Five Year Financial Plan
Work Session
November 11, 2015
Bringing Together Critical Elements of the Five Year Financial Planning Process

- FY 17 - 21 Five Year Financial Plan Update
- Compensation and Benefits Work Session Follow Up
- FY 17 - 21 Capital Improvements Program
- Citizen Resource Advisory Committee Update
- School Division and General Government Efficiency Report
Desired Outcomes:
Board members to understand updated figures, review major drivers, and to consider the Five Year Plan as a framework for your discussion.

Board of Supervisors and School Board members to provide guidance to staff regarding your priorities for the County as a whole.
Long Range Financial Plan
Albemarle County

- Critical process for our AAA bond ratings
- Updated assumptions are based on the best information available as of today
- Creates a framework for the annual budget development process

These three funds = 90% of Total County Budget
Updated Five Year Financial Plan
November 11, 2015

<table>
<thead>
<tr>
<th>Funding Gap ($ in millions)</th>
<th>FY 17*</th>
<th>FY 18</th>
<th>FY 19*</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td>$2.2</td>
<td>$4.0</td>
<td>$5.7</td>
<td>$7.2</td>
<td>$8.7</td>
</tr>
<tr>
<td>School Division</td>
<td>$3.7</td>
<td>$7.2</td>
<td>$9.6</td>
<td>$12.2</td>
<td>$14.4</td>
</tr>
<tr>
<td>Total</td>
<td>$5.9</td>
<td>$11.2</td>
<td>$15.3</td>
<td>$19.4</td>
<td>$23.1</td>
</tr>
</tbody>
</table>
## Five Year Financial Plan
### General Fund Revenues
Estimated increases per year

<table>
<thead>
<tr>
<th>FISCAL YEAR</th>
<th>FY 17*</th>
<th>FY 18</th>
<th>FY 19*</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Increases</td>
<td>2.5%</td>
<td>2.5%</td>
<td>3.9%</td>
<td>2.4%</td>
<td>2.4%</td>
</tr>
<tr>
<td></td>
<td>$6.2 M*</td>
<td>$6.5M</td>
<td>$10.2M*</td>
<td>$6.7M</td>
<td>$6.8M</td>
</tr>
</tbody>
</table>

**Major Drivers:**
- General Property Taxes
- Other Local Revenues

* FY 17 and FY 19 Real Estate Taxes includes the projected tax rate increase for the CIP.
Updated Assumptions
Percent Revenue Growth Projections by Category

<table>
<thead>
<tr>
<th></th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate Taxes</td>
<td>4.3%*</td>
<td>3.3%</td>
<td>5.8%*</td>
<td>3.1%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Other General Property Taxes</td>
<td>(0.7%)</td>
<td>1.8%</td>
<td>2.1%</td>
<td>1.8%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Other Local Revenue</td>
<td>2.1%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>General Fund State Revenues</td>
<td>1.0%</td>
<td>0.3%</td>
<td>0.3%</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>School Fund State Revenues</td>
<td>2.0%</td>
<td>1.3%</td>
<td>2.2%</td>
<td>1.0%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Federal Revenues</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

*FY 17 and FY 19 Real Estate Taxes continue to include the projected tax rate increase for the CIP.
Major Expenditure Updates

- Salary and Benefits
  - Salary increases at 2%
  - VRS (School Division) reduction
  - Additional funding to address salary compression
  - Health Care increases
    - Annual costs
    - Set-aside
  - Addition of long-term/short-term disability insurance
- Updated student population growth estimates
### Salary and Benefit Assumptions

<table>
<thead>
<tr>
<th></th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>% Salary Increase</strong></td>
<td>2.0%*</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>% Health Care Increase</strong></td>
<td>14.5%</td>
<td>13.5%</td>
<td>5.0%</td>
<td>5.5%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Compression</td>
<td>$606 K</td>
<td>$346 K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Term/Short Term Disability Insurance</td>
<td></td>
<td></td>
<td></td>
<td>$491 K</td>
<td></td>
</tr>
</tbody>
</table>

*FY17 is calculated off current salaries, which includes the impact of lapse and pay-for-performance; the previous version of plan, calculation was based on adopted salary budgets

**These percentages assume the addition of health care set aside in FY16

### Total Baseline Salary and Benefits Increases

<table>
<thead>
<tr>
<th></th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>School Division</strong>*</td>
<td>$5.4 M</td>
<td>$5.5 M</td>
<td>$5.3 M</td>
<td>$4.7 M</td>
<td>$5.6 M</td>
</tr>
<tr>
<td><strong>General Government</strong></td>
<td>$1.7 M</td>
<td>$1.8 M</td>
<td>$1.3 M</td>
<td>$1.4 M</td>
<td>$1.4 M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$7.1 M</td>
<td>$7.3 M</td>
<td>$6.6 M</td>
<td>$6.1 M</td>
<td>$7.0 M</td>
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</tbody>
</table>

***FY 17, FY 19, and FY 21 includes anticipated Virginia Retirement System (VRS) increases for the School Division
Funding Required to Address Growth in Population and School Enrollment

<table>
<thead>
<tr>
<th>School Division</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Funding Required</td>
<td>$384,101</td>
<td>$1,017,146</td>
<td>$659,698</td>
<td>$933,121</td>
<td>$649,697</td>
</tr>
<tr>
<td>Number of New Positions*</td>
<td>5</td>
<td>14</td>
<td>9</td>
<td>12</td>
<td>8</td>
</tr>
</tbody>
</table>

*Based on updated enrollment numbers

<table>
<thead>
<tr>
<th>General Government</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Funding Required</td>
<td>$520,000</td>
<td>$568,000</td>
<td>$616,000</td>
<td>$664,000</td>
<td>$712,000</td>
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<tr>
<td>Number of New Positions**</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

** Based on staff/population ratio
## School Division
### Assumptions: Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>12,798</td>
<td></td>
</tr>
<tr>
<td>2012-13</td>
<td>12,985</td>
<td></td>
</tr>
<tr>
<td>2013-14</td>
<td>13,075</td>
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<tr>
<td>2014-15</td>
<td>13,322</td>
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<tr>
<td>2015-16</td>
<td>13,372</td>
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</tr>
<tr>
<td>2016-17</td>
<td>13,471</td>
<td></td>
</tr>
<tr>
<td>2017-18</td>
<td>13,631</td>
<td></td>
</tr>
<tr>
<td>2018-19</td>
<td>13,686</td>
<td></td>
</tr>
<tr>
<td>2019-20</td>
<td>13,767</td>
<td></td>
</tr>
<tr>
<td>2020-21</td>
<td>13,819</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY17</td>
<td>FY18</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Total Funding Gap</td>
<td>$5.9M</td>
<td>$11.2M</td>
</tr>
</tbody>
</table>

**What is not included:**

- Due to timing, funding to address the Board of Supervisor’s recent (Nov 4th) decision on recommended approach for the Ivy Materials Utilization Center
- Additional School Division initiatives
- Addressing staff capacity issues, such as additional Community Development planners
- Other initiatives, such as Police Department Geo-Policing/Problem Oriented Policing
- Additional capacity for the CIP
The School Division and General Government staff continue to work closely together on long-range financial planning.

Expenditure adjustments include salary increases, health care benefits, compression, long-term short-term disability insurance, and School Division staffing adjustments.

Plan continues to indicate a structural imbalance going forward.

Plan does not address all staff capacity needs or initiatives.

Continues to include dedicated tax rate increases for CIP in FY 17 and FY 19, however it does not provide any additional capacity for CIP.

Provides framework for the remainder of today’s work session and for annual budget process.
Next Steps

**School Division**
- Nov 12 School Board Work Session - to provide direction to Superintendent
- Jan 19 - Superintendent presents funding request to School Board
- Feb 25 - School Board presents funding request to Board of Supervisors

**General Government**
- Dec 2 and Dec 9 - Board of Supervisors Five Year Plan Work Sessions - provide direction to County Executive
- Feb 19 - County Executive presents Recommended Budget to the Board of Supervisors
Compensation and Benefits Work Session Follow Up
Lorna Gerome

**Desired Outcome:**
Board members to give direction on compensation and health care recommendations to inform the Five Year Plan and upcoming budget process
Total Compensation Targets

**Compensation**
- Teachers: 75th percentile of market
- Classified Staff: Median of market

**Benefits**
- Slightly above market
Total Compensation  Board adopted process

1. Survey market
2. Analyze data
3. WorldatWork  Projecting 2.7%
4. Project increases
Teacher Salary Market Comparison 2015-2016

The highest 7 Divisions in our adopted market

Annual Salary

Experience

Top Quartile Range Breadth

Albemarle

Loudoun County

Prince William County

Charlottesville City
Classified Staff

Where we started

**Below Market -1.0%**

FY15-16 Increase

**3.0% (2.3% +.7)**

Adopted Market Median Increase

**2.0%**

Every classified employee is on a pay grade with a minimum, midpoint & maximum rate - midpoint is the competitive market rate
2% increase for classified employees
Build teacher scale to reflect market moving 2%
Compression

Small differences in pay between experienced employees and newly hired employee in same job

Results in:
- Lengthy recruitments requiring current employees to work overtime
- Morale issues

Jennifer
Hired in 2015
annual salary is $38,727

Terry
Hired in 2010
annual salary is $41,890
Compression Recommendation

Modify current structure by increasing minimum hourly (VRS eligible) from $9.75 to $10.00; this collapses paygrades 1-4 into 1 paygrade

- Assumes an employee should be paid the market rate after eight years in same position;
- Places affected employees in range based on their time in current position up to midpoint;
- Two year phase-in, impacts 532 employees; cost $816K, plus $136K with benefits for total cost of 952K.

 ✓ Consistent with current compensation strategy
 ✓ Allows for competitive hiring offers
 ✓ Internal equity preserved

DOES NOT

 X Account for performance differentiations
 X Address compensation for employees paid above market rates
Compression adjustment

Jennifer’s annual salary remains at $38,727
Terry’s annual salary is adjusted to **$44,532**
Compensation Recommendations

- 2% increase for classified employees
- Adjust teacher scale to reflect market moving 2%
- Implement 2 year phase-in compression recommendations
Leave Benefits

Provide short and long term disability to all benefit eligible employees

Based on available revenues, fund for FY19
Health Insurance

Affordable

Meet Boards’ adopted target - slightly above market

Meet individuals and families needs

Target Reserves
20%-25%

Compliance
One Challenge is “Cadillac” Plan Excise Taxes

40% tax on total cost for individual coverage above $10,200

What we need to do
Reallocate rates- Change our contribution strategy in order to get our rates closer to usage among tiers, align with market and avoid the Cadillac tax.
• Changes for part-time employees, retirees, & County spouses
• Currently developing recommendations
CRITICAL Challenge in sustaining our plan
Employee premiums + Employer contributions < Claims
= NOT SUSTAINABLE

Expenditures exceeding Projections

✓ Pharmacy costs
✓ ACA fees
✓ Increased claims
**CRITICAL Challenge in sustaining our plan**

Employee premiums + Employer contributions < Claims = NOT SUSTAINABLE

**What are we doing?**

- Flex Time for Wellness
- Incentivized Disease Management
- Incentivized Health Risk Assessments & Biometric Screenings or Annual Physicals

- Implement dependent eligibility review
- Other considerations (Onsite Pharmacy, Pharmacy Carve-out)
CRITICAL Challenge in sustaining our plan

Employee premiums + Employer contributions < Claims = NOT SUSTAINABLE

What we recommend:
Offer new plan option-High deductible with Health Savings Account

Continue to offer traditional plan (blend of current Basic and Plus)
High Deductible with Health Savings Account

+ Claims savings
+ Lessen potential for Cadillac tax
+ Provides choices for employees
- Challenge to communicate

For Employees

+ Lower insurance premiums
+ Triple tax savings: Contributions, earning & interest, medical expense withdrawals
+ Funds roll over year to year
Hypothetical Example: Jamie, mid-career, covers family worst case scenario

Traditional insurance plan

<table>
<thead>
<tr>
<th>Monthly employee premium:</th>
<th>$401</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual employee premium:</td>
<td>$4,812</td>
</tr>
<tr>
<td>Annual OOP max:</td>
<td>$6,000</td>
</tr>
<tr>
<td><strong>Annual worst case OOP:</strong></td>
<td>$10,812</td>
</tr>
</tbody>
</table>

High deductible plan with HSA

<table>
<thead>
<tr>
<th>Monthly employee premium:</th>
<th>$263</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual employee premium:</td>
<td>$3,156</td>
</tr>
<tr>
<td>Annual OOP max:</td>
<td>$8,000</td>
</tr>
<tr>
<td><strong>Annual worst case OOP:</strong></td>
<td>$10,156</td>
</tr>
<tr>
<td>Annual Employer HSA contribution:</td>
<td>($1000)</td>
</tr>
</tbody>
</table>

- Will pay $1,656 more/year in premiums; annual OOP max $656 more on traditional plan.
Health Care Recommendations

- Set aside $2 million to Health Care Reserve
- Reallocate rates to reflect claims usage
- Offer two plans:
  - 1-Traditional (blend of current Basic and Plus plans)
  - 2- High Deductible with Health Savings Accounts
- Plan for 14.5% Board premium increase in Year One
FY 17-FY21 Capital Improvement Program

Trevor Henry

Desired Outcome:

Board members to understand, at a high level, the FY17 CIP requests, receive the Technical Review Committee ranking of projects and understand the initial CIP model and challenges ahead as the Oversight Committee Process commences.
FY 17-FY26 Capital Improvement Program

Agenda:
- Review of Requests (summary level/highlights)
- Initial Modeling/Challenges ahead
- Options/Opportunities
- Questions/Discussion
Capital Improvement Program

The Capital Program serves as a planning and implementation tool for the acquisition, development, construction, maintenance, and renovation of public facilities, infrastructure and capital equipment.

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.
FY 17-FY 26 Capital Improvement Program Summary of Project Requests

<table>
<thead>
<tr>
<th></th>
<th>New: Project request that has not been previously submitted</th>
<th>Continuing: Project that has a defined start/finish which is currently funded and/or included in the</th>
<th>On-going: Project/Program that has no defined start/finish which is currently funded and/or included in the adopted FY 16 CIP</th>
<th>Resubmitting: Project request that has previously been submitted but has not been approved for funding</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandate</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Obligation</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Maint/Repl</td>
<td>1</td>
<td>9</td>
<td>10</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>Non Maint/Repl</td>
<td>18</td>
<td>5</td>
<td>0</td>
<td>36</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>21</td>
<td>12</td>
<td>37</td>
<td>89</td>
</tr>
</tbody>
</table>

~$616M over the ten-year period of FY 17 – 26.
~$338M for the Capital Improvement Plan (CIP) five-year period of FY 17-21
FY 17-FY 26 Capital Improvement Program
Summary of Project Requests

- Community Development: $143.9M (23%)
- Health and Welfare: $1.5M (Less than 1%)
- Judicial: $45.18M (7%)
- Libraries: $15.08M (3%)
- Parks, Recreation, & Culture: $36.59M (6%)
- Public Safety: $65.34M (11%)
- Public Works: $20.46M (3%)
- Technology and GIS: $7M (1%)
- Water Resources: $14.29M (2%)
- ACE: $11.35M (2%)
- School Division: $254.89M (42%)

Total: $588.7M
Reference Ranked Projects (hand out): grouped by category and priority of funding

New Requests:
- [Fire Rescue] Defibrillators Replacement (Maintenance Replacement)
- [Fire Rescue] Earlysville Volunteer Fire Company Renovation
- [Police] Body Worn Cameras
- [Police] Interim Police Training Academy Phase I
- [Police] Tactical Robot
- Bus Stop Enhancements
- Hillsdale Drive Extension-Pond Amenities
- Northtown Trail
- Places 29 Small Area Implementation
- Community Recreation Needs Assessment Study
- William S. D. Woods Natural Heritage Preserve

New Requests:
- [Records Management System*]
- Administration Space
- CATEC Facility
- Crozet Elementary School Addition
- Monticello High School Addition
- Stony Point Elementary School Addition
- Western Albemarle High School Addition
- Yancey Elementary School Addition/Renovations
FY 16 Adopted Capital Improvement Program

Picture is worth a thousand words ($$’s)

Access now through Office (required small addition)
### FY 17-FY26 Capital Improvement Program

CIP Modeling – FY 16 Adopted Plan (Starting Point for modeling)

<table>
<thead>
<tr>
<th>Debt &amp; CIP Financial Summary</th>
<th>FY 16 ADOPTED</th>
<th>FY 16-20 Recommendation for Adoption:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net of Transfers</td>
<td></td>
<td>FY 16</td>
</tr>
<tr>
<td>Additional Pennies Required for Debt Service</td>
<td>0.50</td>
<td></td>
</tr>
<tr>
<td>Additional Pennies Required for CIP</td>
<td>0.40</td>
<td></td>
</tr>
<tr>
<td>CIP Fund Balance</td>
<td>6,657,497</td>
<td>6,676,374</td>
</tr>
</tbody>
</table>

### FY 16 Adopted Plan Highlights:

- Future dedicated penny’s to CIP to meet CIP Financial Policy Goals
- Continue priority of funding on Mandates, Obligations and Maintenance/Replacement program
- Courts Funded (prior to completion of steering committee work)
- Pantops Station 16 Design
- School Security
- Learning Space Modernization/Red Hill Design (1 Mil)
- Telecommunications Network
- Blueway/Greenways Trails (Partial funding)
- ACE (250K + future FY16 appropriation)
FY 17-FY26 Capital Improvement Program
CIP Modeling – Adopted Plan as Revised

- Updated Adopted Plan Revenue adjustments with actuals from FY15 + tie to 5 year plan assumptions
- Project Expenditure Changes: ~$10 Million increase in Projects in Adopted Program
  - Maintenance/Replacement program
    - Schools
    - Parks
  - School Security
  - Courts (net decrease to program with City contribution)
  - Pantops Construction
- This model does not include any new requests

Debt & CIP Financial Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Pennies Required for Debt Service</td>
<td>0.9</td>
<td></td>
<td>2.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Pennies Required for CIP</td>
<td></td>
<td>933,000</td>
<td>510,713</td>
<td>-261,692</td>
<td>1,022,071</td>
</tr>
<tr>
<td>CIP Fund Balance</td>
<td>933,000</td>
<td>510,713</td>
<td>-261,692</td>
<td>1,022,071</td>
<td>-364,344</td>
</tr>
</tbody>
</table>
Summary

- Major Issues/Decision Points
  - Current CIP model does not meet BOS financial goals with FY16 adopted plan as revised in this year’s request

- Actions/Direction Required by the Boards (if any)
  - Input to Staff and members of Oversight Committee
Citizens Resource Advisory Committee Report
Lee Catlin

**Desired Outcome:**
Board members identify priority strategies
Background

- Appointed by the Board of Supervisors with School Board input in June, 2015
- Eight member committee comprised of experts from business and government finance, economics and management
- Charged to “understand current and future funding challenges and service demands and develop a prioritized set of strategies to meet future resource needs”
- Developed recommendations for concepts in three different tiers based upon the Committee’s assessment of feasibility, readiness and revenue generation potential associated with each strategy
Tier One - Strategies for Immediate Implementation

Revenue Generating (General)
- Economic Development
- Motor Vehicle Registrations
- Meals Tax
- Cigarette Tax
- Transient Occupancy Tax
- Taxes for short term rentals
- Land banked properties

Revenue Generating (Specific)
- Voluntary contributions
- Civic crowdfunding
- Grants
- Corporate sponsorships
- Advertising

Process Tools
- Service district
- General obligation bond
- Efficiency study - local gov
- Efficiency study - schools
- Joint purchasing agreements
- Citizen committee on expenditures
## Tier Two - Strategies for Further Study

- Increasing Sales
- Land Use Policy
- Payment in Lieu of Taxes (PILOT)
- Repurposing government buildings
- Joint Purchasing/Contract Agreements
- EMS Cost Recovery
- Charges for Services
- Leveraging private real estate for public facilities
- Admissions Tax
- Rental of County Facilities
- Personal Property Tax
- Utility Tax
- Gasoline Tax
Tier Three - Strategies Not Recommended

- BPOL tax for Direct Retail Sales to Remote Buyers
- Machinery and Tools Tax
- Investment of Funds
Recommendation

- Recommend that the Boards identify priority strategies
School Division and General Government Efficiency Report
Bill Letteri

**Desired Outcome:**
Board members identify priority strategies
Background

- Requested by the Board of Supervisors
- Fourteen member committee comprised of subject matter experts from general government and the school division
- Current joint operations
  - Finance, Human Resources, Legal, Facilities Development
- Charged to “identify existing shared services and to research and evaluate innovative opportunities for the two organizations to further collaborate, coordinate or consolidate routine processes or operations.”
- Developed recommendations for efficiencies in three different tiers based on readiness of implementation. A few efficiencies require more research and collaboration with potential for implementation in a few years.
Tier 1 – Recommended Strategies for Immediate Implementation

- **Records Management**
  - Reducing Paper File Storage
  - Implementation of Human Resources Electronic Records Management System Project plan
  - Implement Shared Records Management Infrastructure
  - Additional shared digital storage with improved monitoring
  - Improve records loss, disaster recovery & compliance

- **Building & Grounds Maintenance**
  - Provide increased School Division grounds maintenance by Parks & Recreation Department. (Geo Maintenance concept)
  - Consolidate general government & school division’s equipment inventory throughout the County
Tier 1 - Recommended Strategies for Immediate Implementation (cont.)

- **Language Assistance**
  - Provide contract language translation services across departments

- **Healthcare**
  - Increase promotion of wellness culture including flex time
  - Initiate additional programs such as fitness trackers

- **Purchasing/Warehousing**
  - Expand utilization & consolidation of term contracts for bulk purchases and storage in warehouse
  - Establish policy & procedures for surplus operations and improve delivery logistics
  - Consolidate dual surplus property websites into one site for school and general government
  - Establish periodic public/in person sales of surplus materials
Tier 2 – Recommended Strategies for FY17 Consideration

- **Healthcare**
  - In-house pharmacy or other reduced cost options
  - On-site health clinic for employees & telemedicine opportunities
  - Fiscal incentives for biometric health screenings & gym memberships

- **Grants Administration**
  - Improve School Division and Local Government’s grant management coordination, oversight and compliance efforts

- **Records Management**
  - Shared records management manager position

- **Budgetary Management & Appropriations**
  - Further streamline annual resolution of appropriations

- **Building & Grounds Maintenance**
  - Capital Maintenance & Strategic Design

- **Language Assistance**
  - Hire a resource for coordination of foreign language program & translation services
Tier 3 - Recommended Strategies for Future Consideration

- **Going Paperless**
  - Establish baseline on costs of paper and printers/ink across county

- **Building & Grounds Maintenance**
  - Consolidation of services

- **Fleet Management & Services**
  - Consider improvement/current practices to fleet maintenance across all county vehicles
Going Forward

- Metrics
  - Quarterly meetings
    - This will provide structured monitoring of progress and implementation of the work produced by the Committee thus far.
- Annual report
  - Outlining progress and next steps for joint efficiencies
Recommendation

- Recommend that the Boards identify priority strategies
Summary – Guidance Going Forward

- FY 17 – 21 Five Year Financial Plan Update
- Compensation and Benefits Work Session Follow Up
- FY 17 – 21 Capital Improvements Program
- Citizen Resource Advisory Committee Update
- School Division and General Government Efficiency Report