

County of Albemarle

FY 07 - FY 10 Strategic Plan



**Annual Progress Report
July 1, 2006 - June 30, 2007**

County Vision

Albemarle County will feature walkable and self-sufficient communities. The Countryside will be rural. The County's natural resources and natural beauty will be maintained. The County's educational system will be world class, and the County's quality of life will be exceptional.

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

FY 07 - FY 10 Strategic Goals

- 1: Enhance Quality of Life for All Citizens**
- 2: Protect the County's Natural Resources**
- 3: Develop Policies and Infrastructure Improvements to Address the County's Growing Needs**
- 4: Effectively Manage Growth and Development**
- 5: Fund the County's Future Needs**

TABLE OF CONTENTS

Goal 1:

<i>Enhance Quality of Life</i>	4
Collaboration with School Division	
Affordable Housing Opportunities	
Economic Vitality	

Goal 2:

<i>Protect Natural Resources</i>	9
Conservation Easements	
Water Resources	

Goal 3:

<i>Develop Policies and Infrastructure to Meet County's Growing Needs</i>	13
Transportation	

Goal 4:

<i>Effectively Manage Growth and Development</i>	15
Master Plans	
Rural Area Protection	

Goal 5:

<i>Fund the County's Future Needs</i>	18
Comprehensive Strategy	

Goal 1

Objective 1.1

Enhance Quality of Life Collaboration with School Division

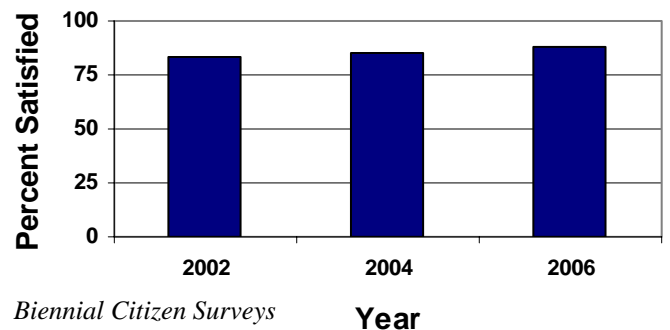


By June 30, 2009, the Board of Supervisors and general government employees will increase collaboration efforts with the School Board and employees of the school system to assist the School Division to achieve recognition as a “world class education system.”

HIGHLIGHTS

- ◆ The County identified 12 areas in which the County and School Division are currently working collaboratively, which will serve as a baseline for this objective. Staff members are increasing collaboration in public outreach and strategic planning.
- ◆ Over 50 members of the Albemarle County Leadership Council and School Leaders met in August 2006 and in July 2007 to exchange County information regarding County goals and to discuss upcoming changes and trends.
- ◆ Human Resource policy changes are under consideration to provide additional opportunities for County employees to volunteer as tutors/mentors in Albemarle County Schools.
- ◆ An *Eliminate the Achievement Gap* Working Group consisting of School, local government employees and members of other agencies is initiating additional ways to assist the School Division with this strategic goal.
- ◆ To assist in closing the Achievement Gap, 32 local government and school leaders volunteered to assist a student with reading or math, mentor a student, provide a book for a student or visit a classroom to share information about their work. Efforts are being coordinated through the School Divisions Volunteer Coordinator.
- ◆ The School Board and Board of Supervisors will hold a joint retreat to share information about their Strategic Plans and increase collaboration efforts October 19, 2007.

Citizen Satisfaction Providing Quality Education for School Children



Strategies

- 1. Increase collaborative learning opportunities for school and local government leadership.**
- 2. Work together to eliminate gaps in standards of learning scores in reading and math.**
- 3. Maintain and increase level of current collaborative efforts underway.**
- 4. Increase school and local government personnel's awareness of affordable housing opportunities.**

Goal 1

Objective 1.1

Enhance Quality of Life Collaboration with School Division

Performance Indicators

1. Decrease achievement gaps in Standards of Learning Scores in the areas of Math and English

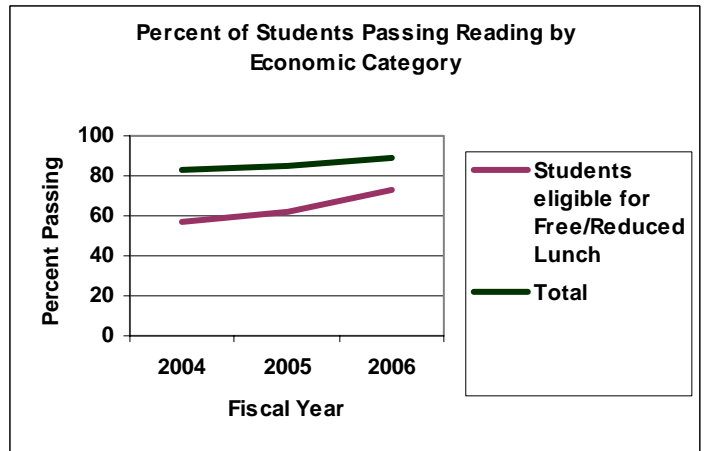
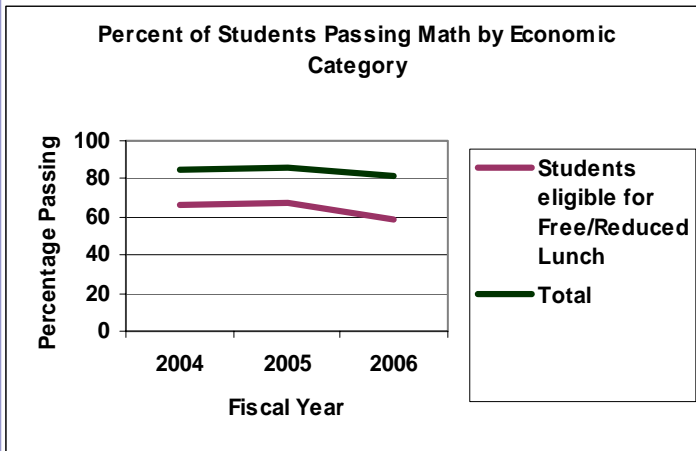


Chart Information Sources: Albemarle County Schools Annual Progress Report

2. Increase number and participation in joint training opportunities for County leaders:

- ◆ **FY 07: 2 events held 50 participants**

3. Increase number of collaboration initiatives while maintaining and enhancing the ones currently underway.

- ◆ **FY 07: 12 Collaboration Efforts maintained**
- ◆ **3 Efforts increased — Leadership, Community Outreach, Strategic Plan coordination**

4. Increase number of employees who participate in affordable housing training courses

- ◆ **FY 07: 16 employees participated**

Goal 1

Objective 1.2

Enhance Quality of Life Affordable Housing



By June 30, 2010, working in partnership with others, increase affordable housing opportunities for those who live and work in Albemarle County.



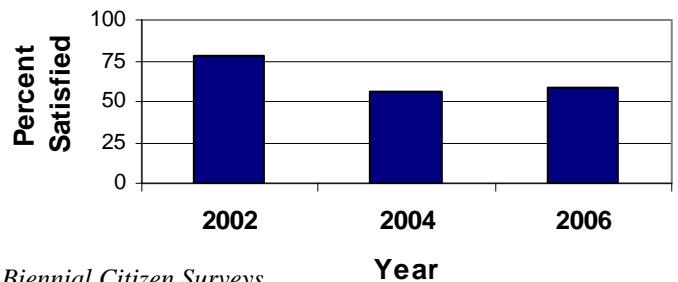
Affordable Housing Funding

General Funds	\$1,010,000
Housing Choice	3,000,000
AHIP	627,755
Cash Proffers received	355,000
Estimated "indirect leverage"	4,000,000
mortgage funds—down payment assistance	
TOTAL;	\$8,992,755

HIGHLIGHTS

- ◆ The Planning Commission, in consultation with staff and representatives of the Housing Committee, conducted work sessions and one public hearing to consider the Resolutions of Intent to amend the County's Zoning Ordinances to amend density bonus regulations, establish the basis for calculation of affordable housing proffers, and a formula for cash or cash-equivalent affordable dwelling units.
- ◆ In June 2007, the Housing Committee made recommendations to the Board of Supervisors related to the density bonus. Specifically the recommendations would allow a 30% increase in by-right density with one half of the additional units to be "affordable" as defined by the County's Affordable Housing policy. The recommendations would also provide limitations on ownership and occupancy for those households at or below 80% of the area median income.
- ◆ Approximately 400 low-income County households received rental assistance through the federal *Housing Choice Voucher* program administered by the County's Housing Program. The County utilized 91.5% of allotted vouchers.

Citizen Satisfaction Promote Development of Affordable Housing



Performance Indicators

- Maintain the utilization of the federally-funded Housing Choice Program at 95% of the authorized budget .
 - FY 07 Results :**
 - ◆ 96% of available budget
 - ◆ 91% of allotted vouchers
- Increase the County's utilization of federally-funded Family Self-Sufficiency program to 90% of available openings by December 2010
 - FY 07 Results:**
 - ◆ 10 active
 - ◆ 11 pending applications
 - ◆ 1 requesting renewal
 - ◆ Active and pending = 50%
- Increase to eighty families per year, the number of families will complete the County's homebuyer education programs
 - ◆ **FY 07 Results: 71**
- Maintain, at a minimum of 35 families, the number of County families who will receive assistance to purchase affordable homes
 - ◆ **FY 07 Results: 34 closed, 5 committed**

Goal 1

Objective 1.3

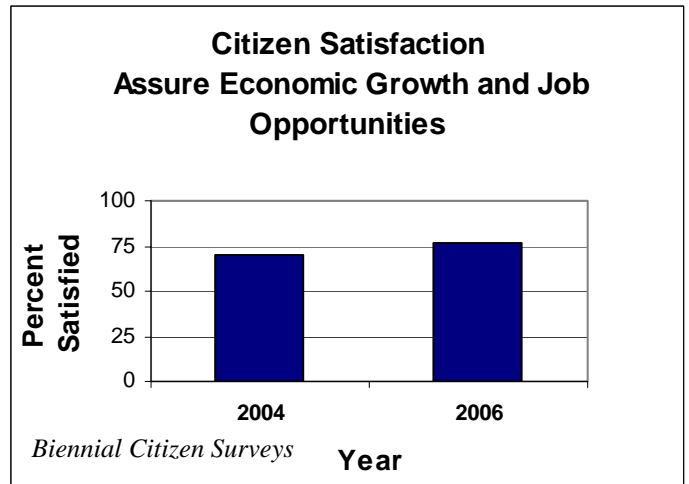
Enhance Quality of Life Economic Vitality



By June 30, 2010, the County will maintain a strong and sustainable economy; increase the economic vitality of the County's development areas; and increase the ability of those individuals and families, who are living in lower income households to become self-sufficient.

HIGHLIGHTS

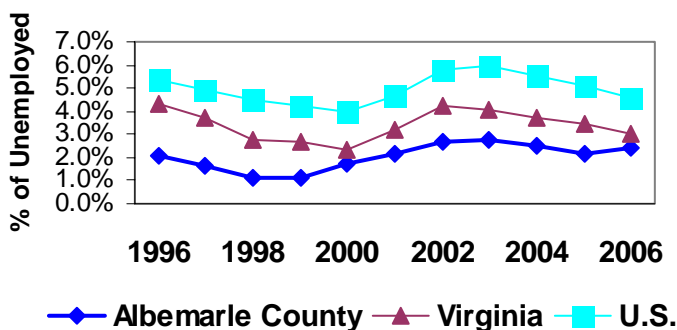
- ◆ During the first half of the fiscal year, several high-tech and bio-tech companies expanded in Albemarle County: Athena Innovative Solutions, Battelle, and Humagen Fertility Diagnostics.
- ◆ In Crozet, the County's first Master Plan community, Music Today, expanded its operations, and US Joiner opened its new headquarters, increasing the employment base by nearly 100.
- ◆ In 2007, State legislation was approved which provided additional avenues for wineries to sell wine locally and to permit additional activities.
- ◆ A new Agricultural Development Facilitator position, to assist in the promotion of County agriculture businesses, was approved by the Board.
- ◆ The Board of Supervisors voted to maintain participation in the Thomas Jefferson Partnership for Economic Development (TJPED).
- ◆ A poverty work group was established in April 2007 to analyze County poverty information and is preparing a report of their findings to the Board this fall.
- ◆ In June 2007, a community coalition was created to focus on increasing local residents' receipt of Earned Income Tax Credit (EITC)



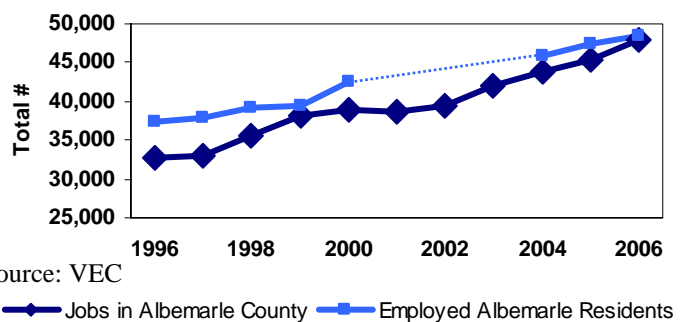
Performance Indicators

1. Maintain a strong and sustainable economy

Albemarle's Unemployment Rate



Total Number of Employed Albemarle Residents vs. Total Number of Jobs in Albemarle County



Source: VEC

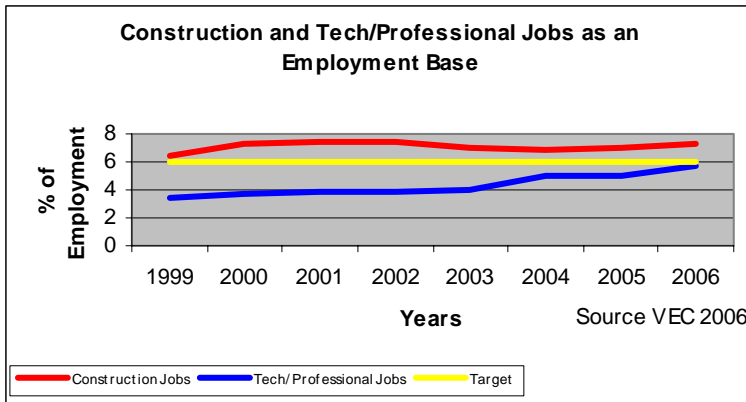
Goal 1

Objective 1.3

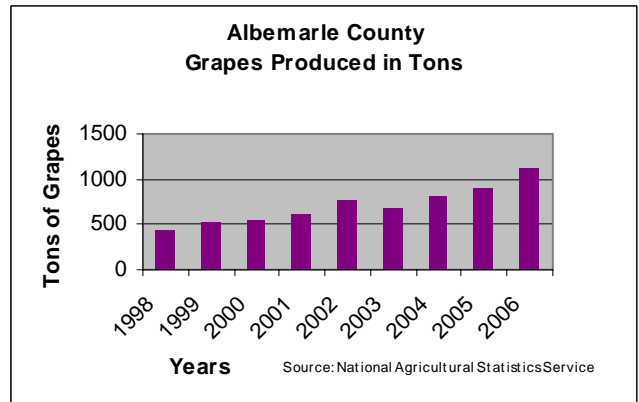
Enhance Quality of Life Economic Vitality

Performance Indicators (continued...)

2. To foster career-ladder jobs, maintain professional/technical and construction employment jobs between 5% and 6% each of the employment base, as identified by Virginia Employment Commission.



3. Increase grape production to support Albemarle County's largest agricultural product, viticulture.



4. Increase commercial-office and residential mixed-use square footage in the development areas

In the Places 29 Master Plan area, Glenwood Station, a mixed-use project, added 27,600 square foot of commercial space. The project also includes 78 residential units.

5. Increase the amount claimed by low-income taxpayers through IRS Earned Income Tax Credit Program

- ◆ **2004 Baseline data: \$10,938,000 claimed regionally by low-income taxpayers through the IRS Earned Income Tax Credit Program. (2004 = most recent data available)** Source: IRS/Individual tax return table (by zip code) <http://www.irs.gov/taxstats/index.html>

6. Maintain the number of eligible children who receive Family Access to Medical Insurance Security (FAMIS) or Medicaid at 100% of the estimated eligible population

FY 07 Results:

- ◆ **3,281 enrolled**
Source: Department of Social Services

Goal 2

Objective 2.1

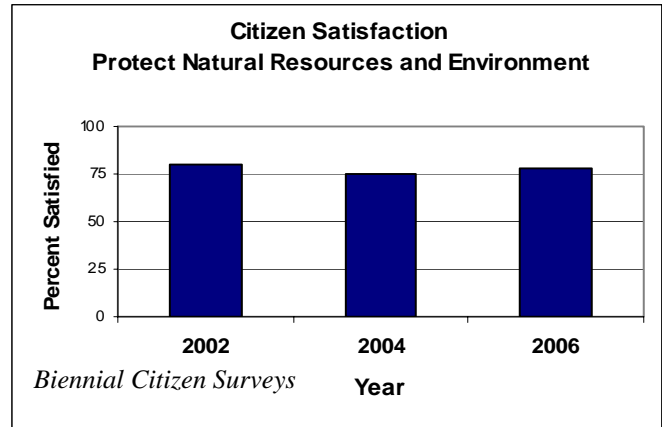
Protect Natural Resources Conservation Easements



By June 30, 2010, increase the total combined acreage in permanent conservation easements and qualifying public parkland by 30,000 additional acres (increase 50%) using public and private means.

HIGHLIGHTS

- ◆ For the first time, the County has had more qualified Acquisition of Conservation Easements (ACE) applicants than resources available.
- ◆ A Conservation Easement Program's Achievement Celebration is being planned for this fall.
- ◆ In April, the County began an easement monitoring program with weekly notification of building or subdivision activity for every easement holder.
- ◆ As a recognition to those who placed their land in conservation easements, a "Forever Albemarle" photographic exhibit highlighting the critical resources and special places in Albemarle County that are permanently protected in conservation easements was completed and displayed in the County Office Building this summer. The exhibit will be displayed at the downtown Design Center in March 2008.
- ◆ The County provided \$1.6 million in funds for the ACE Program in FY 07/08, for a total of \$9.8 million over the last 5 years.

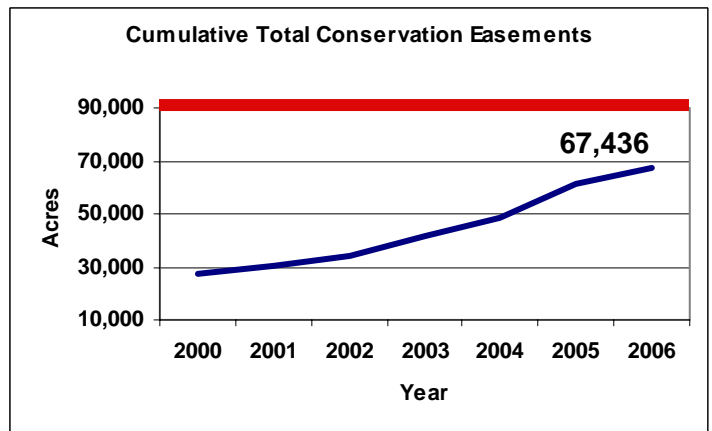


Performance Indicators

1. Increase, by 7,500 per year, the number of acres of County land protected by conservation easements or qualifying park land.

Results: 6,355 acres placed in Conservation Easements in calendar year 2006 meeting 85% of the annual goal.

Note: Additional acres have been added since 12/06, but the grand total for the fiscal year is not available until a later date.



Source: CD Department

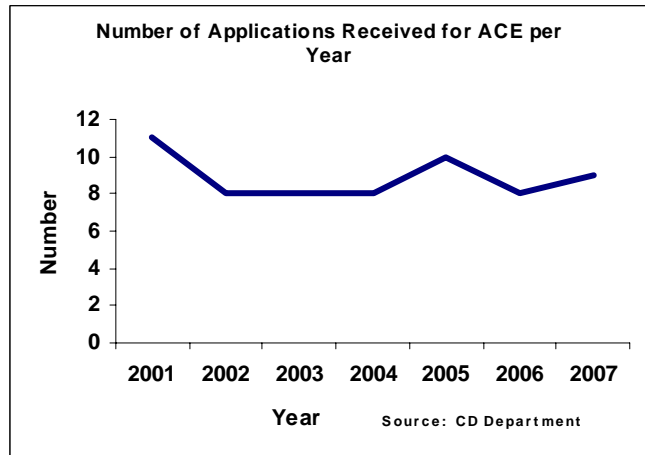
Goal 2

Objective 2.1

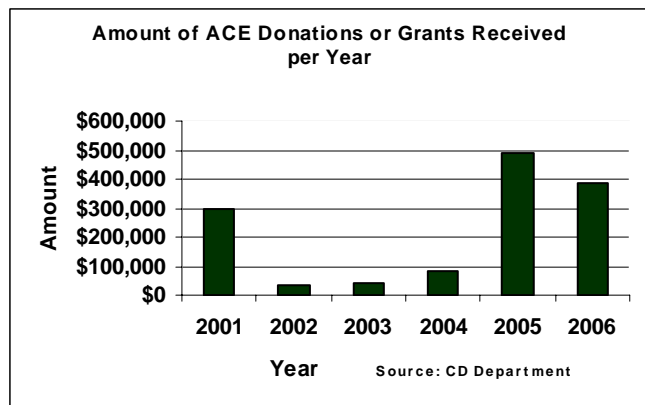
Protect Natural Resources Conservation Easements

Performance Indicators (continued...)

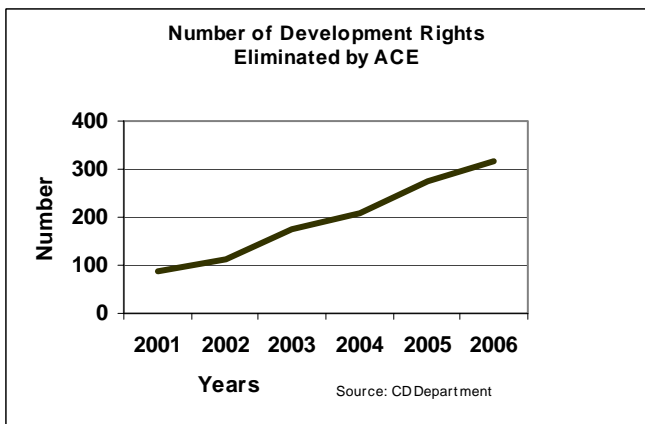
2. Increase the number of applications received for the County's Acquisition of the Conservation Easements (ACE) program



3. Increase the amount of funding received from grants and donations



4. Increase the number of development rights eliminated by the ACE program



Goal 2

Objective 2.2

Protect Natural Resources

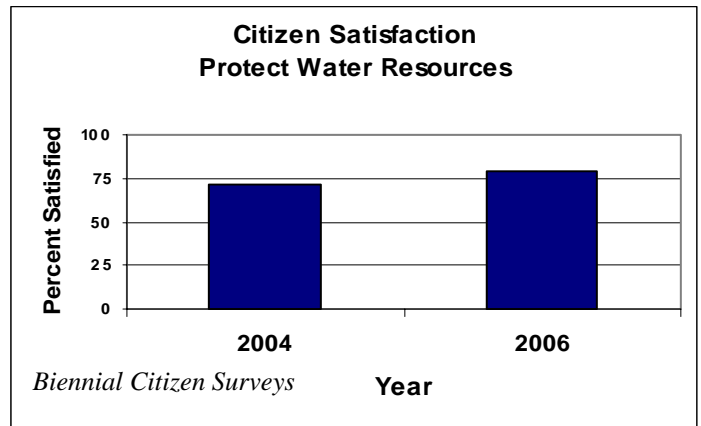
Water Protection



By June 30, 2010, the County, working in coordination with Rivanna Water and Sewer Authority and others, will increase the quality, supply and protection of the County's water resources.

HIGHLIGHTS

- ◆ The County approved the first series of grants totaling \$10,000 to local landowners in a new riparian buffers cost share program.
- ◆ In February, the Board adopted amendments to the Water Protection Ordinance which 1) prohibits the discharge of non-stormwater pollutants into the County's streams and stormwater conveyance system, and 2) designates the watershed of the North Fork Rivanna River water supply intake as a water supply protection area.
- ◆ Staff continues to develop a capital program to restore watersheds and protect downstream water resources. Recently, the County improved stormwater management for park and school properties and several larger, regional projects are in the planning and design phase.
- ◆ The County now has staff on the Technical Advisory Committee of the Rivanna River Basin Commission.



Performance Indicators

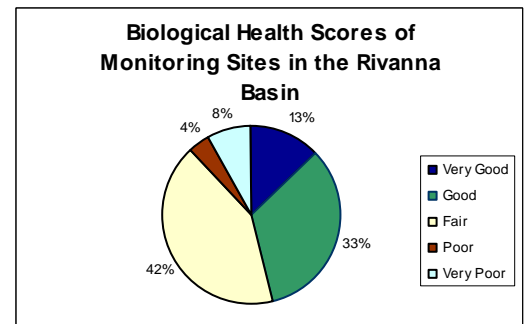
1. Decrease miles of impaired streams in County
 - ◆ Benchmark: 32 miles of streams in the County have been determined to have "benthic" impairment

Source: Virginia Department of Environmental Quality's Water Quality Assessment Report. 2006

2. Increase percent of monitoring sites that have "good" or "very good" scores of biological health in the Rivanna basin

- ◆ 46% of monitoring sites have good or very good scores of biological health.

Source: StreamWatch ongoing ecological monitoring program. 2005.



Source: CD Department

Performance Indicators (continued...)

3. RWSA shall receive Federal water quality permits for community water supply by the fall of 2007

FY 07 Results:

- ◆ **RWSA expects to obtain permits on schedule.**

4. Begin construction on community water supply by 2009

FY 07 Results:

- ◆ **Construction of community water supply is on track to begin by 2009.**

5. Increase acres of restored riparian buffers

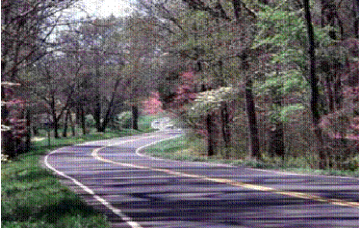
FY 07 Results:

- ◆ **The total acreage of stream buffer in the County currently required under existing ordinance = approximately 35,612.**
- ◆ **The number of restored riparian buffers is unknown at this time.**
- ◆ **The Community Development Department is developing a data collection program that will utilize remote sensing using aerial photographs.**

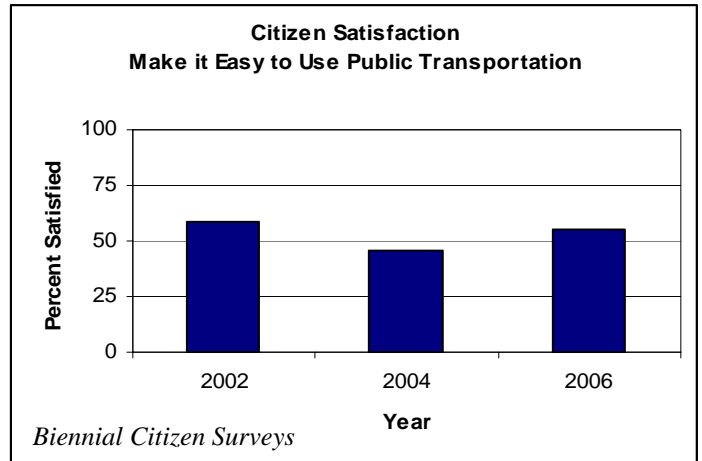
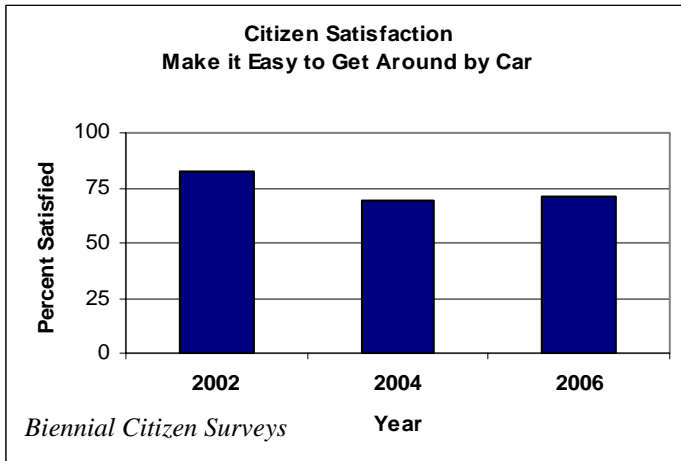
Goal 3

Objective 3.1

Develop Policies and Infrastructure to address the County's Growing Needs Transportation



By June 30, 2010, expand regional transit opportunities, while accelerating the completion of the Meadow Creek Parkway, two local, and two regional transportation projects.



HIGHLIGHTS

- ◆ The County has shifted existing revenue sharing commitments from other projects in the Six Year Plan to the Meadow Creek Parkway project to ensure the 2009 construction goal is maintained. At this time the Meadow Creek Parkway project in the County is fully funded. All VDOT construction funds in the Six Year Plan and new Revenue Sharing Program awards have been allocated to Meadow Creek Parkway, Jarman's Gap Road, and Georgetown Road in order to maintain the current construction schedules.
- ◆ Transit funding was increased in FY 07/08 by \$236,000 to expand transit service, totaling \$866,000. The County/CTS has recently expanded service to the Fifth Street corridor providing service to the COB-Fifth Street Building and Southwood Mobile Home Park. The County/CTS increased headways in Route 5 serving the Route 29 north corridor from 45 minutes to 30 minutes and is now providing night service to Pantops (1 hour headway).

- ◆ For FY 07/08, the County provided \$1.5 million in matching funds in order to meet new State Revenue Sharing (RS) Program ranking criteria and to insure that the County received the full RS Program match to promote balanced transportation options. With the \$1 million VDOT match, this totals \$2.5 million.
- ◆ The County has partnered with the City to fund a Regional Transit Study which will evaluate the best methods for providing a regional transit system as well as develop an implementation plan for the system. The project, managed through the MPO, will evaluate the government structure proposed routes/service structure and cost.

Goal 3

Objective 3.1

Develop Policies and Infrastructure to address the County's Growing Needs Transportation

Performance Indicators

1. Funds will be in place to begin Meadow Creek Parkway and project advertised for bid by 2008

FY 07: On Schedule

2. Funds will be in place to begin Jarman's Gap Road and project advertised for bid by 2008

FY 07: On schedule to date, but bid-date is tentative due to continuing design right-of-way issues.

3. Funds will be in place to begin Georgetown Road and project advertised for bid by 2010

FY 07: On Schedule

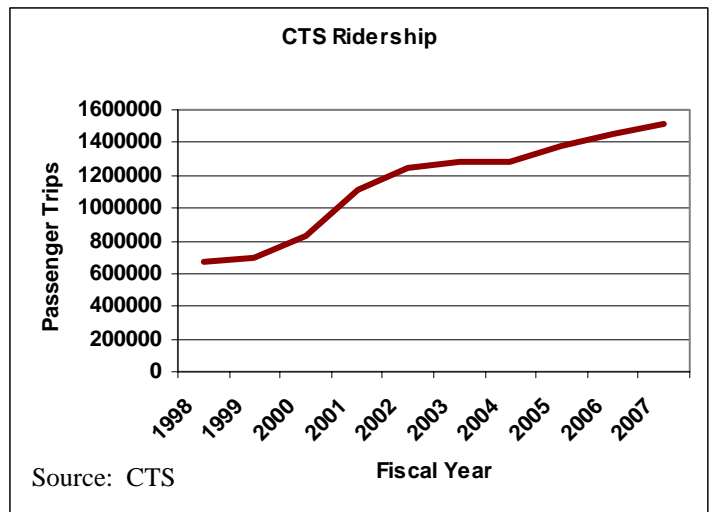
4. Project alignments will be completed for Eastern Connector by 2008 and Southern Parkway by 2010

FY 07:

Eastern Connector—alignment/corridor is on schedule

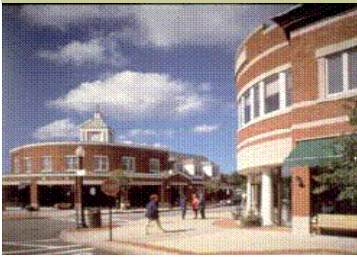
Southern Parkway—under further consideration based on recent development proposals.

5. Increase regional public transit ridership



Goal 4
Objective 4.1

Effectively Manage Growth
and Development
Master Planning

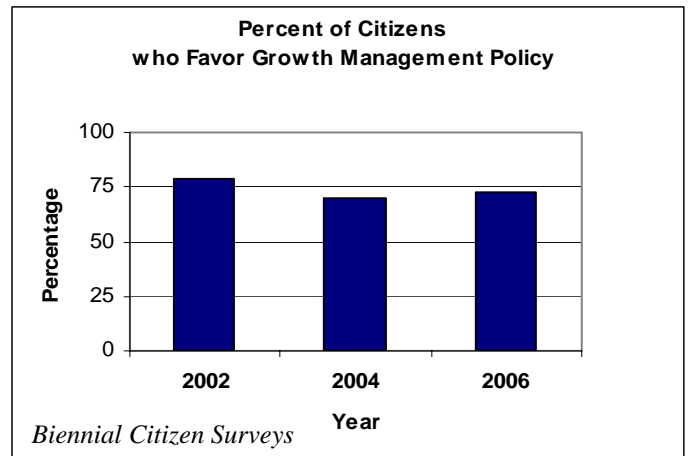


By June 30, 2010, increase citizen satisfaction with the County's Development Areas by completing Master Plans for all of the County's Development Areas.



Master Plan Schedule

Pantops	FY 06-07
Places 29 Master Plan	FY 07-08
Rivanna Master Plan	FY 07-08
Southern Urban Master Plan	FY 08-09
Neighborhood 6 & 7 Master Plan	FY 09-10
Crozet - 5 year Review	FY 09 -10



HIGHLIGHTS

Three Master Plans underway...

- ◆ **Places 29:** Places 29 focuses on the urban neighborhoods of Albemarle County north of the City of Charlottesville. This is a joint project of Albemarle County, the Thomas Jefferson Planning District Commission (TJPDC) and the Virginia Department of Transportation (VDOT). The Planning Commission's review of the draft master Plan began in July. Staff anticipates a recommendation will be made to the Board later this winter.
- ◆ **Pantops:** The Pantops Master Plan development has been underway since 2003. The Planning Commission has made their recommendation to the Board and the Board held a public hearing in September.
- ◆ **Village of Rivanna:** The kickoff for the Master Plan process was held in June with a Citizen Planning Academy. A visioning process was conducted with the community in July. The Plan is scheduled to be completed for Planning Commission review in 2008.

Performance Indicators

1. Percent of citizens who favor the County's growth management policy
See above chart
2. Number of Master Plans adopted
FY 07: 1 adopted: Crozet - implementation under way. New officers have been elected by the Crozet Community Advisory Committee, which is now in its second year assisting the County with implementation.
3. Percent of Master Plan participants who are satisfied with the experience
A survey regarding the satisfaction of Pantops Master Plan participants is scheduled to be conducted following adoption of the plan.

Goal 4

Objective 4.2

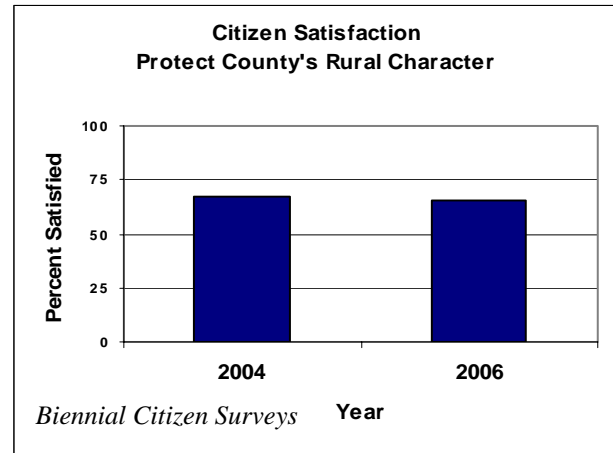
Effectively Manage Growth and Development Rural Area Protection



By June 30, 2010, increase the protection of the County's rural areas by implementing the key strategies of the Rural Area Plan.

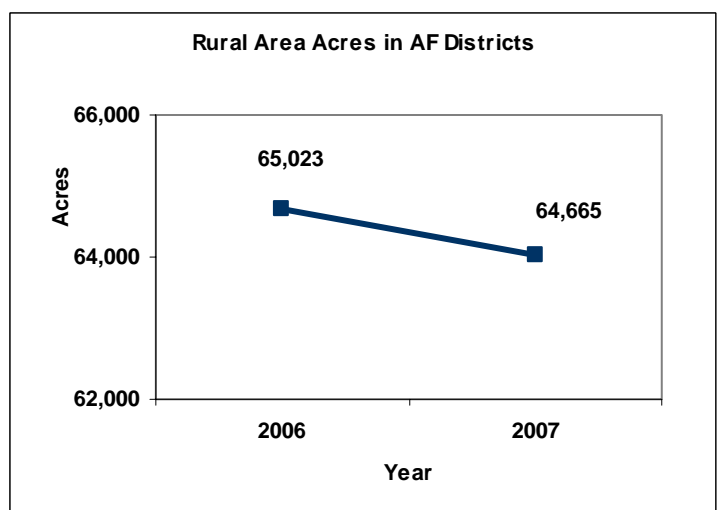
HIGHLIGHTS

- ◆ An initiative to preserve and protect country stores is scheduled to be reviewed by the Planning Commission in Fall 2007.
- ◆ In Spring 2007, the Community Development Department has initiated a quarterly newsletter to share information with property owners in Agricultural/Forestral Districts.
- ◆ An initiative to protect rural resources has been developed and is scheduled to go before the Planning Commission in August and Board in fall 2007. The initiative includes: additional resource protection for critical slopes, safe and convenient access to structures, stream buffers and changes to family-division provisions.



Performance Indicators

1. Increase the number of rural area acres included in Agricultural/Forestral (AF) Districts



Source: CD Department

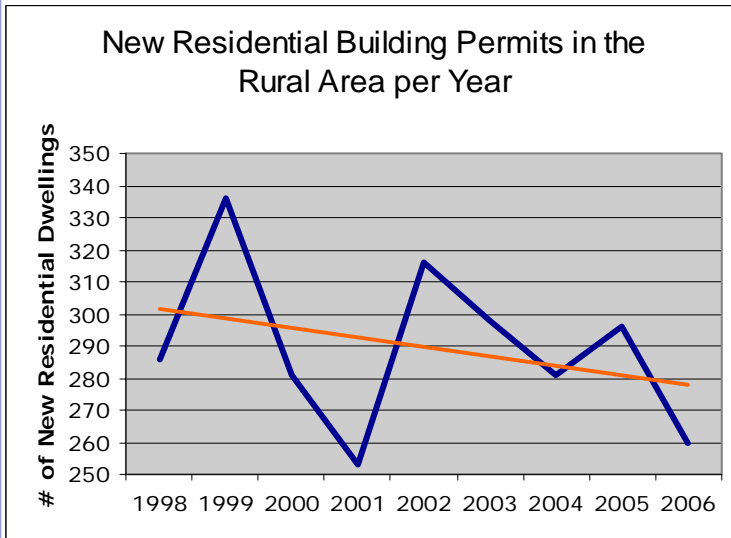
Goal 4

Objective 4.2

Effectively Manage Growth and Development Rural Area Protection

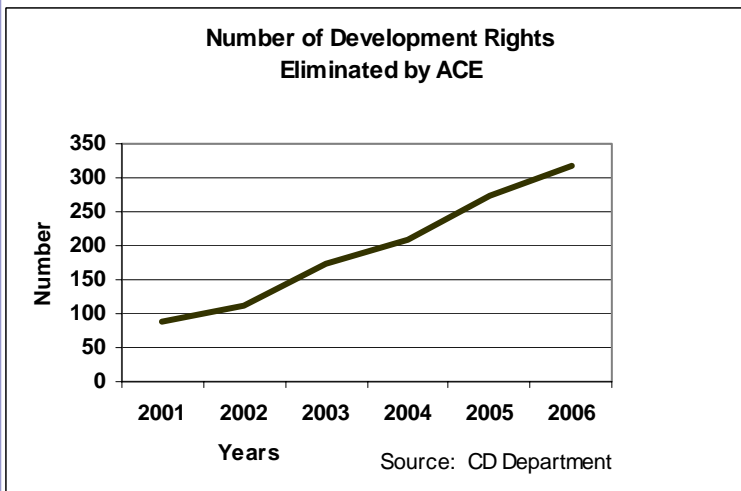
Performance Indicators (continued...)

2. Decrease the number of residential building permits in rural areas



Source: CD Department

3. Increase the number of development rights in rural areas that have been extinguished



Goal 5

Objective 5.1

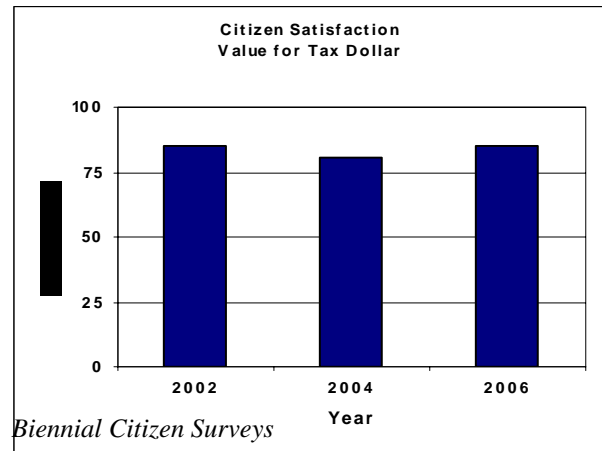
Fund the Future



By June 30, 2010, develop a comprehensive funding strategy/plan to address the County's growing needs.

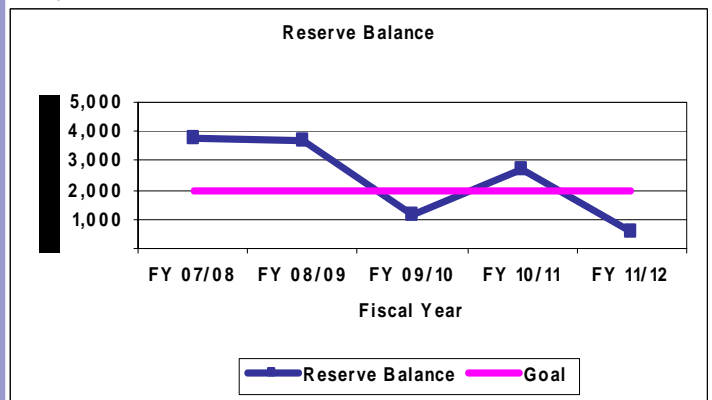
HIGHLIGHTS

- ◆ Staff continues policy work with the Board on this objective.
- ◆ Fire Rescue has been evaluating the establishment of an EMS billing system to garner additional revenues.
- ◆ Staff is evaluating the CIP more strictly according to our financial key performance indicators.
- ◆ Staff is evaluating potential uses of storm water and service districts to help fund storm water improvements and other needs.
- ◆ The Board will review revenue enhancements this fall and will have a work session on the five-year, long-range financial plan on November 14, 2007.
- ◆ Staff is developing a proffer policy comprehensive plan amendment to be considered by the Board in October 2007
- ◆ Local government staff members are comprehensively evaluating all department services and programs to identify additional efficiencies and cost saving program alternatives.



Performance Indicators

1. Maintain \$2 million in capital reserve in each year of the 5 Year CIP



Source: County OMB Office

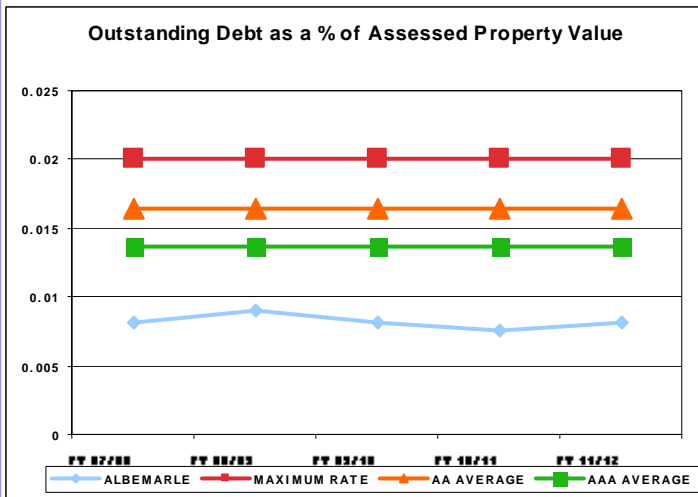
The capital reserve balance remains above the target level in the first two years of the adopted CIP, but dips below \$2.0 million in FY 09/10. During the upcoming CIP amendment process, adjustments will be made to project timing, project cost, and borrowing assumptions that will impact the reserve balance throughout the five year CIP.

Performance Indicators (continued...)

2. Maintain the County's current debt-to-equity ratio in 5 Year CIP. Projects funded using borrowed funds will not exceed 75% of total CIP.

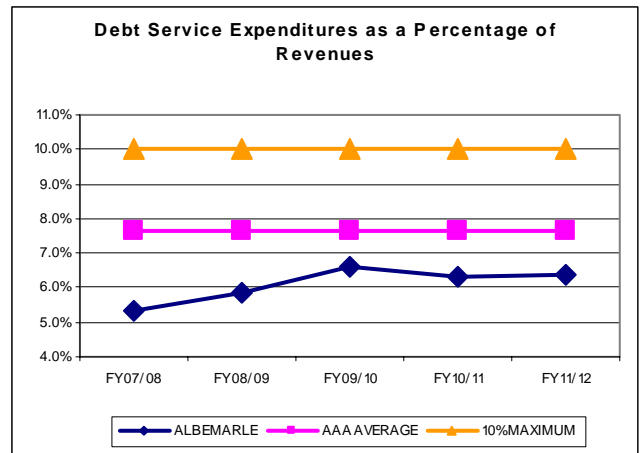
- ◆ The five year projected debt to equity ratio is: **65% debt : 35% equity**
- ◆ The total projects funded by debt remains **below 75%** in each year of the five year CIP.

3. Maintain outstanding debt as a percentage of assessed property value for the 5 Year CIP at or below the percentage for the Virginia AAA-rated localities



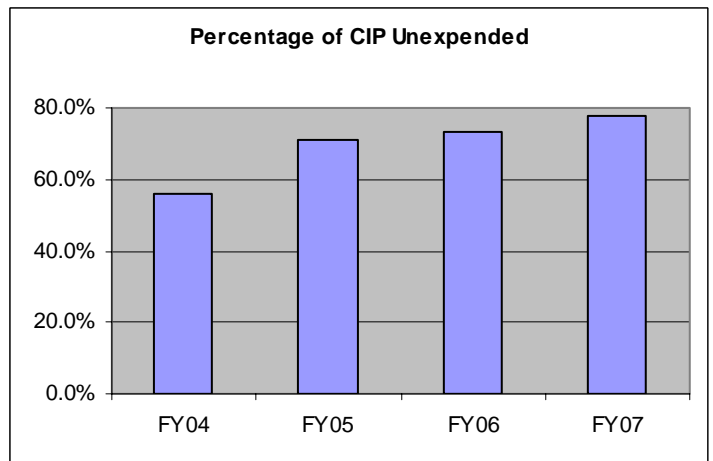
Source: OMB Office

4. Maintain debt service expenditures as a percentage of general government and school revenues for the 5-year CIP at or below the percentage for the Virginia AAA-rated localities



Source: OMB Office

5. Decrease the percent variance in budgeted and actual expenditures for CIP projects



Source: OMB Office

The above chart represents the amount of general government CIP appropriations that remained unexpended at the end of each fiscal year. There are many large capital projects currently underway - committed funds will be carried forward until the projects are complete.