Chesterfield County, Virginia

Biennial Financial Plan, FY2009 and FY2010
Capital Improvement Program, FY2009 - FY2014

Providing a FIRST CHOICE Community Through Excellence in Public Service

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Chesterfield County

Virginia

For the Biennium Beginning

July 1, 2006

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Chesterfield County for its biennial budget for the biennium beginning July 1, 2006.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CHESTERFIELD COUNTY

Board of Supervisors

Arthur S. Warren
Chairman
Clover Hill District

Daniel A. Gecker
Vice Chairman
Midlothian District

Dorothy Jaeckle
Bermuda District

James 'Jim" M. Holland
Dale District

Marleen K. Durfee
Matoaca District

STRATEGIC GOALS

To be exemplary stewards of the public trust and a model for excellence in government

To provide world-class customer service

To be known for extraordinary quality of life

To be the safest and most secure community9

To be the employer of choice

To be the **FIRST CHOICE** business community

To be responsible protectors of the environment

Chesterfield County, Virginia

James J. L. Stegmaier
County Administrator

VISION

Our vision is to be the recognized leader in local government across the Commonwealth and the nation - the standard by which others measure their progress and success. Every employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity. Every citizen takes pride in knowing that the County provides the best customer service and finest quality of life available in any American community. And working together, we are committed to sustaining Chesterfield County as the premier community of choice - First Choice.

MISSION

Providing a **FIRST CHOICE** Community through excellence in public service.

GUIDING PRINCIPLES

- County employees and citizens are shareholders in our progress and serve as stewards for those beliefs held dear: fairness, integrity, diversity and teamwork, fiscal accountability, and steadfastness in long-range commitments. We also have great appreciation for lifelong learning and the rich history and culture of our county.
- Our employees remain committed to providing a safe and secure environment in which to live, work and raise a family.
- We are committed to all of our citizens. Our young people have boundless potential for positive contributions. Their education, development and social growth are vital to our progress. Similarly, we respect and value the contributions of our senior residents and are equally committed to helping them to continue to lead fruitful and rewarding lives.
- Business has a major role in providing positive growth and a superior quality of life.
- Chesterfield is a leader in shaping not only a vision, but a reality, of the greater Richmond area.
- Employees, businesses and citizens find Chesterfield a place where imagination can flourish, risks can be taken, innovation and freedom of expression are encouraged, and human initiative and potential are unleashed.

VALUES

- Customer Focus
- Ethical Behavior
- Teamwork
- Leadership
- Continuous Improvement
- Open Communication
- Employee Involvement
- Progressive Thinking
- Data-Driven Decisions

Chesterfield County, Virginia

James J. L. Stegmaier, County Administrator
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BOARD OF SUPERVISORS

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Bermuda District

JAMES M. "Jim" HOLLAND
Dale District

MARLEEN K. DURFEE
Matoaca District

April 9, 2008

Dear Members of the Board of Supervisors:

I am pleased to present to you and the residents of Chesterfield County the Adopted FY2009-FY2010 Biennial Financial Plan. This plan continues the proud tradition of fiscal prudence, in both planning and implementation, for which Chesterfield County is recognized throughout Virginia and nationally.

I am proud that this plan adheres to the principals which have enabled Chesterfield County to be recognized for significant accomplishments such as "The 17th Best Place to Live in America;" "One of the 100 Best Communities in America for Young People;" and, for the recognition of our public safety departments for their professionalism and effectiveness. Providing the best possible quality of life is the main mission as a local government.

For those who operate or are contemplating operating a business in the county, this plan continues support for a business friendly environment that was responsible for $219.8 million in new commercial investments in real property during 2007. Efforts to grow the commercial tax base, so as to ease the burden on residential property owners, will be elevated to new levels. Your creation of a Board of Supervisors committee focused on economic development is a key step for this initiative.

These are challenging times. But, they are also exciting times of transition that include new leadership, energy and ideas. With your vision and leadership, I, along with our dedicated workforce, look forward to working together to ensure that residents continue to experience a quality of life that is second to none.

In the coming year, I am confident that staff can implement your vision for the county's strategic direction, the development of our community and economic development. Success in these areas will result in an improved quality of life for the residents. Under your leadership staff will update the countywide strategic plan. The planning process will involve residents to capture their valuable contributions. This plan establishes the overall direction for services provided by the county. It is used when making decisions on what services are offered and what level of resource commitments are necessary to reach very specific performance goals.

Staff will bring forward a new approach for guiding development of the community as the Comprehensive Land Use Plan is updated. Taking a countywide approach will provide for the first time in 20 years a unified vision for the future of the county. It will provide the opportunity to direct residential growth to appropriate areas while facilitating economic development, revitalization, green infrastructure and service efficiencies through the strategic distribution of public facilities.

To ease the burden on residential property owners, efforts to grow the business and industrial tax base will be elevated to new levels. Your actions to advance such projects as the Meadowville Technology Park interchange will greatly impact the marketability of the county. Providing improved access to one of five Virginia mega-sites will open nearly 1,300 acres to new private investments totaling nearly $3 billion and 7,200 jobs at full build-out. The financing plan for this project includes local, state and federal funds and reflects support from the county's business community for the use of local business license tax revenues. Work continues at the state and federal levels to promote the economic benefit of this project not only to the county, but the region and the commonwealth as well.

Key Highlights

During this time of exciting change, there are significant challenges on the financial front. This budget is based on a real estate tax rate of $0.95, reduced two cents from 2007, and responds to the collective needs of the community during the most challenging economic times in nearly 30 years. The decisions for allocating resources were guided by the strategic plan. The plan provides a means to link both individual and departmental performance to the county's overall mission, vision and goals. The strategic plan focuses on seven goals: 1) to be exemplary stewards of the public trust and a model of excellence in government; 2) to provide world class customer service; 3) to be known for extraordinary quality of life; 4) to be the safest and most secure community; 5) to be the employer of choice; 6) to be the FIRST CHOICE business community and 7) to be responsible protectors of the environment.

Faced with a general fund revenue growth rate of 2.2 percent, compromises were necessary to balance the budget. General fund expenditures are less than last year when stated on an inflation-adjusted per capita basis indicating that services will have to be delivered more efficiently than in the past. Even with such small growth in revenues, there is a continued emphasis on public safety and education, which make up 50 percent and 10 percent respectively of the $1.3 billion budget. More detailed information on revenues is included in the General Fund Revenue section of this letter.

This plan also reflects efforts to improve the employee compensation plan so turnover rates can be reduced and recruitment efforts improved. The budget places a priority on moving employee compensation closer to the goal of 95 percent of public sector market pay rather than adding new positions. More information on the compensation recommendation can be found in the General Fund Expenditures section of this letter.

Entering the budget cycle, the overall revenue outlook for the county and school system reflected disproportionate growth rates, with school revenue growth exceeding that of the county. As a result, traditional county/school revenue sharing practices were reevaluated and local school funding reflects a $2 million reduction to the normal, formula-driven increase. In addition, resources continue to be directed to services that produce the most value. One example of a change in delivered services includes the elimination of the curbside refuse collection program (except for participants of the tax relief program). The private sector can deliver this service more effectively than the Waste and Resource Recovery division and making this change allowed six positions to be eliminated. Other actions taken to balance the budget include adjustments in fees to recover costs for both Community Development and Waste and Resource Recovery services. Finally, the general fund budget includes a net increase of 23 new positions representing an increase of one-third of the average increase over the past three years.

The budget includes local funding for a key economic development-related road project, the Meadowville interchange, and also anticipates receiving federal and state funding to supplement the local revenue budgeted for this project. In addition, a six-year $51 million local road funding plan is detailed in the Capital Improvement Program.

Finally, in an effort to balance the state budget, the General Assembly adopted a plan that requires local governments to receive lower reimbursements for state funded programs or each locality has the option of reimbursing the state. The County's estimated reduction from the state is $1.5 million. Therefore, the county has included a $1.5 million expense for local aid to the commonwealth in both FY2009 and FY2010.

Recent Tax Relief Initiatives

The budget was adopted with a real estate tax rate of $0.95 per $100 of assessed value, a two-cent reduction, providing continued relief from a growing tax burden due to rising assessments. This change will save the tax payers $6.4 million in 2008 and $6.5 million in 2009. Combined with the 2007 seven-cent reduction, taxes paid in 2008 will be nearly $30 million less than what would have been paid with an unreduced real estate tax rate of $1.04 per $100 of assessed value. Market activity in 2007 suggests much lower assessed value growth rates for real estate, and thus less growth in taxes paid. This budget anticipates the end of double digit growth in real estate assessed values during the planning period.

In 2006 a multi-year plan to expand the Tax Relief for the Elderly and Disabled Program was implemented. Nearly 2,600 eligible participants were granted $3.0 million in tax relief in 2007. The FY2009 budget projects that $3.7 million in tax relief will be provided to eligible participants in 2009.

With respect to the business tax environment, the county has long had the lowest machinery and tools tax effective rate of any urban locality in Virginia, and much work has been done with the business community to make the business license (BPOL) tax rates the most competitive in the region. The series of reductions made to the BPOL tax structure since the Board's first action in FY1997 currently save county businesses $9.8 million annually when compared to the rate structure that was in place 10 years ago.

Highly Accomplished

The county has recently achieved numerous accomplishments, such as the Fire Department achieving a level four insurance rating from the Insurance Services Office, a rating used to establish appropriate fire insurance premiums for residential and commercial properties. Many county property owners will realize reduced insurance premiums at an estimated total savings of $2-4 million annually. The America's Promise Alliance recognized the county for the third consecutive time for being one of the nation's 100 best communities for young people. The county recently was ranked 45th on Training Magazine's Top 125 organizations list, leading the way in employee training and development. The county is the only local government in the history of the Top 125 rankings to be recognized, and this is the second consecutive year on the list. The Adult Drug Court program had the second lowest recidivism rate among graduates in the commonwealth. The Division of Waste and Resource Recovery was accepted into the U. S. Environmental Protection Agency's National Performance track program. With this recognition, the county became the second local government in Virginia to be accepted into the program, which recognizes and drives environmental excellence among private and public facilities in the U.S. The Parks and Recreation Department is the first in the country to receive International Organization and Standardization (ISO) 14001 registration for developing and implementing an Environmental Management System. This program is designed to manage environmental risks that the department can control and influence. These are just a few examples of our employee's commitment to delivering high quality services on behalf of our community.

Our Local Economy

Chesterfield County is an integral part of Virginia's capital region, providing a highly skilled labor force and more than 120,000 jobs for a diverse, expanding, and stable economy. The county is well-positioned to prosper during good economic times and is better able to weather downturns in the economy compared to most localities. The 2006 median household income in the county was $67,228, which is in the top quartile nationally. This wealth contributes to the economy in the way of buying power for homes, automobiles and retail merchandise. Chesterfield collects approximately 30 percent of all local sales tax revenue generated by Chesterfield, Henrico and Richmond. Data shows that the county fared much better than many communities across the country during the current real estate correction. In 2007, county housing prices increased approximately 3.0 percent, while many areas saw declines in home prices. Additionally, the county has not experienced a significant increase in foreclosures. Many localities across the country have seen foreclosure filings go up dramatically in recent months.

While the county is primarily suburban and residential in nature, with ample land for future growth, commercial and industrial development has seen a steady, yet strong expansion over the past decade. This development is expected to continue, especially with the base realignment at Fort Lee that is anticipated to bring more than $1.9 billion in new construction to the area, with an expected 800 homeowners moving to the county. The expansion will result in robust housing development, create jobs in the region, increase the demand for child care facilities, and significantly impact local school divisions. Fort Lee employment is expected to increase by nearly 12,000 jobs in the peak of 2009. The Fort Lee expansion is expected to contribute up to $1.7 billion annually in regional economic activity every year through 2013.

Approximately two-thirds of the county is undeveloped. Among that land area is a network of commercial and industrial parks containing more than 2,600 developable acres for a variety of business uses. The county aggressively promotes economic development, and businesses continue to invest here. The county provides economic development incentives such as fast tracking the review of commercial site plans, performance grants and tax relief for businesses locating in the enterprise zone. Robust employment opportunities and continued growth in the labor force have kept unemployment levels very low. Recent announcements include Mazda Motor Corporation's plans to open a $1.6 million engine and transmission remanufacturing facility and Virginia Air Distributors' investment of $5.5 million to operate a wholesale distribution center for HVAC equipment.

While economically stable, the county remains a major exporter of business activity and work force. A net of nearly 30 percent of the county's work force migrates to jobs in neighboring localities, and retail sales in the county lag regional averages even though county residents enjoy unusually high incomes. Correcting this discrepancy will take years of focused effort, and doing so will be critical to limiting the tax burden on homeowners.

The FY2009 Budget

The FY2009 budget totals $1.3 billion and is comprised of various funds. The general fund, the main operating fund of the county, includes most traditional local government programs such as Police, Fire and Emergency Medical Services, Libraries and Parks. Debt service of the county (excluding schools), funding for capital projects and fund balance are also budgeted in the general fund. The FY2009 general fund budget includes 3,131 full-time positions, a net increase of 23 positions, and is the lowest increase since FY1993. A total of 562 authorized full time positions are budgeted in all other funds (excluding schools), a decrease of 4 positions compared to FY2008.

Chesterfield County, Virginia – Total Budget for the FY2009 and FY2010 Biennium

	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	Difference FY2008 vs FY2009
General Fund	$733,329,300	$749,369,700	$761,209,000	$16,040,400
School Funds	610,859,800	638,088,700	643,486,800	27,228,900
Appx. Governor's School	4,965,000	5,013,500	5,013,500	48,500
Comprehensive Services	10,636,800	11,081,900	11,437,700	445,100
Grants	12,668,000	13,513,500	13,555,800	845,500
Enterprise Funds	91,229,300	157,756,000	123,599,200	66,526,700
Internal Service Funds	31,029,100	32,358,800	32,456,700	1,329,700
Interfund Transfers	(329,305,200)	(327,913,900)	(330,019,200)	1,391,300
TOTAL BUDGET	**$1,165,412,100**	**$1,279,268,200**	**$1,260,667,500**	**$113,856,100**

Note: The totals for each activity include expenditure transfers out to other funds.

General Fund Revenues

The county relies on many different revenue streams to fund the variety of services offered to citizens. The general fund includes locally generated revenues as well as revenues from the federal and state governments. The FY2009 general fund revenues total $749.4 million, representing a 2.2 percent or $16 million increase from the FY2008 budget. The revenue outlook in FY2009 begins a period of much smaller growth than in recent history. Today's real estate market, local economy and state revenue outlook all have combined to present challenges not encountered in nearly 30 years.

Together, real and personal property tax revenues account for nearly 50.5 percent of general fund revenues and reflect a 3.4 percent increase from FY2008. Real estate tax revenue is the only significantly growing source of funds to meet the increasing demand for services in the community. Personal and Other property taxes are budgeted at $2.9 million less than in FY2008 as vehicle registrations have declined for three consecutive years.

The remaining 49.5 percent of revenues reflect a 1.0 percent increase from the FY2008 budget. Local and State sales tax revenues reflect a 1.1 percent increase and 0.6 percent decrease respectively from FY2008, as consumers brace for the weakening economy. Many other categories of revenues such as business license, utility, and other local taxes are budgeted with increases of less than 1 percent and state and federal revenues are budgeted with increases of less than 2 percent. Some categorical revenues, which are restricted in their use, will increase at significant rates. These include fees for Community Development-related services, Medicaid-related charges that are paid by the state for mental health support services and state and federal revenues for Social Service programs including pass-thru welfare reimbursements.

Real Property

Real property taxes are the county's main funding source, representing 42.7 percent of the general fund. Residential sales activity (which forms the basis for assessments), and corresponding reassessments, provided the largest increase in real estate taxes. The total increase in taxes from real property is $15.2 million or 5.0 percent for FY2009. Projected growth in real estate revenues was analyzed during the development of this budget. There is strong evidence that growth in property assessments will return to levels not seen since the early

nineties. Projections do not however, anticipate a decrease in the total taxable base. The real estate projections assume 1.7 percent growth in the county's total taxable assessed value for 2009 and 2.9 percent growth for 2010.

Personal Property

Personal property taxes, combined with the personal property tax reimbursement from the state, are budgeted at $93.3 million in FY2009, reflecting a decrease of $2.2 million, or 4.1 percent, from the FY2008 adopted budget. The decline is attributable to a downward revision in projected collections for FY2008 and a slumping automobile market.

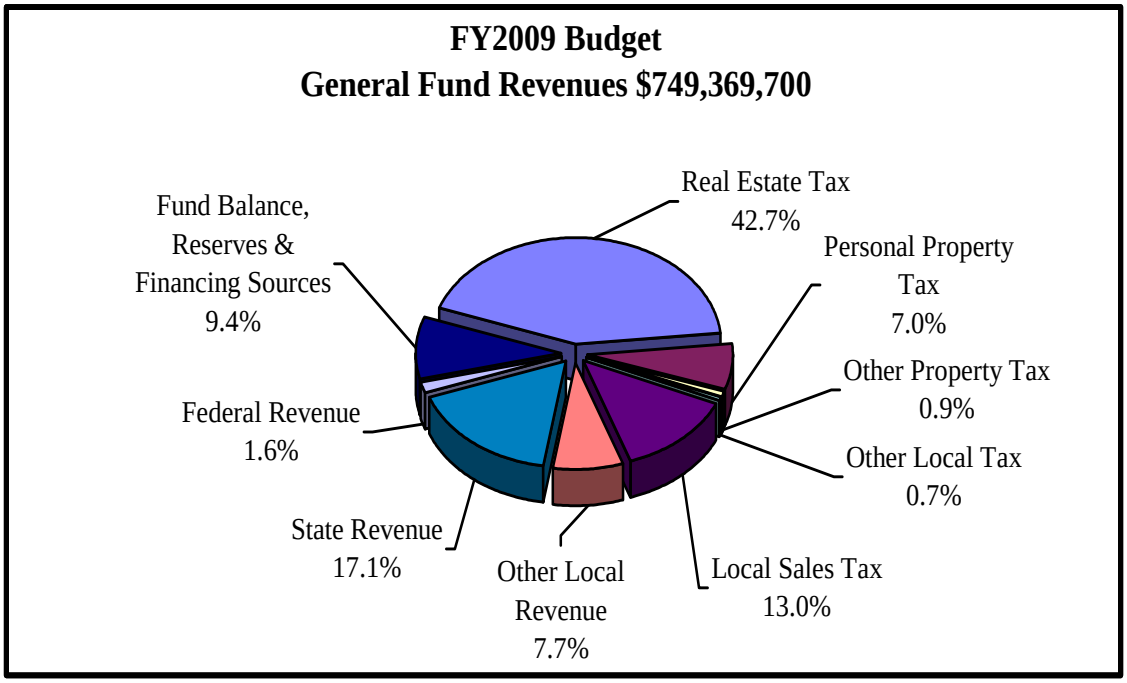
Federal and State

Notable changes in state funding include House Bill 599 that is increasing by $200,000 in FY2009; state sales tax (which is a pass-thru revenue for schools) is decreasing by $328,000; and state reimbursement for social services programs is increasing by $262,800. Federal pass-thru welfare reimbursement for Social Services programs is increasing $161,800 in FY2009.

Other

The service charges revenue category that includes Parks and Recreation fees, client fees charged to MHSS patients, and library fines, is increasing by $1.8 million. An increase of $3.6 million in beginning fund balance is required in order to comply with established policy levels to budget 7.5 percent of general governmental expenditures for undesignated fund balance. The increase in reimbursement from schools for police resource officers and crossing guards, school health nurses, and school grounds maintenance is $1.3 million.

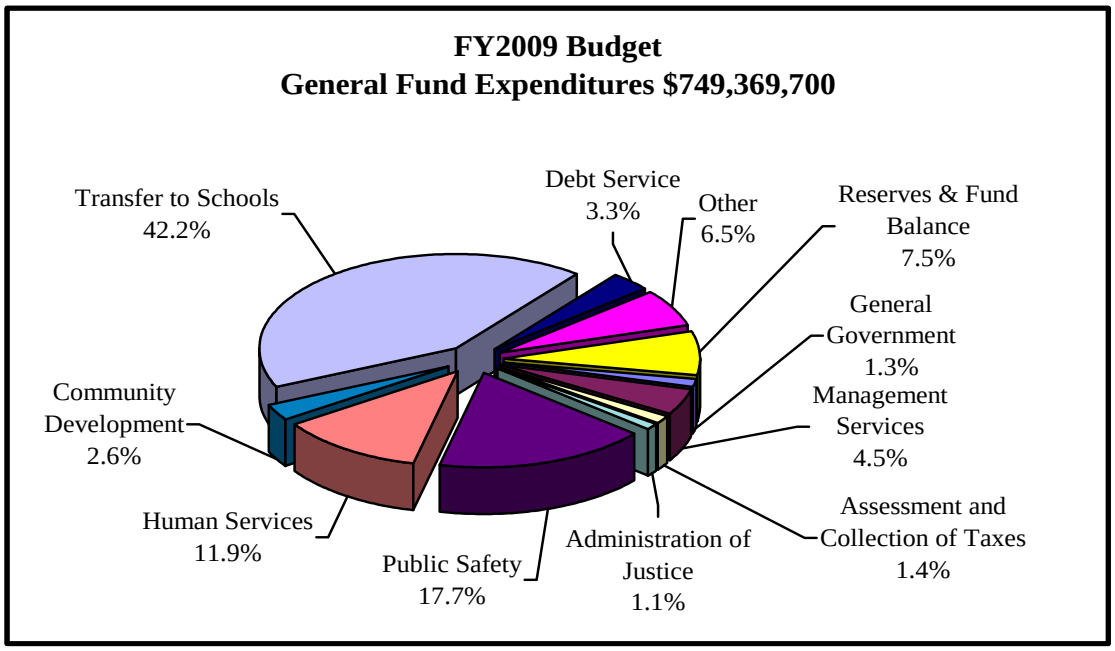
More detailed information on revenues and the economy can be found in the Revenue Analysis section of this document and line item details can be located in the appendix.



General Fund Expenditures

General Fund expenditures are consistent with the county's Strategic Plan. While the FY2009 budget projects slight growth in new revenue, the cost of providing basic services continues to climb. Of the $16 million in new revenue, $3.3 million, excluding salary and benefit increases, has been allocated to public safety. The Police Department is receiving four additional patrol officer positions, as well as four additional school resource officers, at a total cost of $1.1 million. The Fire Department's budget is increasing by $1 million to cover four new positions that will fill daytime hours in the Phillips Fire station, one new position for logistics and support services, advanced life support certification programs, and other base operating cost increases. Increases in regional jail per diem charges total $179,000; and the Sheriff's budget reflects an increase of $175,500 for operating cost increases associated with the new jail and court security system.

Maintaining a highly qualified work force is a priority of this plan, more so than increasing staffing levels for needed public safety and other positions. It is becoming more and more difficult to recruit and retain the dedicated employees needed to ensure success at enhancing the quality of life for residents. The county's unemployment rate continues to be extremely low--less than state and the Richmond MSA-- and as in many organizations in both the public and private sectors, it is increasingly difficult to recruit and retain highly qualified talent. Employee turnover rates have averaged 9.5 percent over the past two years, up from an average of 7.6 percent in the two prior years. This rate of separations results in increased costs for recruitment and training and negatively impacts the ability to get the job done. When crucial positions remain vacant, or skills that are developed over years of service with the county are lost to competing employers, the ability to deliver services efficiently suffers.



To address this, the budget includes an additional $11.8 million for employee benefits including a 4 percent performance-based merit increase for eligible county employees, increases in healthcare rates, employee pension plans, the balance of the performance-based merit increase that was approved in FY2008, and provides an additional 1.25 percent increase for compensation adjustments in positions farthest from market, where salary compression exists and those positions most difficult to fill. Within this $11.8 million there is an increase of $3.1 million to fully fund the retiree health care liability and an increase of $1.3 million to fund last year's decision to

offer an enhanced retirement benefit package specifically for sworn public safety employees through the Virginia Retirement System.

Adjustments in the Human Services division that will enhance residents' quality of life include a $178,000 increase in the Health department co-op budget and a $125,100 increase in the Parks and Recreation's budget for Henricus operating costs and the maintenance of new sites. The Library budget is increasing $132,600 for the opening of Meadowdale Library and other operating costs. The general fund contribution in the Comprehensive Services Act budget is increasing by $278,700 for the county's share of anticipated growth in the number of program participants, contracted services and newly prescribed CSA service guidelines. The general fund budget for the Dual Treatment Track grant is increasing by $258,000 as grant funding has been exhausted.

Other notable highlights of the FY2009 budget include an increase of $2.55 million in ending general fund balance in order to comply with the county's established financial policies. The Information System Technology department budget includes $133,000 to cover operating costs to provide recovery services in the event of a disaster, hardware and software support service costs, and backup Internet-provider services.

Capital Improvement Program

The Capital Improvement Program (CIP) serves as a planning tool for the efficient, effective, and equitable distribution of public improvements throughout the county. The Approved FY2009-2014 CIP totals $818.1 million and is comprised of county improvements of $333.0 million, School Board improvements of $254.7 million and Utilities Department improvements of $230.4 million. The projects detailed in the CIP section of this document will address critical capital facility demands while adhering to established financial management policies.

This year's CIP includes projects to be financed with bonds approved in the 2004 referendum. The fifth of seven series of general obligation bonds is planned to be sold in 2009 and the projects to be financed by that sale are reflected in the current capital plan. The remaining series of bonds from the 2004 referendum are planned to be sold annually through 2011, and staff will keep open the option to accelerate bond sales when pricing in the construction and bond markets will result in financial savings. Included in the FY2009 plan are projects that will advance the Ettrick-Matoaca library renovations, the new Reams-Gordon library that is scheduled to open in FY2010 and the new Robious Road area library. Funding in FY2009 is also planned for public safety projects such as the Courthouse Road/Rt. 288 fire station, the Harrowgate Road fire station and the Enon Public Safety Training Center. Funding in FY2009 for Parks projects will advance work at the Irvin G. Horner Park and Spring Run neighborhood Athletic Park, as well as miscellaneous improvements to fencing, lighting, playgrounds and tennis courts at park and school facilities.

While the Virginia Department of Transportation is responsible for building and maintaining county roads, a lack of adequate funding by the state has placed the county, along with many other Virginia localities, in the extremely difficult position of having to identify feasible remedies to those funding shortfalls. The county has identified $1.0 billion in existing road needs, yet the amount of state funding currently provided to the county will only improve one mile of secondary road annually. Accordingly, significant funding for county road needs is included in this CIP, using a variety of local funding options. A total of $126,486,000, or 38.0 percent of the total six year plan for county projects, is dedicated to local transportation needs. Funding for the road program is comprised of $17.7 million in bonds from the 2004 referendum, $66 million in real estate and BPOL tax backed bonds, $22 million in anticipated state and federal funding for the Meadowville interchange, $11.5 million in cash proffers, $6.3 million from the general fund capital project reserve and $3 million in impact fees.

Each year, staff reviews project costs for accuracy, and updates cost estimates, based on current market conditions and projected materials costs, bid activity and discussions with professional cost estimators. Construction costs continue to increase, albeit at a slower pace over the past 6-8 months. In addition, significant construction planned at Fort Lee, due to the federal Base Realignment and Closure initiative, is expected to put significant upward pressure on construction labor costs by absorbing the eligible pool of qualified workers. As a result, construction costs for a significant number of projects included in this Capital Improvement Program have been increased over last year's funding levels.

The School Board approved its 2009-2014 Capital Improvement Program. The projects included in the Schools Capital Improvement Plan continue with the major maintenance and technology improvements as well as renovations and additions already planned in the FY2008-FY20012 CIP. Also included is the final allocation of funding needed for the new Clover Hill High School (tentatively scheduled to open in the fall of 2010), as well as a new Bermuda High School and one new elementary school.

The Utilities Department capital improvement program includes funding for major improvements at the wastewater treatment plants, and contributes funds to the City of Richmond's water treatment facilities that serve Chesterfield customers. Construction is currently underway for the water utility infrastructure necessary to address growth in the western corridor of the county. The majority of the costs for projects in the Utilities CIP occurs over the next two years and exceeds the department's projected cash flow capabilities during that short time period. In order to complete the projects when they are needed, the department anticipates selling approximately $45 million in revenue bonds during FY2009. Projected revenues will be sufficient to cover debt service expenses.

School Funds

The School Board approved the School's Financial Plan for FY2009 totaling $638.1 million on April 22, 2008. The FY2009 total school operating budget represents an increase of $27.2 million or 4.5 percent over the FY2008 adopted budget. Student enrollment is estimated at 59,338, an increase of approximately 933 students over the actual September 30, 2007 membership of 58,405. State funding represents 42 percent of the total revenue in FY2009. The FY2009 budget includes a transfer from the county general fund of $316.6 million. The county's transfer to schools includes recurring property tax revenues of $260.2 million, an increase of $2.3 million or 0.9 percent over FY2008; state sales tax revenue of $52.3 million, a $0.3 million reduction or 0.6 percent decrease from FY2008; and a $4.2 million or 50 percent decrease in the use of one-time funds from prior year school savings. The $2.2 million or (0.7) percent total decrease in the county's transfer is directly impacted by declines in state sales tax and one-time revenues.

The FY2009 school budget dedicates $19.9 million to complete the third year of a salary plan that equates to a four percent salary increase for all employees, with additional adjustments for selected areas. Teachers not at the top of the scale will receive pay increases ranging from 4.1 percent 8.1 percent. Providing materials and staffing for student growth is budgeted at $1.3 million and the cost of opening two new middle schools is budgeted at $2.6 million. Special populations, textbook adoptions, and advanced placement classes will cost $4.5 million; debt service is anticipated to increase $1.5 million; while operations and maintenance expenses are estimated to increase by $3.4 million. Charges for services provided by the county for school resource officers, school health nurses, and other services are increasing by $3.0 million and the budget includes four new resource officers and two new school health nurses. These increases are offset by reductions in the cost of VRS retirement benefits of $2 million, salary savings of $1.8 million due to resignations and retirements, and a $4.6 million decrease in the FY2009 transfer to the school capital improvement program.

Members of the Board of Supervisors

This document contains a synopsis of the school board's approved budget. Additional details about the School budget are contained in the School Board's FY2009-FY2010 Financial Plan.

Chesterfield County, Virginia – Total School Budget for the FY2009 and FY2010 Biennium

	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	Change FY2008 to FY2009
Schools Total Budget	$610,859,800	$638,088,700	$643,486,800	$27,228,900
Appomattox Governor's School	4,965,000	5,013,500	5,013,500	48,500

Summary

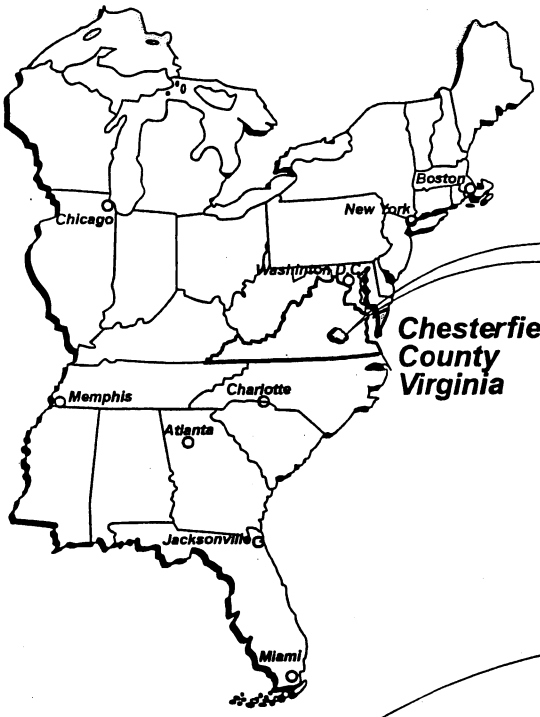
I would like to thank those involved for the many hours of hard work and contributions in developing this budget. The budget represents the best effort to strike a delicate balance that considers available funding levels and the diversified array of services offered to residents and businesses along with a recognition of the importance of employee recruitment and retention. The budget also reflects the first efforts of the new Board of Supervisors to comprehensively re-evaluate priorities and budget allocations. I am confident we will continue to find ways to satisfy the most important of priorities, while looking for ways to continually improve on what we do.

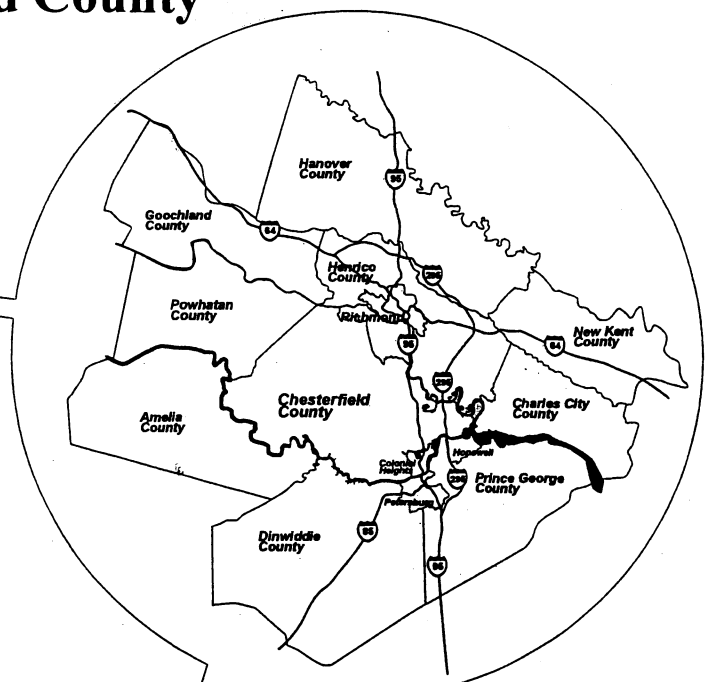
Through these efforts, we will fulfill our mission statement: PROVIDING A **FIRST CHOICE** COMMUNITY THROUGH EXCELLENCE IN PUBLIC SERVICE.

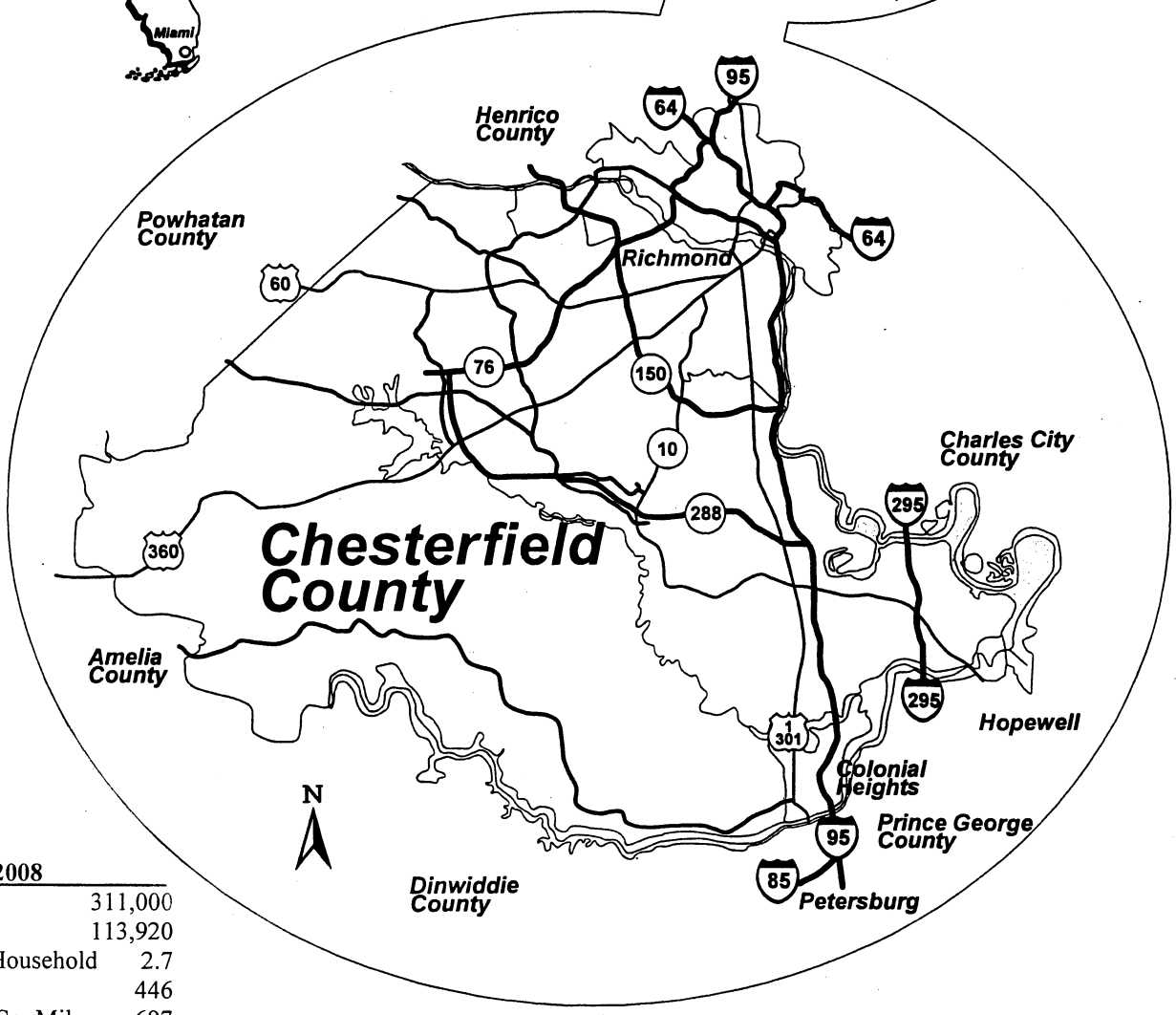
Sincerely,

James J. L. Stegmaier
County Administrator

Geography/Demographics Of Chesterfield County







As of January 1, 2008	
Population:	311,000
Households:	113,920
Avg. Persons per Household	2.7
Square Miles:	446
Avg. Persons Per Sq. Mile:	697

Source:
Chesterfield County Planning Department

EARLY HISTORY OF CHESTERFIELD COUNTY

In 1870, the first action of the first Chesterfield County Board of Supervisors was to direct a seal to be created,

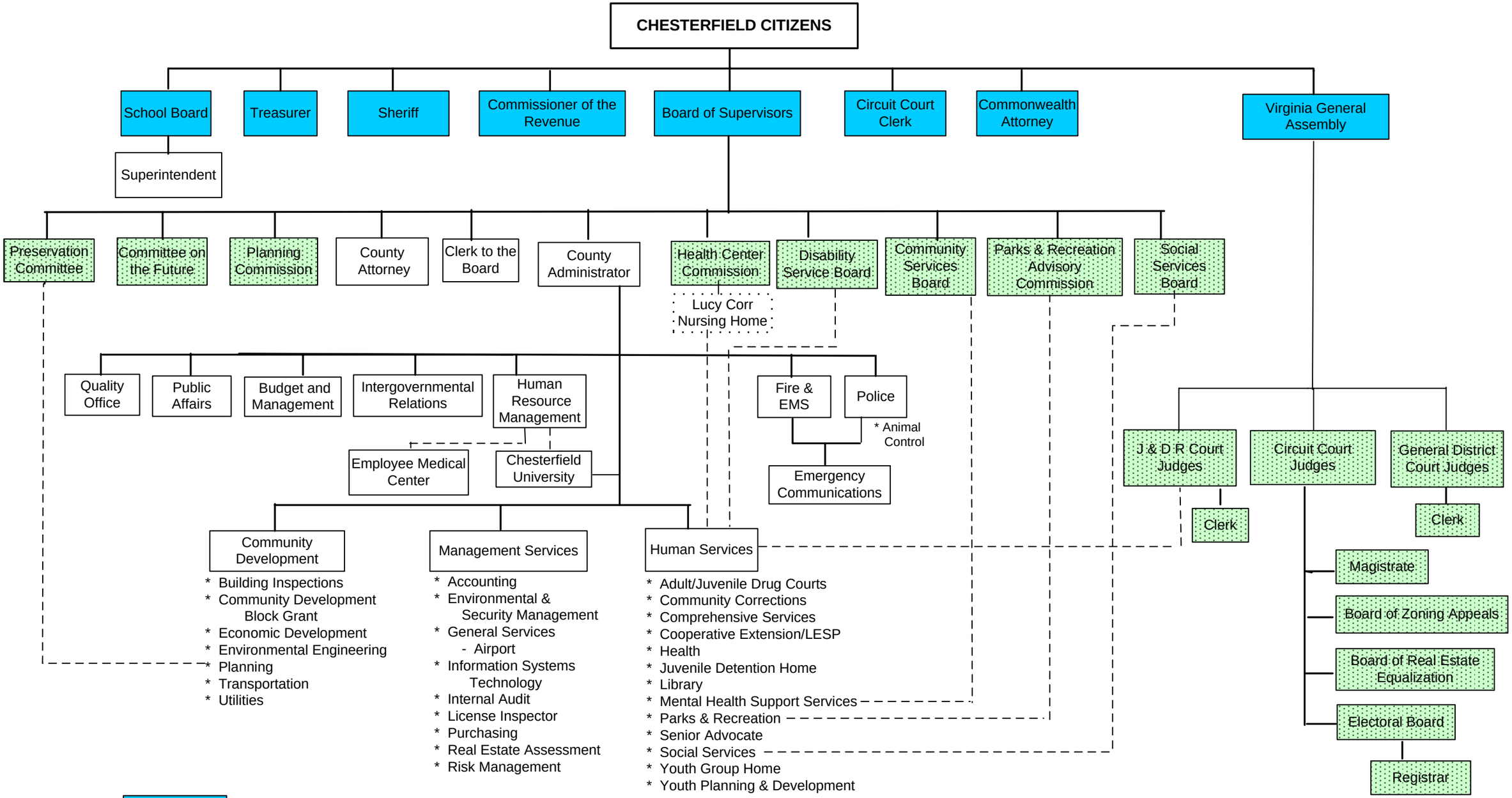
> "to wit: a coal miner leaning on his pick under a pine tree with a flowing river at his feet."

This seal of Chesterfield County pays tribute to the French Huguenot settlers who accidentally discovered very rich coal outcroppings on the banks of the James River near Manakin Town in the early 1700s.

While the first coal mined in Chesterfield County was for home or local use, there is a record of coal being mined in 1709 in Midlothian and sent elsewhere in the United States for use. This is the first record of any commercial mining in America. The will of Hannah Brumall Tulitt records that she left land at the coal pit on the headwaters of Falling Creek to the children of her brother, John Brumall. Other families began discovering coal on their land, and the search for coal quickly expanded to the underground mining of coal.

As a result of the commercialization of the Midlothian coal mines, other "firsts" occurred: Midlothian Turnpike, then known as the Manchester or Buckingham Road, was built in 1807 as the first toll road in Virginia. In 1831, the first railroad in the area, the Midlothian to Manchester Railroad, was built from the mines to the James River so coal could be loaded on ships to be sent to New York, Philadelphia and other northern cities.

Coal mining operations continued through the Civil War, when coal was used in cannon casting at the Tredegar Iron Works in Richmond and the Bellona Arsenal on Old Gun Road. Thomas Jefferson, while he was President of the United States, ordered coal from the Black Heath Pits for use at the White House, and surely was Chesterfield's most prestigious customer.



January 2008

Chesterfield County again recognized as “One of the 100 Best Communities in America for Young People”

America’s Promise—The Alliance for Youth, has announced that Chesterfield County has been selected for the third consecutive time as one of the 100 Best Communities in America for Young People. The award is based on extensive analysis of the ways in which communities deliver on what the organization, founded by Gen. Colin Powell, calls “The Five Promises.”

The county’s delivery of these promises: caring adults, safe places, a healthy start, an effective education and opportunities to help others, were measured by statistical reporting, testimonials by youths and those who work with them, community input and other data.

“Our young people have always been a priority for Chesterfield County, and on behalf of the Board of Supervisors, I want to thank the many people in county government, the schools and the community at large who work so hard to provide such an outstanding quality of life,” said Board of Supervisors Chairman Art Warren.

Chesterfield County's Strategic Plan

If we do not know where we are going, any road will lead us there. But Chesterfield County knows where it is headed - - - toward world-class quality. And the road to quality and success requires that Chesterfield County have a **Strategic Plan**.

In 1997 a rigorous process was undertaken to develop a countywide strategic plan. It was discovered that there were 54 different strategic plans developed throughout the county by various departments and committees - - - all in their own way trying to guide the county's decisions and resource allocations. The process began by forming a cross-functional team of employees to review all 54 plans and search for common themes, customers and concerns. Then an analysis was completed to determine the county's strengths, weaknesses, opportunities and threats.

Next, the county's "key customers" and a list of services provided were identified. To provide world class service, knowledge of customers and services provided is essential.

Next, the components of our Strategic Plan were identified.

Components of Chesterfield's Strategic Plan

The top three components - - **Vision, Mission and Guiding Principles and Values** - - provide an overarching framework for the Strategic Plan.

VISION

Our vision is to be the recognized leader in government, the standard by which others measure their progress and success. Every employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity. Every resident takes pride in knowing that the county provides the best customer service and quality of life available in any American community.

MISSION

Providing a FIRST CHOICE community through excellence in public service.

GUIDING PRINCIPLES AND VALUES

County employees and residents are shareholders in the county's future and share a commitment to fairness, integrity, diversity, and fiscal accountability. As models for excellence, county leaders and employees uphold the following values in the operation of local government:

Customer Focus
Ethical Behavior
Teamwork
Leadership
Continuous Improvement
Open Communications
Employee Involvement
Progressive Thinking
Data-Driven Decisions

The county's Leadership Group actively and regularly works to refine and revalidate Chesterfield's strategic goals and conduct a thorough review of all objectives and performance measures. This extensive review is conducted every four years to determine if the existing strategic plan, objectives and performance measures are logically sound. A comprehensive environmental scan is conducted to analyze and articulate the issues and trends that will have a major impact on the County and its customers over the next three to five years *(economic, competitive, regulatory, societal, political, demographic).* Next a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis is conducted. Information from various survey instruments (Customer Satisfaction Survey, Business Climate Survey, Organizational Climate Assessment) is reviewed and analyzed.

If necessary, the plan and measures are redefined and goals and objectives are realigned. The county's most recent re-validation process was completed during FY2005, and the Strategic Plan for FY2006-FY2010 has been published. The next re-validation process for FY20011-FY2015 is due to begin in the last quarter of FY2008.

Currently, Chesterfield County has a total of seven countywide **strategic goals**. During the revalidation process that was completed during FY2005, what was previously Goal # 5 (To Be a Unifying Leader of Local Government) was incorporated into Goal # 1 (To Be Exemplary Stewards of the Public Trust and Model for Excellence in Government). There are currently 17 sub-goals to more specifically define our direction around the goals, as well as a new set of **objectives** developed for each of the strategic goals to determine our success in reaching them. As departments work to develop their departmental performance plans, this Strategic Plan is used for direction and focus.

Our Strategic Goals, Sub-Goals and Objectives
Fiscal Years 2006 - 2010

Goal 1: To be exemplary stewards of the public trust and a model for excellence in government

Key Target: *General Obligation Bond Rating*

Sub-Goal 1.1 *Through proactive leadership, ensure that financial planning addresses operational and strategic needs at the least cost to taxpayers*

Objective 1.1.1 Continue to promote financial integrity and financial stability and ensure an excellent return on financial resources

Objective 1.1.2 Assess residents' and county employees' perceptions of county leadership every two years

Sub-Goal 1.2 *Use regional approaches to provide cost-effective services*

Objective 1.2.1 Through regional approaches, continue to provide citizens access to a variety of services and opportunities

Sub-Goal 1.3 *Embody the highest ethical practices and continually promote quality values and creative approaches to business practices*

Objective 1.3.1 Continue to promote innovative programs and increase awareness of ethical practices and quality values

Goal 2: To provide world-class customer service

Key Target: *Citizens' Rating of Customer Service*

Sub-Goal 2.1 *Provide world-class services to all Chesterfield County residents and visitors*

Objective 2.1.1 Maintain and continuously improve a customer service plan that provides world-class services for all Chesterfield County residents

Objective 2.1.2 Continuously improve customer service delivery

Sub-Goal 2.2 *Promote community understanding of county issues by providing information, effective means and opportunities for community input and involvement*

Objective 2.2.1 Continuously coordinate an effective, comprehensive communications approach with residents

Goal 3: To be known for extraordinary quality of life

Key Target: *Citizens' Rating of Quality of Life*

Sub-Goal 3.1 *Bolster community pride through planning and investment*

Objective 3.1.1 Enhance and sustain all of the county's 25 communities

Objective 3.1.2 Balance growth through orderly development that is consistent with the Comprehensive Plan

Objective 3.1.3 Expand historical and cultural resources to all residents

Sub-Goal 3.2 *Provide county services for the health and welfare of all residents*

Objective 3.2.1 Continually improve the effectiveness of services for the health and welfare of all county residents

Sub-Goal 3.3 *Establish and foster public education for lifelong learning*

Objective 3.3.1 Expand lifelong learning through educational, recreational and cultural opportunities

Goal 4: To be the safest and most secure community

Key Target: *Citizens' Perception of Safety*

Sub-Goal 4.1 *Ensure a well-coordinated system that provides maximum protection of lives and property*

Objective 4.1.1 Reduce criminal activity

Objective 4.1.2 Improve traffic safety by reducing deaths and injuries

Objective 4.1.3 Decrease injuries and the loss of life and property

Objective 4.1.4 Increase public awareness and participation in the public safety system

Sub-Goal 4.2 *Contribute to a well-coordinated criminal-justice system that is tough on crime*

Objective 4.2.1 Provide an effective criminal justice system that is tough on crime

Objective 4.2.2 Increase the percentage of cases closed by arrest

Sub-Goal 4.3 *Provide expeditious priority response to emergencies and disasters*

Objective 4.3.1 Provide quality access for reporting all crimes and emergencies

Objective 4.3.2 Respond consistently to all priority calls as defined by department response time standards

Objective 4.3.3 Plan, prepare, mitigate and respond effectively and timely to emergencies and disasters

Goal 5: To be the employer of choice

Key Target: *Employee Satisfaction Index from Organizational Climate Assessment*

Sub-Goal 5.1 *Attract a diverse and well qualified applicant pool*

Objective 5.1.1 Develop and implement a countywide recruitment plan with coordinated outreach efforts, targeted advertising and specialized job fairs

Objective 5.1.2 Ensure competitive salary ranges and benefits that attract well qualified applicants

Sub-Goal 5.2 *Retain a diverse high performing work force by creating a superior work environment that promotes effective leadership, teamwork, innovation and employee well being*

Objective 5.2.1 Provide opportunities for continuous employee development through learning, talent management and career development

Objective 5.2.2 Maintain a positive work environment focused on improving employee satisfaction and well being

Objective 5.2.3 Provide a competitive total rewards package annually

Objective 5.2.4 Implement a countywide Equal Employment Opportunity Plan that includes opportunities for celebration, education and recognition of diversity within the work force

Goal 6: To be the FIRST CHOICE business community

Key Target: *Business Satisfaction Index Rate*

Sub-Goal 6.1 *Continually improve departmental and cross-departmental processes that encourage capital investment in the county by current and prospective businesses*

Objective 6.1.1 Improve and make more competitive the regulations, taxation and communication tools that attract and retain businesses

Sub-Goal 6.2 *Maintain a ratio of commercial/industrial tax base to residential tax base in the range of 20 percent to 25 percent*

Objective 6.2.1 Increase the quantity and quality of jobs each year

Objective 6.2.2 Increase real property investment from business by more than $200 million yearly and by $900 million over the next four years

Goal 7: To be responsible protectors of the environment

Key Target: *Citizens' Environmental Satisfaction Rating*

Sub-Goal 7.1 *Assess and improve county processes and technologies to reduce adverse environmental impacts and to meet or exceed compliance with environmental regulations*

Objective 7.1.1 Maintain compliance with environmental regulations and permits

Objective 7.1.2 Expand the Environmental Management System countywide based on the ISO 14001 standard

Sub-Goal 7.2 *Foster and promote policies and procedures for the maintenance, protection and improvement of the environment in established and newly developed areas of the county*

Objective 7.2.1 Ensure that environmental concerns are addressed in all relevant county policies and plans

Objective 7.2.2 Maintain compliance with federal, state and local environmental laws for land disturbance, surface water and waste disposal

With the major elements of the strategic plan in place (**vision**, **mission**, **guiding principles**, **goals** and **objectives**), the next critical component of the Strategic Plan is the establishment of **performance measures** that provide information regarding how well we accomplish our objectives and associated goals. The county has a strategic plan sub-group tasked with reviewing and analyzing our strategic plan performance measures. From the sub-group we've developed a Measurement Alignment Tool to capture performance measures. The measures have been grouped into three categories, lead, lag, and key targets, incorporating the four categories of the Balanced Scorecard and the 6 areas in category 7 of the Baldrige criteria. We presently have 24 strategic measures and 7 key measures. This will ensure that the county's balanced approach for its customers, business processes, finance and employee development will provide cause and effect relationships for our measures to facilitate a good systematic approach for improvement. The 7 key measures represent each of the 7 strategic goals, provide a snapshot of the county's progress, and identify areas of opportunity for further improvement. Once performance measures have been established, **targets and comparisons** are instituted for each measure**.** Additionally, we have developed an Executive Scorecard which includes these 24 lag measures, the 7 key target measures and 3 measures from our QUICK Report.

Wherever possible, at least five years of **benchmark** data from at least three organizations is compared and evaluated. For comparative purposes, benchmark jurisdictions have similar populations, service areas and costs of living to Chesterfield County. The final component of the strategic plan includes those **action plans**, **initiatives, activities, projects** and **programs** that are being conducted throughout the county to help achieve the objectives.

Following is a list of the Leadership Group's Top 7 Key Measures and the status of results for the year ended June 30, 2007.

LEADERSHIP GROUP'S TOP 7 KEY TARGETS

Key Measure	Title
1	General Obligation Bond Rating
2	Citizens' Rating of Customer Service
3	Citizens' Rating of Quality of Life
4	Citizens' Perceptions of Safety
5	Employee Satisfaction Index from Organizational Climate Assessment
6	Business Satisfaction Index Rate
7	Citizens' Environmental Satisfaction Rating

STRATEGIC GOAL 1	TO BE EXEMPLARY STEWARDS OF THE PUBLIC TRUST AND A MODEL FOR EXCELLENCE IN GOVERNMENT
KEY TARGET	General Obligation Bond Rating

General Obligation Bond Rating

Contact: Director of Budget and Management Department, (804) 748-1548

Definition: The General Obligation Bond Ratings from Fitch Ratings (Fitch), Moody's Investors Service (Moody's), and Standard & Poor's (S&P). This information reflects the ratings of general obligation bonds, new and outstanding issues, but does not imply the locality sold bonds in each of the reported years.

Results:

	Rating Agencies	FY03	FY04	FY05	FY06	FY07
Chesterfield	S&P	AAA	AAA	AAA	AAA	AAA
	Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
	Fitch	AAA	AAA	AAA	AAA	AAA
Henrico	S&P	AAA	AAA	AAA	AAA	AAA
	Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
	Fitch	AAA	AAA	AAA	AAA	AAA
Prince William	S&P	-	-	-	-	-
	Moody's	Aa1	Aa1	Aa1	Aa1	Aa1
	Fitch	AA+	AA+	AA+	AAA	AAA
City of Chesapeake	S&P	AA	AA	AA	AA	AA
	Moody's	Aa2	Aa2	Aa2	Aa2	Aa2
	Fitch	-	-	-	-	-

Target for 2008: Continued AAA General Obligation Bond Ratings from all three rating agencies.

STRATEGIC GOAL 2	TO PROVIDE WORLD-CLASS CUSTOMER SERVICE
KEY TARGET	Citizens' Rating of Customer Service

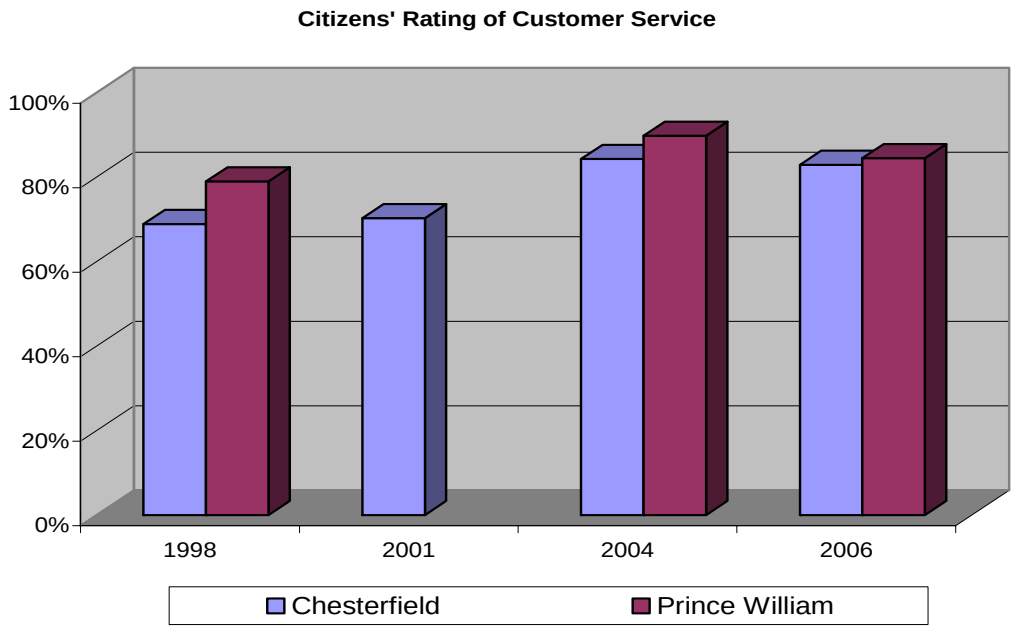
Citizens' Rating of Customer Service

Contact: Total Quality Coordinator – County Administration, (804) 751-4987

Definition: The Chesterfield County Citizen Satisfaction Survey is conducted every two (2) years. On our bi-annual survey we ask our residents their overall satisfaction with the customer service provided by Chesterfield County.

Results:

Survey Year	Citizen Satisfaction Index
1998	68.9
2001	70.3
2004	84.3
2006	82.9



Target for 2008: 89 on a 100-point scale.

STRATEGIC GOAL 3	TO BE KNOWN FOR EXTRAORDINARY QUALITY OF LIFE
KEY TARGET	Citizens' Rating of Quality of Life

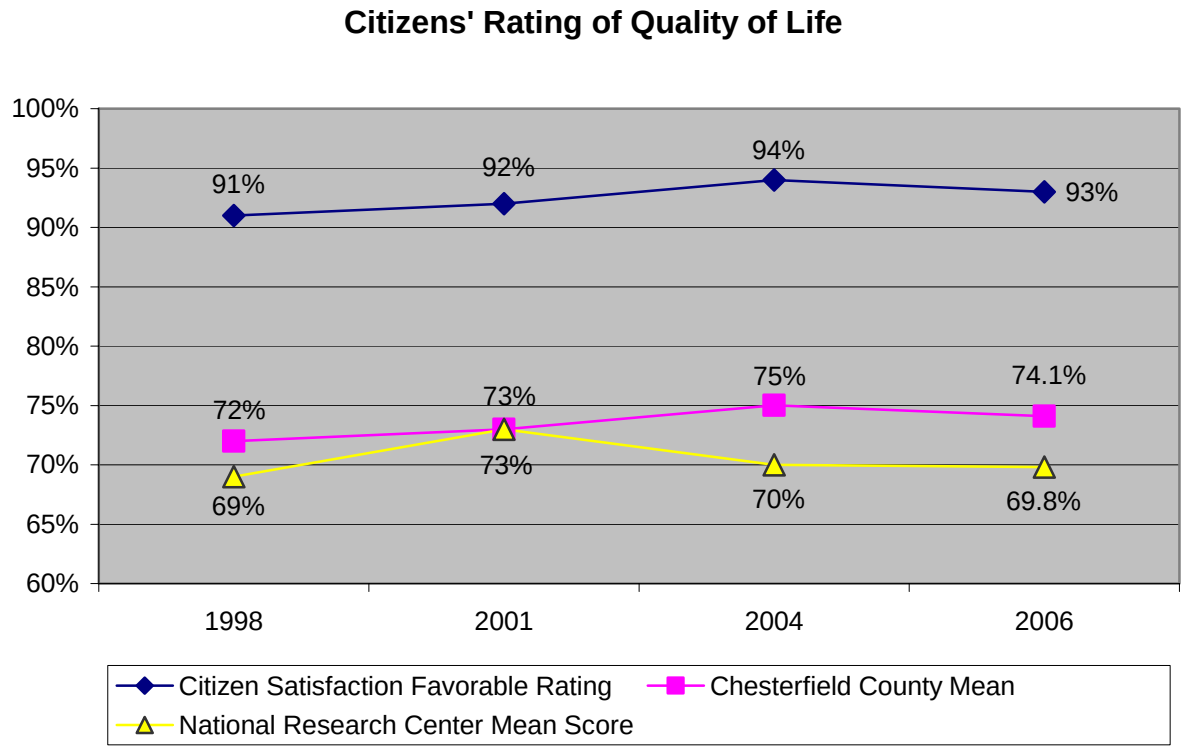
Citizens' Rating Of Quality Of Life

Contact: Total Quality Coordinator – County Administration, (804) 751-4987

Definition: This performance measure reflects the responses to question No. 1 (How would you rate the overall "Quality of Life" in Chesterfield County?) on the Chesterfield County Citizen Satisfaction Survey.

Results:

Calendar Year	Citizens' Rating Of Quality Of Life
1998	91% Favorable Rating
2001	92% Favorable Rating
2004	94% Favorable Rating
2006	93% Favorable Rating



Target for 2008: 95% favorable.

Benchmark Data: Chesterfield County ranked 87th out of 196 jurisdictions nationally for this question and is considered "Above the National Norm." This data was provided by the National Research Center for 2006.

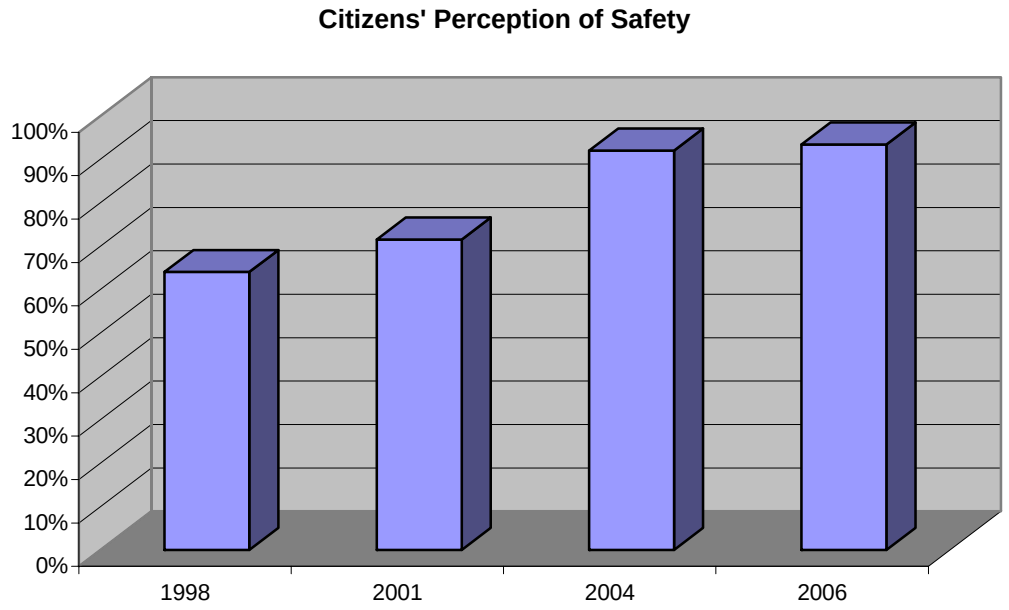
STRATEGIC GOAL 4	TO BE THE SAFEST AND MOST SECURE COMMUNITY
KEY TARGET	Citizens' Perception of Safety

Citizens' Perceptions of Safety

Contact: Total Quality Coordinator – County Administration, (804) 751-4987

Definition: There are six questions on Chesterfield County's bi-annual Citizen Satisfaction Survey that address the issue of citizens' perceptions of safety. The questions are: How safe (free from crime) do you feel in each of the following areas of the county - your home; your neighborhood/community; county parks; shopping areas; schools; and roads while you travel?

Survey Year	Citizens' Perception of Safety
1998	64.0%
2001	71.5%
2004	92.0%
2006	93.4%



Target for 2008: Maintain/improve ratings above the local government norm.

Benchmark Data: This measure is an index of six questions from the bi-annual Citizen Survey and as an index cannot be benchmarked; however each question can be benchmarked. Overall residents feel very safe in their neighborhoods.

STRATEGIC GOAL 5	TO BE THE EMPLOYER OF CHOICE
KEY TARGET	Employee Satisfaction Index

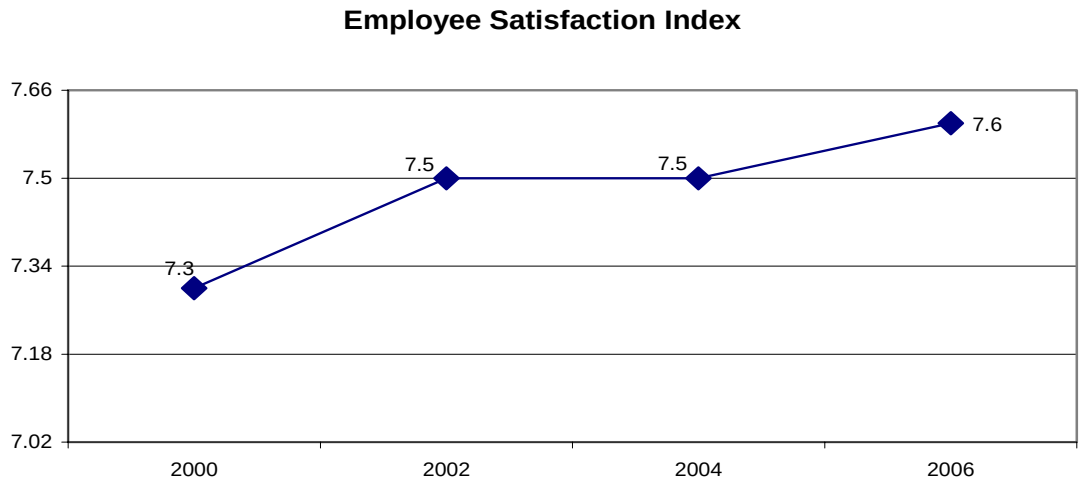
Employee Satisfaction Index

Contact: Sr. Employee Relations Analyst – HRM Dept., (804) 768-7406

Definition: Aggregate score of the section entitled, "Work Environment" on the Organizational Climate Assessment.

Results: The first Organizational Climate Assessment (OCA) was completed in December 2000. Surveys were administered by department. About 2,400 employees participated in the survey that established the Employee Satisfaction Index (E.S.I.). The second OCA was completed in December 2002 with almost 2,500 employees participating. In 2006, there were 2,688 full-time and part-time employees that completed the survey, totaling approximately 69% of the workforce.

Calendar Year	Aggregate Score (or Satisfaction Index)
2000	7.3
2002	7.5
2004	7.5
2006	7.6



Target for 2008: Increase E.S.I. to 8.0 on a scale of 1 – 10.

Benchmark Data: The 2006 assessment results indicate that County employees rated their organizational climate higher than the national norm. The County's overall percent favorable rating, on the benchmarked questions, was 69% compared to 62% for the U.S. national norm. All categories but one rated higher than the national norm.

STRATEGIC GOAL 6	TO BE THE FIRST CHOICE BUSINESS COMMUNITY
KEY TARGET	Business Satisfaction Rating

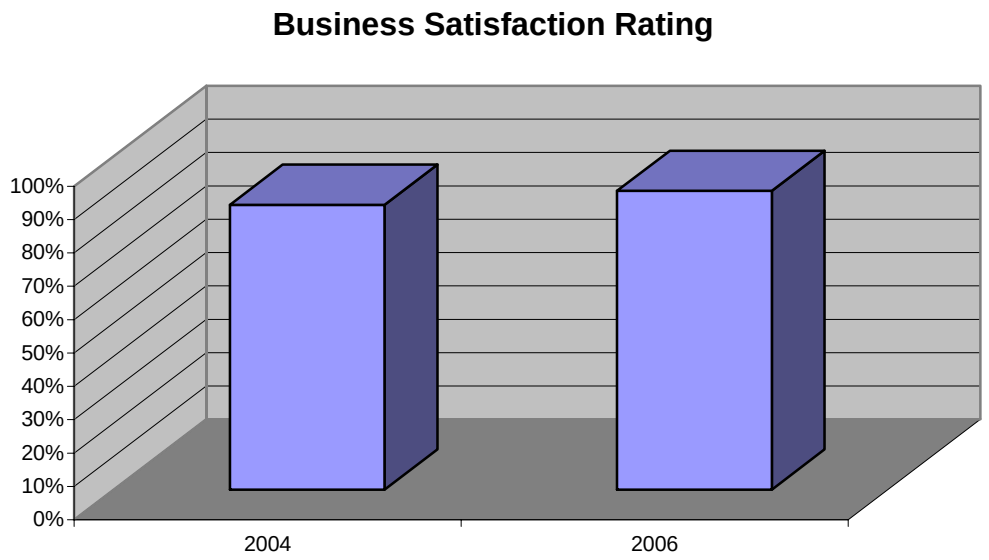
Business Satisfaction Rating

Contact: Total Quality Coordinator – County Administration, (804) 751-4987

Definition: This performance measure reflects the response to question Number 1 (Which of the following describes your satisfaction with the local "Business Climate" in Chesterfield County) on the Chesterfield County Business Climate Survey.

Results: The first Business Climate Survey was conducted July 2004. A second survey was conducted in June 2006. The results for this question are reflected below.

Survey Year	Percent Favorable
2004	85.4%
2006	89.6%



Target for 2008: Increase the favorable rating to 90% or higher.

Benchmark Data: Currently there is no benchmark data available, and the county lacks three cycles of performance to identify trends.

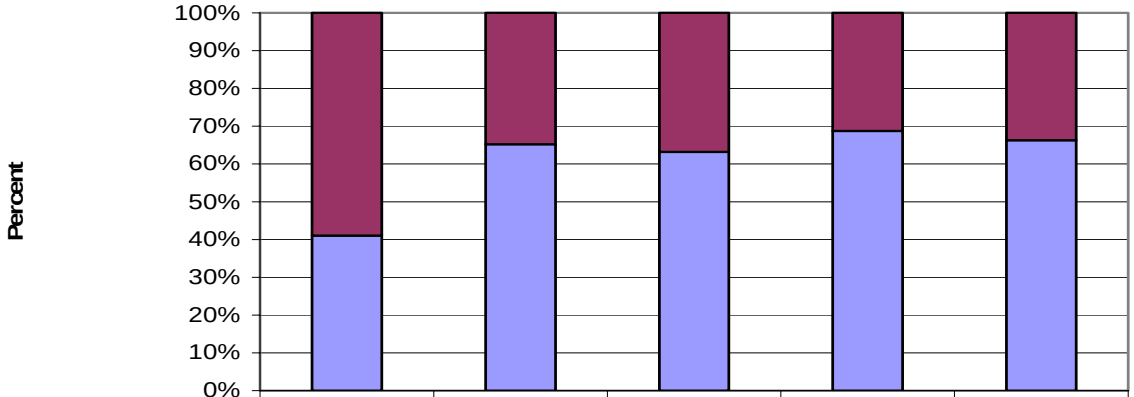
STRATEGIC GOAL 7	TO BE THE RESPONSIBLE PROTECTORS OF THE ENVIRONMENT
KEY TARGET	Citizens' Environmental Satisfaction Rating

Citizens' Environmental Satisfaction Rating

Contact: Environmental Management Office – County Administration, (804) 706-2074

Definition: We ask our residents to rate their overall satisfaction with the preservation and protection of the environment in Chesterfield County.

Results:



	1986	1998	2001	2004	2006
Fair/Poor	59.00%	34.80%	36.80%	31.20%	33.70%
Excellent/Good	41.00%	65.20%	63.20%	68.70%	66.30%

Target for 2008: 69% favorable rating

Benchmark Data: Currently there is no benchmark data available.

During FY2008 Chesterfield County will conduct the Citizen Satisfaction Survey, which will provide new data for three key measures related to citizens' perceptions on quality of life issues. The county will also conduct the Organizational Climate Assessment in FY2008, which will provide new data for the work environment measure by establishing a revised employee satisfaction index.

What's Next?

Chesterfield County continues to focus on coordinating countywide measures throughout the organization. Where there used to be 54 different strategic plans, there now exists only one common countywide strategic plan. Each department supports the county plan through their own departmental performance strategies that can then be broken down into smaller work unit measures, all aligned ultimately with one or several countywide strategic goals and sub-goals. Department directors will continue to be challenged to create meaningful measures that are aligned with the county's strategic direction and reviewing them on a regular basis for necessary action.

The strategic plan sub-group will continue to monitor the countywide strategic plan performance measures and reporting to county leadership. It is important for the county to achieve its business results, and to be exemplary stewards of the public trust. Being involved in third party assessments such as the U.S. Senate Productivity and Quality Award process and the National Malcolm Baldrige Program helps to keep the county on track. The county will continue to partner with other localities across Virginia as part of the International City and County Management Association Center for Performance Measures. The county benefits greatly from the opportunities to benchmark on performance levels relative to a wide array of service areas. The county will continue to seek additional benchmark partners for sharing best practices to continue in its commitment to high performance.

Summary

Chesterfield County's strategic plan is a process for ongoing improvement. The plan provides a means to link both individual and departmental performance to the county's overall mission, vision and goals. The strategic plan enhances teamwork and fosters cross-functional cooperation among county departments. The process is efficient and cost effective and greatly enhances the ability to better serve our citizens. As we grow in the strategic planning process, we will involve our citizens in an effort to benefit from their valuable contributions. We will continue to mature in the strategic planning process and move forward to performance excellence.

CHESTERFIELD COUNTY BUDGET PROCESS

The development of Chesterfield County's budget begins each year in October and continues through the final budget adoption in April (see Budget Calendar). The process is designed to incorporate a rigorous internal review of each department's budget and to allocate resources across departmental programs based on a thorough examination of program alternatives and justifications. Each activity funded is reviewed by the county's budget staff, the County Administrator, and the Board of Supervisors.

By March 15, the County Administrator submits a proposed operating budget for the fiscal year commencing July 1st to the Board of Supervisors. This operating budget includes proposed expenditures and the revenue sources needed to finance them. A public hearing and Board of Supervisor constituent meetings are conducted in March and April to inform residents about the proposed budget and to gather taxpayer input to guide spending decisions.

Prior to May 1, the Board of Supervisors makes its final revisions to the proposed budget and adopts the budget by resolution. Funds are appropriated generally by category through the Board of Supervisor's passage of an appropriations resolution. Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles applicable to governmental units. Budgeted amounts reflected in the financial statements are as originally adopted, unless amended by the County Administrator or Board of Supervisors.

Appropriations for the general fund, school fund, internal service funds, and enterprise funds lapse at fiscal year end. Appropriations for capital project funds and grant funds are continued until the completion of the applicable project or grant, even when the project or grant extends beyond the end of the fiscal year.

The County Administrator is authorized to amend appropriations by transferring unencumbered amounts within appropriation categories, and by transferring up to $50,000 between categories. The County Administrator is also authorized to appropriate any unanticipated revenues that are received from insurance recoveries or from reimbursements made to the county for property damage. The County Administrator may appropriate revenues and increase expenditures for funds received by the county from asset forfeitures for operating expenses directly related to drug enforcement. During the fiscal year, the County Administrator may increase the general fund transfer to the school operating fund, contingent upon availability of funding, up to the $9 million which is withheld from the adopted appropriation. Otherwise, amendments that alter the total appropriation of any fund must be approved by the Board of Supervisors.

During the year, the Board of Supervisors may approve amendments to original appropriations, primarily as a result of various federal and state grant awards. Any appropriation during the year that would increase the county's currently adopted total budget by more than one percent can be approved only after holding a public hearing on the proposed amendment. The County Administrator is authorized to reallocate funding sources for capital projects, including bond interest earnings to minimize arbitrage rebates and penalties. The County Administrator is also authorized to transfer among appropriation categories funds associated with implementation of the Comprehensive Services Act for at risk youth and families as well as transfer funds necessary for compliance with the Americans with Disabilities Act.

CHESTERFIELD COUNTY
BUDGET CALENDAR

Budget Calendar - Overview

Oct.	Nov.	Dec.	Jan.	Feb.	March	April

Department Directors develop strategic plans.

Departments prepare budgets based on expenditure targets.

Revenue forecasts developed and revised.

Departments' budgets are reviewed for inclusion in the County Administrator's proposed budget.

Board of Supervisors work sessions are held on proposed budget and revenue forecasts.

Public hearings are held to obtain taxpayer input.

The Board of Supervisors adopts the budget.

CHESTERFIELD COUNTY
BUDGET CALENDAR

Budget Calendar - Monthly Detail

October/November:

- Department directors develop strategic plans, and goals and objectives.
- Budget and Management Department staff formulates preliminary revenue estimates.
- Budget and Management Department staff distributes expenditure targets to departments.

November/December:

- Budget and Management Department staff reviews department budget submissions, strategic plans, and goals and objectives.
- Budget and Management Department staff revises revenue estimates.

December/January:

- The County Administrator reviews department budget submissions to be included in the proposed budget.
- Budget and Management Department staff refines revenue estimates.

February:

- The Board of Supervisors holds a work session to review revenue estimates.
- The Board of Supervisors approves the newspaper advertisements for public hearings on the proposed budget, capital improvement program, and tax rate ordinances.

March:

- A public hearing is held to solicit taxpayer input on the proposed budget.
- Tax rates and all public hearings are advertised in the newspaper.
- The Board of Supervisors holds work sessions to review the County Administrator's proposed budget.

April:

- The Board of Supervisors holds its final work session.
- The Board of Supervisors officially adopts the operating and capital budgets, fixes tax rates, and adopts the appropriations resolution.
- The Board of Supervisors appropriates School funds.

July:

- The new fiscal year commences on July 1st.

FINANCIAL POLICIES

PURPOSE

Promoting financial integrity is an important priority in Chesterfield County. The following financial policies and guidelines establish the framework for the county's overall fiscal planning and management. These broad policies set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The policies help to ensure that the county continues to be an "exemplary steward of the public trust."

BALANCED BUDGET

The provisions of the Code of Virginia shall control the preparation, consideration, adoption and execution of the budget of the county. In addition, the County Charter requires the budget to be balanced. The county's budget is considered balanced if estimated revenues meet planned expenditures.

The county shall prepare and approve a biennial budget. The county will annually adopt and execute a budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. The budget shall control the levy of taxes and the expenditure of money for all county purposes during the ensuing fiscal year.

REVENUE POLICIES

The county will strive to maintain a diversified and stable revenue system to shelter the government from fluctuations in any one, single revenue source and ensure its ability to provide ongoing service.

Fund Balance

The county does not intend to use General Fund equity (Undesignated Fund Balance) to finance current operations. The county's General Fund equity balance has been built over the years to provide the county with sufficient working capital to enable it to finance unforeseen emergencies without borrowing. To conserve General Fund equity and to avoid reliance on this balance, the county will not finance operations from the General Fund equity balance. If such financing becomes necessary, it will be for a period of no longer than two years.

Status: *The county has not used General Fund equity to finance current operations.*

Revenue or Tax Anticipation Notes

The county does not intend to issue tax or revenue anticipation notes to fund government operations. Chesterfield County intends to manage cash in a fashion that will prevent any borrowing to meet working capital needs.

Status: *No Revenue or Tax Anticipation Notes have been issued to fund government operations.*

Bond Anticipation Notes

The county does not intend to issue Bond Anticipation Notes (BANS) for a period of longer than two years. If the county issues a bond anticipation note for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration.

Status: *No Bond Anticipation Notes have been issued for longer than two years or are currently outstanding.*

FINANCIAL POLICIES

Fees and Charges
All fees established by Chesterfield County for licenses, permits, fines, services, applications and other miscellaneous charges shall be set to recover all or a portion of the county's expense in providing the attendant service. These fees shall be reviewed annually.

Status: *Fees for services are reviewed annually. Please refer to the Revenue Analysis section of this document for details on proposed fee adjustments.*

Restricted Revenue
Restricted revenue (such as Medicaid funds or Asset Forfeiture funds) shall only be used for the purpose intended and in a fiscally responsible manner.

Status: *Categorical or restricted revenue is only used for the explicit purpose for which it is received or for which it was implemented.*

Revenue Diversification
Current revenues will fund current expenditures and a diversified and stable revenue system will be maintained to protect programs from short-term fluctuations in any single revenue source.

Status: *The county's revenue base is diversified and stable. Please refer to the Revenue section of this document for details regarding the county's revenue sources.*

Revenue Collection
The county shall strive to achieve an overall property tax collection rate of 100 %.

Status: *The property tax collection rate for FY 2007 was 95.9 % of the total tax levy and is expected to remain at least at this level for the biennium.*

Use of One-time Revenue / One-time Expenditure Savings
The use of one-time revenues and one-time expenditure savings will be used for non-recurring expenditures.

Status: *One-time revenues and one-time expenditure savings are only used for non-recurring expenditures and can be appropriated for this use in either the current fiscal year or subsequent fiscal years.*

OPERATING BUDGET POLICIES

Fund Balance

Undesignated General Fund Balance as a Percentage of General Fund Expenditures
This ratio indicates the ability of the county to cope with unexpected financial problems or emergencies. The larger the unreserved General Fund balance, the greater the county's ability to cope with financial emergencies and fluctuations in revenue cycles. The county has established a target rate of 7.5% with a floor of 5%.

Status: *The actual percentage for June 30, 2007 was 10.0%, which exceeded the target.*

FINANCIAL POLICIES

Fund Balance Levels

The undesignated fund balance requirement of 7.5% is funded for the upcoming fiscal year from prior year surpluses and budgeted additions if necessary before any other needs are addressed. Both county and schools share in maintaining the county's fund balance.

Status: *Undesignated fund balance requirements for the upcoming fiscal year have been addressed using prior year surpluses. Budgeted additions to fund balance have been used to augment prior year surpluses when necessary.*

Current General Fund Revenues Supporting Current Expenditures

Ongoing operating costs should be supported by ongoing, stable revenues. Cash balances should be used only for one-time expenditures, such as unanticipated emergencies and projects.

Status: *Estimated revenues for the biennium will be equal to actual operating expenditures, less expenditures carried forward from the prior year. Cash balances have not been used to support ongoing operations.*

Revenue and Expenditure Projections

In order to improve financial planning and decisions, the county will prepare a biennial budget and annually prepare three-year projections of General Fund revenues and expenditures beyond the two-year biennial cycle, for a total of five years of information. The projections will assume that the percentage of capital improvements financed with current revenues is maintained at the county's goal of approximately 20% over the multi-year Capital Improvement Program.

Status: *FY 2009 is the first year of the biennial budget. Consequently, budget data will be shown for FY 2009, FY 2010 (approved), and FY 2011 - FY 2013 (projected).*

Budget Performance Monitoring

The Budget Department maintains ongoing contact with department fiscal officers in the process of implementation and execution of the budget. Expenditure and revenue projections are developed quarterly by the Budget and Management Department and reviewed by Department Directors and the Leadership Group of the county (see Glossary for definition of county's Leadership Group). The County Administrator, through the Budget and Management Department, exercises appropriate fiscal management as necessary to live within the limits of the adopted budget.

Status: *Expenditure and revenue projections are developed and reviewed quarterly. This practice has been in place for many years. The FY2008 budget is on target to meet projected revenue and expenditure targets. Any adjustments necessary are brought before the Board of Supervisors at fiscal year end.*

School Board Preliminary Funding Formula

Each September, the county provides the School Board with a preliminary estimate of local funding for the upcoming fiscal year. The School Board uses this preliminary estimate to formulate its budget. The formula links trends in school enrollment growth to growth in the total population. Based on this trend, the School Board will receive a certain percentage of total local property taxes with which to formulate its budget for the upcoming fiscal year.

Status: *Estimated local resources for the biennium results in schools receiving approximately 65.3% of total property taxes in FY2009 and 64.8% in FY2010.*

FINANCIAL POLICIES

Maintenance of Capital Assets
The budget should provide sufficient funds for regular repair and maintenance of capital assets.

Status: *Maintenance funds for capital assets are primarily designated and identified in the Capital Improvement Programs for both county and schools. Consistent, annual appropriations are made for maintenance of county and school facilities.*

Assumption of Program Costs
The county's general policy is to eliminate programs when federal, state or other grant funding is terminated. In recent years, limited exceptions to this policy have been made, specifically in the areas of policing, domestic violence, Commonwealth's Attorney and court agencies.

Status: *Upon termination of federal, state or other grant funding, a decision is made by the Board of Supervisors on a case-by-case basis regarding local assumption of the program by the county.*

Departmental Carry Forwards
As an incentive to return unspent appropriations, departments are granted the option of requesting a carry forward of unspent funds from one fiscal year to the next.

Status: *Departmental carry forward requests are made in May of each fiscal year and are reviewed on a case-by-case basis. Requests must be specific and for needs identified by the department.*

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Preparation
In accordance with the County Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the county's capital infrastructure, each year the county will prepare and adopt a minimum five-year Capital Improvement Program.

Status: *Each year the county prepares and the Board of Supervisors adopts a five-year Capital Improvement Program. The first year of the Capital Improvement Program becomes the capital budget, and years beyond the first year are utilized as planning years.*

Pay-As-You-Go Capital Improvement Funding
The county is committed to funding a significant portion of capital improvements with current revenues and now funds at least 20% of general government improvement projects and 10% of school projects with current revenue over the term of the plan. In support of this, the Board of Supervisors has established and adheres to a policy of annually allocating an amount equal to 5% of General Fund departmental expenditures (excluding transfers, grants, fund balance, debt service, and respective flow-through expenditures) and the School Board has established and adheres to a policy of annually allocating an amount equal to 5% of the General Fund transfer to Schools, to pay-as-you-go capital improvements.

Status: *Since this policy was adopted in 1992, the Board of Supervisors and the School Board have consistently reserved five percent of expenditures as defined above for pay-as-you-go capital improvements.*

FINANCIAL POLICIES

Capital Improvement Reserves

The amount of the reserve for future capital projects is defined below. Any balance in the reserve remains until a need is identified. Annually, some portion of the reserve remains undesignated in order to deal with unforeseen circumstances. The county's policy of funding a large portion of capital expenditures "as we go" by consistently reserving 5% of operating expenditures for capital investments further enhances debt management.

Status: *Annually, the county consistently reserves 5% of operating expenditures for capital investments. For FY 2009, this 5% totals approximately $17.8 million and for FY 2010 this 5% totals approximately $16.9 million that will be designated for pay-as-you-go capital improvements in the county's Capital Improvement Program.*

DEBT POLICIES

The Board of Supervisors generally follows the guidelines listed below in making financial decisions on debt issuance. Adherence to these guidelines allows the county to plan for the necessary financing of capital projects while maintaining credit worthiness. In addition, continued adherence to these policies will ensure Chesterfield's strong financial position.

Debt Ratio Policies

As part of its debt policy, Chesterfield has established planning caps and ceiling numbers for certain ratios. These key debt ratios are shown below:

	Actual June 30, 2007	Planning Cap	Ceiling
Debt as a Percentage of Assessed Value This ratio indicates the relationship between the county's debt and the taxable value of property in the county. It is an important indicator of the county's ability to repay debt, because property taxes are the source of the county's revenues used to repay debt. A small ratio is an indication that the county will be better able to withstand possible future economic downturns and continue to meet its debt obligations.	1.53%	3.0%	3.5%
Debt Per Capita This ratio indicates the per capita debt burden and is a general indicator of the county's debt burden. A smaller ratio indicates a lighter burden. The target and ceiling values for the debt per capita ratio will be increased by two percent at the beginning of each biennium.	$1,683	$1,665	$1,873
Debt Service as a Percentage of General Governmental Expenditures This ratio is a measure of the county's ability to repay debt without hampering other county services. A small ratio indicates a lesser burden on the county's operating budget.	7.5%	10%	11%

FINANCIAL POLICIES

Long Term Debt Policy

The county will use debt financing for capital improvement projects and unusual equipment purchases under the following circumstances:

A. When the project is included in the county's capital improvement program and/or is generally in conformance with the County's Comprehensive Plan.
B. When the project is not included in the county's Capital Improvement Program, but it is an emerging critical need whose timing was not anticipated in the Capital Improvement Program, or it is a project mandated immediately by state or federal requirements.
C. When the project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing.
D. When there are designated revenues sufficient to service the debt, whether from project revenues, other specified and reserved resources, or infrastructure cost sharing revenues.

The following criteria will be used to evaluate funding options for capital improvements:

A. Factors that favor pay-as-you-go:
   1. Current revenues and adequate fund balances are available.
   2. Project phasing is feasible.
   3. Debt levels would adversely affect the county's credit rating.
   4. Financial market conditions are unstable or present difficulties in marketing the sale of long-term financing investments.

B. Factors that favor long-term financing:
   1. Revenues available for debt service are considered sufficient and reliable so that long-term financing can be marketed with the highest possible credit rating.
   2. The project for which financing is being considered is of the type that will allow the county to maintain the highest possible credit rating.
   3. Market conditions present favorable interest rates and demand for municipal financings.
   4. A project is mandated by state or federal requirements and current revenues and fund balances are insufficient to pay project costs.
   5. A project is immediately required to meet or relieve capacity needs.

There are many different types of long-term debt instruments available. Depending on the specific circumstances, the county will consider using the following types of financing instruments:

- General Obligation Bonds (referendum approved)
- General Obligation Bonds sold to Virginia Public School Authority for school capital projects (no referendum requirement)
- Revenue Bonds
- Certificates of Participation
- Lease Revenue Bonds

It is important to be clear in defining "debt" as it relates to the ratios described above. The calculation that is used most frequently among municipal credit analysts is the one that takes into account all debt supported by tax revenues. This debt position shows the amount of indebtedness serviced from the General Fund; that is, it reflects the debt service payments made directly from the County's tax revenues. This is net tax-supported debt. Debt, as it is referred to in the ratios above, is net tax-supported debt.

FINANCIAL POLICIES

REVIEW AND REVISION

These policies will be reviewed for appropriateness and comparability with other AAA rated jurisdictions every five years or more frequently if a need for review is identified.

INVESTMENT POLICIES *(excerpts from the County Treasurer's Investment Policy)*

Cash and investment programs will be maintained in accordance with the county investment policy and will ensure that proper controls and safeguards are maintained. County funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal.

The Investment Policy has been established to ensure effective management of the day-to-day investment activity for the county, and is designed to increase non-tax revenues by investing funds when not needed for current obligations. The objective is to obtain the highest possible yield on available financial assets, consistent with constraints imposed by safety objectives, cash flow considerations and the laws of the Commonwealth of Virginia that restrict the placement of public funds.

The county's investment portfolios shall be managed in a manner to attain a market rate of return throughout budgetary and economic cycles while preserving and protecting capital in the overall portfolio. Investment Policy goals have been established with a priority emphasis on safety, liquidity and yield. Investment in derivatives is prohibited by county policy and procedures.

Maturities

Maturity scheduling shall be timed according to anticipated need. Investment maturities for operating funds shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures as well as considering sizable blocks of anticipated revenues. Investment of capital project funds shall be timed to meet contractor payments. Current certificate of deposit maturities in governmental funds shall not exceed twelve months.

Diversified Investing

The county will diversify use of the investment instruments to avoid incurring unreasonable risk inherent in over-investing in specific instruments, individual financial securities or maturities while attaining market average rates of return.

Investment of Bond Proceeds

Bond proceeds are invested exclusively through the State Non-Arbitrage Program (SNAP). The program consists of a professionally managed money market investment pool that provides local governments with a convenient method of pooling proceeds of bonds and notes for temporary investment accounts within the program.

BASIS OF ACCOUNTING, STRUCTURE OF COUNTY FUNDS, AND BASIS OF BUDGETING

The accounts of the county and its component units (Chesterfield County Public School System and Chesterfield Health Center Commission) are organized on the basis of funds and account groups. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. For government-wide reporting, the activities of the county are reported as governmental activities or business-type activities with component unit information being reported in separate rows/columns.

BASIS OF ACCOUNTING

The accounting records of the county are maintained on the modified accrual basis of accounting for the General Fund, Special Revenue Funds, Capital Projects Fund, Expendable Trust Funds, and Agency Funds, and on the accrual basis of accounting for the Enterprise Funds, the Internal Service Funds, the Non-expendable Trust Funds, and the Pension Trust Funds.

In general, under the modified accrual basis of accounting, revenues are recorded as received in cash or if both measurable and available within 45 days to finance current year appropriations. Expenditures are recorded in the period in which the liability is incurred. Generally, revenues are considered available only if the monies will be received within forty-five days after the end of the accounting period and are due on or before the last day of the accounting period. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule is principal and interest on general long-term debt which is recorded when due.

In applying the accrual concept to revenues, the legal and contractual requirements of the individual programs are used as guidance. Certain revenues must be expended for a specific purpose and others are virtually unrestricted as to purpose of expenditure.

FUND ACCOUNTING

Under the accrual basis of accounting, revenues are recorded when earned and expenses are recorded when liabilities are incurred without regard to receipts or disbursements of cash. Unbilled accounts receivable are accrued when earned in the Enterprise Funds.

GOVERNMENT FUND TYPES

Governmental Funds are those through which most governmental functions of the county and school board are financed. All expendable financial resources and the related liabilities are accounted for through governmental funds. Such information is useful in assessing the county's financing requirements. The following five governmental funds are maintained by the county.

General Fund:

The General Fund is the general operating fund and is used to account for all financial resources except those required to be accounted for in another fund. As a measure of the general fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditure. The general fund includes most traditional local government programs such as Police, Fire, Libraries, and Parks.

Special Revenue Funds:

Special Revenue funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include comprehensive services, schools, and grants.

Comprehensive Services Fund: This fund reflects revenues and expenditures associated with providing child-centered, family-focused, and locally-based services for at-risk youth. The revenue sources are transfers from Schools, Social Services, and General Fund; reimbursements from the City of Colonial Heights; and state aid. Major expenditures are for the purchase of services for clients.

BASIS OF ACCOUNTING, STRUCTURE OF COUNTY FUNDS AND BASIS OF BUDGETING

School Fund: This fund reflects revenues and expenditures related to the operations of the county's public school system. The primary sources of revenue, exclusive of transfers from the General Fund, are basic school aid payments from the state and educational program grants. Major expenditures include instructional costs, fixed charges, and debt service requirements for school's long-term indebtedness. The county is fiscal agent for the Appomattox Governor's School and all revenues and expenditures are recorded within the county records.

Grants Fund: This fund reflects revenues and expenditures related principally to the federal government's Community Development Block Grant, the Virginia Juvenile Crime Control Act, the Community Corrections and Supervision Grant, the Intermodal Surface Transportation Efficiency Act (ISTEA), and other federal and state grant programs.

Capital Projects Fund:
Capital Projects Funds are used to account for financial resources used for the acquisition, design, development, and/or construction of major capital facilities (other than those financed by Proprietary Funds) as well as oversite of school capital projects.

PROPRIETARY FUND TYPES

Proprietary Funds are used to account for the county's on-going organizations and activities, which are similar to those often found in the private sector. The services provided in these funds are intended to recover all or a significant portion of their costs through user fees. The following are the county's proprietary fund types.

Internal Service Funds:
Internal Service funds are used to account for the costs of operations for services provided to other county departments. Revenue is derived from charges on a cost-reimbursement basis.

Fleet Management and Radio Shop Fund: This fund reflects operations of the county's garage and radio shop that maintain the vehicles and communications equipment. Revenues are derived from inter-fund charges and charges to the school board on a cost-reimbursement basis. The major expenditures consist primarily of salaries and wages, materials and supplies, software maintenance, and the purchase of replacement vehicles.

Risk Management Fund: This fund reflects the operations of the county's risk management function. The fund provides protection from losses of property, casualty, and liability claims for the county and school board. This fund also administers oversight of building security and environmental management issues. Charges for services of providing risk financing and recoveries are the major source of revenue for this fund. Major expenditures consist of reinsurance costs and claims.

Capital Projects Management Fund: This fund reflects the operations of the county's construction management function. The fund's major source of revenue is charges for services provided in coordinating and supervising all county building construction projects. Major expenses consist primarily of salaries, wages, supplies and materials, and rent.

Enterprise Funds:
Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing services to the general public, on a continuing basis, be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The county does not budget depreciation expense in enterprise funds although it is recorded and reported in the annual financial report. Enterprise funds include Utilities and the Airport.

The county's Utility function is accounted for in two funds, the water fund and the wastewater fund. The water fund accounts for the operation, maintenance and construction of the county's water system. Charges for service represent the major source of operating revenue. Salaries and wages, contractual services, and depreciation are the major expenditures of the fund.

BASIS OF ACCOUNTING, STRUCTURE OF COUNTY FUNDS, AND BASIS OF BUDGETING

The wastewater fund accounts for the operation, maintenance and construction of the county's sewer system. The fund's major source of operating revenue is charges for service. The major expenses consist of salaries and wages, and interest.

Airport: This fund accounts for the operations of the County Airport. A fixed base operator (FBO) handles the daily service functions of the Airport. The FBO maintains a contract with the county for rental of building and hangar space, which in turn provides a significant portion of the Airport's revenues. The county retains responsibility for all federally and state funded improvement projects. The Airport's major expenditures consist of salaries and wages, maintenance, and debt service. Debt service on certificates of participation issued to construct facilities is accounted for through the Airport Fund.

FIXED ASSETS, CAPITALIZATION AND DEPRECIATION

The standard for capitalization of tangible property is $5,000 or more per unit with an expected useful life greater than one year. Fixed assets consisting of certain improvements other than buildings (including roads, bridges, curbs, lighting systems, etc.) are not capitalized. Such assets are considered immovable and only of value to the county.

Depreciation is provided over estimated useful lives of assets using the straight-line method. When assets are sold or retired, their cost and related accumulated depreciation are removed from the accounts and the gains or losses are reflected on the income statement currently. Depreciation of all exhaustible fixed assets used by Proprietary Funds is charged as an expense against their operations and accumulated depreciation is reported in Proprietary Fund balance sheets.

BASIS OF BUDGETING

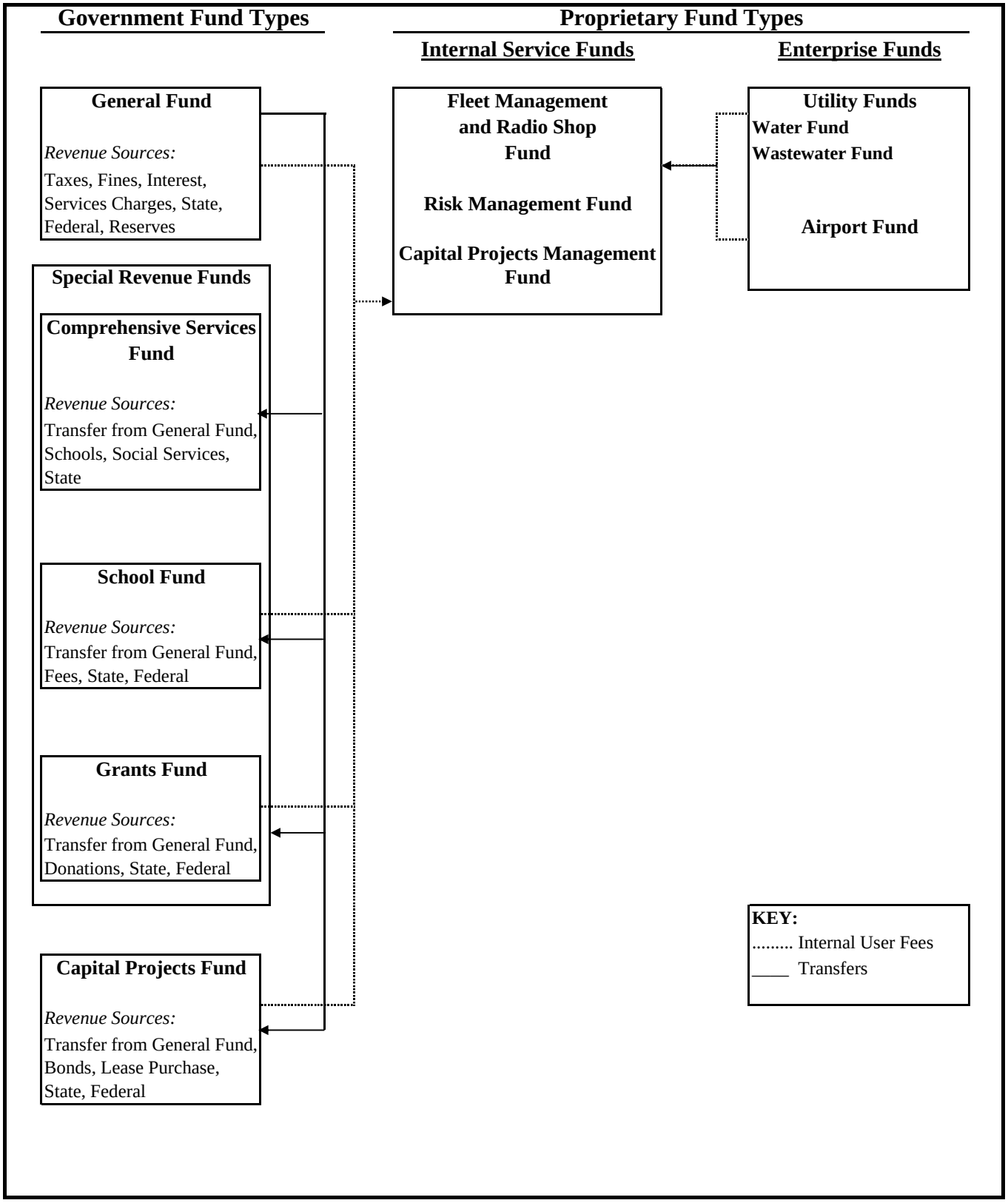
Budgets for all governmental and proprietary funds are adopted on a basis consistent with generally accepted accounting principles, applicable to governmental units. Governmental funds are budgeted on the modified accrual basis and proprietary funds are budgeted on the accrual basis (see descriptions of these two methods under Basis of Accounting in this section). One exception to this rule is the handling of depreciation in proprietary funds. Depreciation expense is not budgeted, however, the planned purchase price of equipment and capital improvements is budgeted. Budgeted amounts reflected in the financial statement are as originally adopted or as amended by the Board of Supervisors or County Administrator.

Prior to May 1, according to county charter, the County Board adopts the budget by resolution and funds are appropriated generally at the functional level for the General Fund, at the fund level for the Comprehensive Services Fund, and at the major category of expenditures for the School Operating Fund, through the passage of an appropriation resolution. In addition, a budget is adopted for each grant or project in the Grants and County Capital Projects Fund and School Capital Projects Fund projects are appropriated in total for each fiscal year. The budget resolution specifies that the budget and appropriation for each grant or project continue until the expiration of the grant or completion of the project. All other appropriations lapse at year-end. Budgets for some individual grants and projects are not included herein and are only appropriated during the year as funding sources become available.

Formal budgetary integration is employed as a management control device during the year for all funds except Trust and Agency Funds. The level of control at which expenditures may not legally exceed appropriations is specified in the appropriations resolution, as explained above.

The following chart illustrates the structure of county funds:

STRUCTURE OF COUNTY FUNDS

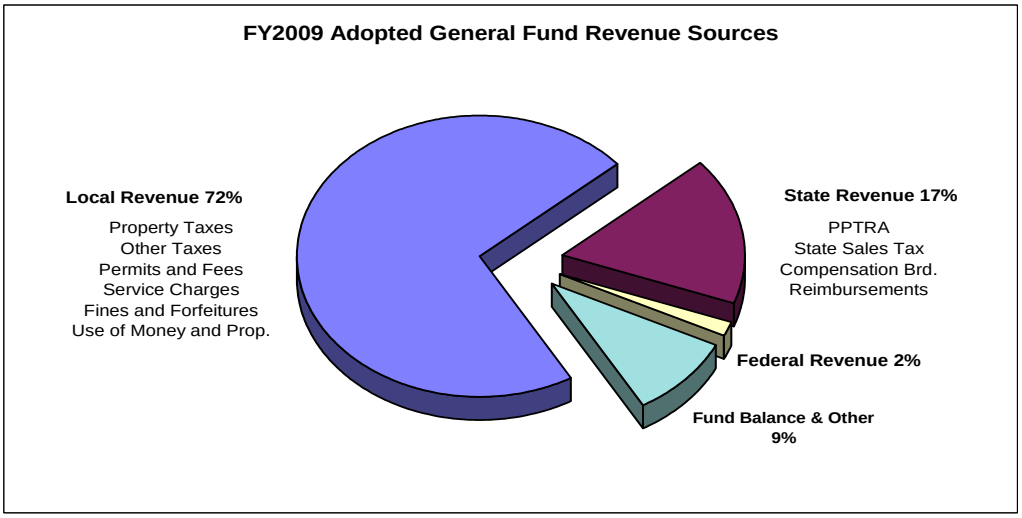


REVENUE ANALYSIS

The FY2009 general fund revenue budget is $749,369,700, an increase of $16,040,000, or 2.2 percent, from the FY2008 budget. The FY2010 budget is $761,209,000, an increase of $11,839,300, or 1.6 percent, from the FY2009 budget. The projected growth rates for the second year of the biennium are generally more conservative than the first year projections due to more uncertainty associated with a longer time horizon.

Chesterfield County relies on many revenue streams in order to provide quality services to its citizens. Some revenues, such as property tax collections, are general in nature and can be used for a variety of services. Other revenues, such as building permit and recreational fees, are program specific and must be earmarked for the services for which they were collected. The county's various sources of revenue are discussed in this analysis.

All revenues received by the county come from one of three different levels. They are either locally generated or come from state or federal sources. The proportion of the county's revenues from each of these sources is shown in the graph below. Since the county's revenues come from all three levels of government, Chesterfield's financial position is affected by economic conditions at each level.



ECONOMIC OVERVIEW

Regional Economy

Chesterfield County is part of the Richmond Metropolitan Statistical Area (MSA), which also includes the counties of Amelia, Caroline, Charles City, Cumberland, Dinwiddie, Goochland, Hanover, Henrico, King and Queen, King William, Louisa, New Kent, Powhatan, Prince George, and Sussex, as well as the cities of Colonial Heights, Hopewell, Petersburg, and Richmond. The region is generally able to weather economic downturns better than other areas of the state because of its balanced mix of goods-producing and services-providing firms. Nonetheless, recent assessments of the region's economy suggest that the Richmond area is by no means immune to the nation's current economic woes.

On the employment front, labor market conditions in the Richmond area have weakened in recent months. Area payrolls inched up 0.9 percent over the 12-month period ending in March 2008, representing an increase of just 3,300 jobs. By comparison, the Richmond MSA added 9,500 jobs during the previous 12-month span. The tepid growth stemmed, in large part, from further declines in manufacturing payrolls and limited hiring activity at area service providers, particularly professional and business services firms. Despite the sluggish job

growth, Richmond's unemployment rate stood at 3.9 percent as of February 2008, while Chesterfield County posted a jobless rate of 3.4 percent. Overall, however, unemployment levels in the region have increased as businesses hold off on hiring decisions in response to the weakening economy. Unemployment rates at both the county and MSA-level were above their year-ago marks of 2.6 and 3.3 percent, respectively, though both rates remained well below February's national average of 4.8 percent (Virginia Employment Commission).

The Richmond area has also felt the downturn in residential real estate activity, though the weakness locally has not been as pronounced as in other markets across the U.S. Building permits issued for new residential structures in the Richmond area were down 15.8 percent in 2007 compared to a 24.6 percent decline nationally. Additionally, home prices in the Richmond area – as measured by the Office of Federal Housing Enterprise Oversight – were up 3.8 percent in 2007 after increasing 10.8 percent the previous year. Nonetheless, home price appreciation in the area was still stronger than the 0.8 percent growth experienced nationally (Snapshot).

Consumer spending in the region has also softened. Chesterfield County's retail sales were up 3.7 percent through the first eight months of FY2008 compared to an increase of 6.6 percent over the same period a (fiscal) year earlier. Sales of big-ticket items, such as automobiles, have been particularly sluggish. The number of cars registered in the county during 2007 decreased by 0.4 percent over the prior year, continuing a trend begun in 2005. Tighter credit standards, the price of gas, and the decline in popular dealer incentives are affecting auto sales in the area. The pullback in home sales and construction activity has also damped consumer spending in the county. Sales tax revenues from Chesterfield County building supply and material retailers plunged 13.7 percent in 2007 (Va Stat).

Virginia Economy

Virginia, like the Richmond region, has a very diverse economic make-up and is more suited to withstand downturns in the economy than many other states. The Commonwealth's economy relies heavily on the economic contributions of the northern Virginia suburbs. That said slowing economic activity in northern Virginia and other regions of the state is negatively impacting current and projected state tax collections. As a result, the Commonwealth is projecting a combined revenue shortfall of close to $2 billion dollars over FY2008 and the FY2009-FY2010 biennium. In response, the Commonwealth has reduced funding to localities – Chesterfield County is expected to have its state funding trimmed by $1.5 million dollars a year in both FY2009 and FY2010.

Labor market conditions in the state have also deteriorated. As of March 2008, unemployment in the state stood at 3.7 percent – notably higher than the state's year-ago mark of 2.9 percent. Similarly, payroll employment growth in the state has trailed off in recent months. Virginia firms added just 12,200 jobs during the 12-month period ending in March 2008 after hiring 35,600 workers during the prior twelve months (Virginia Employment Commission).

National Economy

Economic conditions at the regional and state level are largely reflective of trends experienced nationally. As is the case locally, unemployment has steadily increased at the national level. As of March 2008, the nation's unemployment rate stood at 5.1 percent – its highest mark since September of 2005. Job growth has sputtered as well. U.S. payrolls expanded by only 536,000 jobs during the 12-month span ending in March 2008, including three consecutive months of net job loss to begin 2008. By comparison, U.S. firms added around 1.6 million jobs during the previous 12-month period (Bureau of Labor Statistics).

News from national retailers has also been consistent with local reports. As of February 2008, consumer spending, which accounts for roughly two-thirds of U.S. gross domestic product, eased to its slowest pace since early 2003, advancing at an annual rate of only 1.7 percent. Recent assessments by the Federal Reserve described national retail spending as lackluster, particularly sales of vehicles and home-related items (Beige Book).

The national real estate market continues to struggle as well. Home construction activity has been generally dormant, sales activity remains sluggish and inventory levels are near record highs in many

markets, especially California, Florida and parts of the northeast. Additionally, home price growth continues to decelerate with numerous markets actually seeing home values decline a bit.

But while home prices moderate, the cost of many other goods has soared in recent months behind sharp increases in food, energy and raw material prices.

Not all the recent economic headlines have been downbeat, however. Despite weak retail sales numbers, reports on tourist activity remain generally upbeat as the weak dollar makes U.S. destinations attractive to foreign travelers. Similarly, overseas demand for U.S. goods has provided a much needed boost to U.S. manufacturers amid a pullback in domestic spending.

Nonetheless, in an effort to mitigate the severity of the current economic malaise, the Federal Reserve has cut the Fed Funds rate, a key interest rate target, by 325 basis points since mid-September 2008. And while further rate reductions are possible, the Fed must proceed carefully as it balances the need for additional stimulus against the threat of inflation.

Looking ahead, most major forecasts look for the U.S. economy to experience very sluggish to flat growth during the second half of 2008 followed by a general return to trend in early 2009.

The level of receipts from many of the county's revenue sources are impacted by the performance of the regional, state, and national economies. Annual collections from property taxes, interest earnings, building permit fees, and state and federal revenues, among others, can change significantly from year-to-year based on economic conditions. Staff factors in possible changes at all three levels of the economy when projecting revenues.

LOCAL REVENUES

Property Taxes

Property taxes are the county's largest source of locally generated revenues, comprising 49.2 percent of the FY2009 general fund budget and 49.6 percent of the FY2010 general fund budget. Real estate and personal property, including vehicles, trucks, boats, trailers, and airplanes, are taxed on the assessed value of the property, which approximates fair market value. The major sources of property taxes are real estate and personal property. Other sources of property taxes include the machinery and tools tax, mobile home tax, and penalties and interest on property taxes.

Real Estate Taxes

Real estate taxes are the largest source of property tax revenue and the largest single source of revenue to Chesterfield County. The real estate tax rate is set and taxes are levied on a calendar year basis. The Board of Supervisors adopts the tax rate in April. The rate is then applied to the two subsequent billings. Payments of real property taxes are due on June 5th and December 5th. Real property tax revenue projections are based on collection rates and incremental growth in total assessed values. Revenue projections assume the county will collect approximately 99.0 percent of the December levy and 96.8 percent of the June levy. The December levy is based on the value of the previous June levy, taking into account any new construction occurring during the year. Property is assessed at 100 percent of the market value at the end of the prior calendar year. The county's latest state-reported assessment to sales ratio (representing 2006 assessments and 2006 sales data) is 75.2 percent. The state ratio is calculated comparing same year assessment and sales information.

The county calculates a median assessment to sales ratio using the sales information that is used to establish county assessments. The 2008 assessments are based on calendar year 2006 sales data. The county's assessment to sales ratio using this latest information is 97.8 percent.

The county's Board of Supervisors voted to reduce the 2008 real estate tax rate from $0.97 to $0.95 per $100. The FY2009 budget reflects a real estate tax

rate of $0.95 for December 2008 and June 2009 bills. The FY2010 budget reflects a rate of $0.95 for December 2009 and June 2010 bills.

The county is projecting $319,887,000 in real estate tax collections during FY2009. This is an increase of $15,184,400, or 5.0 percent, from the FY2008 adopted budget. The FY2010 budget is $327,166,300, an increase of $7,279,300, or 2.3 percent, from the FY2009 budget. These figures include public service real estate and delinquent taxes. The FY2009 and FY2010 estimates consider existing and projected property values, trends in new residential and commercial construction, and building permit levels. The real estate projections assume 1.7 percent growth in the county's total taxable assessed value for 2009 and 2.9 percent growth for 2010. Growth in the county's total taxable assessed value in 2007 and 2008 was 18.2 percent and 13.6 percent, respectively.

The real estate tax relief for the elderly and disabled program provides full or partial relief from real estate taxes for elderly or disabled individuals who meet specific income and net worth guidelines. Close to 2,600 eligible participants were granted relief in 2007. The cost of the program is projected to decrease slightly by 0.1 percent to $3,680,400 in FY2009 when compared to the FY2008 adopted budget. This decrease is attributable to slower than anticipated year-to-year growth in the program. The FY2010 budget is $3,864,400, an increase of $184,000, or 5.0 percent, from the FY2009 budget.

In order to qualify for the tax relief program, applicants must have a household income of $52,000 or less and a net worth of no more than $200,000. Participants in the program are eligible for 35, 60, and 100 percent relief, depending on their net income levels.

FY2009 and FY2010 real estate tax comprises 42.7 percent and 43.0 percent, respectively, of the county's general fund budgets.

Personal Property Taxes

Personal property taxes are assessed on various classes of personal property. Calendar year 2008 rates vary from $0.01 to $3.60 per $100 of assessed value depending on the property. The Office of the Commissioner of the Revenue administers personal property taxes and keeps record of a property's assessed value. A table of the various personal property tax rates is located in the statistical section of this document. The largest class of personal property is passenger automobiles and trucks, which are taxed at the general $3.60 property tax rate. The tax rate is set for the calendar year in April. Personal property tax payments are due annually on June 5.

The FY2009 budget for personal property taxes is $52,161,500, a decrease of $2,210,100 or 4.1 percent, from the FY2008 budget. This figure includes public service personal property taxes of $135,000, but does not include personal property tax relief reimbursements from the state. The decline between the two budgets is due to a downward revision in projected collections for FY2008 based on a slowing economy and slow automobile sales. Growth in the county's FY2008 personal property collections, after adjustments for significant one-time events in FY2007, are projected to be flat. The FY2009 budget is based on the revised FY2008 estimate.

Calendar year 2009 will be the twelfth year of reimbursement under the Personal Property Tax Relief Act of 1998 (PPTRA). Under PPTRA, the state has reduced the percentage of personal property tax residents pay on a vehicle's value up to $20,000. The state reimbursed localities for the increasing percentage not paid by residents each year between 1998 and 2001. In 2001 residents were billed for 30 percent of their personal property tax on qualifying vehicles, and this reimbursement continued through 2005. Beginning with tax year 2006, as a result of legislation passed during the 2004 General Assembly session, the state no longer reimburses localities at the rate of 70 percent. Instead, the Commonwealth capped statewide reimbursements at $950 million. Each locality receives a percentage of the $950 million based on tax year 2005 reimbursements. The state's decision to cap the reimbursement means taxpayers will receive less and less relief over time. The relief percentage for tax year 2007 is 61 percent. The relief percentage will be adjusted every year in April.

New and used car registrations in the county provide some indication of expected growth in the personal property and PPTRA revenues combined. During 2007 the number of registrations in the county decreased by 0.4 percent from 2006.

FY2009 and FY2010 personal property tax revenues are 7.0 percent and 7.1 percent, respectively, of the county's general fund revenue.

Other Property Taxes and Penalties and Interest

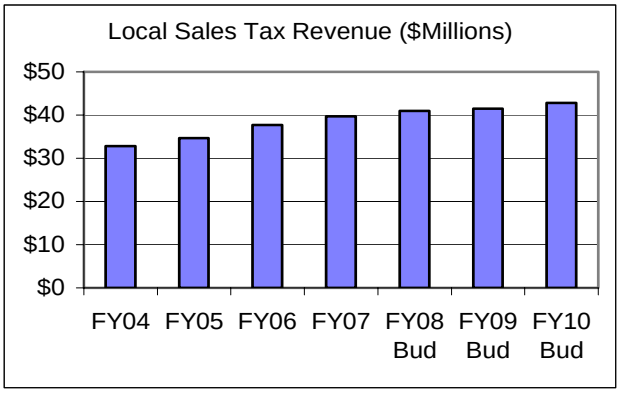
Total mobile home tax, machinery and tools tax, and penalties and interest on all property taxes are budgeted at $6,535,000 in FY2009, a decrease of $415,000, or 6.0 percent, from the total combined budget of $6,950,000 in FY2008. The total combined budget for these revenues is $6,560,000 in FY2010, an increase of $25,000, or 0.4 percent, from the FY2009 budget. Staff is projecting a decline in machinery and tools tax collections based on estimates from the Commissioner of the Revenue's office.

Other Local Taxes

The other local tax category includes all locally assessed taxes other than property taxes. Other local taxes represent 13.7 percent of the general fund budget in FY2009 and 13.9 percent of the general fund budget in FY2010. Major revenue sources within the other local tax category include local sales tax, business professional and occupational license tax (BPOL), consumer utility taxes, telecommunications sales tax, vehicle registration, and local recordation tax.

Local Sales Tax

The local option sales tax is a one percent tax on the sale of most goods within the county. The state of Virginia collects a four percent tax for a total sales tax of five percent. Both the local option and the state sales taxes are collected at the point of sale.



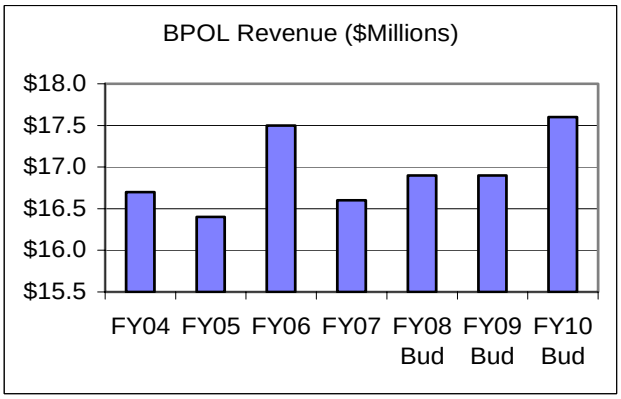
The Virginia Department of Taxation remits the local option sales tax back to the county on a monthly basis.

As of January 2008, the county's FY2008 local sales tax revenue collection was 4.2 percent ahead of the same period in FY2007. The FY2009 budget assumes an increase of 2.0 percent over the revised FY2008 estimate of $40,701,100. The FY2009 budget is $41,515,100. The FY2010 local sales tax budget is $42,760,600, an increase of 3.0 percent from the FY2009 estimate.

Business Professional and Occupational License Tax

The BPOL tax is a tax on the gross receipts of businesses which operate in Chesterfield County. The tax is due annually on March 1 and must be paid before a business can receive a business license.

The following fee structure applies to BPOL taxes and fees in 2008. Businesses with gross receipts less than $10,000 do not pay a BPOL tax or fee. Businesses with gross receipts of $10,000 up to $200,000 pay a $10 license fee, but no BPOL tax. Businesses with gross receipts of $200,000 or more pay a tax on their gross receipts (less the $200,000 exemption described in the next paragraph) based on their type of business, or $10, whichever is greater.



Through most of the current decade, the Chesterfield County Board of Supervisors made a commitment to "capping" BPOL tax revenues at $15.7 million per year, which was the amount collected in FY1999. Beginning in 2000, growth in this revenue source was used to create exemptions to the gross receipts taxed for businesses with gross receipts over $100,000. In 2002, the exemption level was increased from $100,000 to $200,000 and tax rates for various categories of businesses paying the BPOL tax were reduced, thus "capping" the BPOL revenue at its FY1999 level. Beginning in FY2007, the Board lifted the cap on BPOL revenue. Going forward, all revenue collected above $15.7 million

will be used for transportation projects and economic development incentives.

The amount of BPOL revenue the county receives is dependent on the gross receipts of businesses in the calendar year immediately prior. Business Professional and Occupational License revenue is budgeted at $16,946,300 in FY2009, an increase of $89,700, or 0.5 percent, from the FY2008 adopted budget. For FY2010, BPOL revenue is budgeted at $17,624,200, and increase of $677,900, or 4.0 percent, from the FY2009 budget.

Consumer Utility Taxes

Consumer utility taxes are collected on two types of utility services provided to Chesterfield residents and businesses: electric and gas. The rates differ for residential consumers and commercial/industrial consumers. Residential rates for these utilities are capped at $2 per month. Non-residential rates for electric and gas are not capped.

Consumer utility taxes typically exhibit steady growth on a year-to-year basis. Audit activity, unseasonable temperatures (electric and gas), and rate changes impact the revenue from these sources, but these factors are difficult to predict.

The FY2009 budget estimates $7,660,200 in revenue from consumer utility taxes, a $16,000, or 0.2 percent, increase over the FY2008 budget. The FY2010 budget for consumer utility taxes is $7,861,300, a $201,100, or 2.6 percent, increase from the FY2009 budget.

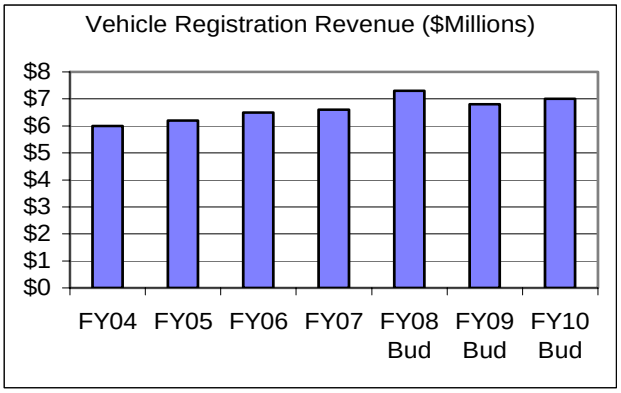
Telecommunications Sales Tax

In FY2007, revenue from the telephone and cellular phone utility taxes, as well as revenue from the Emergency 911 land line tax, the state's Emergency 911 wireless fee, and the cable franchise fee were impacted by legislative action at the state level. Legislation enacted during the 2006 General Assembly session repealed state and local taxes associated with the telecommunications industry. These taxes have been be replaced with a uniform 5.0 percent tax per month on telecommunications services and a uniform 911 land line tax and 911 wire line fee of $0.75 per line per month. Satellite television and voice over internet telephone service are subject to the 5.0 percent tax. In the past these two businesses were not subject to local taxes. The new taxes went into effect in January 2007. For FY2009, telecommunications sales tax revenue is budgeted at $12,978,000, a $268,000, or 2.1 percent, increase from the FY2008 adopted budget. The FY2010 budget is projected to increase $389,000, or 3.0 percent, from the FY2009 budget.

Vehicle Registration

All Chesterfield County residents must register their vehicles, boats, motorcycles, and trailers in the county for taxation. Prior to 2006, residents had to purchase a motor vehicle decal to display as proof of registration. Beginning in 2006, citizens no longer receive a decal, but are still required to register their property and must pay a registration fee. The annual registration fee for most vehicles, including vehicles weighing more than 4,000 pounds, is $20. Other annual registration fees include $6.50 for trailers and $10 for motorcycles.

In November 2007, the Board of Supervisors voted to exempt from the county's vehicle registration fee one vehicle owned by a paid police officer, deputy sheriff, or firefighter/emergency medical (EMT) technician. Previously, only auxiliary (volunteer) police and volunteer firefighters/EMT were exempt from paying the fee on one vehicle. It is projected that this ordinance change could lower annual vehicle registration collections by as much as $25,000.

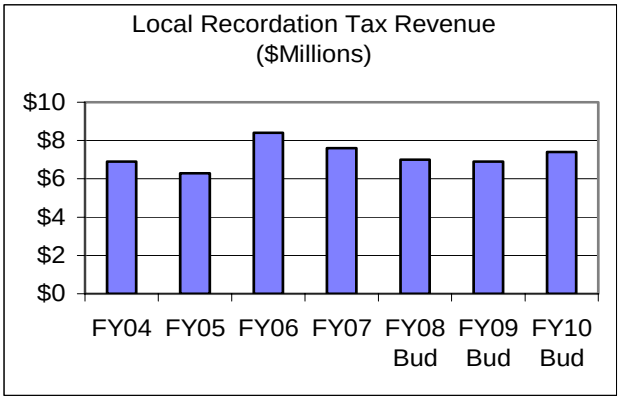


Motor vehicle registration revenue is projected to be $6,872,800 in FY2009, a 1.5 percent increase from the FY2008 revised projection of $6,726,900, and $6,964,300 in FY2010, a 1.5 percent increase from the FY2009 budget.

Local Recordation Tax

The county collects a tax on the recordation of deeds and other instruments of property. There are two components to this tax. The grantee's (buyer) tax is

assessed at $0.083 of every $100 in value and the grantor's (seller) tax is assessed at $0.05 of every $100 in value. The majority of the revenue is collected from the grantee's tax. The FY2009 budget for the local recordation tax is $6,913,500, a slight decrease of $86,500, or 1.2 percent, from the FY2008 budget. The FY2010 budget is $7,441,800, an increase of $528,300, or 7.6 percent, from the FY2009 budget. This revenue source is driven by home sales and mortgage re-financing activity.



Other

Other taxes in the other local tax category include the cable franchise fee, the bank stock tax, the transient occupancy (hotel) tax, and the short-term rental tax. The taxes in this category are budgeted at $9,636,500 in FY2009 and $9,999,500 in FY2010.

Other Local Revenue

Chesterfield receives other local, non-tax revenue from a variety of sources. The main types of other local revenues are permits and fees, fines and forfeitures, use of money and property, charges for services, and recovered costs and miscellaneous. All together, these sources of other local revenue are budgeted at $57,489,600 in FY2009 and comprise 7.7 percent of the general fund budget. The FY2010 budget for these revenue categories is $58,964,600, which is 7.7 percent of the general fund budget.

Permits and Fees

The county generates local revenue from charges for building permits, planning permits, and several other miscellaneous licenses and fees, such as fire permits and dog licenses. A large portion of this category is building permit fees, which support the functions of the Building Inspections Department. For FY2009, Building Inspections is increasing the flat fee charged per residential inspection by $9, from $48 to $57. Increases to commercial fees are also proposed. The fee increases will enable the department to move closer to its goal of recovering the majority of the costs related to its operations. The FY2009 budget for building permit related revenue is $5,482,800. This is a decline of 1.2 percent, or $67,000, from FY2008 building permit fee revenue of $5,549,800. Total building permit revenue is budgeted at $5,542,700 in FY2010, an increase of $59,900 or 1.1 percent, from the FY2009 budgeted amount. Residential building activity in the county is projected to remain relatively flat for the next couple of years, while commercial activity is expected to grow at a steady pace.

The Planning Department charges various fees to help cover the costs of reviewing development plans such as rezoning requests, site plans, subdivisions, variances, and conditional uses. As a matter of policy, the department tries to cover 80 percent of expenses related to residential development reviews and 65 percent of the costs related to commercial reviews. In FY2008, the Board of Supervisors approved an increase to subdivision review related fees that enables the department to cover close to 80 percent of subdivision review costs.

For FY2009, Planning staff is proposing increases to fees related to site plan review, sign permits, rezonings, conditional use, and substantial accord. These increases would affect both commercial and residential plan review and are projected to generate an additional $475,000 in revenue. The FY2009 projection for development review related revenue is $1,798,400, a $495,400, or 38 percent, increase from the FY2008 budget. The FY2010 projection for development review related revenue is $1,857,600, a $59,200, or 3.0 percent, increase from the FY2009 budget. Staff will continue to monitor the costs associated with development review fees in order to make decisions about future rate levels. The FY2009 and FY2010 budgets reflect a revised FY2008 outlook based on FY2007 actual collections as well as assumptions about fee increases.

The total permits and fees FY2009 budget is $8,257,100, or 1.1 percent, of general fund revenue. The FY2010 budget is $8,390,900, or 1.1 percent, of general fund revenue.

REVENUE ANALYSIS

Fines and Forfeitures and Use of Money and Property

These two revenue categories are expected to generate $6,409,200 in FY2009, an increase of $1,233,100, or 23.8 percent, from the combined FY2008 budget of $5,176,100. The combined FY2010 budget is $7,042,100, an increase of $632,900, or 9.9 percent, from the FY2009 budget. Of the $1,468,200 budgeted in fines and forfeitures in FY2009, $1,450,000 is from court fines.

The revenue from use of money and property includes interest earned on invested general funds and rent of county facilities. This revenue category is estimated at $4,941,000 for FY2009, an increase from the FY2008 budget of $1,083,400, or 28.1 percent. The increase is due mainly to an increase of $900,000 from the FY2008 budget in interest on investment earnings. The FY2010 budget for use of money and property is $5,546,300, an increase of $605,300, or 12.3 percent, from the FY2009 budget. The majority of the FY2010 increase is due to interest on investment earnings.

Fines and forfeitures and use of money and property comprise less than 1.0 percent of the general fund budget in FY2009 and FY2010.

Service Charges

The service charges category includes revenue received by the county for services provided to citizens. The greatest portion of service charge revenue is from Mental Health Support Services. Most of these Medicaid related charges are paid by the state for state mental health clients. Mental Health Support Services related revenue totals $18,119,600 in the FY2009 budget. This is an increase of $1,402,100, or 7.7 percent, from the FY2008 budget. The FY2010 budget for mental health related revenue is the same as the FY2009 budget.

Solid waste fees cover a variety of services provided by the Waste and Resource Recovery Division of General Services. The majority of the fees are collected at the county's transfer station for the dumping of solid waste. These fees also cover bulky waste disposal. Solid waste related revenue is budgeted at $2,240,300 in FY2009, a decrease of $348,300, or 13.5 percent, from the FY2008 budget. The majority of the decrease can be attributed to Waste and Resource Recovery's (WARR) elimination of the residential trash collection program offered by the county. The FY2010 budget for solid waste revenues is $2,284,900, an increase of $44,600, or 2.0 percent, from the FY2009 budget.

Other revenues in the service charges category include parks and recreation fees, delinquent payment fees, library fines, false alarm charges, and off-duty police officer charges. These revenues are budgeted at $8,731,300 in FY2009, an increase of $644,800, or 8.0 percent, from the FY2008 budget. The FY2010 budget is $9,097,400, an increase of $366,100, or 4.2 percent, from the FY2009 budget. Most of the increases between fiscal years can be attributed to an increase in interdepartmental charges and fees charged by the Treasurer's office for delinquent tax payments.

Total service charge revenue is budgeted at $29,008,900 in FY2009 and $29,420,200 in FY2010, which represents 3.9 percent of the general fund budget in both years.

Recovered Costs & Miscellaneous Revenues

Recovered costs & miscellaneous revenues include reimbursements from enterprise funds, other localities, and separate authorities for services provided by general fund departments. For example, schools reimburse the county for the costs associated with the Police Department providing school resource officers and crossing guards.

Recovered Costs & Miscellaneous revenues are budgeted at $13,814,400 in FY2009 and $14,111,400 in FY2010, which are 1.8 percent and 1.9 percent, respectively, of general fund revenues.

REVENUE ANALYSIS

Local Revenues

	FY2006 Actual	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year Adopted	Biennium FY2010 2nd Year Approved
Real Estate Tax	$253,606,555	$277,279,522	$304,702,600	$319,887,000	$327,166,300
% of General Fund	38.6%	38.3%	41.6%	42.7%	43.0%
Personal Property Tax	49,466,415	49,052,213	54,371,600	52,161,500	53,795,200
% of General Fund	7.5%	6.8%	7.4%	7.0%	7.1%
Other Property Tax	7,349,902	8,707,796	6,950,000	6,535,000	6,560,000
% of General Fund	1.1%	1.2%	0.9%	0.9%	0.9%
Other Local Tax	98,358,649	98,838,480	102,006,400	102,522,400	106,019,000
% of General Fund	15.0%	13.7%	13.9%	13.7%	13.9%
Permits and Fees	7,370,379	7,386,107	7,567,500	8,257,100	8,390,900
% of General Fund	1.1%	1.0%	1.0%	1.1%	1.1%
Fines & Forfeit./Use of Money & Prop.	5,963,054	10,128,605	5,176,100	6,409,200	7,042,100
% of General Fund	0.9%	1.4%	0.7%	0.9%	0.9%
Service Charges	28,834,552	28,277,853	27,323,400	29,008,900	29,420,200
% of General Fund	4.4%	3.9%	3.7%	3.9%	3.9%
Recovered Costs & Miscellaneous	10,645,450	13,307,057	12,166,900	13,814,400	14,111,400
% of General Fund	1.6%	1.8%	1.7%	1.8%	1.9%
TOTAL LOCAL REVENUES	**$461,594,956**	**$492,977,633**	**$520,264,500**	**$538,595,500**	**$552,505,100**
% of General Fund	70.3%	68.1%	70.9%	70.8%	71.0%

FEE CHANGES

One of the Chesterfield County's financial policies is to set fees and charges to recover the cost of all or a portion of the specific service. Fees and charges are reviewed annually. The FY2009 and FY2010 budgets include the following changes to departmental revenues:

Utilities

The Utilities Department's analysis of the FY2009 budget, capital replacement projects, and projections over the next ten years indicate that current revenues, without fee increases, will not be sufficient to cover operating expenses. The bi-monthly base charges for a typical 5/8" residential size meter is increasing by $2.12. The wastewater commodity charge is increased by $0.08 per CCF (one CCF represents 100 cubic feet or 748 gallons) or $1.44 based on an average water bill of 18 CCF. The increases are needed to cover the cost of rendering water and wastewater utility services. The base charges for larger meters increase proportionately based on meter size.

In addition, the department's analysis of costs for expansion projects and projections over the next ten years reflect a wastewater connection fee adjustment to cover capital costs. The connection fee for a 5/8" residential size meter is increasing from $2,370 to

$2,725. The connection fee for larger meters will increase proportionately based on meter size.

The increased revenue will offset operating cost increases including the cost of purchased water (City of Richmond and Appomattox River Water Authority), chemicals, and payments for wastewater treatment (City of Richmond). In addition, increases in capital projects to comply with the nutrient regulations for the Chesapeake Bay, upgrades to pump stations, new/replacement water tanks, as well as maintaining the integrity of the county's water and wastewater facilities are all contributing to the need for the proposed increased rates and fees.

The charges for a combined water and wastewater average bi-monthly bill using 18 CCF of water will increase by $3.56 ($1.78 monthly). Even after the rate increases (assuming an average bill for combined services), the county's rates will still be significantly less than in Henrico, Hanover, and Richmond.

Building Inspections

To maintain a quality building inspection workforce and to be prepared to meet expectations when the housing market turns around, a two-fold increase is proposed for both residential and commercial construction. For FY2009, Building Inspections is increasing the flat fee charged per residential inspection by $9, from $48 to $57, and increase commercial permit fees from $5.50/$1,000 to $6.60-$7.40/$1,000 of estimated cost of construction, depending on the type of commercial permit. In FY2010, a 4 percent increase is included to both residential and commercial permit fees in order to ensure that Building Inspections remains a self-sustaining department. Building Inspections' last inspection fee increase was in FY2005.

Planning

Planning staff collects fees for the various types of plan submissions and requests to help defray the costs associated with review. As a matter of policy, the department tries to cover 80 percent of expenses related to residential development reviews and 65 percent of the costs related to commercial reviews.

Planning staff is proposing increases to fees related to site plan review, sign permits, rezonings, conditional use, and substantial accord. These increases would affect both commercial and residential plan review and are projected generate an additional $475,000 in revenue if fully implemented. The proposed fee increases will be done in conjunction with a revamping/simplification of Planning's current fee schedule and, if implemented, will not be adopted until after adoption of the FY2009 budget.

Waste and Resource Recovery

The fees charged for customer value cards are intended to offer county citizens a discount rate for frequent users of the convenience centers. The fees are also set to ensure that 70 percent of expenditures associated with the cost of operating the convenience centers will be recovered through revenues charged for services. Beginning in FY2009 the county will offer two levels of customer value cards (CVC), 15 and 40 visits, instead of three. The CVC will include an expiration date. An increase in the cost will also occur, but will be phased in over the next two years. In FY2009 the cost for the 15 visits CVC will be $82.50 and the 40 visits CVC will be $170. In FY2010 the cost for the 15 visits CVC will be $100 and $200 for the 40 visits CVC.

Starting in FY2009, citizen participation in the bi-weekly refuse collection program will experience a change. This service will only be offered to citizens that qualify for the county's real estate tax relief program. Tax relief eligible customers will still be able to receive leaf vacuum, refuse collection, and bagged leaf services. Those county residents affected can obtain leaf and trash pick-up services through various private vendors.

Environmental Engineering

Over the next several months, the Environmental Engineering Department will complete a comprehensive analysis of its revenues and expenses to determine how much of its costs relating to state regulations can and should be recovered though customer fees. The hope is that any revenue from fee increases will help fund additional staff and/or operating costs necessary for Chesterfield to comply with the Commonwealth's regulations

REVENUE ANALYSIS

STATE REVENUES

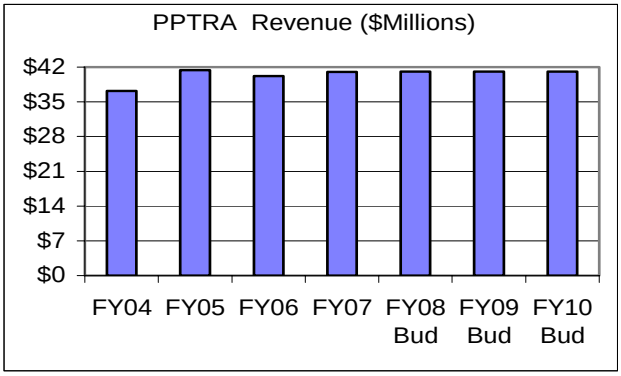
Total state revenues are budgeted at $128,423,700 in FY2009. This is 17.1 percent of the county's total general fund budget. The FY2010 budget for all state revenues is $131,293,100, or 16.9 percent, of the total general fund.

Chesterfield receives funding from the Commonwealth of Virginia in several areas. The largest state revenue in the general fund is the state sales tax. The personal property tax relief reimbursement and Aid to Localities with Police Departments (HB599) are also major sources of state revenue.

Personal Property Tax Relief Reimbursement

In 1998, the state of Virginia began its Personal Property Tax Relief Program, under which Virginia residents would pay a decreasing percentage of the personal property tax on their qualifying personal vehicles until the entire tax was relieved in 2002. To qualify, vehicles must not be owned by a business and, if leased, the lessee must pay the property taxes. The program relieved the tax on up to $20,000 of the vehicle's assessed value; owners with vehicles assessed over $20,000 must pay the tax on the remainder.

In 1998, the first year of the program, the state sent refunds for 12.5 percent of the tax directly to taxpayers; therefore, Chesterfield County did not receive any reimbursement. In 1999, the state reimbursed the county for 27.5 percent of residents' property taxes. The reimbursement percentages for 2000 and 2001 were 47.5 percent and 70.0 percent, respectively. The original intent of PPTRA was to begin 100.0 percent reimbursements in 2002. Fiscal constraints at the state level prevented the full implementation of the reimbursement and froze the reimbursement percentage at 70 percent through 2005. Legislation passed during the 2004 General Assembly session will substantially impact future PPTRA reimbursements to localities. Beginning in tax year 2006, rather than reimbursing localities 70.0 percent of the cost of the program, the state will distribute a total of $950 million per year to localities. A locality's share will be determined by the percentage it received of the total state reimbursement in tax year 2005. Under this new distribution method, the state will no longer be responsible for reimbursing localities the full 70 percent cost of the PPTRA program.

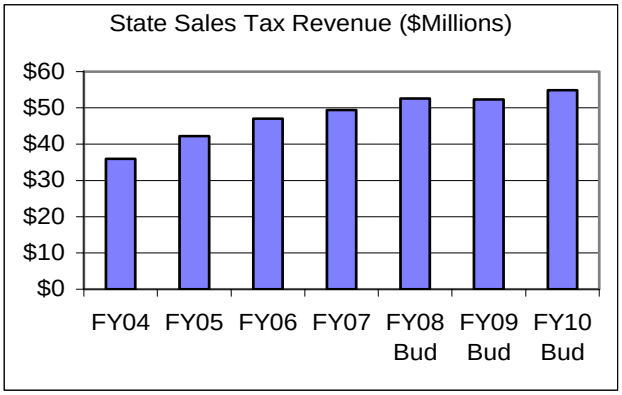


The FY2009 and FY2010 budgets each include $41,092,000 in anticipated reimbursement under the PPTRA program. County taxpayers will see a gradual reduction in the amount of relief they receive each year because the total state reimbursement will remain the same while the county's personal use vehicle assessed value base will continue to increase. The relief percentage for tax year 2007 is 61 percent. The relief percentage for tax year 2008 will be determined in April 2008.

State Sales Tax

Chesterfield's public school system receives a portion of the state's 4.0 percent sales tax earmarked for public schools. This is not to be confused with the local option sales tax. An amount equivalent to 1.25 percent of sales statewide is distributed among Virginia localities based upon the number of school-aged children residing within each locality. Prior to FY2005 only 1.0 percent was distributed to localities. The increase of the state sales tax to 4.0 percent in FY2005 enabled the state to allocate the additional .25 percent to public school systems to meet unfunded needs. Because it is earmarked specifically for education, this revenue "flows through" the county's general fund and goes directly to the school system.

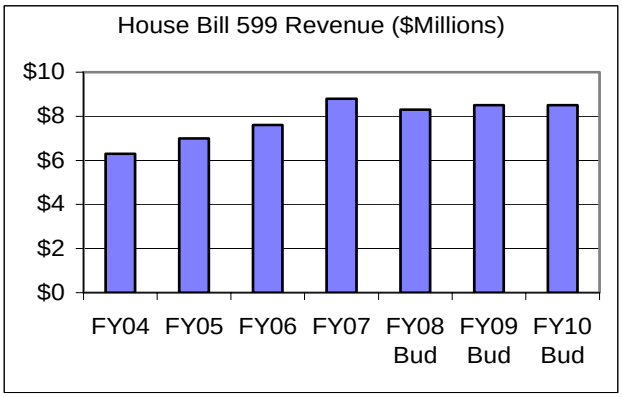
REVENUE ANALYSIS



Two factors influence this revenue source: the level of retail sales statewide and the proportion of the state's school children residing in Chesterfield County. The FY2009 budget estimates $52,284,400 in state sales tax revenue, which is a decrease of $328,000, or 0.6 percent, from the FY2008 budget. The FY2010 budget for state sales tax is $54,932,000, an increase of $2,647,600, or 5.1 percent, from the FY2009 budget.

Aid to Localities with Police Departments (House Bill 599)

Commonly referred to as House Bill 599 (HB599) funding, after the legislation that created it, aid to localities with police departments is non-categorical revenue the county receives from the state. While



state code provides a formula for the amount of HB599 money localities should receive, the state's budget bill did not significantly change the appropriation to localities for HB599 from FY92 through FY99. In FY2000, the formula was reinstated, which resulted in a significant increase in the amount Chesterfield County received from the state. The amount of revenue to be received in any given year is dependent on the state budget. Because of this, HB599 revenue is difficult to forecast.

The FY2009 budget estimates HB599 revenue at $8,500,000, an increase of $200,000, or 2.4 percent, from the FY2008 budget. FY2010 is budgeted at $8,500,000 also. The FY2009 and FY2010 budgets do not reflect possible budget reductions by the Commonwealth.

Compensation Board Shared Expenses

The Commonwealth of Virginia partially supports the expenses of local constitutional officers across the state. Chesterfield has five elected constitutional officers: Sheriff, Commonwealth Attorney, Clerk of Circuit Court, Treasurer, and Commissioner of the Revenue. The state Compensation Board reimburses localities for part of the costs of salaries, benefits, office expenses, and equipment. In FY2009, total Compensation Board revenue is budgeted at $9,020,700, a $79,600, or 0.9 percent, increase from the FY2008 budget. The FY2010 budget for Compensation Board revenue is $9,069,500, a $48,800, or 0.5 percent, increase from the FY2009 budget. The FY2009 and FY2010 budgets do not reflect possible budget reductions by the Commonwealth.

Other

Other state revenues include, among others, Alcohol and Beverage Control profits, the wine tax, clerk's excess fees, and the state recordation tax. Other state revenues are budgeted at $17,526,600 in FY2009 and $17,699,700 in FY2010. These revenues could be impacted by budget reductions at the state level.

REVENUE ANALYSIS

FEDERAL REVENUES

The FY2009 and FY2010 budgets for total federal revenue are $11,856,300 and $11,893,200, respectively. The FY2009 and FY2010 budgets for federal revenue comprise 1.6 percent of the total general fund budget in both years.

Chesterfield County's single largest source of revenue from the federal government is welfare pass through funding. This money is provided to the county for payments to individuals in the Temporary Assistance to Needy Families (TANF) Program.

The FY2009 budget includes $10,064,900 for welfare pass through funding, an increase of $161,800, or 1.6 percent, from the FY2008 budget. The FY2010 budget projects $10,121,600 in welfare pass through funding, an increase of $56,700, or 0.6 percent, from the FY2009 budget.

OTHER FUNDS

Special Revenue Funds

In addition to the general fund, the county has four special revenue funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Special revenue funds include Comprehensive Services, Schools, Grants, and Capital Projects.

Comprehensive Services

This fund reflects revenues related to the operations of the county's Comprehensive Services Act (CSA) Program. The revenue sources are transfers from schools, Social Services, general fund, reimbursements from Colonial Heights, and State Aid. In FY2009 the CSA program is anticipating $11,081,900 in revenue from these sources. This is an increase of $445,100, or 4.2 percent, from the FY2008 adopted budget. The FY2010 budget is $11,437,700, an increase of $355,800, or 3.2 percent, from the FY2009 budget. Any increases are due to the growth in the costs of vendor services provided to CSA children and the number of children participating in the program. For more information see the Comprehensive Services description in the Human Services section of this document.

Schools Fund

This fund reflects revenues related to the operations of the county's public school system. The primary sources of revenue, exclusive of transfers from the general fund, are basic school aid payments from the state and educational program grants. The schools fund revenue is estimated to be $643,102,200 in FY2009. This is an increase of $27,277,400, or 4.4 percent, from the FY2008 schools fund revenue budget. This revenue is estimated to be $648,500,300 in FY2010, a $5,398,100, or 1.0 percent, increase from the FY2009 budget.

The revenue received by the Schools Construction Management Division is included in the schools fund. This division is reimbursed for coordinating and supervising all school building construction projects. For more information about schools, see the schools section of this document.

Grants Fund

This fund reflects revenues and expenditures related principally to the federal government's Community Development Block Grant (CDBG), the Virginia Juvenile Community Crime Control Act (VJCCCA) and other federal and state grant programs. Each of these grants is described in detail in the related section of this document. The CDBG narrative is located in the Community Development section of this document. The VJCCCA narrative is located in the Human Services section.

Capital Projects Fund

The capital projects fund is used to account for financial resources used for the acquisition, design, development, and/or construction of major capital facilities (other than those financed by proprietary funds). Revenues typically consist of transfers from the general fund; general obligation bonds or other financing sources; grants and donations; state or federal funds; and cash proffers. The FY2009

Capital Improvement Program (CIP) budget for general county improvements is approximately $66.7 million. More information on capital improvement projects can be found in the FY2009 – FY2014 CIP.

Proprietary Fund Types

Proprietary funds are used to account for the county's on-going organizations and activities that are similar to those often found in the private sector. The following are the county's proprietary fund types:

Enterprise Funds

Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing services to the general public, on a continuing basis, be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The county does not budget depreciation expenses in enterprise funds although it is recorded and reported in the annual financial report. Enterprise funds include the airport and utilities.

Airport

This fund accounts for the operations of the County Airport. A fixed based operator (FBO) handles the daily service functions of the airport. The FBO maintains a contract with the county for rental of building and hangar space. The county retains responsibility for all federal and state funded improvement projects. The County Airport's major expenditures consist of salaries and wages, maintenance, debt, and depreciation. Debt service on Certificate of Participation (COPS) issued to construct facilities is accounted for through the airport fund.

Water Fund

This fund accounts for the operation, maintenance and, construction of the county's water system. Charges for service represent the major source of operating revenue.

Wastewater Fund

This fund accounts for the operation, maintenance and, construction of the county's wastewater system. The fund's major source of operating revenue is charges for service.

Internal Service Funds

Internal service funds are used to account for the costs of operations for services provided to other county departments. Revenue is derived from charges on a cost reimbursement basis. The internal service funds include Capital Projects Management, Fleet Management and Communications and Electronics, and Risk Management.

Capital Projects Management

This fund reflects the operations of the county's Capital Projects Management Office. The fund's only source of revenue is charges for services provided in coordinating and supervising all county building construction projects. The hourly rate charged for capital project management services has been recalculated and will increase from $69.50 to $72.50 per hour in FY2009 and $75.00 per hour in FY2010. The expenses related to project management services are funded primarily in capital project budgets.

Fleet Management and Radio Shop

This fund reflects the operations of the garage and radio shop that maintain the county's vehicles and communication equipment. Revenues are derived from charges to other departments and funds on a cost-reimbursement basis.

The FY2008 labor rate for light and heavy vehicles and school buses was $53.00 per hour. The FY2009 rate is $63.00 per hour and the FY2010 rate is projected to be $65.00 per hour.

The radio shop labor rate for work done outside the normal maintenance contract was $50.00 per hour in FY2008. In FY2009 it is also $50.00 and it is projected to be $52.00 in FY2010.

Risk Management Fund

This fund reflects the operations of the county's Risk Management Department. Charges for services of providing risk financing and recoveries are the major source of revenue for this fund. Major expenditures consist of re-insurance costs and claims.

REVENUE ANALYSIS

Sources:

"Beige Book". Summary of Commentary on Current Economic Conditions. The Federal Reserve Board. Retrieved from http://www.federalreserve.gov/FOMC/Beigebook/2008/

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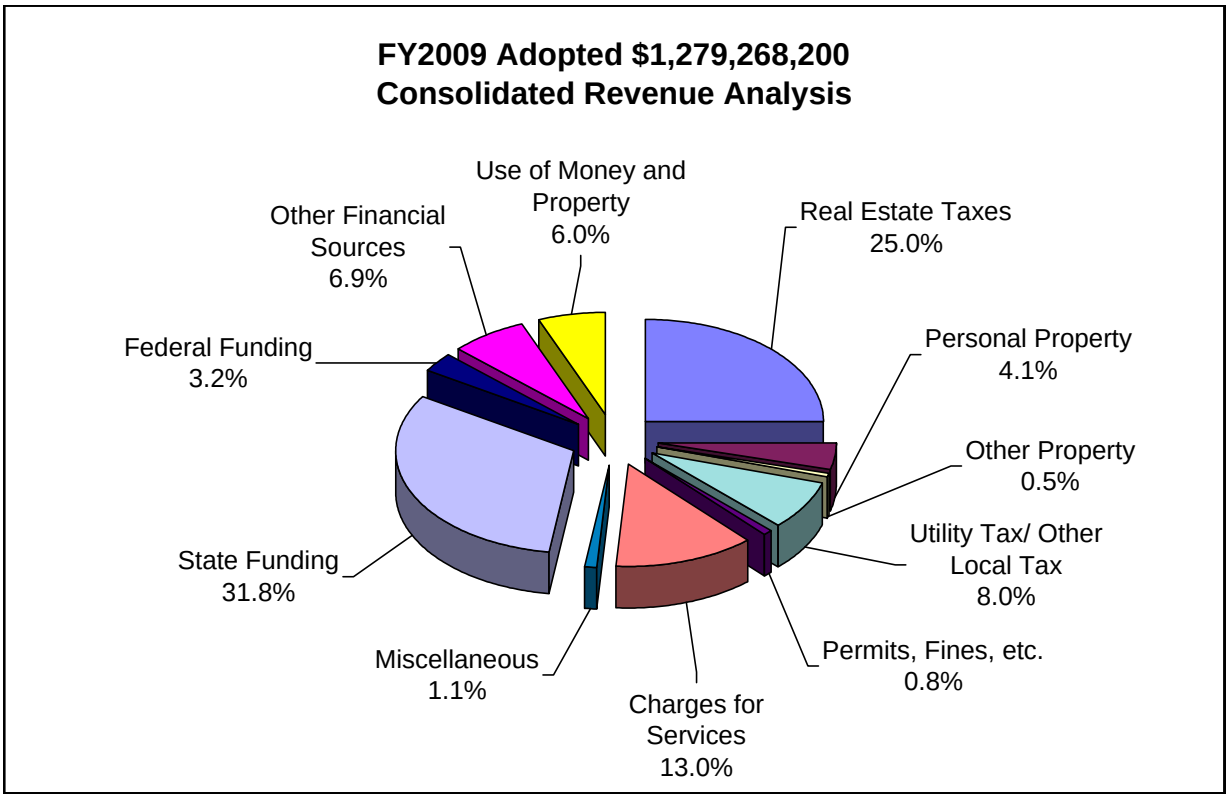
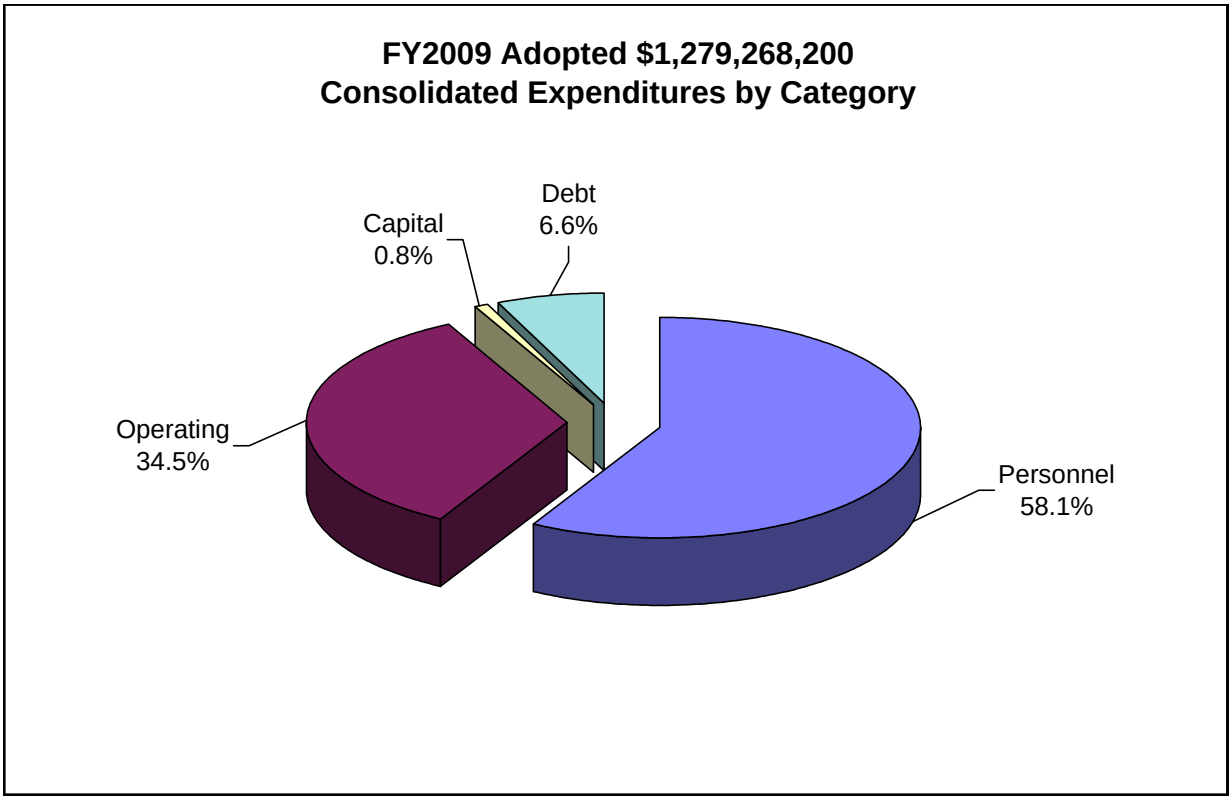
CONSOLIDATED REVENUE AND EXPENDITURE ANALYSIS FY2009 ADOPTED FOR ALL FUNDS

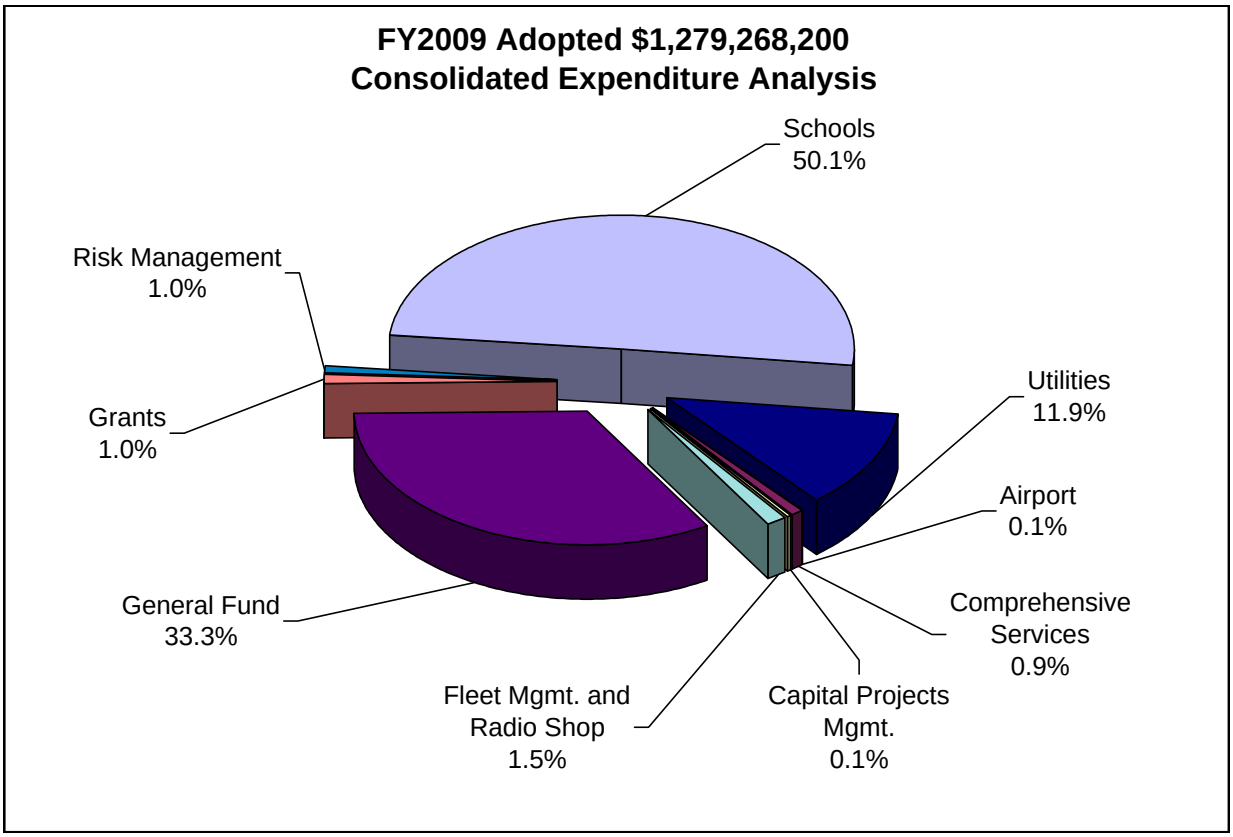
The county's FY2009 Adopted Budget net of transfers between funds is $1,279,268,200. The charts below detail consolidated revenues and expenditures by category.





CONSOLIDATED REVENUE AND EXPENDITURE ANALYSIS FY2009 ADOPTED FOR ALL FUNDS

The following chart illustrates expenditures for each of the county's funds. The chart includes FY2009 expenditures.



CONSOLIDATED REVENUE SUMMARY
FY2009 ADOPTED FOR ALL FUNDS

Revenue Sources:

	General Fund	School Fund	Comprehensive Services	Grants	Fleet and Radio Shop
Real Estate Taxes	$319,887,000				
Personal Property	52,161,500				
Other Property	6,535,000				
Utility & Other Local Taxes	102,522,400				
Permits, Fees, etc.	9,725,300				
Charges for Services	29,008,900	15,638,000			19,303,100
Miscellaneous and Recovered Costs	13,701,500		237,800		
State Funding	128,423,700	269,218,111	5,345,900	3,274,100	
Federal Funding	11,856,300	25,204,300	114,200	3,507,600	
Other Financing Sources	13,937,100	9,433,400		3,973,500	
Use of Money and Property	4,941,000	4,150,089			
REVENUE GENERATED WITHIN FUND	**$692,699,700**	**$323,643,900**	**$5,697,900**	**$10,755,200**	**$19,303,100**
Transfers from Other funds	3,175,000	316,596,600	5,384,000	2,758,300	
Beginning Fund Balance	53,495,000	2,861,700			
AVAILABLE SOURCES	**$749,369,700**	**$643,102,200**	**$11,081,900**	**$13,513,500**	**$19,303,100**

Expenditures:

	General Fund	School Fund	Comprehensive Services	Grants	Fleet and Radio Shop
General Government	$9,824,600				
Management Services	33,457,700			26,000	19,303,100
Assessment and Collection of Taxes	10,315,500				
Administration of Justice	8,389,500			498,400	
Public Safety	132,434,700			3,565,000	
Human Services	89,355,600		11,081,900	7,510,700	
Community Development	19,526,600			1,913,400	
Education	316,596,600	582,173,557			
Debt Service	24,898,200	45,958,600			
Miscellaneous	26,203,400				
Reserves	2,486,700	13,006,100			
Transfer to Other Funds	22,385,600				
TOTAL EXPENDITURES	**$695,874,700**	**$641,138,257**	**$11,081,900**	**$13,513,500**	**$19,303,100**
Ending Fund Balance	53,495,000	1,963,943			
TOTAL BUDGET	**$749,369,700**	**$643,102,200**	**$11,081,900**	**$13,513,500**	**$19,303,100**

CONSOLIDATED REVENUE SUMMARY
FY2009 ADOPTED FOR ALL FUNDS

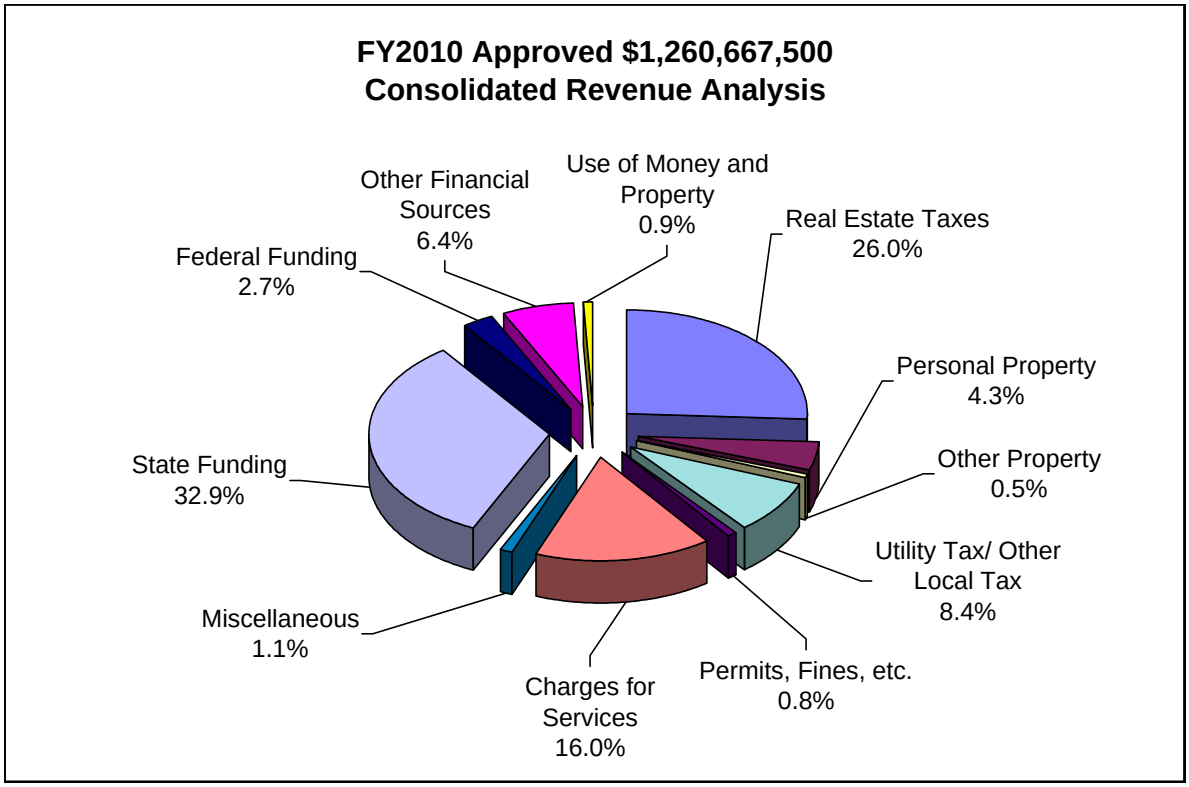
Risk Management	Capital Projects Management	Airport	Utilities	Transfers from Other Funds	Total	Percent
					$319,887,000	25.0%
					52,161,500	4.1%
					6,535,000	0.5%
					102,522,400	8.0%
					9,725,300	0.8%
7,416,800	826,500	744,600	89,166,700		162,104,600	12.7%
		7,000			13,946,300	1.1%
					406,261,811	31.8%
					40,682,400	3.2%
					27,344,000	2.1%
			67,837,700		76,928,789	6.0%
$7,416,800	**$826,500**	**$751,600**	**$157,004,400**	**$0**	**$1,218,099,100**	**95.2%**
				(327,913,900)	0	
4,812,400					61,169,100	**4.8%**
$12,229,200	**$826,500**	**$751,600**	**$157,004,400**	**($327,913,900)**	**$1,279,268,200**	**100.0%**

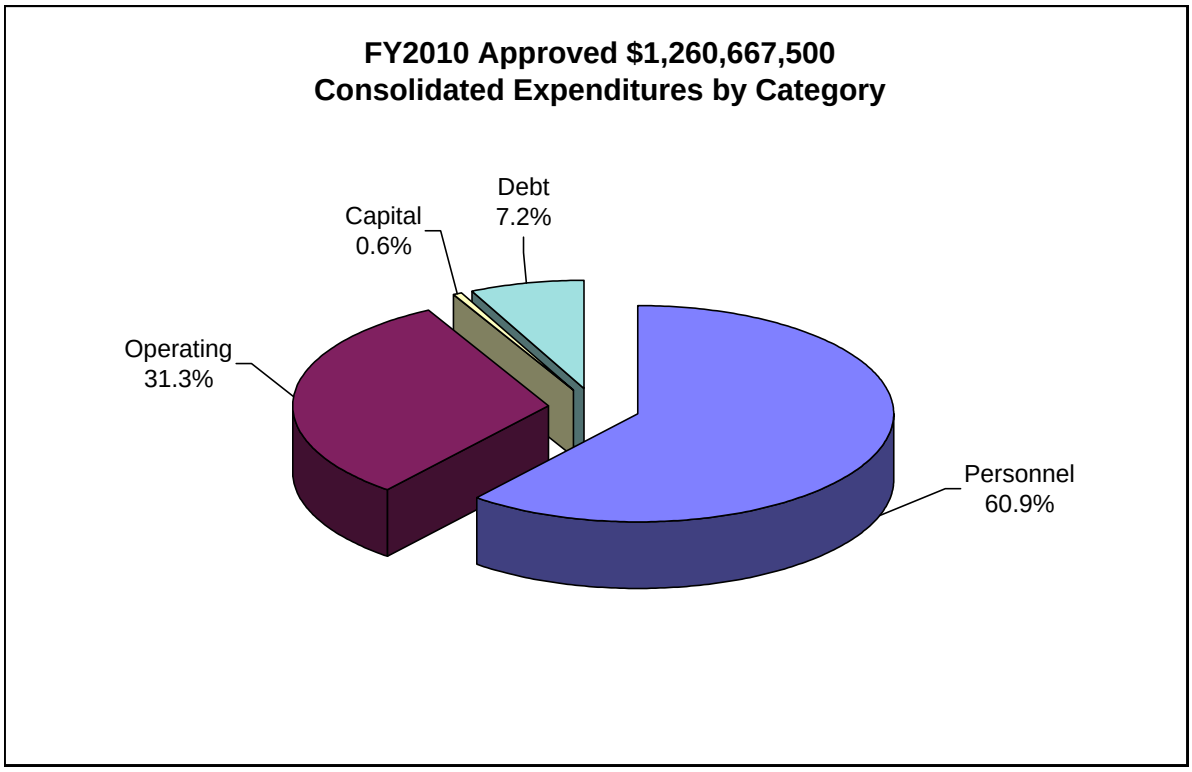
0

Risk Management	Capital Projects Management	Airport	Utilities	Transfers from Other Funds	Total	Percent
					$9,824,600	0.8%
7,416,800	826,500	751,600			61,781,700	4.8%
					10,315,500	0.8%
				(37,000)	8,850,900	0.7%
				(607,700)	135,392,000	10.6%
				(8,090,200)	99,858,000	7.8%
			157,004,400	(2,452,600)	175,991,800	13.8%
				(316,596,600)	582,173,557	45.5%
				(129,800)	70,727,000	5.5%
					26,203,400	2.0%
					15,492,800	1.2%
					22,385,600	1.7%
$7,416,800	**$826,500**	**$751,600**	**$157,004,400**	**($327,913,900)**	**$1,218,996,857**	**95.3%**
4,812,400					60,271,343	**4.7%**
$12,229,200	**$826,500**	**$751,600**	**$157,004,400**	**($327,913,900)**	**$1,279,268,200**	**100.0%**

CONSOLIDATED REVENUE AND EXPENDITURE ANALYSIS
FY2010 APPROVED FOR ALL FUNDS

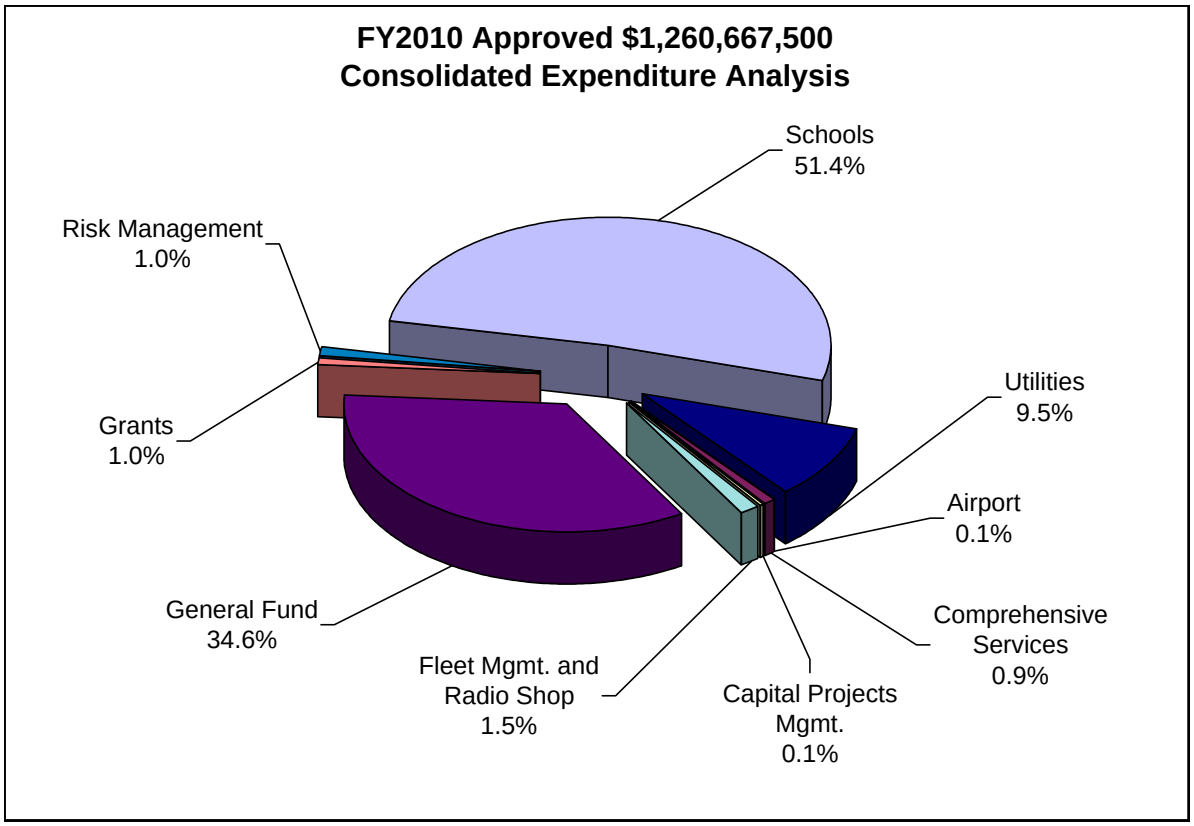
The county's FY2010 Approved Budget net of transfers between funds is $1,260,667,500. The charts below detail consolidated revenues and expenditures by category.





CONSOLIDATED REVENUE AND EXPENDITURE ANALYSIS
FY2010 APPROVED FOR ALL FUNDS

The following chart illustrates expenditures for each of the county's funds. The chart includes FY2010 expenditures.



CONSOLIDATED REVENUE SUMMARY
FY2010 APPROVED FOR ALL FUNDS

Revenue Sources:

	General Fund	School Fund	Comprehensive Services	Grants	Fleet and Radio Shop
Real Estate Taxes	$327,166,300				
Personal Property	53,795,200				
Other Property	6,560,000				
Utility & Other Local Taxes	106,019,000				
Permits, Fees, etc.	9,886,700				
Charges for Services	29,420,200	20,753,000			19,224,600
Miscellaneous and Recovered Costs	14,000,600		290,500		
State Funding	131,293,100	274,734,500	5,345,900	3,532,100	
Federal Funding	11,893,200	20,284,300	114,200	3,067,000	
Other Financing Sources	8,827,000	8,183,400		4,174,200	
Use of Money and Property	5,546,300	5,229,900			
REVENUE GENERATED WITHIN FUND	**$704,407,600**	**$329,185,100**	**$5,750,600**	**$10,773,300**	**$19,224,600**
Transfers from Other funds	3,306,400	318,315,200	5,687,100	2,782,500	
Beginning Fund Balance	53,495,000	1,000,000			
AVAILABLE SOURCES	**$761,209,000**	**$648,500,300**	**$11,437,700**	**$13,555,800**	**$19,224,600**

Expenditures:

	General Fund	School Fund	Comprehensive Services	Grants	Fleet and Radio Shop
General Government	$9,917,700				
Management Services	33,876,500			26,000	19,224,600
Assessment and Collection of Taxes	10,408,700				
Administration of Justice	8,447,700			499,000	
Public Safety	135,083,900			3,765,000	
Human Services	90,453,400		11,437,700	7,352,400	
Community Development	19,656,200			1,913,400	
Education	318,315,200	586,028,739			
Debt Service	28,255,000	48,383,300			
Miscellaneous	28,745,300				
Reserves	3,164,000	10,460,500			
Transfer to Other Funds	21,390,400				
TOTAL EXPENDITURES	**$707,714,000**	**$644,872,539**	**$11,437,700**	**$13,555,800**	**$19,224,600**
Ending Fund Balance	53,495,000	3,627,761			
TOTAL BUDGET	**$761,209,000**	**$648,500,300**	**$11,437,700**	**$13,555,800**	**$19,224,600**

CONSOLIDATED REVENUE SUMMARY
FY2010 APPROVED FOR ALL FUNDS

Risk Management	Capital Projects Management	Airport	Utilities	Transfers from Other Funds	Total	Percent
					$327,166,300	26.0%
					53,795,200	4.3%
					6,560,000	0.5%
					106,019,000	8.4%
					9,886,700	0.8%
7,564,700	855,000	758,100	122,834,100		201,409,700	16.0%
		7,000			14,298,100	1.1%
					414,905,600	32.9%
					35,358,700	2.8%
					21,184,600	1.7%
					10,776,200	0.9%
$7,564,700	**$855,000**	**$765,100**	**$122,834,100**	**$0**	**$1,201,360,100**	**95.3%**
				(330,091,200)	0	
4,812,400					59,307,400	**4.7%**
$12,377,100	**$855,000**	**$765,100**	**$122,834,100**	**($330,091,200)**	**$1,260,667,500**	**100.0%**

Risk Management	Capital Projects Management	Airport	Utilities	Transfers from Other Funds	Total	Percent
					$9,917,700	0.8%
7,564,700	855,000	765,100			62,311,900	4.9%
					10,408,700	0.8%
				(37,600)	8,909,100	0.7%
				(741,200)	138,107,700	11.0%
				(8,416,900)	100,826,600	8.0%
			122,834,100	(2,452,600)	141,951,100	11.3%
				(318,315,200)	586,028,739	46.5%
				(127,700)	76,510,600	6.1%
					28,745,300	2.3%
					13,624,500	1.1%
					21,390,400	1.7%
$7,564,700	**$855,000**	**$765,100**	**$122,834,100**	**($330,091,200)**	**$1,198,732,339**	**95.1%**
4,812,400					61,935,161	**4.9%**
$12,377,100	**$855,000**	**$765,100**	**$122,834,100**	**($330,091,200)**	**$1,260,667,500**	**100.0%**

GENERAL FUND REVENUES

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
Estimated Revenues:							
From Local Sources							
Real Estate Taxes	$277,279,522	$304,702,600	$319,887,000	$327,166,300	$340,119,900	$358,087,200	$378,469,900
Other Property Taxes	57,760,009	61,321,600	58,696,500	60,355,200	63,294,900	65,753,900	68,273,800
Other Local Taxes	98,838,481	102,006,400	102,522,400	106,019,000	108,155,800	110,976,100	114,521,600
Permits and Fees	7,348,086	7,517,500	8,257,100	8,390,900	8,593,000	8,786,900	8,985,700
Fines and Forfeitures	1,584,802	1,318,500	1,468,200	1,495,800	1,497,100	1,498,300	1,499,500
Other Local Revenue	50,898,810	43,397,900	47,764,280	49,077,880	49,479,080	49,781,180	50,299,080
Subtotal Local Sources	**$493,709,711**	**$520,264,500**	**$538,595,480**	**$552,505,080**	**$571,139,780**	**$594,883,580**	**$622,049,580**
Other Agencies							
State Revenue	$127,117,033	$128,114,000	$128,423,700	$131,293,100	$137,154,200	$140,172,500	$143,395,200
Federal Revenue	11,193,890	11,523,100	11,856,320	11,893,220	11,893,720	11,893,720	11,893,720
Subtotal Other Agencies	**$138,310,922**	**$139,637,100**	**$140,280,020**	**$143,186,320**	**$149,047,920**	**$152,066,220**	**$155,288,920**
Other Sources							
Transfers and Reserves	**$10,255,578**	**$23,482,700**	**$16,999,200**	**$12,022,600**	**$11,431,900**	**$12,739,100**	**$11,412,800**
Undesig. Fund Balance, Beginning	**$71,444,555**	**$49,945,000**	**$53,495,000**	**$53,495,000**	**$53,495,000**	**$54,834,000**	**$56,844,000**
Total Transf., Reserves, and Fund Balance	**$81,700,133**	**$73,427,700**	**$70,494,200**	**$65,517,600**	**$64,926,900**	**$67,573,100**	**$68,256,800**
Total General Fund Revenues	**$713,720,767**	**$733,329,300**	**$749,369,700**	**$761,209,000**	**$785,114,600**	**$814,522,900**	**$845,595,300**

GENERAL FUND EXPENDITURES

			Biennium				
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Estimated Expenditures:							
General Government	$8,141,519	$9,151,700	$9,824,600	$9,917,700	$10,110,200	$10,089,400	$10,108,400
Management Services	29,319,810	32,520,800	33,457,700	33,876,500	33,880,500	33,887,500	33,890,500
Assessment and Collection of Taxes	9,508,307	9,794,200	10,315,500	10,408,700	10,430,100	10,464,500	10,480,000
Administration of Justice	7,164,621	7,941,000	8,389,500	8,447,700	8,447,700	8,447,700	8,447,700
Public Safety	118,350,200	125,656,000	132,434,700	135,083,900	137,953,100	137,930,700	137,633,300
Human Services	75,875,932	83,482,800	89,355,600	90,453,400	91,063,900	91,301,300	91,314,800
Community Development	17,296,090	18,606,800	19,526,600	19,656,200	19,799,500	19,931,700	20,068,000
Miscellaneous:							
Non-Departmental [1]	$67,817	$260,000	$1,290,400	$1,559,400	$1,664,400	$1,669,400	$1,674,400
Community Contracts [1]	2,136,372	2,286,800	1,312,000	964,600	964,600	964,600	964,600
Convention Center	4,183,839	4,073,400	4,261,600	4,417,200	4,572,800	4,728,400	4,884,000
Debt Service	26,198,283	25,110,200	24,898,200	28,255,000	31,683,900	34,696,000	35,987,100
Employee Benefits	1,557,344	9,413,300	9,594,700	10,922,700	12,825,800	13,364,300	13,951,800
Intracounty Hydrant Protection	2,452,600	2,452,600	2,452,600	2,452,600	2,452,600	2,452,600	2,452,600
Interest Paid on Taxes	53,411	124,000	116,000	113,000	114,000	114,500	114,500
Local Aid to the Commonwealth	0	0	1,500,000	1,500,000	0	0	0
Community Development Auth.	0	0	1,080,000	1,926,700	1,662,000	3,766,500	3,876,300
Tax Relief for Elderly	2,957,209	3,700,200	3,680,400	3,864,400	4,057,600	4,260,400	4,473,400
Total Miscellaneous	**$39,606,874**	**$47,420,500**	**$50,185,900**	**$55,975,600**	**$59,997,700**	**$66,016,700**	**$68,378,700**
District Improvement Funds	$36,413	$242,500	$242,500	$242,500	$242,500	$242,500	$242,500
Streetlight Electrical Costs	$595,840	$575,600	$673,200	$782,200	$782,800	$783,400	$784,000
Transfers:							
Grants [2]	$2,080,354	$2,152,100	$2,584,600	$2,594,300	$2,776,400	$2,776,400	$2,776,400
Schools Operating	290,622,295	318,781,400	316,596,600	318,315,200	331,474,200	344,758,500	359,199,500
Comprehensive Services	2,324,700	2,729,900	3,008,600	3,206,700	3,206,700	3,206,700	3,206,700
Transfer to Capital Projects	17,044,078	18,273,900	16,752,400	15,580,400	16,868,700	17,810,400	12,172,000
Transfer to Airport Fund	258,767	24,800	40,000	9,000	0	0	0
Total Transfers	**$312,330,195**	**$341,962,100**	**$338,982,200**	**$339,705,600**	**$354,326,000**	**$368,552,000**	**$377,354,600**
Reserves:							
Pay-As-You-Go Capital Projects	$1,200,000	$3,444,200	$1,017,900	$1,308,300	$591,700	$1,132,900	$8,168,900
Road & Existing Business Reserve	0	1,200,000	999,700	1,855,700	461,900	0	252,200
Program Enhancements/Reserves & Designations	29,090,665	386,100	469,100	0	2,193,000	8,898,600	19,709,500
Undesignated Fund Bal., Ending	65,204,300	50,945,000	53,495,000	53,495,000	54,834,000	56,844,000	58,762,200
Total Reserves	**$95,494,965**	**$55,975,300**	**$55,981,700**	**$56,659,000**	**$58,080,600**	**$66,875,500**	**$86,892,800**
Total General Fund Expenditures	**$713,720,766**	**$733,329,300**	**$749,369,700**	**$761,209,000**	**$785,114,600**	**$814,522,900**	**$845,595,300**

[1] Includes RMCVB and Petersburg Area Regional Tourism recorded in Community Contracts in FY07, FY08 and prior years.

[2] Does not include transfers to grants that are reflected in individual departments as noted on divisional header sheets.

SCHOOL OPERATING FUND

			Biennium				
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Revenues:							
Local Sources	$8,135,412	$5,837,200	$6,206,600	$6,206,600	$6,330,700	$6,457,300	$6,586,400
State	226,864,471	235,878,000	266,136,700	272,946,300	280,452,300	288,865,900	298,976,200
Federal	408,463	380,000	380,000	380,000	383,800	391,500	399,300
Food Services	29,390,858	19,054,000	20,753,000	20,753,000	21,790,700	22,444,400	23,117,700
Grants	23,039,925	22,699,400	22,869,300	22,869,300	23,098,000	23,329,000	23,562,300
Transfer from School CIP	1,349,060	0	1,250,000	0	0	0	0
Transfer from Food Services	842,616	800,000	800,000	800,000	800,000	800,000	800,000
Use of Reserves/Loan Proceeds/Int.	17,844,542	679,800	234,800	216,400	0	0	0
Transfer from General Fund							
State Sales Tax	$49,390,225	$52,612,400	$52,284,400	$54,932,000	$60,728,100	$63,764,500	$66,952,700
Local Taxes	237,104,180	257,923,200	260,219,400	263,383,200	270,746,100	280,994,000	292,246,800
Prior Year Revenue	4,127,890	8,245,800	4,092,800	0	0	0	0
Total General Fund:	**$290,622,295**	**$318,781,400**	**$316,596,600**	**$318,315,200**	**$331,474,200**	**$344,758,500**	**$359,199,500**
Deferred Revenue/Use of Rsvs	0	5,750,000	0	0	0	0	0
SubTotal Revenue	**$598,497,642**	**$609,859,800**	**$635,227,000**	**$642,486,800**	**$664,329,700**	**$687,046,600**	**$712,641,400**
Beginning Fund Balance	$16,961,286	$1,000,000	$2,861,700	$1,000,000	$1,000,000	$2,972,200	$2,972,200
Total Revenues, Transfers, & Reserves	**$615,458,928**	**$610,859,800**	**$638,088,700**	**$643,486,800**	**$665,329,700**	**$690,018,800**	**$715,613,600**
Expenditures:							
Instruction	$355,466,799	$394,283,380	$417,521,448	$420,958,694	$433,102,700	$450,138,200	$467,597,200
Administration / A. & H.	18,923,183	21,851,966	22,534,220	22,966,550	23,655,500	24,365,200	24,974,300
Pupil Transportation	26,288,184	28,780,946	30,732,631	30,017,705	31,218,400	32,467,100	33,603,400
Operations & Maintenance	53,317,837	57,108,165	60,502,758	61,282,990	63,734,300	66,283,700	68,603,600
Debt Service	59,656,132	44,500,600	45,958,600	48,383,300	52,632,600	54,345,800	56,845,800
Grants	23,039,925	22,699,400	22,869,300	22,869,300	23,098,000	23,329,000	23,562,300
Food Service	29,390,858	19,054,000	20,753,000	20,753,000	21,790,700	22,444,400	23,117,700
Grounds Maintenance	1,834,000	1,973,800	2,246,700	2,167,000	2,167,000	2,167,000	2,255,600
Reserves and Fund Balance	39,029,611	2,972,193	1,963,943	3,627,761	2,972,200	2,972,200	2,972,200
Reserve for Capital Projects	8,512,400	17,635,350	13,006,100	10,460,500	10,958,300	11,506,200	12,081,500
Total Expenditures	**$615,458,928**	**$610,859,800**	**$638,088,700**	**$643,486,800**	**$665,329,700**	**$690,018,800**	**$715,613,600**
Appomattox Governor's School	**$3,435,300**	**$4,965,000**	**$5,013,500**	**$5,013,500**	**$5,013,500**	**$5,013,500**	**$5,013,500**

COMPREHENSIVE SERVICES

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:							
Reimbursement, Colonial Heights	$268,412	$211,400	$237,800	$290,500	$290,500	$290,500	$290,500
State Aid, Comp.Services	4,480,577	5,345,900	5,345,900	5,345,900	5,345,900	5,345,900	5,345,900
State Aid, Comp. Svcs.-Medicaid	492,915	114,200	114,200	114,200	114,200	114,200	114,200
Transfer from Social Services	445,200	445,200	445,200	445,200	445,200	445,200	445,200
Transfer from Schools	1,572,000	1,790,200	1,930,200	2,035,200	2,035,200	2,035,200	2,035,200
Transfer from General Fund	2,324,700	2,729,900	3,008,600	3,206,700	3,206,700	3,206,700	3,206,700
To (From) Retained Earnings	(716,024)	0	0	0	0	0	0
Total Revenues	**$8,867,780**	**$10,636,800**	**$11,081,900**	**$11,437,700**	**$11,437,700**	**$11,437,700**	**$11,437,700**
Expenditures:							
Operating Expenditures	$8,867,780	$10,636,800	$11,081,900	$11,437,700	$11,437,700	$11,437,700	$11,437,700
Total Expenditures	**$8,867,780**	**$10,636,800**	**$11,081,900**	**$11,437,700**	**$11,437,700**	**$11,437,700**	**$11,437,700**

GRANTS

			Biennium				
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Revenues:							
From Other Governments	$11,003,598	$9,693,800	$10,755,200	$10,773,300	$10,753,300	$10,753,300	$10,753,300
Operating Transfers from Other Funds	2,243,108	2,974,200	2,758,300	2,782,500	2,964,600	2,964,600	2,964,600
Total Revenues and Other Financing Sources	**$13,246,706**	**$12,668,000**	**$13,513,500**	**$13,555,800**	**$13,717,900**	**$13,717,900**	**$13,717,900**
Expenditures:							
Adult Drug Court	$855,679	$736,200	$858,700	$674,500	$856,600	$856,600	$856,600
Clerk of the Circuit Court Technology Trust Fund	598,976	400,000	400,000	400,000	400,000	400,000	400,000
Community Corrections Services:							
Domestic Violence Resource Center	103,038	114,200	116,600	117,200	117,200	117,200	117,200
Domestic Violence Victim Advocate (V-STOP)	32,015	35,000	56,500	56,500	56,500	56,500	56,500
Options	76,210	68,200	74,000	74,600	74,600	74,600	74,600
Post-Trial	1,659,669	1,759,600	1,829,500	1,829,500	1,829,500	1,829,500	1,829,500
Pretrial	429,776	472,500	488,800	488,800	488,800	488,800	488,800
Dual Treatment Track [1]	334,689	0	358,000	358,000	358,000	358,000	358,000
Community Development Block Grant	1,908,960	1,813,500	1,913,400	1,913,400	1,893,400	1,893,400	1,893,400
Community Services Board Part C	769,640	672,700	724,700	733,200	733,200	733,200	733,200
Domestic Violence Prosecutor	83,493	94,100	98,400	99,000	99,000	99,000	99,000
Families First	401,772	474,300	529,600	535,000	535,000	535,000	535,000
Fire and EMS Revenue Recovery	2,478,201	2,610,000	3,520,000	3,720,000	3,720,000	3,720,000	3,720,000
Juvenile Drug Court	379,678	485,000	486,000	486,000	486,000	486,000	486,000
Litter Grant	49,473	26,000	26,000	26,000	26,000	26,000	26,000
Police Grants:							
Community Oriented Policing / Universal Hiring Program	841,899	877,600	0	0	0	0	0
COPS in Schools	196,295	32,600	0	0	0	0	0
DCJS Community Policing/Gangs	56,308	0	0	0	0	0	0
DMV Grants	76,824	0	0	0	0	0	0
Domestic Violence Coordinator	48,566	49,800	45,000	45,000	45,000	45,000	45,000
JAG - Byrne grant	29,777	0	0	0	0	0	0
TRIAD Attorney General FY2007	2,750	0	0	0	0	0	0
USDA Grant - Juvenile Detention	84,438	40,000	60,000	60,000	60,000	60,000	60,000
USDA Grant - Youth Group Home	9,155	22,500	8,200	8,200	8,200	8,200	8,200
Victim/Witness Assistance	377,638	433,000	480,400	485,200	485,200	485,200	485,200
Virginia Juvenile Community Crime Control Act (VJCCCA)	1,361,785	1,451,200	1,439,700	1,445,700	1,445,700	1,445,700	1,445,700
Total Expenditures	**$13,246,706**	**$12,668,000**	**$13,513,500**	**$13,555,800**	**$13,717,900**	**$13,717,900**	**$13,717,900**

[1] A $338,100 grant for the SAMHSA-Dual Treatment Track program was awarded during FY2008 outside of the budget adoption process.

The FY2007 Project Exile grant was not awarded as anticipated. Actual expenditures for the program are recorded in the Commonwealth's Attorney's operating budget for FY2007 and subsequent years.

FLEET MANAGEMENT AND RADIO SHOP

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:							
Fleet Management Charges	$14,449,076	$16,542,000	$17,059,500	$16,791,800	$16,881,800	$16,974,500	$17,070,000
Radio Shop	2,150,384	2,077,800	2,243,600	2,432,800	2,460,600	2,489,000	2,518,500
To (From) Retained Earnings	0	0	0	0	0	0	0
Total Revenues	**$16,599,461**	**$18,619,800**	**$19,303,100**	**$19,224,600**	**$19,342,400**	**$19,463,500**	**$19,588,500**
Expenditures:							
Fleet Management	$14,002,573	$16,542,000	$17,059,500	$16,791,800	$16,881,800	$16,974,500	$17,070,000
Radio Shop	1,843,614	2,077,800	2,243,600	2,432,800	2,460,600	2,489,000	2,518,500
Total Expenditures	**15,846,187**	**18,619,800**	**19,303,100**	**19,224,600**	**19,342,400**	**19,463,500**	**19,588,500**
To (From) Retained Earnings	753,274	0	0	0	0	0	0
Total Expenditures and Retained Earnings	**$16,599,461**	**$18,619,800**	**$19,303,100**	**$19,224,600**	**$19,342,400**	**$19,463,500**	**$19,588,500**

RISK MANAGEMENT

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:							
Operating	$6,752,906	$6,793,600	$7,416,800	$7,564,700	$7,694,400	$7,825,800	$7,955,600
Non-operating	571,058	0	0	0	0	0	0
Total Revenues	**$7,323,964**	**$6,793,600**	**$7,416,800**	**$7,564,700**	**$7,694,400**	**$7,825,800**	**$7,955,600**
Beginning Retained Earning	3,388,779	4,844,200	4,812,400	4,812,400	4,812,400	4,812,400	4,894,700
Total Revenues	**$10,712,743**	**$11,637,800**	**$12,229,200**	**$12,377,100**	**$12,506,800**	**$12,638,200**	**$12,850,300**
Expenditures:							
Personnel	$1,640,927	$1,766,500	$1,838,300	$1,863,400	$1,888,400	$1,908,400	$1,939,500
Operating	7,405,059	5,027,100	5,578,500	5,701,300	5,806,000	5,835,100	6,016,000
Capital	2,185	0	0	0	0	0	0
Total Expenditures	**$9,048,172**	**$6,793,600**	**$7,416,800**	**$7,564,700**	**$7,694,400**	**$7,743,500**	**$7,955,500**
Ending Retained Earnings	1,664,572	4,844,200	4,812,400	4,812,400	4,812,400	4,894,700	4,894,800
Total Expenditures and Retained Earnings	**$10,712,743**	**$11,637,800**	**$12,229,200**	**$12,377,100**	**$12,506,800**	**$12,638,200**	**$12,850,300**

CAPITAL PROJECTS MANAGEMENT

			Biennium				
	FY2007	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2012**	**FY2013**
	Actual	**Adopted**	**1st Year**	**2nd Year**	**Projected**	**Projected**	**Projected**
Revenues:							
Service Charges	$668,772	$771,500	$826,500	$855,000	$871,500	$888,500	$905,900
Misc. Revenue	0	0	0	0	0	0	0
To (From) Retained Earnings	0	0	0	0	0	0	0
Total Revenues	**$668,772**	**$771,500**	**$826,500**	**$855,000**	**$871,500**	**$888,500**	**$905,900**
Expenditures:							
Personnel	$569,252	$643,100	$677,400	$706,000	$724,800	$744,300	$759,100
Operating Expenses	154,385	128,400	149,100	149,000	146,700	144,200	146,800
Capital	0	0	0	0	0	0	0
Total Expenditures	**$723,637**	**$771,500**	**$826,500**	**$855,000**	**$871,500**	**$888,500**	**$905,900**
To (From) Retained Earnings	(54,865)	0	0	0	0	0	0
Total Expenditures and Retained Earnings	**$668,772**	**$771,500**	**$826,500**	**$855,000**	**$871,500**	**$888,500**	**$905,900**

AIRPORT

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
Revenues:							
Sales of Supplies	$71,403	$32,400	$32,400	$32,400	$32,400	$32,400	$32,400
Rental Fees	623,957	690,800	712,200	725,700	740,700	763,500	771,600
Misc. Revenue	17,911	10,200	7,000	7,000	7,000	7,000	7,000
Transfer From General Fund	0	0	0	0	0	0	0
Total Revenues	**$713,271**	**$733,400**	**$751,600**	**$765,100**	**$780,100**	**$802,900**	**$811,000**
Expenditures:							
Personnel	$278,389	$318,000	$386,600	$402,800	$412,600	$422,800	$433,300
Operating	397,303	415,400	365,000	362,300	367,500	380,100	377,700
Capital	0	0	0	0	0	0	0
Total Expenditures	**$675,693**	**$733,400**	**$751,600**	**$765,100**	**$780,100**	**$802,900**	**$811,000**
To (From) Retained Earnings	37,578	0	0	0	0	0	0
Total Expenditures and Retained Earnings	**$713,271**	**$733,400**	**$751,600**	**$765,100**	**$780,100**	**$802,900**	**$811,000**

UTILITIES

			Biennium				
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Revenues:							
Water	$42,819,629	$44,381,100	$48,732,900	$50,211,900	$51,718,300	$53,269,800	$54,867,900
Wastewater	35,382,441	37,104,800	40,433,800	43,087,300	44,379,900	45,711,300	47,082,600
Used from Reserves/Bond Proceeds	52,897,882	9,010,000	67,837,700	29,534,900	0	0	1,044,700
Total Revenues	**$131,099,952**	**$90,495,900**	**$157,004,400**	**$122,834,100**	**$96,098,200**	**$98,981,100**	**$102,995,200**
Expenditures:							
Water	$28,906,956	$36,025,200	$37,177,700	$39,355,800	$40,536,500	$41,752,700	$43,005,300
Wastewater	25,267,996	27,235,700	29,426,700	31,453,300	32,396,900	33,368,800	34,369,900
CIP-Water	47,350,000	16,735,000	20,900,000	8,175,000	14,285,000	9,550,000	15,790,000
CIP-Wastewater	29,575,000	10,500,000	69,500,000	43,850,000	6,230,000	11,550,000	9,830,000
Transfer to Reserves	0	0	0	0	0	0	0
Total Expenditures	**$131,099,952**	**$90,495,900**	**$157,004,400**	**$122,834,100**	**$93,448,400**	**$96,221,500**	**$102,995,200**
To Retained Earnings:							
Water Fund	$0	$0	$0	$0	$0	$0	$0
Wastewater Fund	0	0	0	0	2,649,800	2,759,600	0
Total Retained Earnings:	**$0**	**$0**	**$0**	**$0**	**$2,649,800**	**$2,759,600**	**$0**
Total Expenditures and Retained Earnings	**$131,099,952**	**$90,495,900**	**$157,004,400**	**$122,834,100**	**$96,098,200**	**$98,981,100**	**$102,995,200**

GENERAL FUND BALANCE ANALYSIS

The schedule below indicates the allocation of the general fund balance at June 30, 2007 through June 30, 2010. Maintaining an adequate general fund balance is an essential element of financial strength and stability. The need for this balance or working capital reserve includes:

* A cash reserve to help stabilize monthly cash flow requirements
* Funding for emergencies
* A strong credit rating
* A cash reserve to be combined with other temporary cash balances to promote higher returns for all short term investments
* A cushion to help provide long term financial stability

As part of the county's debt ratio policies, the Board of Supervisors has established a policy of achieving the ratio of 7.5% (target ratio) for undesignated general fund balance as a percentage of general fund expenditures. At June 30, 2007 this ratio was **10.0%**, well above target.

FY2009		
Projected Beginning Fund Balance	**$**	**53,495,000**
Budgeted Addition to Fund Balance		**400,000**
Ending Fund Balance, June 30, 2009	**$**	**53,895,000**

FY2010		
Projected Beginning Fund Balance	**$**	**53,895,000**
Budgeted Addition to Fund Balance		**500,000**
Ending Fund Balance, June 30, 2010	**$**	**54,395,000**

MULTI-YEAR PROJECTIONS

FY2011 - FY2013 PROJECTIONS

General fund projections for FY2011, FY2012 and FY2013 are based on projected economic trends in the county. Past trends, as well as changes in state and federal regulations, are taken into account when projecting revenues and expenditures for these years.

In addition, projections conform to the county's established financial policies and commitments, which include funding projected increases for debt service, increases to undesignated fund balance at 7.5 percent of expenditures, increases in the transfer to Schools, increases to the reserve for capital projects, and various general operating cost commitments for county departments. The projections for FY2011-FY2013 are conservative due to uncertainty in the national and regional economy.

Debt Service
Conforming to the county's established indebtedness policies, debt service is expected to increase by $7.2 million between FY2011 and FY2013 as projects identified in the Capital Improvement Program are financed and constructed.

Debt burdens are primarily guided by the ratio of debt service as a percentage of general governmental expenditures. The FY2009-FY2014 CIP structures debt issuance to attain a debt ratio no higher than 8.5 percent over the term of the CIP.

Undesignated Fund Balance
The county's established policy for increases to undesignated fund balance is set at 7.5 percent of general fund expenditures. This ratio indicates the ability of the county to cope with unexpected financial problems or emergencies. As the unreserved general fund balance increases, the county's ability to cope with financial emergencies and fluctuations in revenue cycles improves. Undesignated general fund balance was $65.2 million or 10.0 percent of general fund expenditures at June 30, 2007. Projections include maintaining undesignated fund balance at 7.5 percent of general fund expenditures.

Transfer To Schools
The FY2011, FY2012, and FY2013 transfer to Schools has been formulated based on a methodology that was revised in FY1999, which compares growth in school enrollment to growth in the total population. Previously, the local transfer to Schools was not based on this comparison but was a percentage of net property taxes. The general fund transfer to Schools for FY2011 (net of extra services provided by county departments) is $341.2 million or 4.3 percent above FY2010; for FY20112 is $354.8 million or 4.0 percent above FY2011, and for FY2013 is $370.0 million or 4.3 percent above FY2012.

Reserve For Future Capital Improvement Projects
The amount of the reserve for future capital projects is based on a policy established by the Board of Supervisors. The reserve for future capital projects is budgeted each fiscal year through current revenues, with a goal of reaching at least five percent of general fund expenditures (excluding transfers, grants, fund balance, debt service, and respective flow-through expenditures having no direct benefit to the general fund). Specific projects are identified for funding from this reserve. Any balance in the reserve remains there until a need is identified. Total current revenue projected for the reserve for future capital projects is $18.7 million in FY2011, $20.1 million in FY2012, and $21.5 million in FY2013.

Departmental Commitments
General increases for new positions and additional operating costs are included for projection purposes where warranted. Funds are set aside in the employee benefits area to address future projected compensation/benefit increases for departments. Final decisions on future year funding will be made during the respective fiscal year's budget deliberations.

Increases may result from the opening of new capital facilities or the completion of capital projects. For example, a new facility opening in FY2011 may cause a department to need additional funds for personnel, maintenance, or utilities. In other

instances, new technology projects may result in increased expenses for maintenance contracts. Further, the need for new capital items may also result in increases in future expenditure budgets. Such items have been included where the need for equipment is known and where the acquisition of capital is warranted.

Currently the county's per diem payments to the Riverside Regional Jail must cover both the county's responsibilities for the construction financing for the facility, as well as ongoing operating costs. The per diem payments for FY2011, FY2012, and FY2013 are $8.6 million per year, and are included under Public Safety in the Sheriff's Department's narrative.

Several new facilities are scheduled to open in the coming years that will have an impact on departmental personnel, operating, and capital expenditures. Projections include additional funding for utilities, maintenance, and custodial costs. Additional funding for operating impacts is included in the respective years as follows:

In FY2011, projections include funding for additional costs related to personnel and operating to address the opening of new facilities, including the Reams Gordon Library, the Courthouse/Route 288 Fire and Rescue Station and the Public Safety Training Center at Enon. Additionally, costs associated with expected new Parks and Recreation facilities have been included for funding in FY2011.

In FY2012, projections include funding for operating budget impacts associated with the above-named new facilities, as well as operating costs of new breathing apparatus for the Fire Department, funded in the CIP in FY2012.

In FY2013, funding is projected to continue for the above reasons, however, no new operating or capital costs are reflected primarily due to the timing of county projects and when they are projected to become operational.

OPERATING IMPACTS FROM
CAPITAL IMPROVEMENT PROJECTS

(For Projects in the FY2011-2014 CIP)

	FY2011	FY2012	FY2013
Personnel	$1,828,400	$1,909,800	$1,693,300
Operating	627,400	475,200	427,900
Total Operating Impact	$2,455,800	$2,385,000	$2,121,200

Note: Table excludes impacts resulting from projects funded in prior year Capital Improvement Programs. Final funding levels for operating impacts in FY2011 – FY2013 will be made in each year's respective budget deliberations.

DEBT

DESCRIPTION

Bonded Debt Authorization and Issuance Policies

The Constitution of Virginia and the Virginia Public Finance Act provide the county with authority to issue general obligation debt secured solely by the pledge of its full faith and credit, as well as debt secured first by the fee revenues generated by the system for which the bonds are issued and, if necessary, by general obligation tax revenues. The county is also authorized to issue debt secured solely by the revenues of the system for which the bonds are issued. There is no limitation imposed by state law or local ordinance on the amount of general obligation debt a county may issue; however, with certain exceptions, debt, which either directly or indirectly is secured by the general obligation of a county, must be approved at public referendum prior to issuance. Debt secured solely by the revenues generated by the system for which the bonds were issued may be issued in any amount without a public referendum.

The county, as of June 30, 2007, had total net general long-term outstanding obligations of $548.9 million. Those obligations consist of $419.5 million in general obligation bonds ($337.9 million for schools, $81.6 for general county improvements), $0.7 million in State Literary Fund Loans, $78.3 million in capital leases, $2.9 million in retirement plan obligations, $16.5 million in a Support Agreement, and $31.0 million in judgments, claims, and compensated absences payable.

The county's commitment to established debt and financial management policies has enabled the county to achieve the highest bond ratings attainable from all three rating agencies (Fitch Ratings, Standard & Poor's, and Moody's Investors Services) for the county's general obligation bonds. Chesterfield County is one of fewer than 25 counties nationwide to hold the distinct honor of having a AAA bond rating from all three agencies. The county continues to benefit from this credit rating both economically and financially.

Debt Management

The Board of Supervisors generally follows the guidelines listed on the following page in making financial decisions on debt issuance. Adherence to these guidelines allows the county to plan for the necessary financing of capital projects while maintaining creditworthiness.

The County Administrator's Capital Improvement Program (CIP) for FY2009-FY2014 proposes debt issuance that results in a debt ratio even lower than the target shown in the table on the following page. The CIP has been developed to maintain a debt ratio closer to 8.2 percent over the six-year planning period.

Debt Ratio Policies

Chesterfield County policy establishes target and ceiling numbers for certain ratios. As part of a comprehensive evaluation and update of county financial policies, the debt per capita ratio target and ceiling values have increased and will continue to increase by two percent at the beginning of each biennium. Additional information on Chesterfield's financial policies can be found in the Financial Policies section of this document. Actual results are compared to policy values in the table on the following page.

DEBT

	Actual June 30, 2007	Planning Cap	Ceiling
Debt as a Percentage of Assessed Value	1.53%	3.0%	3.5%
Debt Per Capita	$1,683	$1,665	$1,873
Debt Service as a Percentage of General Governmental Expenditures	7.5%	10.0%	11.0%
Undesignated General Fund Balance as a Percentage of General Fund Expenditures	10.0%	7.5%	5% (min)

The process of issuing general obligation bonded debt in the county begins with the departments' presentations of capital expenditure needs to the County Administrator, who then presents these requests for funding in the form of the Capital Improvement Program to the Board of Supervisors. For debt issues to be placed on the ballot, the Board must approve the proposals by a majority vote. County residents must then approve a bond referendum for the projects so that general obligation debt can be issued. A comprehensive discussion of the capital improvement process is included in the CIP and in the Biennial Financial Plan within the "Transfer to Capital Projects" section.

FINANCIAL ACTIVITY

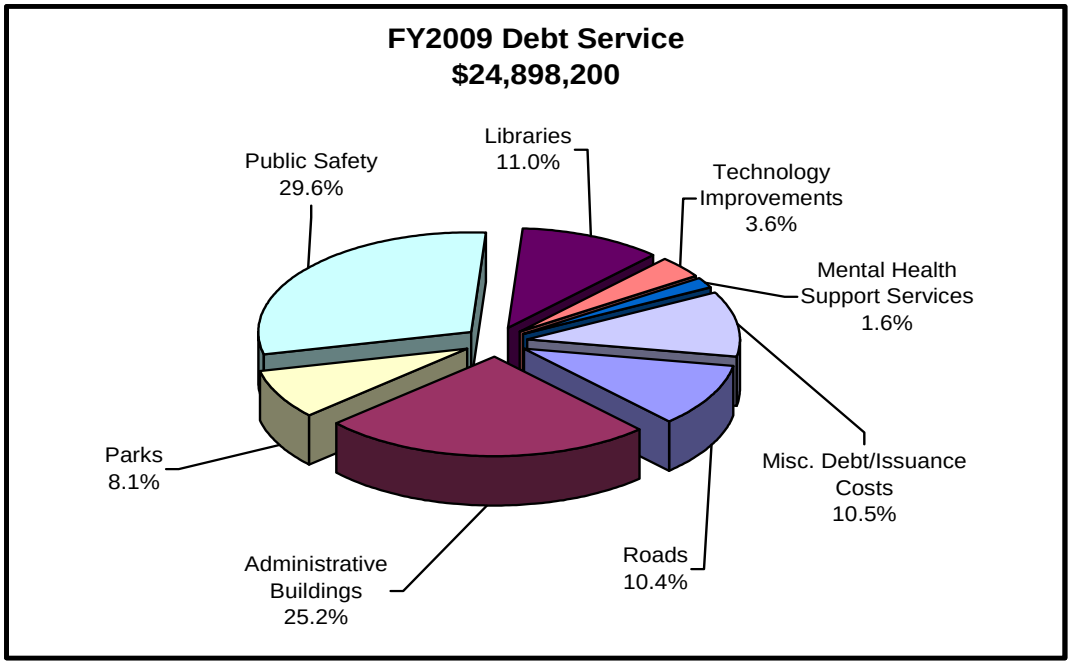
	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Debt Service	$19,233,027	$25,110,200	$24,898,200	$28,255,000	-0.8%	$31,683,900	$34,696,000	$35,987,100

BIENNIAL BUDGET ANALYSIS

Debt service represents payments of principal and interest on all county indebtedness. Debt service for schools is budgeted in the School Fund. The county's debt service is projected to decrease by 0.8 percent from $25.11 million in FY2008 to $24.9 million in FY2009 as reflected in the table above. FY2009 debt service is comprised of the categories shown in the graph on the following page.

Debt service in FY2010 is planned to increase 13.5 percent over the FY2009 budget. This increase is due to planned county issuances in FY2009 totaling $37.0 million.

DEBT



Other Long-Term Obligations

General Obligation Debt Financing
In November 2004, county residents overwhelmingly approved a Bond Referendum totaling $341.7 million. A variety of school, public safety, library, parks and recreation as well as road improvements will be funded with these bonds. The first installment of bonds was sold in early 2005, and general obligation bonds will continue to be sold incrementally through 2011 as project schedules dictate. The FY2009-FY2014 Capital Improvement Program includes projects to be financed with general obligation bonds approved through the 2004 referendum. See Appendix H for further details.

Included in the 2004 referendum was $40 million in road projects, of which $17.7 million is planned for issuance in FY2010 and FY2011. However, in response to expected declines in state road funding, and increasing road needs within the county, the FY2009 – FY2014 Capital Improvement Program includes an additional $66 million in road projects to be funded by general obligation bonds. The debt service will be paid from dedicated real estate and business professional and occupational license tax revenues. The Meadowville Technology Park interchange is one of the projects proposed for funding from these bonds. The bonds would require a voter approved referendum.

The debt management policies have been used to determine the amount of debt the county can afford to issue per year and stay within the recommended criteria. The FY2009 - FY2014 Capital Improvement Program includes $77.5 million in general county projects, in addition to the road program, to be financed through general obligation bonds. The debt service budget shown on the previous page reflects these planned debt issuances.

Lease-Purchase Financing
The CIP also proposes several other large projects to meet the needs of the community. The CIP proposes lease-purchase projects totaling $44.6 million over the six-year period. Debt service projections reflect these planned obligations. These projects include the expansion of the Smith-Wagner Building, renovation of the five-story administration building, the construction of a Route 360 West District Police Station, the design and construction of a new parks and recreation administrative building, work at the Public Safety Training Center at Enon, expansion of various school gymnasiums, and a project designed

to set aside funds for increased capacity at Riverside Regional Jail. It is anticipated that these projects will be funded, either in whole or in part, through the sale of Certificates of Participation.

Riverside Regional Jail
The Riverside Regional Jail Authority (Jail Authority) was created by Chapter 726 of the 1990 Acts of the General Assembly and was formed on June 21, 1990. The Jail Authority is comprised of the Cities of Colonial Heights, Hopewell and Petersburg and the Counties of Charles City, Chesterfield, Prince George and Surry. A fourteen-member board comprised of one appointed member and the Sheriff from each participating jurisdiction governs the Jail Authority. Each member must reside in and be appointed by the governing body of his political subdivision.

The regional jail is located in the County of Prince George adjacent to the Federal Correctional Institution and is used to hold prisoners primarily from each member jurisdiction. In accordance with the Jail Authority Service Agreement, each participating locality is required to commit a determined percentage of its inmates, paying *per diem* rates, to the jail. The County retains an ongoing financial responsibility for this joint venture due to this requirement of the agreement. The County's per diem payments for the year ended June 30, 2007 were $7,621,445.

The circumstances that automatically begin the facility's expansion process have been met. While there is still a state moratorium on the approval of reimbursement requests for jail construction projects, the Regional Jail Authority has moved this project forward. Construction of the new 180-bed Pre-Release Center was completed in the fall of 2007. The Pre-Release facility became operational during the spring of 2008. Construction for expansion of the main jail facility began in the fall of 2007. Completion of this phase of the project, anticipated for the fall of 2009, will add 480 beds. The completed project will increase the rated capacity of the facility to 1,396.

Chesterfield County has elected, also in keeping with the Jail Authority Service Agreement, to participate in the proposed expansion. The FY2009-FY2014 Capital Improvement Program allocates $15.5 million in debt capacity to address expenses associated with the expansion of the regional jail. Further detail on the Riverside Regional Jail can be found in the Sheriff's Department's narrative.

Community Development Authorities
During FY2007 and FY2008 the Board of Supervisors adopted ordinances to create two Community Development Authorities (CDAs). The Watkins Centre Community Development Authority was created in August 2006, and the Lower Magnolia Green Community Development Authority was created in August 2007. The creation of both CDAs was a result of petitions filed with the Board of Supervisors by the owners of more than 51% of the land area within the CDA District.

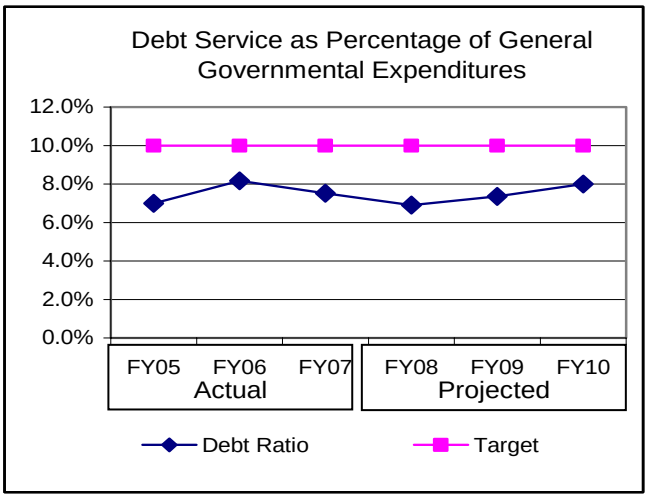
CDAs issue special assessment revenue bonds to finance certain infrastructure improvements located within the CDA district. The Watkins Centre CDA issued $20 million in revenue bonds in November 2007 for various road improvements. Additionally the Lower Magnolia Green CDA intends to issue $35 million in special assessment bonds in 2008 for road improvements within this development. The Board of Supervisors has adopted ordinances authorizing the levy of special assessments on real property within each CDA District. Each year, the Board of Supervisors, at the request of each CDA, may levy and collect special assessments within each District and appropriate such sums to each CDA for use in paying administrative expenses and debt service on the bonds.

While debt service on the bonds issued by the CDA are the responsibility of the CDA, the county has chosen a conservative approach to debt capacity planning by including CDA debt as part of the overall county debt. However, the county does not budget debt service expenses for CDA bonds. For planning purposes, the county has included $55 million in debt issuance for both CDAs in the calculation of key ratios.

DEBT

HOW ARE WE DOING?

Goal: Ensure fiscal integrity in resource allocation. Supports countywide Strategic Goal 1
Objective: Maintain Board of Supervisors' approved target of 10 percent or less; strive to maintain County Administrator's revised target of 8.5 percent through for the 2009-2014 planning period
Measure: Debt service to general fund expenditure ratio



Initiatives

- Capital Improvement Program
- Contributions to Reserve for Future Capital Improvements
- Debt affordability model
- Biennial Financial Plan
- Board of Supervisors' approved debt management policies
- Triple AAA bond rating resulting in reduced interest rates on bond sales and reduction in debt service expenditures

Goal: Promote financial integrity. Supports countywide Strategic Goal 1
Objective: Maintain highest possible General Obligation Bond rating from all three rating agencies
Measure: Annual General Obligation Bond ratings

RESULTS: Chesterfield County General Obligation Bond Ratings

Rating Agency	FY02	FY03	FY04	FY05	FY06	FY07	FY08
Standard & Poor's	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Moody's Investors Services	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa
Fitch Ratings	AAA	AAA	AAA	AAA	AAA	AAA	AAA

Initiatives

- Biennial Financial Plan
- Well-diversified management planning tools and policies in areas such as financials, land use, economic development, and capital facilities
- Debt affordability model
- Three year projections in Biennial Financial Plan
- Rapid retirement of principal

DEBT

WHERE ARE WE GOING?

The CIP proposes debt financed projects totaling $241.1 million ($117.6 million for county projects, $123.5 million for schools) for FY2011 through FY2014. Planned county projects consist of new facilities, expansions, renovations, and improvements in the areas of public safety, libraries, parks and recreation and transportation, including the newly expanded road program. Projects will be financed with a combination of general obligation bonds and certificates of participation.

Over the final three years of the operating budget‘s planning period, debt service increases each year by an average of $3.6 million. Debt payments during this period are reflective of expected general obligation and lease purchase debt to be issued in each year as projected in the FY2009 CIP. Expected new county debt to be issued in FY2011 is $37.0 million, in FY2012 is $21.1 million and in year FY2013 is $31.5 million.

Debt service as a percentage of general governmental expenditures, a measure of the county’s ability to retire debt without negatively impacting other county services, is projected to remain below policy target values and the more conservative limits established by the County Administrator.

SUMMARY OF DEBT OUTSTANDING AND REPAYMENT REQUIREMENTS

At June 30, 2007 the long term debt consisted of:

A. General Obligation Bonds and State Literary Fund Loans

Chesterfield County issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities of the primary government and including those used by the School Board component unit. State literary fund loans are approved for school capital projects. The 2004 voter-approved bond referendum authorized $341,745,000 in bonds to be issued in five major project categories. $187,580,000 of this authorization remained at June 30, 2007. General obligation bonds are direct obligations and pledge the full faith and credit of the County. The general obligation bonds and state literary fund loans are payable from the General Fund. At June 30, 2007, the amount outstanding of general obligation bonds and state literary fund loans were as follows:

	Original Issue Amount	Interest Rates	Annual Principal Requirements	Total Outstanding
General Obligation Bonds				
1994A School Refunding, due 2008	$14,750,000	8.10%	$305,000	$305,000
1995A School, due 2016	15,160,000	5.60 - 5.975	755,000 - 760,000	6,800,000
1995C School, due 2016	26,175,000	5.10	1,305,000 - 1,310,000	11,765,000
1998 General Improvement & Refunding, due 2012	79,485,000	4.30 - 4.70	1,440,000 - 4,765,000	10,690,000
1999 General Improvement & Refunding, due 2017	75,625,000	4.00 - 4.50	525,000 - 4,645,000	25,600,000
2000 General Improvement, due 2010	38,050,000	5.10 - 6.00	1,905,000	5,715,000
2001 General Improvement, due 2011	60,355,000	4.00 - 4.30	3,020,000	12,080,000
2002 General Improvement, due 2015	23,280,000	4.00 - 5.00	1,165,000	9,320,000
2002B School, due 2023	23,950,000	4.10 - 5.10	1,195,000 - 1,200,000	19,150,000
2003 General Refunding, due 2011	32,450,000	2.50 - 4.125	1,545,000 - 4,440,000	13,070,000
2003B School Refunding, due 2014	4,580,000	6.10 - 6.30	415,000 - 420,000	2,920,000
2004 School, due 2025	56,825,000	2.75 - 5.00	2,840,000 - 2,845,000	51,135,000
2004 General Refunding, due 2020	60,110,000	3.00 - 5.00	675,000 - 8,180,000	57,805,000
2005 General Improvement & Refunding, due 2025	36,775,000	2.50 - 5.00	905,000 - 5,505,000	35,865,000
2006 General Improvement, due 2026	64,305,000	4.00 - 5.00	3,215,000	61,085,000
2007 General Improvement & Refunding, due 2027	96,215,000	4.00 - 5.00	3,630,000 - 9,130,000	96,215,000
Total General Obligation Bonds				**419,520,000**
Add: Premium				15,167,511
Less: Deferred amount on refunding				6,076,215
Net General Obligation Bonds				**$428,611,296**
State Literary Fund Loans	**$26,475,319**	**3.00 - 4.00%**	**$55,218 - $608,000**	**$726,218**

SUMMARY OF DEBT OUTSTANDING AND REPAYMENT REQUIREMENTS

Annual debt service requirements to maturity for general obligation bonds and state literary fund loans are as follows:

Year Ending	General Obligation Bonds			State Literary Fund Loans		
June 30	Principal	Interest	Total	Principal	Interest	Total
2008	$34,820,000	$17,787,545	$52,607,545	$608,000	$22,787	$630,787
2009	34,080,000	17,521,613	51,601,613	63,000	3,547	66,547
2010	32,555,000	16,049,175	48,604,175	55,218	1,657	56,875
2011	31,200,000	14,565,831	45,765,831	0	0	0
2012	29,475,000	13,204,472	42,679,472	0	0	0
2013-2017	126,420,000	46,475,369	172,895,369	0	0	0
2018-2022	87,530,000	20,053,869	107,583,869	0	0	0
2023-2027	43,440,000	4,687,179	48,127,179	0	0	0
Total	**$419,520,000**	**$150,345,053**	**$569,865,053**	**$726,218**	**$27,991**	**$754,209**

B. Revenue Bonds

The County issued bonds to finance construction projects for the Water and Wastewater enterprise funds and the Health Center Commission issued bonds to finance construction projects. Revenue bonds outstanding at June 30, 2007, are as follows:

PRIMARY GOVERNMENT	Original Issue Amount	Interest Rates	Annual Principal Requirements	Amount Outstanding
Business-type activities:				
1992 Water and Sewer Refunding, due 2011	$19,705,000	6.375%	$405,000 - $485,000	$1,775,000
1992A Water and Sewer Refunding, due 2011	39,903,968	6.45 - 6.50	2,016,452 - 3,084,642	9,588,312
2002 Water and Sewer Refunding, due 2011	8,610,000	3.30 - 4.00	1,085,000 - 1,205,000	4,570,000
2007 Water and Sewer due 2028	47,315,000	4.00 - 5.00	1,545,000 - 3,400,000	47,315,000
TOTAL REVENUE BONDS				**63,248,312**
Add: Premium				252,778
Less: Discounts				21,150
Deferred amount on refunding				78,188
NET REVENUE BONDS				**$63,401,752**

The Water and Wastewater Funds are responsible for the revenue bonds as follows:

	Water	Wastewater	Total
Total revenue bonds	$52,620,791	$10,627,521	$63,248,312
Net revenue bonds	$52,840,490	$10,561,262	$63,401,752

Component Unit	Original Issue Amount	Interest Rates	Annual Principal Requirements	Amount Outstanding
Health Center Commission				
2005 Mortgage revenue & refunding bonds due 2040	$27,285,000	3.75 - 5.625%	$355,000 - $1,670,000	$26,840,000
Less: Discount				312,556
Deferred amount on refunding				1,190,110
NET MORTGAGE REVENUE AND REFUNDING BONDS				**$25,337,334**

Debt service requirements to maturity for the revenue bonds are as follows:

	Primary Government			Component Unit		
June 30	**Principal**	**Interest**	**Total**	**Principal**	**Interest**	**Total**
2008	$3,810,398	$5,888,418	$9,698,816	$355,000	$1,424,313	$1,779,313
2009	5,261,821	6,079,816	11,341,637	370,000	1,410,487	1,780,487
2010	5,256,451	6,081,375	11,337,826	385,000	1,395,619	1,780,619
2011	6,474,642	8,732,748	15,207,390	400,000	1,379,669	1,779,669
2012	1,770,000	1,703,430	3,473,430	420,000	1,362,493	1,782,493
2013-2017	10,005,000	7,371,650	17,376,650	2,375,000	6,507,798	8,882,798
2018-2022	12,225,000	5,143,613	17,368,613	3,030,000	5,836,078	8,866,078
2023-2027	15,045,000	2,328,098	17,373,098	3,925,000	4,907,896	8,832,896
2028-2032	3,400,000	71,400	3,471,400	5,100,000	4,691,444	9,791,444
2033-2037	0	0	0	6,730,000	2,042,439	8,772,439
2038-2040	0	0	0	3,750,000	256,219	4,006,219
Total	**$63,248,312**	**$43,400,548**	**$106,648,860**	**$26,840,000**	**$31,214,455**	**$58,054,455**

C. Public Facility Lease Revenue Bonds, Certificates of Participation and Taxable Redevelopment Facility Note

The County is a party to six Real Property Lease/Purchase Agreements. One agreement is structured with Public Facility Lease Revenue Bonds, four with Certificates of Participation issued over various years and one with a Taxable Redevelopment Facility Note. Obligations under these leases are to be liquidated by the General Fund and the non-major Airport Fund.

In the public facility lease revenue bonds transaction dated April 1, 1999, the County leases a new Juvenile and Domestic Relations Courts Building from the lessor for a lease term ending November 1, 2019. Public Facility Lease Revenue Bonds evidencing owners' interest in the lease payments were issued to finance the new building.

Under the second agreement dated January 1, 2001, the County leases the Juvenile Detention Home, the old Juvenile and Domestic Relations Courts Building, the Information Systems Technology Building and an Airport Hangar Building. Certificates of Participation evidencing owners' interest in the lease payments made by the County to the lessor were issued to finance construction and renovation of these buildings, as well as a new Financial/Human Resources Information System.

Under the third agreement dated March 1, 2003, the County leases the real property together with the new County Jail and all other buildings, structures, improvements and equipment located thereon. Certificates of Participation evidencing owners' interest in the lease payments made by the County to the lessor were issued to finance acquisition, construction, installation, furnishing and equipping the new jail.

Under the fourth agreement dated March 1, 2004, the County leases real property incorporating a new Community Development Building, a replacement Chester House Rehabilitative Facility, and a new Airport Hangar. Certificates of Participation Series 2004B were issued to finance a portion of the cost of the acquisition, construction, installation, furnishing and equipping of these buildings, as well as an Emergency Systems Integration Project.

Under the fifth agreement dated April 15, 2005, the County leases real property incorporating a new Police Property and Evidence Storage Facility. Certificates of Participation Series 2005C were issued to finance a portion of the acquisition, construction, installation, furnishing and equipping of the building.

SUMMARY OF DEBT OUTSTANDING AND REPAYMENT REQUIREMENTS

In the Taxable Redevelopment Facility Note dated October 18, 2004, the County leases real property incorporating the Cloverleaf Mall property. The County intends to transfer the property for long-term redevelopment to private sector interests and to retire the note with proceeds from the sale. The County is reporting an asset held for resale in its government-wide statements.

In each of these leases, the County acts as the lessor's agent for the construction and furnishing of the capital acquisitions. The County is required, subject to annual appropriations by the Board of Supervisors, under the Real Property Lease/Purchase Agreements to make lease payments to a trustee, as assignee of the lessor. These payments will be sufficient for the trustee to pay debt service on the Public Facility Lease Revenue Bonds, the Certificates of Participation and the Taxable Redevelopment Note as and when due. At the expiration of the lease terms, title to the assets will vest in the County if the County has made all lease payments required under the Agreements.

Amounts outstanding as of June 30, 2007, on the Public Facility Lease, the Certificates of Participation and the Taxable Redevelopment Note are as follows:

Governmental Activities	**Original Issue Amount**	**Interest Rates**	**Annual Principal Requirements**	**Amount Outstanding**
1999 Public Facility Lease, due 2020	$16,100,000	4.10 - 4.75%	$805,000	$10,465,000
2001 Certificaties of Participation, due 2022	13,310,000	4.00 - 5.00	539,250 - 894,250	8,813,750
2003A Certificates of Participation, due 2022	3,070,000	2.50 - 4.20	170,000 - 175,000	2,560,000
2003B Certificates of Participation, due 2024	3,030,000	2.50 - 4.20	150,000 - 155,000	2,580,000
2004A Certificates of Participation, due 2024	14,980,000	3.00 - 4.20	785,000 - 790,000	13,400,000
2004B Certificates of Participation, due 2025	5,982,795	3.00 - 4.20	295,288 - 299,568	5,383,659
2004 Taxable Redevelopment Facility Note	9,225,000	Variable*	0 - 9,225,000	9,225,000
2005A Certificates of Particiaption, due 2026	4,300,000	3.75	430,000	3,870,000
2005B Certificates of Participation, due 2025	8,500,000	3.75 - 4.25	450,000	8,045,000
2005C Certificates of Participation, due 2016	1,245,000	3.75	120,000 - 125,000	1,120,000
2006A Certificates of Participation, due 2016	3,565,000	4.25	355,000 - 360,000	3,205,000
2006B Certificates of Participation, due 2025	8,395,000	4.25 - 4.50	440,000 - 445,000	7,950,000
Total governmental activities				76,617,409
Add: Premium				430,799
Net Governmental Activities				**$77,048,208**
Business-Type Activities				
2001 Certificates of Participation, due 2022	$415,000	4.00 - 5.00%	$20,750	$311,250
2004B Certificates of Participation, due 2025	1,007,205	3.00 - 4.20	49,712 - 50,432	906,341
2005B Certificates of Participation, due 2025	450,000	3.75 - 4.25	20,000 - 25,000	430,000
Net Business-Type Activities				**1,647,591**
TOTAL OBLIGATIONS				**$78,695,799**

The interest rate will be the LIBOR Market Index Rate plus 0.35%, as that rate may change from day to day. "LIBOR Market Index Rate", for any day, is the rate for 1 month U. S. dollar deposits as reported on Telerate page 3750 as of 11:00 a.m., London time, on such day, or if such day is not a London business day, then the immediately preceding London business day (or if not so reported, then as determined by Bank from another recognized source or inter-bank quotation).

SUMMARY OF DEBT OUTSTANDING AND REPAYMENT REQUIREMENTS

Annual debt service requirements to maturity for the Public Facility Lease, the Certificates of Participation and the Taxable Redevelopment Note are as follows:

Year Ending	Governmental Activities			Business-Type Activities		
June 30	Principal	Interest	Total	Principal	Interest	Total
2008	$4,923,818	$3,181,915	$8,105,733	$91,182	$61,385	$152,567
2009	14,143,815	2,587,267	16,731,082	91,182	58,125	149,307
2010	4,568,818	2,235,338	6,804,156	91,182	55,032	146,214
2011	4,563,818	2,064,384	6,628,202	91,182	51,939	143,121
2012	4,558,818	1,892,214	6,451,032	96,182	48,753	144,935
2013-2017	21,839,089	6,785,356	28,624,445	480,912	190,679	671,591
2018-2022	16,594,089	2,799,958	19,394,047	480,912	96,276	577,188
2023-2027	5,425,144	308,048	5,733,192	224,857	14,126	238,983
Total	**$76,617,409**	**$21,854,480**	**$98,471,889**	**$1,647,591**	**$576,315**	**$2,223,906**

D. Capital Leases

The County has acquired equipment under capital lease arrangements with a historical cost and original issue amount of $1,562,958 and accumulated depreciation of $1,551,057 including current year amortization of $18,246. The interest rates vary between 3.46% and 3.83% and annual principal payments range from $41,627 to $90,613 per fiscal year. Capital leases are to be liquidated by the General Fund. Future minimum lease payments at June 30, 2007, for these capital leases are as follows:

Year Ending	Primary Government Governmental Activities		
June 30	Principal	Interest	Total
2008	$180,465	$61,972	$242,437
2009	188,353	55,299	243,652
2010	196,566	48,332	244,898
2011	159,480	41,058	200,538
2012	121,704	35,840	157,544
2013-2017	753,089	100,911	854,000
2018-2022	90,613	1,735	92,348
Total	**$1,690,270**	**$345,147**	**$2,035,417**

E. Support Agreement

On January 1, 2005, the County and the EDA entered into an Amended and Restated Development Agreement (Agreement). The Agreement obligates the County to make support payments on behalf of the EDA on a periodic basis in an amount equal to the debt service on the Variable Rate Revenue Bonds, Series 2005A and Taxable Series 2005B issued by the EDA in the amount of $18,120,000 on January 27, 2005. These bonds were issued to provide funds for the acquisition of real property for the Meadowville Technology Park including areas to be preserved as wetlands and used to build a system of streets and roads and other infrastructure improvements within the Park. The Bonds are limited obligations of the Authority, payable solely from payments made by the County, pursuant to the Agreement. The bonds are not a general obligation debt of the County and payments made pursuant to the Agreement are subject to annual appropriation by the Board of Supervisors. For the year ended June 30, 2007, the General Fund paid $773,463 in interest on behalf of the Authority.

The Support Agreement annual debt service requirements to maturity are as follows:

Year Ending	Primary Government Taxable Redevelopment Facility Notes		
June 30	Principal	Interest	Total
2008	$820,000	$414,231	$1,234,231
2009	830,000	391,143	1,221,143
2010	840,000	370,002	1,210,002
2011	855,000	347,768	1,202,768
2012	860,000	325,936	1,185,936
2013-2017	4,490,000	1,278,172	5,768,172
2018-2022	4,790,000	670,316	5,460,316
2023-2025	3,025,000	92,930	3,117,930
Total	**$16,510,000**	**$3,890,498**	**$20,400,498**

F. Defeased Debt

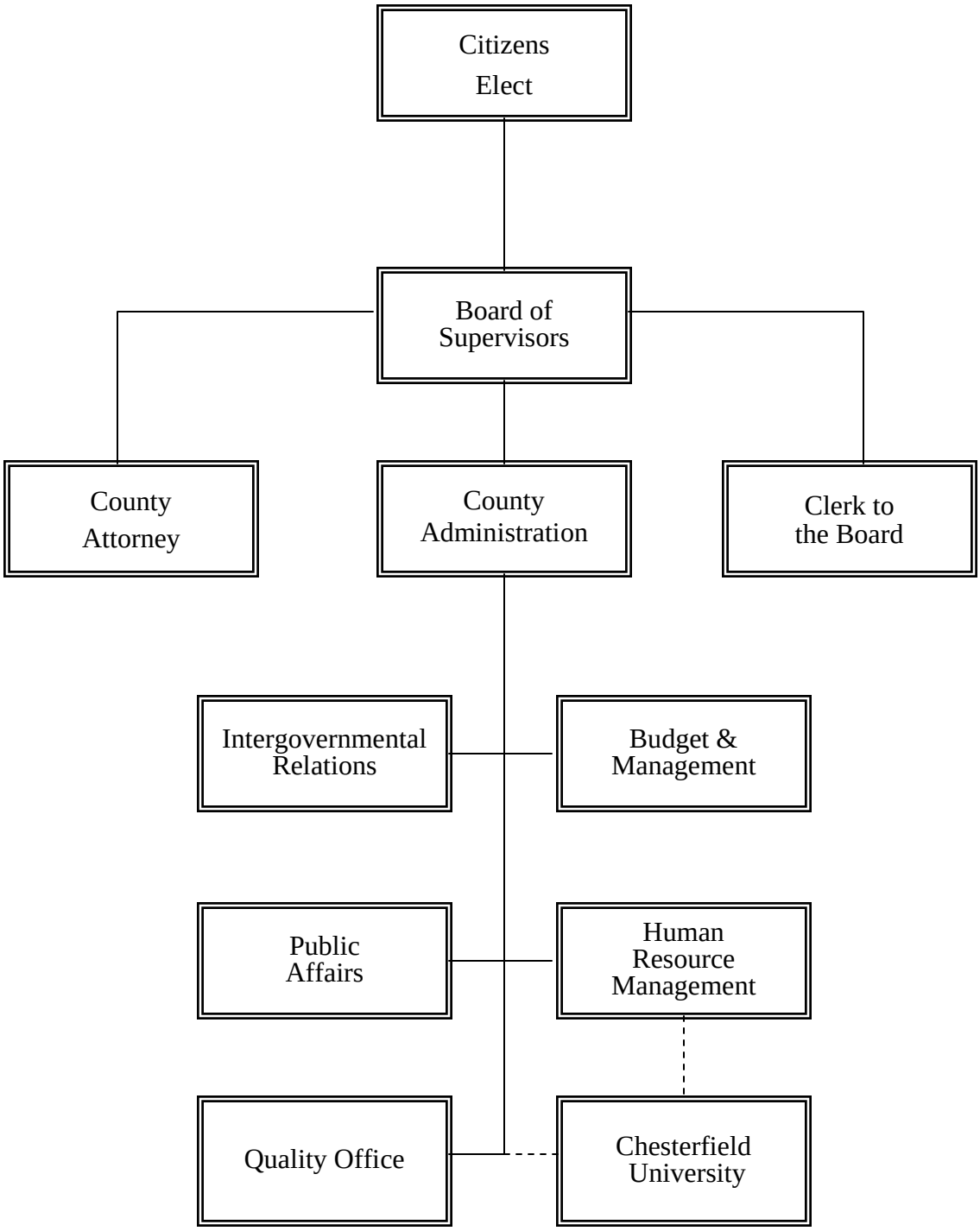
On March 28, 2007, the County issued $23.60 million in General Obligation Public Improvement Refunding Bonds with an average interest rate of 4.94%. Proceeds of $25.70 million (including the premium of $2.10 million and the deduction of $0.01 million in underwriting fees and other issuance costs) were deposited in an irrevocable trust with an escrow agent to pay interest when due on the refunded bonds up to and including their redemption dates and to pay the redemption prices on their respective redemption dates. The refunding includes: advance refunding of $4.445 million outstanding principal amount of the County's General Obligation Public Improvement Bonds, Series A of 1999, with an average interest rate of 4.50%, dated January 15, 1999, maturing on January 1 in each of the years 2017 through 2019, which are subject to redemption and are to be redeemed on January 1, 2009, $12.035 million outstanding principal amount of the County's General Obligation Public Improvement Bonds Series A of 2001, with an average interest rate of 4.92%, dated February 15, 2001 maturing on January 15 in each of the years 2018 through 2021, which are subject to redemption and are to be redeemed on January 15, 2011 and $8.135 million outstanding principal amount of the County's General Obligation Public Improvement Bonds, Series of 2002, with an average interest rate of 4.72% dated January 15, 2002, maturing on January 15 in each of the years 2018 through 2022, which are subject to redemption and are to be redeemed on January 15, 2012. As a result of this transaction, the selected maturities of the bonds are considered to be defeased and the assets in the related escrow account for those issues are not reflected in the accompanying financial statements.

The advance refunding resulted in the recognition of an accounting loss of $1.055 million for the year ended June 30, 2007, however, the County in effect reduced its aggregate debt service payments by $1.001 million over the next 15 years and obtained an economic gain (the difference between the present values of the old and new debt service payments) of $1.077 million.

In prior years, the County defeased certain general obligation and revenue bonds by placing funds in irrevocable escrow accounts to provide for future debt service payments on the defeased debt. Accordingly, the escrow account assets and the liability for the defeased debt are not included in the County's financial statements. At June 30, 2007, the outstanding balance of the defeased debt, including the 2007 refunding debt, was $101.30 million of general obligation bonds.

In prior years, the Health Center Commission defeased Mortgage Revenue Bonds, Series 1996, by placing funds in irrevocable escrow accounts to provide for future debt service payments on the defeased debt. The Health Center Commission was legally released from any payment obligation related to this prior debt, thus the related debt was removed from their financial statements.

GENERAL GOVERNMENT



GENERAL GOVERNMENT

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND							
Board of Supervisors	$314,540	$345,700	$366,300	$375,700	$375,700	$375,700	$375,700
Budget and Management	938,545	1,138,800	1,293,000	1,301,400	1,301,300	1,261,500	1,261,500
Chesterfield University	911,780	1,095,700	1,144,600	1,170,500	1,328,100	1,328,100	1,328,100
Clerk to the Board	236,522	259,900	268,200	269,400	269,400	269,400	269,400
County Administration	961,139	982,700	1,035,900	1,040,100	1,040,100	1,040,100	1,040,100
County Attorney	1,435,483	1,508,000	1,603,000	1,612,000	1,612,000	1,612,000	1,612,000
Human Resource Mgmt	1,868,847	1,950,800	2,156,500	2,170,700	2,193,300	2,206,300	2,219,300
Employee Health Clinic	246,598	543,900	548,700	554,300	563,700	569,700	575,700
Intergovernmental Relations	229,091	260,400	270,600	275,200	275,200	275,200	275,200
Public Affairs	688,821	720,100	762,200	768,000	771,000	771,000	771,000
Quality Office	310,154	345,700	375,600	380,400	380,400	380,400	380,400
TOTAL GENERAL FUND	**$8,141,519**	**$9,151,700**	**$9,824,600**	**$9,917,700**	**$10,110,200**	**$10,089,400**	**$10,108,400**

BOARD OF SUPERVISORS

DESCRIPTION

The Board of Supervisors is an elected body of five members representing Chesterfield County's five magisterial districts. The Board enacts ordinances and establishes policies in accordance with the desires of county residents as well as with applicable state and federal laws to improve the quality of life in the most cost-effective manner.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$200,204	$214,300	$224,900	$227,700	4.9%	$227,700	$227,700	$227,700
Operating	114,336	131,400	141,400	148,000	7.6%	148,000	148,000	148,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$314,540	$345,700	$366,300	$375,700	6.0%	$375,700	$375,700	$375,700
Revenue	16	0	0	0	0.0%	0	0	0
Net Cost	$314,524	$345,700	$366,300	$375,700	6.0%	$375,700	$375,700	$375,700
FT Pos.	0	0	0	0	0	0	0	0

BIENNIAL BUDGET ANALYSIS

The Board of Supervisors is committed to ensuring the highest quality of life to Chesterfield County residents at the lowest practical costs. Personnel costs in the Board's budget include salaries and benefits for the five members of the Board, as well as compensation for the members of the Capital Region Airport Commission. Operating costs include dues for the Virginia Association of Counties, the National Association of Counties, and Virginia Institute of Government.

The Board holds regularly scheduled meetings throughout the year to formulate policy for the county. Public hearings held by the Board afford citizens the opportunity to participate in the policy making process. Additionally, the Board added another public comment session at the beginning of the evening board meeting to accommodate citizens. Meeting schedules, agendas, minutes, and other information for the Board of Supervisors are available on the county's web site at www.chesterfield.gov.

The Board took innovative steps to better position the county for the future related to economic development. The Board's number one priority is construction of the Meadowville interchange. The county, state, and federal governments will partner for business support of the project. The Board also continues to make progress on the Cloverleaf Mall Redevelopment project and has established an Economic Development Committee to formulate strategic direction for economic development activities.

In addition to all of the county's community development issues, the Board has priorities in several other areas. The Board is moving the county toward more comprehensive planning. Work has begun on a county-wide plan rather than the continued update of individual plans. One of the county's strategic goals is to be responsible protectors of the environment. To that end, the Board remains committed to protecting the Upper Swift Creek Reservoir.

The Board continues to focus on meeting the service demands of the county's citizens in the most cost-efficient manner possible. In so doing, the Board will honor its commitment to protecting resources

that will pay for infrastructure needed to support new development, more specifically, cash proffers.

Under the Board's direction, the county's Leadership Group worked to redefine and revalidate Chesterfield's strategic goals and conducted a thorough review of all objectives and performance measures for the FY2006-FY2010 Strategic Plan. Revalidation and review activities will commence during the latter part of FY2008 for the FY2011-FY2015 Strategic Plan. The Business Climate and Citizen Satisfaction surveys will also be conducted during the summer of 2008.

WHERE ARE WE GOING?

Meeting the county's transportation needs and other infrastructure demands is one of the many issues facing the Board of Supervisors in the future. Board members and staff will continue to work together to answer the charge to implement solutions identified during FY2006 sessions with the Governor and VDOT to address the growing transportation problem over the next few years.

Economic development will continue to be a priority for the Board in future years. They will continue efforts to advance measures that will spur business growth in the county. With all of these issues, the Board will also continue to focus on providing the highest quality services for county residents in the most cost efficient manner and maintaining an open government.

BUDGET AND MANAGEMENT

DESCRIPTION

The primary functions of the Department of Budget and Management are to provide financial and management information and guidance for the County Administrator, Board of Supervisors and county departments. The department manages the development and execution of the Biennial Financial Plan and multi-year Capital Improvement Program, performs special projects including research and analyses, and oversees the budgets of all county capital projects. The department provides fiscal impact analyses on state legislative issues and administers the county's cash proffer program. In addition, the department is responsible for managing the county's debt program which includes planning the county's ability to issue debt, recommending projects for debt financing, and coordinating all financings as well as bond referenda activities.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$885,263	$1,076,400	$1,226,300	$1,234,700	13.9%	$1,234,600	$1,194,800	$1,194,800
Operating	53,282	62,400	66,700	66,700	6.9%	66,700	66,700	66,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$938,545	$1,138,800	$1,293,000	1,301,400	13.5%	$1,301,300	$1,261,500	$1,261,500
Revenue	22	0	0	0	0.0%	0	0	0
Net Cost	$938,523	$1,138,800	$1,293,000	$1,301,400	13.5%	$1,301,300	$1,261,500	$1,261,500
FT Pos.	13	13	14	14	1	14	14	14

Note: Two positions were transferred from Unassigned during FY2008 and one position was transferred to Human Services Administration.

BIENNIAL BUDGET ANALYSIS

The Budget and Management Department's primary purpose will continue to be the development and administration of the Biennial Financial Plan and Capital Improvement Program. In addition, the department performs special projects and conducts research for the County Administrator and Board of Supervisors to ensure the most efficient use of available resources. Working collectively with other departments, Budget staff monitors revenue and expenditure activity and analyze operations and performance to make recommendations on funding levels.

Primary activities for the year include work related to financing capital projects, the new financial system implementation, growth management activities, and an elevated level of activity related to economic development finance.

Annually the county is in the market selling general obligation bonds that were approved in the November 2004 referendum. County voters overwhelmingly approved a $341.7 million general obligation bond referendum for School, Public Safety, Library, Park and Recreation, and Road Improvement Projects. The first series of general obligation bonds were sold in February 2005. The county sold additional bonds in 2006 and 2007 and the remaining bonds are planned to be sold annually through 2011. Ratings on the general obligation

bonds have been reaffirmed with a "triple AAA" rating.

Chesterfield is one of fewer than 25 counties in the nation to hold a AAA bond rating from all three of the major bond rating agencies: Moody's, Standard and Poor's, and Fitch Ratings.

The Budget and Management Department is responsible for implementation and administration of the county's cash proffer program. Cash proffers help defray the cost of capital facilities needed to serve new development. Staff will continue to perform fiscal impact analyses on all proposed new residential development, continue to update the cost per new household of these capital facilities, and present this information, along with any policy changes to the Board of Supervisors annually. Since the inception of the cash proffer program, potential cash proffered for capital facilities associated with residential development totaled approximately $321.8 million as of June 30, 2007.

In an effort to expand the department's ability to undertake more complex research and analytical responsibilities associated with economic development activities and other key program areas, an additional full time position was transferred to Budget and Management in FY2008. This position will fill a void associated with special economic development financing such as community development authorities, project management, and complex analysis and problem solving. The FY2009 budget includes $93,500 to cover salaries and benefits for this position.

Budget and Management will continue to participate in the financial management of capital facility construction and planning for operational impacts associated with new facilities. This entails monitoring county capital projects to ensure that they do not exceed budget allocations. Please refer to the capital improvement program (CIP) for details on funded projects that will be monitored.

Budget and Management has been instrumental in the design and implementation of the new financial and human resource/payroll system. Throughout FY2007 budget staff worked as part of the In Focus project team to redesign and create business processes based on available functionality of the new financial system. Staff worked closely with software consultants to automate department processes as well as provide improved reporting capabilities to meet customer needs. This multiyear project will continue to require attention from budget staff in FY2009 and in FY2010 as upgrades to the software are implemented and the position budgeting module is undertaken.

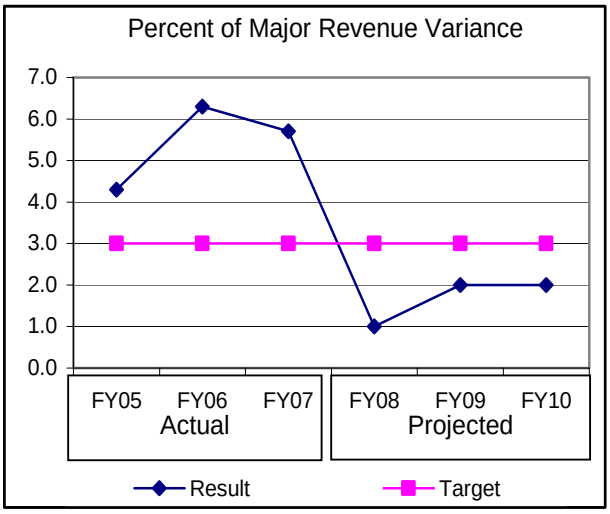
The department continues to play a significant role in the development of the Technology Improvement Program (TIP). The TIP is developed annually in conjunction with the county's Biennial Financial Plan and Capital Improvement Program. The program depicts the arrangement of technology projects countywide in priority order and identifies project costs, ongoing operating costs, and anticipated funding sources. Implementation of the TIP represents a three-year investment plan for the deployment and funding of technology, and demonstrates the county's commitment as a technology leader in local government. Detailed information on the TIP can be found in the FY2009-2014 Capital Improvement Program.

Both the FY2009 and FY2010 budgets include funding to replace computers and obtain software upgrades.

BUDGET AND MANAGEMENT

HOW ARE WE DOING?

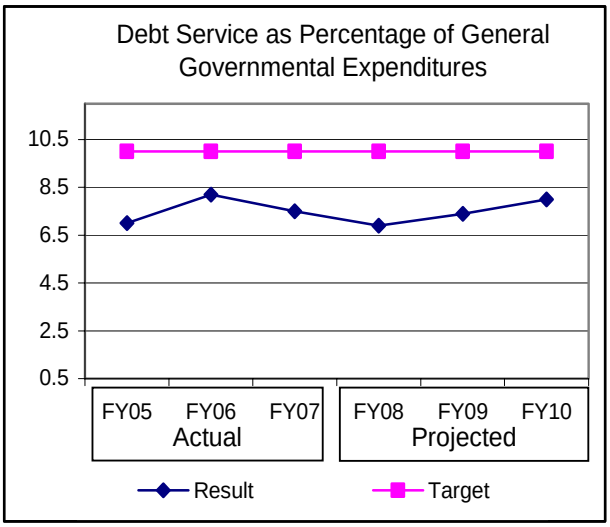
Goal: Ensure fiscal integrity in resource allocation. Supports countywide Strategic Goal 1
Objective: Provide accurate estimate of resources
Measure: Percent of major revenue variance between adopted revenues and actual revenues



Initiatives

- Biennial Financial Plan
- Three-year projections of revenues
- Monthly revenue analysis
- Revenue modeling: trends, regression

Goal: Ensure fiscal integrity in resource allocation. Supports countywide Strategic Goal 1
Objective: Develop and administer operating and capital budgets
Measure: Debt service-to-expenditures ratio



Initiatives

- Multi-year Capital Improvement Program
- Debt affordability model
- Biennial Financial Plan
- Board of Supervisors-approved debt management policies

BUDGET AND MANAGEMENT

WHERE ARE WE GOING?

The department is positioned to manage an increased and more complex workload provided authorized positions can successfully be filled. Such work will be necessary as service level demands increase and growth rates for available new revenues decline. Staff will also be assisting with formulating a future bond referendum through the CIP process that could occur as early as 2010. While the FY2009-2014 CIP encompasses projects approved with the 2004 referendum, it also begins to identify a slate of candidate projects for a future referendum that will be expanded and refined over the next few CIP planning cycles.

The department will evaluate the need for improved automated systems and solutions to improve its capabilities. Budgeting systems (In Focus), debt management tools, Geographical Information System (GIS), and the Community Development Information System (CDIS) have the most potential to advance the department's capabilities. Department staff will be involved in various phases of each of these solutions in the coming years.

CHESTERFIELD UNIVERSITY

DESCRIPTION

Chesterfield University is the primary provider of learning and developmental opportunities for county employees. Services are designed to attract and retain employees, increase technological literacy, create new knowledge, and share information. Learning opportunities are a blend of instructor-led classes and online courses.

Chesterfield University is made up of six schools of learning: the School of Applied Business and Technology; the School of Health, Environment, Safety, and Security; the School of Leadership and Personal Effectiveness; the School of Policy and Practice; the School of Public Safety; and the School of Quality and Continuous Improvement. The Council on Learning, made up of representatives from all county divisions, oversees University operations.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$742,313	$896,500	$993,300	$1,025,400	10.8%	$1,132,500	$1,132,500	$1,132,500
Operating	169,468	199,200	151,300	145,100	-24.0%	195,600	195,600	195,600
Capital	0	0	0	0	0.0%	0	0	0
Total	$911,780	$1,095,700	$1,144,600	1,170,500	4.5%	$1,328,100	$1,328,100	$1,328,100
Revenue	189,323	272,600	278,200	290,000	2.1%	293,000	293,000	293,000
Net Cost	$722,458	$823,100	$866,400	$880,500	5.3%	$1,035,100	$1,035,100	$1,035,100
FT Pos.	7	9	10	10	1	10	10	10

Note: One position was transferred from Buildings and Grounds during FY2008.

BIENNIAL BUDGET ANALYSIS

Chesterfield University (CU) continues to increase in class delivery as well as growth in students. From FY2006 to FY2007, there was a 19 percent increase in the number of students completing courses. The activity levels increase was due primarily to In Focus financial system training as employees ready themselves for the phase one implementation of the county's new enterprise resource planning system. Additionally officer development classes for Fire and EMS were offered through Chesterfield University.

Chesterfield University has earned national recognition for the second year in a row by placing 45th in Training Magazine's Top 125 organizations for 2008. This annual ranking of organizations leading the way in employee training and development saw the county rise from 53rd in 2007 to 45th recently. Chesterfield County is the only local government in the history of the Top 125 to be recognized for exemplary employee learning and development programs.

Other successes of CU include creating a new quality curriculum for three new certificate programs in the School of Quality and attaining the average number of learning hours per employee of 40 to meet the 2007 target.

CHESTERFIELD UNIVERSITY

The department is positioned to move forward in procuring an enterprise-wide human capital/learning management system in late FY2008 and is focusing on talent management to ensure leader development for succession planning within the organization. The Learning Management System (LMS) will allow the county to administer, track, measure, and report on all learning at an organizational level. The automation analyst position that supports this implementation will remain funded in the capital project during FY2009.

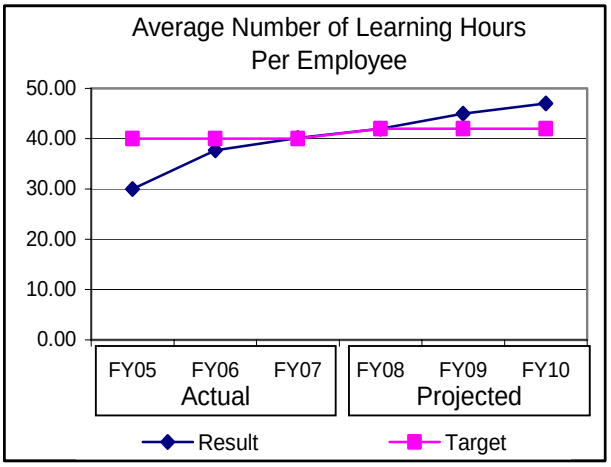
Challenges and opportunities facing CU are curriculum development, increases in internal and external participation, and budgeting sufficient tuition reimbursement funds. The staffing levels required to continue to meet the increase in training delivery are at a crucial point and additional funding requests for $35,400 to create a part time learning analyst position and $15,000 for books and training supplies have not been funded in FY2009.

The demands for tuition reimbursement and tuition assistance funds are expected to increase during this biennium as Chesterfield University continues partnering with area colleges and universities to offer degreed programs as well as a mid-management development program to county employees. The department submitted an additional funding request for FY2010 for tuition assistance and received $4,600. FY10 will bring the need to transfer two positions currently funded in capital projects into the university's operating budget; at present, funds have not been identified to do this.

A full time senior office assistant position has been requested in the amount of $33,400 for FY2010 to assist with increasing workloads. However, this request has not been included for funding at this time.

HOW ARE WE DOING?

Goal: Create and monitor metrics and measures that allow appropriate response and effective intervention to address business needs. Supports countywide Strategic Goal 5
Objective: Retain a diverse high performing work force
Measure: Average number of learning hours attended per employee (county wide)



Initiatives

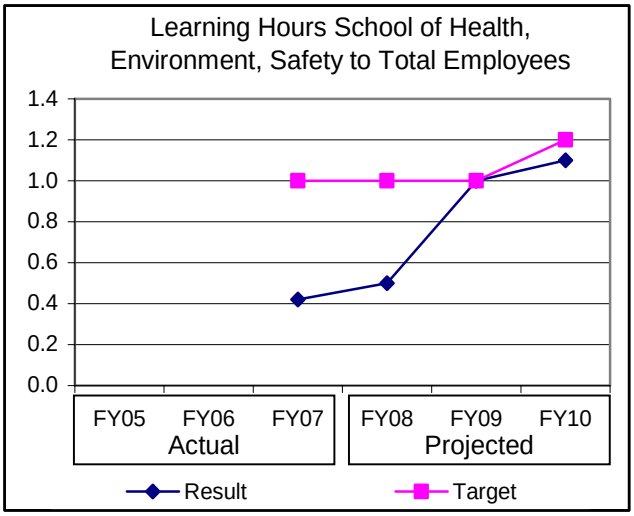
- Curriculum development
- Internal requests for learning
- Volunteer instructors
- Quality of course content
- Professional and knowledgeable staff
- Learning management system in FY2008

CHESTERFIELD UNIVERSITY

Goal: Create and monitor metrics and measures that allow appropriate response and effective intervention to address business needs. Supports countywide Strategic Goals 5 and 7

Objective: Retain a diverse high-performing work force and reduction of adverse environmental impacts and work related injuries

Measure: Number of learning hours of the School of Health, Environment, Safety, and Security to total employees



Initiatives

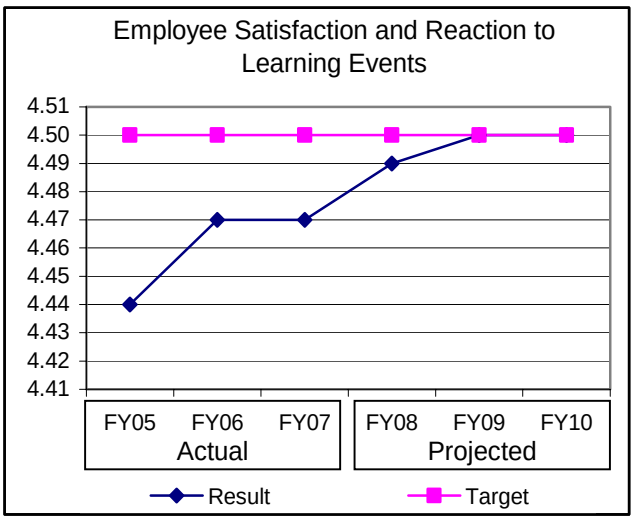
- Individual employee development plans
- Full time Safety Trainer beginning in FY08
- Departmental career development
- Environmental Management System training and implementation

Note: This measure was not tracked until FY07.

Goal: Create and monitor metrics and measures that allow appropriate response and effective intervention to address business needs. Supports countywide Strategic Goal 5

Objective: Track employee satisfaction and reaction to learning events in order to respond effectively and address changes in business needs

Measure: Employee satisfaction and reaction to learning events (Maximum score is 5.0)



Initiatives

- Classroom evaluations
- Follow-up surveys
- Direct observation

CHESTERFIELD UNIVERSITY

WHERE ARE WE GOING?

Chesterfield University will continue its efforts to demonstrate the impact of organizational learning. The new LMS will provide information on the department's performance impact that will enable CU to enhance its processes and service delivery.

Increases in demand challenge current staffing levels and, until new positions are added, the department will continue to struggle in meeting the demands for delivery of classroom instruction.

The growing number of Spanish-speaking citizens in the county presents a significant need in the organization for intermediate and advanced Spanish instruction, particularly in those departments that have daily contact with the Spanish-speaking population. A part-time Spanish instructor is funded in FY2008 and beyond to address these concerns and additional part time funding is included to strive to keep pace with the growing demands of delivering a quality learning environment.

CLERK TO THE BOARD

DESCRIPTION

The Office of the Clerk to the Board of Supervisors is responsible for coordinating the official meetings of the Board of Supervisors and for preserving the minutes and records of the Board. Official meetings include regular Board meetings, Board Committees, and all other meetings where three or more Board members are present. The Clerk ensures that all meetings are properly advertised and publicized.

The Clerk's Office prepares summary minutes of all Board meetings and is responsible for the preparation of the Board's agenda, including assembling, printing and distribution of the agenda packets. Other duties include handling inquiries from the public and assisting with Board members' calendars. The Clerk's Office maintains a database of Board and Committee appointees and their terms.

The Office of the Clerk to the Board plays an important role in providing quality customer service and communications with customers on behalf of the Board of Supervisors and county government.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$144,366	$139,600	$150,600	$151,800	7.9%	$151,800	$151,800	$151,800
Operating	89,915	120,300	117,600	117,600	-2.2%	117,600	117,600	117,600
Capital	2,242	0	0	0	0.0%	0	0	0
Total	$236,522	$259,900	$268,200	$269,400	3.2%	$269,400	$269,400	$269,400
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$236,522	$259,900	$268,200	$269,400	3.2%	$269,400	$269,400	$269,400
FT Pos.	2	2	2	2	0	2	2	2

BIENNIAL BUDGET ANALYSIS

The Clerk's budget includes personnel costs for the Clerk and Deputy Clerk, as well as operating costs for printing, postage and advertising costs for the Board of Supervisors. Workload impacts on the Clerk's office are directly related to the action and operations of the Board of Supervisors. Staffing changes in the Clerk's Office in FY2008 had a positive net impact on the final budget.

The Clerk's Office was able to reduce advertising costs by advertising primarily in a local publication. However, advertising costs are not under the Clerk's control since they are directly related to work effort. An evaluation of advertising costs and practices will be considered and could impact future decisions pertaining to the chosen media outlet.

The department continues to use cost-cutting measures, wherever possible, to help offset expenses, such as advertising and postage. The office will continue to implement process improvements to enhance service delivery.

Since implementing LaserFiche document imaging, the Clerk's Office has received fewer inquiries from internal customers as a result of the search capabilities on the Intranet. This includes searches of agendas, minutes and complete Board packets. Minutes have been scanned into the system as far back as 1938. The Clerk's Office will continue to implement process improvements to meet the needs of customers.

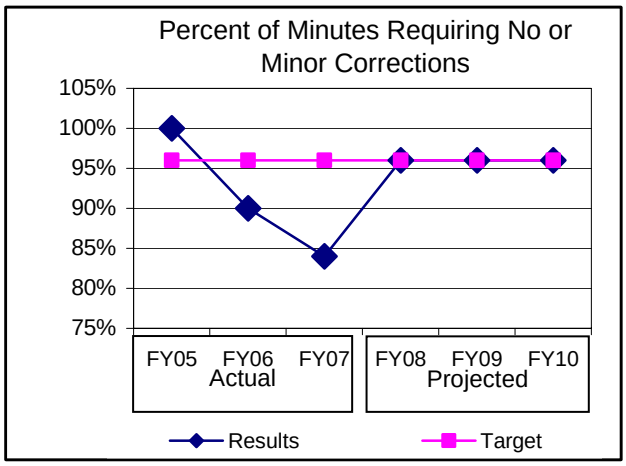
A future initiative of the Clerk's Office will be to include this same search capability on the Internet.

CLERK TO THE BOARD

Minutes from 1998 to present are available on the Internet and complete Board packets are available for the current year. Videostreaming of Board meetings began in the spring of 2008. This initiative is another tool to improve customer service, by providing our customers, both internal and external, with full access to the proceedings of Board meetings.

HOW ARE WE DOING?

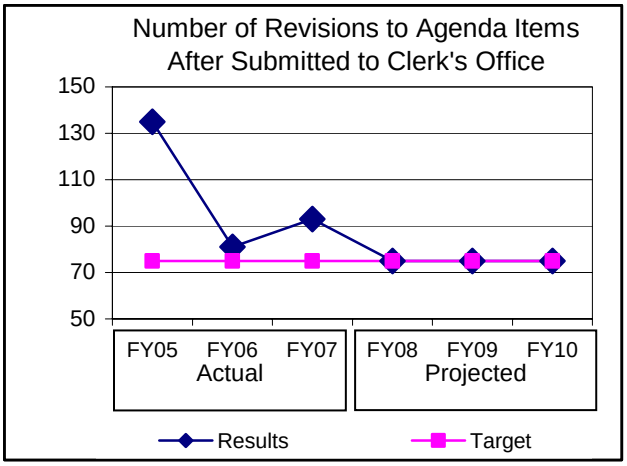
Goal: To serve as a liaison for the Board of Supervisors in order to facilitate the transfer and organization of information related to official meetings. Supports countywide Strategic Goal 2
Objective: To accurately transcribe and prepare minutes for all Board of Supervisors meetings
Measure: Percent of minutes requiring no or minor corrections



Initiatives

- Customer feedback
- Customer service standards

Goal: To serve as a liaison for the Board of Supervisors in order to facilitate the transfer and organization of information related to official meetings. Supports countywide Strategic Goal 2
Objective: To ensure the effective process for organizing and accurately preparing the board's agenda
Measure: Number of revisions to agenda items after submitted to the Clerk's Office



Initiatives

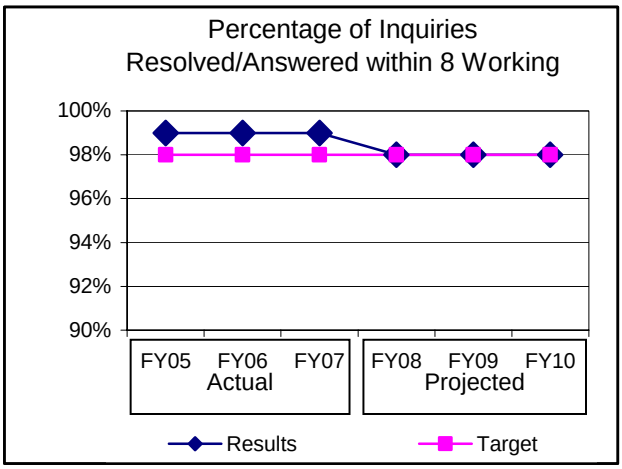
- Customer feedback
- Clerk's log of agenda items
- Standard operating procedures/flowcharts

CLERK TO THE BOARD

Goal: To serve as a liaison for the Board of Supervisors in order to facilitate the transfer and organization of information related to official meetings. Supports countywide Strategic Goal 2

Objective: To provide quality assistance to citizens and staff. In particular, effectively manage inquiries that involve the official records of the Board of Supervisors

Measure: Percent of inquiries resolved/answered within 8 working hours



Initiatives

- Customer feedback
- Customer Service Standards

WHERE ARE WE GOING?

The Clerk's Office will be directly impacted by the changes as a result of the board election in 2007. Staff will work to provide effective assistance and support to the new board.

Additionally, participating in a new initiative to simulcast (videostream) Board meetings will provide customers with an additional means of accessing Board of Supervisors meetings. Many citizens no longer use Comcast as their cable TV provider, and this initiative will benefit them by allowing them to view live meetings from their homes via the Internet. Phase II of the project will provide the ability to view past meetings at any time. Phase III will assist the Clerk and Deputy Clerk with agenda and minutes preparation and will link the items on the agenda and actions taken in the minutes directly with the appropriate section of the video.

COUNTY ADMINISTRATION

DESCRIPTION

In a quality environment, the County Administrator leads the operations of the county government to meet the needs of the citizens of Chesterfield County. This office advises members of the Board of Supervisors, recommends policies, and sets priorities for consideration by the Board concerning the provision of programs and services that provide the highest quality of life to county citizens. The County Administrator ensures compliance with federal, state, and local laws and ordinances, and maintains open communication with various sectors of the community, such as the legislative delegation, business community, area governments and county residents.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$803,916	$865,300	$905,200	$909,400	4.6%	$909,400	$909,400	$909,400
Operating	157,223	117,400	130,700	130,700	11.3%	130,700	130,700	130,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$961,139	$982,700	$1,035,900	$1,040,100	5.4%	$1,040,100	$1,040,100	$1,040,100
Revenue	7,345	2,000	1,000	1,000	-50.0%	1,000	1,000	1,000
Net Cost	$953,794	$980,700	$1,034,900	$1,039,100	5.5%	$1,039,100	$1,039,100	$1,039,100
FT Pos.	7	7	7	7	0	7	7	7

BIENNIAL BUDGET ANALYSIS

The budget for County Administration includes personnel and operating costs for the County Administrator's Office as well as the Committee on the Future and the James River Advisory Council. In addition to these functions, the County Administrator's Office provides oversight to the offices of the Clerk to the Board, Intergovernmental Relations, and the Quality Office. Emphasis is placed on finance and budgeting controls, strategic initiatives and messages, quality principles and practices, citizen input and goals, special events, legislative priorities, and business and regional relationships.

In FY2007 the County Administrator's Office was devoted to the successful coordination of numerous special events on behalf of the county including the dedication of new county facilities, activities to commemorate the country's 400th anniversary as well as activities sponsored by the James River Advisory Council (JRAC). In addition, to sponsoring its regular events associated with James River Days and the annual clean-up, JRAC added an Independence Day Boat Parade to help celebrate the 400th anniversary.

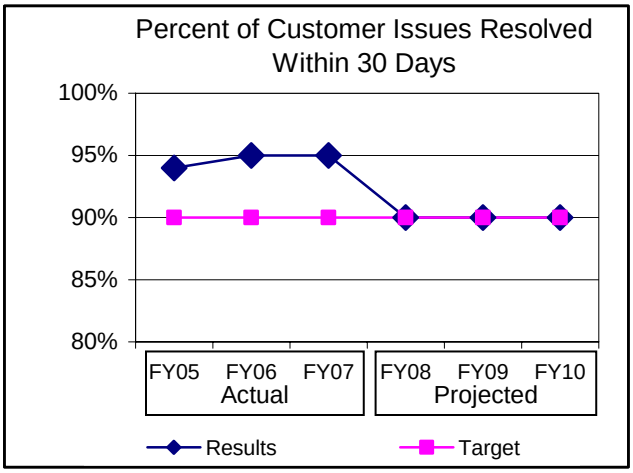
The Committee on the Future (ten-member citizens committee) completed an intensive process to identify the topic for its next report on challenges facing the county. The committee selected education for its new topic and has begun the analysis and research phase.

For the first time in 20 years, there was a change in leadership in the County Administrator's Office with the appointment of a new county administrator. The new county administrator spent considerable time sharing his vision for the organization with employees as well as business and community groups throughout the county. He has identified the following as the priorities for his administration: financial integrity/maintaining triple AAA bond rating, economic development, retaining good employees (salaries), technology, growth/ transportation, public safety and human services.

COUNTY ADMINISTRATION

HOW ARE WE DOING?

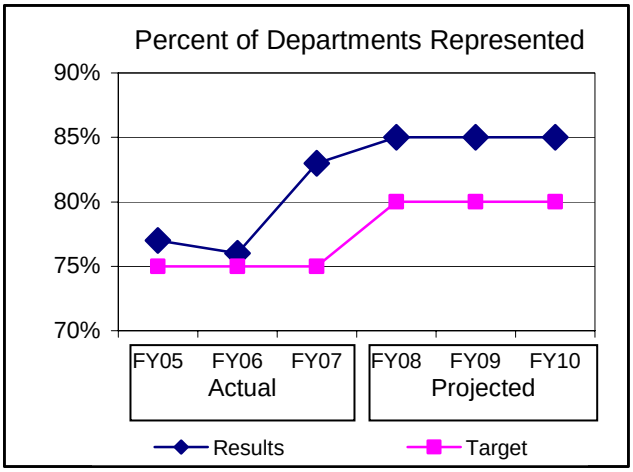
Goal: To ensure active communication with citizens and regional partners. Supports countywide Strategic Goals 1,2 and 3
Objective: To identify and respond to customer issues and concerns
Measure: Number and percentage of customer issues and concerns resolved within 30 days



Initiatives

- County Administrator's Response System (CAReS)
- Citizen Satisfaction Survey
- Customer Service Standards

Goal: To provide strategic direction for the county. Supports countywide Strategic Goal 1
Objective: To continuously promote the vision, mission, values and principles of the organization
Measure: Number of positive letters received and percentage of departments represented



Initiatives

- Good Letter File

COUNTY ADMINISTRATION

WHERE ARE WE GOING?

The 2007 elections resulted in four new board members serving on the Board of Supervisors. County Administration facilitated orientation sessions and briefings for the new board on key critical issues. During the next four years, the County Administrator's Office will work closely with the new board to implement the board's priorities, particularly in the areas of finance, growth management and relationships with schools and area localities. Effective communications, interaction and support to the Board of Supervisors will always be a challenge.

Efforts will continue to be made towards a more open government and to soliciting input from county citizens and employees. Emphasis will be placed on business results that enhance customer service, reduce cycle time, improve processes and result in cost savings.

COUNTY ATTORNEY

DESCRIPTION

The County Attorney's Office is responsible for providing professional and timely legal representation and advice to the Board of Supervisors, the county administrator, county departments, county employees, and various boards and commissions. Staff consists of eight attorneys and five full-time legal secretaries. The substantive areas involving the majority of the office's time and resources include civil rights and personnel disputes, personal injury defense, workers' compensation, risk management, social services, condemnation, zoning and land use matters, contract disputes, municipal finance, environmental law, and local government taxation.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,242,855	$1,369,400	$1,456,300	$1,461,300	6.3%	$1,461,300	$1,461,300	$1,461,300
Operating	192,628	138,600	146,700	150,700	5.8%	150,700	150,700	150,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,435,483	$1,508,000	$1,603,000	$1,612,000	6.3%	$1,612,000	$1,612,000	$1,612,000
Revenue	45,700	45,000	45,000	45,000	0.0%	45,000	45,000	45,000
Net Cost	$1,389,783	$1,463,000	$1,558,000	$1,567,000	6.5%	$1,567,000	$1,567,000	$1,567,000
FT Pos.	13	13	13	13	0	13	13	13

BIENNIAL BUDGET ANALYSIS

The litigation caseload of the county continues to expand because citizens increasingly seek legal approaches to resolving disputes. Despite the continually increasing workload, the department manages to provide successful legal representation with limited resources and personnel while achieving a high success rate in reaching favorable results in civil cases. The office remains highly efficient and handles litigation and other legal issues without resort to outside counsel. The department continues to function with fewer attorneys on staff than other similar localities.

Efforts are ongoing to identify potential legal issues with clients at early stages, provide education to customers on the legal process, and maintain an environment that fosters communication.

Included in the biennial budget is funding for increases in fringe benefits, merits for eligible employees, and electronic legal research service costs. Revenue consists of reimbursements from the Utilities Department for legal services provided. Additional funding requests for computer equipment were not funded in this budget.

WHERE ARE WE GOING?

The workload of the County Attorney's Office is directly impacted by ongoing changes in areas such as service level demands, legislation and internal policy and procedures.

Although no funds are set aside at this time, the department will continue to evaluate new ways to use technology, in an effort to represent the county in the most efficient and cost effective way.

HUMAN RESOURCE MANAGEMENT

DESCRIPTION

Human Resource Management (HRM) administers comprehensive programs aimed to attract, motivate, and retain an efficient and productive workforce. Programs administered include employee relations counseling, employment/equal opportunity employment (EEO), diversity, volunteer services, benefits, and compensation. The department is also responsible for human resource policies, human resource information systems, the Employee Self-Service System, personnel records, and oversight of the Employee Medical Center. HRM publishes a quarterly newsletter and conducts leadership profiles, peer evaluations, and organizational climate assessments.

HRM staff members serve as consultants to county departments, employees, and citizens in order to meet the changing needs of the organization and population.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,640,045	$1,686,700	$1,890,600	$1,905,600	12.1%	$1,906,100	$1,906,100	$1,906,100
Operating	228,802	264,100	265,900	265,100	0.7%	287,200	300,200	313,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,868,847	$1,950,800	$2,156,500	$2,170,700	10.5%	$2,193,300	$2,206,300	$2,219,300
Revenue	263,720	215,900	215,900	215,900	0.0%	237,500	247,500	257,500
Net Cost	$1,605,127	$1,734,900	$1,940,600	$1,954,800	11.9%	$1,955,800	$1,958,800	$1,961,800
FT Pos.	22	22	24	24	2	24	24	24

BIENNIAL BUDGET ANALYSIS

Human Resources' FY2009 budget is $2,156,500, an increase of 10.5 percent, or $205,700, from the FY2008 budget. The department's FY2010 budget is $2,170,700, an increase of $14,200 or .6 percent, from FY2009.

Funding in the amount of $46,100 is transferred from Information Systems Technology (IST) budget to cover the cost of a switchboard operator position transferred from IST.

In FY2007, Human Resources began a department-wide review of its salaries to address internal equity issues. The subsequent salary adjustments were implemented in two phases over FY2007 and FY2008. The department's FY2009 budget includes $61,200 to cover the costs related to the salary adjustments.

Minority outreach efforts and participation in career fairs decreased 71 percent in FY2007 due to a lack of funding for outreach efforts and turnover in HRM. To combat this decline, in FY2008 HRM combined the funding for a part-time volunteer coordinator position with a vacant part-time position to fund a recruiter/volunteer coordinator. The recruiter will identify additional minority outreach resources, partner with schools listed as Historically Black Colleges and Universities, and attend career fairs. A full-time position will be created with the adoption of the FY2009 budget. A request of $15,000 to expand on current employee and volunteer recruitment efforts and to recognize volunteers for their contributions to the county is not funded in FY2009.

The Human Resources Department continues to use limited resources to operate as efficiently as possible

while meeting the needs of its customers. In order to alleviate some of the pressure on its operating budget, HRM requested $15,000 to expand employee and volunteer recruitment efforts and to recognize volunteers for their contributions to the county. The department also requested $2,300 for a new printer to replace the printer in the Compensation and Benefits section. Neither of these requests is funded in the FY2009 budget.

The department's automation coordinator position is currently funded in the In Focus project. Funding for the position in the amount of $74,700 will remain in the In Focus project budget through FY2009. Because of the uncertainty regarding the roll out of In Focus, it is difficult to determine the future funding needs for personnel, maintenance, and future upgrades related to the project. Funding related to the In Focus system will be addressed in future budget deliberations.

Funding for a full-time career counselor totaling $62,000 is not included in the FY2009 budget. An internal focus group identified the lack of a career counselor as a gap in current services provided by the department.

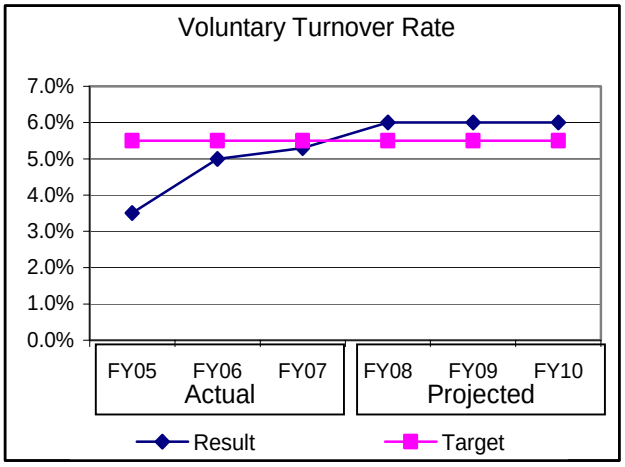
Human Resources' FY2009 budget includes $12,400 for salary and benefit costs related to the additional FY2008 1.25% merit approved after the adoption of the FY2008 budget.

HOW ARE WE DOING?

Goal: Develop and implement strategies to support the county's goal of being the employer of choice. Supports countywide Strategic Goal 5

Objective: Maintain a positive work environment focused on improving employee satisfaction and well-being; provide a competitive total rewards package annually

Measure: Voluntary Turnover Rate (excludes retirements, involuntary, and deceased)



Initiatives

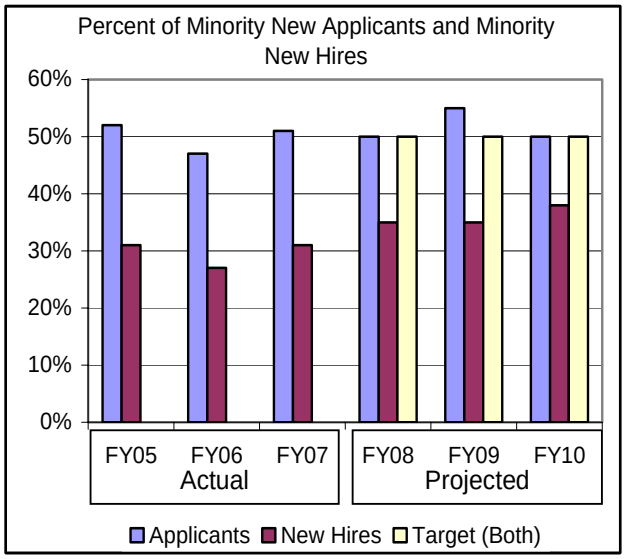
- Review exit questionnaires and interviews
- Analyze the primary reasons for turnover
- Study departments with highest turnover

HUMAN RESOURCE MANAGEMENT

Goal: Develop and implement strategies to support the county's goal of being the employer of choice. Supports countywide Strategic Goal 5

Objective: Develop and implement a countywide recruitment plan with coordinated outreach efforts, targeted advertising and specialized job fairs

Measure: Percent of minority applicants/minority new hires



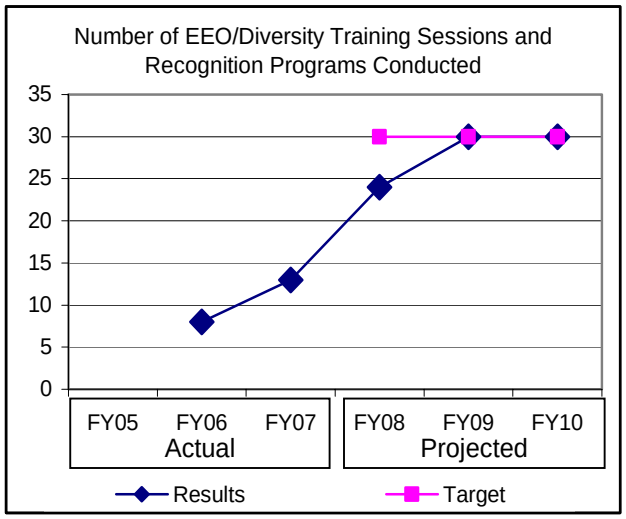
Initiatives

- Enhance recruitment efforts
- Partner with schools listed as Historically Black Colleges and Universities

Goal: Develop and implement strategies to support the county's goal of being the employer of choice. Supports countywide Strategic Goal 5

Objective: Implement a countywide Equal Opportunity Plan that includes opportunities for celebration, education, and recognition of diversity within the work force

Measure: Number of EEO/diversity training sessions and recognition programs conducted



Initiatives

- Conduct training during new employee orientation
- Attend department staff meetings to conduct training
- Provide mandatory training as necessary

Note: No targets were established for this measure prior to FY2008.

HUMAN RESOURCE MANAGEMENT

WHERE ARE WE GOING?

Voluntary turnover increased slightly from 5.0 percent in FY2006 to 5.3 percent in FY2007. Human Resource staff will analyze exit interview data and the primary reasons for voluntary turnover and assist departments in developing and implementing action plans to decrease voluntary turnover.

While the percent of minorities applying for county positions increased from 47 percent in FY2006 to 51 percent in FY2007, a disparity still exists between the percentage of minority applicants and minority new hires. Of the 371 new full-time employees hired in FY2007, only 31 percent were minorities. HRM staff will monitor trend data to analyze the disparity and will work to enhance recruitment efforts.

Human Resource Management remains steadfast in exploring new methods for maintaining quality programs and services. Attention to countywide compensation and market issues will be a priority as the cost of health insurance and retirement premiums continues to escalate.

HUMAN RESOURCE MANAGEMENT

CHESTERFIELD EMPLOYEE MEDICAL CENTER

DESCRIPTION

The Chesterfield Employee Medical Center is a modern, fully-equipped facility created to provide medical services for all Chesterfield County employees and Chesterfield County School employees. The center is currently providing physicals, drug testing, and other work-related services to employees and prospective employees.

One of the goals of the center is to provide quality, cost-effective care for workers' compensation injuries with minimal time missed from work.

The center will eventually provide wellness services for all employees. The wellness visits will encompass minor and urgent health care needs unrelated to work injuries. It is anticipated that the wellness program will positively impact the future health care premium costs incurred by the county.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$45,536	$423,600	$454,700	$457,700	7.3%	$457,700	$457,700	$457,700
Operating	191,745	120,300	94,000	96,600	-21.9%	106,000	112,000	118,000
Capital	9,317	0	0	0	0.0%	0	0	0
Total	$246,598	$543,900	$548,700	$554,300	0.9%	$563,700	$569,700	$575,700
Revenue	306,832	543,900	260,000	280,000	-52.2%	295,000	310,000	320,000
Net Cost	($60,234)	$0	$288,700	$274,300	N/A	$268,700	$259,700	$255,700
FT Pos.	5	5	5	5	0	5	5	5

BIENNIAL BUDGET ANALYSIS

The Employee Medical Center's FY2009 budget is $548,700, a decrease of .8 percent, or $4,800, from the FY2009 budget. The department's FY2010 budget is $554,300, an increase of $5,600 or 1.0 percent, from FY2009.

The decline in budgeted revenue is a result of medical center management's decision to forego offering physical therapy services until further cost/benefit analysis can be done. It was originally projected that this service would provide approximately $300,000 in annual revenue.

INTERGOVERNMENTAL RELATIONS

DESCRIPTION

Intergovernmental Relations functions as the liaison between the Board of Supervisors and County Administrator and the legislative branches of government at the state and national levels. The primary focus of the department is to promote the interests of Chesterfield County through effective representation at General Assembly sessions, regional, state and national legislative forums, and other applicable arenas.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$137,127	$160,400	$165,400	$166,600	3.1%	$166,600	$166,600	$166,600
Operating	91,963	100,000	105,200	108,600	5.2%	108,600	108,600	108,600
Capital	0	0	0	0	0.0%	0	0	0
Total	$229,091	$260,400	$270,600	$275,200	3.9%	$275,200	$275,200	$275,200
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$229,091	$260,400	$270,600	$275,200	3.9%	$275,200	$275,200	$275,200
FT Pos.	2	1	2	2	1	2	2	2

Note: One position was transferred from the county's "Unassigned" responsibility center during FY2008 to provide full-time support for the department.

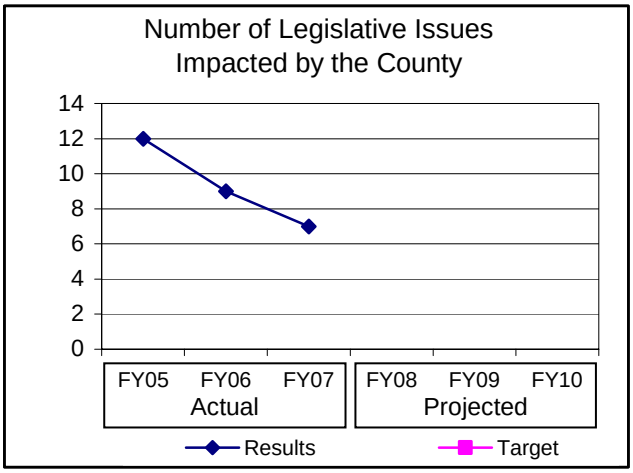
BIENNIAL BUDGET ANALYSIS

The FY2009 work plan for Intergovernmental Relations anticipates continuation of current service levels and challenges. The office will continue to respond to requests from the Board of Supervisors, the Legislative Delegation, the Capital Region Caucus, County Administration, and other county departments. Refinements in the reporting, tracking and analysis of legislation are ongoing, as is the continuous upgrade of equipment to improve communications and analysis. In turn, these will support the goal of promoting and protecting the interests of Chesterfield County. The legislative team concept will continue to allow coverage of a wide breadth of issues and achievement of legislative goals, as well as maximum visibility for Chesterfield County. As the legislature continues to debate tax reform, budget imbalances, and philosophical differences regarding the role of government, staff will focus on protection of county interests. The office will also continue its regional focus through the Capital Region Caucus.

INTERGOVERNMENTAL RELATIONS

HOW ARE WE DOING?

Goal: To ensure promotion of Chesterfield County priorities and goals in the General Assembly, Congress, state, regional and other associations and groups. Supports countywide Strategic Goal 1
Objective: Coordination, development, introduction and passage of county's legislative program
Measure: Number of legislative issues impacted by county efforts

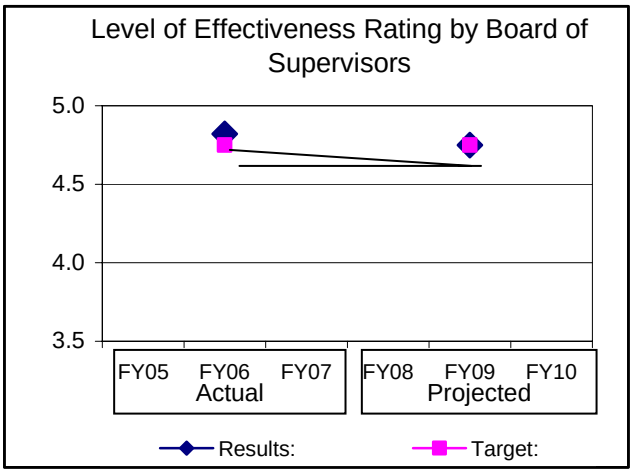


Initiatives

- Work sessions with the Board of Supervisors and delegation
- Regional Caucus briefings
- Working relationships with legislators and other local governments

Note: There is no established target for this measure. The total number of issues impacted in future years will depend on Board/staff requests for legislation.

Goal: To ensure promotion of Chesterfield County priorities and goals in the General Assembly, Congress, state, regional and other associations and groups. Supports countywide Strategic Goal 1
Objective: To maintain or increase Board rating of staff effectiveness
Measure: Level of effectiveness rating by Board of Supervisors (maximum score is 5)



Initiatives

- Meetings with board members
- Weekly session reports and updates at Board of Supervisors meetings
- Lobbyist-In-A-Box (LIAB) profiles for board members

Note: Survey is conducted in 3-year cycles.

INTERGOVERNMENTAL RELATIONS

WHERE ARE WE GOING?

The legislative arena continues to increase in complexity in areas including the state budget, state funding formulas, land use legislation, and transportation funding. As the state struggles with competing and diverse interests, protection of county resources and statutory authorities will continue to be a challenge. The rapidly changing economy, complex tax structure and continuing shifts in political alliances contribute to the complex legislative environment. The department anticipates ongoing challenges with respect to resource allocations and service demands from citizens. This environment will require the county to maintain and expand existing coalitions and develop new alliances with other regions, localities, and the business community. In addition, continued participation in workgroups on various issues will provide opportunities to develop workable solutions that protect county interests.

PUBLIC AFFAIRS

DESCRIPTION

Keeping the public informed about Chesterfield County government is the primary task of the Department of Public Affairs, which is the county's focal point for public information and media contact within the county. Public Affairs is an extension of the County Administrator's Office and is charged with functioning across all organizational lines. Coordination of the many different components of a public affairs performance plan, including media relations, community relations, resident information and employee information, provides a synergistic effect and enables the county to achieve its goals more successfully.

Public Affairs works with the mainstream media, but also uses many "in-house" tools to provide information directly to the public without going through the filters of local newspapers, television news or radio stations. The entire communications plan is built on the county's seven strategic goals, and all communications efforts relate back to one or more of these goals.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$594,238	$625,500	$667,400	$672,200	6.7%	$672,200	$672,200	$672,200
Operating	94,583	94,600	94,800	95,800	0.2%	98,800	98,800	98,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$688,821	$720,100	$762,200	$768,000	5.8%	$771,000	$771,000	$771,000
Revenue	87,991	86,400	86,400	86,400	0.0%	86,400	86,400	86,400
Net Cost	$600,830	$633,700	$675,800	$681,600	6.6%	$684,600	$684,600	$684,600
FT Pos.	7	8	8	8	0	8	8	8

BIENNIAL BUDGET ANALYSIS

The Public Affairs Department manages products and programs that communicate successfully with target groups across multiple communication channels. Through the use of newsletters, articles, the county's Web site and other public announcements, the department builds pride, enthusiasm, and morale through increasing employee awareness of Chesterfield's heritage, work force, innovations, and the variety of efforts that define value-added government service. Public Affairs consistently markets Chesterfield's attractiveness as a first choice community and reinforces the county's positive local and regional profile.

In August 2008, the department embarked on a new initiative: broadcasting through A.M. radio. This medium allows the Department of Public Affairs and county administration to alert and update residents during emergencies. Not only does the county communicate with residents through print, the Internet, and television, but now through radio programming as well.

Historically, performance has been at a level that has gained the department national recognition and more communications awards than any other comparably sized locality in the country. The department's many customers, after working with staff, tend to return with additional/expanded requests for professional services. While the department's customer service survey results are outstanding, the one prevailing comment is that it often takes too long to receive products or services due to staffing limitations. The staffing changes, which were requested in the biennial budget, reflected minimum changes required to improve delivery levels to meet customer demand.

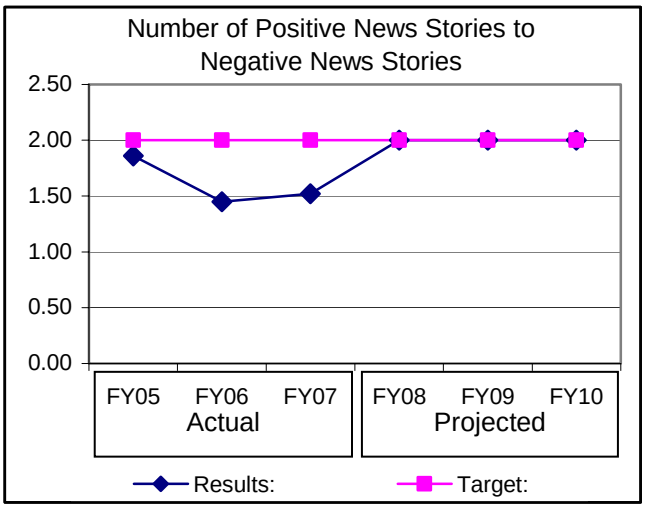
PUBLIC AFFAIRS

Additional funding requests identified for FY2009 and FY2010 not approved include: converting a part-time position to full-time to improve production turn around time and increase customer satisfaction ratings, adding hours to a part-time position to help support the department's videographer and creating a part-time Hispanic Liaison position to supplement the duties of the current full-time Hispanic Liaison.

HOW ARE WE DOING?

The performance measures below support all seven of the county's strategic goals.

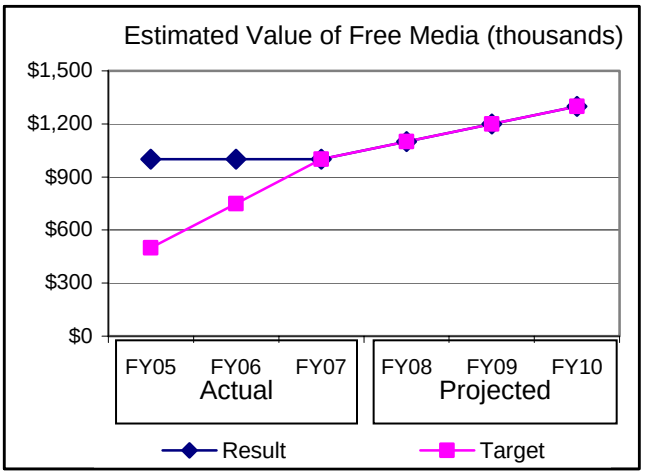
Goal: To inform the community that safety and education are top county priorities. Supports countywide Strategic Goals 1, 2, 3, 4, 5, 6, and 7
Objective: To support the county's strategic goals
Measure: Ratio of positive to negative news stories



Initiatives

- Articles in the Community Weekly
- County Comments articles
- Comcast programming

Goal: To inform the community that safety and education are top county priorities. Supports countywide Strategic Goals 1, 2, 3, 4, 5, 6, and 7
Objective: To support the county's strategic goals
Measure: Estimated value of free media



PUBLIC AFFAIRS

WHERE ARE WE GOING?

Keeping the county's growing Hispanic and other immigrant populations informed and engaged will continue to challenge the department's employees. Staff must bridge language barriers and be conscious of cultural diversity when promoting the county's messages. Increasing the department's resources for cross cultural communications will be necessary in the years to come.

Currently, the latest technology goes from "Wow" to obsolete within months. Moreover, residents, businesses and visitors increasingly expect and demand the highest levels of service that current cutting-edge technology can deliver. As the county's focal point for strategic communications, having the necessary human and technical resources to provide this level of customer service across the spectrum of print, broadcast and Web-based communications is vital.

Support for the Board of Supervisors (BOS) currently includes production of Chesterfield Matters (hosted by the chairman), Chesterfield Connections (the BOS newsletters delivered to all county households), speechwriting, resolutions, research, consulting on media matters, and more. Given that the newly elected board has stressed open communications as a priority, it is reasonable to project that there will be increased demands by the board for communications products and services in the coming years.

QUALITY OFFICE

DESCRIPTION

Under the direction of the county administrator/assistant county administrator, the Quality Office serves to guide and support the county's quality culture of customer satisfaction and continuous improvement. The Quality Office advises senior leadership on strategic planning, conducts customer satisfaction surveys, drives quality education and training, and consults on the implementation of quality criteria, principles and values. This office strives to guide the county to reach high levels of performance, to achieve its strategic goals, and provide the community with the best products and services possible.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$219,085	$234,400	$262,900	$264,700	12.2%	$264,700	$264,700	$264,700
Operating	91,069	111,300	112,700	115,700	1.3%	115,700	115,700	115,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$310,154	$345,700	$375,600	$380,400	8.6%	$380,400	$380,400	$380,400
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$310,154	$345,700	$375,600	$380,400	8.6%	$380,400	$380,400	$380,400
FT Pos.	3	3	3	3	0	3	3	3

BIENNIAL BUDGET ANALYSIS

The Quality Office budget includes personnel and operating costs for administration of the county's quality initiatives and management of the county's strategic plan process. During this fiscal year, the Quality Office with the help of the established subgroups within the Quality System, achieved the following: the roll-out of revised Customer Service Standards; developed and prioritized recommendations for improvements from Baldrige feedback; improved the curriculum of in-house quality classes; established a Best Practices System; and developed a tool to assess the county's strategic measures through an Executive Scorecard and Measurement Alignment Tool. For FY2009, staff will focus on action plans to address the opportunities for improvements identified through the Baldrige Assessment.

The Quality Office provided support to 53 departments for customer surveys in FY2008 and anticipates a similar number of requests for FY2009. A major component of the Quality Office's work in FY2008 was administration of the Business Climate Survey in February 2008 and the Citizen Satisfaction Survey in March 2008. These surveys are conducted by the county every two years. The purpose of these surveys is to receive valuable feedback from citizens and businesses on how well the county is performing. Extensive follow-up action plans will be developed and implemented during FY2009. These action plans will be monitored for progress and used in preparation for the next cycle of surveys in FY2010.

In FY2007, the part-time administrative secretary's position was converted to a full-time position to help meet the increasing demands on the Quality Office. For FY2009, the department received $10,000 in additional funding to cover the additional cost of converting the position to full time.

In order for the Quality Office to sustain its current level of performance and enhance services in the future, consideration will need to be given to

providing additional resources for the office. To address the increasing costs for dues and memberships, the department received $3,000 as a prior commitment for FY2010.

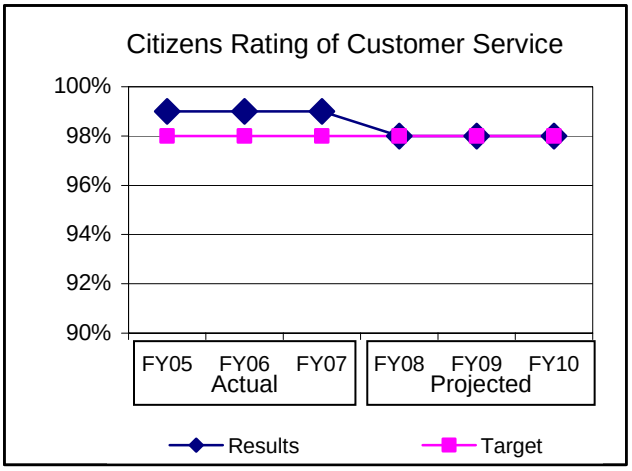
Work continues on a centralized database to help support the county's continuous improvement efforts. This database is being developed in two phases. Phase I is being scheduled for implementation in FY2008, and Phase II in FY2009. It is estimated that both phases of the database will be implemented by FY2010.

Validation of the county's strategic plan is scheduled to begin in the fall of 2009 with implementation scheduled for FY2011. The finished product will include an environmental scan and an analysis of strengths, weaknesses, opportunities and threats, using tools and input from residents, businesses, employees, senior leaders, and the county's Board of Supervisors. Analyzing, benchmarking, and tracking performance and progress in order to learn and integrate changes, will be a focus in FY2009.

In FY2010, the Quality Office will be monitoring action plans from the Citizen Satisfaction and Business Climate Surveys conducted in FY2008.

HOW ARE WE DOING?

Goal: To maintain and support the county's Customer Service Standards to promote world-class customer service. Supports Strategic Goal 1
Objective: To regularly monitor the county's Customer Service for continuous improvement.
Measure: Citizens rating of customer service

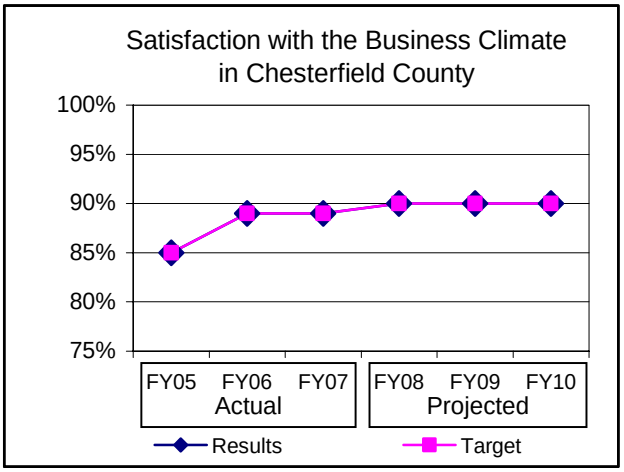


Initiatives

- Conduct and report results on the Citizen Satisfaction Survey

QUALITY OFFICE

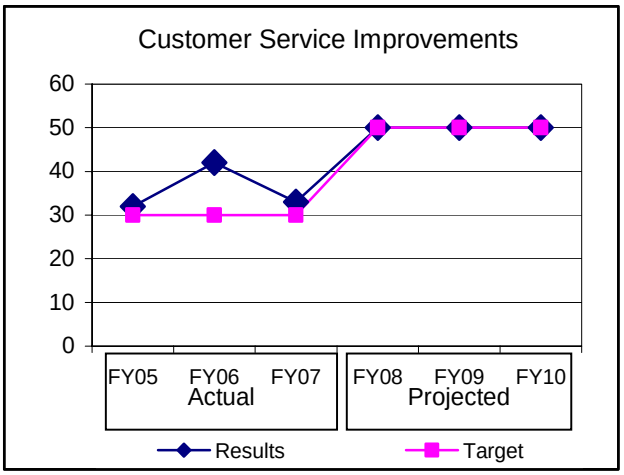
Goal: To maintain and support the county's Customer Service Standards to promote world-class customer service. Supports Strategic Goal 1
Objective: To regularly monitor the county's Customer Service for continuous improvement.
Measure: Businesses satisfaction with the Business Climate in Chesterfield County



Initiatives

- Conduct and report out results on the Business Climate Survey

Goal: To maintain and support the county's Customer Service Standards to promote world-class customer service. Supports Strategic Goal 1
Objective: To regularly monitor the county's Customer Service for continuous improvement.
Measure: Customer service improvements



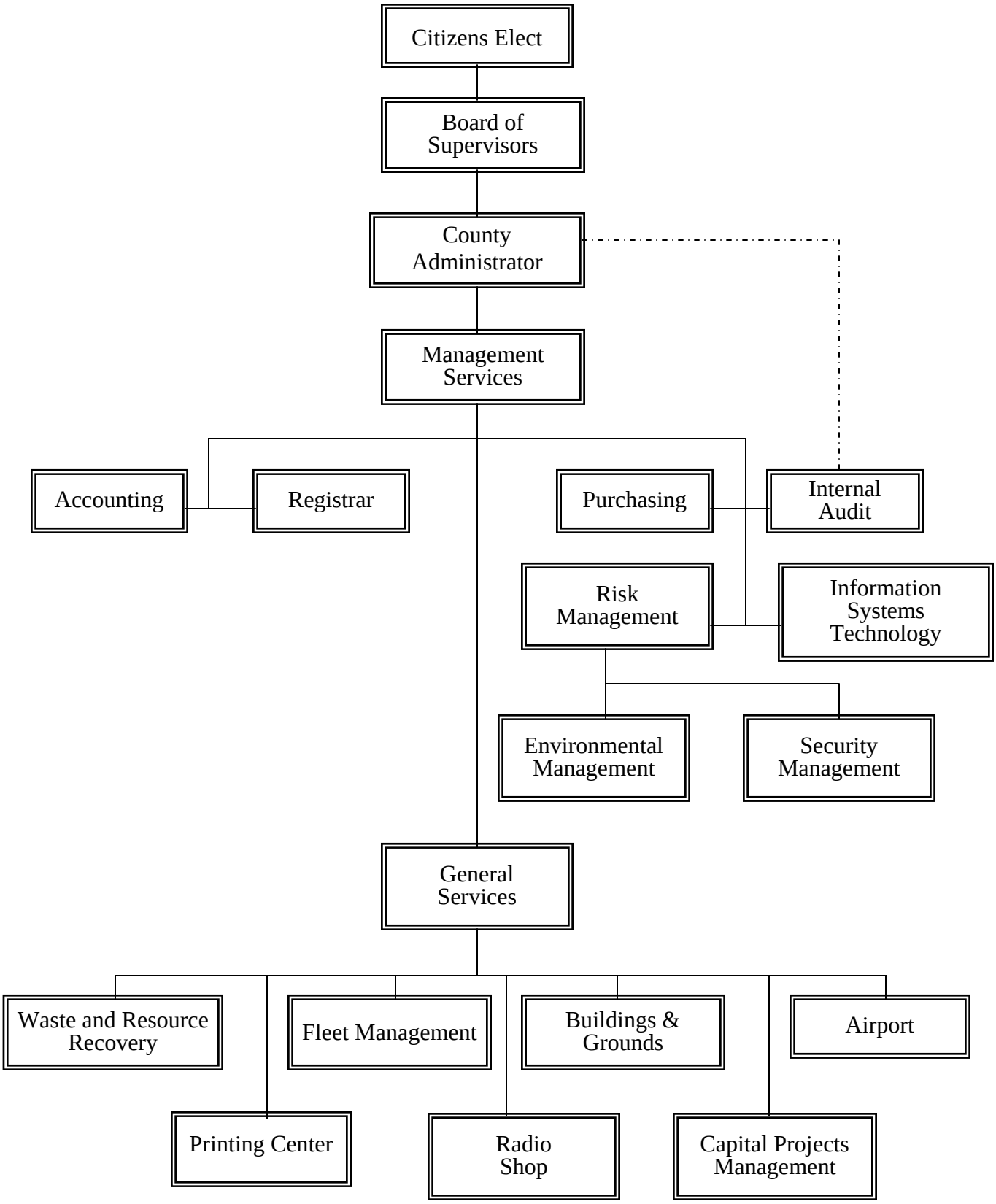
Initiatives

- Continue to promote the Success Story
- Review and update Success Story form on line to make it easier
- Inform employees and leaders of the Success Story on line form

WHERE ARE WE GOING?

In the next two to five years, the Quality Office will be identifying additional areas of opportunity to enhance the county's quality efforts, including Baldrige and other assessment tools for improvement. Staff will continue to refine and update the quality system as needed to support the mission and goals of the organization. There may be a need to upgrade the quality database once the first generation has been implemented and an analysis made of its impact on quality operations. Adequate funding for the advancement of technology will continue to present a challenge in future years.

MANAGEMENT SERVICES



MANAGEMENT SERVICES

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND							
Administration	$287,543	$311,300	$320,500	$321,700	$321,700	$321,700	$321,700
Accounting	2,973,402	3,192,800	3,390,000	3,419,200	3,419,200	3,419,200	3,419,200
Building and Grounds	5,075,380	5,888,200	6,238,400	6,439,200	6,439,200	6,439,200	6,439,200
General Services Administration	1,515,918	1,514,400	1,672,100	1,784,400	1,784,400	1,784,400	1,784,400
Information Systems Technology	10,056,908	11,190,400	11,767,200	11,850,200	11,851,200	11,851,200	11,851,200
Telecommunications	(2,786)	156,600	156,600	156,600	156,600	156,600	156,600
Internal Audit	679,171	754,600	797,000	801,800	801,800	801,800	801,800
Printing Center	514,698	545,400	560,100	563,700	563,700	563,700	563,700
Purchasing	1,340,149	1,412,500	1,497,900	1,507,500	1,507,500	1,507,500	1,507,500
Registrar	827,503	901,200	930,100	941,200	944,200	951,200	954,200
Waste & Resource Recovery	6,051,924	6,653,400	6,127,800	6,091,000	6,091,000	6,091,000	6,091,000
TOTAL GENERAL FUND	**$29,319,810**	**$32,520,800**	**$33,457,700**	**$33,876,500**	**$33,880,500**	**$33,887,500**	**$33,890,500**

MANAGEMENT SERVICES

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND							
Litter Program	$49,473	$26,000	$26,000	$26,000	$26,000	$26,000	$26,000
TOTAL SPECIALREVENUE FUND	**$49,473**	**$26,000**	**$26,000**	**$26,000**	**$26,000**	**$26,000**	**$26,000**
INTERNAL SERVICE FUND							
Capital Projects Management	$723,637	$771,500	$826,500	$855,000	$871,500	$888,500	$905,900
Fleet Management	14,002,573	16,542,000	17,059,500	16,791,800	16,881,800	16,974,500	17,070,000
Radio Shop	1,843,614	2,077,800	2,243,600	2,432,800	2,460,600	2,489,000	2,518,500
Risk Management	8,585,223	10,987,200	11,557,100	11,689,500	11,819,200	11,950,600	12,162,700
Environmental Management	387,676	422,200	441,100	455,700	455,700	455,700	455,700
Security Management	75,273	228,400	231,000	231,900	231,900	231,900	231,900
TOTAL INTERNAL SERVICE FUND	**$25,617,995**	**$31,029,100**	**$32,358,800**	**$32,456,700**	**$32,720,700**	**$32,990,200**	**$33,344,700**
ENTERPRISE FUND							
Airport	$675,693	$733,400	$751,600	$765,100	$780,100	$802,900	$811,000
TOTAL ENTERPRISE FUND	**$675,693**	**$733,400**	**$751,600**	**$765,100**	**$780,100**	**$802,900**	**$811,000**

MANAGEMENT SERVICES ADMINISTRATION

DESCRIPTION

Management Services Administration provides leadership, coordination and direction for the Management Services departments. These include Accounting, Purchasing, Information Systems Technology, Internal Audit, Risk Management, Real Estate Assessments and General Services. Management Services Administration also provides coordination between County Administration and Constitutional Officers, Courts, and the Registrar. In addition, the division coordinates the countywide environmental management program and facilities security systems through Risk Management.

Management Services Administration promotes the county vision, mission, and strategic goals by focusing attention on customer service; designing and redesigning systems to enhance productivity and responsiveness; challenging employees to reach higher levels of learning and performance; and recognizing accomplishments. The Management Services departments provide day-to-day operational support for all county and school functions; "Management Services supports the front lines."

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$272,512	$283,200	$287,500	$288,400	1.5%	$288,400	$288,400	$288,400
Operating	15,031	28,100	33,000	33,300	17.4%	33,300	33,300	33,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$287,543	$311,300	$320,500	$321,700	3.0%	$321,700	$321,700	$321,700
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$287,543	$311,300	$320,500	$321,700	3.0%	$321,700	$321,700	$321,700
FT Pos.	2	2	2	2	0	2	2	2

BIENNIAL BUDGET ANALYSIS

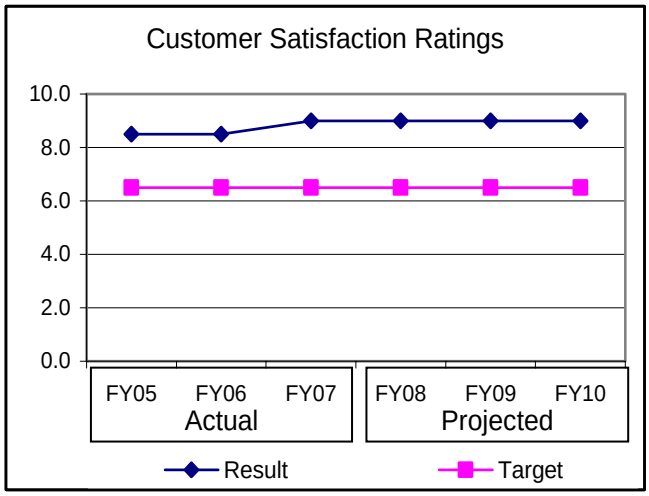
Management Services Administration supports all of the Management Services Division's departments and continues to provide guidance to them as they explore more efficient and cost-effective ways to provide services to their respective customers. The department is committed to support, encourage, and participate in the county's Total Quality Initiative (TQI). The office will provide leadership to the Management Services Quality Council in the use of process management tools and techniques throughout the division. The FY2009 budget remains status quo.

The following are quality achievements that departments within the division have recently accomplished: the Information Systems Technology Department successfully completed the conversion of the Mental Health Support Services phone system to new digital phone technology; the Office of Environmental Management began implementation of the countywide Environmental Management System and two departments (Fleet Management Division and the Waste and Resource Recovery Division of the Department of General Services) received International Organization for Standardization (ISO) 14001 certification; the Accounting Department worked with School Facilities staff to design and implement a database to replace multiple manual logs used to track 10,000+ invoices; the Purchasing Department and County Attorney's office worked together to create a generic service agreement that improves efficiency when awarding competitively negotiated procurements; the Printing Center now prints the county's business

cards reducing costs considerably; and the Department of Real Estate Assessments has developed a process to provide responses to customer inquiries within a 24-hour period.

HOW ARE WE DOING?

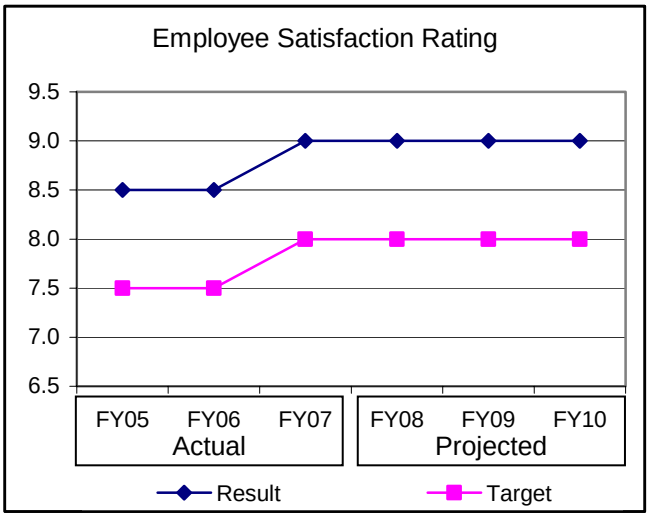
Goal: To exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Achieve excellent customer satisfaction ratings
Measure: Management Services Division Customer service ratings vs. county Citizen Survey and the American Customer Satisfaction Index (ACSI)



Initiatives

- Customer feedback gathered and analyzed

Goal: To be the employer of choice. Supports countywide Strategic Goal 5
Objective: Receive best in class results for employee satisfaction
Measure: Management Services Division Organizational Climate Assessment (OCA) scores

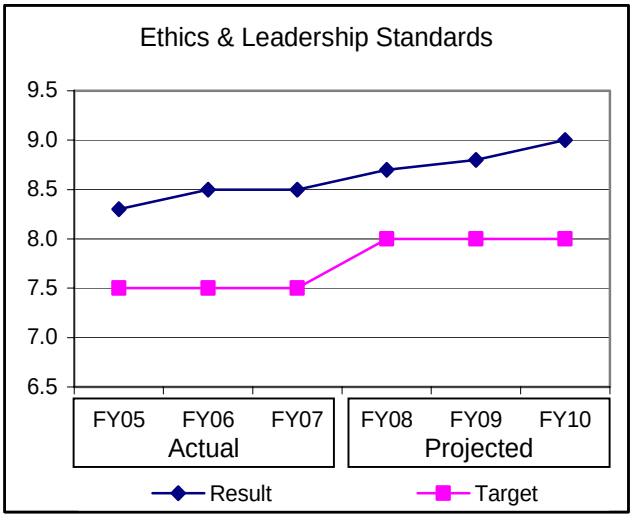


Initiatives

- Organizational Climate Assessment process
- Career development plans
- Talent management

MANAGEMENT SERVICES ADMINISTRATION

Goal: To set exemplary ethical and leadership standards. Supports countywide Strategic Goal 1
Objective: Receive best in class results for ethics and leadership
Measure: Management Services Division Organizational Climate Assessment (OCA) scores



Initiatives

- Fraud prevention & ethics training
- TQI Leadership sub-team
- Organizational Climate Assessment process

WHERE ARE WE GOING?

Efficient provision of support services to the "front lines" of county government will remain the primary focus of Management Services Administration. The deputy county administrator will continue to ensure close coordination between Management Services departments and the cost-effective use of resources in daily operations.

ACCOUNTING

DESCRIPTION

The Accounting Department provides financial services to county and School Board departments and related organizations and ensures county compliance with legal, regulatory, and professional requirements. The department is comprised of five sections: financial systems, payroll, accounts payable, general accounting, and administration.

The goals of the department are to provide excellent financial services that ensure fiscal integrity, to provide world-class customer service, and to be the first choice for employment. These department goals directly support the county strategic goals.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$2,669,282	$2,887,900	$3,078,800	$3,102,900	6.6%	$3,102,900	$3,102,900	$3,102,900
Operating	304,119	304,900	311,200	316,300	2.1%	316,300	316,300	316,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$2,973,402	$3,192,800	$3,390,000	$3,419,200	6.2%	$3,419,200	$3,419,200	$3,419,200
Revenue	953,565	978,700	1,017,300	1,048,500	3.9%	1,048,500	1,048,500	1,048,500
Net Cost	$2,019,837	$2,214,100	$2,372,700	$2,370,700	7.2%	$2,370,700	$2,370,700	$2,370,700
FT Pos.	38	40	40	40	0	40	40	40

BIENNIAL BUDGET ANALYSIS

During FY2008 the Accounting Department continued to work towards implementing the new In Focus financial and human resource/payroll system. This implementation is one of the most significant internal projects jointly undertaken by the county and schools. Project goals include improving business processes, making higher quality and timelier information accessible to employees for monitoring and decision-making, and improving reporting capabilities. The Accounting Department has been the lead for this project and has had seven full-time and five part-time positions assigned to the In Focus project. At least ten major legacy systems and a significant number of internally developed databases and spreadsheets will be replaced by the In Focus system. The project is divided into three phases, which will be implemented during the upcoming biennial budget cycle.

In FY2009, personnel expenses increased approximately 6.6 percent from FY2008, which is attributed to merit and benefit increases. Also in FY2009, $39,800 has been funded for compensation adjustments.

Revenues have increased slightly due to increase in charges for accounting services by $38,600 in FY2009 and $31,200 in FY2010. The operating budget increased 2.1 percent in FY2009 and FY2010 to cover increases in the area of professional services.

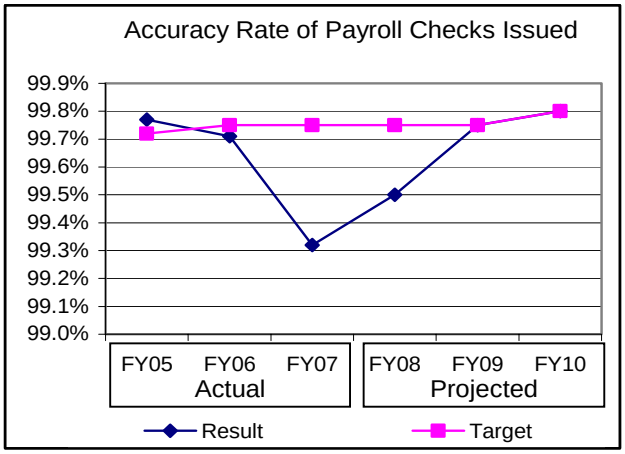
The department submitted an additional funding request in an amount of $71,000 for a Lead Accountant position in FY2009 to help implement new accounting standards. This position will help to support the increasing number of sophisticated financial transactions created by the county's growth. The department has requested additional funding to update its maintenance of equipment and software ($60,000), future IFAS software upgrades ($10,000) and IFAS training support ($5,000). At this time, these requests are not funded in the FY2009 or FY2010 budget planning period.

ACCOUNTING

Results from the department's annual customer satisfaction survey showed a significant increase in the actual result in FY2007, when compared to prior years. This would indicate that the department continues to do an excellent job of meeting the needs of its customers, although this has been a challenge given the large number of resources devoted to the In Focus project.

HOW ARE WE DOING?

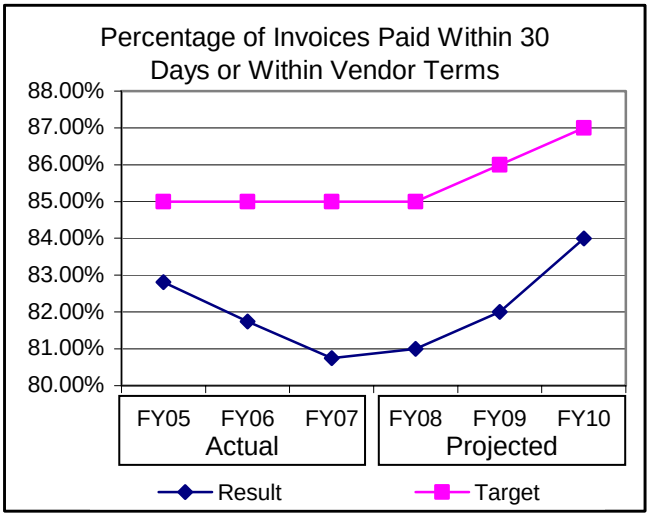
Goal: To provide excellent financial services. Supports countywide Strategic Goals 1 and 2
Objective: Provide accurate payroll services that meet customer's needs
Measure: Accuracy rate of payroll checks issued



Initiatives

- Identify and address issues with other departments that affect performance
- Implement payroll systems (In Focus, Time Collection)
- Create and administer payroll survey

Goal: To provide excellent financial services. Supports countywide Strategic Goals 1 and 2
Objective: Ensure prompt and accurate payments for goods and services
Measure: Percent of invoices paid within 30 days

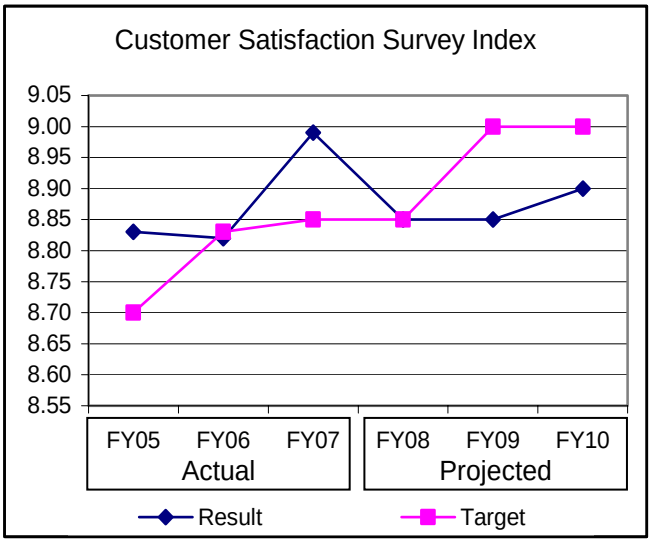


Initiatives

- Identify and address issues with other departments that affect performance
- Market expansion of procurement cards and travel cards for customers
- Identify and address with vendors issues that affect performance

ACCOUNTING

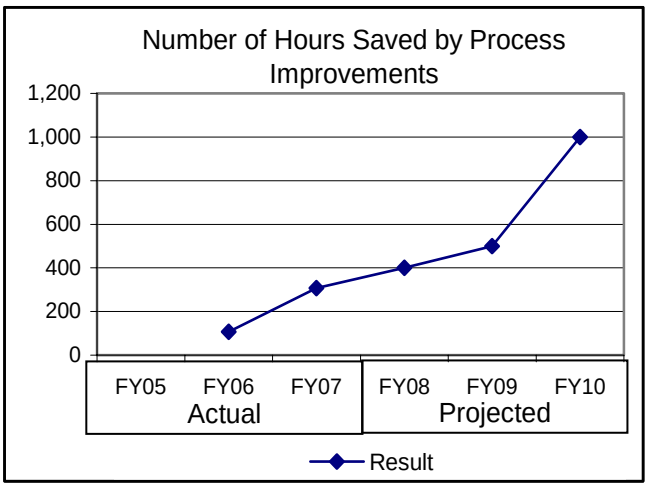
Goal: To provide world-class customer service. Supports countywide Strategic Goal 2
Objective: Provide seamless and uninterrupted customer service
Measure: Internal customer satisfaction survey index (maximum score is 10)



Initiatives

- Ensure coverage for major duties during absences and that coverage is communicated to customers during vacancies
- Create a fact sheet about new programs/services for staff

Goal: To provide excellent financial services and ensure fiscal integrity. Supports countywide Strategic Goals 1 and 2
Objective: Continuously evaluate and improve business processes and financial systems
Measure: Number of hours saved by process improvements



Initiatives

- Implement In Focus system
- Create departmental quality council
- Monitor and improve In Focus related processes and support

Note: The target for this goal is to continue to have process improvements.

ACCOUNTING

WHERE ARE WE GOING?

Support of the In Focus financial and human resources/payroll system will be a priority of the department in the future and will greatly impact the current staff's duties and workload as they endeavor to ensure continued utilization of the system's attributes and support future enhancements of the software. Over the next few years the department will be working towards completing many of initiatives identified in its performance plan.

The department is continually challenged with increased demand for services caused by new programs, legislative changes, new accounting standards, increased system needs and overall county growth. Future projections suggest an increase in additional funding will be needed for professional auditing services and to support upgrades, and enhancements to automated systems.

GENERAL SERVICES ADMINISTRATION

DESCRIPTION

General Services Administration is responsible for a variety of functions that provide auxiliary and daily operational support to the various divisions within the Department of General Services. These include Buildings and Grounds, Printing Center, Fleet Management and Radio Shop, and Capital Projects Management. In addition, the department oversees the county's Airport and Waste and Resource Recovery divisions. Energy management and records management services are also provided to all county departments and schools.

General Services Administration's primary goal is to ensure that all of these functions and services operate in an effective and efficient manner. The department also oversees the countywide copier contract, which involves acting as the liaison between user departments and the vendor, and provides records management services for county documents.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2009 Projected**	**FY2010 Projected**	**FY2013 Projected**
Personnel	$766,647	$760,000	$793,900	$800,100	4.5%	$800,100	$800,100	$800,100
Operating	749,271	754,400	878,200	984,300	16.4%	984,300	984,300	984,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,515,918	$1,514,400	$1,672,100	$1,784,400	10.4%	$1,784,400	$1,784,400	$1,784,400
Revenue	728,942	768,200	862,400	935,500	12.3%	935,500	935,500	935,500
Net Cost	$786,975	$746,200	$809,700	$848,900	8.5%	$848,900	$848,900	$848,900
FT Pos.	10	10	10	10	0	10	10	10

BIENNIAL BUDGET ANALYSIS

The General Services Department handles the records management function for the county. In FY2009, $34,000 in funding has been added to the operating budget for General Services in order to address increases in contract cost related to the records management program. An additional $38,200 has been funded in FY2010. Staff is in the process of developing a document destruction (shredding) policy for county leadership review. If approved, it would be implemented by General Services Administration and involve contracting out all shredding services. This program is designed to ensure the secure destruction of non-public records

The FY2009 budget for countywide copier costs includes an increase for its existing contract agreements and overall operating costs in the amount of $86,600 in FY2009 and $68,100 in FY2010.

Many county administrative and school buildings as well as numerous energy systems are in excess of 20 years old and inefficient. The county's energy manager has developed numerous programs that have provided energy cost savings. The energy manager is coordinating this effort for the county, schools, and utilities department. In FY2007, as a result of the energy manager's efforts, a savings of $254,000 was realized from research and analysis of automated billings. An Energy Analyst position in the amount of $57,300 had been requested to assist the energy manager, but remains unfunded.

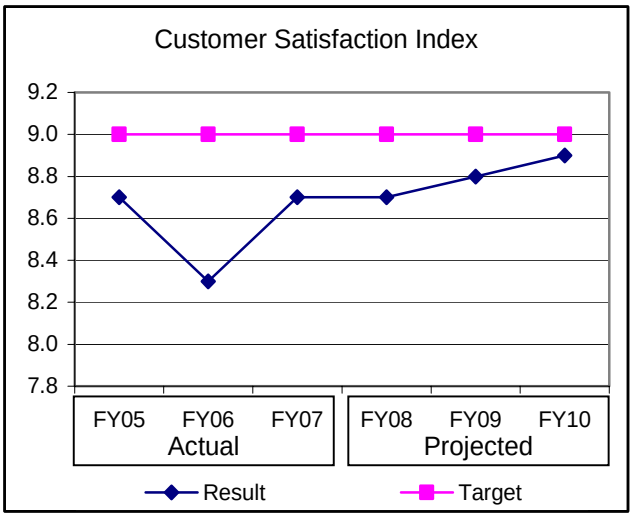
The Department of General Services has the responsibility to review, analyze and implement automation processes for the division. Currently staffing levels are not adequate to provide the expertise necessary to support these daily functions. In FY2009, an Automation System position in the

amount of $57,300 was requested, but remains unfunded. This position would develop and implement enhanced software to improve the overall department efficiency.

In FY2009, $9,000 additional funding has been requested for part-time assistance to help relieve the workload for payroll services, special projects and other clerical functions. Funding has not been included at this time.

HOW ARE WE DOING?

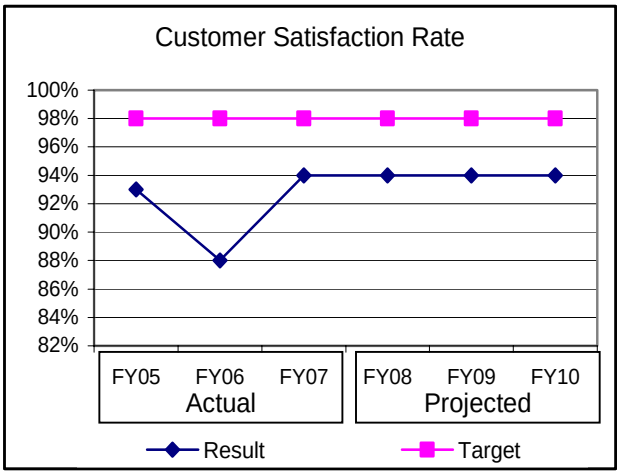
Goal: Exceed customer expectations. Supports countywide Strategic Goal Number 2
Objective: Improve timeliness and dependability of service
Measure: Customer satisfaction index



Initiatives

- Annual customer satisfaction survey
- C.A.R.E. cards
- Focus groups and benchmarking

Goal: Exceed customer expectations. Supports countywide Strategic Goal Number 2
Objective: Determine what services customers need and negotiate services
Measure: Customer satisfaction rate

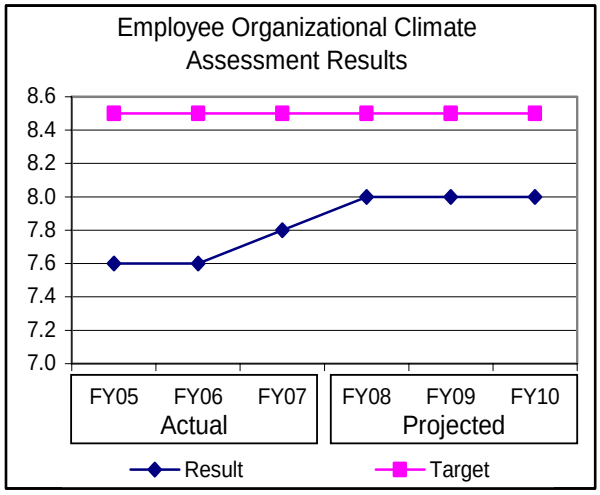


Initiatives

- Follow up to annual customer satisfaction survey to address concerns
- Process improvements
- Process action teams and focus groups
- Customer visits

GENERAL SERVICES ADMINISTRATION

Goal: Foster a better work environment. Supports countywide Strategic Goal Number 5
Objective: Improve quality of life
Measure: Employee Organizational Climate Assessment



Initiatives

- Employee Opinion Survey
- Employee Advisory Committee with open door policy
- New Eyes Program
- Recognition program update

WHERE ARE WE GOING?

Technical training and process improvements will continue to be a major focus of the departments in order to absorb the increase in workload and to provide the most efficient and effective service possible.

In the next five years, the focus on records management will likely shift to the Information Technology Department as the electronic "paperless" era continues to shift retention demands.

The department will also continue to concentrate on the development of employees within each General Services division. This effort includes the employee satisfaction surveys, the "New Eyes" suggestion program, and the professional development plans that have been completed for each General Services Department employee.

Electricity costs will likely escalate substantially in FY2011 due to market based rates and moving away from capped rates. Continued energy rate analyses, process improvements, energy accounting, exploration of technology enhancements, design improvements in construction of new buildings, and many other efforts will continue during FY2011 through FY2013 in an effort to make Chesterfield County as environmentally and energy efficient as possible.

AIRPORT

DESCRIPTION

The Chesterfield County Airport provides both professional and recreational aviation services to the community through maintenance of high quality facilities, superior services and management of airport revenues and expenditures. The Airport's financial goal is to generate sufficient revenue to cover its operating expenses (excluding depreciation). A fixed-base operator (FBO) handles all service functions of the Airport, which includes aircraft maintenance, fuel sales and hangar storage, with applicable rentals and fees being paid to the county.

The Airport Master Plan and the Federal and State Six-Year Development Plans guide the Airport's efforts. The Airport also has a five-member Airport Advisory Board that assists in long-range planning efforts of the department. A strategic business plan for the airport has been completed and a marketing plan has been prepared to capitalize on the full potential of the airport. The department strives to preserve a balance between corporate and recreational aviation activities while recognizing the economic value it brings to the county.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$278,389	$318,000	$386,600	$402,800	21.6%	$412,600	$422,800	$433,300
Operating	397,303	415,400	365,000	362,300	-12.1%	367,500	380,100	377,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$675,693	$733,400	$751,600	$765,100	2.5%	$780,100	$802,900	$811,000
Revenue	713,271	733,400	751,600	765,100	2.5%	780,100	802,900	811,000
Net Cost	($37,578)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	6	6	6	6	0	6	6	6

BIENNIAL BUDGET ANALYSIS

During FY2008, the Airport completed the construction project of rehabilitating runway 15/33 and the taxiways, which consisted of expanding and realigning the crown of the runway pavement in order to bring the Airport's runway into full compliance with FAA standard. In addition, construction is planned in FY2009-FY2013 as part of the Capital Improvement Program to further expand the taxiways, the northern area parking lot, improve the airport entrance way, and begin construction of new executive hangers. Funding will involve both Federal and State grants and local matching funds from the General Fund. This will allow for the Airport to continue to meet the demands of clients and preserve its reputation as a leader in local government aviation.

The latest Virginia State Department of Aviation Economic Impact Study stated that Chesterfield County Airport generates $189 million per year in both direct and indirect benefit to the local economy.

The budget reflects revenue increases of $18,200 and $13,500 in FY2009 and FY2010 respectively, for revenue increases generated from lease agreements and rental fees. The increase in personnel expenses fully fund the Airport Manager position and anticipated increases in healthcare costs. The operating expenses will continue to grow at a moderate rate as a result of scheduled facility repairs and ground maintenance.

AIRPORT

The Chesterfield County Airport has been designated as the first general aviation airport in Virginia to be a "Secure Virginia Airport". The Virginia Department of Aviation gave this designation when Chesterfield County Airport officials met eligibility criteria for Virginia's General Aviation Volunteer Certification Security Program. The county's airport is the fourth largest and the eighth busiest local airport in the State of Virginia. Also, the airport is identified by the FAA to be a reliever airport to Richmond International. As of FY2008, the airport can accommodate aircraft ranging from small, two-seater planes to a DC-9. It currently has 145 based aircraft and 110 T-hangars available for rental, for both recreational and commercial use. The number of aircraft based at the airport has increased during the past year and corresponding jet fuel sales have increased due to increased corporate traffic.

The airport staff envisions expansion that will continue to enhance the daily operations while maintaining a close relationship with commercial and recreational users, and county citizens. The growing population in the county continues to impact the Airport as potential clients move to the area. There is also an increasing trend for corporations to create flight operations in the county to avoid commercial airports, thus providing a significant opportunity to increase the corporate tenant base. The FAA projects growth in general aviation to double from the current levels by 2015 and triple by 2025.

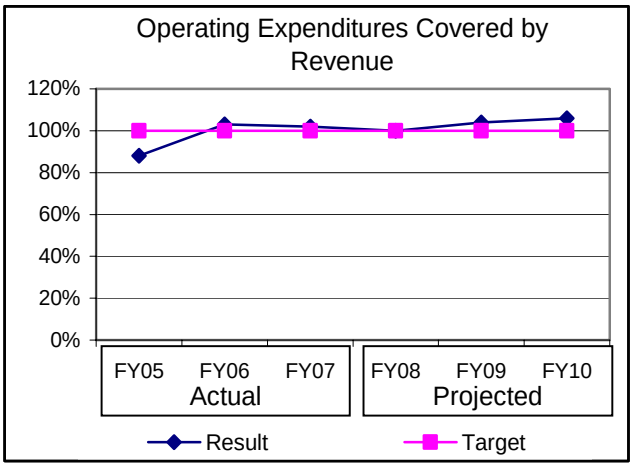
Performance and service levels at the airport are excellent as demonstrated by the results of the annual customer satisfaction survey for FY2007. The survey indicated a 100 percent satisfaction rating for county-performed services.

HOW ARE WE DOING?

Goal: Manage the airport resources and expenditures to eliminate support from the general fund. Supports countywide Strategic Goal 1

Objective: Cover 100 percent of operating expenditures (excluding depreciation) from non-general fund revenue balancing customer expectations with fiscal responsibility

Measure: Percent of expenditures covered by non-general fund revenues

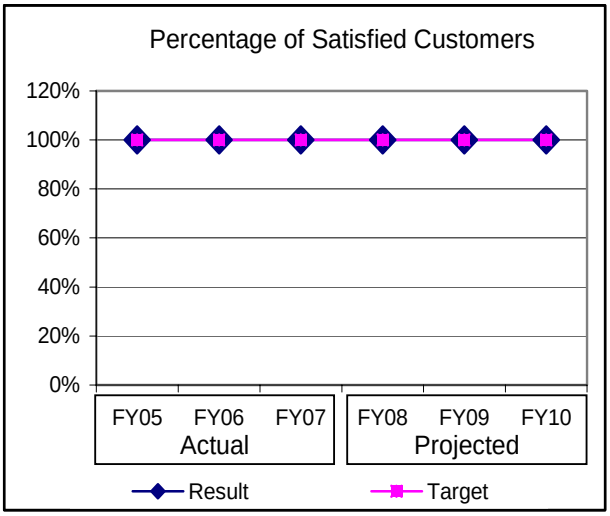


Initiatives

- Completion of hangars to generate revenue
- Consumer Price Index increases included in lease agreements
- Additional lease agreements
- Increased sponsorship of annual air show

AIRPORT

Goal: Provide the highest quality facilities and service levels to the aviation community. Supports countywide Strategic Goal 2
Objective: Exceed customer expectations
Measure: Percentage of customers satisfied with services



Initiatives

- Bi-annual customer satisfaction survey
- Annual customer information meeting

WHERE ARE WE GOING?

As the county airport continues to grow, the expectation is that corporate traffic will increase significantly. With the completion of the new North Terminal Apron, resources should become available to accommodate additional corporate space. Aggressive marketing efforts are planned to achieve the goal of becoming the primary corporate airport for the Richmond Metro Area. Additionally, the airport is actively working with the Economic Development Office to pursue potential corporate clients. The advent of small business jets will be another valuable source for expansion of corporate aircraft traffic in the future, as the concept of "air taxi" is implemented into the aviation industry.

An update to the department's master plan is scheduled for FY2009 and may identify other needs for the continued growth of the airport facility.

Staff will continue to strive for the county's airport to maintain self efficiency through ensuring that revenues continue to exceed expenses.

BUILDINGS AND GROUNDS

DESCRIPTION

The Buildings and Grounds Division is responsible for the preservation of county facilities and equipment through a comprehensive program of custodial, horticultural, and technical maintenance in order to protect and enhance the county's investment in real property. The division also provides general labor support to county agencies for repair and remodeling projects to ensure that countywide space needs are addressed in the most efficient manner. Buildings and Grounds division maintains over 1.3 million square feet of space, ranging widely in age, size, and complexity.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$2,599,671	$3,129,700	$3,289,300	$3,336,300	5.1%	$3,336,300	$3,336,300	$3,336,300
Operating	2,402,221	2,716,500	2,859,100	3,012,900	5.2%	3,012,900	3,012,900	3,012,900
Capital	73,487	42,000	90,000	90,000	114.3%	90,000	90,000	90,000
Total	$5,075,380	$5,888,200	$6,238,400	$6,439,200	5.9%	$6,439,200	$6,439,200	$6,439,200
Revenue	310,716	314,100	314,100	314,100	0.0%	314,100	314,100	314,100
Net Cost	$4,764,663	$5,574,100	$5,924,300	$6,125,100	6.3%	$6,125,100	$6,125,100	$6,125,100
FT Pos.	70	75	71	71	(4)	71	71	71

Note: A total of four positions have been transferred during FY2008; one to Chesterfield University, one to Risk Management, and two to Unassigned.

BIENNIAL BUDGET ANALYSIS

The division of Buildings and Grounds has made remarkable progress in the past several years with its ability to maintain a proactive around the clock maintenance level of service while ensuring a 100% compliance with both state and federal regulations. The division has been able to reduce the overall cost per square foot through various preventive measures implemented in previous years. The division achieved a 36% cost reduction for contracted vs. in-house Housekeeping services, for 90,000 square feet of the county's properties. Buildings and Grounds portfolio as of FY2008 consists of sixty-two county facilities.

The opening of additional facilities will require existing staff to undertake and perform necessary preventative maintenance as well as routine maintenance and repair. During FY2009 the additions to the courts building, the new Fire Logistics Warehouse and the new Meadowdale Library will be completed. In FY2010, the addition to the Smith Wagner building, Horner Park Maintenance facility, and Enon Public Safety Facility will be added to Buildings and Grounds maintenance portfolio.

The majority of the county administrative buildings utility bills are recorded in the Buildings and Grounds Division budget. Therefore, electrical industry deregulation and escalating energy cost have a direct impact on the department's operating budget. The FY2009 and FY2010 operating budget includes a minimal increase to address these expenses.

The FY2009 and FY2010 base operating budgets have been adjusted to assist in covering the escalating costs of maintaining the aging infrastructure ($91,600 in FY2009 and $230,800 in FY2010). Also funded in FY2009 is $17,300 for inflation increases in maintenance contracts for items such as heating/air conditioning units and

elevators, increases in required contractual services such as plumbing or electrical, and $12,400 for the increase in charges for operation of the department's vehicles.

Additional funding requested in FY2009 totals $335,400: exterior window washing at the county complex ($50,000), six snow plows to assist in snow removal duties ($15,000), paper shredder ($25,000), and directional signs for the county complex ($50,000). Additionally, funding for renovation of the sound systems in the general district and circuit courts ($56,900), sprinkler, alarm system, and duct work ($100,000) for the 1917 Courthouse, and storage and scanning equipment for large plans and documents ($38,500) have been requested, but remain unfunded in FY2009.

The Buildings and Grounds Department maintains and cleans approximately 62 government and historical buildings covering approximately 1.3 million square feet. The maintenance consists of much more than just roof repair and replacement, painting, or similar items. Air quality testing is done periodically; sprinkler systems and cooling/heating systems are maintained; and freon is collected from discarded equipment, recycled and utilized to avoid costly expenses for the county along with numerous other functions. To optimize a preventative maintenance program for infrastructure, several maintenance teams consisting of a maintenance worker and an HVAC mechanic would need to be deployed. This program would maximize equipment life and ensure an energy efficient operation. Square footage maintained has increased more rapidly than staffing levels.

An additional funding request totaling $179,500 for one electrician (including tools and vehicle), a utility vehicle for grounds crew, and a painter (including tools and vehicle) has been requested in FY2009 but remains unfunded. Also requested in FY2009 but unfunded is $29,800 for a custodian to provide additional daytime custodial coverage for those buildings that are heavily used by the public.

A recently installed maintenance management software program has enabled staff to track progress, monitor performance measures, and account for all labor and materials used for each job. This automated tracking mechanism which has already been installed, enables accurate costing and management data to be readily available for future analysis. This new system also allows county employees to enter requests for repairs and maintenance on-line, enables users to view response and work order status, and enables Buildings and Grounds to maximize its use of man-hours and minimize down time for employees. Currently one administrative support position is handling the new software program as well as administrative duties. Buildings and Grounds also requested a secretary position in FY2009 ($37,500) to assist with workload increases, but at this time remains unfunded.

The division currently oversees the Environmental Management System (EMS) program with support from other environmental officers. In FY2009 $85,000 has been added to Buildings and Grounds budget for EMS improvements of which $75,000 is a one-time expense to buy a wash rack to prolong the life expectancy of existing equipment as well as properly dispose of non-environmental safe chemicals. The remaining $10,000 will acquire environmentally friendly chemicals and cleaning supplies for the program.

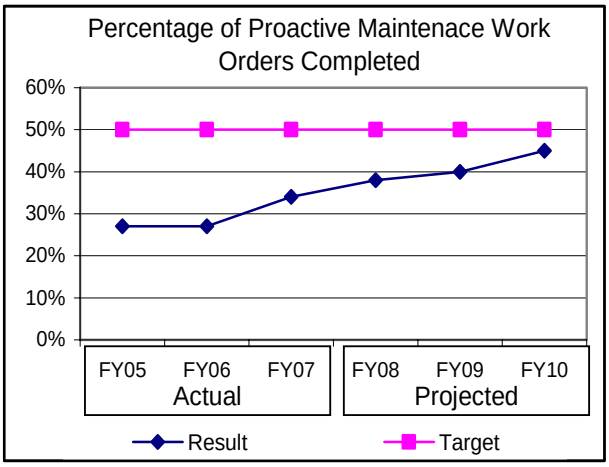
The customer satisfaction rate for the buildings maintenance staff improved from a level of 86 percent in FY2006 to 95 percent in FY2007. The custodial staff experienced improvement in their approval rating from an 80 percent level in FY2006 to 85 percent in FY2007. Staff has recently developed and implemented a "building manager" meeting series to communicate with customers in face-to-face meetings and obtain input that will assist in ensuring continued superior client services.

The FY2009 and FY2010 county Capital Improvement Program (CIP) includes $350,000 each year for major maintenance to address aging infrastructure needs such as HVAC, roof, and carpet replacement. Replacement of aging mechanical equipment and infrastructure will reduce annual maintenance costs in the operating budget and free up staff to address other areas. The CIP includes $2.9 million in FY2009 and $1.9 million in FY2010 for renovation of the five story administration building.

BUILDINGS AND GROUNDS

HOW ARE WE DOING?

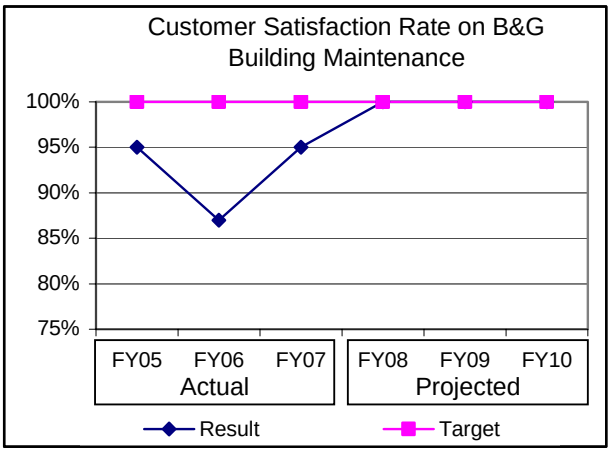
Goal: To be a proactive maintenance organization. Supports countywide Strategic Goal 2
Objective: Complete a high level of proactive maintenance work orders
Measure: Percent of proactive work completed on time



Initiatives

- Mainstar work order system
- Highly skilled personnel
- Preventative maintenance work teams

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Maintain a high level of customer satisfaction with building maintenance
Measure: Customer satisfaction rate

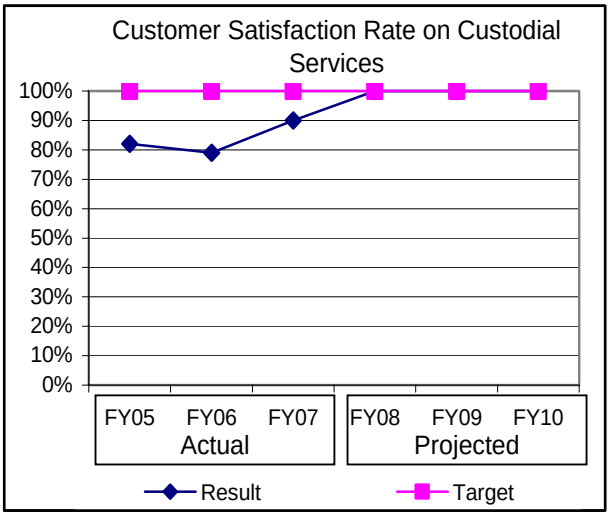


Initiatives

- Annual customer satisfaction survey
- Care Cards

BUILDINGS AND GROUNDS

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Maintain a high level of customer satisfaction with custodial services
Measure: Customer satisfaction rate



Initiatives

- Annual customer satisfaction survey
- Care Cards
- Outsourcing custodial services

WHERE ARE WE GOING?

The FY2009-FY2013 Capital Improvement Program includes funding for new facilities that affect the workload of the custodial, technical, and maintenance staff of Buildings and Grounds. Future year projections reflect the operating impact of opening new facilities with the addition of eleven full-time positions at a cost of $545,000 for the planning periods FY2011-FY2013 (three HVAC technicians, one electrician, two maintenance workers, three principal maintenance workers and two trades assistants). Also included in FY2011-FY2013 is $168,000 to address increases in utilities and other operating expenses associated with the opening of new facilities. Additionally, $1,300,000 is included in the Capital Improvement Program in years FY2011-FY2013 to replace aging equipment.

CAPITAL PROJECTS MANAGEMENT

DESCRIPTION

The Capital Projects Management Division's primary function is to provide proactive, high-quality capital project planning, and construction management services for all county-owned facilities and outside agencies. The Capital Projects Management Division is primarily involved in the execution component of the county's Capital Improvement Program.

Staff also coordinates feasibility, programming, and design efforts for county facilities, participates in the site selection and evaluation process for county facilities, and provides consultation services to county departments regarding renovations and minor construction projects. Capital Projects Management operates as an internal service fund.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$569,252	$643,100	$677,400	$706,000	5.3%	$724,800	$744,300	$759,100
Operating	154,385	128,400	149,100	149,000	16.1%	146,700	144,200	146,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$723,637	$771,500	$826,500	$855,000	5.3%	$871,500	$888,500	$905,900
Revenue	668,772	771,500	826,500	855,000	7.1%	871,500	888,500	905,900
Net Cost	$54,865	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	6	7	7	7	0	7	7	7

BIENNIAL BUDGET ANALYSIS

The impact of growth in the county will impose a significant increase in the workload within the division. The overall revenues generated by ongoing projects will have a direct correlation to the overall growth of the county. As the approval for implementing new projects continues, the division is constantly confronted with new challenges and unique situations that potentially arise within the projects.

In FY2009 and FY2010, the division will be working on numerous projects such as the following: continuation of the renovation of the five-story Administration Building, expansion of the Smith-Wagner Building, renovations within the Parks and Recreation Division, and renovations to Ettrick-Matoaca Library. In addition, a new branch library is expected to be completed in FY2009 in the Reams-Gordon area. Also, design will take place for the new Robious Road Area Library. Other projects include the Fire and Rescue station at the intersection of Courthouse Road and Route 288, a new Fire and Rescue station at Harrowgate Road, and completion of the public safety training center at Enon.

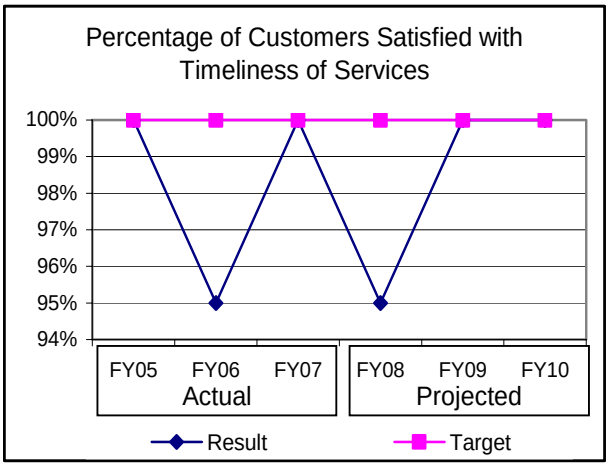
The hourly rate charged for Capital Projects Management will increase by $3.00 to $72.50 an hour in FY2009. An additional increase in FY2010 of $2.50 to $75.00 per hour is anticipated. These increases are necessary to sufficiently cover the escalating cost of employee benefits.

The latest customer satisfaction survey indicates a satisfaction rating of 100 percent in FY2007, for the capital project management function which indicates a great deal of satisfaction with performance. The survey reflects a moderate increase of 5 percent when compared to the FY2006 results.

CAPITAL PROJECTS MANAGEMENT

HOW ARE WE DOING?

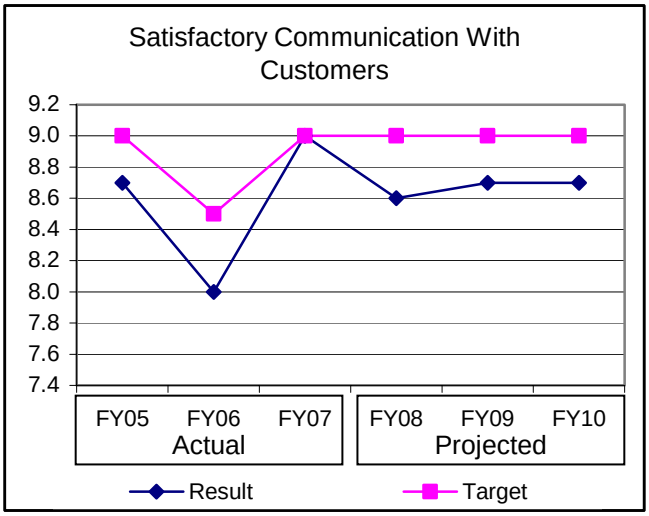
Goal: Exceed customer expectations. Supports countywide Strategic Goals 1 and 2
Objective: Improve timeliness of service
Measure: Survey and feedback results of customers satisfied with services



Initiatives

- Annual customer survey
- Staff reports

Goal: Provide a better work environment. Supports countywide Strategic Goals 3 and 5
Objective: Improve communication with county departments
Measure: Annual survey and feedback results (maximum score is 10)



Initiatives

- Annual customer survey
- Staff meeting reports

CAPITAL PROJECTS MANAGEMENT

WHERE ARE WE GOING?

During FY2009 and FY2010, plans are being developed that will create new facilities or renovate existing ones. Many of those projects will be funded over the next five years and beyond. The current staffing level is positioned to meet the anticipated demand for services. If trend levels remain consistent, the Capital Improvement Projects workload will continue to remain steady.

Continuing education remains one of Capital Projects Management's top priorities. The need to expand the staff's knowledge base is closely interrelated to the professional services provided for each distinctive project. The need to gain technological knowledge and remain abreast with the ongoing changes in the construction industry, will present additional challenges.

FLEET MANAGEMENT

DESCRIPTION

Fleet Management Division is an internal service fund division that provides the following services and benefits: automotive inspections, scheduled and unscheduled services, maintenance repairs, vehicle acquisition and disposal, automotive parts procurement, 24-hour on and off-site fleet fuel services, 24-hour emergency road services, motor pool rental, vehicle leasing services, vehicle wash services, manufacturer's warranty and recall repairs, preparation of vehicle specifications, DMV titling, registration and license services, and billing and accounting services for the leased vehicle program for the Chesterfield County Government and Chesterfield Public Schools. The division consists of an administrative section, four vehicle maintenance shops, an automotive parts section, an administrative vehicle motor pool, and an automotive training section.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$3,956,730	$4,453,100	$5,049,400	$5,280,100	13.4%	$5,406,000	$5,535,500	$5,669,100
Operating	10,384,116	10,594,400	10,332,300	9,923,000	-2.5%	9,887,100	9,850,300	9,812,200
Capital	(338,273)	1,494,500	1,677,800	1,588,700	12.3%	1,588,700	1,588,700	1,588,700
Total	$14,002,573	$16,542,000	$17,059,500	$16,791,800	3.1%	$16,881,800	$16,974,500	$17,070,000
Revenue	14,449,076	16,542,000	17,059,500	16,791,800	3.1%	16,881,800	16,974,500	17,070,000
Net Cost	($446,503)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	78	82	88	88	6	88	88	88

Note: Two positions will be transferred from Waste and Resource Recovery with the adoption of the FY2009 budget.

BIENNIAL BUDGET ANALYSIS

The opening of the Walmsley maintenance shop has added extra maintenance support capabilities to the northern end of the county and has reduced the travel time for school buses which in turn has enhanced customer service delivery. The availability rate of vehicles for use by schools according to FY2007 data is 95 percent.

In FY2008, a parts technician and an automotive supervisor were hired in order to fully utilize the Walmsley shop at a cost of $78,800, which was absorbed within Fleet's FY2008 budget. These two new positions will ensure adequate coverage for the Walmsley School Bus Shop facility operations. The FY2009 budget funds the creation of two new school bus technicians, a new parts technician and one new administrative analyst for a total cost of $175,700. A growing fleet of vehicles requiring maintenance has increased customer demands and these positions will address those demands by improving customer service.

The budget includes $1,345,000 in FY2009 and $1,271,400 in FY2010 to purchase replacement vehicles. The FY2009 budget for capital also includes two new automotive lifts for $122,800, an administrative modular building for $175,000, and $35,000 for other equipment. The FY2010 budget includes $120,000 for a replacement automotive lift, $58,000 for a backup generator, $23,000 for concrete removal to prepare for a new lift, $55,000 for the Green Area Project, and $51,300 for other equipment.

The labor rates for light, heavy, and school bus technicians will increase to $63 per hour in FY2009

and $65 in FY2010. The rate adjustment addresses the steady increases resulting from employee merit and benefits costs. Each fiscal year, staff reviews expenses and rates for services to ensure recoveries of costs are maximized.

The number of work orders completed in FY2007 was 21,381, a 7 percent increase from the FY2006 total of 19,943. Seventy-five percent of the automotive technician's time should be billed to other departments. In FY2007, Fleet exceeded this goal and billed out 121 percent of technicians time with only 1 percent of work orders having to be reworked. The considerable increase was a direct result of manufacturer's recalls during FY2007.

Following a review of permanent lease vehicle charge rates and how they are calculated, a flat fixed monthly rate based on each vehicle's previous year activity will continue. Fuel will not be included in the flat rate and will be billed as a separate charge based upon actual usage. The amount budgeted for fuel purchase is the largest decrease in the budget going from $6.3 million in FY2007 to $5.1 million in FY2009 and remaining steady through FY2010. Fuel purchasing has a direct correlation to the crude oil industry and as fluctuations continue to exist, so will the dollar amount charged to Fleet Management Division. The cost for fuel is billed out to user departments and this is the largest revenue producer within Fleet's budget, accounting for 40 percent of overall revenues.

In FY2005, Fleet Management Division was selected as one of two pilot operations in the county to undergo a challenging environmental certification. The department recently received the ISO14001 accreditation, which demonstrates the county's commitment to being protectors of the environment. Chesterfield County Fleet Management Division is one of only two counties in the United States to receive this accreditation.

While the internal customer satisfaction rating of 82 percent in FY2007 decreased when compared to the FY2006 survey rating of 89 percent, staff is continually looking for ways to improve customer service. Staff held a series of customer service meetings with public safety departments to identify ways to solve issues related to billings and overall department services.

In FY2008, the Fleet Management Division, in conjunction with the Radio Shop Division, will undergo a feasibility study to analyze long term facility requirements and provide alternative solutions to increased workloads. Additional recommendations and changes will take place once the study is completed.

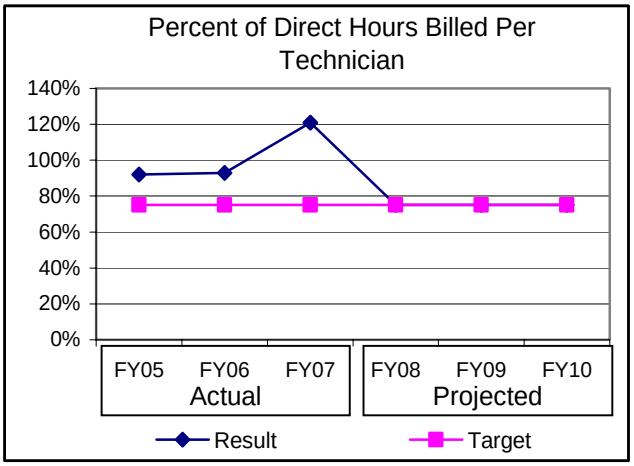
Major areas of concern for FY2009 and beyond consist of the following: recruitment and retention, adequate vehicle maintenance space, and a competitive salary scale for highly trained staff. Another area that will be addressed in upcoming budget years is the need to acquire emergency electrical generators for each of the vehicle maintenance shops. In the FY2010 budget, Fleet will fund the purchase of one backup generator.

The county's FY2011 through FY2014 Capital Improvements program does not include any additional funding or future projects planned for division. The division is awaiting the outcome of the feasibility study before making any recommendations. The study has started in FY2008 and the results are expected to be presented prior to FY2009.

FLEET MANAGEMENT

HOW ARE WE DOING?

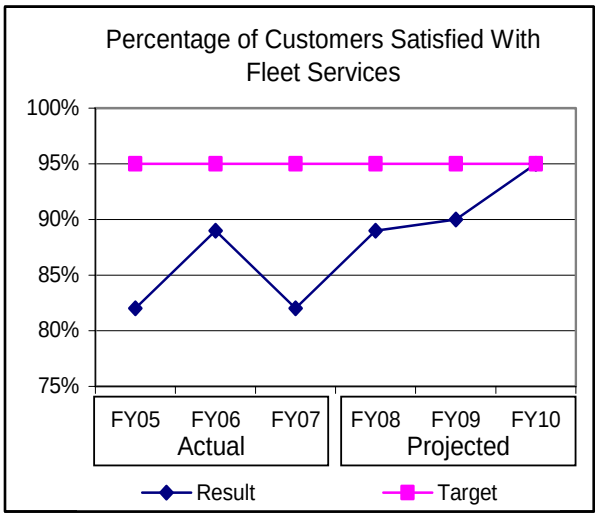
Goal: Exceed Customer Expectations. Supports countywide Strategic Goal 2
Objective: Balance customer expectations with fiscal accountability and improve timeliness and dependability of service.
Measure: Percent of direct hours billed per technician



Initiatives

- Implementing automated system to track mechanic hours
- Number of non-mandatory training sessions attended
- Number of preventative maintenance events scheduled versus conducted

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Balance customer expectations with fiscal accountability and improve timeliness and dependability of service.
Measure: Customer satisfaction rate

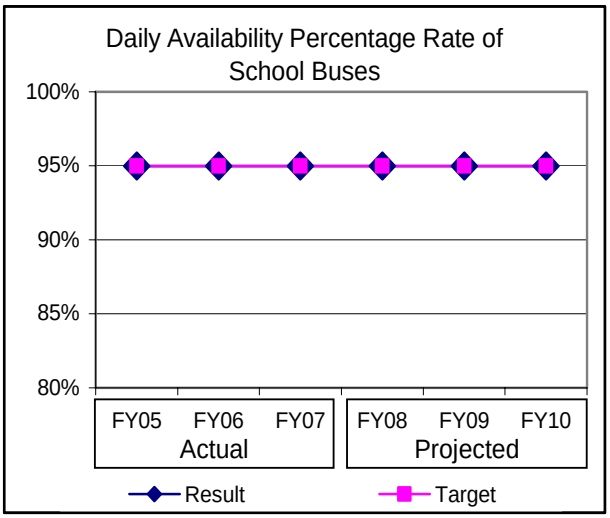


Initiatives

- Addition of three technician positions
- Held focus groups and individual department meetings to gain insight and open communication

FLEET MANAGEMENT

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Improve timeliness and dependability of service.
Measure: Daily school bus and public safety vehicle availability rate



Initiatives

- Addition of three technician positions
- Annual equipment replacement

WHERE ARE WE GOING?

The Fleet Maintenance Division will continue to look for ways to consolidate and improve functions and streamline processes in order to remain competitive with private industry. For example, staff negotiated a vehicle fleet fuel card contract with an outside vendor that will save thousands of dollars for the school board, as it will allow school bus drivers to purchase fuel at various locations throughout the county at discounted rates. Benchmarking with other localities as well as with the private industry is essential in keeping abreast of industry innovations. The division will continue the process of replacement of obsolete equipment which is vital to maintain a competitive edge over the private industry.

Continued training and education for staff is crucial as the complexity of technology in automotive vehicles continues to advance with each new production year. Substantial progress has been made in employee growth in the area of becoming certified technicians. The career development program for all non-exempt occupational specialties has been approved and will assist in career growth for every employee.

While the renovation and opening of the Walmsley Maintenance Shop temporarily gives support as a relief repair facility, a replacement or expanded vehicle maintenance facility will be needed in the future as the fleet of vehicles continues to expand.

PRINTING CENTER

DESCRIPTION

The Printing Center provides quality offset printing, reproduction (white, color and black), and binding services to all county departments. Operating as the county's on-site printing center, the Printing Center generates revenue to cover its expenses through service charges to other county departments. The center's primary goal is to provide quality services to internal customers in a timely manner and at a cost below that of outside printing companies.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$267,022	$297,800	$309,900	$309,800	4.1%	$309,800	$309,800	$309,800
Operating	247,677	247,600	242,200	241,900	-2.2%	241,900	241,900	241,900
Capital	0	0	8,000	12,000	0.0%	12,000	12,000	12,000
Total	$514,698	$545,400	$560,100	$563,700	2.7%	$563,700	$563,700	$563,700
Revenue	466,255	460,000	460,000	460,000	0.0%	460,000	460,000	460,000
Net Cost	$48,443	$85,400	$100,100	$103,700	17.2%	$103,700	$103,700	$103,700
FT Pos.	6	6	6	6	0	6	6	6

BIENNIAL BUDGET ANALYSIS

Beginning in FY2009 the division will focus on recovering adequate revenues to offset total expenditures. Research has indicated that potential in-house services are being completed by outside vendors. Based on FY2007 figures, approximately $118,000 was spent by county departments on printing related tasks with outside printing services companies. In FY2009 through FY2010, the challenge will be to remarket the Printing Shop's services and demonstrate its capabilities.

The county's Printing Center is equipped with the latest in digital copier technology. This change considerably reduces preparation time, thus increasing the number of man hours available to devote to other duties. The percentage of work orders completed on time remained constant at 97 percent in FY2007.

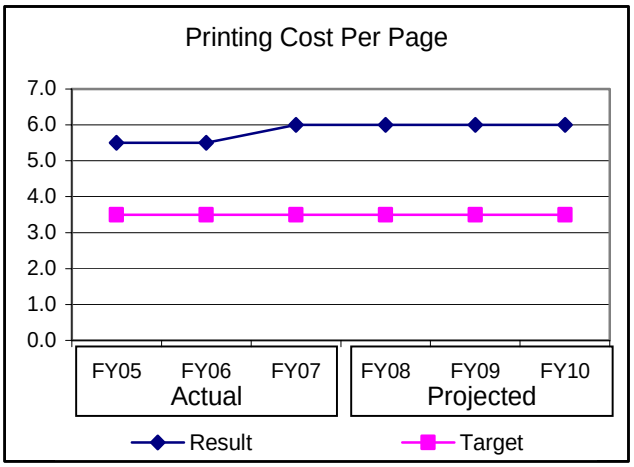
As a result of an internal audit review, the Printing Center frequently conducts random job cost comparisons with outside vendors to ensure costs are less than that of external vendors. Furthermore, the customer satisfaction rate increased slightly to 95 percent in FY2007 (from 93 percent in FY2006).

In order to successfully achieve the Printing Center mission of providing the highest possible value to customers, staff must continue to remain up-to-date with technological advances within the industry. In FY2009, $8,000 is budgeted to purchase a bind faster padder. For FY2010, $12,000 is budgeted to purchase a new shrink wrap machine.

PRINTING CENTER

HOW ARE WE DOING?

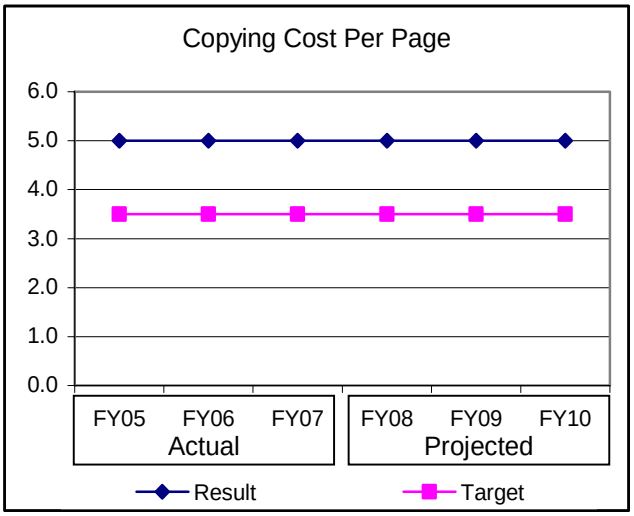
Goal: Exceed customer expectations. Supports countywide Strategic Goal 1
Objective: Balance customer expectations with fiscal accountability
Measure: Cost per page for black and white printing (in cents)



Initiatives

- Benchmarking
- Installation of high volume copy machines

Goal: Exceed customer expectations. Supports countywide Strategic Goal 1
Objective: Balance customer expectations with fiscal responsibility
Measure: Cost per page for black and white copying (in cents)

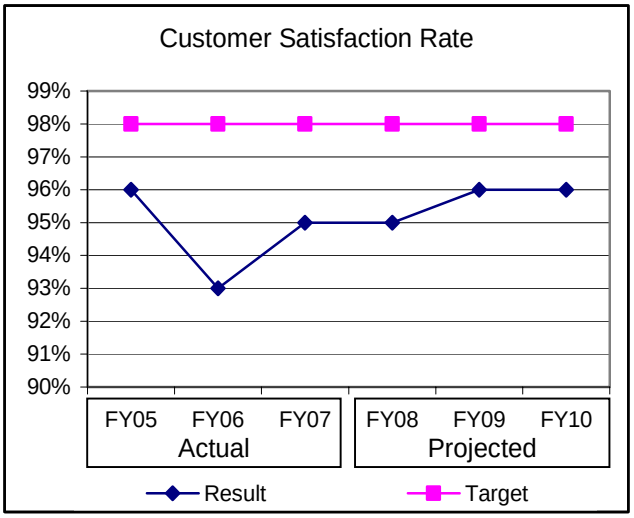


Initiatives

- Semi-annual benchmarking

PRINTING CENTER

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Improve timeliness and dependability of service
Measure: Customer satisfaction rate



Initiatives

- Annual Customer Survey
- Care Cards
- Focus groups

WHERE ARE WE GOING?

The most significant issue that will be faced in the Printing Center in the next few years is an increase in the workload as the county continues to grow. The Printing Center also expects increases in requests for different services that require equipment that is not currently available within the Printing Center's resources. The overall impact may affect the budget with customers having to go outside the county for services. In order to be effective, the Printing Center will need to replace the older equipment with the latest technology advanced pieces of machinery. Every effort will be made to stay abreast of industry changes.

RADIO SHOP

DESCRIPTION

The Radio Shop Division of the General Services Department functions as an internal service fund in conjunction with Fleet Operations. It serves as the county's communications and electronics center by providing technical support and repair services for all county-owned two-way radios, mobile data computer devices, pagers, system infrastructure, and other communication devices. The Radio Shop Division focuses on staff technical training and process improvements in order to meet customer needs.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$922,574	$1,013,201	$1,087,500	$1,200,700	7.3%	$1,228,200	$1,256,300	$1,285,300
Operating	921,040	1,021,699	1,076,100	1,097,100	5.3%	1,097,400	1,097,700	1,098,200
Capital	0	42,900	80,000	135,000	86.5%	135,000	135,000	135,000
Total	$1,843,614	$2,077,800	$2,243,600	$2,432,800	8.0%	$2,460,600	$2,489,000	$2,518,500
Revenue	2,150,384	2,077,800	2,243,600	2,432,800	8.0%	2,460,600	2,489,000	2,518,500
Net Cost	($306,770)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	17	18	18	19	0	20	20	20

BIENNIAL BUDGET ANALYSIS

The Radio Shop Division operates as an internal service fund; thus, operating revenues must be sufficient to cover all expenditure needs. County departments that have portable 800 MHz radios are billed on a per-radio, per-month maintenance cost plus any time and materials for extra services performed outside of the services outlined in the maintenance agreement. Additional charges are assessed for large equipment such as towers, radio system backbone, and console dispatch equipment that is located in the E-911 Communications Center. The Radio Shop Division also performs work for other localities and a few state offices and receives reimbursement for their services. In FY2009, revenues are expected to increase by $165,800 and by $189,200 in FY2010. The increases are a direct result of existing equipment that is no longer under warranty. Additionally, new equipment has been purchased to better serve the customers and will require additional preventive maintenance.

In FY2009, the Radio Shop will be faced with many challenges and changes. The recently completed shop renovation will allow for normal work flow. The rebanding of the Public Safety radio system which is mandated by the FCC should be completed in FY2008. Continued cooperation with two other jurisdictions within the Capital Region Radio System to ensure a workable and systematic process has been completed.

Increases in the operating budget over the next biennium can be directly linked to maintenance costs for the mobile data system and employee benefit increases. Hourly labor rates will remain the same at the current rate of $50 in FY2009, but increase to $52 in FY2010 for contracted customers. Non-contracted customer hourly rates will also remain the same in FY2009 at $66, but increase to $68 in FY2010.

The personnel budget includes the creation of a full time Systems Analyst position in FY2010 at a cost of $61,700. This position will assist in maintaining software designed to address billing invoice issues and increase the overall efficiency through man hour

RADIO SHOP

savings. With the expectation of a new position, the Radio Shop in FY2009 has $30,000 budgeted for a vehicle to be purchased.

One of the most critical issues facing the Radio Shop is adequate facility space to perform the necessary maintenance, provide ample storage space, and conduct training. Storage, an additional restroom, and adequate install bays are the most immediate needs to be addressed. In FY2008 the completion of the Fleet Management and Radio Shop's feasibility study will provide both recommendations and suggest solutions to address key concerns.

Another area of concern for the Radio Shop is the recruitment and retention of existing staff. The Radio Shop has implemented a personalized career path development program specifically designed to ensure continuation of world-class customer service and guarantee the high level of maintenance necessary for the county's radio systems.

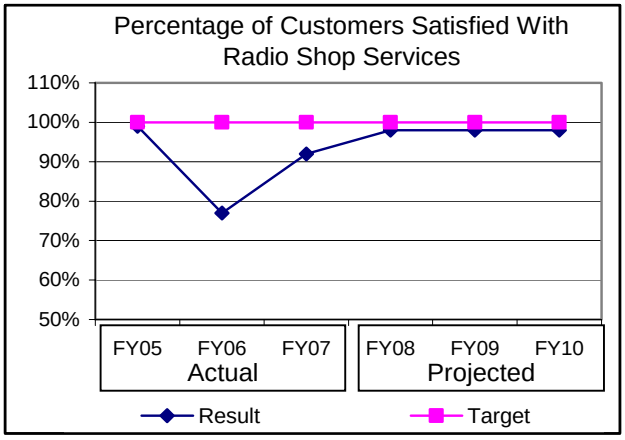
Long range plans are in the works for the planning and implementation of a new replacement radio system for the public safety system in Chesterfield. Functional obsolescence of the current equipment, inadequate supply of hardware and software support by available vendors, will present additional challenges as the replacements of systems are required over the next ten to fifteen years.

The capital budget in FY2009 consists of five radio replacement boards and improvements to the existing Radio Shop facilities, for a total of $55,000. In addition, the FY2010 capital includes a single test equipment piece, six radio replacement boards, and further enhancements to the existing facilities within Radio Shop, for a total of $135,000. Consideration for additional improvements or capital equipment replacement will be reviewed and determined based on the needs of the county each fiscal year.

The annual customer service satisfaction survey results for FY2007 indicate a 92 percent (a 15 percentage point improvement over the FY2006 actual of 77 percent) satisfaction rating for services performed. Staff anticipates utilizing customer focus groups to identify areas to improve and plan to form a process action team to streamline the process for post-manufacture up fit of vehicles.

HOW ARE WE DOING?

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Improve timeliness and dependability of service
Measure: Percentage of customers satisfied

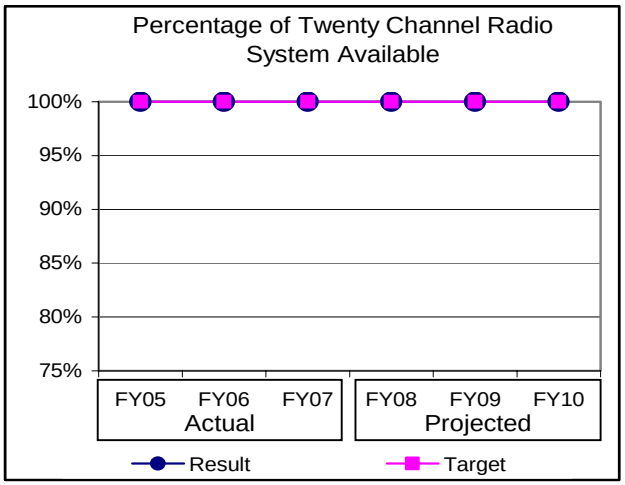


Initiatives

- Annual survey
- Focus groups
- Benchmarking
- Training and development program
- Action planning

RADIO SHOP

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Improve timeliness and dependability of service
Measure: Percent of twenty channel system available



Initiatives

- Preventative maintenance program
- Trouble shooting system
- Formation of a system performance review team with vendor

WHERE ARE WE GOING?

The Radio Shop Division vision for FY2011 through FY2013 will focus on retention of highly trained and specialized technicians and administrative personnel who are capable of responding promptly and effectively to the perpetually changing face of emerging technology. Increased competition from outside vendors to provide services such as vehicle radio installation and repair, onsite maintenance will force the Radio Shop to continuously strive to keep improving services and exceed customer satisfaction expectations.

WASTE AND RESOURCE RECOVERY

DESCRIPTION

The Waste and Resource Recovery (WARR) Division provides responsive, cost-effective, and safe waste disposal services to county residents. In conjunction with the Central Virginia Waste Management Authority (CVWMA), the division also administers curbside and drop off recycling programs throughout the county. Waste and Resource Recovery also oversees the operation of the citizen convenience centers which provides several additional recycling opportunities for citizens. The division simultaneously ensures that all three of the county's closed landfills are properly managed and in compliance with State and Federal environmental regulations.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$1,922,561	$1,822,500	$1,488,000	$1,506,700	-18.4%	$1,506,700	$1,506,700	$1,506,700
Operating	4,112,349	4,796,900	4,384,800	4,451,500	-8.6%	4,451,500	4,451,500	4,451,500
Capital	17,014	34,000	255,000	132,800	650.0%	132,800	132,800	132,800
Total	$6,051,924	$6,653,400	$6,127,800	$6,091,000	-7.9%	$6,091,000	$6,091,000	$6,091,000
Revenue	2,422,516	2,588,600	2,240,300	2,284,900	-13.5%	2,284,900	2,284,900	2,284,900
Net Cost	$3,629,409	$4,064,800	$3,887,500	$3,806,100	-4.4%	$3,806,100	$3,806,100	$3,806,100
FT Pos.	37	37	31	31	(6)	31	31	31

Note: Four positions will be transferred to the "Unassigned" responsibility center and two positions will be transferred to Fleet Management with the adoption of FY2009 budget.

BIENNIAL BUDGET ANALYSIS

During FY2007, the Division of Waste and Resource Recovery was accepted in the U.S. Environmental Protection Agency's National Performance Track Program. This program is a partnership that recognizes and drives environmental excellence among private and public facilities in the U.S. and encourages continuous environmental improvement through environmental management systems, community outreach, and measurable results. Chesterfield County is only the second locality in Virginia to receive this recognition.

Beginning with the adoption of the FY2009 budget the Waste and Resource Division will embark on transitioning its refuse collection program and restructuring of the customer value card program. The overall impact will result in a reduction in revenues in the amount of $252,300 and $470,500 in operating expenses. Ultimately, this will have a net effect to the General Fund in the amount of $218,200.

Revenues generated as a percentage of the total expenditures in FY2007 were 40 percent. As for the FY2008 and FY2009 budget planning periods, revenues are projected to be 39 and 38 percent respectively.

Chesterfield County was the first county in central Virginia and only the second county in the state to offer locality-wide curbside recycling to its residents. As new subdivisions or new sections of subdivisions open up in the county, additional homes are added to this service which in turn increases the operating cost. The number of building permits issued each year serves as a barometer for the potential increases for this program. During calendar years 2005, 2006, and 2007 the number of single-family building permits issued were 3,732, 2,614, and 2,110 respectively. The FY2009 and FY2010 estimated cost for the curbside recycling program is $1,906,800 and $1,962,900 respectively.

WASTE AND RESOURCE RECOVERY

In FY2009, the county will discontinue the bi-weekly refuse services for paying customers. As of FY2007, the general fund subsidy was 72 percent at a cost of $785,061. Restructuring of the refuse program to ensure that the county demonstrates best business practices allows the general fund to address other countywide issues through reallocation of existing funds. The refuse services are still available for those citizens that qualify for real estate tax relief. Current users of the refuse program can acquire these services through private hauler contractors. Services for tax relief customers will still include the leaf vacuum, refuse collection, and bagged leaf services.

In FY2009, the budget includes an additional full-time position which has been reclassified from a part-time status. The impact to the personnel budget is $9,750 and has been absorbed within the current base budget. The reduction in the refuse program will result in six full-time positions being transferred, four to Unassigned and two to Fleet Management. The overall savings reduction in FY2009 will come from personnel in the amount of $334,500.

The technology improvement program has funding approved for the implementation of a credit card service at the two convenience centers. This will be put into operation during the FY2008 through FY2009 budget planning period. This will allow county residents to utilize the facilities with the flexibility of either paying cash or using a credit card.

Tonnage collected at the convenience centers is anticipated to increase at a minimal rate in FY2009 (less than 1 percent) when compared to FY2006 and FY2007 actual collections. The number of convenience center visits is expected to remain steady at 215,812 in FY2009 and FY2010. However, the cost to run the convenience centers continues to rise and is estimated at $3,051,900 in FY2009 and $3,118,700 respectively in FY2010. Cost increases are attributed to increases from vendors that provide grinding, hauling, and disposal services; employee benefit cost increases; and other operating costs such as maintenance and operation of aging equipment, and fuel cost increases.

In FY2007, the actual cost per visit was $12.52. The estimated cost per visit is calculated at $14.14 for FY2009 and at $14.45 for FY2010. The gate fee charged for entrance to the convenience centers will remain $8 throughout the biennium. Other fees will remain the same except for the customer value cards.

The fees charged for customer value cards (CVC) are intended to offer county citizens a discounted rate (frequent users of the convenience centers). It is also set to ensure that 70 percent of expenditures associated with the cost of operating the convenience centers will be recovered through revenues charged for services. In FY2009, the county will offer two levels of customer value cards instead of three. The cards will be for 15 and 40 visits and will include an expiration date. An increase in the cost will also occur, but will be phased in over the next two years. The charts below illustrate the proposed changes for both FY2009 and FY2010, and compare the projected customer cost per visit to the general fund subsidy.

FY2009
Approved CVC Changes

15 Visits for $82.50
40 Visits for $170.00
With Expiration Date

Projected Total Cost Per Visit
$14.14

	Customer Cost Per Visit	General Fund Subsidy Per Visit
15 Visits / $82.50	$5.50	$8.64
40 Visits / $170	$4.25	$9.89

FY2010
Approved CVC Changes

15 Visits / $100
40 Visits / $200
With Expiration Date

Projected Total Cost Per Visit
$14.45

	Customer Cost Per Visit	General Fund Subsidy Per Visit
15 Visits / $100	$6.67	$7.78
40 Visits / $200	$5.00	$9.45

WASTE AND RESOURCE RECOVERY

As of FY2007, the general fund subsidy was at 25 percent relative to actual cost per visit for the convenience centers. In addition, incorporating an expiration date will allow for more accurate projections regarding customer value card level trends and revenues at the convenience centers.

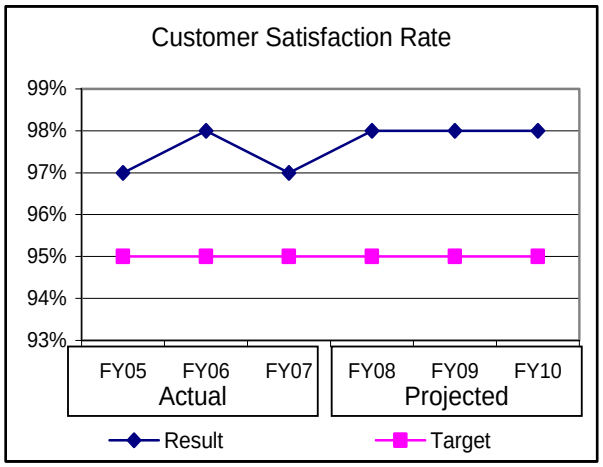
Air curtain burner systems are being evaluated for the convenience centers and funding is in the FY2010 operating budget. The air curtain burner system burns all vegetative waste on site which would eliminate grinding, hauling, and disposal costs and has the potential of an 18 month payback on investment. Installation of these systems (subsequent to recovery of investment) would reduce operating costs in subsequent years.

The annual customer service satisfaction survey results for FY2007 indicate a 97 percent rating compared to the FY2006 actual of 98 percent. Staff will identify areas to improve and take actions to address customer concerns.

Included in the FY2009-2014 Capital Improvement Program (CIP) is $700,000 each year to address ongoing maintenance needs at the three closed county landfills.

HOW ARE WE DOING?

Goal: Exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Provide exceptional customer service
Measure: Customer satisfaction rate

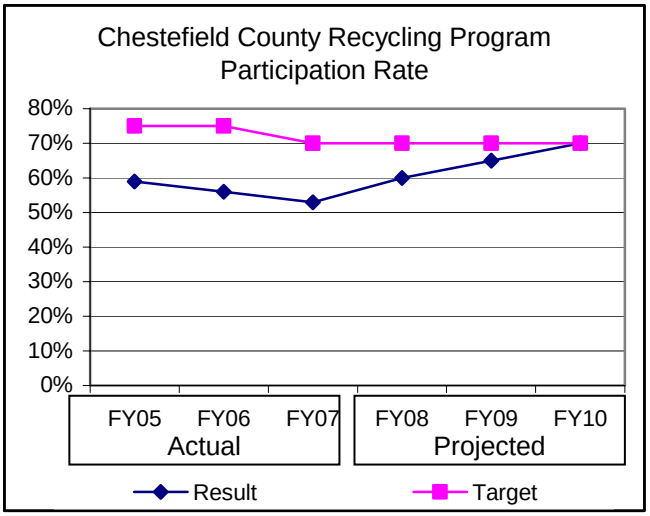


Initiatives

- Star Customer Service Training for front line employees
- Continue process refinements and standards adjustments as indicated by customer surveys

WASTE AND RESOURCE RECOVERY

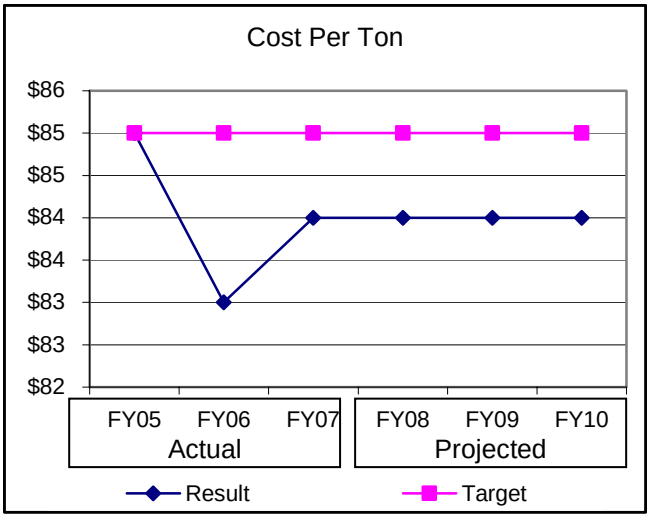
Goal: Provide responsive, cost-effective, safe, and aesthetically acceptable solid waste collection and disposal. Supports countywide Strategic Goal 7
Objective: Promote public awareness and encourage participation in recycling programs
Measure: Participation rate



Initiatives

- Community educational programs
- Information distributed to new residents
- Increased customer base
- Increased publicity campaign

Goal: Provide responsive, cost-effective, safe, and aesthetically acceptable solid waste collection and disposal. Supports countywide Strategic Goal 1 and 3
Objective: Balance cost effectiveness with financial accountability
Measure: Cost Per Ton



Initiatives

- Community educational programs
- Remove re-usable items from the waste stream
- Reduce operating cost through contracts

WASTE AND RESOURCE RECOVERY

WHERE ARE WE GOING?

The Waste and Resource Recovery Division will be faced with challenges due to the nature of the solid waste industry in FY2011-FY2013.

The direction of the division is to develop an integrated services environment that is cost effective for the county. In order to accomplish this goal, the division is developing improved methods of tracking costs and revenues for specific duties and programs.

Analysis of expenses and rates charged for services will be conducted each biennium to ensure recovery of costs is maximized.

WASTE AND RESOURCE RECOVERY

LITTER GRANT

Chesterfield County continues to operate the Litter Program which was adopted during the FY2005 budget. This very important program is overseen by the Waste and Resource Recovery Division of General Services, and supports the county's stewardship and environmental goals.

The objective of the program is to provide educational and prevention programs that address litter control issues, implement a rotating schedule for litter pickup in various areas of the county, and to involve volunteer/civic organizations and businesses as partners in this effort.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$17,387	$17,900	$17,900	$17,900	0.0%	$17,900	$17,900	$17,900
Operating	32,086	8,100	8,100	8,100	0.0%	8,100	8,100	8,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$49,473	$26,000	$26,000	$26,000	0.0%	$26,000	$26,000	$26,000
Revenue	49,473	26,000	26,000	26,000	0.0%	26,000	26,000	26,000
Net Cost	$0	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	1	1	0	0	(1)	0	0	0

Note: One position will be transferred to the "Unassigned" responsibility center with the adoption of FY2009 budget.

BIENNIAL BUDGET ANALYSIS

As of FY2005 the county implemented an expanded litter pickup program by partnering with the Virginia Department of Transportation, outside private contractors, businesses, and civic and volunteer organizations. The grant funding covers minimal operating costs for items such as postage, printing of educational brochures and vehicle operating costs.

Staff focuses litter pickup efforts on heavily littered areas servicing them on a two to three week pickup rotation. The success of this program will be measured by the total amount of road miles cleaned per year. The department is currently working on developing a performance measure to compare and evaluate this program in the upcoming biennium. Other avenues for program enhancements are being explored.

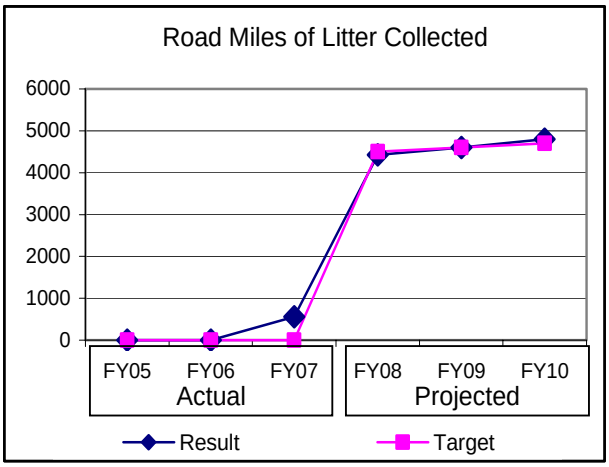
In FY2009, the remaining full-time position will be transferred as a result of the Waste and Resource Recovery restructuring plan. Services provided through the Litter program will continue to be managed through existing staffing levels from the Waste and Resource Department.

This program has a direct positive impact on the countywide Strategic Goal 7 which is "to be responsible protectors of the environment and enhances the quality of life".

WASTE AND RESOURCE RECOVERY

HOW ARE WE DOING?

Goal: Provide responsive, cost-effective, safe, and aesthetically acceptable solid waste collection and disposal. Supports countywide Strategic Goal 1 and 3
Objective: Balance cost effectiveness with financial accountability
Measure: Road Miles of Litter Collected



Initiatives

- Sheriffs Litter Inmate collection crew
- Litter collection through WARR
- Assign-A-Highway program
- Adopt-A-Spot program

WHERE ARE WE GOING?

The major challenge for the Litter Program in FY2011-FY2013 will be to educate school children and the general public on the importance of not littering in order to improve the quality of life and the environment in Chesterfield County.

INFORMATION SYSTEMS TECHNOLOGY

DESCRIPTION

The Information Systems Technology (IST) Department provides information technology (IT) services to county departments, school board departments, and constitutional officers in support of the county's strategic goals, sub goals, and objectives. IST is a full-service technology provider of quality products and services to its customers. The primary functions of the department are technology solution delivery, information security governance, project management and infrastructure management.

The department's activities include technology business studies and recommendations; maintenance of existing application systems; design and implementation of new systems; operational support for both mainframe and server systems; guidance regarding security and access to system data; support for voice and data telecommunications; development and maintenance of the county's Internet/intranet Web sites; and customer training for both application systems and office automation.

The IST Department consists of two major departmental functions: application and web services, and infrastructure services. The IST Department also includes an administration division.

The Information Technology Steering Committee is chartered by the County Administrator to assess and prioritize current and future countywide and departmental technology needs. Members of the committee represent all functional areas of the county. The committee develops and recommends to county management the strategic plan and policies for the use of information technology as it applies to county business and customer service to county residents.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$7,199,782	$8,195,000	$8,805,200	$8,861,300	7.4%	$8,862,300	$8,862,300	$8,862,300
Operating	2,342,722	2,502,200	2,774,600	2,715,700	10.9%	2,715,700	2,715,700	2,715,700
Capital	514,403	493,200	187,400	273,200	-62.0%	273,200	273,200	273,200
Total	$10,056,908	$11,190,400	$11,767,200	$11,850,200	5.2%	$11,851,200	$11,851,200	$11,851,200
Revenue	2,301,096	2,089,200	2,416,000	2,427,700	15.6%	2,427,700	2,427,700	2,427,700
Net Cost	$7,755,812	$9,101,200	$9,351,200	$9,422,500	2.7%	$9,423,500	$9,423,500	$9,423,500
FT Pos.	92	96	95	95	(1)	95	95	95

Telecommunications:

Total	-$2,786	$156,600	$156,600	$156,600	0.0%	$156,600	$156,600	$156,600

BIENNIAL BUDGET ANALYSIS

Information Systems Technology's performance and service levels continue to meet or exceed customer expectations. Quality check forms provide frequent feedback on the services the department provides to other county offices. The technology readiness of the department remains high and IST is investing and training to fully use staff talents.

Funding continues to be provided for priority technology improvements in the county and is

appropriate to support scheduled improvements and maintain existing services, however, demand for information technology services will continue to exceed available funding and staff resources. IST's performance and service levels are meeting or exceeding customer expectations as reflected by the most recent biennial Customer Satisfaction Survey and by routine customer rating forms.

The Capital Improvement Program (CIP) includes $1.3 million in FY2009 and $1.3 million in FY2010 for the following Technology Improvement Program (TIP) projects: $355,400 in FY2009 and $134,400 in FY2010 for the In Focus Financial System Upgrade and completion of Phase III of this system; $35,000 is provided in FY2009 for Secure Web Remote Access for IST; $200,000 in FY2009 and $37,000 in FY2010 for the Information Security Event Management and Incident Response System; $150,600 in FY2009 for an Accounts Receivable System for the Treasurer's Office; $144,000 in FY2009 and $72,000 in FY2010 is provided for the Real Estate Sketch Application Phase for the Assessor's Office; Fire and Emergency Management System (EMS) will receive $85,000 in FY2009 for a Library Conversion with Disaster Management Simulator and $30,000 in FY2009 for a Data Storage System; $200,000 is provided for Operational Data Storage in FY2009 for the Police Department.; $100,000 in FY2009 and $121,600 in FY2010 for the countywide Computer Replacement Program; $200,000 in FY2010 is provided for a Backfile Conversion of Case Files for the Circuit Court Clerk; $700,000 is provided for the countywide Enterprise Business Application Conversion project in FY2010; also funded is $35,000 for Automated Remote Lighting Controls for the Parks and Recreation Department in FY2010.

The IST Department facilitates the county's conversion to e-government to allow "round-the-clock" Internet interaction with citizens and businesses. The county's goal is to enhance governmental services provided to the public and to increase efficiency in internal operations. Project efforts for FY2009 will focus on work for several very large systems to equip the citizens and employees of Chesterfield County with new and critically needed services. These systems include the new In Focus financial system, the Treasurer's Customer Service system, Utilities Billing system, Internet web site redesign, and a rewrite of the Police Records Management system.

IST will continue to receive pressure from a number of directions. Staffing, recruiting, and staff retention remain a constant focus for the department. IST is challenged by timely delivery of custom systems for customers. Technology shifts will become very apparent this year as they plan and execute the migration from the mainframe to open platforms. Projects developed with the Agile methodology will begin to be delivered. Public internet access via WIFI will be enabled in libraries and the main government complex.

Focused attention to vendor management, project management and investment management will be apparent to all IST customers as the department begins to develop and exercise governance models. These models will enable IST to reach the department performance plan goals and were central to the formation of the plan's measures and metrics.

The IST telework program will likely be expanded from a pilot to an on-going program. Partnerships with neighboring localities will be expanded and new opportunities with local and national business will be cultivated.

IST's budget is increased by $50,000 to provide preliminary funding for a Disaster Recovery Hot Site and $65,000 for a Redundant Internet Service Provider in FY2009. Also included is $18,000 to cover the cost of a web-streaming hosting fee. Funding for the telecommunications section of the department is continued in FY2009-FY2010 and beyond for future upgrades to the telephone system. Increases to support In Focus hardware and software maintenance add an additional $31,000 in FY2009 and $26,000 in FY2010 to the operating budget.

One customer service technician position was transferred from IST to the Human Resource Management department in FY2008 and reduces the position count from 96 to 95.

Fiscal Year 2009 revenues are projected to increase by $326,800 or 15.6 percent above the FY2008 adopted level of $2,089,200 with an increase of

INFORMATION SYSTEMS TECHNOLOGY

$11,700 between FY2009 and FY2010. These increases are primarily due to reimbursement of shared costs for hardware and software for the new financial system with county schools and the Utilities Department and the steady increase in inventory of computers in departments that reimburse IST for connection fees associated with system support.

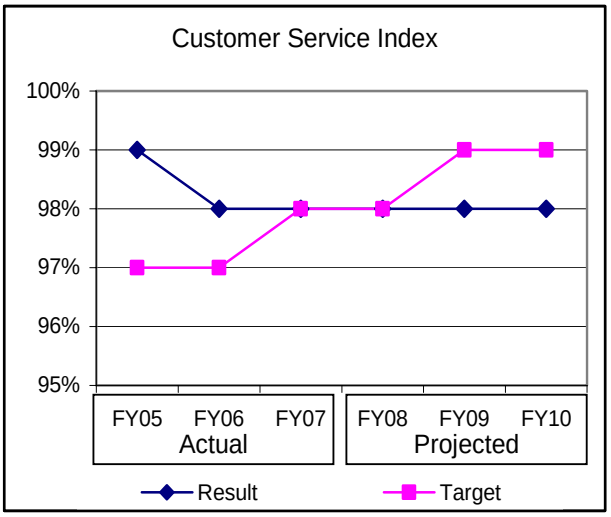
In FY2010, IST will continue with the strategy begun in FY2008 including technology investment management, enterprise system management, and mainframe migration. Continuing to invest in IST employees will ensure considerable maturity in the areas of systems development, vendor management, and timely delivery of systems. Information security will continue to play an important role as threats grow and technologies continue to open new avenues for compromise.

Additional funding requests include $300,000 for an Exchange Email Upgrade and $88,000 for several hardware and software maintenance cost increases. Other requests include converting two part-time administrative staff positions to full-time and a new Audio Visual Automation analyst position. Funding for these requests has not been included in the FY2009 budget at this time.

The adoption of information technology infrastructure library methods and practices will bring consistency and repeatability to the way services are delivered to IST's customers. The project portfolio management system will demonstrate and communicate the value that information technology initiatives bring to the county. The IT strategic plan will guide the adoption of technology and allow the department to leverage multiple opportunities across the county and ensure technologies are in step with the county strategic plan.

HOW ARE WE DOING?

Goal: Provide world-class customer service. Supports countywide Strategic Goals 1 and 2
Objective: Provide services that meet customer expectations
Measure: Percent of customer feedback which meets or exceeds customer expectations

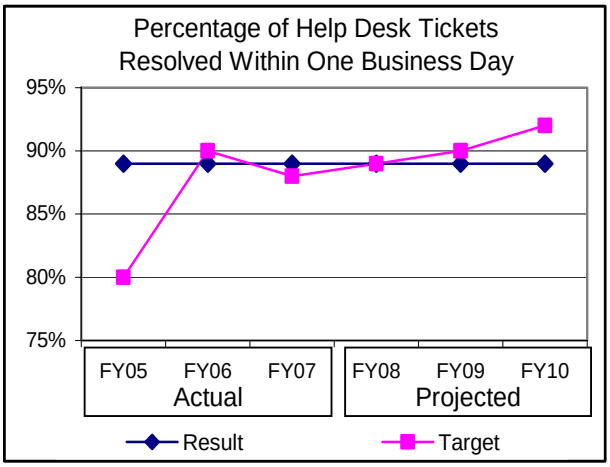


Initiatives

- Create and distribute quality check forms to customers

INFORMATION SYSTEMS TECHNOLOGY

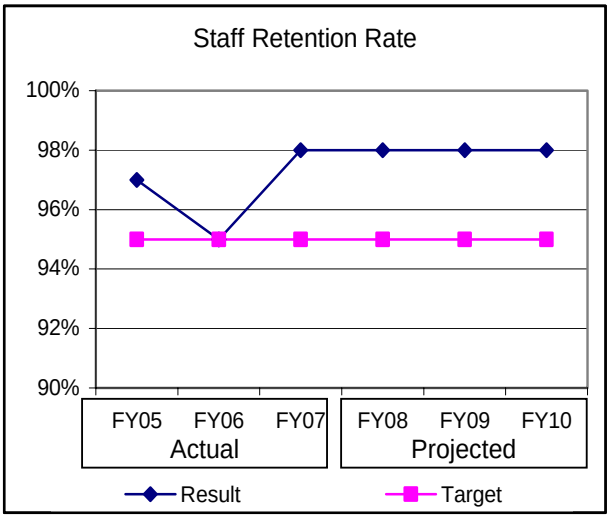
Goal: Provide world-class customer service. Supports countywide Strategic Goals 1 and 2
Objective: Provide services that meet or exceed customer expectations
Measure: Percent of help desk tickets resolved within one business day



Initiatives

- Track resolution rates for tickets opened in the help desk database

Goal: To be the technology employer of choice. Supports countywide Strategic Goal 5
Objective: Increase employee involvement, job satisfaction, compensation review, and empowerment
Measure: Staff retention rate



Initiatives

- Collection of data regarding staff turnover
- IST Quality Council

INFORMATION SYSTEMS TECHNOLOGY

WHERE ARE WE GOING?

The FY2009-FY2011 Capital Improvement Program recommends $1.3 million in FY2009 and $1.3 million in FY2010 increasing to $1.4 million in FY2011 to address Technology Improvement Program projects. Due to the rapidly changing technology market, the Information Technology Steering Committee only makes recommendations for funding specific projects for a three-year period. Decisions on specific projects will be made in the future.

The Information Technology Steering Committee has recommended the following TIP projects for funding in FY2011: $150,000 for the PC Replacement Program; $123,400 for the Document Imaging System and $52,500 for the Digital and Electronic Signatures projects for the Mental Health Department; and $200,000 Backfile conversion of Case Files project for the Circuit Court Clerk.

The challenges the department will face in the two-five year horizon are as follows: recognizing and realizing the benefit of new technologies in a timely fashion without creating the turmoil normally required for adoption, significant new information security threats that are not even conceived of at present, maintaining a qualified work force to deliver the information technology services for the county, depreciation and replacement of aging legacy systems in such a way that adds business value for the county, and delivering services for citizens in the rapidly changing technology landscape.

In order to meet all of these challenges, IST will continue to work incrementally to improve the financial position of the department, to improve relationships with departments by building trust, and by demonstrating outstanding levels of service and financial stewardship over the department's areas of responsibility.

INTERNAL AUDIT

DESCRIPTION

The Chesterfield County Office of Internal Audit serves as an independent review and evaluation service function to conduct and evaluate financial, performance and data processing audits of programs, functions, and activities as a service to county and school board management. The internal audit director (county auditor) reports to the county administrator for overall policy and guidance and to the deputy county administrator for management services administrative supervision. The Office of Internal Audit is responsible for conducting audits of all departments, agencies, and activities as stipulated by County Code Chapter 6.12 to independently determine whether:

(1) Activities and programs being implemented have been authorized by either the Board of Supervisors, or county administrator;
(2) Activities and programs are conducted in a manner that accomplishes the objectives intended by the Board of Supervisors, county administrator, and applicable administrative procedures;
(3) Activities or programs efficiently and effectively serve the purpose intended by the Board of Supervisors or county administrator;
(4) Activities and programs are conducted and funds expended in compliance within budgetary limits and goals;
(5) Cash receipts are properly collected, deposited, and accounted for;
(6) Resources, including funds, property, and personnel, are adequately safeguarded, controlled, and used in a faithful, effective, and efficient manner;
(7) Financial and other reports disclose fairly and fully all information that is required by law or regulatory agency, that is necessary to ascertain the nature and scope of programs and activities, to establish a proper basis for evaluating the programs and activities;
(8) Indications of fraud, abuse or illegal acts exist;
(9) Department and county management establish adequate operating and internal controls.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$639,333	$713,900	$755,000	$759,800	5.8%	$759,800	$759,800	$759,800
Operating	39,838	40,700	42,000	42,000	3.2%	42,000	42,000	42,000
Capital	0	0	0	0		0	0	0
Total	$679,171	$754,600	$797,000	$801,800	5.6%	$801,800	$801,800	$801,800
Revenue	23,207	25,500	25,500	25,500	0.0%	25,500	25,500	25,500
Net Cost	$655,964	$729,100	$771,500	$776,300	5.8%	$776,300	$776,300	$776,300
FT Pos.	8	8	8	8	0	8	8	8

BIENNIAL BUDGET ANALYSIS

At the beginning of each fiscal year, the Office of Internal Audit develops an audit plan based on risk assessments and submits it to the county administrator and school superintendent for review and approval. Audits are conducted throughout the year based on this plan. In addition to scheduled audits, special examinations that are not included in the annual audit plan are often performed at management's request.

The Office of Internal Audit has primary responsibilities in regards to investigations of fraud,

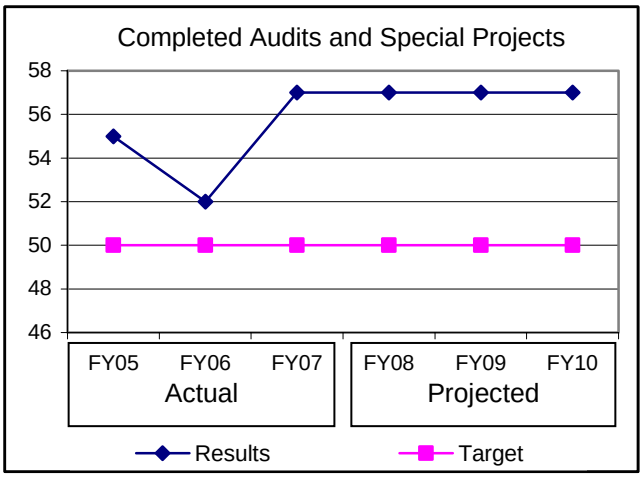
INTERNAL AUDIT

waste, and abuse. Additionally, the Office of Internal Audit conducts fraud prevention and internal control training to county and school employees to promote sound controls and a government with high ethics and integrity.

The department's performance and service levels are well documented in the FY2007 Annual Report Card. This report consistently shows a high payback to the citizens for the budget allocated to Internal Audit. Recent benchmarking efforts with other municipal internal audit departments prove that this department is operating at a high level of productivity. The department's financial status is very stable. Internal Audit has always been able to manage its funds within budgeted resources through proper monitoring of spending during the year. Current staffing levels include seven auditors and one full-time administrative position. An additional audit position is also funded out of the School Board's operating budget.

HOW ARE WE DOING?

Goal: To identify, develop and conduct a comprehensive series of audits that address the risks and needs of the county and school system. Supports all countywide Strategic Goals
Objective: To develop and implement the audit plan
Measure: Number of audits and special projects completed

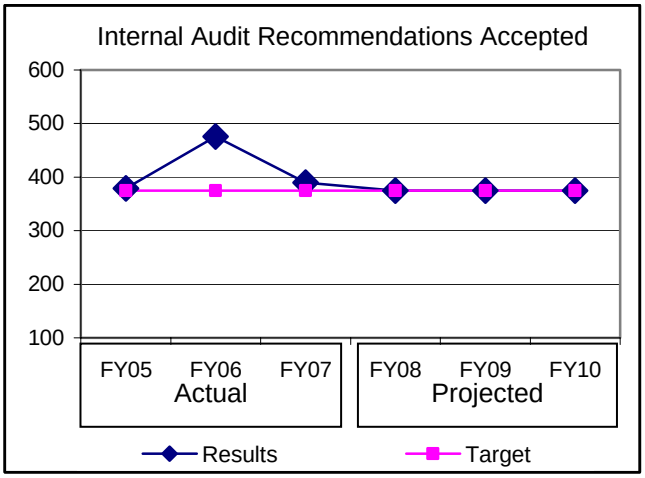


Initiatives

- Annual risk assessment process
- One and three-year audit plan
- Ten-week timing schedule
- Quarterly tracking of performance measures

INTERNAL AUDIT

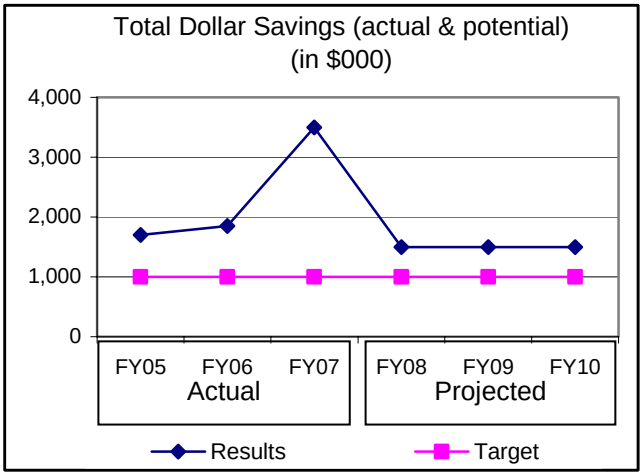
Goal: To promote cost savings and efficiency for county and school operations. Supports countywide Strategic Goal 1
Objective: Identify cost savings, efficiency and effectiveness
Measure: Number of Internal Audit Recommendations Accepted



Initiatives

- Promote internal audit findings to county and school departments

Goal: To promote cost savings, efficiency and effectiveness. Supports all countywide Strategic Goals
Objective: To identify areas of cost savings, efficiency, and effectiveness
Measure: Total dollar savings identified (actual & potential)

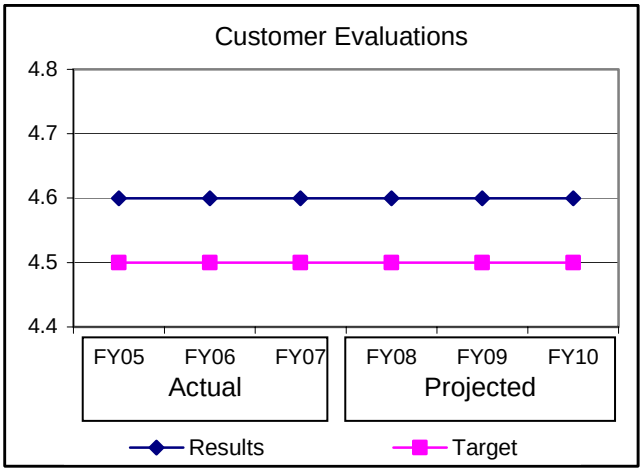


Initiatives

- Performance audit scheduling
- Quarterly performance measure tracking
- National Association of Local Government Auditors participation to identify high return audits

INTERNAL AUDIT

Goal: To promote effective auditing through excellent customer service. Supports countywide Strategic Goal 2
Objective: To provide excellent customer service
Measure: Customer evaluations (maximum score is 5)



Initiatives

- Customer evaluation process
- Customer service standards
- National Association of Local Government Auditors benchmarking

WHERE ARE WE GOING?

The department is continually asked to perform special projects or unscheduled audits which are positive signs that these services are needed. For example, in FY2007 the department implemented a Fraud Waste and Abuse Hotline. Additionally, the areas of audit continue to grow as the county and school systems expand. Increased special projects, unscheduled audits and audit responsibilities impact staff's ability to complete the scheduled audit plan and audit some high risk areas.

The office will continue to focus on using existing resources in the areas of greatest impact. While this may leave some areas not audited, it allows staff to focus on high risk areas. It is hoped that the above continuous improvements will also allow the department to provide adequate audit coverage to the county and schools. However, continued demand on audit resources will likely result in requests for more staff to supply additional audit coverage over the next two to five years. Increased automation of information audited will require additional automation training for staff.

PURCHASING

DESCRIPTION

The Purchasing Department provides procurement services, information and guidance for county and school departments and for individual schools. The staff utilizes the appropriate procurement method of acquisition for goods, services, and construction, and establishes, renews, and administers approximately 600 contracts for goods, services, and maintenance and administers a cost avoidance program. In coordination with county and school departments, staff develops specifications, administers contracts, and strives to ensure that all procurement activity is accomplished in an ethical, legal, efficient, effective, and competitive manner.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,260,903	$1,331,300	$1,412,200	$1,421,800	6.1%	$1,421,800	$1,421,800	$1,421,800
Operating	79,245	81,200	85,700	85,700	5.5%	85,700	85,700	85,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,340,149	$1,412,500	$1,497,900	$1,507,500	6.0%	$1,507,500	$1,507,500	$1,507,500
Revenue	178,337	235,500	362,700	520,500	54.0%	585,900	588,600	591,400
Net Cost	$1,161,812	$1,177,000	$1,135,200	$987,000	-3.6%	$921,600	$918,900	$916,100
FT Pos.	15	16	16	16	0	16	16	16

BIENNIAL BUDGET ANALYSIS

During FY2008, the Purchasing Department will be partnering with the Accounting Department to expand the purchasing card (P-cards) program with the goal of replacing the “less than $5,000 purchase order.” with P- cards. It is anticipated that this will result in efficiency in both the procurement and payment processes.

The revenue increases for FY2009 and FY2010 are a result of a new formula used to calculate internal charges to both Schools and the Utilities Department. The intent of these charges is to charge the appropriate fees based on Purchasing Department service support. In FY2009, revenues are expected to increase by $127,200 and by $157,800 in FY2010.

The department continues to be involved in a regional initiative with surrounding localities via cooperative bidding for commodities such as audio-visual equipment, diesel fuel, gasoline, library materials, and water meters. In addition, the department continues to support and promote regional efforts in sponsoring workshops to train minority, women-owned and small business owners in how to do business with local government. The department is the recipient of the Outstanding Agency Accreditation Achievement Award and received re-accreditation by the National Institute of Governmental Purchasing (NIGP) in FY2006. Only 88 of 2,600 NIGP government agencies in the United States and Canada have attained this distinction.

The In Focus project will continue to be a major focus for Purchasing over the next several years. Purchasing is a core department for this enterprise resource planning and will be a driving force in its successful implementation. In FY2010, the Purchasing Department anticipates adding “Bid online” which will allow Purchasing to enter the realm of “e-procurement’. Converting a multitude of manual processes to have electronic bidding capability will require great efforts and additional resource allocation.

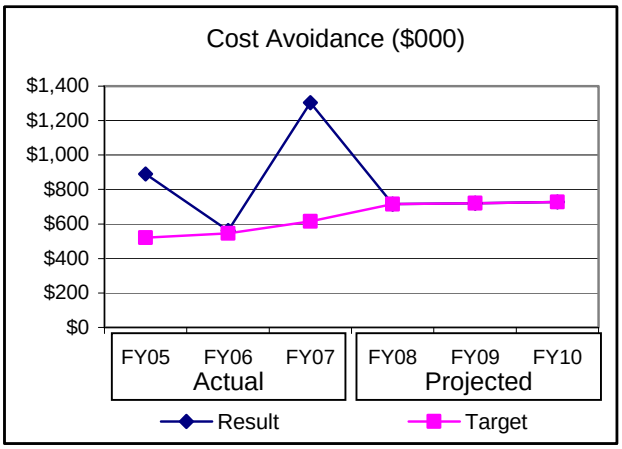
Purchasing staff has developed departmental customer service standards that focus on providing

PURCHASING

quality and competitively priced goods and services in a "total quality" customer service environment. In FY2008 the Purchasing Department instituted a new user training program. This program is designed and developed to address the need for county employees who have fiduciary responsibilities to be up-to-date on procurement industry changes. The goal starting in FY2008 through FY2009 and FY2010 is to have at least 300 participants between county and school employees enrolled each fiscal year.

HOW ARE WE DOING?

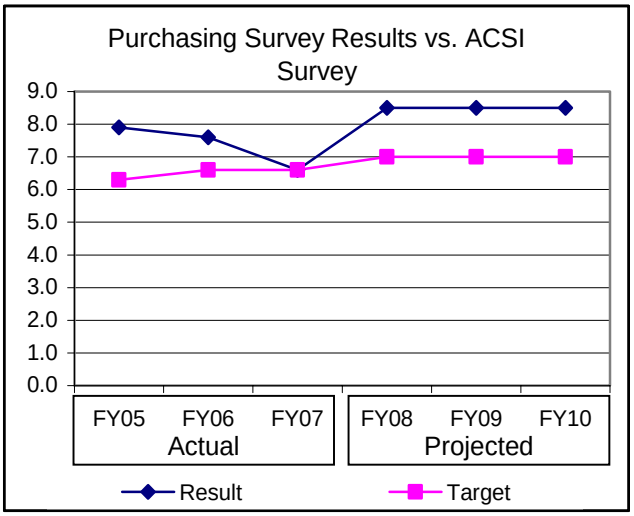
Goal: To exceed organizational customer expectations. Supports countywide Strategic Goals 1 and 2
Objective: To achieve cost avoidance equal to target of 50 percent of department's annual budget
Measure: Annual cost avoidance results



Initiatives

- Conscious development of new supply sources
- Develop new or improved blanket order/requirements contracts
- Anticipate price increases
- Order consolidation
- Competitive negotiations
- Conduct value analyses

Goal: Exceed organizational customer expectations. Supports countywide Strategic Goal 2
Objective: To maintain a high rating of customer satisfaction equaling or exceeding the American Customer Satisfaction Index (ASCI) rating
Measure: Annual Purchasing customer service survey results vs. ASCI.



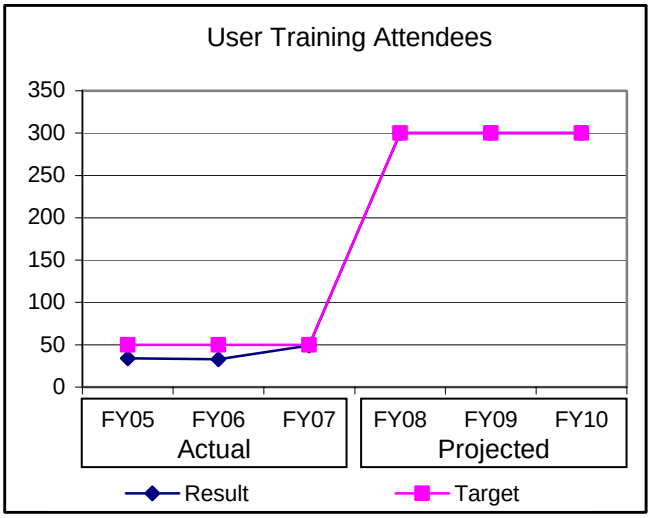
Initiatives

- Annually issue customer satisfaction survey to county departments and schools
- Use categorical scores to assess areas of strength and weakness in customer service

Note: FY2007 results shown are for FY2006, since a survey was not completed in FY 2007.

PURCHASING

Goal: Promote positive partnerships with our customers. Supports countywide Strategic Goal 2
Objective: To provide periodic purchasing user training sessions to enhance professional development and teamwork
Measure: Number of county and school employees trained annually



Initiatives

- Partner with Chesterfield University to advertise classes, facilitate registration process, and monitor attendance and feedback of participants.
- To provide up-to-date user training for those county employees with fiduciary procurement responsibilities

WHERE ARE WE GOING?

All School and County departments will continue to be involved in an ongoing education process regarding procurement guidelines and procedures. This will be facilitated through newly developed user training classes offered by Chesterfield University.

The department recognizes the many opportunities available for more efficient procurement through establishment of long term requirements contracts. These efficiencies will allow the division to remain compliant with purchasing law and policy, but will also require additional human resources.

REGISTRAR

DESCRIPTION

The Registrar's Office is charged with providing all facets of the electoral process to the citizens of Chesterfield County. This activity includes handling candidate matters as well as voter concerns, carrying out the directives of the Chesterfield Electoral Board and the State Board of Elections, and following the requirements of the Code of Virginia as it pertains to election laws.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$415,099	$554,600	$578,700	$586,400	4.3%	$586,400	$586,400	$586,400
Operating	412,404	346,600	351,400	354,800	1.4%	357,800	364,800	367,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$827,503	$901,200	$930,100	$941,200	3.2%	$944,200	$951,200	$954,200
Revenue	183,607	90,000	90,000	90,000	0.0%	90,000	90,000	90,000
Net Cost	$643,896	$811,200	$840,100	$851,200	3.6%	$854,200	$861,200	$864,200
FT Pos.	6	9	9	9	0	9	9	9

BIENNIAL BUDGET ANALYSIS

The number of registered voters in Chesterfield County is approximately 190,200, which is roughly 61% of the general population. This is an increase of 7,500 voters over two years. As the county continues to grow and the number of voters increases, so do the challenges of staging elections, identifying polling locations and coordinating the electoral process in general.

In 2002 Congress passed legislation known as the Help America Vote Act (HAVA). The legislation detailed new federal mandates including an enhanced identification process for voter applicants, tracking of overseas voters, additional provisional ballots requirements and staff and worker training requirements. In addition, conditional funding opportunities were made available to those localities that complied with these regulations. The HAVA legislation was passed following the 2000 presidential election as a response to nationwide concerns regarding punch card voting machines, like the ones Chesterfield County was using at the time.

In FY2005, based on an analysis of options available, the county implemented an optical scan voting system. The ballot for this system is a sheet of paper that requires voters to fill in a circle to indicate their voting choice. The ballot is then fed into a precinct counter that reads the ballot, much like punch card ballot counters. To date, this system has been very successful for the county.

In addition, the HAVA legislation included a clear mandate that each precinct must have secret voting capability for the disabled, especially citizens who are visually impaired. To comply with this requirement, Chesterfield purchased an AutoMARK voting device for each precinct, which uses optical scan ballots and provides electronic ballot marking. AutoMARKs are designed to offer privacy and accessibility to voters who are blind, vision-impaired or have a disability that makes voting impossible in the usual way. For many of Chesterfield's visually impaired residents, voting on the AutoMARK devices was the first time they had ever cast a secret ballot.

REGISTRAR

In FY2008, State Board of Elections funding is expected to decrease by 5% due to state budget cuts and is expected to remain at that level through FY2009.

The 2008 Presidential Election will take place in FY2009 and historically, a greater number of voters turn out for presidential elections than for state or local elections. Consequently, more ballots will be printed, more election workers hired to man the polling places, and the presidential election will be more expensive to run. The current cost estimate for that election is $195,000.

Included in the FY2009 and FY2010 budget are increases in rent, merits for eligible employees, and fringe benefits.

WHERE ARE WE GOING?

Due to the combination of the county's population growth and the permanent impact of the National Voter Registration Act, which allows citizens to register to vote at state Division of Motor Vehicle locations, as well as HAVA requirements, the Registrar anticipates continued growth in future years. A steady increase in the number of registered voters will continue to impact the funding required by the Registrar's Office to properly locate and staff polling places, provide and store additional voting machines, and provide for the additional cost of conducting an election.

RISK MANAGEMENT

DESCRIPTION

The Risk Management Department provides protection from unplanned losses arising out of county and public school operations. The department provides support services in the areas of loss prevention, industrial hygiene, disaster recovery planning, safety engineering projects, safety training, ergonomic assessments, safety/health audits, OSHA record keeping, and claims administration. The department is responsible for ensuring sound fiscal management of the Risk Management Fund.

The Risk Management Department also implements improved security measures throughout all county buildings which encompass the safety of employees. Additionally, the department coordinates the environmental management program. This program helps ensure that the county complies with all environmental regulations and that county employees are trained in environmental awareness.

FINANCIAL ACTIVITY

RISK MANAGEMENT TOTAL FUND

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,640,927	$1,766,500	$1,838,300	$1,863,400	4.1%	$1,888,400	$1,908,400	$1,939,500
Operating	7,405,059	9,871,300	10,390,900	10,513,700	5.3%	10,618,400	10,729,800	10,910,800
Capital	2,185	0	0	0	0.0%	0	0	0
Total	$9,048,172	$11,637,800	$12,229,200	$12,377,100	5.1%	$12,506,800	$12,638,200	$12,850,300
Revenue	7,392,732	11,637,800	12,229,200	12,377,100	5.1%	12,506,800	12,638,200	12,850,300
Net Cost	$1,655,439	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	15	15	15	15	0	15	15	15

RISK MANAGEMENT ADMINISTRATION

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,309,083	$1,286,400	$1,385,700	$1,396,200	7.7%	$1,421,200	$1,441,200	$1,472,300
Operating	7,273,955	9,700,800	10,171,400	10,293,300	4.9%	10,398,000	10,509,400	10,690,400
Capital	2,185	0	0	0	0.0%	0	0	0
Total	$8,585,223	$10,987,200	$11,557,100	$11,689,500	5.2%	$11,819,200	$11,950,600	$12,162,700
Revenue	7,392,732	11,637,800	12,229,200	12,377,100	5.1%	12,506,800	12,638,200	12,850,300
Net Cost	$1,192,490	($650,600)	($672,100)	($687,600)	0.0%	($687,600)	($687,600)	($687,600)
FT Pos.	12	12	12	12	0	12	12	12

RISK MANAGEMENT

BIENNIAL BUDGET ANALYSIS

Risk Management Administration is structured to address three main areas of focus: loss prevention, financial management, and claims administration.

The claims division of Risk Management consists of five staff positions. While the number and dollar amounts of claims are steadily increasing, the complexity of claims requires an increasing amount of expertise and time. The division faces challenges in the medical administration of cancer and heart ailment claims. These claims require the increased use and expense of medical consultants to assure that affected employees are provided the most current information and effective treatment options.

The finance administration division of Risk Management consists of three positions and is responsible for the following: acquiring replacement value information for county and school assets exceeding $1.3 billion, selecting cost effective insurance coverage, calculating annual risk management charges for county and schools, managing the departmental budget, compiling reports and distributing that information to department directors and leadership, operating the risk management information computer system, and providing primary support for the county's disaster recovery plan within the emergency operations plan.

The loss prevention division consists of two full-time and one part-time employee who provide research, tactical information, and support for the Safety and Health Steering Committee.

The Safety and Health Steering Committee addresses the following tasks: (1) review the Virginia Voluntary Protection Program criteria and determine what resources will be needed to meet this criteria; (2) propose safety and health objectives to be placed within the county's Strategic Plan under goal number 5 "To Be the Employer of Choice"; (3) recommend criteria for safety and health measurements to be included in all employee performance evaluations; and (4) research the best method for providing occupational healthcare that will ensure Occupational Safety and Health Administration (OSHA) required testing and post-accident treatment and referral.

The department works closely with a risk consultant and broker to obtain the most favorable mix of insurance and self-insured retentions. However, insurance companies continue to raise premiums and increase deductibles. The FY2009 budget reflects an increase of $623,174 in premiums and self-insurance costs for all types of coverage that are reflected in the charges that will be passed on to county departments and schools.

Risk Management is undertaking initiatives to improve departmental efficiency. These initiatives include analyzing current processes and establishing standard operating procedures, along with implementing external audit recommendations regarding division of workload and duties. The goal of this endeavor is to better optimize current resources thereby avoiding the need to hire additional staff to manage the increasing workload.

Due to staff limitations, the department's ability to audit county HIPAA compliance has declined. Consequently, the HIPAA Advisory Board is putting together some processes and/or policies to address the HIPAA issues and will then create an implementation plan. The objective of this plan is to increase the county's conformance with HIPAA standards.

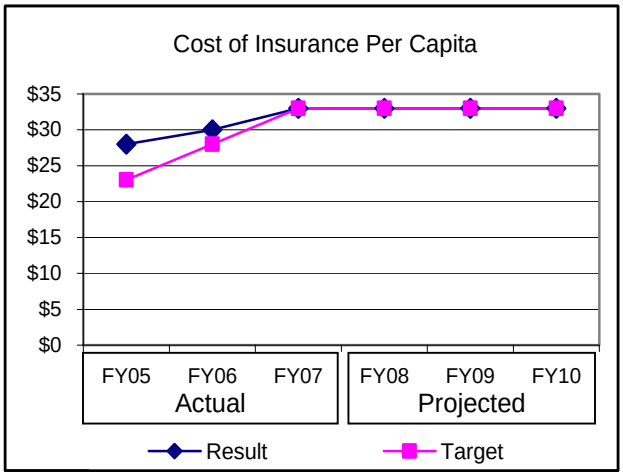
As the county seeks to achieve the goal of "responsible protectors of the environment" the financial impact of environmental clean-up projects continue to be an issue for the department. These costs, coupled with workers' compensation losses, pressure the county's financial resources.

Challenges being faced in FY2009 and FY2010 are: steadily increasing hospital costs; an increase in specialized testing, the impact of cardio-vascular related illness; the impact of an aging workforce on workers' compensation costs; and the increased cost to educate employees/departments about workers' compensation.

RISK MANAGEMENT

HOW ARE WE DOING?

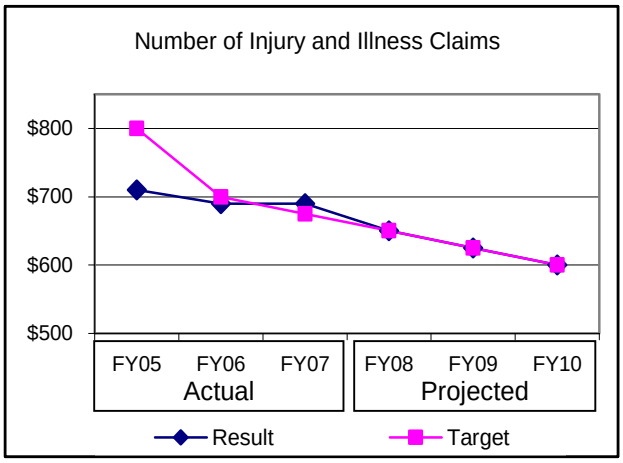
Goal: Provide superior products and services. Supports countywide Strategic Goal 1
Objective: Reduce cost of insurance per capita
Measure: Cost of claims and insurance per capita



Initiatives

- Self-insurance and deductible review
- Reducing or eliminating manual systems by streamlining operations

Goal: Provide superior products and services. Supports countywide Strategic Goals 1 and 5
Objective: Reduce number of injury and illness claims
Measure: Number of claims reported

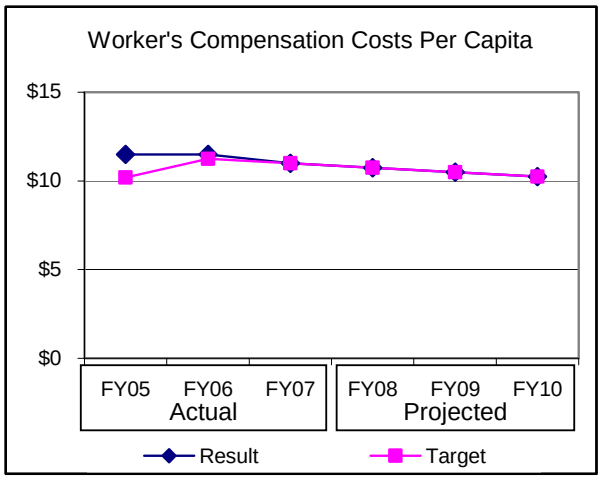


Initiatives

- Job safety analysis
- Implemented voluntary protection program
- Training matrix

RISK MANAGEMENT

Goal: Provide superior products and services. Supports countywide Strategic Goal 1
Objective: Reduce worker's compensation costs per capita
Measure: Cost per capita for claims



Initiatives

- Increase offerings at the county medical center
- Implemented voluntary protection program
- Strategic partnerships (case managers, medical bill review, etc.)

WHERE ARE WE GOING?

The Risk Management Department seeks to reduce the accidental losses incurred by the county and schools. The department's strategic plan outlines objectives, includes measurement action plans, and designates the responsible persons and deadlines to complete the action plans. Strategies that will be used in FY2009 and future years include:

- continue to review and update all written procedures
- reduce workers' compensation medical cost by negotiating contracts
- define optimal insurance/self-insurance purchase points
- continue initiatives of the safety and health steering committee
- provide industrial hygiene services to reduce illness exposures
- evaluate other hazardous identification systems
- increase contract insurance compliance through education of employees
- outsource some portion of claim administration processes
- assure that the cost of risk of each department's operations is accurately reflected within its budget
- develop each Risk Management employee's opportunities for improvement
- increase employees' knowledge regarding contract risk mitigation

Risk Management anticipates opportunities in the following areas: automating claims in the field using web-based claims reporting, establishing appropriate workers' compensation reserves, appropriating environmental reserves, automating medical and hospital bill review and payment, and negotiating medical and hospital contracts.

RISK MANAGEMENT

ENVIRONMENTAL MANAGEMENT

DESCRIPTION

The Office of Environmental Management (OEM) directs, implements, and coordinates the county's environmental management program and is funded through risk management charges passed on to county departments and schools.

The office's mission is to ensure county operations maintain environmental compliance and are responsible protectors of the environment. The core initiative of the office is to centralize environmental management activities and records through the development of a countywide environmental management system. Additionally, the office develops, implements, and supervises environmental management practices, training, pollution prevention plans, environmental assessment and remediation projects, and compliance audits. The OEM also facilitates the Environmental Management Committee.

In its efforts to assess and remediate environmental risk, the office works as a team along with county departments to explore, develop, and communicate new and innovative approaches towards reducing and preventing pollution and preserving our natural environment for present and future generations. As responsible protectors of the environment, the office is committed to continual improvement, pollution prevention initiatives, and compliance with environmental laws.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$331,683	$344,700	$363,700	$377,400	5.5%	$377,400	$377,400	$377,400
Operating	55,993	77,500	77,400	78,300	-0.1%	78,300	78,300	78,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$387,676	$422,200	$441,100	$455,700	4.5%	$455,700	$455,700	$455,700
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$387,676	$422,200	$441,100	$455,700	0.0%	$455,700	$455,700	$455,700
FT Pos.	2	2	2	2	0	2	2	2

BIENNIAL BUDGET ANALYSIS

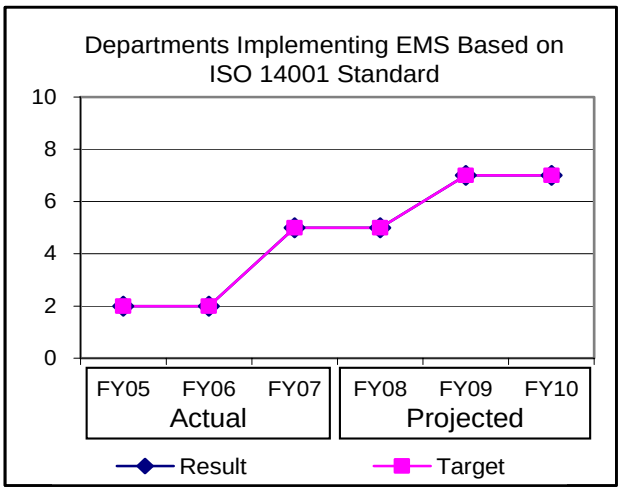
The goal of the county's environmental program is to minimize the environmental impacts of its operations and services. Improving environmental issues through project management and ensuring that employees receive adequate training through the county's environmental management system are key elements to the environmental program. The OEM has completed 119 of 136 environmental projects since inception. In FY2008, key project initiatives included removing old underground storage tanks and replacing with new double-wall above ground storage tanks, and installing a new containment system around the county airport fuel farm. Upcoming projects in FY2009 include a new lead management system for the county's small arms range and a new fueling point that will include tanks for ultra low sulfur diesel fuel, unleaded gasoline, B-20 biodiesel and room for a future ethanol (E-85) tank. As new projects are identified, funding to address them will be identified based on the re-evaluation of project funding formulas. Funding allocated in the Capital Improvement Program from FY2009-FY2014 totals $1.5 million for continued implementation of the environmental management program. To date, the county has spent over $1.8 million on environmental management projects.

RISK MANAGEMENT

Funding for environmental management operating costs are included in the Risk Management budget. This division is comprised of two full-time positions, part-time funding, and an operating budget to cover office rent, telephones, and other associated operating costs.

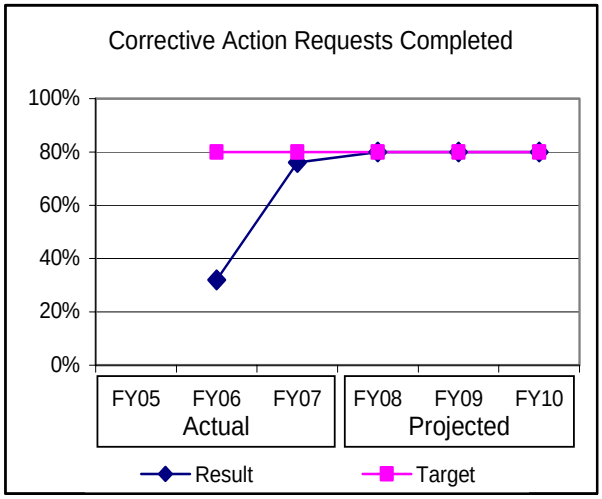
HOW ARE WE DOING?

Goal: Develop a countywide Environmental Management System (EMS) based on International Standards Organization (ISO) 14001 standards. Supports countywide Strategic Goals 1, 3, and 7
Objective: Increased awareness of environmental practices and standards
Measure: Number of departments implementing EMS biannually



Initiatives
- EMS training and implementation process
- Monitor departments after implementation

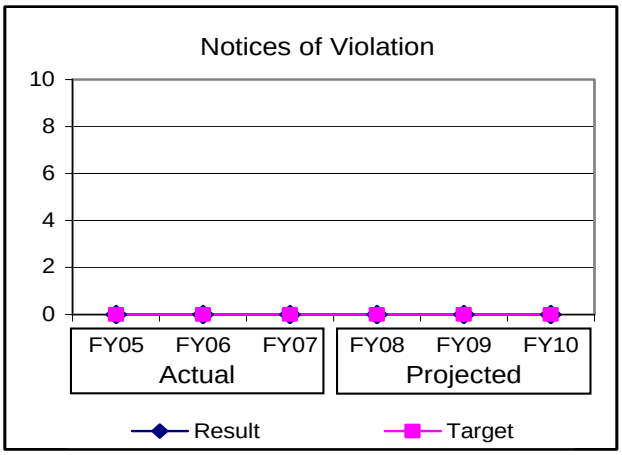
Goal: Ensure environmental compliance with legal and other requirements Strategic Goal 7
Objective: Audit county departments to determine compliance with environmental regulations and conformance to the ISO 14001 EMS standard
Measure: Track percentage of corrective action requests (CARs) completed resulting from compliance audits, EMS audits and operational monitoring and measurement activities (semiannually)



Initiatives
- Annual EMS audits
- Environmental Compliance Audits for EMS departments every 3 years
- Environmental Compliance Audits for non-EMS departments every 4 years

RISK MANAGEMENT

Goal: To be responsible protectors of the environment. Supports countywide Strategic Goal 7
Objective: Educate and train county employees on their environmental responsibilities.
Measure: Number of county departments receiving notices of violations



Initiatives

- Train all employees on their environmental responsibilities
- Consult with departments on environmental issues

WHERE ARE WE GOING?

Over the next five years the OEM will focus on the following initiatives and programs: continuing implementation of the countywide environmental management system, increasing environment training, managing site assessment and remediation projects, and establishing a comprehensive and timely audit schedule.

RISK MANAGEMENT

SECURITY MANAGEMENT

DESCRIPTION

The Office of Security Management coordinates the security needs of the county, for both existing buildings and new construction, and addresses employee security in an effort to be the safest and most secure community. The office is funded through risk management charges which are passed on to county departments and schools.

Security training and education are an integral part of Security Management's responsibilities. The office facilitates and utilizes the support of the Security Committee and works closely with the Capital Project Management Department to develop and implement security solutions.

The Office of Security Management disseminates timely, effective, and high-quality security information to citizens, employees, and our partners in the community and surrounding regions.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$161	$135,400	$88,900	$89,800	-34.3%	$89,800	$89,800	$89,800
Operating	75,112	93,000	142,100	142,100	52.8%	142,100	142,100	142,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$75,273	$228,400	$231,000	$231,900	1.1%	$231,900	$231,900	$231,900
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$75,273	$228,400	$231,000	$231,900	0.0%	$231,900	$231,900	$231,900
FT Pos.	1	1	1	1	0	1	1	1

BIENNIAL BUDGET ANALYSIS

The Office of Security Management consists of a part-time security manager and a part-time security specialist, and also engages the assistance of outside consultants as needed.

In FY2008, the department hired a part-time security manager which was originally budgeted as a full time position with benefits. In FY2009, the salary and benefits funding above what is needed for the part-time position, is being moved to the operating budget. This will allow the department more funding for security initiatives.

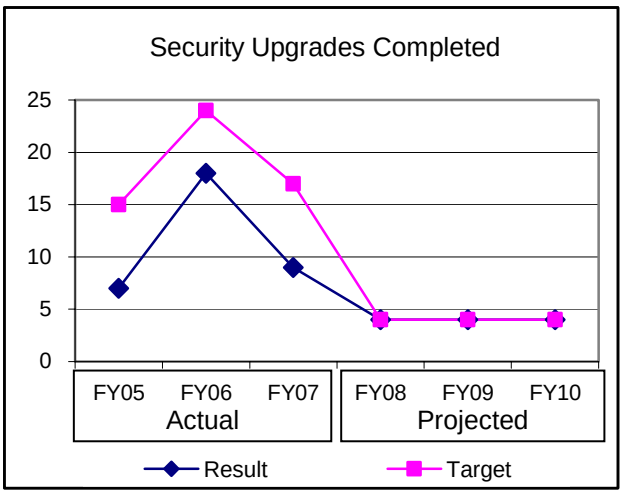
Security initiatives in FY2008 include the completion of security system installations at the Community Development Building and the Henricus Park facility, duress alarms at the Community Corrections office and the northern and southern area convenience centers, and security upgrades to the Lane B. Ramsey Administration Building. In FY 2009-2010 staff will be working with Capital Projects Management to install security systems at the Enon Public Safety Training Center, the Reams/Gordon Library, and the Fire Logistics Warehouse. Staff will implement security upgrades at the Eanes-Pittman Public Safety Training Center, the 1917 Courthouse, and the Painter Building (Utilities).

The office continues to provide security awareness training for employees, conduct background checks for county contractor employees, and work with the county's work place violence prevention program. Several security projects are being implemented and include the Meadowdale Library security system and connecting the county's alarms and security systems, including video, to the county's Public Safety Emergency Communications Center (911 Center). The FY2009-2014 Capital Improvement Program (CIP) includes $1.5 million in funding to address facility security upgrades. Almost $2.1 million has been budgeted to date for security initiatives.

RISK MANAGEMENT

HOW ARE WE DOING?

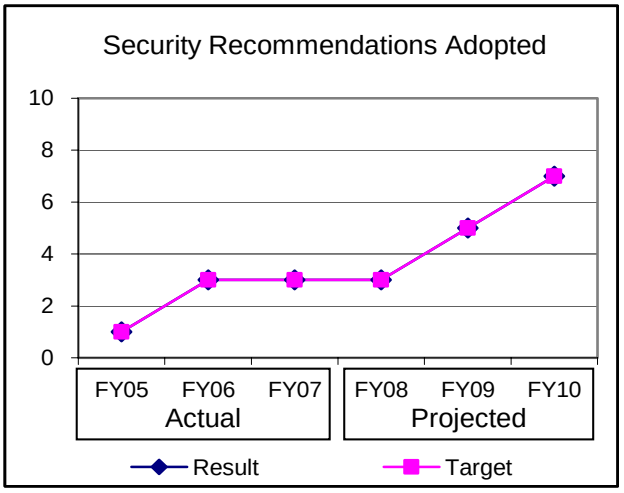
Goal: Provide high level of safety and security with lowest level of disruption. Supports countywide Strategic Goals 3 and 4
Objective: Aggressive completion of security projects at county facilities
Measure: Number of upgrades completed



Initiatives

- Adopted CIP for security projects
- Satisfactory completion of projects

Goal: To take a conscientious and proactive approach in establishing effective integrated security systems and procedures, which provide a secure working environment for employees and assures the protection of visitors, employees and facilities against criminal or possible terrorist attacks. Supports countywide Strategic Goal 4
Objective: Establish a model secure facility guideline
Measure: Completion of mandatory and/or suggested standards for the enhancement of current county owned or leased buildings and the design of integrated security systems in future construction.



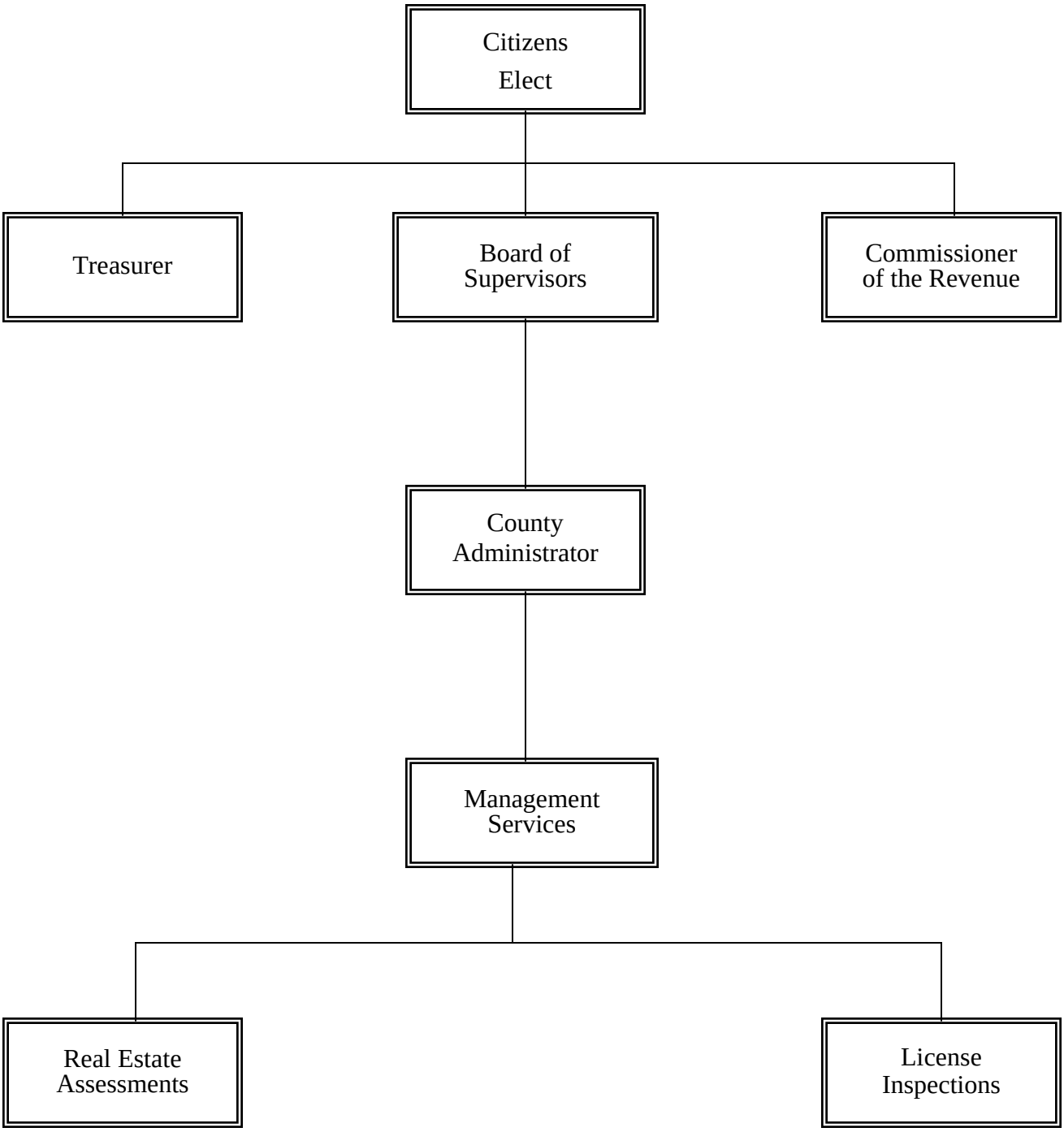
Initiatives

- Be part of the building construction process
- Consult with departments on security initiatives

WHERE ARE WE GOING?

Over the next five years the Office of Security Management will focus on continuing the initiative to promote a secure environment for employees and visitors to the county.

ASSESSMENT AND COLLECTION OF TAXES



ASSESSMENT AND COLLECTION OF TAXES

	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND							
Commissioner of the Revenue	$3,049,787	$3,099,100	$3,250,600	$3,280,000	$3,283,800	$3,294,800	$3,305,800
License Inspections	405,331	436,200	490,900	494,500	494,500	494,500	494,500
Real Estate Assessments	3,080,749	3,183,200	3,328,700	3,357,500	3,361,000	3,370,400	3,361,900
Treasurer	2,972,440	3,075,700	3,245,300	3,276,700	3,290,800	3,304,800	3,317,800
TOTAL GENERAL FUND	**$9,508,307**	**$9,794,200**	**$10,315,500**	**$10,408,700**	**$10,430,100**	**$10,464,500**	**$10,480,000**

COMMISSIONER OF THE REVENUE

DESCRIPTION

The Office of the Commissioner of the Revenue is a tax assessment and administration agency committed to courteous, fair, and consistent service to the citizens and employees of Chesterfield County. The Commissioner of the Revenue is elected by the citizens.

The office is responsible for assessing individual and business personal property returns, reviewing and processing state income tax returns, issuing business and professional licenses, administering the real estate tax relief program for the elderly and disabled, and, as of August 2007, providing Department of Motor Vehicles (DMV) Select services.

The Commissioner's Office also has responsibility for administering local taxes such as consumer utility, bank stock, short-term rental, transient occupancy taxes, and public service corporation taxes.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$2,706,833	$2,734,500	$2,857,600	$2,887,000	4.5%	$2,887,800	$2,887,800	$2,887,800
Operating	342,954	364,600	393,000	393,000	7.8%	396,000	407,000	418,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$3,049,787	$3,099,100	$3,250,600	$3,280,000	4.9%	$3,283,800	$3,294,800	$3,305,800
Revenue	549,090	586,700	610,800	610,800	4.1%	617,500	637,300	657,700
Net Cost	$2,500,697	$2,512,400	$2,639,800	$2,669,200	5.1%	$2,666,300	$2,657,500	$2,648,100
FT Pos.	49	49	49	49	0	49	49	49

BIENNIAL BUDGET ANALYSIS

The Commissioner of the Revenue's FY2009 budget is $3,250,600 an increase of 4.9 percent, or $151,500 from the FY2008 budget. The office's FY2010 budget is $3,280,000, a $29,400, or 1.0 percent, increase compared to FY2009.

As a Constitutional Officer, the Commissioner receives reimbursement from the State Compensation Board for a portion of salaries and office expenses. The FY2009 budget anticipates Compensation Board funding of $584,800, an increase of $24,100, or 4.3 percent. This amount consists of an additional $21,800 for two additional Compensation Board positions approved in FY2008 and $2,300 related to salary increases for employee participation in the Compensation Board's master deputy training program. The latter amount partially offsets $4,500 in funding added to the Commissioner's budget for salary adjustments. In FY2010, Compensation Board funding is projected to be level with FY2009.

Beginning in FY2008 the Commissioner's Office, in conjunction with the Treasurer, began providing DMV Select services. The offices can handle most of the routine transactions performed by DMV, such as titles, vehicle registrations, and license plate orders, and they split a commission on all transactions. The commission is 4.5 percent on the first $500,000 of gross collections and the 5.0 percent on collections above $500,000. The Commissioner's DMV select revenue is budgeted at $25,000 in FY2009.

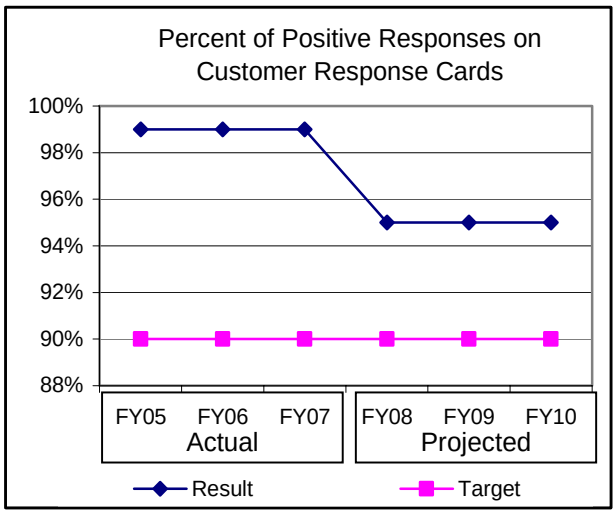
COMMISSIONER OF THE REVENUE

In FY2008 the Commissioner's Office remodeled its public lobby area and business area. This project enabled the office to configure existing space in a more customer friendly and efficient manner and freed up a substantial amount of back office space previously occupied by a paper filing system. Additional requests of $25,000 to remodel the income tax/real estate tax relief area in FY2009 and $95,000 to remodel the regular personal property area in FY2010 are not funded.

The Commissioner's FY2009 budget includes $25,300 for the salary and benefit costs related to the additional FY2008 1.25% merit approved after the adoption of the FY2008 budget.

HOW ARE WE DOING?

Goal: Provide courteous, high quality customer service. Supports countywide Strategic Goal 2
Objective: Maintain high degree of efficiency and courtesy
Measure: Percent of "excellent" or "good" responses on customer response cards

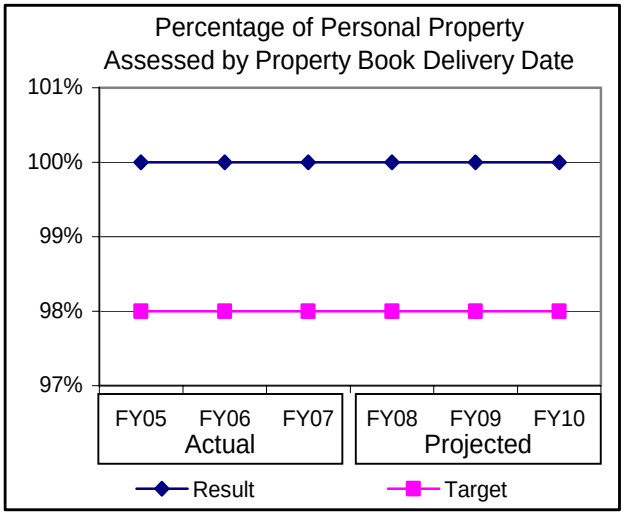


Initiatives

- Continued customer service training
- Departmental culture of excellent customer service
- Maintaining a friendly attitude

COMMISSIONER OF THE REVENUE

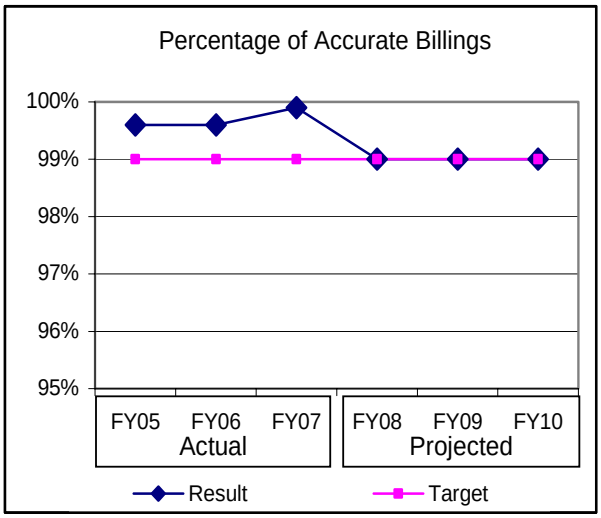
Goal: Promote financial integrity by assessing personal property taxes efficiently and with due diligence. Supports countywide Strategic Goal 1
Objective: Have the personal property book available for billing as soon as the tax rate is set
Measure: Percentage of personal property assessed by property book delivery date



Initiatives

- Adequate staffing levels
- Streamline processes
- Workload management

Goal: Promote financial integrity by assessing personal property taxes efficiently and with due diligence. Supports countywide Strategic Goal 1
Objective: Minimize corrections due to incorrect assessments
Measure: Percentage of accurate billings



Initiatives

- Supervisory review of data entry
- Automation of assessment processes
- Extensive training and cross training

COMMISSIONER OF THE REVENUE

WHERE ARE WE GOING?

The potential for changes in tax laws and responsibilities has been and will be a future issue for the Commissioner's Office. Continued changes in the Business and Professional Occupancy License (BPOL) tax rate structure, anticipated changes in state tax administration, and potential changes resulting from ongoing studies of state and local tax structure will have an impact on the Commissioner's Office.

The office anticipates an increase in workload as a result of the state capping its annual Personal Property Tax Relief Act reimbursement. Over time, citizens will see less and less tax relief as the property base grows while the reimbursement remains static. This increase in the amount of tax bills could lead to more audit issues for the office to deal with.

The office is fully committed to imaging all tax return documents. This project has already freed space for work areas as well as allowed for the renovation of the office's business area. Imaging also allows for a greater degree of customer service since the documents are almost instantly available when serving customers.

LICENSE INSPECTIONS

DESCRIPTION

The License Inspections Office is an administrative code enforcement office, enforcing Chapters 6 and 13 of the Chesterfield County Code. The director and four deputies have police powers and powers of arrest in enforcing these chapters. The office focuses the majority of its efforts on business license and vehicle registration enforcement.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$338,579	$352,000	$412,700	$416,900	17.2%	$426,900	$426,900	$426,900
Operating	46,652	55,200	68,200	67,600	23.6%	67,600	67,600	67,600
Capital	20,100	29,000	10,000	10,000	-65.5%	0	0	0
Total	$405,331	$436,200	$490,900	$494,500	12.5%	$494,500	$494,500	$494,500
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$405,331	$436,200	$490,900	$494,500	12.5%	$494,500	$494,500	$494,500
FT Pos.	9	9	9	9	0	9	9	9

BIENNIAL BUDGET ANALYSIS

Beginning with tax year 2006, the county no longer issued a vehicle decal for proof of registration payment. This significantly impacted the way the License Inspections Office enforces vehicle registration, as the physical discovery method of identifying an outdated or a lack of a county decal is no longer an option. Consequently in FY2007, the department implemented an advanced technology registration enforcement program using Platehunter License Plate Readers. Platehunter is a tag reading device which identifies car owners in violation of local ordinances. The tag reader is able to scan numerous license plate numbers and instantaneously cross-reference them to a database of known registration violators. The Platehunter system has been extremely successful for Chesterfield County and was a major factor in the collection of 9,855 delinquent registrations in FY2007 which brought in almost $2.1 million. The department added a second Platehunter unit early in FY2008 that features a long range camera. This camera allows inspectors to operate in high traffic areas throughout the county, and has been crucial to the collection of 4,988 registrations through the first four months of FY2008. To increase effectiveness, the department will add two more long range cameras to the functioning Platehunter units in FY2009 and 2010.

Along with expanding Platehunter operations, the department will pursue two other major initiatives in FY2009, each geared to increase the collection of delinquent revenue.

The second initiative for FY2009 will be enforcement of DMV stops. The Treasurer of Chesterfield County has entered into an agreement with the Virginia Department of Motor Vehicles (DMV) whereby DMV will not allow anyone who owes unpaid personal property tax to renew vehicle license plates. License Inspection personnel will work with the treasurer to identify these vehicles and then cite the owners for violating section 13-54 of the Code of Chesterfield County (failing to display current license plates). This enforcement tactic will give this department another effective tool to collect delinquent personal property taxes.

LICENSE INSPECTIONS

The third initiative for FY2009 will be a focus on business license procedures. For years, the department has seen a decline in the average revenue on each business license collected. This decline was anticipated, as the county structured the business license in such a way that the tax rate for licenses would be reduced each time Chesterfield reaches the revenue goal of $15 million annually. What this means for the department is that inspectors must collect more delinquent licenses per year to reach the department's revenue goals of bringing in $1.1 million annually per inspector. In FY2009 and FY2010, the department will focus on streamlining administrative procedures which will allow inspectors to spend more time in the field inspecting for businesses and less time in the office dealing with paperwork. Departmental personnel developed a database comprised of businesses who inspectors have contacted to assist in meeting this objective. The database was developed in-house to save Chesterfield financial and programming resources.

Should these initiatives deliver on their initial promise; the department will be in an excellent position to achieve departmental goals in revenue collection and license enforcement.

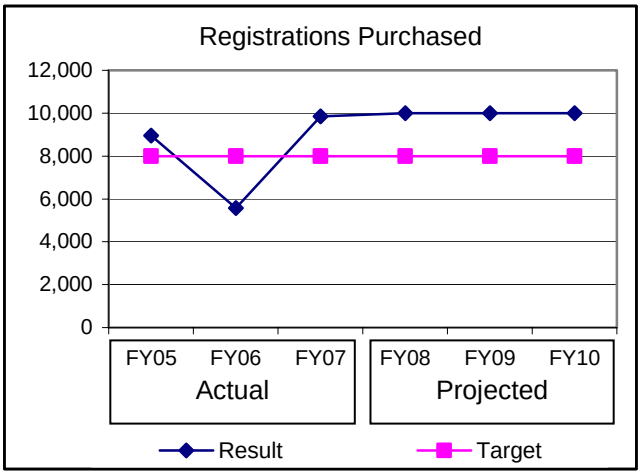
Although the License Inspector has nine full time positions, three of those positions are vacant and not funded. The department's FY2009 budget will restore funding for one vacant Deputy License Inspector position which explains the increase in personnel. This position should increase the amount of delinquent revenue recovered by the county. Funding the personnel costs for the remaining two vacancies would require large increases in operating funds to support those positions as the current appropriation could not absorb the expenses.

HOW ARE WE DOING?

Goal: Enforce proper licensing of vehicles in Chesterfield County. Supports countywide Strategic Goals 1 and 4

Objective: Inspect for proper licensing of vehicles with the county

Measure: Vehicle registrations purchased based on summons issued by the department

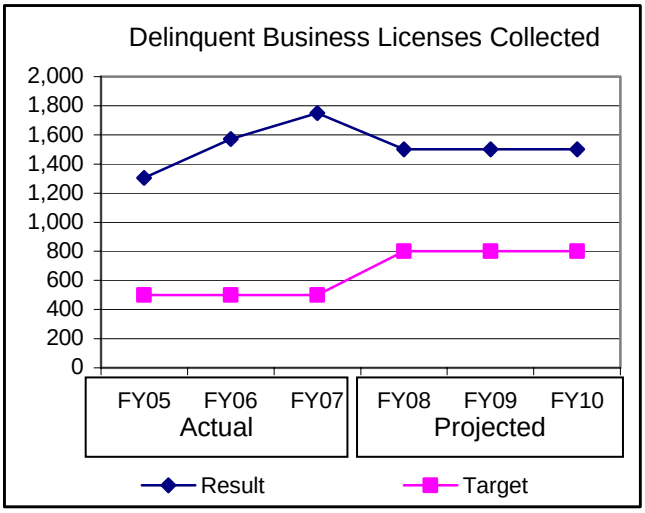


Initiatives

- Use of License Plate Reader system
- Police Apartment complexes school parking lots, and other public areas for county registration violations
- Mail out DMV notices to those vehicles reported on the DMV tape
- Assist Zoning on abandoned/ inoperative/unlicensed vehicles

LICENSE INSPECTIONS

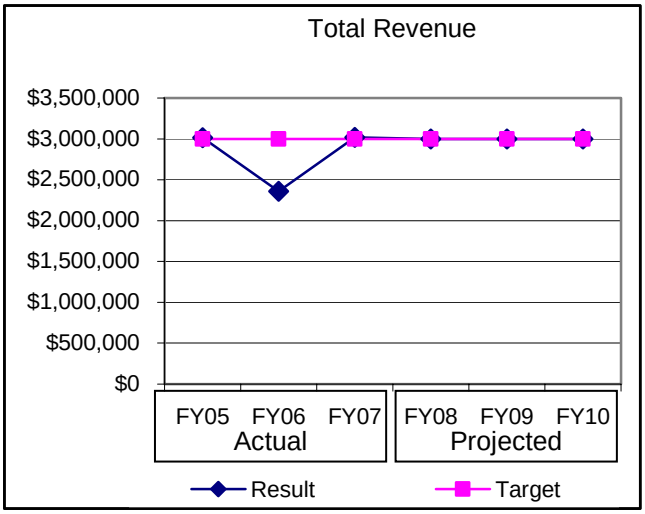
Goal: Enforce proper licensing of businesses in Chesterfield County. Supports countywide Strategic Goals 1, 4 and 6
Objective: Inspect for proper licensing of businesses with situs in the county
Measure: Delinquent business licenses collected



Initiatives

- Inspect businesses
- Enforce commercial and residential building contractor licenses
- Enforce all delinquent business licenses

Goal: Provide a cost effective method of collecting delinquent revenue for Chesterfield County. Supports countywide Strategic Goals 1 and 6
Objective: Assist in the collection of $3.0 million in revenue due the county
Measure: Total revenue collected as a result of inspections



Initiatives

- Monitor all goals and objectives of the department on a monthly basis
- Establish goals and objectives each year for the department

WHERE ARE WE GOING?

The License Inspections Office is dedicated to the philosophy of continuous improvement. Staff will continue to look for more efficient ways to do business. The department will continue to emphasize professional training and development for all staff through county offered programs and participation in regional code enforcement groups.

REAL ESTATE ASSESSMENTS

DESCRIPTION

The Department of Real Estate Assessments is responsible for the annual assessment of all real estate in Chesterfield County and for the maintenance and retention of accurate and up-to-date property records. Property records are available to the public.

The Department of Real Estate Assessments also assists the Board of Equalization (BOE). The BOE rules on cases brought by property owners concerning the fair market value or uniformity of real estate assessments. In all cases, the valuation determined by the department is presumed to be correct. The taxpayer bears the burden of proving that the property is valued at more than its fair market value, that the assessment is not uniform in its application, or that the assessment is otherwise not equalized. The BOE members are appointed by the circuit court. Members must be representative of the community and at least 30 percent of the board must be comprised of current or former professionals in the real estate, construction, financial, or legal fields.

The department also administers the land use assessment program, the rehabilitation incentive program, and the tax exemption program.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,742,232	$2,896,300	$3,037,200	$3,066,000	4.9%	$3,066,500	$3,066,500	$3,066,500
Operating	319,861	286,900	291,500	291,500	1.6%	294,500	303,900	295,400
Capital	18,656	0	0	0	0.0%	0	0	0
Total	$3,080,749	$3,183,200	$3,328,700	$3,357,500	4.6%	$3,361,000	$3,370,400	$3,361,900
Revenue	4,759	6,000	6,000	6,000	0.0%	6,000	6,500	7,000
Net Cost	$3,075,990	$3,177,200	$3,322,700	$3,351,500	4.6%	$3,355,000	$3,363,900	$3,354,900
FT Pos.	43	43	43	43	0	43	43	43

BIENNIAL BUDGET ANALYSIS

The Department of Real Estate Assessments' FY2009 budget is $3,328,700, an increase of 4.6 percent, or $145,500 from the FY2008 budget. The department's FY2010 budget is $3,357,500, an increase of $28,800, or 1.0 percent, from FY2009.

The number of taxable parcels in Chesterfield County is steadily growing. As of January, 2008 the number of taxable parcels in the county was 122,141, an increase of 2,051, or 1.7 percent, from the January 2007 count. The number of taxable parcels per Real Estate Assessments' full-time employee increased from 2,962 in January 2007 to 3,012 in January 2008.

In response to a recommendation from a citizen, the Real Estate Assessments' office created a Public Information Committee in 2007. The committee included six property owners and six employees of the Real Estate Assessments' office. Committee members developed and designed a brochure utilizing a question-and-answer format, which addressed the questions most often received from property owners. The brochure also outlines special programs that provide partial tax exemption, tax credit or tax deferment options for qualifying property owners. It will be mailed out with annual assessment notices.

REAL ESTATE ASSESSMENTS

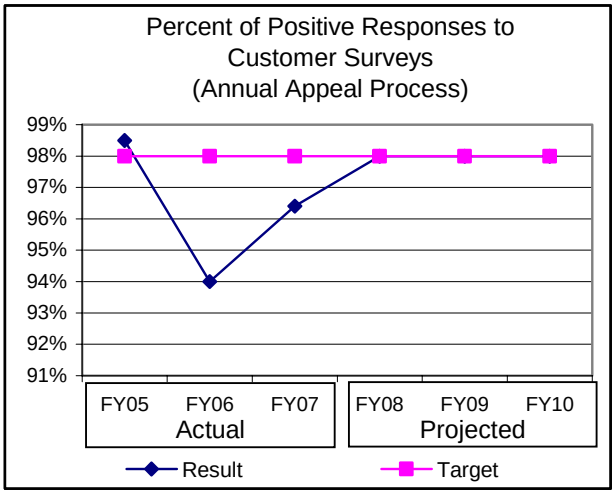
Beginning in 2008, the Real Estate Assessments' office will utilize pictometry technology in the assessment process. Pictometry is a revolutionary information system that allows virtual aerial tours of properties with the click of a mouse. A user can measure distances, heights, and areas of buildings and structures without ever leaving the office. This means saving valuable staff time, reducing vehicle costs, and reducing potential risks in the field. Pictometry will complement the county's existing GIS application and would be an asset to other county departments.

The Real Estate Assessments' FY2009 budget includes $22,100 for salary and benefit costs related to the additional FY2008 1.25 percent merit approved after the adoption of the FY2008 budget.

Funding in the amount of $144,000 is included in the county's FY2009-FY2014 Technology Improvement Program to assist with the design and implementation of a new sketching application for the Real Estate Assessments' office. The sketching project is in conjunction with the design and development of the department's new server-based system. This system will consolidate CALIAS (the Computer Assisted Land Information Appraisal System); the Land Use Subsystem; Pre-bill; New Parcel Commits; and the department's record update system.

HOW ARE WE DOING?

Goal: Consistently exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Provide prompt, courteous, and knowledgeable responses to all inquiries
Measure: Percent of positive responses to customer surveys in regard to the appeal process

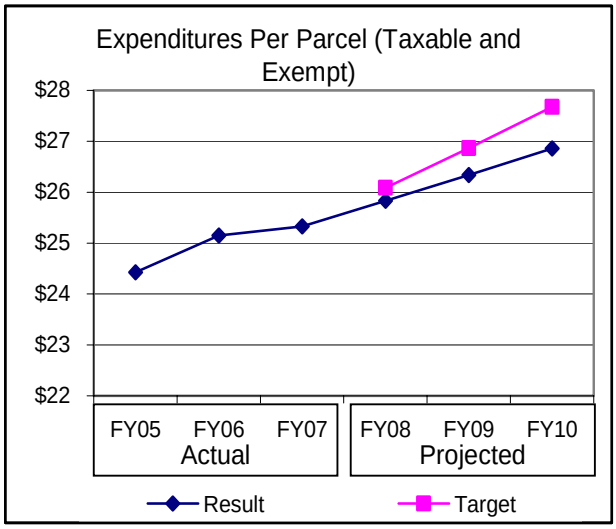


Initiatives

- Procedural rules for the Board of Equalization sent to property owners
- Printer-friendly icon added to sales and property record searches
- Brochures for incentive program located at Building Inspection's front counter

REAL ESTATE ASSESSMENTS

Goal: Promote financial integrity. Supports countywide Strategic Goal 1
Objective: To ensure fiscal integrity of resource allocations
Measure: Expenditures per parcel (taxable and exempt)

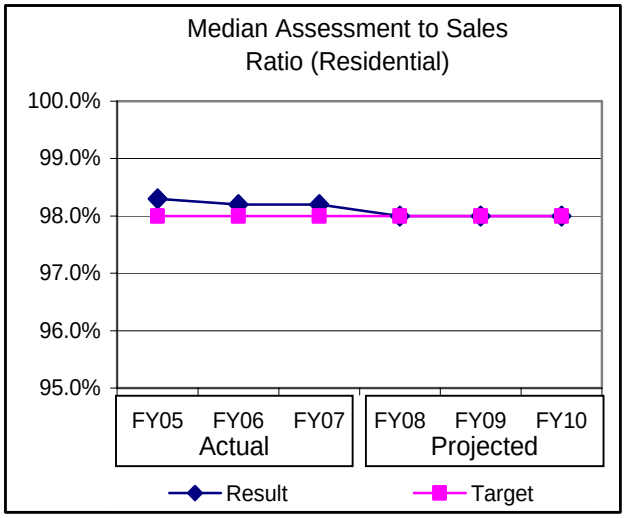


Initiatives

- New commercial work areas
- Restructuring of residential staff
- Scanning building plans
- New sketching application

Note: No target was established until FY2008

Goal: To be a model for excellence in government. Supports countywide Strategic Goal 1
Objective: Ensure assessment integrity
Measure: Median assessment to sales ratio for residential properties



Initiatives

- REACH system exception report edits
- Zoning change edits

REAL ESTATE ASSESSMENTS

WHERE ARE WE GOING?

State level elected officials annually offer up proposals to grant real estate tax relief to citizens. These proposals bring with them administrative responsibilities that could be as simple as initiating a system flag for property exemptions or require very complex standards and complicated eligibility criteria that could be difficult to administer. The department will continue to monitor proposal activity at the state level.

The county's FY2009-FY2014 Capital Improvement Program (CIP) includes funding for renovations to county government buildings including the Rose Building where the Real Estate Assessment' office is housed. The funding will allow for a complete overhaul of the building's mechanical and electrical systems, replacement of carpeting, repair of the roof, and other renovations as needed. The exact timing for renovations to the Rose Building will be determined during the design process.

The department is working on a site inspection program that will ensure all properties in the county are inspected every four to five years. The success of this program will depend a great deal on the implementation of several initiatives and technology applications such as the staff re-reorganization, implementation of the technology improvement project, scanning of building plans, and the use of pictometry.

TREASURER

DESCRIPTION

The Treasurer's Office is responsible for delivering world-class customer service in collecting current and delinquent property taxes as well as all delinquent county debt, managing the annual tax billing, and investing the county's funds to obtain the highest yield with minimal risk. The Treasurer is a constitutional officer elected by county citizens every four years.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,394,185	$2,482,700	$2,586,500	$2,605,200	4.2%	$2,605,200	$2,605,200	$2,605,200
Operating	578,255	593,000	658,800	671,500	11.1%	685,600	699,600	712,600
Capital	0	0	0	0	0.0%	0	0	0
Total	$2,972,440	$3,075,700	$3,245,300	$3,276,700	5.5%	$3,290,800	$3,304,800	$3,317,800
Revenue	1,686,373	1,384,100	1,742,700	1,829,200	25.9%	1,903,000	1,962,600	2,029,200
Net Cost	$1,286,067	$1,691,600	$1,502,600	$1,447,500	-11.2%	$1,387,800	$1,342,200	$1,288,600
FT Pos.	44	44	44	44	0	44	44	44

BIENNIAL BUDGET ANALYSIS

The Treasurer's FY2009 budget is $3,245,300, an increase of 5.5 percent, or $169,600, from the FY2008 budget. The office's FY2010 budget is $3,276,700, a $31,400, or 1.0 percent, increase compared to FY2009.

The services provided by the Treasurer's Office affect virtually every citizen in Chesterfield County. The office has a key role in delivering service and often impacts how citizens view the effectiveness of all county operations. The department continues to utilize total quality principles and techniques to improve the quality of service to citizens.

Beginning in FY2008 the Treasurer's Office, in conjunction with the Commissioner of the Revenue, began providing DMV Select services. The offices can handle most of the routine transactions performed by DMV, such as titles, vehicle registrations, and license plate orders, and they split a commission on all transactions. The commission is 4.5 percent on the first $500,000 of gross collections and 5.0 percent on collections above $500,000. This new initiative is a great example of highly effective, cross-departmental cooperation and efficient, cost effective implementation of new services. The FY2009 budget includes $5,000 in new revenue from this program. The revenue will be used to offset $5,000 in part-time wages.

As a constitutional officer, the Treasurer's Office receives reimbursement from the state Compensation Board for a portion of salaries for 29 of its 44 employees. The FY2009 and FY2010 budgets for this revenue are $598,800 and $613,200, respectively.

The most significant event to affect the Treasurer's operations in many years was the elimination of the county vehicle decal in 2006. This change was lauded by taxpayers and provided the opportunity to shift departmental resources from the annual decal renewal process to delinquent collections. The county implemented a new delinquent collections strategy in FY2007 to compensate for the lack of the decal. The strategy required significant IST resources to develop an automated DMV Stop System. The DMV Stop Program allows localities to place a stop, or block, on the property tax bill account of residents who have not paid vehicle decal

fees or personal property tax bills in full. Localities then notify DMV of the delinquent accounts, and DMV institutes a stop at the state level, which prevents a vehicle owner from renewing license tags and other actions. The DMV Stop fee collections paid by delinquent taxpayers are projected to increase from $20,000 to $90,000 in FY2009, an increase of, $70,000, or 350 percent, from the FY2008 budget. Revenue from the fee is used entirely to offset the cost to the Treasurer of utilizing DMV resources.

Beginning in FY2009, The Treasurer's office will begin collecting delinquent court fines and costs for the Circuit Court Clerk. Previously, this function was handled by the Commonwealth of Virginia, which charged the county a fee for the service. The Treasurer will charge the delinquent bill payers an administrative fee of $30 and other penalties.

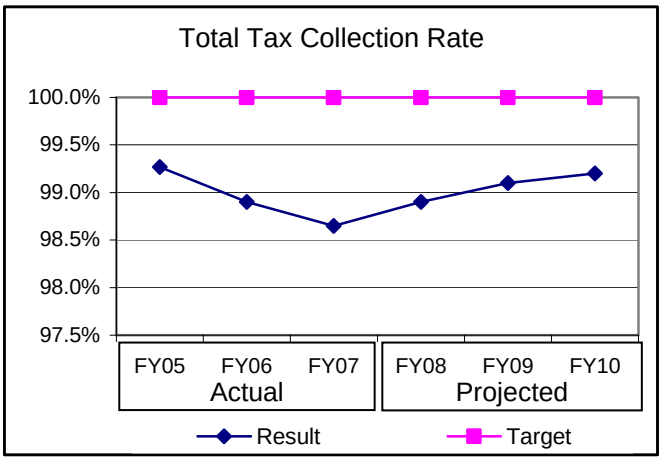
Other revenues are budgeted $1,048,900 in FY2009, an increase of $261,900, or 3.3 percent, from the FY2008 budget. The majority of this increase is due to $195,000 in additional personal property delinquent fee collections.

The Treasurer's FY2009 budget includes $21,600 for salary and benefit costs related to the additional FY2008 1.25% merit approved after the adoption of the FY2008 budget.

Funding in the amount of $150,600 is included in the county's FY2009-FY2014 Technology Improvement Program to assist with the purchase and implementation of a new accounts receivable system.

HOW ARE WE DOING?

Goal: To be the model for excellence in treasury management. Supports countywide Strategic Goal 1
Objective: Exceed legal and financial requirements
Measure: Tax collection rate



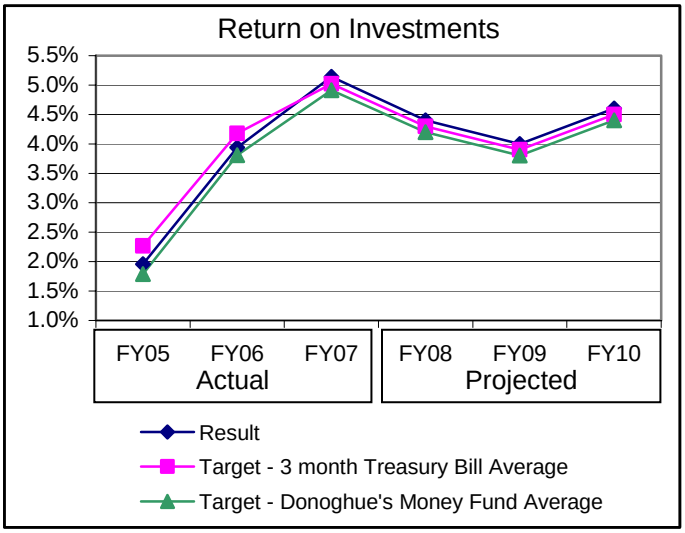
Initiatives

- Delinquent collections policy
- Monthly monitoring reports
- Personal Property Rewrite System (in development)
- New automated debt collection system

Note: Tax collections include delinquent amounts from previous years; therefore the collection rate could exceed 100 percent of the tax levied in years that delinquent collections are high.

TREASURER

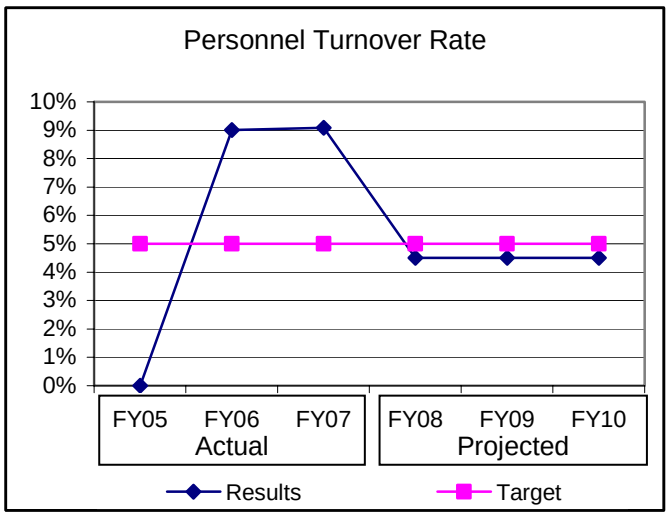
Goal: To be the model for excellence in treasury management. Supports countywide Strategic Goal 1
Objective: Exceed legal and financial requirements for investments
Measure: Average return on investments



Initiatives

- Investment policy
- Investment tracking system
- Monthly investment report to the Board of Supervisors and county management

Goal: To be the employer of choice. Supports countywide Strategic Goal 5
Objective: Recruiting and maintaining a quality and diverse workforce
Measure: Departmental turnover rate



Initiatives

- Employee surveys and action plans to address feedback
- Departmental Quality Circle
- Periodic employee supervisor meetings
- Citizen surveys
- Employee awards and rewards

TREASURER

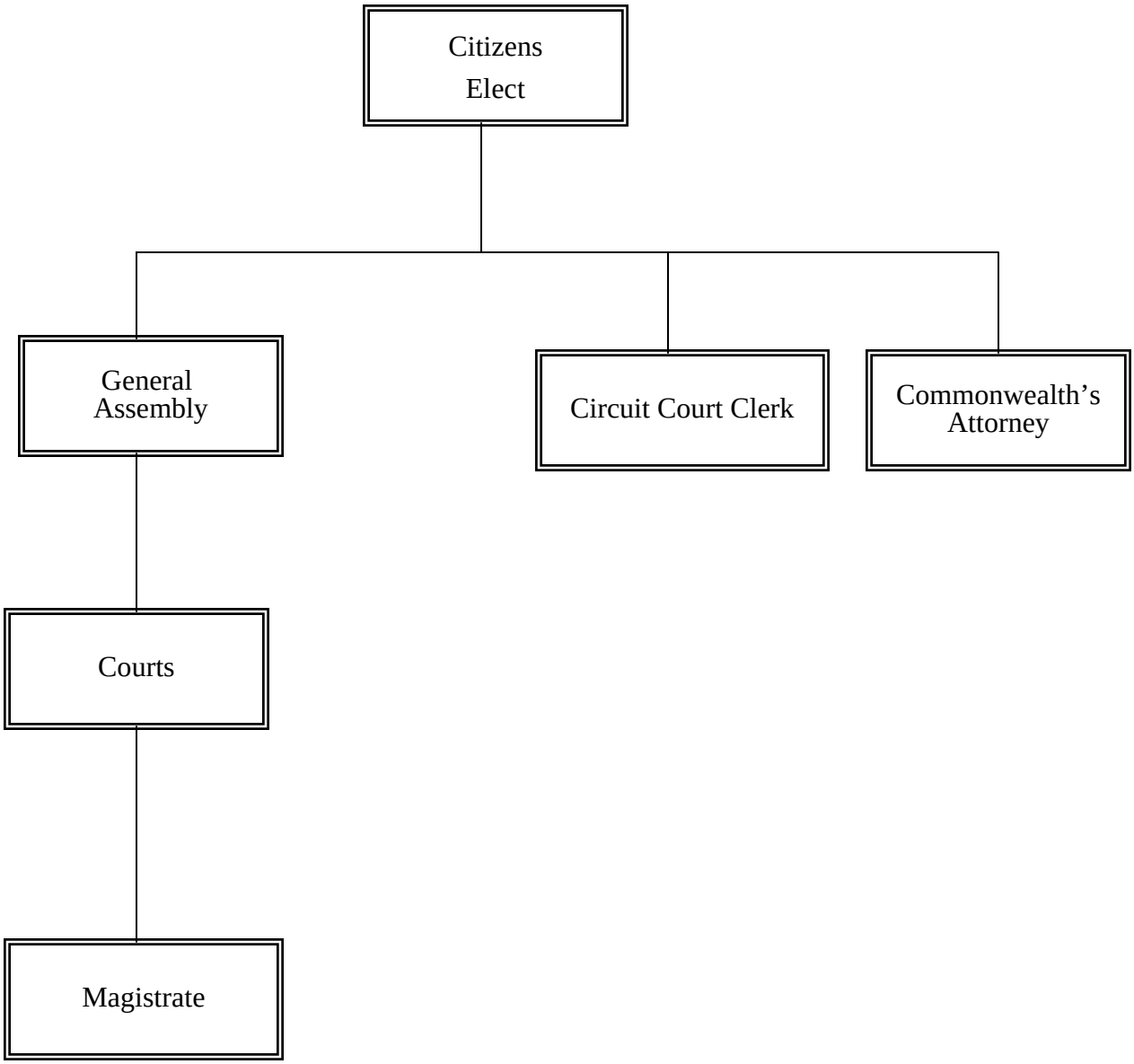
WHERE ARE WE GOING?

Legislative changes, especially pertaining to personal property tax relief and recent proposals for real estate tax relief, are possible. They represent significant challenges for the office, not only from an automation standpoint, but from a taxpayer education standpoint, as well.

The Treasurer will continue to stay closely involved with the Treasurer's Association and state agencies, participating in task forces, committees, and pilot programs to ensure that Chesterfield County is at the forefront of change.

Barring any major legislative changes, by FY2010, the office should be equipped to handle expected customer growth for years to come.

ADMINISTRATION OF JUSTICE



ADMINISTRATION OF JUSTICE

	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND							
Circuit Court Clerk	$2,652,191	$3,326,700	$3,463,300	$3,489,700	$3,489,700	$3,489,700	$3,489,700
Commonwealth's Attorney	3,614,693	3,708,300	3,990,300	4,017,900	4,017,900	4,017,900	4,017,900
Courts							
Circuit Court	602,436	601,200	634,600	637,600	637,600	637,600	637,600
General District Court	176,192	172,600	175,500	176,100	176,100	176,100	176,100
JDR Court	113,891	125,000	118,600	119,200	119,200	119,200	119,200
Magistrate	5,218	7,200	7,200	7,200	7,200	7,200	7,200
SUBTOTAL	**$7,164,621**	**$7,941,000**	**$8,389,500**	**$8,447,700**	**$8,447,700**	**$8,447,700**	**$8,447,700**
Less Interfund Transfers from Commonwealth's Attorney	(19,079)	(32,700)	(37,000)	(37,600)	(37,600)	(37,600)	(37,600)
TOTAL GENERAL FUND	**$7,145,541**	**$7,908,300**	**$8,352,500**	**$8,410,100**	**$8,410,100**	**$8,410,100**	**$8,410,100**

ADMINISTRATION OF JUSTICE

	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND							
Domestic Violence Prosecutor	$83,493	$94,100	$98,400	$99,000	$99,000	$99,000	$99,000
Clerk of the Circuit Court - Technology Trust Fund	598,976	400,000	400,000	400,000	400,000	400,000	400,000
TOTAL SPECIAL REVENUE	**$682,469**	**$494,100**	**$498,400**	**$499,000**	**$499,000**	**$499,000**	**$499,000**

CIRCUIT COURT CLERK

DESCRIPTION

The Circuit Court Clerk is an elected official responsible for administration of the Chesterfield Circuit Court through a variety of judicial, non-judicial, and fiscal activities. The Clerk's Office provides administrative support to the judiciary by preparing, recording, and maintaining court orders, subpoenas, and pleadings. The office provides case-related information and court documents to state, local, and federal agencies as well as to the general public, attorneys, litigants, and the media. As caseloads increase, so do the demands placed upon Clerk's Office staff to process and maintain the records and evidence associated with all cases filed and to record court proceedings.

On the non-judicial side, the Circuit Court Clerk serves as the probate judge in admitting or denying wills to probate and in qualifying executors, administrators, and/or guardians. The Clerk is also the Chesterfield County Register of Deeds and, as such, is responsible for recording all deeds, deeds of trust, powers of attorney, and real estate liens and releases. Other transactions and recordings processed by the Clerk's Office include judgments, financing statements, partnerships, fictitious names, marriage licenses, concealed handgun permits, and a variety of appointments including ministers, notaries, local Commission and Board members, and law enforcement officers.

Fiscal responsibilities include the maintenance and investment of trust and condemnation funds as well as collection of court fines and costs, real estate transfer fees, recordation taxes, and other fees authorized by statute.

FINANCIAL ACTIVITY

CIRCUIT COURT CLERK

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$2,330,928	$2,551,600	$2,624,500	$2,650,700	2.9%	$2,650,700	$2,650,700	$2,650,700
Operating	321,263	775,100	838,800	839,000	8.2%	839,000	839,000	839,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$2,652,191	$3,326,700	$3,463,300	$3,489,700	4.1%	$3,489,700	$3,489,700	$3,489,700
Revenue	2,711,066	2,773,600	2,760,900	2,845,300	-0.5%	2,895,300	2,845,300	2,845,300
Net Cost	($58,875)	$553,100	$702,400	$644,400	27.0%	$594,400	$644,400	$644,400
FT Pos.	42	44	44	44	0	44	44	44

Note: Only Excess Fee revenue and those revenues provided by the State Compensation Board to help fund the operations of the office are reflected above.

CIRCUIT COURT CLERK

TECHNOLOGY TRUST FUND

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	598,976	400,000	400,000	400,000	0.0%	400,000	400,000	400,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$598,976	$400,000	$400,000	$400,000	0.0%	$400,000	$400,000	$400,000
Revenue	598,976	400,000	400,000	400,000	0.0%	400,000	400,000	400,000
Net Cost	$0	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	0	0	0	0	0	0	0	0

BIENNIAL BUDGET ANALYSIS

Including recordation fees, the Circuit Court Clerk's Office generated more than $13.2 million in revenue for the county in FY2007, approximately $10.6 million of which represents net revenue after expenditures. The re-financing boom and a strong housing market contributed to the high volume of land recordations during FY2006 and FY2007. Due to the down-shift in the housing market and a softer economy, however, land recordations are not expected to increase as dramatically in the next few years. Transaction volume in all areas of the office is heavy due to continued growth in the county. Despite the use of overtime, part-time employees, and temporary staffing, the office continues to struggle to keep pace with workload demands.

The most critical issue continuing to face the office, other than inadequate staffing levels as is explained below, is the immediate need for capital improvements since current space for additional staff, equipment, and storage has been depleted. Public areas of the office are crowded and archival and staff workspaces are completely exhausted. A project to renovate and expand the Courts Building is scheduled to begin this spring and project managers expect completion to take approximately two years. This capital project will give much needed relief to the Circuit Court Clerk’s Office.

Within budget, the office has funded several priorities, including the renewal of its contract with the land records vendor and continued funding for part-time and temporary staff. Fortunately, the land records vendor has offered to maintain FY2008 pricing for FY2009, despite the fact that the vendor is providing additional services as compared to those provided under the current contract which is due to expire in June 2008.

Technology projects continue to be a major focus for the office as citizen services are improved by same. Imaging of court and fiduciary case files now occurs through Laserfiche software. Jury management functions previously handled by the commonwealth are being transferred to local control due to ongoing issues at the state level. During FY2009, a web interface will be configured to allow citizens to complete juror questionnaires online in a secure environment. Also during FY2009, the department will finalize a court order generation and submission program. This program will include an interface with the automated case management system and will allow for the automated generation of court orders. This will be the first system of its kind in the commonwealth and will allow for electronic transfer of digital orders to the Department of Corrections and other state and local law enforcement agencies. Another automation initiative in FY2009 will be the replacement of the

existing file tracking and evidence inventory systems. These systems need to be networked and greater vendor reliability support for both systems is critical.

Virginia law requires that the clerk provide the public secure remote access to land records by subscription service beginning July 1, 2008. This access will improve customer service while minimizing strains placed on existing personnel who assist customers that perform research in the public Record Room. In FY2008, the Clerk is redacting social security numbers from the existing land records database to prevent this information from being available on the secure remote access site. Day-forward redaction will occur to ensure that new documents are "scrubbed" as well. The Clerk's Office will proceed cautiously in this area, remaining mindful of citizen land record data access concerns. With its progressive automation initiatives, Chesterfield is viewed as a leader among clerk's offices throughout the commonwealth.

The Clerk's Office remains significantly understaffed. The office needs additional positions to assist current staff in their efforts to meet statutory responsibilities. When the commonwealth provides funding for a new Compensation Board position, the Compensation Board evaluates all the clerks' offices in the commonwealth to determine which office has the greatest need. Therefore, even though the Compensation Board recognizes the need for more staff in Chesterfield County, Chesterfield's Clerk will receive no new position funding. Consequently, funding for nine additional positions was requested from the county for FY2009, but was not approved.

Additional support for criminal court clerks is critical. These employees spend the majority of time in court and have little, or sometimes no time left during which to update the case management system, prepare court orders, incorporate documents into the scanning system, and prepare for the next day's court hearings. Consequently, this office requested three deputy clerk IVs and three deputy clerk IIIs. Additional positions would have assisted in case management responsibilities and would have allowed the Clerk's Office to provide more efficient service to the public and the judiciary.

Also requested, was an additional position in the Probate area to relieve management staff who are currently assisting the two existing full-time Probate staff. Probate staff are scheduled to relocate to the current location of the Law Library in 2008. Given existing staffing, no one will be available to greet customers visiting the new space. Furthermore, a chief deputy clerk and an administrative manager spend hours each day providing various forms of assistance to Probate staff and/or Probate customers. Providing this assistance distracts from other pressing duties and it will be logistically difficult to continue to provide this level of assistance once Probate staff has moved to another location. If the Probate Division had an additional staff member, the Division could be more autonomous, would be better equipped to handle citizen services, and management staff could more fully concentrate on their core responsibilities.

The Clerk's Office also requested an additional position to serve as an Operations Administrator. This position would have been responsible for all jury management functions, policy and procedure development and documentation, drafting forms and correspondence, and miscellaneous administrative duties. Most, if not all, county department directors have administrative support staff allocated to them while the circuit court clerk does not, although an obvious need exists. Consequently, a request for an administrative support deputy clerk II was also included as well.

In FY2010, other e-commerce initiatives such as remittance of criminal fines and costs via the Internet would improve customer service and would prove extremely helpful in reducing mail and walk-in traffic. Technology Improvement Program (TIP) plans are to implement this citizen services improvement during FY2010. Also in FY2010, back scanning of older chancery and criminal cases will begin to enhance customer service and to allow for the destruction of older cases eligible for purging.

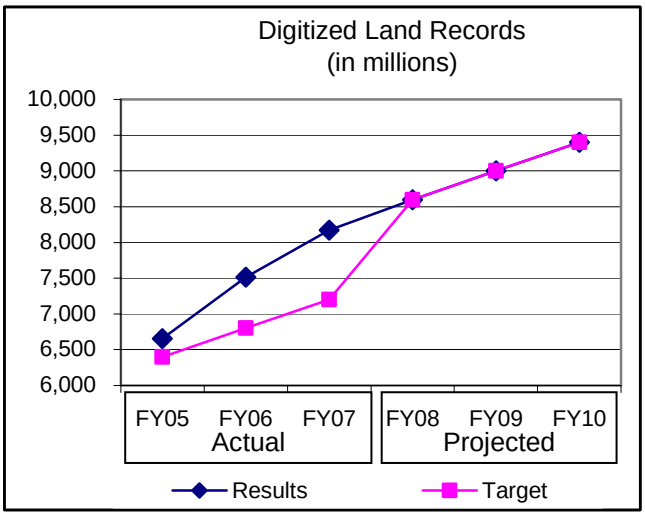
As Chesterfield's population increases, so do demands upon staff in all areas of the office. For example, it is anticipated that an additional judgeship will be added to the Circuit within the next several years. Consequently for FY2010, the following positions were requested: three deputy clerk IVs in Civil, two deputy clerk IIs in Deed Recording, and one deputy clerk II in the Record Room and Reception area respectively.

CIRCUIT COURT CLERK

Beginning in FY2009, The Treasurer's office will begin collecting delinquent court fines and costs for the Clerk. Previously, this function was handled by the commonwealth, which assessed a 17 percent fee for the service. A portion of the fee was subtracted from the amount of local revenue remitted to the county. The Treasurer will charge the delinquent bill payers an administrative fee and other penalties, however, the amount of additional revenue this initiative will generate is currently unknown and therefore not budgeted in FY2009 or FY2010.

HOW ARE WE DOING?

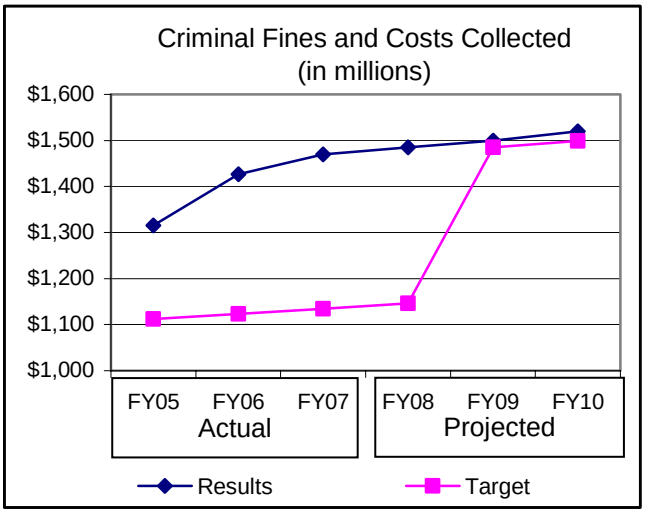
Goal: To provide the public with an effective means of recording and accessing county land records. Supports countywide Strategic Goals 1, 2 and 6
Objective: Preserve records in an automated format
Measure: Number of digitized land record images



Initiatives

- Daily scanning of land records
- Planned e-filing of certificates of satisfaction

Goal: To appropriately handle responsibilities relating to aggressive collections of criminal fines and costs. Supports countywide Strategic Goals 1, 2 and 4
Objective: Increase criminal fines and costs collected as compared with prior years
Measure: Criminal fines and costs collected

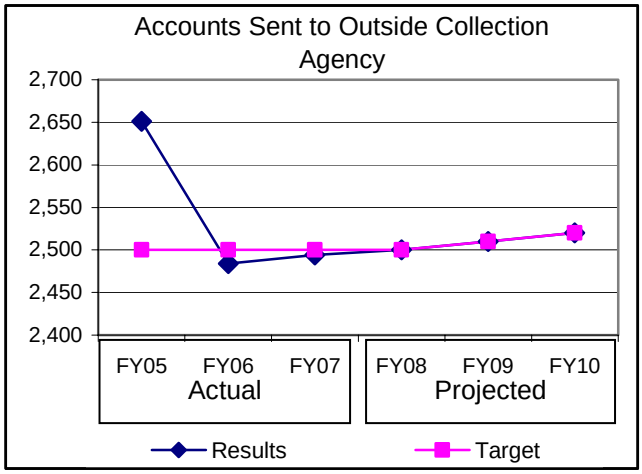


Initiatives

- Use of outside collection agency (state Department of Taxation)
- Participate in state Department of Taxation's debt-setoff program
- Administer payment plan options
- Planned transfer of collection responsibility from Taxation to Chesterfield Treasurer. Will allow commission rate now paid to Taxation to be retained locally.

CIRCUIT COURT CLERK

Goal: To appropriately handle responsibilities relating to aggressive collections of criminal fines and costs. Supports countywide Strategic Goals 1, 2 and 4
Objective: Increase criminal fines and costs collected as compared with prior years
Measure: Number of accounts sent to outside collection agency for collection action.



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WHERE ARE WE GOING?

Uncertainty related to the commonwealth budget places the Clerk's Office in a precarious position. Despite budget challenges however, the office forges ahead to make progress on many initiatives.

Technology trust funds are monies collected on most law and chancery actions and land record filings. These funds have been utilized over the past several years to automate records retrieval. The continued availability of these funds is at risk as the commonwealth looks to handle the current budget crisis. Many planned technology enhancements are contingent upon continued availability of Technology Trust Funds. In the event that the commonwealth does not provide technology trust funds consistent with revenues, the Clerk's Office may be forced to request funding of additional automation projects from the county.

During FY2010, it is hoped that the expansion of the building will be complete and improved citizen services will result. The remodeling and expansion of the Clerk's Office will enable staff to better serve Chesterfield citizens and will ensure that the records entrusted to the Circuit Court Clerk are appropriately maintained. An important key to future success is sufficient staffing.

The Circuit Court Clerk's Office continues to look for ways to automate processes and streamline procedures in an effort to become as efficient as possible in meeting its statutory responsibilities.

COMMONWEALTH'S ATTORNEY

DESCRIPTION

The Commonwealth's Attorney's Office prosecutes criminal cases in all of the courts in Chesterfield County (General District, Circuit and Juvenile and Domestic Relations District).

FINANCIAL ACTIVITY

COMMONWEALTH'S ATTORNEY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$3,381,840	$3,476,500	$3,746,700	$3,773,700	7.8%	$3,773,700	$3,773,700	$3,773,700
Operating	205,150	231,800	243,600	244,200	5.1%	244,200	244,200	244,200
Capital	27,702	0	0	0	0.0%	0	0	0
Total	$3,614,693	$3,708,300	$3,990,300	$4,017,900	7.6%	$4,017,900	$4,017,900	$4,017,900
Revenue	1,837,099	1,794,200	1,794,200	1,794,200	0.0%	1,794,200	1,794,200	1,794,200
Net Cost	$1,777,594	$1,914,100	$2,196,100	$2,223,700	14.7%	$2,223,700	$2,223,700	$2,223,700
FT Pos.	45	45	45	45	0	45	45	45

DOMESTIC VIOLENCE PROSECUTOR

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$79,361	$91,400	$95,700	$96,300	4.7%	$96,300	$96,300	$96,300
Operating	4,132	2,700	2,700	2,700	0.0%	2,700	2,700	2,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$83,493	$94,100	$98,400	$99,000	4.6%	$99,000	$99,000	$99,000
Revenue	64,413	61,400	61,400	61,400	0.0%	61,400	61,400	61,400
Net Cost	$19,079	$32,700	$37,000	$37,600	13.1%	$37,600	$37,600	$37,600
FT Pos.	1	1	1	1	0	1	1	1

COMMONWEALTH'S ATTORNEY

BIENNIAL BUDGET ANALYSIS

The prosecutors in the Commonwealth's Attorney's Office continue to experience increases in their workloads. Although more offenders are being arrested and prosecuted for all types of crimes, there has been a marked increase in the arrests of persons charged with committing violent crimes. The prosecutors and staff continue to work diligently to assure that justice is done, and the office maintains its reputation for being tough on crime. The department has consistently been recognized as one of the best offices in the Commonwealth, and the department's prosecutors are routinely asked by judges in other jurisdictions to serve as special prosecutors in cases in which there is a conflict of interest for the prosecutor in that jurisdiction. Recently, prosecutors secured convictions in Chesterfield in two murder cases, one a double homicide that occurred in 1990.

The Commonwealth's Attorney is a constitutional officer and therefore receives reimbursement from the state Compensation Board for a portion of salaries for 37 of its 46 employees. In response to an analysis of workload issues by the state and subsequent to the adoption of the FY2007 county budget, the county received confirmation from the state that the Compensation Board would partially fund an additional three positions in the Commonwealth's Attorney's Office. The positions have not been added to the department's total number of approved positions.

The Commonwealth's Attorney, working with the Police Department, remains active in receiving asset forfeiture funds from the state and federal governments. These funds are made available to law enforcement entities based on the fair market valuation of seized property used in or acquired through illegal activity. The office utilizes these funds for eligible services and operating costs. Any funds not used within a fiscal year are reserved for use in the next fiscal year.

During FY2007, these funds were used to cover summer intern costs, purchase much needed equipment, pay for part-time office support, and address the fixed costs associated with the drug prosecutor's relocation. For FY2009, the department received $6,000 from the general fund to cover a rent increase. The Commonwealth's Attorney actively seeks grant funding to address the department's growing workloads.

The office received this grant for four years, beginning in CY2002, to fund a prosecutor and an administrative assistant. The positions were dedicated to the prosecution of crimes involving the possession of firearms. The Exile prosecutor meets periodically with police personnel to discuss on-going Exile investigations, build effective cases for courtroom presentation of already initiated charges, and train police officers in the proper investigation and presentation of Exile cases. The Exile prosecutor attended federally-sponsored firearms prosecution training in Savannah, Georgia. He has also obtained cross-designation as an Assistant United States Attorney in order to prosecute locally-developed cases in federal court when appropriate and to consult with the U.S. Attorney's Office about ongoing investigations to determine whether state or federal prosecution would be preferable.

The Exile prosecutor regularly confers with the police department and other law-enforcement agencies about pending cases and investigations of firearm offenses and remains available to police personnel on an emergency basis. This enables officers to contact him when they initiate Exile charges.

The Exile prosecutor also gives an annual award to an individual officer at the police awards ceremony to recognize outstanding police effort in the investigation and development of Exile cases.

The Exile prosecutor continues to maintain a community presence by maintaining contacts with the Crime Solver organization and by serving on the board of Citizens of Greater Richmond Against Gun Violence. He appears when requested before community groups or at events such as the Public Safety Fair to educate the public about Chesterfield Virginia Exile.

The Richmond Times-Dispatch ran a feature story in January 2008 about Chesterfield Virginia's Exile program, highlighting the ignition recently of the 300th case since the program's inception. The grant

initially was allocated to the department for a two-year period in CY2002-CY2003 for approximately $277,000. Due to subsequent cuts from the state and a change in the funding allocation, the amount of grant funds was reduced to $72,600 in FY2005. Over the years, the county has elected to pick up increasing amounts of matching funds to continue this program. The department was informed for FY2007 that funding for the program was not included in the state's budget.

While the department will continue to lobby for reinstatement of DCJS grant funds for the Virginia Project Exile Program, it is highly unlikely that funds will be returned to the county for the program, given the state's funding challenges. If the program is to continue, the department will have to seek alternative funding sources. In the interim, $75,000 in one-time general fund dollars were added to the department's budget for FY2009 to cover the portion of the personnel expenses left unfunded due to elimination of the grant.

For purposes of the FY2009 and FY2010 budgets, level state funding has been assumed for the domestic violence prosecutor grant (V-STOP) budget. Minor increases in the transfer from the general fund in each year cover fringe benefits and salary increases for the employees funded by this grant.

WHERE ARE WE GOING?

The office continues to strive to make Chesterfield County a safer place to live by enforcing the criminal laws so that persons, property and the constitutional protections afforded to our citizens are safeguarded. The office continues to have an excellent working relationship with the Police Department, and the office continues to be the "gatekeeper" for the Adult Drug Court program, which has proven to be a successful effort to divert addicted offenders into treatment through the mechanism of the criminal justice system.

The biggest challenge currently facing the office, however, is the ever-increasing workloads. More arrests by police means more work for attorneys and staff, from case file preparation to trying cases in court. As the population in the county grows and the number of businesses increases, the office will surely see more arrests (adults and juveniles) for property-related crimes and for crimes of violence. The recent spate of "street" and "commercial" robberies is an example of the types of cases our office will be called upon to prosecute in the coming year. The department must make sure the prosecutors and police have all the tools necessary to ensure that criminals are quickly and successfully brought to justice.

COURTS

DESCRIPTION

The Chesterfield County court system is in the Twelfth Judicial District of the Commonwealth of Virginia. It is comprised of the Circuit Court, the General District Court, and the Juvenile and Domestic Relations (JDR) Court. The state funds salaries and benefits for each judge in the system. Among the three courts, the judges handle a diverse caseload including felony trials, traffic cases, and child custody and support disputes.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Circuit Court	$602,436	$601,200	$634,600	$637,600	5.6%	$637,600	$637,600	$637,600
General District	176,192	172,600	173,600	174,600	0.6%	174,600	174,600	174,600
JDR Court	113,891	125,000	117,200	117,900	-6.2%	117,900	117,900	117,900
Total	$892,519	$898,800	$925,400	$930,100	3.0%	$930,100	$930,100	$930,100
Revenue	1,500	1,500	16,000	16,000	966.7%	16,000	16,000	16,000
Net Cost	$891,019	$897,300	$909,400	$914,100	1.3%	$914,100	$914,100	$914,100
FT Pos.	2	2	7	7	0	7	7	7

BIENNIAL BUDGET ANALYSIS

CIRCUIT COURT

The Circuit Court is the trial court with the broadest powers in the Commonwealth of Virginia. The Circuit Court handles all civil cases with claims of more that $15,000. It shares authority with the General District Court to hear matters involving between $4,500 and $15,000. The Circuit Court has original jurisdiction to hear felony cases.

The Circuit Court also handles certain family matters, including divorce. In addition, the Circuit Court hears cases appealed from the General District and Juvenile and Domestic Relations District Court.

For the Circuit Court judge's chambers, the county funds operating expenses and the salaries of its support staff. Included in the FY2009 and FY2010 budget is funding for expected increases in staff salaries and fringe benefits. Revenue is anticipated to increase by $14,500 due to increased contributions from Colonial Heights to support law clerk responsibilities.

GENERAL DISTRICT COURT

General District Court judges are responsible for hearing all traffic cases, as well as many criminal and civil cases occurring in the county. The General District Court conducts all preliminary hearings in felony cases. The General District Court Clerk's Office is responsible for indexing all court processes, collecting fines and costs assessed and collecting fees for issuing civil processes. This office is also responsible for assisting the citizens of the county in filing actions in the court and assisting them in other matters they have before the court.

COURTS

The employees of this court are state employees with the exception of a county funded, full-time secretarial position for the judges. The county also funds a portion of the court's operating expenses. Included in the FY2009 budget are funds for expected increases in fringe benefits for the secretarial position.

The county's Capital Improvement Program (CIP) includes $312,800 in FY2009 for the expansion of the General District Court Clerk's and Clerk of the Circuit Court's area of the courthouse. The project is expected to add 20,000 square feet and renovate approximately 10,000 square feet of space between the two offices. The extra space will accommodate current space requirements as the courts continue to strive to meet citizen demand for services.

Also included in the county's CIP is $1,973,000 in funding provided between FY2013 and FY2014 for a program and design study to assess the future needs and requirements of both the Circuit and General District Courts with the possible construction of two courtrooms for each court in future years.

JUVENILE AND DOMESTIC RELATIONS COURT

The mission of the Juvenile and Domestic Relations Court is to administer justice in a manner that provides access to proceedings, offers timely processing and ensures equality, fairness and integrity. The court hears cases involving juvenile traffic, delinquency, custody, visitation, status offenses, adult misdemeanors, felonies, civil and criminal support and spousal/family abuse petitions. The judges and office staff of the JDR Court are state employees. The county funds one full-time employee as well as a portion of the court's operating expenses.

WHERE ARE WE GOING?

As the county's population continues to expand, so do the demands placed on the county's court system. The courts expect that additional staffing and the utilization of technology advancements will be priority factors in keeping pace with service demands as case loads continue to grow.

To handle the expected growth, the expansion and renovation of office space in the Circuit and General District Courthouse has been addressed in the county's CIP in FY2009.

The appointment by the state of a new Circuit Court Judge is expected within the next few years to accommodate the increasing volume of cases. The CIP includes funding in FY2013 for a feasibility and programming study to develop a conceptual plan for the addition of courtroom space for the Circuit Court and General District Court. The second phase, scheduled for FY2014, will consist of a full design followed by construction in future years.

MAGISTRATE

DESCRIPTION

The Magistrate's Office is a state agency that serves both the public and government entities, including the county and state police, and the sheriff's office. Magistrates issue warrants of arrest, conduct bail bond hearings, commit offenders to jail, and release prisoners from jail. The Magistrate's Office is open 24 hours a day, seven days a week. The principal function of the Magistrate's Office is to provide an independent review of complaints from police officers, sheriff's deputies and residents. These complaints supply the magistrate with facts needed to determine whether a warrant of arrest should be issued.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2009 Projected**	**FY2010 Projected**	**FY2013 Projected**
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	5,218	7,200	7,200	7,200	0.0%	7,200	7,200	7,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$5,218	$7,200	$7,200	7,200	0.0%	$7,200	$7,200	$7,200
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$5,218	$7,200	$7,200	$7,200	0.0%	$7,200	$7,200	$7,200
FT Pos.	0	0	0	0	0	0	0	0

BIENNIAL BUDGET ANALYSIS

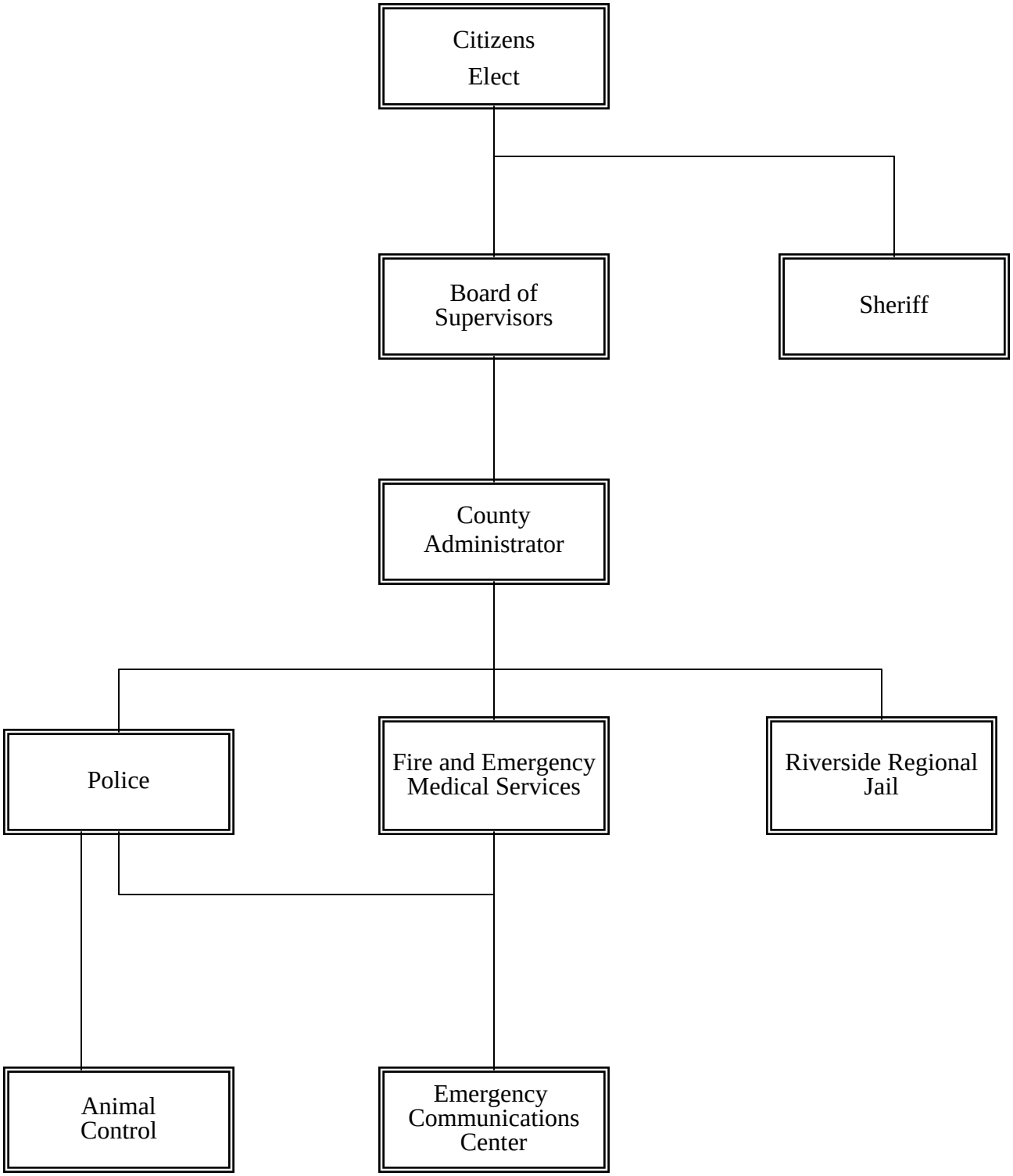
According to state code, the county provides a portion of the operating and capital expenses of the Magistrate's office. Personnel costs and most operating expenses of the office are the responsibility of the Supreme Court of Virginia. There is no increase expected in funding from the county for FY2009 or FY2010.

The Magistrate is occupying new office space in the recently completed county jail and is currently working with the Sheriff's office to enhance the way services are rendered by the Magistrate staff. The State-approved FY2009-FY2010 biennial budget includes funding to address the need for additional magistrate positions as well as technology improvements to implement video-conferencing as a way to address service delivery statewide. Additional local funding for personnel and operating costs were requested but remain unfunded.

WHERE ARE WE GOING?

As the Chesterfield County population continues to expand, so do demands on the Magistrate's Office. Shortages in personnel to handle the increasing workloads are identified as the most critical need of the office for the future. Local funding has not been identified in the biennial budget or in the immediate future to address additional Magistrate positions. However, all avenues available to the Magistrate's Office to secure funding for additional positions from the state will continue to be explored.

PUBLIC SAFETY



PUBLIC SAFETY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND							
Animal Control	$1,398,090	$1,404,200	$1,459,000	$1,470,400	$1,470,400	$1,470,400	$1,470,400
Emergency Communications Center	6,054,370	6,884,500	7,186,200	7,323,200	7,436,100	7,442,100	7,448,100
Fire/Emergency Medical Services	39,691,845	41,518,200	44,110,200	45,562,100	48,318,400	48,290,000	47,986,600
Police	45,952,435	49,034,300	51,908,600	52,175,300	52,175,300	52,175,300	52,175,300
Riverside Regional Jail	7,621,445	8,000,300	8,179,300	8,579,300	8,579,300	8,579,300	8,579,300
Sheriff	17,632,014	18,814,500	19,591,400	19,973,600	19,973,600	19,973,600	19,973,600
SUBTOTAL	**$118,350,200**	**$125,656,000**	**$132,434,700**	**$135,083,900**	**$137,953,100**	**$137,930,700**	**$137,633,300**
Less: Interfund Transfers from Police	0	(718,200)	(15,100)	(15,100)	(15,100)	(15,100)	(15,100)
TOTAL GENERAL FUND	**$118,350,200**	**$124,937,800**	**$132,419,600**	**$135,068,800**	**$137,938,000**	**$137,915,600**	**$137,618,200**

PUBLIC SAFETY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND							
Fire and EMS Revenue Recovery	$2,478,201	$2,610,000	$3,520,000	$3,720,000	$3,720,000	$3,720,000	$3,720,000
Police Grants:							
Community Oriented Policing/ Universal Hiring Program (COPS/UHP) (1)	841,899	877,600	0	0	0	0	0
Byrne (JAG) grant (2)	29,777	0	0	0	0	0	0
COPS in Schools (2)	196,295	32,600	0	0	0	0	0
DCJS Community Policing (2)	56,308	0	0	0	0	0	0
DMV Grants (2)	76,824	0	0	0	0	0	0
Domestic Violence Coordinator	48,566	49,800	45,000	45,000	45,000	45,000	45,000
TRIAD Attorney General FY07 (2)	2,750	0	0	0	0	0	0
TOTAL SPECIAL REVENUE FUND	**$3,730,620**	**$3,570,000**	**$3,565,000**	**$3,765,000**	**$3,765,000**	**$3,765,000**	**$3,765,000**

(1) The COPS/UHP series of grants was intended to help the county fund additional officers and contained a provision that the county would, over time, fully fund those positions. The final county installment of $177,500 to complete the full absorption of these positions is included in the FY09 Police operating budget and, as a result, the FY09 grant budget reflects a decrease of $877,600 for this grant.

(2) The only ongoing Police grant at this time is the Domestic Violence Coordinator. All others have ended; the grants they do receive are smaller and can't be planned for and are therefore individually appropriated on a Board agenda item or on a Budget Change Request.

ANIMAL CONTROL

DESCRIPTION

Animal Control provides for the safety and welfare of Chesterfield citizens as it pertains to the control of unsupervised domestic animals and the protection of animals from inhumane treatment. Animal Control Officers are responsible for the enforcement of state laws and county ordinances as they apply to domestic animals. It is the responsibility of Animal Control to operate a shelter for the complete care of animals in their custody. Animal Control reports to the Major of the Police Department's Operational Support Bureau.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$1,007,382	$966,900	$976,900	$988,000	1.0%	$988,000	$988,000	$988,000
Operating	357,909	413,300	458,100	458,400	10.8%	458,400	458,400	458,400
Capital	32,800	24,000	24,000	24,000	0.0%	24,000	24,000	24,000
Total	$1,398,090	$1,404,200	$1,459,000	$1,470,400	3.9%	$1,470,400	$1,470,400	$1,470,400
Revenue	70,559	81,000	81,000	81,000	0.0%	81,000	81,000	81,000
Net Cost	$1,327,531	$1,323,200	$1,378,000	$1,389,400	4.1%	$1,389,400	$1,389,400	$1,389,400
FT Pos.	18	19	19	19	0	19	19	19

BIENNIAL BUDGET ANALYSIS

Animal Control has implemented a variety of initiatives with outside organizations such as pet retailers, shelters, the media, and community programs that enhance the quality of life for both citizens and animals. These initiatives focus on public education and awareness of issues including pet adoption, sterilization, and responsible pet ownership.

The Chesterfield County Humane Society renewed its commitment to a capital campaign to build an onsite spay/neuter clinic at the shelter. This onsite clinic, once built, will be given to Chesterfield County and will enable the county to play a strategic role in reducing the overpopulation of animals. With this new facility, Animal Control will be able to provide more comprehensive services, including vaccinations and an outlet for the purchase of dog licenses. In addition, the Humane Society also plays a key role in supporting the day to day needs of the shelter through donations of food, medicine, supplies and materials that otherwise would be funded by the county, as well as providing volunteer services at the shelter, offsite adoptions and other services. The Humane Society also spayed or neutered 263 cats from the shelter in 2006.

Animal Control impounded 5,068 animals during calendar year 2007 and 2,259 animals were adopted during the same period. This is a slight decrease over CY2006 levels. Currently, no proactive enforcement man-hours are paid from budgeted personnel funds. Current service levels are being met by utilizing over-time funds.

Despite the challenges faced by the center, the county's compliance rate for the spay and neuter program is 92 percent and several new programs were instituted to provide efficiencies in daily operations and advances toward the division's goals. During the 2006-07 school year, Animal Control developed a partnership with the Chesterfield County School's Technical Center whereby students in the Center's veterinary class come to assist in caring for and medicating dogs and cats at the shelter. In addition, the division implemented a new

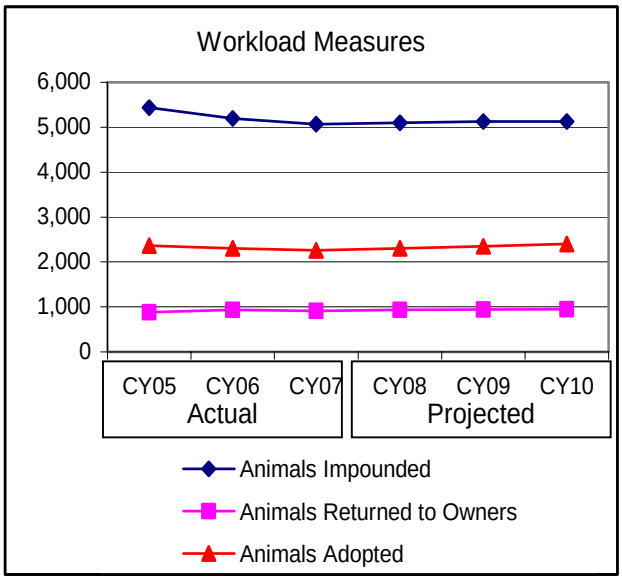
computer system to track animals at the shelter. The program safeguards the tracking of county funds and meets the requirements set forth by the Internal Audit Department.

Additionally, in an effort to increase adoptions, the Humane Society has partnered with Animal Control to provide a voucher program to help senior citizens with the cost of spaying or neutering dogs and cats adopted from the shelter. This innovation approach has already resulted in the issuance of 77 vouchers and shown positive results in the center's pet adoption activity.

The FY2009 budget includes funds to institute a career development program for employees that will enhance career advancement and retention. In addition, funds are included in FY2009 to address expected increases in vehicle costs and the software maintenance on the department's new computer tracking system. The FY2009 budget also includes personnel dollars to fund changes in health care, life insurance, retirement rates and fund a merit for eligible employees. Funds have been requested, but are not identified in the FY2009 budget, for a new kennelmaster or senior office assistant position. The positions are needed to enhance staff's ability to provide care for more animals, and enable more proactive enforcement of county ordinances. The FY2010 budget includes similar increases in personnel, due to changes in health care rates.

HOW ARE WE DOING?

Goal: To ensure public health and safety by providing animal licensing, enforcement, and shelter services. Supports countywide Strategic Goal 4
Objective: Improve the quality of Animal Control services to the citizens of the community
Measure: Number of animals impounded, returned to owners, and adopted



Initiatives

- Continue to partner with Chesterfield Humane Society for continued support of shelter operations and adoption events
- Continue to partner with local businesses in the community to promote adoptions
- Work to update Animal Control web site for shelter animals to help promote adoptions
- Work with local media and the county Public Affairs Department to promote pet adoptions

Note: No targets have been established for these measures

WHERE ARE WE GOING?

Staff will work to develop and implement expanded partnerships with citizens, organizations, and the media. Increased partnerships and initiatives such as those mentioned above will increase animal adoptions and educate the public on responsibilities of pet ownership.

EMERGENCY COMMUNICATIONS CENTER

DESCRIPTION

The Chesterfield Emergency Communications Center (ECC) is the 911 answering point for all public safety departments in the county. The center receives and processes incoming calls for service, then promptly dispatches the appropriate Police, Fire, and/or EMS resources to handle the situation. The personnel who staff the center are the vital link in the chain of public safety by providing emergency and non-emergency communications with compassion and professionalism. The department's commitment to this mission is exhibited by their undertaking of Public Safety Answering Point Accreditation (PSAP) through the Commission on Accreditation for Law Enforcement Agencies (CALEA), which involves successfully meeting 217 separate standards. The ECC received accreditation in March 2006 and will maintain this through re-accreditation in March 2009.

The county advertises to the public the availability of an enhanced 911 emergency telephone system for reporting emergencies. In doing so, the public now expects the county to efficiently and effectively answer all emergency calls and respond to problems 24 hours per day, seven days per week with appropriate equipment and trained personnel. For callers with a medical emergency, the caller is given pre-arrival medical instructions utilizing a nationally recognized system of Emergency Medical Dispatch (EMD) while EMS units are on the way.

In addition to the emergency calls, the center receives and answers many telephone calls that are for non-emergency information or public service. The center also provides referrals, gives directions, and answers questions about county procedures and practices, thereby helping to promote seamless customer service to citizens of Chesterfield County.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$4,701,735	$4,959,600	$5,218,000	$5,266,700	5.2%	$5,266,700	$5,266,700	$5,266,700
Operating	1,336,135	1,924,900	1,968,200	2,056,500	2.2%	2,169,400	2,175,400	2,181,400
Capital	16,500	0	0	0	0.0%	0	0	0
Total	$6,054,370	$6,884,500	$7,186,200	$7,323,200	4.4%	$7,436,100	$7,442,100	$7,448,100
Revenue	2,650,057	640,000	650,000	660,000	1.6%	660,000	660,000	660,000
Net Cost	$3,404,313	$6,244,500	$6,536,200	$6,663,200	4.7%	$6,776,100	$6,782,100	$6,788,100
FT Pos.	82	82	82	82	0	82	82	82

BIENNIAL BUDGET ANALYSIS

Personnel are available to receive and dispatch calls for service 24 hours per day, 365 days per year. The department entered 171,193 calls for service during CY2007 and at the same time maintained very low process times (the amount of time it takes to receive and then dispatch a call). The full implementation of the new computer aided dispatch system (CADS) significantly enhances the way ECC dispatches emergency calls by allowing calls to be given both over the air and electronically to the field units of Police and Fire/EMS who are equipped with mobile data computers (MDC). Police and fire units also have access to reporting systems and historical files through the MDC previously accessible only to Emergency Communications or Police Records at a stationary computer. In addition, the wanted status of persons, status of stolen vehicles or other property, and DMV information is available. ECC personnel now can focus on their primary functions of receiving emergency calls from the public, and

dispatching and coordinating public safety voice radio traffic.

The department continues to experience significant increases in wireless 911 calls (87,479 calls in CY2007 from 78,300 calls in CY2006), which originate from callers reaching wireless communication towers in Chesterfield County. Anticipated wireless 911 calls to the center will continue to increase at an expected rate of 5,000 calls annually.

In FY2008 the counties of Chesterfield, Henrico, Hanover, and the City of Richmond were awarded a grant of $289,000 for the recruitment of Emergency Communications Officers by the Wireless E-911 Services Board. Chesterfield County is acting as the fiscal agent for the grant.

The county receives revenue through the Virginia Communications Sales and Use Tax. Effective January 2007, as part of the larger "Telecomm Tax Reform" legislation, the Communications Sales and Use Tax replaced the E-911 Phone Tax (landline/wireline), as well as other utility and telecommunications taxes, such as cable franchising fees. The tax places a seventy-five (75) cents per month, per line tax and places a five percent (5%) tax on all other communication services in the Commonwealth, to include cable and internet service. This revenue is distributed through a pre-identified percentage of funds collected from this statewide tax. In FY2009 the department anticipates $650,000 and in FY2010 expects $660,000 in revenue to help support ECC operations.

Two mandates by the Federal Communications Commission (FCC) have impacted the ECC. The center is now required to receive enhanced 911 calls from Voice-Over Internet Protocol, or VoIP, phone users. This enables the center to receive emergency calls from those using broadband/cable Internet access for their phone service and requires additional training for Communications Officers. Additionally, the FCC requires the "re-banding" of frequencies within the 800 MHz ranges. Currently Sprint Nextel cell phones and public safety agencies experience interference because of the proximity of their respective frequencies. As this process involves retuning public safety radios, meticulous care is being taken in review of "re-banding" plans and processes to ensure continued radio operations at all times.

The ECC and the county public safety agencies that the department supports use a Computer Aided Dispatch System (CADS). This system is integrated with E-911, the public safety 800 MHz radio system, mobile data computers, and Automatic Vehicle Locators (AVL) used to map the vehicles of Police, Fire/EMS, and Sheriff Departments. Final acceptance of this system took place in FY2007, and annual maintenance fees began in FY2008. The ECC budget was increased to cover the cost of maintenance for this system. In FY2009 the ECC anticipates funding a full year of maintenance costs for the CAD System.

Included in the FY2009 budget is $9,500 for a maintenance contract increase for the Center's phone system software and hardware, an increase of $40,000 to cover anticipated maintenance costs related to the CADS system, and $28,400 for a radio maintenance contract increase. In addition, increases have been provided in the Center's budget for anticipated changes in fringe benefits.

In FY2010, an additional $44,000 is allocated to fund anticipated CADS system maintenance as well as $10,400 for expected increases in the Center's phone system software and hardware maintenance agreement. Increases of $3,600 for radio shop charges and $29,800 for radio maintenance contract increases are also provided.

Console furniture has been installed in the ECC in anticipation of receiving alarms of all types from county buildings and accessing live views from county maintained cameras. In FY2008, the process of re-configuring equipment in the ECC to fully outfit the security console was begun. An additional five positions will be needed to staff the security console once fully operational.

Additionally, ECC's workload is projected to increase as the county's population increases and the department is required to accept 911 calls from a variety of sources to include traditional wire line, wireless, and VoIP callers. As county Police and Fire Department employees are added to the

county's workforce, supporting the fieldwork of the additional positions has increased the day-to-day workload for the ECC. The department will need to increase staff to meet the increased workload.

In an effort to maintain an accurate and complete recording of incoming radio traffic and calls to the ECC for critical services, $287,500 has been allocated in FY2009 within the county's Capital Improvement Program (CIP) to replace the Emergency 911 recording system. In FY2010, $3 million is provided to replace the current 911 phone system with Internet Protocol technology that will improve the delivery of 911 services to county citizens. Also included in the CIP for FY2010 is $124,200 for Radio System Battery Replacement and $129,200 for Radio System GPS Replacement.

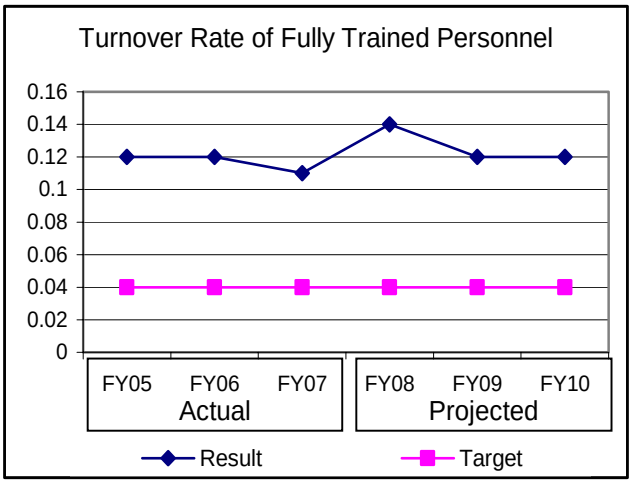
Several additional funding requests including five Emergency Communications Officers to staff the security console, a consultant for integration and installation of the security console, and requests for computer equipment have been made by the department, but at this time they are not included in the FY2009 or FY2010 budget.

HOW ARE WE DOING?

Goal: Attract and retain a diverse and well qualified applicant pool and a high performing workforce by creating a superior work environment that promotes effective leadership, teamwork, innovation, and employee well being. Supports countywide Strategic Goal 5

Objective: Retain and support ECC staff.

Measure: Rate of turnover of fully trained personnel



Initiatives

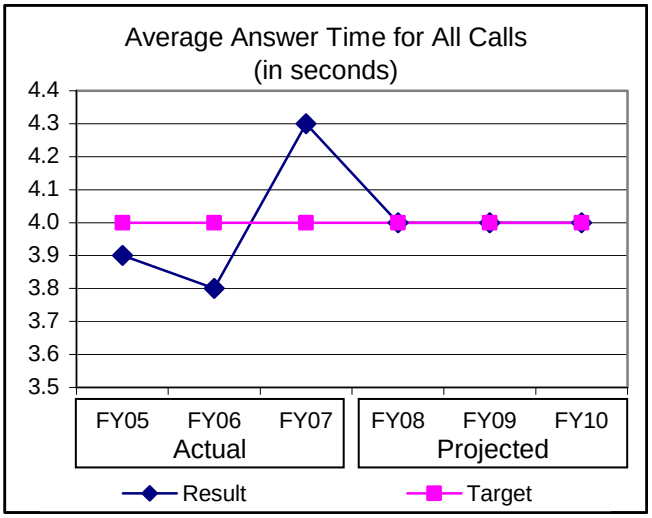
- Career development program
- Reward and recognize personnel for exceptional performance.
- Analyze results of OCA to develop action plan
- Continual hiring process to bring staffing levels to complement and therefore reduce overtime and per person workload.

EMERGENCY COMMUNICATIONS CENTER

Goal: Provide quality access for reporting emergencies and non-emergencies by answering telephone calls in a timely manner. Supports countywide Strategic Goal 2, 3, and 4

Objective: Provide expeditious priority response to emergencies and disasters**.**

Measure: Average answer time for all calls.



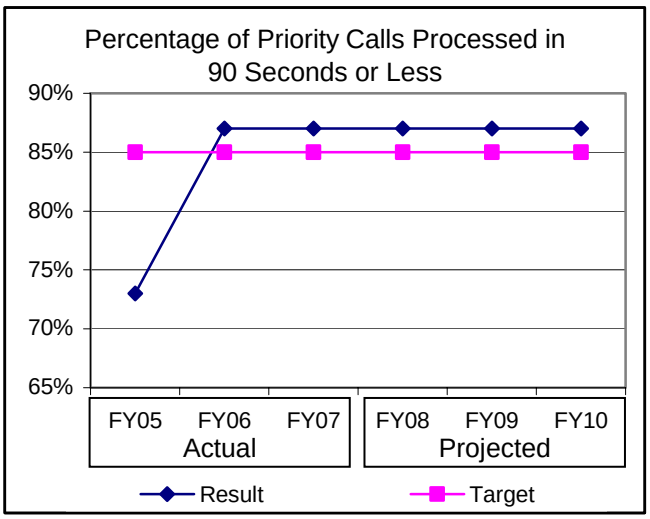
Initiatives

- Ensure reliability of phone system equipment and related software through service and maintenance.
- Continue to stress prompt answering of phones as a critical element of total customer service and in emergency life saving.
- Report on department performance in weekly training sessions.

Goal: Respond consistently and provide a timely entry and dispatch of calls for service for the county's police, fire, and EMS departments within response time standards. Supports countywide Strategic Goal 3 and 4

Objective: Process and dispatch emergency calls for service quickly and accurately to give the best chance for survival by medical patients, suppression of fires, apprehension of criminals and an overall increase in citizen safety.

Measure: Percentage of Priority 1 calls processed in 90 seconds or less



Initiatives

- Quality assurance review of priority 1 calls for service to ensure compliance and promote increased job skills.
- Quarterly CADS refresher courses to improve knowledge and maintenance of accurate addressing data.
- "Justified/Non-Justified" QA report instituted to discern any justified reasons for call being entered over goal time frame.

EMERGENCY COMMUNICATIONS CENTER

WHERE ARE WE GOING?

The ECC will strive to remain knowledgeable about emerging telecommunications formats that will be used to request emergency services. Technologies in use today that cannot currently directly contact 911 include instant messenger type Internet Chat, wireless text messaging, and telematics (like OnStar™ type vehicle data).

All systems in use are Windows based computer applications and a plan has been implemented to factor in a 3-5 year replacement for the computers that run these important and critical operations of the ECC through capital improvement program funds.

In FY2013, CIP funding is provided in the amount of $1.5 million for a Radio System Replacement Study.

FIRE AND EMERGENCY MEDICAL SERVICES

DESCRIPTION

The mission of the Fire and Emergency Medical Services (EMS) Department is to provide excellent customer-valued service in prevention, education, professional service, and emergency response. The vision, "to be the premier provider of public safety services, utilizing our people to accomplish our goals," is carried out through the department's eight divisions: Administrative Services; Emergency Management; Emergency Medical Services; Emergency Operations, including Med-Flight; Fire and Life Safety; Information Management and Technology; Maintenance and Logistics; and Training and Safety. The department also oversees the budget for the Eanes-Pittman Public Safety Training Center and the Fire section of the Enon Public Safety Training Center. Financial activity by division is shown in a table following the biennial budget analysis.

The Fire and EMS Department provides fire suppression services, emergency medical services, fire and injury prevention programs, and training for members, businesses, and industry. Fire and EMS is also responsible for coordinating emergency preparedness and response in the event of natural disasters, weather extremes, hazardous materials incidents, terrorist incidents, and/or technical rescues and entrapments.

The department strives to meet reasonable response times with available resources and continuously receives high marks from the public. Prompt, reliable, effective, and efficient services are provided 24 hours a day.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$33,973,578	$35,966,000	$37,917,800	$39,130,300	5.4%	$40,866,600	$40,949,300	$40,630,900
Operating	5,151,259	5,073,200	5,516,300	5,605,700	8.7%	6,625,700	6,514,600	6,529,600
Capital	567,009	479,000	676,100	826,100	41.1%	826,100	826,100	826,100
Total	$39,691,845	$41,518,200	$44,110,200	$45,562,100	6.2%	$48,318,400	$48,290,000	$47,986,600
Revenue	1,261,525	1,204,400	1,440,100	1,573,600	19.6%	1,573,600	1,573,600	1,573,600
Net Cost	$38,430,321	$40,313,800	$42,670,100	$43,988,500	5.8%	$46,744,800	$46,716,400	$46,413,000
FT Pos.	444	446	451	472	5	497	497	497

BIENNIAL BUDGET ANALYSIS

A full-time Self Contained Breathing Apparatus (SCBA) technician is funded in FY2009 and will be exclusively dedicated to the Fire Department logistics warehouse facility that is currently under construction. The climate controlled facility will replace various storage and equipment repair shops located within fire stations. The centralized warehouse will facilitate "just in time" delivery of fire fighting and EMS equipment and supplies and expedite the repair of equipment.

The FY2009 budget includes an increase in revenue in state $4-for-Life funding in the amount of $45,000. The increase in revenue is offset by an equal increase in expenditures for the volunteer emergency medical service agencies. The operating budget also provides a base increase of $126,800 in FY2009 and $36,000 in FY2010 to cover expected increases in fleet management and radio shop charges.

FIRE AND EMERGENCY MEDICAL SERVICES

The FY2009 and FY2010 budgets include increases of $190,700 and $133,500 in FY2010 respectively in reimbursements from the revenue recovery program. Revenue recovery funds are used to pay for salary incentives associated with advance life support certifications. For more information on the revenue recovery program, see the description and financial activity table at the end of this section.

Other budget adjustments include an increase of $59,300 for maintenance charges for the fire records management system and a supplement of $77,400 to cover increases in risk management charges.

The department is experiencing a reduction in volunteer participation during the weekday hours at one of the county's remaining all volunteer fire stations. In order to maintain adequate staffing levels during the critical daytime hours, $405,000 is provided in FY2009 to create four full time firefighter positions to address this need. The additional funding also includes needed operating funds.

In order to maintain a 15 year apparatus replacement cycle, the department would need to replace four pieces of apparatus annually. Current funding levels are not sufficient to purchase one unit each year. The department's current funding level also does not allow for the timely replacement of brush trucks, turnout gear, thermal imaging cameras, or monitors. All of these items are costly and rapid changes in technology dictate a shorter life span than previously experienced. The department has requested an additional $1.2 million to implement a 15 year apparatus replacement cycle. The FY2009-FY2014 capital improvement program (CIP) recommends $3.755 million in FY2012 to replace breathing apparatus and testing equipment.

The FY2009 operating budget provides $326,100 to begin replacement of staff vehicles and $350,000 to purchase a dive team van. Additional funding in the amount of $353,000 to replace thermal cameras, gas monitors, and computers as well as $208,000 for turnout gear and $50,000 for hose replacement has been requested, but is not funded at this time. Also requested but unfunded is: $54,000 to cover increases in fuel costs for apparatus; $278,200 for additional staffing; and $64,000 for maintenance and facility upgrades at the Public Safety Training Center.

The final phases of the Enon offsite public safety training facility project include a shared Police and Fire support building that will house on-site classrooms and shower facilities, and include a fire training tower. Design has begun and the classroom building is anticipated to open during FY2010. The FY2010 operating expenses associated with this phase of the project and creation of full time positions will need to be addressed during the second year of the biennium as they are not funded at this time.

The FY2009 Technology Information Program provides funding in the amount of $85,000 for the department to outfit the Fire library with a disaster management simulator and $30,000 for Microsoft office upgrades. Computerized tactical simulators provide instructors the ability to conduct realistic training scenarios and are a valuable tool in training incumbent fire officers.

The FY2009 CIP includes $250,000 for fire station repairs (i.e. painting, kitchen exhaust systems, storm water drainage repairs, parking lot repairs, etc.). In FY2010, $500,000 is included in the CIP for station repairs. By FY2012 it is anticipated that the most critical repairs will have been addressed; however, an annual operating appropriation of $400,000 will still be needed to address on-going maintenance needs.

The Manchester Rescue Squad building expansion is budgeted at $1.2 million. The FY2009 and FY2010 budgets add operating costs associated with the expansion in the amount of $32,400.

The FY2007, FY2008, and FY2009 CIP provided funding for the design and construction of the new Harrowgate Fire and Rescue Station, which is planned to open during FY2010. The FY2010 operating budget has been increased by $1.008 million to create 21 full time positions to staff the station and operate the facility for a partial year. The balance of funding will need to be addressed beginning in FY2011.

The FY2009 and FY2010 CIP also provides funding for evaluation, survey and environmental engineering costs, planning, land acquisition, and finally construction for a new fire and rescue station in the Courthouse Road/Route 288 area. Construction of the station is necessary to meet

critical response times for fire and emergency medical services. Design is scheduled for FY2009 and construction will follow in FY2010. Operating budget impact will begin in FY2011 and beyond and is reflected in FY2011-FY2013 projections. The addition of this fire station will move priority one response time outcomes closer to the goal of 6 minutes as indicated in the chart under the "How Are We Doing" section of this narrative.

As new fire stations are added in the county, uniformed positions are increased to operate the stations; however, the growth in administrative support staff has lagged. The current ratio of support staff to uniform positions is one to twenty.
The department is currently working on several initiatives that will impact future budgets such as the initiation of a residential sprinkler code requirement, feasibility and benefit of achieving national accreditation as a department, participation in the County's environmental management program, and identifying ways and developing new emergency services methodologies to improve service delivery. The department will also continue the on-going process of talent management and leadership development to enable professional growth from within the department as retirements take place over the next several years.

Staff will also be developing and adopting the latest edition of the International Fire Code, refining the site plan/subdivision team position to more effectively enforce fire prevention codes during the development phase, and implementing the fire records management system.

The biggest challenges facing the department over the next several years will be the need for additional staffing to keep pace with workload growth and to acquire replacement apparatus, equipment, and facilities.

FIRE AND EMERGENCY MEDICAL SERVICES

FIRE AND EMS REVENUE RECOVERY

DESCRIPTION

Revenue Recovery is the process of obtaining financial reimbursement for the cost of providing medically necessary emergency ambulance transportation by billing private insurance companies, Medicare or Medicaid. The majority of citizens have prepaid these costs through their own private insurance companies or through Medicare or Medicaid in the form of federal taxes.

To assist citizens with possible out-of-pocket expenses associated with ambulance transportation, such as health insurance co-payments and deductibles, the county offers a low-cost subscription program called EMS Passport. The fee for an EMS Passport subscription is $59 per year and covers all members of a household. EMS Passport will also pay the emergency ambulance transportation expense for a subscriber who does not have health insurance.

The Revenue Recovery program is considered a special revenue fund and is accounted for separately from the Fire and EMS general fund budget. Funds collected for EMS Passport subscriptions are distributed between Chesterfield Fire and EMS and the volunteer rescue squads. All funds generated by the Revenue Recovery program are used specifically to address EMS system enhancements that cannot be funded in the department's general fund budget.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,290,355	$1,191,900	$1,435,000	$1,504,100	20.4%	$1,504,100	$1,504,100	$1,504,100
Operating	593,405	1,218,100	1,645,000	1,755,900	35.0%	1,995,900	1,995,900	1,995,900
Capital	594,441	200,000	440,000	460,000	120.0%	220,000	220,000	220,000
Total	$2,478,201	$2,610,000	$3,520,000	$3,720,000	34.9%	$3,720,000	$3,720,000	$3,720,000
Revenue	2,959,276	2,610,000	3,520,000	3,720,000	34.9%	3,720,000	3,720,000	3,720,000
Net Cost	($481,075)	$0	$0	$0	N/A	$0	$0	$0
FT Pos.	15	15	15	15	0	15	15	15

BIENNIAL BUDGET ANALYSIS

Projected revenue in FY2009 is comprised of $3.4 million in EMS transports and $120,000 in EMS Passport subscriptions for a total of $3.520 million. Revenues received cover all expenses. In FY2010, $3.6 million in transports and $120,000 in subscriptions for a total of $3.720 million is anticipated.

The Revenue Recovery program funds an operational medical director who provides oversight and consistency to the EMS system, a registered nurse to coordinate quality assurance and provide review of care, eleven firefighters, an administrative manager, and a secretary. The $910,000 increase in revenue from FY2008 to FY2009 is anticipated due to daytime ambulance billings which began in FY2008 (increase of $610,000) and an additional billing ambulance (Medic 1 for an increase of $300,000).

The biennial budget provides $440,000 in FY2009 to purchase two new ambulances, $52,000 for rescue

equipment, and an additional $55,600 for system enhancements at one of the rescue stations. In FY2010 $460,000 is provided to replace two ambulances, $52,000 for rescue equipment, $160,000 for defibrillator upgrades, and an additional $58,900 for continued system enhancements at one of the rescue stations.

The Revenue Recovery Program has transitioned to a new patient care reporting system that will allow Chesterfield Fire and EMS to collect data for the entire county and provide consistent quality assurance improvement information to all EMS agencies. The information collected will identify system issues and needed enhancements, and will provide data to more effectively address performance improvement initiatives in cardiac care, airway management, and trauma care.

The nationwide shortage of paramedics continues to impact the Fire Department. New incentives and delivery methodologies are being developed to retain current advanced life support (ALS) providers and to compete with neighboring jurisdictions for talented recruits. In FY2009 $552,600 will be used to address ALS issues. In FY2010 that amount increases to $686,100.

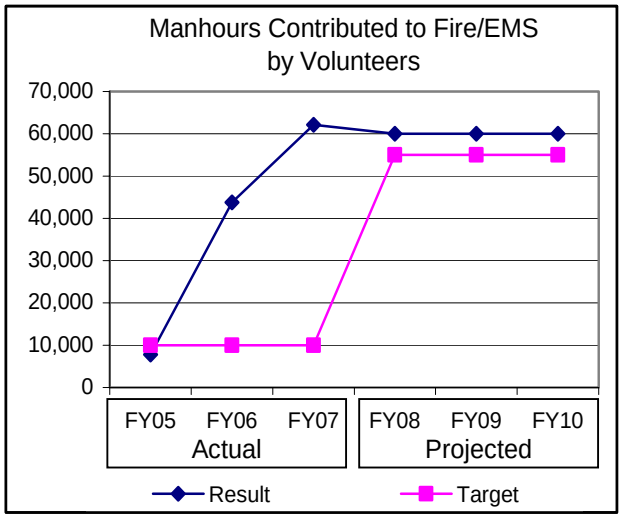
In March 2008 the Board of Supervisors approved fee increases for the revenue recovery program that will generate an additional $250,000 annually (not reflected in the numbers above). Upon collection and appropriation of these funds, it will be used for system enhancements, purchase of additional life saving equipment, and recruitment, training, and retention of ALS providers.

HOW ARE WE DOING?

Goal: To develop a high performance public safety organization consisting of a diverse membership that includes civilian, career, and volunteer personnel. Supports countywide Strategic Goal 4

Objective: To increase utilization of Fire and EMS volunteers within the county

Measure: Number of man hours contributed by volunteers to the fire department for response and training

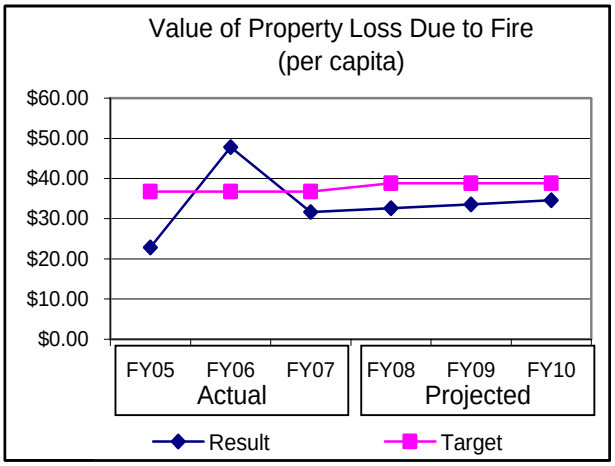


Initiatives

- Volunteer recruitment and retention
- Integration Business Plan
- Volunteer fire recruit schools
- Quarterly fire and EMS in-service training program
- Integrated volunteer/career program

FIRE AND EMERGENCY MEDICAL SERVICES

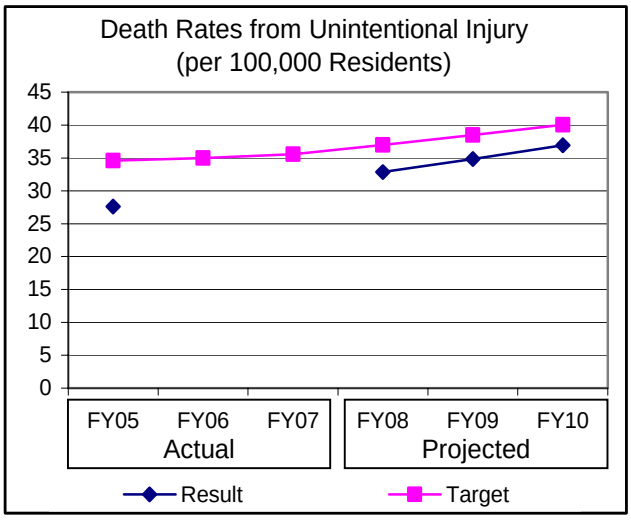
Goal: To safely provide public safety services that exceed customer expectations. Supports countywide Strategic Goals 3 and 4
Objective: To reduce loss from fire within the County
Measure: Value of property lost due to fire (per capita)



Initiatives

- Fire and Life Safety programs
- Fourth grade fire safety education program
- Building plans review
- Smoke detector installation program
- Fire inspection program

Goal: To safely provide public safety services that exceed customer expectations. Supports countywide Strategic Goals 3 and 4
Objective: To reduce accidental civilian deaths and injuries each year
Measure: Death rates from unintentional injury per 100,000 population (including all Chesterfield residents within the state)



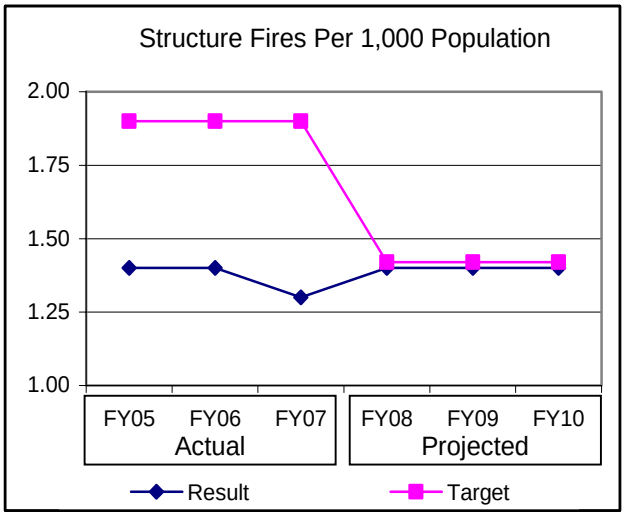
Initiatives

- New medical procedures
- Advanced Life Support availability
- Life safety programs
- Basic life support response time goal
- Department-wide quality assurance program

Note: FY2006 and FY2007 actual results are not available for this chart.

FIRE AND EMERGENCY MEDICAL SERVICES

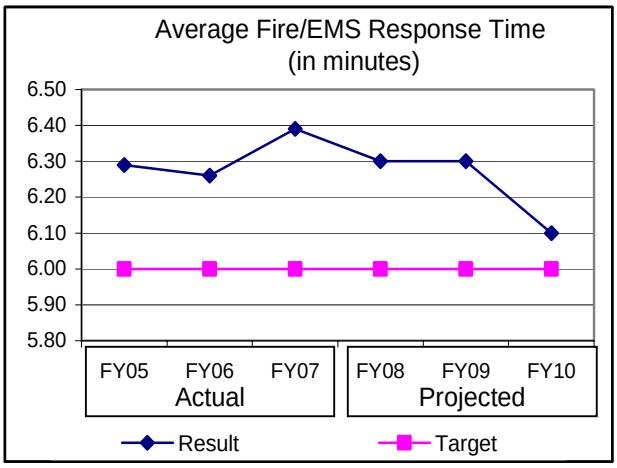
Goal: To safely provide public safety services that exceed customer expectations. Supports countywide Strategic Goals 3 and 4
Objective: To reduce loss from fire within the county
Measure: Number of structure fires per 1,000 population



Initiatives

- Fire and Life Safety programs
- Fourth grade fire safety education programs
- Building plans review
- Smoke detector installation program
- Fire inspection program

Goal: To safely provide public safety services that exceed customer expectations. Supports countywide Strategic Goal 4
Objective: To improve response time to meet the 6 minute Fire/EMS response goal to Priority 1 Calls for service within the urban corridor 90% of the time
Measure: Average Fire/EMS response time

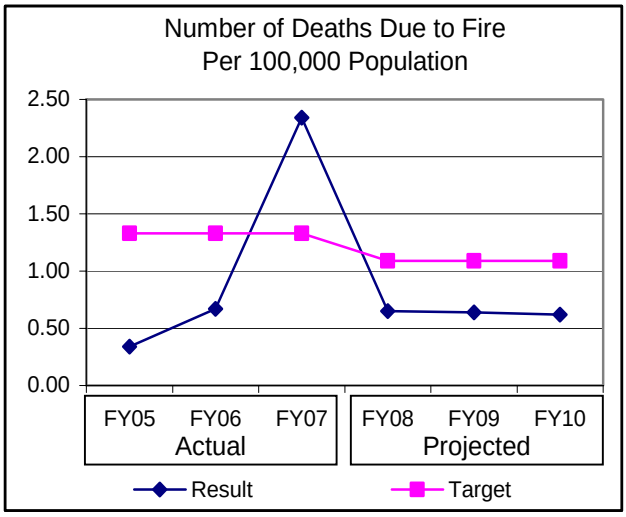


Initiatives

- New fire/rescue stations
- Subdivision planning work
- Opticom
- ECC quality assurance program
- House numbering program
- Utilization of mobile data computers

FIRE AND EMERGENCY MEDICAL SERVICES

Goal: To safely provide public safety services that exceed customer expectations. Supports countywide Strategic Goals 3 and 4
Objective: To reduce accidental civilian deaths and injuries each year
Measure: Number of fire deaths per year per 100,000 population



Initiatives

- Fire and Life Safety programs
- Fourth grade fire safety education programs
- Building plans review
- Smoke detector installation program
- Fire inspection program

WHERE ARE WE GOING?

The Capital Improvement Program (CIP) provides funding in FY2012-FY2014 for the site evaluation, survey costs, planning and land acquisition to build an additional fire and rescue station in the Magnolia Green community. The operating budget will not be impacted until after FY2015.

The county's Emergency Operations Plan designates L.C. Bird High School as a shelter for emergency workers and their families. The CIP provides $920,000 in FY2012 to buy and install an emergency generator to run an emergency shelter on that site. Funding for fire station repairs will remain in the CIP through FY2014.

The county's public facilities plan is currently undergoing review and is anticipated to be adopted by the Board of Supervisors during 2008. The revised plan may recommend building combination stations for police and fire and rescue facilities.

Professional and well-trained staff, quality patient care, and state of the art equipment make Chesterfield Fire and EMS the regional leader in the provision of emergency medical services. The department's critical role in responding to rescue emergencies requires a dedication to continuous training programs and access to specialized rescue equipment. The department will continue to focus on its members in order to keep providing Chesterfield County citizens with premier public safety services.

POLICE

DESCRIPTION

The mission of the Chesterfield County Police Department is to provide a professional and unbiased response to the public safety needs of the community. The Police Department serves the community in providing innovative and effective police service by engaging in a partnership with the citizens of Chesterfield County.

The department's major responsibilities to citizens of the county are:

- respond to 100 percent of citizen calls for service
- crime investigation
- criminal apprehension
- suppression of crime
- drug education
- traffic enforcement

The Police Department is comprised of the following bureaus: Uniform Operations, Investigations, Administrative Support, and Operational Support. The Investigations Bureau consists of Criminal Investigations, Special Investigations and Crime Solvers. Administrative Support consists of the Planning, Information Services and Human Resources Division. Operational Support consists of Support Services, Training and Animal Control. Additional units/divisions within the department are the Office of Professional Standards, Finance Unit, and Media Relations.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$36,772,599	$38,960,400	$42,279,000	$42,701,400	8.5%	$42,701,400	$42,701,400	$42,701,400
Operating	6,813,580	7,573,300	7,529,200	7,633,900	-0.6%	7,633,900	7,633,900	7,633,900
Capital	2,366,256	2,500,600	2,100,400	1,840,000	-16.0%	1,840,000	1,840,000	1,840,000
Total	$45,952,435	$49,034,300	$51,908,600	$52,175,300	5.9%	$52,175,300	$52,175,300	$52,175,300
Revenue	4,115,708	3,774,700	4,692,200	4,812,600	24.3%	4,931,300	5,052,500	5,176,500
Net Cost	$41,836,727	$45,259,600	$47,216,400	$47,362,700	4.3%	$47,244,000	$47,122,800	$46,998,800
FT Pos.	561	574	600	600	26	600	600	600

Note: Included in the FY2009 position count are 18 police officers transferred from police grants.

BIENNIAL BUDGET ANALYSIS

The Chesterfield County Police Department faces many challenges as it strives to provide the best possible service to county residents. Outside influences, such as the increasing complexity of crime, county population growth, increasing gang activity, and increasing numbers of traffic accidents, all challenge the department to allocate limited resources in such a way as to remain one of the most efficient and productive law enforcement agencies in the state.

The police department's FY2009 budget reflects an increase of $2.87 million, or 5.9 percent over FY2008 adopted budget levels.

To help address the department's need for additional manpower, the FY2009 budget includes $480,000 for four new officer positions, including associated operating and capital costs. Other items covered in the FY2009 budget are $34,500 for the career

development program for employees who reach certain employment goals, $371,800 for projected increases in county fleet and radio shop charges, and small increases due to anticipated increases in rent at the Chester and Midlothian stations. Funds to address increases in benefits, risk management, and merits for eligible employees are also included in the FY2009 budget. Likewise, FY2010 includes similar increases for employee benefits, the career development program, county fleet and radio charges, and station rents.

The Police Department has been successful in obtaining federal and state funding through several major grant awards that has helped enhance policing efforts. Many of these grants require a local cash or in-kind match as part of their award agreements with funding for personnel diminishing over one to several years. The FY2009 budget includes an increase of $177,500 in local funding for increases in personnel and operating for the Department of Justice COPS grant. This amount represents the final county installment to complete the full absorption of the grant positions into the FY2009 police operating budget. The above full-time position count includes the transfer of the final 18 police officer positions from police grants, where they were reflected in FY2008. Beginning in FY2009, all personnel and operating costs for these positions will be reflected in the Police Department operating budget. Additional detailed information on this and other police grants are available in the Police Grant's narrative in this document.

As part of a continuing partnership with Schools, the Police Department provides at least one School Resource Officer (SRO) to each middle and high school in the county. These officers provide a police presence in the schools to enhance and provide a safe and secure learning environment for students and faculty. For FY2009, Schools has agreed to fund an additional three SRO positions, one for each of the two new middle schools and one to act as a floater. This will bring the total number of SROs to 32 (including two sergeants). Additionally, Schools will pick up costs associated with the ending of a Department of Justice (COPS) grant that funded two School Resource Officer (SRO) positions. An increase of $623,200 is included as a budgeted revenue and expenditure in the Police Department's budget for FY2009. The Police Department will also provide 16 child safety officers for educational programs at the county's elementary schools as well as nine crossing guards for select elementary schools throughout the county. This is an increase of two child safety officers over FY2008 levels due to the opening of two new elementary schools FY2008. An increase of $139,500 is included in FY2009, in the expenditure and revenue budget for these two programs. Included in these increases are changes in fringe benefits and merit increases for eligible employees. The total School contribution for these programs in FY2009 is expected to be $3,392,700. Changes anticipated for FY2010 for these programs are those associated with anticipated changes in fringe benefits and any merit increases provided to eligible employees.

Although the Police Department strives to operate efficiently and economically within its allocated budget, it is only through additional funding that major issues can be adequately addressed. In order to maintain adequate officer to citizen ratios, and preserve current service levels, the department requested additional funds in FY2009 for 15 additional sworn police officer positions with related equipment ($1,789,500), as well as funding for officer beginning salary adjustments and increasing county share of grants ($347,800). In addition, a forensic supervisor ($100,700), a white collar cyber crime analyst ($53,200), an automation analyst ($59,700), and two training specialists ($109,200), which include operating and capital costs, have been requested. At this time these additional positions and salary adjustments are not included in the budget. Likewise, in FY2010, to maintain desired ratios, 25 additional sworn officers as well as personnel for the planned opening of the Enon Public Safety Training Center's training center and driving track have been requested, but are not included for funding at this time.

As part of the county's vision of planning for future growth and the needs of its citizens, several of the projects addressed in the Capital Improvement Program (CIP) impact the Police Department. The Public Training Center at Enon provides law enforcement training staff with facilities for practical application of skills in a controlled environment. The first phase (a small arms firing range) has been completed. Final phases of this project include a

shared police and fire support building that will house on-site classrooms as well as a driver training tower, and the emergency response vehicle course. Operating and personnel costs will be considered in future budget deliberations.

As part of the department's strategy to decentralize its police operations and due to the growth occurring along the 360 West corridor, the creation of a new police station has been in the planning stages for several years. Currently the department is leasing a temporary store-front space on Route 360 until a permanent facility is built. This temporary space has provided greater citizen access to law enforcement services in a high growth area of the county. Funding for a new permanent station is included in the county's Capital Improvement Program (CIP) in FY2010 in the amount of $4.5 million. Funding for personnel and operating costs to operate the station 24 hours a day was added in previous operating budgets.

Additionally, the CIP provides funding in FY2009 through FY2014 to continue the replacement of police mobile data computers (PMDCs) currently used in police officer vehicles to enhance dispatching and mobile operations. The funding will provide a four year replacement cycle for the computers that are currently about five years old.

The county's Technology Improvement Program (TIP), in FY2009 includes $200,000 for an operational data storage system. This system will make the data currently available in systems, such as the records management system and computer aided dispatch system, more readily available to detectives, analysts, and other outside organizations for retrieval and analysis.

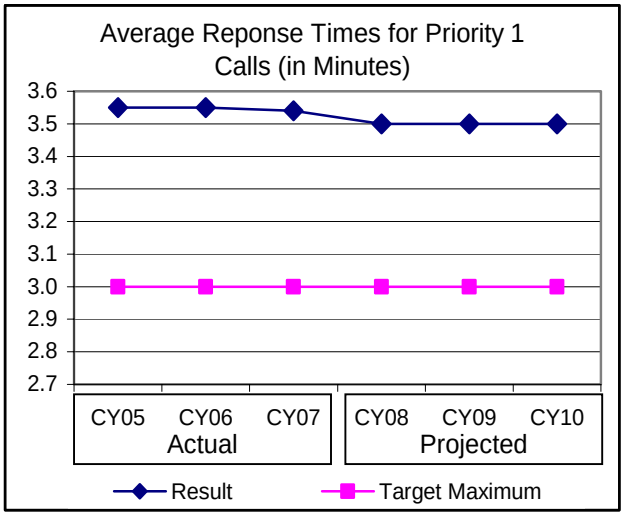
FINANCIAL ACTIVITY (by Division)

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Administration	$6,911,442	$6,678,900	$6,781,000	$6,711,600	1.5%	$6,708,800	$6,708,800	$6,708,800
Uniform Operations	24,005,915	25,537,800	28,203,200	28,444,000	10.4%	28,448,000	28,448,000	28,448,000
Criminal Investigations	4,750,462	4,773,900	4,871,400	4,913,100	2.0%	4,913,100	4,913,100	4,913,100
Special Investigations	3,328,295	3,689,000	3,666,400	3,702,700	-0.6%	3,702,700	3,702,700	3,702,700
Planning & Info Srvces.	2,392,357	2,827,200	2,881,600	2,833,800	1.9%	2,832,600	2,832,600	2,832,600
Training	869,343	910,000	1,010,800	1,031,700	11.1%	1,031,700	1,031,700	1,031,700
Support Services	3,469,363	3,899,300	4,466,900	4,514,300	14.6%	4,514,300	4,514,300	4,514,300
Transfer to Grants	225,259	718,200	15,100	15,100	-97.9%	15,100	15,100	15,100
Total	$45,952,435	$49,034,300	$51,896,400	$52,166,300	5.8%	$52,166,300	$52,166,300	$52,166,300

POLICE

HOW ARE WE DOING?

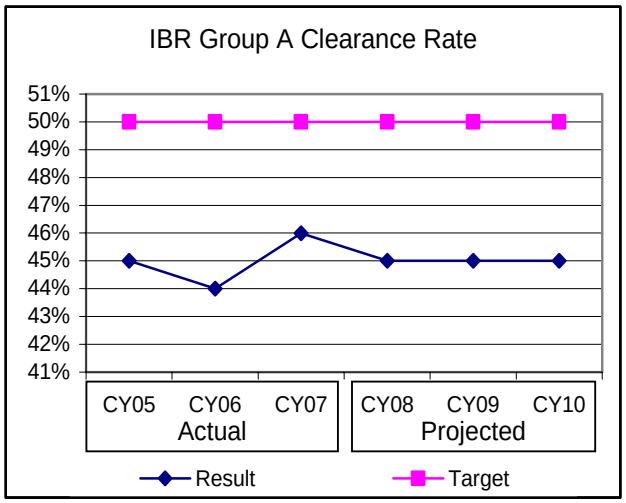
Goal: To maximize operational efficiency and deliver excellence in customer service. Supports countywide Strategic Goal 4
Objective: Maintain average response times for priority 1 calls below three minutes
Measure: Average response times for priority 1 calls



Initiatives

- Review beat structure
- Build flexibility within schedules
- Ensure beat integrity
- Continue to utilize state of the art policing technologies

Goal: Increase proportion of crimes cleared by arrest. Supports countywide Strategic Goal 4
Objective: Maintain 50 percent incident based reporting (IBR) Group A clearance rate
Measure: Percentage of IBR Group A cases closed by arrest

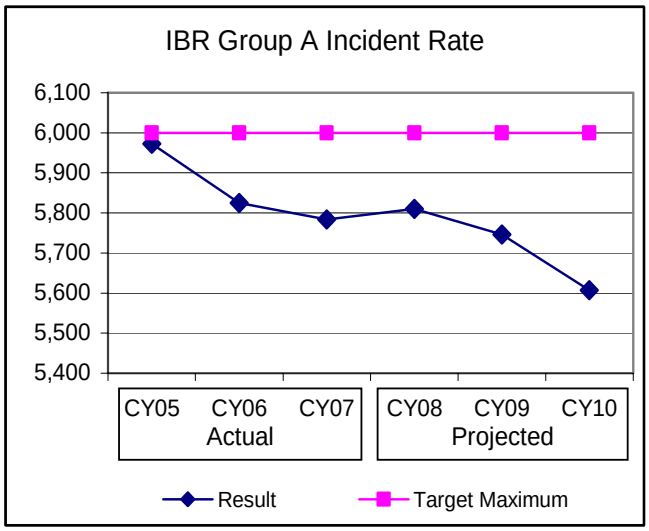


Initiatives

- Cold case review
- Weekly staff review of reported
- Continue to promote the Chesterfield/Colonial Heights Crime Solvers program
- Continue school Crime Solvers program

POLICE

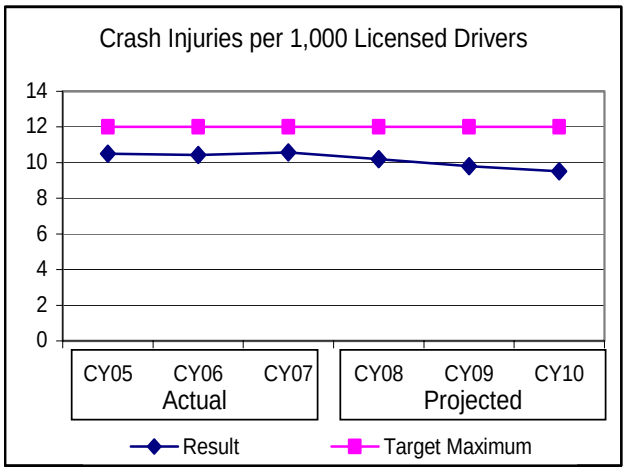
Goal: Reduce and control criminal activity. Supports countywide Strategic Goal 4
Objective: Maintain IBR incident rate below benchmarked communities
Measure: IBR Group A incident rate per 100,000 citizens



Initiatives

- Cold case review
- Weekly staff review of reported crimes
- Expand community policing
- Continue to promote the Chesterfield/ Colonial Heights Crime Solvers program
- Continue school Crime Solvers program
- Reach and maintain full authorized sworn officer strength

Goal: To provide effective policing and help ensure continued public safety. Supports countywide Strategic Goal 4
Objective: Improve traffic safety by reducing injuries
Measure: Traffic injury crashes per 1,000 licensed drivers



Initiatives

- Continue enforcement of traffic signal violations
- Continue high intensity enforcement of high accident locations
- Continue Motorist Assistance program

POLICE

WHERE ARE WE GOING?

In future years, the department will continue to face challenges associated with county growth, and increasing numbers and complexity of crime. As a result, the department continues to plan for future years. The planning will include efforts to enhance recruitment and retention of officers and staff, increase the officer to citizen ratio, examine possible options for future stations sites, as well as analyze changes to beat structure to ensure the most efficient use of current staff. Additionally, the department is committed to continually look for ways to improve and use technologies to take full advantage of efficiencies they can provide.

POLICE GRANTS

DESCRIPTION

The Chesterfield Police Department has been successful in obtaining several major grants through the U.S. Department of Justice, the Community Oriented Policing (COPS) Office, and the Virginia Department of Criminal Justice Services (DCJS).

These grants have been vital in providing funding to enhance law enforcement activities in the county through the hiring of police officers, civilian personnel and the purchase of much needed equipment.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,029,068	$960,000	$45,000	$45,000	-95.3%	$45,000	$45,000	$45,000
Operating	153,863	0	0	0	0.0%	0	0	0
Capital	69,487	0	0	0	0.0%	0	0	0
Total	$1,252,419	$960,000	$45,000	$45,000	-95.3%	$45,000	$45,000	$45,000
Revenue	980,801	241,800	29,900	29,900	-87.6%	29,900	29,900	29,900
Net Cost	$271,618	$718,200	$15,100	$15,100	-97.9%	$15,100	$15,100	$15,100
FT Pos.	19	19	1	1	(18)	1	1	1

Note: The FY2009 position count does not include 18 police officer positions transferred to the police operating budget.

BIENNIAL BUDGET ANALYSIS

The greatest portion of grant activity in the Police Department has existed through the federal Department of Justice, Community Oriented Policing/Universal Hiring Programs (COPS/UHP). This series of grants provides funds to hire additional police officers in order to provide a greater police presence and visibility in the community. These grants are awarded with the condition that the county's share of the cost will gradually increase over the life of the grant. Upon expiration of the grant, the positions are to be retained and the full cost absorbed by the locality. Seventy-five police officer positions have been hired over the years through this series of grants and have been fully absorbed within the Police Department's operating budget through yearly incremental additions to its budget from the county.

The department received notification in the spring of 2004 of the most recent COPS grant, which began in FY2005. The first 17 officer positions were hired and trained in two academies during FY2005 and the remaining six positions were created in FY2006. Like previous COPS grants, the county's share has gradually increased over the three-year grant period. The maximum amount of federal funding received, over the life of the grant, is $75,000 per officer. The final county installment of $177,500 to complete the full absorption of these positions is planned in the FY2009 police operating budget. As a result, the FY2009 grant budget reflects a significant decrease from FY2008 levels. In addition, 16 of the 18 positions transferred back to the police operating budget relate to the ending of this COPS grant. Beginning in FY2009, all personnel and operating costs for the positions will be reflected in police's operating budget.

POLICE GRANTS

It is expected that DCJS will continue to provide V-STOP program funding in FY2009 for the department's Domestic Violence Coordinator. This position is one of a multidisciplinary team within Chesterfield County that coordinates and enhances the criminal justice response to domestic violence in the county. The V-STOP grant is awarded on a calendar year basis and, for purposes of the FY2009 budget, is budgeted at expected levels. The county has committed to funding the balance of personnel costs in the police operating budget to ensure continuation of the V-STOP program. The Police Department also funds additional operating costs associated with this position in its operating budget.

Beginning with fiscal year 2009, a Department of Justice (COPS) grant that funded two School Resource Officer (SRO) positions, ended. These two SRO positions, along with an additional 30 SRO positions (funded by schools), provide for a police presence in the county's middle and high schools to enhance a safe and secure learning environment for students and faculty. In FY2009, the School Board will pick up the additional costs related to the two previously funded grant positions. As a result of the grant ending, the two positions as well as all the financial activity related to these SRO officers will now be reflected in the police operating budget, a decrease of $32,600 from FY2008 budgeted levels.

The Police Department continues to pursue additional police grants throughout the year. During FY2007, an additional $866,000 in grants were awarded to the county for a wide variety of police uses, including cameras, software, SWAT equipment, aviation and computer evidence recovery equipment. Generally, these types of one-time, mid-year grants are not included as part of the county's adopted budget.

WHERE ARE WE GOING?

With the ending of the COPS and SRO grants, the V-STOP grant, due to its history, is projected to continue, at similar levels, in future years. Therefore it is the only grant reflected above in future years for police. These existing DCJS grants present a significant challenge to the Police Department, as state funding is decreasing from year to year. The department is constantly aware of possible funding changes from the state and therefore must be prepared to absorb additional costs in order to continue the important services provided by these grants.

The Police Department will continue to actively pursue grant funding in future years as opportunities and programs are presented through various granting organizations. Each grant pursued will be individually evaluated for its expected benefit to the community and to ensure that its fiscal impact on county funds is feasible.

SHERIFF

DESCRIPTION

The Chesterfield County Sheriff's Office is comprised of two Divisions, Operations and Support Services. All jail, court security and civil process operations fall under the Operations Division while support functions such as training, finance, human resources, information technology and community relations fall under the Support Services Division.

The mission of the Chesterfield County Sheriff's Office is to professionally and efficiently serve and protect the citizens of the County in accordance with the United States Constitution, the Constitution of Virginia, federal and state laws, and the ordinances of Chesterfield County. Specifically, the Sheriff's Office will strive to promote pride and respect for the judicial system through the proficient service of civil process, a safe environment in which to conduct court proceedings, and the safe and secure detention of those persons entrusted to the Sheriff's custody.

The vision of the Chesterfield County Sheriff's Office is to be the leader among public safety agencies in the Commonwealth of Virginia through its commitment to providing high quality services to citizens.

The major responsibilities of the Chesterfield County Sheriff's Office are operation of the County Jail, security for the courts facilities, detention and transportation of inmates awaiting court appearances, service of civil process, and operation of the Sheriff's Office Training Academy.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$14,830,367	$15,835,400	$16,818,200	$16,979,500	6.2%	$16,979,500	$16,979,500	$16,979,500
Operating	2,801,647	2,979,100	2,729,200	2,989,100	-8.4%	2,989,100	2,989,100	2,989,100
Capital	0	0	44,000	5,000	N/A	5,000	5,000	5,000
Total	$17,632,014	$18,814,500	$19,591,400	$19,973,600	4.1%	$19,973,600	$19,973,600	$19,973,600
Revenue	6,958,299	6,571,600	6,571,600	6,571,600	0.0%	6,571,600	6,571,600	6,571,600
Net Cost	$10,673,715	$12,242,900	$13,019,800	$13,402,000	6.3%	$13,402,000	$13,402,000	$13,402,000
FT Pos.	250	265	266	266	1	266	266	266

Note: One position was transferred to the department from Unassigned during FY2008.

SHERIFF

RIVERSIDE REGIONAL JAIL

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	7,621,445	8,000,300	8,179,300	8,579,300	2.2%	8,579,300	8,579,300	8,579,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$7,621,445	$8,000,300	$8,179,300	8,579,300	2.2%	$8,579,300	$8,579,300	$8,579,300
Revenue	1,198,463	0	0	0	0.0%	0	0	0
Net Cost	$6,422,982	$8,000,300	$8,179,300	$8,579,300	2.2%	$8,579,300	$8,579,300	$8,579,300
FT Pos.	0	0	0	0	0	0	0	0

BIENNIAL BUDGET ANALYSIS

Jail operations are divided into three sections: Security, Compliance, and Medical. The primary responsibilities of Correctional Services are the safe and secure detention of inmates, inmate classification, alternative sentencing and inmate rehabilitation programs, inmate food service, facility maintenance, and comprehensive inmate medical services.

Correctional Services maintained 100 percent compliance with Board of Corrections standards during FY2007. In addition, exceptional ratings were again achieved from the State Compensation Board for performance on the Local Inmate Data System (LIDS) audit. The Chesterfield County Sheriff's Office continues to be recognized throughout the state as a leader in LIDS processes.

Much time and effort has been spent fine tuning operations in the new jail facility. After transitioning into the new building it was determined that some operations originally intended to be separate units would function more efficiently if combined. In addition, a pilot program was initiated to determine if inmate transportation operations would function more efficiently if headquartered in the jail instead of the Courthouses. This pilot program proved worthwhile, significantly reducing transportation man-hours.

The cooperative agreement between the Police Department and Sheriff's Office to transfer Booking operations from Police to Sheriff continues to work well and has been further enhanced by the conversion of the booking technicians to deputies as the technician positions are vacated.

The Correctional Services Medical Unit continues to benefit greatly from the decision to abandon contracted physician care in favor of an employee physician. Drastic improvements in medical care and operations continue to be realized. However, the number of inmates requiring medical, dental and psychiatric care continues to increase each year. In an effort to address this issue, the Sheriff's Office has requested funding for a Medical Assistant position. A certified medical assistant can provide both clinical and clerical services that will relieve the physician and nursing staff of duties that take time away from patient care. At this time, this request has not been approved.

The new jail is four times the size of the old jail. One of the major challenges in operating the new facility has been facility maintenance. Both preventive maintenance and ongoing routine and emergency repairs are required on a daily basis. To address the additional costs associated with the various maintenance contract requirements, the department received prior commitment funds in the

amount of $110,500 in each year of the FY2009-FY2010 biennium.

Of particular concern is the condition of the Annex building, which is now over 13 years old. Major upgrades to the HVAC and security systems are required. This will be complicated by the need to move inmates out of the Annex into the new jail during the renovation. Funding was identified during FY2008 to complete design work and to double-bunk the new jail in anticipation of the upgrades being initiated.

Additionally, $995,000 has been set aside in the second year of the FY2009-2014 Capital Improvement Program (CIP) to address upgrade costs for systems identified during the needs assessment exercise for the Annex facility. The funding identified for FY2010 should prove sufficient to complete the necessary upgrades.

The programs space available in the new jail facility has also allowed the Sheriff's Office to begin development of several programs for inmate rehabilitation. Particular focus will be placed on implementing a substance abuse treatment program. Another program that has been enhanced is the Child Support Enforcement Program. During FY2007, the department's collection of back child support exceeded $1 million.

A final area of focus has been on enhancing the partnership with the Immigration and Customs Enforcement (ICE) illegal immigrant program. In an effort to combat the increase in illegal immigration, the jail provides information to ICE so that deportation processes can be initiated.

To offset the anticipated increase in costs for jail per diem expenses, $179,000 and $400,000 were added to the budgets for Riverside Regional Jail for FY2009 and FY2010, respectively. This is done in an effort to adequately address the anticipated expenses associated with the future housing of Chesterfield inmates at the regional facility.

Construction of the new Pre-Release Center at the Regional Jail was completed in the fall of 2007. The center became operational in early 2008. Expansion of the main jail facility began in the fall of 2007, to be complete by fall 2009. Funding was set aside in previous years to address anticipated expenses associated with expansion of the center and main jail. Funding identified in FY2009-2014 is being set aside to further address costs associated with the expansion of the Regional Jail facility.

Court Security operations are divided into several units: Circuit Court Security, General District Court Security, Juvenile Court Security, Courtroom Holding, Jury Operations, and Civil Process. The major responsibilities of this section are security for the courthouses, the detention and transportation of inmates awaiting court appearances, the service of civil process and jury coordination.

Over the past two years, a major focus of the section has been implementation of a portion of a comprehensive staffing plan that was developed to address staffing shortages. Inadequate staffing has long been a concern, and has resulted in mandatory drafting from other sections to meet minimum staffing needs. A need for nineteen additional positions was identified during the staffing study. Thirteen positions have been funded and six remain unfunded. The department requested additional funding for the remaining positions during the FY2009 budget process. However, funding has not been approved.

In addition, the section continues to monitor court operations for possible expansion, which would necessitate the need for additional new deputy positions above those identified in the staffing study.

Another major focus for the section is completion of security upgrades in the Circuit/General District Courthouse. Phase I of this project is nearly complete and has provided security enhancements such as re-keying of security areas, replacement of security control systems, replacement of the main entrance security station, replacement of building alarm systems and upgrades to closed circuit camera systems. The department received $65,000 in FY2009 and $68,300 in FY2010 as prior commitments to address the costs associated with the maintenance and upgrade of existing security systems at the courts facilities.

Phase II of the project, which includes implementation of digital video recording, is slated

to begin in FY2008. In addition, funding was requested through the Capital Improvement Program for Phase III of this project, which includes placement of perimeter vehicle barriers and upgrades to the entry security station at the Juvenile Courthouse. Funding for this final phase of the project has not been approved.

LiveScan automated fingerprinting machines were installed during FY2005 and have aided the section in speeding up the fingerprinting process. During the FY2009-FY2010 budget process, the department requested $58,000 in additional funding to purchase three additional machines with palm-scanning capabilities. The palm scanners will allow the department to meet new state requirements regarding the capture of palm prints for sex offenders and all persons arrested for felonies.

The department was able to secure funding for one palm scanner from the Board of Supervisors' district improvements funds. Alternative funding sources are being sought to purchase the two scanners that remain unfunded.

Also in the area of technology, the section requested Technology Improvement Program (TIP) funds to re-write and upgrade the existing civil papers automated management system. During FY2008, $125,000 was budgeted to perform necessary upgrades to the system.

A future challenge for the section will be the planned expansion of the Circuit/General District Courthouse. The Sheriff's Office is actively involved in the planning process for this expansion so that any related security, manpower and equipment issues can be proactively managed. Additionally, this section continues to struggle with the challenges presented by the alarming trend of large-scale courthouse violence. To combat this, the Sheriff's Office has developed specialized tactical court security training to ensure that personnel are prepared to deal with serious violence such as an active shooter situation.

The **Support Services Division** is comprised of the following sections: Human Resources, Community Relations, Electronic Security Systems, Training, Finance, Strategic Planning and Research, Information Technology, and the Office of Professional Standards.

The Office of Professional Standards is comprised of the Accreditation, Inspections, and Internal Affairs Units. The Accreditation Unit oversees and coordinates the efforts of the Sheriff's Office to maintain accreditation by the Virginia Law Enforcement Professional Standards Commission, which is accomplished through the development of policies/procedures and collection of documentation to ensure compliance with the requirements of the accreditation program. The Chesterfield County Sheriff's Office, originally accredited in 2003, achieved re-accreditation in FY2007.

The Inspections Unit conducts regularly scheduled inspections of the major components of the Sheriff's Office to ensure the attainment of goals and objectives. Specific inspections are conducted to appraise quality of services, validation of procedures and processes in order to improve effectiveness and efficiency.

The Internal Affairs Unit is responsible for investigating all complaints made against employees of the department and also for investigating any serious violation of policy by employees. The unit also conducts background investigations on individuals applying for employment with the Sheriff's Office.

Although the Sheriff's Office already utilizes a progressive hiring process that incorporates comprehensive testing and evaluation, a need was identified to begin completing polygraph examinations on all deputy sheriff applicants. Implementing this examination enhances the department's ability to select the most highly qualified applicants for employment. Grant funding was obtained during FY2007 to purchase the necessary equipment and to train a polygraph examiner.

The Sheriff's Office Training Academy provides basic training to newly hired recruits and in-service training for veteran employees. Training is the key to the success of the entire department because it is the foundation on which operations are based. Information delivered through the basic academy and subsequent in-service sessions are crucial to

officer safety and proficient job performance. The academy strives to be on the cutting edge of new training initiatives that enhance employee effectiveness. The training academy has continued to focus on developing strong bonds with the other public safety academies operating out of the Eanes-Pittman Public Safety Training Center. In the coming year, the training academy will begin to focus on planning for transitioning operations to the public safety training facility at Enon.

The Community Relations Unit is responsible for coordinating public service programs offered by the Sheriff's Office. The unit provides hundreds of program hours and has contact with thousands of citizens each year. The unit has enhanced its Seniors-in-Touch program to include daily phone calls to check on the welfare of senior citizens who do not have family in the area.

During 2009, the Human Resources Unit will focus on refining hiring procedures to ensure that strong candidates are recruited and hired. In response to an extremely competitive job market, the unit will be working to ensure that good candidates are not lost to other agencies. The unit will also be participating in a staffing study to comprehensively evaluate the need for additional staff to support the operational areas of the department.

In finance-related operations, the department has proposed implementation of a set-up fee for the Home Incarceration and Work Release Program participants. These fees will offset the cost of new and replacement electronic monitoring equipment. Implementation of a $1 per day jail fee authorized by the General Assembly was completed along with an increase in the Courthouse Security Fee from $5 to $10. In addition to implementation of these fees, the Sheriff's Office financial personnel have continued to focus on identifying and planning for operational changes that will be required to implement the county's new enterprise resource planning system. While the fee changes are expected to generate approximately $200,000 in additional revenue, the department does not plan to increase the revenue appropriation at this time.

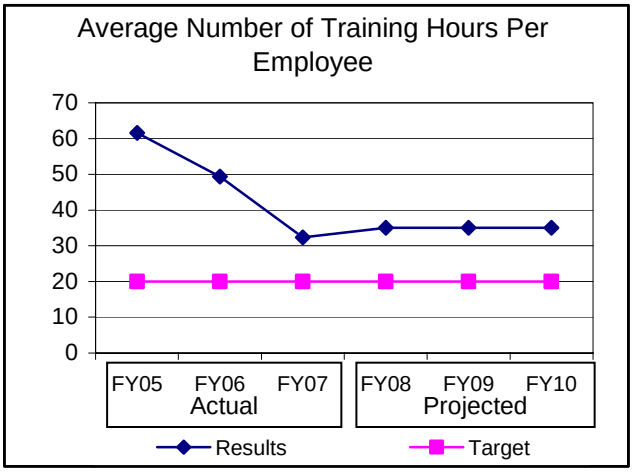
The department reinstituted a position dedicated to information technology during the 2005 fiscal year. Despite this, the overall growth of the department has resulted in a tremendous increase in technological needs. To address this need the additional funding has been requested for an Automation Analyst position, but has not been approved.

In the area of strategic planning and research, focus has been on the management of grants obtained for re-writing the jail management system and for implementation of a polygraph program for the department's hiring process. Additionally, the unit has been continuing implementation of the department's strategic plan. Strategic planning teams have been addressing the issues identified in the plan and have begun implementation of the recommendations. In addition to these efforts, a grant application has been submitted to develop a formalized recruitment program.

SHERIFF

HOW ARE WE DOING?

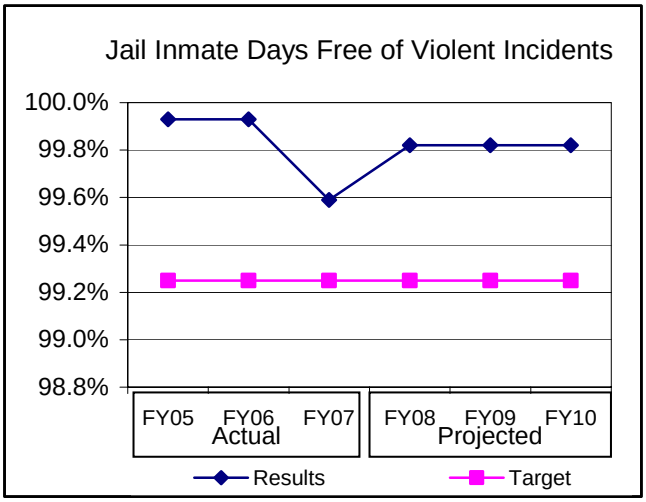
Goal: Continual improvement in employee training and development. Supports countywide Strategic Goal 5
Objective: To exceed the average number of hours required by the state per employee
Measure: Average number of training hours per employee



Initiatives

- Tactical courtroom security training for all employees
- Veteran employees being offered opportunity to obtain law enforcement certification

Goal: To minimize violent incidents within the jail. Supports countywide Strategic Goal 4
Objective: To have 99.25% of all inmate days in the Chesterfield County Jail free of violent actions by inmates
Measure: Percent of jail inmate days without violent incidents



Initiatives

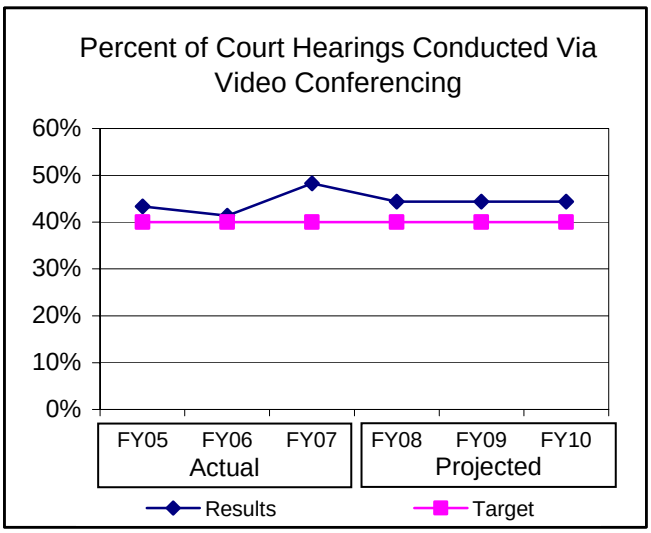
- Objective Jail Classification system (OJC)
- Recruit, field and in-service training programs

SHERIFF

Goal: To utilize technological solutions to minimize manpower needs and enhance safety. Supports countywide Strategic Goal 4

Objective: To utilize video conferencing technology to conduct minor procedural hearings without having to physically remove an inmate from jail and transport to the Courthouse

Measure: Percent of hearings conducted by video conferencing



Initiatives

- Increasing availability of non-Chesterfield facilities
- The design of the new jail makes processes easier

WHERE ARE WE GOING?

Accreditation of the Sheriff's Office continues to ensure a strong operational foundation built on comprehensive policy and procedure. The challenge for the future will be to use that foundation to manage the anticipated growth and development of the Sheriff's Office. In future years, new facilities, the addition of personnel and new methods of managing old processes will drive the need to continually evaluate and enhance processes.

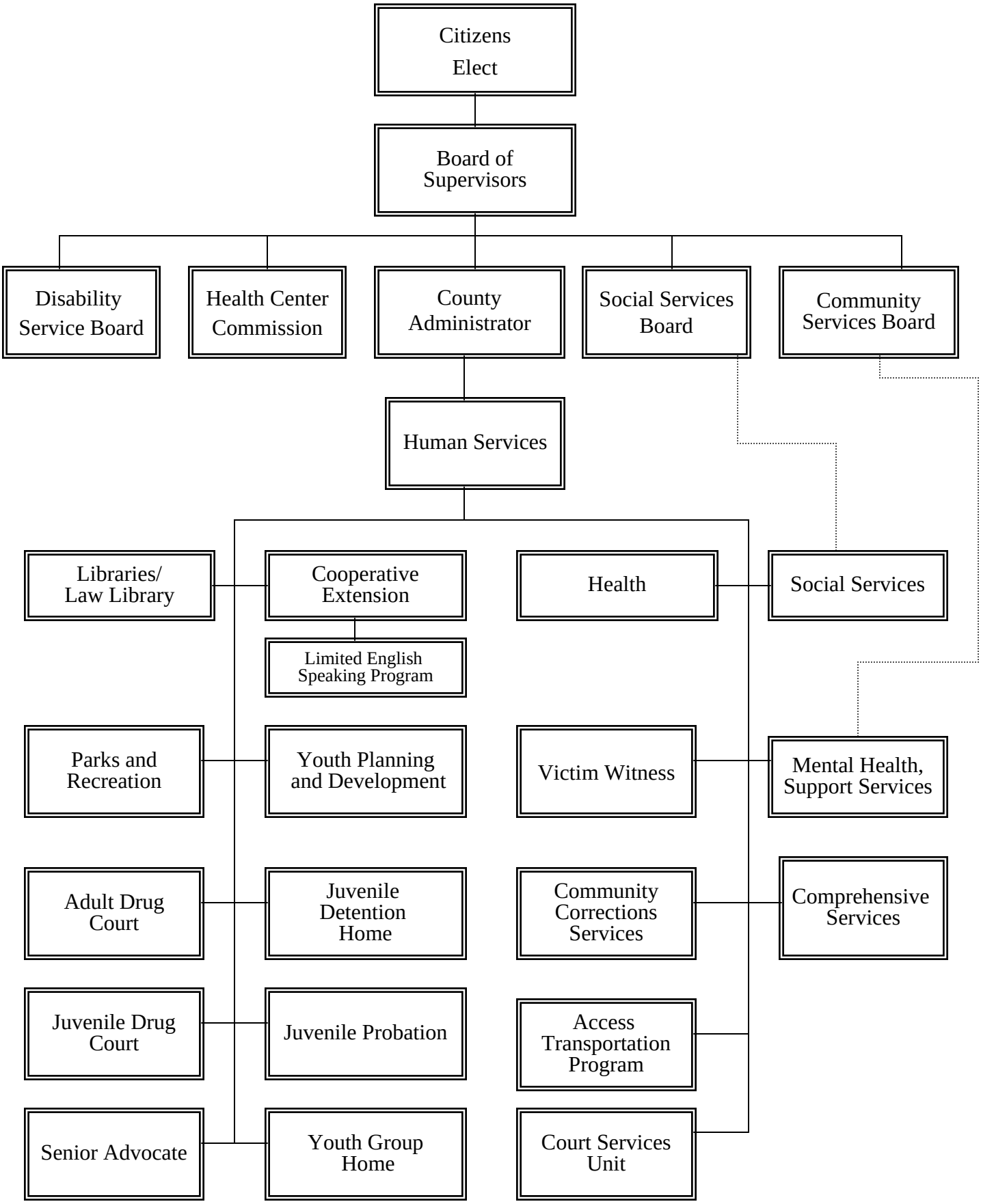
The increasing instances of courthouse violence continue to be of particular concern to the Sheriff's Office. Organizationally, this issue is being approached as a predictor of the future not an aberration of the present. Accordingly, the major push for adequate court security staffing and technology has been, and will continue to be, pursued.

Just as accreditation has formed the operational "backbone" of this organization, the strategic planning process and the budget development process will become the driving force in planning for the continued improvement of the Sheriff's Office. The strategic plan will be the catalyst for improvements in areas such as technology, training, employee development, hiring and promotional procedures and process management. The budget process will drive the prioritization of these improvements and aid in ensuring that the most pressing needs are given priority.

Revenues in the out years remain flat, as the impact of state reductions is uncertain at this time. Adjustments to this category of revenues will be addressed during the second year of the biennium. Any increases will be used to offset the department's existing expenses.

It is anticipated that in future years, the county's use of bed space at the regional jail facility will continue to increase. By FY2011, the combined inmate population is expected to be approximately 1,044. Even though the county has replaced its jail facility and made accommodations for double bunking, the rated capacity remains the same. This will make continued/increased use of the regional jail's expanded facility necessary. Appropriate plans are being made to cover the anticipated additional expense.

HUMAN SERVICES



HUMAN SERVICES

			Biennium				
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
GENERAL FUND							
Administration	$465,326	$309,100	$444,300	$446,100	$446,100	$446,100	$446,100
Access Chesterfield Transportation Program	546,833	811,300	944,400	995,000	993,300	993,300	993,300
Disability Services Board	25,778	19,900	32,000	32,000	32,000	32,000	32,000
Senior Advocate	11,510	15,000	15,000	15,000	15,000	15,000	15,000
Cooperative Extension	285,383	308,500	312,300	313,200	313,200	313,200	313,200
Limited English Speaking Program	49,672	53,400	55,800	56,400	56,400	56,400	56,400
Health	4,016,181	4,439,600	4,912,900	5,216,700	5,216,700	5,216,700	5,216,700
Juvenile Detention Home	3,781,682	4,595,100	4,786,700	4,830,400	4,830,400	4,830,400	4,830,400
Juvenile Probation	91,917	104,000	104,100	104,100	104,100	104,100	104,100
Library	7,389,562	8,322,800	8,758,800	9,064,100	9,406,400	9,447,100	9,448,800
Law Library	141,834	167,900	170,700	171,300	171,300	171,300	171,300
Mental Health Support Services	30,801,335	33,848,300	36,761,400	37,034,800	37,034,800	37,034,800	37,034,800
Parks and Recreation	9,490,747	10,514,900	11,256,900	11,263,600	11,533,500	11,730,200	11,742,000
Social Services	18,483,543	19,635,800	20,449,900	20,557,900	20,557,900	20,557,900	20,557,900
Youth Planning & Development	294,629	337,200	350,400	352,800	352,800	352,800	352,800
SUBTOTAL	**$75,875,932**	**$83,482,800**	**$89,355,600**	**$90,453,400**	**$91,063,900**	**$91,301,300**	**$91,314,800**
Less Interfund Transfers from Social Services, MHSS & Health*	(643,698)	(631,500)	(679,700)	(691,500)	(689,400)	(687,300)	(685,000)
TOTAL GENERAL FUND	**$75,232,234**	**$82,851,300**	**$88,675,900**	**$89,761,900**	**$90,374,500**	**$90,614,000**	**$90,629,800**

*FY2008 Adopted reflects actual reduction of transfers, incorrectly stated in FY2008 document.

HUMAN SERVICES

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND							
Adult Drug Court	$855,679	$736,200	$858,700	$674,500	$856,600	$856,600	$856,600
Community Corrections Services							
Domestic Violence Resource Center	103,038	114,200	116,600	117,200	117,200	117,200	117,200
Domestic Violence Victim Advocate (V-STOP)	32,015	35,000	56,500	56,500	56,500	56,500	56,500
Options Grant	76,210	68,200	74,000	74,600	74,600	74,600	74,600
Post Trial	1,659,669	1,759,600	1,829,500	1,829,500	1,829,500	1,829,500	1,829,500
Pretrial Services	429,776	472,500	488,800	488,800	488,800	488,800	488,800
Dual Treatment Track	334,689	0	358,000	358,000	358,000	358,000	358,000
Comprehensive Services	8,867,780	10,636,800	11,081,900	11,437,700	11,437,700	11,437,700	11,437,700
Juvenile Drug Court	379,678	485,000	486,000	486,000	486,000	486,000	486,000
Mental Health Support Services Grants							
Families First	401,772	474,300	529,600	535,000	535,000	535,000	535,000
MHSS Admin	0	0	0	0	0	0	0
Part C	769,640	672,700	724,700	733,200	733,200	733,200	733,200
Juvenile Detention Grant - USDA	84,438	40,000	60,000	60,000	60,000	60,000	60,000
Victim Witness Grant	377,638	433,000	480,400	485,200	485,200	485,200	485,200
Virginia Juvenile Community Crime Control Act (VJCCCA)							
Court Services Unit	146,587	181,100	168,800	170,200	170,200	170,200	170,200
Juvenile Detention Home	343,713	371,700	360,700	360,700	360,700	360,700	360,700
Youth Group Home	871,485	898,400	910,200	914,800	914,800	914,800	914,800
Youth Group Home - USDA	9,155	22,500	8,200	8,200	8,200	8,200	8,200
TOTAL SPECIAL REVENUE FUNDS	**$15,742,964**	**$17,401,200**	**$18,592,600**	**$18,790,100**	**$18,972,200**	**$18,972,200**	**$18,972,200**

HUMAN SERVICES ADMINISTRATION

DESCRIPTION

Human Services Administration is responsible for the coordination and general direction of 20 county departments and divisions, including health and welfare programs, leisure and recreation service activities, and the libraries. It also maintains coordination with 15 state and 5 federal supervisory/regulatory agencies as well as the Capital Area Training Consortium, the Virginia Association of Local Human Service Officials, and the Virginia Association of Counties.

The office provides information and guidance to the Board of Supervisors and the County Administrator regarding the diverse agencies and populations served by the Human Services Departments. State mandates for community-based interagencies and multi-jurisdictional boards and programs demand strategic planning and management of local resources.

The office serves as liaison between county officials and the Chesterfield County Health Center Commission. The Board of Supervisors created the Commission for the purpose of operating Lucy Corr Village, which is a licensed 298-bed long-term care facility. The Commission's governing body is made up of seven members, appointed by the Board of Supervisors for staggered four-year terms. The Lucy Corr Foundation was created by the Commission to act as its principal fund-raiser and assist in its operation and maintenance. This will ultimately result in increasing the Commission's ability to enhance the quality of life of those it serves.

The restructuring of government at all levels, including criminal justice system changes, the changing role of the Community Services Board, and long term care for citizens disadvantaged by disability and age require creative and efficient service delivery.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$313,130	$290,000	$403,000	$404,900	39.0%	$404,900	$404,900	$404,900
Operating	152,196	19,100	41,300	41,200	116.2%	41,200	41,200	41,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$465,326	$309,100	$444,300	$446,100	43.7%	$446,100	$446,100	$446,100
Revenue	52,628	0	0	0	0.0%	0	0	0
Net Cost	$412,698	$309,100	$444,300	$446,100	43.7%	$446,100	$446,100	$446,100
FT Pos.	2	2	3	3	1	3	3	3

Note: One position transferred from Unassigned during FY2008

BIENNIAL BUDGET ANALYSIS

The primary focus of Human Services Administration is to facilitate a collaborative leadership system that promotes the sharing of human service resources to meet the needs of Chesterfield residents. Because the commonwealth continues to shift more costs to local human service departments, the need for cooperation and partnership among departments and area not-for-profits has become an even greater focus. By partnering with private, non-profit, and/or other governmental agencies, Human Services will be able to continue delivering services of the highest quality to the citizens in the most cost efficient manner.

HUMAN SERVICES ADMINISTRATION

During the FY2007-2008 biennium, the county successfully promoted its "Chesterfield 2007" project bringing 55,000 visitors to Chesterfield 2007 signature events associated with Jamestown's 400th anniversary. The project funded site and exhibition improvements, supported the marketing, promotion, and special events related to both the Jamestown 2007 and Richmond 2007 projects, and promoted heritage tourism. Visitors were afforded the opportunity to see historical sites such as Henricus, Eppington, Magnolia Grange, and the County Museum. The life and history of Pocohantas were also explored through a partnership between Chesterfield and Gravesham, England.

In FY2008, the county transferred a position to Human Services Administration to support the County Administration for Human Services and Management Services. This position will provide special project and advanced administrative and generalist support among other duties. Funding for this position is included in the biennial budget.

CHESTERFIELD ACCESS TRANSPORTATION PROGRAM

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$45,854	$47,300	$49,600	$50,100	4.9%	$48,400	$48,400	$48,400
Operating	500,978	764,000	894,800	944,900	17.1%	944,900	944,900	944,900
Capital	0	0	0	0	0.0%	0	0	0
Total	$546,833	$811,300	$944,400	$995,000	16.4%	$993,300	$993,300	$993,300
Revenue	160,755	156,600	187,200	187,200	19.5%	187,200	187,200	187,200
Net Cost	$386,078	$654,700	$757,200	$807,800	15.7%	$806,100	$806,100	$806,100
FT Pos.	1	1	1	1	0	1	1	1

BIENNIAL BUDGET ANALYSIS

Since 2004, the ACCESS Transportation Program has been a local transportation coordination program that provides non-emergency transportation to low income, elderly, or disabled customers who reside in Chesterfield County, but need transportation services within the county or to the metropolitan areas of Richmond, Petersburg, Hopewell, and Colonial Heights.

The county budgets general fund monies for the cost of providing transportation to these customers, which are supplemented by a one-way $6 customer fee. The county contracts with an outside vendor to provide these services and FY2009 will see the end of the current contract. The new contract price is not yet known, but expected to rise due to increasing fuel costs. Included in the FY2009 budget is $100,000 from the county general fund and an additional $50,000 is allocated in FY2010 to cover the cost of an increased contract and to provide greater capacity from the contract vendor. Expenditure increases are also due to the rise of fringe benefits costs. Revenues are expected to rise due to increased ridership and will help fund the cost of the contract.

Data shows that 81 percent of customers primarily use the program for medical and work related reasons. Other riders generally use the transportation program to get to and from school or leisure activities.

The ACCESS Transportation coordinator is exploring options to use some of the additional funding provided by the county to decrease customer fees, as the current fees are too expensive for many residents, or to partner with the Social Services Department to provide transportation services to identified residents.

DISABILITY SERVICES BOARD

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$19,047	$18,800	$29,700	$29,700	58.0%	$29,900	$29,900	$29,900
Operating	6,731	1,100	2,300	2,300	109.1%	2,100	2,100	2,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$25,778	$19,900	$32,000	$32,000	60.8%	$32,000	$32,000	$32,000
Revenue	7,750	7,700	7,700	7,700	0.0%	7,700	7,700	7,700
Net Cost	$18,028	$12,200	$24,300	$24,300	99.2%	$24,300	$24,300	$24,300
FT Pos.	0	0	0	0	0	0	0	0

BIENNIAL BUDGET ANALYSIS

The purpose of the Chesterfield Disability Services Board (CDSB) is to provide input to state and local agencies on the service needs and priorities of persons with physical and sensory disabilities. The CDSB also provides information and resource referrals to local governments regarding the Americans with Disabilities Act and provides assistance and advice to local governments as may be requested.

The mission of the CDSB is to increase societal access for persons with physical and sensory disabilities by educating the general public, local business entities, and local government agencies about the abilities and needs of these individuals; by making recommendations to meet those needs; and by linking persons with physical and sensory disabilities to available resources and services.
The board consists of not more than 15 members who are appointed by the Board of Supervisors. Membership includes at lease one local official, two representatives of the business community, and at least 30 percent representation by individuals or family members of individuals with physical and/or sensory disabilities. Each magisterial district of Chesterfield County is represented. Appointees may serve indefinitely, subject to approval by CDSB and the Board of Supervisors. The CDSB is staffed by a part-time employee whose hours will increase in FY2009 and FY2010, which explains the rise in personnel costs.

Every three years, in accordance with state guidelines, the CDSB develops and makes available to the public a needs assessment report, which is based on a citizen's survey that generates statistical data representing the priority needs and services for persons with physical and sensory disabilities. The report is generated with input from individuals and

information from public and private service providers.

The board does not provide direct services, but coordinates with other disability service boards and local organizations within the community regarding services and best practices in the delivery of services for persons with disabilities. It develops requests to submit to the State Rehabilitative Services Incentive Fund and administers the funds, if received.

The CDSB will continue to focus on addressing the needs of the increasing disabled and aging population in Chesterfield. The department plans on collaborating with the Senior Advocate to improve referrals and transportation services.

SENIOR ADVOCATE

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	11,510	15,000	15,000	15,000	0.0%	15,000	15,000	15,000
Capital	0	0	0	0	0.0%	0	0	0
Total	$11,510	$15,000	$15,000	$15,000	0.0%	$15,000	$15,000	$15,000
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$11,510	$15,000	$15,000	$15,000	0.0%	$15,000	$15,000	$15,000
FT Pos.	0	0	0	0	0	0	0	0

BIENNIAL BUDGET ANALYSIS

The mission of the Senior Advocate's office is to provide leadership and direction in addressing the service needs of the aging population in Chesterfield County. The office serves as a "one-stop shop" for seniors – the single place a senior can go for information on any issue of importance to older citizens. Emphasis is placed on helping Chesterfield's older adults maintain and enrich their lives while remaining as independent as possible. The senior advocate position is a full-time position funded through Senior Connections, The Capital Area Agency on Aging. The senior advocate is responsible for developing, coordinating, and disseminating information to seniors, and acting as the spokesperson and advocate for seniors, inside and outside county government.

The county will provide $15,000 in support in both FY2009 and FY2010 for the senior advocate through the Senior Connections community support contract.

This department will face many challenges in the next several years and beyond. Chesterfield's population 55 years and older is rising and is expected to increase more than 100 percent by the year 2025. Given that this department is the leading resource for county seniors, it is likely to see a large increase in requests for services.

HUMAN SERVICES ADMINISTRATION

WHERE ARE WE GOING?

Major issues facing the Human Services division in the future years will be determined by changes in fiscal policies being addressed by the Commonwealth of Virginia. The county experienced funding reductions from the commonwealth in FY2008 and the governor has already announced further reductions for FY2009. Commonwealth budget cuts greatly affect Human Services, as many of its social programs are partially funded by the commonwealth.

While human service departments continue to face funding challenges, every effort will be made to maintain and enhance, to the degree possible, the levels of service established for the county's under-served populations. Chesterfield County's Human Services Administration will continue to provide leadership in these collaborative efforts.

Future endeavors of Human Services Administration will be to find sustainable funding sources for at risk funding programs, develop alternative programs to control costs, implement research based programs, prioritize services, reduce long term costs through prevention and intervention programs and to redefine the division's performance measurement system.

ADULT DRUG COURT

DESCRIPTION

The Chesterfield County Adult Drug Court is a voluntary, court-based program designed to assist drug-addicted individuals in changing their criminal lifestyles and becoming free of alcohol and other drugs. Individuals who are arrested in Chesterfield County or the City of Colonial Heights and who meet all of the eligibility criteria may choose to enter the Drug Court program instead of proceeding through the traditional court process. Drug Court integrates criminal case processing, treatment services and offender accountability under the leadership of the court.

The Drug Court team consists of staff from multiple county agencies including the Commonwealth's Attorney's Office, the Community Services Board, the Chesterfield/Colonial Heights Community Corrections Services, the Chesterfield Police Department, the criminal defense bar and the courts. The Drug Court Judge is the court authority and the leader of the drug court team.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$552,334	$400,500	$541,000	$356,900	35.1%	$539,000	$539,000	$539,000
Operating	303,345	335,700	317,700	317,600	-5.4%	317,600	317,600	317,600
Capital	0	0	0	0	0.0%	0	0	0
Total	$855,679	$736,200	$858,700	674,500	16.6%	$856,600	$856,600	$856,600
Revenue	929,732	642,100	755,100	306,100	17.6%	306,100	306,100	306,100
Net Cost	($74,053)	$94,100	$103,600	$368,400	10.1%	$550,500	$550,500	$550,500
FT Pos.	3	3	3	3	0	3	3	3

BIENNIAL BUDGET ANALYSIS

The influx of drug offenders into the criminal justice system has severely strained the courts. In an effort to address growing caseloads, courts employed delay reduction strategies, including specialized court dockets to expedite drug case processing. However, these strategies did not address the complex issues underlying substance abuse, including family and mental health problems, and did little to stem the tide of drug offenders flowing into the system, habilitate drug offenders already in the system, or reduce recidivism among released offenders. The result was a revolving door that cycled drug offenders in and out of the justice system. Communities began to reexamine the relationship between criminal justice processing and substance abuse treatment. They discovered that treatment and justice practitioners share essential goals--stopping the illicit use and abuse of all addictive substances and curtailing related criminal activity. Each system possesses unique capabilities and resources that complement and enhance the effectiveness of the other.

The Drug Court program consists of several phases that can be completed in fourteen months. Initially, participants are required to attend nine hours of treatment per week, participate in two self-help groups each week, submit to drug testing a minimum of three times per week, and appear before the Drug Court Judge each Wednesday. The Drug Court Police Officer and local Probation Officers conduct home visits on a frequent basis to ensure that participants are complying with program requirements in the community. Treatment and

ADULT DRUG COURT

supervision requirements decrease in intensity as the participant progresses through each phase. Drug courts offer a compelling choice for individuals whose criminal justice involvement stems from addiction: participate in treatment or go to jail. In exchange for successful completion of the treatment program, the court may dismiss the original charge. Participants who fail the program are incarcerated for a minimum of six months and up to ten years.

The Drug Court began operating in September 2000 with a grant from the Virginia Department of Criminal Justice Services (DCJS), a contribution from Colonial Heights, and client fees. After operating as a pilot program, the court was awarded a federal grant through the Office of Justice Programs, Drug Courts Programs. After the initial grant ended, the court was one of a few in the country to receive continued federal funding and was awarded an additional four year grant to expand services in the amount of $449,400 per year. The current federal grant will end in FY2010. The court anticipates continued support in FY2009 and FY2010 in the amount of $232,000 from a state grant through the Supreme Court of Virginia as well as $38,500 in funding from Colonial Heights and $35,000 in client fees. Chesterfield County recognizes the success of this court and will make every effort to continue funding this program by increasing the county contribution as federal funding ends. Staff will continue to pursue other sources of revenue as well.

Due to the differing fiscal year structure between the federal government and the county government, the date the county received the federal grant award causes the above financial activity chart to appear as though there is a decrease in funding between FY2007 and FY2008 and also an increase between FY2008 and FY2009, when in reality it is a timing issue in the appropriation of the last quarter of the grant.

As a result of the expected end of the federal grant, the total appropriation in FY2010 appears $186,000 less than the required allocation for the Adult Drug Court. Beginning in FY2010, the county will evaluate options to continue funding of this important program.

Over the last several years, the drug court has made numerous modifications in programming to remain responsive to changing demographics and needs of defendants. Service modifications have been made to address the growing number of mentally ill defendants that come for services, programming modifications have been made to increase retention rates and reduce long-term recidivism rates, and technological advances have been employed to improve services to prescription drug offenders.

The net effect of these enhancements is continued excellence. The recidivism rates continue to demonstrate the effectiveness of the drug court approach. Three years following graduation, less than a quarter of the drug court graduates and a third of the terminated clients had a new conviction compared to over two-thirds of the comparison group. On average, the comparison group had nearly six times more new convictions than the graduates and over 2.5 times the convictions of the terminated clients. The retention rate has grown 5 percent over the last three years and graduation from the program doubled from FY2006 to FY2007.

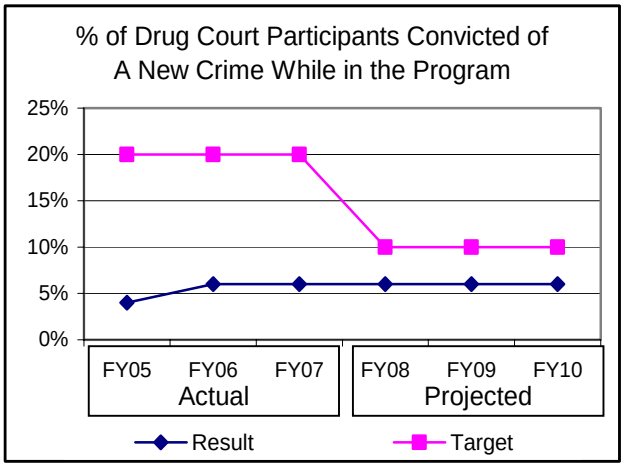
The critical issues in FY2009 will continue to be how to effectively monitor prescription drug users, to find effective methods of engaging defendants who are 18 to 24 years old, and to continue to improve retention rates. If the DUI court is approved in the Virginia General Assembly legislative process, the court will have an opportunity to expand service delivery to another key population and will have the challenge of integrating this new service into the ongoing operation.

The drug court consists of two administrative staff members, two community corrections officers, a police officer, a defense bar representative, a treatment supervisor, and three treatment staff. In FY2009 and FY2010 only the staff costs associated with the two administrative positions and one clinician are reflected in the personnel category above. Costs related to the other Drug Court positions are reflected in the operating budget as contractual services.

ADULT DRUG COURT

HOW ARE WE DOING?

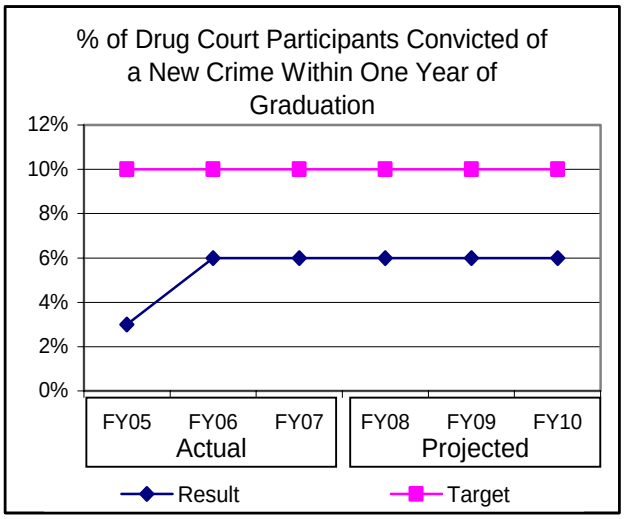
Goal: Enhance public safety in Chesterfield County. Supports countywide Strategic Goal 4
Objective: Reduce recidivism among drug court participants
Measure: Percentage of drug court participants convicted of a new crime while in the program



Initiatives

- Full-time drug court police officer
- Two local probation officers
- Electronic monitoring equipment and use of curfews
- Increased emphasis on community supervision

Goal: Reduce recidivism among drug court participants. Supports countywide Strategic Goal 4
Objective: Reduce recidivism among drug court participants.
Measure: Percent of drug court participants convicted of a new offense within one year of graduation.

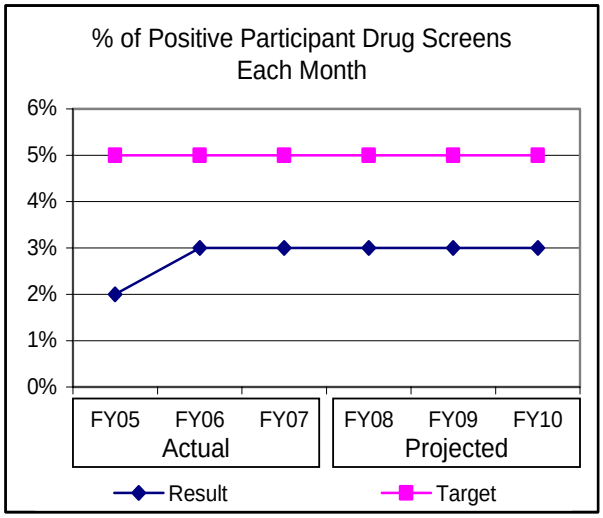


Initiatives

- Full-time drug court police officer
- Two local probation officers
- Electronic monitoring equipment and use of curfew groups

ADULT DRUG COURT

Goal: Assist offenders in developing the skills to become more productive citizens. Supports countywide Strategic Goal 3
Objective: Reduce illegal drug use among drug court participants.
Measure: Percent of positive participant drug screens each month.



Initiatives

- Full-time drug court police officer
- Two local probation officers
- Three full-time treatment staff

WHERE ARE WE GOING?

The Adult Drug Court continues to budget for team-based training to keep the drug court team informed about evidence based practices and the latest treatment approaches. The team will continue the established process by which policies are evaluated twice a year to ensure effectiveness and responsiveness to the needs of customers. The team is in the process of conducting a fourth evaluation project to measure recidivism rates of participants five years after completion of the program. This information will continue to inform the Adult Drug Court's work and to impact practices.

If the DUI Court legislation is approved, the Adult Drug Court will be completing the pilot phase of the program and will be evaluating the feasibility of full implementation. The system structure will likely remain the same but the need for expanded community supervision and the need to employ technology to effectively monitor high-risk offenders will increase. A growing need for sophisticated alcohol testing techniques is anticipated to detect alcohol use among DUI offenders. Drug testing procedures will continue to be evaluated to ensure that offenders are effectively monitored.

COMMUNITY CORRECTIONS SERVICES

DESCRIPTION

The Department of Community Corrections Services (CCS) provides a range of pre-trial and post-trial community corrections alternatives for the 12th Judicial Circuit and District Courts. Alternatives range from local probation supervision, community service, restitution, substance abuse assessment and treatment, a variety of groups, and drug and alcohol testing to electronic monitoring and home incarceration. The department serves adult offenders and pre-trial persons as defined by the State Code for the General District, Juvenile and Domestic Relations, and Circuit Courts.

Other alternatives and services include the Day Reporting Center, the Dual Treatment Track and a Domestic and Sexual Violence Resource Center. Community Corrections continues to provide offender supervision for the adult drug court. Evidence Based Practices are used throughout the department.

The Community Criminal Justice Board is responsible for the development of a Community Criminal Justice Plan and general oversight of Community Corrections Services.

DOMESTIC VIOLENCE RESOURCE CENTER

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$89,058	$96,400	$98,800	$99,400	2.5%	$99,400	$99,400	$99,400
Operating	13,981	17,800	17,800	17,800	0.0%	17,800	17,800	17,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$103,038	$114,200	$116,600	$117,200	2.1%	$117,200	$117,200	$117,200
Revenue	12,828	0	0	0	0.0%	0	0	0
Net Cost	$90,211	$114,200	$116,600	$117,200	2.1%	$117,200	$117,200	$117,200
FT Pos.	1	1	1	1	0	1	1	1

BIENNIAL BUDGET ANALYSIS

The Domestic Violence Resource Center is responsible for coordinating the county's response to domestic violence issues in the community.

A major goal of this unit is to strengthen the coordinated community response of public and private organizations involved in domestic violence prevention and services to victims. The coordinator helps develop "best practice" procedures, collect data on domestic violence and provide domestic violence training to various county agencies. The position coordinates with the county's Domestic Violence Task Force, the Police Department's Domestic Violence Coordinator, and the Domestic Violence Prosecutor. The county continues to provide full funding for the center.

COMMUNITY CORRECTIONS SERVICES

DOMESTIC VIOLENCE (V-STOP) GRANT

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$32,015	$35,000	$56,500	$56,500	61.4%	$56,500	$56,500	$56,500
Operating	0	0	0	0	0.0%	0	0	0
Capital	0	0	0	0	0.0%	0	0	0
Total	$32,015	$35,000	$56,500	$56,500	61.4%	$56,500	$56,500	$56,500
Revenue	68,021	31,000	28,200	37,200	-9.0%	37,200	37,200	37,200
Net Cost	($36,006)	$4,000	$28,300	$19,300	607.5%	$19,300	$19,300	$19,300
FT Pos.	1	1	1	1	0	1	1	1

BIENNIAL BUDGET ANALYSIS

Grant funding for the domestic violence advocate, has been renewed each year since 2001. The in-kind match continues to be the salary of the coordinator of the domestic violence resource center. The advocate provides direct intervention, individual counseling, case management, legal advocacy, and court accompaniment for civil protective order petitions and community referrals for victims of domestic and sexual violence.

The services offered by the advocate are designed to provide a positive bridge to link victims to additional county criminal justice remedies and human service agency services. The position is expected to provide direct services to a minimum of 400 separate victims in both CY2009 and CY2010.

A part-time Hispanic victim advocate position, previously funded with Federal Title IV-E funds, is now funded through the county and provides both direct and specialized services as well as outreach initiatives to Spanish-speaking victims in the county.

COMMUNITY CORRECTIONS SERVICES

DUAL TREATMENT TRACK

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$217,208	$0	$244,100	$244,100	100%	$244,100	$244,100	$244,100
Operating	117,481	0	113,900	113,900	100%	113,900	113,900	113,900
Capital	0	0	0	0	0%	0	0	0
Total	$334,689	$0	$358,000	358,000	100%	$358,000	$358,000	$358,000
Revenue	338,238	0	100,000	358,000	100%	358,000	358,000	358,000
Net Cost	($3,549)	$0	$258,000	$0	100%	$0	$0	$0
FT Pos.	2	0	2	2	2	2	2	2

Note: Two positions transferred from Post Trial

BIENNIAL BUDGET ANALYSIS

The Dual Treatment Track (DTT) was created for the purpose of diverting offenders with both a mental illness and substance abuse from local jails into comprehensive community-based treatment. These diversions can take place anywhere in the criminal justice continuum prior to final disposition of the case.

This program was funded in FY2007 through the General Assembly with a grant of $338,063. In FY2008 no funds were budgeted, however, $100,000 was received from a state grant with the county contributing funds to help cover the cost of this program. In FY2009 and FY2010, the program will be partially funded with an anticipated grant of $100,000 and the county will contribute $258,000 in FY2009. Funding to supplement the grant beyond FY2009 is unclear.

The DTT opened for services on March 1, 2003. The goal of the program is to provide services and become a meaningful and useful part of the local criminal justice system. Since opening, the DTT has received referrals from all three levels of the court system. These referrals were for the diversion of non-violent, dually diagnosed offenders. The services include clinical intervention provided by Chesterfield Mental Health, within the structure of the Day Reporting Center. More specifically, the program allows Chesterfield Mental Health to provide clinical services and Chesterfield Community Corrections Pretrial Services to provide case management and criminal justice supervision services within the structure and physical space of the Day Reporting Center. The program is administered through Community Correction Services.

This program has already proven beneficial to everyone involved in the criminal justice and mental health systems. It decreases the burden of specialized care that the jail must provide. It also gives the courts an additional alternative to address a population that is traditionally difficult to effectively sentence. The program is pursuing alternative funding streams to replace the funds lost when the grant was reduced. It is most urgent that funding be secured that will allow CCS to continue to provide options for this grossly under-served population having a mental illness.

COMMUNITY CORRECTIONS SERVICES

OPTIONS

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$68,636	$63,600	$69,100	$69,500	8.6%	$69,500	$69,500	$69,500
Operating	7,575	4,600	4,900	5,100	6.5%	5,100	5,100	5,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$76,210	$68,200	$74,000	$74,600	8.5%	$74,600	$74,600	$74,600
Revenue	12,288	0	0	0	0.0%	0	0	0
Net Cost	$63,922	$68,200	$74,000	$74,600	8.5%	$74,600	$74,600	$74,600
FT Pos.	0	0	1	1	0	1	1	1

Note: One position transferred from Post Trial during FY2008

BIENNIAL BUDGET ANALYSIS

The Options component of the Department of Community Corrections Services assists Chesterfield County's criminal justice departments in collecting and analyzing data. This data is used to evaluate the effectiveness of judicial options and community-based sanctions.

The Community Corrections Services assistant director performs the role of criminal justice planner and assists in developing and refining the state-required Community Criminal Justice Plan and assists the county's Community Criminal Justice Board (CCJB) in related activities. Thirty-five percent of the assistant director's time is devoted to tasks associated with the board. A portion of the funding for this position is paid from the Day Reporting Center budget.

COMMUNITY CORRECTIONS SERVICES

POST TRIAL

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$1,280,006	$1,349,400	$1,423,100	$1,441,300	5.5%	$1,441,300	$1,441,300	$1,441,300
Operating	379,663	410,200	406,400	388,200	-0.9%	388,200	388,200	388,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,659,669	$1,759,600	$1,829,500	$1,829,500	4.0%	$1,829,500	$1,829,500	$1,829,500
Revenue	885,312	880,600	888,200	888,200	0.9%	888,200	888,200	888,200
Net Cost	$774,358	$879,000	$941,300	$941,300	7.1%	$941,300	$941,300	$941,300
FT Pos.	32	32	29	29	0	29	29	29

Note: One position transferred to Options and two positions transferred to Targeted Capacity Expansion Grant

BIENNIAL BUDGET ANALYSIS

Community Corrections Services-Post Trial, or local probation program, provides sentencing alternatives to the court. Alternative punishments or sanctions include drug/alcohol testing, cognitive skills building groups, day reporting, community service, shoplifter prevention groups, anger management groups, substance abuse assessment and education, and local probation supervision. Referrals are coordinated for mental health counseling, drug counseling, domestic violence groups, or other miscellaneous services based on client need, and court orders for individual offenders.

Caseloads are expected to remain level in FY2008, FY2009, and FY2010. Probation reduces the local jail population significantly and allows offenders to maintain employment, pay taxes, and be responsible for family obligations while serving an alternative sentence.

The local probation staff has invested a significant amount of time on training to utilize motivational interviewing, offender screening tools, and on case planning that utilizes risk/needs assessment. Evidence based practices will be implemented over a multi-year period and are expected to achieve better outcomes in working with court ordered offenders.

In FY2007, the Day Reporting Center continued to provide a sentencing alternative to Chesterfield and the City of Colonial Heights. It combines a tiered program of graduated freedoms coupled with increased responsibility, intensive community surveillance by a community supervision officer, and treatment and rehabilitative programming. The treatment and rehabilitative programming includes drug testing, substance abuse counseling, life skills, employment counseling, and general equivalency diploma (GED) services. The Day Reporting Center is the first locally operated and funded center of its kind in Virginia.

In FY2007, the Day Reporting Center provided 24,552 supervision days and operated with an average daily population of 67. The center's average daily population increased in FY2007 by 21% from FY2006. The program has significantly reduced county costs by effectively decreasing the number of county prisoners placed at Riverside Regional Jail.

COMMUNITY CORRECTIONS SERVICES

The Day Reporting Center has modified programming and improved the delivery of services for the client population. Evidence based practices are now incorporated throughout the center's operations.

The City of Colonial Heights contributed $43,200 toward the operational costs of the Day Reporting Center in FY2007. The department is receiving a general fund contribution to cover merit cost increases. Expenditures in the operating budget have been reduced to a level that will allow service delivery at the anticipated levels absent any extenuating circumstances.

PRETRIAL

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$378,572	$407,300	$417,200	$422,600	2.4%	$422,600	$422,600	$422,600
Operating	41,551	65,200	71,600	66,200	9.8%	66,200	66,200	66,200
Capital	9,654	0	0	0	0.0%	0	0	0
Total	$429,776	$472,500	$488,800	$488,800	3.4%	$488,800	$488,800	$488,800
Revenue	382,664	382,700	384,500	384,500	0.5%	384,500	384,500	384,500
Net Cost	$47,112	$89,800	$104,300	$104,300	16.1%	$104,300	$104,300	$104,300
FT Pos.	7	7	7	7	0	7	7	7

BIENNIAL BUDGET ANALYSIS

The Pretrial Release program is intended to provide information and services to aid judges in determining the risk an individual presents to public safety and the assurance of appearance for persons pending trial. Pretrial Release helps alleviate jail overcrowding. The clients are evaluated based on prior criminal history, previous failures to appear in court, ties to the community, and charges pending. Those persons approved for entrance into the program are monitored for alcohol and drug use while awaiting trail.

During FY2007, workload in the Pretrial Release program was high. The average pretrial caseload per case manager was 40 while the state standard is 25. More than 2,900 pretrial interviews were conducted and 907 cases were diverted from jail and supervised while awaiting trial. More than 97% of individuals appeared for trial for a failure to appear rate of only 3%.

Pretrial Services will continue to participate in the Dual Treatment Track program for persons with co-occurring disorders. As in the prior year, the Mental Health Department will continue to provide clinical services while the Day Reporting Center will provide the physical space and administration of the program. While demands placed on the Pretrial Program are expected to level out in FY2009, there is some possibility that service demands will increase. Providing both pretrial and post trial alternatives to incarceration will continue to be a major focus in Community Corrections Services.

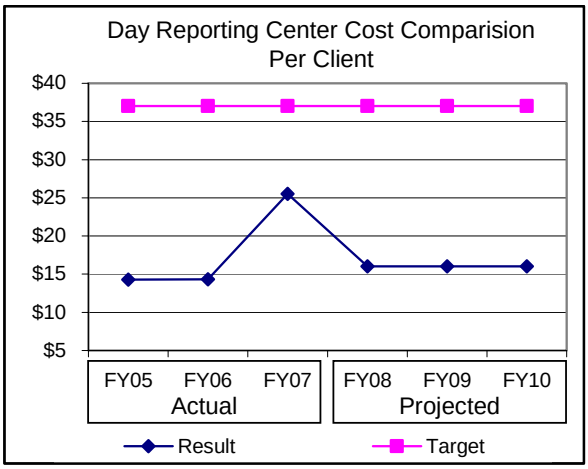
COMMUNITY CORRECTIONS SERVICES

HOW ARE WE DOING?

Goal: To provide improve substance abuse/criminal justice supervision through the Day Reporting Center at an exceptionally cost effective rate for Chesterfield. Supports countywide Strategic Goal 1

Objective: To provide Chesterfield County with cost-effective alternatives to traditional incarceration at Riverside Regional Jail

Measure: DRC cost per client per day compared to the cost of Riverside Regional Jail ($37 per day)



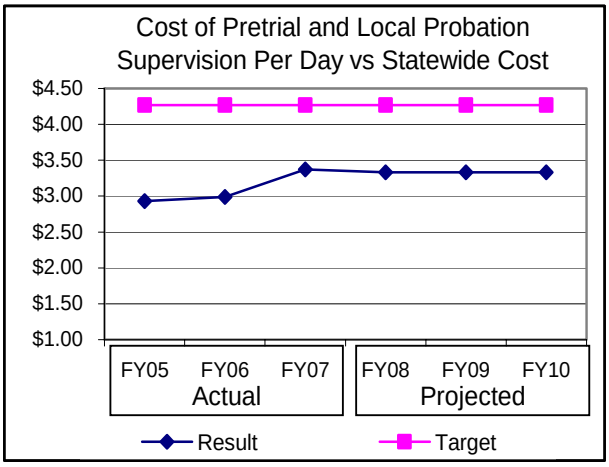
Initiatives

- Meetings with stakeholders conducted to explain programatic changes and staffing
- Policy and Procedures manual updated
- Programatic content reviewed and modified to match evidence based practices

Goal: To provide cost effective probation and pretrial services to Chesterfield and Colonial Heights. Supports countywide Strategic Goal 1

Objective: To provide Chesterfield and Colonial Heights with exemplary services at low cost to citizens

Measure: Daily supervision cost of Pretrial and Local Probation units combined vs. the statewide cost of supervision



Initiatives

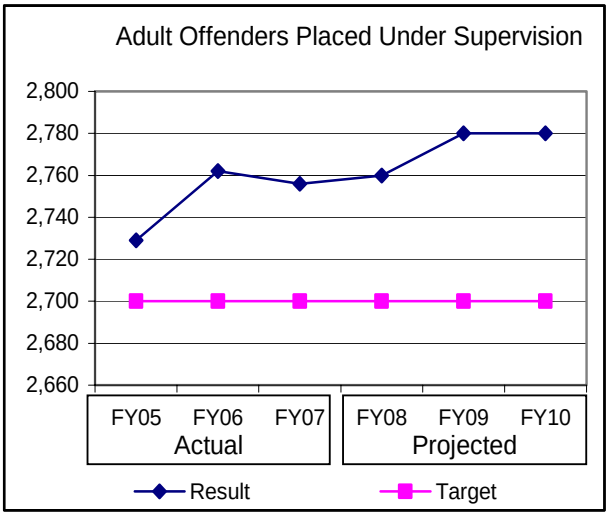
- Implementation of evidence based practices
- Implementation of screening/assessment tool
- Use of motivational interviewing where appropriate

COMMUNITY CORRECTIONS SERVICES

Goal: To provide the court with effective pretrial supervision that ensures appearance at trial. Supports countywide Strategic Goal 4

Objective: To plan and deliver an appropriate range of community based sanctions for Pretrial and Post trial individuals

Measure: Number of adult offenders and pretrial individuals placed for supervision in Pretrial, Local Probation and the Day Reporting Center



Initiatives

- Implementation of evidence based practices throughout the department and increased training
- Use of motivational interviewing by staff when appropriate
- Validated the pretrial risk assessment tool

WHERE ARE WE GOING?

Community Corrections Services expects the current allocation of state funding for pretrial and local probation to remain level in future years. Some minor adjustments may be made based on the numbers served, which impacts the caseload ratio of officers to offenders.

The department remains optimistic that interest in alternatives to incarceration, at the federal, state, and local levels will continue to result in grant opportunities. These opportunities will allow the department to enhance or better address service demands commensurate with the growth rate of the county's population and frequency in which the courts are seeking incarceration alternatives.

The department expects to continue to provide the high levels of service expected by the courts and the community. The program will continue to develop into four functional areas: administrative and planning staff; pretrial; day reporting and dual treatment track; and special programming. The special programming function handles services such as electronic monitoring, day reporting, drug court, treatment services, education/job development services, community service and domestic and sexual violence resource center.

Community Corrections Services has committed to implementing Evidence Based Practices throughout the department. Significant time and energy has been devoted to training the staff in the use of motivational interviewing, the use of risk and needs assessment tools, and case planning. The mission and vision for the department now focuses heavily on the implementation of evidence based practices in each of the units within the department.

COMPREHENSIVE SERVICES

DESCRIPTION

The Comprehensive Services Act (CSA) is a state mandated interagency program that provides access to funding for contracted services for children and their families in the community. The program's mission is to support families by providing community-based services for "at risk youth." CSA's vision is to provide children and families with services that are child centered, family focused, and locally based. Chesterfield County administers the CSA process for both Chesterfield and the City of Colonial Heights.

Program leadership and oversight is provided by the multidisciplinary Community and Policy Management Team (CPMT), made up of county and city leaders. CPMT representatives are directors from county and city departments that serve the needs of children, private providers, partners, and parents of special needs children.

Referrals for the program originate in four areas: the special education division of public schools, the 12th District Juvenile Court Services Unit, Community Services Board (DMHMRSA) and the Department of Social Services. Families and children in the program served are from various backgrounds and situations, to include children in foster care, juveniles involved with the courts and at risk for out-of-home placement, students unable to cope effectively in a public school setting, and children with behavioral/emotional issues that may necessitate a secure therapeutic environment. These children and families are served by multiple agencies in the community.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$275,733	$304,400	$323,100	$326,200	6.1%	$326,200	$326,200	$326,200
Operating	8,589,928	10,332,400	10,758,800	11,111,500	4.1%	11,111,500	11,111,500	11,111,500
Capital	2,119	0	0	0	0.0%	0	0	0
Total	$8,867,780	$10,636,800	$11,081,900	$11,437,700	4.2%	$11,437,700	$11,437,700	$11,437,700
Revenue	6,826,681	7,461,700	7,628,100	7,785,800	2.2%	7,785,800	7,785,800	7,785,800
Net Cost	$2,041,099	$3,175,100	$3,453,800	$3,651,900	8.8%	$3,651,900	$3,651,900	$3,651,900
FT Pos.	4	4	4	4	0	4	4	4

BIENNIAL BUDGET ANALYSIS

The administrative budget for the CSA program is minimal based on the volume of cases and funding being monitored. The CSA office is located in leased office space adjacent to the county complex. Annual increases in rent continue to negatively impact the department's budget. In FY2007, the CSA staff complement grew from two full-time and two part-time employees to four full-time employees with one individual providing part-time support. One full-time position is jointly funded with a local match between the county and the public schools.

Prevention and early intervention programs are key components in the continuum when trying to prevent or lessen the need for expensive, out-of-home community care. The CPMT has taken the initiative to work collectively throughout the community to design a System of Care. System of Care is the term being embraced that embodies the belief that it is far more beneficial for children to live with families. A great deal of emphasis is being placed on diverting children from placement in residential treatment facilities. A local effort has begun to enhance the

community's resources to support families and to prevent children from being placed out of the home.

The trend of increasing vendor costs for services at rates up to 7 percent annually, and the increasing number of children who require those services continues to significantly impact the CSA. To meet projected demands, the FY2009 budget increases the local contributions by $445,100, bringing the total to $4,965,200. Of the $445,100, $100,000 is for increased program operations and $300,000 will begin to address the additional costs associated with new CSA guidelines for services. The county's share of the operating increase is $65,000 and schools' share is $35,000. The county's share of the increase for contracted services is $195,000, with schools contributing $105,000. The remaining $45,100 is comprised of a $26,400 contribution from Colonial Heights Public Schools and $18,700 from the county's general fund to cover benefits adjustments.

In FY2010, the local contributions increase by an additional $100,000 for operating costs and $200,000 for the additional program services, again split between the general fund and schools, 65 percent and 35 percent, respectively. Additionally, Colonial Heights Public Schools' contribution increased by $52,700 and the county's general fund contribution increased by $3,100 to cover increased benefits costs.

Medicaid partially reimburses for services that include residential treatment facilities and intensive case management associated with therapeutic foster care. CSA continues to maximize the use of Medicaid funding to manage costs; however, budgeted Medicaid revenue remains level-funded for FY2009 and subsequent years following an amendment to the FY2008 budget that resulted in a $228,000 revenue loss.

Other revenue sources for the CSA that are level-funded for the coming biennium: state appropriation of $5,345,900, a reimbursement allocation from the City of Colonial Heights of $200,600, and a contribution from the Chesterfield-Colonial Heights Department of Social Services of $445,200, are all level-funded for the coming biennium.

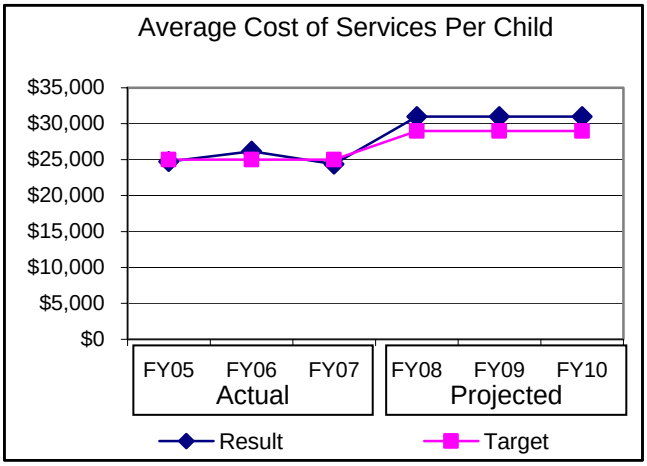
Information is gathered routinely and data is analyzed. The Harmony Information System software assists in the input and output of data for the CSA program. Various factors have significantly affected the CSA's ability to obtain critical software upgrades, resulting in continued use of outdated programs. Once the obstacles are overcome, necessary upgrades will allow Harmony software to interface with the county's IFAS programs. The department anticipates that software enhancements will add value to the system, as they will result in more streamlined data collection and reporting processes. Departments collaborating to provide services will have greater access to information, thereby improving the quality of their service delivery.

The State Office of Comprehensive Services (OCS) is becoming more aware of local issues and engaging in discussions on the topics of creative community program development, consumer-driven services, and quality standards. The 2008 General Assembly studied a proposed change in the state/local rate structure. The proposal sought to change the state contribution based on the levels of services, offering increased state funds to community-based services and foster care homes. Unfortunately, it would reduce the state share on residential services, greatly impacting the local share of the costs for the program.

COMPREHENSIVE SERVICES

HOW ARE WE DOING?

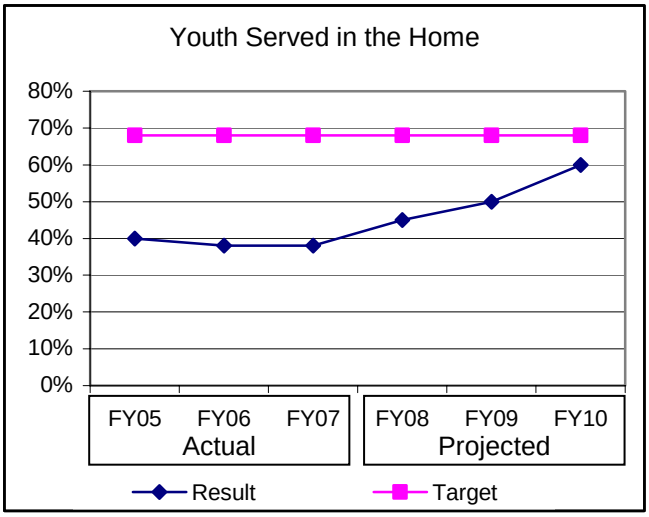
Goal: Work as an interdepartmental team to deliver community support to children in a safe home setting. Supports countywide Strategic Goal 1
Objective: Develop innovative and cost-effective treatment plans
Measure: Cost of services per child



Initiatives

- Advocate for additional state funding for the program
- Advocate for community based programs to prevent extreme crisis situations for families

Goal: Work collaboratively with local agencies to prevent children from being removed from the home. Supports countywide Strategic Goal 1
Objective: Provide access to community-based services to maintain children in the home
Measure: Youth served in home as a percentage of total number of children served



Initiatives

- Accessibility to prevention services
- Day placements
- In-home services
- Day treatment services
- Staff training

COMPREHENSIVE SERVICES

WHERE ARE WE GOING?

The Comprehensive Services Act, as envisioned by the General Assembly in 1993, was projected to slow the rate of escalating costs to both state and local governments for serving the at-risk youth population. Although the rise in costs is inevitable due to the annual inflation of vendor rates and increase of case numbers, it is difficult to predict the level of increase in future years given the dramatic nature of the services being demanded. To further exacerbate matters, there has been no effort at the state level to control the costs through rate-setting measures. Localities remain vigilant when reviewing cases, scrutinizing service providers, and attempting to negotiate fees. Nonetheless, the least expensive community based services are not as bountiful as the more costly and restrictive services.

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CSA will continue to improve outcomes for children and their families while maintaining high standards for sound fiscal responsibility. To yield quality care and to maximize funding, services will continue to focus on child-centered, family-focused and community-based services for children and families.

Title IV-E and Medicaid regulations and program changes continuously impact the amount of reimbursements to the CSA, consequently affecting local dollars. As Title IV-E and Medicaid are reduced, state and local funding requirements increase. The availability of Medicaid funds for reimbursement of expenditures in future years is highly uncertain.

COOPERATIVE EXTENSION

DESCRIPTION

Cooperative Extension is a joint program of Virginia Polytechnic Institute and Virginia State University and operates in cooperation with local governments and the U.S. Department of Agriculture. Cooperative Extension provides educational programs and information covering the broad areas of agriculture, families, and 4-H youth development. The department also administers the Limited English Speaking Program (LESP) through the Dupont Village Learning Center and other community and neighborhood centers. Financial information and a brief budget analysis for the LESP are shown in this section following the Cooperative Extension performance measures.

Staff and volunteers conduct programs with oversight by an Extension Leadership Council (ELC). The ELC ensures citizen involvement by striving to enlist a membership that reflects the make-up of the county. Services and information are available to the citizenry through workshops, brochures, videos, mass media releases, and the county website.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$125,461	$125,200	$128,150	$129,350	2.4%	$129,350	$129,350	$129,350
Operating	159,923	183,300	184,150	183,850	0.5%	183,850	183,850	183,850
Capital	0	0	0	0	0.0%	0	0	0
Total	$285,383	$308,500	$312,300	$313,200	1.2%	$313,200	$313,200	$313,200
Revenue	10,268	11,000	11,000	11,000	0.0%	11,000	11,000	11,000
Net Cost	$275,115	$297,500	$301,300	$302,200	1.3%	$302,200	$302,200	$302,200
FT Pos.	1	1	1	1	0	1	1	1

BIENNIAL BUDGET ANALYSIS

County support for Cooperative Extension includes one full-time administrative position, one part-time agriculture and natural resources technician, and one part-time 4-H technician. The general fund also supports three state positions in the operating budget: a unit coordinator at 100 percent, a 4-H agent at 33 percent, and a family and consumer sciences agent at 33 percent.

State budget cuts in FY2008 and FY2009 continue to impact service levels in Cooperative Extension. As a result of funding shortfalls and increases in demand for information and programs, emphasis will continue to be placed on volunteer services in all program areas.

In compliance with the county watershed protection plan, the department continues to stress water quality education. Programs and efforts promoting the proper use of fertilizers and pesticides are continued in both years of the biennial budget. The James River Soil and Water Conservation District is made up of Chesterfield and Prince George Counties.

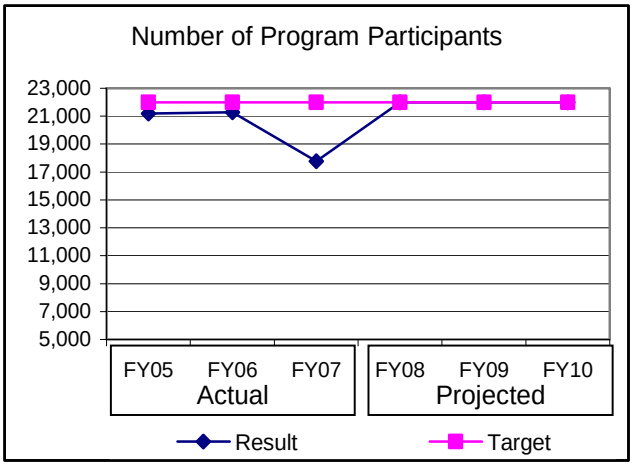
In order to promote the proper use of fertilizers, the department offers county residents personalized lawn management plans through its Grassroots program. When a homeowner registers for the Grassroots program, a volunteer Master Gardener assesses the condition of the soil and lawn. A management plan is developed that specifies the amount and type of fertilizer needed and when best

to apply. A small fee is charged to participants to cover costs. Grassroots fees are expected to generate $11,000 in revenue in both years of the biennium.

The Cooperative Extension building is historical and unique. In order to maintain the building, renovation is expected to take place during this biennium. Renovations include the replacement of aging mechanical and electrical systems, a new roof, new carpet, and repair to exterior surfaces. Funding for the renovation is included in the Capital Improvement Program.

HOW ARE WE DOING?

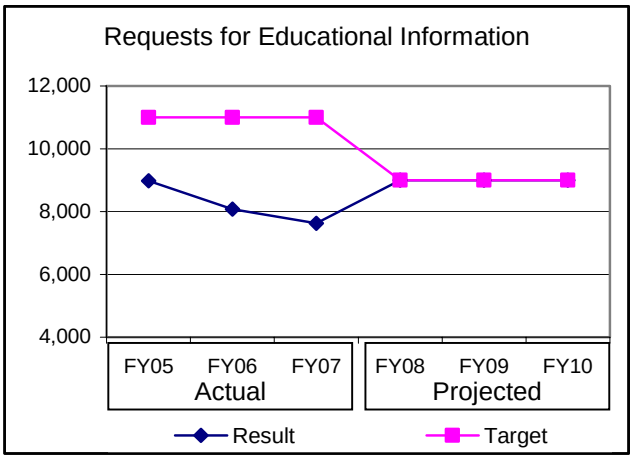
Goal: Assist county residents in improving and maintaining the quality of their environment. Supports countywide Strategic Goals 3 and 7
Objective: Provide unbiased, research-based information through educational programs
Measure: Number of participants in departmental programs



Initiatives

- Lawn care programs
- Pesticide safety programs
- Pesticide applicator certification programs
- Money management programs
- Nutrition programs

Goal: Assist county residents in improving and maintaining the quality of their environment. Supports countywide Strategic Goals 2 and 7
Objective: Respond to individual requests for educational information
Measure: Number of requests for information

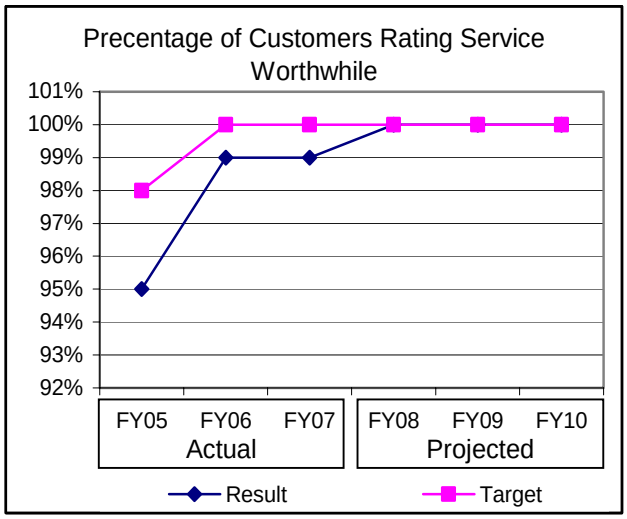


Initiatives

- Staff and volunteer training
- Routine customer satisfaction surveys
- Application of survey results

COOPERATIVE EXTENSION

Goal: Assist county residents in improving and maintaining the quality of their environment. Supports countywide Strategic Goal 2
Objective: Respond to individual requests with up-to-date and useful information
Measure: Percentage of customers rating service worthwhile



Initiatives

- Staff training
- Structured training and exams for volunteers
- Regular training updates provided by Virginia Polytechnic Institute and State University

COOPERATIVE EXTENSION

LIMITED ENGLISH SPEAKING PROGRAM

DESCRIPTION

The Limited English Speaking Program (LESP) is a coalition of private, faith-based, and civic organizations in Chesterfield County that work together to address the needs of the county's growing population of limited English speaking citizens. The Chesterfield County Cooperative Extension and Refugee and Immigration Services administer the program.

Community-based programs offered through the Cooperative Extension Office include after school tutorial assistance, 4-H youth club, Smart Choices nutrition education program, library outreach, middle school assistance programs, mental health and social skills programs, adult English as a Second Language (ESL) classes, and Care-A-Van visits.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$46,094	$49,800	$51,700	$52,300	3.8%	$52,300	$52,300	$52,300
Operating	3,578	3,600	4,100	4,100	13.9%	4,100	4,100	4,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$49,672	$53,400	$55,800	$56,400	4.5%	$56,400	$56,400	$56,400
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$49,672	$53,400	$55,800	$56,400	4.5%	$56,400	$56,400	$56,400
FT Pos.	1	1	1	1	0	1	1	1

BIENNIAL BUDGET ANALYSIS

The FY2009 and FY2010 budgets fund an LESP coordinator and minimal operating expenses. The program targets specific communities with large numbers of citizens who have limited English-speaking skills and operates out of an apartment unit donated by the Dupont Village Apartments. On-site programs are conducted at the Dupont Village Learning Center and the Park at Lakewood Apartments. Strategies are currently being evaluated for using other facilities and extending programs.

WHERE ARE WE GOING?

The uncertainty of state funding levels for both Cooperative Extension and Limited English Speaking Program is expected to continue. As a result, level funding is planned through FY2013.

HEALTH

DESCRIPTION

The Health Department is a state agency responsible for promoting the health of county residents by reducing the spread of communicable diseases, providing direct care services, reducing the infant mortality rate, providing childhood immunizations, and treating specifically targeted diseases. In FY2007, the Health Department served 21,747 residents and immunized 30,204 people. Preventive services in health education, risk identification, and dental services are also provided.

The Health Department administers environmental health services as well, to include rabies control, West Nile virus surveillance, restaurant and food establishment permitting and inspection, food-borne illness investigations, and septic and well system inspection and permitting.

The department has a specific responsibility to investigate and evaluate diseases for potential bio-terrorism implications, implement control measures, provide accurate information to the public, and advise public safety agencies.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$1,422,870	$1,814,100	$1,987,400	$2,126,400	9.6%	$2,126,400	$2,126,400	$2,126,400
Operating	2,593,311	2,625,500	2,925,500	3,090,300	11.4%	3,090,300	3,090,300	3,090,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$4,016,181	$4,439,600	$4,912,900	$5,216,700	10.7%	$5,216,700	$5,216,700	$5,216,700
Revenue	2,000,255	2,070,200	2,288,000	2,491,400	10.5%	2,491,400	2,491,400	2,491,400
Net Cost	$2,015,926	$2,369,400	$2,624,900	$2,725,300	10.8%	$2,725,300	$2,725,300	$2,725,300
FT Pos.	29	32	34	36	2	36	36	36

BIENNIAL BUDGET ANALYSIS

The Health Department receives funding from two separate sources. The first of these two sources is a cooperative budget in which the state provides fiscal management and funding for 55 percent of the department's mandatory activities and the county provides the remaining 45 percent. The county's share of the cooperative budget is incorporated as a portion of the department's operating expenses. The FY2009 budget includes an increase of $55,000 for the county's share of the state cooperative budget for a total of $1,686,038.

The second source of funding is a 100 percent county budget, which is comprised entirely of funds the county provides in order to support certain activities and functions. Services funded by the county budget go beyond what is mandated by the state and are planned to meet the specific health needs of Chesterfield residents. The School Board budget for FY2009 includes an increase that funds two new school health positions for the school health nurse program, one of which will be a nurse supervisor. Currently, each of the two nurse supervisors manages 14 nurses. A third supervisory position will bring the number of positions each supervisor manages closer to the industry standard of eight to ten positions which will also allow them time for program management and community assessment. An additional two school nurses are funded in FY2010. The Health Department is requesting these positions to help cover the two new elementary schools which opened in FY2008 and the two new middle schools expected to open in FY2009. Contributions from the School Board cover 96% of the total program costs, and Chesterfield County pays the remaining 4%.

HEALTH

Due to the increased technology costs from the commonwealth's Virginia Information Technologies Agency (VITA), the Health Department requested approval to fund the replacement of the school health program laptops in FY2009. Currently, the state laptop costs equate to more than $55,000 annually, however by using county equipment instead, the department would save thousands of dollars every year. In FY2008, the Board of Supervisors elected to contribute $19,000 in District Improvement Funds towards the purchase of the laptops. Additional funding for the remaining laptop cost of $23,000 for FY2009 was not approved and will have to be paid out of the FY2009 operating budget if possible. Savings would likely be minimal in the initial year due to the purchase of the equipment as well as any unknown costs incurred in the transformation from the state to the county system. Currently, the department incurs costs for the maintenance, PC support, and network service through the county as well as the state. These duplicate costs would be minimized if the school health laptops are purchased and maintained through the county.

The Health Department will be implementing an initiative through the Technology Improvement Program (TIP) to purchase an electronic Record Room Tracking program. This new system will greatly enhance customer service by drastically decreasing the time clients wait for scheduled services and reducing the number of duplicate medical records. Additionally, this system will handle all aspects of creating and maintaining medical files and be compliant with the HIPAA regulations associated with protected health information. Currently, the Health Department tracks more than 40,000 medical records through a Microsoft Access database that was developed over five years ago. The database has severe limitations, because it does not allow multiple users or data input, requires constant maintenance, has limited reporting features, and does not have the capabilities needed to properly track all records at the health department. The new system will allow timely retrieval of client records as clients arrive for scheduled services and will track the location of records to make sure every effort is made to comply with HIPAA regulations.

With the school population steadily increasing, nurse contacts with students, teachers, and parents are also on the rise, nurse to student ratios widening, and public health indicators for childhood obesity, substance abuse, and sexually transmitted diseases getting worse, the Health Department will continue to lobby for additional resources in this area. Funding for four new school health nurses is included in the FY2009 and FY2010 budgets. However, requests for two additional nurses in FY2009 and two in FY2010 have not been approved for funding. The department submitted a TIP request, which was also not approved, to obtain funding in FY2009 for a database that would document activities and evaluate the School Health program. The current data collection tool was developed over 12 years ago and has little to no capability for change, modification, or report writing. The new database would accurately and effectively document school program activities and contacts to track and evaluate goals, plans, objectives, and program outcomes.

For FY2009, the Health Department requested a child health nurse position which was not approved for funding. With the rising infant mortality and the unacceptably low immunization rates, a child health nurse is needed to extend outreach efforts, develop community coalitions to promote awareness, coordinate with private physicians' practices, coordinate intensive follow up of health department clients and free clinics and establish a connection with Redi clinics in an effort to reach the 2010 immunization goals. Currently, the Health Department immunization rate is just under fifty-nine percent whereas the Centers for Disease Control year 2010 goals are ninety percent, leaving the Health Department only two years to obtain more than a thirty-five percent variance from the expected goals. Likewise, the target infant mortality rate is five per 1,000 live births, whereas Chesterfield's rate is 7.9 per 1,000 live births. This demonstrates the need for community collaboration to reduce preventable infant deaths.

For FY2009, the department also requested a nurse to address the needs of the aging, however that position was not approved for funding at this time. Seniors over 65 years of age are expected to make up 20% of the population in 20 years, and their needs have

increased in both numbers and complexity. It was the intent of the Health Department to address a portion of the needs of seniors with a geriatric community care nurse who would have maximum contact with seniors and their relatives. This position would greatly benefit seniors who may be struggling with challenges created by age, decreased mobility, progressing chronic disease, and/or memory loss. The prevention, education, and support activities implemented by this employee, would have tremendous positive impact on the lives of care-givers who are assisting an elderly companion or parents. The primary impact would be on the quality of life of the caregivers and the seniors themselves; it is very probable that seniors would be able to more efficiently use the current resources available to them.

The anticipated increase of the FY2010 cooperative budget is $160,000 of which the county commitment will be $90,000. The increases primarily fund the annual merit and benefit costs, particularly health insurance. As the VITA transformation is expected to fully take place, it is imperative that the Health Department fund a full-time information technology (IT) specialist to handle the county and internal IT processes, programs, and databases that will not be maintained through the state IT process. This position is currently a part-time state position partially funded by county funds.

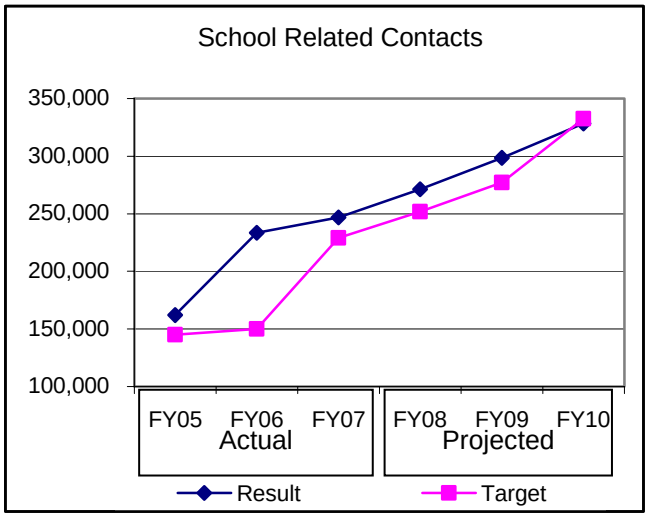
The Smith-Wagner building, which houses the Department of Health and the Department of Social Services is currently in the design development phase for expansion and renovation. The capital improvement project is scheduled to begin construction in FY2010. The department expects to need funding increases in utilities, telephone services, and custodial services associated with the Smith-Wagner building expansion and renovation in FY2011 and beyond.

HOW ARE WE DOING?

Goal: To provide and promote first class preventive health care for the community. Supports countywide Strategic Goal 3.

Objective: Increase school-based contacts by 10% through the provision of public health nursing services for school-aged children in Chesterfield County public schools

Measure: School-related contacts

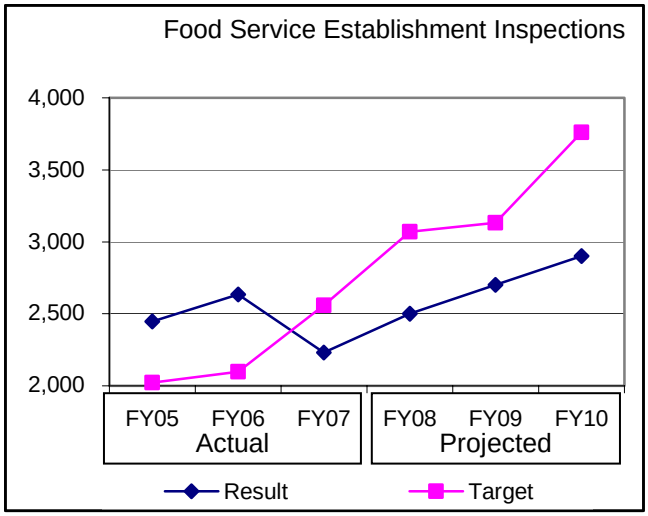


Initiatives

- School health nurse program
- Influenza vaccination program

HEALTH

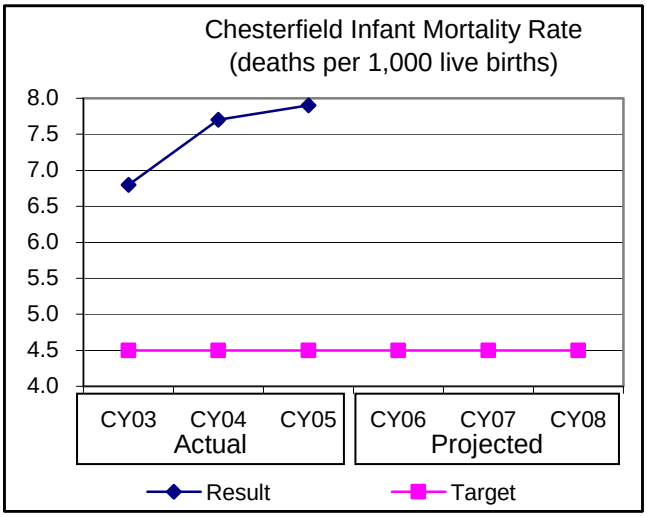
Goal: Improve the health and safety of eating establishments in the county. Supports countywide Strategic Goal 3
Objective: Prevent food poisoning outbreaks through education and enforcement of food service guidelines
Measure: Food service inspections



Initiatives

- Food service establishment inspection program
- Food manager's certification courses in English, Spanish, and Chinese

Goal: Improve the health and welfare of our communities. Supports countywide Strategic Goal 3
Objective: Reduce the number of preventable infant deaths
Measure: Chesterfield infant mortality rate (deaths per 1,000 births)



Initiatives

- Prenatal care program
- Prenatal education
- Medicaid eligibility coordinator with the Department of Social Services

*No projections are considered for this measure. CY 2006 data is not available.

HEALTH

WHERE ARE WE GOING?

It is the intent of the Health Department to maintain adequate emergency preparedness and response capability to effectively facilitate safety measures for the community should an emergency event occur. Health Department staff are trained on an ongoing basis and are in compliance with the federal emergency preparedness training requirements. As this is a growing area of concern, it has become a challenge to balance the need to address public health issues while continuing to improve Emergency Preparedness and Response capabilities as well as meet the state and federal training requirements.

JUVENILE DETENTION HOME

DESCRIPTION

Chesterfield's Juvenile Detention Home is a 90-bed secure holding facility designated to provide detention services for court-ordered youths charged with felonies or class one misdemeanors.

The detention home also provides two alternative non-residential programs for the courts of Chesterfield County and Colonial Heights. Both the Home Incarceration and Weekenders program are provided through the Virginia Juvenile Community Crime Control Act (VJCCCA).

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$3,135,160	$3,962,000	$4,084,200	$4,119,800	3.1%	$4,119,800	$4,119,800	$4,119,800
Operating	646,522	633,100	702,500	710,600	11.0%	710,600	710,600	710,600
Capital	0	0	0	0	0.0%	0	0	0
Total	$3,781,682	$4,595,100	$4,786,700	4,830,400	4.2%	$4,830,400	$4,830,400	$4,830,400
Revenue	1,940,180	1,905,000	1,905,000	1,891,000	0.0%	1,891,000	1,891,000	1,891,000
Net Cost	$1,841,501	$2,690,100	$2,881,700	$2,939,400	7.1%	$2,939,400	$2,939,400	$2,939,400
FT Pos.	74	73	73	73	0	73	73	73

BIENNIAL BUDGET ANALYSIS

The Juvenile Detention Home continues to provide both pre- and post-dispositional secure detention as well as alternative programs that are funded under the VJCCCA. A program of on-site mental health services has recently been added with staffing provided by the Chesterfield Community Services Board. The State Department of Mental Health funds this effort. The department has 59 of its 73 approved positions filled.

Admissions and average daily population has stabilized somewhat in the past two years after a period of decline. State block grant funding is based on average daily population and the state's current funding formula. The county's anticipated FY2009 block grant funds may be less than the FY2008 allocation.

During FY2009, the department anticipates the retirement of one of its two assistant directors. The staff succession plan developed by department personnel is being implemented to facilitate the successful reorganization of positions and responsibilities.

The department expects that the greatest challenge for FY2009 will be the attraction and retention of qualified personnel.

The FY2009 budget includes personnel dollars to fund changes in health care, life insurance, retirement rates and a merit increase. Personnel funding of vacancies is being redirected to cover the cost of increasing operating expenses. The FY2010 budget includes similar increases in personnel, due to changes in health care, life insurance and retirement rates.

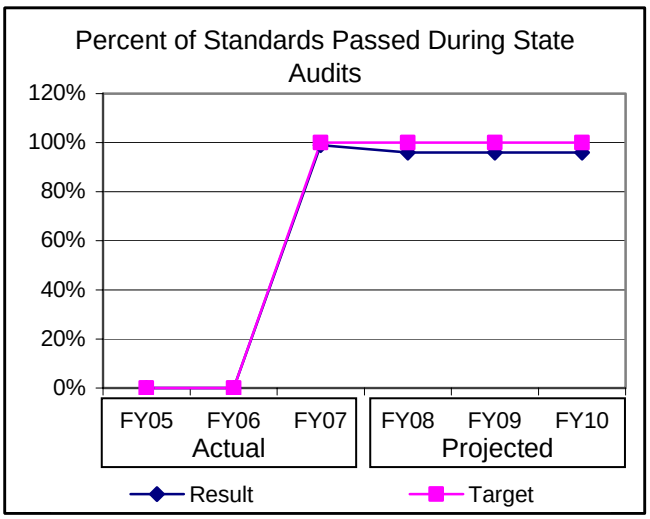
JUVENILE DETENTION HOME

HOW ARE WE DOING?

Goal: To ensure public safety along with other juvenile serving agencies, by providing safe, healthy, secure confinement of juvenile offenders. Supports countywide Strategic Goal 4

Objective: To exceed state standards for secure detention and ensure safety and control of juveniles admitted to the detention home

Measure: Percentage of standards passed during state audits



Initiatives

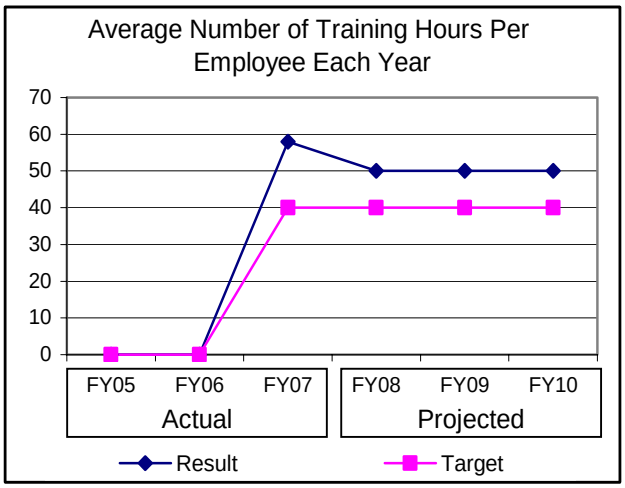
- Employee training, appropriate staffing
- Regular facility inspections
- Juvenile Detention Home process review

Note: Measure not tracked in FY2005-2006

Goal: To cultivate a quality workforce. Supports countywide Strategic Goal 5

Objective: To attract and retain quality employees, ensure staff is knowledgeable and well trained

Measure: Average number of training hours per employee each year



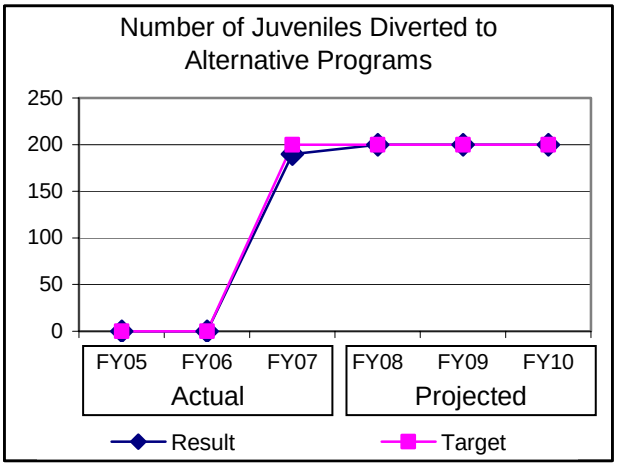
Initiatives

- Training and development opportunities
- Cross-training and leadership training
- Administer OCA every other year

Note: Measure not tracked in FY2005-2006

JUVENILE DETENTION HOME

Goal: To provide a cost efficient use of detention resources. Supports countywide Strategic Goal 1
Objective: To provide alternative detention services for appropriate juvenile offenders
Measure: Number of juveniles diverted to alternative programs



Initiatives

- Participation on Department of Juvenile Justice policy committees/ pursue grant opportunities
- Outreach Detention, electronic monitoring, Weekender Work Program
- Standards related to medication management

Note: Measure not tracked in FY2005-2006

WHERE ARE WE GOING?

During the next biennium, the department will continue to look for more innovative and cost efficient ways to address the increasing demands for more diverse services at the detention home, while maintaining its commitment to providing the safest and most secure environment for its juvenile population as well as employees.

The existing technology devices and equipment at the expanded facility will have to be upgraded or totally replaced in the near future. The department will work on cost estimates during the coming biennium.

If the county wishes to retain quality employees, market studies will have to be conducted and salaries for both youth supervisors and nurses at the Detention Home will need to be competitive with neighboring jurisdictions.

The department anticipates that the post-dispositional program will be expanded in future years. The impact of the program on local revenue will be evaluated as the program continues to expand.

JUVENILE DETENTION GRANT - USDA

DESCRIPTION

The United States Department of Agriculture (USDA) grant provides monies and commodities to assist in operating food service programs for juveniles. The amount of grant funding received is based on population. Funds may be expended for food, food service personnel, food service equipment and repairs, training, and other food service associated costs.

Meal counts are conducted at breakfast and lunch for children's meals served that meet USDA requirements. Monthly reports are prepared and submitted by the detention home, which are used to calculate the amount of funds received on a quarterly basis. Juvenile Detention received an increase in federal funding during FY2007 and anticipates receiving $20,000 in additional federal funding in FY2009 and FY2010.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2009 Projected**	**FY2010 Projected**	**FY2013 Projected**
Personnel	$26,417	$25,000	$36,200	$36,200	44.8%	$36,200	$36,200	$36,200
Operating	58,021	15,000	23,800	23,800	58.7%	23,800	23,800	23,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$84,438	$40,000	$60,000	60,000	50.0%	$60,000	$60,000	$60,000
Revenue	85,634	40,000	60,000	60,000	50.0%	60,000	60,000	60,000
Net Cost	($1,196)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	0	0	0	0	0	0	0	0

JUVENILE DRUG COURT

DESCRIPTION

The Chesterfield County Juvenile Drug Court is a specially designed court program developed for high-risk, non-violent drug abusing juveniles who come before the Chesterfield and Colonial Heights Juvenile & Domestic Relations Court on drug or drug-related crimes. Drug court provides comprehensive, 'wrap around' services by integrating multiple systems in order to serve its juvenile clients and families. It combines the coercive power of the court with intensive treatment and community supervision.

The Juvenile Drug Court is led by a judge and a multi-disciplinary team that includes the drug court administrator, a Commonwealth's Attorney representative, a private bar attorney, a public school representative, treatment clinicians, a community supervision officer, and a police officer.

The goal of the Juvenile Drug Court is to provide appropriate, individualized services that hold youth accountable, and address personal growth and development issues in an effort to reduce the factors in the juvenile's life that put him/her at greater risk of re-offending. Approximately 75% of the clients have co-occurring disorders whose mental health needs are addressed by the drug court program.

The Juvenile Drug Court is a strength-based program that provides its clients with diverse opportunities to discontinue drug use, improve family relationships, develop empathy, improve academic performance, enhance social skills, and participate in recreational activities conducive to a healthier lifestyle. In addition to becoming drug-free, drug court youth learn responsibility through accountability of their time, work ethics, appropriate interaction with peers, and respect for adults.

As designed, the program is 12-months in duration; however, the majority of clients take between 18-22 months to complete it successfully. Upon completion of the program, the juvenile's charges which placed him in drug court are dismissed. If the youth is terminated from the program unsuccessfully, he/she is incarcerated.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2009 Projected**	**FY2010 Projected**	**FY2013 Projected**
Personnel	$319,542	$416,500	$372,700	$379,200	-10.5%	$379,200	$379,200	$379,200
Operating	60,136	68,500	113,300	106,800	65.4%	106,800	106,800	106,800
Capital	0	0	0	0	0.0%	0	0	0
Total	$379,678	$485,000	$486,000	486,000	0.2%	$486,000	$486,000	$486,000
Revenue	229,678	205,000	206,000	206,000	0.5%	206,000	206,000	206,000
Net Cost	$150,000	$280,000	$280,000	$280,000	0.0%	$280,000	$280,000	$280,000
FT Pos.	5	5	5	5		5	5	5

BIENNIAL BUDGET ANALYSIS

Local and state contributions to the Juvenile Drug Court have enabled the program to meet it financial and performance needs. In 2007, state funding of the program became more secure when it became part of the state's general fund in the amount of $182,500 annually. However, the state's funding formula for local drug courts is under review and allocations may change as a result. Future projections have been based on level funding.

Staffing levels are anticipated to remain stable. Current program initiatives include a process and

outcome evaluation on the drug court program. This will be a two-year process and funding has been allocated for this purpose in both FY2009 and FY2010. The Virginia Supreme Court has implemented a new management information system that is in use for all drug courts across the state. An evaluation team has been employed to review data results and produce drug court evaluations. The Chesterfield Juvenile Drug Court will be part of the statewide evaluation process as well.

Other initiatives include exploring the possibility of expanding program services to include select youth and families that are in need of substance abuse services but do not typically meet program eligibility requirements. It is likely that this enhanced service will begin as a pilot program.

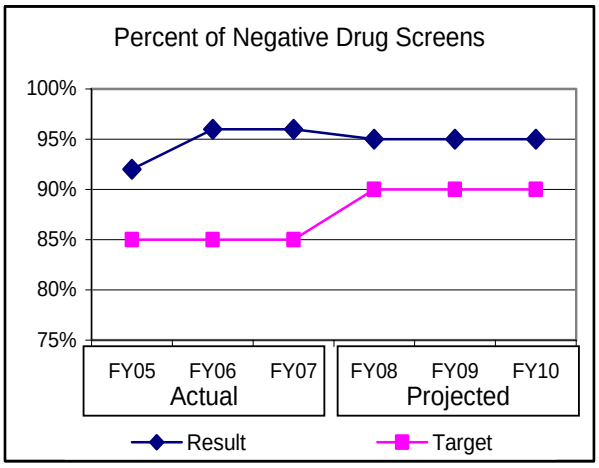
In 2010, the department expects continued state and local support. Budgets have been prepared based on level funding and it is expected that they will be able to continue meeting their financial and performance needs. The department will continue to participate in national, state, and local initiatives pertaining to drug courts, continue staff training, and enhance services based on best practice as well as continuing to collaborate with internal partnering agencies and community partners.

HOW ARE WE DOING?

Goal: To improve public safety by providing a comprehensive system of services that combines treatment, community supervision, and judicial interventions. Supports countywide Strategic Goal 4

Objective: To provide intensive community supervision to substance-abusing youths who are susceptible to re-offending

Measure: Number of negative drug screens

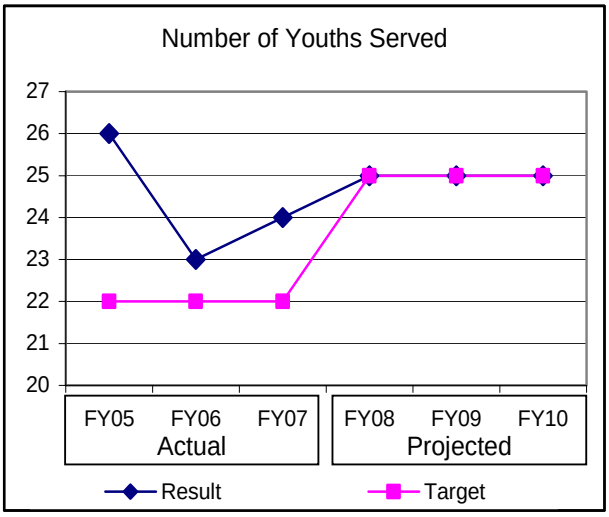


Initiatives

- Drug screening based on phase level
- Intensive community monitoring of client activities
- Scheduled and random drug screening

JUVENILE DRUG COURT

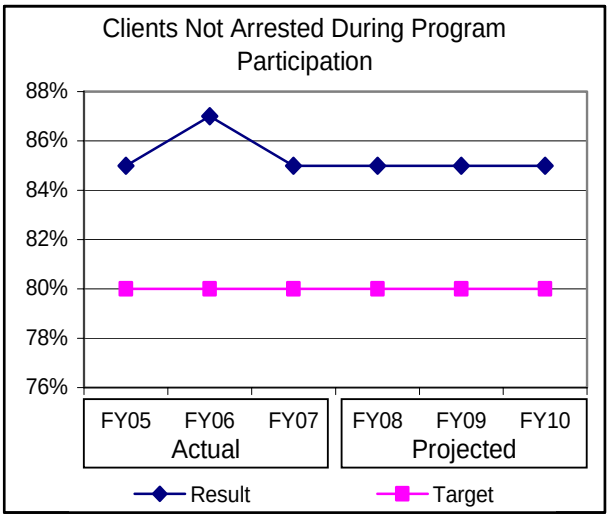
Goal: To improve public safety by providing a comprehensive system of services that combines treatment, community supervision, and judicial interventions. Supports countywide Strategic Goal 4
Objective: To provide services to high-risk substance-abusing offenders based on documented risk and need
Measure: Number of high risk, substance abusing youth before the court served



Initiatives

- Referrals received from judges and Probation
- Risk/needs assessment and clinical assessment

Goal: To improve public safety by providing a comprehensive system of services that combine treatment, community supervision, and judicial intervention. Supports countywide Strategic Goal 4
Objective: To provide community supervision to substance-abusing youth who are susceptible to re-offending
Measure: Drug court clients not arrested for a new charge during program participation



Initiatives

- Intensive community supervision
- Intensive substance abuse treatment
- Graduated, individualized sanctioning system
- Incentive system

JUVENILE DRUG COURT

WHERE ARE WE GOING?

Statewide initiatives are in place to increase funding in order to establish and fund more drug courts across the state. The Juvenile Drug Court currently receives state funding, and it is expected that this funding will continue. Statewide evaluation of drug courts to include efficiency and cost-effectiveness is expected to be a priority with the General Assembly. Locally, the department will continue to evaluate, enhance, and possibly expand the Juvenile Drug Court Program in order to better meet the needs of substance-abusing youth before the juvenile court in Chesterfield County.

JUVENILE PROBATION

DESCRIPTION

Court Services (Juvenile Probation) provides criminal and domestic intake (entry into the Juvenile & Domestic Court), probation and parole services to court involved youth and families. The department provides assessments, referrals, and direct services to the youth and their families in accordance with the Department of Juvenile Justice and Court policies and procedures to deter and disrupt juvenile delinquent or criminal activity, through a balanced approach of accountability and comprehensive services.

The vision of the department is to be recognized for excellence in providing services to court-involved youth and families that prevent and deter delinquency and supports youth in becoming productive citizens. The goals of Court Services/Juvenile Probation include but are not limited to reducing juvenile criminal activity of court-involved youth, contributing to a well-coordinated criminal justice system that is tough on crime, and modeling continuous quality improvement in customer and programmatic service delivery.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2009 Projected**	**FY2010 Projected**	**FY2013 Projected**
Personnel	$600	$0	$1,000	$1,000	100.0%	$1,000	$1,000	$1,000
Operating	91,317	104,000	103,100	103,100	-0.9%	103,100	103,100	103,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$91,917	$104,000	$104,100	104,100	0.1%	$104,100	$104,100	$104,100
Revenue	33,354	12,000	12,000	12,000	0.0%	12,000	12,000	12,000
Net Cost	$58,563	$92,000	$92,100	$92,100	0.1%	$92,100	$92,100	$92,100
FT Pos.	0	0	0	0	0	0	0	0

BIENNIAL BUDGET ANALYSIS

Court Services (Juvenile Probation) in Chesterfield County has historically been and continues to be a model for providing youth and family services within the community and within the least restrictive setting that meets their needs and supports community safety.

The department does not anticipate significant positive change in resources despite a growing population and increasing needs and gaps in services. The department will continue implementation of evidence-based and promising practices and maximization of effectiveness through partnerships, collaboration, and cross-training of staff.

Court trends and policies dictate that drug testing should be performed frequently, but this often results in significant unfunded costs for indigent populations. The department anticipates creating greater opportunities to meet the needs of low risk youth through collaboration and partnerships, and diverting these youth from greater involvement in the juvenile justice system. However, there is an ever increasing number of youth with complex service needs, co-occurring disorders and the associated need for psychological evaluations and services for court-involved youth.

The demographics of the population served has become more diverse, increasing the need to overcome cultural and language barriers. There is a

possibility and probability of increasing gang activity in the county that will result in increased higher risk behavior and violence. Additional funding to support this higher risk youth population may be needed.

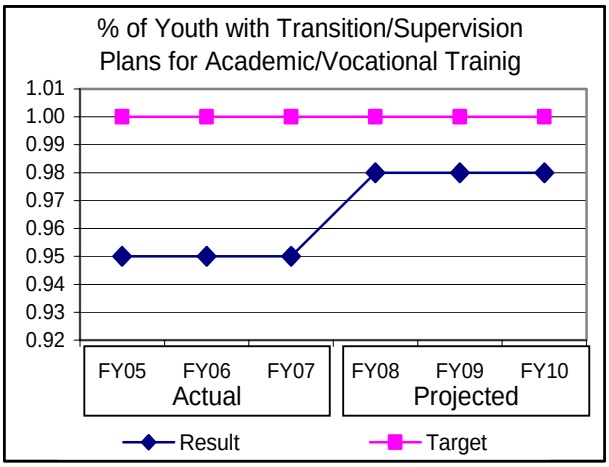
Staff retention is also expected to become a larger issue as state compensation lags behind local and private service providers. The need for a county supplement or stipend to support retention, quality, and commitment may become apparent. Embracing new technology that allows staff greater flexibility in providing services and supervision may mitigate the need for additional resources.

HOW ARE WE DOING?

Goal: To reduce recidivism of youth involved with the justice system to strengthen community safety. Supports countywide Strategic Goal 4

Objective: To ensure academic/vocational training, provide services to reduce criminogenic factors associated with recidivism

Measure: Percentage of youth with transition/supervision plans that address academic/vocational training



Initiatives

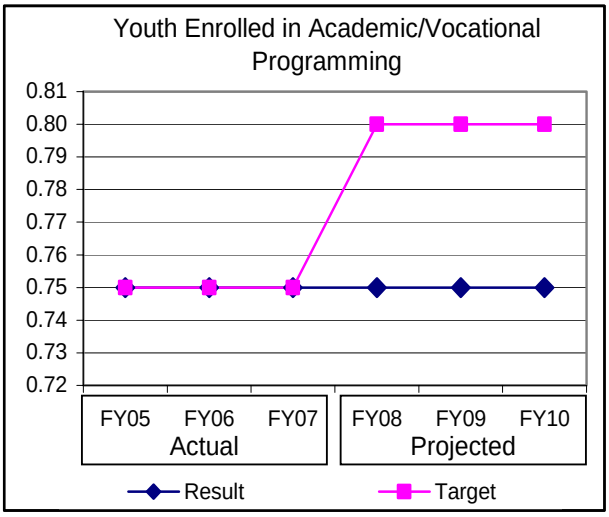
- Training of staff in motivational interviewing and best practice principles
- Institute cognitive based practice programs
- Implementation of Youth Assessment Screening Instrument and case planning

JUVENILE PROBATION

Goal: To improve successful community functioning of juveniles involved with the Department of Juvenile Justice. Supports countywide Strategic Goal 4

Objective: Juveniles will be enrolled in academic/vocational programming 60 days prior to release from formal supervision

Measure: Percentage of youth enrolled in academic/vocational programming



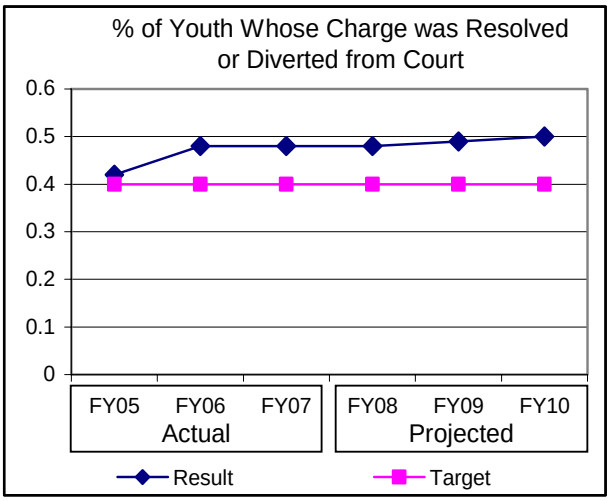
Initiatives

- Institute cognitive based practice programs
- Training of staff in motivational interviewing and best practice principles
- Monitor school or job attendance as warranted with Communities in Schools

Goal: To divert from Department of Juvenile Justice those youth who are more appropriately served by other partnering agencies Supports countywide Strategic Goal 4

Objective: To refer warranted youth to high quality diversion services targeted to their identified needs

Measure: Percent of youths whose charge was resolved or diverted from court



Initiatives

- Implementation of risk principles in decision making (validated assessment tool)
- Training of staff in motivational interviewing an best practice principles
- Institute best practice assessment to identify risk, needs, and strengths (YASI)

JUVENILE PROBATION

WHERE ARE WE GOING?

Over the next two to five years, the department anticipates service gaps widening as the presenting issues of court-involved juveniles and families become more complex. As the population continues to grow, the court service unit will be faced with the challenges of effectively triaging low-risk offenders through the use of validated risk/needs assessments and using the bulk of resources to intervene and disrupt the cycle of offending in higher risk youth.

Retention of staff will be critical in working within limited resources. Staff retention strategies will continue and include recognition, support, and technology to achieve job satisfaction and efficiencies. Providing opportunities for internships will increase the ability to fill vacancies with staff having related training and experience. The use of automation and technology will be explored to create greater efficiencies and to manage the growing population and stagnant resource trends.

LIBRARY

DESCRIPTION

The Chesterfield County Public Library consists of a Central Library, eight branch libraries, and a law library. The mission of the Chesterfield County Public Library is to inspire, enlighten, entertain, and educate by bringing people and information services and resources together.

As a dynamic agency of county government, the Library provides access to high quality educational, cultural, and recreational information services and resources essential to fostering self-discovery and personal learning. The Library provides skilled information professionals who proactively aid customers in identifying, evaluating, and accessing information; a wide range of materials in current and emerging formats, (including e-services); informational programs; and community facilities that enhance the quality of life for its customers and the community.

Library services support the county's strategic goals "to be known for extraordinary quality of life," "to provide world-class customer service," and align with the county's sub-goals to "bolster community pride," and "foster lifelong learning."

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$5,471,624	$6,211,100	$6,599,000	$6,829,100	6.2%	$7,084,100	$7,124,800	$7,126,500
Operating	1,917,938	2,111,700	2,159,800	2,235,000	2.3%	2,322,300	2,322,300	2,322,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$7,389,562	$8,322,800	$8,758,800	9,064,100	5.2%	$9,406,400	$9,447,100	$9,448,800
Revenue	875,141	764,300	764,300	764,300	0.0%	764,300	764,300	764,300
Net Cost	$6,514,422	$7,558,500	$7,994,500	$8,299,800	5.8%	$8,642,100	$8,682,800	$8,684,500
FT Pos.	69	76	76	78	0	84	84	84

BIENNIAL BUDGET ANALYSIS

Residents demonstrate their support of public library services by calling and visiting the library, using the library's collections and e-services, and attending library programs. With approximately 1.8 million visitors annually, library facilities are an integral part of the communities in which they are located and serve as staging points for the delivery of information services and resources. Library facilities also serve as community gathering places as demonstrated by the fact that during the past year almost 51,000 people used the Library's public meeting rooms for non-library meetings, programs or events.

Over 3.8 million items were circulated during FY2007. Staff answered over 732,000 reference and general assistance questions from the public and over 47,000 people attended Library programs. The online catalog that provides access to the collections and to electronic subscription databases is accessed approximately 27,000 times daily from the Library, from the home, the office or other outside location. During FY2007, customers used the online catalog

to request over 400,000 holds on items in the collection and the Library's in-house public computers were checked-out over 300,000 times during the year.

Despite such high usage, the Library did experience a slight decline in circulation during FY2007 that can be partially attributed to changes in the renewal policy, closing of the Meadowdale Library for construction of a new facility and delays in the materials ordering process due to software conversions. Another factor affecting library usage is funding levels for staff, collections, equipment, and facility improvements. While there have been some increases in funding for these areas, the overall funding has not been able to keep pace with customer demand and population increases. However, even with this decline in circulation, the Library still has one of the higher circulation rates per capita when compared to other similar library systems across the nation. The Library anticipates that once planned capital improvement projects and operating budget initiatives are funded and implemented, Library usage per capita will increase.

Several Library projects were included in the 2004 Bond Referendum and are part of the county's current Capital Improvement Program (CIP). These include improvements to both the Meadowdale and Bon Air Libraries. The Ettrick-Matoaca Library renovation design is scheduled to begin in FY2009 with construction following in FY2010. The total cost of this renovation is estimated at $5.25 million.

Of particular note are the accomplishments that have been made with the CIP funding. Roof repairs and heating and air-conditioning improvements were made at the Bon Air Library. The Central Library meeting room was renovated. Construction of the new Meadowdale Library began. Approximately 270 library computers have been upgraded and an Internet Management System that provides customers an automated computer scheduling and print manager system has been installed.

Funding for the design of the Chester Arts Center in the amount of $400,000 has been included in the FY2008 CIP budget. The Chester Library Community Arts Center will include a theatre, meeting rooms, and display areas for library and community programs. Programming is planned to include children's programs; lectures and symposia; government, business, and community meetings; and musical and theatrical presentations.

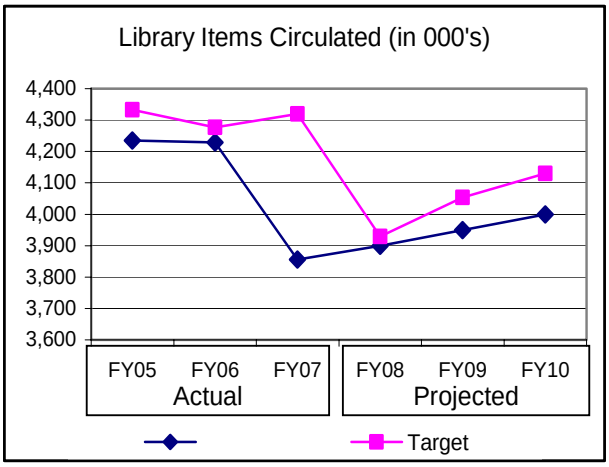
The CIP also provides approximately $1.9 million in FY2009 for completion of the Reams-Gordon Library. Between FY2009 through FY2012, funding of approximately $15.6 million is provided for the new 20,000 square foot library to be built in the Robious Road area.

In consideration of population growth projections, the currently scheduled capital improvements, Public Facilities Plan recommendations, and levels of funding available for operations, the Library has developed a staffing plan, a collections plan, a technology plan, and a facilities plan. The primary goal of the staffing plan is to increase the numbers of both clerical and professional staff available to assist customers. Meadowdale Library is provided with $128,400 for staffing and operating costs, and a part-time merit increase of $77,400 is included. In addition, funding of $55,200 for Transparent Lan Service (TLS) and wireless operating costs to increase transmission speed for data communications for all libraries is included. The FY2010 budget allocates an additional $69,500 for staffing and operating expenses at the Meadowdale Library, provides $150,000 towards the staffing plan for two full-time positions, and also funds part-time merit costs in the amount of $40,200.

LIBRARY

HOW ARE WE DOING?

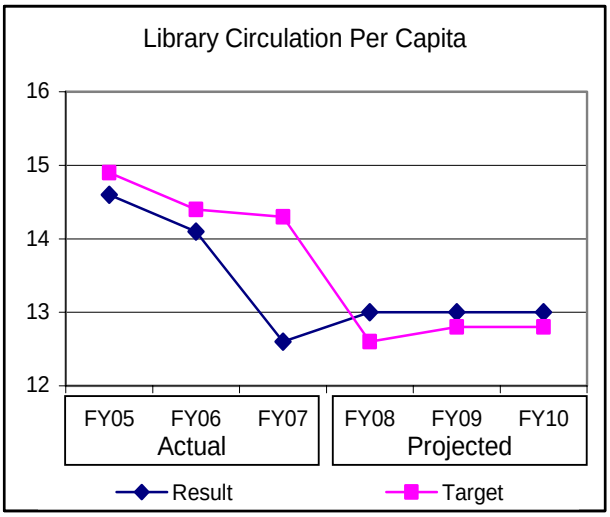
Goal: Actively inform our customers of the full depth and breadth of library services and resources. Supports countywide Strategic Goals 2 and 3
Objective: Develop programs, bibliographic tools, promotional literature, and other strategies that inform customers about library services and resources
Measure: Library items circulated



Initiatives

- Staffing plan
- Collection plan
- Technology plan
- Public Facilities Plan
- Capital Improvement Program

Goal: Deliver high quality library services, including reference, reader's advisory, programming and circulation services. Supports countywide Strategic Goals 2 and 3
Objective: Increase the percent of county residents who maintain and use their library cards
Measure: Circulation per capita



Initiatives

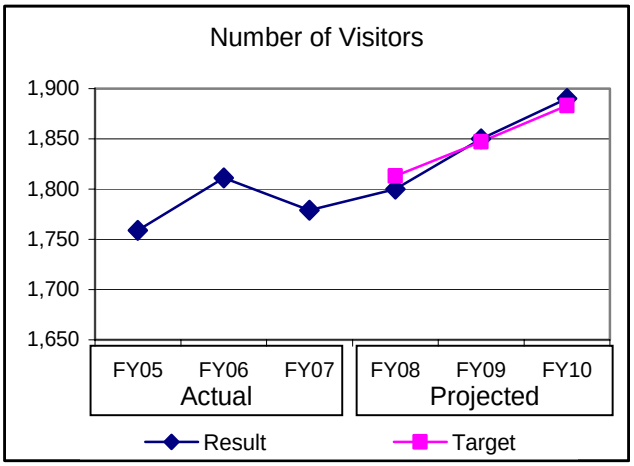
- Staffing plan
- Collection plan
- Technology plan
- Public Facilities Plan
- Capital Improvement Program

LIBRARY

Goal: Provide comfortable, inviting library facilities that are integral to the community and that function as staging points for the delivery of information services and resources. Supports countywide Strategic Goals 2 and 3

Objective: Develop facilities that are safe community gathering places

Measure: Number of visitors



Initiatives

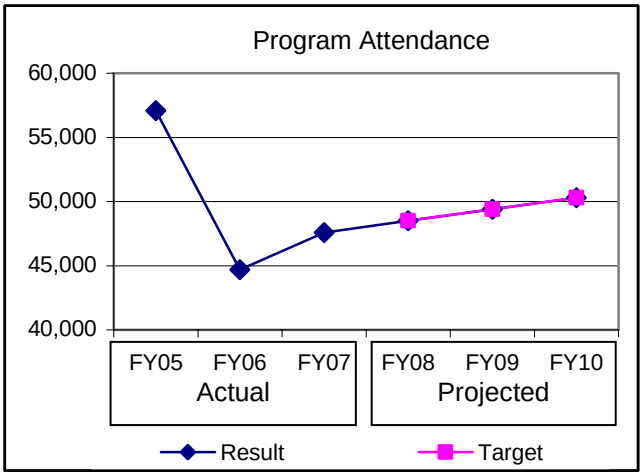
- Staffing plan
- Collection plan
- Technology plan
- Public Facilities Plan
- Capital Improvement Program

Note: No target was established for this measure until FY2008

Goal: Actively inform our customers of the full depth and breadth of library services and resources. Supports countywide Strategic Goals 2 and 3

Objective: Develop programs, bibliographic tools, promotional literature, and other strategies that inform customers about library services and resources

Measure: Program attendance



Initiatives

- Staffing plan
- Collection plan
- Technology plan
- Public Facilities Plan
- Capital Improvement Program

Note: No target was established for this measure until FY2008

LIBRARY

LAW LIBRARY

DESCRIPTION

In addition to its nine facilities, the Library also manages the Law Library service that has previously been located within the General District and Circuit Courts Building. During FY2008, Law Library operations will be moved to the Central Library. The Law Library serves as a legal reference center for use by the courts and the general public.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$43,014	$65,900	$66,800	$67,600	1.4%	$67,600	$67,600	$67,600
Operating	98,821	102,000	103,900	103,700	1.9%	103,700	103,700	103,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$141,834	$167,900	$170,700	$171,300	1.7%	$171,300	$171,300	$171,300
Revenue	114,586	127,900	127,900	127,900	0.0%	127,900	127,900	127,900
Net Cost	$27,248	$40,000	$42,800	$43,400	7.0%	$43,400	$43,400	$43,400
FT Pos.	1	1	1	1	0	1	1	1

BIENNIAL BUDGET ANALYSIS

Law Library services are primarily funded through revenues generated by court fees with supplemental general funding as needed. Law Library revenues are not expected to increase substantially within the next two years. The move of the Law Library service to the Central Library will make Law Library collections and services more available to the general public. The relocation also provides the Library the opportunity to consolidate and improve some portions of the law collection and to supplement the Law Library staff in providing reference services.

WHERE ARE WE GOING?

In addition to replacing the Meadowdale Library with a new larger facility and the construction of the new Reams-Gordon Library, the CIP provides funding for improvements to Ettrick-Matoaca Library, a new library in the Robious Road area, plans for a new Magnolia Green Library, a study to explore options to improve the Central Library, partial funding to construct a community arts center as part of the Chester Library and for upgrades to existing technology at all locations. Planned technology upgrades for all facilities include making improvements to the Library's telecommunications lines and providing wireless capabilities for customers.

Additional funding requests for future years include requests for staff, materials, and other operating funds required to open the Chester Library Community Arts Center and the new Robious Road Library and for supplemental funding for the Staffing Plan and the Collection Plan.

LIBRARY

With the additional funding requests the Library has identified funds needed through FY2013 to make improvements in the primary areas of staffing, collections and facilities. Major Technology and Facility upgrades are either scheduled, requested or recommended through the Capital Improvement Program or the Public Facilities Plan. Technology upgrades funded through the bond referendum and the CIP are underway and will be continuing through the next several years. The Public Facilities Plan, which serves as a guide for the CIP, includes recommendations for several facility improvements to be made between now and 2022. With currently scheduled capital improvements and continued support in the operating and capital budget for staff, collections, technology and facilities, the Library can inspire, enlighten, entertain, and educate, and thereby enhance the quality of life for the residents of the Chesterfield community.

MENTAL HEALTH SUPPORT SERVICES

DESCRIPTION

The Department of Mental Health Support Services provides an array of services to citizens of all ages with a focus on stabilizing acute situations, promoting self-sufficiency, and successful community living for people with longer-term disabilities. Emergency, outpatient, residential, vocational, case management, prevention, day support and infant development are examples of services provided to enable Chesterfield residents to better cope with everyday living situations. The Chesterfield Community Services Board (CSB) is the policy-setting body for the department. Its members are appointed by the Board of Supervisors and are charged with the responsibility of providing a public system of mental health, mental retardation, and substance abuse services to the residents of Chesterfield County.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$22,845,192	$25,017,100	$27,600,500	$27,823,700	10.3%	$27,823,700	$27,823,700	$27,823,700
Operating	7,805,266	8,803,200	9,160,900	9,211,100	4.1%	9,211,100	9,211,100	9,211,100
Capital	150,876	28,000	0	0	0.0%	0	0	0
Total	$30,801,335	$33,848,300	$36,761,400	37,034,800	8.6%	$37,034,800	$37,034,800	$37,034,800
Revenue	21,790,785	23,052,700	24,504,800	24,509,500	6.3%	24,509,500	24,509,500	24,509,500
Net Cost	$9,010,549	$10,795,600	$12,256,600	$12,525,300	13.5%	$12,525,300	$12,525,300	$12,525,300
FT Pos.	332	354	372	372	18	372	372	372

Note: Two positions were created during FY2007 after the adoption of the FY2008 budget. Five positions were created and two positions were transferred from Unassigned during FY2008.

BIENNIAL BUDGET ANALYSIS

The Chesterfield Community Services Board (CSB) has provided quality services to consumers, their families and the community for over thirty years. During the past year, the Board served over 7,700 county residents of all ages who have serious mental illness, intellectual disabilities (mental retardation), substance dependence, as well as children with serious emotional disorders and infants with developmental delays. A comprehensive range of services is provided including: infant stimulation, case management, outpatient, employment, day services, and residential. In addition, thousands of families have benefited from their family members being served. The Board also provided services to almost 7,000 other county residents with supportive counseling and education regarding such topics as preventing youth substance abuse and violence, grieving, child development and coping with life changes. The Board's services also touch many other county departments such as: Sheriff, Police, Fire, Community Corrections, Probation and Parole, Juvenile Detention, both Adult and Juvenile Courts, Social Services, Public Health, and Chesterfield County Schools. In addition, the Board provides day to day management of the Chesterfield County Chesterfield Access Transportation service. With the dramatic growth in the county and other factors, caseloads are increasing at a dramatic rate. New requests for services grow annually from seven to ten percent depending on the type of service. Examples of this trend include increasing waiting lists for citizens with mental retardation who urgently need services, growing numbers of youth graduating from high school who need employment

or day services, increases in the number of aging parents who need help caring for their mentally disabled adult children, and an expanding waiting list for children and adolescents with serious emotional and behavioral issues. A family needing counseling regarding problems with their child will currently wait 38 days. An adult who is not in crisis but needs medication to function and keep a job will wait 26 days for an appointment. A young adult with a disability graduating from high school will wait over one year to be assessed for job training. The needs are great but the CSB is taking action to address as many of the issues as possible through the use of new and existing funding streams.

The department funds a great majority of its programs and services with outside revenue sources, and receives about 33 percent of its budget from the county's general fund. The largest outside fee revenue source continues to be Medicaid, which is a partnership between the federal government and the commonwealth to provide health insurance coverage to disabled and low-income families. Medicaid makes up approximately 43 percent of the department's budget.

The governor's FY2009 budget is expected to reduce funding to Virginia localities by over five percent. However, as an outcome of the Virginia Tech tragedy, the commonwealth may increase funding to the Community Service Board system to begin to address services that have not been adequately funded over the long term. The Board also plans to continue to maximize Medicaid reimbursements, which are budgeted as increases for FY2009 and FY2010. The impact and net revenue result due to these events are unknown at this time and consequently, revisions to the county budget may be necessary pending receipt of more information. Because of the CSB's large reliance on Medicaid funding, any actions taken by the commonwealth or federal government to reduce or modify this revenue stream would be monitored with particular interest and concern.

Mental Health Support Services' expenditure budget includes an eight percent increase in FY2009 compared to the FY2008 adopted budget, with the county's general fund contribution rising by over eleven percent. Increases the county has historically funded include salary merit, salary re-grades, retirement costs, fringe benefits costs, risk management charges, and building rental costs. The FY2009 budget also includes an increase of $85,000 for the Alternative Day Treatment Program which helps to keep at risk children in schools and out of residential programs. The increases not covered by the general fund contribution are offset by outside revenues.

FY2009 non-general fund revenues (revenues collected from consumers, federal, state, or outside funding sources) are projected to be over six percent higher than the amount in the FY2008 adopted budget. Most of this increase is tied to expenditures for programs or services that are offset by non-general fund revenues, primarily Medicaid. Medicaid revenue increases budgeted in FY2009 and FY2010 will allow the CSB to serve a greater number of individuals with mental retardation. Some of the programs these increases will fund include the following: rising costs for the operation for the Pampas Intermediate Care Facility (ICF) including purchase of specialized medical services; the opening of the new group home Mockingbird, which will serve citizens with autism and intellectual disabilities, and create seven new Medicaid funded positions; more services for the Mental Retardation Day Program which will allow consumers a longer duration in the program; a case manager position in service coordination which will improve customer service and wait times by reducing the case workload closer to the state recommended 35 per manager (from the current average of 46 case loads each;) a fiscal services coordinator who will enable the financial division to carry out fiduciary responsibilities it cannot accomplish due to the large workload of the current staff; and increasing costs to operate 18 group homes and employment services for citizens with intellectual disabilities.

In addition to the above programs, the department has been successful in obtaining several grants that have been instrumental in providing services to many Chesterfield citizens. Details related to the Families First and the Part C Program grants are shown in the narrative entitled Mental Health Grants in this document. These grant dollars have been

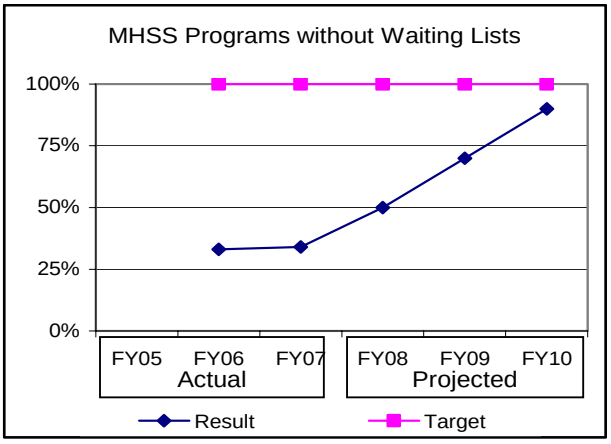
MENTAL HEALTH SUPPORT SERVICES

very beneficial to the lives of Chesterfield's new parents and their children.

While many needed services are provided for within the FY2009 and FY2010 biennial budget, there are also many citizens whose needs could not be addressed at this time. Unfunded departmental requests totaled $796,200 for FY2009 and $562,700 for FY2010. These requests included funding for substance abuse treatment, mental retardation day services, psychiatry and prevention services for children, and ICF start up costs.

HOW ARE WE DOING?

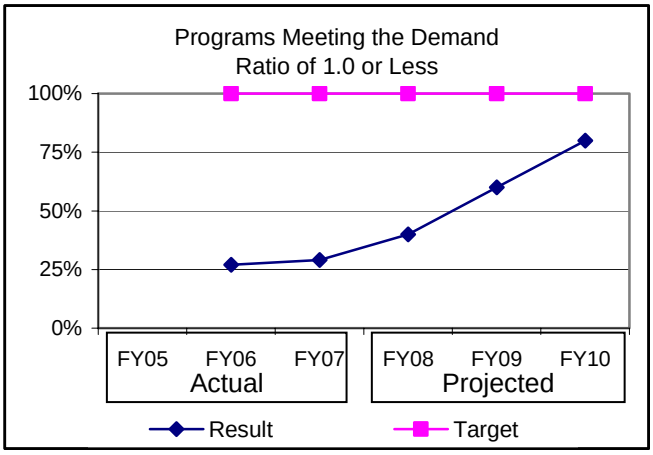
Goal: Get the most efficient delivery system for the investment. Supports countywide Strategic Goal 1
Objective: Increase access to services
Measure: Percentage of programs with no waiting lists



Initiatives

- Identify efficient and effective service models that maximize resources for quality service delivery.
- Explore opportunities for providing optimal services through the coordinated use of staff resources.
- Review and determine the potential use of physician extenders and other personnel to efficiently and effectively deliver services.

Goal: Get the most efficient delivery system for the investment. Supports countywide Strategic Goal 1
Objective: Increase resources available to provide services
Measure: Percentage of programs meeting the Demand Ratio of 1.0 or less

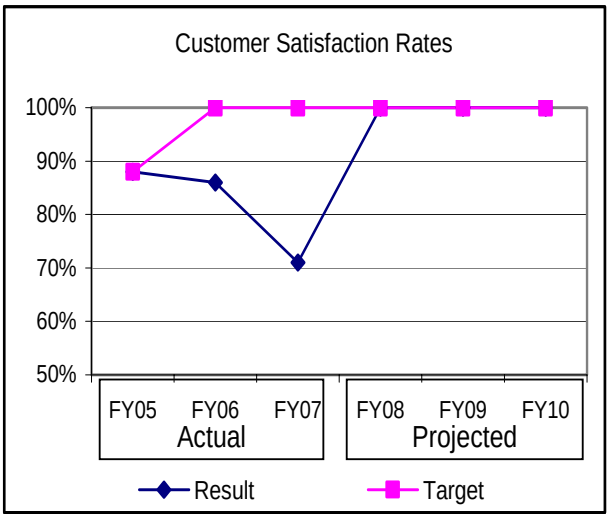


Initiatives

- Identify efficient and effective service models that maximize resources for quality service delivery.
- Explore opportunities for providing optimal services through the coordinated use of staff resources.
- Review and determine the potential use of physician extenders and other personnel to efficiently and effectively deliver services.

MENTAL HEALTH SUPPORT SERVICES

Goal: Provide world-class customer service. Supports countywide Strategic Goal 2
Objective: Increase customer satisfaction
Measure: Percent of consumers satisfied with services



Initiatives

- Educate and train staff on having the knowledge, skills and ability to implement a value-driven system of care.
- Network and connect with minority groups in the community to better understand the cultural needs of consumers.
- Provide consumers and family members the opportunity to plan, develop, direct and evaluate the organization's supports and services.

WHERE ARE WE GOING?

The Community Services Board, in partnership with Chesterfield County, continually reviews all aspects of its operations with the intent to maximize organizational efficiencies and, where possible, expand services. The CSB will use a variety of strategic activities to identify potential revenue sources and expenditure reductions while maintaining focus on its mission to serve disabled consumers.

MHSS received funding in FY2011 for two Technology Improvement Program (TIP) projects. The two projects are a Document Imaging System budgeted at $123,400 and a Digital and Electronic Signatures project for $52,500. When completed, these projects will streamline operations and increase departmental efficiency by allowing documents and records to be processed more quickly.

The FY2009-FY2014 Capital Improvement Program (CIP) includes funding of $750,000 in FY2013 and $3,559,100 in FY2014 for the design and construction of an Intermediate Care Facility (ICF). The project will provide an 8,000 square foot, 12 bed facility for adults with mental retardation. Additional information is available in the county's Adopted Capital Improvement Program.

The department recently updated its strategic vision and plan, which focuses on helping clients to improve their lives for the long term and not just for the time when they receive services from the Chesterfield County CSB. It also emphasizes the need for partnerships among the CSB, client families, the medical community, and non-profit agencies. Over the next several years, the department will be evaluating its programs and services and aligning them with the strategic plan.

MENTAL HEALTH GRANTS

DESCRIPTION

The Department of Mental Health Support Services has been successful in obtaining several major grants through state and federal governmental agencies. These grants have been instrumental in allowing the department to provide much needed services to the citizens of Chesterfield County in the areas of at risk parenting and early intervention services for infants and toddlers.

FAMILIES FIRST

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$334,788	$396,500	$443,300	$448,700	11.8%	$448,700	$448,700	$448,700
Operating	66,984	77,800	86,300	86,300	10.9%	86,300	86,300	86,300
Capital	0	0	0	0	0.0%	0	0	0
Total	$401,772	$474,300	$529,600	$535,000	11.7%	$535,000	$535,000	$535,000
Revenue	386,912	415,400	448,800	448,800	8.0%	448,800	448,800	448,800
Net Cost	$14,860	$58,900	$80,800	$86,200	37.2%	$86,200	$86,200	$86,200
FT Pos.	7	9	9	9	0	9	9	9

BIENNIAL BUDGET ANALYSIS

Chesterfield-Colonial Heights Families First, a Healthy Families program, receives funding from two sources: the Promoting Safe and Stable Families program and the Virginia Healthy Families Initiative, which includes funds from the General Assembly for families of young children in Chesterfield County and the City of Colonial Heights. The program's goals are to promote positive child health and development, and positive, nurturing parenting skills. The program is fully accredited by the national organization Healthy Families America.

The Families First program consists of two components, Healthy Families assessment and referral, and home visitation services. These services target at-risk, first-time parents from pregnancy until the child is age five.

The home visitation component serves first-time parents entering maternity care at the Colonial Heights and Chesterfield Health Department and with the department's WIC program, who are assessed as at-risk for poor parenting and childhood outcomes. At the current level of staffing, this intensive, comprehensive, and long-term program can serve a caseload of approximately 90-120 families.

The Families First FY2008 grant award was $331,800, which included funding from the Virginia Healthy Families Initiative from the General Assembly and from the federal Promoting Safe and Stable Families program. As part of the Safe and Stable Families program, there was a $14,500 match split between the Chesterfield-Colonial Heights Health Department, the Chesterfield-Colonial Heights Social Services Department, and the Chesterfield Community Services Board all for $4,500 each and the Colonial Heights Office on Youth and Human Services for $1,000. Since this grant is expected to continue, for purposes of planning and budgeting, level funding is included in the FY2009 and FY2010 spending plan. The budget may require adjustment upon receipt of the actual grant award. Currently nine staff positions are assigned to this program.

MENTAL HEALTH GRANTS

This budget also reflects a transfer from the county's general fund to pay for increases in benefits and salary adjustments for Family First staff. The grant budget also includes funds to pay for two additional positions to provide more targeted case management services to at-risk children. The services provided are billable under Medicaid, and the revenue received will offset the cost of these two positions.

PART C PROGRAM

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$452,483	$519,400	$632,600	$637,100	21.8%	$637,100	$637,100	$637,100
Operating	317,157	153,300	92,100	96,100	-39.9%	96,100	96,100	96,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$769,640	$672,700	$724,700	$733,200	7.7%	$733,200	$733,200	$733,200
Revenue	540,524	660,400	683,900	683,900	3.6%	683,900	683,900	683,900
Net Cost	$229,116	$12,300	$40,800	$49,300	231.7%	$49,300	$49,300	$49,300
FT Pos.	4	6	6	6	0	6	6	6

BIENNIAL BUDGET ANALYSIS

The Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services provides funding for early intervention services for infants and toddlers, birth through age two. Program funds are provided to the Chesterfield Community Services Board (CSB) as the fiscal agent for the Infant and Toddler Connection of Chesterfield (ITCofC). The CSB's Infant program manages the Part C program. Part C is designed to meet the developmental needs of identified children and their families by enhancing a child's development in accordance with Part C of the "Individuals with Disabilities Education Act." The funds are more specifically used to provide and administer the entitled services such as Child Find, Multidisciplinary Assessment, Development of the Individual Family Service Plan, and Procedural Safeguards, as well as assist with reimbursement of services identified on the Individual Family Service Plan such as occupational, physical, and speech therapy, and education and service coordination. The Part C FY2008 grant award was $660,400. Since this grant is expected to continue, for purposes of planning and budgeting, a small increase is built into the FY2009 spending plan with level funding for FY2010-FY2013. No local matching funds are required for this grant, however the budget reflects a transfer from the county's general fund to pay for increases in fringe benefit costs and merit pay for full-time permanent Part C staff members. Due to changes in Part C requirements for FY2009, a greater percentage of funding is allocated to personnel costs than in previous years.

WHERE ARE WE GOING?

In order to serve all families that are eligible for these programs, additional resources are needed. As the county continues to grow, families in need of intervention and assistance will also increase. Over the next few years, the Community Service Board as well as the Department of Mental Health Support Services will be reviewing options for these programs to determine what structure and funding might best support their growth.

Continued funding for the Families First and Part C programs, while uncertain at this time, is likely to

continue at some level and therefore amounts are reflected in the out year budgets.

PARKS AND RECREATION

DESCRIPTION

The mission of the Parks and Recreation Department is to provide a comprehensive system of leisure programs, educational opportunities, and recreational facilities for all county citizens while conserving and protecting environmental, historical, and cultural resources. The department promotes community involvement in developing and providing leisure services and will ensure customer service excellence, affordability of its programs and classes, a safe environment, and access for all residents. The maintenance of school grounds is also a primary function of the department.

The Parks and Recreation Department is assisted by an eleven member Parks and Recreation Advisory Commission which meets on a monthly basis and is staffed by volunteers interested in ensuring that the cultural, athletic, and recreational opportunities in Chesterfield County continue to improve.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$6,364,507	$7,135,700	$7,740,200	$7,823,700	8.5%	$7,943,100	$8,052,200	$8,053,800
Operating	3,094,483	3,051,800	3,111,100	3,195,900	1.9%	3,341,800	3,429,400	3,439,600
Capital	31,757	327,400	405,600	244,000	23.9%	248,600	248,600	248,600
Total	$9,490,747	$10,514,900	$11,256,900	$11,263,600	7.1%	$11,533,500	$11,730,200	$11,742,000
Revenue	2,735,104	2,939,600	3,273,400	3,194,600	11.4%	3,194,600	3,194,600	3,274,300
Net Cost	$6,755,643	$7,575,300	$7,983,500	$8,069,000	5.4%	$8,338,900	$8,535,600	$8,467,700
FT Pos.	117	121	123	123	2	123	123	123

BIENNIAL BUDGET ANALYSIS

In FY2007, the Parks Division completed the first full year of the new reorganization plan for maintenance operations. This plan combines four park maintenance districts and two school crews into six maintenance districts and recognizes efficiencies in mileage and fuel consumption, equipment repair, and man hours.

Revenues for park lights and tournaments increased by $18,000, or 22 percent, from the previous year. This is an indication of the demand for park facilities from outside groups and travel teams.

The number of individuals enrolled in recreation programs in FY2007 increased by 4,098 participants over the FY2006 total of 134,126. Enrollment of senior adults in recreation programs continues to increase as well as participants in therapeutic programs. The number one sports facility shortfall is gym space. In FY2007, there were 4,200 participants in boys and girls youth basketball. The FY2008 CIP allocated $1.03M to address solutions to gym space shortages. The FY2011 CIP allocates an additional $1.726M to address gym expansions at school sites.

Assistance for Athletic Associations throughout the county is needed to assist youth co-sponsored leagues and associations which have struggled and declined in membership. Some organizations are no longer offering activities for their youth. Ten out of thirty-six associations are not fielding baseball teams. Recent studies have indicated that this is an ongoing problem and will continue to escalate in the upcoming years due to financial, leadership, and cultural issues in the county. The department is working through the help of a new part-time position

to assist the area's organizations in providing leadership skills and guidance in administering their athletic programs.

The budget reflects county funding for Henricus Historical Park in the amount of $211,000 in FY2009 and $220,000 in FY2010. The cost to operate Henricus is shared with Henrico County, and the Henricus Foundation also contributes annually.

The department, in conjunction with several of the surrounding jurisdictions, state agencies, private foundations, and numerous volunteer groups, hosted the Publick Days/Godspeed event in May 2007 to commemorate the 400th anniversary of the founding of Jamestown in 1607. This well orchestrated event generated a great deal of publicity for Henricus Historical Park. Visitation for the event drew crowds exceeding 15,000 for the five-day event, making it one of the most successful public events ever held in the county's history. An additional funding request for an interpreter at Henricus Park was requested for FY2009 but has not been funded at this time.

Mature trees bordering playgrounds, athletic fields, trails, and private property on a number of well-used sites are in need of pruning or removal. Tree removal costs in FY2007 totaled $110,000. The rising costs for tree removal are reducing resources needed for other programs and services. Additional funding has been requested but has not been included at this time.

The department anticipates implementation of the internet credit card authorization for class registration and facility booking in the spring of 2008. Not only will the new system provide faster turnaround time for credit card processing, it also adds more security features and additional functionality for future enhancements related to registration and facility reservations.

The department faces challenges in finding enough volunteers and part-time staff to enhance the services that are currently being offered to the senior population. As the number of seniors residing in the county has grown, so has the demand for services. There is a growing need for more senior centers and currently, the department does not have the facilities, staff, or program offering to meet this escalating demand. Staff is exploring a collaborative effort with local churches to help support this need. An additional $40,000 in funding has been added in FY2009 for personnel and operating expenses for a senior center.

Operating within the allocated budget will be a challenge in coming years given the current and projected escalating costs in fuel and petroleum based products, equipment parts, and utilities. Adjustments have been made to the current FY2008 budget and the FY2009 budget includes $40,600 to address part-time salary increases and $25,000 for adjustments to fuel costs.

Another challenge for the department in FY2010 and coming years is to maintain a vigorous park facility renovation program, replacing old and costly infrastructure such as lighting systems, tennis court surfaces, playgrounds, fencing, and building upgrades. The current Capital Improvement Program (CIP) addresses this need with funding allocations of $2 million in FY2009, another $1.8 million in FY2010, and $1 million in FY2011 for improvements. Providing adequate funding for park improvements will help keep operating costs from escalating.

Youth coaching applicants are now required to complete a national background check that requires fingerprinting. This information is submitted to the Virginia State Police for verification against several registries before it is forwarded on to the FBI. If a coaching applicant has no criminal history, a coaching card, good for a three year period, is issued. It is believed that this program serves as a deterrent and is a proactive approach to assist in ensuring the safety of youth involved in sports throughout the county. This policy change directly supports the county's strategic goal number 4 --"To be the safest and most secure community."

Annually, the community contracts budget contains funding that promotes recreation and leisure. Some of the initiatives funded include $40,000 to contract with the Richmond Symphony to give outdoor family concerts and participating with the Metro Richmond Sports Backers with $38,000 in funding to help cover costs associated with promoting

regional sports and tourism and facilitating the attraction of major sporting events to the region.

Also included in the FY2009 community contracts budget is $42,750 for the Friends of the Chesterfield Riverfront organization to promote river-related environmental and historical projects, public awareness, and educational activities in the county. In conjunction with the "Use You Lose" campaign, Youth Planing and Development will be allocating $9,800 toward working with the S.A.F.E. (Substance Abuse Free Environment) Committee and the Chesterfield Boys Basketball League to raise awareness in children that are in grades five through seven about the dangers of substance abuse. In addition, $28,500 is provided for First Tee Chesterfield for youth golf programs for character development.

The FY2009 Community Development Block Grant program includes funding as follows: $6,000 for the Ampthill Senior Program, $51,300 for Bensley Community Center Senior Program, $6,000 for the Chalkley Elementary After School Program, $57,500 for the Ettrick Community Center Program, and $25,000 for youth programs. The Parks and Recreation budget has been increased accordingly for these items.

The department will receive funding in FY2009 totaling $45,100 to cover such things as multiple park, fairground, and field improvements. In FY2010, the department will receive $33,600 for a part-time merit increase, radio shop charges, and Henricus Historical Park fringe benefit increases.

To coincide with the opening and maintenance of grounds for two new middle schools, Tomahawk Creek and Beth Davis, two additional maintenance worker positions are required as well as additional operating funds for supplies. The two positions and supplies total $91,800 and that amount is included in the FY2009 budget.

The FY2009 ($405,600) and FY2010 ($244,000) capital budgets include funding to purchase new and replacement equipment such as dump trucks, tractors, mowers, and other equipment necessary for the maintenance of grounds. The FY2009 budget also funds three position reclassifications totaling $9,700.

The FY2009 and FY2010 Capital Improvement Program (CIP) includes funding for Eppington Plantation, Falling Creek Ironworks Park, Henricus Historical Park, Irvin G. Horner Park, Bensley Park land purchase, Parks and Recreation facilities planning and design, and park improvements to existing facilities as well as school site improvements. The FY2010 CIP also includes funds for continued development of Mid-Lothian Coal Mines Park, restrooms at athletic facilities, and land acquisition for the Route 360 West Area Park.

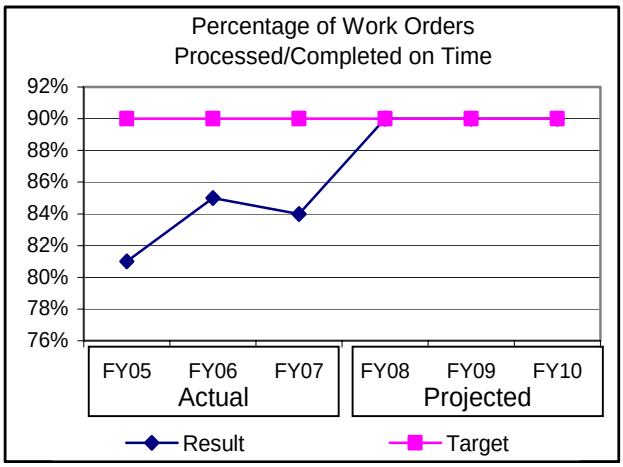
Parks and Recreation staff continues to pursue partnerships with outside businesses and state agencies. Examples of such partnerships include the shared use of facilities at Pocahontas State Park and at the Virginia Department of Game and Inland Fisheries, which assists in the management of wildlife at the Dutch Gap Conservation Area.

The department will receive funding in FY2010 through the Technology Improvement Program (TIP) for an automated remote lighting control system in the amount of $35,000. This system will allow for remote control and integrated scheduling for field lighting, irrigation, and equipment which will reduce staff hours, travel expense to and from park sites, and the cost of electrical services. The system will also help to promote a safe environment in the parks as well as provide more effective customer service.

PARKS AND RECREATION

HOW ARE WE DOING?

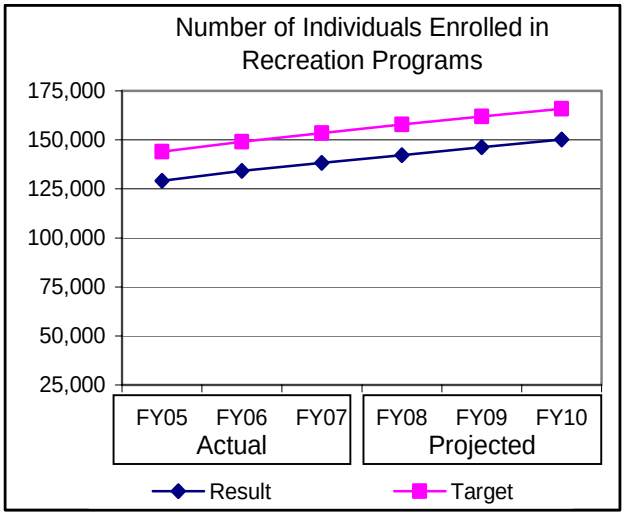
Goal: To provide and maintain quality facilities. Supports countywide Strategic Goal Number 3
Objective: Ensure work orders are completed on time to support departmental functions.
Measure: Percentage of work orders processed and completed on time



Initiatives

- Training staff on the work order process
- Review open work orders at weekly meetings
- Place realistic due dates on the work orders

Goal: To offer a diverse choice of quality programs. Supports countywide Strategic Goal Number 3
Objective: To provide programs for youth, adults, older adults, individuals with disabilities, and the socio-economically challenged
Measure: Number of individuals enrolled in recreation programs

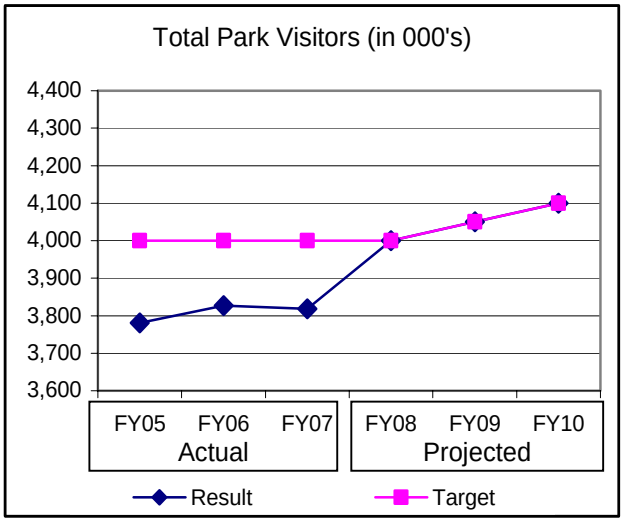


Initiatives

- Brochures advertising programs being offered
- Internet registration system
- Public/private partnerships

PARKS AND RECREATION

Goal: To provide and maintain quality facilities. Supports countywide Strategic Goal Number 3
Objective: To provide a variety of recreational facilities and maintain them according to established standards to attract visitors of all ages and interests from within and outside of the county
Measure: Total park visitors



Initiatives

- Parks and Recreation brochure
- Internet Web page information
- Special events
- CIP funding allocated to development and maintenance of parks
- Additional operating funds allocated for annual maintenance

WHERE ARE WE GOING?

The Capital Improvement Program for years FY2011-FY2014 recommends funding for numerous projects within Parks and Recreation. For a detail listing of these projects see the CIP section in this document.

Funding has also been planned in each year to complete various park improvements such as lighting upgrades, drainage and landscaping projects, replacement of aging facilities and bleacher renovations for a total of $4,900,000 in FY2011-FY2014. Operating increases have been included in out years for these capital projects. Funding in the amount of $1,250,000 has also been recommended for improvement to school athletic facilities during FY2011-2014.

The CIP also recommends funding each year for the Eppington, Henricus, and Falling Creek Ironworks historical foundations to use as a match for resources raised from non-county sources. Several capital improvement projects involve securing state grants or other outside private foundation grants or private donations. Examples include Mid-Lothian Coal Mines Park, Route 360 West Area Park, and Falling Creek Park-North. Should grant funding or donations not materialize, the scope of these projects would need to be reviewed to match available funding.

SOCIAL SERVICES

DESCRIPTION

The Department of Social Services administers multiple programs that are available to the citizens of Chesterfield County and the City of Colonial Heights. The agency is governed by a nine-member social services board and is made up of three divisions: Eligibility, Administration, and Social Work. These divisions all deliver services that meet the needs of customers and achieve the mission of the department. The major program areas are Foster Care and Adoption; Child Protective Services, including investigations, assessments, and ongoing counseling; Employment Services; Child Day Care Services; Adult Services and Emergency Assistance; General Relief; Food Stamps; Temporary Assistance for Needy Families; Medicaid; and Section 8 housing. Each of these programs is designed to lessen or alleviate serious financial, abusive, and other family difficulties.

In collaboration with individuals, families, and the community, the department's mission is "to provide advocacy and excellent services that encourage self sufficiency, preserve and restore families, and protect the well being of children, senior citizens and people with disabilities." The Department of Social Services continues to seek improvement in providing exceptional communication between internal and external customers. Staff is committed to promoting excellence in the delivery of social services and continuously strives to enhance positive working relationships within the community.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$9,105,622	$10,126,500	$10,620,100	$10,718,200	4.9%	$10,718,200	$10,718,200	$10,718,200
Operating	9,377,921	9,509,300	9,829,800	9,839,700	3.4%	9,839,700	9,839,700	9,839,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$18,483,543	$19,635,800	$20,449,900	$20,557,900	4.1%	$20,557,900	$20,557,900	$20,557,900
Revenue	14,582,260	14,727,100	15,331,600	15,395,800	4.1%	15,395,800	15,395,800	15,395,800
Net Cost	$3,901,284	$4,908,700	$5,118,300	$5,162,100	0.0%	$5,162,100	$5,162,100	$5,162,100
FT Pos.	180	180	180	180	0	180	180	180

BIENNIAL BUDGET ANALYSIS

The Chesterfield-Colonial Heights Department of Social Services continues to be seen as one of the primary leaders among local social service departments in providing exceptional and innovative social services. This also remains the department vision. While the core mission and programs have remained the same, the department staff continues to find innovative ways to enhance services.

Chesterfield County population continues to present a challenge as the department experienced significant growth and change in FY2007. In FY2007 the department experienced an average of 185 customers a day either as walk-ins or by appointments. In addition, 12,000 customer calls averaged a month through the department's switchboard.

The department made instrumental progress during FY2007 to meet the needs of the growing population of Hispanic residents in the county. Four bilingual workers were hired including one customer service representative and three eligibility workers. These employees will greatly improve the department's communication capabilities and its overall ability to serve Chesterfield's Spanish speaking population.

SOCIAL SERVICES

In FY2007, existing staff provided leadership for the Central Virginia Heart Gallery, which was a successful initiative to assist teenage foster care youth in finding permanent families through adoption.

In the upcoming FY2009 and FY2010 biennial budget cycle, the Social Services Department will be faced with the following challenges: the increased need for services for the elderly and disabled populations, the ability to communicate with non-English speaking customers of diversified backgrounds, internal workloads as they pertain to stress levels, and the increasing difficulty of recruiting highly qualified employees.

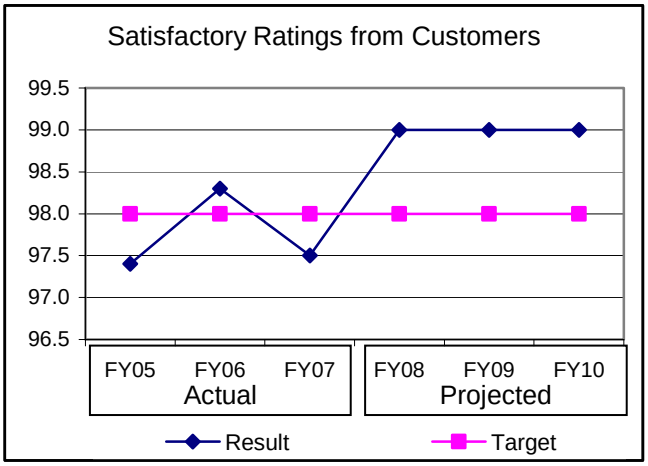
During FY2008, the Social Services Department in collaboration with Human Resources Management undertook a compensation study. The results are being reviewed and will be put into action within the next several months. The anticipated cost to address study results is expected to be $200,000, which was already appropriated in the FY2008 Social Services personnel budget.

The FY2009 budget increases federal revenue for IV-E Foster Care by $77,000, Child Care programs by $34,000, Adult Protective Services by $8,300, and IV-E Adoption programs by $50,500. State revenues increase in FY2009 by $77,000 for IV-E Foster Care, $26,500 for Child Care, and $50,500 for IV-E Adoption programs. Other federal and state increases in revenue are for administrative services. However, revenues are offset by increases in expenditures pertaining to their respective programs.

The Smith-Wagner Building (which houses the Chesterfield-Colonial Heights Department of Social Services and the Health Department) expansion and renovation project is expected to be completed in FY2011. Funding is provided in the Capital Improvement Program (CIP) to add 45,000 square feet of new space to the existing building which will relieve overcrowding and provide customer service enhancements.

HOW ARE WE DOING?

Goal: Continue to seek improvement in providing exceptional communication between internal and external customers. Supports countywide Strategic Goal 2
Objective: Gather productive feedback from external customers
Measure: Percentage of satisfactory ratings from customers



Initiatives

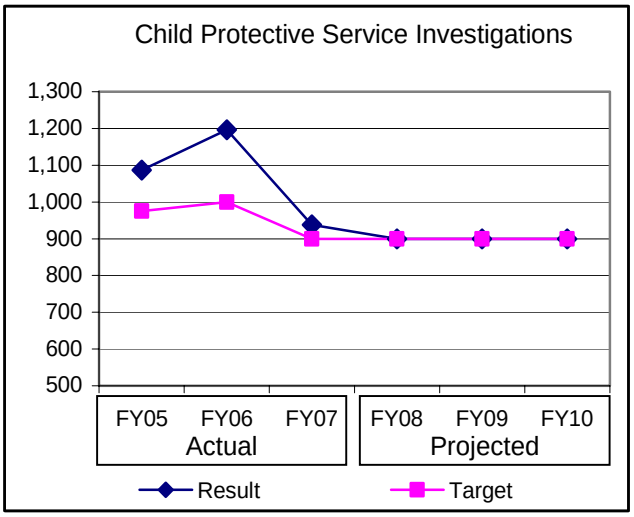
- Issuance of customer survey cards
- Customer service improvement projects

SOCIAL SERVICES

Goal: Promote excellence in the delivery of social services. Supports countywide Strategic Goals 1, 2 and 3

Objective: Review internal existing program data and share selected information with staff to increase awareness of all resources available for customers

Measure: Number of Child Protective Service investigations initiatives



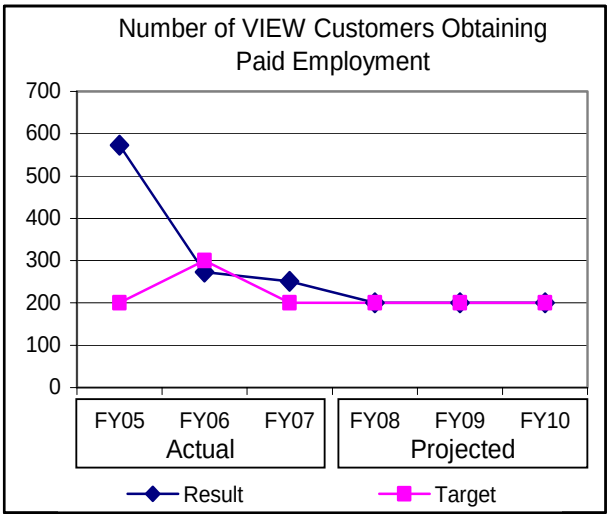
Initiatives

- Child Abuse Multidiscipline Team
- Multi-level investigation project

Goal: Promote excellence in the delivery of social services. Supports countywide Strategic Goal 1, 2 and 3

Objective: Review internal existing program data and share selected information with staff to increase awareness of all resources available for customers

Measure: Number of VIEW customers obtaining paid employment through initiatives



Initiatives

- Job readiness course
- Transportation initiative with the City of Richmond, Henrico, and Hanover Counties (C-Van)
- Vehicles for Change

SOCIAL SERVICES

WHERE ARE WE GOING

Indications at the state, federal, and local levels of government are that there will continue to be fiscal constraints and funding issues. The Social Services Department continually operates a fiscally sound and balanced budget, but there is concern for future years. During the past several years, whenever the local government increased benefit rates, the state has not been able to fund its share. Consequently, the department has had to absorb the increases, further stretching resources. Uncertainties regarding future state and federal funding continue, making planning difficult.

The Social Services Department is proud of its many accomplishments and its prestigious reputation that is well known throughout Virginia. Support from the locality and the exceptional staff are vital.

The direction for the coming years of integrating intake, enhancing services for the elderly and, completion of the Smith-Wagner renovation and expansion, and the stabilization of an exceptional workforce will not only be achievable, but will ensure that the Chesterfield County Social Services Department remains well known as the leader in the field of social services.

VICTIM/WITNESS GRANT

DESCRIPTION

The Victim/Witness Assistance Program is designed to provide the greatest number of innocent victims of criminal offenses (e.g. rape, felonious assault, child sexual and physical abuse, homicide, domestic violence) occurring in Chesterfield County with the greatest degree of direct services possible, in compliance with the Crime Victim and Witness Rights Act Virginia Code Section 19.2-11.10. Direct services are defined as those efforts that: (1) respond to the emotional and physical needs of crime victims; (2) assist victims in understanding and participating in the criminal justice system; (3) assist victims of crime to stabilize their lives after victimization.

Some of those services include short-term and follow-up counseling, referral services to meet specific needs (e.g. mental health, social services, legal, medical), and filing claims for crime victims' compensation. The program also provides court escorts and explanations of criminal court procedures, intervenes with employers, collection agencies and landlords when victims' injuries result in loss of income, and monitors court-ordered restitution payments.

The goal of the Victim/Witness Program is to alleviate, to whatever degree possible, the confusion, pain and suffering of innocent victims of violent crime occurring in Chesterfield County.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$360,975	$400,600	$444,100	$451,500	10.9%	$451,500	$451,500	$451,500
Operating	16,663	32,400	36,300	33,700	12.0%	33,700	33,700	33,700
Capital	0	0	0	0	0.0%	0	0	0
Total	$377,638	$433,000	$480,400	485,200	10.9%	$485,200	$485,200	$485,200
Revenue	282,518	275,200	275,200	275,200	0.0%	275,200	275,200	275,200
Net Cost	$95,120	$157,800	$205,200	$210,000	30.0%	$210,000	$210,000	$210,000
FT Pos.	8	8	8	8	0	8	8	8

BIENNIAL BUDGET ANALYSIS

The Victim/Witness Program is funded by a grant from the state Department of Criminal Justice Services (DCJS). Currently the 106 grant funded programs across the state are supported with a combination of federal Victims of Crime Act and state special funds from the Virginia Crime Victim-Witness Fund. No state general funds are used for these programs. In this way, offenders pay a portion of the cost of victim assistance services. The county provides funding for the office's senior accounting technician and some additional funding for administrative and personnel expenses not covered by the DCJS grant.

The department also continues to make use of the state Criminal Injury Compensation Fund (CICF). This fund pays for lost wages and medical, counseling, and funeral expenses of victims who suffer personal physical injury or death as a result of a crime and who have no other resources available. The program is funded by fees collected from persons convicted of felonies and certain classes of misdemeanors.

Over a 20 year period, Victim/Witness has grown from an office staff of 1.5 employees, to one which is staffed by 8 full-time personnel. The county population quadrupled during that same time frame,

generating a rise in crime levels and an increase in the need for Victim/Witness Program services. This increased demand for services has challenged the department in several ways.

First of all, the department does not have adequate staff to meet the needs of the innocent victims of crime in Chesterfield County. In FY1999 each victim advocate staff member averaged 191 cases, whereas in FY2007 each staff member handled an average of 445 cases, more than doubling the case load in eight years. The large growth in cases also created increasing administrative and logistical duties for the department's single administrative staff member. For this reason, the FY2009 budget submission included an additional funding request for a second county funded senior accounting technician to help handle the office's administrative and financial functions, but it was not approved.

The second challenge the department faces is lack of facility space. Currently, four case managers work out of the Juvenile and Domestic Relations Court and the remaining four staff members work in the Victim/Witness main office in the Circuit and General District Court. Even with personnel working in different locations, space limitations prevent the department from adding additional case managers to provide the vital assistance that many crime victims desperately need. Although the Circuit and General District Court building will soon undergo an expansion project which will alleviate space problems, the project is not expected to be complete for another two years.

Outdated technologies are the third challenge Victim/Witness personnel face and are working to improve. The automation systems are quickly approaching the end of their useful life cycles and will need to be replaced within the biennium.

WHERE ARE WE GOING?

Chesterfield County's population is growing, and as a result, the number and types of crimes being committed in the county are also expanding. Faced with a broader range of citizen victimization, the program will be challenged to accommodate the needs of victims in the future.

The Victim/Witness Program anticipates the need for additional case managers to handle the increased caseload demands. Even though funding levels from DCJS are uncertain from year to year and additional staff is highly unlikely given the funding situation at the state, demand will continue to increase and levels of service may be impacted at current staffing levels.

The Victim/Witness Program enjoys a reputation for providing an outstanding level of customer service. Despite funding uncertainty and limited office space, staff continues to maintain and deliver outstanding service to every client.

VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT

DESCRIPTION

The purpose of the Virginia Juvenile Community Crime Control Act (VJCCCA) is to provide a community-based system of graduated sanctions and services that are appropriate to the severity of the juvenile's offense and treatment needs. The purpose of the system is to deter crime by providing immediate, effective action that emphasizes accountability of the juvenile offender and reduces the pattern of repeat offending. VJCCCA is a cooperative program between the state and the county. VJCCCA programs and services allow youths to remain in the community where they face appropriate consequences for their actions while receiving services to address their needs. VJCCCA programs balance community safety considerations with juvenile accountability and competency building.

BIENNIAL BUDGET ANALYSIS

A team led by the Director of Juvenile Services and comprised of representatives from the Court Service Unit, Juvenile Detention, and the Youth Group Home, collaborates in planning effective community-based services for young offenders. The team also solicits input from the juvenile court judges and other stakeholders to ensure that community needs are being met.

The county has received level funding from the state for VJCCCA programs since FY2003, when funds were reduced by 51 percent. An additional 2.5 percent reduction was implemented in FY2008. Savings from staff turnover, reductions in part-time salaries, and reductions in overtime costs were implemented to absorb the loss. VJCCCA funds support programs and services in the Court Service Unit, Juvenile Detention Home, and Youth Group Home. In 2007, 499 young offenders received services funded through VJCCCA programs.

In 2006 and 2007 the VJCCCA team focused efforts on strengthening programs and services. Additional resources were devoted to providing staff training opportunities in evidence-based practices, including motivational interviewing, effective assessment practices, and Aggression Replacement Therapy. Evidence indicates that treatment is more effective in reducing recidivism than punishment – but not all treatment programs are equally effective. The data shows that behavioral approaches that address criminogenic behaviors have the greatest impact.

It is anticipated that the county will receive no additional state funding in FY2009, and may experience a decrease, depending on state revenue and budget decisions. Programs will experience funding issues related to increases in staffing costs. This is due not only to the maturing of staff in existing positions, both full and part-time, but also to rising health care and other expenses. Maintaining the current level of services will continue to be a challenge.

VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT

COURT SERVICE UNIT

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$146,587	$176,000	$168,500	$170,200	-4.3%	$170,200	$170,200	$170,200
Operating	0	5,100	300	0	-94.1%	0	0	0
Capital	0	0	0	0	0.0%	0	0	0
Total	$146,587	$181,100	$168,800	170,200	-6.8%	$170,200	$170,200	$170,200
Revenue	247,733	181,100	168,800	170,200	-6.8%	170,200	170,200	170,200
Net Cost	($101,146)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	5	5	5	5	0	5	5	5

In FY2007, 155 young people received services through three VJCCCA programs operated by the CSU – substance abuse services, the first offender, and the family resource program. Through the first offender program, young offenders are assessed to determine the risk level and service needs. Based on the assessment results, youths are placed in programs or services that best meet their particular needs.

The substance abuse services program provides intensive supervision, support, and treatment services in the community for young people who have substance abuse issues. The service needs of substance abuse program participants are less intensive than those of the young people who participate in the juvenile drug court program.

Best practices in juvenile justice dictate that sanctions and services be delivered based on identified risk and need. While the CSU processes a large number of complaints each year, often the complaints are minor in nature and the risk level and needs of the individual young person are low. The number of intake complaints that resulted in "no action" (complaints that were closed with no further action taken following arrest/complaint) increased by 14 percent between 2002 and 2006 primarily due to a lack of resources and manpower to address and resolve the needs of youth presenting less serious complaints. During FY2007, 41 percent of CSU intakes resulted in "no action." Of those, 95 percent were for misdemeanor complaints and five percent were for felony complaints.

The family resource program was designed and implemented in 2007 to address the needs of this population by reviewing potential "no action" complaints to ensure that appropriate services are made available to the young offender and his/her family. The program holds the offender accountable while improving his/her behavior and level of family functioning through targeted behavior intervention groups, resource and referral to community services, and up to 90 days of case management support. By addressing complaints that are minor in nature and intervening early, families will have an opportunity to connect with services and resources that will strengthen their relationships and address their issues.

VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT

JUVENILE DETENTION HOME

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$302,167	$318,200	$312,800	$312,200	-1.7%	$312,200	$312,200	$312,200
Operating	41,546	53,500	47,900	48,500	0.0%	48,500	48,500	48,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$343,713	$371,700	$360,700	360,700	-3.0%	$360,700	$360,700	$360,700
Revenue	343,713	371,700	360,700	360,700	-3.0%	360,700	360,700	360,700
Net Cost	$0	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	6	6	6	6	0	6	6	6

The Weekenders Program is an alternative to incarceration funded through VJCCCA. This is both a dispositional alternative for use by the Judges and a diversionary alternative for intake officers. The program was designed as a sanction for juveniles committing minor offenses and violations of court orders, including rules of probation, in lieu of serving time in the detention home.

Participants report to the detention home and are closely supervised in a community work project. In FY2007, participants in the Weekenders Program provided work for the county, the Parks and Recreation department in particular, valued at $42,900. In FY2006, 179 youths participated in the program and 194 participated in FY2007.

The Home Incarceration Program (HIP) is a non-residential alternative to secure detention that provides participants with an opportunity to remain at home under the supervision of their parents and daily monitoring by a home incarceration officer. Juveniles are allowed to attend school or work, but must adhere to strict program rules and are subject to unannounced visits and telephone calls from the home incarceration officer.

The cost of the HIP is approximately one quarter the cost of secure detention. In FY2006, 168 youths participated and in FY2007, 110 juveniles participated in the program. Staff continues to use the detention assessment instrument as a screening tool to ensure that lower-risk youths are not detained. This has resulted in a significant drop in the number of youths held in the detention home as well as the number participating in the HIP.

VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT

YOUTH GROUP HOME

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$753,335	$762,500	$802,500	$809,300	5.2%	$809,300	$809,300	$809,300
Operating	118,149	135,900	107,700	105,500	-20.8%	105,500	105,500	105,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$871,485	$898,400	$910,200	914,800	1.3%	$914,800	$914,800	$914,800
Revenue	871,726	433,400	436,900	435,600	0.8%	435,600	435,600	435,600
Net Cost	($241)	$465,000	$473,300	$479,200	1.8%	$479,200	$479,200	$479,200
FT Pos.	10	10	10	10	0	10	10	10

The Chesterfield Youth Group Home provides care for its residents in a safe, secure environment that is conducive to developing responsible self-reliant behavior and learning independent living skills to enable delinquent youths to become productive citizens of our community. Each group home participant works with a counselor to develop a service plan that establishes goals, objectives and desired outcomes. In FY2006, 53 young people received services and 41 received services in FY2007.

One measure of participant success is the percentage of young people who successfully complete the program. In 2007, 92 percent successfully completed the program compared to 62 percent in 2006.

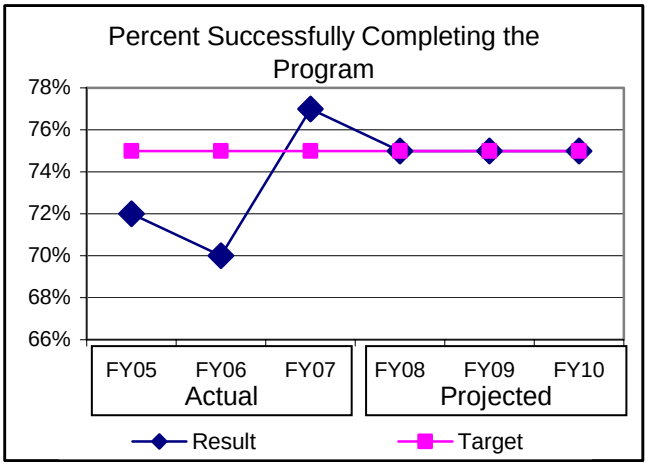
The Code of Virginia requires localities to provide a maintenance-of-effort (local matching funds) for VJCCCA programs. In FY2009, the county's maintenance of effort will remain $202,459. The county contributes funding in addition to the maintenance of effort to address the rising personnel and benefits costs for the group home.

The current Youth Group Home is approximately 17 years old and its building systems are in need of replacement. In FY2008, the building's roof and cooking range will be replaced. With assistance from the General Services Department, a plan for systematic, phased replacement of aging infrastructure has been developed. To implement the planned replacements, an additional $6,000 has been added to the Youth Group Home budget.

VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT

HOW ARE WE DOING?

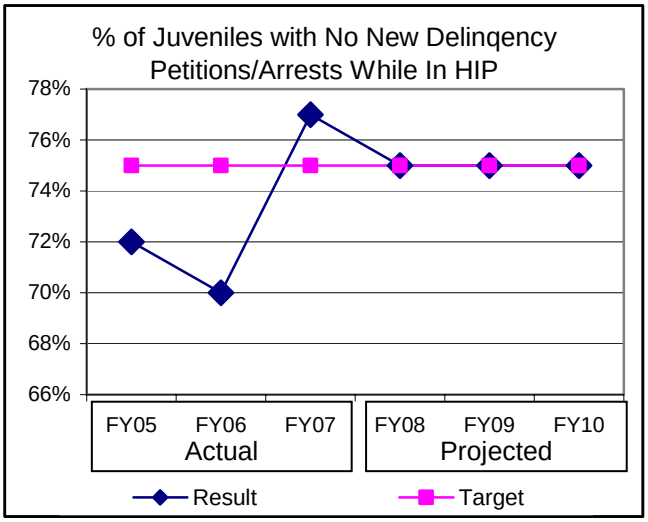
Goal: To improve public safety by providing an effective criminal justice system that holds juveniles accountable through graduated sanctions. Supports countywide Strategic Goal 4
Objective: Provide services to young offenders based on documented needs
Measure: Percent of clients successfully completing the program



Initiatives

- Family Resource Program
- First Offender Program
- Substance Abuse Services Program

Goal: To improve public safety by providing an effective criminal justice system that holds juveniles accountable through graduated sanctions. Supports countywide Strategic Goal 4
Objective: To provide nonresidential supervision alternatives for lower-risk juvenile offenders
Measure: Percent of juveniles with no new delinquency petitions or adult arrests while participating in the Home Incarceration Program



Initiatives

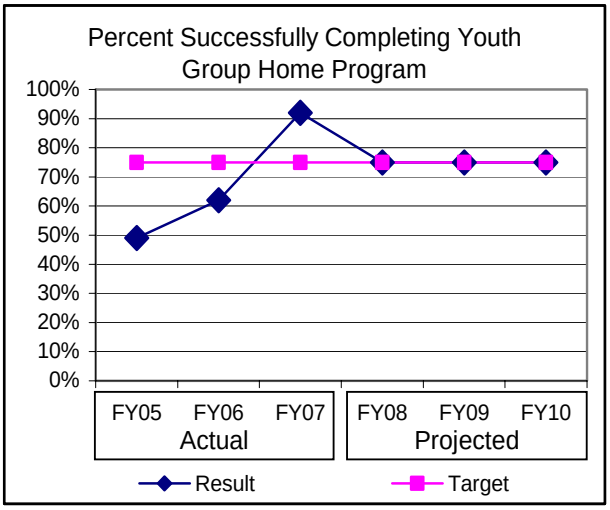
- Careful screening prior to program placement
- Monitoring process
- Daily staff contact and follow-up

VIRGINIA JUVENILE COMMUNITY CRIME CONTROL ACT

Goal: To improve public safety by providing an effective criminal justice system that holds juveniles accountable through graduated sanctions. Supports countywide Strategic Goals 2 and 4

Objective: To provide non-secure residential services for young offenders to develop responsible, self-reliant behavior

Measure: Percent of juveniles with no new delinquency or adult arrests while participating in the Youth Group Home program



Initiatives

- Assessment of offender risk, needs, and characteristics prior to acceptance into the program
- Services tailored on assessment results
- Thinking for a Change

WHERE ARE WE GOING?

Though Chesterfield's youth population is among the largest in the Commonwealth, the county has historically committed very few youths to state correctional facilities and has reduced detention home placements – a testament to the successes of intervention efforts and the philosophy of providing services to young people and their families in their community.

To ensure that the county continues to get the most benefits from its VJCCCA funds, staff will continue efforts to improve services, to adjust services based on population need, and to utilize other sources of revenue, when appropriate. Staff focuses on implementing programs that have demonstrated success with the juvenile offender population. Comprehensive assessments identify service needs and risk levels. Cognitive and strength-based programming will continue to be used when providing services for moderate and high-risk offenders.

YOUTH PLANNING AND DEVELOPMENT

DESCRIPTION

The Department of Youth Planning and Development serves the citizens of Chesterfield County by working to develop and improve the community and assist families in raising children who are responsible, law abiding, and self reliant.

Youth Planning and Development conducts research, collects, organizes, analyzes and disseminates information about issues relating to youths in Chesterfield County. The department focuses on bringing stakeholders together to develop community resources for addressing youth issues. As a collaborative partner, Youth Planning and Development works with other organizations to create opportunities for increasing services to youths. The Youth Services Citizen Board (YSCB), an advisory board comprised of community youths and adults, guides the work of the department.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$260,769	$299,600	$309,900	$312,400	3.4%	$312,400	$312,400	$312,400
Operating	33,860	37,600	40,500	40,400	7.7%	40,400	40,400	40,400
Capital	0	0	0	0	0.0%	0	0	0
Total	$294,629	$337,200	$350,400	352,800	3.9%	$352,800	$352,800	$352,800
Revenue	13,524	11,500	11,500	11,500	0.0%	11,500	11,500	11,500
Net Cost	$281,105	$325,700	$338,900	$341,300	4.1%	$341,300	$341,300	$341,300
FT Pos.	4	4	4	4	0	4	4	4

BIENNIAL BUDGET ANALYSIS

The department continues to encourage and support an environment of cooperation, collaboration and community involvement to promote positive youth development and to address youth-related issues through a variety of strategies.

In September 2005 and again in 2007, America's Promise – the Alliance for Youth announced that Chesterfield County was a winner of a national competition to identify the 100 Best Communities for Young People. Chesterfield County was selected for its work in a wide range of programs and services for youths from birth to age 21.

The selection was based on an evaluation of each community's effort to fulfill five essential promises critical to the well-being of young people. The promises assure that every child will have access to the following: caring adults who are actively involved in their lives; safe places in which to learn and grow; a healthy start toward adulthood; an effective education that builds marketable skills; and opportunities to give back to the community. The national recognition is affirmation that Chesterfield County is committed to the success of its young people.

With administrative support from Youth Planning and Development, SAFE Inc., a non-profit organization, continues to receive funding each year as part of the federal Drug-Free Communities program. The grant funding leverages an equal amount of local funds and has stimulated incredible energy and growth in the substance-abuse prevention coalition. In addition to providing funds for an executive director, the grant supports a variety of initiatives to prevent and reduce youth drug, alcohol, and tobacco use in Chesterfield County. For example, funds supported a community youth survey and needs assessment in 2005 and again in 2007.

YOUTH PLANNING AND DEVELOPMENT

Funds also provided for advertisements about substance abuse issues, particularly inhalants, which have been published in weekly community newspapers; training has been provided for the community and youth-serving professionals on inhalant prevention; and community teens have participated in leadership opportunities. SAFE launched an effort to educate the community through a media campaign, community education sessions and the customization of a web-based parent education course available at chesterfieldsafe.org. Youth Planning and Development continues to provide substantial administrative and program support for SAFE finances, community initiatives and events.

Bandfest, a collaborative youth initiative and county partnership, was selected as a 2006 NACo Acts of Caring Award Winner. The program recognizes the top county volunteer programs in the country and Chesterfield County won the top award in the Youth Service category. Bandfests, featuring local teenage bands, are planned by teens, with support from adults, to provide a safe, alcohol- and drug-free activity for their peers. Approximately 900 youths attend each Bandfest event.

With the assistance of the county's technology department, Youth Planning developed a database of youth-related activities offered through the faith community. The information is available to citizens through the county's Internet site. Young people looking for "something to do" may search the database of available activities provided by the faith community.

Youth Planning and Development partnered with Chesterfield County Public Schools and SAFE Inc. to conduct another comprehensive youth-needs assessment survey in November 2007. The survey provided an opportunity to systematically gather important information about attitudes and behaviors of young people in our community and will be used to plan and implement programs that build on the strengths of our young people and address the challenges they face.

The department continues to sponsor and support the annual outstanding youth awards program; WHY? (We Hear You) and many more programs.

At a town hall meeting in May 2007, SAFE's Underage Drinking Task Force released an in-depth report on how high-school students obtain alcohol and where they are drinking it in Chesterfield County. Teen leaders of the task force reported that 79 percent of underage drinking occurs at a friend's house and most drinking, 76 percent, occurs on the weekend. The task force report was presented to the Board of Supervisors at its May meeting.

In addition to providing leadership for Youth Planning and Development, the director of juvenile services provides supervision and leadership for planning, reporting and evaluation to the county's juvenile justice departments and programs. This includes Comprehensive Services, Juvenile Drug Court, Juvenile Court Services, Juvenile Detention and the Youth Group Home, as well as several grant programs. The Juvenile Services team has focused efforts on implementing evidence-based practices in their services to young people and their families. Sustaining this effort will require ongoing commitment, support and training.

As the community's substance-abuse prevention initiatives continue to grow, Youth Planning and Development staff struggle to continue to meet customer service demands. The workload issue has been addressed in several ways. Community volunteers have been a tremendous resource in providing administrative assistance. Volunteers have been young people and adults from the community as well as youths from the county's Youth Group Home and adults referred from Community Corrections. In 2007, 49 volunteers provided more than 331 hours of service to Youth Planning and Development. In addition, the department was authorized to hire an additional, part-time youth development specialist to assist with some of the ongoing activities and special events. These resources have enabled the department to sustain ongoing initiatives while addressing emerging needs.

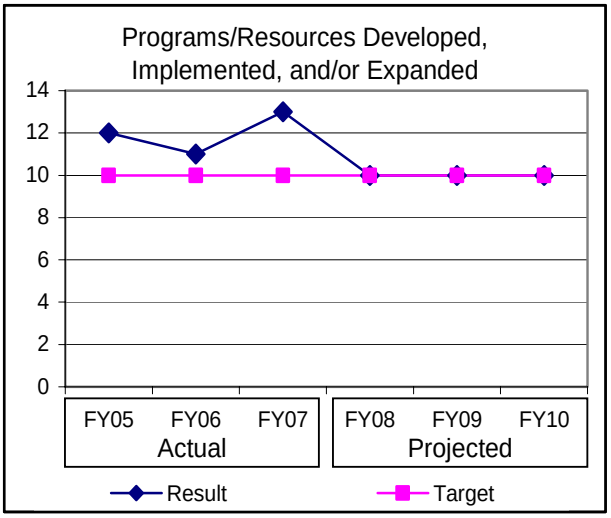
YOUTH PLANNING AND DEVELOPMENT

HOW ARE WE DOING?

Goal: To encourage and support an environment of cooperation, collaboration and community involvement in promoting positive youth development and addressing youth-related issues. Supports countywide Strategic Goal 3

Objective: To promote Chesterfield County's partnership in local and regional youth initiatives to increase/improve community resources

Measure: Programs/resources developed, implemented, and expanded and/or resources brought to the county



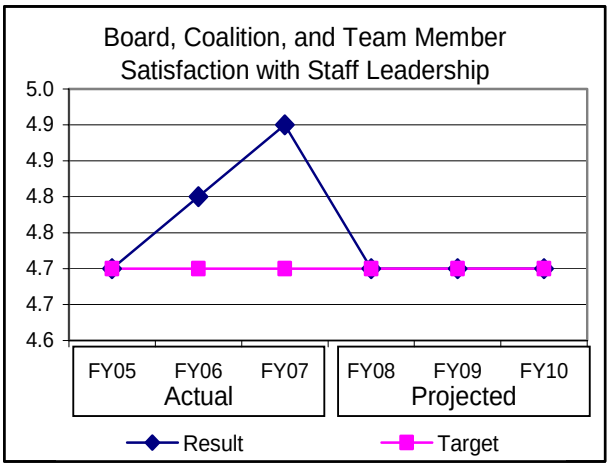
Initiatives

- SAFE youth activities (Bandfest, Faith Community activities online, Drug-Free Communities grant, Regional Youth Summit)
- Coaches initiatives, 40 Developmental Assets training, Drug Impairment Awareness training
- Community Youth survey, Resource Discovery Day, Service Provider Survey

Goal: To encourage and support an environment of cooperation, collaboration and community involvement in promoting positive youth development and addressing youth-related issues. Supports countywide Strategic Goal 3

Objective: To provide leadership for boards, coalitions and teams that address youth issues to increase/improve community resources

Measure: Board, coalition and team member satisfaction with staff leadership (maximum score is 5)

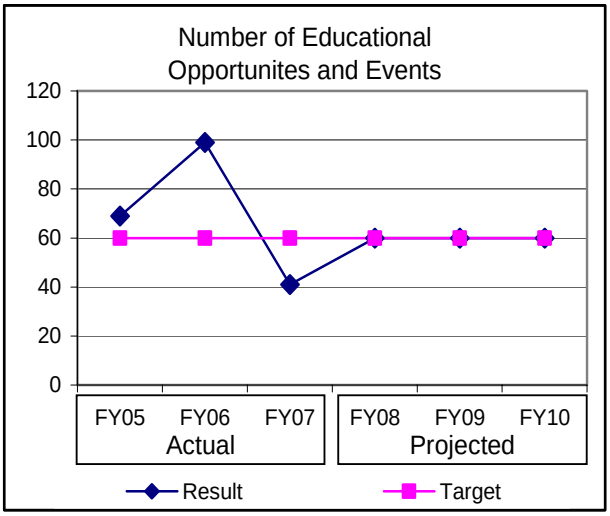


Initiatives

- Partnership for Youth, Youth Services Citizen Board, SAFE Board

YOUTH PLANNING AND DEVELOPMENT

Goal: To collect and facilitate access to youth and family oriented resources and to improve customer service delivery. Supports countywide Strategic Goal 3
Objective: To communicate information to citizens through a variety of educational media
Measure: Number of educational opportunities and events



Initiatives

- SAY-SO! Community Youth Forum
- Youth Services Citizen Board roundtable discussions
- Regional youth summit, community needs assessment

WHERE ARE WE GOING?

The vision of Youth Planning and Development is to be recognized both internally and in the community as a leader and resource base for issues related to youth development and as a facilitator for engaging county departments and the community in effectively and efficiently addressing Chesterfield County's youth-development concerns.

To meet the challenge of its vision, the department must continue to concentrate on being visible in the community, on being aware of the issues important to the community, and on being proactive in meeting community needs. By focusing on collaboration and being involved in local, regional and statewide initiatives, the department is better positioned to promote positive youth development and to be a resource for the community.

The department continues to promote the *Communities That Care* and the *40 Developmental Assets* youth development model. This approach provides opportunities for participation from a large group of stakeholders and will positively affect the delivery of services to young people in the community.

A strong youth development approach is built on a comprehensive assessment of community needs, an analysis of existing resources, development of a plan with measurable objectives, implementation of evidence-based youth programs and services and the systematic evaluation of progress toward meeting established objectives. The current needs assessment process includes a community youth survey component that provides information that is used to more effectively target resources for maximum impact. The department's ongoing challenge is to balance the addition of new activities and services while maintaining existing essential functions.

After having twice been selected by America's Promise as one of the 100 Best Communities for Young People, the department is now seizing the opportunity to capitalize on that recognition as it shares information with customers and the community about the wealth of resources and services available for young people and families in our community.

YOUTH GROUP HOME GRANT - USDA

DESCRIPTION

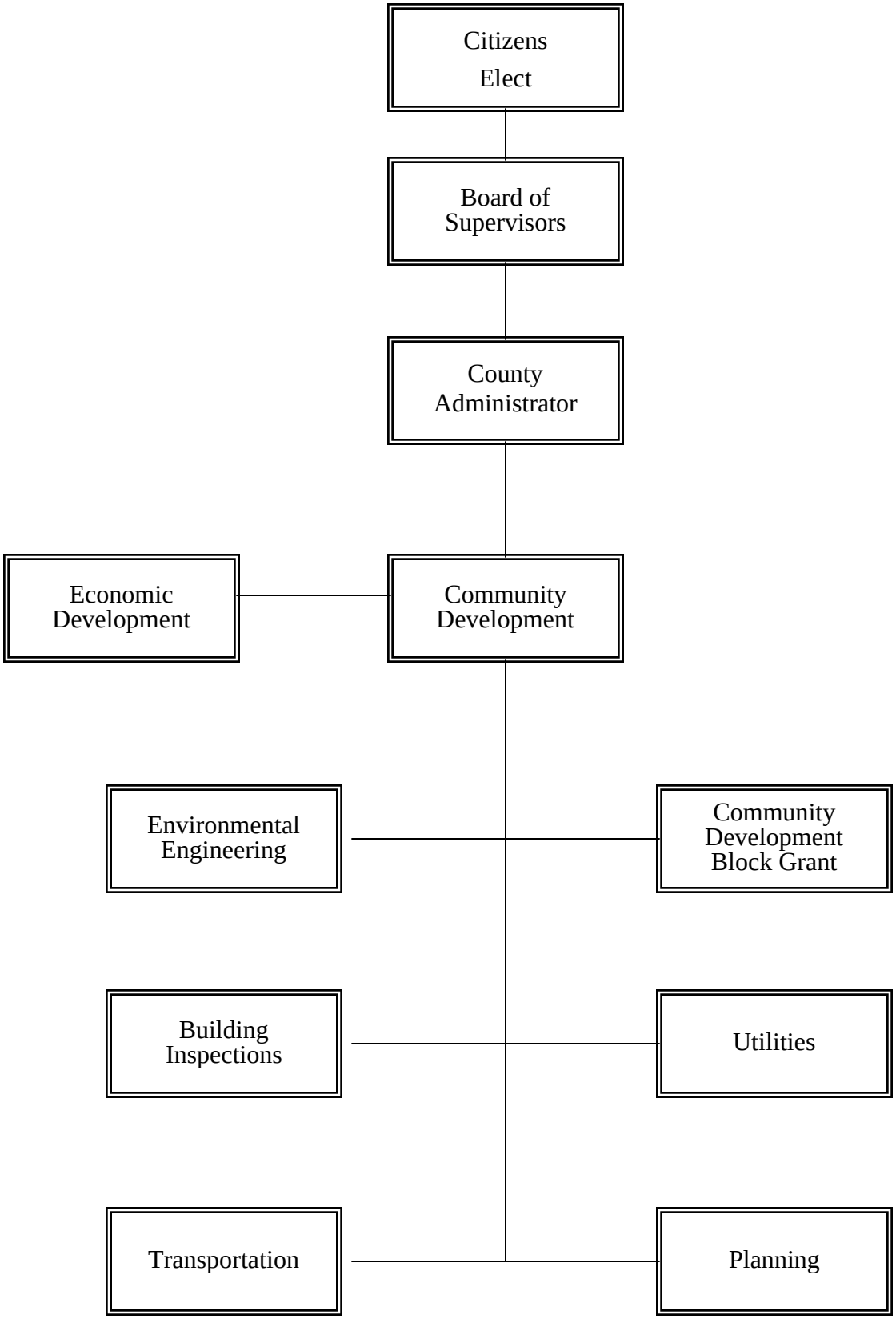
The United States Department of Agriculture (USDA) grant provides donations through the school lunch program. Donations are reimbursements based on the number of youth served meals that comply with USDA guidelines.

Youth Group Home anticipates receiving level federal funding in the amount of $8,200 in FY2009 and FY2010.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2009 Projected	FY2010 Projected	FY2013 Projected
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	9,155	22,500	8,200	8,200	-63.6%	8,200	8,200	8,200
Capital	0	0	0	0	0.0%	0	0	0
Total	$9,155	$22,500	$8,200	8,200	-63.6%	$8,200	$8,200	$8,200
Revenue	9,436	22,500	8,200	8,200	-63.6%	8,200	8,200	8,200
Net Cost	($281)	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	0	0	0	0	0	0	0	0

COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
GENERAL FUND							
Administration	$1,041,328	$1,108,400	$1,185,000	$1,196,300	$1,196,300	$1,196,300	$1,196,300
Building Inspections	5,061,382	5,546,200	5,656,400	5,670,600	5,807,200	5,939,400	6,075,700
Economic Development	1,916,529	1,942,000	1,987,100	1,996,700	1,996,700	1,996,700	1,996,700
Environmental Engineering	4,252,132	4,490,100	4,708,500	4,761,600	4,761,600	4,761,600	4,761,600
Planning	4,064,208	4,326,600	4,757,700	4,793,100	4,799,800	4,799,800	4,799,800
Transportation	960,509	1,193,500	1,231,900	1,237,900	1,237,900	1,237,900	1,237,900
TOTAL GENERAL FUND	**$17,296,090**	**$18,606,800**	**$19,526,600**	**$19,656,200**	**$19,799,500**	**$19,931,700**	**$20,068,000**

COMMUNITY DEVELOPMENT

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
SPECIAL REVENUE FUND							
Community Development Block Grant	$1,908,960	$1,813,500	$1,913,400	$1,913,400	$1,893,400	$1,893,400	$1,893,400
TOTAL SPECIAL REVENUE FUND	**$1,908,960**	**$1,813,500**	**$1,913,400**	**$1,913,400**	**$1,893,400**	**$1,893,400**	**$1,893,400**
ENTERPRISE FUND							
Utilities	$131,099,952	$90,495,900	$157,004,400	$122,834,100	$96,098,200	$98,981,100	$102,995,200
TOTAL ENTERPRISE FUND	**$131,099,952**	**$90,495,900**	**$157,004,400**	**$122,834,100**	**$96,098,200**	**$98,981,100**	**$102,995,200**

COMMUNITY DEVELOPMENT ADMINISTRATION

DESCRIPTION

Community Development Administration provides direction, management, and coordination of the county's development through the Departments of Building Inspections, Planning, Environmental Engineering, Transportation, Economic Development, Utilities, and the Community Development Block Grant (CDBG). As a regulatory division, responsibilities range from initial consultation, oversight of environmental impacts, and project information requests to obtaining project/funding approval by appropriate local, state, and federal agencies.

Community Development Administration also works with citizen groups, the business community, and residents to resolve developmental and environmental cases and some civil disputes. Comprehensive program monitoring and project inspections are also routine functions.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$803,944	$860,000	$878,000	$882,800	2.1%	$882,800	$882,800	$882,800
Operating	237,252	248,400	307,000	313,500	23.6%	313,500	313,500	313,500
Capital	133	0	0	0	0.0%	0	0	0
Total	$1,041,328	$1,108,400	$1,185,000	$1,196,300	6.9%	$1,196,300	$1,196,300	$1,196,300
Revenue	133,582	118,800	118,800	118,800	0.0%	118,800	118,800	118,800
Net Cost	$907,746	$989,600	$1,066,200	$1,077,500	7.7%	$1,077,500	$1,077,500	$1,077,500
FT Pos.	8	8	7	7	(1)	7	7	7

Note: One position was transferred from Community Development Administration to Planning during FY2008.

BIENNIAL BUDGET ANALYSIS

The continued implementation of the Chesterfield Development Information System (CDIS) will have a very positive impact on every Community Development department within the county. Chesterfield Development Information System is to be an integrated property information management system to support the functions of the departments of the Community Development division. The primary functions are work process management and data management dealing with land development (parcel creation, rezoning, subdivision and site plans, permitting and inspections, and addressing). Other functionalities are to include project tracking (for utilities), complaint tracking, and zoning compliance.

The purpose of the system is to provide the county with increased capability to respond to customer needs, improve the quality of service to the public, streamline entry of data relevant to land development by reducing duplication of data, improve quality of data, and to integrate the tabular database with the graphic database contained within the county's Arc/Info-based geographic information system, providing enhanced capabilities to both systems.

Users in each department will have access to the information they need to complete work without having to contact other departments or wait for printouts to be delivered from other areas of the county campus. Chesterfield Development Information System will eliminate the need for multiple sets of paper documents, such as building permits, site plans, and zoning applications, as these will be available on-line. All information will be

available in a user-friendly format to enable the creation of customized reports for demographic and other statistical reporting requirements. The new system will also have the ability to handle transactions such as building permits and zoning applications over the Internet, an asset the county plans to utilize in the future. Interested parties will have the ability to download public information directly from their own computers. Implementation of the system is currently underway. The Environmental Engineering component of the system and the Building Inspections component have been completed. Development of the Planning Department's zoning process is currently underway and will take approximately two years to complete. Development of a Community Development common customer database and a proffers tracking module are being done concurrently with the development of the Planning department's zoning module.

The FY2009 budget for Community Development Administration includes increases for the operation of the Community Development Records Center and increases in dues to the two regional planning commissions. Revenues for Community Development Administration include reimbursements from affiliated organizations and enterprise funds for services provided by department personnel. The Community Development Records Center provides document management and high-density file storage services for the Community Development Division departments. This service eliminates the need to have redundant files residing within multiple departments thus reducing required areas of storage. The Records Area is also responsible for scanning new incoming documents into Laser fiche to provide a central electronic file location for records where they will be accessible to all Community Development users. This will eliminate file redundancy and eliminate the future need of file storage expansion. Some other services the Records Area provides are large format print reproduction and offsite file storage coordination.

Community Development Administration's Manager of Community Development Services is working closely with Crater Planning Commission, Ft. Lee, all of the tri-city Chambers of Commerce and Chesterfield Department of Economic Development to ensure that the county is positioned to fully benefit from the impact of the expansion of Ft. Lee due to the implementation of Base Realignment and Closure (BRAC).

Significant strides will continue to be made in the department's efforts to work with the business community, civic groups, and professional organizations. The county will continue to honor its commitment to addressing the issues facing these constituents by hosting quarterly meetings with the development community and doubling its economic development efforts. Specific attention will be directed upon the development of the Meadowville Technology Park, especially to develop office space that will be available for the BRAC expansion at Ft. Lee.

Community Development Administration through the Revitalization Office facilitates citizen, business, and government efforts to improve and sustain the aging communities of Chesterfield County. It also initiates major projects and programs to eliminate blight in the Jefferson Davis, Village of Ettrick, and Eastern Midlothian Turnpike Corridors.

The strategy to improve and maintain the county's older neighborhoods, business areas, and communities is a three part strategy: 1) **eliminating** the blighted areas and influences along the Jefferson Davis Corridor, the Village of Ettrick and Eastern Midlothian Turnpike and restore these communities to economic and social health; 2) **restoring** communities, showing early signs of blight, to full health; and, 3) **preventing** blight from occurring in other older county neighborhoods, business areas, and communities.

Community Development Administration has also coordinated several special projects that further establish the county as a regional leader. These include leading the efforts at the state level in developing/creating best practice standards and community relations training for youth group home providers. Additionally, Community Development Administration has established the county as a leader in creating positive relationships throughout the county's diverse cultural landscape with such projects as the Black History celebration, Confederate History and Heritage dialogues, the Asian American Society celebration and the Hispanic Chamber of Commerce.

COMMUNITY DEVELOPMENT ADMINISTRATION

WHERE ARE WE GOING?

Community Development departments face many issues in the near future. Having its most pressing need, more office space, alleviated with the opening of the new community development building during FY2007, the division will be charged with evaluating the effectiveness of the new one-stop customer service center as well as the Records Service area during FY2009. These centers have been in operation for more than a year and certain assessments of the services offered, as well as the fiscal and human resources required for effective and efficient operation, will have to be made and addressed for future operational impact.

Growth across the county will continue to have a tremendous impact on this division in the future. The rate of residential growth and many of the new state regulations imposed by the state legislature will create significant challenges for departments in the division. In order to fully address these challenges, the departments will begin to analyze and search for the best approaches to handling growth and policy challenges from the development of countywide planning mechanisms to the search to understand the impact of one-size-fits-all legislative endeavors. If growth continues at its current rate, meeting these challenges could prove rather costly for the county.

In view of the above, the division will be submitting a request to the Board of Supervisors for a comprehensive countywide study. This study will be led by the Planning Department.

BUILDING INSPECTIONS

DESCRIPTION

The mission of the Department of Building Inspections is to "ensure compliance with the governing building codes for the safety of our residents and visitors." The department's primary function is to enforce provisions of the Virginia Uniform Statewide Building Code (VUSBC), which regulates new building construction as mandated by the Commonwealth of Virginia. In accordance with the authority established by the code, the department accepts permit applications, reviews those applications for compliance with the VUSBC, routes applications to other Chesterfield County reviewing departments, and issues permits authorizing the proposed work after applicable departments have given approval to proceed. The department conducts on-site inspection of projects at different phases of construction and issues certificates of occupancy. The department is also responsible for enforcing the provisions of the Virginia Property Maintenance Code and the county's blight ordinance.

Department staff take great pride in providing the best possible customer service and continue to be respected by citizens, contractors, and colleagues for their knowledge and integrity.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$4,362,676	$4,550,200	$4,727,300	$4,772,300	3.9%	$4,905,300	$5,037,500	$5,173,800
Operating	698,707	996,000	929,100	898,300	-6.7%	901,900	901,900	901,900
Capital	0	0	0	0	0.0%	0	0	0
Total	$5,061,382	$5,546,200	$5,656,400	$5,670,600	2.0%	$5,807,200	$5,939,400	$6,075,700
Revenue	4,978,408	5,342,700	5,549,800	5,610,400	3.9%	5,769,600	5,933,600	6,102,600
Net Cost	$82,974	$203,500	$106,600	$60,200	-47.6%	$37,600	$5,800	($26,900)
FT Pos.	72	72	72	72	0	72	72	72

BIENNIAL BUDGET ANALYSIS

The Department of Building Inspections supports its expenses with revenues derived from fees for services. Costs attributed to the residential proffer inspection program are not offset by fees and comprise the majority of the net cost to the county's general fund. Revenues collected over budget support Fire and Life Safety plan reviews.

The Building Inspections fee schedule is built on the premise that an inspector will make an average number of visits per permit type. Built into the flat fee are two inspections for each type of inspection performed. If an inspector rejects a first inspection and second inspection, the contractor is assessed another fee for a third inspection and all subsequent inspection visits.

For FY2009, Building Inspections increased the flat fee charged per residential inspection by $9, from $48 to $57. Commercial fees will also increase. The fee increases will enable the department to move closer to its goal of recovering the majority of the costs related to its operations. Total Building Inspections revenue is budgeted at $5,549,800 in FY2009, an increase of $207,100, or 3.9 percent, from the FY2008 budget. Building Inspections last increased fees in FY2005.

The department is subject to cyclical and erratic shifts in the construction industry. Those shifts impact departmental workload and revenues from year to year. Attractive interest rates and the availability of a large number of lots drove the

volume of service requests, especially those related to residential, significantly upward from 2003 to 2005. Residential service requests dropped off significantly in 2006 and 2007. Despite the recent downturn in residential activity, commercial activity remains fairly strong.

The department will continue to contribute $205,000 to the Chesterfield Development Information System (CDIS) in both years of the biennium. The purpose of the CDIS is to allow inspectors from Building Inspections, Environmental Engineering, Planning and Zoning, and Fire and Life Safety to have complete information available in the field through computer field units.

Also included in the department's FY2009 budget is $27,000 for extended maintenance on the department's Toughbook laptop computers and $24,800 for the reclassifications of 11 employees in FY2008.

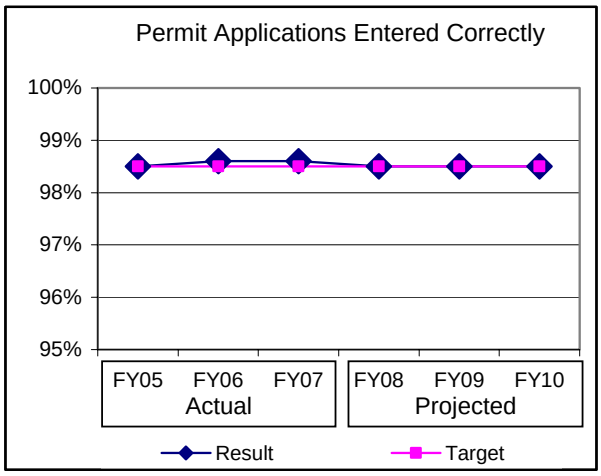
Building Inspections was able to identify a total of $146,800 in operating savings in the FY2009 budget. Savings were identified in areas such as travel, fleet charges, and capital spending.

The department's FY2009 budget also includes increases for salary and benefit costs related to the additional FY2008 1.25% merit approved after the adoption of the FY2008 budget and merit and benefit increases for eligible employees in FY2009.

Building Inspections administers and enforces the county's blight ordinance. Funding to demolish dilapidated and unsafe buildings is budgeted in the county's Capital Improvement Program (CIP). There is no funding provided for blight eradication in the first year of the county's FY2009-FY2014 CIP. It was determined that the project could forego one year of funding and still have adequate funding available to meet anticipated costs in FY2009. Funding in the amount of $75,000 per year is provided in the remaining five years of the CIP.

HOW ARE WE DOING?

Goal: To provide exceptional customer service. Supports countywide Strategic Goal 2
Objective: Improve accuracy and timeliness of permit application processing by entering application information correctly
Measure: Percentage of applications initially entered correctly

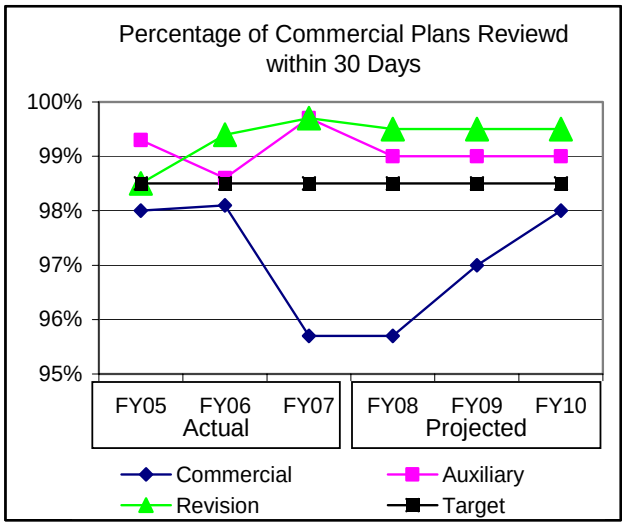


Initiatives

- Quality control procedures
- Administrative cross-training program
- Chesterfield Development Information System (CDIS)
- Use of web services and expanded "fax-back" feature of Interactive Voice Response (IVR) system

BUILDING INSPECTIONS

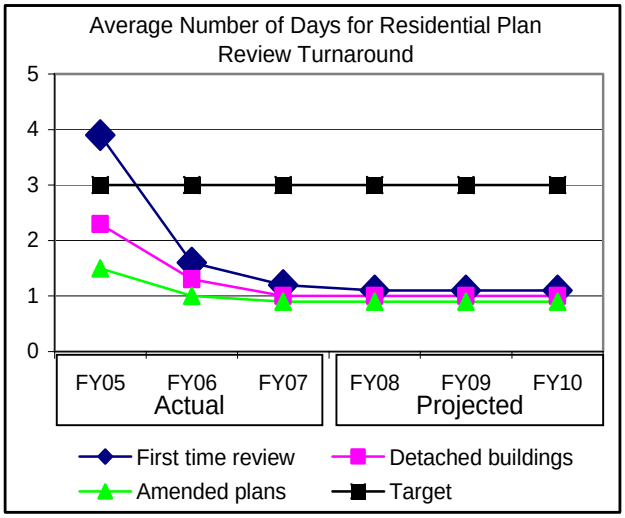
Goal: Minimize turnaround time for plans review to assist the business community. Supports countywide Strategic Goal 6
Objective: Provide timely review of commercial building permit applications
Measure: Percentage of commercial plans reviewed within 30 days (initial plan review turnaround time for commercial structural plans reviewed by Building Inspections only)



Initiatives

- Public One Stop Service (Posse) Information System
- Coordination with Fire and Life Safety Review Team
- Employee cross training
- Internet access to commercial comments

Goal: Minimize turnaround time for plans review to assist the business community. Supports countywide Strategic Goal 6
Objective: Provide timely review of residential building permit applications
Measure: Average number of days for residential plans review turnaround



Initiatives

- Chesterfield Development Information System (CDIS)
- Front counter customer assistance with residential plan reviews
- Master plan program
- Maintain staffing

BUILDING INSPECTIONS

WHERE ARE WE GOING

Inspection activity, especially residential, can vary significantly from year to year. Because of these swings, the Building Inspections department will continue to look for creative ways to utilize existing staff during downturns.

Building Inspections expects to maximize the use of the Internet by accepting applications and payments online. Automation will be a critical variable in controlling personnel costs while providing world-class customer service.

COMMUNITY DEVELOPMENT BLOCK GRANT

DESCRIPTION

The Community Development Block Grant Office administers the Community Development Block Grant (CDBG), the American Dream Downpayment Initiative (ADDI), and the Home Investment Partnership (HOME) program. These programs are funded through grants that are awarded annually from the United States Department of Housing and Urban Development (HUD).

The CDBG is authorized under Title I of the Housing and Community Act of 1974, as amended. Program funds may be used for housing, public service, public administration, public improvements, and for economic development activities. The overall objective of the CDBG program is to develop viable urban communities by providing decent housing, suitable living environments, and expanded economic opportunities primarily for low and moderate-income persons.

The American Dream Downpayment Initiative is the federal government's attempt to make housing more affordable to low and moderate-income persons by providing funds for down payment assistance through participating jurisdictions.

The HOME Program was authorized by Title II of the National Affordable Housing Act. Its primary purpose is to increase the supply of decent, affordable housing for low and very low-income families and individuals. In addition, the program was established to build the capacity for states and localities to carry out affordable housing programs and provide for coordinated assistance to participants. Program funds may be used for new housing construction, housing rehabilitation, first time home ownership opportunities, and rental rehabilitation.

HOME fund activities include establishing housing priorities in low and moderate-income neighborhoods; revitalizing and preserving existing neighborhoods; rehabilitating substandard housing; encouraging homeownership of affordable housing; physical, economical, and social development of neighborhoods; improving infrastructure conditions; and enhancing public services. The county has demonstrated a need for these activities and has been extremely successful in creating innovative ways to utilize these and other available resources.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$259,220	$384,000	$413,100	$0	7.6%	$0	$0	$0
Operating	1,005,770	1,002,500	1,500,300	1,913,400	49.7%	1,893,400	1,893,400	1,893,400
Capital	643,970	427,000	0	0	-100.0%	0	0	0
Total	$1,908,960	$1,813,500	$1,913,400	$1,913,400	5.5%	$1,893,400	$1,893,400	$1,893,400
Revenue	1,852,201	1,813,500	1,913,400	1,913,400	5.5%	1,893,400	1,893,400	1,893,400
Net Cost	$56,759	$0	$0	$0	0.0%	$0	$0	$0
FT Pos.	5	5	5	5	0	5	5	5

COMMUNITY DEVELOPMENT BLOCK GRANT

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected*	FY2012 Projected*	FY2013 Projected*
Administration		$301,800	$304,900		1.0%			
Code Enforcement		139,100	149,000		7.1%			
Economic Dev.		281,100	218,000		-22.4%			
Housing		423,000	1,266,300		199.4%			
Public Fac./Imprv.		426,500	285,000		-33.2%			
Public Service		191,300	186,000		-2.8%			
Unallocated*		50,700	52,000		2.6%			
Total	$1,908,960	$1,813,500	$2,461,200	$1,913,400	35.7%	$1,893,400	$1,893,400	$1,893,400
Revenue								
CDBG/HOME		1,754,300	1,718,200	1,913,400	-2.1%	1,893,400	1,893,400	1,893,400
Program Income		59,200	195,200					
Reprogrammed Fds.			547,800					
Total	$1,908,960	$1,813,500	$2,461,200	$1,913,400	35.7%	$1,893,400	$1,893,400	$1,893,400
FT Pos.	5	5	5	5	0	5	5	5

* Allocation of funds among categories will be determined during future budget deliberations.

BIENNIAL BUDGET ANALYSIS

The county's Block Grant department receives proposals from public and private agencies and from neighborhood, community, and not-for-profit organizations. The Board of Supervisors grants funding after considering recommendations provided by a citizen participation group, county administration, and two public hearings. The first table above lists the allocation of grants and program income which was appropriated. The second table reflects the breakdown of FY2008-2009 by category.

Organizations awarded CDBG, ADDI, and HOME funds have been very successful in providing services to an increasing number of residents through its various programs. Benefits over the last two years have directly impacted over 17,000 persons and indirectly helped over 80,000. The department continues to successfully manage approximately 20 to 25 new activities and projects annually.

Housing activities have exceeded all levels of expectation. Housing rehabilitation and affordable homeownership opportunities have continuously increased with the availability of funds. Few counties that operate without an established housing agency can compete with the success that has been experienced in Chesterfield.

The following is a list of the projects to be funded with CDBG and HOME funds.

COMMUNITY DEVELOPMENT BLOCK GRANT

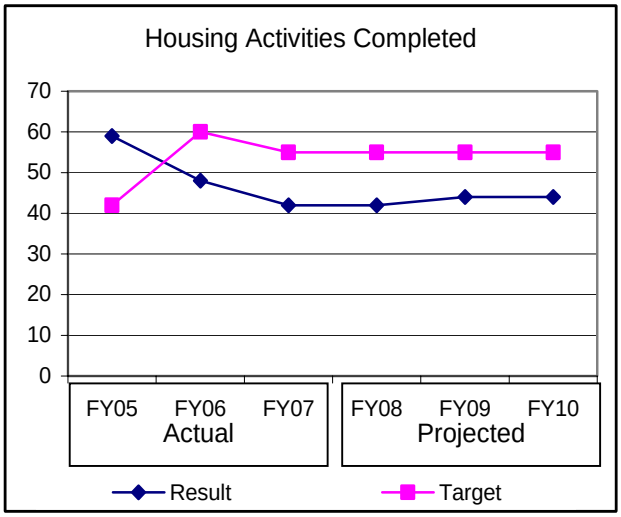
Activity	FY2009 Adopted
Ampthill Seniors Program	$6,000
Bensley Community Center	51,300
Bensley Elementary Extended Day Program	8,000
CDBG Administration	248,100
Chalkley After School Program	6,000
Communities In Schools-At Risk Youth Program	20,000
Dundas Road Drainage Project	125,000
Elder Homes Corp-Housing Rehabilitation	349,000
CDBG-Housing Rehabilitation	330,500
Emergency Home Repair-CDBG	102,200
Ettrick Community Center	57,500
Friends Association Job Training & Placement	25,000
HOME Administration	56,800
HOME Down Payment Assistance	201,400
Jefferson Davis Business Incubator-Biz Works	193,000
Metropolitan Boys & Girls Club-SMART Girls Program	12,200
Pro-Active Code Compliance	149,000
Richmond ARC	160,000
Southside Development CHDC -CHDO	283,200
Youth Programs	25,000
Unallocated*	52,000
Total	**$2,461,200**

* Funds cannot be used in Public Service or Administration categories

COMMUNITY DEVELOPMENT BLOCK GRANT

HOW ARE WE DOING?

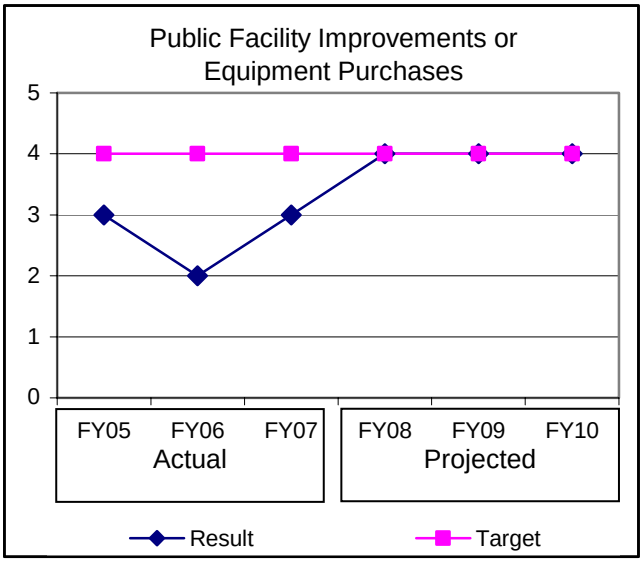
Goal: Provide affordable housing and affordable housing conditions for low and moderate-income families. Supports countywide Strategic Goals 1 and 3
Objective: Provide opportunities and assistance for affordable purchase and rehabilitation of housing
Measure: Number of housing activities completed



Initiatives

- Counseling services
- Down-payment assistance program
- Housing rehabilitation
- New construction
- Citizen Review Committee

Goal: Improve community development conditions in low and moderate-income communities. Supports countywide Strategic Goals 1 and 3
Objective: Provide public facilities improvements and equipment for low to moderate-income communities
Measure: Number of public facility improvements or equipment purchases completed

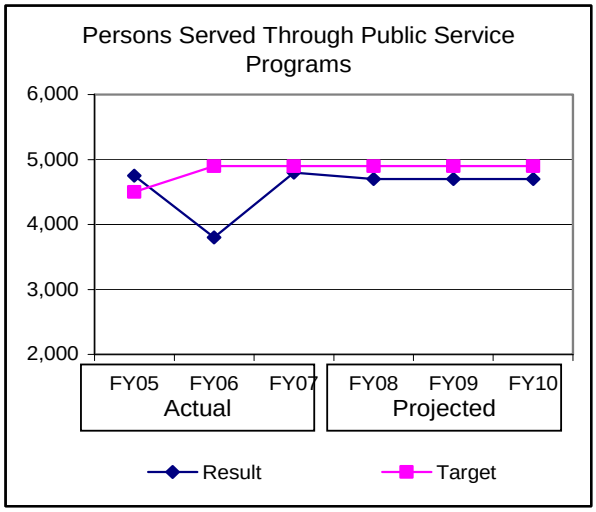


Initiatives

- Small business assistance program
- Infrastructure improvements
- Purchase of public safety equipment
- Creation of public facilities
- Citizen Review Committee

COMMUNITY DEVELOPMENT BLOCK GRANT

Goal: Improve public service opportunities in low and moderate-income communities. Supports countywide Strategic Goals 2 and 3
Objective: Provide social, cultural, and educational activities for youth and adults
Measure: Number of persons served through public services in various programs



Initiatives

- Community centers (Ettrick and Bensley)
- Youth and cultural activity programs
- Senior citizen programs
- Citizen Review Committee

WHERE ARE WE GOING?

The CDBG and HOME Programs will continue to be an integral component in the improvement of the living conditions for low and moderate-income persons within the county. The ever-present infrastructure, housing rehabilitation, and affordable housing ills that are critical focal points for the improvement of the neighborhoods have been under-served in the past. Addressing these issues will involve the creation of more partnerships with not-for-profit agencies. In the next two to five years it is anticipated that there will be several changes that will impact the operations of the department. First, an increase in new first-time requestors will impact the department's considerable workload. Second, greater demand on CDBG financial resources will require even more diligent strategic planning in the use of available funds.

Future year projections assume a modest decrease in funding based on the current trend from the Department of Housing and Urban Development with the exception of current year reprogrammed and reallocated funds.

ECONOMIC DEVELOPMENT

DESCRIPTION

The Department of Economic Development is responsible for the recruitment and location of new and expanding industry to Chesterfield County. The department strives to create and maintain a stable and diverse business and industrial base so that adequate county services can be provided without a disproportionate tax burden on residents.

The department assists existing Chesterfield County businesses and industries and serves as a catalyst to improve the county's business climate. This is accomplished by providing input and guidance to the Board of Supervisors, county administration, regulatory agencies, and other service departments.

The department is also responsible for administering the county's local enterprise zone program in conjunction with the Department of Housing and Community Development.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$996,071	$1,072,300	$1,095,800	$1,101,600	2.2%	$1,101,600	$1,101,600	$1,101,600
Operating	920,458	869,700	891,300	895,100	2.5%	895,100	895,100	895,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$1,916,529	$1,942,000	$1,987,100	$1,996,700	2.3%	$1,996,700	$1,996,700	$1,996,700
Revenue	35,000	0	0	0	0.0%	0	0	0
Net Cost	$1,881,529	$1,942,000	$1,987,100	$1,996,700	2.3%	$1,996,700	$1,996,700	$1,996,700
FT Pos.	10	11	11	11	0	11	11	11

BIENNIAL BUDGET ANALYSIS

In early 2005 Chesterfield County, through its Economic Development Authority (EDA), took full control of the Meadowville Technology Park (MTP) by purchasing the remaining option from several different land owners. The MTP is a 1,300 acre parcel of land located in the eastern part of the county off Interstate 295. The purchase of the land by the EDA was necessary to minimize obstacles in developing the site and to facilitate real estate negotiations with interested businesses. Northrop Grumman, the first business to announce plans to move into the MTP, has now moved into their new facility.

The county understands the importance of Meadowville and its ability to provide opportunities to enhance the county's future economic development growth. To spur additional business investment in the Park, construction of the long-planned interchange at Interstate 295 and Meadowville Road is essential. The FY2009-FY2010 Capital Improvement Program identifies $40 million in sources to build this interchange.

One project the department has been heavily involved in culminated in a June 2007 groundbreaking for the Watkins Centre, the county's newest high-end, mixed-use development. The event marked the beginning of a public-private project to construct the development, which will be located at the interchange of Route 288 and Midlothian Turnpike. Once complete, the area is expected to generate $600 million in new investment and be a major employment center for the county.

ECONOMIC DEVELOPMENT

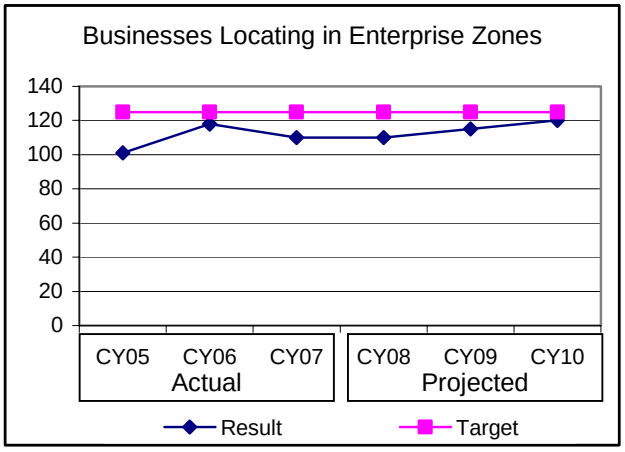
The complex will include retail stores, an office park, as well as some light industrial uses.

Incentives for prospective companies are playing a greater role in the competitive nature of economic development. Companies and consultants are often using these "sweeteners" as a screening tool early on in the life of a project. To help offset some of these anticipated costs, $110,000 is included in the county's FY2009 and FY2010 budgets in the miscellaneous non-departmental category. Rent increases have also been added in the FY2009 and FY2010 departmental budget in the amount of $7,000 and $3,000 respectively. Funds to address increases in fringe benefits, risk management, and merit increases for eligible employees are also included in the FY2009 budget. Likewise, FY2010 includes similar changes in employee benefits.

The department's additional funding requests for FY2009 include $85,000 for a project manager position with a small and minority business focus, and an additional $50,000 for targeted marketing for new business development. Additionally, the department has requested FY2010 funding for a project manager position for new business development. At the current time none of these requests are included in the FY2009 or FY2010 budget.

HOW ARE WE DOING?

Goal: To expand the commercial and industrial tax base by successfully locating desired business and industry through varied marketing activities. Supports countywide Strategic Goals 1 and 6
Objective: Locate new industries (manufacturing and service) to the county
Measure: Businesses Locating in Enterprise Zones



Initiatives

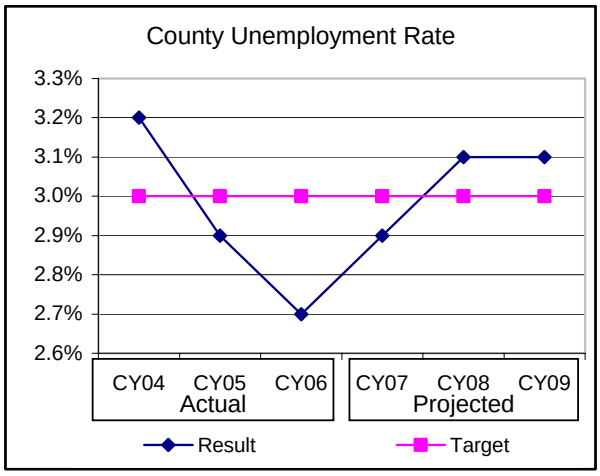
- Increase Business First Chesterfield Outreach to make existing companies aware of Enterprise Zone incentives
- Market the Enterprise Zone program

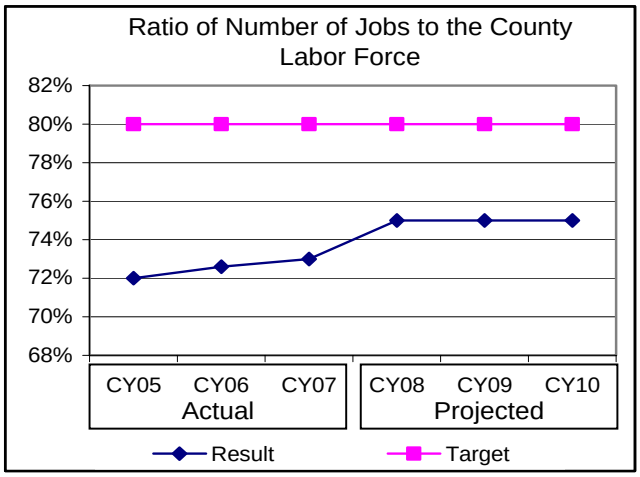
ECONOMIC DEVELOPMENT

Goal: Expand the commercial and industrial tax base by successfully locating desired business and industry through varied marketing activities. Supports countywide Strategic Goals 1 and 6

Objective: Maintain a ratio of commercial/industrial tax base to residential tax base

Measure: County Unemployment Rate and Ratio of Number of Jobs to the County Labor Force



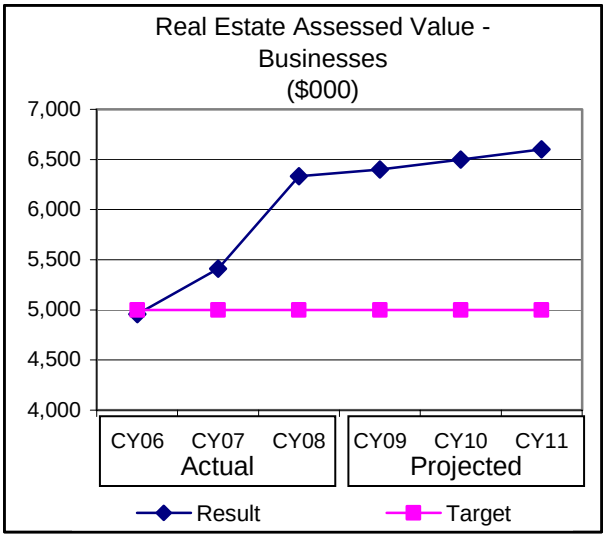


Initiatives

- Project managers specializing in targeted industries
- Staff participation in industry-focused marketing missions and trade shows
- Involvement from existing businesses in recruitment efforts, particularly those that are industry-focused

ECONOMIC DEVELOPMENT

Goal: To expand the commercial and industrial tax base by successfully locating desired business and industry through varied marketing activities. Supports countywide Strategic Goals 1 and 6
Objective: Maintain a ratio of commercial/industrial tax base to residential tax base
Measure: Real Estate Assessed Value – Commercial / Industrial



Initiatives

- Attend trade shows – focus on identified target industries
- Implement infrastructure projects for Master Plan for Meadowville Tech Park
- Market the Enterprise Zone program

WHERE ARE WE GOING?

An increased focus on the county's economic development efforts and successes is anticipated in the next several years, particularly in light of increased involvement and cooperation from the local business community and business organizations such as the Chesterfield Business Council. The department will continue to work closely with outside organizations to look for better ways to attract new businesses to the county; retain and expand existing businesses; and increase regional, national, and international awareness of the county.

The department will continue to play an active role in the planning and development of the Watkins Centre parcel at the Route 288/60 corridor. This ideally located commercial property has the potential to be an economic engine for the county. The department will also actively market the Meadowville Technology Park to high-tech industries specializing in life sciences, pharmaceutical manufacturing, research and development, and microelectronics. It is anticipated that the Northrop Grumman development will lead to additional investment from businesses that will be supporting the company's operations and will also be a catalyst for investment from unrelated businesses.

ENVIRONMENTAL ENGINEERING

DESCRIPTION

The Department of Environmental Engineering consists of seven functional sections supported by a small administrative section. The functional areas and their duties are as follows:

(a) Drainage Maintenance Operations performs a wide variety of maintenance functions on drainage facilities located in easements throughout the County. Work performed is section initiated, in response to requests or complaints from citizens, or in response to situations reported from other department sections in the field.

(b) Geographic Information Services' mission is to maintain and enhance the Chesterfield County Geographic Information System (GIS) so as to provide accurate, timely, current and cost effective information to County agencies and the public, and to provide accurate, up-to-date map products.

(c) Best Management Practices (BMP) (drainage) Maintenance is a section dedicated to the maintenance of BMP facilities in residential areas and the follow up inspection of private maintenance of BMPs located on commercially owned properties.

(d) The Water Quality Programs section implements a comprehensive water quality program including compliance with the County's National Pollution Discharge Elimination System (NPDES) permit requirements. The Virginia Department of Environmental Quality (DEQ) administers the county's NPDES permit, and the Environmental Engineering Department is required to submit an annual compliance report. Department of Environmental Quality (DEQ) can alter the annual terms of this permit, which renews every five years, based upon this report. The section also works on development and implementation of watershed management strategies, enforcement of the Illicit Discharge Ordinance, as well as stream quality and restoration activities.

(e) The Plans Review section reviews residential and commercial development plans and projects for erosion and sediment control, road construction, and other county ordinances and regulations. Approved plans are eligible for issuance of a land disturbance permit.

(f) The Construction Inspections section performs erosion and sediment control inspection and enforcement duties for all construction projects in the county, from large developments down to individual building permits. Inspection frequency for projects is mandated by state regulations at least once every two weeks per project through issuance of a Certificate of Occupancy or to State Road Acceptance.

(g) The Street Signs operation fabricates and installs street signs for new development and, on a fair wear and tear basis, replaces existing signs. Approximately half the signs produced and installed annually by staff are replacements.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
Personnel	$3,560,619	$3,774,200	$4,056,600	$4,104,000	7.5%	$4,104,000	$4,104,000	$4,104,000
Operating	667,263	600,900	605,900	613,700	0.8%	613,700	613,700	613,700
Capital	24,250	115,000	46,000	43,900	-60.0%	43,900	43,900	43,900
Total	$4,252,132	$4,490,100	$4,708,500	$4,761,600	4.9%	$4,761,600	$4,761,600	$4,761,600
Revenue	1,179,773	750,800	785,700	785,700	4.6%	785,700	785,700	785,700
Net Cost	$3,072,359	$3,739,300	$3,922,800	$3,975,900	4.9%	$3,975,900	$3,975,900	$3,975,900
FT Pos.	67	67	67	67	0	67	67	67

ENVIRONMENTAL ENGINEERING

BIENNIAL BUDGET ANALYSIS

Drainage Maintenance Operations has a replacement plan that extends to the year 2045 and provides for construction equipment replacement at an average life interval of 11 years per asset that mirrors the County Fleet Garage replacement cycle. The funding of this program is currently $40,000 per budget year. This replacement program, established with the FY2000 budget, continues to meet the department's replacement needs. Unused funds in the line item are carried over into each successive year allowing purchase of high cost equipment that could not be purchased with a single year's allocation.

Materials and supplies costs for Drainage Maintenance Operations have increased annually in the last ten years to a point where they have almost tripled on a per address served basis, from $7.97 per address in 1998 to $22.25 per address in 2007. There has been no corresponding adjustment in funding which has proven to be a challenge for the department's operating budget.

At the request of Emergency Services, the department has established a 24 hour on-call response capability for drainage issues. Each of four supervisory personnel in Drainage Maintenance and the supervisor in BMP Maintenance is on call 24 hours a day for a duty week. Each of these individuals is compensated at the rate of a single day's overtime pay for the 128 non-working hours spent on call per week which also contributes to funding constraints within the department's operating budget. Staff will be re-examining priorities and making recommendations to address this issue.

Operations in the BMP Maintenance section have improved with the purchase of heavy equipment utilizing funds collected for such during the development process.

Water Quality programs are mandated by the Federal Clean Water Act through a NPDES permit to implement a comprehensive program, including water quality monitoring, regulation of discharges and public education, and outreach. The purpose of the program is to protect, preserve, and restore county surface water resources. Penalties for permit violation can result in enforcement action by either the DEQ or the Environmental Protection Agency (EPA). The department is required to renew the stormwater management permit annually.

The department's Water Quality section is developing a Professional Staff Development program for county staff which directly relates to permit requirements as well as additional responsibilities, such as becoming the issuing agency for Virginia Municipal Stormwater Permits (VMSP) permits within county limits, a function formerly performed by Virginia Department of Conservation and Recreation (VaDCR). This budget includes the NDPES annual permit fee.

Virginia Department of Conservation and Recreation's action to transfer issuance of VMSPs down to the local level also impacted the Engineering Plans Review Section. Staff is now facing development and assignment of additional review processes related to this action. Staff requested additional funding for two senior engineers, an engineering assistant and their ancillary equipment to meet these challenges, but that request was not approved. As an offset to the costs of the engineers, the department will be recommending an increase in the base Program Administration fee. The department will complete a comprehensive review of departmental costs and revenues over the next several months and will bring recommendations before the Board of Supervisors for fee adjustments in the summer or fall of 2008.

The Engineering Plans Review Section also faced one of its greatest challenges in the past two biennial budgets, which was meeting the commonwealth mandated initial review timeframes. An unusually large intake of new plans, related to a lowering of the prime lending rate, resulted in staff being overwhelmed and unable to meet the commonwealth requirements. To relieve the pressure and backlog, the department established an Agent Review program using private sector engineers and an in-house committee review process. Additionally, two more Senior Engineers were added to staff. For a brief period, review times decreased sharply, but

never to a level that met commonwealth mandates. Submissions have once again begun to backlog and staff is falling farther behind the mandated review time limits. Data on this situation is noted on the FY2009-2010 performance measures.

Another major issue impacting plans review operations is a new commonwealth requirement which requires each professional engineer (PE) on staff to complete 16 continuing education credits (CEU) every two years to maintain his/her professional license. Estimates show that annually, for each PE, pursuing eight CEUs will cost $3,200. These requirements exacerbate a situation where the department is not only unable to match the salary offers of the private sector or even the commonwealth for licensed PEs, but it also cannot underwrite required continuing education and proves to make recruitment and retention extremely challenging.

The department modernized Street Signs Operations with a computer operated system. Anticipated savings based upon increased efficiencies, however, have been offset and even overtaken by increased materials costs. This budget submission reflects an increase in the per sign paddle of $25, from $75 to $100. This change was derived by examining section costs relative to new sign production. Staff has also revised the typical year estimate for new sign paddle production from 176 to 250.

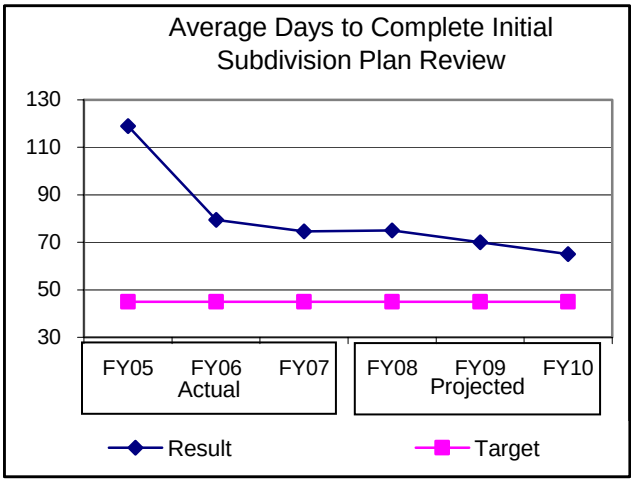
Changes in the State Code and regulations regarding Impoundments/Dam Safety and the local responsibilities for same have simultaneously created two processes, neither of which the department has the personnel nor equipment to undertake. The county must develop dam safety/ failure inundation/emergency action plans (EAP) for each impoundment on which the county provides maintenance that also meets the commonwealth's guidelines, e.g. Lake Evergreen. Additionally, all privately owned impoundments in the county must prepare similar reports and documentation, which the county must review and annually evaluate in table top command post exercises involving all relevant county agencies. This could mean a minimum of 20 such plans and exercises over the course of a given year. Consequently, the department requested additional funding of $126,500 in FY2009 for a senior engineer to administrate the mandated safety regulations and $45,000 in FY2010 for consultant services to develop the county's EAPs for any impoundments under county maintenance. These funding requests were not approved.

The Environmental Engineering Department requested additional funding, which was not approved, in several areas due to new and changing commonwealth regulations regarding development. Many of these regulations transferred duties from the commonwealth to the municipalities without providing funding for the additional costs the municipalities will incur to comply with the regulations. Consequently, over the next several months, the Environmental Engineering Department will complete a comprehensive analysis of its revenues and expenses to determine how much of its costs relating to these regulations can and should be recovered through customer fees. The hope is that any revenue from fee increases will help fund additional staffing and/or operating costs necessary for Chesterfield to comply with the commonwealth's regulations.

ENVIRONMENTAL ENGINEERING

HOW ARE WE DOING?

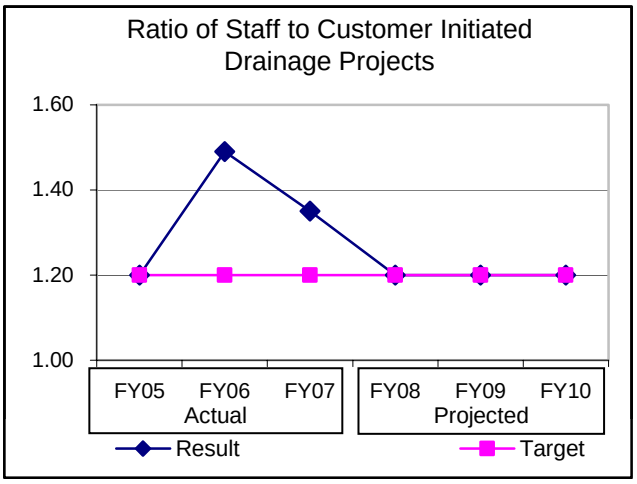
Goal: Meet customer demand for rapid turnaround time in plan review. Supports countywide Strategic Goals 2 and 7
Objective: Complete initial development plan reviews within 45 days of receipt of plan
Measure: Average number of days to complete initial review



Initiatives

- State mandated time limits are changing. Additional review engineers to meet these requirements have been requested in this budget submission

Goal: Proactive Performance of Drainage Maintenance Operations. Supports countywide Strategic Goals 2 and 3
Objective: Act on drainage maintenance problems before receiving a request for service from customers
Measure: Ratio of field initiated drainage projects to customer requested drainage projects better than 1:1

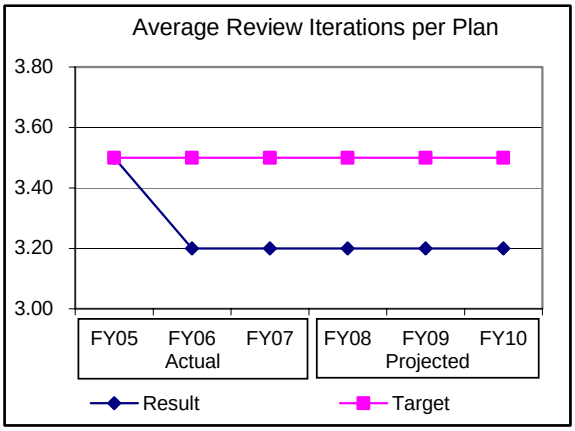


Initiatives

- Empowerment of staff

ENVIRONMENTAL ENGINEERING

Goal: Reduce rework both for the departmental staff and customers for review of plans. Supports countywide Strategic Goals 2 and 7
Objective: Reduce the number of review iterations per development plan to final approval
Measure: Average number of reviews per plan



Initiatives

- Thorough staff review

WHERE ARE WE GOING?

The mere performance of plans reviews (which staff is currently unable to meet with commonwealth mandated time limits) will grow longer as the commonwealth shifts more responsibilities (such as storm water permitting review, issuance, and permit compliance) over to the county. This means that staff will be reviewing plans, issuing permits, and inspecting for compliance years beyond the department's typical involvement (which ends at a Certificate of Occupancy issuance for a commercial project or at commonwealth road acceptance for residential single family development projects). At this time, the department is uncertain as to the impact these additional duties will have on inspections staff. However, it is likely that additional staffing will be required to meet the increase in workload demands.

PLANNING

DESCRIPTION

The Planning Department is responsible for guiding and regulating Chesterfield County's long and short-term development. Responsibilities include overseeing the county's comprehensive planning process and both efficiently and effectively guiding residential and commercial development for the benefit of present and future generations.

The foundation of the Planning Department's efforts is The Plan for Chesterfield, the county's comprehensive plan. This document serves as a guide for growth and contains recommendations for the county's future development. Planning staff works with interested persons through a proactive, positive, and inclusive process for every plan amendment.

The Plan for Chesterfield focuses on five important themes that work to preserve a high quality of life today and in the future. These themes, grounded in several of the county's strategic plan goals, call for encouraging orderly growth, fostering quality economic development, shaping aesthetic character, preserving important resources, and sustaining neighborhoods.

Planning staff implements the plan's recommendations and the development requirements outlined in state law in numerous ways. These include: reviewing and making recommendations to the Board of Supervisors, Planning Commission, and Board of Zoning Appeals on zoning related requests; reviewing site plans, subdivisions, building permits, and certificates of occupancy; conducting a zoning and property maintenance program; analyzing community trends; and providing general planning assistance to the public.

The collection and management of planning-related information are also key functions of the Planning Department. The department is responsible for analyzing major demographic, economic, and land use trends in the county, as well as producing semi-annual reports on demographic, residential, and non-residential growth.

The department maintains critical information on pending and approved development cases and is responsible for entering and maintaining important land use and zoning information in the county's Geographic Information System (GIS).

The Planning Department also provides staff support to the seven-member Preservation Committee, which is appointed by the Board of Supervisors. The committee reviews and comments on applications for historic sites or districts. Once a local landmark is designated by the Board, the Preservation Committee reviews all changes (other than routine maintenance) to the exterior of the building or site. The Preservation Committee also educates Chesterfield County property owners about proper treatment of historic buildings.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$3,616,239	$3,890,700	$4,292,700	$4,328,700	10.3%	$4,328,700	$4,328,700	$4,328,700
Operating	447,969	435,900	465,000	464,400	6.7%	471,100	471,100	471,100
Capital	0	0	0	0	0.0%	0	0	0
Total	$4,064,208	$4,326,600	$4,757,700	$4,793,100	10.0%	$4,799,800	$4,799,800	$4,799,800
Revenue	1,403,171	1,459,600	1,969,100	2,028,200	34.9%	2,060,900	2,080,000	2,099,400
Net Cost	$2,661,038	$2,867,000	$2,788,600	$2,764,900	-2.7%	$2,738,900	$2,719,800	$2,700,400
FT Pos.	54	56	60	60	4	60	60	60

Note: One position was transferred to Planning from Community Development Administration during FY2008.

PLANNING

BIENNIAL BUDGET ANALYSIS

The Planning Department is responsible for the review of development plans for commercial sites, subdivisions, rezoning requests, variance requests, and conditional use requests. The Development Review branch of the department handles most of the workload associated with plan submissions. Planning's FY2009 budget includes three months of funding totaling $28,800 to cover the remainder of the costs of a planner position and a planning technician position partially funded in FY2008. These positions assist with the subdivision review process.

In addition to the two positions above, Planning's FY2009 budget includes funding for two review related positions. An additional $35,000 has been approved to offset the conversion of a permanent part-time principal planner position to full-time status. This position will help develop CDIS and prepare the Comprehensive Plan, increasing staff efficiency. A new planner position for $54,800 was also approved in this budget. This position will decrease the workload for current staff, thereby improving review time and customer service.

The Planning Department is responsible for the administration of the county's weed enforcement and sign removal programs. The department's FY2009 budget includes nine months of funding in the amount of $38,200 to cover the remainder of the cost of a code compliance specialist position partially funded in the FY2008 budget. The position is responsible for overseeing weed enforcement and sign removal efforts, which includes the oversight of sign removal volunteers. Planning's FY2009 budget is reduced by $20,000 for one-time funding used to purchase a vehicle for the code compliance specialist in FY2008.

Planning staff collects fees for the various types of plan submissions and requests to help defray the costs associated with review. As a matter of policy, the department tries to cover 80 percent of expenses related to residential development reviews and 65 percent of the costs related to commercial reviews. In FY2008, the Board of Supervisors approved an increase to subdivision review related fees that enables the department to cover close to 80 percent of subdivision review costs. The Planning budget includes increases to fees related to site plan review, sign permits, rezonings, conditional use, and substantial accord. These increases would affect both commercial and residential plan review and are projected to generate an additional $475,000 in revenue. The FY2009 projection for development review related revenue is $1,798,400, a $495,400, or 38 percent, increase from the FY2008 budget. Staff will continue to monitor the costs associated with development review fees in order to make decisions about future rate levels.

Other Planning Department related revenues, such as abandoned vehicle permits and reimbursements, are budgeted at $170,700 in FY2009, a $14,100, or 9.0 percent, increase from the FY2008 budget.

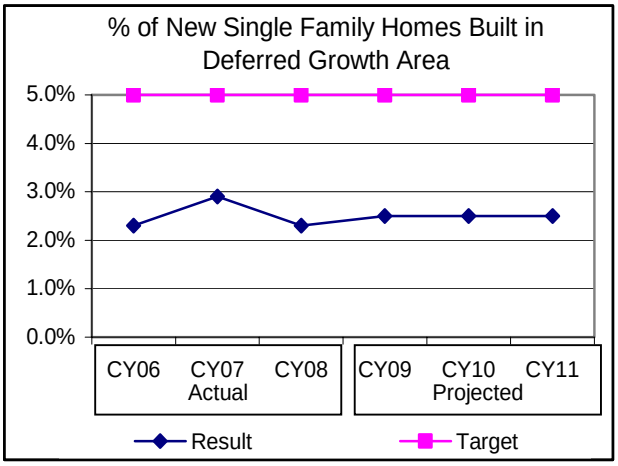
Also funded in Planning's FY2009 budget are an administrative assistant position ($44,500) to assist the Zoning & Special Projects section with Planning Commission and Board of Supervisors related functions and a part-time consultant position ($60,000) to coordinate the county's public facilities location efforts, including site selection and zoning case coordination.

The Planning Department's FY2009 budget includes increases in salary and benefit costs related to the additional FY2008 1.25% merit approved after the adoption of the FY2008 budget and FY2009 merit and benefit increases for eligible employees.

PLANNING

HOW ARE WE DOING?

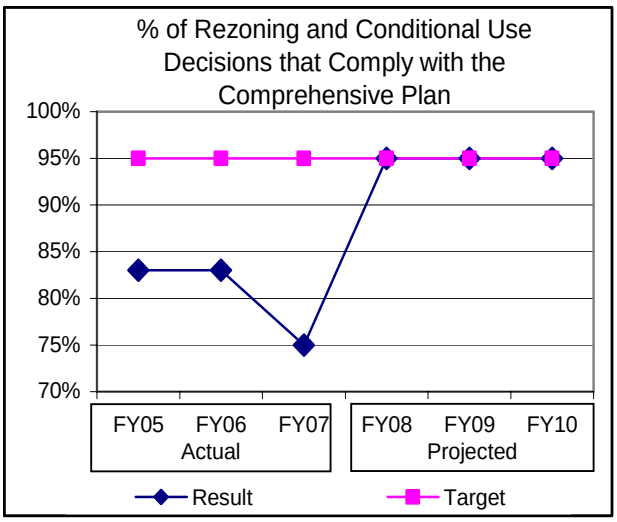
Goal: Reasonable growth management. Supports countywide Strategic Goals 1, 2, and 3
Objective: Effectively manage residential growth into in-fill and planned growth areas and away from the deferred growth area
Measure: Percent of new dwellings built in the deferred growth area



Initiatives

- Comprehensive plan amendments
- Zoning and subdivision ordinances
- Planning Commission case recommendations
- Board of Supervisors' actions
- Growth project analysis

Goal: Reasonable growth management. Supports countywide Strategic Goals 1, 2, and 7
Objective: Foster an orderly and generally predictable pattern of development
Measure: Percentage of rezoning and conditional use decisions that comply with the comprehensive plan

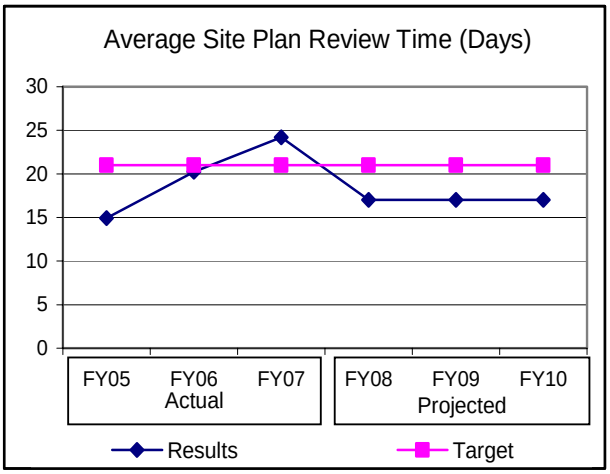


Initiatives

- Comprehensive plan evaluation and revision
- Planning Commission case recommendations
- Board of Supervisors' actions

PLANNING

Goal: Lead and guide the development of the county to achieve a high quality sustainable community for residents. Supports countywide Strategic Goals 1, 2, 3, and 7
Objective: Provide excellent site plan review service
Measure: Complete site plan reviews within an average of 21 days after receipt



Initiatives

- Continue to improve review tracking process
- Continue to evaluate survey process and customer feedback

WHERE ARE WE GOING?

The Planning Department is looking at a new approach to growth management. This approach, involving major updates and revisions to the County's Comprehensive Plan, will provide a more unified vision for the county's future, and incorporate all appropriate growth management tools into a countywide comprehensive planning process.

Development standards continue to grow more varied as the department studies different communities and style standards. The department will continue to be under pressure from the development community to speed up review processes and from private citizens to give them enough time during the same review processes to understand the impacts of development proposals near their communities.

TRANSPORTATION

DESCRIPTION

The Chesterfield County Transportation Department is responsible for developing safe and efficient roadway networks and supporting transportation facilities that are provided to the county by the commonwealth.

Currently, the Transportation Department consists of ten full-time employees (eight engineers, an administrative secretary, and a senior office assistant); and one permanent part-time engineer.

Transportation staff provides customer service primarily in the form of assistance, information and recommendations to the Board of Supervisors, County Administration, the development community and citizens; and monitors and/or manages road construction projects to provide an adequate transportation network and supporting transportation facilities.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$810,995	$1,105,600	$1,125,500	$1,131,500	1.8%	$1,131,500	$1,131,500	$1,131,500
Operating	149,514	87,900	106,400	106,400	21.0%	106,400	106,400	106,400
Capital	0	0	0	0	0.0%	0	0	0
Total	$960,509	$1,193,500	$1,231,900	$1,237,900	3.2%	$1,237,900	$1,237,900	$1,237,900
Revenue	214	0	0	0	0.0%	0	0	0
Net Cost	$960,295	$1,193,500	$1,231,900	$1,237,900	3.2%	$1,237,900	$1,237,900	$1,237,900
FT Pos.	9	10	10	10	0	10	10	10

BIENNIAL BUDGET ANALYSIS

Currently, the county has over a billion dollars in road needs. The commonwealth's limited resources for highway funding continue to hinder the number of projects that can be constructed in Chesterfield County to address these needs. Limited commonwealth funding requires the department to aggressively compete for all other funding sources and evaluate road capacities and accidents in order to apply those limited resources to the most deficient sections of the road system. The department requested additional funding in FY2009 and FY2010 to pay for data collection necessary to update traffic counts, which is the base information needed for making critical decisions in many processes and recommendations. This funding was not approved.

In previous years, the county Transportation Department has assumed project management responsibilities of the Virginia Department of Transportation (VDOT). In order to expedite highway construction, the Department manages the design, right-of-way acquisition, and construction of many VDOT projects. One such example, the recently completed 6 and 8 lane widening of Hull Street Road/Route 360 from Swift Creek to Winterpock Road, has challenged county engineers who must work through and with the commonwealth’s bureaucracy and be subject to their overview. Furthermore, the department has also undertaken the county's bond and many cash proffer projects. As part of these projects, the department continues to improve customer service by conducting informational meetings, responding to

citizen surveys, and meeting individually with property owners as necessary. The department currently handles approximately $46.7 million in highway projects.

The Capital Improvement Program (CIP) includes $20.8 million in FY2009 and $26 million in FY2010 for road projects, of which $20 million is budgeted for the Meadowville Interchange project for each year. The remaining CIP funding will go towards road improvement projects, road planning, design, and construction, and right-of-way acquisition. More information is available in the Chesterfield County CIP document.

The last General Assembly directed VDOT to develop and implement a new regulation requiring traffic impact analyses (TIAs) for most development proposals. The regulations require TIAs at rezoning or at site/tentative subdivision plan review. The county is not exempt from these new regulations, and TIAs will likely be required for Comprehensive Plan updates, any pro-active rezoning by the Board of Supervisors, any structure included in the Capital Improvement Program (including schools) and/or any major businesses that are attracted by the county's economic development process. Additional funding was requested but was not approved for FY2009 and FY2010 to pay for unforeseen TIAs and/or to assist the department in evaluating major development proposals. These funds could also have been used to manage the increase in TIAs that are anticipated from private developments.

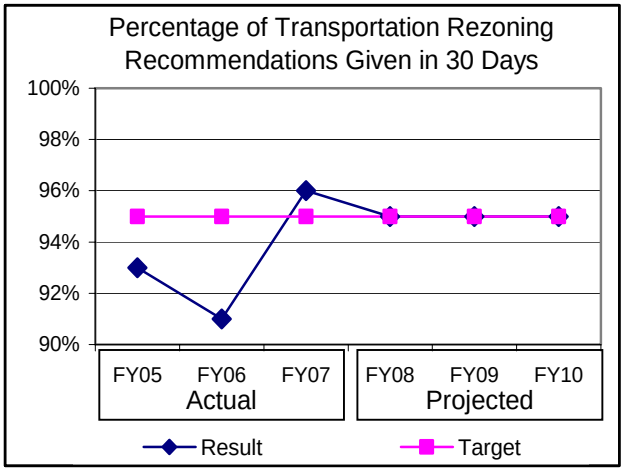
The department continues to make technological and other improvements to assist with the increasing workload and the demands of providing quality service to customers. To meet these needs, the department updated its Transportation Model by purchasing new software and providing necessary training for key staff members. The upgrades allow better integration with the county's Geographical Information System (GIS) and improved data manipulation and printing capabilities. These upgrades were also necessary to maintain the integrity of the information used to make critical judgments on transportation issues and assist with updating the transportation portion of the suggested cash proffer amount.

Transportation performance measures met or exceeded the target percentages for the department's critical processes, which are rezoning, site plan and tentative subdivision plat recommendations. These results reflect the department's efforts to meet the response times expected by customers. Staff contributed to these successes by identifying these processes as higher departmental priorities than other projects and processes and hiring an additional engineer to address the workload. The department is having difficulty in filling a vacant engineering position to help assist with the construction management workload.

TRANSPORTATION

HOW ARE WE DOING?

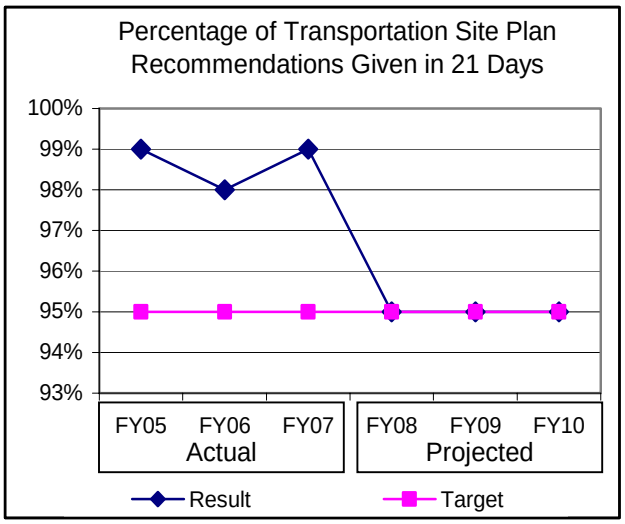
Goal: Develop and maintain a safe and efficient transportation network. Supports countywide Strategic Goals 1, 2, 3, 4, and 6
Objective: Provide appropriate recommendations on all rezoning cases
Measure: Percentage of recommendations provided within 30 days of receiving request



Initiatives

- Chesterfield Development Information System (CDIS)
- Maintaining close working relationship with other departments
- Ongoing technology improvements

Goal: Develop and maintain a safe and efficient transportation network. Supports countywide Strategic Goals 1, 2, 3, 4, and 6
Objective: Provide appropriate recommendations on all site plans
Measure: Percentage of recommendations provided within 21 days of plan submittal

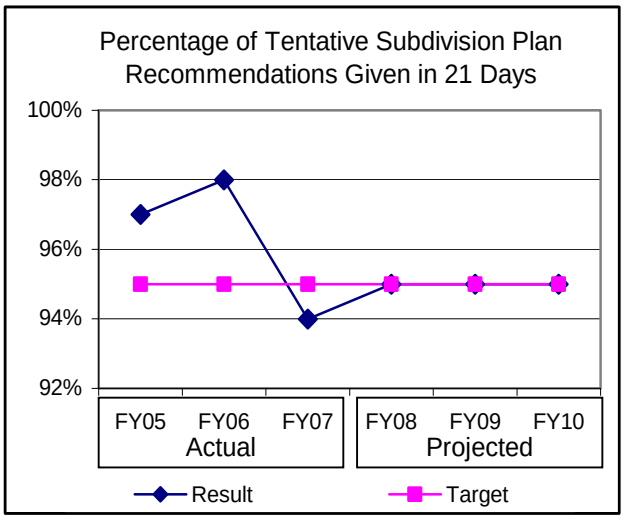


Initiatives

- Review of county versus VDOT roles
- Chesterfield Development Information System (CDIS)
- Ongoing technology improvements

TRANSPORTATION

Goal: Develop and maintain a safe and efficient transportation network. Supports countywide Strategic Goals 1, 2, 3, 4, and 6
Objective: Provide appropriate recommendations on all tentative subdivision plans
Measure: Percentage of recommendations provided within 21 days of plan submittal



Initiatives

- Reallocation and assignment of additional staff and increased supervision to assist with process
- Chesterfield Development Information System (CDIS)
- Review of county versus VDOT roles

WHERE ARE WE GOING?

In accordance with the county's strategic goals, the department's vision is to be a recognized leader and provider of professional innovative and aggressive transportation related services and projects. However, as limited resources and increased workload hinder employee training and development, continued technological improvements will be required to keep pace.

The Transportation Department strives to maintain the same high level of customer service as in prior years and will continue to emphasize quality service improvements. The department will also continue to monitor and chart major processes to make improvements as needed.

The Transportation Department has been fortunate to have minimal staff turnover over the last several years. Current staff has invaluable knowledge and experience working with other county departments, VDOT, outside agencies and community groups to achieve the county's goals. However, several employees are at or near retirement age. Staff turnover in a small department such as Transportation, has a significant impact on the department's ability to maintain its current workload and productivity.

In addition to VDOT's new TIA requirements, VDOT is developing new policies and standards related to access and subdivision street layouts. When implemented, these regulations will have a dramatic impact on new development and on staff as they will need continued education and must be able to introduce and explain the regulations to the development community. Toward the end of last year, the Planning Commission removed its 15 case limit for rezoning requests. As a result, staff responded to more than 30 rezoning cases in several months. In addition, last year staff prepared and presented to the Board of Supervisors information on road needs and funding during a transportation summit. The Board took action to appropriate additional revenues for road improvements in the CIP, and the department will be tasked with managing these new construction projects. Additional staff and resources may be needed to address all of these demands.

UTILITIES

DESCRIPTION

The Chesterfield County Department of Utilities is a public utility that provides water and wastewater service. The department uses state-of-the-art technology to deliver the highest quality service to its residential, commercial, and industrial customers located within the county. The user charges, which are among the lowest in the area, support operation and maintenance, administration, facilities' replacement, and debt service. The department's three divisions include Development, Finance and Administration, and Operations and Maintenance. The Development Division implements the Water and Wastewater Facilities Plan to assure capacity is available to support residential and economic development as well as property management for county capital needs. The Finance and Administration Division is responsible for processing applications for new service, accepting over the counter utility payments, rendering bills in a timely and accurate manner, reading meters, and maintaining a sound financial structure. The Operations and Maintenance Division is responsible for treating and delivering safe, high-quality drinking water and for collecting and treating wastewater from households and industries in Chesterfield County. Services provided are consistent with all federal, state and county regulations.

FINANCIAL ACTIVITY

TOTAL DEPARTMENT

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Water	$28,906,956	$36,025,200	$37,177,700	$39,355,800	3.2%	$40,536,500	$41,752,700	$43,005,300
Wastewater	25,267,996	27,235,700	29,426,700	31,453,300	8.0%	32,396,900	33,368,800	34,369,900
CIP-Water	47,350,000	16,735,000	20,900,000	8,175,000	24.9%	14,285,000	9,550,000	15,790,000
CIP-Wastewater	29,575,000	10,500,000	69,500,000	43,850,000	561.9%	6,230,000	11,550,000	9,830,000
Added to Reserves	0	0	0	0	0.0%	2,649,800	2,759,600	0
Total	$131,099,952	$90,495,900	$157,004,400	$122,834,100	73.5%	$96,098,200	$98,981,100	$102,995,200
Revenue	78,202,070	81,485,900	89,166,700	93,299,200	9.4%	96,098,200	98,981,100	101,950,500
Used from Reserves/ Anticipated Bond Proceeds	52,897,882	9,010,000	67,837,700	29,534,900	652.9%	0	0	1,044,700
Net Cost	$131,099,952	$90,495,900	$157,004,400	$122,834,100	73.5%	$96,098,200	$98,981,100	$102,995,200
FT Pos.	293	294	303	303	9	303	303	303

UTILITIES

WATER

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$8,239,214	$8,932,900	$10,203,300	$10,623,700	14.2%	$10,942,400	$11,270,700	$11,608,800
Operating	19,800,166	26,482,300	26,386,900	28,400,100	-0.4%	29,252,100	30,129,700	31,033,600
Capital	867,576	610,000	587,500	332,000	-3.7%	$342,000	352,300	362,900
CIP	47,350,000	16,735,000	20,900,000	8,175,000	24.9%	14,285,000	9,550,000	15,790,000
Total	$76,256,956	$52,760,200	$58,077,700	$47,530,800	10.1%	$54,821,500	$51,302,700	$58,795,300
Revenue	42,819,629	44,381,100	48,732,900	50,211,900	9.8%	51,718,300	53,269,800	$54,867,900
To (From) Reserves	($33,437,327)	($8,379,100)	($9,344,800)	$2,681,100	11.5%	($3,103,200)	$1,967,100	($3,927,400)

WASTEWATER

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Personnel	$7,509,995	$8,130,600	$9,168,000	$9,527,000	12.8%	$9,812,800	$10,107,200	$10,410,400
Operating	17,186,450	18,454,600	19,478,200	21,311,300	5.5%	21,950,600	22,609,100	23,287,400
Capital	571,551	650,500	780,500	615,000	20.0%	633,500	652,500	672,100
CIP	29,575,000	10,500,000	69,500,000	43,850,000	561.9%	6,230,000	11,550,000	9,830,000
Total	$54,842,996	$37,735,700	$98,926,700	$75,303,300	162.2%	$38,626,900	$44,918,800	$44,199,900
Revenue	35,382,441	37,104,800	40,433,800	43,087,300	9.0%	44,379,900	45,711,300	47,082,600
To (From) Reserves / Bond Proceeds	($19,460,555)	($630,900)	($58,492,900)	($32,216,000)	9171.3%	$5,753,000	$792,500	$2,882,700

BIENNIAL BUDGET ANALYSIS

The operating budget reflects increases mainly in the areas of salaries, benefits, and the purchase of water and electric service. To address the increased workload, the department is requesting nine new full-time positions and two part-time positions. Five of the full-time positions are needed in the operations and maintenance division to implement an enhanced hydrant maintenance program that was previously performed by the Fire Department. The other positions will focus on increased development and customer demands. The budget also includes reclassification requests for six employees who are assuming additional responsibilities.

UTILITIES

The Capital Improvement Plan (CIP) is a detailed ten-year analysis of basic needs to expand and replace the utilities infrastructure. The Water CIPs for FY2009 and FY2010 total $20.9 million and $8.18 million respectively, and the Wastewater CIPs for FY2009 and FY2010 are $69.5 million and $43.9 million in that order. The combination of growth, replacement, changes in use patterns, customer concerns, and greater attention paid to the environment makes the CIP a necessity in continuing to keep Chesterfield a first choice community. The FY2009 CIP provides funding for various projects including the Phase II water line project for $9.5 million and a new water tank for approximately $4.5 million. The department will also fund the final portion of the water utility infrastructure necessary to address growth in the western corridor of the county. The five year capital spending plan provided by the City of Richmond remained relatively stable compared to the prior year's five year plan; however, the projected appropriation needed in the FY2009 CIP decreased approximately $2.7 million due to projects starting later than anticipated. With respect to wastewater issues, funding for treatment plant improvements addressing initiatives related to reducing nutrient loading to the Chesapeake Bay and its tributaries continues to increase. These nutrient removal requirements are managed under Utilities' General Discharge Permit issued by Department of Environmental Quality (DEQ) for both wastewater treatment plants. The compliance schedule for the nutrient limits will go into effect on January 1, 2011. The removal of nutrients is a biological process that requires major construction projects at both wastewater treatment plants. The construction will include new digesters, screening facilities, chemical tanks and feed systems, and the installation of new Biological Nutrient Removal (BNR) technologies. Chesterfield County anticipates spending upwards of $150 million on advanced BNR systems and rehabilitation projects at the two wastewater treatment facilities from now through FY2013. These projects will continually reduce the levels of nutrients, mainly nitrogen and phosphorus, discharged at the treatment plants and will position the department for compliance with state regulatory requirements. The CIP includes $65 million for these projects in FY2009.

The department will also use its rate stabilization funding as intended to replace aging infrastructure. Planned projects for FY2009 account for approximately $2.8 million in the Water Fund's and approximately $3.9 million in the Wastewater Fund's CIPs. In accordance with the rate stabilization policy, funds are borrowed to help supplement funding needed for other capital projects. The funds used will be paid back to the rate stabilization fund over time.

These additional expenses and the normal costs associated with an expanding new customer base, inflation, and a salary adjustment for staff, increased the water and wastewater operating budgets by 3.2% and 8% respectively in FY2009. Due to these increases, the Utilities Department must adjust user charges by approximately $3.88 on an average 18 CCF (100 cubic feet) customer's bi-monthly bill that has water and wastewater services. This rate adjustment is less than the $4.76 rate adjustment implemented in FY2008. When compared to the neighboring jurisdictions of Hanover and Henrico Counties and the City of Richmond, Chesterfield County rates continue to be among the lowest in the area.

The ten year CIP requires the Utilities Department to adjust the wastewater connection fees from $2,370 to $2,725, borrow available funds from the rate stabilization reserve, and issue revenue bonds in FY2009 for approximately $45 million for wastewater projects to cover the costs of the capital expenses. The majority of the capital improvement projects' costs will occur in the next three fiscal years, which go beyond the department's cash flow capabilities. External borrowing will allow for completion of the projects within the timeframe needed and revenues will be sufficient to cover debt service.

Several other service initiatives are beginning or continuing during FY2009:

1) The department will implement a new Customer Information System (CIS) to replace the department's current billing system. The new system and technology will provide flexibility, enhanced features, and improved efficiency, while

allowing customers access to account information and payment options via the internet.

2) The department anticipates the expansion of Utilities' Environmental Management Systems (EMS) in FY2009. The Proctors Creek Wastewater Treatment Facility was the first wastewater treatment facility in Virginia to obtain DEQ's Exemplary Environmental Enterprise (E3) status. Through the implementation of an EMS, Chesterfield County Utilities has better managed its environmental obligations. It proactively analyzes, controls, and reduces environmental impacts and identifies ways to operate the facility with greater efficiency.

In support of Chesterfield County's seventh goal "To Be Responsible Protectors of the Environment" and realizing the tangible benefits of the Proctor's Creek Wastewater Treatment Facility EMS, Chesterfield Utilities will develop an EMS at the Falling Creek Wastewater Treatment Facility as well. In FY2007 and FY2008, the department established a Falling Creek Wastewater Treatment Facility EMS Team whose members enrolled in DEQ's EMS program and received a ten month formal EMS training through Virginia Tech's Center for Organizational and Technological Advancement. It is anticipated that the Falling Creek Wastewater Treatment Plant will obtain E3 status in FY2009. The department plans to utilize the EMS teams at both plants to assist in meeting pending nutrient reduction requirements under the Chesapeake Bay Nutrient Regulations.

3) Through the department's partnership with IST, Utilities continues to invest in computer infrastructure enhancements to stay on the forefront of emerging technologies. Staff is researching hardware improvements that will increase the performance of computer equipment used by employees. The department is currently involved in initiatives that will lead to improving customer service for our internal and external customers, for example, providing data to field personnel through broadband communications.

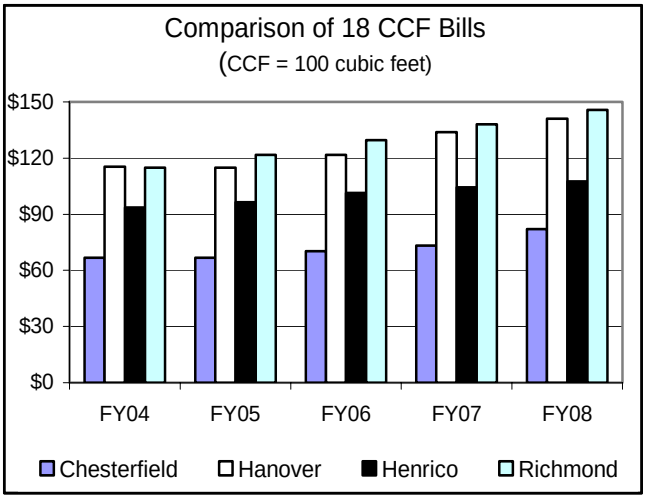
There is an increase in the FY2010 operating budget of $4.2M over the FY2009 budget. The anticipated increases in operating costs relate mainly to salaries, benefits, purchased water services, electric services, and costs of chemicals. In addition, an increase in the debt service costs is anticipated due to the planned revenue bond issuance in FY2009. A user rate adjustment will be needed in FY2010 to cover increased operating costs.

The CIP continues to address projects related to growth, the City of Richmond's upgrades to its water plant and pump stations, and other infrastructure improvements. The FY2010 project year includes an additional $39.5 million in funding needs to complete the wastewater improvements addressing the Chesapeake Bay initiatives. The added funding is due to increasing costs in engineering technology, building materials, and construction. The department will fund CIP projects with available reserves on hand, borrowed rate stabilization reserve funds, and the FY2009 revenue bonds. The department anticipates a wastewater connection fee increase in FY2010 which will provide revenue to help fund project costs and debt service. The department will use its rate stabilization reserve to fund $2.1 million in the water projects and $4.0 million in wastewater projects during FY2010.

UTILITIES

HOW ARE WE DOING?

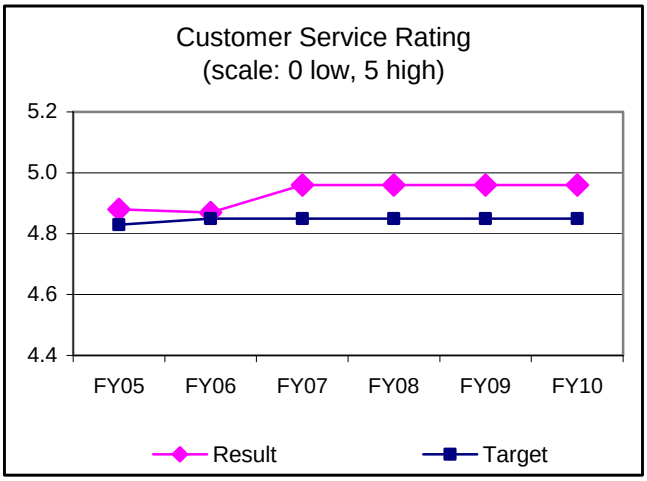
Goal: Ensure the financial integrity of the department and efficiently allocate resources. Supports countywide Strategic Goal 1
Objective: Promote financial integrity
Measure: Benchmark average customer bi-monthly bill



Initiatives

- Annual rate study
- Rate stabilization reserve
- Ten-year financial planning
- Monthly budget expenditure analysis

Goal: To meet or exceed customer expectations. Supports countywide Strategic Goal 2
Objective: Assure all customers' needs are served in an expeditious, courteous, effective, and prompt manner
Measure: Customer quality of service rating

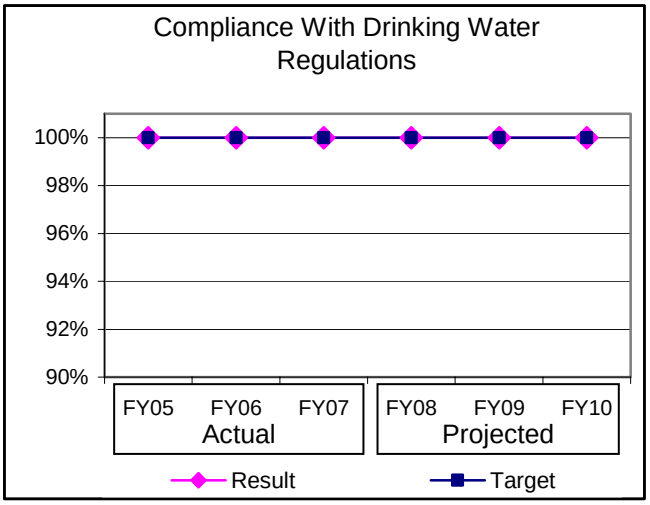


Initiatives

- Follow up calls to customers to monitor customer service
- Customer survey cards

UTILITIES

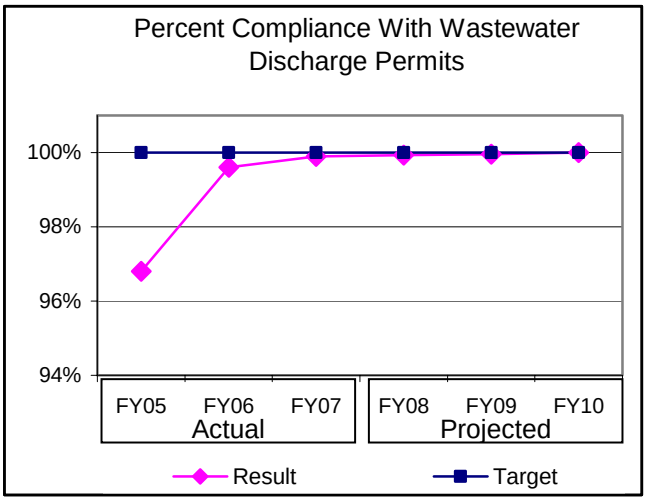
Goal: Provide water and wastewater service that is safe, reliable, and environmentally sound. Supports countywide Strategic Goals 3 and 7
Objective: To operate utility facilities as effectively as possible
Measure: Percent compliance with drinking water regulations



Initiatives

- Perform water quality tests
- CPE Training

Goal: Provide water and wastewater service that is safe, reliable, and environmentally sound. Supports countywide Strategic Goals 3 and 7
Objective: To operate utility facilities as effectively as possible
Measure: Percent compliance with wastewater discharge permits



Initiatives

- Continue Environmental Management System (EMS) and Exemplary Environmental Enterprise (E3) certifications
- Complete/implement plant upgrades
- Maintain pump stations
- Clear sewer easements and clean sewer lines
- Reduce sewer stoppages and sewer main breaks

UTILITIES

WHERE ARE WE GOING?

The department continues to experience a high rate of customer growth in the western portion of the county, and construction of new water facilities to bring service to that area will continue through FY2011. Major construction expenses for upgrades to the City of Richmond's water plant and related facilities will continue through FY2011. One additional water tank and improvements to an existing tank and pump station will be required in FY2011 and FY2012.

Projects identified in the Capital Improvement Program are expected to level out after the first five years. At that time, when capital expenses are lower, cash flow analysis indicates that revenues will be sufficient to allow for rebuilding reserve funds for future projects.

Methods for receiving input from customers related to the quality of services will continue to expand to ensure that customer needs are addressed. Advances in technology will be monitored and implemented when appropriate to increase efficiency and enhance department services.

The Department of Utilities will continue to place emphasis on maintaining a strong financial position, while at the same time keeping rates competitive with other utilities in the region. Business practices designed to ensure all revenue earned is received will balance with good customer service principles.

SCHOOLS

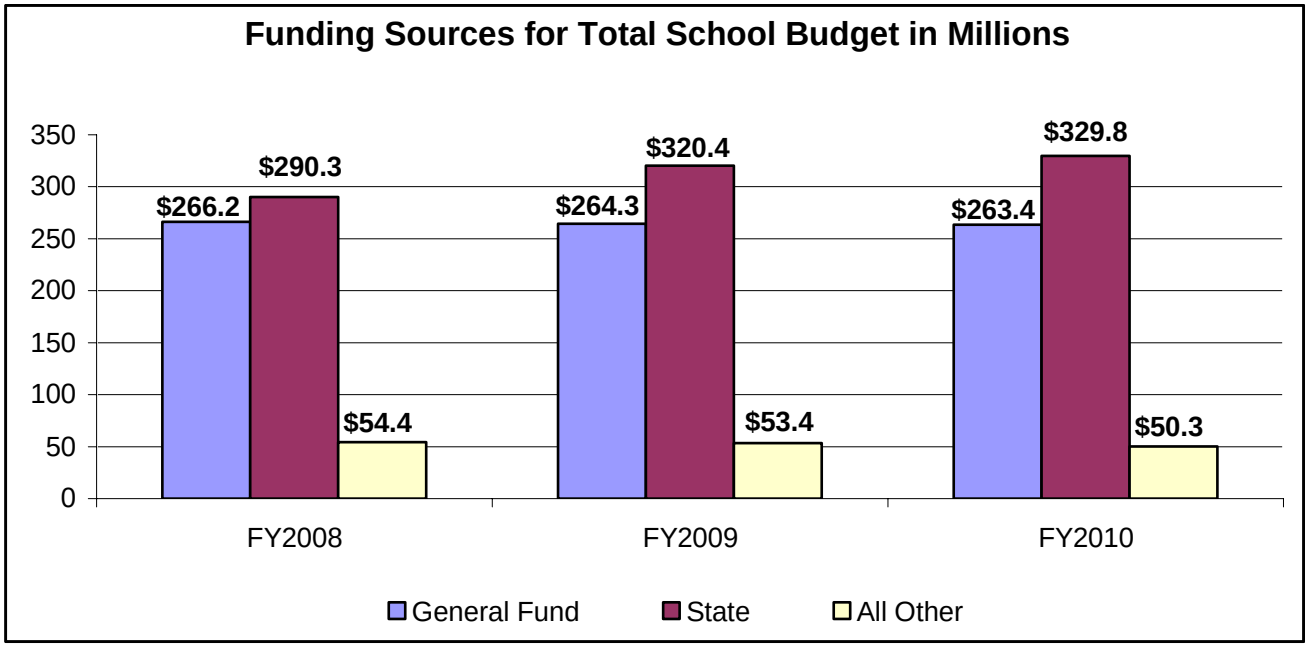
SCHOOL GOVERNMENTAL FUNDS

			Biennium				
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues:	**Actual**	**Adopted**	**1st Year**	**2nd Year**	**Projected**	**Projected**	**Projected**
Local Sources	$8,135,412	$5,837,200	$6,206,600	$6,206,600	$6,330,700	$6,457,300	$6,586,400
State	226,864,471	235,878,000	266,136,700	272,946,300	280,452,300	288,865,900	298,976,200
Federal	408,463	380,000	380,000	380,000	383,800	391,500	399,300
Food Services	29,390,858	19,054,000	20,753,000	20,753,000	21,790,700	22,444,400	23,117,700
Grants	23,039,925	22,699,400	22,869,300	22,869,300	23,098,000	23,329,000	23,562,300
Subtotal Revenues	**$287,839,128**	**$283,848,600**	**$316,345,600**	**$323,155,200**	**$332,055,500**	**$341,488,100**	**$352,641,900**
Transfer from School CIP	$1,349,060	$0	$1,250,000	$0	$0	$0	$0
Loan Proceeds/Use of Reserves	17,844,542	679,800	234,800	216,400	0	0	0
Trf. From Food Services	842,616	800,000	800,000	800,000	800,000	800,000	800,000
Trf. from General Fund:							
State Sales Tax	49,390,225	52,612,400	52,284,400	54,932,000	60,728,100	63,764,500	66,952,700
Local Taxes	237,104,180	257,923,200	260,219,400	263,383,200	270,746,100	280,994,000	292,246,800
Prior Year Revenue	4,127,890	8,245,800	4,092,800	0	0	0	0
Subtotal Trf. from General Fund	$290,622,295	$318,781,400	$316,596,600	$318,315,200	$331,474,200	$344,758,500	$359,199,500
Deferred Revenue/Reserve Use	0	5,750,000	0	0	0	0	0
Beginning Balance	16,961,286	1,000,000	2,861,700	1,000,000	1,000,000	2,972,200	2,972,200
Total Revenues	**$615,458,928**	**$610,859,800**	**$638,088,700**	**$643,486,800**	**$665,329,700**	**$690,018,800**	**$715,613,600**
Expenditures:							
Instruction	$355,466,799	$394,283,380	$417,521,448	$420,958,694	$433,102,700	$450,138,200	$467,597,200
Admin/Attend. & Health	18,923,183	21,851,966	22,534,220	22,966,550	23,655,500	24,365,200	24,974,300
Transportation	26,288,184	28,780,946	30,732,631	30,017,705	31,218,400	32,467,100	33,603,400
Operations & Maintenance	53,317,837	57,108,165	60,502,758	61,282,990	63,734,300	66,283,700	68,603,600
Debt Service	59,656,132	44,500,600	45,958,600	48,383,300	52,632,600	54,345,800	56,845,800
Grants	23,039,925	22,699,400	22,869,300	22,869,300	23,098,000	23,329,000	23,562,300
Food Services	29,390,858	19,054,000	20,753,000	20,753,000	21,790,700	22,444,400	23,117,700
Grounds Maintenance	1,834,000	1,973,800	2,246,700	2,167,000	2,167,000	2,167,000	2,255,600
Ending Balance	39,029,611	2,972,193	1,963,943	3,627,761	2,972,200	2,972,200	2,972,200
Reserve/Transfer for CIP	8,512,400	17,635,350	13,006,100	10,460,500	10,958,300	11,506,200	12,081,500
Total Expenditures	**$615,458,928**	**$610,859,800**	**$638,088,700**	**$643,486,800**	**$665,329,700**	**$690,018,800**	**$715,613,600**
Enrollment	57,930	58,996	59,338	60,282	60,383	61,704	63,004
Average Daily Membership	57,749	58,807	59,216	60,158	60,190	61,507	63,206
Full Time Equivalents	7,725.1	8,183.6	8,301.6	8,338.2	8,368	8,570	8,751
Appomattox Governor's School	$3,435,300	$4,965,000	$5,013,500	$5,013,500	$5,013,500	$5,013,500	$5,013,500

SCHOOLS

DESCRIPTION

The Board of Supervisors appropriates funds for the operation of the school system. It is the responsibility of the Superintendent and School Board to develop an annual budget reflecting the needs of the school division. This budget is transmitted to the County Administrator and Board of Supervisors each year. Details of the FY2009-FY2010 School Board Annual Financial Plan are available in a separate document.



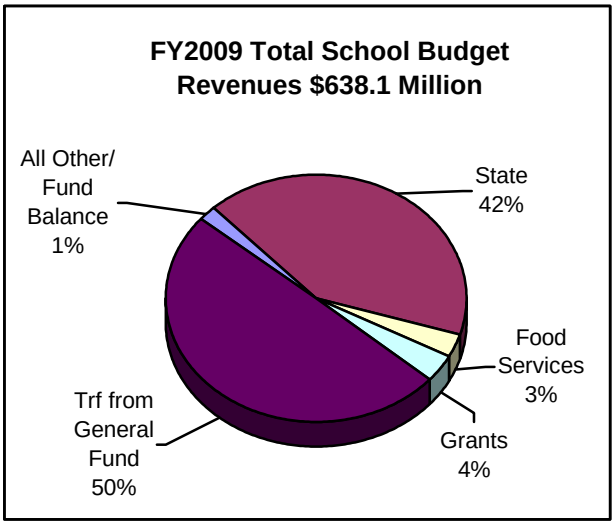
Note: In the chart above the state revenues include state food service funding and state grant funds and does not include the Appomattox Regional Governor's School funding.

On April 22, 2008, the School Board approved the Financial Plan for FY2009 and FY2010 totaling $638,088,700 and $643,486,800 respectively. The FY2009 total school budget represents an increase of $27,228,900 or 4.5 percent, over the FY2008 adopted level. Student membership is estimated at 59,338, an increase of 923 over the September 30, 2007 membership. The FY2010 total school budget includes an increase of $5,398,100 or less than one percent over the FY2009 amount and projects school enrollment for September 30, 2009 at 60,282.

The FY2009 budget includes a General Fund transfer of $316,596,600 which represents a decrease of $2,184,800 or (0.7) percent, change from the FY2008 adopted level. In the general fund transfer, $52,284,400 is received from the 1.25 cent state sales and use tax returned to localities for school divisions, which is based on the school age population census and is indicating a reduction of $328,000. The FY2010 budget includes a General Fund transfer of $318,315,200 and represents an increase of $1,718,600 or 0.5 percent, over the FY2009 level. Of the FY2010 total net $1.7 million increase, $2.6 million is generated from the one-cent state sales and use tax; property tax allocations is projected to increase by $3.2 million; combined with a reduction in one time carry over funding of $4.1 million. Exclusive of sales tax, the transfer is based on a real estate tax rate of $0.95 per $100 of assessed value as of January 1, 2008 and a tax rate of $0.95 as of January 1, 2009. The net tax transfer to schools is based on a methodology that compares growth in school enrollment to growth in total county population.

The school biennial financial plan, totaling $638,088,700 and 8,301.6 full time equivalent positions (FTEs) in all funds for FY2009 and $643,486,800 and 8,338.2 full-time equivalent

positions for FY2010, is balanced within projected revenues.



This budget was developed as a biennial or two-year budget in keeping with the strategic planning process. The Commonwealth of Virginia's biennial budget process normally generates significant state resources in the first year of the biennium. If approved as presented, this proposal, together with other funding sources, will result in an additional $27.2 million for Chesterfield County Public Schools for FY2009 and $5.4 million in FY2010. It is important to recognize, however, that while this additional funding is substantial, investment decisions must be sensitive to future anticipated revenue, both at the state and county levels.

The achievement of the four priority goals established in the CCPS Design for Excellence serves as a guide for all decisions. The budget addresses these four goals: academic excellence for all students, a safe supportive and nurturing learning environment, a knowledgeable and competent workforce, and community investment in public schools.

Preparing for growth of an estimated 1,000 new students in each year comes at a cost of $1.3 million in FY2009 and an additional $3.1 million in FY2010. Services to the special populations will be maintained and growth in these programs will be addressed at an estimated cost of $2.5 million that includes twenty additional special education teaching positions, fifteen special education aides, and six English as speakers of other languages (ESOL) teaching positions. Also funded are six additional teaching positions and the materials necessary for the center based gifted programs at Robious and Midlothian Middle Schools as well as funding for primary years International Baccalaureate programs at Weaver and Evergreen Elementary schools. World language instruction at elementary schools will also be expanded by an additional six elementary school sites (to offer the program at 13 locations) at an increased cost of $240,000.

The most critical needs for textbook adoptions will be addressed in the areas of elementary language arts and science, and secondary ESOL. Funding for additional advanced placement, dual enrollment, and International Baccalaureate classes are also funded. These initiatives are funded in the budget at a cost of $2 million.

Chesterfield County continues to be the largest participant in both the Maggie Walker Governor's School and the Appomattox Regional Governor's School. Increased tuition for these schools as well as the Math and Science Innovation Center is included for an increased cost of $371,000.

A primary objective for the second priority goal is to provide safe and secure school buildings. To address this objective, CCPS will open two new middle schools in the fall of 2008 to address continued growth. The initial cost of opening the new schools is an estimated $2.6 million. The school board also purchases some of its services from the county such as purchasing, accounting, school health nurses, school grounds maintenance, and school resource officers. The cost of these services for FY2009 will increase by $2.8 million and includes two additional school health nurse positions, four school resource officer positions, and two school grounds maintenance positions to address the opening of new schools.

The school capital improvement program is funded primarily with general obligation bonds from the referendum passed in 2004. The additional debt service needed in FY2009 of $1.5 million and $2.4 million in FY2010 is included to cover this obligation.

SCHOOLS

The compensation plan for FY2009 represents the third year of the three year plan to bring salaries to the local market average. This budget includes a four percent increase for graded employees who are at grade 39 or above and have not reached the maximum. The plan includes a six percent increase for graded employees at a grade of 38 or below that have not reached maximum of the range. The increase for teacher's salaries ranges from 4.1% to 8.1% based on placement on the teacher scale. A longevity increase of two percent is included for employees that exceed the range maximum. The cost of this plan represents an increase of $19.9 million over FY2008. For FY2010 the projected revenue can only support a salary increase of about one percent is planned for all employees at a cost of $4.5 million. To balance the budget in FY2010, an increase in the pupil teacher ratio (PTR) of one at secondary schools is planned.

This budget includes the required local funding for the Virginia Retirement System for employee retirement as well as group life insurance. Additional funding in the amount of $4.3 million is included for the increase in healthcare coverage in FY2009 and at $5.4 million in FY2010. This increased cost includes $1.3 million to begin funding the first year of the revised retiree healthcare changes approved in December 2007.

Chesterfield County Public Schools derives about 42 percent of its operating fund revenue from the county government (excluding state sales taxes). Funding is included for operating costs, grounds maintenance, debt service, and comprehensive services. The county's methodology for allocation of property taxes in support of education includes the impact of overall population growth as compared to student population growth. This percentage, 65 percent of all property taxes net of tax relief for the elderly, reflects the county government's commitment to education in view of increasing demands in all other public service sectors and highlights the need to become more efficient. Total revenue from the county (excluding state sales tax revenue) is anticipated to be $264,312,200, a decrease from the FY2008 approved budget of $1.9 million or (0.7) percent. The reduction is due to the amount of available one time carry over funding which dropped from $8.2 million to $4.1 million.

State revenue (including state sales tax) is projected to contribute approximately 50 percent of the funds for FY2009. The General Assembly establishes a per pupil amount representing a basic operations cost for each school division. This projection is based on the number of instructional positions required by the Standards of Quality for Virginia, support costs (non-instructional positions), and other prevailing costs attributable to administration, instructional support, transportation, maintenance, and fringe benefits. State Aid is then equalized using the composite index or ability to pay formula for each locality.

The General Assembly also provides support for the Standards of Quality in the areas of special education, vocational education, gifted education, textbooks, and remedial education. Revenue is distributed to localities in the form of categorical aid for specific programs such as English as a Second Language, the juvenile detention home, and homebound instruction. Total state revenue for FY2009, excluding sales tax and lottery proceeds, is projected to increase $29,360,800 or 13 percent to $258,874,500.

Lottery proceeds have been distributed to school divisions since FY1999. Lottery funding for FY2009 is projected to be $9,245,400, an increase of $948,900.

A portion of the state sales tax is returned to the county for education. Sales tax revenue for FY2009 is projected to be $52,284,400, a decrease of 0.6 percent or $328,000 less than the approved budget for FY2008. This revised sales tax includes the additional one-half cent approved by the General Assembly in May 2004. State revenue, when combined with changes in lottery revenue and state sales tax will increase $30 million or 10% for FY2009 and by $9.5 million in FY2010.

The FY2009 operating budget includes a $1 million beginning balance, $1.250 million in interest income from bond proceeds to be used for debt service payments, $1.861 million in uses of reserves, and limited federal revenue of $380,000 in support of the JROTC program and adult education. The remaining federal funds are included in the grants fund.

Fee revenue, expected to total $390,000, is generated through the high school parking fee and driver

education fees. Elective course fees are collected and retained at the individual schools and are consequently not included in this budget. All fees including the parking fee will remain in effect for FY2009. Other local revenue, including tuition for summer school and adult education, anticipated donations and reimbursements, a transfer from food services for the cost of building usage, and revenue for the warehouse and postal functions totals $6,851,400.

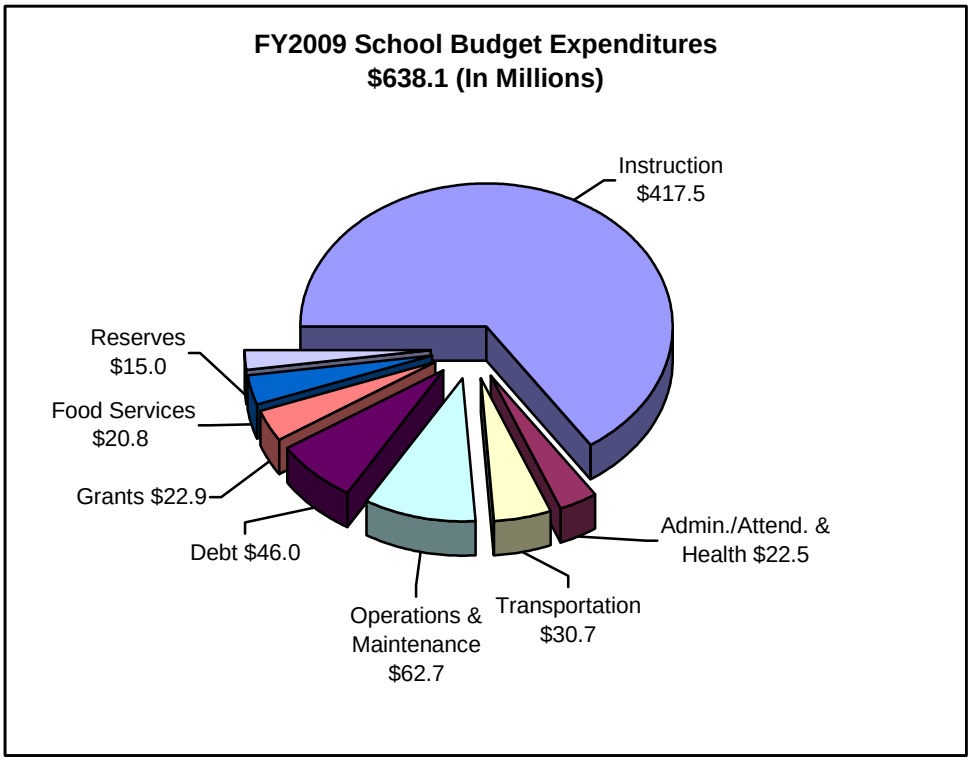
The Chesterfield County school division receives grant funding from both the State and Federal governments, as well as from public and private organizations. The estimate for the FY2009 grants budget is $22,869,300 including 337.3 full-time equivalent (FTE) positions. The funding supports programs such as the Special Education Individuals with Disabilities Education Act (IDEA), Title I, Title II, Title V, Headstart, Drug-Free Schools, Governor's Technology Initiative, and Carl Perkins Vocational Education. In total, Chesterfield County Public schools receives funding from approximately twenty-five (25) grants on an ongoing annual basis.

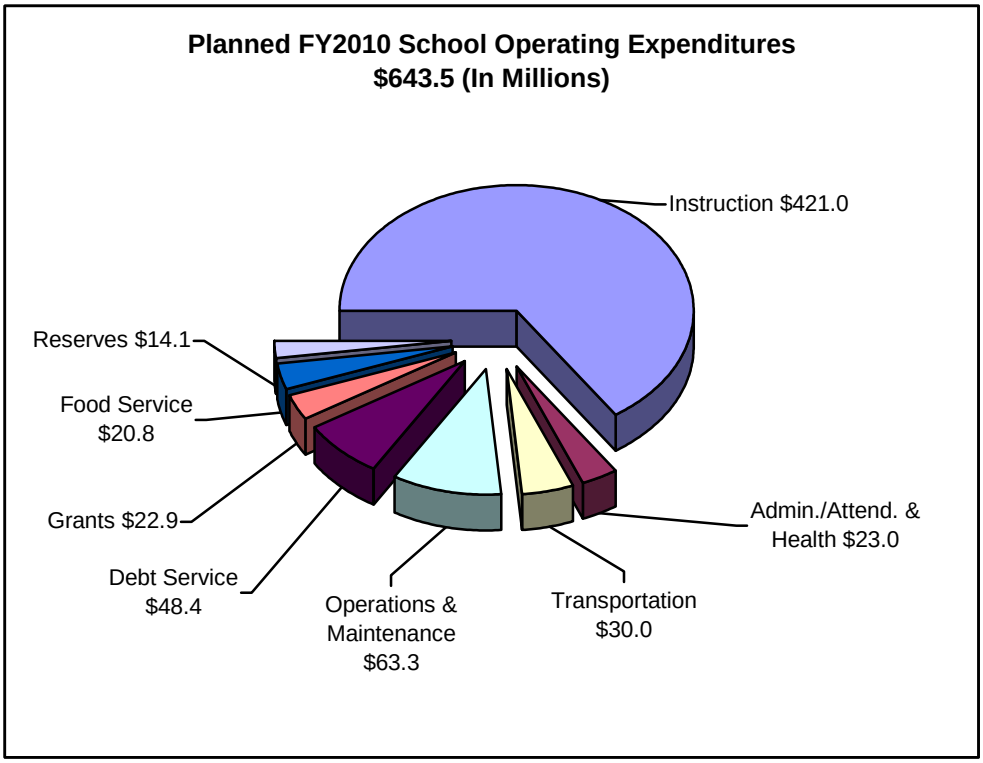
Chesterfield County Public Schools operates a federal school lunch program in the elementary and middle schools. While not supported by county resources, federal and state funds are received as well as revenue from sales of meals. State revenue is received for the state's share of the federal program. Federal revenue is distributed based on the number of breakfasts and lunches served in the participating schools. Planned expenditures of $15,047,000 and 333.0 FTEs in FY2009 and in FY2010 includes all operating and administrative costs for all K-8 food services, including a transfer to the School Operating fund annually to partially offset the cost of building usage.

The school division also operates a self-supporting non-federal lunch program in each of the high schools. No financial assistance is received from state or federal agencies. Sale of meals and vending items provide the largest source of revenue for this program. Planned expenditures of $5,706,000 and 138.0 FTEs in FY2009 and in FY2010 includes all operating and administrative costs for grades 9-12 foods services, including a transfer to the school operating fund annually to partially offset the cost of building usage.

Projected revenues for the FY2009 and FY2010 plan year are based on the adopted state budget, amendments to the Biennial FY2009-2010 Budget and the county projected transfer. Local revenue estimates are included based upon average percent increases received in previous years.

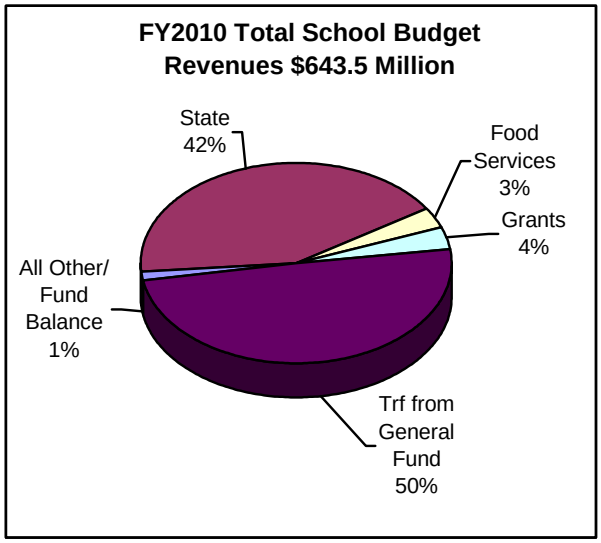
SCHOOLS


FY2009 School Budget Expenditures
$638.1 (In Millions)
Instruction
$417.5
Reserves
$15.0
Food Services
$20.8
Grants $22.9
Debt $46.0
Operations &
Maintenance
$62.7
Transportation
$30.7
Admin./Attend. &
Health $22.5


Planned FY2010 School Operating Expenditures
$643.5 (In Millions)
Instruction $421.0
Reserves $14.1
Food Service
$20.8
Grants $22.9
Debt Service
$48.4
Operations &
Maintenance
$63.3
Transportation
$30.0
Admin./Attend. &
Health $23.0

SCHOOLS

Chesterfield County assumed the role of fiscal agent for the Appomattox Regional Governor's School during FY2004. Therefore all revenues and expenditures are recorded within the county records. This budget funds an estimated 353 students who participate in that specialty program and includes an increase of $48,500 or a 1 percent change when compared to FY2008. The FY2010 budget is expected to remain constant with the FY2009 level.



The School Board approved a Capital Improvement Program (CIP) totaling $254,717,300 for FY2009-FY2014. Funding available for the program includes $169,282,500 of debt financing, $10,348,600 of cash proffer funds, $1,851,000 in state technology funding, $885,500 in state construction funding, $1,675,000 in food service transfers, and $70,674,200 from the county transfer for school capital projects.

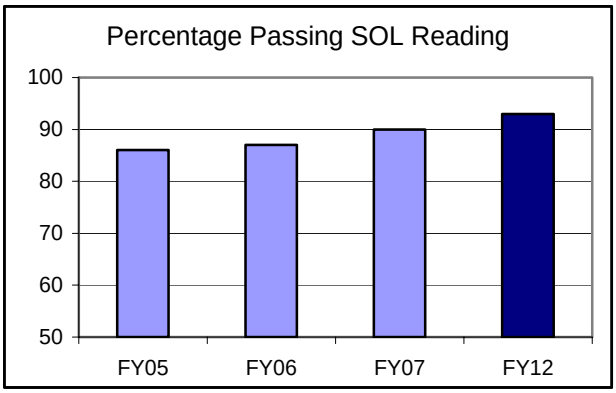
The School Board's CIP for FY2009 totals $35,399,900. Projects included are: $5.640 million to provide major maintenance improvements at various facilities countywide; $2.464 million to continue implementation of the technology plan; $3.250 million for computer replacements; $1.851 million for technology projects, and $1.675 million for food service projects. Also included is $4 million for the replacement Clover Hill High School, $15.5 million for additions and renovations to numerous schools, and $1.018 million for future site acquisitions.

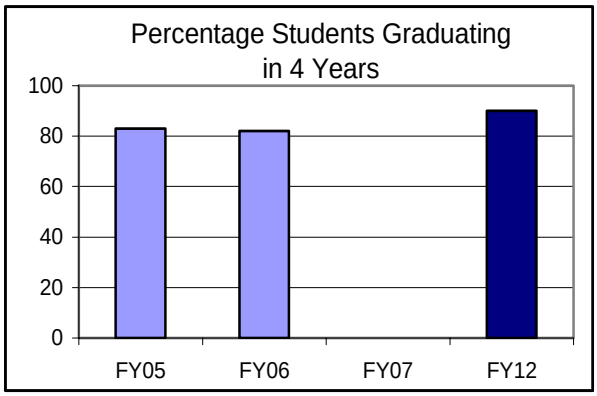
The School Board's CIP for FY2010 totals $40.691 million. Projects included are: $2.5 million to provide major maintenance improvements at various facilities countywide; $2.295 million to continue implementation of the technology plan; $3.250 million for computer replacements; and $1.395 million for future school site acquisitions. Also funded is $31.2 million in additions and renovations for various school sites. For more information, please see detail contained in the Capital Improvement Program.

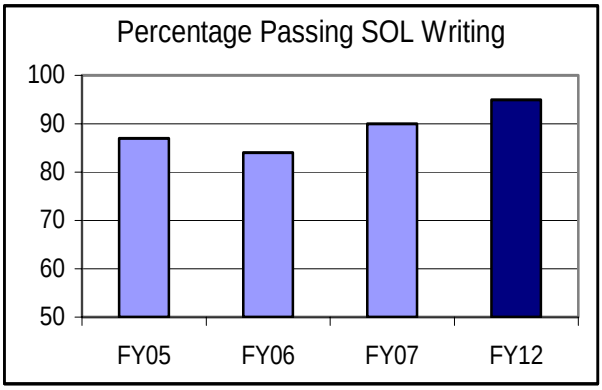
SCHOOLS

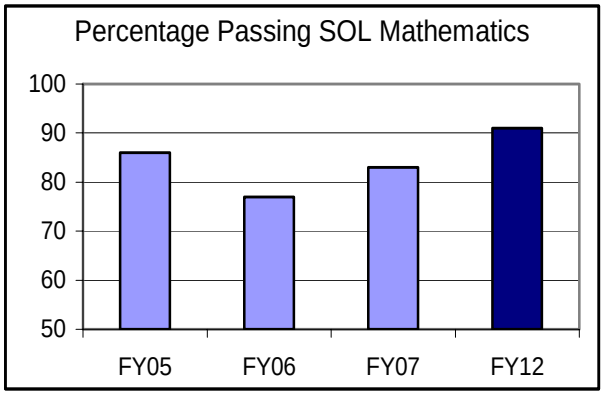
HOW ARE WE DOING?

Goal: Academic Excellence
Objectives: Closing achievement gaps, producing self-directed learners, and to learn 21st century skills









FUTURE YEAR ISSUES

The FY2011-FY2014 School Board approved capital improvement program totals $178.63 million and recommends funding as follows: $13.822 million to provide major maintenance to various facilities countywide; $7.201 million for continued implementation of the technology plan; $13 million for continuation of the computer replacement program; $7.935 million for future school site acquisitions; $10.750 million for administrative space; $41.5 million to renovations and additions to various schools; and sets aside $27 million to build a new elementary school; and $57.419 million to build a new high school to be located in the Bermuda district. Please refer to the Capital Improvement Program for specific projects slated for major renovations or additions.

The anticipated issuance of $123.46 million in new debt to complete all of these projects will dictate operating budget cost increases in future years for debt service.

TRANSFER TO SCHOOL FUND

DESCRIPTION

The Chesterfield County Public School system, with more than 59,330 students, is among the 100 largest school divisions in the nation. The division is guided by an elected five member board that has adopted four priority goals: academic excellence for all students, safe supportive and nurturing learning environments, a knowledgeable and competent workforce, and community investment in public schools. These goals serve as a guide for all decisions. The county school system is supported largely by local funds. The transfer to schools is the single largest expenditure category in the county budget.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2011 Projected**	**FY2012 Projected**	**FY2013 Projected**
State Sales Tax	$49,390,225	$52,612,400	$52,284,400	$54,932,000	-0.6%	$60,728,100	$63,764,500	$66,952,700
Current Taxes	237,104,180	257,923,200	260,219,400	263,383,200	0.9%	280,431,800	291,055,500	303,011,000
Prior Fiscal Year Carryovers	4,127,890	8,245,800	4,092,800	0	-50.4%	0	0	0
Subtotal Transfer	$290,622,295	$318,781,400	$316,596,600	$318,315,200	-0.7%	$341,159,900	$354,820,000	$369,963,700
Non-Trnsfrd Exp.	2,431,400	3,056,800	3,056,800	3,056,800	0.0%	3,056,800	3,056,800	3,056,800
Total Schools	$293,053,695	$321,838,200	$319,653,400	$321,372,000	-0.7%	$344,216,700	$357,876,800	$373,020,500

Note: Prior Fiscal Year Carryovers fluctuate from year to year depending on results.

BIENNIAL BUDGET ANALYSIS

The transfer to schools (net of non-transferred expenditures) is $316,596,600 for FY2009 and $318,315,200 for FY2010. This represents a decrease of $2,184,800 or (0.7) percent when comparing the FY2008 to the FY2009 level and an increase of $1,718,600 or 0.5 percent when comparing FY2010 to FY2009. The county transfer to schools is comprised of the following: state sales tax anticipated to be received by the county (based on average daily membership in schools), and funding to address debt service and other operating expenses such as the transfer to the reserve for future capital improvements, transfer to the comprehensive services fund, and transfers for grounds maintenance.

The net tax transfer to schools, based on a tax rate of $0.95 as of January 1, 2008 and $0.95 as of January 1, 2009, has been formulated based on a methodology which was first used in FY1999. The methodology compares growth in school enrollment to growth in the total population. Prior to FY1999, the local transfer to schools was a set percentage of net property taxes rather than a percentage based on the current methodology.

Not included in this transfer figure are detailed costs for services that are either performed by and paid for in the general fund or for donations made on behalf of schools that are also paid for in the general fund but directly benefit the schools.

TRANSFER TO SCHOOL FUND

Some of the services performed by county departments on behalf of the school system are as follows:

Fire Safety Education Program performed in schools	$ 158,700
School Health Nurses	67,200
Prevention school-based programs provided by the Department of Mental Health Support Services (pre-school screenings, assistance in development of specialized education programs, and teacher training and consultations)	441,000
Public Library staff services provided at school sites as well as school groups visiting the libraries (estimated 356 programs for over 10,100 students)	14,300
Donations/contracts for in-house concerts, volunteer services, museums, etc.	545,000
Administrative services provided beyond those that are charged (i.e. use of financial and payroll systems, services provided by the Treasurer's Office, etc.). These costs are detailed in the county's FY2006 annual cost allocation plan.	$1,830,600
TOTAL	**$3,056,800**

The county funds numerous items and programs which either directly or indirectly benefit county schools and students. The FY2009 county budget funds a donation of $23,750 to Virginia State University, $18,050 to John Tyler Community College, and $10,830 to Richard Bland College for scholarship programs that directly benefit Chesterfield County students. The FY2009 budget also includes a $19,950 for the Science Museum (to defray the cost of development of Standard of Learning (SOL), based physical sciences galleries, teacher workshops, and science by van service to schools), and $6,300 for the Children's Museum of Richmond (defray cost of 500 passes for county school groups and for SOL-based exhibits). Also included in FY2009 is $93,300 for various museums and arts and cultural related organizations to offset the cost of SOL-based historical exhibits and interactive programs for at-risk youth, for in-school performances, and for teacher and student admission to educational forums. The FY2009 budget funds $5,000 for the Virginia Historical Society to assist with costs of educational programs and workshops for students and teachers. The FY2009 budget includes $18,000 for a before and after school program at Bellwood and Marguerite Christian Elementary schools for low income students that works in conjunction with the communities in schools and Title I programs. The FY2009 budget also funds $65,000 for the Maymont Foundation for admission-free, SOL-based cultural, historical, and environmental programs.

The FY2009 budget contributes $9,800 to the Substance Abuse Free Environment Program (SAFE) which works in collaboration with the "Use, You Lose" campaign. The schools operating budget also contains $12,300 for SAFE.

In FY2009 and beyond Chesterfield County has committed $200,000 per year for debt service associated with renovation of Maggie L. Walker High School, the home of the Governor's School for Government and International Studies (which is included in the transfer to schools).

The FY2009 budget also recommends funding $75,000 a year (for a five to seven year commitment) towards the construction of a regional 10,000-12,000 seat convocation center for assemblies, ceremonies, and events that will enable the Chesterfield County school system to use it upon completion.

The Board of Supervisors allocates district improvement funds annually based upon requests received from school affiliated groups. These requests vary each year and are for such things as replacement high school band uniforms, requests for electric message boards outside of schools,

installation of score clocks for football fields or gyms, to purchase athletic and other equipment for weight rooms at high schools, fencing around athletic fields, and funding to conduct tutoring programs at elementary schools. Each request is a direct benefit to current and future students as well as the community represented by each school.

The FY2009 Community Development Block Grant Program includes funding of $8,000 for an extended day program for Bensley Elementary School for children in grades 1 and 2. Also funded is $12,200 for programs provided through the Boys and Girls Club of Richmond, $6,000 for an after-school program at Chalkley Elementary, and $20,000 for the Communities in Schools program.

The County also contributed $2.5 million to the expansion of John Tyler Community College Midlothian Campus during FY2007 and FY2008.

While not being charged directly for these services provided by the county, the school board benefits substantially from them. It is likely that these programs or similar ones will continue into the FY2009-FY2010 biennium.

Below is a list of county services, charged directly to the school operating fund in FY2009:

General Fund	
Accounting services	$ 584,300
Audit fees	116,900
Energy Manager	34,500
School Health Nurses	2,078,000
Purchasing services	276,700
Police - School Resource Officers, Crossing Guards & Safety	3,392,700
Debt Service on new financial system	532,100
Information System Technology services/new financial system	219,700
Grounds maintenance	2,246,700
General Fund Total	**$9,481,600**
Other	
Risk Management	4,071,500
Fleet maintenance (estimate)	9,433,800
Radio maintenance (estimate)	258,400
Other Total	**$13,763,700**
TOTAL	**$23,245,300**

Schools funds the entire costs of the school resource officer program, the child safety program, and the school crossing guard program. The majority of the cost of the school health nurse program was shifted to schools as these programs directly benefit Chesterfield County students.

WHERE ARE WE GOING?

The general fund transfer to schools for FY2011 (net of ancillary services provided by county departments) is estimated at $331,474,200 or 4.1 percent above FY2010; for FY2012 is $344,758,500 or 4.0 percent above FY2011, and for FY2013 is $359,199,500 or 4.2 percent above FY2012.

TRANSFER TO SCHOOL FUND

Projections for the general fund transfer include state sales tax anticipated to be received and a general property tax transfer (calculated using a tax rate of $0.95) which is based on the ratio of school enrollment as a percentage of population, net of tax relief for the elderly, pro-rata economic development initiatives, and school's share of increases to general fund balance (to maintain level at 7.5 percent of expenditures). Additionally funding is set aside for changes recently implemented that ensure the retiree healthcare obligation is met for future retirees. Also included in the calculations is funding for debt service issued on Virginia Public School Authority bonds for seven full-sized gyms and the John Tyler Community College, the transfer for postal/warehouse services, and $200,000 each year for debt service associated with the renovation of the Maggie L. Walker Governor's School.

The county's FY2009-FY2014 Capital Improvement Program recommends funding for various projects that will benefit the students in school as well as the community at large. Examples include: $200,000 in FY2009 for continued development of the multi-purpose athletic field adjacent to Spring Run Elementary School; $2,976,000 in school site improvements throughout the county; and $1,726,000 in FY2011 for expansion of school gymnasiums. These facility upgrades will enhance each school site for use by the physical education programs as well as school-associated functions such as football, basketball, and baseball games.

OTHER

	FY2007 Actual	FY2008 Budget	FY2009 1st Year	FY2010 2nd Year	FY2011 Projected	FY2012 Projected	FY2013 Projected
			Biennium				
Non-departmental							
Right-of-Way	$67,817	$50,000	$52,000	$55,000	$60,000	$65,000	$70,000
Economic Development Incentive	0	110,000	110,000	110,000	110,000	110,000	110,000
Economic Development Partnerships [1]	0	0	928,400	994,400	994,400	994,400	994,400
Other - BPOL Econ Development	0	100,000	200,000	400,000	500,000	500,000	500,000
Subtotal Non-departmental	**$67,817**	**$260,000**	**$1,290,400**	**$1,559,400**	**$1,664,400**	**$1,669,400**	**$1,674,400**
Miscellaneous							
Community Contracts	$2,136,372	$2,286,800	$1,312,000	$964,600	$964,600	$964,600	$964,600
Convention Center	4,183,839	4,073,400	4,261,600	4,417,200	4,572,800	4,728,400	4,884,000
Debt Service	26,198,283	25,110,200	24,898,200	28,255,000	31,683,900	34,696,000	35,987,100
Employee Benefits	1,557,344	9,413,300	9,594,700	10,922,700	12,825,800	13,364,300	13,951,800
Intracounty Hydrant Protection	2,452,600	2,452,600	2,452,600	2,452,600	2,452,600	2,452,600	2,452,600
Local Aid to the Commonwealth	0	0	1,500,000	1,500,000	0	0	0
Interest Paid on Taxes	53,411	124,000	116,000	113,000	114,000	114,500	114,500
Community Development Authorities	0	0	1,080,000	1,926,700	1,662,000	3,766,500	3,876,300
Tax Relief for Elderly	2,957,209	3,700,200	3,680,400	3,864,400	4,057,600	4,260,400	4,473,400
Subtotal Miscellaneous	**$39,539,058**	**$47,160,500**	**$48,895,500**	**$54,416,200**	**$58,333,300**	**$64,347,300**	**$66,704,300**
TOTAL MISC. & NON-DEPT.	**$39,606,874**	**$47,420,500**	**$50,185,900**	**$55,975,600**	**$59,997,700**	**$66,016,700**	**$68,378,700**
District Improvement Funds	$36,413	$242,500	$242,500	$242,500	$242,500	$242,500	$242,500
Streetlight Electrical Costs	595,840	575,600	673,200	782,200	782,800	783,400	784,000
Transfers							
Grants [2]	$2,080,354	$2,152,100	$2,584,600	$2,594,300	$2,776,400	$2,776,400	$2,776,400
Schools Operating [3]	290,622,295	318,781,400	316,596,600	318,315,200	331,474,200	344,758,500	359,199,500
Airport Fund	258,767	24,800	40,000	9,000	0	0	0
Comprehensive Services	2,324,700	2,729,900	3,008,600	3,206,700	3,206,700	3,206,700	3,206,700
Subtotal Transfers	**$295,286,117**	**$323,688,200**	**$322,229,800**	**$324,125,200**	**$337,457,300**	**$350,741,600**	**$365,182,600**
Transfer to Capital Projects							
Capital Projects	$17,044,078	$18,273,900	$16,752,400	$15,580,400	$16,868,700	$17,810,400	$12,172,000
TOTAL TRANSFERS	**$312,330,195**	**$341,962,100**	**$338,982,200**	**$339,705,600**	**$354,326,000**	**$368,552,000**	**$377,354,600**
Reserves							
Capital Projects Reserve	$1,200,000	$3,444,200	$1,017,900	$1,308,300	$591,700	$1,132,900	$8,168,900
Road Reserve	0	1,200,000	999,700	1,855,700	461,900	0	252,200
Program Enhancements/Reserves and Designations	29,090,665	386,100	469,100	0	2,193,000	8,898,600	19,709,500
Undesignated Fund Bal., Ending	65,204,300	50,945,000	53,495,000	53,495,000	54,834,000	56,844,000	58,762,200
TOTAL RESERVES	**$95,494,965**	**$55,975,300**	**$55,981,700**	**$56,659,000**	**$58,080,600**	**$66,875,500**	**$86,892,800**
TOTAL OTHER	**$448,132,104**	**$446,436,000**	**$446,065,500**	**$453,364,900**	**$473,429,600**	**$502,470,100**	**$533,652,600**

[1] Includes RMCVB and Petersburg Area Regional Tourism recorded in Community Contracts in FY07, FY08 and prior years.

[2] Does not include transfers to grants that are reflected in individual departments and noted on divisional header sheets.

[3] Transfer to the Schools CIP reserve is included in the transfer to School Operating Fund effective with the FY2008 budget.

Mobile phone and public safety E911 taxes have been reclassified to a local tax revenue coming back to the county through the state, and are therefore combined with the general fund transfer to capital projects for fiscal years 2008 through 2013.

MISCELLANEOUS

DESCRIPTION

The non-departmental and miscellaneous budget category includes funding for programs or expenditures that are countywide in scope or impact and cannot logically be classified within specific departments or divisions. They are consolidated in this section.

FINANCIAL ACTIVITY

	FY2007 Actual	FY2008 Adopted	Biennium FY2009 1st Year	Biennium FY2010 2nd Year	Change FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
Non-departmental								
Right-of-Way	$67,817	$50,000	$52,000	$55,000	4.0%	$60,000	$65,000	$70,000
Econ. Devel. Incentive	0	110,000	110,000	110,000	0.0%	110,000	110,000	110,000
BPOL Econ. Development Incentive	0	100,000	200,000	400,000	100.0%	500,000	500,000	500,000
Econ. Devel. Partnerships [1]	0	0	928,400	994,400	n/a	994,400	994,400	994,400
Subtotal	$67,817	$260,000	$1,290,400	$1,559,400	396.3%	$1,664,400	$1,669,400	$1,674,400
Miscellaneous								
Community Contracts	$2,136,372	$2,286,800	$1,312,000	$964,600	-42.6%	$964,600	$964,600	$964,600
Convention Center	4,183,839	4,073,400	4,261,600	4,417,200	4.6%	4,572,800	4,728,400	4,884,000
Employee Benefits	1,557,344	9,413,300	9,594,700	10,922,700	1.9%	12,825,800	13,364,300	13,951,800
Intracounty Hydrant Protection	2,452,600	2,452,600	2,452,600	2,452,600	0.0%	2,452,600	2,452,600	2,452,600
Interest Paid on Taxes	53,411	124,000	116,000	113,000	-6.5%	114,000	114,500	114,500
Community Dev. Authorities	0	0	1,080,000	1,926,700	n/a	1,662,000	3,766,500	3,876,300
Tax Relief for Elderly	2,957,209	3,700,200	3,680,400	3,680,400	-0.5%	4,057,600	4,260,400	4,473,400
Subtotal	$13,340,774	$22,050,300	$22,497,300	$24,477,200	2.0%	$26,649,400	$29,651,300	$30,717,200
Total	$13,408,591	$22,310,300	$23,787,700	$26,036,600	6.6%	$28,313,800	$31,320,700	$32,391,600

[1] Beginning with the FY2009 Budget, "Economic Development Partnerships" represents regional alliances formerly reported in the Community Contract category

BIENNIAL BUDGET ANALYSIS

Right of Way

Most utility right-of-way expenses for time and materials related to land acquisitions and easements are budgeted in specific road and maintenance projects. Time and materials for miscellaneous projects not large enough in scope to warrant individual cost centers are charged to the non-departmental right-of-way budget. These costs are expected to escalate 5 to 9 percent annually as the county expands.

Economic Development Incentive and Other

Consistent with Strategic Goal 6, to be the FIRST CHOICE business community, the county annually budgets economic incentive funds that can be offered on a case-by-case basis to recruit new or expanding business in Chesterfield County. Since lifting the BPOL cap in FY08, additional funding has been annually dedicated to this purpose. The county's Economic Development department works with domestic and foreign companies seeking to establish new facilities or to relocate or expand existing

facilities in the county. The value of economic incentives made available to a company is dependent upon the prospective company's total investment in land, building and equipment, and by the number and type of jobs the firm will add to the county. Funds not expended in a fiscal year are reserved for future economic development incentives. The county also participates in a number of regional partnerships that further enhance its ability to attract and expand business and tourism. More on the operations of the Economic Development department can be found in the Community Development section of this document.

Community Contracts

More than seventy organizations have requested the county's financial support for their FY2009 and FY2010 programs. Consistent with the county's Strategic Goal 1, to be exemplary stewards of the public trust, the Board of Supervisors endeavors to allocate available funds to effectively and equitably meet the needs of the communities that rely on the county's support. The FY2009 budget includes $1,312,000 to fund these requests, a 43 percent decrease from FY2008 due in part to the current economic downturn and, further, to extracting economic partnerships to its own category.

The county's Strategic Goal 3, to be known for extraordinary quality of life, is reflected in the county's commitment to housing, education and literacy, and health as well as to protecting natural resources and our historical heritage. In support of this strategic goal, the FY2009 community contracts budget includes funding for many agencies, such as CARES, CARITAS, and the Salvation Army, which provide shelter for the homeless. Resources for Independent Living, the YWCA's Chesterfield Domestic Violence Shelter, and CCHASM are among many funded agencies providing crisis intervention and assistance. The county's growing senior population is assisted by agencies such as Senior Connections, the Shepherd's Center, and Meals on Wheels. The county is committed to provide funding to the county's YMCA's youth programs. A significant percentage of community contract funding is also allocated to educational agencies and programs: the Maymont Foundation, the Children's Museum of Richmond and the Science Museum provide Chesterfield school groups with age-appropriate, Virginia Standards-of-Learning-based programs in natural sciences, history, and the arts. Other educational organizations such as the READ Center and the Tri-City Literacy Program provide adult literacy programs and English as a Second Language tutoring. John Tyler Community College, Richard Bland College and Virginia State University receive county support for scholarship programs that directly benefit Chesterfield county students.

The county's Strategic Goal 7, to be responsible protectors of the environment, has long been sustained by the county's support of Friends of Chesterfield's Riverfront, a not-for-profit organization that supports public interest goals, projects, and community activities along the James and Appomattox Rivers. The county also provides funding to RideFinders, which provides car, vanpool, and park & ride lot information services in the area, thus reducing pollution from automobile emissions. Many other county operations and capital improvement projects also support the county's goal to protect the environment.

Consistent with Strategic Goal 6, the county is strongly committed to being the FIRST CHOICE business community, providing opportunities for businesses to locate, grow, and prosper in the community. The county contributes to numerous agencies in support of these goals. Among them is the Virginia Hispanic Chamber of Commerce, which has the only federal Small Business Administration-provided, English-Spanish small business incubator system in the United States. Significant funding is provided through the Community Development Block Grant program for a small business incubator in the Jefferson Davis corridor and for code compliance. Both the Richmond Metropolitan Convention and Visitors Bureau and the Petersburg Area Regional Tourism agencies will receive funding for regional marketing campaigns, part of which are explained below in the *Convention Center* section. The Petersburg agency will help develop tourism in the southern area of the county. The county continues to actively promote growth and development within the region and to identify opportunities for regional relationships that further common goals.

MISCELLANEOUS

Convention Center

The county's two percent transient occupancy tax is pledged to the Greater Richmond Convention Center Authority (GRCCA) as security for the financing of the now-completed expansion of the downtown convention center. The two percent tax is returned to the county at the end of the fiscal year, resulting in no net financial impact. In addition to the two percent, the county provides all proceeds from a six percent transient occupancy tax to the GRCCA to help finance the expanded facility. In FY2009 and FY2010 the gross contributions to the GRCCA are budgeted at $4,261,600 and $4,417,200, respectively. More information on the Convention Center can be found in the *Debt* section of this document.

The FY2009 Economic Development Partnership budget includes a contribution to the Richmond Metropolitan Convention and Visitors Bureau (RMCVB) of $803,449, representing an increase of $9,753 or 1.2 percent over FY2008. The agency anticipates an 8.2 percent increase of $65,900 in FY10 due to a projected increase in the percentage of hotel room sales on which the contribution formula is based for each local jurisdiction. The revenue is used by RMCVB for marketing and advertising programs, including the regional brand, "The Historic Richmond Region." These campaigns are designed to attract more business to the expanded Convention Center, Henricus Historical Park, the Canal Walk, and the National Battlefield Park Visitors Center.

Employee Benefits

Appropriations for the county's supplemental retirement program and a portion of the costs related to the county's workers' compensation self-insurance plan and retiree health care are centralized in one cost center rather than in individual departments. Workers' compensation self-insurance costs are escalating and must be funded. Based upon annual actuarial report recommendations, funding for the supplemental retirement program has increased for FY2009 and FY2010 and is projected to see modest increases in fiscal years FY2011-2013. In anticipation of rate increases, employee retirement and health care benefits for fiscal years 2009-2013 are budgeted centrally and will be budgeted in departments as more specific information on rates becomes available for those years. In FY2008, the county implemented Statement No. 45 of the Governmental Accounting standard Board (GASB 45) – Accounting and Financial Reporting by Employers for Post Employment Benefits Other Than Pensions. Other post employment benefits (OPEB) include medical and dental coverage extended to retirees by the county. The county has made changes to retiree benefits including restricting current employees' eligibility for the benefit; capping the county's future contribution for most current employees and retirees age 65 and over; and eliminating county contributions for OPEB for employees hired after July 1, 2006. With a significantly lower other post-employment benefit liability, the county is budgeting just over $3 million in addition to what it already spends on retiree health care to fully fund its share of the excess annual required contribution for post employment benefits.

Intra-county Hydrant Protection

This expenditure represents the county's cost for the operation and maintenance of fire hydrants maintained by the Utilities fund. Payment in lieu of taxes, offsetting non-departmental revenue, is appropriated as a transfer from the Utilities fund and represents the estimated real estate and property tax the Utilities Department would pay to the county if it were a separate and taxable entity.

Community Development Authorities

During FY2007 and FY2008, the Board of Supervisors adopted ordinances to create two Community Development Authorities (CDAs). The creation of both CDAs was a result of petitions filed with the Board of Supervisors by the owners of more than 51 percent of the land area within the CDA district.

CDAs issue special assessment revenue bonds to finance certain infrastructure improvements located within the CDA district. The Watkins Centre CDA issued $20 million in revenue bonds in October 2007 for various road improvements to service a 640-acre mixed-use commercial, retail and residential project currently under construction. Additionally, the Lower Magnolia Green CDA intends to issue special assessment bonds for road improvements within this development. The Board of Supervisors has adopted ordinances authorizing the levy of special assessments on real property within each CDA District. Each year, the Board of Supervisors, at the

request of each CDA, may levy and collect special assessments within each district and appropriate such sums to each CDA for use in paying administrative expenses and debt service on the bonds. For the fiscal years 2009 and 2010, $1,080,000 and $1,926,700 are respectively budgeted.

Tax Relief for the Elderly and Disabled

The real estate tax relief for the elderly and disabled program provides full or partial relief from real estate taxes for elderly or disabled individuals who meet specific income and net worth guidelines. Approximately 2,600 eligible participants were granted relief in calendar year 2007.

The cost of the program is expected to decrease slightly by 0.1 percent to $3,680,400 in FY2009 when compared to the FY2008 adopted budget. This decrease is attributable to lower than anticipated year-to-year growth in the program. The FY2010 budget is $3,864,400, an increase of $184,000, or 5.0 percent, from the FY2009 budget. In order to qualify for the tax relief program, applicants must have a household income of $52,000 or less and a net worth of no more than $200,000. Participants in the program are eligible for 35, 60, and 100 percent relief, depending on their net income.

DISTRICT IMPROVEMENT FUNDS

DESCRIPTION

Funds are appropriated each fiscal year to each of the five magisterial districts in the county plus one countywide fund for streetlight installations at parks and schools and for other extraordinary circumstances. District Improvement Funds can be expended only for public purposes for which the Board of Supervisors could legally appropriate tax revenue. The Board's authorization to expend District Improvement Funds is restricted to projects that fall into one of the following five categories: public improvements to public land; the purchase of property or equipment which the county will own; public events or programs sponsored by the county or by organizations to which the county has specific statutory authority to make donations; public school programs that the School Board has specific authority to support or requests from Virginia public universities that the county is authorized by law to fund; and contributions to organizations to which the county is authorized by statute to make donations. The county attorney's office reviews each request for district improvement funds for legal compliance and each eligible request must be approved by majority vote of the Board. Expenditures are consistent with county Strategic Goals 1, 3 and 4: to be exemplary stewards of the public trust and a model of excellence in government, to be known for extraordinary quality of life, and to be the safest and most secure community.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	**FY2008 Adopted**	**FY2009 1st Year**	**FY2010 2nd Year**	**FY2008 to FY2009**	**FY2009 Projected**	**FY2010 Projected**	**FY2013 Projected**
Personnel	$0	$0	$0	$0	0.0%	$0	$0	$0
Operating	632,253	818,100	915,700	1,024,700	11.9%	1,025,300	1,025,900	1,026,500
Capital	0	0	0	0	0.0%	0	0	0
Total	$632,253	$818,100	$915,700	1,024,700	11.9%	$1,025,300	$1,025,900	$1,026,500
Revenue	0	0	0	0	0.0%	0	0	0
Net Cost	$632,253	$818,100	$915,700	$1,024,700	11.9%	$1,025,300	$1,025,900	$1,026,500
FT Pos.	0	0	0	0	0	0	0	0

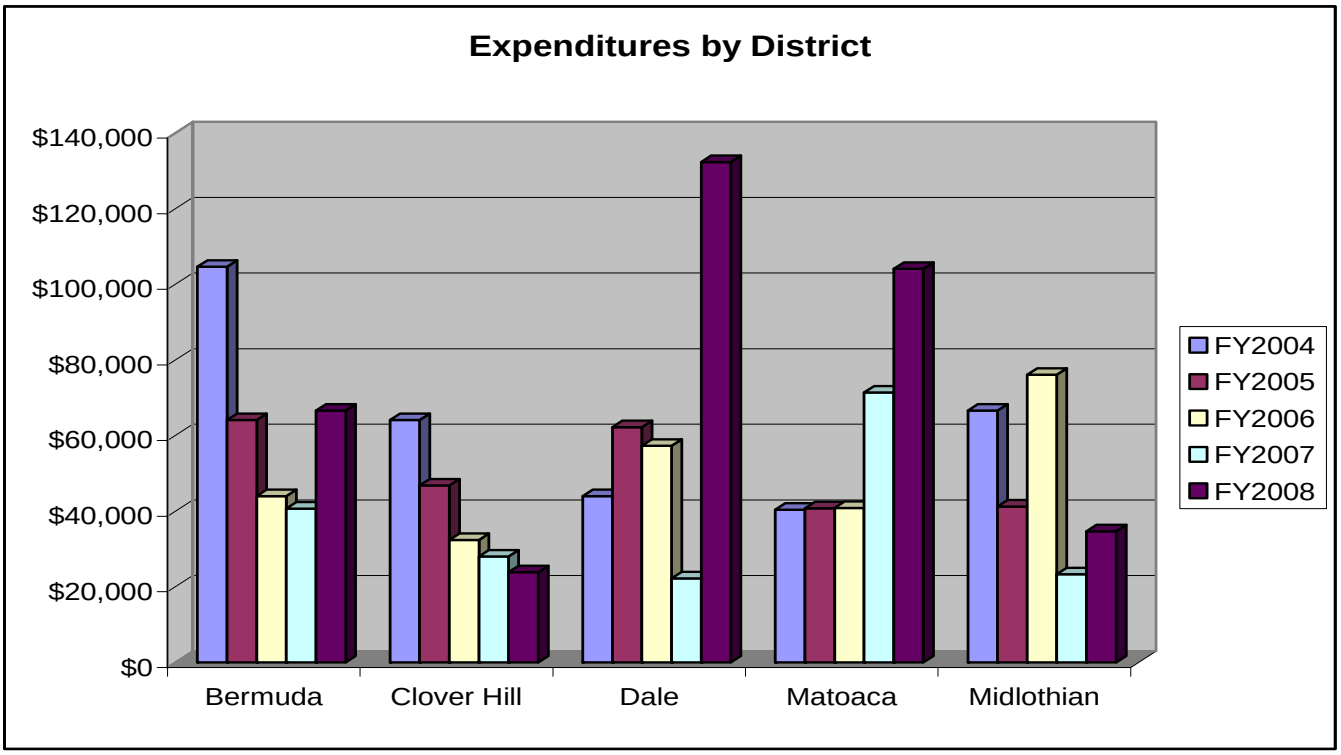
BIENNIAL BUDGET ANALYSIS

The annual appropriation for each magisterial district is $48,500, unchanged since FY2002 and remaining at this level for all years of this budget cycle. Remaining balances, if any, at fiscal year end are carried forward for the same district for the subsequent fiscal year. The countywide streetlight fund maintains level funding at $13,500; fiscal year - end balances for this fund are not carried forward. Electricity and maintenance costs for existing streetlights are budgeted in FY2009 at $659,700 a 17.3 percent increase over FY2008; FY2010's projected increase is a 16.5 percent increase over FY2009. As electricity costs continue to rise, the county is investigating ways to help offset or mitigate these increasing costs.

DISTRICT IMPROVEMENT FUNDS

HOW ARE WE DOING?

Projects and activities funded with District Improvement Funds vary in cost and nature from year to year. Funds have been used to make capital improvements at county parks and at public school athletic fields for youth sports programs. Allocations have been used to purchase equipment, storage sheds, and public address systems for sports programs, and to fund expenses for youth sports leagues. District Improvement Funds have been approved to help offset the costs of post-prom celebrations at county high schools and to provide local scholarships to county students. Other community enhancement projects funded in the recent past include repairs and enhancements at county-owned historic sites, District Improvement Funds have helped fund Chesterfest, Veterans' and Midlothian Village Day ceremonies and the annual Colonial Heritage Fair at Eppington Plantation, as well as the Fire Cadet Safety Camp and the Firefighters' Memorial Wall. Support for the county's TRIAD program enabled crime awareness and reduction programs for senior citizens. Teacher resource kits and a genealogical data base subscription have been purchased for the Chesterfield Historical Society. District Improvement Funds also provide new streetlight installation upon request and after approval by the county attorney and the entire Board. The chart below shows the expenditure breakdown by magisterial district. The chart does not include the costs of operating existing streetlights.



WHERE ARE WE GOING?

Requests for installation of streetlights in sub-divisions and park areas, as well as other requests, are expected to increase. Population increases, safety concerns, community enhancement efforts and routine maintenance of aging infrastructure will result in an increase in requests. However, level funding is projected over the planning period.

TRANSFER – CAPITAL IMPROVEMENTS

DESCRIPTION

Capital improvement projects are substantial projects that usually have a long life and do not recur annually. Typically, to be included in the county's Capital Improvement Program (CIP), projects must cost in excess of $100,000. Capital projects may include, but are not limited to, construction of new buildings (such as libraries, fire stations); other projects (such as storm water management projects); major renovations; additions or conversions of existing facilities; park and recreation facilities; airport improvements; and certain road improvements.

Capital improvement projects can be financed in a variety of ways, including the sale of general obligation and revenue bonds, lease/purchase agreements, federal and state funds, grants, direct contributions from sources such as private developers, cash proffers, and direct county contributions such as the general fund. Capital improvement projects for the county are detailed in the Capital Improvement Program. The county's CIP is based, in part, on the Public Facilities Plan. The current Public Facilities Plan was adopted by the Board of Supervisors in the spring of 2004 and is currently being revised and approval is expected in 2008.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year	FY2008 to FY2009	FY2011 Projected	FY2012 Projected	FY2013 Projected
GF Trf. for Proj. [(1)]	$6,011,500	$6,203,900	0	0	n/a	0	0	0
GF Trf. To Res.	9,994,100	15,521,300	$17,810,300	$16,897,700	14.7%	$17,460,400	$18,943,300	$20,340,900
Allocated to Proj.	(14,358,900)	(19,581,000)	(16,792,400)	(15,589,400)	-14.2%	(16,868,700)	(17,810,400)	(12,172,000)
Res: Pub. Safety [(1)]	(914,500)	(1,312,200)	0	0	n/a	0	0	0
Net Add. to Res.	$732,200	$832,000	$1,017,900	$1,308,300	22.3%	$591,700	$1,132,900	$8,168,900

[(1)] As a result of telecommunications structuring, public safety and general fund money are combined in the CIP beginning in FY09.

BIENNIAL BUDGET ANALYSIS

The county is committed to funding a significant portion of capital improvements with current revenues and now funds at least 20 percent of general government improvement projects and at least 10 percent of school projects with current revenue over the multi-year CIP. The Board of Supervisors has also established and adheres to a policy of allocating an amount equal to at least 5 percent of general fund departmental expenditures (excluding transfers, grants, fund balance, debt service, and respective flow-through expenditures having no direct benefit to the general fund) and 5 percent of the general fund transfer to schools to pay-as-you-go capital improvements. The portion of the general fund transfer to schools used to calculate the amount set aside excludes state sales tax, transfer to Comprehensive Services, grounds maintenance, and debt service and is calculated on the previous fiscal year's adopted transfer to schools.

An addition to the Reserve for Future Capital Projects is budgeted each fiscal year through current revenues. Specific projects for funding from the Reserve for Future Capital Projects are identified in the CIP. Any balance in the reserve remains there until a need is identified.

The FY2009 total general fund transfer to the reserve for capital projects decreased 18.0 percent from FY2008 adopted budgeted levels. This decrease is due to more conservative estimates of general fund growth used in the calculation of the

transfer and in addition, to a change in the method in the distribution of cellular phone tax and 911 taxes. These taxes are now collected with other telecommunication tax revenues and are no longer considered a specific source in the CIP to be used for public safety projects. Future year funding levels for pay-as-you-go projects assume adherence to the Board's established policies.

PUBLIC FACILITIES PLAN

The Public Facilities Plan is an element of the county's Comprehensive Plan. Long-term in nature, the Plan fosters planning and programming of capital facilities that are supportive of the county's overall community development strategy as recommended by the county's Comprehensive Plan. The Board of Supervisors is currently in the process of revising the county Public Facilities Plan. The Plan identifies when and where new facilities will be needed as the county grows and provides a way for the Board of Supervisors to be better advised about facility needs. In this sense, the Public Facilities Plan is one form of "needs assessment," which precedes the preparation of the county's Capital Improvement Program.

The Plan is a guide to projects that should be constructed in future years and is an expression of the county's intention to provide specified levels of service.

The Plan does not address funding availability, debt capacity, or other financial concerns. These issues are addressed in the county's Capital Improvement Program. In addition, the Plan's location recommendations are generalized to promote the flexibility desirable when fundamental conditions change or when analysis based on new data reaches differing conclusions.

The relationship of service levels to the need for capital facilities is the basis of the Plan. In order to evaluate the need for public facilities, levels of service goals and service area boundaries were developed in close consultation with county departments. Service levels were developed for fire stations, parks, libraries, schools, utilities, and administrative space. The Plan also references the 1989 Thoroughfare Plan for Transportation and the Airport Master Plan Update 1993-2012 for the Airport. Certain service levels referenced in the Plan are generally defined below:

Fire Stations: The primary indicator of level of service is response time. The goal of the Fire Department is to provide efficient and effective fire protection and emergency response serving existing and new development, achieving fire response times of not more than six minutes throughout the urban corridor. Further, the goal is to respond to 90 percent of emergency medical calls in less than six minutes.

Parks: Service level goals for parks were adopted as part of the 2002 Parks and Recreation Master Plan. The service level for parks countywide requires the maintenance of eight acres of public recreation space for every 1,000 residents in the county. For regional parks, the service level requires 4.5 acres per 1,000 residents, serving a 3 to 5 mile radius or less than a 15 - minute drive.

Libraries: Library floor space is the key level of service indicator. The service level for libraries is defined as 0.6 square feet of floor space for each county resident. In addition, residents in the urbanized portion of the county should have a maximum 15-minute drive to a library, with 10 minutes or less for most parts of the service area.

Schools: Demographic and geographic analysis is fundamental in determining future school facility needs. Population projections were used as a basis for determining future school enrollment totals for elementary, middle, and high school levels. Traffic zone data was used to determine future enrollment by school district.

Solid Waste Disposal: Due to increased federal regulation, the county no longer operates active solid waste landfills. Management and disposition of

closed landfills is on going. Urban residents should be informed of transfer drop-off locations and the availability of private collection. Countywide residential curbside recycling, in cooperation with the Central Virginia Waste Management Authority (CVWMA), was implemented during FY2003.

Utilities: Assuring adequate water protection and sewage treatment capacity determines the placement of utilities, as does county population growth and the pattern of such growth.

Airport: An updated master plan for the County Airport facility was completed and approved by the Federal Aviation Administration and the Virginia Department of Aviation (Chesterfield County Airport Master Plan Update 1993-2012). The County Airport is designated as a general reliever aviation airport, providing facilities mainly for privately owned aircraft for business and personal use. An update to the Airport Master Plan is planned for FY2009.

Administrative Space: Space needs are determined by growth in employment as well as by growth in the service needs of county residents. The Chesterfield County Government Center Master Plan, adopted in 1989, provides a long-range guide for facilities and road improvements at the county's government complex. An update to the Master Plan was completed as an amendment to the Central Area Plan in FY2005.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program is typically a five-year capital budget. The Program lists the projects needed to meet service demands. The CIP is prepared annually as required by the County Charter and proposes the acquisition, development, enhancement or replacement of public facilities to serve the county citizenry. The CIP depicts the arrangement of selected projects in priority order and establishes cost estimates and anticipated funding sources. The CIP reflects tough decisions in the allocation of resources among competing demands. The County Administrator's proposed CIP is submitted to the Board of Supervisors by January of each year and is required by the County Charter to be adopted by May 1.

TRANSFER – CAPITAL IMPROVEMENTS

In FY2009, the general fund will be allocated $16,792,400 for the following projects:

Airport Improvements	$40,000
Circuit / General District Courthouse Expansion	312,800
Courthouse/Route 288 Fire & Rescue Station	134,800
Emergency 911 Recording System Replacement	287,500
Environmental Management Program	250,000
Eppington Plantation	100,000
Ettrick-Matoaca Library Study and Renovation	130,000
Falling Creek Ironworks Park	40,000
Fire Station Repairs	250,000
Five Story Administration Building Renovation	2,969,000
Frederick Farms Drainage	115,000
Harrowgate Fire & Rescue Station	781,800
Henricus Historical Park	300,000
Miscellaneous Facility Improvements	350,000
Mobile Data Replacement Computers	900,000
Park Land Acquisition	200,000
Pocoshock Creek Stream Restoration	100,000
Post Closure Maintenance at Landfills	700,000
Public Safety Training Center at Enon	2,300,000
Reams-Gordon Library	1,489,500
Robious Road Area Library	125,000
Road Fund Projects	800,000
Security Enhancements	250,000
Smith-Wagner Building Expansion / Renovation	2,402,000
Spring Run Neighborhood Athletic Park	80,000
Technology Improvements	1,300,000
Wrens Nest Road Drainage	85,000
TOTAL	**$16,792,400**

TRANSFER – CAPITAL IMPROVEMENTS

In FY2010, the general fund will be allocated $15,589,400 for the following projects:

Airport Improvements	$9,000
Battery Replacement - 800 Mhz Radio System	124,200
Blight Eradication and Demolition	75,000
Courthouse/Route 288 Fire & Rescue Station	1,093,000
County Jail - C Building Upgrades	995,000
Emergency 911 Phone System	3,000,000
Emergency Communications 800 Mhz Radio System GPS System	129,200
Environmental Management Program	250,000
Eppington Plantation	100,000
Ettrick-Matoaca Library Study and Renovation	1,380,500
Falling Creek Ironworks Park	20,000
Fire Station Repairs	500,000
Five Story Administration Building Renovation	700,000
Henricus Historical Park	300,000
Magnolia Green Library	1,200,000
Miscellaneous Facility Improvements	350,000
Mobile Data Replacement Computers	900,000
Parks and Recreation Facilities Planning, Design and Construction	150,000
Pocoshock Creek Stream Restoration	200,000
Post Closure Maintenance at Landfills	700,000
Restrooms at Athletic Facilities	275,000
Robious Road Area Library	571,000
Road Fund Projects	800,000
Route 350 West Police Station	17,500
Security Enhancements	250,000
Technology Improvements	1,300,000
Wrens Nest Road Drainage	200,000
TOTAL	**$15,589,400**

TRANSFER – CAPITAL IMPROVEMENTS

IMPACT ON THE OPERATING BUDGET

As part of the budgeting process, projects in the county's Capital Improvement Program are analyzed to determine the operating impacts. Often, new facilities result in additional operating costs for items such as utilities, maintenance and personnel.

The following table lists the identified personnel and operating impacts associated with FY2009-2014 general county improvement projects. Projects with significant operating impacts expected to affect fiscal years 2009 – 2014 include the Public Safety Training Center at Enon, the Harrowgate Fire and Rescue Station, the Courthouse Road/Route 288 Fire and Rescue Station, miscellaneous parks and recreation improvements, the new Reams Gordon Branch Library and the new Robious Road Library. Portions of these anticipated expenses have been included in the projections for fiscal years 2011 – 2013 as described in the Multi-Year Projections narrative and those of the respective departments.

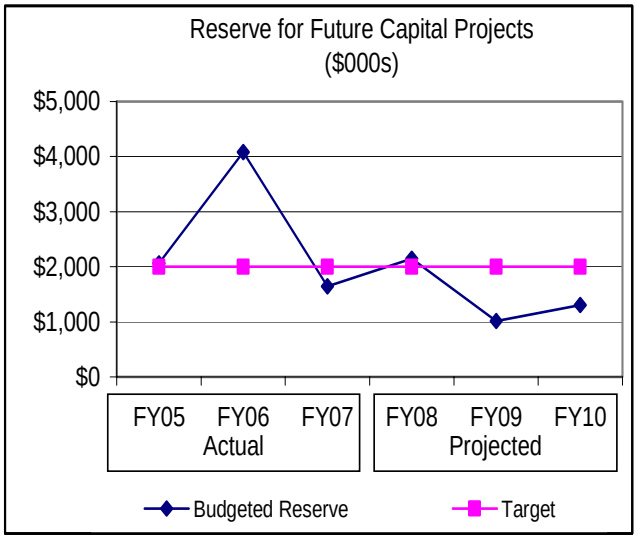
OPERATING IMPACTS FROM CAPITAL IMPROVEMENT PROJECTS

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Personnel	$113,100	$1,387,300	$4,382,500	$4,533,300	$5,674,200	$6,334,600
Operating	177,600	1,081,400	1,564,700	1,477,200	1,787,000	2,162,300
Total Operating Impact	**$290,700**	**$2,468,700**	**$5,947,200**	**$6,010,500**	**$7,461,200**	**$8,496,900**

Note: Table excludes impacts resulting from projects funded in prior year Capital Improvement Programs. Final funding levels for operating impacts in FY2009 – FY2014 will be made in each year's respective budget deliberations.

HOW ARE WE DOING?

Goal: Assure financial integrity. Supports countywide Strategic Goal 1
Objective: Allow for flexibility and unforeseen circumstances in capital funding
Measure: Annual Beginning Balance of Reserve for Future Capital Projects

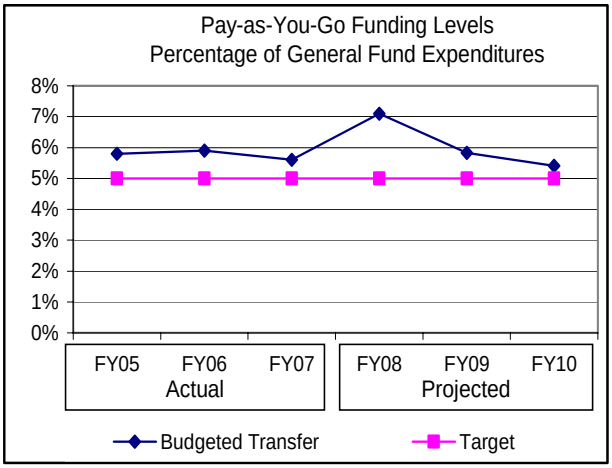


Initiatives

- Multi-year Capital Improvement Program
- Project steering committee oversight
- Financial policies
- Budgeted project contingencies

TRANSFER - CAPITAL IMPROVEMENTS

Goal: Assure financial integrity. Supports countywide Strategic Goal 1
Objective: Fund capital projects with current revenues
Measure: Percentage of general fund expenditures committed to capital projects



Initiatives

- Financial policies
- Cash proffers when appropriate
- Three year revenue and expenditure projections

WHERE ARE WE GOING?

The county is in the process of updating the Public Facilities Plan, which serves as the basis for planning future capital facilities. As revisions to the plan are adopted, the new plan will serve as the basis for programming capital facilities. In addition, the county will continue to adopt a multi-year Capital Improvement Program and Biennial Financial Plan. Both of these plans project future revenues and expenditures, thus providing insight to available funding and planned projects. Future funding levels for county pay-as-you-go capital projects assume maintaining an amount at least equal to five percent of general governmental expenditures, net of certain expenses and transfers.

INTRODUCTION

The Capital Improvement Program (CIP) serves as a guide for the efficient and effective provision of capital improvement funding for the county. In accordance with the County Charter, the county prepares a minimum five-year CIP and the plan is a dynamic document, revised annually, that proposes the acquisition, development, enhancement, or replacement of public facilities to serve the county citizenry. This year, the CIP, a reflection of the physical development policies of the county, encompasses a six year period and generally includes projects that do not recur annually and are in excess of $100,000.

The CIP depicts the arrangement of selected projects in priority order and establishes cost estimates and anticipated funding sources. The CIP reflects difficult decisions in the allocation of limited resources among competing service demands and provides an orderly, systematic plan to address the county's capital needs.

Development of the CIP occurs in conjunction with the county's budget process. Availability of funds is driven by the county's adherence to established financial and debt management policies further discussed in those sections of this document. Adherence to these policies helps to preserve the county's excellent credit rating and provide a framework for the county's fiscal management and planning.

The benefits of a viable capital improvement program include the following:

- Eliminates the duplication of project requests and enables the county to take advantage of joint planning and shared county facilities;
- Assists in implementing the county's Comprehensive and Area Plans and related policies;
- Establishes a system of annual examination and prioritization of county needs;
- Focuses attention on community goals and objectives;
- Allows for proper programming and project design;
- Allows for the identification of appropriate project financing and construction schedules;
- Helps provide a framework for the equitable distribution of public improvements throughout the county;
- Provides a basis for formulation of bond referenda, borrowing programs or other revenue producing measures;
- Facilitates capital expenditure and revenue estimates and helps to avoid emergency financing methods;
- Encourages efficient government administration;
- Fosters a sound and stable financial program;
- Bridges the gap between day-to-day operations of county government and the county's long-range development goals.

INTRODUCTION

A variety of funding options exists for financing the county's Capital Improvement Program. The two largest sources are direct county contributions ("pay as you go" funding), which come as a transfer from the county's operating budget, and proceeds from the sale of bonds. Other direct contributions come from sources such as private developer contributions, contributions from federal and state funds, and grants. Following is a selected list of funding options for the CIP. Other funding options exist. Not every funding option is utilized in a particular CIP.

Reserve for Capital Projects	Funds reserved from county operating revenues for capital projects.
General Obligation Bonds	Payments from the proceeds of the sale of General Obligation Bonds. These bonds must, in most cases, be approved by a general referendum of voters of the county, and they pledge the full faith and credit of the county for their repayment.
Revenue Bonds	Payments from the proceeds of the sale of revenue bonds. These bonds pledge the revenue generating potential of a facility or utility system.
Revenue Fund	Payments from revenues generated by an enterprise activity such as water and sewer charges, or the county airport.
State	Funds and payments received from the Commonwealth of Virginia.
Federal	Funds and payments received from the federal government.
Developer Contributions	Funds contributed by developers for infrastructure or construction of improvements.
Cash Proffers	Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development. As funds are collected over time, appropriations are used for specific capital facility needs.
Community Development	Federal funds provided to a locality to be spent on projects that benefit low Block Grant and moderate income areas of the locality. Chesterfield became a Block Grant entitlement community in FY1992.

The county's Capital Improvement Program is, in part, based on the county's Public Facilities Plan. The Public Facilities Plan is a form of "needs assessment" which precedes the preparation of the Capital Improvement Program and supports the establishment of specific project priorities in the Capital Improvement Program. The Public Facilities Plan is an element of the county's Comprehensive Plan. Staff is currently developing a draft revision to the Facilities Plan, which will be presented to the Planning Commission and Board of Supervisors in 2008. The Plan comprehensively assesses county public facility needs in relation to existing and future growth patterns. Its principal goal is to forecast where existing facilities should be expanded and new facilities located to best serve the county's growing population.

The Public Facilities Plan considers population growth, projected density, economic development and service levels in the evaluation of the need for public facilities. The Plan does not specify exact locations for future facilities but rather designates general locations. Identifying general locations allows for flexibility that is necessary when fundamental conditions change or analysis based on new data reaches differing conclusions.

CAPITAL IMPROVEMENT PROGRAM CALENDAR

July

- Requests for capital projects are solicited from all county departments.
- Instructions for completing the Capital Improvement Project request forms, sample request forms and a timetable for completing the proposed CIP are sent to all departments.

August

- County departments submit project requests to Budget and Management.
- Project requests are distributed to selected departments for a cursory review of project cost estimates and early indications of transportation, utility, technology, environmental or land use issues, if any. Any such issues are communicated to Budget and Management. Budget and Management presents these issues to the CIP Review Committee.

September

- CIP Review Committee convenes to perform a preliminary review of the capital project submissions -- the scope and description of the projects are verified at this initial meeting. Ineligible projects are identified and excluded from further review.
- Budget and Management determines preliminary funds availability for the applicable CIP planning years.
- CIP Review Committee convenes to begin prioritizing projects.

October

- Budget and Management refines funds availability for the applicable CIP planning years.
- CIP Review Committee continues to meet and finalizes prioritized list of projects.

November

- CIP Review Committee meets with County Administrator to review established list of prioritized projects.
- List of prioritized projects is revised based on County Administrator's comments.

December

- County Administrator's proposed CIP is compiled.

January

- A work session on the proposed CIP is conducted with the Board of Supervisors.

March

- A Public Hearing on the proposed CIP is held.

April

- Board of Supervisors adopts the CIP along with the operating budget.

PROCESS FOR PREPARING THE CAPITAL IMPROVEMENT PROGRAM

Preparation of the county's CIP is an interactive process that takes approximately six to eight months. All county departments with capital needs submit project requests subject to specific guidelines. Projects submitted for review typically cost in excess of $100,000 and are projects that do not recur annually. Budget staff compiles project requests, project costs are determined, and the Review Committee discusses the requests by department and functional area. All projects are reviewed for consistency with the county's adopted Comprehensive Plan and Public Facilities Plan and are reviewed by the Utilities, Transportation, Engineering, and Information Systems Technology Departments for any related issues. In addition, project costs are checked for accuracy by the county's Capital Projects Management Office. Projects are prioritized and the merits of each are discussed.

The Budget and Management Department determines the availability of funds in accordance with the Board of Supervisors' established debt management policies. Determining the availability of funds includes an analysis of county debt capacity in future years and projections of funds from the Reserve for Future Capital Projects. It is at this time that difficult choices must be made to decide which projects will be included in the proposed CIP.

The allocation of programming and/or design funds for those projects that may be identified on a future bond referendum are incorporated into the CIP process. These programming and design funds enable staff to perform feasibility studies, if necessary, to program the facility, if applicable, or to begin design of the facility. Not all of the aforementioned phases are necessary for all projects. This process will result in more accurate project cost estimates prior to placement on a future referendum.

The acquisition of real property may be necessary for the construction of capital facilities. As a part of programming, selected sites may be evaluated by the county's site selection study team. The purpose of the team is to ensure that the best sites are selected for capital projects. A proposed site is evaluated based on desirability for the proposed use, impact on the community, conformance with the county's Comprehensive Plan and cost. The study team, assembled under the direction of the county's Planning Director, includes representatives from the following departments: Construction Management, Environmental Engineering, Utilities, Transportation, Planning, Utilities Right-of-Way, Assessor, and Budget and Management.

Upon completing a final analysis of projects and matching available funding with requests, staff prepares the County Administrator's Proposed CIP. The proposed plan is then presented to the Board of Supervisors. After work sessions and public hearings are conducted and appropriate changes and adjustments are made, the CIP is adopted in conjunction with the county's Biennial Financial Plan. The first year of the CIP is the county's Capital Budget. Upon adoption of the CIP, funds are appropriated for those projects identified in the first year of the plan and remain appropriated until the project is complete.

PROCESS FOR PREPARING
THE CAPTIAL IMPROVEMENT PROGRAM

The review committee, appointed by the County Administrator, meets on a regular basis to consider the projects submitted for review and to consider all issues related to Capital Improvement Programming. Members of the Review Committee are as follows:

Rebecca T. Dickson, Deputy County Administrator
Human Services

William E. Johnson, Deputy County Administrator
Management Services

M. D. "Pete" Stith, Jr., Deputy County Administrator
Community Development

Colonel Thierry G. Dupuis
Chief of Police

Paul W. Mauger
Chief of Fire & EMS Services

Kirkland A. Turner, Director
Planning Department

Robert L. Eanes
Assistant to the County Administrator

Robert “Rob” Key, Director
General Services

Robert Rivers, Manager
Capital Projects Management

Allan M. Carmody, Director
Budget and Management

Martha Reiss, Budget Analyst
Budget and Management

CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The county's FY2009 – FY2014 Capital Improvement Program (CIP) totals $818,124,800 and is comprised of County improvements of $333,037,500, School Board improvements of $254,717,300, and Utilities Department improvements of $230,370,000.

While the complete CIP is a six year plan, below is an overview of projects included the first two years of the plan, or the county's FY2009 and FY2010 biennial budget:

The County CIP:

The county's CIP defines how the county plans to effectively use its resources to address the facility needs of the community. Every effort has been made to maintain funding for those projects approved in plans from previous years. Given the uncertainty of the economy and local construction market over the next few years, emphasis has been placed on maintaining a balance between renovating county facilities while committing to new projects.

Public Safety
Continue work on the Public Safety Training Center facility at Enon with construction of the combined support building for police and fire and construction of an EVOC driver training track for police

Complete construction of the Harrowgate Road fire station and begin planning the Courthouse Rd. / Route 288 fire station

Continue the process of establishing a police station in the county's Route 360 West Corridor

Libraries
Design and renovate the Ettrick-Matoaca Library

Complete construction and equip the new Reams Gordon Library

Begin the process of constructing the Robious Road and Magnolia Green libraries

Parks and Recreation
Continue improvements approved in the 2004 bond referendum at numerous county parks, including Irvin Horner Park, Mid-Lothian Coal Mines Park, Route 360 West Park, Spring Run Neighborhood Athletic Park, as well as at various other county and school site parks

Transportation
Provide a plan for the construction of a Meadowville Interchange to enhance development opportunities in the Meadowville Industrial Park

Health and Social Services
Complete the expansion and renovation of the Smith Wagner building which houses the county's Department of Social Services and the Health Department

CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The School CIP:

The school's capital improvement program is developed based on extensive analysis of enrollment trends and the monitoring of prior year enrollment patterns. While trends can change as a result of the economy, major new residential developments, changes in interest rates, and major corporate relocations, the current plan continues projects shared with and approved by voters in the 2004 bond referendum and identifies funds for new schools and classroom additions that are anticipated to be necessary to accommodate current students and projected growth.

Schools
Include construction of additional classrooms and other renovations at Bellwood, Gates and Watkins Elementary Schools, Midlothian High School, and Falling Creek, Robious, Salem Church and Swift Creek Middle Schools

Complete funding of Clover Hill High School

Continue funding of Technology Improvements and Major Maintenance projects throughout the school system

The Utility CIP:

The Utility Department's capital improvement plan provides for the county's upcoming water and wastewater infrastructure needs. The plan combines projections of growth, needed capital replacement, changes in customer use patterns, and environmental needs. Funding levels are based on the anticipated issuance of $45 million in utility bonds in FY2009 and the yearly analysis of the utility rate structure.

Utilities
Fund the final portions of the southwestern corridor water project

Continue improvements at treatment plants to address Chesapeake Bay initiatives related to reducing nutrient loading of the Bay and its tributaries

Further details regarding the makeup of the CIP, descriptions of each project, and detailed funding information for all six years, are provided in the remaining parts of this CIP section of the document.

COMPOSITION OF THE

CAPITAL IMPROVEMENT PROGRAM

FY2009 - 2014

Chesterfield County's Capital Improvement Program consists of the following three sections:

County Capital Improvement Program	$333,037,500
School Board Capital Improvement Program	254,717,300
Utilities Capital Improvement Program	230,370,000
TOTAL CIP	**$818,124,800**

This document includes project descriptions and information relevant to all three sections of the Program. Further information is available concerning the school and utility sections from the county School Board and the county Department of Utilities.

COUNTY CIP SUMMARY

	FY2009	FY2010
SOURCES:		
General Fund	$16,792,400	$15,589,400
Debt Funded	36,975,500	33,489,100
Other Sources	11,960,000	13,221,000
Cash Proffers	988,200	178,300
TOTAL SOURCES	**$66,716,100**	**$62,477,800**

USES:		
Administration of Justice		
Circuit / General District Courthouse Expansion (GF)	$312,800	$0
Circuit /General District Courts - New Courtrooms (GF)	0	0
Total	**$312,800**	**$0**
Airport		
Airport Improvements (GF, Grant)	$2,000,000	$450,000
Total	**$2,000,000**	**$450,000**
Environmental Engineering		
Archway Drainage (GF)	$0	$0
Conifer & Bluffside Drainage (GF)	0	0
Falling Creek Stream Restoration - Mid-Lothian Coal Mines (GF)	0	0
Frederick Farms Drainage (GF)	115,000	0
Lakewood Farms Drainage (GF)	0	0
Oakland Avenue Drainage (GF)	0	0
Pocoshock Creek Stream Restoration (GF)	100,000	200,000
Surrywood Drainage (GF)	0	0
Wrens Nest Road Drainage (GF)	85,000	200,000
Total	**$300,000**	**$400,000**

Funding Source Key:
(GF) General Fund, (GO-Ref.) General Obligation Bonds (LP) Lease Purchase, (Grant) Grant Sources, (CP) Cash Proffers, (Other) Federal/State Contributions, Donations

Shaded projects - 2004 Bond Referendum

COUNTY CIP SUMMARY

FY2011	FY2012	FY2013	FY2014	TOTAL FY2009-2014
$16,868,700	$17,810,400	$12,172,000	$12,740,900	$91,973,800
36,966,100	21,111,400	31,500,000	28,004,900	188,047,000
1,601,000	6,898,800	996,000	1,025,000	35,701,800
200,000	1,107,100	0	14,841,300	17,314,900
$55,635,800	**$46,927,700**	**$44,668,000**	**$56,612,100**	**$333,037,500**

$0	$0	$0	$0	$312,800
0	0	283,000	1,690,000	1,973,000
$0	**$0**	**$283,000**	**$1,690,000**	**$2,285,800**

$0	$0	$200,000	$0	$2,650,000
$0	**$0**	**$200,000**	**$0**	**$2,650,000**

$0	$0	$20,000	$0	$20,000
85,000	105,000	100,000		290,000
0	0	100,000	200,000	300,000
0	0	0	0	115,000
0	0	40,000	100,000	140,000
0	0	40,000	100,000	140,000
200,000	200,000	100,000	0	800,000
15,000	95,000	0	0	110,000
100,000	0	0	0	385,000
$400,000	**$400,000**	**$400,000**	**$400,000**	**$2,300,000**

Funding Source Key:
(GF) General Fund, (GO-Ref.) General Obligation Bonds (LP) Lease Purchase, (Grant) Grant Sources, (CP) Cash Proffers, (Other) Federal/State Contributions, Donations

Shaded projects - 2004 Bond Referendum

COUNTY CIP SUMMARY

	FY2009	FY2010
General Services		
Audio Visual Upgrades - Circuit/General District Courtrooms (GF)	$0	$0
Blight Eradication/Demolition (GF)	0	75,000
Demolition of Fire Training Facility (GF)	0	0
Environmental Management Program (GF)	250,000	250,000
Major Facilities Maintenance & Repair (GF)	350,000	350,000
Northern Area Convenience Center Study (GF)	0	0
Partial Roof Replacement Circuit/General District Courthouse (GF)	0	0
Post Closure Maintenance at Landfills (GF)	700,000	700,000
Print Shop Drainage Improvements (GF)	0	0
Renovation of the Lane B. Ramsey Building and Surrounding County Facilities (GF, LP)	2,969,000	1,952,000
Southern Area Convenience Center Improvements (GF)	0	0
Total	**$4,269,000**	**$3,327,000**
Health and Social Services		
Mental Health Support Services Intermediate Care Facility (GF)	$0	$0
Smith-Wagner Building Expansion/Renovation (GF, LP)	5,402,000	2,000,000
Total	**$5,402,000**	**$2,000,000**
Libraries		
Central Library (GF, GO-Ref.)	$0	$0
Chester Library Community Arts Center (GO-Ref., Other)	0	0
Ettrick-Matoaca Library Renovation (GF, GO-Ref.)	350,000	3,200,000
Library Facilities Planning, Design, Construction & Land Acquisition (CP)	0	0
Library Technology Upgrades (GO-Ref.)	0	0
Magnolia Green Library (former West Beach Road / Route 360 West) Library (GF, GO-Ref., CP)	0	1,200,000
Reams-Gordon Library (GF, CP)	1,890,000	0
Robious Road Area Library (GF, GO-Ref., CP)	125,000	571,000
Total	**$2,365,000**	**$4,971,000**

Funding Source Key:
(GF) General Fund, (GO-Ref.) General Obligation Bonds (LP) Lease Purchase, (Grant) Grant Sources, (CP) Cash Proffers, (Other) Federal/State Contributions, Donations

Shaded projects - 2004 Bond Referendum

COUNTY CIP SUMMARY

FY2011	FY2012	FY2013	FY2014	TOTAL FY2009-2014
$0	$75,000	$500,000	$0	$575,000
75,000	75,000	75,000	75,000	375,000
0	0	370,000	0	370,000
250,000	250,000	250,000	250,000	1,500,000
400,000	450,000	450,000	450,000	2,450,000
0	0	0	297,800	297,800
162,500	591,500	0	0	754,000
700,000	700,000	700,000	700,000	4,200,000
0	0	425,000	0	425,000
2,834,100	493,800	0	0	8,248,900
0	0	560,000	0	560,000
$4,421,600	**$2,635,300**	**$3,330,000**	**$1,772,800**	**$19,755,700**
$0	$0	$750,000	$3,559,100	$4,309,100
0	0	0	0	7,402,000
$0	**$0**	**$750,000**	**$3,559,100**	**$11,711,100**
$125,000	$2,602,600	$8,300,000	$0	$11,027,600
1,902,000	11,897,600	0	0	13,799,600
0	0	0	0	3,550,000
0	0	0	632,300	632,300
500,000	0	0	1,000,000	1,500,000
1,697,200	0	0	0	2,897,200
0	0	0	0	1,890,000
12,725,000	2,200,000	0	0	15,621,000
$16,949,200	**$16,700,200**	**$8,300,000**	**$1,632,300**	**$50,917,700**

Funding Source Key:
(GF) General Fund, (GO-Ref.) General Obligation Bonds (LP) Lease Purchase, (Grant) Grant Sources, (CP) Cash Proffers, (Other) Federal/State Contributions, Donations

Shaded projects - 2004 Bond Referendum

COUNTY CIP SUMMARY

	FY2009	FY2010
Parks and Recreation		
Appomattox River Canoe Launch Expansion (GF, Grant)	$0	$0
Chester Kiwanis Community Park (GO-Ref.)	0	0
Cogbill Road Community Park (GF, Grant)	0	0
Dutch Gap Conservation Area Development (GF, GO-Ref.)	0	0
Eppington Plantation (GF)	100,000	100,000
Expansion of School Gymnasiums (GF, LP)	0	0
Falling Creek Ironworks Park (GF)	40,000	20,000
Falling Creek Park - North (GO-Ref., Grant)	0	0
Henricus Historical Park (GF)	300,000	300,000
Irvin G. Horner Park (GO-Ref., CP)	628,000	410,000
Lowe's Soccer Complex , Phase IV (GF, GO-Ref.)	0	0
Matoaca Park - Phase III Expansion (GO-Ref.)	0	0
Mid-Lothian Coal Mines Park (GO-Ref., Grant)	0	660,000
Park Improvements (GF, GO-Ref., CP)	2,062,300	1,978,700
Park Land Acquisition (GF, CP)	200,000	0
Parks & Recreation Administration Building (GF, LP)	0	0
Parks & Recreation Facilities Planning, Design, Construction, and Land Acquisition (GF, CP)	0	150,000
Restrooms at Athletic Facilities (GF)	0	275,000
Route 360 West Area Park (GO-Ref., Grant)	0	1,600,000
School Site Improvements (GO-Ref.)	780,000	946,000
Senior Center (GF)	0	0
Spring Run Neighborhood Athletic Park (GF, GO-Ref.)	200,000	0
Total	**$4,310,300**	**$6,439,700**
Public Safety		
360 West District Police Station (GF, LP)	$0	$4,500,000
County Jail - Annex Building Upgrades (GF)	0	995,000
Courthouse/Route 288 Fire & Rescue Station (GF, GO-Ref., CP)	500,000	6,291,700
Emergency 911 Phone System Replacement (GF)	0	3,000,000
Emergency 911 Recording System Replacement (GF)	287,500	0
Emergency Generator at L.C. Bird High School (GF)	0	0

Funding Source Key:
(GF) General Fund, (GO-Ref.) General Obligation Bonds (LP) Lease Purchase, (Grant) Grant Sources, (CP) Cash Proffers, (Other) Federal/State Contributions, Donations

Shaded projects - 2004 Bond Referendum

COUNTY CIP SUMMARY

FY2011	FY2012	FY2013	FY2014	TOTAL FY2009-2014
$0	$450,000	$0	$0	$450,000
100,000	0	0	0	100,000
0	0	0	434,000	434,000
0	740,000	0	500,000	1,240,000
50,000	50,000	50,000	50,000	400,000
1,726,000	0	0	0	1,726,000
20,000	20,000	20,000	20,000	140,000
1,154,000	0	0	0	1,154,000
300,000	150,000	150,000	150,000	1,350,000
0	407,100	0	0	1,445,100
584,000	0	0	0	584,000
827,000	0	0	0	827,000
0	0	0	0	660,000
1,500,000	1,500,000	950,000	950,000	8,941,000
0	500,000	500,000	2,000,000	3,200,000
34,000	310,000	7,000,000	0	7,344,000
200,000	250,000	300,000	519,500	1,419,500
0	0	0	0	275,000
0	0	0	500,000	2,100,000
0	750,000	250,000	250,000	2,976,000
220,000	240,000	265,000	290,000	1,015,000
0	0	0	0	200,000
$6,715,000	**$5,367,100**	**$9,485,000**	**$5,663,500**	**$37,980,600**
$0	$0	$0	$0	$4,500,000
0	0	0	0	995,000
0	0	0	0	6,791,700
0	0	0	0	3,000,000
0	0	0	0	287,500
0	920,000	0	0	920,000

Funding Source Key:
(GF) General Fund, (GO-Ref.) General Obligation Bonds (LP) Lease Purchase, (Grant) Grant Sources, (CP) Cash Proffers, (Other) Federal/State Contributions, Donations

Shaded projects - 2004 Bond Referendum

COUNTY CIP SUMMARY

	FY2009	FY2010
Public Safety (continued)		
Fire Station Facilities Planning, Design, Const. & Land Acquisition (CP)	$0	$0
Fire Station Repairs (GF)	250,000	500,000
Harrowgate Fire & Rescue Station (GF, CP)	1,369,500	0
Magnolia Green (former North Woodlake) Fire & Rescue Station (GF, GO-Ref., CP)	0	0
Mobile Data Replacement Computers (GF)	900,000	900,000
Public Safety Training Center at Enon (GF, LP)	6,600,000	900,000
Radio System Battery Replacement (GF)	0	124,200
Radio System GPS System Replacement (GF)	0	129,200
Radio System Replacement Study (GF)	0	0
Riverside Regional Jail (Service Agreement)	15,500,000	0
Security Enhancements (GF)	250,000	250,000
Self-Contained Breathing Apparatus Replacement (GF)	0	0
Total	**$25,657,000**	**$17,590,100**
Technology Improvements		
Technology Improvements (GF)	$1,300,000	$1,300,000
Total	**$1,300,000**	**$1,300,000**
Transportation		
Bond Referendum Projects (GO-Ref.)	$0	$5,000,000
Industrial Access Projects (GF)	300,000	300,000
Meadowville Interchange (GO- Ref.-Other)	20,000,000	20,000,000
Road Fund Projects (GF)	500,000	500,000
Road Planning, Design, Construction & Right of Way Acquisition (CP)	0	0
Road Program (GO-Ref.-Other)	0	200,000
Widening of Government Center Parkway (GF)	0	0
Total	**$20,800,000**	**$26,000,000**
TOTAL USES COUNTY	**$66,716,100**	**$62,477,800**

Funding Source Key:
(GF) General Fund, (GO-Ref.) General Obligation Bonds (LP) Lease Purchase, (Grant) Grant Sources, (CP) Cash Proffers, (Other) Federal/State Contributions, Donations

Shaded projects - 2004 Bond Referendum

COUNTY CIP SUMMARY

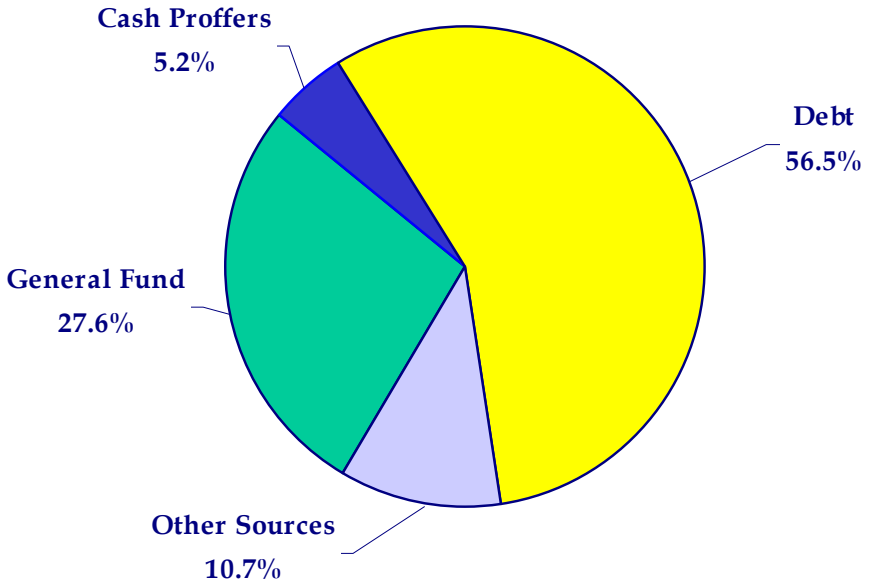
FY2011	FY2012	FY2013	FY2014	TOTAL FY2009-2014
$0	$0	$0	$553,500	$553,500
500,000	400,000	400,000	400,000	2,450,000
0	0	0	0	1,369,500
0	1,200,000	500,000	7,804,900	9,504,900
900,000	900,000	900,000	900,000	5,400,000
4,200,000	0	0	0	11,700,000
0	0	170,000	0	294,200
0	0	0	0	129,200
0	0	1,500,000	0	1,500,000
0	0	0	0	15,500,000
250,000	250,000	250,000	250,000	1,500,000
0	3,755,100	0	0	3,755,100
$5,850,000	**$7,425,100**	**$3,720,000**	**$9,908,400**	**$70,150,600**
$1,400,000	$1,500,000	$1,600,000	$1,700,000	$8,800,000
$1,400,000	**$1,500,000**	**$1,600,000**	**$1,700,000**	**$8,800,000**
$12,700,000	$0	$0	$0	$17,700,000
300,000	300,000	300,000	300,000	1,800,000
0	0	0	0	40,000,000
500,000	500,000	500,000	500,000	3,000,000
0	0	0	11,486,000	11,486,000
6,400,000	10,600,000	15,800,000	18,000,000	51,000,000
0	1,500,000	0	0	1,500,000
$19,900,000	**$12,900,000**	**$16,600,000**	**$30,286,000**	**$126,486,000**
$55,635,800	**$46,927,700**	**$44,668,000**	**$56,612,100**	**$333,037,500**

Funding Source Key:
(GF) General Fund, (GO-Ref.) General Obligation Bonds (LP) Lease Purchase, (Grant) Grant Sources, (CP) Cash Proffers, (Other) Federal/State Contributions, Donations

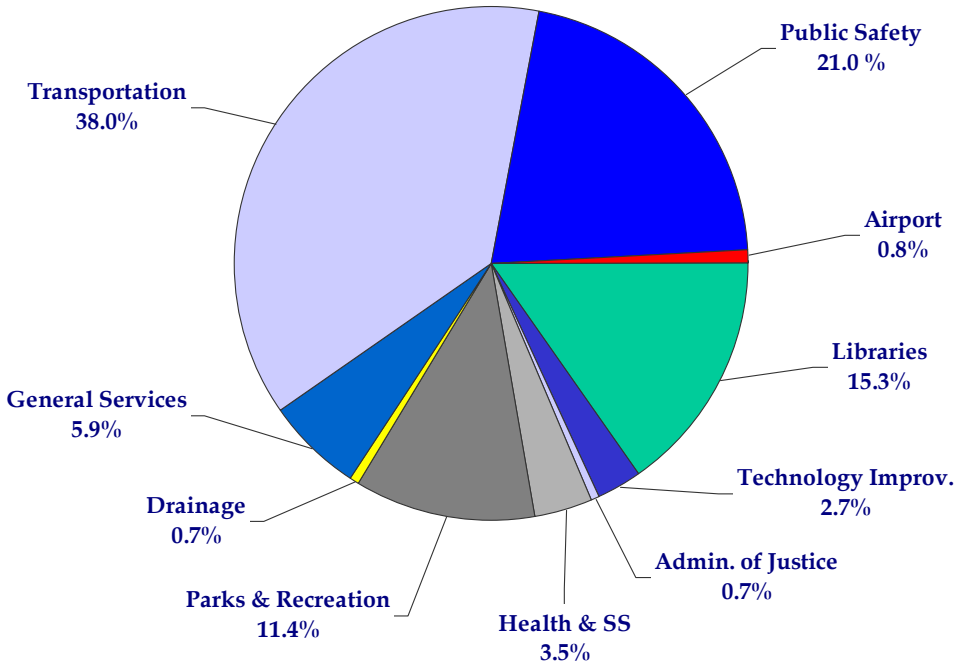
Shaded projects - 2004 Bond Referendum

FY2009-2014
Capital Improvement Program

Revenues - County Only
$333,037,500



Expenditures - County Only
$333,037,500



ANALYSIS OF COUNTY GENERAL FUNDS FOR CAPITAL PROJECTS

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Projected Beginning Balance	$1,524,800	$1,017,900	$2,326,200	$2,917,900	$4,050,800	$12,219,700
General Fund Transfer for Capital Projects	16,285,500	16,897,700	17,460,400	18,943,300	20,340,900	22,418,300
Subtotal	17,810,300	17,915,600	19,786,600	21,861,200	24,391,700	34,638,000
Projected Uses	(16,792,400)	(15,589,400)	(16,868,700)	(17,810,400)	(12,172,000)	(12,740,900)
Cumulative Balance (G.F. Reserve)	**$1,017,900**	**$2,326,200**	**$2,917,900**	**$4,050,800**	**$12,219,700**	**$21,897,100**

SCHOOL CIP SUMMARY

Sources:	**FY2009**	**FY2010**	**FY2011**
CIP Reserve Transfer	$13,006,100	$10,436,500	$10,958,300
Debt Financing	16,963,100	28,859,100	14,827,100
Cash Proffers	1,018,700	1,395,100	1,709,700
State Construction Funds	885,500	0	0
State Technology Funds	1,851,500	0	0
Food Service Funds	1,675,000	0	0
TOTAL SOURCES	**$35,399,900**	**$40,690,700**	**$27,495,100**

Uses:			
Additions/Renovations Elementary Schools:			
Bellwood Elementary	$5,500,000	$0	$0
Gates Elementary	500,000	3,500,000	0
Watkins Elementary	500,000	0	4,500,000
Harrowgate Elementary	0	0	0
Enon Elementary	0	0	0
Additions/Renovations High Schools:			
Midlothian High	1,000,000	0	13,000,000
Monacan High	0	0	0
Additions/Renovations Middle Schools:			
Falling Creek Middle	6,500,000	0	0
Midlothian Middle	0	8,000,000	0
Robious Middle	500,000	6,500,000	0
Salem Church Middle	1,000,000	8,000,000	0
Swift Creek Middle	0	5,250,000	0
Administative Space	0	0	0
Food Service Projects	1,675,000	0	0
Future Acquisitions	1,018,700	1,395,100	1,709,700
Major Maintenance	5,640,900	2,500,000	2,500,000
New Schools:			
Bermuda High	0	0	250,000
New Elementary	0	0	0
Clover Hill High	4,000,000	0	0
Technology Improvements			
Technology Plan	2,463,800	2,295,600	2,285,400
Computer Replacement	3,250,000	3,250,000	3,250,000
Technology Projects	1,851,500	0	0
TOTAL USES	**$35,399,900**	**$40,690,700**	**$27,495,100**

SCHOOL CIP SUMMARY

FY2012	FY2013	FY2014	TOTAL FY2009-2014
$11,506,200	$12,081,500	$12,685,600	$70,674,200
8,840,200	15,931,900	83,861,100	169,282,500
1,880,700	2,068,800	2,275,600	10,348,600
0	0	0	885,500
0	0	0	1,851,500
0	0	0	1,675,000
$22,227,100	**$30,082,200**	**$98,822,300**	**$254,717,300**

$0	$0	$0	$5,500,000
0	0	0	4,000,000
0	0	0	5,000,000
500,000	4,500,000	0	5,000,000
500,000	4,500,000	0	5,000,000
0	0	0	14,000,000
1,000,000	0	13,000,000	14,000,000
0	0	0	6,500,000
0	0	0	8,000,000
0	0	0	7,000,000
0	0	0	9,000,000
0	0	0	5,250,000
750,000	10,000,000	0	10,750,000
0	0	0	1,675,000
1,880,700	2,068,800	2,275,600	10,348,600
4,321,700	3,500,000	3,500,000	21,962,600
5,750,000	0	51,419,000	57,419,000
2,000,000	0	25,000,000	27,000,000
0	0	0	4,000,000
2,274,700	2,263,400	377,700	11,960,600
3,250,000	3,250,000	3,250,000	19,500,000
0	0	0	1,851,500
$22,227,100	**$30,082,200**	**$98,822,300**	**$254,717,300**

UTILITY CIP SUMMARY
WASTEWATER SYSTEM

SOURCES:		Estimated Cost	Prior Appropriation	FY2009
Transfer from Wastewater Operating/Bonds		$0	$0	$69,500,000
TOTAL SOURCES				**$69,500,000**
PROJECTS	**TYPE**			
Contingency Fund (Expansion)	E	ON-GOING	100,000	100,000
Contingency Fund (Replacement)	R	ON-GOING	330,000	100,000
Extension for Economic Development	E/R	ON-GOING	625,000	100,000
Highway Projects	E/R	ON-GOING	670,000	50,000
Rate Stabilization Reserve	R	ON-GOING	43,600,000	3,900,000
Sewer Facilities Rehabilitation	R	ON-GOING	700,000	250,000
Red Water Creek SL	E/R	6,570,000	2,800,000	0
Waste Water Treatment Plant Upgrades	E/R	151,200,000	46,700,000	65,000,000
TOTAL WASTEWATER				**$69,500,000**

E = EXPANSION	$29,425,000
R = REPLACEMENT	$40,075,000

UTILITY CIP SUMMARY
WASTEWATER SYSTEM

FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY2009-2014
$43,850,000	$6,230,000	$11,550,000	$9,830,000	$11,260,000	$ 152,220,000
$43,850,000	**$6,230,000**	**$11,550,000**	**$9,830,000**	**$11,260,000**	**$152,220,000**
100,000	100,000	100,000	100,000	100,000	600,000
100,000	100,000	100,000	100,000	100,000	600,000
100,000	100,000	100,000	100,000	100,000	600,000
50,000	50,000	50,000	50,000	50,000	300,000
3,900,000	5,600,000	9,300,000	9,300,000	9,300,000	41,300,000
100,000	100,000	100,000	0	0	550,000
0	180,000	1,800,000	180,000	1,610,000	3,770,000
39,500,000	0	0	0	0	104,500,000
$43,850,000	**$6,230,000**	**$11,550,000**	**$9,830,000**	**$11,260,000**	**$152,220,000**
$17,953,600	$234,400	$769,000	$234,400	$706,300	$49,322,700
$25,896,400	$5,995,600	$10,781,000	$9,595,600	$10,553,700	$102,897,300

UTILITY CIP SUMMARY
WATER SYSTEM

SOURCES:		Estimated Cost	Prior Appropriation	FY2009
Transfer from Water Operating/Bonds		$0	$0	$20,900,000
TOTAL SOURCES				**$20,900,000**

PROJECTS	TYPE			
Automated Meter Reading Pilot Study	R	100,000	0	0
Contingency Fund (Expansion)	E	ON-GOING	100,000	100,000
Contingency Fund (Replacement)	R	ON-GOING	345,000	100,000
Tank Rehabilitation	R	ON-GOING	100,000	800,000
Extention for Economic Development	E/R	ON-GOING	774,500	100,000
Hicks/Cardiff Water Line Improvements	E/R	1,000,000	0	0
Highway Projects	E/R	ON-GOING	972,000	50,000
Otterdale Water Tank	E	5,100,000	650,000	4,450,000
Matoaca Water Tank	E/R	5,740,000	0	0
Matoaca Pump Station	E/R	1,600,000	0	0
Rate Stabilization Reserve	R	ON-GOING	25,900,000	2,800,000
Richmond Capacity - Replacement	R	ON-GOING	8,000,000	3,000,000
Route 1 - 8" Water Line Replacement	E/R	7,025,000	3,900,000	0
South Chester Road Water Line Imp.	E/R	935,000	0	0
SW Corridor - Phase II Water Line	E	10,400,000	900,000	9,500,000
Whitehouse Road Water Line	R	200,000	0	0
Ecoff Road Water Line	R	175,000	0	0
Swift Creek Dam Grout Joints	R	125,000	0	0
TOTAL WATER				**$20,900,000**

E = EXPANSION	$14,125,000
R = REPLACEMENT	$6,775,000

UTILITY CIP SUMMARY
WATER SYSTEM

FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY2009-2014
$8,175,000	$14,285,000	$9,550,000	$15,790,000	$9,450,000	$ 78,150,000
$8,175,000	**$14,285,000**	**$9,550,000**	**$15,790,000**	**$9,450,000**	**$78,150,000**
100,000	0	0	0	0	100,000
100,000	100,000	100,000	100,000	100,000	600,000
100,000	100,000	100,000	100,000	100,000	600,000
0	0	0	0	0	800,000
100,000	100,000	100,000	100,000	100,000	600,000
0	0	1,000,000	0	0	1,000,000
50,000	50,000	50,000	50,000	50,000	300,000
0	0	0	0	0	4,450,000
0	0	0	5,740,000	0	5,740,000
0	0	0	1,600,000	0	1,600,000
2,800,000	2,800,000	3,700,000	7,300,000	7,300,000	26,700,000
4,000,000	7,500,000	4,500,000	800,000	1,800,000	21,600,000
625,000	2,500,000	0	0	0	3,125,000
0	935,000	0	0	0	935,000
0	0	0	0	0	9,500,000
0	200,000	0	0	0	200,000
175,000	0	0	0	0	175,000
125,000	0	0	0	0	125,000
$8,175,000	**$14,285,000**	**$9,550,000**	**$15,790,000**	**$9,450,000**	**$78,150,000**
$381,250	$1,308,550	$505,000	$6,541,000	$175,000	$23,035,800
$7,793,750	$12,976,450	$9,045,000	$9,249,000	$9,275,000	$55,114,200

GENERAL COUNTY AND SCHOOLS
FISCAL YEARS 2008 - 2014 DEBT ANALYSIS
CAPITAL IMPROVEMENT PROGRAM 2009 - 2014

				Projections			
	2008	2009	2010	2011	2012	2013	2014
Planned Issuance							
General County [1]	$112,041,572	$36,975,500	$33,489,100	$36,966,100	$21,111,400	$31,500,000	$28,004,900
Schools	57,908,928	29,265,200	36,409,600	16,507,700	27,470,000	36,180,000	23,450,000
Total	$169,950,500	$66,240,700	$69,898,700	$53,473,800	$48,581,400	$67,680,000	$51,454,900
Net Tax - Supported Debt at Beginning of Fiscal Year	$555,150,731	$681,434,856	$700,477,806	$719,319,503	$719,481,583	$713,608,573	$725,667,093
Anticipated Issuance	169,950,500	66,240,700	69,898,700	53,473,800	48,581,400	67,680,000	51,454,900
Retirements	43,666,375	47,197,750	51,057,003	53,311,720	54,454,410	55,621,480	56,798,480
Existing Debt							
Net Tax - Supported Debt at End of Fiscal Year	$681,434,856	$700,477,806	$719,319,503	$719,481,583	$713,608,573	$725,667,093	$720,323,513
Tax - Supported Debt Service:	$66,856,920	$74,324,622	$82,142,105	$87,286,738	$92,662,732	$94,507,880	$97,568,336
General Government Expenditures and Other Uses	$968,955,600	$1,011,718,000	$1,027,086,600	$1,058,220,400	$1,100,549,200	$1,144,571,200	$1,190,354,000
Debt Service as a % of Expenditures and Other Uses [2]	6.90%	7.35%	8.00%	8.25%	8.42%	8.26%	8.20%

[1] The FY2008 planned issuance amounts include $76.4 million in Community Development Authority bonds for Magnolia Green, Cloverleaf Mall and Watkins Center. Debt payments, beginning in FY2009 and after, are not budgeted as a part of county debt service but are reflected as an operating expense. However, the payments are included in the above calculations of Debt Service as a Percentage of Expenditures for planning purposes.

[2] The actual debt service to expenditure ratios will differ from projected figures. The regional jail per diem payments for debt projection purposes are reflected in the county's operating budget and not included in the audited debt service calculation.

ADMINISTRATION OF JUSTICE PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY2009 to FY2014
Circuit/General District Courthouse Expansion (GF)	$312,800	$0	$0	$0	$0	$0	$312,800
Circuit/General District Courts - New Courtrooms (GF)	0	0	0	0	283,000	1,690,000	1,973,000
Total	**$312,800**	**$0**	**$0**	**$0**	**$283,000**	**$1,690,000**	**$2,285,800**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

CIRCUIT/GENERAL DISTRICT COURTHOUSE EXPANSION

Functional Area: Administration of Justice
Department: General District and Circuit Courts

Project Description/Justification:

This expansion project involves adding approximately 20,000 square feet and renovating approximately 10,000 square feet of office space in the Circuit and General District Courthouse. Prior year funding included $8,585,000 for architectural services and construction work.

Inadequate space within the courthouse facility constitutes a major challenge for the Circuit Court Clerk's Office. As caseloads increase, so does the need for additional support staff, additional space for customer service needs, and additional space for records management. The General District Court Clerk's Office faces similar challenges in terms of providing adequate space for personnel and equipment.

Facility Plan:

N/A

Location/Site Status:

Circuit/General District Courthouse, 9500 Courthouse Road.

Estimated Project Costs:

Total estimated project cost is $8,897,800.

Operating Cost Detail:

Once the expansion is complete, utilities and maintenance costs will increase in proportion to the total increase in square footage of the courthouse building.

Impact If Not Completed:

The Circuit and General District Court Clerk will have inadequate space to handle administrative workload and storage needs that result from increased demands for judicial services.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$8,585,000	$312,800	$0	$0	$0	$0	$0	$312,800
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$8,585,000	$312,800	$0	$0	$0	$0	$0	$312,800
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		56,200	57,900	59,600	61,400	63,200	65,000	
TOTAL		$56,200	$57,900	$59,600	$61,400	$63,200	$65,000	

CIRCUIT/GENERAL DISTRICT COURTS NEW COURTROOMS

Functional Area: Administration of Justice
Department: Circuit and General District Court

Project Description/Justification:

The volume of cases in the Circuit Court is increasing at a rate that will likely justify the appointment of a new judge within the next few years. Currently there are five Circuit Court judges and five courtrooms and therefore the addition of a sixth judge would overload current facilities. Funding has been provided in FY2013 and FY2014 for a program and design study to assess the future needs and requirements of both the Circuit and General District Courts with the possible construction of two courtrooms for each court. It is envisioned that this initial phase will encompass a feasibility and programming study with the development of a conceptual plan. The second phase, scheduled for FY2014, would consist of a full design followed by construction in future years.

Facility Plan:

N/A

Location/Site Status:

Circuit/General District Courthouse
9500 Courthouse Road

Estimated Project Costs:

The estimated cost related to this phase of the project is $1,973,000.

Operating Cost Detail:

There are no operating costs associated with the program and design phase of this project.

Impact If Not Completed:

The court will find it difficult to adequately manage the caseload of the circuit and general district courts when new judges are added.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$283,000	$1,690,000	$1,973,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$283,000	$1,690,000	$1,973,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

AIRPORT IMPROVEMENTS PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY2009 to FY2014
Airport Improvements (GF, Grant)	$2,000,000	$450,000	$0	$0	$200,000	$0	$2,650,000
Total	**$2,000,000**	**$450,000**	**$0**	**$0**	**$200,000**	**$0**	**$2,650,000**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers**,** **(Other)** Federal, State, Foundation Contributions, Donations

AIRPORT IMPROVEMENTS

Functional Area: Management Services
Department: Airport/General Services

Project Description/Justification:

Construction, rehabilitation, and general improvement projects for the County Airport (see next page for detailed project information). Note that this project funds the county's matching portion of the applicable federal and state grants.

Facility Plan:

FAA approved Airport Master Plan and associated Airport Layout Plan

Location/Site Status:

Chesterfield County Airport, 7511 Airfield Drive.

Estimated Project Costs:

The total local county grant match project cost estimate is $53,000 for FY2009-FY2014.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Local matching funds for federal and state Airport Improvement Program grants must be in place prior to making application for grant agreements. Projects identified would be ineligible without prior appropriation of local matching funds.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$6,400	$40,000	$9,000	$0	$0	$4,000	$0	$53,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	309,400	1,960,000	441,000	0	0	196,000	0	2,597,000
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$315,800	$2,000,000	$450,000	$0	$0	$200,000	$0	$2,650,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

SUMMARY OF AIRPORT IMPROVEMENTS

Year	Project	Total	Federal	State	Local
FY09	Rehabilitate Taxiways	$2,000,000	$1,900,000	$60,000	$40,000
	FY09 ANNUAL TOTAL	**$2,000,000**	**$1,900,000**	**$60,000**	**$40,000**
FY10	Environmental Assessment	$450,000	$427,500	$13,500	$9,000
	FY10 ANNUAL TOTAL	**$450,000**	**$427,500**	**$13,500**	**$9,000**
FY11		$0	$0	$0	$0
	FY11 ANNUAL TOTAL	**$0**	**$0**	**$0**	**$0**
FY12		$0	$0	$0	$0
	FY12 ANNUAL TOTAL	**$0**	**$0**	**$0**	**$0**
FY13	Construct Corporate Hangar Apron	$200,000	$190,000	$6,000	$4,000
	FY13 ANNUAL TOTAL	**$200,000**	**$190,000**	**$6,000**	**$4,000**
FY14		$0	$0	$0	$0
	FY14 ANNUAL TOTAL	**$0**	**$0**	**$0**	**$0**
	Planning Cycle Total	**$2,650,000**	**$2,517,500**	**$79,500**	**$53,000**

ENVIRONMENTAL ENGINEERING PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY2009 to FY2014
Archway Drainage (GF)	$0	$0	$0	$0	$20,000	$0	$20,000
Conifer & Bluffside Drainage (GF)	0	0	85,000	105,000	100,000	0	290,000
Falling Creek Stream Restoration - Mid-Lothian Coal Mines(GF)	0	0	0	0	100,000	200,000	300,000
Frederick Farms Drainage (GF)	115,000	0	0	0	0	0	115,000
Lakewood Farms Drainage (GF)	0	0	0	0	40,000	100,000	140,000
Oakland Avenue Drainage (GF)	0	0	0	0	40,000	100,000	140,000
Pocoshock Creek Stream Restoration (GF)	100,000	200,000	200,000	200,000	100,000	0	800,000
Surrywood Drainage (GF)	0	0	15,000	95,000	0	0	110,000
Wrens Nest Road Drainage (GF)	85,000	200,000	100,000	0	0	0	385,000
Total	**$300,000**	**$400,000**	**$400,000**	**$400,000**	**$400,000**	**$400,000**	**$2,300,000**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

ARCHWAY DRAINAGE PROJECT

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

This project will consist of approximately 1,100 feet of stream bank stabilization and may be a combination of rip-rap, paved ditch or some form of soft lining. This project will stabilize the erosion being experienced and eliminate severe siltation problems.

Facility Plan:

N/A

Location/Site Status:

Located in the Midlothian District, this project will begin 200 feet south of Archway Road and continue downstream approximately 1,100 feet. The original drainage installed in this area is over thirty years old.

Estimated Project Costs:

Total project cost is estimated at $20,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Drainage conditions in the area will continue to deteriorate.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$20,000	$0	$20,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$20,000	$0	$20,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

CONIFER & BLUFFSIDE DRAINAGE PROJECT

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

Phase I, which consisted of a study to determine the extent of drainage problems, is complete. This funding request is for the actual project construction which includes building storm sewers and ditches to remediate flooding and other drainage problems.

Facility Plan:

N/A

Location/Site Status:

Located in the Dale Magisterial District, from Defense General Supply Center upstream approximately 2,500 feet to the Oakview subdivision.

Estimated Project Costs:

FY2009 - FY2014 project costs are estimated at $290,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Drainage conditions in the area will continue to deteriorate.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$85,000	$105,000	$100,000	$0	$290,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$85,000	$105,000	$100,000	$0	$290,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

FALLING CREEK STREAM RESTORATION
MID-LOTHIAN COAL MINES

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

This project is proposed to conduct stream restoration at several sites along an approximately 2,600 foot segment of Falling Creek located in Mid-Lothian Coal Mines Park. Restoration efforts will involve stream bank stabilization, flow redirection and the employment of bioengineering techniques along the stream banks. The restoration will also involve the implementation of flow dissipation techniques at several eroded drainage outfalls.

Facility Plan:

N/A

Location/Site Status:

The project site includes a 2,600 foot stream reach located entirely within Mid-Lothian Coal Mines Park, south of North Woolridge Road in the Midlothian Magisterial District.

Estimated Project Costs:

Total project design costs are estimated at $100,000. Total construction costs are estimated at $1,200,000 and will be funded in future CIP cycles.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

The stream site will continue to physically degrade, allowing sediment to be transported downstream and possibly affect downstream properties.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$100,000	$200,000	$300,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$100,000	$200,000	$300,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

FREDERICK FARMS DRAINAGE PROJECT

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

Due to increased runoff, flooding has occurred during heavy rainfall events endangering homes and eroding downstream areas. This project will consist of either the construction of a detention facility upstream to slow runoff or an increase to the downstream capacity of the existing out fall channel.

Facility Plan:

N/A

Location/Site Status:

This project is located north of Leiden Lane in the Matoaca Magisterial District and will potentially end at the southern property corner of the Tomahawk Ruritan Club.

Estimated Project Costs:

Total project cost for the FY2009-FY2014 planning period is estimated at $115,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

As future commercial and residential development occurs, drainage conditions will continue to deteriorate and flooding conditions will escalate.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$115,000	$0	$0	$0	$0	$0	$115,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$115,000	$0	$0	$0	$0	$0	$115,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

LAKEWOOD FARMS DRAINAGE PROJECT

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

This subdivision was recorded in 1975 and is experiencing flooding during moderate rain storms. This project will involve a combination of storm sewers and paved ditches.

Facility Plan:

N/A

Location/Site Status:

Located in the Bermuda Magisterial District, beginning on Elfinwood Road and continue downstream an estimated 800 feet through Ivywood Road.

Estimated Project Costs:

The project cost is estimated at $140,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Drainage conditions in the area will continue to deteriorate.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$40,000	$100,000	$140,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$40,000	$100,000	$140,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

OAKLAND AVENUE DRAINAGE PROJECT

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

This project is located in an older developed area of Ettrick and would consist of combinations of storm sewer, paved ditch, and possibly rip-rap channels. The length of this project is estimated at approximately 4,000 feet.

Facility Plan:

N/A

Location/Site Status:

Located in the Matoaca Magisterial District in Ettrick, beginning in the vicinity of Oakland and Roosevelt Avenues and Plumtree Street, and continuing towards Piedmont Avenue into the City of Colonial Heights.

Estimated Project Costs:

The project cost is estimated at $140,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Drainage conditions in the area will remain unchanged.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$40,000	$100,000	$140,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$40,000	$100,000	$140,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

POCOSHOCK CREEK STREAM RESTORATION

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

The county performs stream monitoring in an effort to improve water quality and is embarking on numerous long-term water restoration projects. This project will involve stream channel and bank protection through flow redirection and the use of bioengineering techniques along a 2,400 foot area on the banks of Pocoshock Creek.

Facility Plan:

N/A

Location/Site Status:

This project begins approximately 1,600 feet south-east of Powhite Parkway and continues 2,400 feet toward Providence Road in the Clover Hill Magisterial District.

Estimated Project Costs:

Total project cost for the planning period FY2009-FY2014 is estimated at $800,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Stream run off and water quality will continue to degrade.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$305,000	$100,000	$200,000	$200,000	$200,000	$100,000	$0	$800,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$305,000	$100,000	$200,000	$200,000	$200,000	$100,000	$0	$800,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

SURRYWOOD DRAINAGE PROJECT

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

This project will consist of approximately 700 feet of channel stabilization within a county drainage easement and may be a combination of rip-rap, paved ditch or some form of lining. This project will stabilize the erosion being experienced and eliminate severe siltation problems.

Facility Plan:

N/A

Location/Site Status:

Located in the Clover Hill District, this project will begin 300 feet south of Dulles Drive and continue south approximately 700 feet.

Estimated Project Costs:

Total project cost is estimated at $110,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Drainage conditions in the area will continue to deteriorate.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$15,000	$95,000	$0	$0	$110,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$15,000	$95,000	$0	$0	$110,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

WRENS NEST ROAD DRAINAGE PROJECT

Functional Area: Community Development
Department: Environmental Engineering

Project Description/Justification:

Severe erosion has taken place in this particular area over a period of many years. Logistics have prevented ordinary maintenance from stabilizing the area. Therefore, the project is envisioned to be a combination of paved ditch, pipe, and/or grouted rip-rap. The funding indicated below is to address the project's construction.

Facility Plan:

N/A

Location/Site Status:

Located in the Midlothian Magisterial District, this project will begin between homes on Wrens Nest Road and Old Indian Road from its intersection with Powhite Creek, upstream approximately 1,800 feet.

Estimated Project Costs:

FY2009-FY2014 project cost is estimated at $385,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Drainage conditions in the area will continue to deteriorate.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$70,000	$85,000	$200,000	$100,000	$0	$0	$0	$385,000
Debt Funded	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$70,000	$85,000	$200,000	$100,000	$0	$0	$0	$385,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

GENERAL SERVICES PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY2009 to FY2014
Audio/Visual Upgrades - Circuit/General District Courtrooms (GF)	$0	$0	$0	$75,000	$500,000	$0	$575,000
Blight Eradication/Demolition (GF)	0	75,000	75,000	75,000	75,000	75,000	375,000
Demolition of Fire Training Facility (GF)	0	0	0	0	370,000	0	370,000
Environmental Management Program (GF)	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Major Facilities Maintenance & Repair (GF)	350,000	350,000	400,000	450,000	450,000	450,000	2,450,000
Northern Area Convenience Center Study (GF)	0	0	0	0	0	297,800	297,800
Partial Roof Replacement Circuit/General District Courthouse (GF)	0	0	162,500	591,500	0	0	754,000
Post Closure Maintenance at Landfills (GF)	700,000	700,000	700,000	700,000	700,000	700,000	4,200,000
Print Shop Drainage Improvements (GF)	0	0	0	0	425,000	0	425,000
Renovation of the Lane B. Ramsey Building and Surrounding County Facilities (GF, LP)	2,969,000	1,952,000	2,834,100	493,800	0	0	8,248,900
Southern Area Convenience Center Improvements (GF)	0	0	0	0	560,000	0	560,000
Total	**$4,269,000**	**$3,327,000**	**$4,421,600**	**$2,635,300**	**$3,330,000**	**$1,772,800**	**$19,755,700**

Funding Source Key:
(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

AUDIO VISUAL UPGRADES
CIRCUIT/GENERAL DISTRICT COURTROOMS

Functional Area: Management Services
Department: General Services/Buildings and Grounds

Project Description/Justification:

The audiovisual equipment in the General District and Circuit Courts courtrooms has become antiquated and insufficient. This project will provide a complete overhaul of the system including sound and visual presentation.

Facility Plan:

N/A

Location/Site Status:

Circuit/General District Courthouse, 9500 Courthouse Road

Estimated Project Costs:

The cost of this project is estimated to be $575,000.

Operating Cost Detail:

No impact on the operating budget is anticipated during the FY2009-2014 planning period.

Impact If Not Completed:

The quality of the audiovisual equipment directly affects the ability of the courts system to function effectively. Working conditions for Chesterfield County employees will be negatively impacted.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$75,000	$500,000	$0	$575,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$75,000	$500,000	$0	$575,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

BLIGHT ERADICATION/DEMOLITION

Functional Area: Community Development
Department: Building Inspections

Project Description/Justification:

This project provides funding for the demolition of dilapidated buildings throughout the county. The county may demolish buildings that it has declared unsafe and the owners have failed to make safe in accordance with the Virginia Uniform Statewide Building Code. Upon completion of demolition, the owner will be billed, and if they fail to pay the cost of demolition then the county will place a lien on the property.

Staff will continue monitoring potentially dangerous structures and prioritize projects for demolition based upon need and the availability of funds.

Facility Plan:

N/A

Location/Site Status:

This project has a positive impact on all magisterial districts in the county.

Estimated Project Costs:

From FY2002 to FY2008, at least $75,000 has been allocated annually for this project. Sufficient balances are in place to meet FY2009 needs. A total of $375,000 is allocated for the project from FY2010 to FY2014.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Unsafe buildings will continue to deteriorate and pose a public safety hazard.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$500,000	$0	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$500,000	$0	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

DEMOLITION OF FIRE TRAINING FACILITY

Functional Area: Management Services
Department: General Services/Buildings and Grounds

Project Description/Justification:

The Public Safety Training Center at Enon is currently under construction. Once the new Fire Training Facility is completed, Fire and EMS training operations will relocate to the Enon site. The current facility at 9600 Lori Lane will no longer be used. The county plans to demolish the existing facility for alternative uses (to be determined at a later time).

Facility Plan:

N/A

Location/Site Status:

9600 Lori Lane, Government Center Complex

Estimated Project Costs:

A total of $370,000 is allocated for the demolition in FY2012.

Operating Cost Detail:

No impact on the operating budget is anticipated.

Impact If Not Completed:

If this project is not completed, the county will not be able to utilize the property for future use.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$370,000	$0	$370,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$370,000	$0	$370,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

ENVIRONMENTAL MANAGEMENT PROGRAM

Functional Area: Management Services
Department: Environmental Management

Project Description/Justification:

The county is committed to an environmental management program aimed at ensuring that our community is a First Choice Community, for working, living, and playing. The goals of the Environmental Management Program are to implement a countywide environmental management system (EMS), train employees in environmental awareness, develop environmental procedures and guidelines, promote pollution prevention, and ensure environmental compliance. Upcoming projects in FY2009 include a new lead management system for the county's small arms range and a new fueling point that will include tanks for ultra low sulfur diesel fuel, unleaded gasoline, B-20 biodiesel and room for a future ethanol (E-85) tank.

Funding is included in each year of the Capital Improvement Program for continued implementation of the Environmental Management Program, affirming the county's commitment to meeting or exceeding all environmental compliance requirements and being responsible protectors of the environment.

Facility Plan:

N/A

Location/Site Status

This project will positively impact all magisterial districts in the county.

Estimated Project Costs:

A total of $250,000 is allocated annually for this project.

Operating Cost Detail:

Departmental operating budgets may be responsible for addressing minor environmental issues on a case by case basis.

Impact If Not Completed:

Unaddressed environmental remediation projects and pollution prevention initiatives will have an adverse effect on human health and the environment.

The county may also be at risk of noncompliance with environmental regulations and requirements.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$1,802,698	$250,000	$250,000	$250,000	$250,000	$250,000	$250,000	$1,500,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$1,802,698	$250,000	$250,000	$250,000	$250,000	$250,000	$250,000	$1,500,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

MAJOR FACILITIES MAINTENANCE & REPAIR

Functional Area: Management Services
Department: General Services/Buildings and Grounds

Project Description/Justification:

This project was established in order to provide funding for major maintenance projects (replacement of roofs, HVAC systems, interior finishes, parking lot resurfacing, structural repairs, etc). This will be an ongoing need for the county's facilities.

Facility Plan:

N/A

Location/Site Status:

Facilities throughout Chesterfield County.

Estimated Project Costs:

The total capital funding is estimated at $2,450,000 in the FY2009-FY2014 Capital Improvement Program Cycle.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

As building systems deteriorate other systems are affected resulting in greater overall maintenance costs. Working conditions for Chesterfield County employees are also negatively impacted.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$350,000	$350,000	$400,000	$450,000	$450,000	$450,000	$2,450,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$350,000	$350,000	$400,000	$450,000	$450,000	$450,000	$2,450,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

NORTHERN AREA CONVENIENCE CENTER STUDY

Functional Area: Management Services
Department: General Services

Project Description/Justification:

This project will fund a study to analyze the costs associated with improving the Northern Area Convenience Center. The study will include addressing alternative methods in order to provide superior customer service, improve working environment for County employees and the development of an infrastructure for protecting the environment.

Facility Plan:

N/A

Location/Site Status:

Northern Area Convenience Center,
Clover Hill District

Estimated Project Costs:

The total cost of the study is estimated to be $297,800.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

The county may be at risk of noncompliance with environmental regulations and requirements. As customer visits increase, traffic concerns and other customer service issues will surface.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$297,800	$297,800
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$0	$297,800	$297,800
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

PARTIAL ROOF REPLACEMENT CIRCUIT/GENERAL DISTRICT COURTHOUSE

Functional Area: Management Services
Department: General Services

Project Description/Justification:

The single-ply roof on the General District/Circuit Courts Building will be replaced during the FY2011 and FY2012 planning period. Present conditions of the 18 year old roof include deteriorated underlayment.

Facility Plan:

N/A

Location/Site Status:

Circuit/General District Courthouse, 9500 Courthouse Road.

Estimated Project Costs:

The total project cost is estimated at $754,000.

Operating Cost Detail:

No impact on the operating budget is anticipated.

Impact If Not Completed:

Continued aging, increased maintenance costs and deterioration of structure and finishes.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$162,500	$591,500	$0	$0	$754,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$162,500	$591,500	$0	$0	$754,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

POST CLOSURE MAINTENANCE AT LANDFILLS

Functional Area: Management Services
Department: General Services/Waste and Resource Recovery

Project Description/Justification:

Post closure maintenance funds are intended to provide for ongoing maintenance needs at the three closed county landfills. Without this funding, sites may not be in compliance with existing regulations and may ultimately require much more costly repairs.

Facility Plan:

N/A

Location/Site Status:

County owned landfills at Chester, Bon Air, and Northern Area Sites.

Estimated Project Costs:

A total of $700,000 is allocated annually for this project.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Impending environmental impacts as the waste continues to decompose, as well as potential noncompliance with regulations and requirements.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$3,464,872	$700,000	$700,000	$700,000	$700,000	$700,000	$700,000	$4,200,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$3,464,872	$700,000	$700,000	$700,000	$700,000	$700,000	$700,000	$4,200,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

PRINT SHOP DRAINAGE IMPROVEMENTS

Functional Area: Management Services
Department: General Services/Buildings and Grounds

Project Description/Justification:

This project provides funding to perform corrective repairs to three individual areas of pavement surrounding the Printing Center. The outside drainage system is old and not sufficient to handle drainage issues during heavy rain. Major grading changes and repaving are needed to eliminate the pooling of rain water during storms.

Facility Plan:

N/A

Location/Site Status:

9600 Lori Road, Chesterfield, Virginia

Estimated Project Costs:

The total project cost is estimated at $425,000 for the FY2009-FY2014 planning period

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

As infrastructure deteriorates, overall maintenance costs will continue to increase. Working conditions for county employees are also negatively impacted.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$425,000	$0	$425,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$425,000	$0	$425,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

RENOVATION OF THE LANE B. RAMSEY BUILDING AND SURROUNDING COUNTY FACILITIES

Functional Area: Management Services
Department: General Services

Project Description/Justification:

This project involves building renovations and the reconfiguring of office space in several county office buildings at the Government Center Complex. Portions of the Lane B. Ramsey Administration building were vacated due to the opening of the new Community Development Building and Customer Service Center in 2006. As such, the space can be renovated and reused by other county departments.

The project will include work in the Lane B. Ramsey Administration Building, the old Police Evidence/Fire Administration building and the Cooperative Extension building. The Lane B. Ramsey Building is more than 25 years old and major building systems such as the HVAC and roof systems have reached their useful life.

Work will include carpet replacement; Americans with Disabilities Act (ADA) improvements; heating, ventilation and air-conditioning (HVAC) upgrades; painting; building systems upgrades; reconfiguration of open office systems furniture and interior partitions; and new roofing for some of the buildings.

Facility Plan:

Space Allocation Plan and the County Master Plan.

Location/Site Status:

9901 Lori Road, Chesterfield, Virginia.

Estimated Project Costs:

Total project cost is estimated at $8,248,900 for the FY2009-FY2014 planning period.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

The current workspace capacity within the Lane B. Ramsey Administration Building will continue to present a difficult challenge regarding accommodating new county employees. Also, antiquated systems will continue to become more costly to maintain.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$2,831,400	$2,969,000	$700,000	$0	$493,800	$0	$0	$4,162,800
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	1,405,000	0	1,252,000	2,834,100	0	0	0	4,086,100
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$4,236,400	$2,969,000	$1,952,000	$2,834,100	$493,800	$0	$0	$8,248,900
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

SOUTHERN AREA CONVENIENCE CENTER IMPROVEMENTS

Functional Area: Management Services
Department: General Services/Waste and Resource Recovery

Project Description/Justification:

This project will install a wash bay for collections equipment with an oil/water separator and fund environmental improvements at the Southern Area Convenience Center (SACC).

The wash bay is necessary to maintain the collections equipment in good condition, both in appearance and operationally.

Improvements to the SACC are also funded in this project to enhance the white goods recycling area and to pave the vehicle paddock area.

Facility Plan:

N/A

Location/Site Status:

Southern Area Convenience Center, 6700 Landfill Road, Dale District

Estimated Project Costs:

The estimated project costs for the wash bay is $310,000 and $250,000 for improvements to SACC.

Operating Cost Detail:

No impact on the operating budget is anticipated.

Impact If Not Completed:

Costs for repairs will increase environmental hazards and may potentially put the county at risk of violating both State and Federal regulations, non-compliance with the EMS program, groundwater and soil contamination.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$560,000	$0	$560,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$560,000	$0	$560,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	500	
TOTAL		$0	$0	$0	$0	$0	$500	

HEALTH AND SOCIAL SERVICES

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY2009 to FY2014
Mental Health Support Services Intermediate Care Facility (GF)	$0	$0	$0	$0	$750,000	$3,559,100	$4,309,100
Smith-Wagner Building Expansion/Renovation (GF, LP)	5,402,000	2,000,000	0	0	0	0	7,402,000
Total	**$5,402,000**	**$2,000,000**	**$0**	**$0**	**$750,000**	**$3,559,100**	**$11,711,100**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

MENTAL HEALTH SUPPORT SERVICES INTERMEDIATE CARE FACILITY

Functional Area: Human Services
Department: Mental Health Support Services

Project Description/Justification:

This project will allow Mental Health Support Services (MHSS) to provide an 8,000 square foot, twelve bed Intermediate Care Facility (ICF) for adults with mental retardation. Due to community demand, the need for this facility was brought forth by the Chesterfield Community Services Board and identified in the MHSS Department's strategic plan. There are over forty adults living in Chesterfield County who are in need of this level of care. These adults are being cared for by family members, in their homes, who are not equipped or able to provide the high level of intensive care necessary. The ICF will provide the skilled care these citizens require. It is anticipated that some operating and capital costs will be Medicaid reimbursable.

Facility Plan:

N/A

Location/Site Status:

To be determined.

Estimated Project Costs:

The estimated costs of the project are $750,000 for design in FY2013 and $3.56 million for construction in FY2014.

Operating Cost Detail:

The current projected operating costs for this facility are estimated to be $1.96 million. There will be costs to hire personnel, equip and maintain the building, fund utilities, and provide professional medical care to the residents.

Impact If Not Completed:

There is a possibility of an early death for persons needing an ICF-MR level of skilled care. Crisis situations will likely occur, necessitating emergency medical interventions that could be prevented by a higher level of ICF specialized care. Furthermore, caregivers will continue to be placed in difficult situations as they care for their family members.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$750,000	$3,559,100	$4,309,100
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$750,000	$3,559,100	$4,309,100
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

SMITH-WAGNER BUILDING EXPANSION/RENOVATION

Functional Area: Health and Social Services
Department: Social Services

Project Description/Justification:

This project provides funding for the Smith-Wagner Building renovation and expansion, which houses the Department of Health and the Department of Social Services. In FY2006 a programming study determined the total square footage needs for the two departments to be 119,960 and, the departments requested an additional 4,000 square feet of meeting space.

As programs continue to grow and staffing increases, the new building will not only provide necessary workspace, but will also enhance customer service for citizens as their need to visit multiple locations is eliminated.

Facility Plan:

Government Center Master Plan.

Location/Site Status:

9501 Lucy Corr Circle, Chesterfield Government Complex.

Estimated Project Costs:

Total project cost is estimated at $7,402,000 for the FY2009-FY2014 planning period.

Operating Cost Detail:

Utilities	$ 85,600
Telephone Service	20,000
Custodian Services/Maintenance	42,000
Total Operating	$147,600

Impact If Not Completed:

There will be a continual need to lease costly additional space at offsite locations.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$4,300,000	$2,402,000	$0	$0	$0	$0	$0	$2,402,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	18,133,000	3,000,000	2,000,000	0	0	0	0	5,000,000
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$22,433,000	$5,402,000	$2,000,000	$0	$0	$0	$0	$7,402,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	147,600	150,600	153,600	156,700	
TOTAL		$0	$0	$147,600	$150,600	$153,600	$156,700	

LIBRARIES PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY2009 to FY2014
Central Library (GF, GO-Ref)	$0	$0	$125,000	$2,602,600	$8,300,000	$0	$11,027,600
Chester Library Community Arts Center (GO-Ref., Other)	0	0	1,902,000	11,897,600	0	0	13,799,600
Ettrick-Matoaca Library Renovation (GF, GO-Ref.)	350,000	3,200,000	0	0	0	0	3,550,000
Library Facilities Planning, Design, Construction and Land Acquisition (CP)	0	0	0	0	0	632,300	632,300
Library Technology Upgrades (GO-Ref.)	0	0	500,000	0	0	1,000,000	1,500,000
Magnolia Green Library (GF, GO-Ref., CP)	0	1,200,000	1,697,200	0	0	0	2,897,200
Reams-Gordon Library (GF, CP)	1,890,000	0	0	0	0	0	1,890,000
Robious Road Area Library (GF, GO-Ref., CP)	125,000	571,000	12,725,000	2,200,000	0	0	15,621,000
Total	**$2,365,000**	**$4,971,000**	**$16,949,200**	**$16,700,200**	**$8,300,000**	**$1,632,300**	**$50,917,700**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

Shaded projects - part of the 2004 Bond Referendum

CENTRAL LIBRARY

Functional Area: Human Services
Department: Libraries

Project Description/Justification:

This project allows for an assessment of the existing Central Library building including a feasibility study to explore options for renovating the existing building and adding additional parking; for construction costs to renovate the public areas of the building including the completion of 6,000 square feet in existing unfinished space; and for replacing or adding furniture and equipment as needed.

Facility Plan:

The Chesterfield County Public Facilities Plan, 2004.

Location/Site Status:

9501 Lori Road, Dale Magisterial District.

Estimated Project Costs:

Total project cost is estimated at $11,027,600.

Operating Cost Detail:

Estimated operating costs begin in FY2014.

Personnel:	
Full-Time Librarian	$ 52,900
Part-Time Staffing	11,500
Total	$ 64,400
Operating:	
Utilities, Equipment, Education, Supplies, Library Materials	$27,600
Total	$92,000

Impact If Not Completed:

The existing facility will continue to deteriorate if improvements are not made.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$125,000	$0	$0	$0	$125,000
GO-Referendum	0	0	0	0	2,602,600	8,300,000	0	10,902,600
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$125,000	$2,602,600	$8,300,000	$0	$11,027,600
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$64,400	
Operating		0	0	0	0	0	27,600	
TOTAL		$0	$0	$0	$0	$0	$92,000	

CHESTER LIBRARY COMMUNITY ARTS CENTER

Functional Area: Human Services
Department: Libraries

2004 Bond Referendum Project

Project Description/Justification:

The Chester Library Community Arts Center will include a theatre, meeting rooms, and display areas for library and community programs. Programming would include children's programs; lectures and symposia; government, business, and community meetings; and musical and theatrical presentations.

Total cost of this project is estimated at $14,299,600. Funding for design of the facility is scheduled for FY2008-2009, with construction following in FY2012 and FY2013. The county has allocated a total of $6,949,800 as challenge grant dollars to be used as matching funds for resources raised by the community.

Facility Plan:

The combined Chester Library and Community Arts Center is part of the illustrative drawings of the Chester Village Plan.

Location/Site Status:

Adjacent to the new Chester Library at 11800 Centre Street in Chester in the Bermuda Magisterial District.

Estimated Project Costs:

Total estimated cost of this project is $14,299,600.

Operating Cost Detail:

Estimated operating costs beginning in FY2014:

Personnel:	
1 FT Library Branch Manager	$ 67,600
1 FT Assistant Library Manager	59,800
2 Library Associates	93,800
Part-time Staffing	99,100
Total Personnel	$320,300
Operating:	
Utilities, Equipment, Education, Supplies, Library Materials	$266,300
Total	$586,600

Impact If Not Completed:

The opportunity to broaden the educational, recreational, and cultural opportunities of Chesterfield County citizens will be missed.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$450,000	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	951,000	5,948,800	0	0	6,899,800
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources *	50,000	0	0	951,000	5,948,800	0	0	6,899,800
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$500,000	$0	$0	$1,902,000	$11,897,600	$0	$0	$13,799,600
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$320,300	
Operating		0	0	0	0	0	266,300	
TOTAL		$0	$0	$0	$0	$0	$586,600	

* Community Contribution pending

ETTRICK-MATOACA LIBRARY RENOVATION

Functional Area: Human Services
Department: Libraries

2004 Bond Referendum Project

Project Description/Justification:

The Ettrick-Matoaca Library was built in 1975 and is the only one of the original six libraries in the county that has not undergone a major renovation. Design is scheduled to begin in FY2009 with construction following in FY2010. The renovation of the Ettrick-Matoaca Library will bring this facility up to the standards of other library facilities in Chesterfield County.

Facility Plan:

The Chesterfield County Public Facilities Plan.

Location/Site Status:

4501 River Road, Matoaca Magisterial District.

Estimated Project Costs:

Total project cost is estimated at $3,550,000.

Operating Cost Detail:

Additional personnel are needed to bring the library up to staffing plan requirements as well as additional operating costs to begin in FY2011.

Personnel:	
2 FT Librarians	$105,800
Part-Time Staffing	138,800
Total	$244,600
Operating:	
Utilities, Equipment, Education, Supplies, Library Materials	$17,700
Total	$262,300

Impact If Not Completed:

This facility may not compare favorably to other county libraries, and demand for services in this area will not be met.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$58,400	$130,000	$1,380,500	$0	$0	$0	$0	$1,510,500
GO-Referendum	0	220,000	1,819,500	0	0	0	0	2,039,500
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$58,400	$350,000	$3,200,000	$0	$0	$0	$0	$3,550,000
Operating Expenses								
Personnel		$0	$0	$244,600	$254,400	$264,600	$275,200	
Operating		0	0	17,700	18,400	19,100	19,900	
TOTAL		$0	$0	$262,300	$272,800	$283,700	$295,100	

LIBRARY FACILITIES PLANNING, DESIGN, CONSTRUCTION AND LAND ACQUISITION

Functional Area: Human Services
Department: Libraries

Project Description/Justification:

This project allows for specific site and facility planning, design, construction, and land acquisition for future library facilities made necessary by development growth in the county.

Cash proffer collections make up the funding source for these efforts. As revenues are accumulated over time, appropriations will be made for specific facility needs.

Facility Plan:

Chesterfield County Public Facilities Plan.

Location/Site Status:

Countywide.

Estimated Project Costs:

Site and facility planning, design, construction, and land acquisition: $632,300.

Operating Cost Detail:

No impact on the operating budget.

Financing / Operating Budget Impact

	Proffers Collected*	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	238,707	0	0	0	0	0	632,300	632,300
TOTAL	$238,707	$0	$0	$0	$0	$0	$632,300	$632,300
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

* Represents funds collected as of July 1, 2007, but not yet appropriated.

LIBRARY TECHNOLOGY UPGRADES

Functional Area: Human Services
Department: Libraries

2004 Bond Referendum Project

Project Description/Justification:

This project allows for continued funding to upgrade library technology. To date, the Library has used these funds to upgrade public and staff computers, peripherals, servers and corresponding software throughout the county library system. $500,000 is budgeted in FY2011 and $1,000,000 in FY2014 to continue replacements, including peripherals, servers, and upgrades to telecommunication lines and wireless services.

Facility Plan:

N/A

Location/Site Status:

Countywide.

Estimated Project Costs:

Total project cost for FY2009-FY2014 is estimated at $1,500,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Without regular upgrades the Library's information system will become obsolete and ultimately non-functional.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	1,000,000	0	0	500,000	0	0	1,000,000	1,500,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$1,000,000	$0	$0	$500,000	$0	$0	$1,000,000	$1,500,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

MAGNOLIA GREEN LIBRARY

Functional Area: Human Services
Department: Libraries

2004 Bond Referendum Project

Project Description/Justification:

This project provides funding in FY2010 to purchase land and design a 20,000 square foot library in the Magnolia Green area. Funding is provided for site evaluation and land acquisition as well as survey costs, Environmental Engineering services and Capital Project Management fees.

Facility Plan:

The Chesterfield County Public Facilities Plan.

Location/Site Status:

The exact location has not yet been determined. Land will be purchased in the general vicinity of the Magnolia Green area in the Matoaca Magisterial District.

Estimated Project Costs:

Project costs through FY2014 are estimated at $2,897,200.

Operating Cost Detail:

No impact on the operating budget is expected until the library is completed.

Impact If Not Completed:

Existing facilities will not be able to meet the increasing demand for library services in this area.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$1,200,000	$697,200	$0	$0	$0	$1,897,200
GO-Referendum	0	0	0	800,000	0	0	0	800,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	200,000	0	0	0	200,000
TOTAL	$0	$0	$1,200,000	$1,697,200	$0	$0	$0	$2,897,200
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

REAMS-GORDON LIBRARY

Functional Area: Human Services
Department: Libraries

2004 Bond Referendum Project

Project Description/Justification:

This project involves site evaluations, land acquisition, design, and construction of a new library branch in the Reams-Gordon area of the county. The branch will serve residents in the Clover Hill, Matoaca and Midlothian Districts.

Funding is identified for site evaluation, site acquisition, design, and construction. Funding for library materials has been included to provide an opening day collection of two-thirds capacity.

Facility Plan:

The Chesterfield County Public Facilities Plan.

Location/Site Status:

On Courthouse Road at the intersection of Smoketree Drive and Courthouse Road in the Clover Hill District.

Estimated Project Costs:

Total project cost from FY2009-2014 is estimated at $1,890,000.

Operating Cost Detail:

Estimated operating costs are for four months beginning in FY2011.

Personnel:	
1 FT Library Branch Manager	$ 22,500
1 FT Library Assist. Branch Manager	20,000
3 FT Librarians	56,300
1 FT Customer Service Supervisor	15,600
Part-Time Staffing	133,400
Total	$247,800
Operating:	
Utilities, Equipment, Education, Supplies, Library Materials	$93,600
Total	$341,400

Impact If Not Completed:

Existing facilities will not be able to meet the increasing demand for library services in this area.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$824,900	$1,489,500	$0	$0	$0	$0	$0	$1,489,500
GO-Referendum	10,243,200	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	601,500	400,500	0	0	0	0	0	400,500
TOTAL	$11,669,600	$1,890,000	$0	$0	$0	$0	$0	$1,890,000
Operating Expenses								
Personnel		$0	$0	$247,800	$743,500	$743,500	$743,500	
Operating		0	0	93,600	280,800	280,800	280,800	
TOTAL		$0	$0	$341,400	$1,024,300	$1,024,300	$1,024,300	

ROBIOUS ROAD AREA LIBRARY

Functional Area: Human Services
Department: Libraries

2004 Bond Referendum Project

Project Description/Justification:

This project provides funding for a new 20,000 square foot branch library to be built on land donated for county use at Robious Road and Twin Team Lane.

Architectural services are planned in FY2009 with design scheduled for FY2010 followed by construction in FY2011 and FY2012. The project includes funding for books and library materials to provide an opening day collection of sixty-seven percent capacity.

Facility Plan:

Chesterfield County Public Facilities Plan.

Location/Site Status:

At Robious Road and Twin Team Lane in the Midlothian District.

Estimated Project Costs:

Total project cost is estimated at $15,621,000.

Operating Cost Detail:

Estimated operating costs beginning in FY2013:

Personnel:	
1 FT Library Branch Manager	$ 67,600
1 FT Library Assist. Branch Manager	59,800
3 FT Librarians	158,800
1 FT Customer Service Supervisor	46,900
Part-Time Staffing	419,400
Total	752,500
Operating:	
Utilities, Equipment, Education, Supplies, Library Materials	307,400
Total	$1,059,900

Impact If Not Completed:

Existing facilities will not be able to meet the increasing demand for library services in this area.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$125,000	$571,000	$5,850,000	$2,000,000	$0	$0	$8,546,000
GO-Referendum	0	0	0	6,875,000	0	0	0	6,875,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	200,000	0	0	200,000
TOTAL	$0	$125,000	$571,000	$12,725,000	$2,200,000	$0	$0	$15,621,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$752,500	$782,600	
Operating		0	0	0	0	307,400	319,700	
TOTAL		$0	$0	$0	$0	$1,059,900	$1,102,300	

PARKS AND RECREATION PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY09 - 14
Appomattox River Canoe Launch Expansion (GF, Grant)	$0	$0	$0	$450,000	$0	$0	$450,000
Chester Kiwanis Community Park (GO-Ref.)	0	0	100,000	0	0	0	100,000
Cogbill Road Community Park (GF, Grant)	0	0	0	0	0	434,000	434,000
Dutch Gap Conservation Area Dev. (GF, GO-Ref.)	0	0	0	740,000	0	500,000	1,240,000
Eppington Plantation (GF)	100,000	100,000	50,000	50,000	50,000	50,000	400,000
Expansion of School Gymnasiums (GF, LP)	0	0	1,726,000	0	0	0	1,726,000
Falling Creek Ironworks Park (GF)	40,000	20,000	20,000	20,000	20,000	20,000	140,000
Falling Creek Park - North (GO-Ref., Grant)	0	0	1,154,000	0	0	0	1,154,000
Henricus Historical Park (GF)	300,000	300,000	300,000	150,000	150,000	150,000	1,350,000
Irvin G. Horner Park (GO-Ref.,CP)	628,000	410,000	0	407,100	0	0	1,445,100
Lowe's Soccer Complex, Phase IV (GF, GO-Ref.)	0	0	584,000	0	0	0	584,000
Matoaca Park - Phase III Expansion (GO-Ref.)	0	0	827,000	0	0	0	827,000
Mid-Lothian Coal Mines Park (GO-Ref., Grant)	0	660,000	0	0	0	0	660,000
Park Improvements (GF, GO-Ref., CP)	2,062,300	1,978,700	1,500,000	1,500,000	950,000	950,000	8,941,000
Park Land Acquisition (GF, CP)	200,000	0	0	500,000	500,000	2,000,000	3,200,000
Parks & Recreation Administration Building (GF, LP)	0	0	34,000	310,000	7,000,000	0	7,344,000
Parks & Recreation Facilities Planning, Design, Construction & Land Acquisition (GF, CP)	0	150,000	200,000	250,000	300,000	519,500	1,419,500
Restrooms at Athletic Facilities (GF)	0	275,000	0	0	0	0	275,000
Route 360 West Area Park (GO-Ref., Grant)	0	1,600,000	0	0	0	500,000	2,100,000
School Site Improvements (GO-Ref.)	780,000	946,000	0	750,000	250,000	250,000	2,976,000
Senior Center (GF)	0	0	220,000	240,000	265,000	290,000	1,015,000
Spring Run Neighborhood Athletic Park (GF, GO-Ref.)	200,000	0	0	0	0	0	200,000
Total	**$4,310,300**	**$6,439,700**	**$6,715,000**	**$5,367,100**	**$9,485,000**	**$5,663,500**	**$37,980,600**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

Shaded projects - part of the 2004 Bond Referendum

APPOMATTOX RIVER CANOE LAUNCH EXPANSION

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

The department will continue to pursue opportunities to increase water access and interconnected trail systems along the Appomattox River. Funding in FY2008 allowed for the acquisition of approximately 90 acres of forested land along the Appomattox River, just east and adjacent to the county's existing canoe launch facility. This acquisition will allow increased access to the river for fishing and other outdoor recreational activities, trail system continuation from the canoe launch east to tie into the VSU riverfront trail, and for future picnicking areas and shelters. Phase I development, planned in FY2012, will include construction of an area trail and trail head parking lot.

Facility Plan:

Parks and Recreation Master Plan, Adopted July, 2002.

Location/Site Status:

Area east of the Appomattox Canoe Launch facility.

Estimated Project Costs:

Project costs from FY2009 through FY2014 are estimated to be $450,000.

Operating Cost Detail:

Operating cost impact will not occur in the FY2009-FY2014 planning cycle.

Impact If Not Completed:

Residents will continue to have limited access to the Appomattox River for recreational activities.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$145,000	$0	$0	$0	$100,000	$0	$0	$100,000
GO-Referendum	535,000	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	0	0	0	0	350,000	0	0	350,000
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$680,000	$0	$0	$0	$450,000	$0	$0	$450,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

CHESTER KIWANIS COMMUNITY PARK

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

The Chester Kiwanis owns the land formerly owned by the Chester Hotel Company. This property was the business, social, and church center of the original Chester Village. During 2001 the Kiwanis leased this property to the County for a five year term with one year renewal options. The property is planned to be used as a public park for passive recreation and historical interpretation. Funding identified in FY2011 represents fifty percent of the estimated cost of developing this site and will be used to address general improvements to include walking trails, landscaping, and interpretive signage. The county matches funds contributed by the Kiwanis and it is anticipated that the remaining fifty percent of funding will be raised from non-county sources by the Kiwanis.

Facility Plan:

Parks and Recreation Master Plan, Adopted July, 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

12321 Richmond Street and 4001 Gill Street in the Bermuda Magisterial District.

Estimated Project Costs:

The county's contribution to the development of this park site is $100,000.

Operating Cost Detail:

There is no impact on the operating budget.

Impact If Not Completed:

Residents will continue to travel to other park sites until this park site is opened to the public.

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Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	100,000	0	0	0	100,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$100,000	$0	$0	$0	$100,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

COGBILL ROAD COMMUNITY PARK

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

The project will begin development of a 212 acre parcel of land into a community park. Initial funding provided an access road, limited parking, and trails. Funding in FY2014 will allow completion of a master plan for full development of the site and provide additional parking, trails, picnic, and playground areas.

Facility Plan:

Parks and Recreation Master Plan, adopted July, 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

6700 Cogbill Road, Dale Magisterial District.

Estimated Project Costs:

Project costs from FY2009 through FY2014 are estimated to be $434,000.

Operating Cost Detail:

There is a small impact on the operating budget for staff and maintenance materials beginning in FY2015.

Impact If Not Completed:

Additional facilities are needed in this area of the county to meet projected customer growth.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$120,000	$0	$0	$0	$0	$0	$409,000	$409,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	250,000	0	0	0	0	0	25,000	25,000
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$370,000	$0	$0	$0	$0	$0	$434,000	$434,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

DUTCH GAP CONSERVATION AREA DEVELOPMENT

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

The 810 acre Dutch Gap Conservation Area showcases a unique conservation area in the county, in partnership with the Virginia Department of Game and Inland Fisheries. The conservation area has been included in the Regional Birding Trail initiative, which will result in increased tourism. This project provides for an off-channel boat launch facility, restrooms, environmental education facilities, road improvements and additional parking, trail enhancement, and other facility improvements. Staff will be pursuing state and federal grants and donations to assist in funding this project.

Facility Plan:

Parks and Recreation Master Plan adopted July, 2002, Dutch Gap Conservation Area Master Plan 1998. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

Dutch Gap Boat Launch, Coxendale Road, Bermuda Magisterial District.

Estimated Project Costs:

Total project cost is estimated at $1,240,000 in the FY2009 – FY2014 planning period.

Operating Cost Detail:

Estimated operating costs beginning in FY2014:

Personnel	
FT Sr. Labor Crew Chief	$ 41,300
FT Maintenance Worker	29,900
PT Recreation Specialist	17,900
	$ 89,100
Operating	
Maintenance/Equipment	25,200
Total	$114,300

Impact If Not Completed:

Access to the shoreline will remain limited, especially for people with disabilities. The county will not be able to meet the growing demand for environmental education and recreation in the area.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$202,317	$0	$0	$0	$740,000	$0	$0	$740,000
GO-Referendum	450,000	0	0	0	0	0	500,000	500,000
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	1,675,966	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$2,328,284	$0	$0	$0	$740,000	$0	$500,000	$1,240,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$89,100	
Operating		0	0	0	0	0	25,200	
TOTAL		$0	$0	$0	$0	$0	$114,300	

EPPINGTON PLANTATION

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

The Eppington Plantation home was built by the Eppes family in the 1760s. Thomas Jefferson was a frequent visitor to the Plantation and two of his three daughters stayed at the Plantation while he served as Minister to France. One of his daughters is buried on the grounds. The house and 44 acres of the original 4,000 acre plantation was donated to the county in 1989. The Eppington Foundation was formed in 1998 to preserve the house and grounds, and it is the site of an on-going architectural and archaeological investigation.

The county has allocated $100,000 in FY2009-FY2010 and $50,000 each year thereafter to serve as matching funds for resources raised from non-county sources. It is anticipated that these funds will be used to implement plans outlined in the Eppington Plantation Master Plan for this national historic site. Please refer to Appendix B to review total funding sources.

Facility Plan:

Parks and Recreation Master Plan, adopted July 2002. Eppington Plantation Master Plan adopted 2000.

Location/Site Status:

14201 Eppes Fall Road in the Matoaca Magisterial District.

Estimated Project Costs:

Total local match funds allocated are $400,000 for the FY2009 – FY2014 planning period.

Operating Cost Detail:

There will be no impact on the operating budget in the FY2009-FY2014 planning cycle.

Impact If Not Completed:

A valuable educational and historical site would not be adequately preserved for residents and visitors.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$589,040	$100,000	$100,000	$50,000	$50,000	$50,000	$50,000	$400,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	66,000	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
TOTAL	$655,040	$100,000	$100,000	$50,000	$50,000	$50,000	$50,000	$400,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

EXPANSION OF SCHOOL GYMNASIUMS

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

This project includes funding to address the expansion of school gymnasiums to alleviate the space shortage being experienced by athletic associations for basketball, volleyball, cheerleading, indoor soccer, and other programs. This funding will assist in the enlargement of existing elementary school gymnasiums or enable the design and construction of a larger gym space to be included when new schools are constructed. The FY2011 funding will address additional gymnasium space for renovations being planned in the School Capital Improvement Program. Two high schools under construction are Clover Hill High School and Bermuda High School.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 2004.

Location/Site Status:

Countywide.

Estimated Project Costs:

Total project costs for these improvements during the FY2009-FY2014 planning period is estimated at $1,726,000.

Operating Cost Detail:

Operating costs will begin in FY2011 as follows:

PT Recreation Worker	$28,000
Maintenance/Supplies and Capital	7,700
Total	$35,700

Impact If Not Completed:

Current facilities will not be able to accommodate customer demand.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$104,800	$0	$0	$726,000	$0	$0	$0	$726,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	1,000,000	0	0	0	1,000,000
Grant Funding	0	0	0	0	0	0	0	0
Cash Proffers	925,200	0	0	0	0	0	0	0
TOTAL	$1,030,000	$0	$0	$1,726,000	$0	$0	$0	$1,726,000
Operating Expenses								
Personnel		$0	$0	$28,000	$28,800	$29,400	$30,900	
Operating		0	0	7,700	7,700	7,900	8,800	
TOTAL		$0	$0	$35,700	$36,500	$37,300	$39,700	

FALLING CREEK IRONWORKS PARK

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

This park is located at the site of one of the nation's earliest known ironworks foundries, dating to 1611-1622. The county has allocated $40,000 in FY2009 and $20,000 each year in FY2010-FY2014 to serve as matching funds for resources raised from non-county sources. It is anticipated that these funds would be used to provide adequate parking facilities, interpretive signage for self-guided tours, picnic facilities, and other amenities outlined in the Falling Creek Park Master Plan. Please refer to Appendix G to review total funding sources.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Falling Creek Park Master Plan adopted 2000. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

6201 Jefferson Davis Highway in the Bermuda Magisterial District.

Estimated Project Costs:

Total matching funds allocated are $140,000 for the FY2009-FY2014 planning period.

Operating Cost Detail:

There will be no impact on the operating budget in the FY2009-FY2014 planning cycle.

Impact If Not Completed:

A valuable educational and historical site would not be made easily accessible to residents and visitors.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$185,000	$40,000	$20,000	$20,000	$20,000	$20,000	$20,000	$140,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$185,000	$40,000	$20,000	$20,000	$20,000	$20,000	$20,000	$140,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

FALLING CREEK PARK – NORTH

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

A 30 year lease (with three additional renewal periods) to use this 154 acre parcel was approved on behalf of the county from the State Department of Conservation and Recreation (during the 2001 General Assembly) as a potential park site in the Jessup Road/Falling Creek area. The lease was approved by the county in the fall of 2002. Phase I of this project in FY2007-FY2008 provided funding for access roadway, parking lot, trail system, picnic areas, and the purchase of additional adjoining property for future development of the park. Funding in FY2011 will enable development of ball fields, additional parking, playground, and picnic areas. Staff will be pursuing state grants to assist in funding this project.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

Jessup Road, bordering Falling Creek in the Dale Magisterial District.

Estimated Project Costs:

Total project cost is estimated at $1,154,000 for development of the park site.

Operating Cost Detail:

There will be minimal impact on the operating budget beginning in FY2012.

Impact If Not Completed:

Residents will continue to travel to other park sites.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$118,800	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	904,000	0	0	0	904,000
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	0	0	0	250,000	0	0	0	250,000
Cash Proffers	487,000	0	0	0	0	0	0	0
TOTAL	$605,800	$0	$0	$1,154,000	$0	$0	$0	$1,154,000
Operating Expenses								
Personnel		$0	$0	$0	$2,800	$2,800	$2,800	
Operating		0	0	0	900	900	900	
TOTAL		$0	$0	$0	$3,700	$3,700	$3,700	

HENRICUS HISTORICAL PARK

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

The 1611 Citie of Henricus, from which Chesterfield County evolved, overlooks one of the most scenic areas of the James River. This site was home to the second successful English settlement in the New World. It was here that Pocahontas was converted to Christianity, and was courted by John Rolfe. It was at Henricus that tobacco crops were first grown and cultivated for sale in Europe. In addition, the first university was chartered in 1619 and the first hospital, Mt. Malady, was built and operated in 1612.

The county has allocated $300,000 each year from FY2009-FY2011 and $150,000 each year for the FY2012-FY2014 planning period. Henrico County matches Chesterfield County funds and the Henricus Foundation partners in funding as well. Funds are being directed to build several structures and make needed site improvements in advance of the 400th anniversary in 2011. Please refer to Appendix G to review total funding sources.

Facility Plan:

Parks and Recreation Master Plan, Adopted July, 2002. Henricus Foundation Outdoor Exhibit Master Plan, Adopted May, 2000, and the Henricus Foundation Master Plan, Adopted May, 1999.

Location/Site Status:

251 Henricus Park Road, in the Bermuda Magisterial District.

Estimated Project Costs:

Total local match funds allocated are $1,350,000 for the FY2009-FY2014 planning period.

Operating Cost Detail:

There is no impact on the operating budget in the FY2009-FY2014 planning cycle.

Impact If Not Completed:

A valuable educational and historical site would not be adequately preserved and further developed for residents and visitors.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$1,564,281	$300,000	$300,000	$300,000	$150,000	$150,000	$150,000	$1,350,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Funding	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$1,564,281	$300,000	$300,000	$300,000	$150,000	$150,000	$150,000	$1,350,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

IRVIN G. HORNER PARK

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

This project provides funding for the third, fourth, and fifth phases of construction of this regional park. Included in the FY2009-FY2014 funding are the addition of court games (volleyball and tennis), a trail system, and additional restrooms.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002 and the Horner Park Master Plan adopted December 1999. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

Northwest quadrant of the county off of Genito and Mount Hermon Roads.

Estimated Project Costs:

Total project cost for Phase III, IV, and V is estimated at $1,445,100.

Operating Cost Detail:

Personnel and operating costs were previously funded in the operating budget for this new facility. There is minimal impact to the operating budget beginning in FY2012.

Impact If Not Completed:

A complete complement of recreational and athletic facilities will not be available in the northwest quadrant of the county.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$1,914,946	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	1,790,398	628,000	410,000	0	0	0	0	1,038,000
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	520,000	0	0	0	0	0	0	0
Cash Proffers	60,000	0	0	0	407,100	0	0	407,100
TOTAL	$4,285,344	$628,000	$410,000	$0	$407,100	$0	$0	$1,445,100
Operating Expenses								
Personnel		$0	$0	$0	$7,000	$8,000	$9,000	
Operating		0	0	0	3,500	4,000	5,000	
TOTAL		$0	$0	$0	$10,500	$12,000	$14,000	

LOWE'S SOCCER COMPLEX, PHASE IV

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

This park is being developed in phases and eventually will include five soccer fields, picnic shelters, and playground areas. Phase I included funding for road access and parking, as well as field upgrades including topsoil and seeding for four practice fields. Phase II and III in FY2007-FY2008 included additional parking improvements, purchase of equipment, restroom and other improvements. Phase IV funded in FY2011 will include construction of a playground area, picnic shelters, a fifth practice field, and trails.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

Lowe's Soccer Complex, 2601 Weir Place, Bermuda Magisterial District.

Estimated Project Costs:

Total project cost for Phase IV is estimated at $584,000.

Operating Cost Detail:

Estimated operating costs beginning in FY2012:

Personnel	
Principal Maintenance Worker	$9,300
Maintenance, supplies, vehicle	30,300
Total	$39,600

Impact If Not Completed:

Available park facilities will be inadequate to meet the projected demand in this area of the county.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$542,831	$0	$0	$109,000	$0	$0	$0	$109,000
GO-Referendum	166,000	0	0	475,000	0	0	0	475,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	6,000	0	0	0	0	0	0	0
Cash Proffers	72,400	0	0	0	0	0	0	0
TOTAL	$787,231	$0	$0	$584,000	$0	$0	$0	$584,000
Operating Expenses								
Personnel		$0	$0	$0	$9,300	$9,600	$9,900	
Operating		0	0	0	30,300	10,500	10,700	
TOTAL		$0	$0	$0	$39,600	$20,100	$20,600	

MATOACA PARK PHASE III EXPANSION

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

Funding is identified in FY2011 for planned improvements to include lighted ball fields, expansion of parking, a playground, a picnic shelter area, and trails.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002, and the Matoaca Park Expansion Master Plan, November 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

Matoaca Park, 19900 Halloway Avenue, Matoaca Magisterial District.

Estimated Project Costs:

Total project cost is estimated at $827,000.

Operating Cost Detail:

There will be no operating cost impact during the FY2009-FY2014 planning cycle.

Impact If Not Completed:

The project will enhance and expand a recreational and athletic facility in the southern portion of the county.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	827,000	0	0	0	827,000
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$827,000	$0	$0	$0	$827,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

MID-LOTHIAN COAL MINES PARK

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

Formerly known as Grove Shaft Park, this project provides for the planning, design, and construction of an historical park and recreational area in phases. Prior phases developed expanded trails, interpretive exhibits and resource preservation measures. Phase III is scheduled in FY2010 and funding is designated for a restroom and expanded interpretive exhibits. Staff will be pursuing state grants and external foundation grants to fund this project.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002; the Mid-Lothian Coal Mine Master Plan, revised June 200; and the Public Facilities Plan, adopted April 2004.

Location/Site Status:

Mid-Lothian Coal Mines Park, 13301 North Woolridge Road, Midlothian Magisterial District.

Estimated Project Costs:

Total project cost is estimated at $660,000 over the FY2009-FY2014 planning period.

Operating Cost Detail:

Operating costs beginning in FY2010 as follows:

Personnel:	
Principal Maintenance Worker	$18,000
Operating:	
Maintenance and equipment	35,500
Total	$53,500

Impact If Not Completed:

A unique recreational asset and significant historical site would not be available to residents and visitors.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$88,000	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	300,000	0	330,000	0	0	0	0	330,000
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	375,000	0	330,000	0	0	0	0	330,000
Cash Proffers	70,000	0	0	0	0	0	0	0
TOTAL	$833,000	$0	$660,000	$0	$0	$0	$0	$660,000
Operating Expenses								
Personnel		$0	$18,000	$47,700	$47,700	$49,700	$51,700	
Operating		0	35,500	13,900	14,300	14,800	15,300	
TOTAL		$0	$53,500	$61,600	$62,000	$64,500	$67,000	

PARK IMPROVEMENTS

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

This project includes new construction, upgrades to existing facilities, purchase of replacement capital equipment to assist in maintaining and constructing the facilities, and renovation projects recommended for park and school sites throughout the county. These projects are necessary to maintain facilities in a safe and efficient manner for public use and are detailed on the following page.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

Park and school sites throughout the county.

Estimated Project Costs:

Total project cost between FY2009 and FY2014 is estimated at $8,941,000.

Operating Cost Detail:

Operating costs are determined on a per project basis, and are summarized in a cumulative manner below.

Impact If Not Completed:

If these projects are not completed it may result in substandard hazardous areas in the park system around the county due to aged and worn out facilities. An additional impact is not meeting increasing demand for expanded facilities and higher level of play for athletic associations.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$703,200	$0	$0	$500,000	$0	$0	$0	$500,000
GO - Referendum	1,155,300	2,062,300	1,833,700	1,000,000	1,500,000	950,000	950,000	8,296,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	300	0	0	0	0	0	0	0
Cash Proffers	129,500	0	145,000	0	0	0	0	145,000
TOTAL	$1,988,300	$2,062,300	$1,978,700	$1,500,000	$1,500,000	$950,000	$950,000	$8,941,000
Operating Expenses								
Personnel		$55,200	$75,200	$75,200	$76,400	$77,800	$82,000	
Operating		34,400	37,400	37,400	38,600	39,600	41,000	
TOTAL		$89,600	$112,600	$112,600	$115,000	$117,400	$123,000	

SUMMARY OF PARK IMPROVEMENTS

	COSTS OF CONSTRUCTION	ANNUAL EST. OPERATING COSTS
FY2009		
New Amenities		$89,600
Playgrounds - Various Sites	$100,000	
Multipurpose Trails	200,000	
Building Additions		
Central Maintenance Shop Expansion	650,000	
Renovations/Replacements		
Tennis Court Upgrades	110,000	
Athletic Field Renovations & Upgrades	160,000	
Fencing Renovations	80,000	
Building Structures Renovations	80,000	
Bleacher Upgrades/Replacements	50,000	
Sports Lighting	160,000	
Miscellaneous Improvements (includes staff and administrative costs as well as contingency funds)	472,300	
SUBTOTAL FY2009	**$2,062,300**	**$89,600**
FY2010		
New Amenities		$112,600
Playgrounds	$133,700	
Trails and Pathways	200,000	
Building Improvements-Central Shops	215,000	
Renovations/Replacements		
Athletic Field Renovations & Upgrades	270,000	
Fencing Replacements	80,000	
Tennis Court Renovations	80,000	
Sports Lighting	180,000	
Roads and Parking	150,000	
Miscellaneous Improvements (includes staff and administrative costs as well as contingency funds)	670,000	
SUBTOTAL FY2010	**$1,978,700**	**$112,600**
FY2011		
New Amenities		$112,600
Playgrounds	$50,000	
Trails and Pathways	150,000	
Renovations/Replacements		
Athletic Field Renovations & Upgrades	50,000	
Tennis Court Renovations	50,000	
Fencing Replacements	100,000	
Building Structures Renovations	50,000	
Sports Lighting Upgrades	50,000	
Miscellaneous Improvements (includes staff and administrative costs as well as contingency funds)	1,000,000	
SUBTOTAL FY2011	**$1,500,000**	**$112,600**

SUMMARY OF PARK IMPROVEMENTS

	COSTS OF CONSTRUCTION	ANNUAL EST. OPERATING COSTS
FY2012		
New Amenities		$115,000
Trails	$100,000	
Renovations and Replacements		
Tennis Courts	100,000	
Sports Lighting	50,000	
Playgrounds	50,000	
Fencing	50,000	
Athletic Field Renovations & Upgrades	50,000	
Parking and Roadways	50,000	
Miscellaneous Improvements (includes staff and administrative costs as well as contingency funds)	1,050,000	
SUBTOTAL FY2012	**$1,500,000**	**$115,000**
FY2013		
New Amenities		$117,400
Playgrounds	$100,000	
Trails and Pathways	100,000	
Renovations/Replacement		
Athletic Field Renovations & Upgrades	100,000	
Tennis Court Renovations	50,000	
Fencing Replacements	100,000	
Building Structures Renovations	25,000	
Miscellaneous Improvements (includes staff and administrative costs as well as contingency funds)	475,000	
SUBTOTAL FY2013	**$950,000**	**$117,400**
FY2014		
New Amenities		$123,000
Trails	$100,000	
Renovations and Replacements		
Tennis Courts	100,000	
Sports Lighting	50,000	
Playgrounds	50,000	
Fencing	50,000	
Athletic Field Renovations & Upgrades	50,000	
Parking and Roadways	50,000	
Miscellaneous Improvements (includes staff and administrative costs as well as contingency funds)	500,000	
SUBTOTAL FY2014	**$950,000**	**$123,000**
GRAND TOTAL FY2009-FY2014	**$8,941,000**	**$670,200**

PARK LAND ACQUISITION

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

This project will address acquisition of land for future park sites and allow for purchase ahead of residential and commercial growth.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

FY2009 includes the purchase of land for Bensley Park. Future year sites to be determined, county wide.

Estimated Project Costs:

The total allocated in FY2009-FY2014 cycle is $3,200,000.

Operating Cost Detail:

The operating budget will not be impacted during the FY2009-FY2014 cycle.

Impact If Not Completed:

Land acquisition costs will continue to escalate as residential and commercial growth occurs.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$200,000	$0	$0	$500,000	$500,000	$0	$1,200,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	2,000,000	2,000,000
TOTAL	$0	$200,000	$0	$0	$500,000	$500,000	$2,000,000	$3,200,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

PARKS AND RECREATION ADMINISTRATION BUILDING

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

This project will provide for a new office facility for the Parks and Recreation Department. A study will be conducted to determine the appropriate building size to meet the needs for administrative staff.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

The building site is anticipated to be located in the vicinity adjacent to the police property and evidence building, Dale Magisterial District.

Estimated Project Costs:

Total costs for the study and design phase is estimated at $344,000 with construction estimated at $7,000,000 for a total projected cost of $7,344,000.

Operating Cost Detail:

The operating budget will not be impacted during the FY2009-FY2014 cycle.

Impact If Not Completed:

Substandard over crowded office space will continue to exist.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$34,000	$0	$0	$0	$34,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	310,000	7,000,000	0	7,310,000
Grant Funding	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$34,000	$310,000	$7,000,000	$0	$7,344,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

PARKS AND RECREATION FACILITIES PLANNING, DESIGN, CONSTRUCTION, AND LAND ACQUISITION

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

Planning, design, construction, and land acquisition for future parks and recreation facilities made necessary by development growth in the county.

Cash proffer collections are revenues accumulated over time. Appropriations will be made for specific facility needs on an as needed basis. Funding is used for contingencies that arise for parks and recreational facilities as needed.

Facility Plan:

Chesterfield County Public Facilities Plan.

Location/Site Status:

Countywide.

Estimated Project Costs:

Planning, design, construction, and land acquisition is estimated at $1,419,500 for the FY2009 – FY2014 planning period.

Operating Cost Detail:

No estimated impact on the operating budget.

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Financing / Operating Budget Impact

	Proffers Collected *	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$150,000	$200,000	$250,000	$300,000	$350,000	$1,250,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers **	71,142	0	0	0	0	0	169,500	169,500
TOTAL	$71,142	$0	$150,000	$200,000	$250,000	$300,000	$519,500	$1,419,500
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

* Represents funds collected as of July 1, 2007, but not yet appropriated.
** Represents projections for the period FY2009-2014, funds may be spent once collected and appropriated.

RESTROOMS AT ATHLETIC FACILITIES

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

This project funds seed money for the renovation of existing sports complex infrastructure to include restroom building improvements or the addition of a restroom facility at selected athletic facilities. The affected athletic associations will be raising donations and volunteering labor in an effort to complete the projects.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

To be determined, countywide.

Estimated Project Costs:

The total project cost is estimated at $275,000.

Operating Cost Detail:

Operating costs beginning in FY2011 are as follows:

Personnel:	
PT Principal Maintenance Worker	$5,500
Operating:	
Utilities, maintenance	9,800
Total	$15,300

Impact If Not Completed:

The facilities will continue to be costly to maintain and substandard. Facilities also will not meet requirements of athletic associations.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$539,516	$0	$275,000	$0	$0	$0	$0	$275,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$539,516	$0	$275,000	$0	$0	$0	$0	$275,000
Operating Expenses								
Personnel		$0	$0	$5,500	$5,700	$5,900	$6,100	
Operating		0	0	9,800	10,000	10,200	10,400	
TOTAL		$0	$0	$15,300	$15,700	$16,100	$16,500	

ROUTE 360 WEST AREA PARK

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

This project includes funding for a new regional park in the Rt. 360 West area as recommended in the Public Facilities Plan. Previous capital improvement programs included funding for a potential land option down payment for this park site. However, no site has been selected to date and funding was transferred to accelerate development of the Spring Run Neighborhood Athletic Park site and for land acquisition of the Falling Creek Park, North site. Phase I funding which is spread over FY2007 and FY2008 includes funding for site evaluations, master planning, and land acquisition. Phase II, planned for FY2010-2014, includes additional land acquisition and initial development of the park to include access roadway, ball fields, picnic and playground area, court games, a trail system, and parking. Staff will be pursuing Virginia Outdoor and Recreation Access Grant funds to assist with development of this project.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

Rt. 360 West Area, Matoaca Magisterial District.

Estimated Project Costs:

Total project cost for FY2009-FY2014 is estimated at $2,100,000.

Operating Cost Detail:

Operating costs beginning in FY2011 are as follows:

Personnel:	
PT Maintenance Worker	$18,100
PT Recreation Worker	9,300
Operating:	
Maintenance, utilities, capital	25,200
Total	$52,600

Impact If Not Completed:

Available park facilities will be inadequate to meet the projected demand in this area of the county.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$10,000	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	455,000	0	1,350,000	0	0	0	500,000	1,850,000
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	150,000	0	250,000	0	0	0	0	250,000
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$615,000	$0	$1,600,000	$0	$0	$0	$500,000	$2,100,000
Operating Expenses								
Personnel		$0	$0	$27,400	$28,200	$29,000	$29,900	
Operating		0	0	25,200	25,700	26,200	26,700	
TOTAL		$0	$0	$52,600	$53,900	$55,200	$56,600	

SCHOOL SITE IMPROVEMENTS

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

Miscellaneous improvements to school athletic facilities to expand parking facilities, to correct infrastructure and upgrade substandard field components as well as additions to existing and new school athletic fields for expanded use by athletic associations.

Facility Plan:

Parks and Recreation Master Plan, Adopted July, 2002.

Location/Site Status:

Various school sites throughout the county

Estimated Project Costs:
The total project cost is estimated at $2,976,000 for the FY2009-FY2014 time period.

Operating Cost Detail:

Estimated operating costs for a full year beginning in FY2009:

Personnel:	
PT Recreation Specialist	$10,400
Maintenance Worker	38,700
Total Personnel	$49,100
Operating:	
Utilities, maintenance, equipment	47,300
Total	$96,400

Impact If Not Completed:

Continued costly maintenance and substandard facilities. Facilities will not meet requirements of athletic associations, particularly in areas of high growth in the County.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$408,156	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	606,488	780,000	946,000	0	750,000	250,000	250,000	2,976,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$1,014,644	$780,000	$946,000	$0	$750,000	$250,000	$250,000	$2,976,000
Operating Expenses								
Personnel		$49,100	$50,600	$54,300	$56,000	$58,900	$61,900	
Operating		47,300	47,300	48,300	50,000	52,500	55,100	
TOTAL		$96,400	$97,900	$102,600	$106,000	$111,400	$117,000	

SENIOR CENTER

Functional Area: Human Services
Department: Parks and Recreation

Project Description/Justification:

This project will involve leasing space for a senior center that will offer a variety of programs to address the growing senior population. In the future, funding requests will address the need for strategically placed senior centers throughout the county using either renovated existing space or new building construction.

Operating Cost Detail:

Operating costs beginning FY2011 as follows:

Personnel	$55,100
Maintenance and equipment	16,500
Total	$71,600

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Impact If Not Completed:

The additional space needed to handle the growth in programs being requested for seniors will not available.

Location/Site Status:

To be determined.

Estimated Project Costs:

The total allocated in FY2009-FY2014 cycle is $1,015,000.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$220,000	$240,000	$265,000	$290,000	$1,015,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$220,000	$240,000	$265,000	$290,000	$1,015,000
Operating Expenses								
Personnel		$0	$0	$55,100	$57,900	$60,800	$63,800	
Operating		0	0	16,500	17,400	18,200	19,100	
TOTAL		$0	$0	$71,600	$75,300	$79,000	$82,900	

SPRING RUN NEIGHBORHOOD ATHLETIC PARK

Functional Area: Human Services
Department: Parks and Recreation

2004 Bond Referendum Project

Project Description/Justification:

This project includes the continued development of a multipurpose athletic field for baseball, softball, soccer, and football adjacent to Spring Run Elementary School on a five acre parcel of land purchased by the county. This funding will also include utility connections and an irrigation system. Prior year funding allowed for grading and seeding of practice fields.

Facility Plan:

Parks and Recreation Master Plan adopted July 2002. Public Facilities Plan adopted April 14, 2004.

Location/Site Status:

Spring Run Elementary School, 13901 Spring Run Road, Matoaca Magisterial District.

Estimated Project Costs:

Total project costs for these improvements are estimated at $200,000 during this six year planning period.

Operating Cost Detail:

Operating costs will cover approximately six months beginning in FY2009 and will increase in FY2010.

	FY2009	FY2010
Personnel:		
PT Maintenance Worker	$3,700	$7,300
PT Recreation Worker	5,100	10,200
	8,800	17,500
Operating:		
Maintenance/Supplies and Utilities	4,700	9,400
Total	$13,500	$26,900

Impact If Not Completed:

Facilities would not meet customer expectations or projected customer growth in this area of the county.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$340,000	$80,000	$0	$0	$0	$0	$0	$80,000
GO-Referendum	0	120,000	0	0	0	0	0	120,000
Lease Purchase	0	0	0	0	0	0	0	0
Grant Funding	50,000	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$390,000	$200,000	$0	$0	$0	$0	$0	$200,000
Operating Expenses								
Personnel		$8,800	$17,500	$17,700	$17,900	$18,400	$18,900	
Operating		4,700	9,400	9,400	9,500	9,800	9,800	
TOTAL		$13,500	$26,900	$27,100	$27,400	$28,200	$28,700	

PUBLIC SAFETY PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY2009 to FY2014
360 West District Police Station (GF, LP)	$0	$4,500,000	$0	$0	$0	$0	$4,500,000
County Jail - Annex Building Upgrades (GF)	0	995,000	0	0	0	0	995,000
Courthouse/Route 288 Fire & Rescue Station (GF, GO-Ref., CP)	500,000	6,291,700	0	0	0	0	6,791,700
Emergency 911 Phone System Replacement (GF)	0	3,000,000	0	0	0	0	3,000,000
Emergency 911 Recording System Replacement (GF)	287,500	0	0	0	0	0	287,500
Emergency Generator at L.C. Bird High School (GF)	0	0	0	920,000	0	0	920,000
Fire Station Facilities Planning, Design, Construction, and Land Acquisition (CP)	0	0	0	0	0	553,500	553,500
Fire Station Repairs (GF)	250,000	500,000	500,000	400,000	400,000	400,000	2,450,000
Harrowgate Fire & Rescue Station (GF, CP)	1,369,500	0	0	0	0	0	1,369,500
Magnolia Green Fire & Rescue Station (GF, GO Ref., CP)	0	0	0	1,200,000	500,000	7,804,900	9,504,900
Mobile Data Replacement Computers (GF)	900,000	900,000	900,000	900,000	900,000	900,000	5,400,000
Public Safety Training Center at Enon (GF, LP)	6,600,000	900,000	4,200,000	0	0	0	11,700,000
Radio System Battery Replacement (GF)	0	124,200	0	0	170,000	0	294,200
Radio System GPS Replacement (GF)	0	129,200	0	0	0	0	129,200
Radio System Replacement Study (GF)	0	0	0	0	1,500,000	0	1,500,000
Riverside Regional Jail (Service Agreement)	15,500,000	0	0	0	0	0	15,500,000
Security Enhancements (GF)	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Self-Contained Breathing Apparatus Replacement (GF)	0	0	0	3,755,100	0	0	3,755,100
Total	**$25,657,000**	**$17,590,100**	**$5,850,000**	**$7,425,100**	**$3,720,000**	**$9,908,400**	**$70,150,600**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

Shaded projects - part of the 2004 Bond Referendum

360 WEST DISTRICT POLICE STATION

Functional Area: Public Safety
Department: Police

Project Description/Justification:

The creation of a 360 West District Station is the third phase in the decentralization of the police Uniform Operations Bureau. The establishment of this district office has divided the county into three geographic districts and areas. The county is leasing store-front space on a temporary basis to provide a police presence in the Hull Street corridor until a permanent facility is built. Anticipated to be located in the Hull Street Corridor and Route 288 area, this new district station will allow for enhanced response time to emergency situations as well as greater access for citizens to law enforcement services. Prior year funding was allocated for design work.

Facility Plan:

N/A

Location/Site Status:

The exact location has not been determined. This station will primarily serve the Matoaca and Clover Hill districts.

Estimated Project Costs:

The estimated project cost is $4,500,000.

Operating Cost Detail:

Operating cost impacts were included in the FY2008 adopted Police budget to support the new leased facility.

Impact If Not Completed:

Shifts in population centers, urbanization and changing demands for services are contributing factors to the need for decentralization to maintain response times and improve service to citizens who live, work, and visit that area of the county.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$479,800	$0	$17,500	$0	$0	$0	$0	$17,500
GO-Referendum	0	0	0	0	0	0	0	0
Lease Agreement	0	0	4,482,500	0	0	0	0	4,482,500
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$479,800	$0	$4,500,000	$0	$0	$0	$0	$4,500,000
Operating Expenses*								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

*Operating costs and positions were included in the FY2008 adopted operating budget due to the fact that a leased building is being utilized until a permanent facility can be built.

COUNTY JAIL - ANNEX BUILDING UPGRADES

Functional Area: Public Safety
Department: Sheriff's Department

Project Description/Justification:

This project contemplates necessary upgrades and replacements to failing and obsolete systems in the jail annex building. This includes a HVAC system replacement, upgrades to the security systems, replacement of door locks and electrical strike mechanisms, fence upgrades, painting, and other general interior upgrades.

The HVAC system has exceeded its expected life span. The current security system is obsolete which makes repairs and maintenance difficult and costly. In many instances, replacement parts are not available and must be custom fabricated. The security systems for the doors (locks and strike mechanisms) are worn from ten years of constant use. Parts are no longer available to replace and/or repair these items. In most cases, if replacement of a lock is required, modifications to the doors must be made to accommodate a lock, as it is incompatible with the door design.

Location/Site Status:

6900 Mimms Drive

Estimated Project Costs:

The total estimated project cost is $995,000.

Operating Cost Detail:

Operating costs totaling $45,000, which include systems maintenance and future upgrades, begin in 2011. Costs are expected to increase by approximately 5 percent each year.

Impact If Not Completed:

If this project is not completed, the secure nature of the jail facility will be compromised. Further, the facility and department will fall out of compliance with Department of Corrections standards.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$995,000	$0	$0	$0	$0	$995,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$995,000	$0	$0	$0	$0	$995,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	45,000	47,300	49,700	52,200	
TOTAL		$0	$0	$45,000	$47,300	$49,700	$52,200	

COURTHOUSE/ROUTE 288 FIRE & RESCUE STATION

Functional Area: Public Safety
Department: Fire

2004 Bond Referendum Project

Project Description/Justification:

This project provides funding for the construction of a 14,486 square foot, three-bay, drive-through fire and rescue station that will house two pieces of fire apparatus. Eighteen fire fighters, two lieutenants, and one captain will staff the station to meet critical response times for fire and emergency medical services in the area. Funding was provided in FY2008 for site evaluation, survey costs, environmental engineering services, planning and land acquisition. Design is scheduled for FY2009, followed by construction in FY2010.

Facility Plan:

The Chesterfield County Public Facilities Plan, 2004.

Location/Site Status:

The exact location has not been determined.

Estimated Project Costs:

Total project cost for the FY2009-FY20014 cycle is estimated at $6,791,700.

Operating Cost Detail:

Estimated operating costs beginning in FY2011:

Personnel:	
1 Captain	$116,000
2 Lieutenants	202,300
18 Firefighters	1,037,900
Total Personnel	$1,356,200
Operating:	
Training	$79,800
Uniforms	77,700
Building Operating Costs	187,900
Total Operating	$345,400
Total	$1,722,300

Impact If Not Completed:

Increasing emergency responses in this service area will have to be answered by existing stations resulting in unacceptable response times.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$134,800	$1,093,000	$0	$0	$0	$0	$1,227,800
GO-Referendum	344,200	365,200	5,165,400	0	0	0	0	5,530,600
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	418,800	0	33,300	0	0	0	0	33,300
TOTAL	$763,000	$500,000	$6,291,700	$0	$0	$0	$0	$6,791,700
Operating Expenses								
Personnel		$0	$0	$1,356,200	$1,396,900	$1,438,800	$1,482,000	
Operating		0	0	366,100	191,700	195,500	199,400	
TOTAL		$0	$0	$1,722,300	$1,588,600	$1,634,300	$1,681,400	

EMERGENCY 911 PHONE SYSTEM REPLACEMENT

Functional Area: Public Safety
Department: Emergency Communications Center

Project Description/Justification:

This project allows for the replacement of the current 911 phone system with Internet Protocol (IP) technology that will improve 911 service delivery to county citizens. The current system is not able to support the delivery of native IP emergency voice calls for assistance or the transmission of emergency data expected with "Next Generation 911" implementation projected to begin in 2010. At that time the current system, whose manufacturer no longer exists, will be outdated, unable to accept new technology, and past its useful service life.

Facility Plan:

N/A

Location/Site Status:

Emergency Communication Center.

Estimated Project Costs:

Total estimated project cost is $3,000,000.

Operating Cost Detail:

Estimated annual operating costs beginning in FY2010 will be $75,000 for equipment and software maintenance.

Impact If Not Completed:

If the project is not completed, the current 911 phone system will not be able to support new technologies in the phone industry. The 28 associated workstation personal computers and associated hardware are beyond their expected life cycle and have experienced parts failures.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$3,000,000	$0	$0	$0	$0	$3,000,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$3,000,000	$0	$0	$0	$0	$3,000,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	75,000	76,500	78,000	79,600	81,200	
TOTAL		$0	$75,000	$76,500	$78,000	$79,600	$81,200	

EMERGENCY 911 RECORDING SYSTEM REPLACEMENT

Functional Area: Public Safety
Department: Emergency Communications Center

Project Description/Justification:

The accurate and complete recording of incoming radio traffic and calls to the Emergency Communication Center is critical for the county. This project allows for the replacement of the current recording system in FY2009. The current recording system was purchased in 2000 and is used to record all incoming phone calls to the ECC. Additionally, due to the purchase of the county's current vendor by another company, maintenance and support of the current system is not guaranteed beyond June 1, 2010.

Facility Plan:

N/A

Location/Site Status:

Emergency Communication Center

Estimated Project Costs:

Total estimated project cost is $287,500.

Operating Cost Detail:

Annual operating costs of $35,000 for equipment and software maintenance charges are estimated beginning in FY2009.

Impact If Not Completed:

Reliable service and manufacture of parts cannot be guaranteed beyond June 1, 2010 for this critical element of public safety risk management and law enforcement.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$287,500	$0	$0	$0	$0	$0	$287,500
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$287,500	$0	$0	$0	$0	$0	$287,500
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		35,000	35,700	36,400	37,100	37,800	38,600	
TOTAL		$35,000	$35,700	$36,400	$37,100	$37,800	$38,600	

EMERGENCY GENERATOR AT L.C. BIRD HIGH SCHOOL

Functional Area: Public Safety
Department: Fire

Project Description/Justification:

This project provides funding to buy and install an emergency generator to run the emergency shelter areas at L.C. Bird High School. The county's Emergency Operation's Plan designates L.C. Bird High School as the shelter for emergency workers and their families.

Facility Plan:

N/A

Location/Site Status:

Site is located at L. C. Bird High School, Dale Magisterial District.

Estimated Project Costs:

Total project cost is estimated at $920,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

There will not be an emergency shelter with emergency electric power for disaster responders and their families.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$920,000	$0	$0	$920,000
GO-Referendum	0	0	0	0	0	0	0	0
Debt Funded	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$920,000	$0	$0	$920,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

FIRE STATION FACILITIES PLANNING, DESIGN, CONSTRUCTION & LAND ACQUISITION

Functional Area: Public Safety
Department: Fire

Project Description/Justification:

This project allows for specific site and facility planning, design, construction and land acquisition for necessary future fire station facilities. New fire stations will be required as growth and development continue throughout the county.

Cash proffer collections make up the funding source for these efforts. As revenues are accumulated over time, appropriations will be made for specific facility needs. Additionally, funding is included to provide a contingency to address potential increases in construction costs.

Location/Site Status:

Countywide

Estimated Project Costs:

The estimated project cost is $553,500 for the FY2009-FY2014 planning period.

Operating Cost Detail:

No impact on the operating budget.

Facility Plan:

N/A

Financing / Operating Budget Impact

	Proffers Collected*	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14**
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	467,942	0	0	0	0	0	553,500	553,500
TOTAL	$467,942	$0	$0	$0	$0	$0	$553,500	$553,500
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

* Represents funds collected as of July 1, 2007, but not appropriated.
** Represents projections for the period FY2009-2014. Funds may be spent once collected and appropriated.

FIRE STATION REPAIRS

Functional Area: Public Safety
Department: Fire

Project Description/Justification:

This project provides funding for routine repairs at various fire stations throughout the county. Repairs include painting and replacement of damaged exterior trim; replacement of cabinets and casework; replacement of kitchen exhaust hoods and installation of fire suppression systems in the hood fixtures; repair of parking lots, sidewalks, and driveways; and restoration of existing storm water drains around apparatus ramps, parking lots and driveways. Funding is also provided to repair water damage, address issues with mold, and to replace inefficient HVAC systems.

Facility Plan:

N/A

Location/Site Status:

Fire and rescue stations countywide.

Estimated Project Costs:

Total capital project funding is estimated at $2,450,000 in the FY2009-FY2014 Capital Improvement Program cycle.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Fire stations will continue to deteriorate.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$250,000	$250,000	$500,000	$500,000	$400,000	$400,000	$400,000	$2,450,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$250,000	$250,000	$500,000	$500,000	$400,000	$400,000	$400,000	$2,450,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

HARROWGATE FIRE & RESCUE STATION

Functional Area: Public Safety
Department: Fire

2004 Bond Referendum Project

Project Description/Justification:

This project provides funding for the construction of a 14,486 square foot, three-bay, drive-through fire and rescue station that will house two pieces of fire apparatus. Eighteen fire fighters, two lieutenants, and one captain will staff the station to meet critical response times for fire and emergency medical services in the area. Funding was provided in FY2006 for site evaluation, survey costs, Environmental Engineering services, planning and land purchase. Design is scheduled to be finished during FY2008 and construction follows in FY2009.

Facility Plan:

The Chesterfield County Public Facilities Plan, 2004.

Location/Site Status:

The site is located at 16901 Harrowgate Road, Bermuda Magisterial District.

Estimated Project Costs:

Total project cost is estimated at $7,440,100 with $1,369,500 being allocated during the FY2009-FY2014 cycle.

Operating Cost Detail:

Estimated operating costs beginning during FY2010:

Personnel:(partial year)	
1 Captain	$70,200
2 Lieutenants	122,700
18 Firefighters	632,300
Total Personnel	$ 825,200
Operating:	
Training	$79,800
Uniforms	77,700
Building Operating Costs	109,600
Total Operating	$182,900
Total	$1,008,100

Impact If Not Completed:

Increasing emergency responses in this service area will have to be answered by existing stations resulting in unacceptable response times.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$17,500	$781,800	$0	$0	$0	$0	$0	$781,800
GO-Referendum	5,404,500	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Cash Proffers	648,600	587,700	0	0	0	0	0	587,700
TOTAL	$6,070,600	$1,369,500	$0	$0	$0	$0	$0	$1,369,500
Operating Expenses								
Personnel		$0	$825,200	$1,414,500	$1,456,900	$1,748,300	$1,800,800	
Operating		0	182,900	187,900	191,700	195,500	199,400	
TOTAL		$0	$1,008,100	$1,602,400	$1,648,600	$1,943,800	$2,000,200	

MAGNOLIA GREEN FIRE & RESCUE STATION

Functional Area: Public Safety
Department: Fire

Project Description/Justification:

This project provides funding in FY2012 for the site evaluation, survey costs, planning and potential land acquisition necessary to build a new fire and rescue station in the Magnolia Green community. The new station is expected to be approximately 14,486 square feet and will house an engine, an ambulance and a ladder truck/heavy rescue truck. Design will begin in FY2013 and construction is anticipated to begin in FY2014. This station will be staffed to accommodate the anticipated commercial and residential growth in this area of the county.

Facility Plan:

The Chesterfield County Public Facilities Plan, 2004.

Location/Site Status:

The exact location has not yet been determined.

Estimated Project Costs:

Total project cost is estimated at $9,504,900.

Operating Cost Detail:

No impact on the operating budget is expected until the station is completed.

Impact If Not Completed:

The increasing number of emergency responses in this service area will have to be answered by existing stations resulting in unacceptable response times and area service levels.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$700,000	$500,000	$0	$1,200,000
GO-Referendum	0	0	0	0	0	0	7,804,900	7,804,900
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	500,000	0	0	500,000
TOTAL	$0	$0	$0	$0	$1,200,000	$500,000	$7,804,900	$9,504,900
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

MOBILE DATA REPLACEMENT COMPUTERS

Functional Area: Public Safety
Department: Emergency Communications Center

Project Description/Justification:

The county recently invested in a fully automated Computer Aided Dispatch System (CADS). This investment included about 700 mobile data computers for use in public safety vehicles. A plan is needed to systematically replace these computers based on their useful life. The computers were purchased in 2003 and 2004 with an anticipated five-year life span based on wear and tear and continued technological advancements

Facility Plan:

N/A

Location/Site Status:

All county criminal justice agencies, the Emergency Communication Center and Information Systems Technology.

Estimated Project Costs:

Total capital project funding is estimated at $5,400,000 in the FY2009 – FY2014 Capital Improvement Program cycle.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

If the project is not completed, officer safety could be compromised, information may not be available as needed and crime-fighting efforts hindered.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$900,000	$900,000	$900,000	$900,000	$900,000	$900,000	$5,400,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$900,000	$900,000	$900,000	$900,000	$900,000	$900,000	$5,400,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

PUBLIC SAFETY TRAINING CENTER AT ENON

Functional Area: Public Safety
Department: Police, Fire, and Sheriff

Project Description/Justification:

This project provides funding for the construction of an off-site public safety training facility. The training center will provide opportunities for Chesterfield's public safety service providers to gain or improve necessary skills through practical application in a controlled environment.

Previous phases that have been completed include offsite roadwork, water line improvements, site grading, and fencing. A small arms range, a building to house the range master, and a parking lot are also complete. Phase four that includes Class A and Class B burn buildings, a burn support facility, an arson investigation building, and a drafting basin have also been completed. The high-speed pursuit track is currently under way. In FY2011 a driver training tower will also be completed.

The final phases of the project include a shared Police, Fire, and Sheriff support building that will house on-site classrooms and shower facilities and a fire training tower. Design has begun and completion of all phases is expected by 2012.

Facility Plan:

N/A

Location/Site Status:

14300 Allied Road; Bermuda Magisterial District.

Estimated Project Costs:

Total project cost for the final phase is estimated at $11,700,000.

Operating Cost Detail:

Operating costs for previously finished facilities have been addressed by responsible departments. Estimates of utilities and maintenance costs for final phases are indicated below and include a facilities manager and one clerical position dedicated to the facility as well as two full time training positions each for both the Police and Fire departments.

Impact If Not Completed:

Training facility needs will be inadequate to ensure an exceptional level of tactical training in all areas of public safety emergency services.

Financing / Operating Budget Impact

	Prior Years*	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$400,000	$2,300,000	$0	$2,200,000	$0	$0	$0	$4,500,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	2,256,500	4,300,000	900,000	2,000,000	0	0	0	7,200,000
Other	446,074	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$3,102,574	$6,600,000	$900,000	$4,200,000	$0	$0	$0	$11,700,000
Operating Expenses								
Personnel		$0	$155,100	$319,200	$320,800	$322,400	$324,100	
Operating		0	506,700	178,900	183,100	187,300	192,500	
TOTAL		$0	$661,800	$498,100	$503,900	$509,700	$516,600	

* Denotes revised cumulative budget for Bullet Trap equipment and the High Speed Track for Police.

RADIO SYSTEM BATTERY REPLACEMENT

Functional Area: Public Safety
Department: Emergency Communications Center

Project Description/Justification:

This project allows for the periodic replacement of the 800 Mhz radio system backup batteries at public safety radio sites. This would include the replacement of all uninterruptible power supply (UPS) batteries and all backup batteries for the county's microwave system. Providing for the recommended replacement interval of three years minimizes the chance of failures and malfunctions related to weak or non-functional batteries.

Facility Plan:

N/A

Location/Site Status:

Emergency Communication Center and existing radio towers throughout the county.

Estimated Project Costs:

Total estimated project cost is $124,200 in FY2010 and $170,000 in FY2013, or $294,200 through FY2014.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

If the project is not completed, a disruption in reliable public safety communications and system failure is possible. This event could pose a danger to public safety workers and the citizens of the county.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$100,000	$0	$124,200	$0	$0	$170,000	$0	$294,200
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$100,000	$0	$124,200	$0	$0	$170,000	$0	$294,200
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

RADIO SYSTEM GPS REPLACEMENT

Functional Area: Public Safety
Department: Emergency Communications Center

Project Description/Justification:

This project allows for the replacement of the GPS/Frequency Standard systems at two locations of the 800 Mhz Public Safety Radio system. The GPS system provides timing and simulcast syncing as well as stable frequency output to the 800 Mhz transmitters, microwave and channel banks.

Facility Plan:

N/A

Location/Site Status:

Emergency Communication Center and existing radio towers throughout the county.

Estimated Project Costs:

Total estimated project cost is $129,200.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

If the project is not completed, a disruption in reliable public safety communications and system failure is possible. This event could pose a danger to public safety workers and the citizens of the county.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$129,200	$0	$0	$0	$0	$129,200
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$129,200	$0	$0	$0	$0	$129,200
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

RADIO SYSTEM REPLACEMENT STUDY

Functional Area: Public Safety
Department: Emergency Communications Center

Project Description/Justification:

The current radio system is a communication system that allows public safety users to have interoperability with surrounding jurisdictions. The current system has a life-cycle through 2015. A consultant will provide a sound technical and operational strategy for the replacement of the current system in order to maintain the integrity of the system and the continuation of radio interoperability with the region.

Facility Plan:

N/A

Location/Site Status:

Throughout the county and region.

Estimated Project Costs:

Total estimated project cost is $1.5 million.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

The ability to maintain the current system will be degraded as components will no longer be manufactured in the future. This condition may put public safety personnel at risk and diminish their availability to serve the citizens of the county.

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$1,500,000	$0	$1,500,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$0	$1,500,000	$0	$1,500,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

RIVERSIDE REGIONAL JAIL SERVICE AGREEMENT

Functional Area: Public Safety
Department: Sheriff's Department

Project Description/Justification:

This project continues to set aside funds for increased services at Riverside Regional Jail. The circumstances that automatically begin the facility's expansion process have been met. While there is still a state moratorium on the approval of reimbursement requests for jail construction projects, the Regional Jail Authority has moved this project forward. Construction of the new Pre-Release Center was completed in the fall of 2007. The Pre-Release facility became operational in January 2008. Construction at the main jail facility began in the fall of 2007, and is to be complete by fall 2009.

Funding was set aside in previous years to address anticipated expenses associated with expansion of the center and main jail. Funding identified in FY2009-2014 is being set aside to further address costs associated with the expansion of the Regional Jail facility.

Facility Plan:

N/A

Location/Site Status:

Riverside Regional Jail, Prince George County, Virginia

Estimated Project Costs:

The total estimated project cost is $15,500,000 for the FY2009-2014 planning period.

Operating Cost Detail:

N/A

Impact If Not Completed:

Chesterfield County would be in violation of the terms of the multi-jurisdictional agreement made with the Riverside Regional Jail Authority if funding is not set aside to address expenses associated with this project. The county's use of bedspace at the facility has increased steadily over the years, reducing the authority's ability to generate state and federal revenue. Completion of the expansion increases the facility's capacity to a level that can accommodate the demands of all entities.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	0	0	0	0	0
Service Agreement*	27,000,000	15,500,000	0	0	0	0	0	15,500,000
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$27,000,000	$15,500,000	$0	$0	$0	$0	$0	$15,500,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

* The county does not intend to issue debt related to expansion of the regional jail. Additional per diem payments will be incurred by the county upon completion of any future expansion. The county considers per diem payments (resulting from any expansion) as debt for planning purposes.

SECURITY ENHANCEMENTS

Functional Area: Public Safety
Department: Security Management

Project Description/Justification:

This project will enhance the building security for county facilities through the installation of security cameras, additional access devices, and other improvements as deemed necessary to minimize risk exposure. The identified funding provides a means for completing these modifications.

In FY 2009-2010 security enhancement initiatives include installing security systems at the Enon Public Safety Training Center, the Reams/Gordon Library, and the Fire Logistics Warehouse and implementing security upgrades at the Eanes-Pittman Public Safety Training Center, the 1917 Courthouse, and the Painter Building (Utilities).

Facility Plan:

N/A

Location/Site Status:

Countywide facilities – priorities to be determined.

Estimated Project Costs:

Total project cost is estimated at $1,500,000 for the FY2009-FY2014 planning period.

Operating Cost Detail:

The majority of improvements completed from this project will have a minimal impact on the operating budget. On-going operating costs associated with any large-scale security improvements can not be determined until the selection is made on hardware/software requirements.

Impact If Not Completed:

Access to working areas of buildings may be open to unauthorized persons. This results in exposure to theft, vandalism, and employee personal safety risks.

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$2,084,650	$250,000	$250,000	$250,000	$250,000	$250,000	$250,000	$1,500,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$2,084,650	$250,000	$250,000	$250,000	$250,000	$250,000	$250,000	$1,500,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

SELF-CONTAINED BREATHING APPARATUS REPLACEMENT

Functional Area: Public Safety
Department: Fire

Project Description/Justification:

This project provides funding for replacement breathing apparatus and testing equipment that is required for maintenance of the self-contained equipment. The equipment being replaced has a ten-year life span. The equipment will include life saving breathing apparatus that is mandated for firefighters to wear whenever on a fire call. Technology advances and the inability to secure replacement accessories also dictate replacement of this equipment.

Facility Plan:

N/A

Location/Site Status:

Countywide

Estimated Project Costs:

Total project cost is estimated at $3,755,100.

Operating Cost Detail:

Operating impact for the replacement equipment is indicated below.

Impact If Not Completed:

Replacement of this equipment is mandatory.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$3,755,100	$0	$0	$3,755,100
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$3,755,100	$0	$0	$3,755,100
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	18,000	0	0	
TOTAL		$0	$0	$0	$18,000	$0	$0	

TECHNOLOGY IMPROVEMENTS SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY2009 to FY2014
Technology Improvements (GF)	$1,300,000	$1,300,000	$1,400,000	$1,500,000	$1,600,000	$1,700,000	$8,800,000
Total	**$1,300,000**	**$1,300,000**	**$1,400,000**	**$1,500,000**	**$1,600,000**	**$1,700,000**	**$8,800,000**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

TECHNOLOGY IMPROVEMENTS

Functional Area: Management Services
Department: Various County Departments

Project Description/Justification:

The Technology Improvement Program (TIP) provides for the orderly and systematic acquisition of information technology improvements and represents the county's ongoing commitment to applied technology developments that support its strategic goals.

TIP funding occurs in conjunction with the county's biennial financial plan and is incorporated in the Capital Improvement Program. The Information Technology Steering Committee, consisting of representatives from all functional areas of county management, is the technology planning team established to formulate strategic direction, prioritize major initiatives, address strategic countywide issues, and provide recommendations which support the county's strategic plan. The IT Steering Committee is responsible for the recommended annual Technology Improvement Program.

The fourteen projects approved for funding in the current three year cycle for FY2009-FY2011 will enhance the efficiency and effectiveness of a variety of county operations and services to county citizens. A comprehensive listing of the entire TIP is included in Appendix F.

Location/Site Status:

Multiple county facilities.

Estimated Project Costs:

The estimated project cost is $8,800,000 over six years. Specific projects to be completed in FY2009 – FY2011 are shown on the following page.

Operating Cost Detail:

Total operating costs have not been determined at this time.

Impact If Not Completed:

The county will risk falling behind in technological advances critical to operational processes and efficiencies and in the services it provides to citizens.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$7,275,000	$1,300,000	$1,300,000	$1,400,000	$1,500,000	$1,600,000	$1,700,000	$8,800,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$7,275,000	$1,300,000	$1,300,000	$1,400,000	$1,500,000	$1,600,000	$1,700,000	$8,800,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

Technology Improvement Program
Technology Funding FY2009 - FY2011

Project Name	FY2009	FY2010	FY2011	Total
Countywide				
In Focus Upgrade and Phase III Completion	$355,400	$134,400	$0	$489,800
Enterprise Business Application Conversion	0	700,000	0	700,000
PC Replacement Program	100,000	121,600	150,000	371,600
Human Services				
Document Imaging System - Mental Health	0	0	123,400	123,400
Digital and Electronic Signatures - Mental Health	0	0	52,500	52,500
Automated Remote Lighting Controls - Parks & Recreation	0	35,000	0	35,000
Management Services				
Secure Web Remote Access - IST	35,000	0	0	35,000
Information Security Event Mgt & Incident Response System - IST	200,000	37,000	0	237,000
Backfile Conversion of Case Files - Circuit Court Clerk	0	200,000	200,000	400,000
Accounts Receivable System - Treasurer	150,600	0	0	150,600
Real Estate Sketch Application Phase - Assessor	144,000	72,000	0	216,000
Public Safety				
Library Conversion with Disaster Mgt Simulator - Fire & EMS	85,000	0	0	85,000
Microsoft Office Upgrades - Fire & EMS	30,000	0	0	30,000
Operational Data Storage - Police	200,000	0	0	200,000
TIP Contingency	0	0	874,100	874,100
Total	**$1,300,000**	**$1,300,000**	**$1,400,000**	**$4,000,000**

TRANSPORTATION PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY2009 to FY2014
Bond Referendum Projects (GO-Ref.)	$0	$5,000,000	$12,700,000	$0	$0	$0	$17,700,000
Industrial Access Projects (GF)	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Meadowville Interchange (GO-Ref., Other)	20,000,000	20,000,000	0	0	0	0	40,000,000
Road Fund Projects (GF)	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Road Planning, Design, Construction & Right-of-Way Acquisition (CP)	0	0	0	0	0	11,486,000	11,486,000
Road Program (GO-Ref., Other)	0	200,000	6,400,000	10,600,000	15,800,000	18,000,000	51,000,000
Widening of Government Center Parkway (GF)	0	0	0	1,500,000	0	0	1,500,000
Total	**$20,800,000**	**$26,000,000**	**$19,900,000**	**$12,900,000**	**$16,600,000**	**$30,286,000**	**$126,486,000**

Funding Source Key:

(GF) General Fund, **(GO-Ref.)** General Obligation Bonds - Referendum, **(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations

Shaded projects - part of the 2004 Bond Referendum

BOND REFERENDUM PROJECTS

Functional Area: Community Development
Department: Transportation

2004 Bond Referendum Project

Project Description/Justification:

In November 2004 voters overwhelmingly approved a general obligation bond referendum totaling $341.7 million. Forty million dollars was earmarked for various road improvement projects of which $22.3 million has already been spent. The remaining $17.7 million will be spent in FY2010 and FY2011. The projects slated for these two years will widen the Route 10 / Beach Road intersection to six lanes, the Route 10 / Interstate 95 intersection to eight lanes, widen Robious Road near James River High School and provide various sidewalk improvements in the Midlothian District:

Facility Plan:
Chesterfield County Thoroughfare Plan adopted June 1989, amended July 1999.

Location/Site Status:

Countywide
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Estimated Project Costs:

Total funding of $17.7 million is planned to be financed from general obligation bonds.

Operating Cost Detail:

No impact on the operating budget other than for debt service requirements.

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Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	22,300,000	0	5,000,000	12,700,000	0	0	0	17,700,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$22,300,000	$0	$5,000,000	$12,700,000	$0	$0	$0	$17,700,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

INDUSTRIAL ACCESS PROJECTS

Functional Area: Community Development
Department: Transportation

Project Description/Justification:

Funds are provided for the construction of industrial access projects for the FY2009-2014 planning period. Funds are also provided for right-of-way acquisition and utility relocation costs. These funds are also used to supplement industrial access funds provided by the state.

Facility Plan:

Chesterfield County Thoroughfare Plan adopted June 1989, amended July 1999.

Location/Site Status:

Countywide.

Estimated Project Costs:

Engineering per year	$ 30,000
Right-of-way per year	120,000
Construction per year	150,000
Total	$300,000

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Without this funding, industrial access projects would not be constructed and, consequently, potential economic development projects may be located elsewhere.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$1,800,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$1,800,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

MEADOWVILLE INTERCHANGE

Functional Area: Community Development
Department: Transportation

Project Description/Justification:

In 1996, Meadowville Technology Park (MTP) was identified as a significant, long-term opportunity to enhance the county's future economic development growth. Over the past decade, the county has invested in MTP to attract high-tech users looking for a premier location and first-class office environment. In late 2005 Northrop Grumman IT announced plans to move into the Park, investing more than $200 million in its facility and equipment. To spur additional business investment in the Park, construction of the long-planned interchange at Interstate 295 and Meadowville Road is essential. This project proposes $18 million in local funding. Total project costs are estimated at $40 million and as such, the county is pursuing funding from the state and federal governments. Federal funds totaling $3 million currently have been identified.

The $18,000,000 will come from debt issued in FY2009 and FY2010, with ensuing debt service paid from dedicated business professional and occupational license tax revenues.

Facility Plan:

Chesterfield Road Fund Plan

Location/Site Status:

Intersection of Route 295 and Meadowville Road in the Bermuda District

Estimated Project Costs:

Total project cost is estimated at $40 million. The county contribution toward this interchange will be $18,000,000. Additional funding is expected from other outside sources.

Operating Cost Detail:

No impact on the operating budget other than required debt service payments.

Impact If Not Completed:

Significant economic growth opportunities may be missed by the county and state, if adequate transportation infrastructure is not provided to serve the Meadowville Technology Park.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	10,000,000	8,000,000	0	0	0	0	18,000,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	10,000,000	12,000,000	0	0	0	0	22,000,000
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$20,000,000	$20,000,000	$0	$0	$0	$0	$40,000,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

ROAD FUND PROJECTS

Functional Area: Community Development
Department: Transportation

Project Description/Justification:

Road Fund projects are projects intended to improve the traffic operating and highway capacity on an as needed basis. Funds provided by the county are anticipated to be matched by the state. Typically the maximum annual state match is $500,000. The state may allocate more or less than $500,000 depending on other requests by participating localities.

Facility Plan:

Adopted Chesterfield Road Fund Plan.

Location/Site Status:

Countywide

Estimated Project Costs:

Construction per year is estimated at $500,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

Without funding for these road projects, specific countywide improvements would be delayed.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

ROAD PLANNING, DESIGN, CONSTRUCTION AND RIGHT-OF-WAY ACQUISITION

Functional Area: Community Development
Department: Transportation

Project Description/Justification:

Preliminary engineering, right-of-way acquisition, and construction for future transportation improvements made necessary by development growth in the county.

Cash proffer collections make up the funding source for these efforts. As revenues are accumulated over time, appropriations will be made for specific road needs.

Facility Plan:

N/A

Location/Site Status:

Countywide

Estimated Project Costs:

Planning, design, construction, and land acquisition is estimated at $11,486,000 over the six year planning period.

Operating Cost Detail:

No impact on the operating budget.

Financing / Operating Budget Impact

	Proffers Collected*	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14**
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	5,578,725	0	0	0	0	0	11,486,000	11,486,000
TOTAL	$5,578,725	$0	$0	$0	$0	$0	$11,486,000	$11,486,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

* This represents funds collected as of July 1, 2007, but not yet appropriated.

** Represents projections for the period FY2009-FY2014. Funds may be spent once collected and appropriated.

ROAD PROGRAM

Functional Area: Community Development
Department: Transportation

Project Description/Justification:

In response to expected declines in state road funding, and increasing road needs within the county, numerous options were presented at the November 2006 Road Summit to address funding of road construction and improvement projects. As a result this project proposes $51,000,000 for additional road needs

Funding is comprised of bonds and impact fees. The debt will be issued over the six year CIP period and the debt service will be paid from dedicated real estate and business professional and occupational license tax revenues. Priority projects are identified in Appendix I. Specific road projects to be funded will be selected from this list.

Estimated Project Costs:

Road construction and improvement project costs are estimated at $51,000,000 over the six year planning period.

Operating Cost Detail:

No impact on the operating budget other than required debt service payments.

Impact If Not Completed:

Without funding for road projects, specific countywide improvements would be delayed.

Facility Plan:

Chesterfield Road Fund Plan

Location/Site Status:

Countywide

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$0	$0	$0	$0
GO-Referendum	0	0	0	6,000,000	10,000,000	15,000,000	17,000,000	48,000,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	200,000	400,000	600,000	800,000	1,000,000	3,000,000
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$200,000	$6,400,000	$10,600,000	$15,800,000	$18,000,000	$51,000,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

WIDENING OF GOVERNMENT CENTER PARKWAY

Functional Area: Community Development
Department: Transportation

Project Description/Justification:

This phase of the Courthouse Complex Master Plan calls for the extension of Government Center Parkway from Mimms Loop to Route 10. Growth in the government center area generates the need for additional road capacity to handle increased traffic flow as employees, citizens, and local residents make their way to Route 10. This project provides funds in FY2012 to begin the process of engineering and constructing this four lane road.

Facility Plan:

Courthouse Complex Master Plan

Location/Site Status:

Government Center Parkway

Estimated Project Costs:

Planning, design, and construction are estimated at $1,500,000.

Operating Cost Detail:

No impact on the operating budget.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
General Fund	$0	$0	$0	$0	$1,500,000	$0	$0	$1,500,000
GO-Referendum	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$1,500,000	$0	$0	$1,500,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

SCHOOLS PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY2009 to FY2014
Additions/Renovations - Elementary Schools (GO Debt)	$6,500,000	$3,500,000	$4,500,000	$1,000,000	$9,000,000	$0	$24,500,000
Additions/Renovations - High Schools (SRFCIP, GO Debt)	1,000,000	0	13,000,000	1,000,000	0	13,000,000	28,000,000
Additions/Renovations - Middle Schoools (SRFCIP, GO Debt)	8,000,000	27,750,000	0	0	0	0	35,750,000
Administrative Space (SRFCIP, GO Debt)	0	0	0	750,000	10,000,000	0	10,750,000
Food Service Projects (Other)	1,675,000	0	0	0	0	0	1,675,000
Future Facilities Planning, Design, Construction, and Land Acquisition (CP)	1,018,700	1,395,100	1,709,700	1,880,700	2,068,800	2,275,600	10,348,600
Major Maintenance (SRFCIP)	5,640,900	2,500,000	2,500,000	4,321,700	3,500,000	3,500,000	21,962,600
New Schools (SRFCIP, GO Debt)	4,000,000	0	250,000	7,750,000	0	76,419,000	88,419,000
Technology Improvements (SRFCIP, Other)	7,565,300	5,545,600	5,535,400	5,524,700	5,513,400	3,627,700	33,312,100
Total	**$35,399,900**	**$40,690,700**	**$27,495,100**	**$22,227,100**	**$30,082,200**	**$98,822,300**	**$254,717,300**

Funding Source Key:

(SRFCIP) Schools Reserve for Capital Improvement Program, **(GO Debt)** General Obligation Bonds - Referendum, VPSA Bonds**(LP)** Lease Purchase Financing, **(Grant)** Grant Funding Sources, **(CP)** Cash Proffers, **(Other)** Federal, State, Foundation Contributions, Donations, School Food Service

ADDITIONS/RENOVATIONS – ELEMENTARY SCHOOLS

Functional Area: Schools
Department: Construction

Project Description/Justification:

The following elementary school additions and renovations are planned in the school's capital improvement program:

Bellwood Elementary
Construction funds ($5,500,000) are provided in FY2009 to begin the construction of additional classroom space, parking, and the renovation of the main office to enhance security. Funds ($500,000) were previously provided in FY2008 for the design of the project. The new areas will provide capacity for about 150 students. Completion is expected in the fall of 2010. This school is in the Bermuda district.

Gates Elementary
This project includes $500,000 in FY2009 and $3,500,000 in FY2010 to design and add classrooms and additional space for special education. More storage and conference room space is also included in the plan. Capacity is expected to be increased by about 150 students when opened in the spring of 2012. This school is in the Dale district.

Watkins Elementary
Funding in the amount of $500,000 in FY2009 and $4,500,000 in FY2011 is provided to design and construct additional classroom space for ESL, special education, music and art. Renovations of the main office for security are also included in the plan. Capacity is expected to be increased by about 150 students when opened in the fall of 2012. This school is in the Midlothian district.

Harrowgate Elementary
Design and construction funds of $500,000 in FY2012 and $4,500,000 in FY2013 are provided to add new classrooms, parking and work space at Harrowgate. The new space will increase capacity by about 150 students. Completion is expected in the fall of 2013. This school is in the Bermuda district.

Enon Elementary
The project at Enon includes $500,000 in FY2012 and $4,500,000 in FY2013 to design and add new space for classrooms, special education, storage, conferences and the cafeteria. Renovations of the main office for security are also included in the plan. Capacity at the school is expected to be increased by about 150 students when opened in the fall of 2013. This school is in the Bermuda district.

Facility Plan:

N/A

Location/Site Status:

See narrative details above.

Estimated Project Costs:

Total projected cost for elementary school additions and renovations is $24,500,000.

Operating Cost Detail:

Operating costs are not expected to substantially increase from these projects. Additional costs will be offset by reductions related to current temporary facilities and since staffing levels are based on current student populations, they should remain unchanged.

Impact If Not Completed:

Students in the county will face shortages in educational space.

ADDITIONS/RENOVATIONS – ELEMENTARY SCHOOLS

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$0	$0	$0	$0	$0	$0	$0	$0
GO Debt	500,200	6,500,000	3,500,000	4,500,000	1,000,000	9,000,000	0	24,500,000
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$500,200	$6,500,000	$3,500,000	$4,500,000	$1,000,000	$9,000,000	$0	$24,500,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

ADDITIONS/RENOVATIONS – HIGH SCHOOLS

Functional Area: Schools
Department: Construction

Project Description/Justification:

The following high school additions and renovations are planned in the school's capital improvement program:

Midlothian High
Design funds of $1,000,000 and construction funds of $13,000,000 are provided in FY2009 and FY2011 for the design and construction of additional gym, music, storage, and science lab space. The plan also includes the conversion of the Shop area for other uses and the renovation of the main office area for security. Completion is expected in the fall of 2012. This school is in the Midlothian district.

Monacan High
The construction plan includes $1,000,000 in FY2012 for design and $13,000,000 in FY2014 to construct two science labs and add fine arts, guidance, storage, and physical education space to the school. Securing of the balconies in the technical education room and the renovation of the main office for security is also in the plan. Construction is expected to be completed in fall of 2015. This school is in the Clover Hill district.

Facility Plan:

N/A

Location/Site Status:

See narrative details above.

Estimated Project Costs:

Total projected cost for these high school additions and renovations is $28,000,000.

Operating Cost Detail:

Operating costs are not expected to substantially increase from these projects. Staffing levels are based on current student populations and therefore should remain unchanged.

Impact If Not Completed:

Students in the county will face shortages in educational space.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$0	$0	$0	$2,922,900	$0	$0	$0	$2,922,900
GO Debt	0	1,000,000	0	10,077,100	1,000,000	0	13,000,000	25,077,100
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$1,000,000	$0	$13,000,000	$1,000,000	$0	$13,000,000	$28,000,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

ADDITIONS/RENOVATIONS – MIDDLE SCHOOLS

Functional Area: Schools
Department: Construction

Project Description/Justification:

The following middle school additions and renovations are planned in the school's capital improvement program:

Falling Creek Middle
Construction funds ($6,500,000) are provided in FY2009 to begin the construction of additional classrooms, additional parking, and a separate bus loop. Funds ($500,000) were previously provided in FY2007 for the design of the project. Additionally, the main office will be renovated for security. The new space will increase capacity by about 250 students. Completion is expected in the fall of 2010. This school is in the Dale district.

Midlothian Middle
The construction plan includes funding of $8,000,000 in FY2010 to build additional regular classrooms, expand the cafeteria, and provide security enhancements in the main office area. Funds ($1,000,000) were previously provided in FY2008 for the design of the project. Capacity is expected to be increased by about 300 students when finished in the fall of 2011. This school is in the Midlothian district.

Robious Middle
This project includes $500,000 in FY2009 and $6,500,000 in FY2010 to add new classroom space, improve traffic flow and renovate the main office for security. It is expected that capacity will increase by about 300 students when completed in the fall of 2012. This school is in the Midlothian district.

Salem Church Middle
Funding in the amount of $1,000,000 is included in FY2009 and $8,000,000 in FY2010 to design and construct additional classrooms, special education and storage space, and renovate the main office area for security. It is expected that capacity will be increased by about 300 students when finished in the fall of 2012. This school is in the Dale district.

Swift Creek Middle
This project includes $5,250,000 in FY2010 to add a new auditorium and performing arts space at the school. Funds ($750,000) were previously provided in FY2008 for the design of the project. The construction is expected to be competed in the fall of 2011. This school is in the Clover Hill district.

Facility Plan:

N/A

Location/Site Status:

See narrative details above.

Estimated Project Costs:

Total projected cost for these middle school additions and renovations is $35,750,000.

Operating Cost Detail:

Operating costs are not expected to substantially increase from these projects. Additional costs will be offset by reductions related to current temporary facilities and since staffing levels are based on current student populations, they should remain unchanged.

Impact If Not Completed:

Students in the county will face shortages in educational space.

ADDITIONS/RENOVATIONS – MIDDLE SCHOOLS

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$133,200	$0	$2,390,900	$0	$0	$0	$0	$2,390,900
GO Debt	1,793,900	8,000,000	25,359,100	0	0	0	0	33,359,100
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	322,900	0	0	0	0	0	0	0
TOTAL	$2,250,000	$8,000,000	$27,750,000	$0	$0	$0	$0	$35,750,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

ADMINISTRATIVE SPACE

Functional Area: Schools
Department: Instruction Division

Project Description/Justification:

Currently the School's Instruction Division is housed in leased space physically separated from the rest of school's central administrative offices. In an effort to address this issue, design and construction funds in FY2012 ($750,000) and FY2013 ($10,000,000) are planned. The current owned facility is more than 40 years old and has never been renovated. The additional space will provide great efficiencies when all administrative personnel can be housed together.

Facility Plan:

N/A

Location/Site Status:

Dale Magisterial District

Estimated Project Costs:

Total projected cost for the addition and renovation is estimated to be $10,750,000.

Operating Cost Detail:

Total operating costs are not expected to substantially increase as a result of this project. Debt service payments are expected but will be offset by the elimination of further lease payments.

Impact If Not Completed:

School staff will continue to be housed in separate areas of the county and efficiencies and communication will be compromised as a result.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$0	$0	$0	$0	$0	$3,068,100	$0	$3,068,100
GO Debt	0	0	0	0	750,000	6,931,900	0	7,681,900
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$0	$0	$0	$750,000	$10,000,000	$0	$10,750,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

FOOD SERVICE PROJECTS

Functional Area: Schools
Department: Food Service

Project Description/Justification:

In FY2009, $1,675,000 is included in the plan to finance improvements to cafeterias and kitchens in various schools. The funds are expected from federal and locally generated revenues from the sale of student lunches, Numerous projects are identified each year to provide more efficient workspace, updated equipment, and provide an enhanced atmosphere for student dining.

Facility Plan:

N/A

Location/Site Status:

School Facilities throughout Chesterfield County.

Estimated Project Costs:

Total projected cost for the improvements is estimated to be $1,675,000.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

School food service operations will be impacted by slower service to students and inefficiencies in food preparation.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$0	$0	$0	$0	$0	$0	$0	$0
GO Debt	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	1,675,000	0	0	0	0	0	1,675,000
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$1,675,000	$0	$0	$0	$0	$0	$1,675,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

FUTURE FACILITIES PLANNING, DESIGN, CONSTRUCTION AND LAND ACQUISITION

Functional Area: Schools
Department: School Planning

Project Description/Justification:

This project allows for specific site and facility planning, design, construction, and land acquisition for future school facilities made necessary by development growth in the county.

Cash proffer collections make up the majority of the funding source for these efforts. As revenues are accumulated over time, appropriations will be made for specific facility needs.

Facility Plan:

N/A

Location/Site Status:

Countywide.

Estimated Project Costs:

Site and facility planning, design, construction, and land acquisition over the six year planning period is projected to be $10,348,600.

Operating Cost Detail:

No impact on the operating budget.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$0	$0	$0	$0	$0	$0	$0	$0
GO Debt	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	1,018,700	1,395,100	1,709,700	1,880,700	2,068,800	2,275,600	10,348,600
TOTAL	$0	$1,018,700	$1,395,100	$1,709,700	$1,880,700	$2,068,800	$2,275,600	$10,348,600
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

MAJOR MAINTENANCE

Functional Area: Schools
Department: Facilities Department

Project Description/Justification:

By the fall of 2008, the school division will have 64 schools and 74 buildings totaling more than seven million square feet under roof. Fourteen of the schools will be more than 40 years old, with 26 schools 20 to 40 years old. As the facilities age, regular renovations and improvements become even more critical. This project was established in order to provide funding for major maintenance projects, including replacement of roofs, floor coverings, upgrades and replacements of mechanical systems, and grounds improvements. This will be an ongoing need for the school's facilities.

Facility Plan:

N/A

Location/Site Status:

School Facilities throughout Chesterfield County.

Estimated Project Costs:

The total project cost is estimated at $5,640,900 in FY2009 with planned expenditures over the six year planning period of $21,962,600.

Operating Cost Detail:

No impact on the operating budget.

Impact If Not Completed:

As building systems deteriorate, other systems are affected resulting in increased maintenance costs. Working conditions for Chesterfield County School employees are also negatively impacted.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$0	$5,640,900	$2,500,000	$2,500,000	$4,321,700	$3,500,000	$3,500,000	$21,962,600
GO Debt	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$5,640,900	$2,500,000	$2,500,000	$4,321,700	$3,500,000	$3,500,000	$21,962,600
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

NEW SCHOOLS

Functional Area: Schools
Department: Construction

Project Description/Justification:

Bermuda High
Construction of one new high school in the Bermuda district is planned in this Capital Improvement Program (CIP) to relieve student overcrowding in Thomas Dale, Matoaca and Meadowbrook High Schools. Design is scheduled to begin in FY2011 with construction following in FY2014. Additional funding to complete the new school will be needed beyond the FY2014 planning year. The new school is projected to house 1,750 students and to open in the fall of 2016.

New Elementary
Design and construction of one new elementary school is planned in this CIP to relieve overcrowding in existing schools. Design is scheduled to begin in FY2012 with construction following in FY2014. The elementary school is projected to house 900 students and is planned to open in the fall of 2015. The location of this school is currently being studied.

Clover Hill High
Funding is also planned in FY2009 to complete construction of the replacement Clover Hill High school. The school is expected to be open in the fall of 2010.

Facility Plan:

Chesterfield County Public Facilities Plan

Location/Site Status:

See narrative details above.

Estimated Project Costs:

Total projected cost over the FY2009 – FY2014 planning period for these new schools is estimated to be $88,419,000.

Operating Cost Detail:

Clover Hill's operating impact is expected to be substantially offset by reductions in operating costs of the old high school. The other two schools are projected to open in subsequent planning years.

Impact If Not Completed:

Students in the county will face shortages in educational space.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$2,313,400	$2,536,900	$0	$0	$1,659,800	$0	$5,557,900	$9,754,600
GO Debt	69,364,900	1,463,100	0	250,000	6,090,200	0	70,861,100	78,664,400
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	821,500	0	0	0	0	0	0	0
Cash Proffers	200	0	0	0	0	0	0	0
TOTAL	$72,500,000	$4,000,000	$0	$250,000	$7,750,000	$0	$76,419,000	$88,419,000
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

TECHNOLOGY IMPROVEMENTS

Functional Area: Schools
Department: Information Technology Department

Project Description/Justification:

Technology Plan
The current capital improvement program provides funding for the implementation and maintenance of the division's Technology Master Plan. The plan incorporates the integration of technology into the classroom, professional development of teachers, the connectivity of infrastructure, hardware and software, and the evaluation of the technology system for effectiveness. The Master Plan is revised periodically and approved by the School Board. The projects approved for funding in this planning cycle will provide $11,960,600 to address these needs over the six year planning period.

Computer Replacement
As technology becomes increasingly critical to the delivery of instruction, the efficiency of the infrastructure and equipment becomes very important. In an effort to address aging computer equipment throughout the school system, a plan is in place to provide for the systematic replacement of computers after an average useful life of four years. This CIP provides $19,500,000 to accomplish this over the six year CIP period.

Technology Projects
State Technology Grant funds are provided to the school division to allow all schools to update the necessary infrastructure to accommodate on-line SOL testing. In prior years, the schools completed work for county high schools and middle schools. Funding in FY2009 will be used to continue work at the elementary level.

Location/Site Status:

Multiple school facilities

Estimated Project Costs:

The estimated cost of the three projects is $33,312,100 over six years.

Operating Cost Detail:

Total operating costs have not been determined at this time.

Impact If Not Completed:

The schools will risk falling behind in technological advances critical to operational processes and in the services it provides to citizens.

Financing / Operating Budget Impact

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Reserve for CIP	$0	$5,713,800	$5,545,600	$5,535,400	$5,524,700	$5,513,400	$3,627,700	$31,460,600
GO Debt	0	0	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
Other Sources	0	1,851,500	0	0	0	0	0	1,851,500
Cash Proffers	0	0	0	0	0	0	0	0
TOTAL	$0	$7,565,300	$5,545,600	$5,535,400	$5,524,700	$5,513,400	$3,627,700	$33,312,100
Operating Expenses								
Personnel		$0	$0	$0	$0	$0	$0	
Operating		0	0	0	0	0	0	
TOTAL		$0	$0	$0	$0	$0	$0	

UTILITIES PROJECT SUMMARY

Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY2009 to FY2014
Wastewater Projects (WWO/BO)	$69,500,000	$43,850,000	$6,230,000	$11,550,000	$9,830,000	$11,260,000	$152,220,000
Water Projects (WO/BO)	20,900,000	8,175,000	14,285,000	9,550,000	15,790,000	9,450,000	78,150,000
Total	**$90,400,000**	**$52,025,000**	**$20,515,000**	**$21,100,000**	**$25,620,000**	**$20,710,000**	**$230,370,000**

Funding Source Key:

(WO) Water Operating Budget, **(WWO)** Wastewater Operating Budget, **(BO)** Utilities Bonds

WASTEWATER PROJECTS

Functional Area: Community Development
Department: Utilities

Project Description/Justification:

Funding is provided in the Utility Department's current CIP for improvements to treatment plants to address Chesapeake Bay initiatives related to reducing nutrient loading to the Bay and its tributaries. This project will, on a continual basis, reduce the levels of nutrients (nitrogen and phosphorus) discharged at our treatment plants and will position the department for compliance with state regulatory requirements. The plan also includes $104.5 million in FY2009-FY2014 to address these issues. Other on-going wastewater projects in the amount of $2.7 million are included to enhance and keep the county's wastewater infrastructure up to date. Lastly, $3.8 million is planned for other smaller sewer line projects.

Also included in the six year plan is the Rate Stabilization Reserve project. Over a period of years, these funds are accumulated to replace or rehabilitate fixed assets and to moderate changes in user fees, manage debt levels, and maintain quality services. Approximately $41.3 million is included in the FY2009-FY2014 planning period for this purpose.

Facilities Plan:

Chesterfield County Department of Utilities Water and Wastewater Facilities Plan 1999

Location/Site Status:

Countywide

Estimated Project Costs:

Total wastewater projects are estimated at $152.2 million for the FY2009-FY2014 planning period.

Operating Cost Detail:

The wastewater operating budget and/or revenue bonds are used to fund wastewater projects.

Sources of Financing

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Wastewater Operating Fund/Bonds	$95,525,000	$69,500,000	$43,850,000	$6,230,000	$11,550,000	$9,830,000	$11,260,000	$152,220,000
Water Operating Fund/Bonds	0	0	0	0	0	0	0	0
TOTAL	$95,525,000	$69,500,000	$43,850,000	$6,230,000	$11,550,000	$9,830,000	$11,260,000	$152,220,000

WATER PROJECTS

Functional Area: Community Development
Department: Utilities

Project Description/Justification:

The Utilities Department plans to fund the final portions of the southwestern corridor water projects during this CIP cycle. The projects include the Southwest Corridor Phase II Water Line Project for $9.5 million in FY2009, as well as $5.4 million over the next six years for all other current and upcoming water line projects. Funds for two water storage tank projects and one water pump station project are also included for $11.8 million to address replacement of aging infrastructure and to meet compliance with Virginia Department of Health storage requirements. On-going water projects, used to keep the county's infrastructure upgraded, are also included for $2.9 million. The Utility Department is responsible for a percentage of various City of Richmond water plants and distribution projects. As a result, $21.6 million is appropriated in this planning cycle for this purpose.

Also included in the six year plan is the Rate Stabilization Reserve project. Over a period of years, these funds are accumulated to replace or rehabilitate fixed assets and to moderate changes in user fees, manage debt levels, and maintain quality services. Approximately $26.7 million is included in the FY2009-FY2014 planning period for this purpose.

Facility Plan:

Chesterfield County Department of Utilities Water and Wastewater Facilities Plan 1999

Location/Site Status:

Countywide

Estimated Project Costs:

Total water projects are estimated at $78.2 million for the FY2009-FY2014 planning period.

Operating Cost Detail:

The water operating budget and/or revenue bonds are used to fund water projects.

Sources of Financing

	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL FY09-14
Financing								
Wastewater Operating Fund/Bonds	$0	$0	$0	$0	$0	$0	$0	$0
Water Operating Fund/Bonds	41,641,500	20,900,000	8,175,000	14,285,000	9,550,000	15,790,000	9,450,000	78,150,000
TOTAL	$41,641,500	$20,900,000	$8,175,000	$14,285,000	$9,550,000	$15,790,000	$9,450,000	$78,150,000

APPENDIX A
AUTHORIZED POSITIONS FY2003-FY2010

DEPARTMENT	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year
GENERAL GOVERNMENT								
Budget & Management [1]	11	12	12	13	13	13	14	14
Chesterfield University [2]	0	5	5	6	7	9	10	10
Clerk to the Board	2	2	2	2	2	2	2	2
County Administration	8	9	9	7	7	7	7	7
County Attorney	13	13	13	13	13	13	13	13
Human Resource Management [3]	22	19	21	23	27	27	29	29
Intergovernmental Relations [4]	2	2	2	2	2	1	2	2
Public Affairs	6	7	7	7	7	8	8	8
Quality Office	0	0	0	2	3	3	3	3
Total General Government	**64**	**69**	**71**	**75**	**81**	**83**	**88**	**88**
MANAGEMENT SERVICES								
Administration	2	2	2	2	2	2	2	2
Accounting	38	38	38	38	38	40	40	40
General Services Administration	9	9	10	10	10	10	10	10
Buildings & Grounds [2]	65	65	65	65	70	75	71	71
Information Systems Technology [3]	86	87	89	92	92	96	95	95
Internal Audit	7	7	8	8	8	8	8	8
Printing Center	6	6	6	6	6	6	6	6
Purchasing	14	14	14	14	15	16	16	16
Registrar	6	6	6	6	6	9	9	9
Waste and Resource Recovery [5]	37	37	37	37	37	37	31	31
Total Management Services	**270**	**271**	**275**	**278**	**284**	**299**	**288**	**288**
ASSESSMENT & COLLECTION								
Commissioner of the Revenue	45	45	48	48	49	49	49	49
License Inspector	9	9	9	9	9	9	9	9
Real Estate Assessments	43	43	43	43	43	43	43	43
Treasurer	42	42	42	44	44	44	44	44
Total Assessment & Collection	**139**	**139**	**142**	**144**	**145**	**145**	**145**	**145**
ADMINISTRATION OF JUSTICE								
Circuit Court Clerk	40	42	42	42	42	44	44	44
Commonwealth's Attorney	32	32	33	33	45	45	45	45
Courts	5	5	5	6	7	7	7	7
Total Administration of Justice	**77**	**79**	**80**	**81**	**94**	**96**	**96**	**96**

APPENDIX A
AUTHORIZED POSITIONS FY2003-FY2010

DEPARTMENT	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year
PUBLIC SAFETY								
Animal Control	17	17	17	17	18	19	19	19
Emergency Communications Center	82	82	82	82	82	82	82	82
Fire and Emergency Medical Services	405	430	457	444	444	446	451	472
Police [6]	527	533	525	553	561	574	600	600
Sheriff [7]	200	200	227	247	250	265	266	266
Total Public Safety	**1,231**	**1,262**	**1,308**	**1,343**	**1,355**	**1,386**	**1,418**	**1,439**
HUMAN SERVICES								
Administration [1]	2	2	2	2	2	2	3	3
Access Transportation Program	0	0	1	1	1	1	1	1
Cooperative Extension Service	1	1	1	1	1	1	1	1
Limited English Speaking Program (LESP)	1	1	1	1	1	1	1	1
Health	23	28	28	28	29	32	34	36
Juvenile Detention Home	86	84	74	74	74	73	73	73
Library	67	67	67	68	69	76	76	78
Law Library	1	1	1	1	1	1	1	1
Mental Health Support Services [8]	293	295	310	324	332	354	372	372
Parks and Recreation	109	110	111	111	117	121	123	123
Social Services	166	167	167	170	180	180	180	180
Youth Planning and Development	4	4	4	4	4	4	4	4
Total Human Services	**753**	**760**	**767**	**785**	**811**	**846**	**869**	**873**
COMMUNITY DEVELOPMENT								
Administration [9]	6	7	7	7	8	8	7	7
Building Inspections	63	64	69	72	72	72	72	72
Economic Development	9	9	9	9	10	11	11	11
Environmental Engineering	58	61	63	65	67	67	67	67
Planning [9]	50	51	51	53	54	56	60	60
Transportation	9	9	9	9	9	10	10	10
Total Community Development	**195**	**201**	**208**	**215**	**220**	**224**	**227**	**227**
SUB TOTAL GENERAL FUND	**2,729**	**2,781**	**2,851**	**2,921**	**2,990**	**3,079**	**3,131**	**3,156**

APPENDIX A
AUTHORIZED POSITIONS FY2003-FY2010

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year
OTHER								
Airport	5	5	6	6	6	6	6	6
Comprehensive Services	2	2	2	2	4	4	4	4
Capital Projects	5	4	7	4	7	6	6	6
Capital Projects Management	6	6	6	6	6	7	7	7
Fire and EMS Revenue Recovery	0	0	0	15	15	15	15	15
Fleet Management [5]	66	66	70	75	78	82	88	88
Grants:								
Adult Drug Court	2	2	2	3	3	3	3	3
Community Development Block Grant	6	6	6	6	5	5	5	5
Domestic Violence Resource Center	1	1	1	1	1	1	1	1
Options [10]	1	1	1	1	0	0	1	1
Post Trial [10]	24	27	28	28	32	32	29	29
Pretrial Services	8	8	8	8	7	7	7	7
SABRE	2	0	0	0	0	0	0	0
Dual Treatment Track [10]	N/A	4	2	2	2	0	2	2
Domestic Violence (V-STOP)	1	1	1	1	1	1	1	1
Domestic Violence Prosecutor	1	1	1	1	1	1	1	1
Families First	7	7	7	7	7	9	9	9
Juvenile Drug Court	N/A	5	5	5	5	5	5	5
Litter Program [11]	1	1	1	1	1	1	0	0
Mental Health Part C Program	N/A	N/A	5	5	4	6	6	6
Police Grants [6]	N/A	N/A	20	26	19	19	1	1
Project Exile	2	2	2	2	2	0	0	0
Terrorism Coordinator	N/A	N/A	1	1	0	0	0	0
Victim/Witness	7	8	8	8	8	8	8	8
VA Juvenile Community Crime Control	29	23	23	23	21	21	21	21
Radio Shop	13	13	16	16	17	18	18	19
Risk Management	11	13	14	14	15	15	15	15
Utilities	281	281	287	288	293	294	303	303
"Unassigned" Responsibility Center/Not Funded [1,2,4,5,7,8,11]	8	4	4	8	8	9	10	10
SUB TOTAL OTHER	**489**	**491**	**534**	**563**	**568**	**575**	**572**	**573**
TOTAL FULL-TIME POSITIONS	**3,218**	**3,272**	**3,385**	**3,484**	**3,558**	**3,654**	**3,703**	**3,729**

APPENDIX A
AUTHORIZED POSITIONS FY2003-FY2010

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Adopted	FY2009 1st Year	FY2010 2nd Year

Notes:

[1] Two positions were transferred to Budget and Management from Unassigned during FY2008. 1 Position was transferred to Human Services Administration from Budget and Management during FY2008

[2] One position was transferred to Chesterfield University and three positions were transferred to Unassigned from Buildings and Grounds during FY2008.

[3] One position transferred from Information Systems Technology to Human Resource Management during FY2008.

[4] One position was transferred from Unassigned to Intergovernmental Relations during FY2008.

[5] Four positions will be transferred to Unassigned from Waste and Resource Recovery and two positions transferred to Fleet Management on 7/1/2008.

[6] Included in the FY2009 position count are 18 police officers transferred from police grants.

[7] One position was transferred to Sheriff from Unassigned in FY2008.

[8] Two positions were created in FY2007 after the adoption of the FY2008 budget. Five positions were created and two positions were transferred from Unassigned to MHSS during FY2008.

[9] One position transferred to Planning from Community Development Administration during FY2008.

[10] One position transferred to Options and two positions transferred to Dual Treatment Track Grant from Community Correction Services - Post Trial.

[11] One position will be transferred to Unassigned on 7/1/2008 from the Waste and Resource Recovery Litter Grant.

APPENDIX A
FY2009 NEW POSITIONS

Department / Suggested Title	#	Net Addition to General Fund	Absorbed w/in FY09 Existing Base Budget	Offset By Additional Revenue (State, Federal, Other)	Enterprise/ Internal Fund	Grant Funded	Fee Funded	Total Cost (Salary Only)
Fire and Emergency Medical Services								
SCBA Technician	1	34,100						34,100
Firefighter	4	152,000						152,000
Health Department								
School Health Nurse Supervisor	1	2,500		61,200				63,700
School Health Nurse	1	1,600		39,100				40,700
Human Resource Management								
Recruiter/volunteer coordinator	1		38,900					38,900
Mental Health Support Services								
Fiscal Services Coordinator	1						50,800	50,800
Case Manager	1			38,900				38,900
Residential Supervisor	1			38,900				38,900
Residential Counselor	2			68,200				68,200
Relief Counselor	4			91,600				91,600
								0
Parks and Recreation								
Maintenance Worker	2			48,100				48,100
Planning								
Principal Planner	1	8,700	18,000				26,300	53,000
Planner	1	10,000					30,000	40,000
Administrative Assistant	1	8,700					26,300	35,000
Police								
Police School Resource Officer	4			156,000				156,000
Police Officer	4	156,000						156,000
TOTAL GENERAL FUND	**30**	**$373,600**	**$56,900**	**$542,000**	**$0**	**$0**	**$133,400**	**$1,105,900**
Fleet Management								
Administrative Analyst	1				38,900			38,900
Parts Technician	1				29,800			29,800
School Bus Technician	2				68,200			68,200
Utilities								
Senior Inspector	1				38,900			38,900
Automation Analyst	1				38,900			38,900
Meter Reader	1				22,900			22,900
Utility Worker	4				91,600			91,600
Utility Supervisor	1				34,000			34,000
Chemist	1				38,900			38,900
TOTAL OTHER FUNDS	**13**	**$0**	**$0**	**$0**	**$402,100**	**$0**	**$0**	**$402,100**
TOTAL ALL FUNDS	**43**	**$373,600**	**$56,900**	**$542,000**	**$402,100**	**$0**	**$133,400**	**$1,508,000**

This table reflects permanent, full-time positions and does not include part-time personnel or full-time equivalents.
This table excludes School Board employees.

APPENDIX A
AUTHORIZED SCHOOLS FULL-TIME EQUIVALENT POSITIONS FY2006-FY2010

DEPARTMENT	FY2006 Actual	FY2007 Actual	FY2008 Revised	FY2009 1st Year	FY2010 2nd Year
SCHOOLS					
Full Time Positions					
Superintendent	1.0	1.0	1.0	1.0	1.0
Assistant Superintendent	3.0	3.0	4.0	4.0	4.0
Director	20.0	21.0	21.0	22.0	22.0
Supervisor	27.0	29.0	30.0	31.0	31.0
Assistant Director	14.0	23.0	27.0	28.0	28.0
Database Administrator	2.0	2.0	2.0	2.0	2.0
Other Administrative Staff	12.0	13.0	13.0	13.0	13.0
Teacher	3928.9	4024.9	4140.7	4206.2	4216.5
Librarian	86.0	88.4	89.0	92.4	92.8
Guidance Counselor	153.6	155.8	158.0	155.0	157.0
Instructional Specialist	31.0	29.0	31.0	31.0	31.0
Administrative Assistant	35.0	34.0	40.0	41.0	41.0
Principal	62.0	62.0	64.0	65.0	65.0
Assistant Principal	91.0	96.0	101.0	100.0	103.0
Microcomputer Analyst	51.0	70.0	70.0	70.0	70.0
Other Instructional Staff	0.0	0.0	11.0	22.0	22.0
Nurse	4.0	4.0	4.0	6.0	6.0
Psychologist	33.0	32.0	33.0	31.4	31.4
Educational Diagnostician	15.0	13.0	14.0	14.0	14.0
Social Worker	23.0	23.0	23.0	25.0	25.0
Educational Liaison	14.0	22.0	21.0	21.0	21.0
Occupational/Physical Therapist	18.0	19.0	19.0	20.0	20.0
Accountant	9.0	9.0	10.0	10.0	10.0
Technology Integrator	21.0	69.0	59.0	59.0	59.0
Other Professional	29.0	30.0	29.0	31.0	31.0
Instructional Aide	799.0	846.0	870.0	894.0	915.0
Tutor/Security Monitor	37.0	38.0	38.0	40.0	40.0
Printer	4.0	4.0	4.0	4.0	4.0
Clinic Aide	57.0	58.0	60.0	63.0	63.0
Center Based Educator	11.0	11.0	11.0	11.0	11.0
Home/Family Educator	5.0	5.0	5.0	5.0	5.0
Hearing Impaired Interpreter	15.0	13.0	14.0	15.0	15.0
Technology Resource Assistant	40.8	41.2	37.4	27.2	27.6
Secretary/Clerk	373.0	384.0	394.0	408.0	408.0
Trades/Crafts/Utility Worker	181.0	190.0	194.0	198.0	198.0
Bus Driver	523.0	542.0	516.0	521.0	521.0
Custodian	379.0	398.0	419.0	438.0	438.0
Warehouse Staff	22.0	22.0	25.0	25.0	25.0
Food Service Manager	83.0	84.0	85.0	88.0	88.0
Food Service Worker	3.0	2.0	0.0	0.0	0.0
Full Time Positions	**7,216**	**7,511**	**7,687**	**7,838**	**7,875**
Part-time Positions					

APPENDIX A
AUTHORIZED SCHOOLS FULL-TIME EQUIVALENT POSITIONS FY2006-FY2010

	FY2006 Actual	FY2007 Actual	FY2008 Revised	FY2009 1st Year	FY2010 2nd Year
Director	2.0	1.0	0.0	0.0	0.0
Teacher	26.4	34.4	50.0	42.9	41.6
Librarian	1.8	2.2	3.0	4.2	4.2
Guidance Counselor	1.4	4.6	5.4	6.0	6.8
Psychologist	2.4	3.0	3.0	4.6	4.6
Educational Diagnostician	0.0	1.0	0.0	0.0	0.0
Social Worker	1.0	1.0	1.0	1.0	1.0
Occupational/Physical Therapist	4.0	3.5	3.5	2.5	2.5
Administrative Assistant	0.0	0.0	0.0	0.5	0.5
Technology Integrator	0.6	0.6	0.6	0.6	0.6
Other Professional	1.2	1.2	1.2	0.6	0.6
Instructional Aide	26.5	20.5	21.5	21.0	21.0
Tutor/Monitor	1.0	1.0	1.0	1.1	1.0
Technology Resource Assistant	1.8	1.8	1.8	1.0	1.0
Clerical	1.0	2.0	2.5	1.5	1.5
Trades/Craft	1.0	1.0	1.0	1.0	1.0
Custodian	8.5	7.5	7.0	7.0	7.0
Food Service Worker	359.0	374.0	351.0	368	368.0
Part-time Positions	**439.6**	**460.3**	**453.5**	**463.5**	**462.9**
Schools Total All Positions	**7,655.9**	**7,971.6**	**8,140.6**	**8,301.6**	**8,338.2**

APPENDIX B
FY2009 VEHICLES

Department and Item	Quantity	Replacement	New	Cost
GENERAL FUND				
Animal Control				
3/4 ton Truck	1	X		$24,000
Total				**24,000**
Environmental Engineering				
Single Axle Dump Truck	1	X		40,000
Total				**40,000**
Fire and Emergency Medical Services				
Passenger vehicle	8	X		237,100
Van	1		X	350,000
Other Fire Vehicles	4	X		89,000
Total				**676,100**
Parks and Recreation				
Truck, One Ton Dump with Snow Plow	2		X	100,000
Truck, One Ton Dump 4WD with Snow Plow	3	X		150,000
Total				**250,000**
Police				
Police Cruiser	72	65	7	1,584,000
Other Police Vehicles	24	X		410,000
Total				**1,994,000**
TOTAL GENERAL FUND				**$2,984,100**
OTHER FUNDS				
Fleet Management				
Automobile, Sedan, Compact, 4DR	8	X		133,600
Automobile, Sedan, Mid-Size, 4DR	18	X		306,700
Automobile, Station Wagon, Compact	1	X		16,700
Cruiser, Mid-Size, Sheriff	2	X		43,800
Cruiser, Full-Size, Sheriff	2	X		43,800
Truck, P/U, Compact, Reg Cab, 2WD	4	X		44,900
Truck, P/U, Compact, Reg Cab, 4WD	2	X		33,700
Truck, P/U, Compact, Ext Cab, 2WD	1	X		12,400
Truck, P/U, 1/2 Ton, Reg Cab, 2WD	2	X		28,600
Truck, P/U, 3/4 Ton, Reg Cab, 2WD	5	X		85,600
Truck, P/U, 3/4 Ton, Ext Cab, 2WD	1	X		18,700
Truck, P/U, 3/4 Ton, Reg Cab, 4WD	4	X		79,000
Truck, P/U, 1 Ton, Crew Cab, 2WD	1	X		20,600
Truck, Sport Utility, Mid-Size, 4WD	10	X		200,800
Van, Cargo, 3/4 Ton, 2WD	3	X		46,700
Van, Cargo, 1 Ton, 2WD	3	X		52,800
Van, Passenger	5	X		111,500
Van, 2 Wheel Chair, 3 Passenger	2	X		65,100
Total				**1,345,000**

APPENDIX B
FY2009 VEHICLES

Department and Item	Quantity	Replacement	New	Cost
Radio Shop				
Van	1		X	30,000
Total				**30,000**
Revenue Recovery-Fire EMS				
Ambulance	2	x		440,000
Utilities				
Pick up 3/4 4x4	1		X	26,000
New vehicle	1		X	15,000
3/4 ton reg cab utility service	1		X	23,000
Ext. cab compact pick up	1		X	18,000
1 ton 4WD pick up w/utility body	1	X		26,000
Pick up 3/4 4x4	2		X	52,000
Pick up 3/4 2WD	1		X	23,000
Refurbish jet/vacuum truck unit-96900	1	X		80,000
Total				**263,000**
TOTAL OTHER FUNDS				**$2,078,000**
TOTAL ALL FUNDS (excluding Schools)				**$5,062,100**

APPENDIX B-1
FY2010 VEHICLES

Department and Item	Quantity	Replacement	New	Cost
GENERAL FUND				
Animal Control				
3/4 ton Truck	1	X		$24,000
Total				**24,000**
Fire and Emergency Medical Services				
Engine	1		X	439,000
Generator	1		X	150,000
Passenger Vehicle	8		X	237,100
Total				**826,100**
Parks and Recreation				
Truck, Single Axle Dump	1	X		65,000
Truck, One Ton Dump 4WD with Snow Plow	2	X		100,000
Total				**165,000**
Police				
Police Cruiser	65	X		1,430,000
Other Police Vehicles	24	X		410,000
Total				**1,840,000**
TOTAL GENERAL FUND				**$2,855,100**
OTHER FUNDS				
Fleet Management				
Automobile, Sedan, Mid-Size, 4DR	18	X		308,200
Automobile, Station Wagon, Mid-Size	2	X		33,400
Cruiser, Mid-Size, Sheriff	1	X		21,900
Cruiser, Full-Size, Sheriff	7	X		153,200
Truck, Cab Chassis, 3/4 Ton, Reg Cab USB 4WD	1	X		24,400
Truck, Cab Chassis, 1 Ton, Flat Bed, 4WD	1	X		34,200
Truck, P/U, Compact, Reg Cab, 2WD	2	X		21,900
Truck, P/U, 1/2 Ton, Reg Cab, 2WD	5	X		84,200
Truck, P/U, 3/4 Ton, Reg Cab, 2WD	9	X		154,000
Truck, P/U, 3/4 Tong, Reg Cab, 4WD	1	X		19,800
Truck, P/U, 3/4 Ton, Ext Cab, 2WD	1	X		17,100
Truck, P/U, 1 Ton, Reg Cab, 2WD	1	X		17,300
Truck, P/U, 1 Ton, Crew Cab, 4WD	2	X		46,100
Truck, Sport Utility, Mid-Size, 4WD	4	X		80,300
Van, Cargo, 1/2 Ton, 2WD	5	X		73,200
Van, Cargo, 1 Ton, 2WD	3	X		52,800
Van, Passenger	5	X		106,700
Van, 2 Wheel Chair, 6 Passenger	1	X		32,700
Total				**1,281,400**

APPENDIX B-1
FY2010 VEHICLES

Department and Item	Quantity	Replacement	New	Cost
Revenue Recovery-Fire EMS				
Ambulance	**2**	**X**		**460,000**
Utilities				
Construction Truck	1	X		77,000
Total				**77,000**

TOTAL OTHER FUNDS	**$1,818,400**
TOTAL ALL FUNDS (excluding Schools)	**$4,673,500**

APPENDIX C
FY2009 CAPITAL OUTLAY ITEMS OTHER THAN VEHICLES

Department and Item	Quantity	Replacement	New	Cost
GENERAL FUND				
Buildings and Grounds				
Mower, Riding	4	X		$60,000
Front End Loader	1	X		30,000
Total				**90,000**
Environmental Engineering				
Hydro-Lab Equipment	1		X	6,000
Total				**6,000**
Information Systems Technology				
ISCSI SAN Tier	1		X	75,000
Win Servers	4		X	50,000
Database Server	1		X	40,000
Software Server	1		X	22,400
Total				**187,400**
License Inspector				
Platehunter Long Range Camera	1		X	10,000
Total				**10,000**
Parks and Recreation				
Mowers, Front Mount Z Type Mowers	2		X	22,000
Tractor, 40 HP	2	X	X	48,000
Trailers, 10,000 GVS	2	X	X	20,000
Mower, from mount Z type	3	X		33,000
Aerovator	2		X	32,600
Total				**155,600**
Printing Center				
Bind Fast Padder	1	X		8,000
Total				**8,000**
Police				
Radio	7		X	36,400
Mobile Digital Computer	7		X	70,000
Total				**106,400**
Sheriff				
Live Scan Palm Scanner	2		X	39,000
Audio Visual Equipment	1		X	5,000
Total				**44,000**

APPENDIX C
FY2009 CAPITAL OUTLAY ITEMS OTHER THAN VEHICLES

Department and Item	Quantity	Replacement	New	Cost
Waste and Resource Rcovery				
Backhoe	1	X		180,000
Generator	3		X	75,000
Total				**255,000**
TOTAL GENERAL FUND				**$862,400**
OTHER FUNDS				
Fleet Management				
Aboveground Lift	1	X		102,800
Lift Removal	1	X		20,000
Diagnostic Handheld Computer	1	X		6,000
Brake Lathe	1	X		9,000
Alternator/Regulator Battery Tester	1	X		5,000
Administrative Modular Building	1	X		175,000
Pallett Straddle Stacker	2	X		15,000
Total				**332,800**
Radio Shop				
Radio Replacement Board	5	X		25,000
Total				**25,000**
Utilities				
Sewer Metering Devices	3		X	15,000
Air Conditioner	1		X	30,000
Uninterupted Power Source	1		X	35,000
Technology Equipment	X	X		245,000
20 Ton Backhoe Trailer	1	X		18,000
Stow Away Crane	1		X	7,000
20 Ton Trailer	1	X		18,000
Equipment Shed	1		X	30,000
Pumps, VFD Drive Units, Equipment, and Motors	X	X		127,000
Wheel Chair Lift	1	X		75,000
Samplers in Tributary	X	X		105,000
Latchet Analyzer	1	X		50,000
Diffused Air Floatation Thickener Flights & Chains	1	X		250,000
Dystor Methan Tank	1	X		100,000
Total				**1,105,000**
TOTAL OTHER FUNDS				**$1,462,800**
TOTAL ALL FUNDS (excluding Schools)				**$2,325,200**

APPENDIX C-1
FY2010 CAPITAL OUTLAY ITEMS OTHER THAN VEHICLES

Department and Item	Quantity	Replacement	New	Cost
GENERAL FUND				
Buildings and Grounds				
Mower, Riding	5	X		$90,000
Total				**90,000**
Environmental Engineering				
Tractor	2	X	X	40,000
Total				**40,000**
IST				
ISCSI SAN Tier	1		X	75,000
Win Server	4		X	50,000
Database Server	2		X	20,000
SOA Tools	1		X	43,200
Software Server	1		X	10,000
Data Warehouse Server	1		X	40,000
Source Safe/Team Foundation Server	1		X	35,000
Total				**273,200**
License Inspector				
Platehunter Long Range Camera	1		X	10,000
Total				**10,000**
Parks and Recreation				
Mower, front mount Z type	2	X		22,000
Utility vehicle	1	X		10,000
Mower, reel type	1	X		35,000
				67,000
Printing Center				
Shrink Wrap Machine	1	X		12,000
Total				**12,000**
Sheriff				
Audio Visual Equipment	1		X	5,000
Total				**5,000**
Waste and Resource Recovery				
Air curtain burner	3		X	132,800
				132,800
TOTAL GENERAL FUND				**$630,000**

APPENDIX C-1
FY2010 CAPITAL OUTLAY ITEMS OTHER THAN VEHICLES

Department and Item	Quantity	Replacement	New	Cost
OTHER FUNDS				
Fleet Management				
Automotive Lift, Aboveground	1	X		120,000
Diagnostic Equipment	4		X	20,000
Storage Shed	1		X	10,000
Green Area	1		X	55,000
Backup Generator	1		X	58,000
Concrete Removal For Prep For Lift	1		X	23,000
Phone System Upgrade	1	X		7,500
Computer Upgrade	6	X		13,800
Total				**307,300**
Radio Shop				
Test Equipment	1		X	75,000
Radio Replacement Board	6	X		30,000
Total				**105,000**
Utilities				
Sewer Metering Device	3		X	15,000
Technology Replacement	X	X		340,000
Excavator Unit-1234	1	X		130,000
Pumps, VFD Drive Units, Equipment, and Motors	X	X		230,000
Laboratory Water System	1	X		25,000
Hypochlorite Dehumidifying Air Conditioner	1	X		30,000
Diurna Basin Floating Aerators	1	X		100,000
Total				**870,000**
TOTAL OTHER FUNDS				**$1,282,300**
TOTAL ALL FUNDS (excluding Schools)				**$1,912,300**

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	Biennium FY2010 2nd Year
REAL ESTATE TAXES	$268,197,054	$294,702,600	$309,887,000	$317,166,300
CP INTERCHANGE SVC DIST TAX	158,435	0	0	0
REAL ESTATE SECT 58 REFUND	(317,767)	0	0	0
PS REAL ESTATE	9,241,801	10,000,000	10,000,000	10,000,000
Total Real Property	**$277,279,522**	**$304,702,600**	**$319,887,000**	**$327,166,300**
PS PERSONAL PROP	$116,041	$135,000	$135,000	$135,000
PERSONAL PROP TAXES	52,943,466	54,236,600	52,026,500	53,660,200
REFUNDS PRORATION	(1,144,299)	0	0	0
PERSONAL PROP SEC 58 REFUND	(2,862,995)	0	0	0
Total Personal Property	**$49,052,213**	**$54,371,600**	**$52,161,500**	**$53,795,200**
MOBILE HOME PROPERTY TAXES	$167,116	$200,000	$200,000	$200,000
MACHINE AND TOOLS PROPERTY TAX	5,629,855	4,250,000	3,600,000	3,600,000
Total Other Property	**$5,796,971**	**$4,450,000**	**$3,800,000**	**$3,800,000**
PENALTY ON REAL ESTATE	$897,050	$850,000	$925,000	$950,000
PENALTY ON PERSONAL PROP	957,856	900,000	950,000	950,000
INTEREST ON REAL ESTATE	440,660	400,000	410,000	410,000
INTEREST ON PERSONAL PROP	615,260	350,000	450,000	450,000
Total Penalties and Interest	**$2,910,825**	**$2,500,000**	**$2,735,000**	**$2,760,000**
Total Property Taxes	**$335,039,531**	**$366,024,200**	**$378,583,500**	**$387,521,500**
TELEPHONE UTILITY TAX	$1,765,852	$0	$0	$0
ELECTRIC UTILITY TAX	6,052,688	6,309,100	6,329,400	6,471,800
GAS UTILITY TAX	1,277,451	1,335,100	1,330,800	1,389,500
MOBILE TELEPHONE TAX	2,635,202	0	0	0
Total Utility Taxes	**$11,731,193**	**$7,644,200**	**$7,660,200**	**$7,861,300**
LOCAL SALES AND USE TAXES	$39,708,387	$41,047,200	$41,515,100	$42,760,600
TELECOMMUNICATIONS SALES TAX	5,361,010	12,710,000	12,978,000	13,367,300
BUSINESS LICENSE SEC 58 REFUND	(356,023)	0	0	0
BUSINESS AND PROF LICENSE TAX	16,968,425	16,856,600	16,946,300	17,624,200
CABLE TV FRANCHISE FEE	3,773,163	3,741,600	3,916,100	4,072,700
PUBLIC EDUCATION AND GOVT FEE	120,632	0	0	0
MOTOR VEHICLE LICENSES TAX	(274)	0	0	0
MOTOR VEHICLE REGISTRATION FEE	6,626,881	7,346,800	6,872,800	6,964,300
BANK STOCK TAX	1,075,713	1,321,400	1,185,600	1,228,200
RECORDATION TAX	7,626,619	7,000,000	6,913,500	7,441,800
TRANS OCCUPANCY TAX 2% PERCENT	1,045,820	1,018,900	1,065,400	1,104,300
TRANS OCCUPANCY TAX 6% PERCENT	3,138,018	3,054,500	3,196,200	3,312,900
ENHANCED 911 PHONE TAX	1,748,921	0	0	0
SHORT-TERM RENTAL TAX	269,995	265,200	273,200	281,400
Total Other Taxes	**$87,107,287**	**$94,362,200**	**$94,862,200**	**$98,157,700**
TOTAL TAXES	**$433,878,012**	**$468,030,600**	**$481,105,900**	**$493,540,500**

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
DOG LICENSES	$37,689	$35,000	$50,000	$55,000
ABANDONED VEHICLE PERMITS	9,100	8,000	11,000	11,000
LAND USE APPLICATION FEES	1,935	1,500	1,500	1,500
REAL ESTATE TRF FEES	10,866	12,800	10,000	10,000
ZONING CERTIFICATE FEES	13,150	4,500	13,000	14,000
REZONING FEES	401,274	525,000	400,000	415,000
SUBSTANTIAL ACCORD FEE	6,290	0	40,000	42,000
TENTATIVE SUBDIVISIONS	118,570	172,000	367,500	382,000
FINAL CHECK SUBDIVISIONS	88,735	116,000	212,500	219,300
CONDITIONAL USE PLANNED DEV	205,940	71,000	170,000	178,000
VARIANCES	19,940	24,000	25,400	25,400
SPECIAL EXCEPTIONS	17,525	8,000	15,000	16,000
SITE PLANS	190,349	205,500	300,000	309,000
CONDITIONAL USES	88,634	50,000	105,000	105,900
CONDITIONAL STANDARD ENFORCE	44,675	70,000	65,000	65,000
RESIDENTIAL BLDG PERMITS	1,248,961	1,779,300	1,579,700	1,597,100
COMMERCIAL BLDG PERMITS	1,411,754	842,100	1,687,500	1,705,900
BLDG ADD FEES	19,625	0	15,000	15,200
BLDG INSPECTION FEES UTILITIES	0	64,000	0	0
ELECTRICAL PERMITS	213	0	0	0
RESIDENTIAL ELECTRICAL PERMITS	377,428	458,100	374,500	378,600
COMMERCIAL ELECTRICAL PERMITS	276,821	200,000	235,400	238,000
RESIDENTIAL PLUMBING PERMITS	641,701	900,000	615,300	622,000
COMMERCIAL PLUMBING PERMITS	152,386	170,000	181,900	183,900
HEATING PERMITS	48	0	0	0
RESIDENTIAL HEATING PERMIT FEE	202,451	250,000	187,300	189,300
COMMERCIAL HEATING PERMIT FEE	202,501	120,000	123,100	124,400
ELEVATOR CERTIF FEE	11,503	0	12,000	12,100
COMMISSIONER OF REVENUE OTHER PERMIT FEES	1,610	0	2,100	2,100
SEPTIC TANK PERMITS	17,750	23,000	16,000	16,000
SIGN PERMITS	52,364	48,000	85,000	85,400
TEMP CERTIFICATE OF OCCUPANCY	17,124	46,000	30,000	30,300
EROSION CONTROL FEES	134,148	140,000	140,000	140,000
DMV STOP FEES	69,000	20,000	90,000	95,000
DOLLAR PER DAY FEE	0	0	50,000	50,000
SOLICITOR PERMITS	1,700	1,000	1,000	1,500
GOLD SILVER DEALERS FEE	200	0	0	0
CONCEALED WEAPONS FEES	43,358	30,000	30,000	35,000
FIRE PERMITS	69,863	70,200	80,000	80,900
BURN PERMIT FEES	28,800	34,800	34,800	34,800
PLAN REVIEW FEES	510,082	410,300	410,300	410,300
PLAN REVIEW FEES COMMUNITY DEV	34,202	32,000	32,000	32,000
RESUBMITTED PLAN REVIEW FEES	10,100	16,000	20,000	20,000
RESIDENTIAL BMP MAINT FEES	328,095	139,300	149,300	149,300
MOBILE HOME APPLICATIONS	4,600	3,000	5,000	6,000
ENTERTAINMENT PERMITS	$700	$0	$0	$0
PARADE APPLICATION FEES	240	0	0	0

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
RESIDENTIAL REINSPECTION FEES	173,439	240,000	214,000	216,300
SOIL REPORT FEE SEWAGE	24,490	43,100	30,000	30,000
NOT READY INSPECTION FEE	26,160	134,000	40,000	40,400
Total Permits and Fees	**$7,348,086**	**$7,517,500**	**$8,257,100**	**$8,390,900**
COURT FINES	$1,330,281	$1,300,000	$1,450,000	$1,475,000
FORFEITURES	214,203	0	0	0
PARKING FINES	18,190	16,000	16,000	18,000
HNDCP PARK FINE LATE PENALTY	1,875	0	0	0
RESTITUTION FIRE DEPT	9,256	0	0	0
RESTITUTION POLICE DEPT	10,210	1,500	1,500	2,000
CURFEW VIOLATIONS	787	1,000	700	800
Total Fines and Forfeitures	**$1,584,802**	**$1,318,500**	**$1,468,200**	**$1,495,800**
INTEREST BANK DEPOSITS	($679,712)	$0	$0	$0
INTEREST ON FINES AND WARRANTS	39,783	35,000	34,500	34,800
CP INTERCHANGE SVC DIST INT	3,618	0	0	0
INTEREST ON INV	8,965,186	3,600,000	4,500,000	5,057,000
PREMIUM ON GO BONDS ISSUED	732,075	0	0	0
UNREAL GAIN LOSS REV	(198,818)	0	0	0
UNREAL GAIN LOSS TREAS	9,706	0	0	0
RENTAL OF GENERAL PROPERTY	224,655	79,400	239,300	287,300
RENTAL OF BLDG	55,550	38,300	49,800	49,800
RENTAL OF SHELTERS	41,000	41,000	41,000	41,000
RENTAL OF PARK LIGHTS	47,544	29,000	45,000	45,000
RENTAL OF GARDEN PLOT	1,380	1,600	1,600	1,600
RENTAL OF EQUIP	150	800	800	800
CONCESSION RENTAL COMMISSION	33,344	32,500	29,000	29,000
Total Use of Money and Property	**$9,275,462**	**$3,857,600**	**$4,941,000**	**$5,546,300**
INCTY IST DATA PROCESSING	$1,415,124	$1,182,500	$1,399,100	$1,399,100
INCTY PC CHGS	331,922	320,000	325,000	325,000
INCTY PURCHASING CHGS	178,337	151,700	276,700	431,700
INCTY PRINT SHOP CHGS	466,255	460,000	460,000	460,000
INCTY ACCOUNTING CHGS	295,000	297,600	316,600	324,400
INCTY INTERNAL AUDIT FEE	3,200	3,500	3,500	3,500
INCTY BLDG RENTAL HEALTH	53,280	55,600	55,600	55,600
INCTY BLDG RENTAL SS	105,400	105,400	105,400	105,400
INCTY MHMRSA CHGS	224,669	248,600	250,100	250,100
INCTY GROUNDS MAINT	1,834,000	0	0	0
INCTY TREAS COLLECTIONS	64,847	81,000	83,800	85,400
INCTY UTILITY DEPT REIMB	352,472	374,400	457,800	462,600
ACCOUNTING CHG	96,400	96,400	96,400	96,400
ACCOUNTING HEALTH INS ADMIN	1,950	0	0	0
CREDIT CARD FEES	1,525	5,000	0	0
CHESTERFIELD UNIV NONCOUNTY	$42,617	$25,000	$32,000	$35,000
REGISTRATION FEES	7,610	0	0	0
TREAS GARNISHMENT FEES	2,709	0	0	0
PRINT CHARGES EXTERNAL CUSTOMER	12,129	10,600	10,200	10,200

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
TRIAL FEES- CIRCUIT COURT	30,152	0	0	0
ADMIN FEES	58,143	50,000	60,000	60,700
DEFERRAL CHG	31,890	25,000	35,000	35,000
DELINQ ADMIN FEE	641	2,000	2,000	2,000
PERSONAL PROP DELINQ FEES	685,236	490,000	685,000	735,000
REAL ESTATE DELINQ FEES	167,910	147,000	200,000	210,000
BAD CHECK CHG	6,128	10,500	10,500	11,000
COURT FEES RECOVERED	40,332	35,000	54,000	57,000
CERTIFIED MAIL FEE	463	600	700	800
MAILING FEES	0	500	500	500
COURTHOUSE MAINT FEE	80,056	81,100	81,100	81,100
SHERIFF'S FEES	18,291	18,300	18,300	18,300
COURT SECURITY SHERIFF	217,597	200,000	200,000	200,000
DNA FEES SHERIFF	3,683	3,000	3,000	3,000
LAW LIBRARY FEES	113,232	125,200	125,600	125,600
COMMONWEALTH ATTY CIRCUIT CT FEES	11,090	0	0	0
POLICE OFFICERS FEES	1,007,869	800,000	1,000,000	1,100,000
ACCIDENT REPORTS	31,725	30,000	30,000	32,000
APPOMATTOX AUTH POLICE BOAT	3,000	3,000	3,000	3,000
FALSE ALARM CHG	119,538	160,000	120,000	122,000
FALSE ALARM REFUNDS	(3,423)	0	0	0
OFFENSE REPORTS	11,150	11,000	11,000	12,000
PHOTOGRAPHS ACCIDENTS	434	3,000	1,000	1,000
RECORD CHECKS	1,740	4,000	2,000	2,100
FINGERPRINT FEE	10,910	3,000	3,000	3,100
NON-DUI TRAFFIC OFFENSES	109,703	0	0	0
DRUNK DRIVER CHGS	401	0	0	0
DUI TRAFFIC OFFENSES	114,874	30,000	0	0
TRAINING ACADEMY FEES	12,922	38,000	38,000	40,000
TRAINING ACADEMY FEES CLEARING	172	0	0	0
FUNERAL HOME ESCORTS	16,700	14,000	14,000	15,000
MED FLIGHT FUND	199,000	174,100	174,100	174,100
HAZARDOUS WASTE CLEANUP	744	0	0	0
MONITORING FEES	19,231	16,000	16,000	16,000
WEEKEND JAIL TIME FEE	75,498	75,000	75,000	75,000
WORK RELEASE PROGRAM	109,465	65,000	65,000	65,000
MEDICAL CO-PAYMENTS	7,185	9,000	9,000	9,000
JAIL PROCESSING FEE	62,459	48,500	48,500	48,500
JUVENILE HOME	170,060	168,000	151,000	151,000
SALE OF ANIMALS	10,760	16,000	16,000	16,000
DOG BOARD FEES	28,432	35,000	35,000	35,000
CUSTOMER VAL CARD LEVEL 1	$121,602	$102,000	$143,600	$174,000
CUSTOMER VAL CARD LEVEL 2	64,130	66,000	78,200	92,000
CUSTOMER VAL CARD LEVEL 3	70,835	63,800	0	0
BULKY WASTE COLLECTION FEE	2,500	4,400	4,400	4,400
BULKY BRUSH COLLECTION FEE	3,125	5,000	5,000	5,000
WHITE GOODS WITHOUT FREON	70,250	71,000	70,200	70,200

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
WHITE GOODS WITH FREON	42,285	39,000	42,300	42,300
REFUSE PICKUP BAG TAGS	162,659	172,000	0	0

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
WEED REMOVAL FEE	6,870	8,500	8,500	8,500
YARD WASTE TAGS	12,131	12,400	0	0
RESIDENTIAL GATE LANDFILL FEE	1,445,614	1,572,400	1,615,200	1,616,200
VEHICLE TIRES	13,120	16,000	13,100	13,100
VEHICLE TIRES W RIMS	5,458	4,400	5,400	5,400
OVERSIZED VEHICLE TIRES	354	500	300	300
CONSTRUCTION MATERIAL HALF LD	78,790	65,000	78,800	78,800
CONSTRUCTION MATERIAL FULL LD	101,525	61,500	101,500	101,500
QUARTERLY TRASH SVC	143,848	264,000	0	0
CLIENT PMTS	734,773	743,900	766,800	766,800
MEDICAID PMTS	51,045	707,300	850,100	850,100
MEDICAID WAIVER	8,242,025	8,183,000	9,037,200	9,037,200
MEDICAID STATE PLAN OPTION	4,432,931	5,132,900	5,391,300	5,391,300
MEDICAID-MEDALLION II	102,620	83,000	90,800	90,800
MEDICAID REHABILITATION	18,523	15,000	15,000	15,000
MEDICAID COINSURANCE	1,435	14,900	12,400	12,400
BLUE CROSS BLUE SHIELD PYMT	83,068	67,500	73,000	73,000
OTHER INS PMTS	52,112	67,500	68,700	68,700
MEDICAID TRANSPORTATION	332,849	377,600	415,000	415,000
SVCS TO COURTS	502,516	497,700	511,600	511,600
DEPT OF REHABILITATION SVCS	351,070	302,400	322,400	322,400
MEDICARE PMTS	72,646	84,800	82,600	82,600
FAMIS PMTS	13,240	7,800	7,800	7,800
MHMRSA SALES TO EMPLOYEES	150	0	0	0
CCCTP COUPON REV FEES	160,755	156,600	187,200	187,200
EMPLOY HC PHYSICALS	10,100	58,300	55,000	60,000
EMPLOYEE HC-PHYSICAL THERAPY	0	315,600	0	0
EMPLOYEE HC DRUG TESTS	0	70,000	75,000	80,000
EMPLOYEE HC-FIRST VISITS	0	70,000	100,000	110,000
WELLNESS CONTRIBUTION	0	30,000	30,000	30,000
NONRESIDENT RECREATIONAL FEE	14,460	17,300	15,000	15,000
PLAYGROUND FEES	12,454	10,000	12,500	12,500
LECTURE FEE	9,802	9,700	10,300	10,300
SPORTS PROGRAM FEES	$97,038	$95,000	$95,000	$95,000
TOURNAMENT CHGS	35,358	28,000	30,000	30,000
AMUSEMENT PARK SALE	41,129	0	0	0
CAMP FEES	48,156	59,000	48,000	48,000
INSTRUCTIONAL FEES	200,655	162,600	190,600	190,600
SPECIAL EVENTS	2,462	2,500	2,500	2,500
SALE OF LIBRARY SVCS	921	600	600	600
LIBRARY FINES	329,213	334,700	334,700	334,700
CITY RICHMOND LIBRARY USE FEE	218,633	159,600	159,600	159,600
COUNTY MAP SALES AND UPDATES	73,841	0	0	0
SALE OF PUBLICATIONS	5,209	5,700	6,500	6,400
PENALTY CHGS	26,472	22,000	26,800	26,900
ADVERTISING FEE	7,546	6,000	6,000	6,000
RECYCLING PROCEEDS	66,233	69,000	82,300	81,700

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
JANITORIAL SVCS	68,700	65,400	65,400	65,400

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
DOLLAR PER DAY FEE	38,021	50,000	0	0
SALE OF CONTRACT	412,581	432,200	474,900	474,900
DOCUMENT COPY FEES	25,196	22,300	30,300	32,300
Total Service Charges	**$28,315,874**	**$27,373,400**	**$29,008,900**	**$29,420,200**
DONATIONS AND CONTRIB	$210,052	$104,300	$111,200	$111,200
INCTY INS RECOVERY	224,514	50,000	50,000	50,000
SALE OF SUPPLIES	1,603	0	0	0
SALE OF SURPLUS EQUIP	9,276	12,000	12,000	15,000
SALE OF LAND	174,932	0	0	0
SALE OF VEHICLES	144,053	80,000	80,000	88,000
LOSS PREVENTION REVENUE	234,800	332,800	331,400	335,200
OTHER MISC REVS	1,121,940	593,500	615,800	620,500
PUBLIC PHONE COMM	$99,369	$95,000	$95,000	$95,000
REIMB TELEPHONE USAGE	11,104	10,100	10,100	10,100
REIMB TOWING	8,207	2,900	2,900	2,900
REIMB DRUG TESTING	7,365	6,500	6,500	6,500
REIMB OTHER	2,744,485	1,740,800	1,951,200	2,028,100
REFUNDS	17,873	0	0	0
REIMB OTHER LOCALITIES	74,728	29,300	30,100	30,600
REIMB COLONIAL HEIGHTS	594,877	498,000	521,580	521,580
REIMB HEALTH DEPT	33,257	13,200	13,900	13,900
REIMB CHESTERFIELD SCH	4,999,635	7,409,600	8,745,800	8,906,000
REIMB RICHMOND CENTER	2,273,548	1,018,900	1,065,400	1,104,300
REIMB STATE EXP	128,455	123,400	124,000	124,000
REIMB STATE VEHICLE	36,005	39,100	40,000	41,000
REIMB HEALTH COOPERATIVE	145,021	0	0	0
CARE OF PRISONERS	3,975	7,500	7,500	7,500
SS INCENTIVE PMTS	8,400	0	0	0
Total Recovered Costs & Misc.	**$13,307,474**	**$12,166,900**	**$13,814,380**	**$14,111,380**
VA ABC PROFITS	$152,365	$150,000	$150,000	$150,000
DMV SELECT PROG	0	0	30,000	30,000
VA CLERK EXCESS FEES	1,672,141	1,700,000	1,650,000	1,700,000
VA WINE TAXES	159,708	155,000	155,000	155,000
VA ROLLING STOCK TAX	83,903	85,000	85,000	85,000
VA MOBILE HOME TITLING TAXES	75,787	50,000	70,000	70,000
VA GRANTORS TAX DEEDS	1,515,225	1,350,000	1,400,000	1,500,000
VA HB 599 FUNDS	8,827,572	8,300,000	8,500,000	8,500,000
VA PPTRA	41,294,009	41,092,000	41,092,000	41,092,000
VA PPTRA REFUND PRORATE	315,276	0	0	0
VA PPTRA SEC 58 REFUND	144,879	0	0	0
VA VEHICLE RENTAL TAX	712,435	825,000	825,000	825,000
VA SHEXP COMM ATTY	5,684	1,480,100	1,480,100	1,480,100
VA SHEXP COMM ATTY FICA	107,183	125,800	125,800	125,800
VA SHEXP COMM ATTY VSRS	78,426	76,000	76,000	76,000
VA SHEXP COMM ATTY DP	110,313	110,300	110,300	110,300

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
VA SHEXP COMM ATTY INS	1,502,894	2,000	2,000	2,000
VA SHEXP SHERIFF	2,081,529	2,418,000	2,418,000	2,418,000
VA SHEXP SHERIFF FICA	342,373	301,900	301,900	301,900
VA SHEXP SHERIFF VSRS	252,880	145,500	145,500	145,500
SHRD EXP INS, SHERIFF	19,825	0	0	0
VA SHEXP COMM OF REV	482,692	499,400	523,500	523,500
VA SHEXP COMM OF REV FICA	36,013	39,200	39,200	39,200
VA SHEXP COMM OF REV VRS	27,614	20,100	20,100	20,100
VA SHEXP COMM OF REV INS	2,171	2,000	2,000	2,000
VA SHEXP TREAS	502,503	517,300	526,900	539,600
VA SHEXP TREAS FICA	37,445	38,000	39,300	40,200
VA SHEXP TREAS VRS	28,840	19,800	30,200	31,000
VA SHEXP TREAS INS	2,261	2,000	2,400	2,400
VA SHEXP MEDICAL EXAMINER	90	2,000	0	0
VA SHEXP REGIS ELECTION BOARDS	183,207	90,000	90,000	90,000
VA SHEXP CLERK CIRCUIT CT	995,664	1,032,100	1,064,900	1,096,800
VA SHEXP CLERK CIRCUIT CT FICA	24,400	24,700	26,100	27,900
VA SHEXP CLERK CIRCUIT CT VRS	$18,880	$16,900	$18,500	$19,100
VA SHEXP CLERK CIRCUIT CT INS	1,480	1,400	1,400	1,500
VA CRIM JUSTICE SVC PROBATION	25,983	5,500	5,500	5,500
VA JAIL BLOCK GRANT	689,466	1,100,000	1,100,000	1,100,000
VA AID TREATMENT PERSONNEL	205,471	130,000	130,000	130,000
VA COMP BOARD AID JAIL EXP	2,224,853	1,846,600	1,846,600	1,846,600
VA JUVENILE DETENT CARE CHILD	7,300	4,300	4,400	4,400
VA DISTRIB FIRE PROGRAM FUND	630,407	348,600	348,600	348,600
VA EMERGENCY MEDICAL SVC	232,268	220,500	265,500	265,500
VA FIN ASSIST MH SVC	2,646,625	2,607,300	2,602,500	2,602,500
VA FIN ASSIST MR SVC	187,647	163,400	154,400	154,400
VA SUBSTANCE ABUSE SVCS	847,911	843,700	843,700	843,700
VA P ASSIST WELFARE ADMIN	$4,543,732	$4,426,800	$4,689,600	$4,716,600
VA FIN ASSIST PUBLIC LIBRARY	247,845	228,500	228,500	228,500
VA MISC STATE AID	3,439,637	2,904,900	2,918,900	2,914,900
STATE SALES TAX	49,390,225	52,612,400	52,284,400	54,932,000
Total State Revenue	**$127,117,033**	**$128,114,000**	**$128,423,700**	**$131,293,100**
FED CDBG	$1,612,607	$1,548,600	$1,548,600	$1,548,600
FED FIN ASSIST SEC 8 HOUSING	16,791	12,100	12,100	12,100
FED PASS THRU WELFARE	9,467,621	9,903,100	10,236,520	10,273,720
FED PRESQULE NW REFUGE 95-469	4,743	4,300	4,100	3,800
FED FIN ASSIST PUBLIC SAFETY	21,873	25,000	25,000	25,000
FED FIN ASSIST OTHER	70,255	30,000	30,000	30,000
Total Federal Revenue	**$11,193,890**	**$11,523,100**	**$11,856,320**	**$11,893,220**
TOTAL TAXES AND REVENUE	**$632,020,633**	**$659,901,600**	**$678,875,500**	**$695,691,400**

APPENDIX D
GENERAL FUND REVENUE ESTIMATES

Description	FY2007 Actual	FY2008 Budget	Biennium FY2009 1st Year	FY2010 2nd Year
TFR FROM COUNTY CP FUND	$1,131,938	$236,000	$979,900	$962,800
TRF FROM SPECIAL REV FUND	0	401,900	592,600	726,100
TRF FROM FLEET	11,400	11,600	11,800	11,800
TRF FROM WATER FUND	2,500	2,500	2,500	2,500
TRF FROM WATER PMT LIEU OF TAX	2,452,600	2,452,600	2,452,600	2,452,600
TRF FROM WASTEWATER	2,500	2,500	2,600	2,600
TFR FROM SCH OPERATIONS FUND	250,000	0	0	0
GO REFUNDING BONDS ISSUED	6,404,640	0	0	0
Total Financing Sources	**$10,255,578**	**$3,107,100**	**$4,042,000**	**$4,158,400**
USE OF RESERVES:				
CONVENTION CENTER REFUND	$0	$100,000	$347,100	$0
COUNTYWIDE FUEL COST INCREASE	0	195,100	404,900	0
CSA GENERAL FUND TRANSFER	0	300,000	325,000	0
DETENTION HOME PRIOR COMMITMENT	0	200,000	0	0
ECON DEVELOPMENT - BRAC	0	0	700	0
FY05 REV & EXP RESULTS OF OPERATIONS	0	3,588,400	0	0
FY06 RESULTS OF OPERATIONS	0	2,410,700	0	0
FY06 REV & EXP RESULTS OF OPERATIONS	0	11,000,000	0	0
FY07 RESULTS OF OPERATIONS - SCHOOLS	0	0	4,092,800	0
FY08 RISK MANAGEMENT CHARGES	0	200,000	0	0
GENERAL FUND TRANSFER TO GRANTS	0	187,000	0	0
MISC OPERATING RESERVES	0	135,400	0	0
PRIOR COMMITMENTS	0	0	4,724,900	0
PROJECT EXILE	0	0	75,000	0
PUBLIC SAFETY CIP RESERVES	0	0	1,524,800	0
PUBLIC SAFETY PRIOR COMMITMENT	0	879,000	0	0
RRJA PER DIEMS	0	121,000	179,000	0
SOCIAL SERVICES	0	200,000	0	0
TELECOMMUNICATIONS	0	81,000	0	0
USE OF DEBT SERVICE SAVINGS	$0	$778,000	$1,283,000	$0
USE OF OTHER RESERVES	0	0	0	7,864,200
USE OF FUND BALANCE	71,444,555	49,945,000	53,495,000	53,495,000
Total Reserves & Fund Balance	**$71,444,555**	**$70,320,600**	**$66,452,200**	**$61,359,200**
Total Other	**$81,700,133**	**$73,427,700**	**$70,494,200**	**$65,517,600**
TOTAL GENERAL FUND REVENUE	**$713,720,766**	**$733,329,300**	**$749,369,700**	**$761,209,000**

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
REAL ESTATE TAXES	$330,119,900	$348,087,200	$368,469,900
PS REAL ESTATE	10,000,000	10,000,000	10,000,000
Total Real Property	**$340,119,900**	**$358,087,200**	**$378,469,900**
PS PERSONAL PROP	$135,000	$135,000	$135,000
PERSONAL PROP TAXES	56,034,900	58,468,900	60,963,800
Total Personal Property	**$56,169,900**	**$58,603,900**	**$61,098,800**
MOBILE HOME PROPERTY TAXES	$200,000	$200,000	$200,000
MACHINE AND TOOLS PROPERTY TAX	4,100,000	4,100,000	4,100,000
Total Other Property	**$4,300,000**	**$4,300,000**	**$4,300,000**
PENALTY ON REAL ESTATE	$975,000	$975,000	$975,000
PENALTY ON PERSONAL PROP	950,000	950,000	950,000
INTEREST ON REAL ESTATE	450,000	475,000	500,000
INTEREST ON PERSONAL PROP	450,000	450,000	450,000
Total Penalties and Interest	**$2,825,000**	**$2,850,000**	**$2,875,000**
Total Property Taxes	**$403,414,800**	**$423,841,100**	**$446,743,700**
ELECTRIC UTILITY TAX	6,617,400	6,766,300	6,918,500
GAS UTILITY TAX	1,448,200	1,506,900	1,565,700
Total Utility Taxes	**$8,065,600**	**$8,273,200**	**$8,484,200**
LOCAL SALES AND USE TAXES	$42,800,000	$43,471,100	$44,812,100
TELECOMMUNICATIONS SALES TAX	13,768,300	14,181,300	14,606,700
BUSINESS AND PROF LICENSE TAX	18,329,200	19,062,400	19,824,900
CABLE TV FRANCHISE FEE	4,235,600	4,405,100	4,581,300
MOTOR VEHICLE REGISTRATION FEE	7,103,600	7,245,700	7,390,600
BANK STOCK TAX	1,270,800	1,313,400	1,356,000
RECORDATION TAX	7,720,100	7,998,500	8,276,800
TRANS OCCUPANCY TAX 2% PERCENT	1,143,200	1,182,100	1,221,000
TRANS OCCUPANCY TAX 6% PERCENT	3,429,600	3,546,300	3,663,000
SHORT-TERM RENTAL TAX	289,800	297,000	305,000
Total Other Taxes	**$100,090,200**	**$102,702,900**	**$106,037,400**
TOTAL TAXES	**$511,570,600**	**$534,817,200**	**$561,265,300**
DOG LICENSES	$60,000	$65,000	$70,000
ABANDONED VEHICLE PERMITS	11,200	11,300	11,400
LAND USE APPLICATION FEES	1,500	2,000	2,500
REAL ESTATE TRF FEES	10,000	10,000	10,000
ZONING CERTIFICATE FEES	14,200	14,300	14,400
REZONING FEES	422,300	426,500	430,800
SUBSTANTIAL ACCORD FEE	42,700	43,100	43,500
TENTATIVE SUBDIVISIONS	388,700	392,600	396,500
FINAL CHECK SUBDIVISIONS	223,100	225,300	227,600
CONDITIONAL USE PLANNED DEV	181,100	182,900	184,700
VARIANCES	25,800	26,100	26,400
SPECIAL EXCEPTIONS	16,300	16,500	16,700
SITE PLANS	314,400	317,500	320,700

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
CONDITIONAL USES	$107,800	$108,900	$110,000
CONDITIONAL STANDARD ENFORCE	66,100	66,800	67,500
RESIDENTIAL BLDG PERMITS	1,645,000	1,694,400	1,745,200
COMMERCIAL BLDG PERMITS	1,757,100	1,809,800	1,864,100
BLDG ADD FEES	15,200	15,200	15,200
RESIDENTIAL ELECTRICAL PERMITS	390,000	401,700	413,800
COMMERCIAL ELECTRICAL PERMITS	245,100	252,500	260,100
RESIDENTIAL PLUMBING PERMITS	640,700	659,900	679,700
COMMERCIAL PLUMBING PERMITS	189,400	195,100	201,000
RESIDENTIAL HEATING PERMIT FEE	195,000	200,900	206,900
COMMERCIAL HEATING PERMIT FEE	128,100	131,900	135,900
ELEVATOR CERTIF FEE	12,100	12,100	12,100
COMMISSIONER OF REVENUE OTHER PERMIT FEES OTHE	2,200	2,300	2,400
SEPTIC TANK PERMITS	16,000	16,000	16,000
SIGN PERMITS	86,200	86,700	87,200
TEMP CERTIFICATE OF OCCUPANCY	30,300	30,300	30,300
EROSION CONTROL FEES	140,000	140,000	140,000
DMV STOP FEES	100,000	105,000	110,000
DOLLAR PER DAY FEE	50,000	50,000	50,000
SOLICITOR PERMITS	1,600	1,700	1,800
CONCEALED WEAPONS FEES	36,000	36,800	37,200
FIRE PERMITS	80,900	80,900	80,900
BURN PERMIT FEES	34,800	34,800	34,800
PLAN REVIEW FEES	410,300	410,300	410,300
PLAN REVIEW FEES COMMUNITY DEV	32,000	32,000	32,000
RESUBMITTED PLAN REVIEW FEES	20,000	20,000	20,000
RESIDENTIAL BMP MAINT FEES	149,300	149,300	149,300
MOBILE HOME APPLICATIONS	6,100	6,200	6,300
RESIDENTIAL REINSPECTION FEES	222,800	229,500	236,400
SOIL REPORT FEE SEWAGE	30,000	30,000	30,000
NOT READY INSPECTION FEE	41,600	42,800	44,100
Total Permits and Fees	**$8,593,000**	**$8,786,900**	**$8,985,700**
COURT FINES	$1,475,000	$1,475,000	$1,475,000
PARKING FINES	19,000	20,000	21,000
RESTITUTION POLICE DEPT	2,300	2,500	2,700
CURFEW VIOLATIONS	800	800	800
Total Fines and Forfeitures	**$1,497,100**	**$1,498,300**	**$1,499,500**

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
INTEREST ON FINES AND WARRANTS	$34,800	$34,800	$34,800
CP INTERCHANGE SVC DIST INT	0	0	0
INTEREST ON INV	5,057,000	5,267,100	5,443,300
RENTAL OF GENERAL PROPERTY	295,800	305,800	320,800
RENTAL OF BLDG	49,800	49,800	49,800
RENTAL OF SHELTERS	41,000	41,000	41,000
RENTAL OF PARK LIGHTS	45,000	45,000	45,000
RENTAL OF GARDEN PLOT	1,600	1,600	1,600
RENTAL OF EQUIP	800	800	800
CONCESSION RENTAL COMMISSION	29,000	29,000	29,000
Total Use of Money and Property	**$5,554,800**	**$5,774,900**	**$5,966,100**
INCTY IST DATA PROCESSING	$1,399,100	$1,399,100	$1,399,100
INCTY PC CHGS	325,000	325,000	325,000
INCTY PURCHASING CHGS	494,400	494,400	494,400
INCTY PRINT SHOP CHGS	460,000	460,000	460,000
INCTY ACCOUNTING CHGS	324,400	324,400	324,400
INCTY INTERNAL AUDIT FEE	3,500	3,500	3,500
INCTY BLDG RENTAL HEALTH	55,600	55,600	55,600
INCTY BLDG RENTAL SS	105,400	105,400	105,400
INCTY MHMRSA CHGS	250,100	250,100	250,100
INCTY TREAS COLLECTIONS	90,000	92,000	94,000
INCTY UTILITY DEPT REIMB	465,700	468,400	471,200
ACCOUNTING CHG	96,400	96,400	96,400
CHESTERFIELD UNIV NONCOUNTY	38,000	38,000	38,000
PRINT CHARGES EXTERNAL CUSTOMER	10,200	10,200	10,200
ADMIN FEES	60,700	60,700	60,700
DEFERRAL CHG	35,600	36,000	36,400
DELINQ ADMIN FEE	2,000	2,000	2,000
PERSONAL PROP DELINQ FEES	775,000	800,000	825,000
REAL ESTATE DELINQ FEES	220,000	230,000	240,000
BAD CHECK CHG	11,500	12,000	12,500
COURT FEES RECOVERED	$57,000	$57,000	$62,000
CERTIFIED MAIL FEE	800	800	800
MAILING FEES	500	500	500
COURTHOUSE MAINT FEE	81,100	81,100	81,100
SHERIFF'S FEES	18,300	18,300	18,300
COURT SECURITY SHERIFF	200,000	200,000	200,000
DNA FEES SHERIFF	3,000	3,000	3,000
LAW LIBRARY FEES	125,600	125,600	125,600
POLICE OFFICERS FEES	1,100,000	1,100,000	1,100,000
ACCIDENT REPORTS	33,000	34,000	35,000
APPOMATTOX AUTH POLICE BOAT	3,000	3,000	3,000
FALSE ALARM CHG	125,000	127,000	129,000
OFFENSE REPORTS	12,800	13,500	14,000
PHOTOGRAPHS ACCIDENTS	1,000	1,000	1,000
RECORD CHECKS	2,100	2,100	2,100

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
FINGERPRINT FEE	$3,500	$4,000	$4,500
NON-DUI TRAFFIC OFFENSES	50,000	65,000	75,000
DUI TRAFFIC OFFENSES	35,000	40,000	45,000
TRAINING ACADEMY FEES	41,000	42,000	43,000
TRAINING ACADEMY FEES CLEARING	0	0	0
FUNERAL HOME ESCORTS	16,000	17,000	18,000
MED FLIGHT FUND	174,100	174,100	174,100
HAZARDOUS WASTE CLEANUP	0	0	0
MONITORING FEES	16,000	16,000	16,000
WEEKEND JAIL TIME FEE	75,000	75,000	75,000
WORK RELEASE PROGRAM	65,000	65,000	65,000
MEDICAL CO-PAYMENTS	9,000	9,000	9,000
JAIL PROCESSING FEE	48,500	48,500	48,500
JUVENILE HOME	151,000	151,000	151,000
SALE OF ANIMALS	16,000	16,000	16,000
DOG BOARD FEES	35,000	35,000	35,000
CUSTOMER VAL CARD LEVEL 1	174,000	174,000	174,000
CUSTOMER VAL CARD LEVEL 2	92,000	92,000	92,000
BULKY WASTE COLLECTION FEE	4,400	4,400	4,400
BULKY BRUSH COLLECTION FEE	5,000	5,000	5,000
WHITE GOODS WITHOUT FREON	70,200	70,200	70,200
WHITE GOODS WITH FREON	42,300	42,300	42,300
WEED REMOVAL FEE	8,600	8,600	8,600
RESIDENTIAL GATE LANDFILL FEE	1,616,200	1,616,200	1,616,200
VEHICLE TIRES	13,100	13,100	13,100
VEHICLE TIRES W RIMS	5,400	5,400	5,400
OVERSIZED VEHICLE TIRES	300	300	300
CONSTRUCTION MATERIAL HALF LD	78,800	78,800	78,800
CONSTRUCTION MATERIAL FULL LD	101,500	101,500	101,500
CLIENT PMTS	$766,800	$766,800	$766,800
MEDICAID PMTS	850,100	850,100	850,100
MEDICAID WAIVER	9,037,200	9,037,200	9,037,200
MEDICAID STATE PLAN OPTION	5,391,300	5,391,300	5,391,300
MEDICAID-MEDALLION II	90,800	90,800	90,800
MEDICAID REHABILITATION	15,000	15,000	15,000
MEDICAID COINSURANCE	12,400	12,400	12,400
BLUE CROSS BLUE SHIELD PYMT	73,000	73,000	73,000
OTHER INS PMTS	68,700	68,700	68,700
MEDICAID TRANSPORTATION	415,000	415,000	415,000
SVCS TO COURTS	511,600	511,600	511,600
DEPT OF REHABILITATION SVCS	322,400	322,400	322,400
MEDICARE PMTS	82,600	82,600	82,600

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
FAMIS PMTS	$7,800	$7,800	$7,800
CCCTP COUPON REV FEES	187,200	187,200	187,200
EMPLOY HC PHYSICALS	65,000	70,000	70,000
EMPLOYEE HC DRUG TESTS	80,000	80,000	80,000
EMPLOYEE HC-FIRST VISITS	120,000	130,000	140,000
WELLNESS CONTRIBUTION	30,000	30,000	30,000
NONRESIDENT RECREATIONAL FEE	15,000	15,000	15,000
PLAYGROUND FEES	12,500	12,500	12,500
LECTURE FEE	10,300	10,300	10,300
SPORTS PROGRAM FEES	95,000	95,000	95,000
TOURNAMENT CHGS	30,000	30,000	30,000
CAMP FEES	48,000	48,000	48,000
INSTRUCTIONAL FEES	190,600	190,600	190,600
SPECIAL EVENTS	2,500	2,500	2,500
SALE OF LIBRARY SVCS	600	600	600
LIBRARY FINES	334,700	334,700	334,700
CITY RICHMOND LIBRARY USE FEE	159,600	159,600	159,600
SALE OF PUBLICATIONS	6,500	6,600	6,700
PENALTY CHGS	27,300	27,800	28,500
ADVERTISING FEE	6,000	6,000	6,000
RECYCLING PROCEEDS	81,700	81,700	81,700
JANITORIAL SVCS	65,400	65,400	65,400
SALE OF CONTRACT	474,900	474,900	474,900
DOCUMENT COPY FEES	32,300	32,300	32,300
Total Service Charges	**$29,652,500**	**$29,734,900**	**$29,812,400**
DONATIONS AND CONTRIB	$131,200	$141,200	$151,200
INCTY INS RECOVERY	50,000	50,000	50,000
SALE OF SURPLUS EQUIP	5,500	6,500	7,500
SALE OF VEHICLES	85,000	88,000	92,000
LOSS PREVENTION REVENUE	335,800	335,800	335,800
OTHER MISC REVS	623,800	629,500	634,200
PUBLIC PHONE COMM	95,000	95,000	95,000
REIMB TELEPHONE USAGE	10,100	9,100	8,100
REIMB TOWING	2,900	2,900	2,900
REIMB DRUG TESTING	6,500	6,500	6,500
REIMB OTHER	2,031,900	2,030,900	2,029,700
REIMB OTHER LOCALITIES	35,000	40,000	45,000
REIMB COLONIAL HEIGHTS	521,580	354,680	354,680
REIMB HEALTH DEPT	13,900	13,900	13,900
REIMB CHESTERFIELD SCH	9,007,900	9,112,800	9,300,600
REIMB RICHMOND CENTER	1,143,200	1,182,100	1,221,000
REIMB STATE EXP	124,000	124,000	124,000
REIMB STATE VEHICLE	41,000	41,000	41,000
CARE OF PRISONERS	7,500	7,500	7,500
Total Recovered Costs & Misc.	**$14,271,780**	**$14,271,380**	**$14,520,580**

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
VA ABC PROFITS	$150,000	$150,000	$150,000
DMV SELECT PROG	31,000	37,000	44,000
VA CLERK EXCESS FEES	1,750,000	1,700,000	1,700,000
VA WINE TAXES	155,000	155,000	155,000
VA ROLLING STOCK TAX	85,000	85,000	85,000
VA MOBILE HOME TITLING TAXES	70,000	70,000	70,000
VA GRANTORS TAX DEEDS	1,500,000	1,500,000	1,500,000
VA HB 599 FUNDS	8,500,000	8,500,000	8,500,000
VA PPTRA	41,092,000	41,092,000	41,092,000
VA VEHICLE RENTAL TAX	825,000	825,000	825,000
VA SHEXP COMM ATTY	1,480,100	1,480,100	1,480,100
VA SHEXP COMM ATTY FICA	125,800	125,800	125,800
VA SHEXP COMM ATTY VSRS	76,000	76,000	76,000
VA SHEXP COMM ATTY DP	110,300	110,300	110,300
VA SHEXP COMM ATTY INS	2,000	2,000	2,000
VA SHEXP SHERIFF	2,418,000	2,418,000	2,418,000
VA SHEXP SHERIFF FICA	301,900	301,900	301,900
VA SHEXP SHERIFF VSRS	145,500	145,500	145,500
VA SHEXP COMM OF REV	526,000	541,800	558,100
VA SHEXP COMM OF REV FICA	41,000	42,200	43,500
VA SHEXP COMM OF REV VRS	22,000	22,700	23,400
VA SHEXP COMM OF REV INS	2,500	2,600	2,700
VA SHEXP TREAS	545,000	550,000	555,000
VA SHEXP TREAS FICA	41,000	43,000	45,000
VA SHEXP TREAS VRS	32,000	33,000	35,000
VA SHEXP TREAS INS	2,500	2,600	2,700
VA SHEXP REGIS ELECTION BOARDS	90,000	90,000	90,000
VA SHEXP CLERK CIRCUIT CT	1,096,800	1,096,800	1,096,800
VA SHEXP CLERK CIRCUIT CT FICA	27,900	27,900	27,900
VA SHEXP CLERK CIRCUIT CT VRS	19,100	19,100	19,100
VA SHEXP CLERK CIRCUIT CT INS	1,500	1,500	1,500
VA CRIM JUSTICE SVC PROBATION	5,500	5,500	5,500
VA JAIL BLOCK GRANT	1,100,000	1,100,000	1,100,000
VA AID TREATMENT PERSONNEL	130,000	130,000	130,000
VA COMP BOARD AID JAIL EXP	1,846,600	1,846,600	1,846,600
VA JUVENILE DETENT CARE CHILD	4,400	4,400	4,400
VA DISTRIB FIRE PROGRAM FUND	348,600	348,600	348,600
VA EMERGENCY MEDICAL SVC	265,500	265,500	265,500
VA FIN ASSIST MH SVC	2,602,500	2,602,500	2,602,500
VA FIN ASSIST MR SVC	154,400	154,400	154,400
VA SUBSTANCE ABUSE SVCS	843,700	843,700	843,700
VA P ASSIST WELFARE ADMIN	4,716,600	4,716,600	4,716,600
VA FIN ASSIST PUBLIC LIBRARY	228,500	228,500	228,500
VA MISC STATE AID	2,914,900	2,914,900	2,914,900
STATE SALES TAX	60,728,100	63,764,500	66,952,700
Total State Revenue	**$137,154,200**	**$140,172,500**	**$143,395,200**

APPENDIX E
GENERAL FUND REVENUE PROJECTIONS

Description	FY2011 Projected	FY2012 Projected	FY2013 Projected
FED CDBG	$1,548,600	$1,548,600	$1,548,600
FED FIN ASSIST SEC 8 HOUSING	12,100	12,100	12,100
FED PASS THRU WELFARE	10,273,720	10,273,720	10,273,720
FED PRESQULE NW REFUGE 95-469	4,300	4,300	4,300
FED FIN ASSIST PUBLIC SAFETY	25,000	25,000	25,000
FED FIN ASSIST OTHER	30,000	30,000	30,000
Total Federal Revenue	**$11,893,720**	**$11,893,720**	**$11,893,720**
TOTAL TAXES AND REVENUE	**$720,187,700**	**$746,949,800**	**$777,338,500**
TFR FROM COUNTY CP FUND	$236,000	$236,000	$236,000
TRF FROM SPECIAL REV FUND	726,100	726,100	706,100
TRF FROM FLEET	12,000	12,300	12,600
TRF FROM WATER FUND	2,600	2,700	2,700
TRF FROM WATER PMT LIEU OF TAX	2,452,600	2,452,600	2,452,600
TRF FROM WASTEWATER	2,600	2,700	2,800
Total Financing Sources	**$3,431,900**	**$3,432,400**	**$3,412,800**
USE OF RESERVES:			
USE OF OTHER RESERVES	$8,000,000	$9,306,700	$8,000,000
USE OF FUND BALANCE	53,495,000	54,834,000	56,844,000
Total Reserves & Fund Balance	**$61,495,000**	**$64,140,700**	**$64,844,000**
Total Other	**$64,926,900**	**$67,573,100**	**$68,256,800**
TOTAL GENERAL FUND REVENUE	**$785,114,600**	**$814,522,900**	**$845,595,300**

APPENDIX F

Composite Technology Improvement Program
FY 2009 – FY2014

Project Name	Funding Source	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY2009 to FY2014
Countywide								
In Focus Upgrade and Phase III Completion	TIP	$355,400	$134,400	$0	$0	$0	$0	$489,800
Enterprise Business Application Conversion	TIP	0	700,000	0	0	0	0	700,000
PC Replacement Program	TIP	100,000	121,600	150,000	0	0	0	371,600
Human Services								
Document Imaging System - Mental Health	TIP	0	0	123,400	0	0	0	123,400
Digital and Electronic Signatures - Mental Health	TIP	0	0	52,500	0	0	0	52,500
Automated Remote Lighting Controls - Parks & Recreation	TIP	0	35,000	0	0	0	0	35,000
Management Services								
Secure Web Remote Access - IST	TIP	35,000	0	0	0	0	0	35,000
Information Security Event Mgt & Incident Response	TIP	200,000	37,000	0	0	0	0	237,000
Backfile Conversion of Case Files - Circuit Court Clerk	TIP	0	200,000	200,000	0	0	0	400,000
Accounts Receivable System - Treasurer	TIP	150,600	0	0	0	0	0	150,600
Real Estate Sketch Application - Assessor	TIP	144,000	72,000	0	0	0	0	216,000
Public Safety								
Library Conversion with Disaster Mgt Simulator - Fire & EMS	TIP	85,000	0	0	0	0	0	85,000
Microsoft Office Upgrade - Fire and EMS	TIP	30,000	0	0	0	0	0	30,000
Police Operational Data Storage - Police	TIP	200,000	0	0	0	0	0	200,000
TIP Contingency	TIP	0	0	874,100	0	0	0	874,100
Future Technology Funding								
(Projects to be determined in future years)	TIP	0	0	0	1,500,000	1,600,000	1,700,000	4,800,000
TOTAL TIP		**$1,300,000**	**$1,300,000**	**$1,400,000**	**$1,500,000**	**$1,600,000**	**$1,700,000**	**$8,800,000**

APPENDIX G

Composite Historical Sites Improvement Program
FY 2009 – FY2014

Project Name	Funding Source	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	Total FY2009 to FY2014
Eppington								
Chesterfield County*	CIP	$100,000	$100,000	$50,000	$50,000	$50,000	$50,000	$400,000
Foundation/Grants	Other	100,000	100,000	50,000	50,000	50,000	50,000	400,000
Falling Creek Ironworks Park								
Chesterfield County*	CIP	40,000	20,000	20,000	20,000	20,000	20,000	140,000
Foundation/Grants	Other	40,000	20,000	20,000	20,000	20,000	20,000	140,000
Henricus Historical Park								
Chesterfield County*	CIP	300,000	300,000	300,000	150,000	150,000	150,000	1,350,000
Henrico County	Other	300,000	300,000	300,000	150,000	150,000	150,000	1,350,000
Total FY2009-FY2014		**$880,000**	**$840,000**	**$740,000**	**$440,000**	**$440,000**	**$440,000**	**$3,780,000**

* Allocation to match grants and other outside funding sources.

Funding Source:

CIP - Annual Capital Improvement Program

Other - State and Federal Grants, Foundation Grants/Donations

APPENDIX H

Referendum Debt Issuance Schedule

	Actual				Planned			TOTAL
	FY2005	**FY2006**	**FY2007**	**FY2008**	**FY2009**	**FY2010**	**FY2011**	**FY2005-2011**
Schools	$11,906,400	$50,390,000	$53,508,600	$60,227,000	$16,463,100	$23,245,400	$15,485,200	$231,225,700
Public Safety	675,500	2,281,100	993,700	5,747,600	365,200	5,165,400	28,600	15,257,100
Libraries	3,251,200	1,745,900	5,125,200	8,159,400	1,221,000	7,768,300	8,316,500	35,587,500
Parks and Recreation	1,411,900	931,500	2,283,000	2,741,000	3,670,300	4,869,700	3,767,300	19,674,700
Roads	0	8,956,500	10,704,500	0	0	5,000,000	15,339,000	40,000,000
Total	**$17,245,000**	**$64,305,000**	**$72,615,000**	**$76,875,000**	**$21,719,600**	**$46,048,800**	**$42,936,600**	**$341,745,000**

APPENDIX H

County 2004 Referendum Projects
Included in the FY2009 - FY2014 Capital Improvement Program

Project Name

Libraries

Chester Community Arts Center
Ettrick-Matoaca Library Renovation
Library Technology Upgrades
Reams-Gordon Library
Robious Road Area Library
Route 360 West Library (currently West Beach Road Area Library)

Parks and Recreation

Chester Kiwanis Community Park
Falling Creek Park-North
Irvin G. Horner Park
Lowe's Soccer Complex
Matoaca Park
Mid-Lothian Coal Mines Park
Park Improvements
Route 360 West Area Park
School Site Improvements
Spring Run Neighborhood Athletic Park

Public Safety

Courthouse/Route 288 Fire Station
Harrowgate Fire Station

Roads

Route 10 / Beach Road
Route 10 / Interstate 95
Robious Road
Sidewalks - Midlothian District

Note: See individual narratives for further details of each project

APPENDIX I

Priority County Road Projects

Project Name

Centralia Road - Nott Lane to Chester Road, widen to three lanes

Huguenot Road - Alverser Drive to Midlothian Turnpke, widen to six lanes

Hull Street Road (Route 360) - Route 288 to Genito Road, widen to six lanes

Hull Street Road (Route 360) - Woodlake to Winterpock Road, widen to eight lanes

I-295 / Meadowville Road - Interchange

Midlothian Turnpike (Route 60) - Old Buckingham Road to Courthouse Road, widen to six lanes

Newbys Bridge Road - Falling Creek to Hagood, reconstruction

Otterdale Road - Genito Road to Westerleigh, reconstruction

Providence Road - Courthouse Road to Hicks Road, reconstruction

Qualla Road - Spring Run Road to Trailwood Drive, reconstruction

Reams Road - Courthouse Road to Adkins, reconstruction

Route 288 / Chester Road - Add loop to interchange

W Hundred Road (Route 10) - I-95 to Ware Bottom Springs, widen to six lanes

Note: As indicated in the Road Program project narrative, specific road projects selected for funding can come from the above list

APPENDIX J

House Bill 2888, passed in the 2005 Session of the General Assembly and signed by the Governor, requires that any locality eligible to accept any cash proffer payments, include in its capital improvement program, the amount of all proffered cash payments received during the most recent fiscal year for which a report has been filed to the Commission on Local Government.

A summary of cash proffer activity for FY2007 is included in this document as Appendix F. This information was submitted to the Commission on Local Government in the fall of 2007.

APPENDIX J
Commission on Local Government
2007 Survey of Cash Proffers Accepted by Local Governments

Date: August 21, 2007
Locality: Chesterfield County — County [X] City Town
Name: Allan M. Carmody — Title: Budget Director
Phone: (804) 748-1600 — Fax: (804) 751-4988
E-mail: carmodya@chesterfield.gov

Did your locality accept cash proffers at any time during the 2006-2007 Fiscal Year? **YES** [X] **NO**

If you answered "No" for the 2006-2007 Fiscal Year, additional information is not needed. Please return the survey to the Commission on Local Government as indicated on the next page.

If you answered "Yes" for the 2006-2007 fiscal year, provide the following information concerning the cash proffers accepted by your locality: (See definitions on next page.)

	FY2006-07 [1]	SUPPLEMENTAL DATA Program **LIFE TO DATE** Jan. 1990 - June 30, 2007
1. Total amount of cash proffer revenue collected by the locality during the 2006-2007 fiscal year:	$5,323,634	$42,597,187
2. Estimated amount of cash proffers pledged during the 2006-2007 fiscal year and whose payment was conditioned only on time:	$0 [2]	328,143,678 [2]
3. Total amount of cash proffer revenue expended by the locality during the 2006-2007 fiscal year:	$4,992,700	$30,865,645

4. Indicate the Purpose(s) and amount(s) for which the expenditures in number 3 above were made:

Schools	$3,129,100	$13,833,593
Roads and Other Transportation Improvement	686,500	12,568,538
Fire and Rescue/Public Safety	345,100	924,200
Libraries	327,500	1,193,500
Parks, Recreation, and Open Space	504,500	2,345,814
Water and Sewer Service Extension	-	-
Community Centers	-	-
Stormwater Management	-	-
Special Needs Housing	-	-
Affordable Housing	-	-
Miscellaneous	-	-
Total Dollar Amount Expended (Should Equal Amount in Number 3 Above)	**$4,992,700**	**$30,865,645**

Notes:

1. Revenues in prior years can be used for expenditures in subsequent years. Accordingly, it is possible for expenditures in any one year to be higher than the revenues collected in the same year.
2. The Life to Date figure is inclusive of proffers that are not conditioned only on time. Chesterfield County has accepted cash proffers that typically are required to be paid prior to the issuance of a building permit (thus excluded from survey question number 2). We have provided supplemental data reflecting our results since approval of the first case with cash proffers in 1990. The figures in the right-hand column are inclusive of proffers conditioned on factors other than time. The Life to Date figures are inclusive of FY2007 pledges totaling $96,645,804 of which $96,569,480 was not collected in FY2007 and are conditioned on factors other than time.

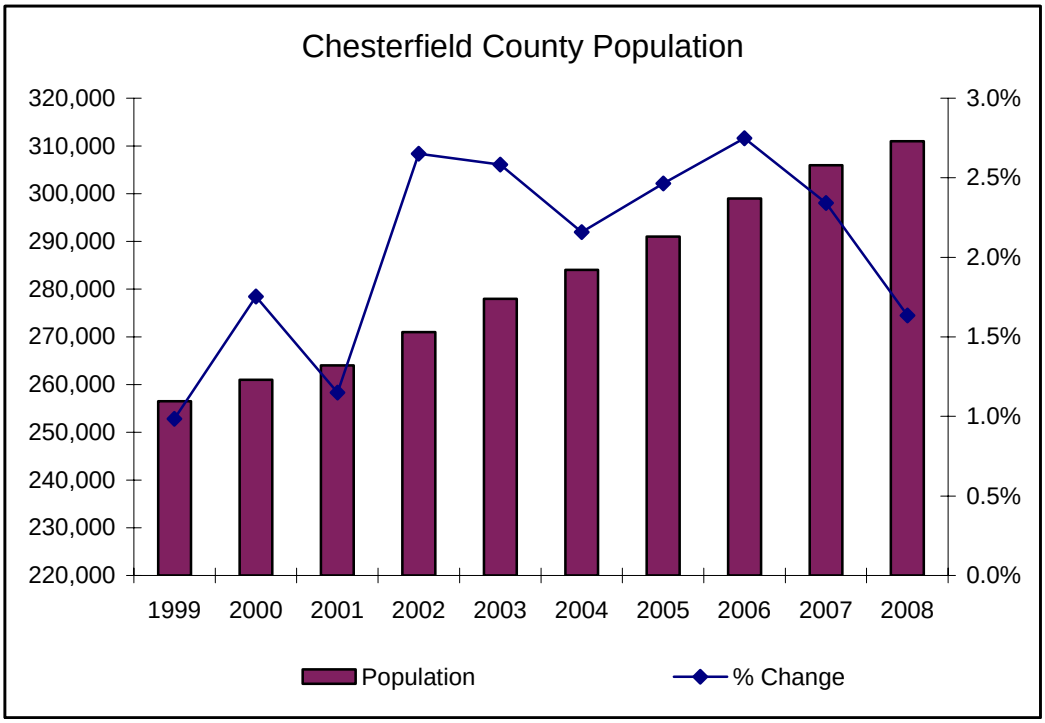
Comments: Use additional sheet if necessary.	Chesterfield County has accepted cash proffers that typically are required to be paid prior to the issuance of a building permit (thus excluded from survey question number 2). We have provided supplemental data reflecting our results since approval of the first case with cash proffers in 1990. The figures in the right-hand column are inclusive of proffers conditioned on factors other than time.

STATISTICS

Population

Chesterfield County is the most populated locality in the Richmond/Petersburg MSA and the fourth most populated locality in the Commonwealth of Virginia. The county population has experienced gradual but steady increases since 1990. Since 1999, population has grown an average of 2.05 percent per annum.

Year	Population	% Change
2008	311,000	1.63%
2007	306,000	2.34%
2006	299,000	2.75%
2005	291,000	2.46%
2004	284,000	2.16%
2003	278,000	2.58%
2002	271,000	2.65%
2001	264,000	1.15%
2000	261,000	1.75%
1999	256,500	0.98%



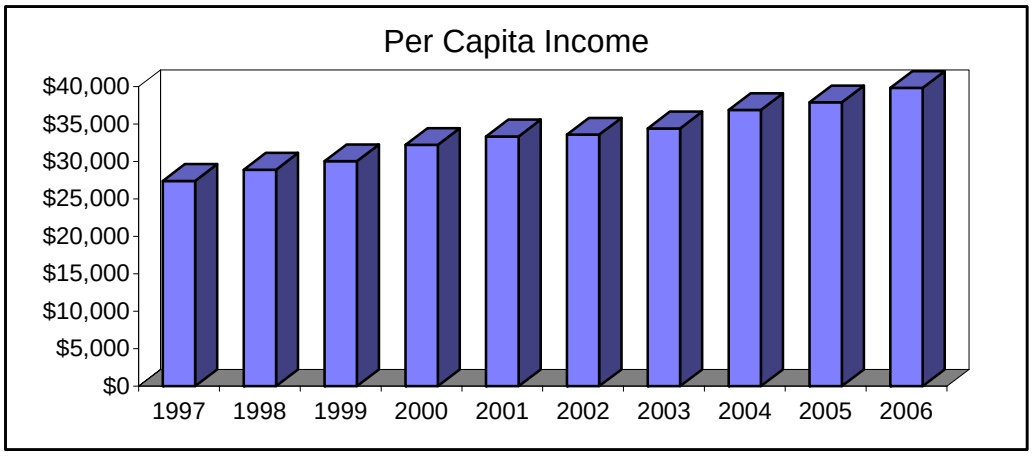
Source: Planning Department, Chesterfield County population estimates 1999 through 2008

STATISTICS

Per Capita Income

The Per Capita Income in Chesterfield County has been increasing at an average rate of 4 percent between 1997 and 2006. Per Capita income is an important factor in County revenues, as revenues generally increase with the rise in income.

Year	Per Capita Income [1]	Rate of Growth
2006	$39,834	5.07%
2005	$37,911	2.80%
2004	$36,879	7.12%
2003	$34,428	2.51%
2002	$33,586	0.66%
2001	$33,366	3.54%
2000	$32,225	7.27%
1999	$31,627	3.87%
1998	$30,288	5.50%
1997	$28,780	3.09%



Income Profile

	Chesterfield County			Virginia			Richmond MSA		
	2000[2]	2004[2]	2006[2]	2000[2]	2004[2]	2006[2]	2000[2]	2004[2]	2006[2]
Median Household Income	$58,537	$62,384	$66,625	$46,677	$51,689	$51,914	$46,800	$52,468	$53,416

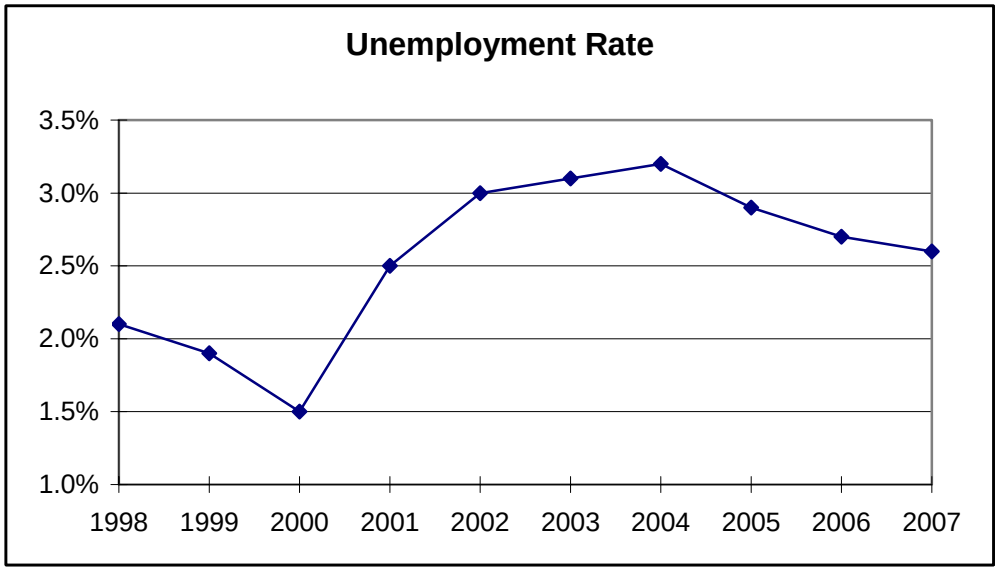
Sources:
(1) U.S. Bureau of Economic Analysis
(2) U.S. Census Bureau

STATISTICS

Unemployment Rate

Chesterfield has a diversified employment base primarily consisting of jobs in the service, trade and government sectors. The unemployment rate has been consistently below that of the Commonwealth and the Richmond MSA.

Year	Unemployment Rate
2007	2.6%
2006	2.7%
2005	2.9%
2004	3.2%
2003	3.1%
2002	3.0%
2001	2.5%
2000	1.5%
1999	1.9%
1998	2.2%

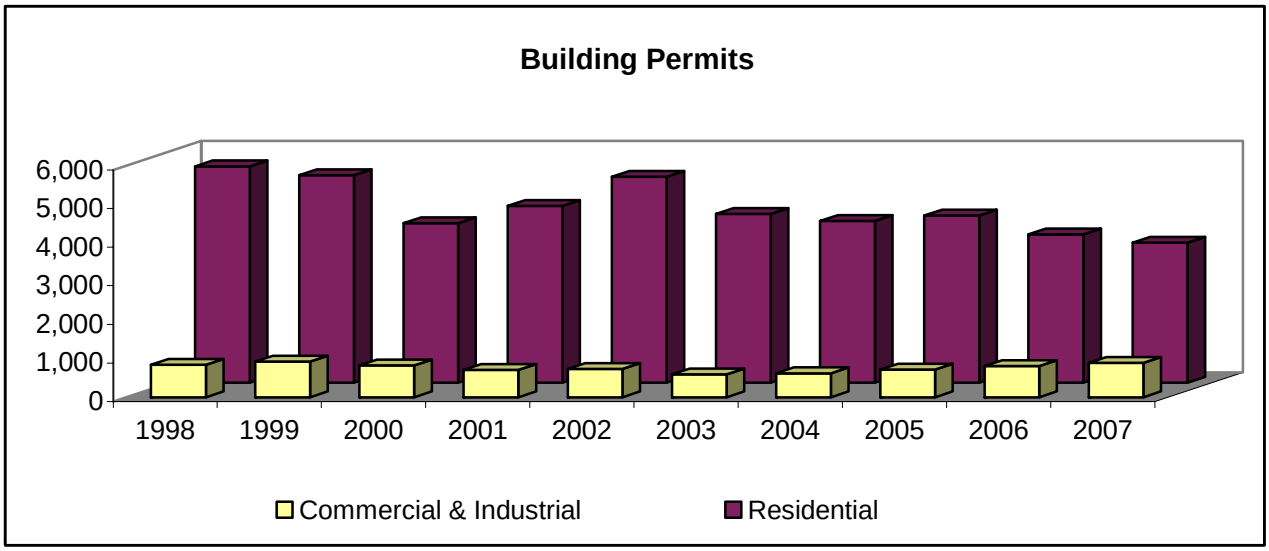


Source: Virginia Employment Commission

Commercial & Industrial and Residential Building Permits

The number of new building permits for both the Commercial and Industrial and the Residential categories was high during the late 1980's. While this growth slowed somewhat in the early 1990's, the market rebounded toward the end of the decade with the strong economy. Building permits are expected to remain level or slightly increase in FY2009 and FY2010.

Year	Commercial & Industrial	Residential [1]
2007	894	3,625
2006	810	3,840
2005	716	4,332
2004	622	4,186
2003	594	4,371
2002	733	5,334
2001	710	4,579
2000	827	4,131
1999	923	5,376
1998	844	5,602



Source: Chesterfield County's Department of Building Inspections

(1) Includes single family and multi-family, including apartments

STATISTICS

Chesterfield Business Statistics

Largest Private Employers

Company	*Product/Business*	*Number of Employees*
E.I. DuPont de Nemours & Company, Inc.	Plastic Films, Synthetic Fibers	2,508
United Parcel Service, Inc.	Express Delivery Services	1,860
Ukrop's Supermarkets, Inc.	Food Distribution	1,637
CJW Medical Center	Health Care	1,400
Wal-Mart	Retail Trade	1,325
Food Lion, Inc.	Food Distribution	888
Hill PHOENIX	Refrigeration Equipment Manufacturing	838
St. Francis	Health Care	759
DuPont Teijin Films	Film Products Manufacturing Retail Trade	726
Capital One	Financial Services	701
Honeywell, Incorporated	Synthetic Fibers Manufacturing	670
Alstom Power, Inc.	Generation Equipment Manufacturing	650
Church & Dwight Company, Inc.	Consumer Products Manufacturing	610
Travelers	Insurance	580
J. C. Penney Company, Inc.	Retail Trade	550

Source: Chesterfield County Economic Development, January 2007

Chesterfield's Principal Taxpayers

Taxpayer	**Type of Property**	**2007 Assessed Value** [(1)]	**% of Total Assessed Valuation**
Dominion Virginia Power	Public Utility	$ 581,922,776	1.72%
E. I. DuPont DeNemours and Company, Inc.	Plastic Films, Synthetic Fibers	278,133,412	0.82
Verizon Communications	Telephone Company	166,635,880	0.49
Philip Morris, USA, Inc.	Refined Tobacco Leaf	109,310,045	0.32
Macerich Partnership	Mall/Shopping Center	103,333,481	0.31
Bon Secours St. Francis Medical Center	Health Care	89,539,700	0.27
Brandywine Operating Partnership	Office Buildings	76,243,700	0.23
C.J.W. Medical Center	Health Care	68,797,825	0.20
Wal-Mart Stores, Inc.	Retail	55,238,777	0.16
Occidental Development Limited		40,538,200	0.12
		$1,569,693,796	4.65%

Source: Assessor and Commissioner of Revenue, Chesterfield County

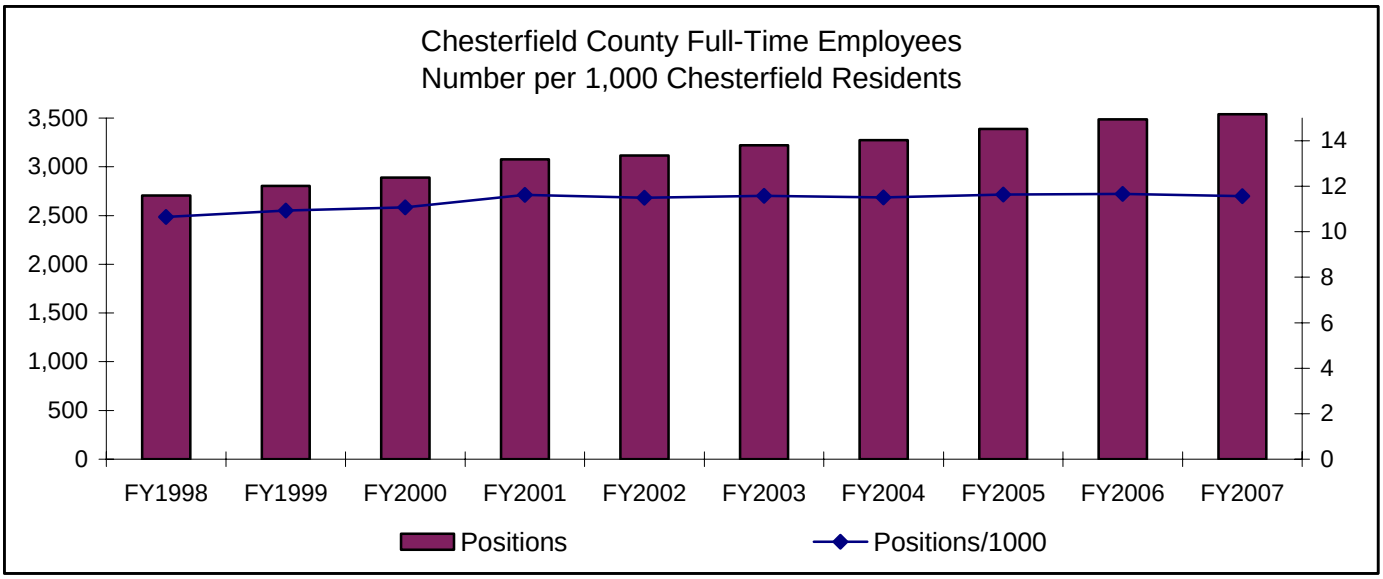
(1) Includes real estate, personal property, and machinery and tools.

STATISTICS

Chesterfield County Government Full-Time Positions

Chesterfield County's Authorized Full-Time Positions to County Population ratio has averaged 11.4 employees per 1,000 residents over the past ten years. The largest growth has been in the Public Safety and Human Services Divisions.

Fiscal Year	Positions [1]	Positions per 1,000 Residents
2007	3,539	11.6
2006	3,486	11.7
2005	3,387	11.6
2004	3,274	11.5
2003	3,220	11.6
2002	3,115	11.5
2001	3,076	11.6
2000	2,890	11.1
1999	2,805	10.9
1998	2,705	10.6



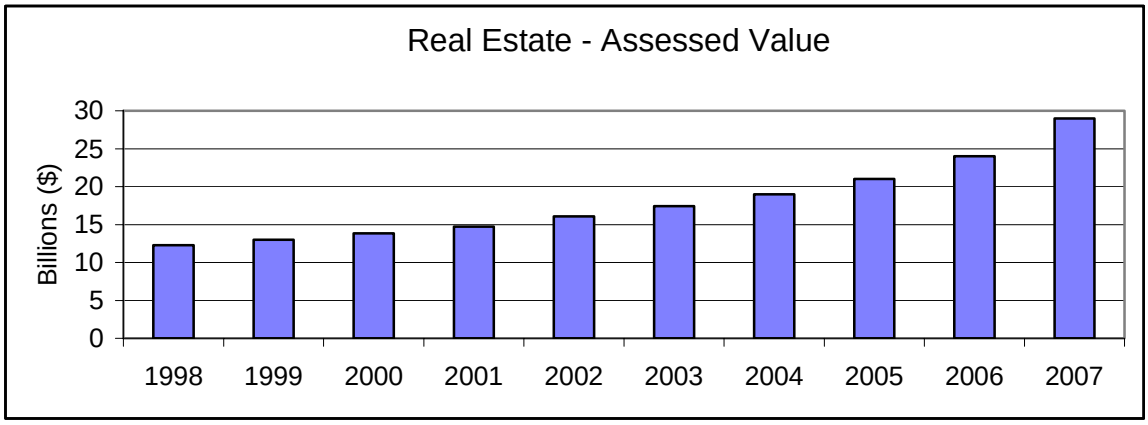
[1] Authorized, permanent, full time positions - does not include part-time personnel, full-time equivalents or school board employees.

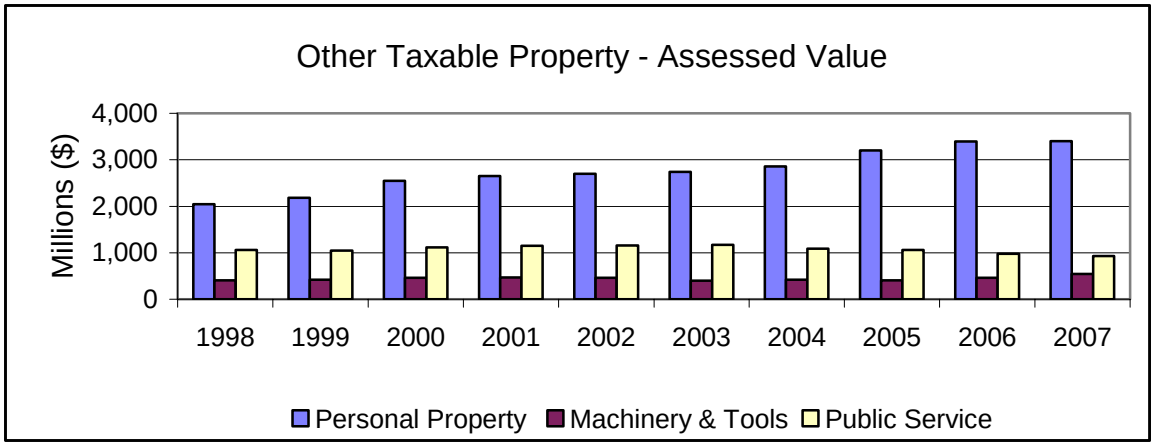
STATISTICS

Assessed Valuation of Taxable Property[1]

The assessed value of taxable property is a leading indicator of the stability of a local economy. The assessed valuation of taxable property continues to increase in Chesterfield County.

Year	Real Estate [2]	Personal Property	Machinery & Tools	Public Service
2001	$14,742,262,399	$2,652,075,485	$465,454,400	$1,149,127,742
2000	13,851,435,309	2,546,806,658	463,854,340	1,114,079,536
1999	12,985,965,769	2,183,504,472	418,692,590	1,046,031,615
1998	12,272,023,637	2,045,922,896	403,058,960	1,059,563,382





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(1) Assessed values of all classes of property approximate market value.

(2) The values include both halves of the year's assessments.

STATISTICS

Other Data

Year	Parks	Libraries	Registered Voters	Fire Stations
2007	43	10	190,249	21
2006	43	10	186,200	21
2005	43	10	179,286	21
2004	43	10	174,674	19
2003	41	10	167,621	18
2002	31	10	167,055	17
2001	31	10	162,153	17
2000	30	10	155,678	17
1999	30	10	148,130	16
1998	29	10	144,826	16

Education

The public school system consists of 36 elementary schools, 12 middle schools and 11 high schools. A technical center provides career development training. Selected comparative information follows:

School Year	School Facilities	Student Avg. Daily Membership	Annual Costs ($000)	Cost Per Student	Teaching Positions	Student-Teacher Ratio
2007	60	57,749	$537,520	$9,308	4,307	13.4
2006	59	56,663	482,775	8,520	4,228	13.4
2005	59	55,570	455,910(1)	8,204	4,135	13.4
2004	59	54,850	419,819(2)	7,654	4,119	13.3
2003	59	53,618	405,898(3)	7,570	3,942	13.6
2002	59	52,337	372,211	7,112	3,793	13.8
2001	59	51,222	361,385	7,055	3,715	13.8
2000	57	50,669	337,961	6,670	3,662	13.8
1999	56	50,436	316,805(4)	6,283	3,557	14.2
1998	56	50,049	294,705 (5)	5,888	3,440	14.6

Source: School Board Administration, Chesterfield County

(1) Includes operating and debt service costs, net of refinanced debt: $54,204,820 recorded as payment to primary government of which $15,844,564 was used to refund bonds and $38,360,256 was used for debt service expenditures.

(2) Includes operating and debt service costs, net of refinanced debt: $90,939,406 recorded as payment to primary government of which $51,311,805 was used to refund bonds and $39,627,601 was used for debt service expenditures.

(3) Includes operating and debt service costs, net of refinanced debt: $62,738,619 recorded as payment to primary government of which $24,895,053 was used to refund bonds and $37,843,566 was used for debt service expenditures.

(4) Includes operating and debt service costs, net of refinanced debt: $33,988,003 recorded as payment to refunded bond escrow agent and $32,470,184 recorded as debt service expenditures.

(5) Includes operating and debt service costs, net of refinanced debt: $9,493,530 recorded as payment to refunded bond escrow agent and $30,087,285 recorded as debt service expenditures.

STATISTICS

Property Tax Rate
(Per $100 of Assessed Value)
Last Ten Calendar Years

		Personal Property						
Year	Real Estate	Airplanes	Motor Vehicles Special Fuels	Motor Vehicles of Voluntary Personnel [1]	Wild or Exotic Animals	Vehicle Trailer and Semi-Trailer[2]	All Others [3]	Machinery and Tools
2007	$1.04/ .97 [4][5]	$0.50	$3.24	$0.96	$.01	$0.96	$3.60	$1.00
2006	1.07/1.04 [4][5]	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2005	1.07	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2004	1.07	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2003	1.07	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2002	1.08/1.07 [4]	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2001	1.08	0.50	3.24	0.96	0.01	0.96	3.60	1.00
2000	1.08	0.50	3.24	0.96	0.01	0.96	3.60	1.00
1999	1.08	0.50	3.24	0.96	0.01	0.96	3.60	1.00
1998	1.09/1.08 [4]	0.50	3.24	0.96	0.01	0.96	3.60	1.00

(1) Includes motor vehicles owned by members of volunteer rescue squads, volunteer fire departments, volunteer police chaplains, and auxiliary police officers.

(2) Includes motor vehicles, trailers, and semi-trailers with a gross vehicle weight of 10,000 pounds or more to transport property for hire by a motor carrier engaged in interstate commerce.

(3) Includes automobiles (except those mentioned above), boats, boat trailers, other motor vehicles and all tangible personal property used or held with any mining, manufacturing or other business, trade, occupation or profession, including furnishings, furniture, and appliances in rental units.

(4) The real estate tax rate was different for each half of the tax year.

(5) In 2006, the County initiated a supplemental property tax in the Powhite-Charter Colony Parkway Interchange Service District. Real property in the district is charged this supplemental tax rate of $0.15 per $100 in addition to the real estate rate.

Bond Ratings

	Moody's	Fitch Ratings	Standard & Poor's
General Obligation	Aaa	AAA	AAA
Utilities Revenue	Aaa	AAA	AAA

STATISTICS

Ratio of Annual Debt Service Expenditures for General Long-term Debt to Total General Expenditures and Other Financing Uses

Fiscal Year	Total Principal	Total Interest	Total Debt Service	Total General Governmental Expenditures	Ratio of Debt Service to Expenditures
2007	$39,106,776	$20,248,273	$59,355,049	$854,263,273	6.9%
2006	36,738,215	18,823,764	55,561,979	774,887,771	7.2
2005	33,843,492	17,761,300	51,604,792	731,993,626	7.0
2004	34,429,508	16,950,600	51,380,108	671,790,140	7.6
2003	34,357,772	16,815,327	51,173,099	641,227,293	8.0
2002	33,879,257	18,311,916	52,191,173	606,656,932	8.6
2001	32,442,594	16,614,708	49,057,302	589,731,602	8.3
2000	29,787,541	15,977,299	45,764,840	547,458,110	8.4
1999	27,915,971	15,961,113	43,877,084	503,573,401	8.7
1998	26,730,947	14,525,156	41,256,103	468,844,786	8.8

FY2009 APPROPRIATIONS RESOLUTION

A RESOLUTION TO APPROPRIATE DESIGNATED FUNDS AND ACCOUNTS FROM DESIGNATED ESTIMATED REVENUES FOR FY2009 FOR FISCAL PLANNING PURPOSES FOR THE OPERATING BUDGET AND THE CAPITAL IMPROVEMENT PROGRAM FOR THE COUNTY OF CHESTERFIELD, VIRGINIA

BE IT HEREBY RESOLVED by the Board of Supervisors of the County of Chesterfield:

That for the fiscal year beginning on the first day of July 2008 and ending on the thirtieth day of June 2009, the following sections shall be adopted:

Sec. 1 The following designated funds and accounts shall be appropriated from the designated estimated revenues to operate and to provide a capital improvement program for the county. It is the intent of the Board of Supervisors that general property taxes levied on January 1, 2008, and due December 5, 2008, be appropriated for FY2009.

General Fund		**FY09 Adopted**
Estimated Revenue:	From Local Sources:	
	General Property Taxes	$378,583,500
	Other Local Taxes	102,522,400
	Licenses, Permits, Fees	8,257,100
	Fines, Forfeitures and Uses of Money & Property	6,409,200
	Service Charges	29,008,900
	Miscellaneous and Recovered Costs	13,814,400
	From Other Agencies:	
	State and Federal	$140,280,000
	Other Financing Sources:	
	Reserves	$12,957,200
	Transfer from County Grants Fund	592,600
	Transfer from County Capital Projects	979,900
	Transfer from Vehicle & Communications Maintenance Fund	11,800
	Transfer from Water Improvement, Replacement & Extension Fund	2,500
	Transfer from Water Operating Fund	2,452,600
	Transfer from Wastewater Operating Fund	2,600
	Anticipated Fund Balance 7/1/08	53,495,000
	Total Revenues	**$749,369,700**
Appropriations:	General Government	$52,442,300
	Administration of Justice	8,560,200
	Public Safety	142,981,900
	Public Works	20,252,500
	Health and Welfare	67,590,700
	Parks, Rec., Cultural	21,570,200
	Community Development	16,109,800
	Debt Service	24,898,200
	Operating Transfers	338,982,200
	Reserves	2,486,700
	Ending Fund Balance, 6/30/2009	53,495,000
	Total General Fund:	**$749,369,700** *

* Plus encumbrances carried forward in all funds in an amount not to exceed $15 million, which will be reappropriated into the fiscal year beginning July 1, 2008. (See **"Section 5"**)

FY2009 APPROPRIATIONS RESOLUTION

Comprehensive Services Fund

Estimated Revenue:	Reimbursement, Colonial Heights	$237,800
	State Aid, Comprehensive Services	5,345,900
	State, Miscellaneous	114,200
	Transfer from Social Services	445,200
	Transfer from Schools	1,930,200
	Transfer from General Fund	3,008,600
	Total Revenue	**$11,081,900**
Appropriations:	Operating Expenses	$11,081,900
	Total Appropriations	**$11,081,900**

School Operating Fund

Estimated Revenue:	Local Sources	$22,201,600
	State	268,119,900
	Federal	25,204,300
	Loan Proceeds	234,800
	Transfer from School Operating	819,800
	Transfer from School Food Service	800,000
	Transfer from School CIP	1,250,000
	Transfer from General Fund:	
	State Sales Tax	52,284,400
	Local Taxes	253,065,500
	Grounds Maintenance	2,246,700
	Total General Fund	$307,596,600
	Beginning Balance	2,861,700
	Total Revenues, Transfers & Reserves	**$629,088,700**
Appropriations:	Instruction	432,195,036
	Administration / Attendance & Health	23,019,158
	Pupil Transportation	31,123,125
	Operations & Maintenance	60,786,981
	Debt Service	45,958,600
	Food Service	20,753,000
	Grounds Maintenance	2,246,700
	Reserve for School Capital Projects	13,006,100
	Total Appropriations	**$629,088,700**

School Capital Projects Fund

Estimated Revenue:	Bond Proceeds	$16,963,100
	Proffered Funds	1,018,700
	State Construction Allocation	885,500
	Local Sources	1,250,000
	School CIP reserve	13,006,100
	Transfer from School Grants	1,851,500

FY2009 APPROPRIATIONS RESOLUTION

	Transfer from Food Services	1,675,000
	Total Revenue and Transfers	**$36,649,900**
Appropriations:	Transfer to School Operating Fund:	$1,250,000
	School Projects	35,399,900
	Total Appropriations	**$36,649,900**

Schools - Appomattox Regional Governor's School Fund

Estimated Revenue:	Local Sources	$3,363,100
	State	1,098,211
	Total Revenues	4,461,311
	Beginning Fund Balance	552,189
	Total Revenues, Transfers and Reserves	**$5,013,500**
Appropriations	Education	$5,013,500
	Total Appropriations	**$5,013,500**

County Grants Fund:

Estimated Revenue:	From Other Governments	$10,755,200
	From the General Fund	2,758,300
	Total Revenue	**$13,513,500**
Appropriations:	Adult Drug Court Grant (Commonwealth's Attorney)	$858,700
	Clerk of the Circuit Court - Technology Trust Fund	400,000
	Community Corrections Services:	
	Domestic Violence Resource Center	116,600
	Domestic Violence Victim Advocate (V-STOP)	56,500
	Options	74,000
	Pretrial	488,800
	Post Trial	1,829,500
	SAMHSA Dual Treatment Track	358,000
	Community Development Block Grant	1,913,400
	Community Services Board Part C Grant	724,700
	Domestic Violence Prosecutor	98,400
	Families First	529,600
	Fire & EMS Revenue Recovery	3,520,000
	Juvenile Drug Court Grant	486,000
	Litter Grant	26,000
	Police - Domestic Violence Coordinator	45,000
	USDA Juvenile Detention Grant	60,000
	USDA Youth Group Home Grant	8,200
	Victim/Witness Assistance	480,400
	VJCCCA	1,439,700
	Total Appropriations	**$13,513,500**

FY2009 APPROPRIATIONS RESOLUTION

County CIP Fund

Estimated Revenue:	Lease/Purchase Proceeds	$7,300,000
	Interest Earnings	236,000
	General Obligation Bonds	4,175,500
	Transfer from General Fund	15,652,400
	Transfer from Cash Proffers	988,200
	Total Revenue	**$28,352,100**
Appropriations:	County Capital Projects	$28,116,100
	Transfer to the General Fund	236,000
	Total County CIP Funds	**$28,352,100**

County Maintenance Projects Fund

Estimated Revenue:	Transfer from General fund	$1,100,000
	General Obligation Bonds	10,000,000
	Other	10,000,000
	Total Revenue	**$21,100,000**
Appropriations:	County Maintenance Projects	$21,100,000
	Total County Maintenance Projects	**$21,100,000**

Cash Proffer Fund

Estimated Revenue:	Cash Proffers	$2,006,900
	Total Revenues	**$2,006,900**
Appropriations:	Transfer to County Capital Projects Fund	$988,200
	Transfer to School Capital Projects Fund	1,018,700
	Total Appropriations	**$2,006,900**

Vehicle and Communications Maintenance

Estimated Revenue:	Fleet Management Charges	$17,059,500
	Radio Shop Charges	2,243,600
	Total Revenue	**$19,303,100**
Appropriations:	Fleet Management Operations	$17,059,500
	Radio Shop Operations	2,243,600
	Total Appropriations	**$19,303,100**

Capital Projects Management Fund

Estimated Revenue:	Reimbursement for Services	$826,500
	Total Revenue	**$826,500**
Appropriations:	Construction Management Operations	$826,500
	Total Appropriations	**$826,500**

FY2009 APPROPRIATIONS RESOLUTION

Risk Management Fund

Estimated Revenue:	Operating Revenues	$7,416,800
	Beginning Retained Earnings	4,812,400
	Total Revenue	**$12,229,200**
Appropriations:	Risk Management Operations	$7,416,800
	Ending Retained Earnings	4,812,400
	Total Appropriations	**$12,229,200**

Airport Fund

Estimated Revenue:	Operating Revenue	$751,600
	Total Revenue	**$751,600**
Appropriations:	Airport Operations	$751,600
	Total Appropriations	**$751,600**

Airport Capital Projects Fund

Estimated Revenue:	Federal & State Grants	$1,960,000
	Transfer from General fund	$40,000
	Total Revenue	**$2,000,000**
Appropriations:	Airport Improvements	$2,000,000
	Addition to Retained Earnings	$0
	Total Appropriations	**$2,000,000**

Utilities Fund

Estimated Revenue:	Service Charges	$60,217,000
	Capital Cost Recovery Charges	16,306,000
	Hydrant/Fire Protection	2,452,600
	Other Revenue	10,191,100
	Anticipated Future Revenue	67,837,700
	Total Revenue	**$157,004,400**
Appropriations:	Operations	$52,423,330
	Debt Service	11,728,470
	Transfer to Capital Projects	90,400,000
	Payment in Lieu of Taxes	2,452,600
	Total Appropriations	**$157,004,400**

Utilities Capital Project Funds

Estimated Revenue:	Transfer from Improvement/Replacement Fund	$45,400,000
	Anticipated Bond Issue	45,000,000
	Total Revenue	**$90,400,000**
Appropriations:	Capital Projects	$90,400,000
	Total Appropriations	**$90,400,000**

FY2009 APPROPRIATIONS RESOLUTION

Sec. 2 Appropriations in addition to those contained in the general appropriation resolution may be made by the Board only if there is available in the fund an unencumbered and unappropriated sum sufficient to meet such appropriations.

Sec. 3 The County Administrator may, as provided herein, except as set forth in Sections 7, 12, 13, 14, 15, 16 and 18, authorize the transfer of any unencumbered balance or portion thereof from one classification of expenditure to another within the same department or appropriation category. The County Administrator may transfer up to $50,000 from the unencumbered appropriated balance of one appropriation category to another appropriation category. No more than one transfer may be made for the same item causing the need for a transfer, unless the total amount to be transferred for the item does not exceed $50,000.

Sec. 4 The County Administrator may increase appropriations for non-budgeted revenue that may occur during the fiscal year as follows:

a) Insurance recoveries received for damage to any county property, including vehicles, for which County funds have been expended to make repairs.

b) Refunds or reimbursements made to the county for which the county has expended funds directly related to that refund or reimbursement.

c) Revenue not to exceed $50,000.

Sec. 5 All outstanding encumbrances, both operating and capital, in all county funds up to $15 million, at June 30, 2008 shall be an amendment to the adopted budget and shall be reappropriated to the 2008-2009 fiscal year to the same department and account for which they were encumbered in the previous year. At the close of the fiscal year, all unencumbered appropriations lapse for budget items other than: capital projects; general fund transfers for capital projects and grants; construction reserve for capital projects; reserves for county and school future capital projects; other reserves; District Improvement Funds; donations restricted to specific purposes; federal and state grants, PPTRA revenues; other revenue and program income; revenue recovery funds; Title IV-E funds; cash proffers; all tax revenues received for special assessment districts; Economic Development incentive funds; actual transient occupancy tax revenues received and budgeted expenditures in connection with the Richmond Convention Center; and refunds for off-site and oversized water and wastewater facilities.

Sec. 6 Appropriations designated for capital projects will not lapse at the end of the fiscal year. The County Administrator may approve transfers between funds to enable the capital projects to be accounted for correctly. Upon completion of a capital project, staff is authorized to close out the project and transfer any remaining balances to the original funding source. The County Administrator may approve construction contract change orders up to an increase of $49,999 and approve all change orders for reductions to contracts. The Board of Supervisors must approve all change orders of $50,000 or more or when the aggregate of all changes to a contract exceeds 10% of the original contract amount or 20% if the original contract is for less than $500,000.

Sec. 7 The County Administrator is authorized to approve transfers among Utilities funds and capital projects as long as funding sources are consistent and total net appropriation is not increased. Should the actual contract price for a project be less than the appropriation, the County Administrator may approve the transfer of excess funds back to the original funding source upon completion of the project.

Sec. 8 Upon completion of a grant program, the County Administrator is authorized to close the grant and transfer balances back to the funding source. The County Administrator is authorized to reprogram Community Development Block Grant funds by closing program cost centers and transferring funding to newly approved programs based on adoption by the Board of Supervisors.

Sec. 9 The County Administrator may reduce revenue and expenditure appropriations related to programs, functions, or departments funded all or in part by the Commonwealth of Virginia and/or the federal government to the level approved by the responsible state or federal agency.

FY2009 APPROPRIATIONS RESOLUTION

Sec. 10 The Director of Accounting is authorized to make transfers to various funds for which there are transfers budgeted. The Director shall transfer funds only as needed up to amounts budgeted, or in accordance with any existing bond resolutions that specify the manner in which transfers are to be made.

Sec. 11 The Treasurer may advance monies to and from the various funds of the county to allow maximum cash flow efficiency. The advances must not violate county bond covenants or other legal restrictions that would prohibit such an advance. The Treasurer may also advance cash in support of employee benefit accounts.

Sec. 12 The County Administrator is authorized to make expenditures from Trust & Agency Funds for the specified reasons for which the funds were established. In no case shall the expenditure exceed the available balance in the fund.

Sec. 13 The County Administrator is authorized to transfer among appropriation categories and/or appropriate funds in excess of $50,000 for supplemental retirement, Worker's Compensation, healthcare for retirees, and other compensation-related costs.

Sec. 14 The County Administrator may appropriate revenues and increase expenditures in excess of $50,000 for funds received by the county from asset forfeitures for expenditures related to drug enforcement or other allowable expenditures. The balance of these funds shall not lapse but be carried forward into the next fiscal year.

Sec. 15 The County Administrator may increase the general fund appropriation in the School Operating Fund contingent upon availability of funds and other circumstances, based on the following schedule:

a) Increase general fund transfer/appropriation on December 15 by $3,000,000.

b) Increase general fund transfer/appropriation on February 15 by $3,000,000.

c) Increase general fund transfer/appropriation on May 5 by $3,000,000.

Sec. 16 The County Administrator is authorized to reallocate funding sources for capital projects, arbitrage rebates/penalties, and debt service payments and to appropriate bond interest earnings to minimize arbitrage rebates/penalties. This authority includes the appropriation of transfers among funds to accomplish such reallocations. Budgets for specific capital projects will not be increased beyond the level authorized by Sections 3 and 4.

Sec. 17 Salaries for Planning Commissioners will be increased equivalent to the merit increase county employees are eligible for. The effective date for pay increases, including the Planning Commission and the Board of Supervisors, may cross fiscal years. Increases will be effective on the first day of the pay period that includes July 1.

Sec. 18 The County Administrator is authorized to approve transfers among funds and capital projects as long as total net appropriation is not increased.

Sec. 19 The Utilities Department rate stabilization reserve shall be maintained as per guidelines outlined below:

a) The minimum annual contribution to the reserve will be 50% of the previous year's depreciation on fixed assets.

b) The annual contribution to the reserve will continue until 100% of accumulated depreciation on the fixed assets is funded. If at the beginning of a fiscal year a reserve balance exceeds 100% of accumulated depreciation, a reduction in the annual contribution may be considered.

c) Funds cannot be used from the rate stabilization reserve if the balance falls below 25% of that utility's fixed asset accumulated depreciation, other than for Utility internal borrowing purposes.

d) The declaration of a financial emergency by the Director of Utilities and a corresponding four-fifths vote by the Board of Supervisors at a publicly advertised meeting declaring the existence of such an emergency is required to suspend Sec. 19a, Sec. 19b, and Sec. 19c.

Sec. 20 Upon adoption of this resolution, the School Board and/or the School Superintendent may make expenditure and revenue changes within the school fund as follows:

a) Transfers of $50,000 or less are subject to the approval of the Superintendent.

b) Transfers of $50,001 to $499,999 require the approval of the Superintendent and the School Board.

c) Transfers of $500,000 or more require the approval of the Superintendent, the School Board, and the Board of Supervisors.

The School Board and/or the School Superintendent shall prepare a budget status report reflecting changes to the approved school budget between appropriation categories, as amended, and the report shall be presented to the County Administrator quarterly.

Sec. 21 In accordance with the requirements set forth in Section 58.1-3524(C)(2) and Section 58.1-3912(E) of the Code of Virginia, as amended by Chapter 1 of the Acts of Assembly (2004 Special Session 1) and as set forth in Item 503.E (Personal Property Tax Relief Program) of Chapter 951 of the 2005 Acts of Assembly, any qualifying vehicle situated within the County commencing January 1, 2008, shall receive personal property tax relief in the following manner:

a) Personal use vehicles valued at $1,000 or less will be eligible for 100% tax relief;
b) Personal use vehicles valued at $1,001 to $20,000 will be eligible for 60% tax relief;
c) Personal use vehicles valued at $20,001 or more shall receive 60% tax relief on the first $20,000 of value;
d) All other vehicles which do not meet the definition of “qualifying” (business use vehicles, farm use vehicles, motor homes, etc.) will not be eligible for any form of tax relief under this program.
Pursuant to authority conferred in Item 503.D of the 2005 State Appropriations Act, the County Treasurer shall issue a supplemental personal property tax bill in the amount of 100 percent of tax due without regard to any former entitlement to state PPTRA relief, plus applicable penalties and interest, to any taxpayer whose taxes with respect to a qualifying vehicle for tax year 2005 or any prior tax year remain unpaid on September 1, 2006, or such date as state funds for reimbursement of the state share of such bill have become unavailable, whichever occurs first.
e) Penalty and interest with respect to bills issued pursuant to this section shall be computed on the entire amount of tax owed. Interest shall be computed at the rate provided in Section 9-51 of the county code from the original due date of the tax.

Sec. 22 The County Administrator is authorized to reduce a department's current year budget appropriation by a dollar amount equal to the prior year's overspending inclusive of encumbrances carried forward.

Sec. 23 Staff is authorized to make changes to FY2009 appropriations, including consolidating, separating or re-classifying appropriations in connection with the county's new financial system and its functionality. This section will not apply after FY2009.

TENTATIVE APPROPRIATIONS RESOLUTION
FY2010 Second Year Spending Plan

A RESOLUTION TO APPROVE DESIGNATED FUNDS AND ACCOUNTS FROM DESIGNATED ESTIMATED REVENUES FOR FY2010 FOR FISCAL PLANNING PURPOSES FOR THE OPERATING BUDGET AND THE CAPITAL IMPROVEMENT PROGRAM FOR THE COUNTY OF CHESTERFIELD, VIRGINIA

BE IT HEREBY RESOLVED by the Board of Supervisors of the County of Chesterfield:

That for the fiscal year beginning on the first day of July 2009 and ending on the thirtieth day of June 2010, the following sections shall be approved for fiscal planning purposes. Public hearings will be required prior to the actual appropriation of funds for FY2010.

Sec. 1 The following designated funds and accounts shall be approved from the designated estimated revenues to operate and to provide a capital improvement program for the county. It is the intent of the Board of Supervisors that general property taxes levied on January 1, 2009, and due December 5, 2009, be appropriated for FY2010.

General Fund		**FY10 Approved**
Estimated Revenue:	From Local Sources:	
	General Property Taxes	$387,521,500
	Other Local Taxes	106,019,000
	Licenses, Permits, Fees	8,390,900
	Fines, Forfeitures and Uses of Money & Property	7,042,100
	Service Charges	29,420,200
	Miscellaneous and Recovered Costs	14,111,400
	From Other Agencies:	
	State and Federal	$143,186,300
	Other Financing Sources:	
	Reserves	$7,864,200
	Transfer from County Grants Fund	726,100
	Transfer from County Capital Projects	962,800
	Transfer from Vehicle & Communications Maintenance Fund	11,800
	Transfer from Water Improvement, Replacement & Extension Fund	2,500
	Transfer from Water Operating Fund	2,452,600
	Transfer from Wastewater Operating Fund	2,600
	Anticipated Fund Balance 7/1/09	53,495,000
	Total Revenues	**$761,209,000**
Appropriations:	General Government	$54,208,400
	Administration of Justice	8,619,000
	Public Safety	145,689,000
	Public Works	20,581,600
	Health and Welfare	68,514,700
	Parks, Rec., Cultural	21,534,800
	Community Development	17,441,900
	Debt Service	28,255,000
	Operating Transfers	339,705,600
	Reserves	3,164,000
	Ending Fund Balance, 6/30/2010	53,495,000
	Total General Fund:	**$761,209,000** *

*Plus encumbrances carried forward in all funds in an amount not to exceed $15 million, which will be reappropriated into the fiscal year beginning July 1, 2007. (See **"Section 5"**)

TENTATIVE APPROPRIATIONS RESOLUTION
FY2010 Second Year Spending Plan

Comprehensive Services Fund

Estimated Revenue:	Reimbursement, Colonial Heights	$290,500
	State Aid, Comprehensive Services	5,345,900
	State, Miscellaneous	114,200
	Transfer from Social Services	445,200
	Transfer from Schools	2,035,200
	Transfer from General Fund	3,206,700
	Total Revenue	**$11,437,700**
Appropriations:	Operating Expenses	$11,437,700
	Total Appropriations	**$11,437,700**

School Operating Fund

Estimated Revenue:	Local Sources	$22,201,600
	State	274,929,500
	Federal	25,204,300
	Loan Proceeds	216,400
	Transfer from School Operating	819,800
	Transfer from School Food Service	800,000
	Transfer from General Fund:	
	State Sales Tax	54,932,000
	Local Taxes	252,216,200
	Grounds Maintenance	2,167,000
	Total General Fund	**$309,315,200**
	Beginning Balance	1,000,000
	Total Revenues, Transfers & Reserves	**$634,486,800**
Appropriations:	Instruction	438,018,934
	Administration / Attendance & Health	23,317,550
	Pupil Transportation	30,103,526
	Operations & Maintenance	61,282,990
	Debt Service	48,383,300
	Food Service	20,753,000
	Grounds Maintenance	2,167,000
	Reserve for School Capital Projects	10,460,500
	Total Appropriations	**$634,486,800**

School Capital Projects Fund

Estimated Revenue:	Bond Proceeds	$28,859,100
	Proffered Funds	1,395,100
	School CIP reserve	10,436,500
	Total Revenue and Transfers	**$40,690,700**
Appropriations:	School Projects	40,690,700
	Total Appropriations	**$40,690,700**

TENTATIVE APPROPRIATIONS RESOLUTION
FY2010 Second Year Spending Plan

Schools - Appomattox Regional Governor's School Fund

Estimated Revenue:	Local Sources	$3,363,100
	State	1,098,211
	Total Revenues	4,461,311
	Beginning Fund Balance	552,189
	Total Revenues, Transfers and Reserves	**$5,013,500**
Appropriations	Education	$5,013,500
	Total Appropriations	**$5,013,500**

County Grants Fund:

Estimated Revenue:	From Other Governments	$10,773,300
	From the General Fund	2,782,500
	Total Revenue	**$13,555,800**
Appropriations:	Adult Drug Court Grant (Commonwealth's Attorney)	$674,500
	Clerk of the Circuit Court - Technology Trust Fund	400,000
	Community Corrections Services:	
	Domestic Violence Resource Center	117,200
	Domestic Violence Victim Advocate (V-STOP)	56,500
	Dual Treatment Track (SAMHSA)	358,000
	Options	74,600
	Pretrial	488,800
	Post Trial	1,829,500
	Community Development Block Grant	1,913,400
	Community Services Board Part C Grant	733,200
	Domestic Violence Prosecutor	99,000
	Families First	535,000
	Fire & EMS Revenue Recovery	3,720,000
	Juvenile Drug Court Grant	486,000
	Litter Grant	26,000
	Police - Domestic Violence Coordinator	45,000
	USDA Juvenile Detention Grant	60,000
	USDA Youth Group Home Grant	8,200
	Victim/Witness Assistance	485,200
	VJCCCA	1,445,700
	Total Appropriations	**$13,555,800**

County CIP Fund

Estimated Revenue:	Lease/Purchase Proceeds	$8,634,500
	General Obligation Bonds	11,854,600
	Transfer from General Fund	14,380,400
	Transfer from Cash Proffers	178,300
	Other / Interest Earnings	816,000
	Total Revenue	**$35,863,800**

TENTATIVE APPROPRIATIONS RESOLUTION
FY2010 Second Year Spending Plan

Appropriations:	County Capital Projects	$35,627,800
	Transfer to the General Fund	236,000
	Total County CIP Funds	**$35,863,800**

County Maintenance Projects Fund

Estimated Revenue:	Transfer from General fund	$1,200,000
	General Obligation Bonds	13,000,000
	Other	12,200,000
	Total Revenue	**$26,400,000**
Appropriations:	County Maintenance Projects	$26,400,000
	Total County Maintenance Projects	**$26,400,000**

Cash Proffer Fund

Estimated Revenue:	Cash Proffers	$1,573,400
	Total Revenues	**$1,573,400**
Appropriations:	Transfer to County Capital Projects Fund	$178,300
	Transfer to School Capital Projects Fund	1,395,100
	Total Appropriations	**$1,573,400**

Vehicle and Communications Maintenance

Estimated Revenue:	Fleet Management Charges	16,791,800
	Radio Shop Charges	2,432,800
	Total Revenue	**$19,224,600**
Appropriations:	Fleet Management Operations	16,791,800
	Radio Shop Operations	2,432,800
	Addition to Retained Earnings	**$19,224,600**

Capital Projects Management Fund

Estimated Revenue:	Reimbursement for Services	$855,000
	Total Revenue	**$855,000**
Appropriations:	Construction Management Operations	$855,000
	Total Appropriations	**$855,000**

Risk Management Fund

Estimated Revenue:	Operating Revenues	$7,564,700
	Beginning Retained Earnings	4,812,400
	Total Revenue	**$12,377,100**

TENTATIVE APPROPRIATIONS RESOLUTION
FY2010 Second Year Spending Plan

Appropriations:	Risk Management Operations	$7,564,700
	Ending Retained Earnings	4,812,400
	Total Appropriations	**$12,377,100**

Airport Fund

Estimated Revenue:	Operating Revenue	$765,100
	Total Revenue	**$765,100**
Appropriations:	Airport Operations	$765,100
	Total Appropriations	**$765,100**

Airport Capital Projects Fund

Estimated Revenue:	Federal Grant	$427,500
	State Grant	$13,500
	Transfer from General fund	$9,000
	Total Revenue	**$450,000**
Appropriations:	Airport Improvements	$450,000
	Total Appropriations	**$450,000**

Utilities Fund

Estimated Revenue:	Service Charges	$64,215,000
	Capital Cost Recovery Charges	16,609,000
	Hydrant/Fire Protection	2,452,600
	Other Revenue	10,022,600
	Anticipated Future Revenue	29,534,900
	Total Revenue	**$122,834,100**
Appropriations:	Operations	$54,489,545
	Debt Service	13,866,955
	Transfer to Capital Projects	52,025,000
	Payment in Lieu of Taxes	2,452,600
	Total Appropriations	**$122,834,100**

Utilities Capital Project Funds

Estimated Revenue:	Transfer from Improvement/Replacement Fund	$52,025,000
	Total Revenue	**$52,025,000**
Appropriations:	Capital Projects	$52,025,000
	Total Appropriations	**$52,025,000**

Sec. 2 Appropriations in addition to those contained in the general appropriation resolution may be made by the Board only if there is available in the fund an unencumbered and unappropriated sum sufficient to meet such appropriations.

TENTATIVE APPROPRIATIONS RESOLUTION
FY2010 Second Year Spending Plan

Sec. 3 The County Administrator may, as provided herein, except as set forth in Sections 7, 12, 13, 14, 15, 16 and 18, authorize the transfer of any unencumbered balance or portion thereof from one classification of expenditure to another within the same department or appropriation category. The County Administrator may transfer up to $50,000 from the unencumbered appropriated balance of one appropriation category to another appropriation category. No more than one transfer may be made for the same item causing the need for a transfer, unless the total amount to be transferred for the item does not exceed $50,000.

Sec. 4 The County Administrator may increase appropriations for non-budgeted revenue that may occur during the fiscal year as follows:

a) Insurance recoveries received for damage to any county property, including vehicles, for which County funds have been expended to make repairs.

b) Refunds or reimbursements made to the county for which the county has expended funds directly related to that refund or reimbursement.

c) Revenue not to exceed $50,000.

Sec. 5 All outstanding encumbrances, both operating and capital, in all county funds up to $15 million, at June 30, 2009 shall be an amendment to the adopted budget and shall be reappropriated to the 2009-2010 fiscal year to the same department and account for which they were encumbered in the previous year. At the close of the fiscal year, all unencumbered appropriations lapse for budget items other than: capital projects; general fund transfers for capital projects and grants; construction reserve for capital projects; reserves for county and school future capital projects; other reserves; District Improvement Funds; donations restricted to specific purposes; federal and state grants, PPTRA revenues; other revenue and program income; revenue recovery funds; Title IV-E funds; cash proffers; all tax revenues received for special assessment districts; Economic Development incentive funds; actual transient occupancy tax revenues received and budgeted expenditures in connection with the Richmond Convention Center; and refunds for off-site and oversized water and wastewater facilities.

Sec. 6 Appropriations designated for capital projects will not lapse at the end of the fiscal year. The County Administrator may approve transfers between funds to enable the capital projects to be accounted for correctly. Upon completion of a capital project, staff is authorized to close out the project and transfer any remaining balances to the original funding source. The County Administrator may approve construction contract change orders up to an increase of $49,999 and approve all change orders for reductions to contracts. The Board of Supervisors must approve all change orders of $50,000 or more or when the aggregate of all changes to a contract exceeds 10% of the original contract amount or 20% if the original contract is for less than $500,000.

Sec. 7 The County Administrator is authorized to approve transfers among Utilities funds and capital projects as long as funding sources are consistent and toatl net appropriation is not increased. Should the actual contract price for a project be less than the appropriation, the County Administrator may approve the transfer of excess funds back to the original funding source upon completion of the project.

Sec. 8 Upon completion of a grant project, the County Administrator is authorized to close the grant and transfer balances back to the funding source. The County Administrator is authorized to reprogram Community Development Block Grant funds by closing program cost centers and transferring funding to newly approved programs based on adoption by the Board of Supervisors.

Sec. 9 The County Administrator may reduce revenue and expenditure appropriations related to programs, functions, or departments funded all or in part by the Commonwealth of Virginia and/or the federal government to the level approved by the responsible state or federal agency.

Sec. 10 The Director of Accounting is authorized to make transfers to various funds for which there are transfers budgeted. The Director shall transfer funds only as needed up to amounts budgeted, or in accordance with any existing bond resolutions that specify the manner in which transfers are to be made.

TENTATIVE APPROPRIATIONS RESOLUTION
FY2010 Second Year Spending Plan

Sec. 11 The Treasurer may advance monies to and from the various funds of the county to allow maximum cash flow efficiency. The advances must not violate county bond covenants or other legal restrictions that would prohibit such an advance. The Treasurer may also advance cash in support of employee benefit accounts.

Sec. 12 The County Administrator is authorized to make expenditures from Trust & Agency Funds for the specified reasons for which the funds were established. In no case shall the expenditure exceed the available balance in the fund.

Sec. 13 The County Administrator is authorized to transfer among appropriation categories and/or appropriate funds in excess of $50,000 for supplemental retirement, Worker's Compensation, healthcare for retirees, and other compensation-related costs.

Sec. 14 The County Administrator may appropriate revenues and increase expenditures in excess of $50,000 for funds received by the county from asset forfeitures for expenditures related to drug enforcement or other allowable expenditures. The balance of these funds shall not lapse but be carried forward into the next fiscal year.

Sec. 15 The County Administrator may increase the general fund appropriation in the School Operating Fund contingent upon availability of funds and other circumstances, based on the following schedule:

a) Increase general fund transfer/appropriation on December 15 by $3,000,000.

b) Increase general fund transfer/appropriation on February 15 by $3,000,000.

c) Increase general fund transfer/appropriation on May 5 by $3,000,000.

Sec. 16 The County Administrator is authorized to reallocate funding sources for capital projects, arbitrage rebates/penalties, and debt service payments and to appropriate bond interest earnings to minimize arbitrage rebates/penalties. This authority includes the appropriation of transfers among funds to accomplish such reallocations. Budgets for specific capital projects will not be increased beyond the level authorized by Sections 3 and 4.

Sec. 17 Salaries for Planning Commissioners will be increased equivalent to the merit increase county employees are eligible for. The effective date for pay increases, including the Planning Commission and the Board of Supervisors, may cross fiscal years. Increases will be effective on the first day of the pay period that includes July 1.

Sec. 18 The County Administrator is authorized to approve transfers among funds and capital projects as long as total net appropriation is not increased.

Sec. 19 The Utilities Department rate stabilization reserve shall be maintained as per guidelines outlined below:

a) The minimum annual contribution to the reserve will be 50% of the previous year's depreciation on fixed assets.

b) The annual contribution to the reserve will continue until 100% of accumulated depreciation on the fixed assets is funded. If at the beginning of a fiscal year a reserve balance exceeds 100% of accumulated depreciation, a reduction in the annual contribution may be considered.

c) Funds cannot be used from the rate stabilization reserve if the balance falls below 25% of that utility's fixed asset accumulated depreciation, other than for Utility internal borrowing purposes.

d) The declaration of a financial emergency by the Director of Utilities and a corresponding four-fifths vote by the Board of Supervisors at a publicly advertised meeting declaring the existence of such an emergency is required to suspend Sec. 19a, Sec. 19b, and Sec. 19c.

TENTATIVE APPROPRIATIONS RESOLUTION
FY2010 Second Year Spending Plan

Sec. 20 Upon adoption of this resolution, the School Board and/or the School Superintendent may make expenditure and revenue changes within the school fund as follows:

a) Transfers of $50,000 or less are subject to the approval of the Superintendent.

b) Transfers of $50,001 to $499,999 require the approval of the Superintendent and the School Board.

c) Transfers of $500,000 or more require the approval of the Superintendent, the School Board, and the Board of Supervisors.

The School Board and/or the School Superintendent shall prepare a budget status report reflecting changes to the approved school budget between appropriation categories, as amended, and the report shall be presented to the County Administrator quarterly.

Sec. 21 In accordance with the requirements set forth in Section 58.1-3524(C)(2) and Section 58.1-3912(E) of the Code of Virginia, as amended by Chapter 1 of the Acts of Assembly (2004 Special Session 1) and as set forth in Item 503.E (Personal Property Tax Relief Program) of Chapter 951 of the 2005 Acts of Assembly, any qualifying vehicle situated within the County commencing January 1, 2010, shall receive personal property tax relief in the following manner:

a) Personal use vehicles valued at $1,000 or less will be eligible for 100% tax relief;
b) Personal use vehicles valued at $1,001 to $20,000 will be eligible for 60% tax relief;
c) Personal use vehicles valued at $20,001 or more shall receive 60% tax relief on the first $20,000 of value; all other vehicles which do not meet the definition of “qualifying” (business use vehicles, farm use vehicles, motor homes, etc.) will not be eligible for any form of tax relief under this program.
d) Pursuant to authority conferred in Item 503.D of the 2005 State Appropriations Act, the County Treasurer shall issue a supplemental personal property tax bill in the amount of 100 percent of tax due without regard to any former entitlement to state PPTRA relief, plus applicable penalties and interest, to any taxpayer whose taxes with respect to a qualifying vehicle for tax year 2005 or any prior tax year remain unpaid on September 1, 2006, or such date as state funds for reimbursement of the state share of such bill have become unavailable, whichever occurs first.
e) Penalty and interest with respect to bills issued pursuant to this section shall be computed on the entire amount of tax owed. Interest shall be computed at the rate provided in Section 9-51 of the county code from the original due date of the tax.

Sec. 22 The County Administrator is authorized to reduce a department's current year budget appropriation by a dollar amount equal to the prior year's overspending inclusive of encumbrances carried forward.

GLOSSARY

Accrual Basis	A basis of accounting in which transactions are recognized at the time they are incurred, not when cash is received or spent.
Adopted Budget	A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Advertised Fiscal Plan. The Adopted Budget reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental goals, objectives, performance measures and initiatives**.**
Appropriation	An authorization granted by the Board of Supervisors to a specified organization, such as a unit of county government, to make expenditures and incur obligations for specific purposes. An appropriation is limited in dollar amount and when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the Department of Budget and Management which delineates by fund or category and/or by department or grant all expenditures and revenues adopted by the Board of Supervisors and reflected in the Adopted Budget.
Assessed Valuation	The official valuation of property as a basis for property taxation.
Assessment Ratio	The ratio of same year property assessments to property sales.
Asset	Resources owned or held by a government, which have monetary value.
Authorized Positions	Employee full time permanent positions, which are authorized in the Adopted Budget, to be filled during the fiscal year.
Available (undesignated) Fund Balance	Funds remaining from the prior fiscal year that are available for appropriation and expenditure in the current year.
Balance Sheet	A financial statement disclosing the assets, liabilities and equity of an entity at a specified date.
Balanced Budget	A term used to describe a budget in which total revenues equal total expenditures, reserves, and fund balance for a given time period.
Base Budget	Cost of continuing existing levels of service in the current budget year.
Best Management Practices (BMP)	A collection of structural practices and vegetative measurements which, when properly designed, installed and maintained, will provide effective erosion and sedimentation control for all rainfall events up to and including a 24-year, 24-hour rainfall
Biennial Financial Plan	A two-year financial and operational plan used for planning. Provided to residents, elected officials, and interested parties for informational purposes.
Biennium	A period of two years and is often used to describe the period of two consecutive years for which the budget provides funding.

GLOSSARY

BPOL	Business, Professional, and Occupational License Refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the county.
Bond	Interest bearing certificates of public indebtedness used primarily to finance capital projects. They evidence the issuer's obligation to repay a specified principal amount on a set maturity date, together with interest at a stated rate, or according to a formula which determines that rate.
Bond - General Obligation (G.O.)	A type of bond backed by the full faith, credit and taxing power of the issuing government.
Bond - Revenue	A type of bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll-road.
Bond Rating	An evaluation performed by an independent rating service of the credit quality of bonds issued. Ratings are intended to measure the probability of timely repayment of principal and interest on municipal securities.
Budget	An annual financial plan that identifies a plan of operation for the fiscal year. It states expenditures required and identifies revenues necessary to finance the plan.
Budgetary Basis	The basis of accounting used to estimate financing sources and uses in the budget. There are generally three bases: Generally Accepted Accounting Principles (GAAP), cash or modified accrual. Chesterfield County utilizes GAAP.
Budget Calendar	A schedule of key dates a government follows to prepare and adopt its budget.
Budgetary Control	The control or management of a government or enterprise in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.
CAFR	Comprehensive Annual Financial Report-A report compiled annually which provides detailed information on an organizations financial status at year end.
CDBG	Community Development Bock Grant
Capital Facilities	Fixed assets, primarily buildings, acquired or constructed by the county.
Capital Improvement Program (CIP)	A Plan of acquisition, development, enhancement or replacement of public facilities and/or infrastructure to serve the county citizenry. The CIP is a reflection of the physical development policies of the county and typically encompasses a five-year period and includes projects in excess of $100,000.
Capital Projects Fund	A governmental fund used to account for the financial resources for the acquisition and construction of major capital items and facilities.

GLOSSARY

Capital Outlay	Assets of a substantial nature ($5,000 or more) expected to have a useful life of two or more years. Examples include vehicles, large scanners and computer servers.
Carryover Funds	Unexpended funds from the previous fiscal year that may be used to cover expenses in the current fiscal year.
Codified Ordinance	An ordinance related to a specific code, such as the Code of the Commonwealth of Virginia or the Code of the County of Chesterfield.
Comprehensive Plan	A long-term plan to control and direct the use and development of property in the county. It is also used to make strategic decisions regarding water and sewage lines, infrastructure, and roads.
Constitutional Officers	Elected officials whose positions are established by the Constitution of the Commonwealth or its statutes. (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer).
Contingency	A budgetary reserve established for emergencies or unforeseen expenditures.
Contractual Services	An object series that includes services rendered to private firms, individuals or other governmental entities; examples include utilities, rent, maintenance agreements and professional consulting services.
Debt Ratio	A comparative statistic illustrating the relationship between the issuer's outstanding debt and such factors as its tax base, population or expenditures.
Debt Service	The payment of principal and interest on borrowed funds through instruments such as bonds.
Deficit	The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.
Department	An organizational unit of government functionally unique in its delivery of service.
Depreciation	The decrease in value of physical assets due to use and the passage of time.
Disbursement	Payments made in cash.
Encumbrance	A reservation of funds for an anticipated expenditure prior to payment for the item. Funds usually are reserved or encumbered once a contract obligation has been signed.
Enterprise Fund	A self-supporting fund designed to account for activities provided to external customers, and supported by user charges; examples include the Utilities and Airport funds.

GLOSSARY

Enterprise Resource Planning (ERP)	ERP systems are software solutions designed to integrate an organization's business processes through the efficient use of common data elements and defined workflow processes. Primarily developed to serve the financial and human resource functions; the breadth of these systems now reaches beyond these core areas.
Enterprise Zone	An area, designated by a local government, as ready for development or redevelopment. Business locating or expanding, within the Zone, are eligible for certain tax and economic development incentives.
Expenditure	The payment of cash upon the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Expenditure Object Code	An expenditure classification referring to the lowest and most detailed level of classification, such as utility charges, office supplies and furniture.
Fines & Forfeitures	Revenue received from forfeitures and authorized fines such as library and parking violation fines.
Fiscal Year	The period of time used by the county for budgeting and accounting purposes. Chesterfield County uses the twelve-month period beginning on July 1st and ending June 30th.
Fixed Assets	Assets of a long-term nature that continue to be held or used, such as land, buildings, machinery, furniture and equipment.
Fringe Benefits	Contributions made by the county for its share of personnel costs for Social Security, pension, medical, and life insurance plans.
Full-time Equivalent (FTE)	Number of staff members, including full-time and part-time employees.
Fund	An accounting entity with a group of self-balancing accounts. Budgets for all funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP).
Fund Balance	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. A negative fund balance is sometimes called a deficit.
GAAP	Generally Accepted Accounting Principles are a common set of accounting conventions, standards and procedures.
General Fund	The General Fund is the primary location of all financial activity associated with ordinary operations of the county. Most taxes are accrued in this fund and transfers are made to Schools for debt service and Capital Projects funds as appropriate. The General Fund is the most important fund in the Chesterfield County budget.

GLOSSARY

General Obligation Bond (GO Bond) A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed and secured by the full faith and credit of the government. Issuance of these bonds usually requires voter approval.

General Obligation Debt Indebtedness whereby the general taxing power of the jurisdiction is pledged to repay both the principal and interest associated with the debt.

General Property Taxes A category of county revenue from taxes levied on property located in or owned by the residents and businesses of Chesterfield County. This includes taxes on real and personal property, motor vehicles, mobile homes, intangibles, and equipment.

Green Space Land which is left undeveloped by private citizens or the county.

Goal A broad statement of purpose. A goal represents a framework of outcomes to be achieved on behalf of the customers and reflects realistic expectations for the unit providing the service.

Grant Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity or facility.

Infrastructure Public domain fixed assets such as roads, bridges, drainage systems, lighting systems, and similar assets that are immovable and are only of value to the governmental unit.

Interfund Transfers The movement of monies between funds of the same governmental entity. These do not include loans, quasi-external transactions, or reimbursements.

Intergovernmental Revenue Revenue from other governments, such as the state or federal government, in the form of grants, entitlements, shared revenue or payments in lieu of taxes.

Internal Service Charges Charges to user departments for internal services provided by another governmental department.

Internal Service Fund A fund used to account for the financing of goods or services provided by one department to another governmental department on a cost-reimbursement basis.

Lag Measure A performance measure that provides a result of an action previously taken (outcome measure).

Lead Measure A performance measure that drives the result of a lag measure (predicts future outcomes).

Leadership Group An upper level group of county managers who determines and sets county policy, and makes decisions regarding the direction of the county. They were instrumental in the establishment of the county's Strategic Plan. The group

includes the County Administrator, Deputy County Administrators, Police Chief, Fire Chief, Budget and Management Director, Human Resources Director and the County Attorney.

Levy — To impose taxes, special assessments or service charges for the support of government activities.

Licenses & Permits — Fees collected for the issuance of licenses and permits such as business licenses and sign permits.

Line-item Budget — A departmental budget that specifies types of expenditures planned for the fiscal year.

Long-Term Debt — Debt that has a maturity of more than one year from date of issuance.

Materials and Supplies — An object series that includes expendable materials and operating supplies necessary to conduct departmental operations.

Measures — A structured statement that describes the means by which actual outcomes and outputs are measured against planned outcomes and outputs. All measures should be aligned with and gauged by organizational goals.

Miscellaneous Revenue — All revenue received, not otherwise classified into another line item, such as interest, concessions, and rental of property/equipment.

Mission Statement — A written description stating the purpose of an organizational unit (department or agency) and its function.

Modified Accrual — A basis of accounting in which revenues are recorded when susceptible to accrual, i.e. both measurable and available to finance expenditures of the fiscal period.

Multi-Year Funds — Funds that maintain prior year appropriations and actual revenues and expenditures in addition to current fiscal year information. Multi-year funds are used for federal/state grant programs and most major capital projects/programs where financial information specific to a particular program or project is normally spread over two or more years. In these funds, once revenues and expenditures have been appropriated, they do not lapse at the end of the fiscal year. Therefore, it is not necessary to re-appropriate remaining balances at the start of each year.

Object Series — An expenditure classification referring to the types of items purchased or services obtained (e.g., personal services, materials, supplies and equipment).

Objective — A statement of results to be achieved by a specific period of time in order to accomplish stated goals. Objectives describe specific measurable outputs within a designated time frame.

Obligation — An amount the county is legally required to satisfy through use of its resources,

including liabilities and unliquidated encumbrances.

Operating Budget Plans of current expenditures and the proposed means to finance them. The operating budget contains appropriations for such expenditures as salaries, fringe benefits, supplies, training, utilities, fuel, various services, repair and maintenance, rentals and leases, and capital outlay for carious departments such as Police, Fire, Social Services, and Parks and Recreation.

Operating Expenses Proprietary fund expenses directly related to the fund's primary activities.

Operating Revenue Funds that the county receives as income to pay ongoing operations, such as taxes, fees for specific services, interest earnings and grant revenues.

Ordinance A formal legislative enactment by the governing body of a municipality. If not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality.

Other Financing Sources Non-operating revenue received to assist with financing county operations such as recoveries, gifts/donations, and the sale of surplus fixed assets.

Other Taxes Taxes collected as authorized by Virginia State Law or County Ordinance such as sales tax, telecommunications tax, hotel-motel tax, and motor vehicle registration fee.

Penalties & Interest Fees collected for violations or delinquent payments.

Performance Measure Data collected to determine how effective or efficient a program is in achieving its goals and objectives. Used to provide continuous feedback and identify where adjustments or corrective actions are needed.

Personal Property A category of property, other than real estate, identified for purposes of taxation. It includes resident owned items, corporate property, and business equipment. Examples of personal property include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment.

Personal Services An object series that includes employee salaries, wages and fringe benefits.

Privatization The outsourcing of services normally performed by a department.

Proffer Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development.

Program A plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of a county program include the Community Enhancement Program and Tax Abatement Program.

Property Tax Rate The dollar amount applied to the assessed value of various categories of

property used to calculate the amount of taxes to be collected. The tax rate is usually expressed as an amount per $100 of assessed valuation.

Proprietary Fund A fund category used to account for the business-type activities within a government. This category includes two fund types: enterprise fund and internal service fund.

Public Service Property Property specifically designated for public service use, including property purchased or received as a gift by a government. Public Service Property includes real property and other property, such as computers, copiers and cash registers.

Real Property Real estate, including land and improvements (building, fencing, paving) classified for purposes of tax assessment.

Reclassification A personnel action approved when an employee's position duties and responsibilities change substantially. The result is an increase or decrease in the salary grade assigned to the position.

Refunding Bond A certificate of debt, issued by a government, which is used to pay the principal and interest on existing debt. The new debt proceeds are placed in a trust with a fiscal agent and used specifically to satisfy the scheduled interest payments and maturity/call date of the refunded debt.

Regrade An increase in the salary grade assigned to a position classification as a result of market movements.

Reserve A portion of a fund's assets that is legally designated or restricted for a specific purpose.

Resolution An order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Amounts available for appropriation including estimated revenues fund transfers and beginning balances.

Retained Earnings An equity account that reflects the accumulated earnings of any enterprise or internal service fund.

Revenue A source of income that provides an increase in net financial resources, and is used to fund expenditures. Budgeted revenue is categorized according to its source, such as local, state, federal or other financing sources.

Revenue Bond A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed by specific revenues generated by the project financed.

Special Revenue Fund A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purpose such as grants for specific programs.

GLOSSARY

Statute	A written law enacted by a duly organized and constituted legislative body.
Target Budget	Desirable expenditure levels provided to departments for purposes of developing the coming year's recommended budget. The amount is based on the prior year's adopted budget with adjustments made for benefit changes.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of all people.
Technology Improvement Program (TIP)	Plan to enhance the county's technological capabilities and service delivery through upgrades or replacement of existing software and hardware, including implementation costs. This three-year program includes projects costing in excess of $15,000 or requiring more than four months of IST staff time to implement/complete.
Triple-Triple A Bond Rating	The highest credit rating that a government agency may receive from the three major independent rating agencies (Standard & Poor's, Moody's and Fitch).
Unencumbered Balance	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future expenses.
User Charges	The payment of a fee for direct receipt of a public service by the party who benefits from the service.

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