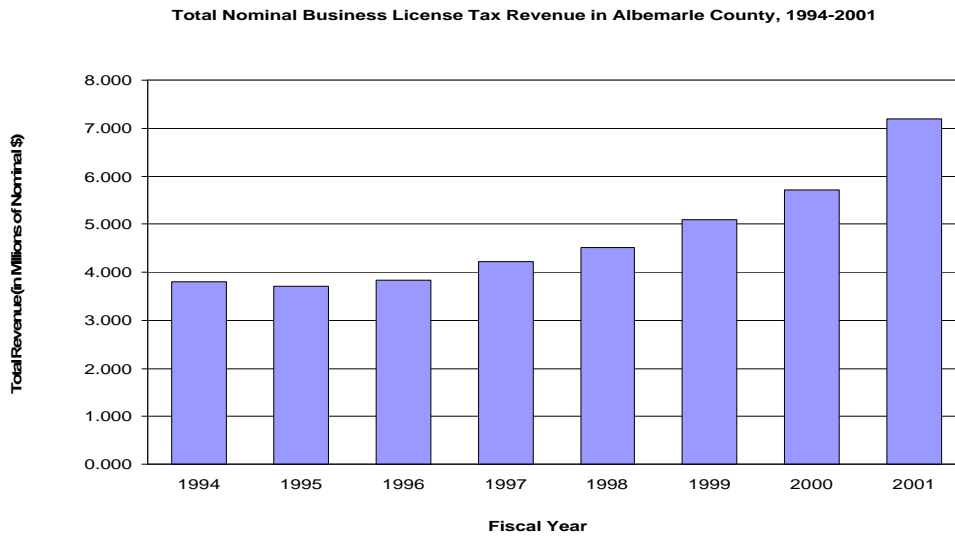


Strategic Direction 4:
Effective and Efficient Services

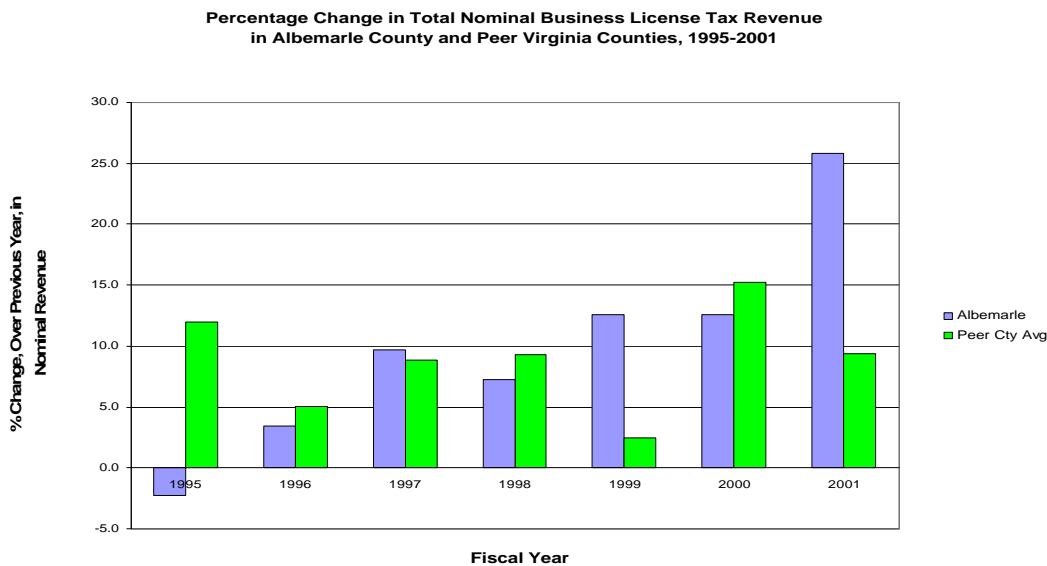
Financial Profile

BPOL nominal tax revenue increased steadily from 1997 through 2001



Total BPOL Tax Revenue - Not Adjusted for Inflation

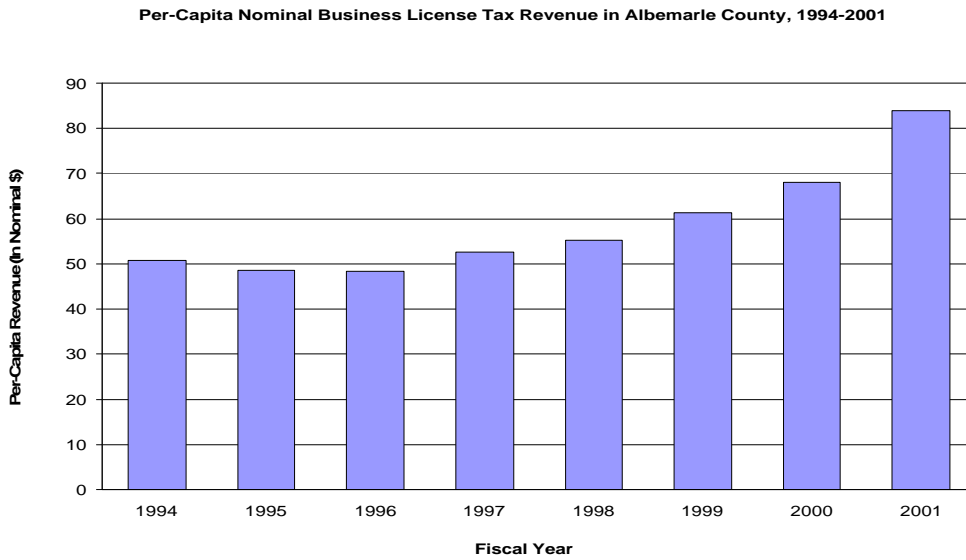
Business, professional, and occupational license (BPOL) tax revenue serves as one proxy for the volume of business activity taking place in a jurisdiction. In the case of Albemarle, this tax revenue was relatively flat between 1994 and 1996, but increased steadily from 1997 through 2001. This track record suggests healthy growth in business activity during the latter years in question.



A comparison of the percentage change in BPOL revenue in Albemarle and the County's peer Virginia jurisdictions reveals that, with the exception of 1995, Albemarle has either performed comparably with its peers or, in the cases of 1999 and 2001, has far surpassed the performance of these other jurisdictions.

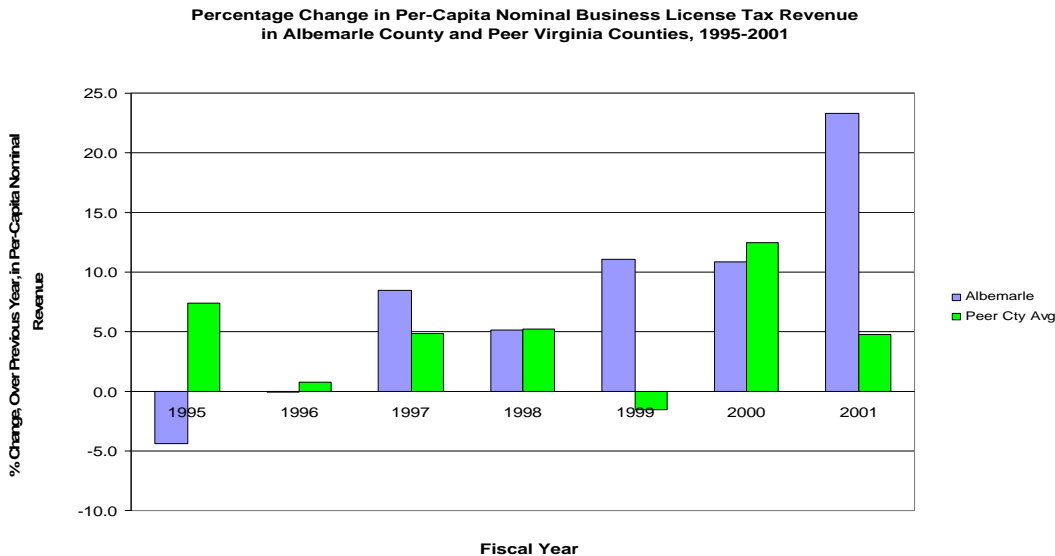
Source: Commonwealth of Virginia, Auditor of Public Accounts, *Comparative Report of Local Government Revenues and Expenditures*, (<http://www.virginia.edu/coopercenter/vastat/comparative.htm>). July 18, 2003.

Per-capita nominal BPOL tax revenue increased by \$30 between 1994 and 2001



Per-Capita BPOL Tax Revenue - Not Adjusted for Inflation

Changes in the per-capita value of BPOL tax revenue gives us a rough idea about the *intensity* of business activity in a community. The higher the value of BPOL revenue per resident, the higher the level of business activity that each resident "supports." In the case of Albemarle, this activity increased by roughly \$30 (or 60%) between 1994 and 2001, with substantial increases taking place from 1998 onward.

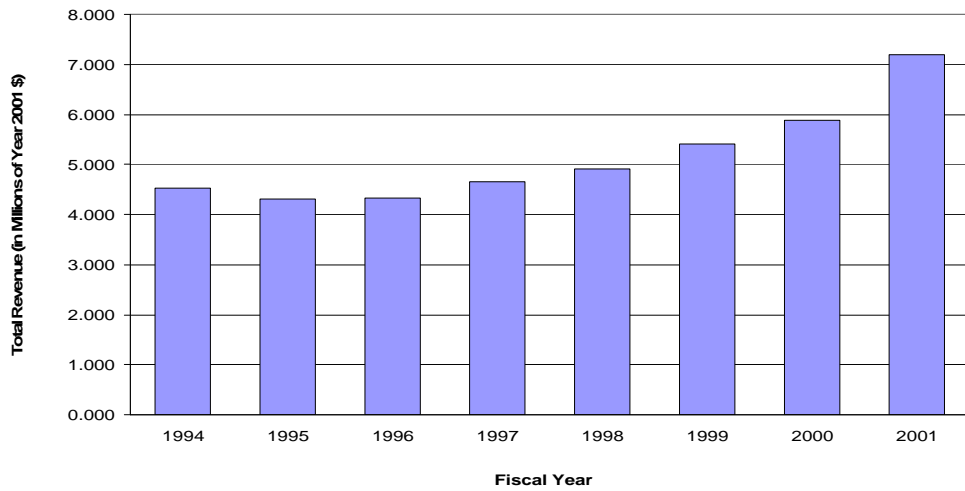


A comparison of Albemarle's per-capita performance with the average of its peer Virginia counties reveals that, after 1996, Albemarle typically has matched or outperformed the other jurisdictions.

Source: Commonwealth of Virginia, Auditor of Public Accounts, *Comparative Report of Local Government Revenues and Expenditures*, (<http://www.virginia.edu/coopercenter/vastat/comparative.html>), July 18, 2003

Albemarle's constant dollar BPOL tax revenue has grown substantially

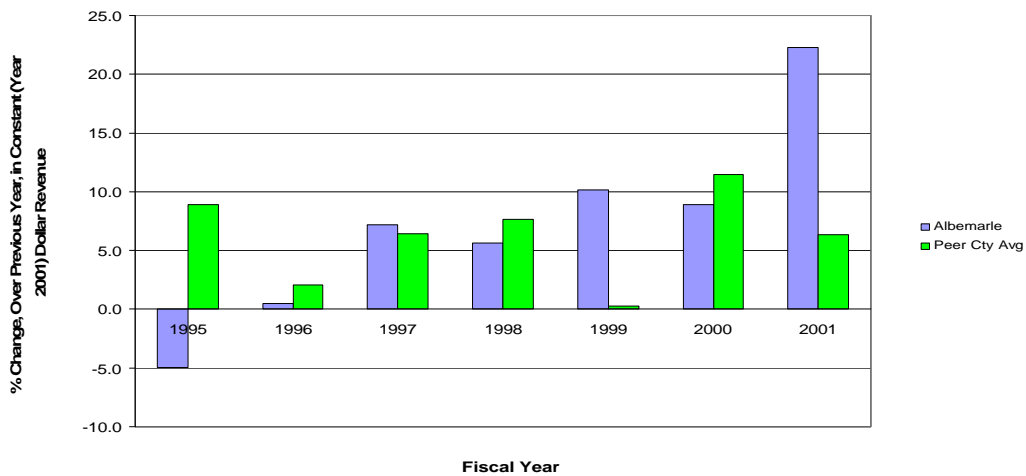
Total Constant Dollar Business License Tax Revenue in Albemarle County, 1994-2001



Total BPOL Tax Revenue - Adjusted for Inflation

Even after factoring out inflation, the County's total BPOL tax revenue grew substantially, with the greatest growth taking place from 1997 onward.

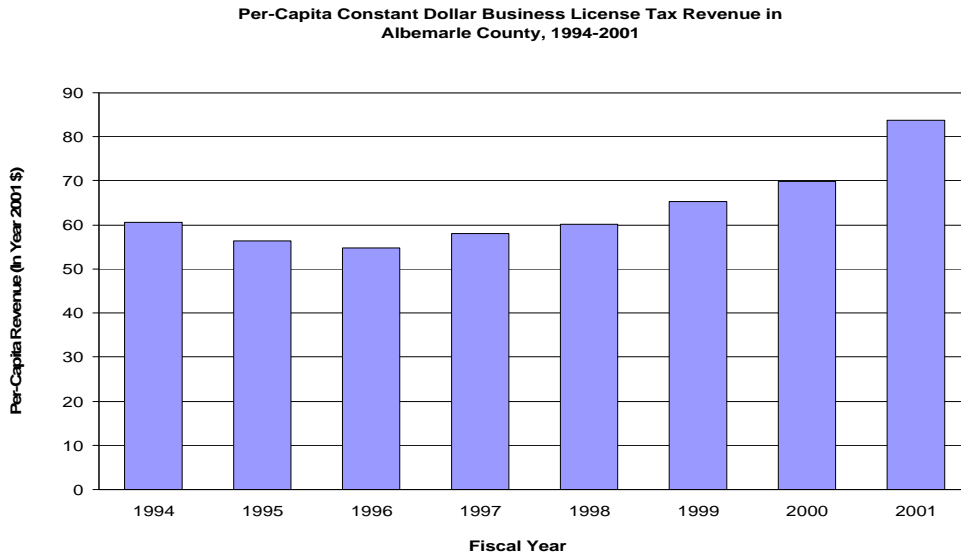
Percentage Change in Total Constant Dollar Business License Tax Revenue in Albemarle County and Peer Virginia Counties, 1995-2001



Factoring out inflation does not change the results of comparing Albemarle's performance with the average of its peer Virginia counties. Except for 1995, Albemarle either performed comparably or outperformed this group.

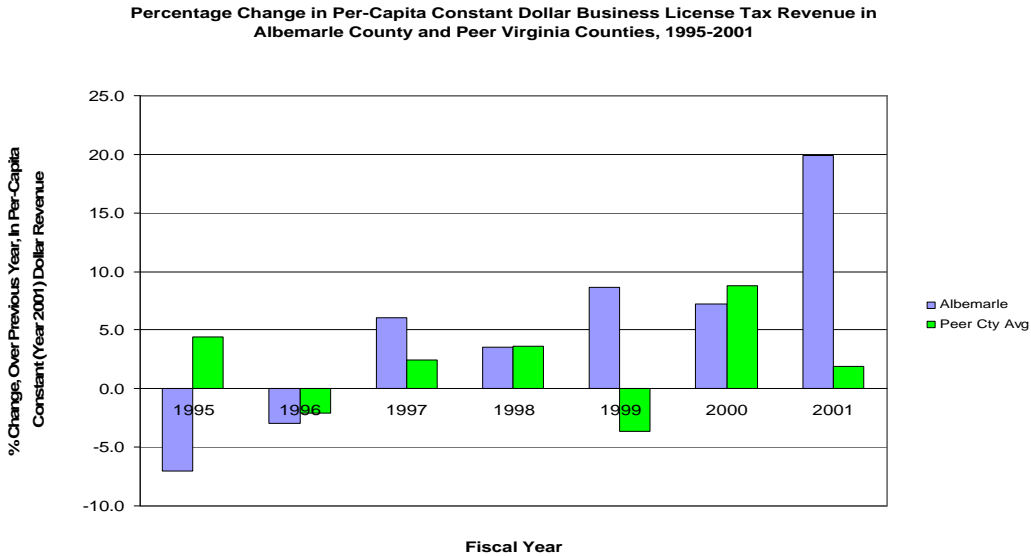
Source: Commonwealth of Virginia, Auditor of Public Accounts, *Comparative Report of Local Government Revenues and Expenditures*, (<http://www.virginia.edu/coopercenter/vastat/comparative.html>), July 18, 2003

Per-capita constant dollar BPOL tax revenue declined between 1994 and 1997 but has since recovered



Per-Capita BPOL Tax Revenue - Adjusted for Inflation

In real terms, the County's per-capita BPOL tax revenue actually declined between 1994 and 1997, but recovered afterwards, with the biggest increase coming in 2001.



Once again, a comparison with the average of the County's peer Virginia jurisdictions reveals that, after 1996, Albemarle's per-capita BPOL tax revenue performance either matched or exceeded that of the other counties.

Source: Commonwealth of Virginia, Auditor of Public Accounts, *Comparative Report of Local Government Revenues and Expenditures*, (<http://www.virginia.edu/coopercenter/vastat/comparative.html>), July 18, 2003

**Business License Tax Revenue for Albemarle County
and Peer Virginia Counties, 1994-2001**

(By Fiscal Year, in Millions of \$)

Year	Albemarle	Yr.-Yr.	Hanover	Yr.-Yr.	Henrico	Yr.-Yr.	James City	Yr.-Yr.	Loudoun	Yr.-Yr.	Stafford	Yr.-Yr.	Avg. Peer
		% Ch.		% Ch.		% Ch.		% Ch.		% Ch.		% Ch.	% Change
1994	3.797	N/A	0.287	N/A	17.778	N/A	2.199	N/A	4.011	N/A	N/A	N/A	N/A
1995	3.712	-2.2	0.292	1.7	20.037	12.7	2.396	9.0	4.990	24.4	N/A	N/A	12.0
1996	3.841	3.5	0.282	-3.4	20.912	4.4	2.673	11.6	5.380	7.8	N/A	N/A	5.1
1997	4.213	9.7	0.324	14.9	21.792	4.2	2.874	7.5	5.850	8.7	N/A	N/A	8.8
1998	4.520	7.3	0.397	22.5	21.461	-1.5	2.946	2.5	6.649	13.7	N/A	N/A	9.3
1999	5.088	12.6	0.358	-9.8	21.054	-1.9	3.080	4.5	7.779	17.0	N/A	N/A	2.5
2000	5.726	12.5	0.397	10.9	22.253	5.7	3.468	12.6	10.247	31.7	N/A	N/A	15.2
2001	7.203	25.8	0.420	5.8	23.092	3.8	3.724	7.4	12.341	20.4	N/A	N/A	9.3

**Per-Capita Business License Tax Revenue for Albemarle County
and Peer Virginia Counties, 1994-2001**

(By Fiscal Year, in Nominal \$)

Year	Albemarle	Yr.-Yr.	Hanover	Yr.-Yr.	Henrico	Yr.-Yr.	James City	Yr.-Yr.	Loudoun	Yr.-Yr.	Stafford	Yr.-Yr.	Avg. Peer
		% Ch.		% Ch.		% Ch.		% Ch.		% Ch.		% Ch.	% Change
1994	50.69	N/A	3.98	N/A	74.32	N/A	54.98	N/A	36.01	N/A	N/A	N/A	N/A
1995	48.46	-4.4	3.89	-2.1	83.07	11.8	58.01	5.5	41.17	14.3	N/A	N/A	7.4
1996	48.44	0.0	3.66	-5.9	84.25	1.4	62.02	6.9	41.45	0.7	N/A	N/A	0.8
1997	52.53	8.5	4.07	11.0	86.34	2.5	65.17	5.1	41.76	0.7	N/A	N/A	4.8
1998	55.26	5.2	4.82	18.5	84.46	-2.2	64.61	-0.9	44.03	5.5	N/A	N/A	5.2
1999	61.38	11.1	4.21	-12.7	81.38	-3.6	65.53	1.4	47.87	8.7	N/A	N/A	-1.5
2000	68.02	10.8	4.60	9.3	84.84	4.2	72.10	10.0	60.42	26.2	N/A	N/A	12.5
2001	83.85	23.3	4.71	2.5	86.91	2.4	75.38	4.6	66.28	9.7	N/A	N/A	4.8

Source: Commonwealth of Virginia, Auditor of Public Accounts, *Comparative Report of Local Government Revenues and Expenditures*, (<http://www.virginia.edu/coopercenter/vastat/comparative.html>). July 18, 2003. Per capita amounts derived from population information found on the Weldon Cooper Center VaStat website.

**Business License Tax Revenue for Albemarle County
and Peer Virginia Counties, 1994-2001**

(By Fiscal Year, in Millions of Year 2001 \$)

Year	Albemarle		Hanover		Henrico		James City		Loudoun		Stafford		Avg. Peer Cty. Yr.-Yr. % Change
	Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		
1994	4.537	N/A	0.343	N/A	21.245	N/A	2.628	N/A	4.793	N/A	N/A	N/A	N/A
1995	4.314	-4.9	0.339	-1.1	23.284	9.6	2.784	6.0	5.799	21.0	N/A	N/A	8.9
1996	4.336	0.5	0.318	-6.2	23.604	1.4	3.017	8.4	6.073	4.7	N/A	N/A	2.1
1997	4.649	7.2	0.358	12.3	24.046	1.9	3.171	5.1	6.455	6.3	N/A	N/A	6.4
1998	4.911	5.6	0.431	20.7	23.317	-3.0	3.201	0.9	7.224	11.9	N/A	N/A	7.6
1999	5.409	10.1	0.381	-11.8	22.381	-4.0	3.274	2.3	8.269	14.5	N/A	N/A	0.2
2000	5.889	8.9	0.408	7.3	22.886	2.3	3.567	8.9	10.539	27.4	N/A	N/A	11.5
2001	7.203	22.3	0.420	2.9	23.092	0.9	3.724	4.4	12.341	17.1	N/A	N/A	6.3

**Per-Capita Business License Tax Revenue for Albemarle
County and Peer Virginia Counties, 1994-2001**

(By Fiscal Year, in Year 2001 \$)

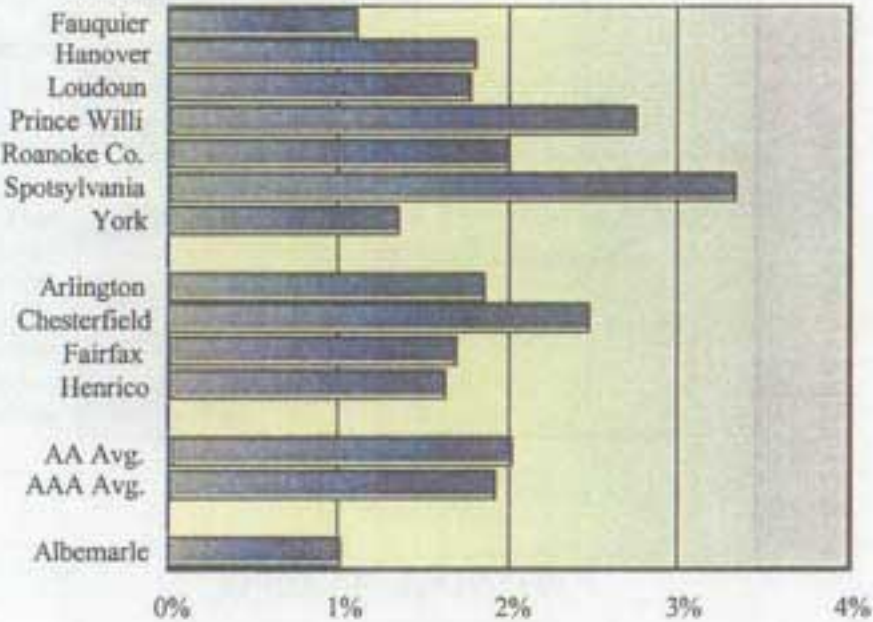
Year	Albemarle		Hanover		Henrico		James City		Loudoun		Stafford		Avg. Peer Cty. Yr.-Yr. % Change
	Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		Yr.-Yr. % Ch.		
1994	60.58	N/A	4.75	N/A	88.82	N/A	65.70	N/A	43.03	N/A	N/A	N/A	N/A
1995	56.31	-7.0	4.52	-4.8	96.54	8.7	67.42	2.6	47.84	11.2	N/A	N/A	4.4
1996	54.67	-2.9	4.13	-8.6	95.10	-1.5	70.00	3.8	46.78	-2.2	N/A	N/A	-2.1
1997	57.96	6.0	4.49	8.5	95.27	0.2	71.91	2.7	46.07	-1.5	N/A	N/A	2.5
1998	60.04	3.6	5.23	16.7	91.76	-3.7	70.19	-2.4	47.84	3.8	N/A	N/A	3.6
1999	65.24	8.7	4.47	-14.6	86.51	-5.7	69.66	-0.8	50.89	6.4	N/A	N/A	-3.7
2000	69.95	7.2	4.73	5.8	87.25	0.9	74.15	6.4	62.14	22.1	N/A	N/A	8.8
2001	83.85	19.9	4.71	-0.3	86.91	-0.4	75.38	1.7	66.28	6.7	N/A	N/A	1.9

Source: Commonwealth of Virginia, Auditor of Public Accounts, *Comparative Report of Local Government Revenues and Expenditures*, (<http://www.virginia.edu/coopercenter/vastat/comparative.html>). July 18, 2003. Per capita amounts derived from population information found on the Weldon Cooper Center VaStat website. To convert to 2001 dollars, used CPI-U data from the U.S. Department of Labor, Bureau of Labor Statistics.

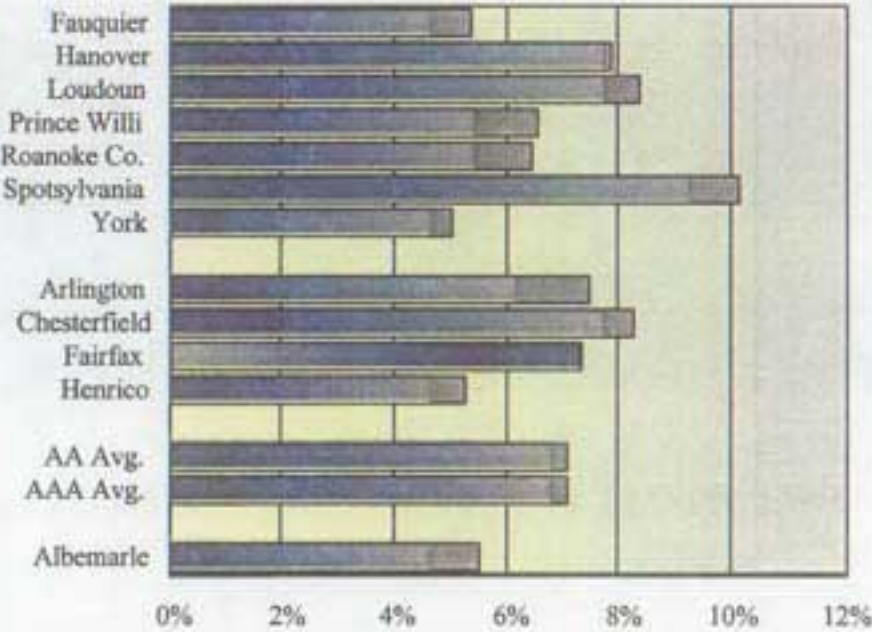


Financial Comparisons

Debt vs. Ass. Val. Taxable Property



Debt Service vs. Revenue



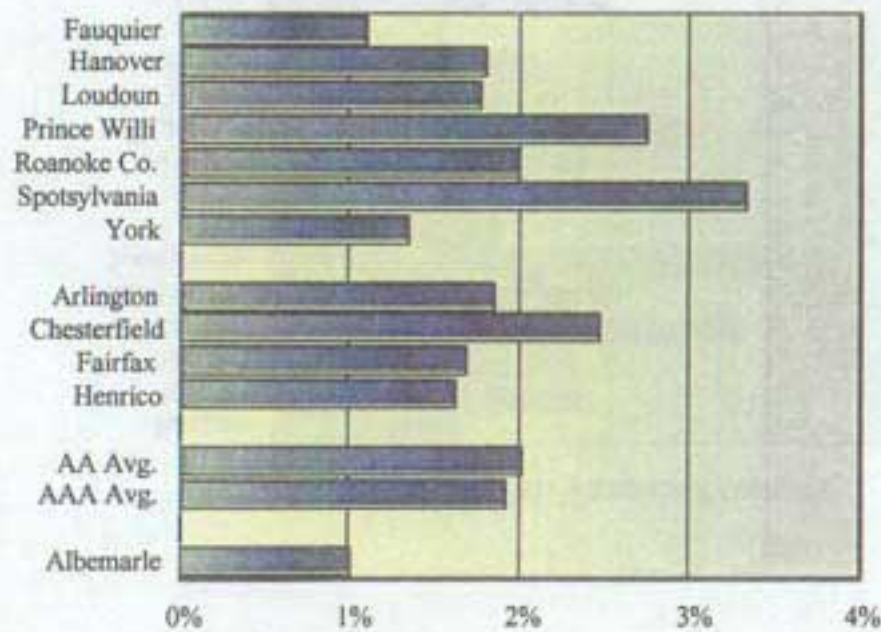
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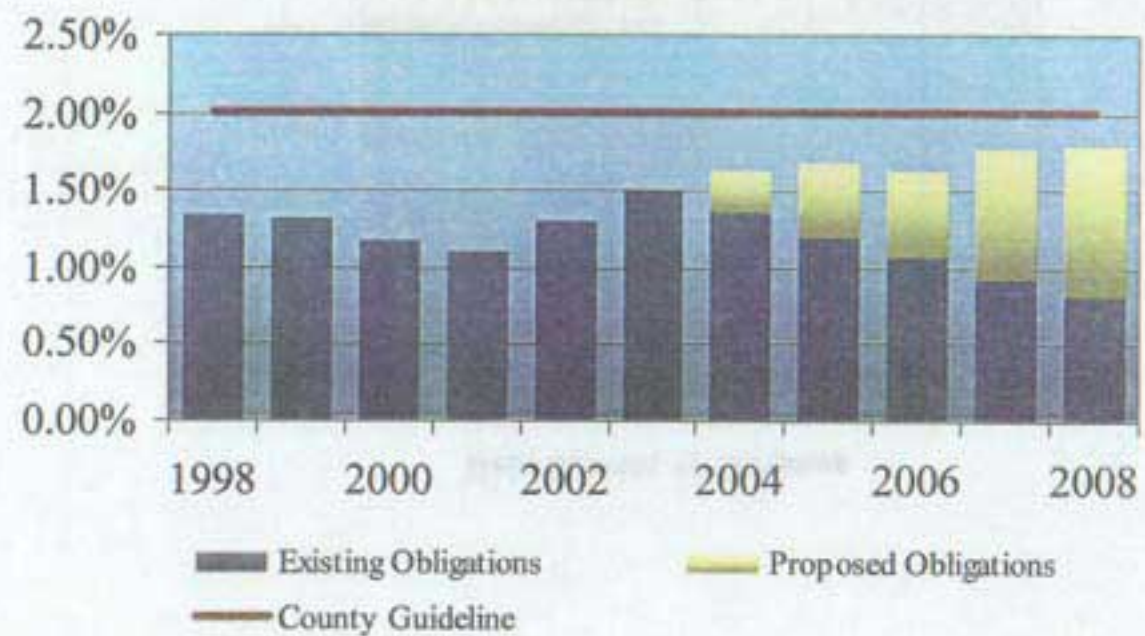
Debt Ratios with Existing & Proposed Debt Service

Current Policy: Debt Outstanding Should Not Exceed 2% of Assessed Valuation of Taxable Property.

Debt vs. Valuation



Debt vs. Assessed Val. of Taxable Prop.



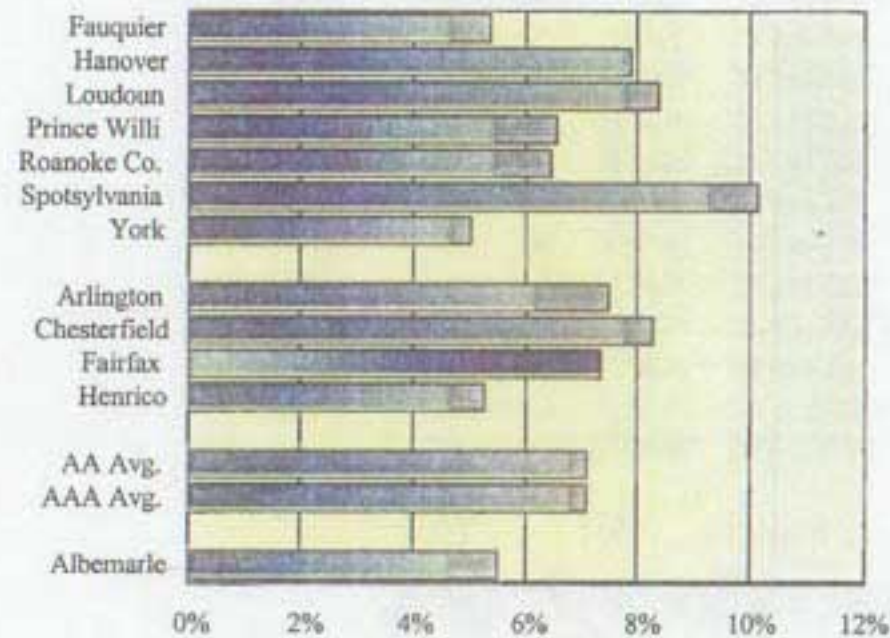
Source: Comprehensive Annual Financial Reports, 2001.



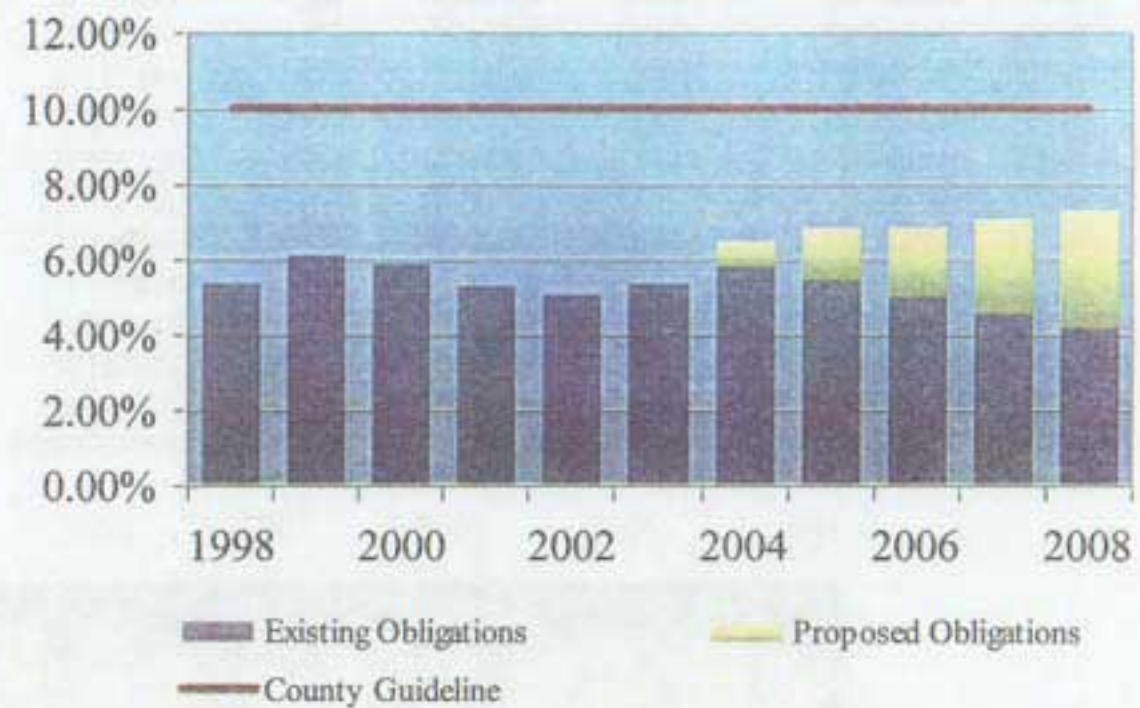
Debt Ratios with Existing & Proposed Debt Service

Current Policy: Debt Service as a Percentage of Revenues Should Not Exceed 10 percent.

Debt Service as % of Revenues



Debt Service vs. Revenues



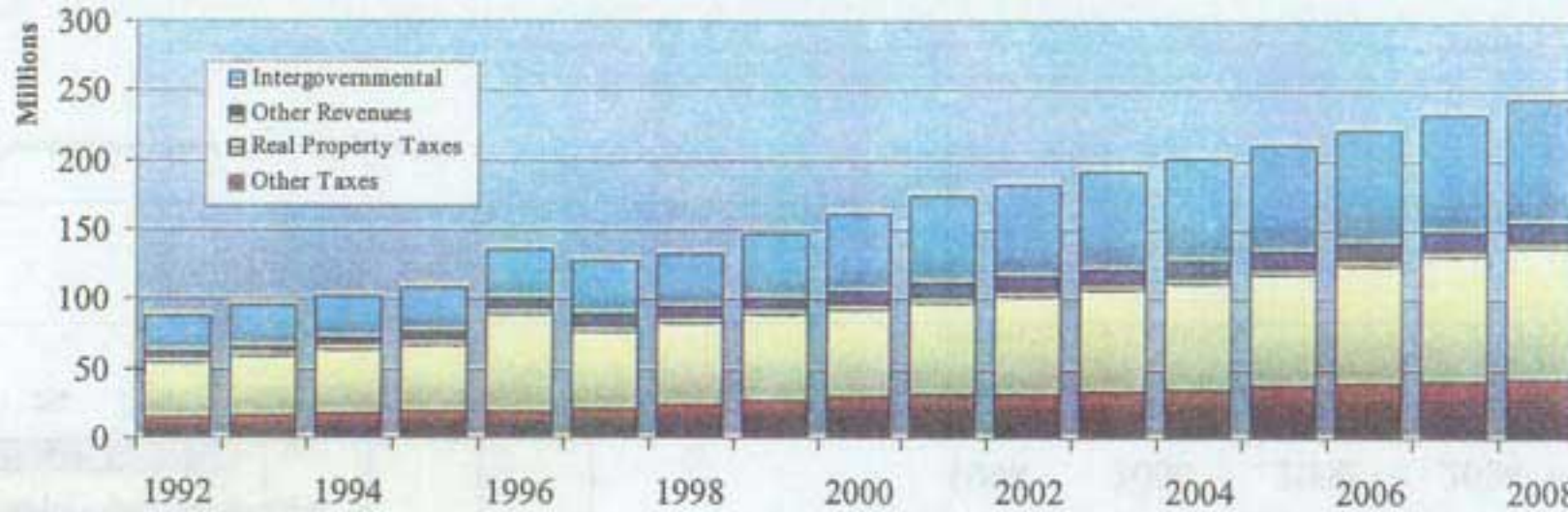
Source: Comprehensive Annual Financial Reports, 2001.

Albemarle County, Virginia
 March 5, 2003
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Historic and Projected Revenue Growth

Historic and Projected Revenues, by Source



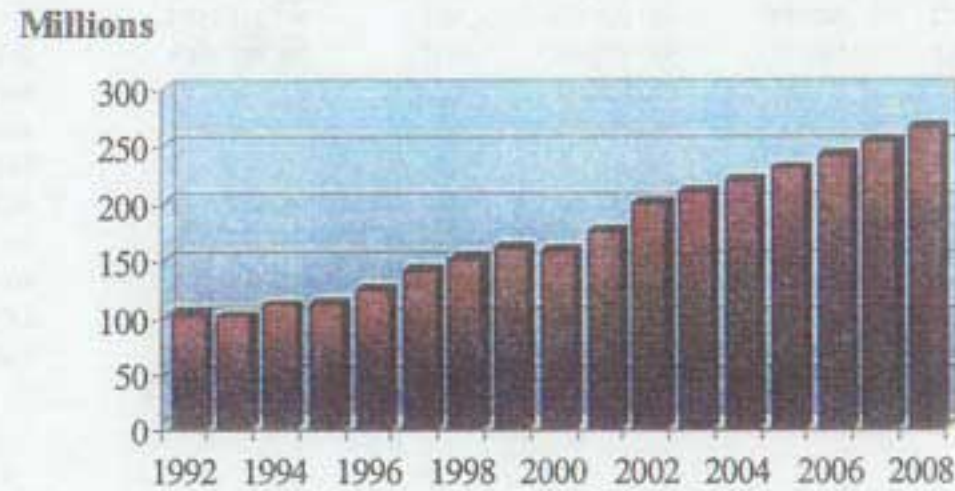
	Property Taxes	% change	Other Taxes	% change	Intergovernmental	% change	Other	% change	Total	% change
1992	39,693,578	N/A	14,767,928	N/A	24,617,448	N/A	8,011,862	N/A	87,090,816	N/A
1993	41,868,387	5.48%	16,626,535	12.59%	29,132,827	18.34%	7,440,352	-7.13%	95,068,101	9.16%
1994	45,814,504	9.43%	17,695,347	6.43%	30,501,342	4.70%	7,924,511	6.51%	101,935,704	7.22%
1995	49,057,317	7.08%	18,744,077	5.93%	32,580,254	6.82%	8,049,274	1.57%	108,430,922	6.37%
1996	70,456,150	43.62%	19,287,058	2.90%	35,130,486	7.83%	10,417,849	29.43%	135,291,543	24.77%
1997	57,098,367	-18.96%	20,280,373	5.15%	37,355,357	6.33%	12,623,388	21.17%	127,357,485	-5.86%
1998	59,736,838	4.62%	23,140,529	14.10%	38,931,191	4.22%	11,239,608	-10.96%	133,048,166	4.47%
1999	61,700,661	3.29%	27,134,007	17.26%	46,924,233	20.53%	11,805,721	5.04%	147,564,622	10.91%
2000	63,335,269	2.65%	29,540,491	8.87%	55,221,149	17.68%	12,713,993	7.69%	160,810,902	8.98%
2001	64,966,150	2.57%	31,945,410	8.14%	61,421,035	11.23%	15,040,320	18.30%	173,372,915	7.81%
2002	69,503,975	6.98%	32,448,475	1.57%	66,643,984	8.50%	13,887,549	-7.66%	182,483,983	5.26%
2003	72,979,174	5.00%	34,070,899	5.00%	69,976,183	5.00%	14,581,926	5.00%	191,608,182	5.00%
2004	76,628,132	5.00%	35,774,444	5.00%	73,474,992	5.00%	15,311,023	5.00%	201,188,591	5.00%
2005	80,459,539	5.00%	37,563,166	5.00%	77,148,742	5.00%	16,076,574	5.00%	211,248,021	5.00%
2006	84,482,516	5.00%	39,441,324	5.00%	81,006,179	5.00%	16,880,403	5.00%	221,810,422	5.00%
2007	88,706,642	5.00%	41,413,390	5.00%	85,056,488	5.00%	17,724,423	5.00%	232,900,943	5.00%
2008	93,141,974	5.00%	43,484,060	5.00%	89,309,312	5.00%	18,610,644	5.00%	244,545,990	5.00%

5-yr Average	3.27%	8.04%	14.24%	4.71%	7.43%
10-yr Average	6.60%	9.52%	12.88%	8.67%	9.20%



Historic and Projected Expenditure Growth

Historic and Projected Total Expenditures



Year	Expenditures	% Change
1992	100,218,680	N/A
1993	99,707,979	-0.51%
1994	109,573,814	9.89%
1995	110,911,105	1.22%
1996	122,831,581	10.75%
1997	140,919,884	14.73%
1998	149,135,839	5.83%
1999	160,001,194	7.29%
2000	157,818,583	-1.36%
2001	174,213,843	10.39%
2002	198,065,818	13.69%
2003	207,969,109	5.00%
2004	218,367,564	5.00%
2005	229,285,943	5.00%
2006	240,750,240	5.00%
2007	252,787,752	5.00%
2008	265,427,139	5.00%

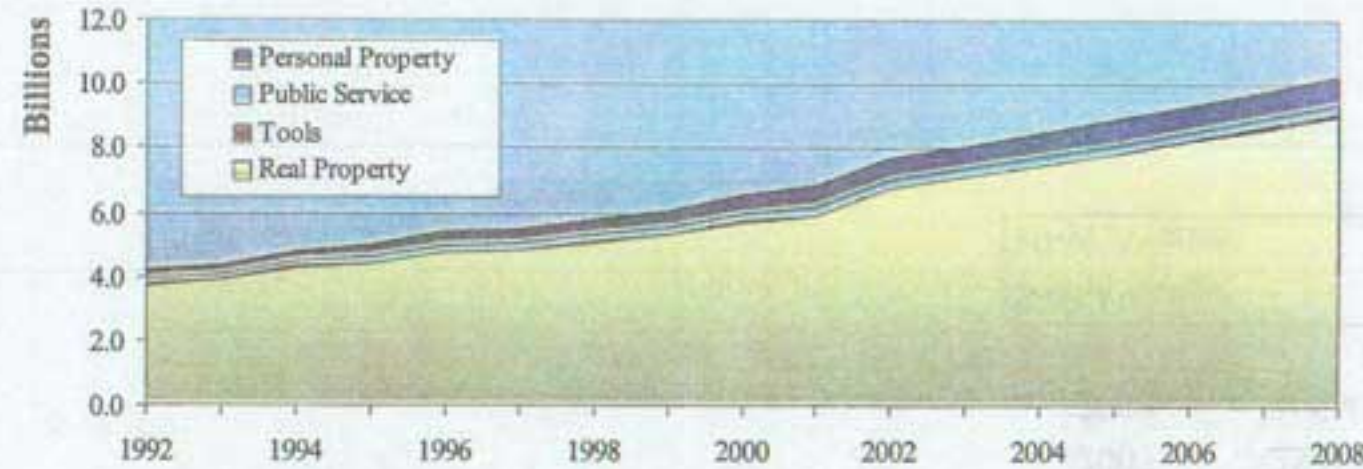
5-yr Average	7.27%
10-yr Average	9.05%

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Historic and Projected Assessed Value Growth

Historic and Projected Assessed Value Growth



	Real Property	% change	Personal Property	% change	Public Service	% change	Machinery & Tools	% change	Total	% change
1992	\$3,725,844,000	N/A	\$276,431,000	N/A	\$159,849,000	N/A	\$17,718,000	N/A	\$4,179,842,000	N/A
1993	3,881,444,000	4.18%	276,539,000	0.04%	171,429,000	7.24%	17,884,000	0.94%	4,347,296,000	4.01%
1994	4,278,835,000	10.24%	313,171,000	13.25%	176,368,000	2.88%	20,097,000	12.37%	4,788,471,000	10.15%
1995	4,412,887,000	3.13%	351,455,000	12.22%	195,279,000	10.72%	20,131,000	0.17%	4,979,752,000	3.99%
1996	4,731,824,000	7.23%	398,220,000	13.31%	222,883,000	14.14%	21,290,000	5.76%	5,374,217,000	7.92%
1997	4,798,901,000	1.42%	434,291,000	9.06%	201,471,000	-9.61%	22,231,000	4.42%	5,456,894,000	1.54%
1998	5,072,861,000	5.71%	455,627,000	4.91%	228,208,000	13.27%	22,917,000	3.09%	5,779,613,000	5.91%
1999	5,312,445,000	4.72%	494,353,000	8.50%	229,985,000	0.78%	24,016,000	4.80%	6,060,799,000	4.87%
2000	5,703,666,000	7.36%	556,589,000	12.59%	236,288,000	2.74%	24,509,000	2.05%	6,521,052,000	7.59%
2001	5,895,818,000	3.37%	613,365,000	10.20%	255,094,000	7.96%	23,920,000	-2.40%	6,788,197,000	4.10%
2002	6,754,462,000	14.56%	627,938,000	2.38%	257,912,000	1.10%	22,906,000	-4.24%	7,663,218,000	12.89%
2003	7,092,185,100	5.00%	659,334,900	5.00%	264,626,066	2.60%	22,903,801	-0.01%	8,039,049,867	4.90%
2004	7,446,794,355	5.00%	692,301,645	5.00%	271,514,916	2.60%	22,901,602	-0.01%	8,433,512,518	4.91%
2005	7,819,134,073	5.00%	726,916,727	5.00%	278,583,098	2.60%	22,899,404	-0.01%	8,847,533,302	4.91%
2006	8,210,090,776	5.00%	763,262,564	5.00%	285,835,282	2.60%	22,897,205	-0.01%	9,282,085,828	4.91%
2007	8,620,595,315	5.00%	801,425,692	5.00%	293,276,258	2.60%	22,895,007	-0.01%	9,738,192,273	4.91%
2008	9,051,625,081	5.00%	841,496,976	5.00%	300,910,941	2.60%	22,892,810	-0.01%	10,216,925,808	4.92%
5-yr Average		6.63%		7.56%		2.60%		-0.01%		6.52%
10-yr Average		7.40%		12.71%		5.04%		2.81%		7.63%

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