Board of Supervisors and School Board Work Session

Long Range Planning
December 7, 2022
Board of Supervisors
Adopted FY 24-28 Strategic Plan

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

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

Support exceptional education opportunities.
Desired Outcomes

- Understanding of how we got to the present
- Understanding of School Board requested needs
- Discussion of strategies and next steps from today
Agenda

How did we get here & where are we going?

1 Historical review of the Capital Improvements Plan (CIP)
2 Update on building the FY 24-28 CIP
3 Public Schools’ Capital & Operating Five-Year Financial Plan
4 Next steps from today
5 Boards Discussion
Historical Review of the Capital Improvements Plan (CIP)
## FY 21, FY 22, and FY 23 Processes

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• $211 M</td>
<td>• $18.2 M</td>
<td>• $57.1 M</td>
<td>• $298 M</td>
</tr>
<tr>
<td>• $89.3 M for Public Schools</td>
<td>• Redone due to pandemic</td>
<td>• Included additional projects “unpaused”</td>
<td>• $153 M for Public Schools</td>
</tr>
<tr>
<td>• $121.9 M for County Government</td>
<td>• Many current and proposed projects “paused”</td>
<td>• No 5-year CIP due to uncertainty</td>
<td>• $117 M for County Government</td>
</tr>
<tr>
<td>• 42% of total is maintenance and replacement projects</td>
<td>• No 5-Year CIP due to uncertainty</td>
<td>• 38% of total is maintenance and replacement projects</td>
<td>• $27 M Strategic Plan Placeholder</td>
</tr>
<tr>
<td>• $0.01 real estate tax rate increases in FY 22 – 25 anticipated</td>
<td>• $34.3 M “unpaused” mid-year</td>
<td>• No real estate tax rate increases anticipated</td>
<td>• What changed to create a larger CIP?</td>
</tr>
<tr>
<td>• Not adopted due to pandemic</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
FY 23 - 27 Adopted CIP:
Changes since the proposed FY 21 – 25 CIP

● Debt management
  ○ June 2021 refinancing and bond issuance
  ○ Updated assumptions in anticipation of March 2022 refinancing
  ○ Updated organizational structures and approaches by the Department of Finance & Budget

● Strategic investment of one-time funding by both Boards
  ○ Leveraging of federal revenues
  ○ Investments of one-time funding
FY 23 - 27 Adopted CIP: Changes since the proposed FY 21 – 25 CIP

Diversification and investment of tax revenues in FY 23

- Increases to food & beverage, transient occupancy, and cigarette tax rates were equivalent 3.3 cents on real estate tax rate

- Due to rising real property values, “effective” rate increase of 6.6 cents for Calendar Year 23
Update on Building the FY 24-28 CIP
FY 24 – 28 CIP Assumptions & Approach

1. Starting point is the balanced FY 23 – 27 Adopted Plan
   - Anticipated construction of a 3rd school beginning in FY 28 (2nd Elementary School)

2. Work to maintain current plan given updated realities:
   a) Increasing project costs
   b) Project timing given supply chain and raw materials availability
   c) Increasing borrowing costs in new interest rate environment

3. December 7 Joint meeting with School Board

4. Use the Adopted Strategic Plan to identify uses of the “Strategic Plan Placeholder” included in the FY 23-27 CIP
   - For example, could include pocket park, rectangular fields, economic development, or community non-profit proposals

5. To extent possible, include new projects guided by the Strategic Plan
FY 24 – 28 CIP Assumptions & Approach

Starting point is the balanced FY 23 – 27 Adopted Plan

- Anticipated construction of a 3rd school beginning in FY 28

Year 1-4 projects based on Adopted CIP

Year 5 (FY 28) of Plan only includes:

1. Obligations, Maintenance & Replacement Programs
2. Construction of 3rd School (2nd Elementary School)

This plan is not yet balanced, as of today
FY 24 – 28 CIP Assumptions & Approach

2 Work to maintain current plan given updated realities:
   a) Increasing project costs
      +$30 M or 15% in updated cost estimates for adopted FY 24 – 27 CIP projects, as of today
   b) Increasing borrowing costs in new interest rate environment
      ● Adopted CIP: $1 M in debt service buys $13.1 M in projects
      ● As of today:
         ○ Lease Revenue: $1 M in debt service = $11.8 M in projects
         ○ General Obligation: $1 M in debt service = $12.1 M in projects
   c) Project timing given supply chain and raw materials availability
FY 24 – 28 CIP Assumptions & Approach

3 December 7 Joint meeting with School Board
  School Board $318 M needs-based request

4 Use the Adopted Strategic Plan to identify uses of the “Strategic Plan Placeholder” included in the FY 23-27 CIP
  ● For example, pocket park, rectangular fields, economic development, or community non-profit proposals
  The Adopted FY 23 – 27 CIP includes $27 M for work produced from the Strategic Plan.

5 To extent possible, include new projects guided by the Strategic Plan
  How will staff consider this in preparing a recommendation?
ACPS Long Range Plans
Albemarle County Public Schools

Goal 3: Equitable Transformative Resources

ACPS will develop modern and environmentally sustainable facilities, infrastructure, and equipment.

ACPS will develop long-range plans to address anticipated overcrowding issues.

ACPS will develop and implement criteria and a cycle for renovations and improvements to ensure equitable and contemporary facilities as well as sustainable practices.

ACPS will provide resources in an equitable manner that transforms learning experiences and opportunities for all students.

Albemarle County

Goal 2. Resilient, Equitable & Engaged Community - Design programs and services that promote an equitable, engaged and climate-resilient community.

Goal 3. Infrastructure & Placemaking - Invest in infrastructure and amenities that create connection, opportunity, and well-being.

Goal 5. Education & Learning - Support exceptional educational opportunities.
ACPS Capital Planning Process

The Long-Range Planning Advisory Committee (LRPAC) advises in the development of comprehensive, long term plans for facilities needs.

School Board approves a 5-year CIP Request

Inputs

- Strategic Plan
- School Board, Superintendent, and community priorities
- Site Visits
- Staff Guidance
- Research and Data Analysis

Criteria

- Safe and Secure Facilities
- Adequate Capacity
- Efficient Use of Resources
- Modern and Reliable Technology Infrastructure
- Outdoor Learning
- Equitable Distribution of Resources
- Sustainable Facilities
- Adaptable and Flexible Spaces

2021 LRPAC Report
LRPAC Capacity Recommendations

Analysis

Actual

Historical Trends

Enrollment broken down by neighborhoods (10 years)

Short-term

Enrollment Projections

10-year projections compared to capacity

Medium-term

New Development

Projected student yield (10 to 14 years)

Long-term

Population Forecasts

30-year growth

LRPAC 2021 Report, Pages 10 to 12
10-Year Projected Enrollment

- **Peak enrollment (2019)**: 14,032
- **Current enrollment (2022)**: 13,585
- **5-year Proj. Growth**
  - +545, +4.0%
  - 14,130
- **10-year Proj. Growth**
  - +1,401, +10.3%
  - 14,986
## School Building Capacity and Age

<table>
<thead>
<tr>
<th>Division</th>
<th>Number of Mobile Classrooms in Use</th>
<th>Percentage of K-12 Current Students who Attend a School that is over 95% Capacity</th>
<th>Percentage of K-12 Projected Students who will Attend a School over 95% Capacity in the next 5 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>37</td>
<td>40%</td>
<td>49%</td>
</tr>
<tr>
<td>Middle</td>
<td>8</td>
<td>0%</td>
<td>51%</td>
</tr>
<tr>
<td>High</td>
<td>32</td>
<td>98%</td>
<td>74%</td>
</tr>
<tr>
<td>Division-wide</td>
<td>77</td>
<td>49%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Mobile classrooms are used for classroom instruction, auxiliary services, flex space, and storage. Percentages for middle and high school students exclude Community Lab School and Post High students.
# CIP Request Summary

<table>
<thead>
<tr>
<th>Project</th>
<th>FY 24</th>
<th>FY 25</th>
<th>FY 26</th>
<th>FY 27</th>
<th>FY 28</th>
<th>5-year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing Programs</td>
<td>$19.1M</td>
<td>$16.1M</td>
<td>$17.6M</td>
<td>$16.8M</td>
<td>$19.2M</td>
<td>$88.7M</td>
</tr>
<tr>
<td>1 Elementary School #1 (SFP)</td>
<td>$3.5M</td>
<td>$40.6M</td>
<td></td>
<td>$3.6M</td>
<td>$47.0M</td>
<td>$50.1M</td>
</tr>
<tr>
<td>2 Elementary School #2 (NFP)</td>
<td></td>
<td>$47.0M</td>
<td></td>
<td>$3.6M</td>
<td>$47.0M</td>
<td>$50.6M</td>
</tr>
<tr>
<td>3 High School Renovations</td>
<td>$13.4M</td>
<td>$5.1M</td>
<td>$6.9M</td>
<td>$9.2M</td>
<td></td>
<td>$34.6M</td>
</tr>
<tr>
<td>4 Lambs Lane Campus Improvements</td>
<td></td>
<td>$500K</td>
<td>$5.7M</td>
<td>$10.4M</td>
<td></td>
<td>$16.6M</td>
</tr>
<tr>
<td>5 Middle School Renovations</td>
<td>$5.0M</td>
<td>$5.0M</td>
<td>$5.0M</td>
<td>$5.0M</td>
<td></td>
<td>$20.0M</td>
</tr>
<tr>
<td>6 Elementary School Renovations</td>
<td>$10.0M</td>
<td>$10.0M</td>
<td>$10.0M</td>
<td>$10.0M</td>
<td>$10.0M</td>
<td>$50.0M</td>
</tr>
<tr>
<td>7 Elevator Additions</td>
<td>$700K</td>
<td>$700K</td>
<td>$700K</td>
<td>$700K</td>
<td>$1.4M</td>
<td>$4.2M</td>
</tr>
<tr>
<td>8 Data Center</td>
<td>$1.7M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1.7M</td>
</tr>
<tr>
<td>9 Elementary School #3 - Land</td>
<td>$7.5M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$7.5M</td>
</tr>
<tr>
<td><strong>Total 5-year Request</strong></td>
<td><strong>$53.4M</strong></td>
<td><strong>$77.5M</strong></td>
<td><strong>$48.2M</strong></td>
<td><strong>$51.0M</strong></td>
<td><strong>$88.0M</strong></td>
<td><strong>$318.0M</strong></td>
</tr>
</tbody>
</table>

**FY 29 - FY33**

- Lambs Lane Campus Improvements
- High School Capacity
- Middle School Study Recommendations
- Elementary School #3
- Administration Space
- Athletic Improvements

Note: High School Center 2 and Mountain View Expansion/Improvements funding is included in the current FY 23 capital budget.
Elementary School Enrollment

- <200 Students
- 200 - 400 Students
- 400 - 600 Students
- >600 Students
New Elementary School #1 (Mountain View District)

**WHAT**
New 500 Student Elementary School
72,500 SF building and associated site improvements (parking, playfields, bus loop, etc.)

**WHY**
A new school was the recommendation of a master plan study to relieve overcrowding at Mountain View Elementary School

**WHEN**
Design to begin in FY 24 and construction to begin in FY 25. The school would be open to students for the **2026-27 school year**.

**COSTS**

<table>
<thead>
<tr>
<th></th>
<th>FY 24</th>
<th>FY 25</th>
<th>FY 26</th>
<th>FY 27</th>
<th>FY 28</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Cost*</td>
<td>$3.5M</td>
<td>$40.6M</td>
<td></td>
<td></td>
<td></td>
<td>$44.1M</td>
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<tr>
<td>Operational Impact</td>
<td></td>
<td></td>
<td>$820K</td>
<td>$820K</td>
<td></td>
<td>$820K annually</td>
</tr>
</tbody>
</table>

* Assumes 5% (placeholder) annual inflation. Estimated costs have increased by $3.9M due to projected increases in labor and material costs.
Enrollment Projection for Mountain View

22/23A: 690 students
26/27P: 786 students
32/33P: 841 students

26/27: New school opens
# New Elementary School #2 (Northern Feeder Pattern)

<table>
<thead>
<tr>
<th>WHAT</th>
<th>New 500 Student Elementary School 72,500 SF building and associated site improvements (parking, playfields, bus loop, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHY</td>
<td>Additional capacity is needed to address current overcrowding at Baker-Butler Elementary and to accommodate new development along the 29N Corridor</td>
</tr>
</tbody>
</table>
| WHEN       | ❖ Design to begin in FY 27 and construction to begin in FY 28.  
            | ❖ The school would be open to students for the **2029-30 school year**.  
            | ❖ This is schedule is based on timing of available funding. To provide more immediate relief a phased approach to redistricting is recommended.  
            | ❖ Redistricting Study should occur during 2023-24 school year  
            | ❖ The first phase will be implemented in 2024-25 school year and the second phase being implemented in 29-30, when the new school is open. |
### New Elementary School #2 (Northern Feeder Pattern)

<table>
<thead>
<tr>
<th>COSTS</th>
<th>FY 24</th>
<th>FY 25</th>
<th>FY 26</th>
<th>FY 27</th>
<th>FY 28</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Cost*</td>
<td></td>
<td></td>
<td></td>
<td>$3.6M</td>
<td>$47.0M</td>
<td>$50.6M</td>
</tr>
<tr>
<td>Operational Impact</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$820K annually</td>
</tr>
</tbody>
</table>

* Assumes 5% (placeholder) annual inflation. Estimated costs have increased by $10.4 due to projected increases in labor and material costs.
# Enrollment Projections: Northern Feeder Pattern

## Enrollment vs. Capacity

<table>
<thead>
<tr>
<th>K-5 Capacity</th>
<th>22/23</th>
<th>PROJECTED ENROLLMENT (K-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2023/24</td>
<td>2024/25</td>
</tr>
<tr>
<td>AGNOR-HURT</td>
<td>504</td>
<td>401</td>
</tr>
<tr>
<td>BAKER-BUTLER</td>
<td>567</td>
<td>727</td>
</tr>
<tr>
<td>BROADUS WOOD</td>
<td>360</td>
<td>269</td>
</tr>
<tr>
<td>GREER</td>
<td>535</td>
<td>454</td>
</tr>
<tr>
<td>HOLLYMEAD</td>
<td>429</td>
<td>341</td>
</tr>
<tr>
<td>STONY POINT</td>
<td>234</td>
<td>182</td>
</tr>
<tr>
<td>WOODBROOK</td>
<td>561</td>
<td>560</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,189</td>
<td>2,934</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROJECTED CAPACITY CONFLICTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023/24</td>
</tr>
<tr>
<td>AGNOR-HURT</td>
</tr>
<tr>
<td>BAKER-BUTLER</td>
</tr>
<tr>
<td>BROADUS WOOD</td>
</tr>
<tr>
<td>GREER</td>
</tr>
<tr>
<td>HOLLYMEAD</td>
</tr>
<tr>
<td>STONY POINT</td>
</tr>
<tr>
<td>WOODBROOK</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enroll/ Cap.</th>
</tr>
</thead>
<tbody>
<tr>
<td>74%</td>
</tr>
<tr>
<td>149%</td>
</tr>
<tr>
<td>76%</td>
</tr>
<tr>
<td>81%</td>
</tr>
<tr>
<td>80%</td>
</tr>
<tr>
<td>79%</td>
</tr>
<tr>
<td>108%</td>
</tr>
<tr>
<td>96%</td>
</tr>
</tbody>
</table>
## Timing Summary

<table>
<thead>
<tr>
<th></th>
<th>Mountain View</th>
<th>Northern Feeder Pattern</th>
</tr>
</thead>
<tbody>
<tr>
<td>22/23</td>
<td>Expansion under construction</td>
<td></td>
</tr>
<tr>
<td>23/24</td>
<td>Trailer classroom installation in Summer 2023</td>
<td>Design for ES #1</td>
</tr>
<tr>
<td>24/25</td>
<td></td>
<td>Construction for ES #1</td>
</tr>
<tr>
<td>25/26</td>
<td></td>
<td>Redistricting Partial Implementation</td>
</tr>
<tr>
<td>26/27</td>
<td></td>
<td>ES #1 Opens, MV boundary is split</td>
</tr>
<tr>
<td>27/28</td>
<td>● Expanded cafeteria</td>
<td>Design for ES #2</td>
</tr>
<tr>
<td>28/29</td>
<td>● Bus loop</td>
<td>Construction for ES #2</td>
</tr>
<tr>
<td>29/30</td>
<td>● HVAC</td>
<td>ES #2 Opens, Redistricting Full Implementation</td>
</tr>
</tbody>
</table>
Albemarle High School/Western Albemarle High School Master Plan Study Overview

- Builds upon recommendations in the 2017 HBA x fni High School Facility Planning Study
- Master planning for recommended improvements at AHS and WAHS to align with design imperatives (e.g., transparency, sustainability, flexibility, spaces built for student learning)
- Feedback from stakeholders: students, administrators, community survey, staff
- Projects recommended for current budget and originally requested amount
High School Renovation Concept

Corridors

EXISTING CONDITION (ALBEMARLE HIGH SCHOOL)

RENOVATION CONCEPT
High School Renovation Concept

Learning Spaces

EXISTING CONDITION
(WESTERN ALBEMARLE HIGH SCHOOL)

RENOVATION CONCEPT
## High School Renovations

### Current CIP Funding

<table>
<thead>
<tr>
<th></th>
<th>FY 24</th>
<th>FY 25</th>
<th>FY 26</th>
<th>FY 27</th>
<th>FY 28</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>$2.0M</td>
<td>$2.0M</td>
<td>$2.0M</td>
<td>$2.0M</td>
<td>$2.0M</td>
<td>$8.0M</td>
</tr>
</tbody>
</table>

**Scope for Current CIP Funding:**

**AHS:** Breezeway and hallway improvements, Level 2 corridor connection/classrooms

**WAHS:** Corridor improvements, outdoor learning spaces, commons improvements, window upgrades, athletic wing commons

*Assumes 5% (placeholder) annual inflation

### Requested CIP Funding**

<table>
<thead>
<tr>
<th></th>
<th>FY 24</th>
<th>FY 25</th>
<th>FY 26</th>
<th>FY 27</th>
<th>FY 28</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>$13.4M</td>
<td>$5.1M</td>
<td>$6.9M</td>
<td>$9.1M</td>
<td></td>
<td>$34.6M</td>
</tr>
</tbody>
</table>

**Scope for Requested Level of Funding:**

**AHS** Locker room improvements, Collaboration areas, Sprinkler building, Guidance corridor classrooms/commons expansion, basement daylighting, Arts wing ADA/circulation improvements, CTE

**WAHS** Makerspace Expansion, Performing arts wing improvements, Outdoor learning spaces, Teacher space improvements, Special Ed area improvements, Replace and enlarge windows, replace metal panels

(Scope for Current CIP Funding also included)

*Assumes 5% annual inflation and includes $1.4M in FY23 funding for the full funding request of $36M. Subject to slight changes as Master Plan is finalized.
Lambs Lane Master Plan Study Overview

- Maintain and enhance green spaces to provide access & amenities for students and community.
- Relocate trail heads in prominent locations so they are visible and accessible to the community after school hours.
- Construct new buildings up to four or five stories to reduce footprint and preserve/ enhance green space and natural topography.
- Complete First Section of Main Loop Road as a safety priority to provide secondary access to campus facilities. Prohibit parking along loop road to increase safety.
- Add 2-level security-enhanced parking decks to minimize impermeable parking surfaces and preserve natural aesthetic.
- Develop and implement a comprehensive brand/sign plan to improve wayfinding and give the Campus a cohesive identity.
- Generate as much renewable energy on Campus as possible; evaluate the feasibility of securing a solar Power Purchase Agreement (PPA); construct new buildings to achieve zero energy and zero-carbon standards; install geothermal ground-source systems wherever possible.
- Grasp the unique school-day opportunity for professional development, adult education and other programmed uses at the new Boys and Girls Club facility, and plan for multi-use, public-private funding and functions for future buildings and facilities.
- Commence process for planning and permitting signalization of intersection of new main access to Campus and Hydraulic Road near Georgetown Green and Building Services as soon as possible recognizing the challenges to and time taken to receive Virginia Department of Transportation approval, and considering operating signals only during school arrival and dismissal.

Master Plan
Lambs Lane Master Plan
Feedback Form

Security
Safetysense
Identity
Sense of Place
Optimal Use
Equity
Environment
Wayfinding
# Lambs Lane Study Recommendations

## Estimated Cost FY 24-28*

<table>
<thead>
<tr>
<th>FY 24</th>
<th>FY 25</th>
<th>FY 26</th>
<th>FY 27</th>
<th>FY 28</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500K</td>
<td>$5.7M</td>
<td>$10.4M</td>
<td>$</td>
<td></td>
</tr>
</tbody>
</table>

*Assumes 5% (placeholder) annual inflation.

1 Portions of this funding are potentially eligible for a VDOT Revenue Sharing Grant, with up to a 50% match.

2 Some of this work is contingent upon the relocation of the VMF; the cost of which is to be determined and is not reflected in these numbers. A separate study to relocate VMF to a proffered site is currently underway.

## Estimated Cost FY 29-33*

<table>
<thead>
<tr>
<th>FY 29</th>
<th>FY 30</th>
<th>FY 31</th>
<th>FY 32</th>
<th>FY 33</th>
</tr>
</thead>
<tbody>
<tr>
<td>$670K</td>
<td>$10.2M</td>
<td>$1.3M</td>
<td>$13.8M</td>
<td>$6.6M</td>
</tr>
</tbody>
</table>

*Estimated costs for years 29-33 include potential eligibility for a VDOT Revenue Sharing Grant, with up to a 50% match.

This schedule assumes 100% local funding. Revenue sharing grants may delay the schedule by 1 or 2 years.

### Scope (Years 1-5):
- FY 26: Design for Field House
- FY 27-28: Relocated AHS Field House, Main Loop Road from Lambs Ln. to Hydraulic Rd. w/ Associated Signage & Landscaping

### Scope (Years 6-10):
- Redesigned Bus Loop & Parking Lots at Journey MS & Greer ES
- AHS Connector Road between the Main Loop Rd & Lambs Rd. & Redesigned AHS Bus Loop & Parking Lots
- AHS Athletic Fields (Partial)
- VMF Relocation
- North Loop Road
Phase 1
Loop Road
Overview

Lambs Lane - Loop Road

- Phase 1
- Phase 2
- Lambs Ln Campus
## Other Requested Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Middle School Renovations</th>
<th>Elementary School Renovations</th>
<th>Elevator Additions</th>
<th>Data Center</th>
<th>Elementary School #3 - Land</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Desc.</strong></td>
<td>Renovations and improvements to middle schools</td>
<td>Renovations and improvements to elementary schools</td>
<td>Additional elevators at Albemarle, Western, Monticello, Burley, Mountain View, Greer</td>
<td>Construction of a secure, primary Data Center for ACPS</td>
<td>Acquisition of 20 acres of land, in proximity to densely populated areas</td>
</tr>
<tr>
<td><strong>5-yr CIP</strong></td>
<td>$20.0M</td>
<td>$50.0M</td>
<td>$4.2M</td>
<td>$1.5M</td>
<td>$7.5M</td>
</tr>
<tr>
<td><strong>Criteria</strong></td>
<td>Adaptable and Flexible Spaces, Sustainable Facilities, Outdoor Learning, Modern and Reliable Technology Infrastructure</td>
<td>Safe and Secure Facilities, Equitable Distribution of Resources</td>
<td>Modern and Reliable Technology Infrastructure</td>
<td>Adequate Capacity</td>
<td></td>
</tr>
</tbody>
</table>
## Ongoing Programs Overview

<table>
<thead>
<tr>
<th>Desc.</th>
<th>Project Management</th>
<th>Facilities Maint./Replacement</th>
<th>School Bus Replacement</th>
<th>Network Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5 FTEs to manage ACPS construction projects</td>
<td>Example projects: roofs, electrical, mechanical, plumbing, pavement rehabilitation, flooring, energy conservation measures, asbestos abatement, kitchen equipment replacement, and playground equipment replacement</td>
<td>Bus Replacement Ancillary Equipment Electric Buses (new) Type A Buses (new)</td>
<td>Fiber network between and within all buildings, firewall, Internet filter, WIFI Access Points, Switches and other devices</td>
</tr>
</tbody>
</table>

### 5-yr CIP Request

<table>
<thead>
<tr>
<th>Desc.</th>
<th>Project Management</th>
<th>Facilities Maint./Replacement</th>
<th>School Bus Replacement</th>
<th>Network Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-yr CIP Request</td>
<td>$3.1M</td>
<td>$68.0M</td>
<td>$13.5M</td>
<td>$4.2M</td>
</tr>
</tbody>
</table>

5-year Request includes adjustments due to inflation. School Bus Replacement program includes additional scope.
## CIP Request & CNA Summary

<table>
<thead>
<tr>
<th>CIP Project</th>
<th>FY 24</th>
<th>FY 25</th>
<th>FY 26</th>
<th>FY 27</th>
<th>FY 28</th>
<th>5-year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing Programs</td>
<td>$19.1M</td>
<td>$16.1M</td>
<td>$17.6M</td>
<td>$16.8M</td>
<td>$19.2M</td>
<td>$88.7M</td>
</tr>
<tr>
<td>1 Elementary School #1 (SFP)</td>
<td>$3.5M</td>
<td>$40.6M</td>
<td>$44.1M</td>
<td></td>
<td></td>
<td>$44.1M</td>
</tr>
<tr>
<td>2 Elementary School #2 (NFP)</td>
<td>$3.6M</td>
<td>$47.0M</td>
<td>$50.6M</td>
<td></td>
<td></td>
<td>$50.6M</td>
</tr>
<tr>
<td>3 High School Renovations</td>
<td>$13.4M</td>
<td>$5.1M</td>
<td>$6.9M</td>
<td>$9.2M</td>
<td>$10.4M</td>
<td>$34.6M</td>
</tr>
<tr>
<td>4 Lambs Lane Campus Improvements</td>
<td>$500K</td>
<td>$5.7M</td>
<td>$10.4M</td>
<td></td>
<td></td>
<td>$16.6M</td>
</tr>
<tr>
<td>5 Middle School Renovations</td>
<td>$5.0M</td>
<td>$5.0M</td>
<td>$5.0M</td>
<td>$5.0M</td>
<td></td>
<td>$20.0M</td>
</tr>
<tr>
<td>6 Elementary School Renovations</td>
<td>$10.0M</td>
<td>$10.0M</td>
<td>$10.0M</td>
<td>$10.0M</td>
<td>$10.0M</td>
<td>$50.0M</td>
</tr>
<tr>
<td>7 Elevator Additions</td>
<td>$700K</td>
<td>$700K</td>
<td>$700K</td>
<td>$700K</td>
<td>$1.4M</td>
<td>$4.2M</td>
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<tr>
<td>8 Data Center</td>
<td>$1.7M</td>
<td>$7.5M</td>
<td>$1.7M</td>
<td></td>
<td></td>
<td>$7.5M</td>
</tr>
<tr>
<td>9 Elementary School #3 - Land</td>
<td></td>
<td></td>
<td></td>
<td>$7.5M</td>
<td>$7.5M</td>
<td>$7.5M</td>
</tr>
<tr>
<td><strong>Total 5-year Request</strong></td>
<td>$53.4M</td>
<td>$77.5M</td>
<td>$48.2M</td>
<td>$51.0M</td>
<td>$88.0M</td>
<td>$318.0M</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CNA Project</th>
<th>FY 29</th>
<th>FY 30</th>
<th>FY 31</th>
<th>FY 32</th>
<th>FY 33</th>
<th>Yrs 6-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing Programs</td>
<td>$20.4M</td>
<td>$18.8M</td>
<td>$18.7M</td>
<td>$19.0M</td>
<td>$19.2M</td>
<td>$96.0M</td>
</tr>
<tr>
<td>Lambs Lane Campus Improvements</td>
<td>$670K</td>
<td>$10.2M</td>
<td>$1.3M</td>
<td>$13.8M</td>
<td>$6.6M</td>
<td>$32.6M</td>
</tr>
<tr>
<td>High School Capacity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>Middle School Study Recommend.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>Elementary School #3</td>
<td>$3.6M</td>
<td>$47.0M</td>
<td>$50.6M</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>Administration Space</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>Athletic Improvements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>CIP Operating Impacts</td>
<td>FY 24</td>
<td>FY 25</td>
<td>FY 26</td>
<td>FY 27</td>
<td>FY 28</td>
<td>Ongoing</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>---------</td>
</tr>
<tr>
<td>Current Project: HS Capacity (Center 2)</td>
<td></td>
<td></td>
<td>$1.3M</td>
<td>$1.3M</td>
<td>$1.3M</td>
<td>$1.3M</td>
</tr>
<tr>
<td>Current Project: Mountain View Expan.</td>
<td>$50K</td>
<td>$100K</td>
<td>$100K</td>
<td>$100K</td>
<td>$100K</td>
<td>$100K</td>
</tr>
<tr>
<td>Elementary School #1 (Mountain View)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$820K</td>
<td>$820K</td>
<td>$820K</td>
<td>$820K</td>
</tr>
<tr>
<td><strong>Total 5-year Request</strong></td>
<td>$50K</td>
<td>$100K</td>
<td>$1.4M</td>
<td>$2.2M</td>
<td>$2.2M</td>
<td>$2.2M</td>
</tr>
</tbody>
</table>
Operating Budget Drivers

**Revenues**

- **State Revenues**: 27.2%
- **Other Local**: 0.6%
- **One-time**: 3.5%

**Expenditures**

- **Salary Increase Assumptions**
- **Health Care Contribution Increase**
- **Growth & Class Size**
- **Operational Obligations and Inflation**
- **CIP Operational Impacts**
- **New Proposals**

**FY 23 Revenue Sources**

- Local Transfer: 67.9%
State Revenue Overview

State Revenues (FY 23 Budget)

- Standards of Quality, Sales Tax ($57.3M)
- Lottery Funded ($3.8M)
- Incentive Programs ($5.9M)
- Categorial ($8.6M)

Standards of Quality

SOQs prescribe the minimum that all public schools in Virginia must meet, as set by the VDOE.

Funding equalized by local ability to pay, or LCI, and enrollment.

\[
[\text{Per Pupil Amount} \times \text{Average Daily Membership}] \times [1 - \text{LCI (0.6387)}]
\]

Enrollment Projection

Assumption is to stay constant
Operational Funding Gap

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenditures</th>
<th>(Gap)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 24</td>
<td>$247,900,000</td>
<td>$253,250,000</td>
<td>(5,350,000)</td>
</tr>
<tr>
<td>FY 25</td>
<td>$255,100,000</td>
<td>$266,050,000</td>
<td>(10,950,000)</td>
</tr>
<tr>
<td>FY 26</td>
<td>$262,500,000</td>
<td>$276,850,000</td>
<td>(14,350,000)</td>
</tr>
<tr>
<td>FY 27</td>
<td>$272,300,000</td>
<td>$286,950,000</td>
<td>(14,650,000)</td>
</tr>
<tr>
<td>FY 28</td>
<td>$282,400,000</td>
<td>$297,150,000</td>
<td>(14,750,000)</td>
</tr>
</tbody>
</table>
Operational Balancing Scenario

- Increase Revenues
  - State revenues released in December
  - Local revenues finalized in January
- Limit new proposals
- Compensation Assumptions
  - Compensation Study adjustments (limit FY 24 salary increase)
- Reduce Services
  - Class size
  - Transfer reductions
  - Reduce departmental services
Break
Next Steps
From Today
FY 24 – 28 CIP Assumptions & Approach

3. December 7 Joint meeting with School Board
   School Board $318 M needs-based request

4. Use the Adopted Strategic Plan to identify uses of the “Strategic Plan Placeholder” included in the FY 23-27 CIP
   - For example, pocket park, rectangular fields, economic development, or community non-profit proposals

   The Adopted FY 23 – 27 CIP includes $27 M for work produced from the Strategic Plan.

5. To extent possible, include new projects guided by the Strategic Plan
   How will staff consider this in preparing a recommendation?
FY 24 – 28 CIP, as of today:
Comparison to Financial Policies, adopted Sept 2022

- The County has capacity to borrow approximately $37 M million more than what is currently in the FY 24-28 CIP as of today, based on debt financial policies.
- Capacity not planned for as of today due to related funding required.
What would be considered if projects can be added to the FY 24-28 CIP, as of today?

Does the County have debt capacity?
- Up to $37 million, as of today, to plan for 8% capacity

Does the County have the related funding needed?
- 5% “pay as you go” funding portion of projects = $1.85 M
- Annual Debt Service, for each year of life of bond:
  - Lease Revenue: $3.13 M
  - General Obligation $3.06 M
- Funding source: Future discussion in FY 24 budget process

Other considerations:
- What is the impact to future flexibility?
- How are related operating costs planned for in the General and School Funds?
- What is the County’s ability to execute?
Where do we go from here?

December – February

● Staff works to update and balance the “as of today” plan

March - May

● FY 24 annual budget and FY 24-28 CIP meetings

Examples of Possible Board Strategies to increase CIP Revenues

● Impacts of Calendar 2023 reassessments
● Tax rates
● Investment of one-time funding for the CIP
  ○ For example, end of year positive variances from either Board
  ○ Reprioritizing revenue that funds operating budgets (ongoing or one-time)
● Longer-term: Potential General Assembly enabling authority to increase sales tax for school construction
Discussion
Board to Board Discussion

Part I: Reflection on School Board Request

How does what you heard align with both adopted strategic plans?

Think - Pair - Share

Part II: Where do we go from here?

Share feedback that you have on the process for moving forward.

- What does the process do well?
- What’s missing from the process?
- What other information would you like to have?