Delivering Tangible Results in an Evolving Landscape

FY 19 RECOMMENDED BUDGET

March 27, 2018

Schedule

Today

March 27

- FY 19 Revenues & Expenditure updates
- Review items on list
- Board approves Proposed FY 19 Budget (operating and capital)

March 29

- Review and discuss CIP Model updates/options
  - Review and discuss Referendum options
- Board consensus on Proposed FY 19 – FY 23 CIP

April 10

- Public Hearing on Board's Proposed FY 19 Budget

April 17

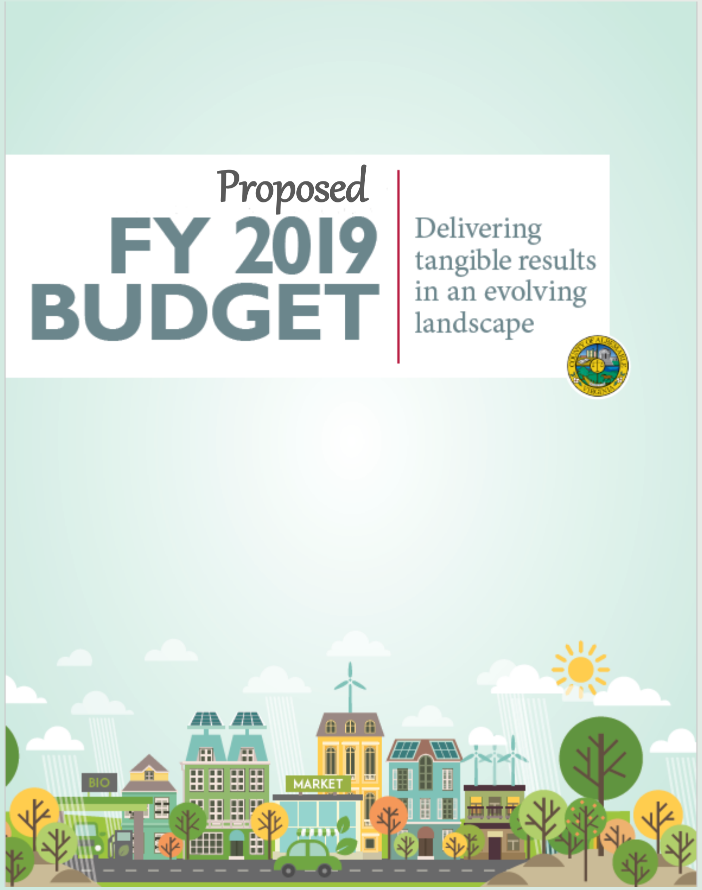
- Public Hearing on the Board's Proposed Tax Rate
- Set Tax Rate and Approve FY 19 Budget

TODAY'S DESIRED OUTCOMES

- Review Revenue Updates
- Discussion items
- Review FY 19 Capital Budget/updates
- Summarize FY 19 Operating and Capital Budget adjustments

- **Board Approves FY 19 *Proposed* Budget for April 10 Public Hearing**
  - **(Adopt Budget April 17)**

TODAY'S PROCESS



- Staff will present information
    - Including School presentation on Phase #1 of High School Capacity and Improvement/Modernization Program
- Board discussion – you can vote on specific items when you're ready to do so
- Staff will balance Proposed FY 19 Budget along the way
- Board Motion/Vote on Proposed FY 19 Budget

MARCH 2018 LOCAL REVENUE PROJECTION UPDATE

Real Estate
+$1.0 million

Local Personal Property
-$1.3 million

Consumer Driven Activity
+$1.1 million

Business Driven Activity
+$0.2 million

Additional Local Revenue for FY 19: $956,290

OPTION
DISTRIBUTE NEW LOCAL REVENUE BY FORMULA

Total new local revenue - $956,290

Distribution of new local revenue

- School Division - $468,450
- Capital Projects/Debt Service - $95,864
- General Government - $391,976
  - By formula - $312,300
  - Non-shared revenue (fees) - $79,676

ITEMS FOR BOARD DISCUSSION

Available Funding Sources

• March 2018 Revenue Update	$956,290
• City Health Plan Savings	$63,945
• Reserve for Contingencies	

Agency Budget Review Team (ABRT) Reviewed Agencies

• Legal Aid Justice Center (3% increase)	$1,161
• Local Food Hub	$5,000
• Sin Barreras (Without Borders)	$5,000
• YMCA Childcare	$10,000

• School's Budget Gap	$2.2 million
• Open New Transfer Station (operations)	$16,667
• One month earlier	
• Unfunded position requests:	
• Police Records Clerk	$52,027
• Fire Rescue (multiple positions)	$680,744
• Information Technology (Broadband Support)	$59,519
• Therapeutic (Mental Health) Docket	$55,000
• Sheriff's Office 2nd Deputy Position	$79,000

ADDITIONAL SHERIFF STAFFING

- Current Recommended FY 19 Budget includes $79,000 for 1 additional Sheriff Deputy

- $79,000 for a 2nd additional Sheriff Deputy could be provided by utilizing:
  - $45,000 from updated costs associated with first additional position
  - $34,000 from total of $63,945 in savings from reduced County costs for jointly-funded agencies that utilize the City's health plan (e.g. CAT, JMRL)

- If Board desires to approve these positions to start prior to July 1, funding for the remainder of FY 18 could be provided from the FY 18 Reserve for Contingencies

THERAPEUTIC DOCKET FUNDING

FY 18

- Program is currently operational using grant funds

FY 19

- Grant funding ends
- Offender Aid Restoration Requests $55,000 of County and $55,000 of City to keep program operational in FY 19
- If Board desires to include FY 19 funding, staff recommends reserve the funds in a contingency until City finalizes their budget

FY 20

- Agency will request program funds during County's normal budget cycle

FY 19 PROPOSED OPERATING BUDGET DECISIONS

FY 19 CAPITAL BUDGET

Proposed FY 19 Budget only includes the FY 19 Capital Budget

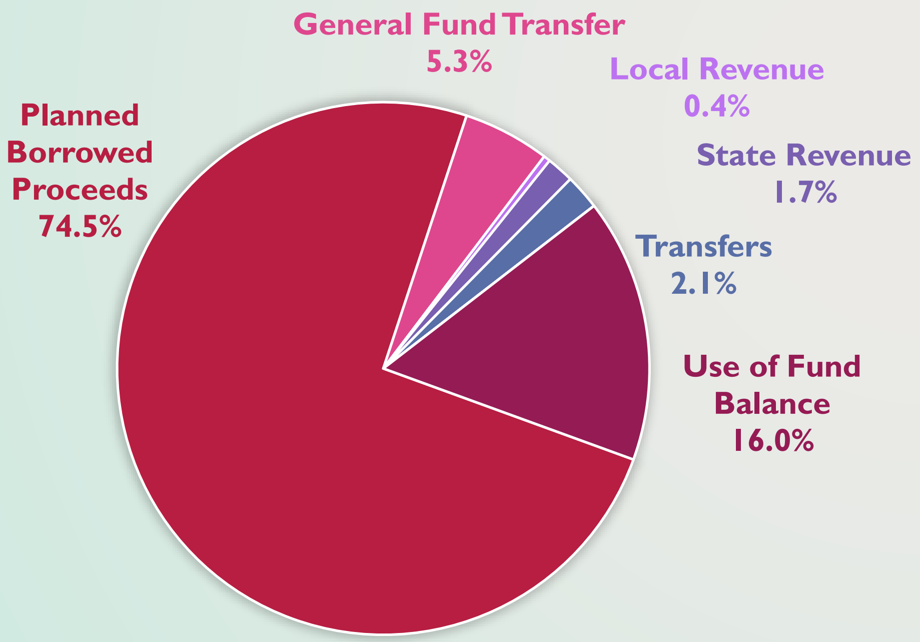
The First Year of the FY 19 – FY 23 Capital Improvement Plan

FY 19 CAPITAL BUDGET

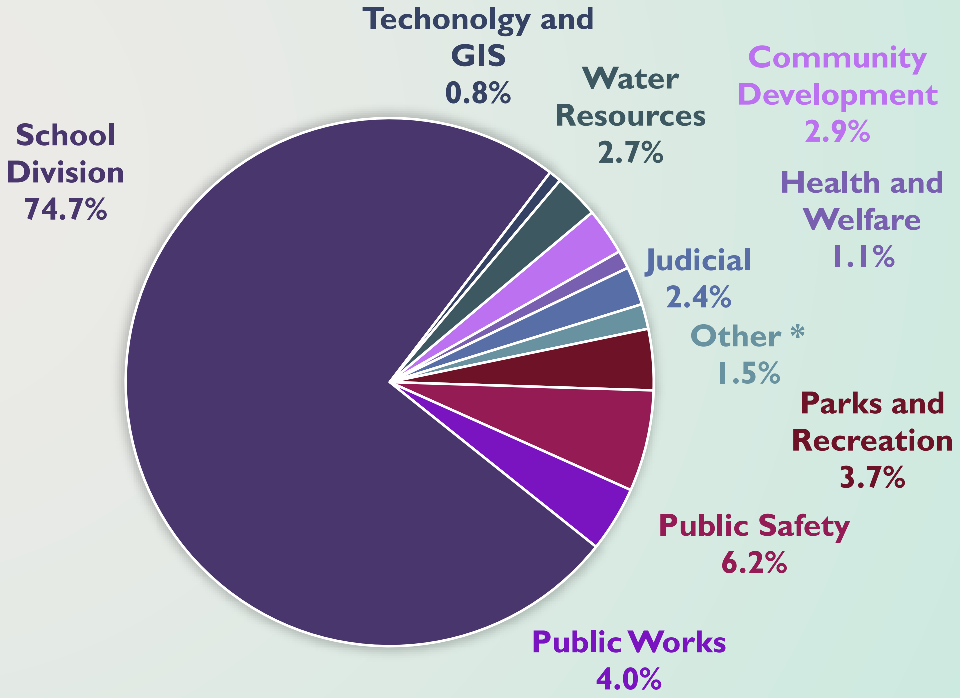
- FY 19 Capital Budget is the first year of the FY 19 – FY 23 CIP
- Capital Budget is required to be approved as part of the Total County Budget
- Decisions made in first year of the CIP may impact future resource availability (i.e. may result in potential tax rate increase(s) in out years)

CAPITAL BUDGET CURRENTLY INCLUDED IN RECOMMENDED FY 19 BUDGET: $57.7M

Revenues



Expenditures



** Cost of Issuance & Project Management Services*

HIGHLIGHTS
CAPITAL BUDGET INCLUDED IN FY 19 RECOMMENDED BUDGET

- Maintenance/Replacement for County, Schools and Park facilities
- Water Resources projects funded with one-time money in FY 19
- Volunteer Fire Rescue Facilities Maintenance <u>*Pilot*</u> project
- Transportation Leveraging Program *(formerly Transportation Revenue Sharing)*
- High School Capacity and Improvement/Modernization Phase #1 funding (design, land acquisition and construction of Center 1) totaling $32 M*
- Other Recommendations:
  - Recommends two items be funded in FY 18:
    - Public Safety Tactical Robot
    - Public Safety Mobile Burn Building Training Center
  - Recommends other *Quality of Life* Potential Referendum items to begin in FY 20
    - This includes Learning Space Modernization *($12.8M) and* Scottsville Elementary School Additions & Improvements *($12.1 M)*

Albemarle County Public Schools

ALBEMARLEFORWARD:

EQUITY & OPPORTUNITY

BOS Budget Work Session: March 27, 2018

STRATEGIC PLAN: HORIZON 2020

Unleashing Each Student's Potential

Mission | The core purpose of Albemarle County Public Schools is to establish a community of learners and learning, through relationships, relevance and rigor, one student at a time.

Vision | All learners believe in their power to embrace learning, to excel, and to own their future.

Core Values | Excellence • Young People • Community • Respect

Student-Centered Goal | All Albemarle County Public Schools students will graduate having actively mastered the lifelong-learning skills they need to succeed as 21st century learners, workers and citizens.

2017-2019 STRATEGIC PRIORITIES

1. Create a culture of high expectations for all.

2. Identify and remove practices that perpetuate the achievement gap.

3. Ensure that students identify and develop personal interests.

HORIZON 2020
STRATEGIC PLAN

HIGH SCHOOL CIP REQUEST OVERVIEW

High School Centers

High School Center #1
- 600 students
- 12 acre site
- 90,000 sf, 2-story building + parking
- Open for 2021/22 School Year
- $35.1M

High School Center #2
- 200 students
- 4 acre site
- New construction or leased space
- 27,200 sf building + parking
- Open for 2024/25 School Year
- $10.7M

Modernization of Existing High Schools

School	Total Cost	Completed by
Albemarle	$22.3M	08/2023
Western Albemarle	$11.9M	08/2022
Monticello	$9.4M	08/2024
Murray	$3.3M	08/2023

- Interior renovations and improvements of all academic spaces
- Reconfiguration to create “Learning Community” modules that incorporate a variety of space types to support the vision of High School 2022.

PROCESS OVERVIEW TO DATE

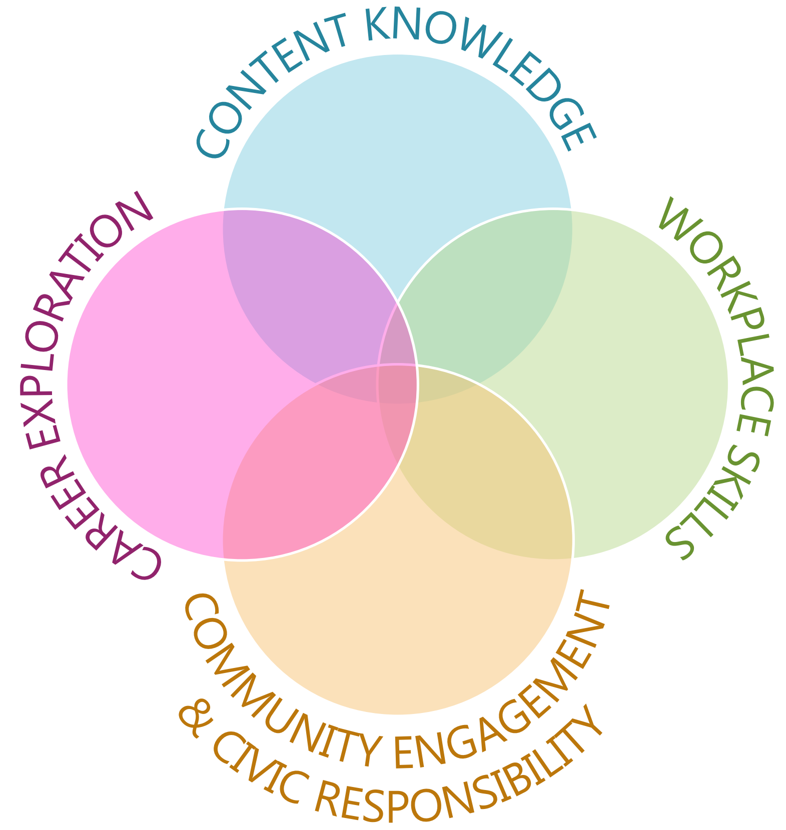
Stage	VISIONING	FACILITY PLANNING STUDY	DECISION/ APPROVAL
Timing	August 2016 – February 2017	February 2017 – October 2017	November 2017 – April 2018
Purpose	Using multiple sources of information, data, and feedback, the Board will identify a vision for high schools that prepare young people to graduate ready to enter adult life.	Identify options to address capacity issues at Albemarle as well as the facility impact of the vision articulated in previous stage on current facilities.	Take action on recommendations of previous two stages.

HIGH SCHOOL 2022

Changing Emphasis—Not Changing Everything

Current Transcript Approach

Profile of a Graduate



HIGH SCHOOL 2022

Operating Principles

Ensure equitable access and opportunity for all students.

Use fair and meaningful assessments.

Implement flexible scheduling and space to support student-centered learning.

Encourage students to explore their interests and passions for course credit.

www.k12albemarle.org/hs2022

High School 2022

An Albemarle County Public Schools initiative to rethink high school

What is High School 2022?

High School 2022 is a focused, four-year effort to guarantee meaningful and relevant high school experiences that best serve the needs and engage the interests of every student. An extension of innovative programs developed by our teachers and embraced by our students, High School 2022 empowers students to identify, develop and pursue their interests.

Visit our Overview page to learn more.

Upcoming Community Meetings

Please join us this October for one or more of the following learning opportunities:

Date	Location	Time
Wednesday, October 11	Burley Middle School	6:30 p.m.
Wednesday, October 18	Henley Middle School	6:30 p.m.
Thursday, October 19	Jouett Middle School	6:30 p.m.
Tuesday, October 24	Sutherland Middle School	6:30 p.m.
Wednesday, October 25	Walton Middle School	6:30 p.m.

Video Spotlight

Ask a Question or Share an Idea

Your feedback is important to us!

Please click on the "Contact Us" button below to ask a question or share an idea.

CONTACT US

Resources

High School 2022 Brochure

BUDGET SURVEY RESULTS

2,247 Albemarle community members participated in our budget survey between November 17 and December 17, 2017. Among the survey questions, we asked participants to consider 8 items and prioritize their top 3.

Overall Top 3 Community Priorities

1. Competitive salaries to attract and retain high-quality teachers
2. Competitive salaries to attract and retain high-quality support staff (food services, teaching assistants, bus drivers, etc.)
3. Fully funding all student experiences (i.e., field trips, school supplies, art supplies) so that no students are charged for participating in school

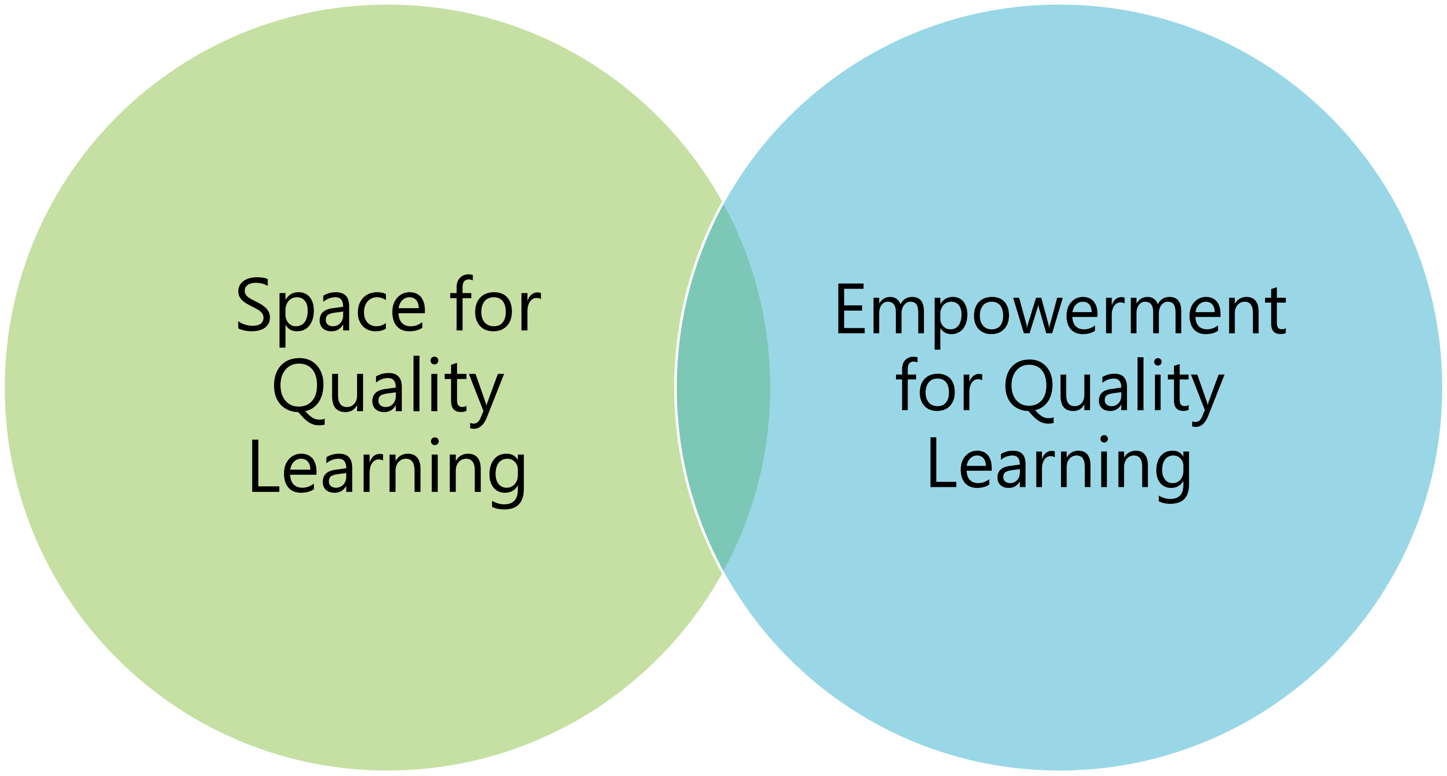
RANKINGS BY RESPONSE GROUP

	Overall Rank	Parent	Employee	Parent & Employee	Student	Community Member
Total Respondents	***2,247****	***954***	***746***	***205***	***246***	***71***
Competitive salaries to attract and retain high quality teachers	**1**	**1**	**1**	**1**	**3**	**1**
Competitive salaries to attract and retain high quality support staff	**2**	5	**2**	**2**	8	5
Fully funding all student experiences	**3**	**3**	4**	6	**1**	4
Increasing career and workforce readiness opportunities	**4**	**2**	6	4	**2**	**2**
Increasing student health and wellness services	**5**	6	**3**	**3**	5	8
Increasing funding for the elementary afterschool program	**6**	4	4**	5	6	**3**
Increasing transportation funding so students have access to all of our programs	**7**	7	7	7	4	6
Continuing to expand in-home internet access to the ACPS network	**8**	8	8	8	7	7

25 respondents did not identify their relationship with ACPS. ****Same weighted score***

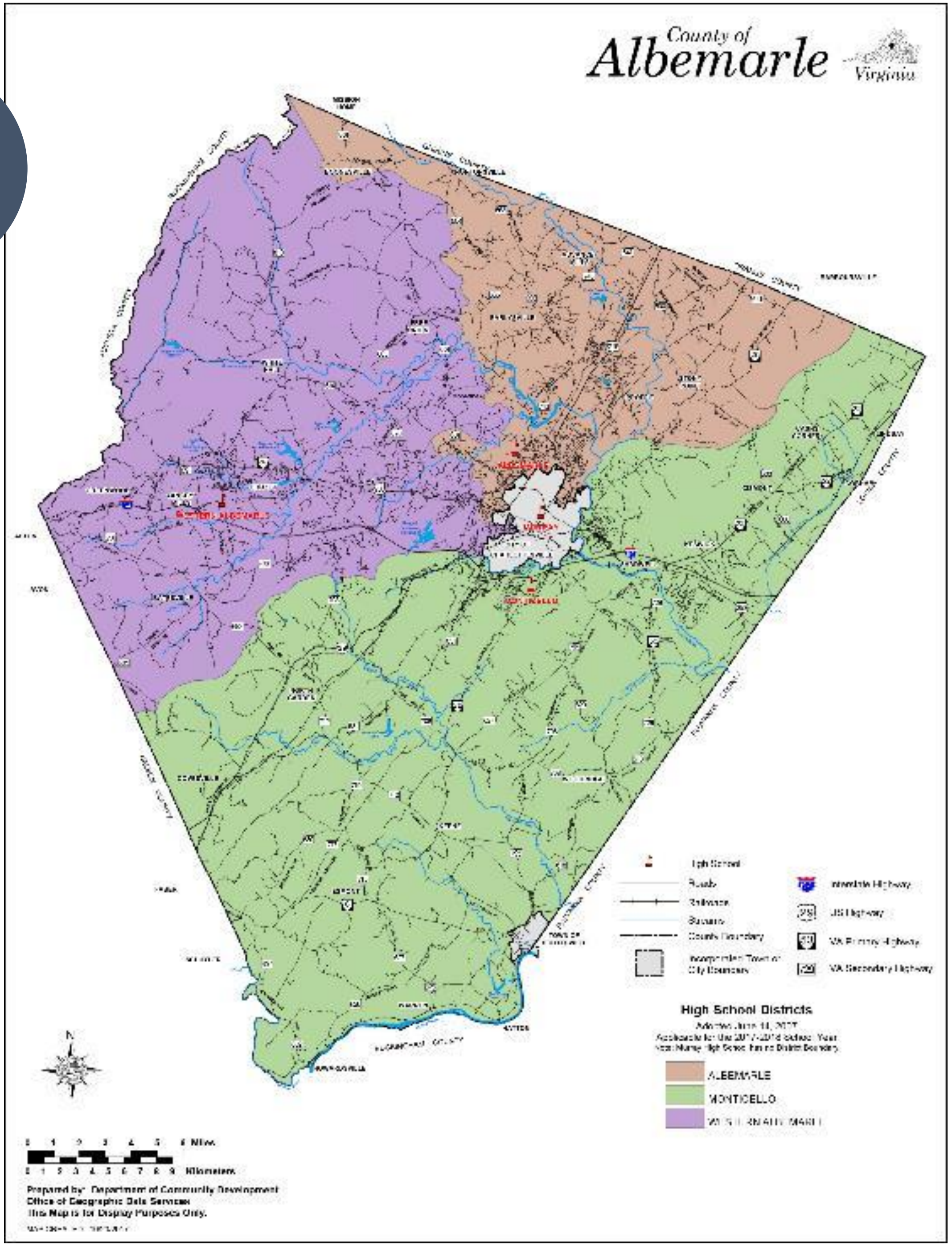
1st Charge to Consultant

View "Capacity" with more than one meaning



2nd Charge to Consultant

Analyze our high school program for 4,000+ students



3rd Charge to Consultant

Help us get past constraints such as time, transportation, and food services

Albemarle County Public Schools

High School Facilities Planning Study

School Board Presentation | 14 December 2017

EXCERPTS FROM FULL PRESENTATION

Albemarle County Public Schools

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The Process

4 Essential Questions

The context for this study is broad - from High School 2022 to building capacity and enrollment projections to the evolution of high school around the world.

The Design Team took inventory of this context and distilled it into four (4) essential questions.

The 4 Essential Questions guided the work of this study and serve as a framework for its organization.

The context section outlines many aspects of the context studied in greater detail.

Context → 4 Essential Questions

Context

- ACPS Mission/Vision/Core Values
- High School 2022
- The Evolution of High School around the World
- Enrollment Projections
- Large Geography of School Division
- Facilities Conditions & Alignment with High School 2022
- Success and competitiveness of ACPS Specialized Programming
- Demographic Diversity

4 Essential Questions

1. How do we respond to enrollment pressure in the North & West?
2. What does each school site need?
3. How do we expand opportunity for all?
4. How do we use space as a catalyst for High School 2022?

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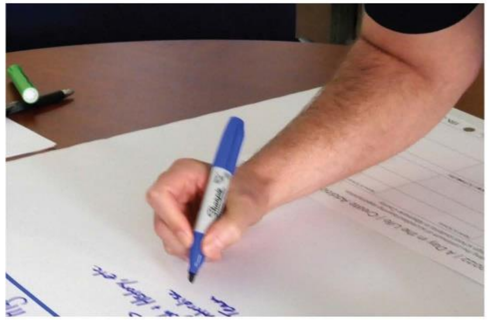
The Process

Discovery & Engagement Process



Discovery Visit

Community Engagement

Discovery Findings Visit

Presentation of Scenarios

Facilities Assessments

School Board Session

Photo Credit: Josh Mandell, Charlottesville Tomorrow

Albemarle County Public Schools

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Scenarios Studied

Scope | Workflow

School - Based → Network - Based

4th Comprehensive High School (Brookhill Site)
- Redistricting required
- Location addresses growth & development in the North, not in the West
- Lack of equity of access to new facilities for all students in ACPS

Relocate AHS to Brookhill Site
- Decommissioning AHS is a non-starter for the community
- Redistricting not required
- Creates a disproportionately large number of students at AHS compared to WAHS & MHS
- Lack of equity of access to new facilities for all students in ACPS

4th Comprehensive High School (Location b/t AHS & WAHS)
- Redistricting required
- Difficult to find logical location that relieves enrollment pressure at AHS & WAHS based on local roads

Network
- Multiple small scale, thematic learning centers scattered throughout County
- Operationally complex and difficult to implement

Village
- (2) 400 Student interdisciplinary High School Centers strategically placed in County
- Operational challenges but more manageable than Network
- Partial day program

Center
- (1) 800 Student interdisciplinary High School Center with open enrollment policy
- Full day program
- Most implementable of Network - Based models

Albemarle County Public Schools

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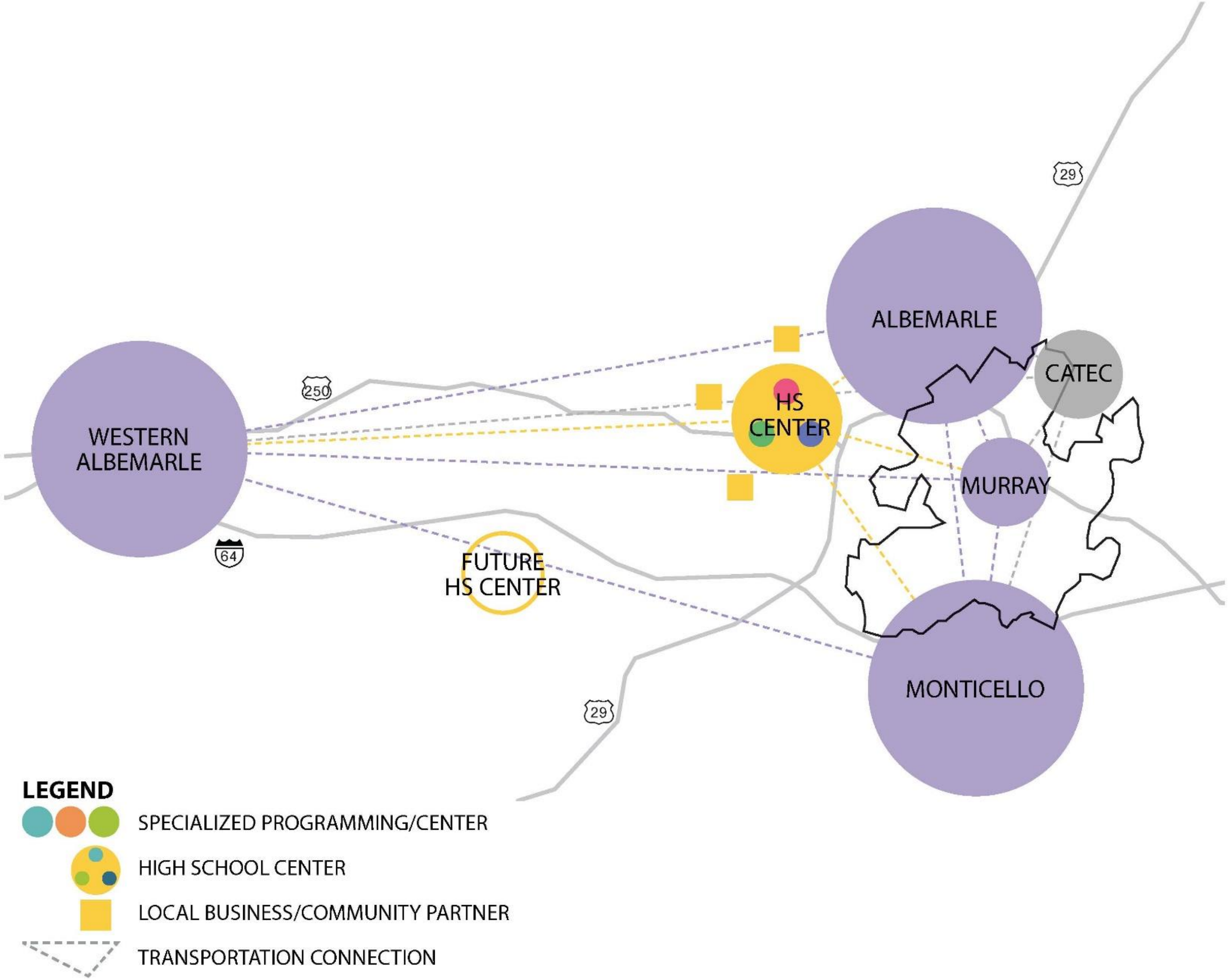
Recommendation | Scope

Concept

NOTES

- No Redistricting Required
- New High School Center with a capacity of 600 reduces enrollment pressure on Albemarle, but will be open to all students.
- High School Center might be strategically located near 250 and 29 for ease of access for as many students as possible, and connections to business and institutional partners.
- All High Schools are modernized. In some cases modernization increases capacity through a more efficient layout for learning.
- A Transportation network provides access to the new High School Centers and all High Schools.

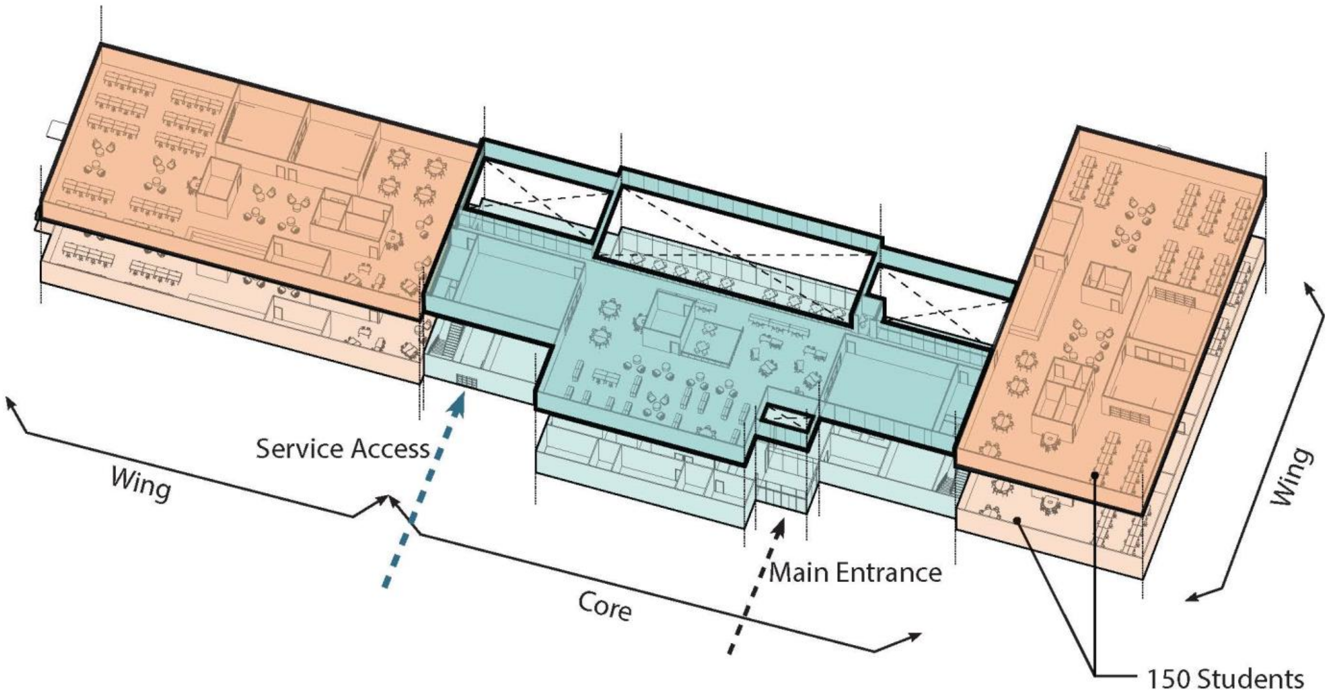


Recommendation | High School Center [Prototype]

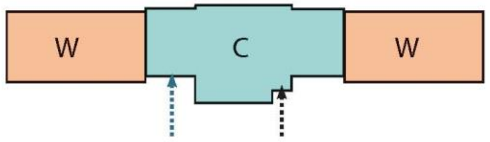
Concept | Center

KEY CONCEPTS

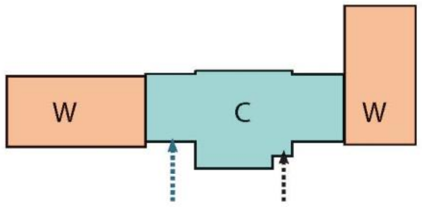
- The Prototype concept has three flexible components: (2) Academic Wings, and (1) Innovation Core.
- The Academic Wings can connect to the Core in a variety of configurations to maximize flexibility and work with different site conditions.
- The Prototype is designed to a capacity of 600 students.
- Each Academic Wing is two levels, with a capacity of 150 students per level.
- Academic Wings are conducive for **student-designed work**, where students can work within a variety of space types for a 21st century workflow.
- The "Innovation Core" provides space for **Authentic and Interdisciplinary work**, and could stay open during non-school hours while the wings stay locked, to operate as a **community oriented** space.
- Presentation areas, Project Studios, and collaborative zones all provide opportunity for students to **connect with community experts and leaders** in both the Core and Wings.



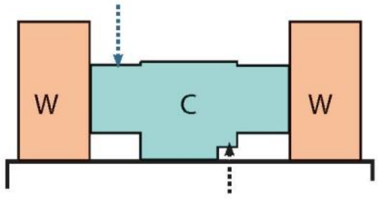
Configurations Options



Condition - Long Narrow Site



Condition - Corner Site



Condition - Compact or Infill Site

CENTER PROGRAMMING CONCEPT [SAMPLE]

STEM-Tech Center

- Reformat STEM concept to begin in 10th Grade
- Open enrollment based on interest in the STEM program & focus on equity
- Integrate at least one other Virginia Department of Education Career Cluster

Example:

Transportation, Distribution & Logistics

CENTER PROGRAMMING CONCEPT [SAMPLE]

STEM-Tech Center

- Operate for extended hours and year-round to make it accessible to all high school students and teachers in the County to reserve and use spaces
- Run a café during all hours of operation
- Utilize ACPS transportation & network

3rd Charge to Consultant:

Help us get past constraints such as time, transportation, and food services

PROCESS OVERVIEW – GOING FORWARD

INSTRUCTIONAL

VISIONING + PLANNING

SPRING 2018 – SPRING 2021

- Center Planner Position
- Pilot High School Center
- Advisory Board
- CATEC Program Evaluation
- Academies Program Evaluation
- Research & Field Trips
- Workforce Assessment and Consultation with Economic Development Office

- Determine program(s) and curriculum design
- Determine/design assessments and outcomes
- Invite and collaborate with business and community partners to design student experiences, workplace skills development, and career development
- Develop communication plan

FACILITY

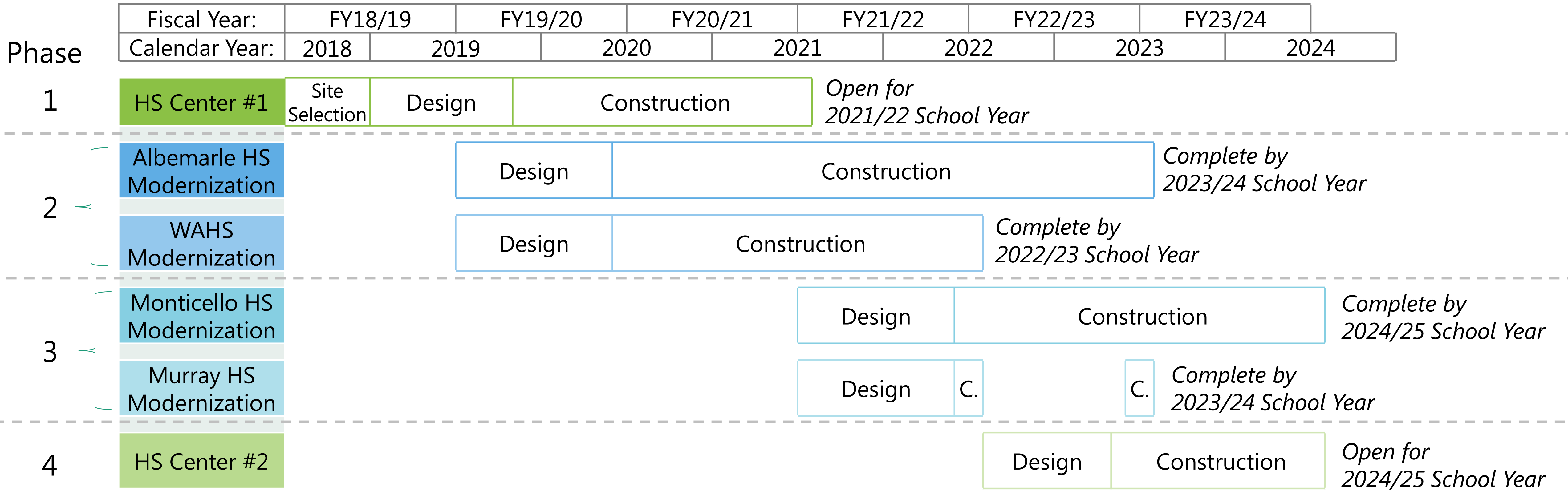
PLANNING, DESIGN & CONSTRUCTION

2019 -2021

IMPLEMENTATION

Center #1 Opens for 2021/2022 School Year

PROJECT TIMING AND PHASING



HIGH SCHOOL CIP REQUEST OVERVIEW

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- Interior renovations and improvements of all academic spaces
- Reconfiguration to create "Learning Community" modules that incorporate a variety of space types to support the vision of High School 2022.

SCHOOL HIGH SCHOOL CAPACITY AND IMPROVEMENT PROJECT PHASE 1

- Total Project Cost – FY 19

Design	$3,780,000
Construction/Other	$25,200,000
Furniture/Fixtures/Equipment	$2,520,000
Land Acquisition Cost*	$3,600,000
Project Total	**$35,100,000**

*March 2018 Update: Land Acquisition Cost per acre increased to $300,000 per acre; total increase of $2.9 M for Center #1

- Planned Completion – July 2021
- Ongoing Operational Cost Beginning in FY 22 is $1.6 million

FY 19 PROPOSED CAPITAL BUDGET
OPTIONS FOR BOARD'S CONSIDERATION

- **High School Capacity and Improvement/Modernization Program - Phase #1**

  - **Consider including High School Capacity and Improvement/Modernization Program - Phase #1 in a Referendum**

  1. **Include total project costs in FY 19 Proposed Capital budget at $35 M (Note: this amount is $2.9 Million Increase over amount in FY 19 Recommended Budget)**
  2. **Reduce Proposed FY 19 Project funding to only include design and/or land acquisition costs, and amend budget later if desired**
  3. **Delay project (Remove from FY 19 Proposed Budget at this time) and amend FY 19 capital budget later to include project, if desired, and/or if approved by Referendum**

- **Make any other adjustments to the FY 19 Proposed Capital Budget that the Board would like to make**

FINALIZE ADJUSTMENTS TO COUNTY EXECUTIVE'S RECOMMENDED FY 19 BUDGET

MOTION TO APPROVE THE PROPOSED FY 19 BUDGET

I move that the Board authorize staff to advertise for public hearing the FY 19 proposed budget which includes the County Executive's Recommended Budget and the amendments made by the Board of Supervisors.

Next Steps

March 29

Review and discuss CIP Model updates/options

Review and discuss Referendum options

Board consensus on Proposed FY 19 – FY 23 CIP

April 10

Public Hearing on Board's Proposed FY 19 Budget

April 17

Public Hearing on the Board's Proposed Tax Rate

Set Tax Rate and Approve FY 19 Budget

May 9

Resolution of Appropriations