

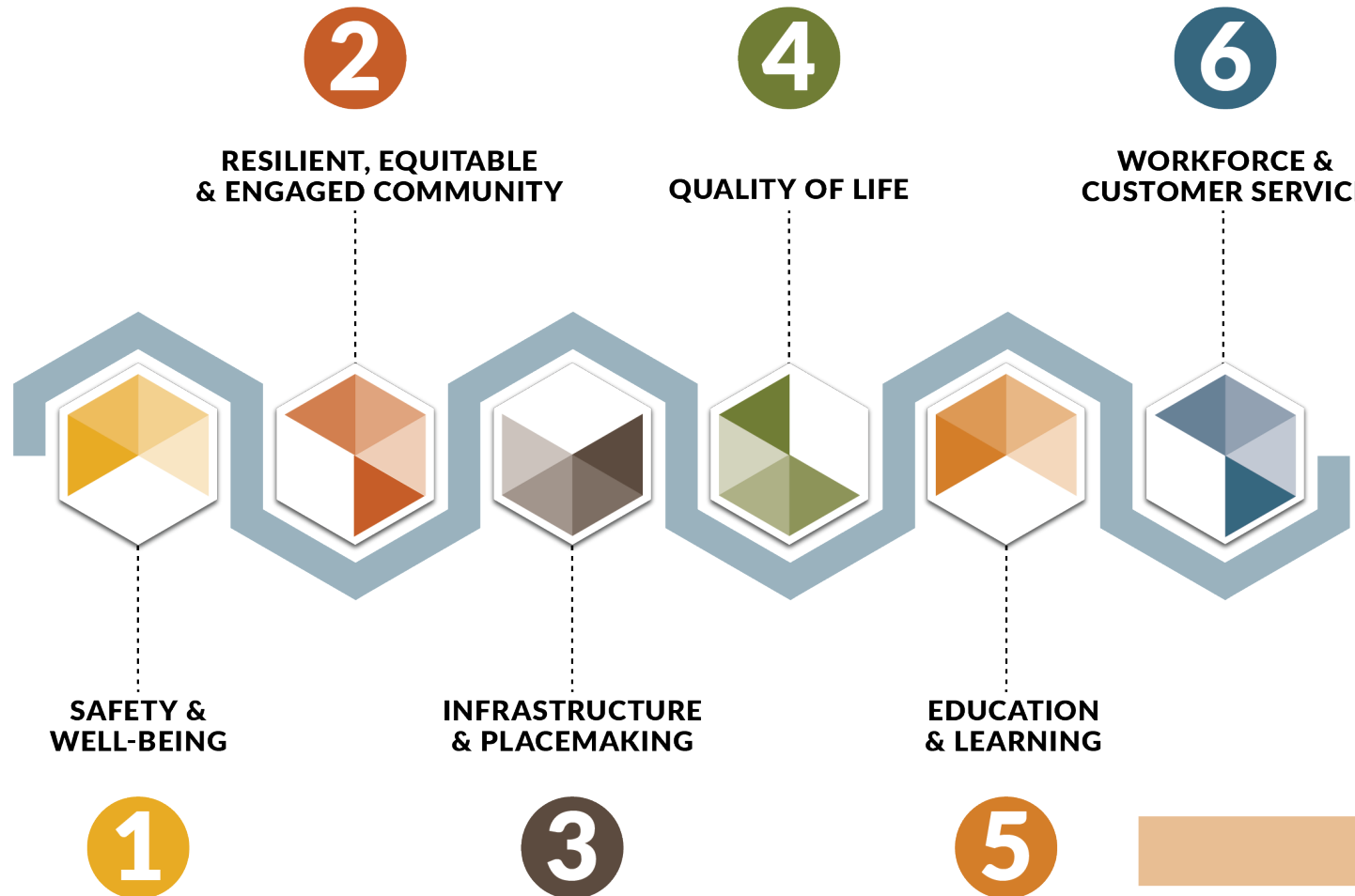


Five-Year Financial Plan Joint Work Session

Board of Supervisors &
School Board

December 3, 2025

Adopted FY 24-28 Strategic Plan



5

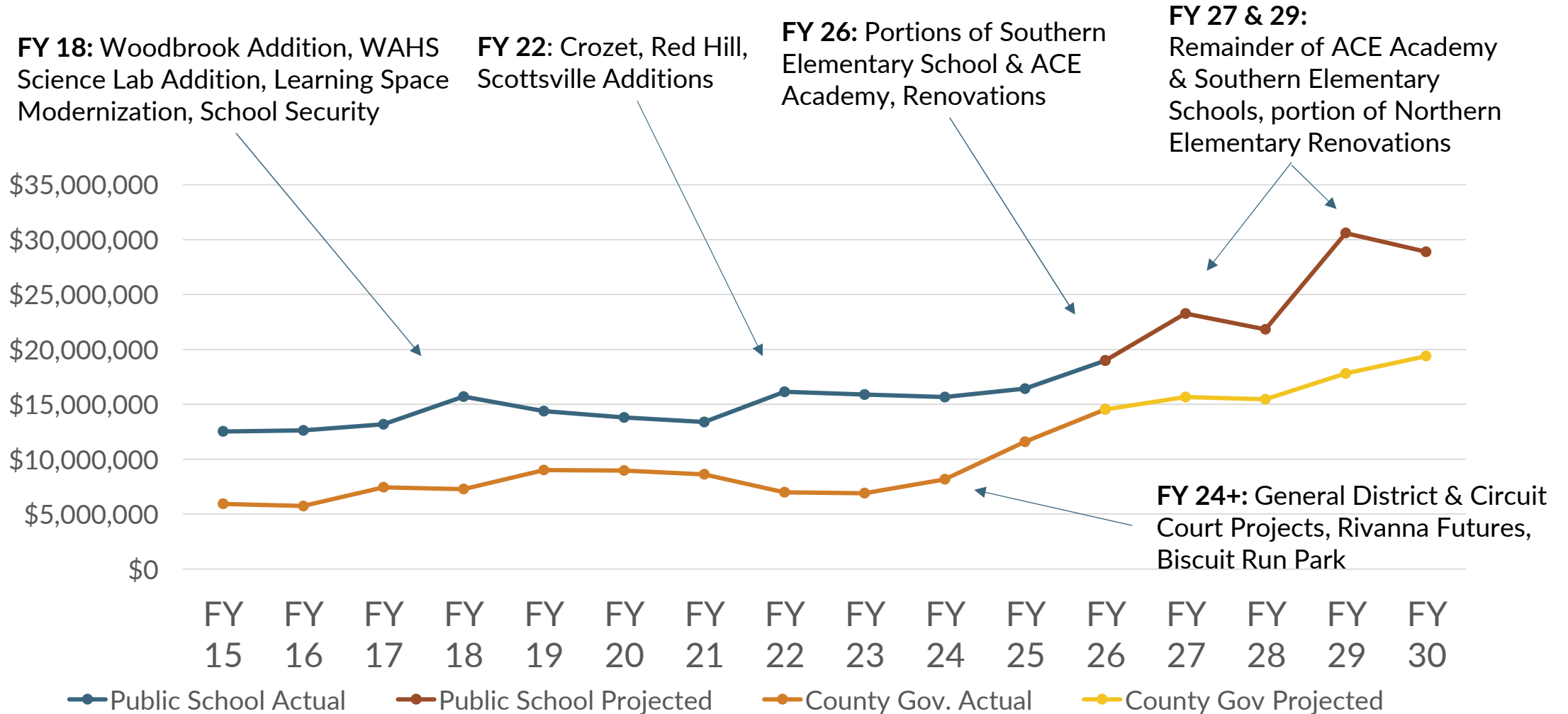
EDUCATION & LEARNING

Support exceptional educational opportunities.

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

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

County Government & Public Schools Debt Service





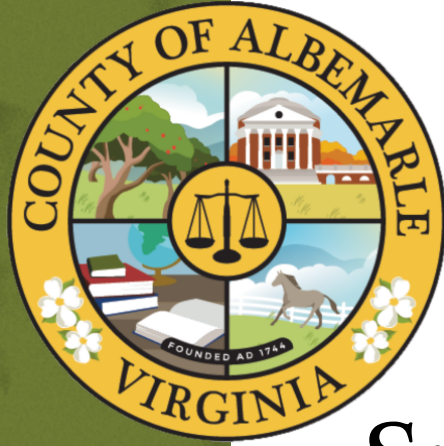
Timeline

Aug 20	Approval of FY 27 Budget Calendar
	Strategic Plan Execution and Reporting (SPEAR) Report
Aug 14, Sept 11	High School Facilities Planning presentations to School Board
Oct 15	Economic Outlook Report & Public Safety Studies
Oct 23	School Board Work Session & Long-Range Planning Advisory Committee Recommendations
Nov 13	School Board approval of CIP request
Nov 19	Five-Year Financial Plan work session
Dec 3	Five-Year Financial Plan work session, with School Board
Feb 12	Superintendent presents draft funding request
Feb 25	County Executive's Recommended Budget Presented
Mar 12	School Board approves Funding Request
Mar 16	FY 27 Budget Work Session, School Board presents Funding Request
Apr 22	Board Approves and appropriates FY 27 Budget, sets tax rates
Apr 23	School Board adopts FY 27 Budget



Desired Outcomes & *Agenda*

- Understanding of current financial landscape & Adopted CIP
 - *Summary: Nov. 19 Board of Supervisors Five-Year Financial Plan*
 - *Review of Appropriated Capital Budget & Adopted CIP*
- Understanding of School Board capital request
 - *Public Schools' Capital Five-Year Request*
 - *Boards' Discussion*
- Break, if Boards desire
- Discussion of strategies & next steps from today
 - *Boards' Discussion*



Summary:
Board of Supervisors
Five-Year Financial Plan
Work Session
November 19, 2025



Recap: Nov. 19 Board of Supervisors Work Session

Introduction:

Long-range Financial Planning

Part of County's adopted Financial Management Policies

Consideration for:

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

Not only about dollars

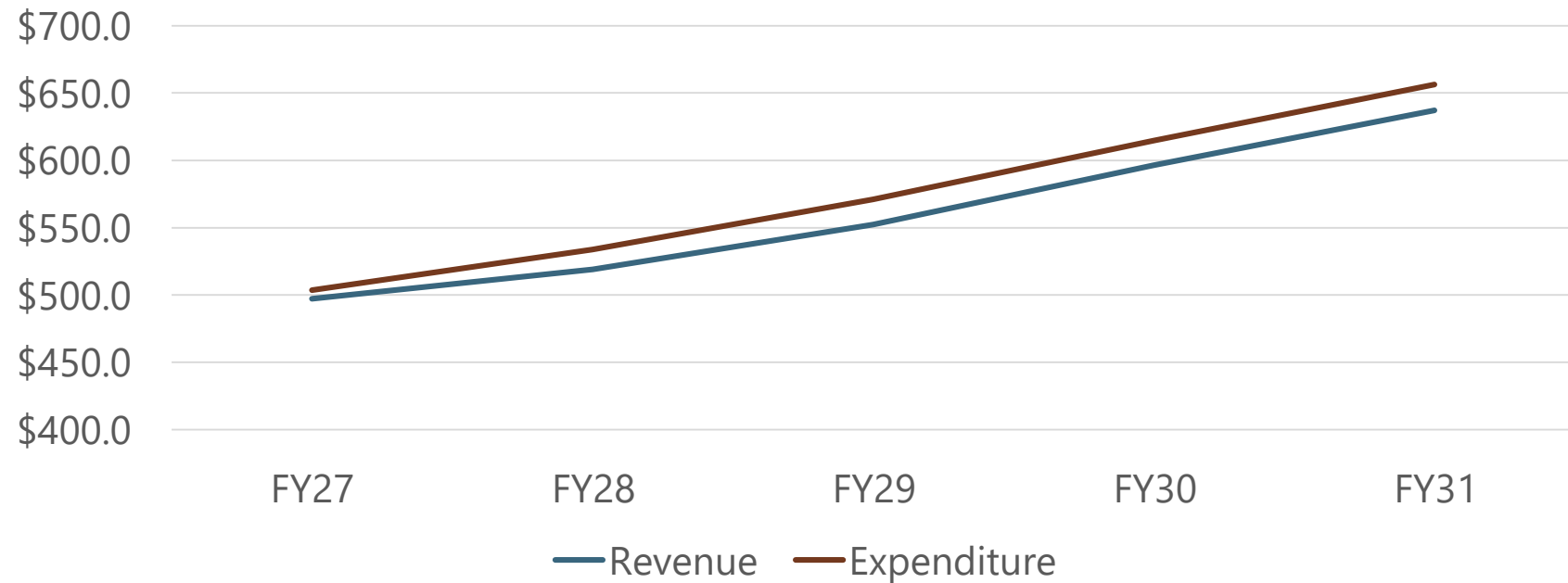
- Results of funding provided and/or policy levers utilized to date
- Future potential policy discussions

Framework for annual budget development processes

Assumptions based on best information available *as of today*



Recap: Nov. 19 Board of Supervisors Work Session Five-Year Revenues & Expenditures



% Gap	-1.3%	-2.8%	-3.4%	-3.0%	-3.0%
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Provides funding to Capital & Debt and School operations based on allocation of local tax revenue formula



Recap: Nov. 19 Board of Supervisors Work Session

Comparing Five-Year Plans

Annual % Gap	FY27	FY28	FY29	FY30
FY26-FY30 Plan	-5.2%	-7.1%	-8.3%	-9.0%
FY27-FY31 Plan	-1.3%	-2.8%	-3.4%	-3.0%

What has most significantly changed?

- FY 26 tax rate increases
- Changing tax base & economic outlook in out years



Recap: Nov. 19 Board of Supervisors Work Session

Five-Year Plan Summary

1. Different trend than past

2. Two-periods within the 5 years:

Shorter-term in FY 27 - 28

- Evolving revenue outlook & shifting landscape
- Significant expenditure obligations

Longer-term in FY 29 - 31

- Strategies & changing tax base
- Obligations & more robustly advancing SP Goals

Recap: Nov. 19 Board of Supervisors Work Session

Revenues: Where is the County now?

10-Year Analysis: Tax Base Breakdown

Assessment Categories %	2015	2025
Residential	61.4%	68.4%
Multifamily	3.9%	5.2%
Commercial & Industrial	15.0%	11.3%
Agricultural	19.7%	15.1%
Total	100.0%	100.0%

Recap: Nov. 19 Board of Supervisors Work Session

Cost of Community Services Study

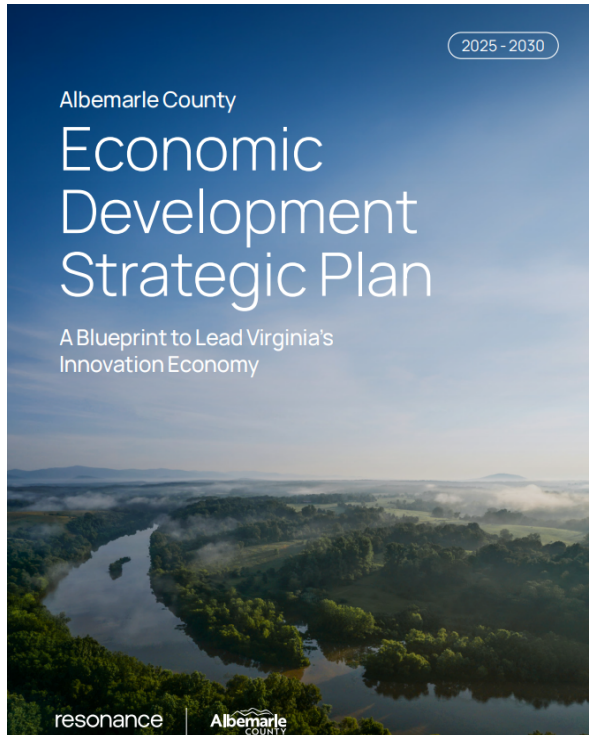
Expenditures (cost) to provide services



Recap: Nov. 19 Board of Supervisors Work Session

Revenues: Where might the County be going?

Economic Development Strategic Plan



GOAL 1

Lead in Intelligence & National Security

We will lead Virginia's intelligence and national security innovation economy.

GOAL 2

Discover in Life Sciences

We will grow into the Mid-Atlantic's premier destination for biotechnology and life sciences innovation.

GOAL 3

Grow a Modern Agribusiness Economy

We will transform Albemarle's agricultural legacy into a modern agribusiness economy.

GOAL 4

Empower Talent

We will make Albemarle the place where talent and entrepreneurs stay, scale, and succeed.

GOAL 5

Compete for Investment

We will position Albemarle as Virginia's most investment-ready county — ready to compete, build, and lead.



Recap: Nov. 19 Board of Supervisors Work Session

Revenues: Where might the County be going?

October 15 Economic Outlook Report

- U.S. Economy
 - Slower, with modest growth and continued uncertainty ahead
- Virginia's Economy
 - Cooled faster than the nation's economy in First Half of 2025
- Albemarle's Economy
 - Solid economic base, generally follows state & national trends
 - Albemarle County's prudent management provides scope to plan and act proactively



Recap: Nov. 19 Board of Supervisors Work Session

Five-Year Plan Summary

1. Different trend than past

2. Two-periods within the 5 years:

Shorter-term in FY 27 - 28

- Evolving revenue outlook & shifting landscape
- Significant expenditure obligations

Longer-term in FY 29 - 31

- Strategies & changing tax base
- Obligations & more robustly advancing SP Goals



Review of Appropriated Capital Budget & Adopted CIP



Introduction to CIP

Capital Budget: Appropriated, first year

- Includes projects re-appropriated from prior years

CIP

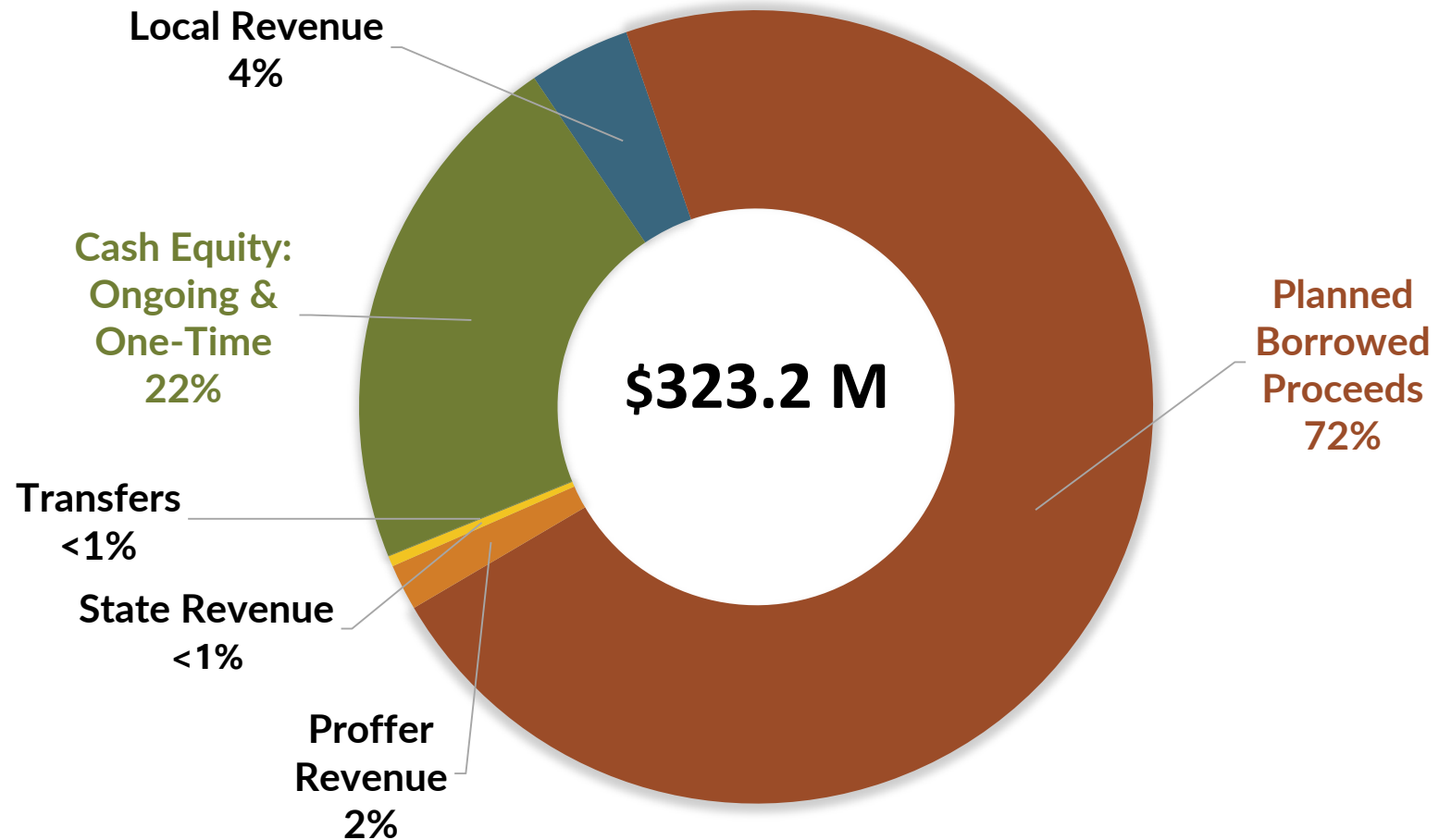
- Years 2-5
- Adopted Plan for years FY 27 – 30 becomes the starting point for the next update
 - New projects tend to enter the plan in the later years

Planning for multi-year impacts in General and School Funds:

- Day-to-day costs of capital projects (e.g. personnel and related operations)
- Annual debt service payments
- Implementation of projects



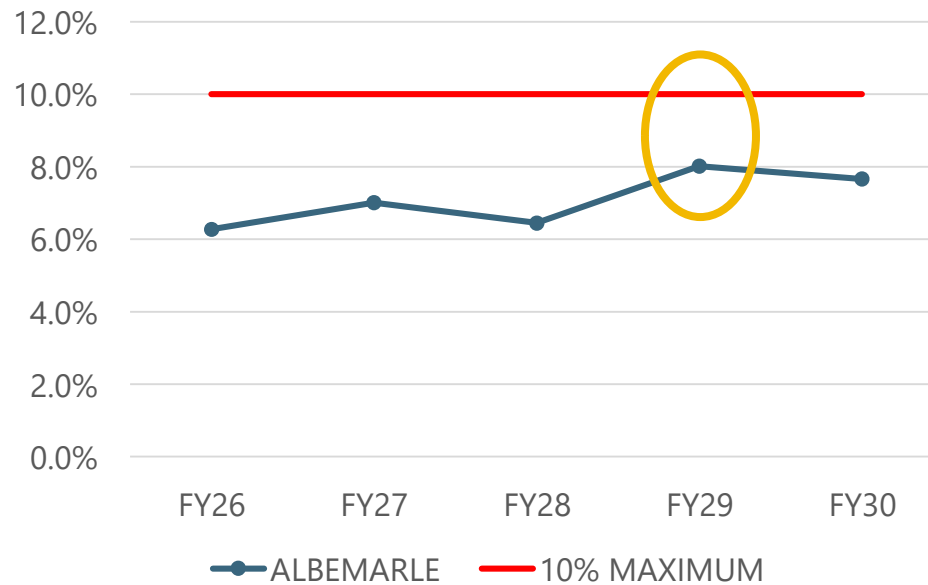
Adopted FY 26 – 30 CIP Revenues



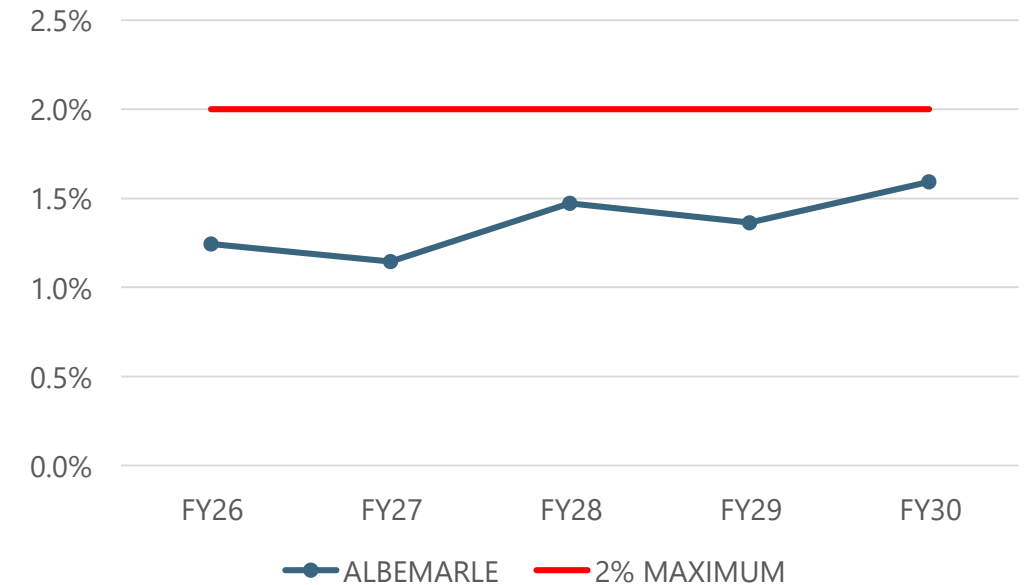


Financial Management Policies: Debt

**Debt Service as Percentage of General Fund
and School Fund Revenues**



**Outstanding Debt as a Percentage of Assessed
Value of Taxable Property**





Debt Capacity: A Key Component of Bond Ratings

Albemarle's AAA/AAA/Aaa Bond Rating

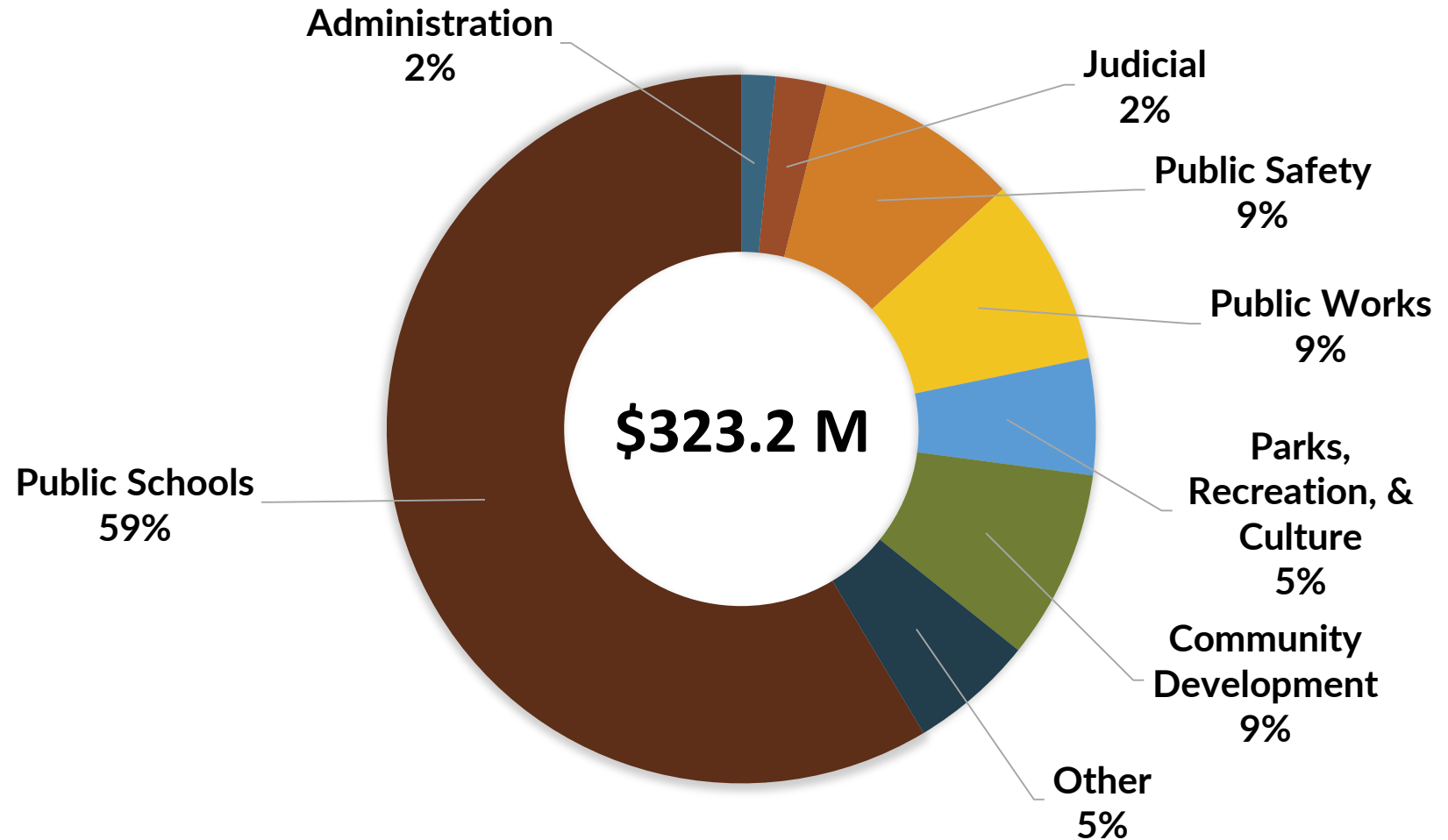
- 2 ratings attained in 2003, 3rd attained in 2013
- 54 of 3,000+ counties in United States as of Oct 2025
- 13 of the 54 are in Virginia

Benefits of Bond Rating

- Future flexibility: Operating & Capital Budgets
- Best possible rates relative to the market
 - Translates to lower debt service payments
- Access to borrowing when needed



Adopted FY 26 – 30 CIP Expenditures

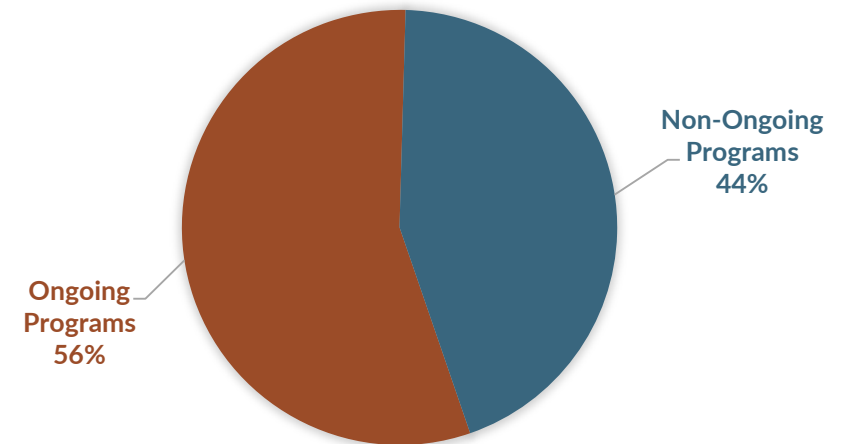




Ongoing Programs for the CIP & Financial Management Policies

- County Government Owned Facilities and Parks
- Co-Owned Facilities and Parks
- County Server Infrastructure Upgrade
- Fire Rescue Apparatus Replacement Program
- Ivy Landfill Remediation
- Moore's Creek Debt Service
- Project Management & Administrative Services
- Regional Firearms Training Center Contribution
- School Bus Replacement Program
- School Facilities
- School Technology Replacement Program

FY 26 ADOPTED CIP





Strategic Plan Goals & Next Steps





FY 26 Appropriated Public School Projects, Beyond Ongoing Programs Total = \$88.9M

5

EDUCATION & LEARNING

*Support exceptional
educational opportunities.*

Systemwide
Renovations

\$7.1M

Completing
Mountain View
Expansion

\$2.1M

Southern
Elementary
School:
Mountainview
Upper
Elementary

\$40.3M

High School
Center 2:
ACE Academy
at Lambs Lane

\$39.3 M

1

SAFETY & WELL-BEING

2

RESILIENT, EQUITABLE &
ENGAGED COMMUNITY

3

INFRASTRUCTURE &
PLACEMAKING

4

QUALITY OF LIFE

5

EDUCATION &
LEARNING

6

WORKFORCE &
CUSTOMER SERVICE

FY 26 Appropriated County Government Projects, beyond Ongoing Programs, total appropriated, \$101.8 M

Transportation

Northern
Convenience
Center:
Design

Rivanna
Futures:
Debt Service

Community
Non-Profit
Projects

Biscuit Run

Darden Towe
Athletic Fields

Urban
Pocket Park

Woolen Mills
ADA
Trailhead

Core Systems
Modernization

Workplace –
Facility
Renovations

Courts
Construction

Station 11
(Monticello)
Renovations

1

SAFETY & WELL-BEING

2

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LEARNING

6

WORKFORCE &
CUSTOMER SERVICE

Adopted FY 27 – 30 CIP: Highlights beyond ongoing programs Total planned = \$123.8 M

Transport-
ation
FY 27, FY29

Northern
Convenience
Center:
Construction
FY 27

Rivanna
Futures:
Debt Service
FY 27 - 30

Central
Library
Renovations
FY 27, FY 29

Darden Towe
Athletic
Fields
FY 27

Workplace –
Facility
Renovations
FY 27

School
Renovations
FY 27 - 30

Northern
Feeder Pattern
Elementary
School
FY 27, FY 28

1

SAFETY & WELL-BEING

2

RESILIENT, EQUITABLE &
ENGAGED COMMUNITY

3

INFRASTRUCTURE &
PLACEMAKING

4

QUALITY OF LIFE

5

EDUCATION &
LEARNING

6

WORKFORCE &
CUSTOMER SERVICE

FY 27 – 31: Potential Future County Government Projects and Adjustments

Courts
Construction

Fire Rescue
Apparatus &
Equipment
Replacement

Emergency
Communications
Center (ECC)
Facility

Community
Non-Profit
Projects

Transport-
ation

Rivanna
Futures:
Debt Service



Public Schools Presentation



ALBEMARLE COUNTY PUBLIC SCHOOLS

BUILDING OUR FUTURE

ACPS CAPITAL IMPROVEMENT PLAN

Joint Work Session – December 3, 2025



Thank You for Your Partnership

Mountain View Upper
Elementary School



ACE Academy –
Lambs Lane Campus



Albemarle High School
Connector Wing



Return on Investment

Improves Student Performance



- Modernized buildings lead to improved test scores
- Increased community use leads to stronger student performance
- Renovation projects that modernize facilities and address aging equipment & technology improve test scores
- Students attending newly constructed schools experience significant gains in test scores
- New school construction and modernization renovations increase public school enrollment and attendance rates

Increases Property Values

- New school construction has direct correlation to increased property values
- Renovations that modernize facilities, improve public use, and enhance the façade of the schools increase home prices
- Homebuyers pay more for homes in communities with quality public school facilities



Strengthens Economic Development

- School construction projects create new jobs, spur local investment, and generate local, state, and federal tax revenues
- Quality of schools is a key factor in businesses choosing to locate to a new community
- Employers value strong public school systems to attract talent to the community and to enhance job preparedness for their industry
- Quality public schools supports Albemarle County's Economic Development Strategic Plan Opportunities



What Drives ACPS Capital Investments



Student Experience

Flexible, engaging learning environments that support high-quality instruction and student success.



Safety & Modernization

Secure, modern, and accessible facilities that support healthy learning environments.



Capacity & Growth

New schools, additions, and renovations to meet rising enrollment.



Economic Alignment

Sequenced projects that reduce duplication and maximize cost savings.



Stewardship & Equity

Extending the life of aging buildings and ensuring equitable, needs-based investment across all schools.

How LRPAC Builds a Strong CIP

1

Community-Based Committee

Independent group established by School Board policy.

2

Data-Driven Review

Capacity, enrollment, building condition, operational impacts, cost.

+

Strategic Project Sequencing

Prioritizes needs, avoids duplication, maximizes savings.

4

Grounded in Master Plans

Major studies: Middle School, Elementary, Lambs Lane.

3

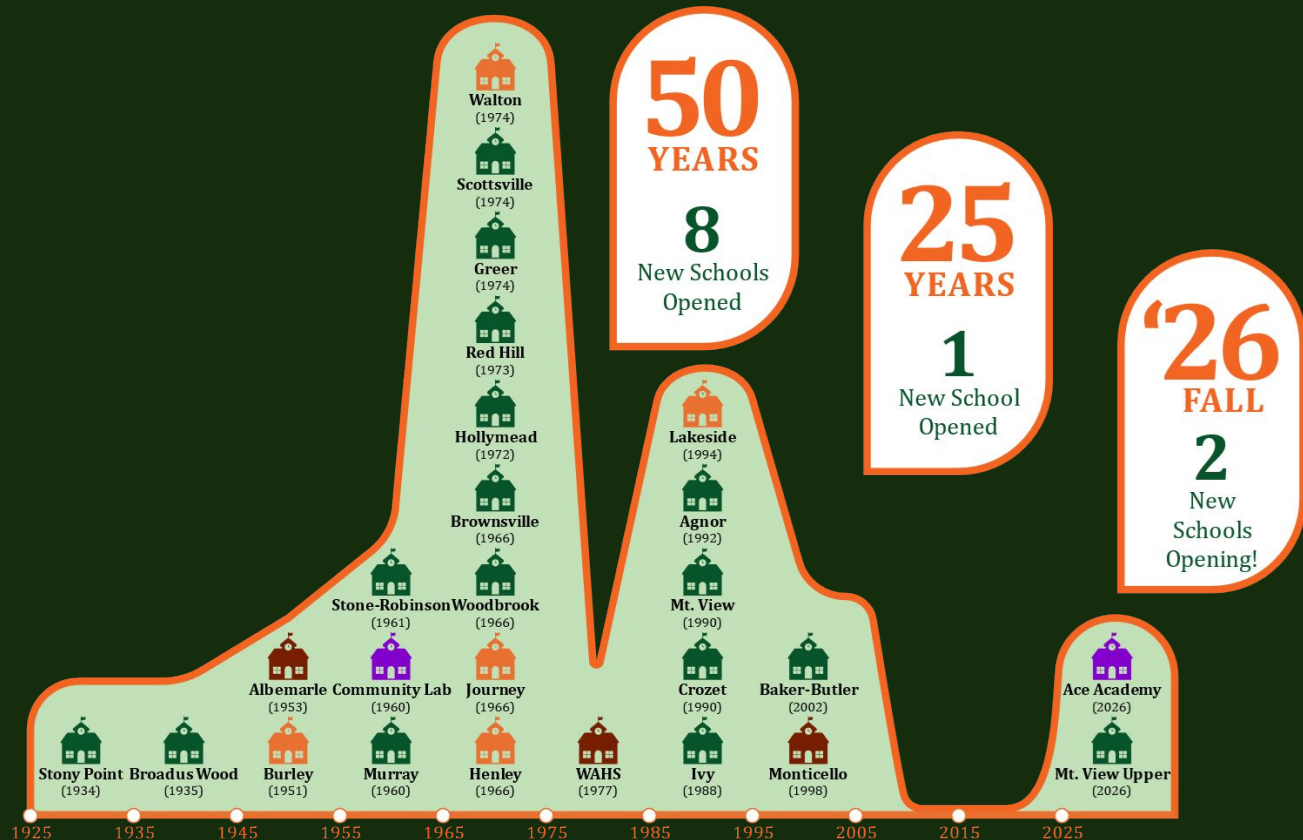
Result: Trusted, Needs-Based Recommendations

- Guided by School Board policy and community representation
- Uses enrollment, capacity, and facility condition data
- Informed by division-wide master planning studies
- Prioritizes projects that solve the most urgent needs
- Sequences projects for fiscal efficiency and long-term savings

New Construction

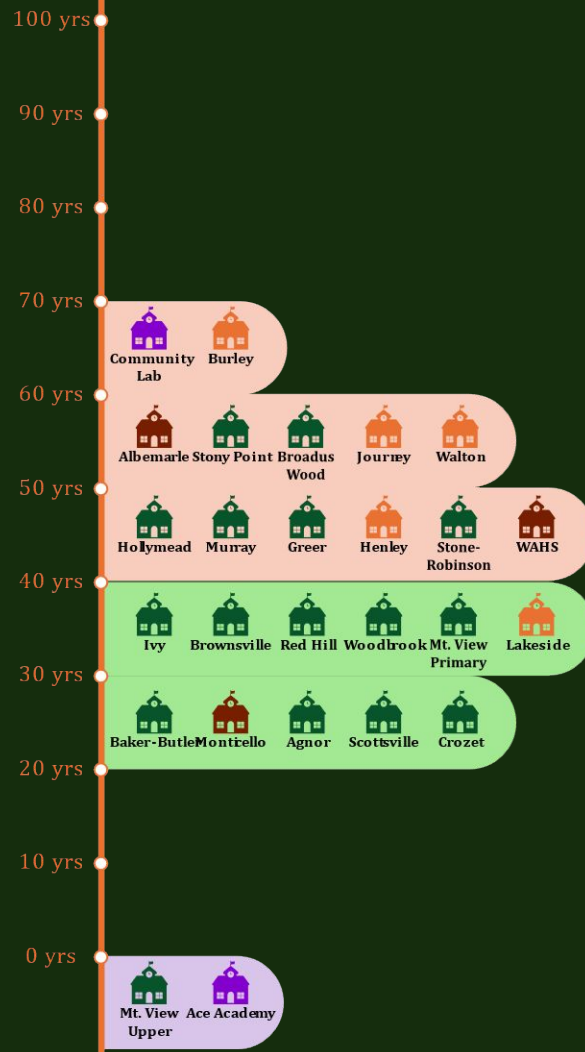
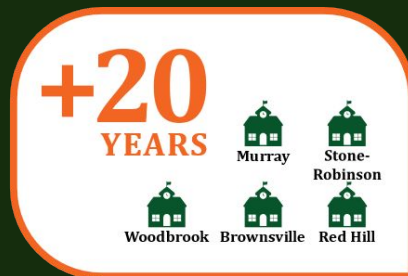
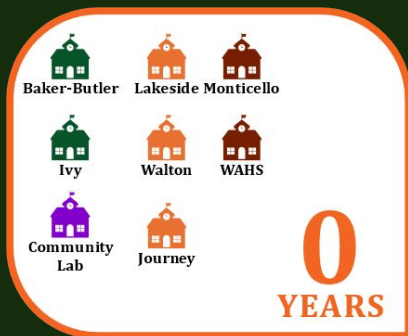
100-year Timeline

-  Specialty School
-  High School
-  Middle School
-  Elementary School



Extended Life

Weighted Age (New Building + Additions)



CIP Needs

What We've Addressed

- ✓ Overcrowding in Western Feeder Pattern Elementary Schools
- ✓ Overcrowding at Mountain View Elementary School
- ✓ Overcrowding at Baker-Butler Elementary School (planned)

High-Priority Issues to Address

- ❑ Overcrowding at All High Schools
- ❑ Overcrowding at Urban Ring Elementary Schools
- ❑ Renovations to our oldest and lowest-rated buildings

CIP Program Request

Ongoing Programs

	FY 27	FY 28	FY 29	FY 30	FY 31	5-Year Total
Project Management	\$687K	\$716K	\$741K	\$768K	\$802K	\$3.0M
School Bus Replacement	\$5.0M	\$5.9M	\$6.2M	\$6.5M	\$6.8M	\$30.4M
School Maintenance/ Replacement	\$13.2M	\$15.4M	\$16.4M	\$16.2M	\$17.2M	\$78.4M
Network & AV	\$1.7M	\$0.8M	\$3.8M	\$1.2M	\$0.1M	\$7.6M
Total	\$20.5M	\$22.1M	\$27.1M	\$24.7M	\$24.9M	\$119.4M

Project Prioritization



Capacity



Modernization



Accessibility

CIP Program Request

Building Improvements/New Construction

Rank	Project	FY 27	FY 28	FY 29	FY 30	FY 31
Approved*	Northern Feeder Pattern Elementary School	\$68.4M				
1	Comprehensive High School	TBD Land Costs	\$16.3M	\$215.3M		
2	Stony Point Elem. School Improvements & Additions	\$19.8M				
3	Albemarle High School Improvements	\$24.6M				
4	Western Albemarle High School Improvements		\$23.2M			
5	Preschool Center				\$53.7M	
6	Murray Elem. School Improvements & Additions		\$16.8M			
7	Broadus Wood Elem. School Improvements & Additions			\$16.3M		
8	Community Lab School Improvements & Addition	\$46.2M				
9	Monticello High School Improvements			\$2.4M		
10	Burley Middle School Improvements					\$3.7M
11	Greer Elementary School Improvements				TBD	
12	Walton Middle School Improvements			\$73.2M		
13	Mountain View Primary School Elevator Addition	\$0.5M				
14	Lambs Lane Master Plan - Loop Road	\$10.8M				
15	Trailhead Learning Community Improvements	\$3.0M				
16	Lambs Lane Master Plan - Journey					\$0.75M
17	Hollymead Elementary School Improvements					TBD
18	School Walk Zone Improvements	\$0.25M	\$0.25M	\$0.3M	\$0.3M	\$0.3M
19	Western Albemarle High School Addition	\$12.7M				
20	Land Acquisition for Future Projects	\$7.5M				

* cost increase from adopted CIP

New Comprehensive High School

Northern Feeder Pattern

Purpose

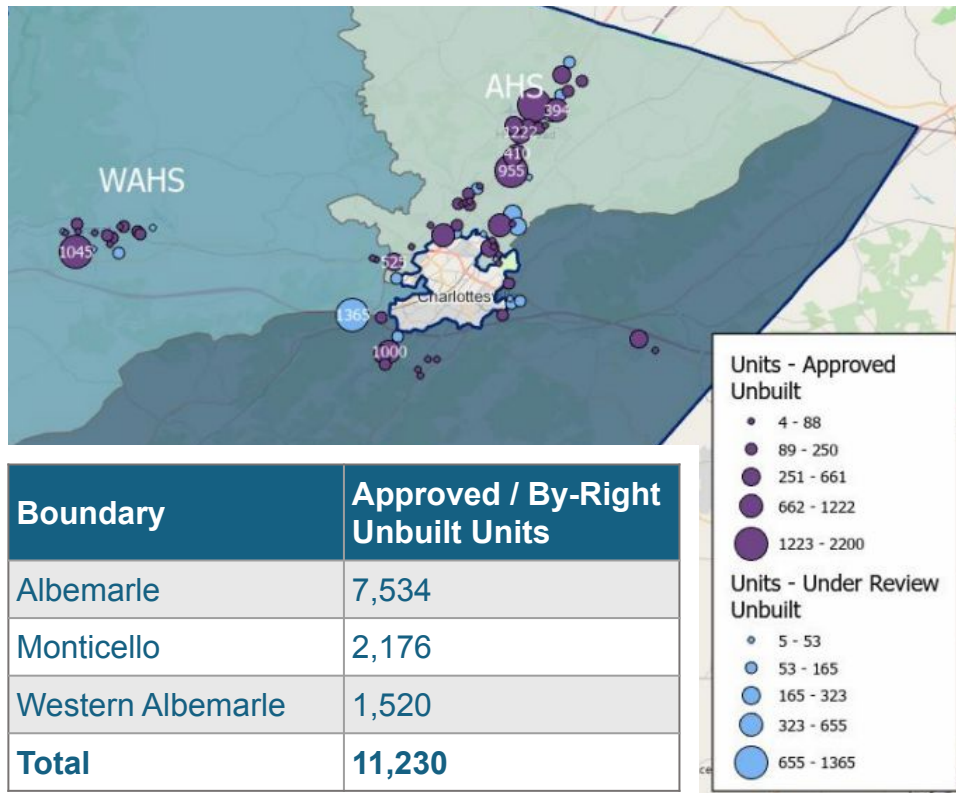
- Relieves overcrowding in current high schools
- Supports long-term population growth

Capacity

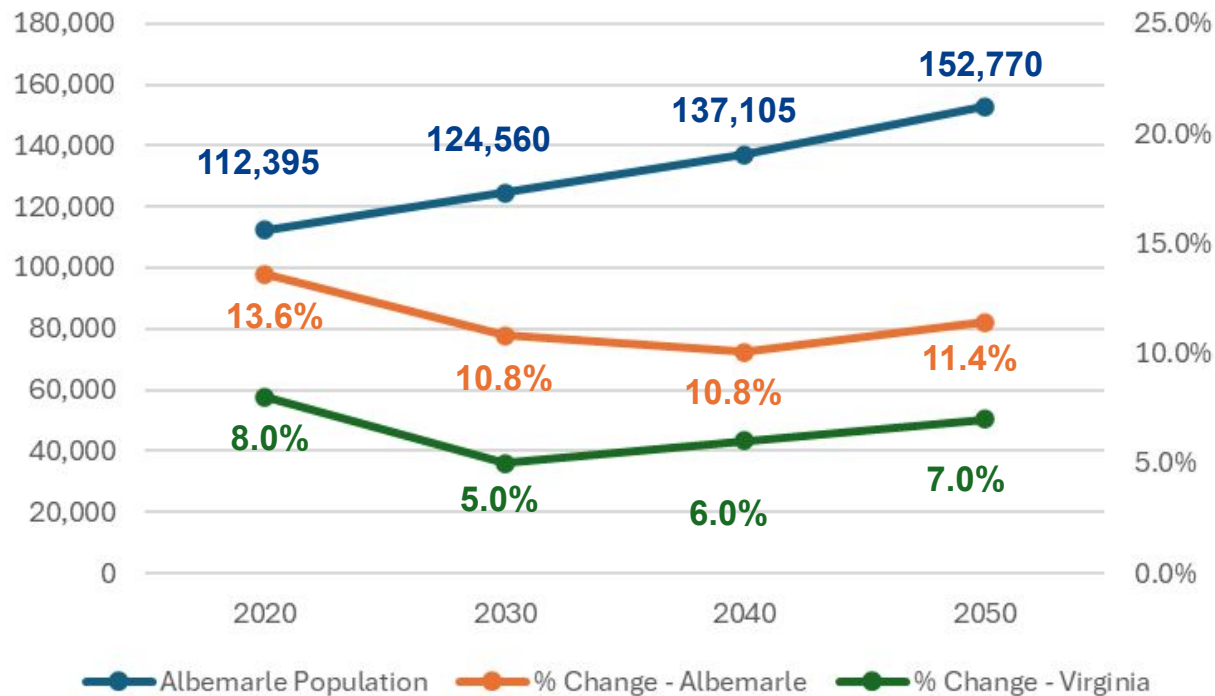
- 1,400–1,600 students

Location

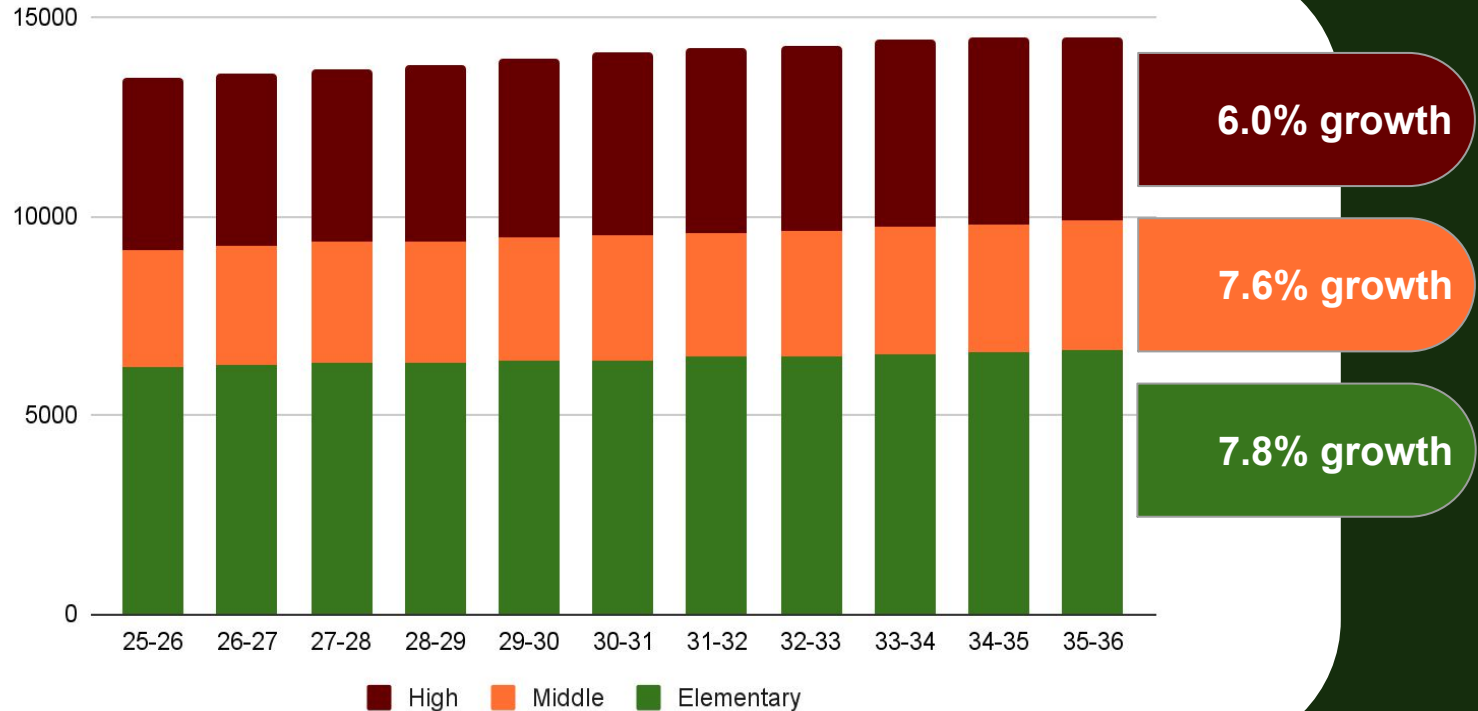
- Route 29 North (Berkmar Proffer)
–OR–
- New ~50-acre site (TBD)



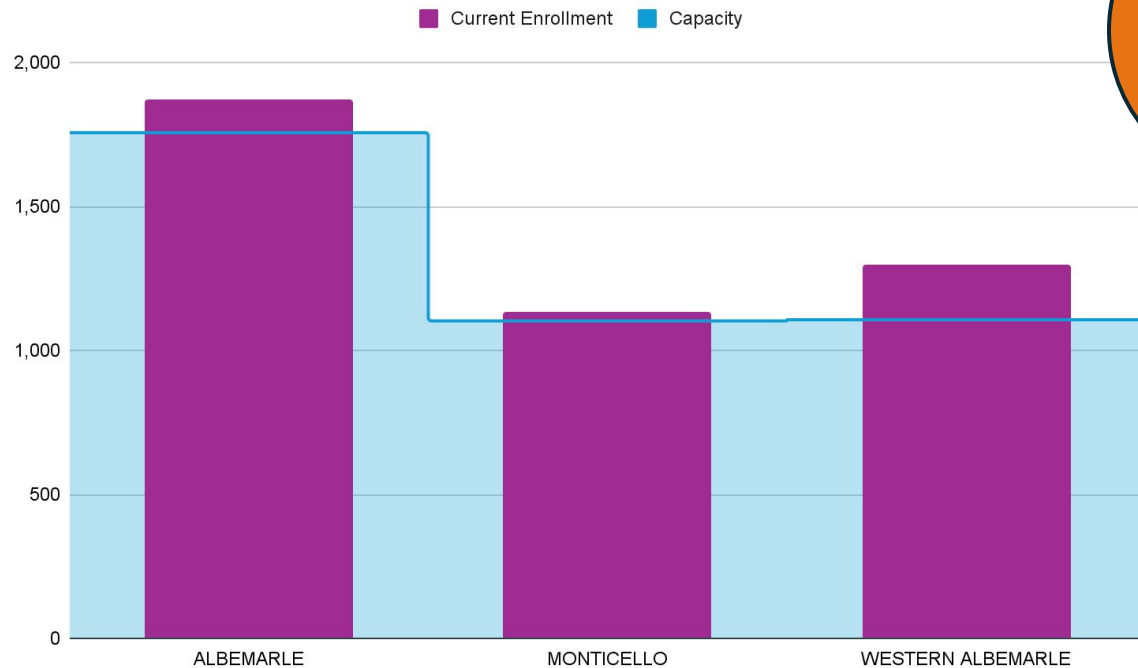
Population Growth Forecast



10-Year Enrollment Projections



High School Capacity



100%
above
Capacity

Comparable Jurisdictions

Jurisdiction	Total Population	Student Population	Sq. Miles Land	# High Schools
Hampton City	138,036	19,700	55	4
Hanover County	116,425	17,000	469	4
Frederick County	100,040	14,300	414	3*
Albemarle County	118,769	14,100	721	3
Roanoke County	97,405	13,700	250	5
Montgomery County	98,862	9,500	387	4

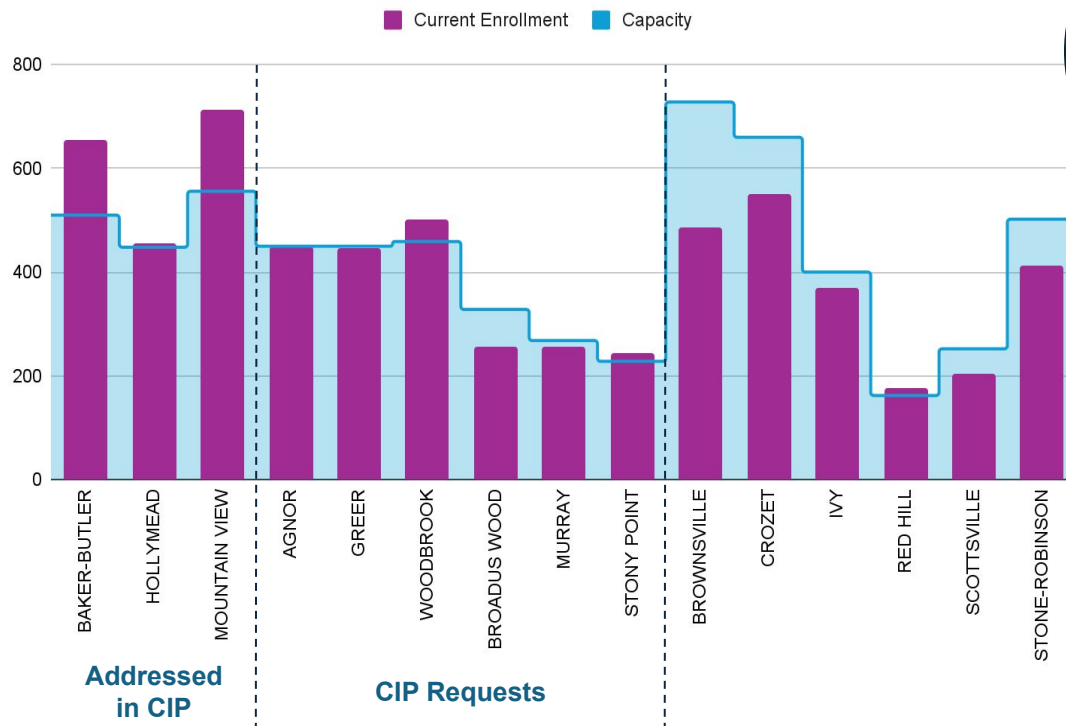
** Frederick County Board of Supervisors approved funding for a 4th high school in 2024 with expected completion by 2029.*

Elementary School Improvements & Additions

FY 27	FY 28	FY 29
Stony Point \$19.8M	Murray \$16.8M	Broadus Wood \$16.3M



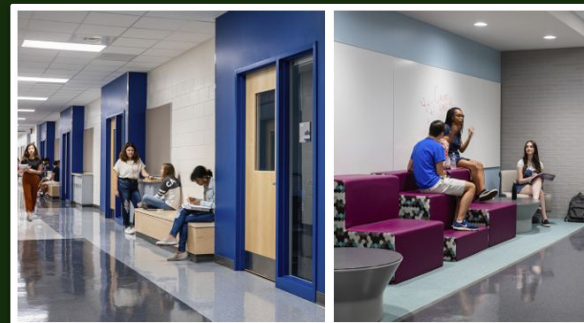
Elementary School Capacity



60%
at or above
Capacity

High School Improvements

FY 27	FY 28
Albemarle \$24.6M	Western Albemarle \$23.2M



Preschool Center

Urban Ring Early Learner Center

FY 27	FY 28	FY 29	FY 30	FY 31
			\$53.7M	

Purpose

- Combine preschool programs into one purpose-built facility
- Improve Pre-K access and program quality in the Urban Ring

Systemwide Impact

- Creates operational efficiencies
- Provides additional K–5 capacity at schools currently housing Pre-K programs



Elon Rhodes Early Learning Center (VMDO Architects photo)

Instructional Benefits

- Spaces, resources, and environments designed specifically for young learners
- Enhanced instructional programming
- Larger PLC networks to support early childhood educators
- Centralized services and supports for families

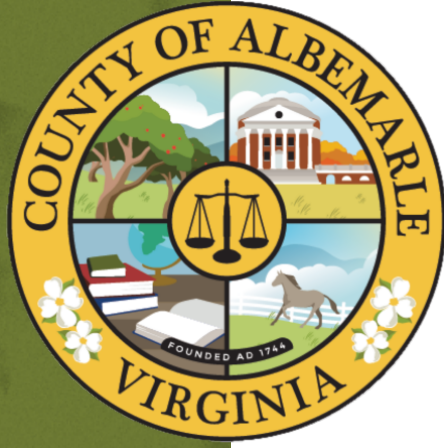
Thank You

Resource:

[School Board's Approved
Long-Range Planning Advisory
Committee 2025 Report](#)

Questions?





Discussion of Strategies & Next Steps from Today



Next Steps: Capital Improvement Plan (CIP)

1. Starting point is the balanced FY 26 – 30 Adopted CIP
2. Staff updating financial assumptions
3. December 3 Joint Board Meeting
4. February 25: County Executive's Recommended Budget & CIP
 - To extent possible, include new projects guided by Strategic Plan for Board of Supervisors consideration
 - New projects tend to enter the plan in the later years
5. March – April: FY 27 annual budget & FY 27-31 CIP meetings



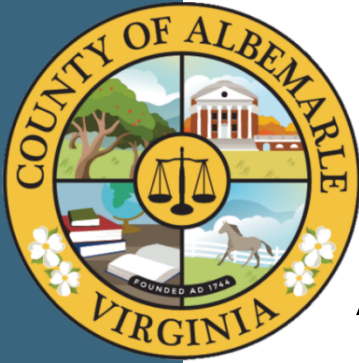
How might a high school or other priority capital projects be funded?

FY 26 – 30 Adopted CIP has \$72 M debt capacity using 9% of 10% policy

- Debt capacity amount will be updated in FY 27 – 31 CIP

The challenge:

- Current debt capacity cannot be utilized due to affordability
- Future debt needs for a major project would exceed the policy
 - For example, a \$232 million high school, funded conventionally would be \$221 million in bonds, or \$149 million beyond capacity at 9% of the 10% policy
- Other considerations
 - What is the impact to future flexibility?
 - How are related operating costs planned for?
 - What is the County's ability to execute?



How might a high school or other priority capital projects be funded?

A. Legislative Priorities

- 1% sales tax referendum is critical
 - FY 26 would be \$26 million annually
 - For perspective, equivalent to 8.3 cents on the real estate tax rate
- Current debt capacity cannot support \$200 million+ in bonds, *however*, the County could build revenue over multiple years rather spend revenue in full annually
- If, subject to the final language of the bill:
 - Approved by the General Assembly and Governor in 2026
 - Approved by local referendum in November 2026
 - Collections began July 1, 2027 (FY 28)
 - Balance was unspent in FY 28-31 to save for a major project in FY 32
 - End of FY 31 projected available funding: Approximately \$115 million



How might a high school or other priority capital projects be funded?

B. Reprioritization of future revenue growth

- Generally, the annual change in Shared Revenues are allocated:
 - 54% for Public School operations
 - 36% for County Government operations
 - 10% for joint debt service and capital projects
- Public Schools could consider reprioritizing some of the 54% of future revenue growth from Operations to Capital & Debt
 - For example:
 - Change 54% for School Operations to 44% for operations & +10% capital & debt = \$1.9 million impact
 - Weighing Operating & Capital Priorities
 - \$1.9 million in debt service, annually for 20 years =\$23 M in projects
 - \$1.9 million would be about 0.9% less growth in the local transfer for School Operations



How might a high school or other priority capital projects be funded?

B. Reprioritization of future revenue growth (continued)

- Board of Supervisors could consider different allocation of revenue growth in future years
 - Note: Current policies approved as of November 2025
- Both Boards: Direct available one-time funding to CIP to increase cash funding and/or pay down existing debt



How might a high school or other priority capital projects be funded?

C. Reprioritization of CIP

- Reallocate funding from existing CIP projects to today's highest priorities
 - Beyond ongoing programs & the Northern Feeder Pattern Elementary, FY 27 – 30 includes \$20 million renovations
- Slow the rate of capital project implementation in years leading up to and after a major project

D. Evaluate unused parcels for highest and best use

- For example, in 2019 the Board of Supervisors transferred property at no cost to the School Board for High School Center II, since reprogrammed for Upper Mountainview Elementary
- Could include sites owned or proffered for all public uses



How might a high school or other priority capital projects be funded?

E. Property taxes

- Change in rate
 - One cent on the real estate tax rate = \$3.1 million
 - One cent on the personal property tax rate = \$0.1 million
- Change in the composition of tax base
 - Commercial/industrial portion of tax base & corresponding cost of services



How might a high school or other priority capital projects be funded?

Summary

- A. Legislative Priorities: 1% sales tax referendum
- B. Reprioritization of future revenue growth
- C. Reprioritization of CIP
- D. Evaluate unused parcels for highest and best use
- E. Property taxes: rates and/or composition of tax base

Implementation of major capital projects would require combination of these options, partnership, & multi-year planning



Board Discussion

1. Questions & discussions about CIP projects
2. Discussions strategies and next steps