relief for Elderly/Disabled	916,208	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
Piedmont Va. Community College	22,301	22,524	22,524	22,750	22,750	22,750	226	1.0%
Human Development Agencies	2,099,211	2,177,280	2,226,390	2,579,175	2,204,104	2,204,104	26,824	1.2%
Subtotal, CONTRIBUTIONS	\$4,158,695	\$4,326,474	\$4,375,584	\$4,808,344	\$4,390,773	\$4,433,273	\$106,799	2.5%
Total, Human Development	\$17,787,780	\$18,992,476	\$18,123,512	\$18,474,390	\$17,980,429	\$18,022,929	(\$969,547)	-5.1%

FY 12/13 Recommended Human Development Budget - All Funds
\$22,620,761



HUMAN DEVELOPMENT - ALL FUNDS								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Social Services	\$10,751,339	\$11,397,968	\$10,479,894	\$10,520,809	\$10,444,419	\$10,444,419	(\$953,549)	-8.4%
Health Department	551,444	551,444	551,444	561,771	561,771	561,771	\$10,327	1.9%
Region Ten	569,531	575,226	575,226	644,648	602,148	644,648	\$69,422	12.1%
Tax Relief for Elderly/Disabled	916,208	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	\$0	0.0%
Bright Stars - Total Budget	1,034,805	1,085,545	1,085,545	1,126,023	1,126,023	1,126,023	\$40,478	3.7%
CSA - Total Budget	6,599,454	6,752,793	6,752,793	6,617,046	6,617,046	6,617,046	(\$135,747)	-2.0%
Human Development Agencies	2,099,211	2,177,280	2,226,390	2,579,175	2,204,104	2,204,104	\$26,824	1.2%
Piedmont Va. Community College	22,301	22,524	22,524	22,750	22,750	22,750	\$226	1.0%
TOTAL	\$22,544,294	\$23,562,780	\$22,693,816	\$23,072,222	\$22,578,261	\$22,620,761	(\$942,019)	-4.0%

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 citizens 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.

GOALS

- Enhance services to targeted neighborhoods in collaboration with community partners. Key Strategies:
 - Complete research and map the target populations of Limited English Proficiency (LEP) and Aging, including significant neighborhoods.
 - Complete research and map the service array and needs of communities/neighborhoods.
 - Identify community leadership and assets of neighborhoods.
 - Develop teams comprised of department staff and community partners that are neighborhood-focused and can serve the targeted populations.
 - Determine focus area and implement service enhancement to targeted neighborhoods.
- Improve communications that will enhance the image of the department, improve access and provide a voice for our customers. Key Strategies:
 - Implement final phases of Marketing & Communications Plan.
 - Enhance Marketing & Communication Plan to include targeted neighborhoods identified through Goal 1 mapping.
 - Determine feasibility and develop a plan to implement multiple access points for service delivery throughout the County.
 - Identify and implement best practices that effectively advocate for external customer to stakeholders.

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

SOCIAL SERVICES								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$4,954,458	\$5,250,930	\$5,142,872	\$5,242,538	\$5,166,148	\$5,166,148	(\$84,782)	-1.6%
BENEFITS	1,770,772	1,941,563	1,825,989	2,107,800	2,107,800	2,107,800	166,237	8.6%
OPERATING	4,007,597	4,185,321	3,492,425	3,132,317	3,132,317	3,132,317	(1,053,004)	-25.2%
CAPITAL OUTLAY	15,708	17,350	15,804	35,350	35,350	35,350	18,000	103.7%
OTHER	2,804	2,804	2,804	2,804	2,804	2,804	0	0.0%
EXPENDITURE TOTAL	\$10,751,339	\$11,397,968	\$10,479,894	\$10,520,809	\$10,444,419	\$10,444,419	(\$953,549)	-8.4%
REVENUE								
LOCAL	\$1,000	\$3,750	\$1,000	\$1,000	\$1,000	\$1,000	(\$2,750)	-73.3%
STATE	2,738,627	2,783,173	2,595,705	2,625,514	2,625,514	2,625,514	(157,659)	-5.7%
FEDERAL	4,516,698	4,639,507	4,148,413	3,830,710	3,830,710	3,830,710	(808,797)	-17.4%
TRANSFERS	188,338	188,500	188,500	188,338	188,338	188,338	(162)	-0.1%
REVENUE TOTAL	\$7,444,664	\$7,614,930	\$6,933,618	\$6,645,562	\$6,645,562	\$6,645,562	(\$969,368)	-12.7%
NET COST	\$3,306,675	\$3,783,038	\$3,546,276	\$3,875,247	\$3,798,857	\$3,798,857	\$15,819	0.4%
POSITIONS								
103.2	103.2	103.2	103.2	103.2	104.0	104.0	0.8	0.8%
Frozen Positions*	(1.0)	0.0	0.0	0.0	0.0	0.0		
NET FUNDED POSITIONS	102.2	103.2	103.2	103.2	104.0	104.0	0.8	0.8%

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

(DEPARTMENT OF SOCIAL SERVICES CONTINUED)

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Department of Social Services’ budget decreases by \$953,549, or 8.4%, and reflects the following changes:

- A 1.0% market increase for FY 12/13 salaries.
- Adds 0.75 FTE to administer the County’s Comprehensive Services Act (CSA) program. Since FY 10/11, this program was administered by a Child Welfare Services Supervisor, among the other position’s responsibilities. This additional part-time position is funded through state revenue and recurring salary savings from several retiring department personnel, whose positions will be filled at a lesser cost.
- A \$97,848 reduction for budgeting salary and related benefit lapse equivalent to two eligibility worker positions.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- Operating expenses decrease \$1,053,004, or 25.2%, primarily due by the following changes:
 - A \$1,043,298 reduction due to the state creating a Child Care Automation System. DSS will upload information into the new system for County residents and payment of these services will be made by the state, not the County. As a result, these expenditures are moved from the County to the state.
 - A net \$17,387 decrease in benefit/service related programs consisting of a \$20,000 reduction in General Relief (37.5% local funding) based on state budget guidance; a \$5,000 increase in Emergency Utility Assistance (100% local funding) primarily based on historical expenditures; and a \$2,387 reduction in Safe and Stable Families program funding (100% local funding) based on historical expenditures.
 - Operational increases of \$5,200 for postage, \$2,070 in fuel and \$2,030 in computer maintenance and replacement costs based on rates and historical level of expenditures.
- Capital outlay expenditures are increasing \$18,000 or 103.7% primarily due to increases of \$8,400 for one-time software purchases, \$4,700 for broken chairs replacement and ADA-compliant furniture, and \$3,650 for replacement of items such as projectors, scanners etc.
- Overall revenues are decreasing \$969,368, or 12.7%, primarily due to the aforementioned change in Child Care Automation, contributing to a \$15,819, or 0.4%, increase in the net cost of the department. Many of the department’s revenues are budgeted reimbursements that are based on either projected program expenditures, Federal/State approved formulas, allocations based upon approved locality plans, or Federal/State fiscal year allocations.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Departmental Management (16.0 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.	\$1,356,441	\$1,475,748	\$119,307	8.8%
Benefit Programs (28.0 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>General Relief</u> - financial assistance which provides monthly payments for children unable to reside with their family.	2,139,762	2,054,302	(85,460)	-4.0%

(DEPARTMENT OF SOCIAL SERVICES CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Benefit Programs (continued)</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>Medicaid</u> - funding for payment to providers of a broad range of medical services to eligible individuals.</p> <p><u>FAMIS</u> - Virginia's health insurance program for children of eligible families.</p> <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>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>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> <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 (37.25 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>	6,337,816	5,339,986	(997,830)	-15.7%

(DEPARTMENT OF SOCIAL SERVICES CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Service Programs (continued)				
<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.				
<u>Prevention and Support Services</u> - provided to individuals and families 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.				
<u>Child Care Assistance</u> - provides assistance with childcare to low-income parents who are working and/or attending school. (Child care costs included in above total.)				
<u>Employment Services</u> - provides support services such as training, childcare, and transportation to encourage self-sufficiency through employment to individuals required to participate in the Virginia Improvement Program (VIP) Virginia Initiative for Work Not Welfare (VIEW).				
<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				
Medicaid - UVA (9.0 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.	562,296	587,607	25,311	4.5%
Family Support (13.7 positions): partnership between Albemarle County Schools and the Department of Social Services that provides prevention and intervention services that support children's growth and development, strengthen families, and promote school success through home, school, and community collaboration.	1,001,653	986,776	(14,877)	-1.5%
TOTAL, SOCIAL SERVICES	\$11,397,968	\$10,444,419	(\$953,549)	-8.4%
Transfers to Other Programs:				
Comprehensive Services Act (CSA)	2,510,747	2,375,000	(135,747)	-5.4%
Bright Stars At-Risk Four-Year-Old Program	757,287	770,237	12,950	1.7%
TOTAL, INCLUDING TRANSFERS TO OTHER FUNDS	\$14,666,002	\$13,589,656	(\$1,076,346)	-7.3%

(DEPARTMENT OF SOCIAL SERVICES CONTINUED)

KEY PERFORMANCE INDICATORS (KPIs)

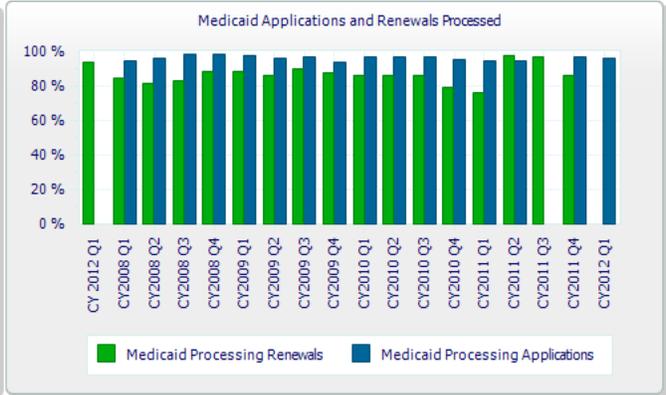
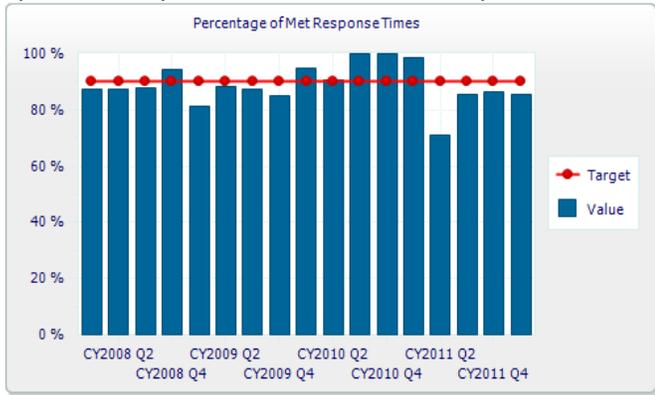
The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. Please find below examples of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/departments.asp?department=perfmgt.

Response to Child Abuse Referrals

Target: Respond to 90% CPS referrals within time guidelines

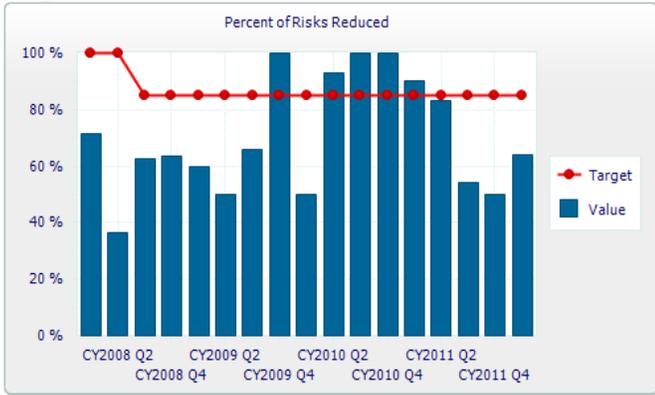
Medicaid Processing

Target: Process 97% of Medicaid applications within the target timeframe (new applications within 45 days or renewals by the last day of the month in which they are due.)



Adult Protective Services

Target: Reduce risk by 85% of adults at risk for abuse, neglect and/or exploitation



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

There are eleven preschool classrooms currently serving Bright Stars students located in the following County schools: Agnor-Hurt and Cale (each with 2 classes blended with Early Childhood Special Education (ECSE) students in an inclusion model), Greer (with 2 regular education classes), and Red Hill, Scottsville, Stone Robinson, Stony Point and Woodbrook (each with one regular education class). Children are identified for Bright Stars based on an assessment of various individual and family risk factors that may impact school success. Funding is provided by the Virginia Preschool Initiative grant administered by the Virginia Department of Education. The State identifies \$6,000 as the per child cost for preschool and allocates the state share based on Albemarle’s composite index. The FY 12/13 Bright Stars budget is based on a composite index for Albemarle of 0.6502; therefore, Albemarle must provide a 65.02% local match in order to draw down the state funds, 25% of which can be matched with in-kind dollars. The local government funding for the program is provided through a budget transfer from the Department of Social Services budget to the Bright Stars Fund. Additional funding is provided by the Albemarle County Schools, in addition to ongoing in-kind support, such as maintenance, utilities, and transportation. The program is administered by the Albemarle County Department of Social Services.

This program supports of the County’s Strategic Plan goals and objectives is included in the Strategic Planning Section of this Document.

FINANCIAL DATA

BRIGHT STARS								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Salaries	\$734,182	\$736,914	\$736,914	\$746,812	\$746,812	\$746,812	\$9,898	1.3%
Benefits	247,677	304,941	304,941	335,611	335,611	335,611	30,670	10.1%
Operating	52,947	43,690	43,690	43,250	43,250	43,250	(440)	-1.0%
Capital Outlay	0	0	0	350	350	350	350	
EXPENDITURE TOTAL	\$1,034,805	\$1,085,545	\$1,085,545	\$1,126,023	\$1,126,023	\$1,126,023	\$40,478	3.7%
REVENUES								
Virginia Preschool Initiative	\$400,500	\$232,723	\$232,723	\$260,251	\$260,251	\$260,251	\$27,528	11.8%
Tr from Schools	95,535	95,535	95,535	95,535	95,535	95,535	0	0.0%
Tr from Gen Fund	727,746	757,287	757,287	770,237	770,237	770,237	12,950	1.7%
Contributions	1,000	0	0	0	0	0	0	0.0%
REVENUE TOTAL	\$1,224,781	\$1,085,545	\$1,085,545	\$1,126,023	\$1,126,023	\$1,126,023	\$40,478	3.7%
POSITIONS	18.5	18.3	18.3	18.3	18.3	18.3	0.0	0.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Bright Stars budget increases by \$40,478, or 3.7%, and reflects the following changes:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- An increase of \$27,528 on 11.8% in state revenue from the Virginia Preschool Initiative grant based on the County’s composite index decreasing from 0.6872 to 0.6502.

FY 12/13 Recommended Budget: There are no changes made to the recommended budget.

(BRIGHT STARS PROGRAM CONTINUED)

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. Please find below a sample of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/departments.asp?department=perfmtg.

OUTCOME MEASURE	MEASUREMENT	GOAL	ACTUAL
Preschool Literacy Skills Preschoolers who are in Bright Stars for at least six months achieve literacy benchmark scores for the preschool developmental range at the end of the school year	PreK Phonological Awareness Literacy Screening (PALS) Summary Report	FY11Target: 80% Previous Target: 80%	FY 11 Actual 81% FY 10 Actual 80% FY 09 Actual 68% FY 08 Actual 75%
Kindergarten Literacy Skills Bright Stars alumni achieve literacy benchmark scores for the kindergarten developmental range at the end of the school year	Phonological Awareness Literacy Screening for Kindergarten	FY11Target: 85% Previous Target: 80%	FY 11 Actual 94% FY 10 Actual 78% FY 09 Actual 85% FY 08 Actual 86%
Family Events Parents of Bright Stars preschoolers attend at least three Bright Stars/school functions during the school year	Bright Stars database	FY11Target: 90% Previous Target: 85%	FY 11 Actual 88% FY 10 Actual 88% FY 09 Actual 93% FY 08 Actual 86%
Parent-Teacher Conferences Parents of Bright Stars preschoolers attend two parent-teacher conferences during the school year	Bright Stars database	FY11Target: 90% Previous Target: 85%	FY 11 Actual 85% FY 10 Actual 91% FY 09 Actual 88% FY 08 Actual 91%
Parent Goals Parents of Bright Stars preschoolers make progress on goals that support their child’s success during the school year	Family Needs Assessment	FY11Target: 80% Previous Target: 80%	FY 11 Actual 92% FY 10 Actual 85% FY 09 Actual 91% FY 08 Actual 71%

COMPREHENSIVE SERVICES ACT PROGRAM

(Special Revenue Fund)

DESCRIPTION

The mission of the Comprehensive 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 is 55.26% state funding and 44.74% local funding.

FINANCIAL DATA

	CSA						\$ ADP-ADP	% ADP/ADP
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED		
EXPENDITURES								
Mandated Services	\$6,511,071	\$6,631,481	\$6,631,481	\$6,495,734	\$6,495,734	\$6,495,734	(\$135,747)	-2.0%
Non-Mandated Services	88,383	121,312	121,312	121,312	121,312	121,312	0	0.0%
EXPENDITURE TOTAL	\$6,599,454	\$6,752,793	\$6,752,793	\$6,617,046	\$6,617,046	\$6,617,046	(\$135,747)	-2.0%
REVENUES								
State Categorical	\$3,309,924	\$3,180,981	\$3,180,981	\$3,180,981	\$3,180,981	\$3,180,981	\$0	0.0%
School Fund Transfer	991,304	763,000	763,000	763,000	763,000	763,000	0	0.0%
General Fund Transfer	2,150,000	2,510,747	2,510,747	2,375,000	2,375,000	2,375,000	(135,747)	-5.4%
Fund Balance	0	298,065	298,065	298,065	298,065	298,065	0	0.0%
REVENUE TOTAL	\$6,451,228	\$6,752,793	\$6,752,793	\$6,617,046	\$6,617,046	\$6,617,046	(\$135,747)	-2.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget:

- The expenditure decrease in mandated services and corresponding changes in revenues and use of CSA fund balance are based on recent service trends.

FY 12/13 Recommended Budget: There are no changes made to the recommended budget.

HUMAN DEVELOPMENT CONTRIBUTIONS

FINANCIAL DATA

HUMAN DEVELOPMENT CONTRIBUTIONS								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Aids Support Group	\$4,715	\$4,762	\$4,762	\$10,000	\$3,600	\$3,600	(\$1,162)	-24.4%
African American Teaching Fellows	0	0	0	16,250	0	0	0	
ARC - Infant Development	8,880	8,969	8,969	11,211	8,500	8,500	(469)	-5.2%
Best Buddies of Virginia							0	#DIV/0!
Big Brothers/Big Sisters	0	0	0	21,000	0	0	0	
Boys & Girls Club	12,915	13,044	13,044	53,831	12,400	12,400	(644)	-4.9%
Boys & Girls Club Capital							0	
BRMC - Latino Lay Health	5,173	5,225	5,225	10,000	3,900	3,900	(1,325)	-25.4%
CYFS	94,604	95,550	86,660	116,725	73,500	73,500	(22,050)	-23.1%
Commission on Children & Families	85,117	96,591	96,591	84,124	62,032	62,032	(34,559)	-35.8%
Charlottesville Free Clinic	111,198	112,310	112,310	118,000	113,000	113,000	690	0.6%
Computers 4 Kids	14,729	14,876	14,876	18,595	13,100	13,100	(1,776)	-11.9%
Focus - Teensight	0	0	0	0	0	0	0	
JABA	280,478	283,283	283,283	325,556	302,796	302,796	19,513	6.9%
JAUNT	866,902	922,025	980,025	1,014,976	1,014,976	1,014,976	92,951	10.1%
Jefferson Area CHIP	313,405	316,539	316,539	390,719	301,500	301,500	(15,039)	-4.8%
Legal Aid Justice Society	36,569	36,935	36,935	54,828	36,200	36,200	(735)	-2.0%
Madison House	10,266	10,369	10,369	10,890	9,900	9,900	(469)	-4.5%
Music Resource Center	5,702	5,759	5,759	5,759	4,300	4,300	(1,459)	-25.3%
Northwestern Virginia Health Systems	0	0	0	0	0	0	0	
PACEM	0	0	0	10,000	0	0	0	
Piedmont CASA	8,836	8,924	8,924	11,600	9,000	9,000	76	0.9%
Piedmont Virginia Community College	22,301	22,524	22,524	22,750	22,750	22,750	226	1.0%
Piedmont Workforce Network	13,805	13,943	13,943	13,805	13,800	13,800	(143)	-1.0%
Quality Community Council							0	
Region Ten	569,531	575,226	575,226	644,648	602,148	644,648	69,422	12.1%
SARA	22,000	22,220	22,220	27,500	20,000	20,000	(2,220)	-10.0%
SHE	87,995	88,875	88,875	123,250	84,500	84,500	(4,375)	-4.9%
Tax Relief	916,208	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
TJ Area Coalition for the Homeless	0	0	0	10,000	0	0	0	
TJ Health District	551,444	551,444	551,444	561,771	561,771	561,771	10,327	1.9%
United Way	115,922	117,081	117,081	120,556	117,100	117,100	19	0.0%
TOTAL CONTRIBUTIONS	\$4,158,695	\$4,326,474	\$4,375,584	\$4,808,344	\$4,390,773	\$4,433,273	\$106,799	2.5%

OVERVIEW/CHANGES

FY 11/12 Projected Budget:

- Children, Youth and Family Services (CYFS) includes a \$10,485 reduction due to the elimination of the Partnership for Children program effective December 31, 2011.
- JAUNT includes an additional \$58,000 approved by the Board of Supervisors in December 2011 due to escalating fuel costs.

FY 12/13 Recommended Budget:

- Overall, Human Development Agency contributions increase \$64,299 or 1.5%, primarily due to the increases for agencies not reviewed through the Commission on Children and Families (CCF) Agency Budget Review Team (ABRT) process.
- The Commission on Children and Families decrease of \$34,559 or 35.8% is primarily due to the elimination of funding for a vacant position per the County's Adopted Five-Year Financial Plan.
- JABA's increase of \$19,513 or 6.9% includes: 1) \$10,000 that is being reallocated from the Office of Housing's budget for the Woods Edge Rental Subsidy program, which will be phased out after FY 12/13; and 2) \$9,513 for the County's share of increases in the Health Services, Community Centers and Volunteer Services programs. The following requested increases are not recommended for funding: \$15,539 for Mountainside Senior Living and two new program requests, \$2,233 for Shining Star Pre-School and \$4,988 for Virginia Insurance Counseling Assistance Program (VICAP) Financial Wellness.
- JAUNT's increase of \$92,951 or 10.1% provides the same level of service as FY 11/12 and is primarily driven by increases in fuel and personnel costs. This recommendation also includes fare increases of \$1.00 in the rural area and \$0.50 for trips to JABA sites as directed by the Board of Supervisors at is December 7, 2012 meeting.
- Region Ten's increase of \$26,922 or 4.7% is due to the County's share of costs for comprehensive services based upon the regional formula. Region Ten's request includes a new program request of \$42,500 for the Healthy Transitions program that is not recommended for funding.

(HUMAN DEVELOPMENT AGENCY CONTRIBUTIONS CONTINUED)

- The TJ Health District’s increase of \$10,327 or 1.9% is based on the County’s share of the state’s 3.0% bonus for employees.
- All other recommendations are based on the agencies’ scores from the Commission on Children and Families (CCF) Agency Budget Review Team (ABRT) process and a net \$100,000 reduction in total ABRT agency funding per the County’s adopted Five-Year Financial Plan.

FY 12/13 Adopted Budget: The Board of Supervisors added \$42,500 for Region Ten’s Healthy Transitions program.

SUMMARY OF AGENCY BUDGET REVIEW TEAM (ABRT) PROCESS

The ABRT is a team of County/City staff and community members tasked by the County and City with reviewing and 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 12/13 are based on the agencies’ scores from the ABRT process and a net \$100,000 reduction in total ABRT agency funding per the County’s adopted Five-Year Financial Plan.

HUMAN DEVELOPMENT AGENCIES

Description	FY 11/12 Adopted	FY 12/13 Requested	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
*Human service agencies reviewed by the Commission on Children and Families Agency Budget Review Team (ABRT)					
*AIDS/HIV Services Group (ASG): The mission of ASG is to provide comprehensive support services to people with HIV/AIDS, to prevent the spread of HIV through targeted outreach programs in high-risk populations, and to develop community awareness to promote a proactive and compassionate response to the epidemic.	\$4,762	\$10,000	\$3,600	(\$1,162)	-24.4%
*African American Teaching Fellows: This program seeks to recruit, develop and support qualified African-American candidates seeking a teaching career who will commit to teach in Albemarle County or Charlottesville Public Schools.	0	16,250	0	0	
*ARC Infant Development: This program provides home visiting services that educate families about children’s learning and healthy development, effective and positive parenting, and maintaining positive health through preventive health care.	8,969	11,211	8,500	(469)	-5.2%
*Big Brothers/Big Sisters: Big Brothers Big Sisters works to help young people realize their highest potential through consistent, long-term, professionally-supported one-on-one mentoring relationships.	0	21,000	0	0	
*Blue Ridge Medical Center - Latino Lay Health Promoter Program: This program targets low-income and uninsured Spanish-speaking residents of Albemarle County, who are assisted by trained leaders within the Latino community to access primary and preventive health care and to address other social issues.	5,225	10,000	3,900	(1,325)	-25.4%
*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.	13,044	53,831	12,400	(644)	-4.9%
*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.	112,310	118,000	113,000	690	0.6%
*Children Youth and Family Services (CYFS): CYFS 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.	95,550	116,725	73,500	(22,050)	-23.1%

(HUMAN DEVELOPMENT AGENCY CONTRIBUTIONS CONTINUED)

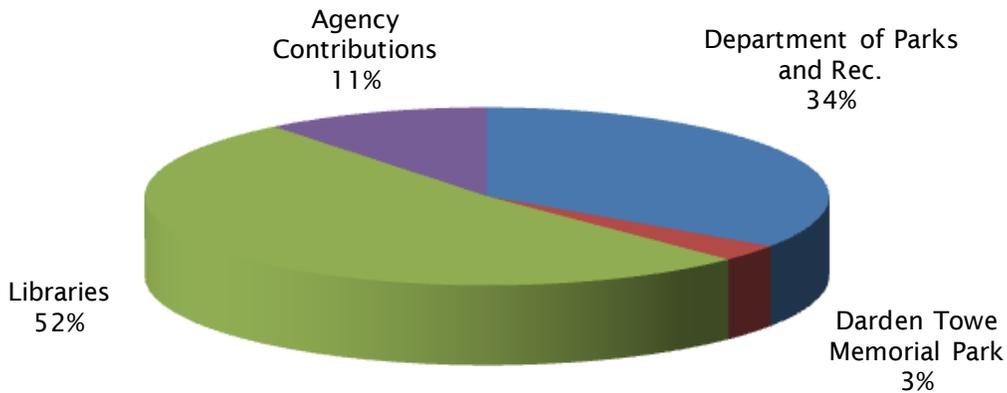
Description	FY 11/12 Adopted	FY 12/13 Requested	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
*Human service agencies reviewed by the Commission on Children and Families Agency Budget Review Team (ABRT)					
Commission on Children & Families (CCF): The CCF is responsible for planning, coordinating, monitoring, and evaluating a community-wide system of children and family agencies. Its goal is to improve services to children, youth, and families, to be accountable for the efficient use of resources, and to be responsive to the changing needs of the community.	96,591	84,124	62,032	(34,559)	-35.8%
*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.	14,876	18,595	13,100	(1,776)	-11.9%
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.	283,283	325,556	302,796	19,513	6.9%
*Jefferson Area CHIP: The mission of Jefferson Area CHIP is to improve the health of children under age 7, from low-income families, as an investment in the well-being of children and our community.	316,539	390,719	301,500	(15,039)	-4.8%
JAUNT: JAUNT provides demand-response and fixed-route transportation in the urban ring and rural areas of Albemarle County, including services to the elderly and disabled, and rural to urban commuter work runs.	922,025	1,014,976	1,014,976	92,951	10.1%
*Legal Aid Justice Center: Legal Aid offers full representation in traditional poverty law areas, including housing, consumer protection, employment, education, and public benefits.	36,935	54,828	36,200	(735)	-2.0%
*Madison House: Madison House is a student-run, non-profit organization that serves as the coordinating agency for University of Virginia students interested in volunteer community service.	10,369	10,890	9,900	(469)	-4.5%
*Music Resource Center: The mission of this agency is to educate and inspire urban youth and, through music, equip them with life skills for the future. Goals include: providing healthy alternatives to risky behaviors, helping students learn to conduct themselves according to a reasonable code of conduct, modeling positive relationship skills and working collaboratively with area community members and leaders.	5,759	5,759	4,300	(1,459)	-25.3%
*People and Congregations Engaged in Ministry (PACEM): PACEM is an organization that coordinates space and volunteers to provide shelter for individuals in the community who are homeless.	0	10,000	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 interest of these children, promoting and supporting safe, permanent and nurturing homes for child victims.	8,924	11,600	9,000	76	0.9%

(HUMAN DEVELOPMENT AGENCY CONTRIBUTIONS CONTINUED)

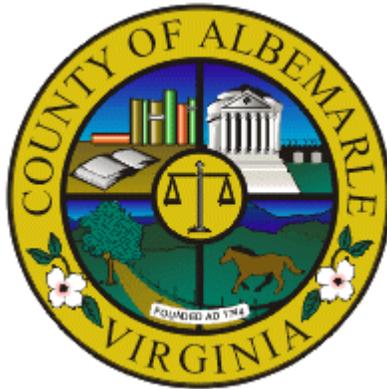
Description	FY 11/12 Adopted	FY 12/13 Requested	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
*Human service agencies reviewed by the Commission on Children and Families Agency Budget Review Team (ABRT)					
*Piedmont Virginia Community College (PVCC): PVCC is a nonresidential, two-year, public 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.	22,524	22,750	22,750	226	1.0%
*Piedmont Workforce Network: The goal of the Piedmont Workforce Network 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.	13,943	13,805	13,800	(143)	-1.0%
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. Funding is calculated based on an agreed upon methodology that considers the percent of the total services provided to each locality and the locality population as a percent of total population.	575,226	644,648	644,648	69,422	12.1%
*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.	22,220	27,500	20,000	(2,220)	-10.0%
*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.	88,875	123,250	84,500	(4,375)	-4.9%
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.	1,000,000	1,000,000	1,000,000	0	0.0%
*Thomas Jefferson Area Coalition for the Homeless: The TJ Area Coalition for the Homeless is dedicated to implementing the Community Plan to End Homelessness through improved coordination and collaboration of existing resources, public education and advocacy, and direct services at The Haven at First & Market. The Haven is a dynamic, multi-purpose community space that features resources for the hungry, disadvantaged, and homeless.	0	10,000	0	0	0.0%
Thomas Jefferson Health District: The Health District 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.	551,444	561,771	561,771	10,327	1.9%
*United Way - Child Care: The United Way Child Care Scholarship Program helps low and moderate income working families in Planning District 10 through direct fee subsidies for child care, enabling parents to maintain employment.	104,467	106,556	104,500	33	0.0%
*United Way - Information & Referral: The Information & Referral Center provides assistance to local Latino limited English proficiency (LEP) residents to access critical health and human service programs in the community.	12,614	14,000	12,600	(14)	-0.1%
TOTAL, HUMAN DEVELOPMENT CONTRIBUTIONS	\$4,326,474	\$4,808,344	\$4,433,273	\$106,799	2.5%

PARKS, RECREATION, AND CULTURE

FY 12/13 Adopted Parks, Recreation, & Culture Budget \$6,298,483



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
Department of Parks and Rec	\$2,154,061	\$2,194,476	\$2,169,142	\$2,172,473	\$2,172,473	\$2,172,473	(\$22,003)	-1.0%
Darden Towe Memorial Park	136,958	152,262	152,262	193,698	193,698	193,698	\$41,436	27.2%
Libraries	3,173,138	3,220,283	3,220,283	3,360,145	3,190,283	3,258,054	\$37,771	1.2%
Agency Contributions	710,147	669,912	669,912	752,839	667,971	674,258	\$4,346	0.6%
TOTAL	\$6,174,304	\$6,236,933	\$6,211,599	\$6,479,155	\$6,224,425	\$6,298,483	\$61,550	1.0%



DEPARTMENT OF PARKS AND RECREATION

MISSION

The mission of the Department of Parks and Recreation is to provide a system of public park and recreation facilities to meet the needs of present and future County residents.

DESCRIPTION

Parks and Recreation programs and facilities promote the general well-being of citizens and visitors while enhancing the overall quality of life for our region by providing wholesome and enjoyable opportunities and venues for public recreation.

GOALS

- Continue maintaining existing service and maintenance quality levels;
- Incrementally increase cost recovery on all fee-based activities;
- Continue to seek opportunities to reduce expenditures while maintaining service levels; and
- Emphasize volunteer recruitment to increase the total number of volunteer service hours in the maintenance and development of park trails and greenways 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

DEPARTMENT OF PARKS & RECREATION								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP:ADP	% ADP:ADP
EXPENDITURES								
SALARIES	\$1,161,095	\$1,202,610	\$1,183,655	\$1,186,116	\$1,186,116	\$1,186,116	(\$16,494)	-1.4%
BENEFITS	327,150	325,836	307,752	346,387	346,387	346,387	20,551	6.3%
OPERATING	613,889	540,620	551,177	545,330	545,330	545,330	4,710	0.9%
CAPITAL OUTLAY	51,926	125,410	126,559	94,640	94,640	94,640	(30,770)	-24.5%
EXPENDITURE TOTAL	\$2,154,061	\$2,194,476	\$2,169,142	\$2,172,473	\$2,172,473	\$2,172,473	(\$22,003)	-1.0%
REVENUE								
LOCAL FEES	\$328,612	\$354,661	\$345,261	\$354,471	\$354,471	\$354,471	(\$190)	-0.1%
TOURISM TRANSFER	573,558	682,843	682,843	676,029	676,029	1,320,000	637,157	93.3%
REVENUE TOTAL	\$902,170	\$1,037,504	\$1,028,104	\$1,030,500	\$1,030,500	\$354,471	\$636,967	61.4%
NET COST	\$1,251,890	\$1,156,972	\$1,141,038	\$1,141,973	\$1,141,973	\$1,818,002	(\$14,999)	-1.3%
POSITIONS	17.0	17.0	17.0	17.0	17.0	17.0	0.0	0.0%
(permanent positions only)								

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Parks & Recreation budget decreases by \$22,003 or 1.0%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- A net decrease of 24.5% in capital outlay due to the one-time purchase completed in FY12 for the online reservation system which is partially offset by the purchase of vehicle replacement related equipment (based on replacement schedule of vehicles).

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

(DEPARTMENT OF PARKS AND RECREATION CONTINUED)

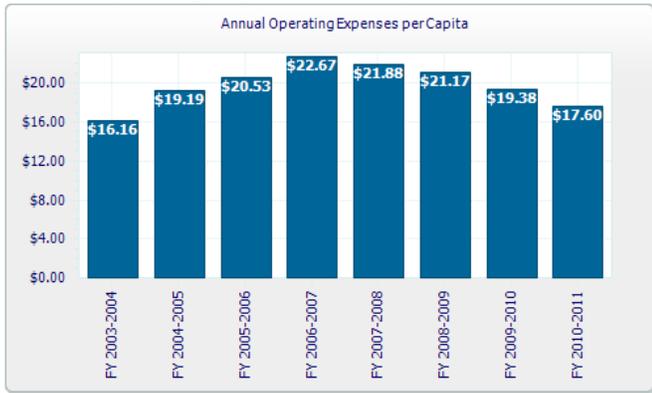
Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
Administration (2.0 Positions): The Administrative Division provides coordination, resources, and support for all other department programs. This includes overseeing the maintenance of over 3,300 acres of parkland, the programming of recreational activities, and the construction of several capital projects each year.	\$257,955	\$214,658	(\$43,297)	-16.8%
Athletics and Classes (1.0 Positions): This division 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.	202,662	201,839	(823)	-0.4%
Community Centers: 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.	71,183	72,278	1,095	1.5%
Maintenance (13.0 positions): The Maintenance program provides maintenance and support for all County parks, greenway trails, 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.	1,134,974	1,144,818	9,844	0.9%
Special Activities: This division provides special activities and events for County residents, coordinates therapeutic programs 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.	175,733	180,546	4,813	2.7%
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.	193,859	194,849	990	0.5%
Teen Programs (1.0 Position): The Teen Programs Division, in cooperation with the School Division, operates programs for County middle school students in tennis, basketball, volleyball, and track.	158,110	163,485	5,375	3.4%
TOTAL, PARKS AND RECREATION	\$2,194,476	\$2,172,473	(\$22,003)	-1.0%

(DEPARTMENT OF PARKS AND RECREATION CONTINUED)

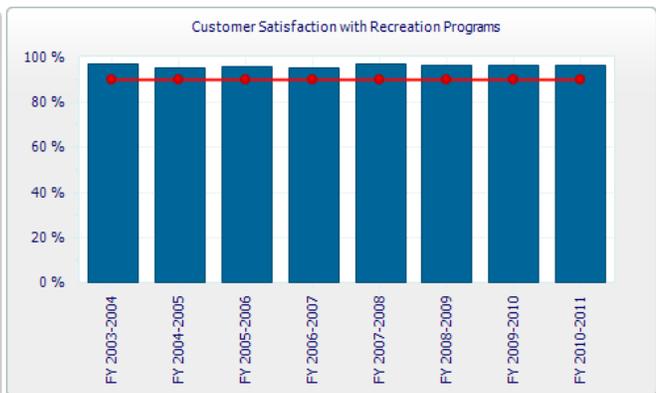
KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. Please find below examples of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/departments.asp?department=perfmgt.

Annual Operating Expenses Per Capita



Customer Satisfaction with Quality of Park Maintenance
 Customer Satisfaction with Quality of Recreation Programs



DARDEN TOWE PARK

(Special Revenue Fund)

MISSION

The mission of the Department of Parks and Recreation is to provide a system of public park and recreation facilities to meet the needs of present and future County residents.

DESCRIPTION

The Albemarle County Department of Parks and Recreation is responsible for the operation of Darden Towe Memorial Park, a 113-acre, multi-use recreational facility. Darden Towe Park is the largest and most heavily used complex of all athletic fields in the City and the County. The expenses of operating the park are shared by the City (30.45%) and the County (69.55%).

FINANCIAL DATA

TOWE PARK								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$92,665	\$107,597	\$107,597	\$102,042	\$102,042	\$102,042	(\$5,555)	-5.2%
BENEFITS	36,909	40,490	40,490	49,213	49,213	49,213	8,723	21.5%
OPERATING	77,832	85,943	85,943	86,351	86,351	86,351	408	0.5%
CAPITAL OUTLAY	3,769	9,000	9,000	66,916	66,916	66,916	57,916	643.5%
EXPENDITURE TOTAL	\$211,175	\$243,030	\$243,030	\$304,522	\$304,522	\$304,522	\$61,492	25.3%
REVENUES								
CITY PORTION	57,378	66,663	66,663	84,804	84,804	84,804	18,141	27.2%
RECREATION FEES	15,360	14,985	14,985	15,220	15,220	15,220	235	1.6%
OTHER LOCAL	7,440	9,120	9,120	10,800	10,800	10,800	1,680	18.4%
REVENUE TOTAL	\$80,178	\$90,768	\$90,768	\$110,824	\$110,824	\$110,824	\$20,056	22.1%
COUNTY SHARE	\$136,958	\$152,262	\$152,262	\$193,698	\$193,698	\$193,698	\$41,436	27.2%
TOTAL REVENUES	\$217,136	\$243,030	\$243,030	\$304,522	\$304,522	\$304,522	\$61,492	25.3%
POSITIONS	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0%

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

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Darden Towe Park budget increases \$61,492 or 25.3%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- A \$408 or 0.5%, net increase in operating expenditures, primarily due to the increase in the fiscal agent administrative fee that is based on the total Towe budget and paid to the County.
- \$66,916 in one-time capital outlay expenditures including \$51,416 for a replacement service vehicle and related equipment and \$15,500 for the replacement of a mower.

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

RECREATION AND CULTURAL AGENCY CONTRIBUTIONS

FINANCIAL DATA

AGENCY CONTRIBUTIONS								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
RECREATION AND CULTURAL AGENCIES								
African American Festival	\$2,700	\$2,727	\$2,727	\$3,500	\$0	\$0	(\$2,727)	-100.0%
Char/Alb Conv. Visitors Bureau	603,852	557,604	557,604	626,871	626,871	626,871	69,267	12.4%
Ashlawn Opera	9,148	9,239	9,239	7,507	3,800	3,800	(5,439)	-58.9%
Hatton Ferry	0	5,000	5,000	0	0	0	(5,000)	-100.0%
Heritage Repertory Theater	0	0	0	5,000	0	0	0	
JM Regional Library	3,173,138	3,220,283	3,220,283	3,360,145	3,190,283	3,258,054	37,771	1.2%
Jefferson Thanksgiving Festival	0	0	0	5,000	0	0	0	
Literacy Volunteers	25,037	25,287	25,287	26,539	19,000	25,287	0	0.0%
Municipal Band	16,371	16,535	16,535	16,535	8,300	8,300	(8,235)	-49.8%
Piedmont Council for the Arts	11,585	11,676	11,676	14,595	5,000	5,000	(6,676)	-57.2%
Save the Fireworks	0	0	0	6,500	0	0	0	
Virginia Festival of the Book	10,764	10,872	10,872	10,872	0	0	(10,872)	-100.0%
Virginia Film Festival	14,742	14,889	14,889	15,000	0	0	(14,889)	-100.0%
Virginia Discovery Museum	11,030	11,115	11,115	9,952	5,000	5,000	(6,115)	-55.0%
WHTJ Public TV	2,459	2,484	2,484	2,484	0	0	(2,484)	-100.0%
WVPT Public TV	2,459	2,484	2,484	2,484	0	0	(2,484)	-100.0%
TOTAL AGENCY CONTRIBUTIONS	\$3,883,285	\$3,890,195	\$3,890,195	\$4,112,984	\$3,858,254	\$3,932,312	\$42,117	1.1%
REVENUE								
STATE	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.0%
TOURISM TRANSFER	675,192	629,657	629,657	643,971	643,971	643,971	\$14,314	2.3%
REVENUE TOTAL	\$680,192	\$634,657	\$634,657	\$648,971	\$648,971	\$648,971	\$14,314	2.3%
NET COST	\$3,203,093	\$3,255,538	\$3,255,538	\$3,464,013	\$3,209,283	\$3,283,341	\$27,803	0.9%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget:

- Overall, Recreation and Cultural Agency contributions decrease \$31,941, or 0.8%.
- The Charlottesville Albemarle Convention and Visitors Bureau (CACVB) increases \$69,267 or 12.4%. This amount is determined by an agreement between the County and City of Charlottesville that funds the CACVB based on a percentage of transient occupancy tax revenues.
- The following agencies are recommended to be funded through the CACVB instead of directly from the County's budget: African American Festival; Virginia Festival of the Book; Virginia Film Festival; and the portion of Piedmont Council for the Arts that is not comprised of a Virginia Commission of the Arts Grant or the required local government match.
- Jefferson Madison Regional Library (JMRL) decreases \$30,000 or 0.9%. This recommendation includes level funding for JMRL and a credit to the County of \$30,000 for revenue collected from the proposed fees for out-of-area circulation, per the County's Adopted-Five Year Financial Plan. The expectation is that \$30,000 in funding previously provided by the County is anticipated to be obtained by the library directly through out-of-area-fees.
- All other recommendations are based on the agencies' scores from the Commission on Children and Families (CCF) Agency Budget Review Team (ABRT) process and a net \$100,000 reduction in total ABRT agency funding per the County's adopted Five-Year Financial Plan. A summary of the ABRT process can be found in this document's Human Development Agency Contributions chapter.

FY 12/13 Adopted Budget: Compared to the Recommended Budget, the Board of Supervisors approved an additional \$67,771 for the Jefferson Madison Regional Library and an additional \$6,287 for the Literacy Volunteers.

(RECREATION AND CULTURAL AGENCY CONTRIBUTIONS CONTINUED)

Agency	FY 11/12 Adopted	FY 12/13 Request	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
* Funding offset by Tourism Revenues					
*African American Festival (Chihamba): Chihamba is a non-profit community organization dedicated to providing a better understanding of African Cultures through music and dance. For the past 16 years, Chihamba has proudly hosted the Annual African American Cultural Arts Festival at Washington Park. The Festival is a 3 - 4 day event involving entertainment, education, and/or presentation.	\$2,727	\$3,500	\$0	(\$2,727)	-100.0%
*Ash Lawn Opera: Formerly held at Ash Lawn-Highland and now at the Paramount Theater, Ash Lawn Opera hosts a Summer Opera Festival and other musical and dramatic presentations. It also sponsors several educational programs for area children.	9,239	7,507	3,800	(5,439)	-58.9%
*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.	557,604	626,871	626,871	69,267	12.4%
Hatton Ferry: Hatton Ferry is located outside of Scottsville and is the last pole operated ferry in the United States. The Hatton Ferry is owned and operated by a non-profit group consisting of members from Albemarle and Buckingham counties.	5,000	0	0	(5,000)	-100.0%
Heritage Repertory Theatre: The mission of Heritage Repertory Theatre (HRT) is to produce a diverse bill of excellent professional theater, both plays and musicals, that is provocative and entertaining. HRT presents annually a season of five plays and musicals during the summer months.	0	5,000	0	0	
Jefferson Madison Regional Library: The Jefferson Madison Regional Library provides public library services to the residents of the City of Charlottesville and the Counties of Albemarle, Greene, Louisa, and Nelson.	3,220,283	3,360,145	3,258,054	37,771	1.2%
Jeffersonian Thanksgiving Festival: This series of events offers parades, performances and activities on the Downtown Mall during the holiday season (November-December).	0	5,000	0	0	
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.	25,287	26,539	25,287	0	0.0%
*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.	16,535	16,535	8,300	(8,235)	-49.8%
*Piedmont Council for the Arts: Piedmont Council for the Arts is a non-profit organization established to promote, coordinate, and advocate the arts and art events for residents and visitors. Its primary function is to create and support a cultural climate where arts organizations and artists are considered an integral part of the community. Funding includes an anticipated \$2,500 Local Challenge Grant from the Virginia Commission for the Arts.	11,676	14,595	5,000	(6,676)	-57.2%
Save the Fireworks: Save the Fireworks is a group formed to provide support to continue the annual 4th of July fireworks held in McIntire Park.	0	6,500	0	0	
*Virginia Discovery Museum: The Virginia Discovery Museum is a hands-on, participatory museum for children and families in the Charlottesville-Albemarle area. The museum conducts regular tours for school-age children, offers classes every Saturday morning, and presents special exhibits and workshops for children throughout the year. Funding includes an anticipated \$2,500 Local Challenge Grant from the Virginia Commission for the Arts.	11,115	9,952	5,000	(6,115)	-55.0%

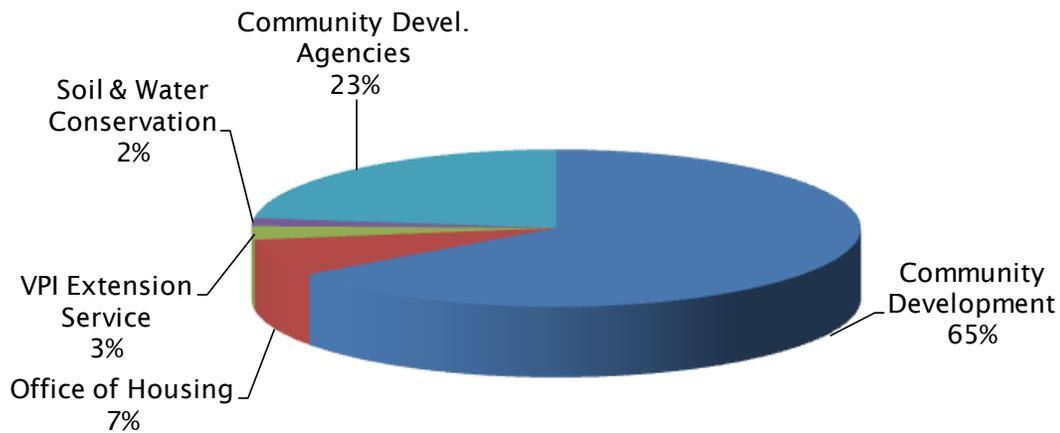
(RECREATION AND CULTURAL AGENCY CONTRIBUTIONS CONTINUED)

Agency	FY 11/12 Adopted	FY 12/13 Request	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
* Funding offset by Tourism Revenues					
*Virginia Festival of the Book: The Virginia Festival of the Book (VABook) is an annual festival that promotes literacy and celebrates the "book." More than 100 community organizations participate in the free, four-day event, which coordinates over 200 activities including family and school-based programs to engage students in reading and book-related activities.	10,872	10,872	0	(10,872)	-100.0%
*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.	14,889	15,000	0	(14,889)	-100.0%
WHTJ Public Television: WHTJ is the local public television station licensed by the FCC to the City of Charlottesville, with an emphasis on instructional programs for school children and high quality educational and cultural programming for adults.	2,484	2,484	0	(2,484)	-100.0%
WVPT Public Television: WVPT is a non-commercial, public television station whose mission is to use communications technology to serve the educational, cultural, and informational needs of the citizens in its coverage area.	2,484	2,484	0	(2,484)	-100.0%
TOTAL	\$3,890,195	\$4,112,984	\$3,932,312	\$42,117	1.1%

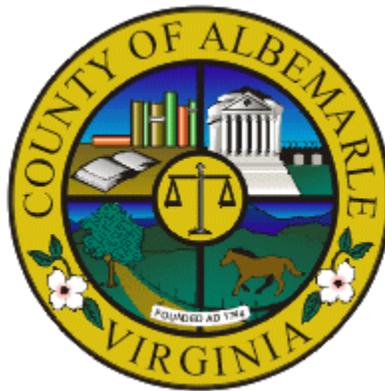


COMMUNITY DEVELOPMENT

FY 12/13 Adopted Community Development Budget \$6,117,155



	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
Community Development	\$3,773,368	\$3,865,534	\$3,761,189	\$3,958,407	\$3,958,407	\$3,958,407	\$92,873	2.4%
Office of Housing	782,051	516,952	602,253	462,774	462,774	462,774	(54,178)	-10.5%
VPI Extension Service	113,874	203,859	203,859	206,264	168,819	196,311	(7,548)	-3.7%
Soil & Water Conservation	95,360	96,355	96,334	99,376	99,376	99,376	3,021	3.1%
Community Devel. Agencies	1,328,447	1,335,252	1,335,252	1,638,721	1,400,287	1,400,287	65,035	4.9%
TOTAL	\$6,093,101	\$6,017,952	\$5,998,887	\$6,365,542	\$6,089,663	\$6,117,155	\$71,711	1.2%



COMMUNITY DEVELOPMENT

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.

The Community Development Department has finalized reorganization efforts which is reflected in this document. The reorganization has a net zero impact to the budget. The Community Development Department is organized into seven programs: Administration, Information Services, Engineering, Planning, Zoning, E-911 Planning/Geographic Data Services, and Inspections and Buildings Codes. Additional information pertaining to the Inspections and Building Codes program can be found in the Public Safety chapter.

GOALS

- Community Development will ensure ordinances are fairly and consistently enforced by:
 - A. Providing detailed guidance on applications and processes to the community; and
 - B. Improving consistency and compliance through the establishment of standard operating procedures and assuring those procedures are used.
- Community Development will promote "open government" by:
 - A. Accurately documenting and sharing our work with the community in a timely manner; and
 - B. 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:
 - A. Having the decision-makers endorse our work program and processes when starting new initiatives;
 - B. Ensuring the community understands the processes and schedule;
 - C. Assuring the viewpoints of the affected community are part of policy considerations; and
 - D. Applying our full professional knowledge and expertise to policy initiatives.
- Community Development will continuously improve the expertise of our staff by:
 - A. Assuring that training and professional development opportunities are available to improve the expertise and quality of service for all staff;
 - B. Communicating with our peer organizations to ensure that Community Development is always seeking better ways of doing work and sharing our expertise; and
 - C. 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.

(COMMUNITY DEVELOPMENT CONTINUED)

FINANCIAL DATA

COMMUNITY DEVELOPMENT								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$2,618,763	\$2,649,336	\$2,609,731	\$2,677,187	\$2,677,187	2,677,187	\$27,851	1.1%
BENEFITS	931,847	958,414	910,343	1,062,307	1,062,307	1,062,307	103,893	10.8%
OPERATING	174,854	208,584	190,052	207,163	207,163	207,163	(1,421)	-0.7%
CAPITAL OUTLAY	46,704	48,000	49,863	10,610	10,610	10,610	(37,390)	-77.9%
TRANSFERS	1,200	1,200	1,200	1,140	1,140	1,140	(60)	-5.0%
EXPENDITURE TOTAL	\$3,773,368	\$3,865,534	\$3,761,189	\$3,958,407	\$3,958,407	\$3,958,407	\$92,873	2.4%
REVENUE								
LOCAL	\$552,230	\$438,400	\$471,900	\$482,600	\$482,600	\$482,600	\$44,200	10.1%
REVENUE TOTAL	\$552,230	\$438,400	\$471,900	\$482,600	\$482,600	\$482,600	\$44,200	10.1%
NET COST	\$3,221,138	\$3,427,134	\$3,289,289	\$3,475,807	\$3,475,807	\$3,475,807	\$48,673	1.4%
POSITIONS	45.5	45.5	45.5	45.5	45.5	45.5	0.0	0.0%
Frozen Positions*	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)		
NET FUNDED POSITIONS	44.5	44.5	44.5	44.5	44.5	44.5	0.0	0.0%

*A Zoning Enforcement Manager is frozen, bringing the funded position total down to 44.5

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.

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
COMMUNITY DEVELOPMENT	\$3,773,368	\$3,865,534	\$3,761,189	\$3,958,407	\$3,958,407	\$3,958,407	\$92,873	2.4%
INSPECTIONS	991,227	1,060,583	1,050,598	1,094,667	1,094,667	1,094,667	34,084	3.2%
EXPENDITURE TOTAL	\$4,764,595	\$4,926,117	\$4,811,788	\$5,053,074	\$5,053,074	\$5,053,074	\$126,957	2.6%
POSITIONS	59.0	59.0	59.0	59.0	59.0	59.0	0.0	0.0%
Frozen Positions**	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)		
NET FUNDED POSITIONS	58.0	58.0	58.0	58.0	58.0	58.0	0.0	0.0%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: The Community Development budget increases by \$92,873 or 2.4%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- A decrease in capital outlay is primarily due to the reallocation of the CountyView maintenance contract cost to Information Technology (IT).

FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

(COMMUNITY DEVELOPMENT CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
<p>Administration (3.0 positions): This includes the department director, assistant to the director, and the department’s management analyst. Beyond administration of the department’s budget, this includes bonds management, performance management, special projects (as annually established by the department’s work program) and departmental policy and procedures.</p> <p>Information Services (9.0 positions): This program provides 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 (4.0 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 (14.5 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/Forestral District program and the Acquisition of Conservation Easement program, and provides support for the Architectural Review Board and the Historic Preservation Committee.</p> <p>Zoning (11.0 net funded 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.</p>	\$3,623,088	\$3,706,338	\$83,250	2.3%
<p>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.</p>	242,446	252,069	9,623	4.0%
TOTAL, COMMUNITY DEVELOPMENT	\$3,865,534	\$3,958,407	\$92,873	2.4%

(COMMUNITY DEVELOPMENT CONTINUED)

KEY PERFORMANCE INDICATORS (KPIs)

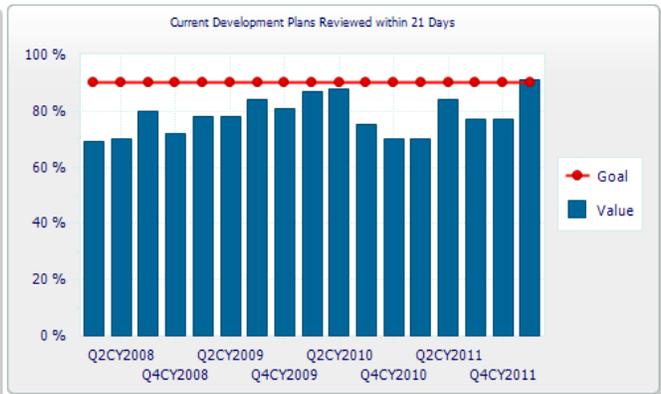
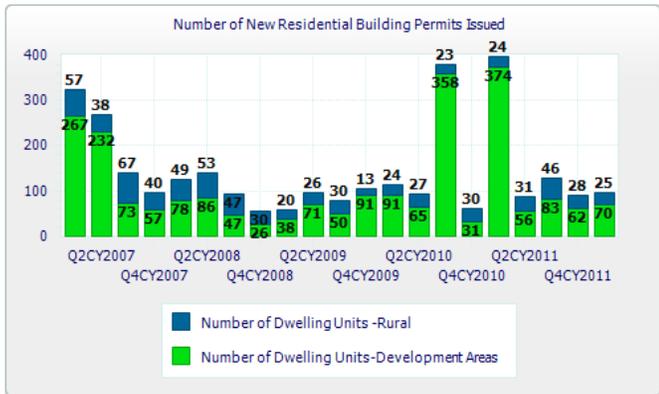
The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. Please find below examples of the department’s performance indicators. For more KPI information, please visit our website at www.albemarle.org/department.asp?department=perfmgt.

Number of New Residential Building Permits Issued

Target: No target has been established. Historically, an average of 180 dwelling units were permitted each quarter between 2004 and 2007, the peak of the housing boom.

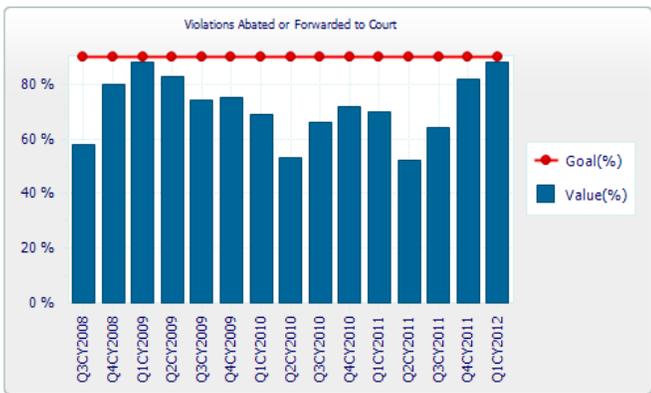
Current Development Applications: Reviewed within 21 Days

Target: Review 90% of Current Development Submittals within 21 Days



Zoning Violations: Abated or Adjudicated within 4 Months

Target: Abate or Forward to Court 90% of Violations within 4 months



OFFICE OF HOUSING

MISSION

The County of Albemarle Office of Housing shall strive to increase opportunities for all County citizens to secure and maintain decent, safe, sanitary, accessible and affordable housing with special emphasis given to those citizens least able to obtain it.

DESCRIPTION

The Albemarle County Office of Housing preserves and increases opportunities for all citizens to have access to safe, decent, accessible, and affordable housing, with emphasis on those citizens least able to obtain or maintain adequate and affordable housing without assistance.

GOALS

- Maintain a “high performer” rating for the administration of the Housing Choice Voucher Program.
- Access and manage grants and other funding to support housing initiatives and neighborhood improvement efforts.

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

HOUSING								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$345,011	\$322,482	\$346,400	\$301,505	\$301,505	\$301,505	(\$20,977)	-6.5%
BENEFITS	131,588	125,237	133,076	133,163	133,163	133,163	7,926	6.3%
OPERATING	304,342	67,103	120,647	25,936	25,936	25,936	(41,167)	-61.3%
CAPITAL OUTLAY	1,110	2,130	2,130	2,170	2,170	2,170	40	1.9%
EXPENDITURE TOTAL	\$782,051	\$516,952	\$602,253	\$462,774	\$462,774	\$462,774	(\$54,178)	-10.5%
REVENUE								
TRANSFERS	\$429,078	\$329,510	\$362,665	\$282,800	\$282,800	\$282,800	(\$46,710)	-14.2%
REVENUE TOTAL	\$429,078	\$329,510	\$362,665	\$282,800	\$282,800	\$282,800	(\$46,710)	-14.2%
NET COST	\$352,973	\$187,442	\$239,588	\$179,974	\$179,974	\$179,974	(\$7,468)	-4.0%
POSITIONS	7.0	6.5	7.0	6.0	6.0	6.0	(0.5)	-7.7%

OVERVIEW/CHANGES

FY 11/12 Projected:

- Includes a projection of \$33,155 funded through additional grant revenue for a Housing Counselor position that is currently funded for part of the year in FY 11/12 with grant funding.
- Includes \$75,000 that was reappropriated from FY 10/11 from the Homebuyers Down Payment Assistance Program to be used for affordable housing programs.

FY 12/13 Recommended Budget: The Office of Housing’s budget decreases by \$54,178, or 10.5%, and reflects the following:

- A 1.0% market increase for FY 12/13 salaries.
- Elimination of a Housing Counselor position that was funded for part of the year in FY 11/12 with grant funding.
- A decrease of 4.3% in health and an increase of 7.1% in dental insurance costs.
- An increase in Virginia Retirement System (VRS) rates from 15.14% to 18.99% and an increase in life insurance rates from 0.28% to 1.32%.
- A \$41,167 or 61.3% decrease in operating costs primarily due to: 1) the reallocation of \$20,000 for Albemarle Housing Improvement Program’s (AHIP) Emergency Home Repair Program from the Office of Housing’s budget to the County’s contribution to AHIP (see Community Development Agency Contributions); and 2) a decrease from \$20,000 to \$10,000 for the Woods Edge Rental Subsidy (this decrease is the third year of a four-year phase out of the program) and a reallocation of the remaining \$10,000 from the Office of Housing’s budget to the County’s contribution to JABA (see Human Development Agency Contributions chapter).

(OFFICE OF HOUSING CONTINUED)

- Transfer revenues include a decrease in grant funding for the aforementioned Housing Counselor position and revenues for administration of the Housing Choice Voucher (HCV) program. Additional information on the HCV program can be found in the "Other Funds" chapter of this document.

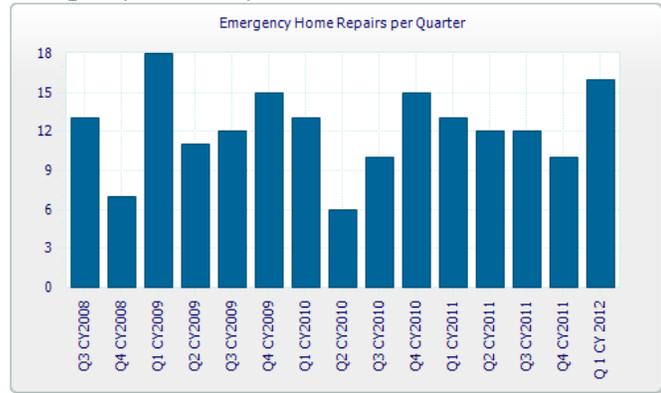
FY 12/13 Adopted Budget: There are no changes made to the recommended budget.

Description	FY 11/12 Adopted	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent Inc/(Dec)
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.	\$441,641	\$462,774	\$21,133	4.8%
Homebuyers Clubs/Counseling: This program prepares families for home purchase by providing basic information related to all aspects of buying a home including legal requirements, home inspections, home maintenance, budgeting, credit counseling, and securing mortgages.	35,311	0	(\$35,311)	-100.0%
Housing Agency Support: This includes support for Albemarle Housing Improvement Program's (AHIP) Emergency Home Repair Program and the Woods Edge Rental Subsidy.	40,000	0	(\$40,000)	-100.0%
TOTAL, OFFICE OF HOUSING	\$516,952	\$462,774	(\$54,178)	-10.5%

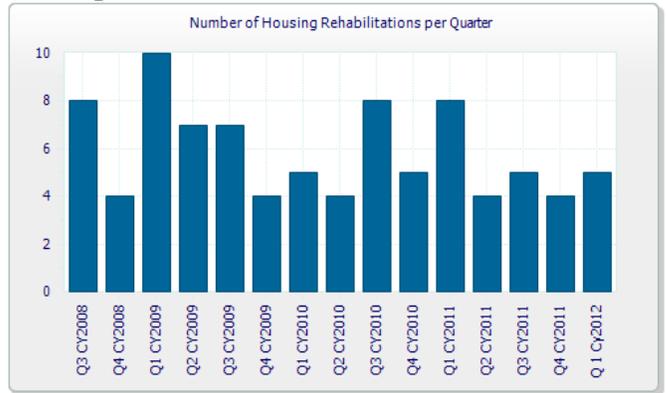
KEY PERFORMANCE INDICATORS (KPIs)

The County of Albemarle has selected several KPIs to track its workload, effective use of County resources, as well as its overall performance. Please find below examples of the department's performance indicators. For more KPI information, please visit our website at www.albemarle.org/departments.asp?department=perfmgt.

Emergency Home Repairs

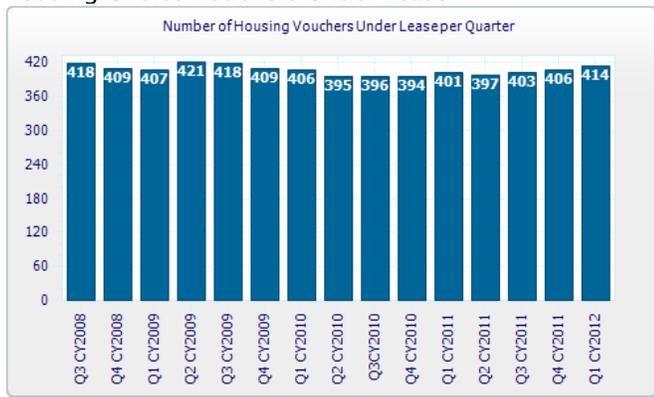


Housing Rehabilitation



(OFFICE OF HOUSING CONTINUED)

Housing Choice Vouchers Under Lease



COMMUNITY DEVELOPMENT AGENCY CONTRIBUTIONS

FINANCIAL DATA

COMMUNITY DEVELOPMENT AGENCY CONTRIBUTIONS								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
AHIP	\$395,512	\$399,467	\$399,467	\$451,467	\$400,000	\$400,000	\$533	0.1%
ACCT*	6,175	6,237	6,237	0	0	0	(6,237)	-100.0%
CVSBDC**	7,800	7,878	7,878	9,450	7,880	7,880	2	0.0%
Charlottesville Area Transit	648,004	648,004	648,004	722,555	722,555	722,555	74,551	11.5%
MACAA***	114,500	115,645	115,645	176,689	106,000	106,000	(9,645)	-8.3%
Piedmont Housing Alliance	37,889	38,268	38,268	149,210	34,500	34,500	(3,768)	-9.8%
StreamWatch Program	10,275	10,378	10,378	10,378	10,380	10,380	2	0.0%
TJ Planning District Commission	108,292	109,375	109,375	118,972	118,972	118,972	9,597	8.8%
TJ Soil & Water Conservation District	95,360	96,355	96,334	99,376	99,376	99,376	3,021	3.1%
Virginia Coop. Extension Service	113,874	203,859	203,859	206,264	168,819	196,311	(7,548)	-3.7%
EXPENDITURE TOTAL	\$1,537,682	\$1,635,466	\$1,635,445	\$1,944,361	\$1,668,482	\$1,695,974	\$60,508	3.7%
POSITIONS****	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0%

*Alliance for Community Choice in Transportation
 ** Central Virginia Small Business Development Center
 *** Monticello Area Community Action Agency
 ****Position is at TJ Soil & Water Conservation District

OVERVIEW/CHANGES

FY 12/13 Recommended Budget:

- Overall, Community Development Agency contributions increase \$33,016, or 2.0%.
- Charlottesville Area Transit increases 11.5% or \$74,551 and reflects the same level of service as FY 11/12. These increases are primarily driven by increases in fuel, personnel and operating costs for the transit facility located on Avon Street Extended.
- Thomas Jefferson Planning District Commission (TJPDC) increases \$9,597 or 8.8%. The increase is attributable to a change in the per capita rate (from 0.60 to 0.62) that TJPDC charges localities for its programs and the increase in the County’s population, both of which are used in determining each regional member’s contribution.
- Thomas Jefferson Soil and Water Conservation District (TJSWCD) increases \$3,021 or 3.1%. This increase is due to \$2,238 in changes in the salary and benefit rates for a County-funded position and a \$783 increase based on the County’s share of personnel costs that are increasing due to state reclassifications/certifications.
- With the exception of the Albemarle Housing Improvement Program (AHIP), all other recommendations are based on the agencies’ scores from the Commission on Children and Families (CCF) Agency Budget Review Team (ABRT) process and a net \$100,000 reduction in total ABRT agency funding per the County’s adopted Five-Year Financial Plan. A summary of the ABRT process can be found in this document’s Human Development Agency Contributions chapter.
- AHIP’s contribution is based on the aforementioned ABRT process and also includes an additional \$20,000 for its Emergency Home Repair Program that is being reallocated from the Office of Housing’s budget.

FY 12/13 Adopted Budget: The Board of Supervisors added \$27,492 for the Virginia Cooperative Extension Service (VCE).

(COMMUNITY DEVELOPMENT AGENCY CONTRIBUTIONS CONTINUED)

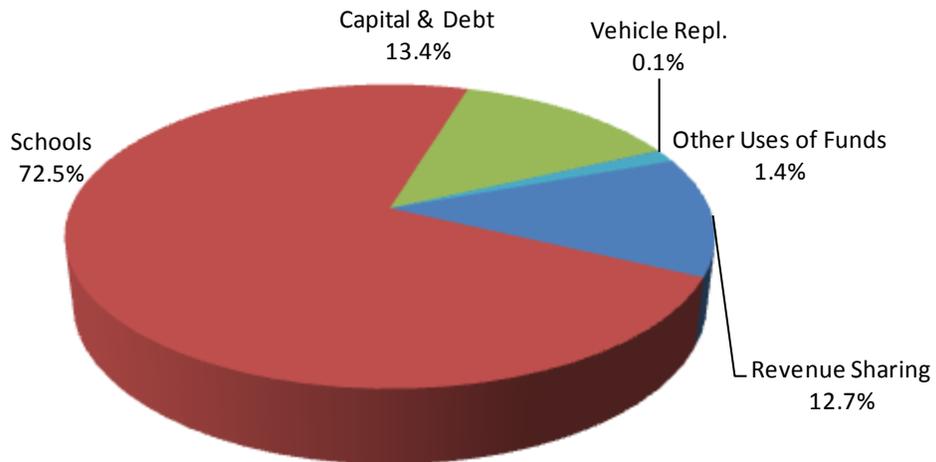
Agency	FY 11/12 Adopted	FY 12/13 Request	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
Albemarle Housing Improvement Program (AHIP): AHIP is a private, non-profit housing and community development organization dedicated to helping low-income Albemarle County residents have the opportunity to live in safe, decent, and affordable housing.	\$399,467	\$451,467	\$400,000	\$533	0.1%
Alliance for Community Choice in Transportation (ACCT): ACCT is a network of citizens and groups dedicated to promoting balanced transportation options, sustainable land-use and transit-oriented communities through education and leadership. In FY 11/12, ACCT provided planning Support for Safe Routes to School (Greer and Hollymead Elementary), programming support for Safe Routes to School (Crozet) and are finalizing and distributing a new edition of a "Mobility Map," showing newest bus routes, walking trails, bike facilities, etc, so that residents in the community have the information they need to navigate the community by modes other than the automobile.	6,237	0	0	(\$6,237)	-100.0%
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.	7,878	9,450	7,880	\$2	0.0%
Charlottesville Area Transit (CAT): CAT provides bus service to urban residents of Albemarle County along Route 29 North, between Downtown Charlottesville and Pantops Shopping Center and along 5th St Extended. Funding includes a grant match for night service on Route 5.	648,004	722,555	722,555	\$74,551	11.5%
Monticello Area Community Action Agency (MACAA): MACAA works with individuals, families, and the community, in a collective effort to eliminate the causes of poverty, to lessen the effects of poverty, and to promote economic self-sufficiency.	115,645	176,689	106,000	(\$9,645)	-8.3%
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.	38,268	149,210	34,500	(\$3,768)	-9.8%
StreamWatch: StreamWatch is a regional partnership that collects data and assesses stream conditions to assist watershed management efforts in the Rivanna Basin.	10,378	10,378	10,380	\$2	0.0%
Thomas Jefferson Soil and Water Conservation District: The Thomas Jefferson Soil and Water Conservation District 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.	96,355	99,376	99,376	\$3,021	3.1%
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 data and mapping center, and to develop local and regional plans or strategies that will strengthen local governments' ability to serve their citizens.	109,375	118,972	118,972	\$9,597	8.8%

(COMMUNITY DEVELOPMENT AGENCY CONTRIBUTIONS CONTINUED)

Agency	FY 11/12 Adopted	FY 12/13 Request	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
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 the City of Charlottesville's contribution, which is offset by corresponding revenue received.	203,859	206,264	196,311	(\$7,548)	-3.7%
TOTAL, COMMUNITY DEVELOPMENT AGENCY CONTRIBUTIONS	\$1,635,466	\$1,944,361	\$1,695,974	\$60,508	3.7%

NON-DEPARTMENTAL

FY 12/13 Adopted Non-Departmental Budget \$138,051,572



NONDEPARTMENTAL								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	13 ADP - 12 ADP \$ Change	% Change
Revenue Sharing	\$18,454,658	\$18,089,812	\$18,089,812	\$17,520,948	\$17,520,948	\$17,520,948	(\$568,864)	-3.1%
Transfers								
School Transfer	96,057,504	97,245,582	97,245,582	99,458,048	99,458,048	100,106,298	2,860,716	2.9%
Capital & Debt Transfer	17,816,334	17,676,857	18,855,433	18,391,123	18,391,123	18,508,684	831,827	4.7%
Transfer to Vehicle Repl.	0	141,500	141,500	27,844	27,844	27,844	(113,656)	-80.3%
	113,873,838	115,063,939	116,242,515	117,877,015	117,877,015	118,642,826	3,578,887	3.1%
Other Uses of Funds	700,666	1,834,973	992,672	1,891,402	3,363,402	1,887,798	52,825	2.9%
EXPENDITURE TOTAL	\$133,029,162	\$134,988,724	\$135,324,999	\$137,289,365	\$138,761,365	\$138,051,572	\$3,062,848	2.3%

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 11/12 Adopted	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
Revenue Sharing with the City of Charlottesville: In FY 12/13, the County is obligated to pay \$17,520,948 to the City of Charlottesville in fulfillment of the revenue sharing agreement provisions, a decrease of \$0.6 million from the FY 11/12 payment. This payment is at the agreed-upon cap of a 10 cents tax rate per \$100 of total assessed County property values based on the 2010 calendar year.	\$18,089,812	\$17,520,948	\$17,520,948	(\$568,864)	-3.1%

The history of payments made over the extent of the agreement is provided on the following table.

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	18.40%
1984-85	1,579,753	48,762	3.20%
1985-86	1,875,179	295,426	18.70%
1986-87	1,942,509	67,330	3.59%
1987-88	2,277,953	321,399	16.40%
1988-89	2,368,027	90,074	4.00%
1989-90	2,693,120	325,093	13.70%
1990-91	2,802,360	109,240	4.10%
1991-92	3,277,350	474,990	17.00%
1992-93	3,426,000	148,650	4.50%
1993-94	4,319,236	893,236	26.10%
1994-95	4,475,120	155,884	3.60%
1995-96	5,049,991	574,871	12.90%
1996-97	5,170,853	120,862	2.40%
1997-98	5,518,393	347,540	6.70%
1998-99	5,587,013	68,620	1.20%
1999-00	5,853,794	266,781	4.80%
2000-01	6,093,101	239,307	4.10%
2001-02	6,482,712	389,611	6.40%
2002-03	6,692,811	210,099	3.20%
2003-04	7,726,021	1,033,210	15.40%
2004-05	8,004,461	278,440	3.60%
2005-06	9,742,748	1,738,287	21.70%
2006-07	10,134,816	392,068	4.02%
2007-08	13,212,401	3,077,585	30.37%
2008-09	\$13,633,950	421,549	3.19%
2009-10	\$18,038,878	4,404,928	32.31%
2010-11	\$18,454,658	415,780	2.30%
2011-12	\$18,089,812	(364,846)	-1.98%
2012-2013	\$17,520,948	(568,864)	-3.14%
TOTAL	\$179,257,751		1254.48%

TRANSFERS

DESCRIPTION AND OVERVIEW

The transfer of funds from the General Fund to several other County Funds is made each year to pay for public school operations, school debt service and capital projects, general government debt service and capital projects, and stormwater management improvement projects.

SCHOOL TRANSFER

Description	FY 11/12 Adopted	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
General Fund Transfer to School Operations - 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. This transfer is calculated using a formula that provides 60% of new local tax revenues to the schools (net of City revenue sharing, capital/debt transfers, refunds, and tax relief payments). The transfer provides about 66% of the money needed to operate the school division each year, other than school self-sustaining funds. This transfer accounts for approximately 45% of the County's annual General Fund expenditures.	\$97,245,582	\$99,458,048	\$100,106,298	\$2,860,716	2.9%
TOTAL, SCHOOL OPERATIONS	\$97,245,582	\$99,458,048	\$100,106,298	\$2,860,716	2.9%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: Per the funding formula, the transfer to the school division increases \$2,212,466, or 2.3%, over the FY 11/12 Adopted budget.

FY 12/13 Adopted Budget: During the budget work sessions, the Board of Supervisors increased the allocation to the School Fund by \$648,250. This additional funding is to be used to purchase replacement school buses.

TRANSFER TO CAPITAL AND DEBT

Description	FY 11/12 Adopted	FY 12/13 Recommended	FY 12/13 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.	\$12,956,228	\$12,685,589	\$12,685,589	(\$270,639)	-2.1%
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.	3,909,047	2,744,578	2,744,578	(1,164,469)	-29.8%
General Fund Transfer to Stormwater Debt Service: This transfer is made to make interest and principal payments on funds borrowed by the County for stormwater capital projects.	0	31,134	31,134	31,134	
SUBTOTAL, DEBT SERVICE	\$16,865,275	\$15,461,301	\$15,461,301	(\$1,403,974)	-8.3%

(TRANSFERS CONTINUED)

Description	FY 11/12 Adopted	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
General Fund Transfer to Capital Improvement Fund: A transfer from the General Fund to the Capital Improvement Fund is made each year 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.	\$618,303	\$1,660,968	\$1,748,760	\$1,130,457	182.8%
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.	88,779	1,216,527	1,245,068	1,156,289	1302.4%
General Fund Transfer to Stormwater Management Fund: A transfer from the General Fund to the Stormwater Management Fund is made each year for Stormwater Management improvement projects which are funded on a "pay-as-you go" basis.	104,500	52,327	53,555	(50,945)	-48.8%
SUBTOTAL, CAPITAL FUNDS	\$811,582	\$2,929,822	\$3,047,383	\$2,235,801	275.5%
TOTAL, TRANSFERS TO DEBT AND CAPITAL	\$17,676,857	\$18,391,123	\$18,508,684	\$831,827	4.7%

OVERVIEW/CHANGES

FY 12/13 Recommended Budget: Per the funding formula, the transfer to capital projects and debt service increases \$714,266, or 4.0%, over the FY 11/12 Adopted budget and reflects the following:

- A decrease to the debt service funds of \$1.4 million, or 8.3%, due to the retirement of debt, debt refunds, and the delay of a portion of anticipated debt issuance.
- An additional ½ cent on the tax rate dedicated to the capital program as part of the five-year financial planning process.

FY 12/13 Adopted Budget: During the budget work sessions, the Board of Supervisors increased the allocation to capital projects by \$117,561.

TRANSFER TO VEHICLE REPLACEMENT FUND

Description	FY 11/12 Adopted	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
Transfer to Vehicle Replacement Fund:	\$141,500	\$27,844	\$27,844	(\$113,656)	-80.3%
TOTAL, TRANSFER TO VEHICLE REPLACEMENT FUND	\$141,500	\$27,844	\$27,844	(\$113,656)	-80.3%

OVERVIEW/CHANGES

The Vehicle Replacement Fund annually funds vehicles based on an established replacement cycle. Replacement vehicles are funded through a \$3.00 per gallon fuel surcharge in all the departments' budgets, which is the rate recommended for FY 12/13. In FY 08/09 through FY 10/11, this surcharge was dropped to \$1.50 per gallon. The transfer in addition to the surcharge in FY 11/12 and FY 12/13 is to provide funding for some of the deferred vehicle replacements from FY 08/09 through FY 10/11. See the Vehicle Replacement Fund in the "Other Funds" section of this document for further details.

OTHER USES OF FUNDS

DESCRIPTIONS AND FINANCIAL DATA

Description	FY 11/12 Adopted	FY 11/12 Projected	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
Refunds: An amount is appropriated each year to pay refunds owed by the County.	\$173,500	\$113,500	\$163,500	\$163,500	(\$10,000)	-5.8%
Salary Reserve: The Salary Reserve provides for general salary reclassifications that occur throughout the fiscal year. Generally, this reserve allows for both individual reclassifications and department-wide reclassifications. The \$225,000 in FY 11/12 funds the public safety reclassification beginning in the spring of 2012.	225,000	0	74,250	74,250	(150,750)	-67.0%
Performance-Based Recognition Pool: This pool provides one-time funding to recognize high-performing staff.	0	0	150,000	150,000	150,000	
Early Retirement Funding: These funds are set aside for current as well as projected Voluntary Early Retirement Incentive Program (VERIP) recipients.	687,842	695,500	691,385	691,385	3,543	0.5%
Line of Duty: Funding is to cover projected administrative costs including the potential costs of cases currently active with the state if the County makes a determination to join the VRS or VACO pool, or self-insure. Additional funding totaling \$53,870 is included in Public Safety department budgets, for a total cost of \$132,330.	0	0	78,460	78,460	78,460	
Police and Fire Recruitment Initiatives: Funding is set aside to address recruitment and retention initiatives for the Police and Fire/Rescue departments.	0	0	125,000	125,000	125,000	
Training Pool: Funding is set aside to address the Board's strategic direction of supporting an evolving workforce and to increase training opportunities for employees.	0	0	83,807	83,807	83,807	
Reserve for Board Decision: Due to an increase in projected revenue since the Board's approval of the five-year plan, the equivalent of one penny on the tax rate is set aside for a budgetary decision by the Board of Supervisors. During the budget work sessions, the Board allocated 8 cents of this reserve to the school division, general government, and capital projects, based on established formulas. The remaining 2 cents was returned to the taxpayers.	0	0	1,497,000	0	0	
Reserve for Contingencies: Contingency funds are set aside to provide funds for unanticipated priority needs and potential revenue shortfalls.	723,631	0	250,000	271,396	(452,235)	-62.5%

(OTHER USES OF FUNDS CONTINUED)

Description	FY 11/12 Adopted	FY 11/12 Projected	FY 12/13 Recommended	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
Economic Development Fund: In 2006, the Board of Supervisors established the Economic Development Opportunities Fund. This fund is to be used to match economic development grant programs at the state and federal level that help create jobs and expand capital investment in Albemarle County.	25,000	25,000	250,000	250,000	225,000	900.0%
Transfer - EDA: This transfer allocates \$150,000 in FY 11/12 to the Economic Development Authority (EDA) for disbursing funding to MicroAire per action taken during the Board of Supervisors May 11, 2011 meeting.	0	150,000	0	0	0	
Transfer - Grant Projects: This transfers local grant matches to the appropriate grant funds. In FY 11/12, this includes \$6,524 in local funds to match Department of Motor Vehicles grants to the Police and Sheriff departments. Funds for the match are from departmental budgets.	0	6,524	0	0	0	
Grants Leveraging Fund: This fund is used as a source for grant matches that arise throughout the year. This fund is used when departments are unable to identify matching funds within their existing budgets. To date in FY 11/12, \$2,148 from this fund has been allocated as the local match for a Department of Criminal Justice Services grant to the Police Department, leaving a balance of \$97,852 in available funds. See below in the "Unbudgeted Reserves" section for further details on the Grants Leveraging Fund.	0	2,148	0	0	0	
TOTAL, OTHER USES OF FUNDS	\$1,834,973	\$992,672	\$3,363,402	\$1,887,798	\$52,825	2.9%

Grants Leveraging Fund

This fund was established in October 2010 using \$100,000 in year-end operational savings. The Grants Leveraging Fund better positions the County to take advantage of short-term grant offerings that will benefit core operations. Any remaining balances in the fund at the end of FY 11/12 will be recommended to be carried forward into FY 12/13 based on utilization. This fund may be replenished each year from prior year operational savings.

UNBUDGETED FUND BALANCES AND RESERVES

Unassigned Fund Balance

The County's Financial Policies state that the "undesignated fund balance, plus the designation for fiscal cash liquidity purposes, at the close of each fiscal year should be equal to no less than 8% of the County's total operating budget, which includes the General Fund plus the School Fund." The 8% minimum is calculated by totaling the current General Fund and School Fund budgets and subtracting the General Fund transfer to the School Fund. This equates to a minimum unassigned fund balance of \$21.8 million.

In addition to the 8% policy reserve, the Board of Supervisors established a 1% Stabilization Fund during the FY12-FY16 five-year planning process. Since that time, the County's financial advisors recommended the 1% approved as a Stabilization Fund in FY 11/12 be combined with an additional 1%, bringing the total unassigned fund balance up to 10%. This would require a minimum unassigned fund balance of \$27.3 million.

The audited General Fund fund balance as of June 30, 2011 is \$31.9 million. Current projections for FY 11/12 indicate a year end balance of revenue over expenditure of \$3.9 million, bringing the projected June 30, 2012 fund balance to \$35.9 million. A total of \$27.3 million is required to meet the County's minimum unassigned 10% fund balance reserve. The balance of \$8.6 million is designated for use as follows:

- \$542 thousand is included in the Adopted FY 12/13 budget. This includes \$150 thousand in funding for the performance incentive pool in FY 12/13 and other one-time expenditures.

- \$335 thousand is anticipated to fund a portion of the salary increase and VRS rate change mandated by Virginia General Assembly.
- \$1.0 million is anticipated in re-appropriations and supplemental appropriations throughout FY 12/13.
- \$2.0 million is programmed in the Adopted FY 12/13 CIP.
- \$2.6 million is anticipated for additional CIP projects approved by the Board of Supervisors on July 11, 2012.
- \$410 thousand reserved for a performance incentive pool for the FY 13/14 and FY 14/15 budgets, per discussion during the the Five-Year Financial Plan work session.
- The balance of \$1.7 million is reserved for watch list items such as additional Line of Duty costs, and a state and federal revenue contingency per discussion during the Five-Year Financial Plan work sessions.
- Any funding not needed for watch list items will be transferred to the County’s Capital program per County policy.

GENERAL FUND FUND BALANCE

Audited June 30, 2011 Fund Balance	31,981,565
Projected Addition to Fund Balance from FY12	<u>3,911,779</u>
Projected June 30, 2012 Fund Balance	35,893,344

Policy Use of Fund Balance	
10% unassigned fund balance reserve	27,295,547

Planned Use of Fund Balance	
FY 12/13 Budgeted Use of Fund Balance	542,000
FY 12/13 Funding for Required Salary and VRS Rate Change	335,188
FY 12/13 Anticipated Appropriations of Fund Balance	1,000,000
Programmed in FY 12/13 Adopted CIP	1,998,000
FY 12/13 Use of Fund Balance for Additional CIP Projects	2,566,762
FY 13/14 and FY 14/15 Performance Incentive Pool	<u>410,000</u>
Subtotal, Planned Use of Fund Balance	6,851,950

Projected June 30, 2012 Fund Balance	35,893,344
Policy Use of Fund Balance	-27,295,547
Planned Use of Fund Balance	<u>-6,851,950</u>
Funds Anticipated to be Available for Watch List/Capital	1,745,847

The County's FY 12/13 Program and Service Inventory

This chapter presents a complete inventory of the 175 programs and services provided by the County's general government operations to the citizens of Albemarle County in FY 12/13 including all programs and services provided by County departments, Constitutional Officers, agencies, and the County's non-departmental obligations such as the revenue-sharing payment to the City and contingencies. This summary does not include transfers from the General Fund to the School Division or transfers for capital projects and debt service.

The inventory includes the name of the program and service provider, a description of the activity, the number of full-time equivalent (FTE) employees, rounded to the nearest 0.5 FTE, who perform the program or service as applicable, and the total amount budgeted for the program or service in the Recommended FY 12/13 budget. The descriptions included in this inventory are more detailed than those found in the other chapters of this budget document, offering additional transparency. To provide another important perspective by which to view the County's programs and services, this inventory also identifies which of the programs and services are primarily:

- a) **Mandated by the State or Federal Government** – Programs/Services which are mandated by a State or Federal constitutional, statutory, or administrative action that places requirements on local governments;
- b) **Essential functions of local government** – Programs/Services that are not mandated, but are programs and services which are essential for a local government of the County's size;
- c) **Provided in accordance with local ordinance or written directive** – Programs/Services primarily provided in accordance with the Board's written directives, such as the Strategic Plan and/or local (non-state or federal-related) ordinances; or are
- d) **Primarily discretionary in nature** - Programs/Services provided in accordance with Board's discretion which do not meet any other of the aforementioned categories.

Staff recognizes that while this categorization provides another important and useful lens through which to view the General Government's program and services, there are limitations that should be noted:

- Categorization of Programs/Services into one of four distinct categories is subjective to a certain degree and not everyone may agree on each of the determinations.
- Many programs and services could be included in more than one category. The category selected for each program/service is staff's best determination of the most primary classification for that particular program/service.
- State or Federal mandates imposed upon local governments are not always program-specific and could impact a number of programs and services to a greater or lesser degree. Compliance with mandated Freedom of Information Act (FOIA) requirements is an example of a mandate that may affect numerous programs/services. These situations are not addressed in this inventory.
- This inventory considers only the "function" provided by each program/service, and the level of effort is not evaluated. Programs and services are continuously being scrutinized to determine whether the level of effort is appropriate based on needs, degree of effort required, performance measures, comparisons with other jurisdictions, etc. In some instances, the level of effort may be currently provided below a core level. In these cases, the County will continue to focus its efforts to shore up essential core services (such as the need to unfreeze Police Officer positions).

The County's FY 12/13 Program and Service Inventory

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Board of Supervisors	Board Office Operations	Provides for Board of Supervisor's salaries and compensation, mileage reimbursement, and attendance at regional and state-sponsored professional development/networking. Also provides funding for the County Audit and for Public Official Liability insurance.	0.0	379,769	State or Federal Mandate	
Board of Supervisors	Board Office Administration	Provides for the Clerk and Deputy Clerk to the Board of Supervisors duties. Program is responsible for agenda preparation, minutes preparation, Board and Commissions oversight, advertising of public notices and record keeping for the Economic Development Authority.	2.0	197,368	State or Federal Mandate	The County is mandated to have a Clerk.
Clerk of the Circuit Court	Court Services, Tax Records and Probate Program	This Office assists the Judge in the courtroom in both Criminal and Civil actions and conducts other duties related to cases in accordance with state law. This Office also properly indexes deeds for items such as real property, issues marriage licenses, probates wills, docket judgments, files financing statements and business partnership certificates, in accordance with applicable laws.	10.5	675,474	State or Federal Mandate	
Commonwealth's Attorney	Criminal Case Prosecution and Legal Services	This 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 when requested on legal issues. The division also provides outreach and information to the general public regarding criminal justice issues.	9.0	1,005,858	State or Federal Mandate	
Community Development	CDD Administration	Provides for the management and administrative support for all of the Community Development department's operation. Ensures department processes, policies, and procedures are current, coordinated, and effective for both staff and the general public.	6.0	450,136	Board Directive Written Policy or Priority	
Community Development	Comprehensive Plan	Provides for the maintenance of the Comprehensive Plan, including master plans and amendments to the Comprehensive Plan	3.0	371,473	State or Federal Mandate	The County is mandated to have a Comprehensive Plan.

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Community Development	Building	Provides for the administration of the Building Regulations Ordinance, including permitting, fees, inspections, violations, and Certificates of Occupancy.	12.5	1,046,282	State or Federal Mandate	
Community Development	Non-mandated Community Development Programs	Provides support for ACE, PRFA, Agricultural and Forrestral Districts, Open Space Agreements, Historic Resources, Natural Heritage, Agriculture Support, Citizen Advisory Councils, TJPDC, PACC, and for Strategic Plan-related efforts conducted by the Community Development Department.	4.0	360,208	Board Directive Written Policy or Priority	Several of these programs are required by local ordinance.
Community Development	GIS	Provides mapping graphics, demographic data and geographic information resource support for all county departments and schools.	5.0	459,481	Board Directive Written Policy or Priority	Parcel mapping - state; road naming/addressing are required by local ordinance.
Community Development	Zoning	Provides for the administration of the Zoning Ordinance, including appeals and variances heard by BZA, zoning inspections, zoning enforcement, proffer management, business clearances, building permit support, sign permits, temporary event permits, development right determinations, and for interpretations of the zoning ordinance.	11.5	1,046,206	Board Directive Written Policy or Priority	Required in compliance with Chapter 18 of County Code.
Community Development	Development	Provides for the review of all development applications as required by the Wastewater and Water, Subdivision, Water Protection, and Zoning Ordinances. This includes all subdivisions, site plans, rezonings, special use permits, Certificates of Appropriateness, erosion and sediment control permits, stormwater management, subdivision and site bonds and inspections, groundwater assessments, and waivers or modifications of ordinance requirements	16.0	1,319,284	Board Directive Written Policy or Priority	*Required in compliance with Chapter 14, 17 and 18 of County Code. *Also, Subdivision review is a mandated process.

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
County Attorney	Legal Services	Provides professional and timely legal representation and advice to the Board of Supervisors, the School Board, the Planning Commission, the County Executive, the School Superintendent, County and School Departments, County and School employees, and various boards and commissions. Majority of time and resources address legal review and/or preparation of Board agenda items; civil rights and personnel issues and disputes; risk management; social services; zoning and land use matters; contract preparation, review and disputes; municipal finance; environmental law; legislative services; property acquisition; ordinance drafting; in-house publication and maintenance of the County Code; local government taxation; code enforcement; and litigation.	8.0	954,313	Essential Function of Local Government	
County Executive	County Admin - BOS	Provides support to the Board of Supervisors provided by senior county managers including preparation for and participation in Board meetings and research and analysis of Board initiatives.	1.0	212,828	State or Federal Mandate	The County is required by mandate to have a County Executive.
County Executive	County Admin - Exec mgmt	Provides oversight for all county departments and operations, liaison with community agencies and other local government jurisdictions, serving on regional boards and commissions, supervision for executive level functions of strategic planning/performance management and community relations.	3.5	529,574	Essential Function of Local Government	
County Executive	Community and Business Partnerships	Directs the County's public information and education program, manages special events; produces all county publications including educational, advertising and marketing materials; manages media relations. Manages citizen participation in county government activities and supports community partnerships to ensure meaningful public engagement in planning and policy development including master planning.	1.5	182,810	Board Directive Written Policy or Priority	In October 2010, this program expanded to include Business and Community Partnerships. Economic vitality is a priority of Board of Supervisors and included in the County's Strategic Plan.

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
County Executive	Website	Manages county website and employee intranet including developing strategic direction and new functionality and applications, directing department-level content editors, daily content updating and analyzing metrics.	1.0	75,702	Essential Function of Local Government	The County's website provides essential service of a local government of this size. Many citizen transactions occur on the County's website.
Finance	Finance Administration	Provides coordination between all divisions in Finance to ensure that duties are carried out in an efficient and courteous manner. Oversees financial interactions made by the County (Schools and General Government) including issuance of general obligation debt, agency contributions, grant and proffer assistance, and county credit card purchases and remittance. Prepares information for the annual audit including transmittal letter, management discussion and analysis (MD&A), and all statistical tables. Manages the County's local government as well as volunteer EMS property & liability insurance policies. Administers the flexible spending plan (Beneplus) for both general government and schools. Provides economic and business research.	4.0	401,476	State or Federal Mandate	
Finance	Billing and Collection	Provides for the billing and collection of all personal property and real estate taxes; deposit, reconciliation and reporting of all funds.	3.0	286,078	State or Federal Mandate	
Finance	Personal Property Assessments/Administration	Provides for personal property assessment, maintain accurate personal property accounts. Provides customer service to taxpayers, enforces animal licensing, and assists in income tax preparation.	7.0	587,530	State or Federal Mandate	
Finance	Delinquent Debt Collection	Provides enforcement of the collection of all delinquent personal property and real estate taxes.	1.5	125,712	State or Federal Mandate	
Finance	Tax Relief	Provides for real estate tax relief to elderly and disabled taxpayers.	1.0	94,624	Board Directive Written Policy or Priority	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Finance	Accounting	Provides for the maintenance of all official financial records of the County of Albemarle. Compiles and files official reports that meet GAAP, GASB, FASB, State and Federal Reporting Requirements. Maintains financial systems recording and reporting financial activity. Processes miscellaneous billings and internal charges for all County Departments.	7.5	554,820	State or Federal Mandate	
Finance	Assessment	Provides for the reassessment of existing property; assessment of new structures, land, and misc. improvements.	10.0	941,949	State or Federal Mandate	
Finance	Real Estate Administration	Provides for the maintenance of Real Estate Records, Administration of Land Use Assessment Program, Customer Service.	4.0	323,151	State or Federal Mandate	
Finance	Purchasing	Provides for the purchasing of all supplies, equipment and services required by all County Departments, Schools and associated agencies. All purchases above \$5,000 are required by County Code to following the County Purchasing Policies. Facilitates the Sale of surplus property owned by the County and School Division. Handles the County's Fixed Asset System.	4.0	341,902	State or Federal Mandate	
Finance	Business Audit	Provides for the auditing of businesses in the County for compliance with tax laws.	2.0	162,419	Essential Function of Local Government	
Finance	Business Licenses/Taxes	Provides for the processing of Business License, Food and Beverage Tax, Transient Occupancy Tax.	2.0	191,917	State or Federal Mandate	
Finance	Business Property Taxes	Provides for the processing of Business Personal Property, Public Service, Airplane, Bank Franchise, Daily Rental.	2.5	158,810	State or Federal Mandate	
Finance	Budget Assistance	Provides the County's Revenue projections for five-year financial plan and for the annual budget processes. Also, this program develops the quarterly financial reports.	0.5	70,153	State or Federal Mandate	
Finance	Payroll Processing	Provides for the Recording, processing, payments and administers all employee compensation for all County and School Departments. Disburses all Federal, State, retirement and miscellaneous deductions & contributions for all Employees.	4.0	329,679	State or Federal Mandate	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Fire Rescue	Fire & EMS System Administration	Provides for planning, coordinating, finance, budget development, payroll, purchasing, accounts payable for the Fire/Rescue Department. Provides critical role in ensuring/coordinating county wide preparedness for emergencies on a strategic level. Also provides Office Associate support to all divisions of the department.	4.5	530,934	Essential Function of Local Government	
Fire Rescue	Training Program Management	Provides training management for training academy, plans and implements annual regional training school and assists volunteers with implementing annual regional training school and assists volunteers with implementing in-house training curriculum.	2.5	301,401	Essential Function of Local Government	
Fire Rescue	EMS Continuing Education	Provides EMS continuing education to ensure competence of medical care providers and maintenance of medical certification.	1.0	81,889	Essential Function of Local Government	
Fire Rescue	Fire Continuing Education	Provides fire continuing education to ensure competence of providers and introduction of new concepts.	0.5	39,133	Essential Function of Local Government	
Fire Rescue	Fire Inspection/Code Enforcement	This program is a proactive effort to routinely inspect businesses, processes and other public assemblies to identify hazards and ensure compliance with the Statewide Fire Prevention Code.	2.0	158,277	State or Federal Mandate	
Fire Rescue	Prevention and Life Safety Program Management	Provides oversight and management for Fire Inspections, Code Enforcement, and Fire Investigations. Planning, finance, budget management, and Office Associate Support for Prevention Division activities.	1.5	136,849	Essential Function of Local Government	
Fire Rescue	Cause, Origin, and Criminal Investigations	Provides for investigations into the origin and cause of fires where the engine company officer is unsure of the origin and cause. When fires are intentionally set or bombs are used, the fire official is mandated by Virginia law to conduct an investigation and bring the responsible person(s) before a judge.	2.0	154,107	Essential Function of Local Government	
Fire Rescue	Public Education	Provides fire-related public education. Some examples are: evacuation planning, severe weather preparedness and special event planning.	0.0	15,535	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Fire Rescue	Plan review	Provides for certified personnel review of new construction plans to ensure code compliance and access for emergency vehicles. As a member of the review team this position reviews site plans and subdivision plans and works with developers in the planning stage of construction where corrections and modifications may be made.	0.0	11,034	Board Directive Written Policy or Priority	Plan Review is done to comply with County codes.
Fire Rescue	Fire & EMS Service Delivery	Provides fire protection, emergency medical services, rescue and mitigation of hazardous situations.	73.0	6,193,941	Essential Function of Local Government	
Fire Rescue	Fire Rescue Salary Contingency Reserve	This funding is for the recently completed public safety reclassification study. Once implemented, these costs will be distributed to the appropriate programs and services.	0.0	305,880	Board Directive Written Policy or Priority	
Fire Rescue	Operational Support Services	Provides for EMS Cost Recovery program, support of personnel (career and volunteer), including uniforms, personal protective equipment, logistics, and employee health services.	1.0	231,846	Board Directive Written Policy or Priority	
General Services	General Services Administration	Provides for General Services' administrative duties; ADA compliance; County's storage facility; meeting room management; work order management; and budget management.	5.0	478,975	Essential Function of Local Government	*While not the primary function of this program, this program provides for compliance with ADA regulations.
General Services	Facilities Maintenance	Provides facility maintenance for all building and grounds services including custodial, preventive maintenance, repairs, utilities, equipment, systems; rental property, and security.	10.0	2,070,537	Essential Function of Local Government	
General Services	Printing Services	Provides for photocopying and printing services for all local government departments and school administration offices.	3.0	168,158	Essential Function of Local Government	
General Services	Mail Services	Provides for the processing of USPS mail and the coordination of pick up and delivery of interdepartmental and interagency correspondence.	1.0	36,799	Essential Function of Local Government	
General Services	Water Resources	Provides oversight for state and federal regulatory water resources compliance, maintains and improves County-owned storm water structures, and investigates illicit discharge issues.	2.0	250,783	Essential Function of Local Government	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
General Services	Environmental Compliance & Energy Conservation	Provides for the coordination of the EMS program; oversees energy conservation programs; investigates environmental complaints, and participates in local climate protection programs.	1.0	111,921	Essential Function of Local Government	*This function also provides for compliance with EPA, hazardous waste reporting and OSHA requirements .
General Services	Solid Waste/Recycling	Provides for the maintenance of Keene Landfill; reports recycling numbers to planning district; contributes to "bulky waste" disposal days.	0.0	122,800	Essential Function of Local Government	*The County is mandated to maintain Keene Landfill which is included in the program/svc.
Housing	Housing Choice Vouchers	Provides federal-funded rental assistance to eligible households.	5.5	388,542	State or Federal Mandate	When a locality receives funds from federal government, there is a federal mandate to administer in accordance with federal requirements .
Housing	CDBG Grants	Provides for the administrative support of housing-related CDBG grants received by the County.	0.5	31,728	State or Federal Mandate	When a locality receives funds from federal government, there is a federal mandate to administer in accordance with federal requirements .
Housing	Housing Administration	Provides for the management of the County's Housing Office as well as contributions to nonprofit agencies and managing affordable housing proffers.	0.5	42,504	Board Directive Written Policy or Priority	
Human Resources	Workforce Planning & Organizational Development	Provides competency-based management programs linking competencies to selection, training and development, performance management and promotions. In addition this program provides training programs to meet the training needs of the organization and ensure the continued professional development of employees.	2.0	267,406	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Human Resources	Benefits & Wellness	Provides for an employee wellness program for County employees.	0.0	117,702	Board Directive Discretionary	
Human Resources	Safety	Ensures compliance with federal, state and county safety regulations and provides training on workplace safety. Manages opportunities for cost containment to include workers compensation, unemployment insurance and wellness.	0.0	38,102	State or Federal Mandate	Ensures compliance with mandated safety regulations.
Human Resources	Recruitment/Staffing	Provides recruitment and staffing services for County. Ensures County is attracting and hiring best possible candidates, focusing on diversity initiatives.	0.0	127,447	Essential Function of Local Government	
Human Resources	Employee Relations	Promotes positive employee relations and implements appropriate retention programs, fostering retention of quality staff and an engaged workforce.	0.0	87,005	Board Directive Discretionary	
Human Resources	Classification/Compensation	Ensures market competitiveness of compensation to attract, retain, and reward employees.	0.0	47,853	Board Directive Written Policy or Priority	
Information Technology	IT Admin	Provides for the overall management of the IT department including support of the County's strategic plan, technology research and planning, budget preparation, financial management, purchasing, and tasks related to personnel management.	3.0	432,964	Essential Function of Local Government	
Information Technology	Systems	Provides for administration, technical support, and custom programming for the County's mainframe, LAN, WAN, internet and intranet. In addition, this program provides centralized processing, off-site security and backup for mainframe and LAN applications.	8.0	1,096,891	Essential Function of Local Government	
Information Technology	Applications	Provides for the County's IT help desk services, hardware and software installation, and support services for the desktop, and analytical support for user application software packages. A key function for this program is to provide a liaison between information technology and departments.	9.0	795,257	Essential Function of Local Government	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Information Technology	Access Albemarle	Provides a contingency fund to cover software maintenance payments while in transition between the County's mainframe computer system and the new Access Albemarle system. Until all applications are off the Mainframe system, this line item will be needed to cover the transitional costs of dual software maintenance expenses.	0.0	250,000	Board Directive Written Policy or Priority	
Office of Facilities Development	OFD Administration	Provides for the administration of the Office of Facilities Development, including department personnel, budget and administrative management.	1.5	130,648	Essential Function of Local Government	
Office of Facilities Development	CIP Process Management	Provides for the management and development of the County's Capital Improvement program and process, including requests reviews, approvals, planning assistance, financial planning/budgeting. Also provides for the leadership of the Capital Program's Technical Review Team and Oversight Committee.	0.5	53,799	Essential Function of Local Government	
Office of Facilities Development	Enterprise Wide Systems Project Management	Provides project management services to County enterprise-wide system implementations such as Access Albemarle. Scope includes management of the project lifecycle from requirements through post delivery warranty period.	0.5	30,750	Essential Function of Local Government	
Office of Facilities Development	Capital Projects Management	Provides for the planning, design, construction, closeout of capital projects. This includes project execution from programming through warranty period. Responsible for orchestrating/organizing all parties required to complete project. Provides project oversight during construction phase.	5.5	495,399	Essential Function of Local Government	
Office of Facilities Development	Joint Project Liaison/Monitoring	Provides the county's liaison for the management of jointly-funded projects such as courts, libraries, fire stations, health department, CATEC, VDOT projects.	1.0	83,080	Essential Function of Local Government	
Office of Facilities Development	Transportation / Traffic Engineering	Provides professional engineering, technical and administrative duties related to the planning, design, construction and maintenance of transportation projects (VDOT, sidewalks, roadway improvements, plan reviews)	1.0	89,218	Board Directive Written Policy or Priority	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Office of Management and Budget	Budget Mgmt & Analysis	Develops the County's operating budget (departments and external agencies); establish budget policies; prepare five-year expenditure and revenue projections; provides leadership and management of the County's organizational performance management. In coordination with the Office of Facilities Development (OFD), develops capital budget, five-year CIP, and five-year needs assessment; recommend and establish policies.	3.5	296,594	State or Federal Mandate	As of October 2010, function became a separate OMB Office. Budget development . This function required by Code of Virginia.
Parks and Recreation	Parks Administration	Provides for leadership, coordination, oversight, and support for all department programs and activities. Key functions include capital and operational budget preparation, revenue collection, personnel and payroll records, partnership development and complaint resolution.	2.0	197,876	Board Directive Written Policy or Priority	
Parks and Recreation	Park Maintenance	Provides for the maintenance of all County parks, community centers, greenway trails, park athletic fields and selected school athletic fields. Also provides playground safety inspection for all County schools and parks.	13.0	1,159,363	Board Directive Written Policy or Priority	
Parks and Recreation	Summer Swim	Provides lifeguard supervision, swimming instruction, and fee collection at Chris Greene, Walnut Creek and Mint Springs during the summer months.	0.5	220,471	Board Directive Discretionary	
Parks and Recreation	Athletics & Classes	Provides athletic programs and classes for adults and youth.	1.0	191,910	Board Directive Discretionary	
Parks and Recreation	Athletic Program Partnership	Provides Parks and Recreation's support for the many non-profit youth and adult athletic program providers.	0.0	20,500	Board Directive Discretionary	
Parks and Recreation	Community Centers	Provides for County operated Community Centers including Greenwood, Scottsville and the Meadows.	0.0	72,278	Board Directive Discretionary	
Parks and Recreation	Therapeutic Recreation	Supports the actual participation of County residents in the well-developed City Parks and Recreation Therapeutic Recreation Program.	0.0	87,095	Board Directive Discretionary	
Parks and Recreation	Summer Playground	Provides for a 4 week summer program for children ages 6 to 13 at 10 school locations and Crozet Park.	0.0	93,451	Board Directive Discretionary	
Parks and Recreation	Teen Programs	This provides funding for a middle school after school sports program that is run at every County middle school from 4 p.m. to 6 p.m. Monday through Thursday throughout the school year.	0.5	129,531	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Parks and Recreation	Darden Towe Park	Provides the County's portion of the support towards the City/County 113-acre recreational facility administered by the County. Towe Park is the largest and most heavily used complex of athletic fields in the City and County. County funding is 69.55% of total.	0.0	193,698	Board Directive Written Policy or Priority	Per contract with City.
Police	Police Administration	Provides executive leadership and policy direction for the Police department.	3.0	486,217	Essential Function of Local Government	
Police	Administrative and Media Relations	Provides for the flow of Police-related information to the media and community, to include FOIA research and requests. Oversees the Police Records, Training/Professional Development, and Victim-Witness Units.	1.0	99,643	Essential Function of Local Government	
Police	Community Support: Administration and Crime Prevention	Program provides for the overall management of the Police Department's Community Support Division to include Traffic, School Resource and Animal Control Units. Responsible for the Video Camera and Photo Safe Programs. Handles various crime prevention initiatives such as neighborhood watch, crime free multi-housing, and crime prevention programs for citizens. Also handles various special projects for the department as assigned.	4.0	472,405	Essential Function of Local Government	
Police	Community Support: Animal Control	Ensures compliance with state laws and county ordinances for the control and protection of animals. Responds to animal control calls for service.	4.0	280,230	State or Federal Mandate	Provides for compliance with State Laws and County Ordinances.
Police	Community Support: School Resource Officers	Provides full time police officers in most of the county's middle and high schools to ensure a safe and secure learning environment. Provides instruction in delinquency prevention and laws.	4.0	369,509	Board Directive Written Policy or Priority	
Police	Community Support: Traffic	Performs traffic enforcement efforts targeting specific areas of the County. Investigates vehicle and pedestrian accidents to include utilization of the accident reconstruction team. Performs commercial vehicle inspections.	7.0	730,276	Essential Function of Local Government	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Police	Criminal Investigation Division	Investigates major crimes against persons, property and juveniles and organized criminal activity. Responsible for electronic surveillance and apprehension of wanted persons; asset seizure program; Internet Crimes Against Children; crime analysis functions such as identifying crime trends, high crime areas, and providing statistical information as needed.	16.5	1,611,306	Essential Function of Local Government	
Police	Criminal Investigation Division: Jefferson Area Drug Task Force	Provides for regional task force responsible for drug enforcement and interdiction.	4.0	426,683	Board Directive Written Policy or Priority	
Police	Criminal Investigation Division: Property and Evidence	Maintains custodial care and accountability of all property and evidence for the Police Department.	2.5	172,362	State or Federal Mandate	
Police	Fiscal/Human Resources Management	Provides for the Police Department's fiscal and human resources management to include payroll, leave reporting, and FLSA. Assists in budget preparation.	1.5	112,371	Essential Function of Local Government	
Police	Office of Professional Standards	Provides internal investigations, various inspections and audits, management of the discipline and grievance process.	1.0	102,099	Essential Function of Local Government	
Police	Police Salary Contingency Reserve	This funding is for the recently completed public safety reclassification study. Once implemented, these costs will be distributed to the appropriate programs and services.	0.0	252,010	Board Directive Written Policy or Priority	
Police	Quartermaster	Provides procurement and administration of the Police Department's issued uniforms, equipment and supplies. Provides for accounts receivable and payable.	1.0	64,336	Essential Function of Local Government	
Police	Records Unit	Provides 24-hour support for personnel and service to citizens. Provides for the reporting function for the Police Department's records management system. Also provides for all Police-related state and federal reporting requirements. Processes requests for record checks, accident reports, etc. and collects the fees associated for such services.	10.0	698,560	State or Federal Mandate	Provides for compliance with State and Federal reporting requirements

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Police	Support Division: Administration	Provides for overall management of the Community Support Division to include Traffic, School Resource, and Animal Control Units. Responsible for the Video Camera and Photo Safe Programs. Handles various crime prevention initiatives such as neighborhood watch, crime free multi-housing, and crime prevention programs for citizens. Also handles various special projects for the department as assigned.	3.0	273,686	Essential Function of Local Government	
Police	Technical Support	Provides for the management of the Police Department's technical equipment, fleet management, and security systems. Ensures adequate resources are available for major critical incidents. Provides logistical support to all members of the department.	1.0	113,549	Essential Function of Local Government	
Police	Training and Professional Development	Provides recruitment, background investigations, and selection of Police Department's personnel to be recommended for hire. Administration of entry level application testing, in-service training, specialized training, and career development program for all department members.	2.0	315,210	Essential Function of Local Government	
Police	Uniform Patrol Division	Provides police officer first responder service to County residents. Serves subpoenas and warrants. This category includes the K9 Officer position who also handles sensitive situations such as bomb threats, searches, etc.	81.0	6,959,787	Essential Function of Local Government	
Police	Victim Witness	Provides direct services to victims and witnesses of crimes, including financial assistance through Criminal Injuries Compensation Fund, criminal justice system process explanations and options from date of offense through final disposition of case, transportation and escorts if needed, and referrals to local and state service agencies.	1.0	102,796	Board Directive Discretionary	
Police	Reimbursable Overtime-Police	Provides overtime pay for police officers who provide security services to local, private firms during their off-duty hours. Expenditures are offset by revenues paid to the County by the private firms who contract for the service.	0.0	430,600	Essential Function of Local Government	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Sheriff	Court Services and Security	This 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.	23.0	1,850,230	Essential Function of Local Government	
Sheriff	Sheriff Salary Contingency Reserve	This funding is for the recently completed public safety reclassification study. Once implemented, these costs will be distributed to the appropriate programs and services.	0.0	33,860	Board Directive Written Policy or Priority	
Sheriff	Reimbursable Overtime-Sheriff	This provides 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.	0.0	215,300	Essential Function of Local Government	
Social Services	Social Services Administration	Provides for the Department of Social Services' financial, personnel and overall departmental programs and services including switchboard and reception, information systems security, 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.	15.0	1,206,737	State or Federal Mandate	
Social Services	Eligibility	Provides eligibility services for Department of Social Services' departmental programs and services.	28.0	2,121,900	State or Federal Mandate	
Social Services	UVA-Medicaid	Provides Medicaid benefits to medically indigent inpatients and indigent clients treated in specified outpatient clinics at the University of Virginia Medical Center. The UVA Medicaid Unit is the result of a contractual agreement among the State Medical Assistance Program, the Virginia Department of Social Services, the University of Virginia Health System and the Albemarle County Department of Social Services.	9.0	609,336	State or Federal Mandate	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Social Services	Adult Services	Provides for the cost of staff, operations, and customer assistance for the Adult Services programs within the Department of Social Services. These programs enable adults to remain in the least restrictive setting and function independently. Program provides long-term care services, preventive services, nursing and adult home screening and placement services, guardianship oversight, Companion Services and Adult Protective Services.	7.5	1,049,928	Essential Function of Local Government	
Social Services	Child Welfare Services	Provides for the cost of staff, operations, and customer assistance for the County's Child Welfare Services programs. These programs promote and support the development of healthy families and protect the County's children from abuse and neglect. These programs include Foster Care, Foster Care Prevention, Adoption , Independent Living services, Child Care services, and Child Protective Services. These programs also provide for direct and indirect assistance for the following Service Programs: Aid to Dependent Children-Foster Care, IV-E Non-Eligible Services, Adoption-Special Needs, State-Adoption Other Services, Adoption Subsidy, IV-E-Child Non Maintenance-Recurring, Adoption Incentive, Head Start, Transitional Day Care, ADC Day Care, Social Services Block Grant, Child Care Block Grant, Foster Care Prevention, Independent Living, Educational Training Vouchers, Safe & Stable Families.	29.0	4,146,866	State or Federal Mandate	
Social Services	Employment Services	Provides for the cost of staff, operations, and customer assistance for the Employment Services within the department. Provides employment education, training and support services to qualified TANF recipients through the VIEW program (Virginia Initiative for Employment not Welfare). This program provides for direct and indirect assistance for Employment Services Programs.	2.0	289,802	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Social Services	Family Support Program	Provides a pre-placement early intervention and prevention program based in ten Albemarle County elementary schools and three middle schools. Family Support staff provides case management services including assisting families with access to health, education, legal, housing and social services, improving the safety and security of their family members; helping families move toward self-sufficiency and ensuring parents and school staff work together for successful school performance outcomes. At the middle school level there is also an emphasis on improving school attendance and locating after-school enrichment opportunities that engage children in the 10-13 year age range.	9.0	660,592	Board Directive Discretionary	
Social Services	Bright Stars Program	This program is designed to increase the opportunities to learn for children and families by promoting family involvement and addressing risk factors that affect school performance. Funding is provided in the form of a grant through the Virginia Preschool Initiative, sponsored by the Virginia Department of Education and matched with local government funding. Support is also provided by the Albemarle County Schools which provide ongoing in-kind support, as well as for maintenance, utilities, and transportation.	5.0	1,129,496	Board Directive Discretionary	
Social Services	Comprehensive Services Act	CSA provides funding for the mandated population of children who are in the custody of ACDSS as a result of child abuse or neglect or other court action. It also pays for the mandated and non-mandated population not in the custody of ACDSS but served through the CPMT. Program provides comprehensive planning, interagency collaboration, and ongoing evaluation of services to ensure it is cost-effective and efficient. Program is funded from both local and state revenues.	0.0	2,375,000	State or Federal Mandate	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Voter Registrar and Elections	Voter Election and Registration	The department's duties include providing direct services to candidates for office and elected officials, auditing and reviewing campaign expenditure documents, assessing and collecting fines, cooperating with the Commonwealth's Attorney in matters of enforcement, maintaining a dual filing system for registered voters and required records and data, administering and overseeing federal, state, municipal, and local elections held in Albemarle County or its subdivisions and providing voter registration and education services, all in accordance with applicable local, state, and federal legal requirements.	4.5	578,835	State or Federal Mandate	
Agencies & Joint Operations						
Community Development Agencies & Joint Operations	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.	0.0	400,000	Board Directive Discretionary	
Community Development Agencies & Joint Operations	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.	0.0	7,880	Board Directive Discretionary	
Community Development Agencies & Joint Operations	Charlottesville Area Transit (CAT)	CAT provides bus service to urban residents of Albemarle County along Route 29 North, between Downtown Charlottesville and Pantops Shopping Center and along 5th Street Extended. Funding is recommended as requested and includes a grant match for night service on Route 5.	0.0	722,555	Board Directive Written Policy or Priority	
Community Development Agencies & Joint Operations	Monticello Area Community Action Agency (MACAA)	MACAA works with individuals, families, and the community, in a collective effort to eliminate the causes of poverty, to lessen the effects of poverty, and to promote progressive social change.	0.0	106,000	Board Directive Discretionary	
Community Development Agencies & Joint Operations	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.	0.0	34,500	Board Directive Discretionary	
Community Development Agencies & Joint Operations	Streamwatch	StreamWatch is a regional partnership that collects data and assesses stream conditions to assist watershed management efforts in the Rivanna Basin.	0.0	10,380	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Community Development Agencies & Joint Operations	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 data and mapping center, and to develop local and regional plans or strategies that will strengthen local governments' ability to serve their citizens.	0.0	118,972	Board Directive Written Policy or Priority	
Community Development Agencies & Joint Operations	TJ Soil and Water Conservation District	The Thomas Jefferson Soil and Water Conservation District 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.	1.0	99,375	Board Directive Discretionary	
Community Development Agencies & Joint Operations	Virginia Cooperative Extension Service	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.	0.0	196,311	Board Directive Discretionary	
Human Services Agencies & Joint Operations	AIDS/HIV Services Group (ASG)	The mission of ASG is to provide comprehensive support services to people with HIV/AIDS, to prevent the spread of HIV through targeted outreach programs in high-risk populations, and to develop community awareness to promote a proactive and compassionate response to the epidemic.	0.0	3,600	Board Directive Discretionary	
Human Services Agencies & Joint Operations	ARC Infant Development	This program provides home visiting services that educate families about children's learning and healthy development, effective and positive parenting, and maintaining positive health through preventive health care.	0.0	8,500	Board Directive Discretionary	
Human Services Agencies & Joint Operations	Blue Ridge Medical Center - Latino Lay Health Promoter Program	This program targets low-income and uninsured Spanish-speaking residents of Albemarle County, who are assisted by trained leaders within the Latino community to access primary and preventive health care and to address other social issues.	0.0	3,900	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Human Services Agencies & Joint Operations	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.	0.0	12,400	Board Directive Discretionary	
Human Services Agencies & Joint Operations	Charlottesville Albemarle Health District	The Health District 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.	0.0	561,771	State or Federal Mandate	
Human Services Agencies & Joint Operations	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.	0.0	113,000	Board Directive Discretionary	
Human Services Agencies & Joint Operations	Children Youth & Family Services (CYFS)	CYFS 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.	0.0	73,500	Board Directive Discretionary	
Human Services Agencies & Joint Operations	Commission on Children & Families (CCF)	CCF is responsible for planning, coordinating, monitoring, and evaluating a community-wide system of children and family agencies. Its goal is to improve services to children, youth, and families, to be accountable for the efficient use of resources, and to be responsive to the changing needs of the community.	0.0	62,032	Board Directive Discretionary	
Human Services Agencies & Joint Operations	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.	0.0	13,100	Board Directive Discretionary	
Human Services Agencies & Joint Operations	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.	0.0	302,796	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Human Services Agencies & Joint Operations	Jefferson Area CHIP	The mission of Jefferson Area CHIP is to improve the health of children under age 7, from low-income families, as an investment in the well-being of children and our community.	0.0	301,500	Board Directive Discretionary	
Human Services Agencies & Joint Operations	JAUNT	JAUNT provides demand-response and fixed-route transportation in the urban ring and rural areas of Albemarle County, including services to the elderly and disabled, and rural to urban commuter work runs.	0.0	1,014,976	Board Directive Discretionary	
Human Services Agencies & Joint Operations	Legal Aid Justice Center	Legal Aid offers full representation in traditional poverty law areas, including housing, consumer protection, employment, education, and public benefits.	0.0	36,200	Board Directive Discretionary	
Human Services Agencies & Joint Operations	Madison House	Madison House is a student-run, non-profit organization that serves as the coordinating agency for University of Virginia students interested in volunteer community service.	0.0	9,900	Board Directive Discretionary	
Human Services Agencies & Joint Operations	Music Resource Center	The mission of this agency is to educate and inspire urban youth and, through music, equip them with life skills for the future. Goals include: providing healthy alternatives to risky behaviors, helping students learn to conduct themselves according to a reasonable code of conduct, modeling positive relationship skills and working collaboratively with area community members and leaders.	0.0	4,300	Board Directive Discretionary	
Human Services Agencies & Joint Operations	Piedmont Court Appointment 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 interest of these children, promoting and supporting safe, permanent and nurturing homes for child victims.	0.0	9,000	Board Directive Discretionary	
Human Services Agencies & Joint Operations	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.	0.0	22,750	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Human Services Agencies & Joint Operations	Piedmont Workforce Network	The goal of the Piedmont Workforce Network 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.	0.0	13,800	Board Directive Discretionary	
Human Services Agencies & Joint Operations	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. Funding is calculated based on an agreed upon methodology that considers the percent of the total services provided to each locality and the locality population as a percent of total population.	0.0	644,648	State or Federal Mandate	
Human Services Agencies & Joint Operations	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.	0.0	20,000	Board Directive Discretionary	
Human Services Agencies & Joint Operations	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. Shelter for Help in Emergency Outreach is a fully-accredited agency providing crisis intervention, accompaniment, counseling, support groups, information/referrals, professional training and community education for women, children and men.	0.0	84,500	Board Directive Discretionary	
Human Services Agencies & Joint Operations	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.	0.0	1,000,000	Board Directive Written Policy or Priority	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Human Services Agencies & Joint Operations	United Way-TJ Area	United Way's Child Care Scholarships provide financial assistance for low income working families to help pay the cost of child care. The Information & Referral program provides free, confidential assistance in navigating local programs and services, connecting residents in need to services.	0.0	117,100	Board Directive Discretionary	
Judicial Agencies & Joint Operations	Circuit Court	The Circuit Court is the court of record for Albemarle County and the trial court with the broadest powers, and is 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.	1.0	121,348	State or Federal Mandate	
Judicial Agencies & Joint Operations	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.	0.0	23,955	State or Federal Mandate	
Judicial Agencies & Joint Operations	Juvenile & Domestic Relations (J&DR) Court	The City of Charlottesville and Albemarle County share a single J & DR Court and pay supplementary support costs for the Court. The Juvenile and Domestic Relations 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.	0.0	111,522	State or Federal Mandate	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Judicial Agencies & Joint Operations	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, as well as determining bail, and commitments to and releases from jail. The Magistrate's Office serves both the City and the County.	0.0	4,375	State or Federal Mandate	
Parks, Recreation & Culture Agencies & Joint Operations	Ash Lawn Opera Festival	Formerly held at Ash Lawn-Highland and now at the Paramount Theater, Ash Lawn Opera hosts a Summer Opera Festival and other musical and dramatic presentations. It also sponsors several educational programs for area children.	0.0	3,800	Board Directive Discretionary	
Parks, Recreation & Culture Agencies & Joint Operations	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 by contract on 30% of the prior year's transient occupancy tax receipts.	0.0	626,871	Board Directive Written Policy or Priority	
Parks, Recreation & Culture Agencies & Joint Operations	Jefferson Madison Regional Library	The Jefferson Madison Regional Library provides public library services to the residents of the City of Charlottesville and the Counties of Albemarle, Greene, Louisa, and Nelson.	0.0	3,258,054	Board Directive Written Policy or Priority	
Parks, Recreation & Culture Agencies & Joint Operations	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.	0.0	25,287	Board Directive Discretionary	
Parks, Recreation & Culture Agencies & Joint Operations	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.	0.0	8,300	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Parks, Recreation & Culture Agencies & Joint Operations	Piedmont Council of the Arts	Piedmont Council of the Arts is a non-profit organization established to promote, coordinate, and advocate the arts and art events for residents and visitors. Its primary function is to create and support a cultural climate where arts organizations and artists are considered an integral part of the community. Funding includes an anticipated \$2,500 Local Challenge Grant from the Virginia Commission for the Arts and the required local match.	0.0	5,000	Board Directive Discretionary	
Parks, Recreation & Culture Agencies & Joint Operations	Virginia Discovery Museum	The Virginia Discovery Museum is a hands-on, participatory museum for children and families in the Charlottesville-Albemarle area. The museum conducts regular tours for school-age children, offers classes every Saturday morning, and presents special exhibits and workshops for children throughout the year. Funding includes an anticipated \$2,500 Local Challenge Grant from the Virginia Commission for the Arts and the required local match.	0.0	5,000	Board Directive Discretionary	
Public Safety Agencies & Joint Operations	Albemarle Charlottesville Regional Jail (ACRJ)	The ACRJ provides jail services to Albemarle County, Nelson County, and the City of Charlottesville, on a contractual basis.	0.0	3,617,064	State or Federal Mandate	
Public Safety Agencies & Joint Operations	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 for the temporary care and supervision of juvenile offenders detained or sentenced by order of the Courts for these localities.	0.0	777,349	State or Federal Mandate	
Public Safety Agencies & Joint Operations	Charlottesville-Albemarle Society for the Prevention of Cruelty to Animals (SPCA)	The 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 SPCA to provide a County animal shelter, which is a mandated County function. Funding is based on the established funding formula between Albemarle County and the SPCA.	0.0	513,085	State or Federal Mandate	
Public Safety Agencies & Joint Operations	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 County.	0.0	887,920	Board Directive Written Policy or Priority	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Public Safety Agencies & Joint Operations	Community Attention Home	Community Attention operates a 24-hour coed residential treatment home, specialized family group homes, and a community supervision program that provides outreach counseling services. All programs provide care and treatment to troubled youth, ages 12 to 18.	0.0	60,149	Board Directive Discretionary	
Public Safety Agencies & Joint Operations	Emergency Communication 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.	0.0	2,197,797	State or Federal Mandate	
Public Safety Agencies & Joint Operations	Foothills Child Advocacy Center	Foothills is a non-profit, accredited agency designed to reduce the trauma and advance the recovery of child maltreatment victims.	0.0	29,500	Board Directive Discretionary	
Public Safety Agencies & Joint Operations	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.	0.0	23,786	State or Federal Mandate	
Public Safety Agencies & Joint Operations	Thomas Jefferson Emergency Medical Services (TJEMS)	The TJEMS Council is an independent non-profit agency responsible for the development and implementation of a comprehensive emergency medical services system for Planning District 10.	0.0	19,257	Board Directive Written Policy or Priority	
Public Safety Agencies & Joint Operations	OAR/Jefferson Area Community Corrections Local Probation	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.	0.0	156,936	Board Directive Discretionary	
Public Safety Agencies & Joint Operations	Virginia Juvenile Community Crime Control Act (VJCCCA)	VJCCCA funds support youth development, prevention and intervention services.	0.0	52,231	Board Directive Discretionary	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Public Safety Agencies & Joint Operations	Volunteer Fire/Rescue Services	The County provides a budget allocation to each volunteer fire and rescue department to offset their annual operating costs. In addition, the County also provides funding for the volunteer's property, liability, and accident/sickness insurance premiums, turnout gear, flares, and foam.	0.0	1,839,092	Essential Function of Local Government	
Public Safety Agencies & Joint Operations	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 active fire/rescue volunteer. An additional voucher is also issued to eligible volunteers to pay for the County vehicle license tax.	0.0	65,000	Board Directive Written Policy or Priority	
Public Works Agencies & Joint Operations	Rivanna Solid Waste Authority	The RSWA contribution is for an agreement with RSWA for operations that are not self-supporting. This includes the McIntire Recycling Center and household hazardous waste.	0.0	350,000	Board Directive Written Policy or Priority	
Non-departmental						
Non-departmental	Reserve for Contingencies	Contingency funds are set aside to provide funds for unanticipated priority needs and potential revenue shortfalls.	0.0	271,396	Board Directive Discretionary	
Non-departmental	Early Retirement Funding	This provides funding for current Voluntary Early Retirement Incentive Program (VERIP) recipients as well as projected new recipients.	0.0	691,385	Board Directive Written Policy or Priority	
Non-departmental	Economic Development Fund	In 2006, the Board of Supervisors established the Economic Development Opportunities Fund. This fund is to be used to match economic development grant programs at the state and federal level that help create jobs and expand capital investment in Albemarle County.	0.0	250,000	Board Directive Discretionary	
Non-departmental	Line of Duty Administration	Funding is to cover projected administrative costs including the potential costs of cases currently active with the state if the County makes a determination to join the VRS or VACO pool, or self-insure. Additional funding is included in Public Safety department budgets.	0.0	78,460	State or Federal Mandate	
Non-departmental	Performance-based Recognition Pool	The Performance-based Recognition pool provides one-time funding to recognize high-performing staff.	0.0	150,000	Board Directive Written Policy or Priority	
Non-departmental	Police and Fire Recruitment Initiatives	Funding is set aside to address recruitment and retention initiatives for the Police and Fire/Rescue departments.	0.0	125,000	Board Directive Written Policy or Priority	

Department	Program	Program/Service Description	FY13 ADOPT Funded FTE	FY13 ADOPT Budget	Category	Notes
Non-departmental	Refunds	Funding is appropriated each year to pay refunds owed by the County.	0.0	163,500	Essential Function of Local Government	
Non-departmental	Revenue Sharing with the City of Charlottesville	This payment to the City of Charlottesville is in fulfillment of the revenue sharing agreement provisions. This payment is at the agreed-upon cap of a 10 cents tax rate per \$100 of the total assessed property values based on the 2009 calendar year.	0.0	17,520,948	Board Directive Written Policy or Priority	
Non-departmental	Salary Contingency Reserve	The Salary Reserve provides for general salary reclassifications that occur throughout the fiscal year. Generally, this reserve allows for both individual reclassifications and department-wide reclassifications.	0.0	74,250	Board Directive Discretionary	
Non-departmental	Training Pool	Funding is set aside to address the Board's strategic direction of supporting an evolving workforce and to increase training opportunities for employees.	0.0	83,807	Board Directive Written Policy or Priority	



CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

Note: This section provides an overview of the detailed Capital Improvement Program Budget Manual.

FY 2012/13 ADOPTED Capital Improvement Program: FY 2012/13- 2016/17 Capital Improvement Plan (CIP) & FY 2017/18 - 2021/22 Capital Needs Assessment (CNA)

The Capital Improvement Plan (CIP) and the Capital Needs Assessment (CNA) - collectively referred to as the **Capital Improvement Program** - represent 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.

The initial five-year period of the program is called the **Capital Improvement Plan (CIP)**. 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 as prioritized by the various review committees in accordance with the Board's guiding principles (see CIP Process in the CIP Budget Manual).

The second five-year period of the Capital Improvement Program (i.e. years six through ten) is called the **Capital Needs Assessment (CNA)** 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.

In developing its Capital Improvement Program, the County strictly 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.

Project Descriptions

A **capital project** is a planned expense for a facility or physical item requiring a minimum expenditure of \$20,000 by the County, 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 are planned in the CIP, but 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.)

Capital Improvement Program Summary FY 2012/13 – 2021/22

This year's Capital Program represents the first year of the County's two-year review cycle, which means that new projects were considered, long-range ten-year capital needs was developed, and currently adopted projects were updated. Eighty-five requests were received, totaling \$379 million over the ten-year program. Although this is the first year of the planning cycle, revenues did not support a significant increase in new projects. This has resulted in essentially four years of an amendment-type Capital Improvement Program consisting primarily of maintenance/replacements, mandates, and obligations projects.

Capital Improvement Plan (CIP) FY 12/13– FY 16/17

CIP Revenues

The revenues supporting the adopted FY 12/13 – FY 16/17 CIP include: general fund transfer, prior year general fund balance, interest, fire company repayments, tourism, courthouse maintenance fees, City contributions for joint projects, regional partnerships, grants, and loan proceeds. The general fund transfer reflects the equalized tax-rate with the equivalent of a ½ cent on the tax rate dedicated to the Capital Budget.

The Adopted revenue budget for the FY 12/13 – FY 16/17 CIP is \$80.4 million which is an increase from the recommended budget of \$79.8 million. The Board of Supervisors allocated, based on the standard general fund transfer formula, a total of \$568,812 over the five-years from the Reserve for Board Decision to the capital and debt.

CIP Expenditures

The Adopted FY 12/13 – FY 16/17 CIP includes School Division, General Government and Stormwater capital projects. While the CIP continues to primarily focus on maintenance/replacement projects, mandated projects, and obligations, a few new projects are funded this year, including the construction of the Crozet Library, the provision of Emergency Medical Services (EMS) service at Pantops, and a Fire/Rescue apparatus for the Ivy Fire station.

The Adopted expenditure budget for the FY 12/13 – FY 16/17 CIP is \$80.4 million which is an increase from the recommended budget of \$79.8 million. The Board of Supervisors added \$586,812 in unallocated budgeted project contingency over the five-year period. An unbudgeted project reserve remains available to be budgeted for future watch-list items and for transportation revenue sharing program opportunities for total available CIP funds of \$83.3 million.

The list below represents changes to certain project requests that were received during the FY 12/13 capital budget review process:

- **Fire & Rescue Apparatus Replacement**-Adopted as recommended: reflects the requested funding for FY 12/13 and FY 13/14 but is leveled at \$2.0 million per year thereafter, until such time as a more formal evaluation of replacement criteria and rotation policy is provided.
- **Storage Lease**-Adopted as recommended: Both the General Government and School requests reflect funding for FY 12/13 and FY 13/14 only pending a review of the storage options by staff to be completed over the next year.
- **County E911 Road Sign Upgrade**-Adopted as recommended: funds the request in full but adjusts the timing of the funding to occur in one year versus multiple years.
- **School Bus Replacement**:-Adopted as recommended: This request was not included pending resolution of the revenue source. School Bus replacements are deemed appropriate to be classified as capital expenses; however, the CIP Review committees acknowledged that school buses have historically been considered and treated as an operational expense of the schools.
- **Stormwater TMDL Maintenance Study**-Adopted as recommended: The recommended funding is for a study. The project impacts have been added to a watch-list.
- **Window Replacements (McIntire County Office Building)** -Adopted as recommended: Delayed from the CIP recommendation pending a cost/benefit analysis. This item has also been identified as a watch-list item.
- **Project Reserve**-Adopted as recommended: Recommendation of the Oversight Committee to assist in addressing pending watch-list items and transportation revenue sharing program opportunities. The amount is unbudgeted and based on available funding and does not include the \$2.0 million Capital Program reserve. The watch-list items include:
 - **Window Replacements** for the McIntire County Office Building at McIntire pending cost/benefit analysis.
 - **School Division projects**: The School Division submitted maintenance only requests and are currently engaged in a detailed review of facility needs and potential redistricting and will likely submit new capital project requests next year. Requests are estimated to be in the range of \$40 to \$50 million.
 - **Stormwater-related Total Maximum Daily Load (TMDL) mandate**: Project impacts are currently unknown.
 - **Potential devolution of roads by VDOT**: While no decisions regarding devolution have been made to date, there are indications that this is under serious consideration by the State.
 - **Courts Planning**: A study is funded and underway to evaluate the long-term Court facility needs of the County. The results of the study will be a recommendation to either build out and renovate the downtown Charlottesville spaces or potentially relocate the facilities to a campus concept in the county. Estimated costs for long-term Court facility needs could range \$40 million to \$60 million within the next five – ten years.
- **Project Management Fee**-Adopted as recommended: A change in the manner that project management fees are budgeted is under review and is planned to be included in the final the FY 12/13 budget.

CIP Debt

As a part of the FY 12/13 capital budget process, project borrowing increased from \$13.2 million to \$14.3 million which is attributed to:

- Debt service associated with VPSA 94A issuance retired in FY 11/12;
- Refunding of past issuances with the Fall 2011 joint issuance of School and General government projects totaling \$36.3 million;
- Projects currently planned for borrowing that were not included in the Fall 2011 issuance remain the same amount, totaling \$1.85 million: (a) Crozet Library totaling \$1.60 million and (b) Ivy Fire Station totaling \$0.25 million;
- Fall 2011 VPSA Qualified School Construction Bond Program (QSCB) Issuance in the amount of \$2 million for Greer Elementary School Renovation Phase II project; and
- Debt Service associated with the recent Department of Environmental Quality (DEQ) debt issuance (\$400 Thousand) is reflected; and

The FY 12/13 process reflects the following for the issuance schedule, terms, and rates:

- Debt Service issuances are scheduled every other year;
- Technology purchases are amortized on a seven-year basis, and major equipment purchases, such as heavy fire apparatus, are amortized on a ten-year basis;
- Debt Service associated with FY 13/14 and FY 15/16 issuances, amortized on a seven-year basis, is reflected at a projected interest rate of 3.5%; issuances amortized on a ten-year basis are reflected at a projected interest rate of 4.5%; and issuances amortized on a twenty-year basis are reflected at a projected interest rate of 5.0%;
- All future bond issues beyond FY 13/14 will be reflected at an assumed interest rate of 5.0%;

Adopted Capital Needs Assessment (CNA) FY 17/18 – FY 21/22

The FY 12/13 Adopted CNA reflects the County's anticipated future needs and includes (a) projects as requested from Departments and Agencies for FY 17/18 – FY 21/22 and (b) whole or partial requests delayed beyond the five-year CIP.

CIP Revenues

The economic picture beyond the fifth year of the CIP is far less clear. Revenue projections beyond the five-year CIP window are rough estimates based on trends and are subject to the volatility and uncertainties of the national, state and local economies. Accordingly, specific assumptions or the development of a detailed CNA would be of limited value at this time and are not summarized in the same manner as the CIP (FY 12/13-16/17). Please refer to the Capital Improvement Program Budget Manual for project information.

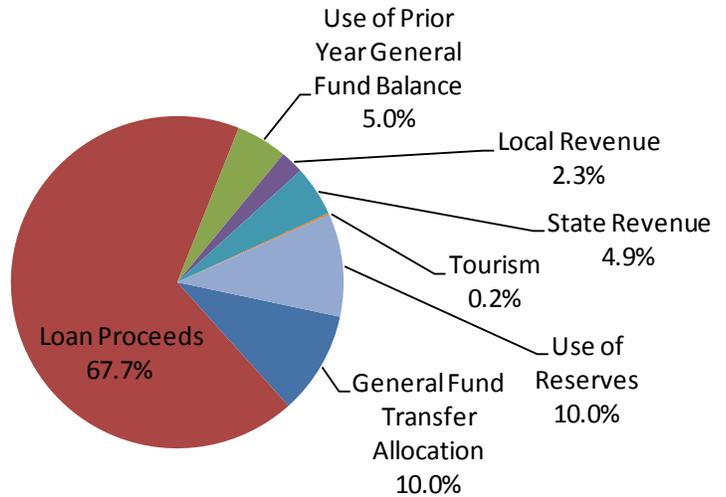
CIP Expenditures

A summary of the project requests is included later in this section.

FY 12/13- FY 16/17 ADOPTED Capital Improvement Plan (CIP)

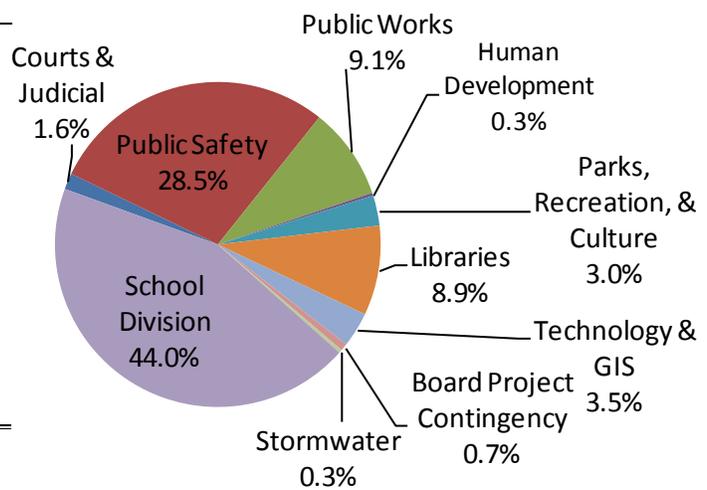
FY 12/13- 16/17 Revenues
\$80,412,935

CIP Revenues	FY 13-17
General Fund Transfer Allocation	\$ 8,057,043
Loan Proceeds	\$ 54,419,322
Use of Prior Year Fund Balance	\$ 4,000,000
Local Revenue	\$ 1,824,182
State Revenue	\$ 3,930,000
Tourism	\$ 150,000
Use of Reserves	\$ 8,032,390
Total CIP Revenues	\$ 80,412,935



FY 12/13- 16/17 Expenditures
\$80,412,935

CIP Expenditures	FY 13-17
Courts & Judicial	\$ 1,293,074
Public Safety	\$ 22,953,165
Public Works	\$ 7,353,772
Human Development	\$ 235,024
Parks, Recreation, & Culture	\$ 2,401,120
Libraries	\$ 7,184,599
Technology & GIS	\$ 2,785,291
Board Project Contingency	\$ 586,812
Stormwater	\$ 259,570
School Division	\$ 35,360,508
Total CIP Expenditures	\$ 80,412,935



FY 12/13 - FY 16/17 ADOPTED CIP SUMMARY

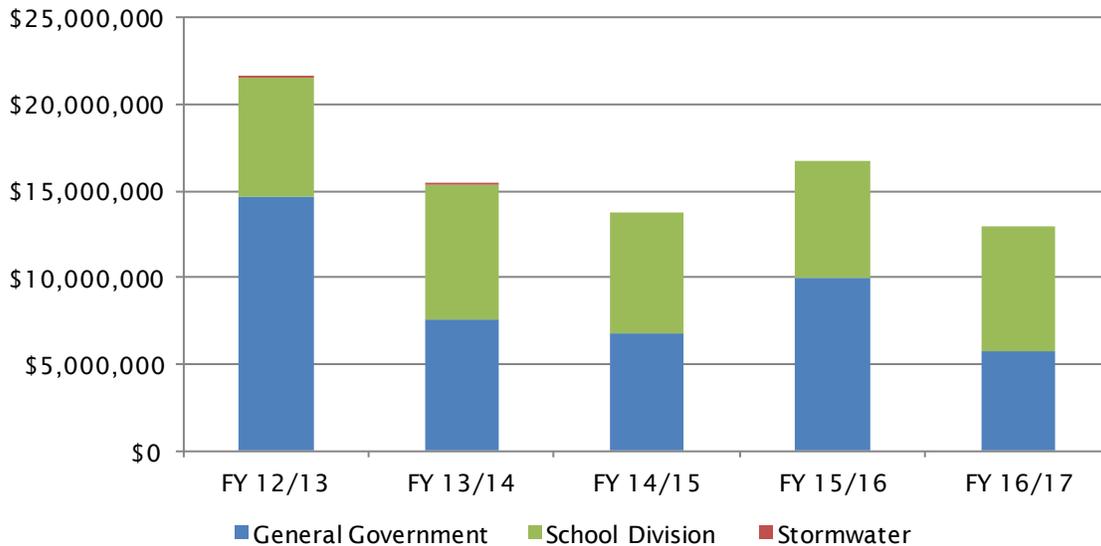
(\$ Rounded to Nearest Dollar)

	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17 TOTAL
REVENUES						
General Fund Allocation	\$ 3,047,393	\$ 2,825,061	\$ 242,144	\$ 1,517,332	\$ 425,113	\$ 8,057,043
Use of Prior Year General Fund Balance	500,000	500,000	1,000,000	1,000,000	1,000,000	4,000,000
Local	1,430,213	81,840	69,665	161,029	81,435	1,824,182
State	786,000	786,000	786,000	786,000	786,000	3,930,000
Tourism	30,000	30,000	30,000	30,000	30,000	150,000
Proffers**	-	-	-	-	-	-
Loan Proceeds	14,287,233	10,508,794	8,822,202	12,207,281	8,593,812	54,419,322
Use of Reserves	1,543,642	708,008	2,781,751	971,498	2,027,491	8,032,390
TOTAL REVENUES	\$ 21,624,481	\$ 15,439,703	\$ 13,731,762	\$ 16,673,140	\$ 12,943,851	\$ 80,412,937
EXPENDITURES						
General Government	\$ 14,720,889	\$ 7,534,856	\$ 6,750,042	\$ 10,023,310	\$ 5,763,760	\$ 44,792,857
Stormwater	128,945	130,625	-	-	-	259,570
School Division	6,774,647	7,774,220	6,981,720	6,649,830	7,180,091	35,360,508
TOTAL EXPENDITURES	\$ 21,624,481	\$ 15,439,701	\$ 13,731,762	\$ 16,673,140	\$ 12,943,851	\$ 80,412,935
CUMULATIVE OPERATING BUDGET IMPACT*						
General Government	\$ -	\$ 212,654	\$ 249,782	\$ 266,493	\$ 277,150	\$ 1,006,079
Stormwater	-	-	-	-	-	-
School Division	-	-	-	-	-	-
TOTAL OPERATING BUDGET IMPACT	\$ -	\$ 212,654	\$ 249,782	\$ 266,493	\$ 277,150	\$ 1,006,079

*FY 12/13 Operating impacts are reflected in the respective functional area; FY 13/14 - FY 16/17 reflect the request submitted.
 ** Proffers will be incorporated as specific eligible projects are identified.

FY 12/13 - FY 16/17 ADOPTED EXPENDITURES

(\$ Rounded to Nearest Dollar)



FY 12/13 – FY 16/17 Adopted General Government CIP Summary

(\$ Rounded to Nearest Dollar)

	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17 TOTAL
REVENUES						
General Fund Allocation	\$ 1,748,767	\$ 1,410,862	\$ 132,260	\$ 760,670	\$ 199,725	\$ 4,252,284
Use of Prior Year General Fund Balance	286,929	276,372	546,204	501,321	469,817	2,080,643
Interest (Local)	10,000	10,000	10,000	10,000	10,000	50,000
Fire Company Repayments (Local)	12,184	12,184	12,184	12,184	12,185	60,921
Courthouse Maintenance (Local)	42,870	44,156	45,481	46,845	48,250	227,602
Joint City Projects (Local)	576,711	13,500	-	90,000	9,000	689,211
Partnerships (Local)	786,448	-	-	-	-	786,448
Proffers**	-	-	-	-	-	-
Tourism	30,000	30,000	30,000	30,000	30,000	150,000
Borrowed Funds:						
Burley-Lane Field Poles Lighting	-	-	-	518,370	-	518,370
County 800Mhz Radio Replacements	-	609,272	625,615	601,166	608,998	2,445,051
County E911 Road Sign Upgrade	-	-	-	554,165	-	554,165
County Facilities Maint./Repl.	-	-	238,822	150,489	172,898	562,209
County Server Infrastructure Upgrade	405,000	421,200	433,350	449,550	461,700	2,170,800
Crozet Library	6,558,500	-	-	-	-	6,558,500
ECC Emergency Telephone System	556,760	-	-	-	-	556,760
Fire-Rescue Apparatus Replacement-County	283,500	1,435,455	400,000	165,000	-	2,283,955
Fire-Rescue Apparatus Replacement-Volunteer	875,500	2,468,140	1,600,000	1,835,000	2,000,000	8,778,640
Fire-Rescue Apparatus-Ivy Station 14	870,670	-	-	-	-	870,670
Fire-Rescue Airpacks	-	-	-	2,711,211	-	2,711,211
Fire-Rescue Lifepacks	402,980	-	-	-	-	402,980
Fire-Rescue Mobile Data Computers-Replacement	-	-	-	71,825	-	71,825
Firearms Range	424,520	-	-	-	-	424,520
PBX Replacement	-	-	500,000	-	-	500,000
Police Mobile Data Computers	-	-	128,400	566,100	324,900	1,019,400
Police Patrol Video Cameras	132,930	138,247	142,235	161,605	151,540	726,557
Use of Reserves	<u>716,620</u>	<u>665,468</u>	<u>1,905,491</u>	<u>787,809</u>	<u>1,264,747</u>	<u>5,340,135</u>
TOTAL REVENUES	\$ 14,720,889	\$ 7,534,856	\$ 6,750,042	\$ 10,023,310	\$ 5,763,760	\$ 44,792,857
EXPENDITURES						
Courts & Judicial	\$ 279,544	\$ 231,862	\$ 493,517	\$ 129,454	\$ 158,697	\$ 1,293,074
Public Safety	5,279,052	5,039,735	3,026,582	6,383,513	3,224,283	22,953,165
Public Works	1,296,158	1,105,903	1,700,052	1,868,043	1,383,616	7,353,772
Human Development	-	28,215	-	187,999	18,810	235,024
Parks, Recreation, & Culture	329,068	387,653	436,591	867,783	380,025	2,401,120
Libraries	7,001,724	182,875	-	-	-	7,184,599
Technology & GIS	417,782	440,154	975,351	469,527	482,477	2,785,291
Board Project Contingency	<u>117,561</u>	<u>118,459</u>	<u>117,949</u>	<u>116,991</u>	<u>115,852</u>	<u>586,812</u>
TOTAL EXPENDITURES	\$ 14,720,889	\$ 7,534,856	\$ 6,750,042	\$ 10,023,310	\$ 5,763,760	\$ 44,792,857
CUMULATIVE OPERATING BUDGET IMPACT*						
Public Safety	\$ -	\$ 485,998	\$ 601,532	\$ 630,772	\$ 660,250	\$ 2,378,552
Public Works	-	-	-	6,338	6,560	12,898
Libraries	<u>\$ -</u>	<u>\$ 93,000</u>	<u>\$ 99,825</u>	<u>\$ 107,880</u>	<u>\$ 113,460</u>	<u>414,165</u>
TOTAL OPERATING BUDGET IMPACT	-	578,998	701,357	744,990	780,270	2,805,615
Additional FTE's	0.00	0.00	0.00	0.00	0.00	0.00

*FY 12/13 Operating impacts are reflected in the respective functional area; FY 13/14 – FY 16/17 reflect the request submitted.

** Proffers will be incorporated as specific eligible projects are identified.

FY 12/13 – FY 16/17 Adopted School CIP Summary

(\$ Rounded to Nearest Dollar)

	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17 TOTAL
REVENUES						
General Fund Allocation	\$ 1,245,071	\$ 1,339,360	\$ 109,884	\$ 756,662	\$ 225,388	\$ 3,676,365
Use of Prior Year General Fund Balance	\$ 204,284	\$ 210,382	\$ 453,796	\$ 498,679	\$ 530,183	1,897,324
Interest (Local)	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	10,000
Technology Grant (State)	\$ 786,000	\$ 786,000	\$ 786,000	\$ 786,000	\$ 786,000	3,930,000
Proffers**	\$ -	\$ -	\$ -	\$ -	\$ -	-
Borrowed Funds:						
Local Area Network Upgrade	\$ -	\$ 500,000	\$ -	\$ -	\$ -	500,000
School Maintenance/Replacement	\$ 3,776,873	\$ 4,518,480	\$ 4,753,780	\$ 4,422,800	\$ 4,873,776	22,345,709
Wide Area Network Upgrade	\$ -	\$ 418,000	\$ -	\$ -	\$ -	418,000
Use of Reserves	\$ 760,419	\$ -	\$ 876,260	\$ 183,689	\$ 762,744	2,583,112
TOTAL REVENUES	\$ 6,774,647	\$ 7,774,222	\$ 6,981,720	\$ 6,649,830	\$ 7,180,091	\$ 35,360,510
EXPENDITURES						
School Projects	\$ 6,774,647	\$ 7,774,220	\$ 6,981,720	\$ 6,649,830	\$ 7,180,091	\$ 35,360,508
TOTAL EXPENDITURES	\$ 6,774,647	\$ 7,774,220	\$ 6,981,720	\$ 6,649,830	\$ 7,180,091	\$ 35,360,508
CUMULATIVE OPERATING BUDGET IMPACT*						
TOTAL SCHOOL OPERATING IMPACT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additional FTE's	0.00	0.00	0.00	0.00	0.00	0.00

*FY 12/13 Operating impacts are reflected in the respective functional area; FY 13/14 – FY 16/17 reflect the request submitted.
 ** Proffers will be incorporated as specific eligible projects are identified.

FY 12/13 – FY 16/17 Adopted Stormwater CIP Summary

(\$ Rounded to Nearest Dollar)

	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17 TOTAL
REVENUES						
General Fund Allocation	\$ 53,555	\$ 74,839	\$ -	\$ -	\$ -	\$ 128,394
Use of Prior Year General Fund Balance	8,787	13,246	-	-	-	22,033
Use of Reserve	66,603	42,540	-	-	-	109,143
TOTAL REVENUES	\$ 128,945	\$ 130,625	\$ -	\$ -	\$ -	\$ 259,570
EXPENDITURES						
Stormwater Projects	\$ 128,945	\$ 130,625	\$ -	\$ -	\$ -	\$ 259,570
TOTAL EXPENDITURES	\$ 128,945	\$ 130,625	\$ -	\$ -	\$ -	\$ 259,570
CUMULATIVE OPERATING BUDGET IMPACT*						
TOTAL SCHOOL OPERATING IMPACT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additional FTE's	0.00	0.00	0.00	0.00	0.00	0.00

* FY 12/13 Operating impacts are reflected in the respective functional area; FY 13/14 – FY 16/17 reflect the request submitted.

FY 12/13 – FY 16/17 Adopted CIP Summary of Projects

(\$ Rounded to Nearest Dollar)

Description/Project	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17
01 Administration						
A. Finance Security Surveillance System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. Voting Machine Replacement	-	-	-	-	-	-
Subtotal, Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
02 Courts & Judicial						
A. Court Square Maintenance/Replacement	\$ 241,851	\$ 162,328	\$ 450,474	\$ 86,434	\$ 109,728	\$ 1,050,815
B. J & DR Court Maintenance/Replacement	-	29,260	-	-	-	29,260
C. Old Jail Facilities Maintenance	19,125	19,374	20,053	20,042	20,754	99,348
D. Old Jail Restoration	-	-	-	-	-	-
E. Sheriffs Office Maintenance/Replacement	18,568	20,900	22,990	22,978	28,215	113,651
Subtotal, Courts & Judicial	\$ 279,544	\$ 231,862	\$ 493,517	\$ 129,454	\$ 158,697	\$ 1,293,074
03 Public Safety						
A. Albemarle County Animal Shelter Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. ECC Emergency Telephone System	1,385,602	-	-	-	-	1,385,602
C. ECC Regional 800Mhz Communication System	-	-	-	-	-	-
D. Fire-Rescue Apparatus Replacement-County	292,448	1,500,050	418,000	172,332	-	2,382,830
E. Fire-Rescue Apparatus Replacement-Volunteer	903,132	2,579,206	1,672,000	1,916,545	2,090,000	9,160,883
F. Fire-Rescue Apparatus-Ivy Station 14	898,150	-	-	-	-	898,150
G. Fire-Rescue Airpacks	-	-	-	2,831,694	-	2,831,694
H. Fire-Rescue Cascade Systems	-	-	-	-	-	-
I. Fire-Rescue Lifepacks	415,698	-	-	-	-	415,698
J. Fire-Rescue Mobile Data Computers Replacement	-	-	-	75,017	-	75,017
K. Fire-Rescue Mobile Data Computers-New	-	-	-	-	-	-
L. Fire-Rescue Records Technology	-	-	-	-	-	-
M. Fire-Rescue Wellness Fitness Equipment	-	-	-	-	-	-
N. Pantops Station 13	-	-	-	-	-	-
O. Pantops EMS	71,817	-	-	-	-	71,817
P. Seminole Trail VFD CARS Building Replacement	-	-	-	-	-	-
Q. Public Safety Training Facility	-	-	-	-	-	-
R. Public Safety Training Academy	-	-	-	-	-	-
S. Firearms Range	1,007,213	-	-	-	-	1,007,213
T. County 800Mhz Radio Replacements	44,080	636,689	653,768	627,881	636,403	2,598,821
U. Police Evidence and Specialty Vehicle Storage	-	-	-	-	-	-
V. Police Forensic Unit Upgrade	-	-	-	-	-	-
W. Police Mobile Data Computers	123,787	179,322	134,178	591,257	339,521	1,368,065
X. Police Patrol Video Cameras	137,125	144,468	148,636	168,787	158,359	757,375
Subtotal, Public Safety	\$ 5,279,052	\$ 5,039,735	\$ 3,026,582	\$ 6,383,513	\$ 3,224,283	\$ 22,953,165
04 Public Works						
A. City-County Co-Owned Maintenance/Replacement	\$ 75,304	\$ -	\$ 40,876	\$ -	\$ -	\$ 116,180
B. COB McIntire Window Replacement	-	-	-	-	-	-
C. COB Security Enhancements	-	-	-	-	-	-
D. County E911 Road Sign Upgrade	-	-	-	578,791	-	578,791
E. County Facilities Maintenance/Replacement	506,452	378,002	998,275	628,707	722,715	3,234,151
F. Ivy Landfill Remediation	539,507	546,535	546,535	546,241	546,535	2,725,353
G. Moores Creek Septage Receiving	112,895	114,366	114,366	114,304	114,366	570,297
H. Old Crozet School Restoration	-	-	-	-	-	-
I. Storage Facility Lease-General Government	62,000	67,000	-	-	-	129,000
Subtotal, Public Works	\$ 1,296,158	\$ 1,105,903	\$ 1,700,052	\$ 1,868,043	\$ 1,383,616	\$ 7,353,772

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FY 12/13 – FY 16/17 Adopted CIP Summary of Projects
 (\$ Rounded to Nearest Dollar)

Description/Project	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17
05 Community/Neighborhood Development						
A. Neighborhood Plan Implementation Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. Sidewalk Construction Program	-	-	-	-	-	-
C. Transportation Projects and Revenue Sharing	-	-	-	-	-	-
Subtotal, Community/Neighborhood Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
06 Human Development						
A. DSS Document Management System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. Health Department Maintenance/Replacement	-	28,215	-	187,999	18,810	235,024
C. PVCC Student Center Facility	-	-	-	-	-	-
D. PVCC Workforce Center	-	-	-	-	-	-
Subtotal, Human Development	\$ -	\$ 28,215	\$ -	\$ 187,999	\$ 18,810	\$ 235,024
07 Parks, Recreation, & Culture						
A. Burley-Lane Field Poles Lighting	\$ -	\$ -	\$ -	\$ 541,406	\$ -	\$ 541,406
B. Community Center Mechanical Plant Study	-	-	-	-	-	-
C. Parks Maintenance/Replacement	329,068	387,653	436,591	326,377	380,025	1,859,714
D. Crozet Growth Area Community Park Facilities	-	-	-	-	-	-
E. Darden Towe Park Improvements	-	-	-	-	-	-
F. Greenway Program	-	-	-	-	-	-
G. Hedgerow Property Trail Park	-	-	-	-	-	-
H. Northern Urban Area Community Park	-	-	-	-	-	-
I. Park Enhancements	-	-	-	-	-	-
J. Park System Redesign	-	-	-	-	-	-
K. Parks and Recreation Security Study	-	-	-	-	-	-
L. River and Lake Access Improvements	-	-	-	-	-	-
M. Walnut Creek Park Improvements	-	-	-	-	-	-
Subtotal, Parks, Recreation, & Culture	\$ 329,068	\$ 387,653	\$ 436,591	\$ 867,783	\$ 380,025	\$ 2,401,120
08 Libraries						
A. City-County Branch Library Repair/Maintenance	\$ 211,470	\$ 182,875	\$ -	\$ -	\$ -	\$ 394,345
B. County Library Facilities Repair/Maintenance	24,757	-	-	-	-	24,757
C. Central Library	-	-	-	-	-	-
D. Crozet Library	6,765,497	-	-	-	-	6,765,497
E. Northern Albemarle Library	-	-	-	-	-	-
F. Scottsville Library Renovation-Expansion	-	-	-	-	-	-
G. Southern Urban Area Library Facility	-	-	-	-	-	-
Subtotal, Libraries	\$ 7,001,724	\$ 182,875	\$ -	\$ -	\$ -	\$ 7,184,599
09 Technology & GIS						
A. County Server Infrastructure Upgrade	\$ 417,782	\$ 440,154	\$ 452,851	\$ 469,527	\$ 482,477	\$ 2,262,791
B. Increased Redudant Internet Services	-	-	-	-	-	-
C. Mobility Devices	-	-	-	-	-	-
D. PBX Replacement	-	-	522,500	-	-	522,500
E. Security	-	-	-	-	-	-
F. Virtual Desktop Solution Trial	-	-	-	-	-	-
G. VMWare Hardware-Software Disaster Recovery	-	-	-	-	-	-
H. Website Enhancements	-	-	-	-	-	-
Subtotal, Technology & GIS	\$ 417,782	\$ 440,154	\$ 975,351	\$ 469,527	\$ 482,477	\$ 2,785,291

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FY 12/13 – FY 16/17 Adopted CIP Summary of Projects
 (\$ Rounded to Nearest Dollar)

Description/Project	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17
10 ACE						
A. ACE Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal, ACE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 Project Contingency	\$ 117,561	\$ 118,459	\$ 117,949	\$ 116,991	\$ 115,852	\$ 586,812
Subtotal, General Government Projects	\$ 14,720,889	\$ 7,534,856	\$ 6,750,042	\$ 10,023,310	\$ 5,763,760	\$ 44,792,857
12 Stormwater						
A. Stormwater TMDL Maintenance	\$ 128,945	\$ 130,625	\$ -	\$ -	\$ -	\$ 259,570
Stormwater TMDL Utilities Project	-	-	-	-	-	-
Subtotal, Stormwater Projects	\$ 128,945	\$ 130,625	\$ -	\$ -	\$ -	\$ 259,570
13 Schools						
A. Administrative Technology	\$ 188,776	\$ 191,235	\$ 272,745	\$ 272,599	\$ 272,745	\$ 1,198,100
B. Instructional Technology	593,148	600,875	600,875	600,552	679,250	3,074,700
C. Local Area Network Upgrade	722,093	522,500	-	-	-	1,244,593
D. School Bus Replacement	-	-	-	-	-	-
E. School Maintenance/Replacement	4,309,823	5,051,430	5,286,730	4,955,750	5,406,726	25,010,459
F. State Technology Grant	810,807	821,370	821,370	820,929	821,370	4,095,846
G. Storage Facility Lease-School Division	150,000	150,000	-	-	-	300,000
H. Wide Area Network Upgrade	-	436,810	-	-	-	436,810
Subtotal, Schools Project	\$ 6,774,647	\$ 7,774,220	\$ 6,981,720	\$ 6,649,830	\$ 7,180,091	\$ 35,360,508
TOTAL PROJECTS	\$ 21,624,481	\$ 15,439,703	\$ 13,731,762	\$ 16,673,140	\$ 12,943,851	\$ 80,412,937

FY 12/13 – FY 16/17 Adopted CIP Project Reserve

(\$ Rounded to Nearest Dollar)

Description/Project	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17
Project Reserve (Unbudgeted)	\$ 585,000	\$ 585,000	\$ 585,000	\$ 585,000	\$ 585,000	\$ 2,925,000

The **Project Reserve** set-aside in the CIP as recommended by the Oversight Committee is to assist in addressing pending watch-list items and transportation revenue sharing program opportunities. The Project Reserve is unbudgeted, and the amount is based on the funding available after the \$2.0 million Capital Program reserve is met.

The **watch-list** items include:

- **Window Replacements** for the McIntire County Office Building at McIntire pending cost/benefit analysis.
- **School Division projects:** The School Division submitted maintenance only requests and are currently engaged in a detailed review of facility needs and potential redistricting and will likely submit new capital project requests next year. Requests are estimated to be in the range of \$40.0 million - \$50.0 million.
- **Stormwater-related Total Maximum Daily Load (TMDL) mandate:** Project impacts are currently unknown.
- **Potential devolution of roads by VDOT:** While no decisions regarding devolution have been made to date, there are indications that this is under serious consideration by the State.
- **Courts Planning:** A study is funded and underway to evaluate the long-term Court facility needs of the County. The results of the study will be a recommendation to either build out and renovate the downtown Charlottesville spaces or potentially relocate the facilities to a campus concept in the county. Estimated costs for long-term Court facility needs could range \$40 million to \$60 million within the next five – ten years.

Summary of Adopted CIP Operating Impacts*

(\$ Rounded to Nearest Dollar)

FUNCTIONAL AREA	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 13-17 TOTAL
01 Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
02 Courts & Judicial Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
03 Public Safety						
ECC Emergency Telephone System	\$ -	\$ -	\$ 24,870	\$ 26,114	\$ 27,419	\$ 78,403
Pantops EMS	-	85,131	87,617	90,599	93,582	356,929
Firearms Range	-	9,923	10,395	10,962	11,529	42,809
Police Patrol Video Cameras	-	24,600	24,600	24,600	24,600	98,400
Subtotal, Public Safety	\$ -	\$ 119,654	\$ 147,482	\$ 152,275	\$ 157,130	\$ 576,541
04 Public Works						
County E911 Road Sign Upgrade	\$ -	\$ -	\$ -	\$ 6,338	\$ 6,560	\$ 12,898
Subtotal, Public Works	\$ -	\$ -	\$ -	\$ 6,338	\$ 6,560	\$ 12,898
05 Comm/Neigh Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
06 Human Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
07 Parks, Recreation, & Culture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
08 Libraries						
Crozet Library	\$ -	\$ 93,000	\$ 102,300	\$ 107,880	\$ 113,460	\$ 416,640
Subtotal, Libraries	\$ -	\$ 93,000	\$ 102,300	\$ 107,880	\$ 113,460	\$ 416,640
09 Technology & GIS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10 ACE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 Board Project Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GENERAL GOVERNMENT SUBTOTAL	\$ -	\$ 212,654	\$ 249,782	\$ 266,493	\$ 277,150	\$ 1,006,079
12 STORMWATER SUBTOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13 SCHOOL SUBTOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING BUDGET IMPACT	\$ -	\$ 212,654	\$ 249,782	\$ 266,493	\$ 277,150	\$ 1,006,079

OPERATING IMPACTS* BY TYPE	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY 13-17 TOTAL
Personnel Costs	\$ -	\$ 270,025	\$ 285,685	\$ 301,268	\$ 316,851	\$ 1,173,829
Facility Annual Maintenance Cost	-	22,345	23,540	31,162	32,668	109,715
Operating Costs (excl. maintenance)	-	101,567	165,601	171,223	176,995	615,386
Capital Expense	-	1,890	1,980	2,088	2,196	8,154
Less Savings	-	183,172	227,025	239,249	251,560	901,005
NET OPERATING IMPACT	\$ -	\$ 212,654	\$ 249,782	\$ 266,493	\$ 277,150	\$ 1,006,079
PERSONNEL: General Government	0.00	0.00	0.00	0.00	0.00	0.00
School	0.00	0.00	0.00	0.00	0.00	0.00

*FY 12/13 Operating impacts are reflected in the respective functional areas and FY 13/14 – FY 16/17 reflect the request submitted.

FY 12/13 – FY 16/17 Adopted CIP Project Summaries

Administration:

- No Projects

Courts & Judicial:

- Court Square Maintenance/Replacement:** This is an on-going commitment for the inspection, maintenance and repairs to the building, mechanical systems and aesthetic appearance of the building and grounds. Minor renovations may also be included in the use of these funds. The buildings include the complex known as Court Square that houses the Circuit Court, General District Court, the Commonwealth's Attorney offices and Clerk of the Circuit Court.

There are no additional operating impacts.

- J & DR Court Maintenance/Replacement:** This would be the first maintenance project for the recently renovated/constructed J&DR Court complex, consisting of EPDM (ethylene propylene diene monomer) roof replacement on the old structure (not replaced during the 2006-09 renovation project). Additional maintenance projects can be anticipated on an ongoing basis in the years beyond this request.

There are no additional operating impacts.

- Old Jail Facilities Maintenance:** This on-going program includes maintenance and repairs to the Old Jail facility as well as the Jailer's House. This facility has been in a mothball condition and will likely remain in that state until a re-use can be determined. This funding will allow General Services to maintain the building, grounds, sallyport, and exterior wall in a condition that will prevent further deterioration. The funding will also be used for repairs due to weather or vandalism, rodent control, weed control and hazard material clean up as there is still asbestos and lead paint throughout the facility. The grounds must also be kept up.

There are no additional operating impacts.

- Sheriff's Office Maintenance/Replacement:** This on-going program includes interior maintenance and repairs as necessary to the Sheriff's Office area within the Juvenile and Domestic Relations (J&DR) Court Building. This area is exclusively a County responsibility outside the joint agreement with the City for the overall maintenance of the building and mechanical systems.

There are no additional operating impacts.

Public Safety

- ECC Emergency Telephone System:** 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 system was purchased from CML and was installed and maintained by Embarq. The system has been upgraded twice in the last 8 years. Because of the next generation of 911 technologies the current system cannot be upgraded to meet new technologies such as text messaging in an emergency setting, video feeds, and VoIP technology. We are preparing for this to be replaced in FY-2013.

As a regional system, costs will be shared proportionately with City of Charlottesville and University of VA.

The operating impacts, reflected below, are for a five-year contract with the vendor.

ECC Emergency Telephone System	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	TOTAL
OPERATIONAL COSTS						
Operating Impact	\$0	\$0	\$24,870	\$26,114	\$27,419	\$78,403
Cumulative Operating Impact	\$0	\$0	\$24,870	\$50,984	\$78,403	
FTE's Added	0.0	0.0	0.0	0.0	0.0	0.0
Cumulative FTE's Added	0.0	0.0	0.0	0.0	0.0	

- Fire Rescue Apparatus Replacement-County:** Funds for the replacement of Fire and EMS response apparatus as described by the Board of Supervisors approved fleet size and replacement criteria. The Fire & EMS apparatus fleet for Albemarle County includes over 55 heavy apparatus, which represents approximately 20 million dollars in replacement value.

There are no additional operating impacts.

- **Fire Rescue Apparatus Replacement-Volunteer:** Funds for the replacement of Fire and EMS response apparatus as described by the Board of Supervisors approved fleet size and replacement criteria. The Fire & EMS apparatus fleet for Albemarle County includes over 55 heavy apparatus, which represents approximately 20 million dollars in replacement value.

There are no additional operating impacts.

- **Fire Rescue Apparatus-Ivy Station 14:** This project provides apparatus and equipment for the Ivy-area Fire Rescue station.

There are no additional operating impacts.

- **Fire Rescue Airpacks:** This project plans for the replacement of County (Career and Volunteer) Fire Rescue Self-Contained Breathing Apparatus (SCBA) as they reach the end of their lifespan.

The Albemarle County Department of Fire Rescue replaced all existing SCBA between 2001 and 2004 to ensure our personnel are provided adequate protection from hazards faced during emergency operations. These replacements also allowed us to standardize the equipment used in the field to avoid compatibility issues; masks, bottles, harnesses are interchangeable in the field.

There are no additional operating impacts.

- **Fire Rescue Lifepacks:** The Department of Fire Rescue owns and maintains a quantity of patient monitor/defibrillators that are essential to the daily provision of EMS services. It is highly sophisticated and expensive life-saving equipment that has a life cycle of up-to 8 years (American Hospital Association recommends 5 yr replacement; the Department of the Army recommends 8 yrs. Our experience suggest that 8-10 years is practical.) Most of this equipment is approaching 10 years of age within the next couple years.

This request applies to the County Fire Rescue department and its County-owned apparatus only. As there is no existing agreement or standard on this equipment throughout the multiple departments (career and volunteer) in Albemarle County, a more comprehensive approach would be difficult to achieve in a timely manner.

This request is to establish a 10-year, recurring cycle beginning in the FY2013 CIP budget for the planned replacement of the department "LifePak" patient care monitor/defibrillators and AEDs. While a 10-year cycle pushes the potential for technical obsolescence, it would be the most cost-effective approach to ensuring that the departments EMS equipment is well-maintained, reliable, and uniform.

Multiple function patient care monitor: EKG, defibrillation – manual or automatic, pace-making, blood pressure monitoring, capnography, pulse oxymetry, biomedical data recording. These are on the advanced life support vehicles: engines, medics, tower, and BC vehicle. Simple defibrillator for cardiac arrest on supporting response vehicles for BLS and ALS providers. This is a minimum requirement on a fire/rescue vehicle, including command vehicles.

There are no additional operating impacts.

- **Fire Rescue Mobile Data Computers-Maintenance/Replacement:** This is for the replacement of the Fire Rescue Department Mobile Data Computers that currently exist in EMS units and certain Fire Marshall vehicles.

The primary use of the 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 which in turn produces higher revenues and by moving to electronic billing our EMS cost recovery vendor fee was reduced, producing a savings to the County. Additionally, these computers help support our daily operations with street mapping, occupancy inspection records and incident pre-planning information.

There are no additional operating impacts.

- Fire Rescue-Pantops EMS:** This will provide for the purchase of toughbooks, PPE, uniforms/apparel, Lifepack and airpacks to support the implementation of EMS service for the Pantops area. An ambulance will be stationed at Martha Jefferson Hospital Monday through Friday 6:00 AM to 6:00 PM.

The operating impacts, reflected below, are for a full year of three personnel and other related operating costs.

Pantops EMS	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	TOTAL
OPERATIONAL COSTS						
Operating Impact	\$0	\$85,131	\$87,617	\$90,599	\$93,582	\$356,929
Cumulative Operating Impact	\$0	\$85,131	\$172,748	\$263,347	\$356,929	
FTE's Added	0.0	0.0	0.0	0.0	0.0	0.0
Cumulative FTE's Added	0.0	0.0	0.0	0.0	0.0	

- Firearms Range:** Because firearms use is one of the two largest areas of risk and liability for local government, the police department requires a firearms facility that can contribute to managing those risks and decreasing our liability. The Police Firearms Range CIP request is a proposal to construct a County owned and operated firearms training facility. The facility includes a 100-yard multi-purpose firearms range, classroom and toilet facilities, and associated parking.

The current arrangement the County has with a private firearms range is inadequate and uses private land owned and operated by a board of directors. It is imperative that the County's remedy the current situation quickly so that sufficient, realistic and advanced training can be available to our agency. Without a change to a suitable facility, the situation is anticipated to continue to deteriorate, eventually increasing exposed liability in this very important area and ultimately impacting the safety of officers and the community they serve. The proposed facility would accommodate the needs of Police, Sheriff, and Fire. In addition, other jurisdictions may be invited to form a limited-use partnership. Some construction costs may be offset through public donations of work.

The operating impacts reflected below are for annual maintenance costs.

Firearms Range	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	TOTAL
OPERATIONAL COSTS						
Operating Impact	\$0	\$9,923	\$10,395	\$10,962	\$11,529	\$42,809
Cumulative Operating Impact	\$0	\$9,923	\$20,318	\$31,280	\$42,809	
FTE's Added	0.0	0.0	0.0	0.0	0.0	0.0
Cumulative FTE's Added	0.0	0.0	0.0	0.0	0.0	

- County 800Mhz Radio Replacements:** Replacement of portable/mobile 800 MHz radio units and base stations currently in use by the Police Department, Sheriff's Department and Fire Rescue Department. This is an annual phased plan to replace the radio inventory over 6 years.

There are no additional operating impacts.

- Police Mobile Data Computers:** The Police Department Mobile Data Computer Program provides sworn members of the department with ruggedized laptop computers and mobile data technology. These computers give officers working in the Albemarle County community access to motor vehicle and drivers license information; local criminal history information; warrants and wanted person checks nationwide; access to the regional records management system; department Sharepoint access; voiceless dispatch capability and the ability to share information with other officers, shift commanders, ECC - 911 and our regional law enforcement partners without voice radio transmission; the ability to email, plan and communicate more efficiently. The vehicle is essentially the officer's remote office and the computers, which are portable, have replaced most in-house computers.

There are no additional operating impacts.

- Police Patrol Video Cameras:** The Police Department needs to have continued funding to meet the needs of our video camera program. The camera and a remote microphone will record the interaction between the officer and the traffic violator. The documented recording is critical to the prosecution of "Driving Under the Influence" and other serious traffic/criminal cases, as well as its administrative use in resolving complaints made against police officers by motorists. This project will fund the replacement of video cameras on a four-year schedule.

(Police Patrol Video Cameras Continued)

The operating impacts reflected below are for annual maintenance costs related to storage.

Police Patrol Video Cameras	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	TOTAL
Operating Impacts		\$24,600	\$24,600	\$24,600	\$24,600	\$98,400

Public Works

- City-County Co-Owned Maintenance/Replacement:** This on-going program includes interior and exterior maintenance and replacement projects of facilities co-owned by Albemarle County and the City of Charlottesville. These projects are intended to maintain, repair, replace or otherwise add value to capital assets. The City of Charlottesville is the fiscal agent for these facilities and oversees the maintenance projects. The costs represented in CIP Form 3 includes contingency, A/E cost estimate, PM services by the City and the County's share of construction, which is normally 50% except for the J&DR Court facility in which the County's share is 54%. The buildings within this proposal are: J&DR Court Building, Jessup House, Levy Opera House, Preston/Morris Building and the Wheeler Building

There are no additional operating impacts.

- County E911 Road Sign Upgrade:** New Federal requirements from the U.S. Department of Transportation, Federal Highway Administration mandates that each locality adhere to updated guidelines on the size and font of Street Name signs AND retroreflectivity. By January 2018, all Street Name signs shall meet these requirements. The retro-reflectivity portion is the most critical. To meet this deadline we must replace Street Name signs at approximately 3706 sites throughout the County at an estimated total cost of \$665,000. This is also a 9-1-1 safety issue.

The operating impacts reflected below are for annual maintenance.

County E911 Road Sign Upgrade	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	TOTAL
OPERATIONAL COSTS						
Operating Impact	\$0	\$5,917	\$6,124	\$6,338	\$6,560	\$24,939
Cumulative Operating Impact	\$0	\$5,917	\$12,041	\$18,379	\$24,939	
FTE's Added	0.0	0.0	0.0	0.0	0.0	0.0
Cumulative FTE's Added	0.0	0.0	0.0	0.0	0.0	

- County Facilities Maintenance/Replacement:** This on-going program includes interior and exterior maintenance/replacement projects at County facilities. These projects are intended to maintain, repair, replace, or otherwise add value to capital assets in accordance with a facility management plan derived from a facility assessment and energy audit. There are five County buildings included in this realm of projects, COB McIntire, COB 5th St., Fire Stations 11 & 12, and Old Crozet School.

There are no additional operating impacts.

- Ivy Landfill Remediation:** Ivy Landfill Remediation is an ongoing effort that is expected to require expenditures over a prolonged period. Funding represents County's share of ongoing environmental remediation at IVY 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 is anticipated to be completed in FY 09/10, with ongoing maintenance for the next 30 years.

There are no additional operating impacts.

- Moore's Creek Septage Receiving:** This project funds a new septage receiving station at the Moore's Creek Wastewater Treatment Plant. This facility will include screening and dewatering of septage received at Moore's Creek WWTP. The facility will provide active odor control as the septage is processed and pumped into the treatment plant for further treatment and will improve both nutrient removal and odor control issues.

The final design for this project was completed by February, 2009 with bid-ready design completed 30 days after receipt of Virginia Department of Environmental Quality in April 2009. The construction phase of this project began in June 2009 and was completed June 2010.

RSWA anticipates the total cost to finance these Improvements to be \$1,576,748, and the annual debt service on the financing of these Improvements to be \$109,441 per year for 20 years; The County agrees to include proposed budget for the Board of Supervisors' consideration in each fiscal year for 20 years (fiscal

years 2011-2031), or each year until all debt for the construction of the aforesaid Improvements is fully paid, or until the aforesaid Improvements are no longer operational, whichever occurs first.

There are no additional operating impacts.

- **Storage Facility Lease-General Government:** This project will provide funding of the lease payment for the storage facility needs of Local Government. This facility provides approximately 30,000 square feet of space to meet these needs of both local government and schools. This is a contract obligation for the County that runs until April, 2013 with an option to renew for an additional five years, through April 2018. For long term budgeting, this submittal is through that renewal option and is for the 28% for which the Local Government is obligated, the County Schools is responsible for the other 72% and will be a separate CIP submittal. Rent includes estimated utilities costs

There are no additional operating impacts.

Community Development:

- No Projects

Human Development:

- **Health Department Maintenance/Replacement:** Capital Maintenance of the Health Department facility in concert with City of Charlottesville. Projects identified for upcoming years include: Mechanical System Improvements (FY 13/14), Parking Lot Improvements (FY 15/16), and Electric panel replacement (FY 16/17.)

There are no additional operating impacts.

Parks, Recreation, & Culture:

- **Burley-Lane Field Poles Lighting:** Replace the existing wood poles and lighting fixtures on the baseball fields at Lane and Burley Middle School. Both facilities are used for community recreation.

There are no additional operating impacts.

- **Parks Maintenance/Replacement:** Various maintenance and replacement projects for County parks and recreation and school facilities used for community recreation.

There are no additional operating impacts.

Libraries:

- **City-County Branch Library Repair/Maintenance:** Provide 50% of funding for maintenance and repair projects at Central and Gordon Avenue branches. FY 12/13 - FY 13/14 Central branch projects include restroom upgrades, ADA improvements, and fire sprinkler system replacement. FY 12/13 - FY 13/14 Gordon Ave branch projects include interior finishes and hot water system replacement.

There are no additional operating impacts.

- **County Library Facilities Repair/Maintenance:** Near-term maintenance projects for two of the three regional library facilities that are Albemarle County's responsibility.
 - Crozet Library - Interior and exterior painting. The interior and exterior were last painted in 2000 and 2004, respectively. The cost is estimated at \$12,000. The estimate is based on the actual cost in previous years with a 3% inflation rate applied.
 - Scottsville Library - Interior and exterior painting. Painting last occurred in 2000 (partial building) and 2004 (remainder). The cost is estimated at \$12,000. The estimate is based on the actual cost in previous years with a 3% inflation rate applied.

There are no additional operating impacts.

- Crozet Library:** This project request continues funding for the construction of a new library in downtown Crozet. The library will be a 23,000 square foot LEED-certified facility with the Friends of Crozet Library assuming responsibility for the book expenses and one-half of the cost of furniture and fixtures (total contribution of \$1.6M).

The operating impacts reflected below are for hiring two personnel, annual maintenance, utilities, and cleaning.

Crozet Library	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	TOTAL
<small>Project Name/Location - \$ Rounded to Nearest Dollar</small>	COST	COST	COST	COST	COST	FY 13-17
OPERATIONAL COSTS						
Operating Impact	\$0	\$93,000	\$99,825	\$107,880	\$113,460	\$414,165
Cumulative Operating Impact	\$0	\$93,000	\$192,825	\$300,705	\$414,165	
FTE's Added	0.0	2.0	0.0	0.0	0.0	2.0
Cumulative FTE's Added	0.0	2.0	2.0	2.0	2.0	

Technology & GIS:

- County Server Infrastructure Upgrade:** This is an on-going project to fund General Government technology initiatives, including network servers, hubs, switches, routers, disk storage, application packages, computer and related hardware/software to support the networks.

There are no additional operating impacts.

- PBX Replacement:** Currently the County has 3 Phone switches(PBX). They are located at COB main, COB 5th street and the Courthouse. These systems will reach end of services (no manufacturer support and no Centurion maintenance) on November 2015. NOTE that this request does not rely on the County Infrastructure request which funds maintenance of the *existing* PBX but does not provide the funds to replace it. This is a PBX replacement request.

There are no additional operating impacts.

ACE:

- No Projects

Stormwater:

- Stormwater TMDL Maintenance:** Albemarle County, located in the Chesapeake Bay Watershed, is facing mandates levied by the U.S. Environmental Protection Agency (EPA) to reduce nitrogen, phosphorus, and sediment pollutants entering our streams and rivers. Because years of voluntary efforts did not bring the results anticipated, the EPA has set standards for each County, City and Town within the watershed. The numbers as recently published are exceedingly challenging. There were two benchmarks dictated by EPA. By 2017, the County is obligated to have a plan implemented AND have met 60% of the mandated reductions. If we do not reach that 60%, the EPA will likely initiate "backstops" meaning more stringent requirements on our MS4 permit. By 2025, the County is obligated to fully comply to the mandate. This request is to provide funding to retain the services of a reputable firm to assist us in producing a program with cost estimates to meet these pollutant reduction mandates.

There are no additional operating impacts.

School Division:

- Administrative Technology:** This project will provide funding for technology to meet the administrative needs of the School Division. This is comprised of a maximum replacement cycle of five years for desktop and laptop computers, portable productivity devices, servers, and associated networking equipment.

There are no additional operating impacts.

- Instructional Technology:** This project will provide funding for technology to meet the School Division's (Instructional) Technology Plan. Equipment acquired will include laptop and desktop computers, portable productivity devices, servers and networking hardware, multimedia and adaptive technologies, as well as a great multitude of other technology hardware. There is a need for a replacement cycle of three to five years, depending on the equipment function.

There are no additional operating impacts.

- **Local Area Network Upgrade:** This project will provide funding to upgrade the Local Area Network (LAN) to meet the expanding instructional and administrative data needs of the School Division. This funding will allow for an increase in speed and density of our wireless access points; moving us beyond our current deployment which is able to provide basic access for a limited number of devices at comparatively low bandwidth, to a system that will provide for high density and high bandwidth application of contemporary web technologies such as on demand video, collaboration and distance learning. This proposed upgrade would provide for a more than ten-fold increase in wireless bandwidth and four-fold increase in density by migrating to the latest dual-band 802.11n wireless technology, providing dedicated access to each classroom, as well as providing ample bandwidth to allow for current and upcoming interactive and video driven web technologies delivered directly into the hands of our students and faculty on an individual basis.

There are no additional operating impacts.

- **School Maintenance/Replacement:** This project funds various maintenance and replacement projects. Funding for maintenance and replacement projects will take precedence over new projects.

There are no additional operating impacts.

- **State Technology Grant:** The County of Albemarle Public Schools participates in the Virginia Public School Authority (VPSA's) Technology Grant. These funds are used to supply computers, networking hardware, and related equipment to administer the state mandated Standards of Learning test and also to be used for general instructional use when not committed to testing. These grant funds are provided by the state grant, making this request budget neutral assuming no changes to the state budget.

There are no additional operating impacts.

- **Storage Facility Lease-School Division:** This project will provide funding of the lease payment for the storage facility needs of Local Government. This facility provides approximately 30,000 square feet of space to meet these needs of both local government and schools. The Adopted FY 08-12 Capital Improvements Plan had anticipated the construction of 19,200 square feet of records, surplus, and bulk storage space for the School Division's needs as a component of the Support Services Complex project. During the FY09 budget process, the Oversight Committee recommended that construction of the storage portion of this project be removed and the storage needs of both local government and the school division be addressed in the near term through the acquisition of leased space. They further recommended that the required lease payments be funded from the capital improvement funds.

The lease agreement was signed in April 2008 for a 5 year term with a 5-year renewal option. The active lease participants are Local Government (General Services & Emergency Communications Center) and Schools (Building Services). The Local Government participants contribute 28% and Schools contribute 72%.

There are no additional operating impacts.

- **Wide Area Network Upgrade:** This project will provide funding for the wide area network infrastructure that meets the instructional and administrative needs of the School Division. This network consists of services contracted for by ACPS as well as data networking equipment serving each school division facility.

There are no additional operating impacts.

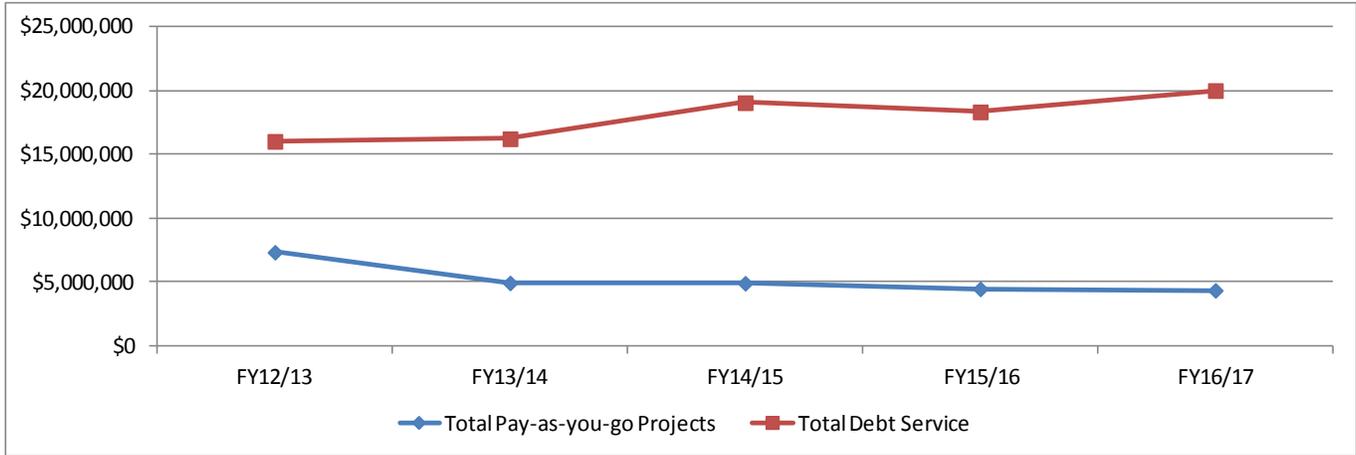
FY 12/13 – FY 16/17 DEBT BALANCE: OBLIGATED DEBT

(\$ Rounded to Nearest Dollar)

	<u>FY12/13</u>	<u>FY13/14</u>	<u>FY14/15</u>	<u>FY15/16</u>	<u>FY16/17</u>
General Government					
Beginning Debt Balance	\$ 29,634,179	\$ 27,999,718	\$ 41,793,366	\$ 39,345,469	\$ 47,400,705
Anticipated Borrowing	\$ -	\$ 17,560,030	\$ -	\$ 11,852,903	\$ -
Total Debt Balance	\$ 29,634,179	\$ 45,559,748	\$ 41,793,366	\$ 51,198,372	\$ 47,400,705
Retired Debt	\$ (1,634,461)	\$ (3,766,382)	\$ (2,447,897)	\$ (3,797,667)	\$ (2,003,474)
General Government Debt Balance	\$ 27,999,718	\$ 41,793,366	\$ 39,345,469	\$ 47,400,705	\$ 45,397,231
New General Government Borrowing	\$ -	\$ 1,422,258	\$ -	\$ 1,437,559	\$ -
School					
Beginning Debt Balance	\$ 102,031,154	\$ 93,776,926	\$ 94,246,871	\$ 86,054,766	\$ 86,607,623
Anticipated Borrowing	\$ -	\$ 9,213,353	\$ -	\$ 9,176,580	\$ -
Total Debt Balance	\$ 102,031,154	\$ 102,990,279	\$ 94,246,871	\$ 95,231,346	\$ 86,607,623
Retired Debt	\$ (8,254,228)	\$ (8,743,408)	\$ (8,192,105)	\$ (8,623,723)	\$ (7,971,528)
School Debt Balance	\$ 93,776,926	\$ 94,246,871	\$ 86,054,766	\$ 86,607,623	\$ 78,636,095
New School Borrowing	\$ -	\$ 545,911	\$ -	\$ 458,829	\$ -
Stormwater					
Beginning Debt Balance	\$ 380,000	\$ 360,000	\$ 340,000	\$ 320,000	\$ 300,000
Anticipated Borrowing	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Balance	\$ 380,000	\$ 360,000	\$ 340,000	\$ 320,000	\$ 300,000
Retired Debt	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)
Stormwater Debt Balance	\$ 360,000	\$ 340,000	\$ 320,000	\$ 300,000	\$ 280,000
New Stormwater Borrowing	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Balance*	\$ 122,136,644	\$ 136,380,237	\$ 125,720,235	\$ 134,308,328	\$ 124,313,326

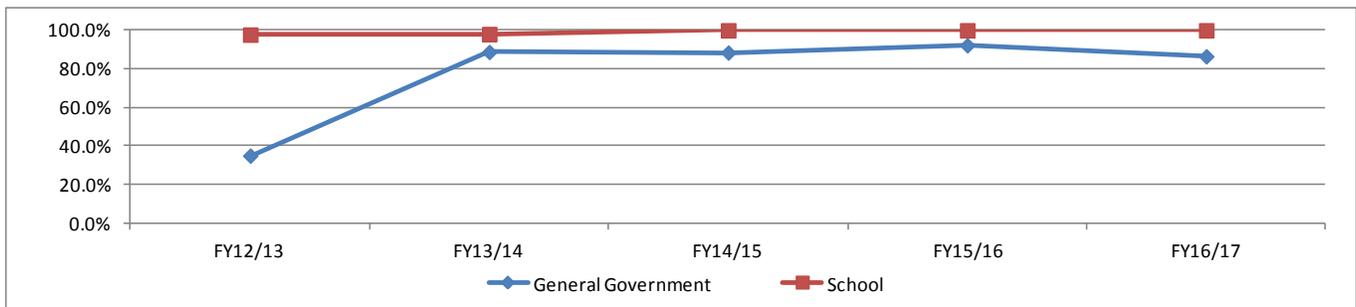
* Based on project timelines and cash flow requirements, the actual issuance of debt may not coincide with the fiscal year in which the project is funded. General Government anticipated borrowing shown above includes \$1.9 million in planned debt issuance for projects funded prior to FY 12/13 in addition to new debt funded projects added in the current plan.

FY 12/13 - FY 16/17 PAY-AS-YOU-GO VS. DEBT SERVICE
 (\$ Rounded to Nearest Dollar)



	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY 13-17 TOTAL
Revenues: CIP & Debt Service						
Beginning Reserve Balance	\$ 12,970,334	\$ 10,841,692	\$ 9,548,686	\$ 6,181,935	\$ 4,625,437	\$ 44,168,084
General Fund Transfer Allocation	18,508,689	18,639,145	19,030,610	19,592,108	20,180,811	95,951,363
Use of Prior Year General Fund Balance	500,000	500,000	1,000,000	1,000,000	1,000,000	4,000,000
Local	1,995,757	498,938	337,945	421,706	334,509	3,588,855
State	786,000	786,000	786,000	786,000	786,000	3,930,000
Tourism	30,000	30,000	30,000	30,000	30,000	150,000
Total Revenues	\$ 34,790,780	\$ 31,295,775	\$ 30,733,241	\$ 28,011,749	\$ 26,956,757	\$151,788,302
Allocation of Revenues						
General Government Pay-as-you-go Projects	\$ 4,210,529	\$ 2,462,542	\$ 2,681,620	\$ 2,238,829	\$ 2,043,724	\$ 13,637,244
Stormwater Pay-as-you-go Projects	128,945	130,625	-	-	-	259,570
School Pay-as-you-go Projects	2,997,774	2,337,740	2,227,940	2,227,030	2,306,315	12,096,799
Total Pay-as-you-go Projects	\$ 7,337,248	\$ 4,930,907	\$ 4,909,560	\$ 4,465,859	\$ 4,350,039	\$ 25,993,613
General Government Debt Service	\$ 3,027,755	\$ 3,678,004	\$ 5,909,279	\$ 5,637,115	\$ 7,006,533	\$ 25,258,686
Stormwater Debt Service	31,134	30,548	29,962	29,376	28,790	149,810
School Debt Service	12,967,951	12,522,630	13,117,505	12,668,962	12,973,450	64,250,498
Total Debt Service	\$ 16,026,840	\$ 16,231,182	\$ 19,056,746	\$ 18,335,453	\$ 20,008,773	\$ 89,658,994
Allocation of Local Revenues	23,364,088	21,162,089	23,966,306	22,801,312	24,358,812	115,652,607
Cumulative Contingency Reserve	\$ 11,426,692	\$ 10,133,686	\$ 6,766,935	\$ 5,210,437	\$ 2,597,945	
Unbudgeted Project Reserve	\$ 585,000	\$ 585,000	\$ 585,000	\$ 585,000	\$ 585,000	\$ 2,925,000
Net Cumulative Contingency Reserve	\$ 10,841,692	\$ 9,548,686	\$ 6,181,935	\$ 4,625,437	\$ 2,012,945	
Pay-as-you-go as a % of Allocation of Total Revenues	21%	16%	16%	16%	16%	

FY 12/13 – FY 16/17 Maintenance/Replacement as a Percentage (%) of Projects (\$)



General Government Maintenance/Replacement Projects as a Percentage of Total General Government Projects

Project Title	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY 13-17 TOTAL
Court Square Maintenance/Replacement	\$ 241,851	\$ 162,328	\$ 450,474	\$ 86,434	\$ 109,728	1,050,815
J & DR Court Maintenance/Replacement	-	29,260	-	-	-	29,260
Old Jail Facilities Maintenance	19,125	19,374	20,053	20,042	20,754	99,348
Sheriffs Office Maintenance/Replacement	18,568	20,900	22,990	22,978	28,215	113,651
ECC Emergency Telephone System	1,385,602	-	-	-	-	1,343,208
Fire-Rescue Apparatus Replacement-County	292,448	1,500,050	418,000	172,332	-	2,283,955
Fire-Rescue Apparatus Replacement-Volunteer	903,132	2,579,206	1,672,000	1,916,545	2,090,000	8,778,640
Fire-Rescue Airpacks	-	-	-	2,831,694	-	2,711,211
Fire-Rescue Lifepacks	415,698	-	-	-	-	402,979
Fire-Rescue Mobile Data Computers Replacement	-	-	-	75,017	-	71,825
County 800Mhz Radio Replacements	44,080	636,689	653,768	627,881	636,403	2,487,782
Police Mobile Data Computers	123,787	179,322	134,178	591,257	339,521	1,311,000
Police Patrol Video Cameras	137,125	144,468	148,636	168,787	158,359	726,557
City-County Co-Owned Maintenance/Replacement	75,304	-	40,876	-	-	116,180
County E911 Road Sign Upgrade	-	-	-	578,791	-	578,791
County Facilities Maintenance/Replacement	506,452	378,002	998,275	628,707	722,715	3,234,151
Health Department Maintenance/Replacement	-	28,215	-	187,999	18,810	235,024
Burley-Lane Field Poles Lighting	-	-	-	541,406	-	541,406
Parks Maintenance/Replacement	329,068	387,653	436,591	326,377	380,025	1,859,714
City-County Branch Library Repair/Maintenance	211,470	182,875	-	-	-	394,345
County Library Facilities Repair/Maintenance	24,757	-	-	-	-	24,757
County Server Infrastructure Upgrade	417,782	440,154	452,851	469,527	482,477	2,262,791
PBX Replacement	-	-	522,500	-	-	522,500
General Government Maintenance/Replacement	5,146,249	6,688,496	5,971,192	9,245,774	4,987,007	31,179,890
Total General Government Projects	14,720,889	7,534,856	6,750,042	10,023,310	5,763,760	44,792,857
Maintenance/Replacement Projects (%)	35.0%	88.8%	88.5%	92.2%	86.5%	69.6%

School Maintenance/Replacement Projects as a Percentage of Total School Projects

Project Title	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY 13-17 TOTAL
Administrative Technology	\$ 188,776	\$ 191,235	\$ 272,745	\$ 272,599	\$ 272,745	\$ 1,198,100
Instructional Technology	593,148	600,875	600,875	600,552	679,250	3,074,700
Local Area Network Upgrade	722,093	522,500	-	-	-	1,244,593
School Maintenance/Replacement	4,309,823	5,051,430	5,286,730	4,955,750	5,406,726	25,010,459
State Technology Grant	810,807	821,370	821,370	820,929	821,370	4,095,846
Wide Area Network Upgrade	-	436,810	-	-	-	436,810
School Maintenance/Replacement	\$ 6,624,647	\$ 7,624,220	\$ 6,981,720	\$ 6,649,830	\$ 7,180,091	\$ 35,060,508
Total School Projects	6,774,647	7,774,220	6,981,720	6,649,830	7,180,091	35,360,508
Maintenance/Replacement Projects (%)	97.8%	98.1%	100.0%	100.0%	100.0%	99.2%

FY 17/18 – FY 21/22 Adopted CNA Summary

(\$ Rounded to Nearest Dollar)

Description/Project	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 18-22	10 - YR TOTAL
01 Administration							
A. Finance Security Surveillance System	\$ 14,814	\$ -	\$ -	\$ -	\$ -	\$ 14,814	\$ 14,814
B. Voting Machine Replacement	324,841	-	-	-	-	324,841	324,841
Subtotal, Administration	\$ 339,655	\$ -	\$ -	\$ -	\$ -	\$ 339,655	\$ 339,655
02 Courts & Judicial							
A. Court Square Maintenance/Replacement	\$ 150,387	\$ 506,788	\$ 104,550	\$ 403,114	\$ 134,791	\$ 1,299,630	\$ 2,350,445
B. J & DR Court Maintenance/Replacement	-	-	-	-	-	-	29,260
C. Old Jail Facilities Maintenance	20,754	21,480	21,480	22,232	22,232	108,178	207,526
D. Old Jail Restoration	12,857	4,190	18,573	8,267	-	43,887	43,887
E. Sheriffs Office Maintenance/Replacement	31,350	31,350	31,350	31,350	31,350	156,750	270,401
Subtotal, Courts & Judicial	\$ 215,348	\$ 563,808	\$ 175,953	\$ 464,963	\$ 188,373	\$ 1,608,445	\$ 2,901,519
03 Public Safety							
A. Albemarle County Animal Shelter Study	\$ 10,450	\$ -	\$ -	\$ -	\$ -	\$ 10,450	\$ 10,450
B. ECC Emergency Telephone System	-	-	-	-	-	-	1,385,602
C. ECC Regional 800Mhz Communication System	17,988,369	-	-	-	-	17,988,369	17,988,369
D. Fire-Rescue Apparatus Replacement-County	-	-	-	-	-	-	2,382,830
E. Fire-Rescue Apparatus Replacement-Volunteer	-	-	-	-	-	-	9,160,883
F. Fire-Rescue Apparatus-Ivy Station 14	-	-	-	-	-	-	898,150
G. Fire-Rescue Airpacks	-	-	-	-	-	-	2,831,694
H. Fire-Rescue Cascade Systems	66,713	-	-	-	-	66,713	66,713
I. Fire-Rescue Lifepacks	-	-	-	-	-	-	415,698
J. Fire-Rescue Mobile Data Computers Replacement	-	-	-	-	-	-	75,017
K. Fire-Rescue Mobile Data Computers-New	-	126,445	130,103	133,760	-	390,308	390,308
L. Fire-Rescue Records Technology	846,915	278,179	286,226	294,272	302,319	2,007,911	2,007,911
M. Fire-Rescue Wellness Fitness Equipment	72,211	-	-	40,300	233,786	346,297	346,297
N. Pantops Station 13	267,520	4,017,648	358,472	-	-	4,643,640	4,643,640
O. Pantops EMS	-	-	-	-	-	-	71,817
P. Seminole Trail VFD CARS Building Replacement	139,560	2,025,210	-	-	-	2,164,770	2,164,770
Q. Public Safety Training Facility	328,927	5,681,410	-	8,881,163	5,017,077	19,908,577	19,908,577
R. Public Safety Training Academy	170,440	-	15,677,351	-	-	15,847,791	15,847,791
S. Firearms Range	-	-	-	-	-	-	1,007,213
T. County 800Mhz Radio Replacements	658,734	675,481	-	728,660	751,430	2,814,305	5,413,126
U. Police Evidence and Specialty Vehicle Storage	364,181	463,045	-	-	-	827,226	827,226
V. Police Forensic Unit Upgrade	36,575	-	-	199,055	-	235,630	235,630
W. Police Mobile Data Computers	339,521	56,900	156,750	682,176	558,657	1,794,004	3,162,069
X. Police Patrol Video Cameras	163,916	168,083	190,177	177,807	183,364	883,347	1,640,722
Subtotal, Public Safety	\$ 21,454,032	\$ 13,492,401	\$ 16,799,079	\$ 11,137,193	\$ 7,046,633	\$ 69,929,338	\$ 92,882,503
04 Public Works							
A. City-County Co-Owned Maintenance/Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 116,180
B. COB McIntire Window Replacement	322,226	1,864,767	717,219	-	-	2,904,212	2,904,212
C. COB Security Enhancements	132,185	203,413	184,830	176,083	721,050	1,417,561	1,417,561
D. County E911 Road Sign Upgrade	115,820	-	-	-	-	115,820	694,611
E. County Facilities Maintenance/Replacement	653,272	1,083,256	418,790	966,788	550,326	3,672,432	6,906,583
F. Ivy Landfill Remediation	546,535	546,535	546,535	546,535	546,535	2,732,675	5,458,028
G. Moores Creek Septage Receiving	114,366	114,366	114,366	114,366	114,366	571,830	1,142,127
H. Old Crozet School Restoration	292,761	875,654	167,603	709,424	493,295	2,538,737	2,538,737
I. Storage Facility Lease-General Government	-	-	-	-	-	-	129,000
Subtotal, Public Works	\$ 2,177,165	\$ 4,687,991	\$ 2,149,343	\$ 2,513,196	\$ 2,425,572	\$ 13,953,267	\$ 21,307,039

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FY 17/18 – FY 21/22 Adopted CNA Summary

(\$ Rounded to Nearest Dollar)

Description/Project	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 18-22	10 - YR TOTAL
05 Community/Neighborhood Development							
A. Neighborhood Plan Implementation Program	\$ 765,985	\$ 784,795	\$ 809,875	\$ 828,685	\$ 853,765	\$ 4,043,105	\$ 4,043,105
B. Sidewalk Construction Program	924,825	948,338	979,688	1,003,200	1,034,550	4,890,601	4,890,601
C. Transportation Projects and Revenue Sharing	4,180,000	4,180,000	4,180,000	4,180,000	4,180,000	20,900,000	20,900,000
Subtotal, Community/Neighborhood Development	\$ 5,870,810	\$ 5,913,133	\$ 5,969,563	\$ 6,011,885	\$ 6,068,315	\$ 29,833,706	\$ -
06 Human Development							
A. DSS Document Management System	\$ 236,170	\$ -	\$ -	\$ -	\$ -	\$ 236,170	\$ 236,170
B. Health Department Maintenance/Replacement	-	-	-	-	-	-	235,024
C. PVCC Student Center Facility	288,002	-	-	-	-	288,002	288,002
D. PVCC Workforce Center	192,000	-	-	-	-	192,000	192,000
Subtotal, Human Development	\$ 716,172	\$ -	\$ -	\$ -	\$ -	\$ 716,172	\$ 951,196
07 Parks, Recreation, & Culture							
A. Burley-Lane Field Poles Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 541,406
B. Community Center Mechanical Plant Study	20,900	-	-	-	-	20,900	20,900
C. Parks Maintenance/Replacement	319,373	253,298	273,006	212,678	481,829	1,540,184	3,399,898
D. Crozet Growth Area Community Park Facilities	538,494	4,349,697	-	-	-	4,888,191	4,888,191
E. Darden Towe Park Improvements	421,449	228,124	233,923	241,656	247,456	1,372,608	1,372,608
F. Greenway Program	52,250	52,250	52,250	52,250	52,250	261,250	261,250
G. Hedgerow Property Trail Park	71,657	477,711	-	-	-	549,368	549,368
H. Northern Urban Area Community Park	340,148	2,494,438	-	-	-	2,834,586	2,834,586
I. Park Enhancements	576,506	210,045	182,875	184,965	184,965	1,339,356	1,339,356
J. Park System Redesign	188,100	-	-	-	-	188,100	188,100
K. Parks and Recreation Security Study	86,996	-	-	-	-	86,996	86,996
L. River and Lake Access Improvements	182,875	36,575	36,575	36,575	36,575	329,175	329,175
M. Walnut Creek Park Improvements	274,835	156,750	156,750	156,750	156,750	901,835	901,835
Subtotal, Parks, Recreation, & Culture	\$ 3,073,583	\$ 8,258,888	\$ 935,379	\$ 884,874	\$ 1,159,825	\$ 14,312,549	\$ 16,172,263
08 Libraries							
A. City-County Branch Library Repair/Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 394,345
B. County Library Facilities Repair/Maintenance	-	-	-	-	-	-	24,757
C. Central Library	495,840	7,252,684	-	-	-	7,748,524	7,748,524
D. Crozet Library	-	-	-	-	-	-	6,765,497
E. Northern Albemarle Library	869,440	11,523,654	1,631,709	-	-	14,024,803	14,024,803
F. Scottsville Library Renovation-Expansion	23,306	2,180,145	126,184	-	-	2,329,635	2,329,635
G. Southern Urban Area Library Facility	2,307,130	-	-	-	-	2,307,130	2,307,130
Subtotal, Libraries	\$ 3,695,716	\$ 20,956,483	\$ 1,757,893	\$ -	\$ -	\$ 26,410,092	\$ 33,594,691
09 Technology & GIS							
A. County Server Infrastructure Upgrade	\$ 499,406	\$ 512,102	\$ 529,031	\$ 541,728	\$ 558,657	\$ 2,640,924	\$ 4,903,715
B. Increased Redudant Internet Services	19,751	-	-	-	-	19,751	19,751
C. Mobility Devices	109,725	-	-	-	-	109,725	109,725
D. PBX Replacement	-	-	522,500	-	-	522,500	1,045,000
E. Security	54,863	-	-	-	-	54,863	54,863
F. Virtual Desktop Solution Trial	104,500	-	-	-	-	104,500	104,500
G. VMWare Hardware-Software Disaster Recovery	104,500	-	-	-	-	104,500	104,500
H. Website Enhancements	109,725	-	-	-	-	109,725	109,725
Subtotal, Technology & GIS	\$ 1,002,470	\$ 512,102	\$ 1,051,531	\$ 541,728	\$ 558,657	\$ 3,666,488	\$ 6,451,779

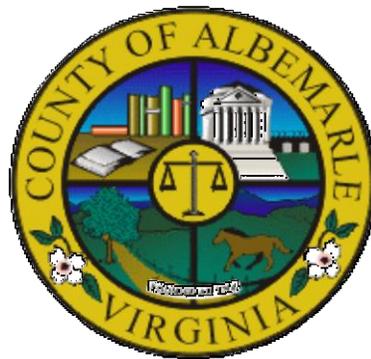
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FY 17/18 – FY 21/22 Adopted CNA Summary

(\$ Rounded to Nearest Dollar)

Description/Project	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 18-22	10 - YR TOTAL
10 ACE							
A. ACE Program	\$ 1,776,500	\$ 1,856,443	\$ 1,939,983	\$ 2,027,282	\$ 2,118,510	\$ 9,718,718	\$ 9,718,718
Subtotal, ACE	\$ 1,776,500	\$ 1,856,443	\$ 1,939,983	\$ 2,027,282	\$ 2,118,510	\$ 9,718,718	\$ 9,718,718
11 Project Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal, General Government Projects	\$ 40,321,451	\$ 56,241,249	\$ 30,778,724	\$ 23,581,121	\$ 19,565,885	\$ 170,488,430	\$ 214,694,475
12 Stormwater							
A. Stormwater TMDL Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 259,570
Stormwater TMDL Utilities Project	-	-	-	-	-	-	-
Subtotal, Stormwater Projects	\$ -	\$ 259,570					
13 Schools							
A. Administrative Technology	\$ 272,745	\$ 272,745	\$ 272,745	\$ 272,745	\$ 272,745	\$ 1,363,725	\$ 2,561,825
B. Instructional Technology	679,250	679,250	679,250	679,250	679,250	3,396,250	6,470,950
C. Local Area Network Upgrade	1,045,000	1,045,000	-	-	-	2,090,000	3,334,593
D. School Bus Replacement	-	-	-	-	-	-	-
E. School Maintenance/Replacement	6,046,579	6,761,082	5,805,693	5,872,358	6,021,221	30,506,933	55,517,392
F. State Technology Grant	821,370	821,370	821,370	821,370	821,370	4,106,850	8,202,696
G. Storage Facility Lease-School Division	75,000	75,000	75,000	75,000	-	300,000	600,000
H. Wide Area Network Upgrade	418,000	-	-	418,000	-	836,000	1,272,810
Subtotal, Schools Project	\$ 9,357,944	\$ 9,654,447	\$ 7,654,058	\$ 8,138,723	\$ 7,794,586	\$ 42,599,758	\$ 77,960,266
TOTAL PROJECTS	\$ 49,679,395	\$ 65,895,696	\$ 38,432,782	\$ 31,719,844	\$ 27,360,471	\$ 213,088,188	\$ 292,914,311



DEBT MANAGEMENT

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 in October 2000, 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.
- 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'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%.
 - The ratio of debt service expenditures as a percent of general fund and school fund revenues should not exceed 10%.

OUTSTANDING LONG-TERM DEBT OBLIGATIONS

School Related Debt

At the end of FY 10/11, Albemarle County held \$104.335 million in outstanding long-term debt payable through the year 2031 for school projects. Of the total amount, \$96.665 million is outstanding general obligation bonds.

A summary of school-related general long-term obligations outstanding at June 30, 2011 follows:

Issue	Issue Date	Retire Date	Interest Rate	Original Issue	Principal Installments	Balances as of 06/30/2011
1991 A Series	05/23/1991	12/15/2010	6.35% - 8.1%	\$3,000,000	Various Annual	\$0
1992 B Series	12/17/1992	12/15/2012	5.85% - 8.1%	\$2,885,000	Various Annual	\$195,000
1993 A Series	11/18/1993	12/15/2013	4.475% - 5%	\$11,900,000	Various Annual	\$310,000
1994 A Refunding	01/03/1994	12/15/2011	6.069% - 7.169%	\$24,710,000	Various Annual	\$600,000
1994 B Series	11/22/1994	07/15/2014	6.1% - 6.6%	\$450,000	Various Annual	\$80,000
1995 C Series	12/21/1995	07/15/2015	5.1% - 6.1%	\$7,850,000	Various Annual	\$1,950,000
1996 B Series	11/14/1996	07/15/2017	5.1% - 6.1%	\$5,900,000	Various Annual	\$1,770,000
1997 I Series	11/20/1997	01/15/2018	4.35% - 5.35%	\$20,455,000	Various Annual	\$7,140,000
1998 B Series	11/19/1998	07/15/2019	3.6% - 5.1%	\$7,245,000	Various Annual	\$2,880,000
1999 B Series	11/19/1999	07/15/2020	5.1% - 6.1%	\$2,835,000	Various Annual	\$1,260,000
2000 B Series	11/16/2000	07/15/2021	4.975% - 5.85%	\$2,605,000	Various Annual	\$1,300,000
2001 A Series	11/15/2001	07/15/2021	3.1% - 5.1%	\$20,330,000	Various Annual	\$11,165,000
2002 A Series	10/15/2002	07/15/2022	2.35% - 5.1%	\$8,365,000	Various Annual	\$5,005,000
2003 A Series	11/06/2003	07/15/2023	3.1% - 5.35%	\$6,760,000	Various Annual	\$4,380,000
2004 B Series	11/10/2004	07/15/2024	4.1% - 5.6%	\$8,950,000	Various Annual	\$6,250,000
2005 A Series	11/10/2005	07/15/2025	4.1% - 5.6%	\$7,380,000	Various Annual	\$5,530,000
2006 B Series	11/09/2006	07/15/2026	4.23% - 5.10%	\$15,020,000	Various Annual	\$12,000,000
2007 A Series	11/08/2007	07/15/2008	4.10% - 5.10%	\$11,325,000	Various Annual	\$9,615,000
2008 A Series	12/11/2008	07/15/2028	4.66%	\$28,045,000	Various Annual	\$25,235,000
2010 D Series	11/10/2010	07/15/2030	2.87%	\$7,670,000	Various Annual	\$7,670,000
						\$104,335,000

In addition to the FY 10/11 outstanding balance of \$104.335 million, \$6.626 million was issued in the fall of 2011 (FY 11/12): \$2.000 million through the Virginia Public School Authority Qualified School Construction Bond Program (QSCB Bonds) and \$4.626 million through the Economic Development Authority (EDA) to support several school projects. An additional \$8.930 million will be retired during FY 11/12, bringing the total school related long-term debt at the beginning of FY 12/13 to \$102.031 million.

No additional debt is anticipated to be issued during FY 12/13. The next issuance is scheduled for the fall of FY 13/14.

General Government Debt

At the end of FY 10/11, Albemarle County held \$21.063 million in outstanding long-term debt through the year 2031 for general government projects.

A summary of general government general long-term obligations outstanding at June 30, 2011 follows:

Issue	Issue Date	Retire Date	Interest Rate	Original Issue	Principal Installments	Balances as of 06/30/2011
94A Refunding	1/3/1994	12/15/2011	6.35% - 7.17%	\$ 24,710,000	Various Annual	\$ 600,000
2003 IDA Lease Revenue	3/19/2003	1/15/2023	2.0%	\$ 18,535,000	Various Annual	\$ 12,585,000
2009 EDA Lease Revenue	6/10/2009	1/1/2029	4.7%	\$ 6,841,021	Various Semi-Annual	\$ 5,909,892
800 Mhz Radio System	11/6/2003	11/6/2013	3.3%	\$ 7,000,000	Semi-Annual	\$ 1,968,620
						\$21,063,512

In addition to the FY 10/11 ending balance of \$21.063 million, \$29.689 million was issued in the fall of 2011 (FY 11/12) through the Economic Development Authority (EDA) to support several general government projects. This issuance included (a) the project related issuance totaling \$22.134 million and (b) \$7.554 million for the refunding of 2003 IDA and 2009 EDA issuance resulting in a reduction of obligated debt by \$19.095 million. With an additional \$2.023 million retiring during FY 11/12, the total general government related long-term debt at the beginning of FY 12/13 is \$29.634 million.

No additional debt is anticipated to be issued during FY 12/13. The next issuance is scheduled for the fall of FY 13/14.

Stormwater Debt

At the end of FY 10/11, Albemarle County held \$0.400 million in outstanding long-term debt through the year 2022.

Issue	Issue Date	Retire Date	Interest Rate	Original Issue	Principal Installments	Balances as of 06/30/2011
DEQ Forgivable Loan	6/1/2011	12/31/2022	2.93%	\$ 400,000	Various Annual	\$ 400,000
						\$400,000

Repayment of the Department of Environmental Quality (DEQ) Forgivable Loan¹ is projected to start in FY 11/12. Based on this projection, \$0.020 million will be retired, bringing the total stormwater related long-term debt at the beginning of FY 12/13 to \$0.380 million.

No additional debt is anticipated to be issued during FY 12/13. The next issuance is scheduled for the fall of FY 13/14.

¹DEQ Forgivable Loan has been received from the Virginia Resources Authority, as the Department of Environmental Quality (DEQ's) financial agent, through the Virginia Clean Water Revolving Loan Fund (VCWRLF) Green Project Reserve. this two-part loan, which includes a \$400,000 Principal Repayment Loan and a \$400,000 Principle Forgiveness Loan, was approved by the Board of Supervisors on June 1, 2011 as part of the Board's resolution to approve the structure and execution of various funding agreements with the Virginia Resources Authority to finance the costs of acquiring, designing and constructing stormwater management projects in the County.

Debt Levels and Debt Service Requirements

As indicated in the CIP chapter of this document, the County will fund the majority of its FY 13-17 CIP with borrowed funds for school and general government projects. FY 13-17 projected borrowing totals \$54.4 million (68.2% of CIP revenues) and consists of \$23.3 million for school projects and \$31.1 million for general government projects. Approximately 72.1% of school projects are funded with borrowed bonds for FY 13-17, including school construction and renovation projects, and major school maintenance and repair projects. Approximately 70.5% of general government projects are funded with borrowed bonds for FY 13-17, which is anticipated to be a combination of EDA bond revenues and lease-purchase proceeds. General Obligation Bonds, if utilized for funding, will require voter approval in a referendum.

A summary schedule illustrating the impact of these borrowings, as well as anticipated borrowing requirements for projected out-year projects, is shown below:

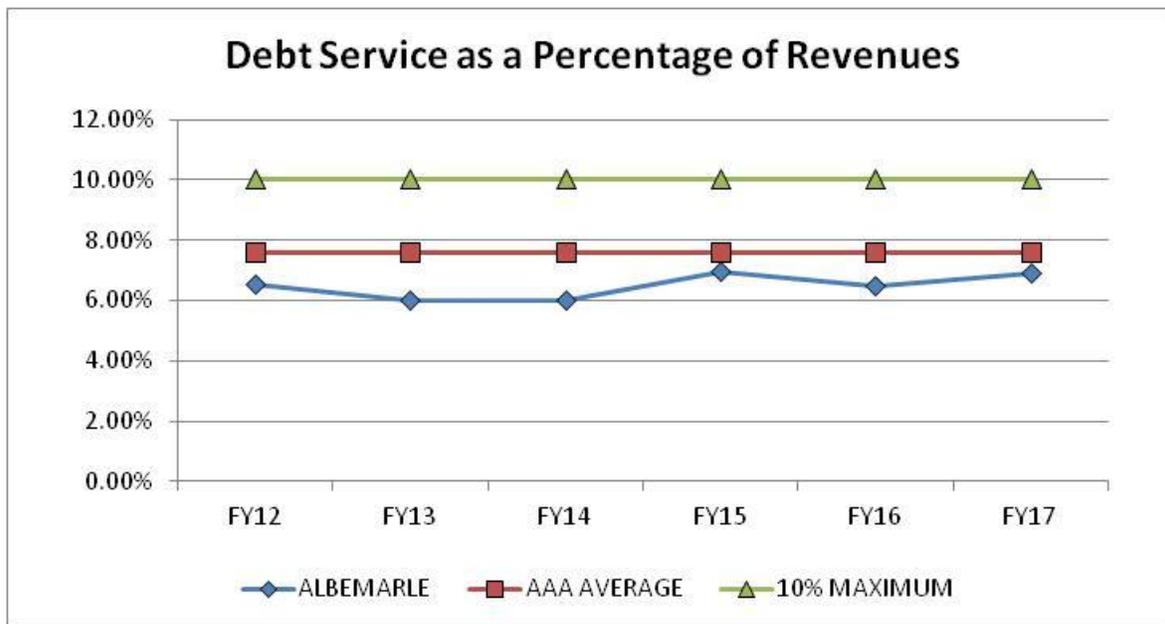
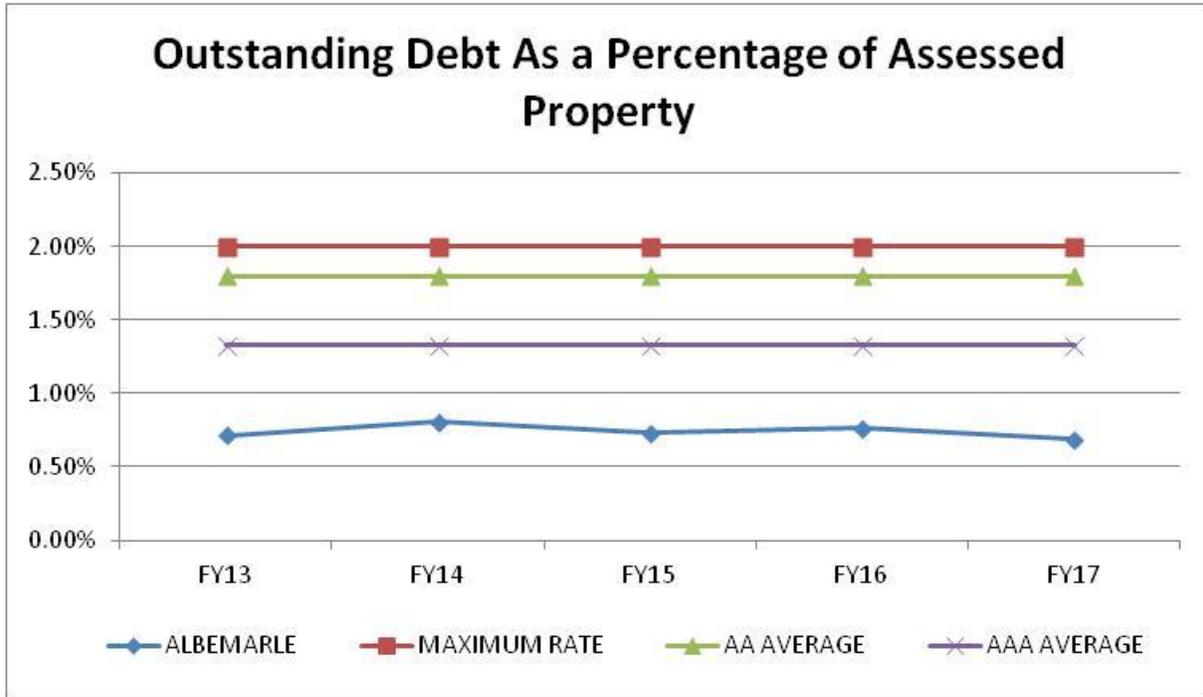
Debt Balance

	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17
General Government					
Beginning Debt Balance	\$ 29,634,179	\$ 27,999,718	\$ 41,793,366	\$ 39,345,469	\$ 47,400,705
Anticipated Borrowing	\$ -	\$ 17,560,030	\$ -	\$ 11,852,903	\$ -
Total Debt Balance	\$ 29,634,179	\$ 45,559,748	\$ 41,793,366	\$ 51,198,372	\$ 47,400,705
Retired Debt	\$ (1,634,461)	\$ (3,766,382)	\$ (2,447,897)	\$ (3,797,667)	\$ (2,003,474)
General Government Debt Balance	\$ 27,999,718	\$ 41,793,366	\$ 39,345,469	\$ 47,400,705	\$ 45,397,231
New General Government Borrowing	\$ -	\$ 1,422,258	\$ -	\$ 1,437,559	\$ -
School					
Beginning Debt Balance	\$ 102,031,154	\$ 93,776,926	\$ 94,246,871	\$ 86,054,766	\$ 86,607,623
Anticipated Borrowing	\$ -	\$ 9,213,353	\$ -	\$ 9,176,580	\$ -
Total Debt Balance	\$ 102,031,154	\$ 102,990,279	\$ 94,246,871	\$ 95,231,346	\$ 86,607,623
Retired Debt	\$ (8,254,228)	\$ (8,743,408)	\$ (8,192,105)	\$ (8,623,723)	\$ (7,971,528)
School Debt Balance	\$ 93,776,926	\$ 94,246,871	\$ 86,054,766	\$ 86,607,623	\$ 78,636,095
New School Borrowing	\$ -	\$ 545,911	\$ -	\$ 458,829	\$ -
Stormwater					
Beginning Debt Balance	\$ 380,000	\$ 360,000	\$ 340,000	\$ 320,000	\$ 300,000
Anticipated Borrowing	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Balance	\$ 380,000	\$ 360,000	\$ 340,000	\$ 320,000	\$ 300,000
Retired Debt	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)
Stormwater Debt Balance	\$ 360,000	\$ 340,000	\$ 320,000	\$ 300,000	\$ 280,000
New Stormwater Borrowing	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Balance*	\$ 122,136,644	\$ 136,380,237	\$ 125,720,235	\$ 134,308,328	\$ 124,313,326

* Based on project timelines and cash flow requirements, the actual issuance of debt may not coincide with the fiscal year in which the project is funded.

Debt Levels and Debt Service Requirements (continued)

As mentioned earlier in this section, 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 \$54.4 million in debt over the next five years, the charts below illustrate that the County’s proposed total debt service will remain well below these target maximums. The County’s debt service level will also remain below the average of other Virginia localities with a AAA bond rating.



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 bonds to fund the amount of debt service needed to be paid during the fiscal year.

Each of the Debt Service bonds also receives other revenues. A summary of the FY 10/11 Actual, FY 11/12 Adopted and Projected, and FY 12/13 Recommended revenues, expenditures, and appropriations School Debt Service Fund, General Government Debt Service Fund, and Stormwater Debt Service Fund are shown below.

SCHOOL DEBT SERVICE FUND						
<u>Expenditures</u>	FY 10/11 Actual	FY 11/12 Adopted	FY 11/12 Projected	FY 12/13 Adopted	\$ Inc/Dec	% Inc/Dec
VPSA Principal and Interest	\$13,772,241	\$13,134,457	\$13,789,457	\$12,615,725	-\$518,732	-3.95%
EDA 2011 Principal and Interest	0	0	0	241,001	\$241,001	
QSCB Principal and Interest	0	0	39,194	85,000	\$85,000	
Bond Services/Fees	87,000	25,995	15,678	26,230	\$235	0.91%
Total Expenditures	\$13,859,241	\$13,160,452	\$13,844,329	\$12,967,956	-\$2,156,170	-16.38%
<u>Revenues</u>						
Rent-PREP*	\$211,080	\$204,224	\$204,224	\$197,367	-\$6,857	-3.36%
QSCB Interest**	\$0	\$0	\$39,194	\$85,000	\$85,000	
Bond Premium	\$238,717	\$0	\$0	\$0	\$0	
Bond Rebate	\$1,222,855	\$0	\$0	\$0	\$0	0.00%
General Fund Transfer	12,399,537	12,956,228	13,600,911	12,685,589	-\$270,639	-2.09%
Total Revenues	\$14,072,189	\$13,160,452	\$13,844,329	\$12,967,956	-\$192,496	-1.46%

*Piedmont Regional Education Program

**Qualified School Construction Bond Program

GENERAL GOVERNMENT DEBT SERVICE						
<u>Expenditures</u>	FY 10/11 Actual	FY 11/12 Adopted	FY 11/12 Projected	FY 12/13 Adopted	\$ Inc/Dec	% Inc/Dec
Lease-Radio System	\$826,556	\$826,556	\$826,556	\$826,557	\$1	0.00%
Series 2003 Bonds	1,375,153	1,372,613	268,806	0	-1,372,613	-100.00%
Refunding-Series 2003 Bonds	0	0	11,973,578	0	0	
Lease Bond - 2009	694,685	703,768	114,964	0	-703,768	-100.00%
Refunding-Lease Bond - 2009	0	0	7,286,812	0	0	
EDA 2011 Issuance	0	1,275,899	2,056,022	2,186,994	911,095	71.41%
Bond Services/Fees	19,800	13,390	675,721	14,206	816	6.09%
Total Expenditures	\$2,916,193	\$4,192,226	\$23,202,459	\$3,027,757	-\$1,164,469	-122%
<u>Revenues</u>						
Interest	\$12	\$0	\$0	\$0	\$0	0.00%
Radio System-City	258,299	258,299	258,299	258,299	0	0.00%
Radio System-Airport	24,879	24,879	24,879	24,880	1	0.00%
Bond Proceeds	0	0	18,674,709	0	0	
General Fund Transfer	2,621,438	3,909,048	2,867,653	2,744,578	-1,164,470	-29.79%
Fund Balance	0	0	1,376,920	0	0	
Total Revenues	\$2,904,628	\$4,192,226	\$23,202,459	\$3,027,757	-\$1,164,469	-27.78%

STORMWATER DEBT SERVICE FUND						
Expenditures	FY 10/11 Actual	FY 11/12 Adopted	FY 11/12 Projected	FY 12/13 Adopted	\$ Inc/Dec	% Inc/Dec
DEQ Principal and Interest	\$0	\$0	\$2,155	\$31,134	\$31,134	
Total Expenditures	\$0	\$0	\$2,155	\$31,134	-\$2,156,170	
Revenues						
General Fund Transfer	\$0	\$0	\$2,155	\$31,134	\$31,134	
Total Revenues	\$0	\$0	\$2,155	\$31,134	\$31,134	

The current debt service amortization schedule for general government and schools is shown on the following two pages.

Current Debt Service Amortization Schedule

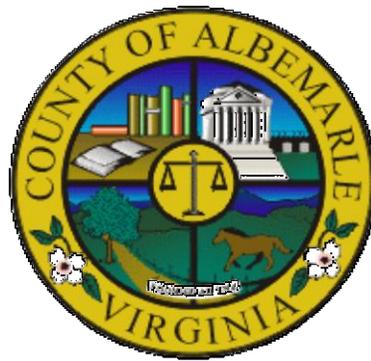
FY 2011/12 - FY 2021/22

Description	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
PRINCIPAL											
2,885,000 - 92B VPSA	110,000	85,000	-	-	-	-	-	-	-	-	-
11,900,000 - 93C VPSA	160,000	65,000	85,000	-	-	-	-	-	-	-	-
24,710,000 - 94A Refunding	600,000	-	-	-	-	-	-	-	-	-	-
450,000 - 94B VPSA	20,000	20,000	20,000	20,000	-	-	-	-	-	-	-
7,850,000 - 95C VPSA	390,000	390,000	390,000	390,000	390,000	-	-	-	-	-	-
5,900,000 - 96B VPSA	295,000	295,000	295,000	295,000	295,000	295,000	-	-	-	-	-
20,455,000 - 97B VPSA	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	-	-	-	-
7,245,000 - 98B VPSA - County-4,245,000	210,932	210,932	210,932	210,932	210,932	210,932	210,932	210,932	-	-	-
-98B VPSA - PREP - \$3M	149,069	149,069	149,069	149,069	149,069	149,069	149,069	149,069	-	-	-
2,835,000 - 99A VPSA	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	-	-
2,605,000 - 2000A VPSA	130,000	130,000	130,000	130,000	130,000	130,000	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	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000
8,365,000 - 2002A VPSA	420,000	420,000	420,000	420,000	420,000	415,000	415,000	415,000	415,000	415,000	415,000
6,760,000 - 2003A VPSA	340,000	340,000	340,000	340,000	340,000	335,000	335,000	335,000	335,000	335,000	335,000
\$8,950,000 - 2004A VPSA	450,000	450,000	450,000	450,000	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	370,000	370,000	370,000	370,000	370,000	370,000
\$15,463,000 - 2006A VPSA	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
\$11,930,000 - 2007A VPSA	570,000	570,000	565,000	565,000	565,000	565,000	565,000	565,000	565,000	565,000	565,000
\$28,045,000 - 2008A VPSA	1,405,000	1,405,000	1,405,000	1,405,000	1,405,000	1,405,000	1,405,000	1,400,000	1,400,000	1,400,000	1,400,000
-2010A VPSA	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000
EDA Series 2011, Schools Portion	-	44,227	57,496	137,104	134,893	141,527	201,233	176,908	221,135	229,981	243,249
QSCB	-	-	-	-	-	200,000	50,000	150,000	200,000	200,000	200,000
18,535,000 - 2003 IDA Lease Revenue	-	-	-	-	-	-	-	-	-	-	-
SunTrust Bank - Software \$190,000	-	-	-	-	-	-	-	-	-	-	-
7,000,000 - 800 Mhz Radio System	768,315	793,687	406,619	-	-	-	-	-	-	-	-
\$6,841,021 - 2009 EDA	-	-	-	-	-	-	-	-	-	-	-
EDA Series 2011, General Govt Portion	1,255,000	840,774	1,937,505	2,447,897	2,360,108	2,003,474	1,333,768	2,418,093	2,538,866	2,640,020	2,761,752
TOTAL PRINCIPAL	10,953,316	9,888,689	10,541,621	10,640,002	10,525,002	9,975,002	8,920,002	9,055,002	8,910,001	8,880,001	8,885,001
INTEREST											
239,317-84	-	-	-	-	-	-	-	-	-	-	-
179,152-84	-	-	-	-	-	-	-	-	-	-	-
2,000,000-86-BW	-	-	-	-	-	-	-	-	-	-	-
2,000,000-88-IVY	-	-	-	-	-	-	-	-	-	-	-
3,000,000 - 91A VPSA	-	-	-	-	-	-	-	-	-	-	-
2,885,000 - 92B VPSA	8,190	2,487	-	-	-	-	-	-	-	-	-
11,900,000- 93C VPSA	11,500	5,875	2,125	-	-	-	-	-	-	-	-
24,710,000 - 94A Refunding	19,050	-	-	-	-	-	-	-	-	-	-
450,000 - 94B VPSA	4,610	3,300	1,980	660	-	-	-	-	-	-	-
7,850,000 - 95C VPSA	89,505	69,615	49,725	29,835	9,945	-	-	-	-	-	-
5,900,000 - 96B VPSA	84,776	69,362	53,949	38,535	23,121	7,707	-	-	-	-	-
20,455,000 - 97B VPSA	343,740	291,720	239,190	186,150	133,110	79,943	26,648	-	-	-	-
7,245,000 - 98B VPSA - County \$4,245,000	78,045	68,342	58,640	48,409	37,652	26,894	16,137	5,379	-	-	-
-98B VPSA - PREP \$3M	55,156	48,299	41,441	34,212	26,609	19,007	11,404	3,802	-	-	-
2,835,000 - 99A VPSA	71,365	63,438	55,248	46,883	38,430	29,890	21,350	12,810	4,270	-	-
2,605,000 - 2000A VPSA	62,985	56,355	49,725	43,095	36,465	29,835	23,205	16,575	9,945	3,315	-
20,330,000 - 2001A VPSA	519,427	471,468	419,703	367,938	316,173	264,408	212,643	160,878	109,113	67,498	25,883
8,365,000 - 2002A VPSA	235,145	217,400	197,555	176,135	154,715	133,423	112,258	91,093	69,928	49,800	30,192
6,760,000 - 2003A VPSA	215,135	197,370	180,030	162,690	145,350	127,719	109,797	92,293	76,045	59,798	42,713
\$8,905,000 - 2004A VPSA	292,257	269,307	246,357	223,407	200,584	177,889	155,194	132,499	109,804	89,334	70,811
\$7,380,000 - 2005A VPSA	264,333	246,388	229,368	211,423	192,553	173,683	154,813	135,943	117,073	98,203	79,333
\$15,463,000 - 2006A VPSA	543,563	505,313	467,063	428,813	390,563	352,313	317,344	285,188	252,563	219,938	186,375
\$11,930,000 - 2007A VPSA	471,593	442,523	413,580	384,765	355,950	327,135	298,320	269,505	240,690	211,875	183,060
\$28,045,000 - 2008A VPSA	1,212,433	1,151,315	1,097,223	1,039,618	982,013	917,383	845,728	774,200	701,050	626,150	551,250
-2010A VPSA	276,655	225,847	216,029	206,212	196,394	184,652	170,984	157,317	143,649	129,982	118,239
EDA Series 2011, Schools Portion	98,934	196,774	195,005	192,131	185,275	178,531	171,454	161,393	152,547	141,491	129,992
QSCB	39,195	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
18,535,000 - 2003 IDA Lease Revenue	268,807	-	-	-	-	-	-	-	-	-	-
SunTrust Bank - Software \$190,000	-	-	-	-	-	-	-	-	-	-	-
7,000,000 - 800 Mhz Radio System	58,242	32,870	6,660	-	-	-	-	-	-	-	-
\$6,841,021 - 2009 EDA	138,883	-	-	-	-	-	-	-	-	-	-
EDA Series 2011, General Govt Portion	702,089	1,346,220	1,312,589	1,215,714	1,093,319	975,314	875,140	808,452	687,547	560,604	428,603
TOTAL INTEREST	6,165,613	6,066,588	5,618,185	5,121,625	4,603,221	4,090,726	3,607,419	3,192,327	2,759,224	2,342,988	1,931,451
TOTAL P & I	17,118,929	15,955,277	16,159,806	15,761,627	15,128,223	14,065,728	12,527,421	12,247,329	11,669,225	11,222,989	10,816,452

Current Debt Service Amortization Schedule (continued)

FY 2022/23 - FY 2031/32

Description	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 31-33
PRINCIPAL											
2,885,000 - 92B VPSA	-	-	-	-	-	-	-	-	-	-	195,000
11,900,000 - 93C VPSA	-	-	-	-	-	-	-	-	-	-	310,000
24,710,000 - 94A Refunding	-	-	-	-	-	-	-	-	-	-	600,000
450,000 - 94B VPSA	-	-	-	-	-	-	-	-	-	-	80,000
7,850,000 - 95C VPSA	-	-	-	-	-	-	-	-	-	-	1,950,000
5,900,000 - 96B VPSA	-	-	-	-	-	-	-	-	-	-	1,770,000
20,455,000 - 97B VPSA	-	-	-	-	-	-	-	-	-	-	7,140,000
7,245,000 - 98B VPSA - County-4,245,000	-	-	-	-	-	-	-	-	-	-	1,687,456
-98B VPSA - PREP - \$3M	-	-	-	-	-	-	-	-	-	-	1,192,552
2,835,000 - 99A VPSA	-	-	-	-	-	-	-	-	-	-	1,260,000
2,605,000 - 2000A VPSA	-	-	-	-	-	-	-	-	-	-	1,300,000
20,330,000 - 2001A VPSA	-	-	-	-	-	-	-	-	-	-	11,165,000
8,365,000 - 2002A VPSA	415,000	-	-	-	-	-	-	-	-	-	5,005,000
6,760,000 - 2003A VPSA	335,000	335,000	-	-	-	-	-	-	-	-	4,380,000
\$8,950,000 - 2004A VPSA	445,000	445,000	445,000	-	-	-	-	-	-	-	6,250,000
\$7,380,000 - 2005A VPSA	365,000	365,000	365,000	365,000	-	-	-	-	-	-	5,530,000
\$15,463,000 - 2006A VPSA	750,000	750,000	750,000	750,000	750,000	-	-	-	-	-	12,000,000
\$11,930,000 - 2007A VPSA	565,000	565,000	565,000	565,000	565,000	565,000	-	-	-	-	9,615,000
\$28,045,000 - 2008A VPSA	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	-	-	-	25,235,000
-2010A VPSA	385,000	385,000	385,000	380,000	380,000	380,000	380,000	380,000	380,000	-	7,670,000
EDA Series 2011, Schools Portion	254,305	267,573	276,419	285,264	296,321	305,166	318,434	331,702	344,971	358,239	4,626,147
QSCB	120,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	-	2,000,000
18,535,000 - 2003 IDA Lease Revenue	-	-	-	-	-	-	-	-	-	-	-
SunTrust Bank - Software \$190,000	-	-	-	-	-	-	-	-	-	-	-
7,000,000 - 800 Mhz Radio System	-	-	-	-	-	-	-	-	-	-	1,968,621
\$6,841,021 - 2009 EDA	-	-	-	-	-	-	-	-	-	-	-
EDA Series 2011, General Govt Portion	1,865,696	607,428	628,582	649,737	673,680	694,835	726,567	418,299	435,030	451,762	29,688,873
TOTAL PRINCIPAL	6,900,001	5,230,001	4,925,001	4,505,001	4,175,001	3,455,001	2,935,001	1,240,001	1,270,001	810,001	142,618,649
INTEREST											
2,885,000 - 92B VPSA	-	-	-	-	-	-	-	-	-	-	10,677
11,900,000 - 93C VPSA	-	-	-	-	-	-	-	-	-	-	19,500
24,710,000 - 94A Refunding	-	-	-	-	-	-	-	-	-	-	19,050
450,000 - 94B VPSA	-	-	-	-	-	-	-	-	-	-	10,550
7,850,000 - 95C VPSA	-	-	-	-	-	-	-	-	-	-	248,625
5,900,000 - 96B VPSA	-	-	-	-	-	-	-	-	-	-	277,450
20,455,000 - 97B VPSA	-	-	-	-	-	-	-	-	-	-	1,300,501
7,245,000 - 98B VPSA - County \$4,245,000	-	-	-	-	-	-	-	-	-	-	339,498
-98B VPSA - PREP \$3M	-	-	-	-	-	-	-	-	-	-	239,930
2,835,000 - 99A VPSA	-	-	-	-	-	-	-	-	-	-	343,684
2,605,000 - 2000A VPSA	-	-	-	-	-	-	-	-	-	-	331,500
20,330,000 - 2001A VPSA	-	-	-	-	-	-	-	-	-	-	2,935,132
8,365,000 - 2002A VPSA	10,064	-	-	-	-	-	-	-	-	-	1,477,708
6,760,000 - 2003A VPSA	25,628	8,543	-	-	-	-	-	-	-	-	1,443,111
\$8,905,000 - 2004A VPSA	51,175	30,705	10,235	-	-	-	-	-	-	-	2,059,558
\$7,380,000 - 2005A VPSA	60,590	42,888	25,642	8,395	-	-	-	-	-	-	2,040,628
\$15,463,000 - 2006A VPSA	152,625	119,344	85,782	51,750	17,250	-	-	-	-	-	4,375,787
\$11,930,000 - 2007A VPSA	156,364	129,668	100,853	72,038	43,223	14,408	-	-	-	-	4,115,550
\$28,045,000 - 2008A VPSA	476,350	401,450	326,550	251,650	178,500	107,100	35,700	-	-	-	11,675,663
-2010A VPSA	106,497	94,754	83,012	71,108	58,805	46,265	33,488	20,235	6,745	-	2,546,869
EDA Series 2011, Schools Portion	117,829	105,114	96,752	87,423	77,083	66,341	54,134	41,397	28,129	14,330	2,492,059
QSCB	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	42,500	1,696,695
18,535,000 - 2003 IDA Lease Revenue	-	-	-	-	-	-	-	-	-	-	268,807
SunTrust Bank - Software \$190,000	-	-	-	-	-	-	-	-	-	-	-
7,000,000 - 800 Mhz Radio System	-	-	-	-	-	-	-	-	-	-	97,772
\$6,841,021 - 2009 EDA	-	-	-	-	-	-	-	-	-	-	138,883
EDA Series 2011, General Govt Portion	290,515	197,231	178,249	157,034	133,481	109,060	81,267	52,204	35,472	18,071	11,258,175
TOTAL INTEREST	1,532,637	1,214,697	992,075	784,398	593,342	428,174	289,589	198,836	155,346	74,901	51,763,362
TOTAL P & I	8,432,638	6,444,698	5,917,076	5,289,399	4,768,343	3,883,175	3,224,590	1,438,837	1,425,347	884,902	194,382,011



SUMMARY OF SPECIAL REVENUE FUNDS

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.

FUNDS DESCRIBED IN THIS SECTION

MARTHA JEFFERSON HEALTH GRANT

COURTHOUSE MAINTENANCE FUND

TOURISM FUND

CRIMINAL JUSTICE PROGRAMS

VICTIM-WITNESS GRANT

VEHICLE REPLACEMENT

METRO PLANNING GRANT

HOUSING ASSISTANCE

OAK HILL REHABILITATION

ENERGY BLOCK GRANT

OLD CROZET SCHOOL

FUNDS DESCRIBED ELSEWHERE

COMPREHENSIVE SERVICES ACT FUND - in Human Development chapter

BRIGHT STARS FUND - in Human Development chapter

TOWE PARK FUND - in Parks, Recreation & Culture chapter

(SPECIAL REVENUE FUNDS CONTINUED)

EXPENDITURE SUMMARY

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Comprehensive Services Act	\$6,599,454	\$6,752,793	\$6,752,793	\$6,617,046	\$6,617,046	\$6,617,046	(\$135,747)	-2.0%
Bright Stars	1,034,805	1,085,545	1,085,545	1,126,023	1,126,023	1,126,023	40,478	3.7%
MJ Health Grant	6,830	5,000	5,000	5,000	5,000	5,000	0	0.0%
Towe Park	211,175	243,030	243,030	304,522	304,522	304,522	61,492	25.3%
Courthouse Maintenance Fund	40,409	41,621	41,621	42,870	42,870	42,870	1,249	3.0%
Tourism Fund	1,248,750	1,312,500	1,312,500	1,350,000	1,350,000	1,350,000	37,500	2.9%
Criminal Justice Programs	706,158	751,590	751,590	751,590	751,590	751,590	0	0.0%
Victim-Witness Grant	104,394	110,606	110,606	113,937	113,937	113,937	3,331	3.0%
Vehicle Replacement Fund	457,366	824,760	869,747	1,128,184	771,814	771,814	(52,946)	-6.4%
Metro Planning Grant	12,000	12,000	12,000	11,400	11,400	11,400	(600)	-5.0%
Housing Assistance	3,110,786	3,002,000	3,002,000	2,981,500	2,981,500	2,981,500	(20,500)	-0.7%
Oak Hill Rehabilitation	0	33,510	33,510	0	0	0	(33,510)	-100.0%
Energy Block Grant	151,607	27,625	27,625	15,519	15,519	15,519	(12,106)	-43.8%
Old Crozet School	75,671	60,801	60,801	66,068	66,068	66,068	5,267	8.7%
SUBTOTAL	\$13,759,405	\$14,263,381	\$14,308,368	\$14,513,659	\$14,157,289	\$14,157,289	(\$106,092)	-0.7%
Other Special Revenue Funds*	1,259,130	0	2,872,787	0	0	0	0	
TOTAL	\$15,018,536	\$14,263,381	\$17,181,155	\$14,513,659	\$14,157,289	\$14,157,289	(\$106,092)	-0.7%

*Other Special Revenue Funds include supplemental appropriations for items such as grants and seized assets accounts.

REVENUE SUMMARY

	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Local Revenue	\$1,471,276	\$1,546,840	\$1,570,293	\$1,579,762	\$1,579,762	\$1,579,762	\$32,922	2.1%
State Revenue	4,401,894	4,152,206	4,152,206	4,180,088	4,180,088	4,180,088	27,882	0.7%
Federal Revenue	3,452,041	3,101,362	3,101,362	3,069,519	3,069,519	3,069,519	(31,843)	-1.0%
Transfers	4,491,495	5,131,398	5,131,398	4,939,855	4,939,855	4,939,855	(191,543)	-3.7%
Use of Fund Balance	0	331,575	353,009	388,065	388,065	388,065	56,490	17.0%
SUBTOTAL	\$13,816,705	\$14,263,381	\$14,308,268	\$14,157,289	\$14,157,289	\$14,157,289	(\$106,092)	-0.7%
Other Special Revenue Funds*	1,117,156	0	2,872,787	0	0	0	0	
TOTAL	\$14,933,861	\$14,263,381	\$17,181,055	\$14,157,289	\$14,157,289	\$14,157,289	(\$106,092)	-0.7%

*Other Special Revenue Funds include supplemental appropriations for items such as grants and seized assets accounts.

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 their mission to improve community health.

FUND FINANCIAL DATA

MJ HEALTH GRANT								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$6,830	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.0%
REVENUES								
MJ Health Grant	\$13,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.0%
REVENUE TOTAL	\$13,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.0%

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.

FUND FINANCIAL DATA

COURTHOUSE MAINTENANCE								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
TRANSFER TO CIP	\$40,409	\$41,621	\$41,621	\$42,870	\$42,870	\$42,870	\$1,249	3.0%
REVENUES								
Courthouse Maintenance Fees	\$41,939	\$41,621	\$41,621	\$42,870	\$42,870	\$42,870	\$1,249	3.0%
REVENUE TOTAL	\$41,939	\$41,621	\$41,621	\$42,870	\$42,870	\$42,870	\$1,249	3.0%

TOURISM FUND

DESCRIPTION

The Tourism Fund was established in FY 97/98 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.

FUND FINANCIAL DATA

TOURISM								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Transfer to General Fund	\$1,248,750	\$1,312,500	\$1,312,500	\$1,320,000	\$1,320,000	\$1,320,000	\$7,500	0.6%
Transfer to CIP	0	0	0	30,000	30,000	30,000	30,000	
EXPENDITURE TOTAL	\$1,248,750	\$1,312,500	\$1,312,500	\$1,350,000	\$1,350,000	\$1,350,000	\$37,500	2.9%
REVENUES								
TRANSIENT OCCUPANCY TAX	\$1,244,410	\$1,312,500	\$1,312,500	\$1,320,000	\$1,320,000	\$1,320,000	\$7,500	0.6%
FUND BALANCE	0	0	0	30,000	30,000	30,000	30,000	
REVENUE TOTAL	\$1,244,410	\$1,312,500	\$1,312,500	\$1,350,000	\$1,350,000	\$1,350,000	\$37,500	2.9%

Description	FY 11/12 Adopted	FY 12/13 Recomm	FY 12/13 Adopted	Dollar Inc/(Dec)	Percent +/-
Transfer to the General Fund: Transfers from the Tourism Fund to the General Fund are made to offset the expenses of operating County tourism-related programs and activities, such as the Visitors Bureau, arts and cultural activities and maintenance costs for the Parks and Recreation Department.	\$1,312,500	\$1,320,000	\$1,320,000	\$7,500	0.6%
Transfer to the Capital Improvements Fund: Transfers from the Tourism Fund to the Capital Improvements Fund are made to offset the expenses of certain capital projects supporting tourism and visitor programs, which in FY 12/13 includes maintenance projects for the Parks and Recreation department. For additional information, please see the Capital Improvements Program chapter of this document.	0	30,000	30,000	\$30,000	
TOTAL, TOURISM FUND	\$1,312,500	\$1,350,000	\$1,350,000	\$37,500	2.9%

CRIMINAL JUSTICE PROGRAMS

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 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$706,158	\$751,590	\$751,590	\$751,590	\$751,590	\$751,590	\$0	0.0%
REVENUES								
DCJS-COMMUNITY CORRECTION	\$677,413	\$716,590	\$716,590	\$716,590	\$716,590	\$716,590	\$0	0.0%
OTHER RECOVERED COSTS	28,745	35,000	35,000	35,000	35,000	35,000	\$0	
REVENUE TOTAL	\$706,158	\$751,590	\$751,590	\$751,590	\$751,590	\$751,590	\$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 grant funding pays for a Victim/Witness Assistant Coordinator and a Victim/Witness Program Assistant.

FUND FINANCIAL DATA

VICTIM WITNESS								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPT	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
SALARIES	\$72,862	\$72,885	\$72,885	\$73,613	\$73,613	\$73,613	\$728	1.0%
BENEFITS	30,834	32,191	32,191	34,794	34,794	34,794	2,603	8.1%
OPERATING	697	5,530	5,530	5,530	5,530	5,530	0	0.0%
EXPENDITURE TOTAL	\$104,394	\$110,606	\$110,606	\$113,937	\$113,937	\$113,937	\$3,331	3.0%
REVENUES								
DCJS FUNDS	\$76,587	\$82,849	\$82,849	\$84,506	\$84,506	\$84,506	\$1,657	2.0%
TRANSFER FROM GENERAL FUND	27,807	27,757	27,757	29,431	29,431	29,431	1,674	6.0%
REVENUE TOTAL	\$104,394	\$110,606	\$110,606	\$113,937	\$113,937	\$113,937	\$3,331	3.0%
POSITIONS	2.0	2.0	2.0	2.0	2.0	2.0	0.0	0.0%

VEHICLE REPLACEMENT FUND

DESCRIPTION

The Vehicle Replacement Fund annually funds vehicles based on an established replacement cycle policy. The fund monitors needed replacement costs for general government departments and has typically been funded through a \$3.00 per gallon fuel surcharge in these departments' budgets. This rate is reviewed annually and recommended to continue at \$3.00 per gallon for the FY 12/13 budget. In addition to the fuel surcharge:

- \$27,844 is recommended to be transferred from the General Fund and \$45,000 is recommended to be appropriated from this fund's balance to provide funding for some vehicle replacements that were deferred from FY 08/09 through FY 10/11.
- \$15,000 is recommended to be appropriated from this fund's balance to create an Emergency Replacement Contingency to facilitate the prompt replacement of vehicles that might be totaled and cannot be funded entirely through insurance receipts.

In total, departments requested 45 replacement vehicles for FY 12/13. Funding is provided to replace 30 vehicles.

FUND FINANCIAL DATA

VEHICLE REPLACEMENT FUND								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
FINANCE-REAL ESTATE	\$0	\$0	\$17,217	\$0	\$0	\$0	\$0	-
SHERIFF	\$20,907	\$109,991	\$109,991	\$137,000	\$109,000	\$109,000	(\$991)	-0.9%
POLICE	436,459	581,695	581,695	777,800	504,300	504,300	(77,395)	-13.3%
FIRE/RESCUE	0	46,074	46,074	29,000	29,000	29,000	(17,074)	-37.1%
GENERAL SERVICES	0	17,600	17,600	36,580	18,290	18,290	690	3.9%
SOCIAL SERVICES	0	35,400	35,400	18,290	0	0	(35,400)	-100.0%
PARKS/RECREATION	0	34,000	61,770	96,224	96,224	96,224	62,224	183.0%
HOUSING	0	0	0	18,290	0	0	0	
EMERGENCY REPLACE CONTINGENCY	0	0	0	15,000	15,000	15,000	15,000	
EXPENDITURE TOTAL	\$457,366	\$824,760	\$869,747	\$1,128,184	\$771,814	\$771,814	(\$52,946)	-6.4%
REVENUES								
VEHICLE REPLACEMENT FEE	\$345,494	\$682,110	\$682,110	\$683,970	\$683,970	\$683,970	\$1,860	0.3%
OTHER REVENUES	304	1,150	24,703	0	0	0	(1,150)	-100.0%
USE OF FUND BALANCE	0	0	21,434	60,000	60,000	60,000	60,000	
TRANSFER FROM GEN. FUND	0	141,500	141,500	27,844	27,844	27,844	(113,656)	-80.3%
REVENUE TOTAL	\$345,798	\$824,760	\$869,747	\$771,814	\$771,814	\$771,814	(\$52,946)	-6.4%

METRO PLANNING GRANT

DESCRIPTION

The Metro Planning Grant provides funding support for the County’s participation in the Metropolitan Planning Organization (MPO). The purpose of the MPO is to provide a forum for cooperative transportation decision-making among the City, County, and VDOT officials. The local governments of Charlottesville and Albemarle established the MPO in response to a federal mandate through a memorandum of understanding with the Thomas Jefferson Planning District Commission.

The MPO conducts transportation studies and ongoing planning activities, including an annual Transportation Improvement Program, which lists road and transit improvements approved for federal funding, and the 20-year *Charlottesville-Albemarle Regional Transportation Plan (CHART)*, which is updated every five years. The CHART is typically adopted into the County’s Comprehensive Plan as the County’s Transportation Plan.

FUND FINANCIAL DATA

METRO PLANNING GRANT								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES	\$12,000	\$12,000	\$12,000	\$11,400	\$11,400	\$11,400	(\$600)	-5.0%
REVENUES								
STATE	\$1,200	\$1,200	\$1,200	\$1,140	\$1,140	\$1,140	(\$60)	-5.0%
FEDERAL	9,600	9,600	9,600	9,120	9,120	9,120	(480)	-5.0%
TR FROM GEN FUND	1,200	1,200	1,200	1,140	1,140	1,140	(60)	-5.0%
REVENUE TOTAL	\$12,000	\$12,000	\$12,000	\$11,400	\$11,400	\$11,400	(\$600)	-5.0%

HOUSING ASSISTANCE

DESCRIPTION

Housing Assistance funding is provided by the U.S. Department of Housing and Urban Development (HUD) for the Housing Choice Voucher (HCV) Program. The funds are disbursed to landlords participating in HCV as rental subsidies for voucher holders and to some voucher holders to assist with utility costs.

FUND FINANCIAL DATA

HOUSING ASSISTANCE								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
EXPENDITURES								
Housing Assist. and Utility Reimb.	\$2,779,504	\$2,706,000	\$2,706,000	\$2,698,700	\$2,698,700	\$2,698,700	(\$7,300)	-0.3%
Transfer to General Fund	331,282	296,000	296,000	282,800	282,800	282,800	(\$13,200)	-4.5%
EXPENDITURE TOTAL	\$3,110,786	\$3,002,000	\$3,002,000	\$2,981,500	\$2,981,500	\$2,981,500	(\$20,500)	-0.7%
REVENUES								
HOUSING CHOICE VOUCHER PROGRAM	\$3,243,842	\$3,002,000	\$3,002,000	\$2,981,500	\$2,981,500	\$2,981,500	(\$20,500)	-0.7%
REVENUE TOTAL	\$3,243,842	\$3,002,000	\$3,002,000	\$2,981,500	\$2,981,500	\$2,981,500	(\$20,500)	-0.7%

OAK HILL REHABILITATION

DESCRIPTION

These revenues are received from the Virginia Community Development Block Grant (CDBG) for the Oak Hill Rehabilitation project. In FY 11/12, this fund transferred performance-based contract administrative fees to the General Fund for staff assistance in the Office of Housing. There is no transfer budgeted for FY 12/13.

FUND FINANCIAL DATA

OAK HILL REHABILITATION								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
TRANSFER TO GENERAL FUND	\$0	\$33,510	\$33,510	\$0	\$0	\$0	(\$33,510)	-100.0%
REVENUES								
FEDERAL	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	
Fund Balance	0	33,510	33,510	0	0	0	(\$33,510)	-100.0%
REVENUE TOTAL	\$7,500	\$33,510	\$33,510	\$0	\$0	\$0	(\$33,510)	-100.0%

ENERGY BLOCK GRANT

DESCRIPTION

The County is a formula recipient from the Department of Energy's (DOE) Energy Efficiency and Conservation Block Grant (EECBG) program. This grant is funded through the American Recovery and Reinvestment Act (ARRA) of 2009. The purpose of the EECBG program is to support the investment of resources into energy efficiency, renewable energy and climate protection. The DOE has approved the County's EECBG Strategy that the Albemarle County Grants Committee finalized in Fall 2009. The County's EECBG Strategy is aligned with the County's Environmental Management Policy, Energy Management Policy and Comprehensive and Strategic Plans.

The portion of the grant included in the FY 12/13 budget will fund staff assistance in the Department of General Services to implement this grant. The remainder of the grant, originally received in FY 09/10, will be considered for reappropriation during FY 12/13.

FUND FINANCIAL DATA

ENERGY BLOCK GRANT								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
TRANSFER TO GENERAL FUND	\$151,607	\$27,625	\$27,625	\$15,519	\$15,519	\$15,519	(\$12,106)	-43.8%
REVENUES								
Federal Revenues	\$128,420	\$27,625	\$27,625	\$15,519	\$15,519	\$15,519	(\$12,106)	-43.8%
REVENUE TOTAL	\$128,420	\$27,625	\$27,625	\$15,519	\$15,519	\$15,519	(\$12,106)	-43.8%

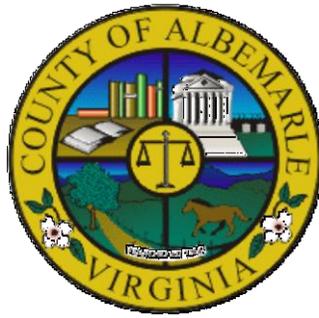
OLD CROZET SCHOOL

DESCRIPTION

The County leases out space at the Old Crozet Elementary School. The rent revenue provides funding for the operating costs of this facility and funds required major capital replacements and repairs.

FUND FINANCIAL DATA

OLD CROZET SCHOOL								
	FY 10/11 ACTUAL	FY 11/12 ADOPTED	FY 11/12 PROJECTED	FY 12/13 REQUEST	FY 12/13 RECOMM	FY 12/13 ADOPTED	\$ ADP-ADP	% ADP/ADP
Operating Expenditures	\$75,671	\$60,801	\$60,801	\$66,068	\$66,068	\$66,068	\$5,267	8.7%
<u>REVENUES</u>								
Rent	\$60,150	\$60,801	\$60,801	\$66,068	\$66,068	\$66,068	\$5,267	8.7%
Transfer from CIP	15,451	0	0	0	0	0	0	
REVENUE TOTAL	\$75,601	\$60,801	\$60,801	\$66,068	\$66,068	\$66,068	\$5,267	8.7%



GLOSSARY

Accrual Basis

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.

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 (Undesignated) Fund Balance

The funds remaining from the prior fiscal year that are available to appropriate and spend in the current year.

GLOSSARY

BPOL (Business, Professional, and Occupational License)

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 Board of County 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, cash, or modified accrual.

CIP (Capital Improvements Program)

See Capital Improvements Program.

CPI (Consumer Price Index)

See Consumer Price Index.

Capital Budget

The appropriation of bonds or operating revenues for improvements to facilities and other infrastructure. The capital budget is the first year of the approved five-year Capital Improvements Program.

Capital Improvements

Expenditures related to the acquisition, expansion, or rehabilitation of the government's physical plant or infrastructure.

GLOSSARY

Capital Improvements Program (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 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 from the previous fiscal year that may be used to make payment 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.

GLOSSARY

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.

Debt

An obligation resulting from borrowing of 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 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.

GLOSSARY

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, etc.

Financial Management Policies

Financial policies adopted by the Board of County Supervisors in October 1994 and amended in October 2000, 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 report; 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.

Function

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. The individual government funds are 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 principals.

GFOA

Government Finance Officers Association

GLOSSARY

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, fire/rescue, 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 one governmental unit to another. The contribution is usually made in support of a specified function, such as health care, housing, crime prevention, etc.

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.

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, vehicle decals, and Business, Professional and Occupational Licenses.

Line Item

An expenditure classification established to account and budget for approved appropriations.

Long-Term Debt

Debt with a maturity of more than one year after the date of issuance.

GLOSSARY

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, vehicle stickers, 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.

GLOSSARY

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.

Revised Budget

The revised budget represents the total budgeted expenditures and revenues for the fiscal year, including all reappropriations.

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.

GLOSSARY

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., \$0.762 per \$100 of assessed valuation) or a percentage of the value of the tax base (i.e., 5.0% sales tax).

Tipping Fees

The cost for use of the landfill; generally this is levied on tonnage of solid waste.

Transfers

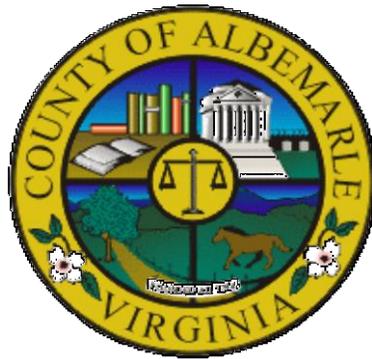
Budget transfers provide the opportunity to shift already budgeted funds to another area. Transfers may occur throughout the course of the fiscal year as needed for an agency's operation. The Director of Finance is authorized to transfer amounts between line items and between divisions within a department. Transfers between expenditure accounts in different departments are approved by the Board of County 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.

Users Fees/Licenses

User's fees are charges for services such as public property and parking. The fee assures that only people using a service pay for that service. Licenses and permits are also forms of user fees.



APPENDIX – COMMUNITY PROFILE

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, as well as the Town of Scottsville. 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-Albemarle Joint Health Center Building Fund, the Charlottesville/UVA/Albemarle County Emergency Communications Center, and Darden Towe Memorial Park. The County serves as fiscal agent for the Commission on Children and Families, the Albemarle-Charlottesville Regional Jail Authority and the Blue Ridge Juvenile Detention Commission.

Public Schools

Albemarle County Public Schools include 16 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 4.6 percent from 12,237 in 2001 to 12,800 in 2011. Since 2006, the school system has experienced a 2.8 percent increase in the number of students. All Albemarle County schools remained fully accredited by the Commonwealth of Virginia in school year 2010-2011. The dropout rate decreased for 2009/10 to 0.92 percent compared with a 1.02 percent rate for school year 2008/09.

Higher Education

The County is also home to two institutions of higher learning, the University of Virginia and Piedmont Virginia Community College.

Founded in 1819 by Thomas Jefferson, the University of Virginia is situated on 188 acres and has a current student enrollment of over 21,000. In 2011, the U.S. News and World Report ranked the University as the nation's second best public university (tying with UCLA) and 25th best among all national universities

(tying with UCLA and Wake Forest). The University is comprised of the Schools of Architecture, Business, Commerce, Engineering, Law, Medicine, Nursing, and Education; and the College of Arts and Sciences.

Piedmont Virginia Community College offers two-year Associates Degrees and also several four-year degree programs in conjunction with the University of Virginia, Mary Baldwin College and Old Dominion University. Each year more than 500 students transfer from PVCC to a four-year college or university. Since establishment in 1972, more than 108,000 students have attended classes. Currently there have been over 10,100 associates degrees and certificates awarded. PVCC also offers extensive workforce training programs for local employees.

Travel and Tourism

The County and immediate areas contain numerous cultural and recreational facilities and historic sites. The travel and tourism industry contributes significantly to the local economy, generating over \$274 million in revenues in 2010 and over 2,800 jobs in the County.

Albemarle has a wealth of historic resources, including prehistoric archaeological sites, Monticello, Ash Lawn-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.

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 James Monroe’s home, Ashlawn-Highland; Dr. Thomas Walker’s 1765 Plantation, Castle Hill; the birth site of George Rogers Clark; Patrick Henry’s family tavern, Michie Tavern; and Albemarle County’s 1830 Court House.

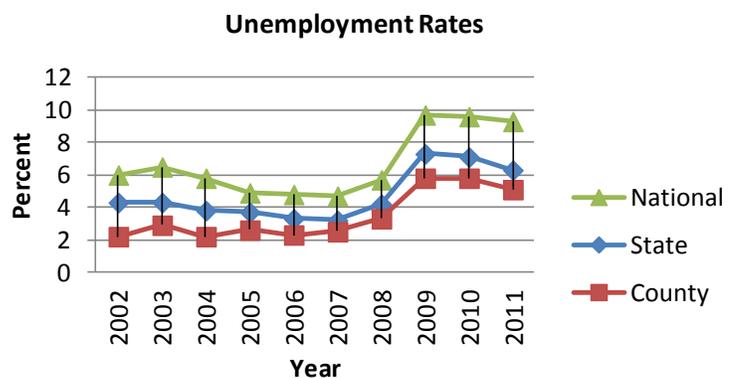
Located partially within the City of Charlottesville’s corporate limits, though legally within the jurisdiction of the County, is the University of Virginia. The Lawn, Ranges and Rotunda, comprising the original academic buildings of the University, were designed by Thomas Jefferson. Monroe Hill, the home occupied by James Monroe when he was rector of the University, is also on the University grounds.

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 Charlottesville-Albemarle Airport (CHO), a non-hub, commercial service airport offering 50 daily non-stop flights to and from Charlotte, Philadelphia, New York/LaGuardia, Washington/Dulles, Chicago, and Atlanta.

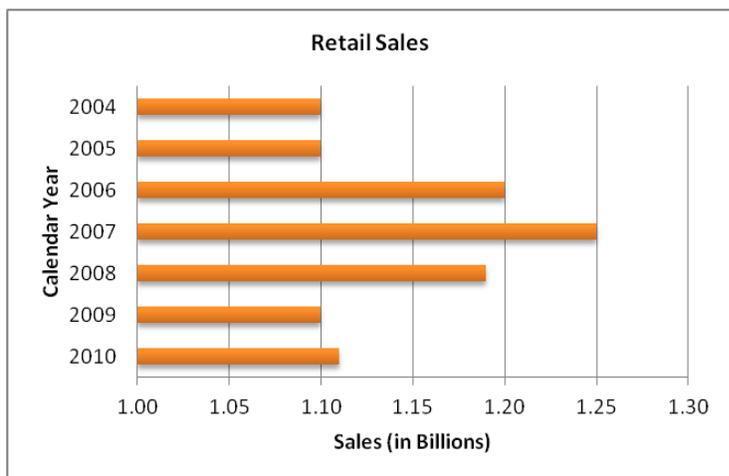
ECONOMIC CONDITION AND OUTLOOK

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, UVA Health Services, State Farm Mutual Insurance, and Northrup Grumman Corporation.

According to the Virginia Employment Commission, as of June, 2011, unemployment for Albemarle County was at 5.1 percent. The area continues to have one of the lower unemployment rates and was ranked tenth lowest in the Commonwealth (tied with Fluvanna County). For the same period, Virginia’s unemployment rate was 6.3 percent and ranked ninth lowest in the nation. The national unemployment rate was 9.3 percent.

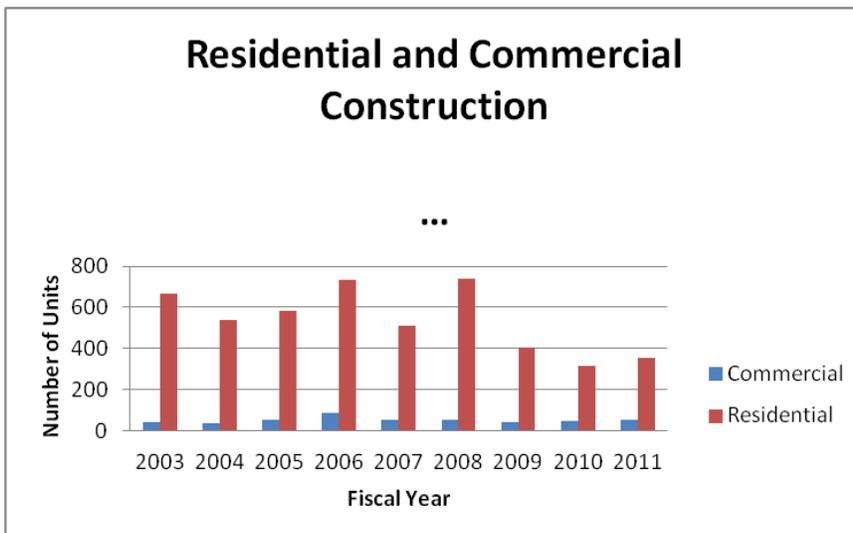


ECONOMIC CONDITION AND OUTLOOK: (Continued)



Retail sales in the County increased slightly in 2010. As of December 31, 2010, the increase was less than 1.0%, with \$1.11 billion compared to \$1.10 billion in 2009. Retail sales figures for the first and second quarters of 2011 increase 6.74%, with \$570 million being reported compared to \$534 million in the first and second quarters of 2010.

The value of new residential construction activity in calendar year 2010 increased for the first time since 2007. Permits issued for new residential construction rose 14 percent from 313 in 2009 to 357 in 2010, and the value of this construction was \$121,935,573. The number of new commercial permits rose 10 percent from 48 in 2009 to 53 in 2010, with a total value of \$48,777,952.



As of June 2011, the median sales price of homes in the County of Albemarle was \$275,975. The median sales price of homes in the City of Charlottesville during the same period was \$233,500, a slight decline for both jurisdictions from the previous year.

Although tax revenues have declined over the past three fiscal years due largely to global economic issues, the County has taken timely and appropriate measures to maintain its solid financial position. The County has one of the highest per capita income levels in the Commonwealth, with a large presence of highly educated individuals and owner occupied homes.

Demographic Information

The U.S. Census Bureau calculated Albemarle County's population to be 94,908 in 2009 and currently estimates the 2010 population to be 98,970. Within the 2010 estimated population, 73 percent of Albemarle County is comprised of individuals over the age of 18 with 14 percent age 65 and older. The median age for Albemarle is 37.

Single-family detached housing units continued to account for the majority of the housing units within the County, representing 63.68 percent of total dwellings. Multi-family units, including condominiums, accounted for 20.97 percent, single-family townhouses 6.66 percent, single-family attached units 3.72 percent, mobile homes 4.27 percent; and duplexes comprised 0.70 percent of housing units.

The total number of families awaiting general housing assistance from the County as of June 2011 is 331. Approximately 320 families are currently being assisted, either with rental or project-specific assistance.

